PEOPLESCOUT
NEXT

FROM ADVICE TO ADVANTAGE

CONTENTS Q3 | 2018

PEOPLESCOUT NEXT

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A TRUEBLUE COMPANY

PeopleScout, a TrueBlue company, is the world's largest RPO provider managing talent solutions that span the global economy, with end-to-end MSP capabilities supporting total workforce needs. PeopleScout boasts 98 percent client retention managing the most complex programs in the industry. The company's thousands of forward-looking talent professionals provide clients with the edge in the people business by consistently delivering now while anticipating what's next. Affinix™, PeopleScout's proprietary talent acquisition platform, empowers faster engagement with the best talent through an AI-driven, consumer-like candidate experience with one point ATS and VMS integration and single sign-on. Leveraging the power of data gleaned from engaging millions of candidates and contingent associates every year, PeopleScout enhances talent intelligence for clients across more than 70 countries with headquarters in Chicago, London and Sydney and global delivery centers in Charlotte, Toronto, Montreal, Bristol, Krakow, Gurgaon and Bangalore.

WELCOME

Welcome to the first issue of PeopleScout NEXT—our new publication designed to provide you with the knowledge you need to go from advice to advantage.

As a community of talent acquisition and workforce management leaders, we are all focused on what's next – the future of work, impending skills shortages and technological advances. The goal of PeopleScout NEXT is to provide you with both the big ideas and small steps you can take today to make sure you are set up for future success.

As we shared at our annual PeopleScout NEXT Talent Summit in June, we are committed to being your global talent partner from now to next. To meet that commitment, we're dedicated to providing you with new ways to expand your knowledge through enhanced thought leadership. To create PeopleScout NEXT, team members from across the organization came together to share their insights on topics that are at the forefront of talent acquisition. You can learn more about each of our contributors at the end of the publication.

In this issue of PeopleScout NEXT, you'll find information on talent technology trends from AI and machine learning to big data and RPA. We explore how globalization, skills shortages and the transformation of talent will affect how you acquire talent today into tomorrow.

We also look at factors that drive a superior candidate experience, including employer branding and digital recruitment marketing. Each section provides an overview of the most critical points you need to know and links to full-length articles on our blog.

I hope PeopleScout NEXT sparks valuable conversation and generates new ideas for advancing your talent acquisition and workforce management program. If you have feedback on the publication, ideas for how to make it more meaningful, or would like to contribute to our next issue please don't hesitate to share.

Thank you for being part of our community!

Warm regards,

Taryn Owen
President, PeopleScout

**YOUR GLOBAL
TALENT PARTNER FROM**

NOW TO NEXT

TALENT ACQUISITION TECHNOLOGY

The impact of technology is unmistakable in talent acquisition and workforce management. Advances in technology have improved productivity and efficiency enterprise-wide. The HR technology marketplace is valued at more than $14 billion, and new technologies continue to enter the space.

Thanks to the enhanced capabilities provided by technology platforms, talent acquisition and workforce management professionals are able to more efficiently predict recruiting outcomes, close talent gaps and improve candidate engagement.

In this section, we cover how technology trends such as robotic process automation, chatbots, virtual reality, predictive analytics and artificial intelligence are evolving talent acquisition processes and functions and what you need to know to gain a competitive edge.

HOW ROBOTIC PROCESS AUTOMATION IS RESHAPING RECRUITING

By **CHAD GETCHELL**

Automation is one of the most popular emerging technologies currently being deployed in business.

> Employers expect that 17% of all work will be automated by 2020. What's more, 94% of U.S. organizations currently utilizing AI and robotics will increase their use of automation in the next three years.
>
> **Source: Willis Towers Watson**

WHAT IS ROBOTIC PROCESS AUTOMATION?

One application of automation is robotic process automation (RPA), which uses AI to automate business processes to human-like efficiency and effectiveness, making employees more productive. RPA tools allow users to configure bots to collect data, trigger responses and communicate with other business systems.

> Researchers estimate that the potential savings that companies will experience with RPA by 2025 are between $5 trillion to $7 trillion.
>
> **Source: Towards Data Science**

THE RECRUITING CASE FOR RPA

For organizations looking to optimize their recruiting, RPA tools can provide time savings, increase recruiting accuracy and help reduce bias in the recruiting process.

RPA technology can be used for high-level, repetitive tasks such as candidate and resume screening. RPA systems work every hour of every day to source, screen and organize candidates.

SOURCING CANDIDATES

RPA technology can automate the online sourcing process by canvassing hundreds of talent pools and databases for quality candidates. With bots sourcing candidates on the web, recruiters can spend more time consulting with hiring managers on talent acquisition strategies such as improving employment offers and bolstering recruitment marketing campaigns.

CHATBOTS

RPA technology can deploy chatbots that leverage sentiment analysis and computational linguistics to interpret a candidate's communication and to formulate an appropriate response. Chatbots enable organizations to be more responsive by eliminating the downtime between a candidate submitting an application and receiving a response from a recruiter.

INTERVIEW SCHEDULING

RPA technology can also assist with the interview scheduling process. RPA bots can provide candidates with real-time access to a hiring manager's calendar and suggest specific time slots based on availability.

ENHANCED CANDIDATE EXPERIENCE

With RPA tools, organizations can better manage their candidate experience. Bots can be used to collect real-time data and monitor candidate satisfaction in each stage of the hiring process. Employers can program bots to generate emails soliciting feedback or send short surveys as candidates progress through the process.

KEY TAKEAWAYS

- RPA technology can handle basic recruiting tasks, freeing up recruiters to work on higher-value activities.

- Chatbots and interview scheduling tools can improve candidate experience and engagement.

- RPA technology's ability to be "always-on" provides a competitive advantage in sourcing active and passive candidates.

For more on RPA, read the full article.

PREDICTIVE ANALYTICS: A POWERFUL TALENT ACQUISITION TOOL

By **ALLISON BRIGDEN**

Predictive analytics is an essential AI tool for employers looking to stay ahead of the competition. Predictive analytics allows employers to use the power of data to make predictions about candidates and drive efficiencies throughout the entire talent acquisition process.

WHAT IS PREDICTIVE ANALYTICS?

Predictive analytics is a type of data analytics that uses data to find patterns and then uses those models to attempt to predict the future.

Predictive analytics can't tell you what will happen, but it shows what is likely to happen based on past trends. It's as close as you can get to predicting the future.

USING PREDICTIVE ANALYTICS TO IMPROVE SOURCING

Predictive analytics models can identify stronger candidates more quickly and accurately than traditional methods. AI sourcing that uses predictive models can start finding candidates as soon as a requisition is opened, giving a recruiter a strong head start to fill the role. An AI sourcing solution that uses predictive analytics modeling can also provide a recruiter with information about how well the candidate matches the job requirements and how likely the candidate is to leave their current role.

USING PREDICTIVE ANALYTICS TO MAKE YOUR RECRUITMENT FUNNEL MORE EFFICIENT

Predictive analytics can be used throughout the entire recruitment process to drive efficiencies in an employer's recruitment funnel. By analyzing the recruitment funnel, you can work backward to learn how many applicants are necessary to make one hire. To accomplish this, you need multiple data points from a large number of hires. The more data you have, the better and more accurate a prediction will be.

PREDICTIVE ANALYTICS CONSIDERATIONS

Most HR professionals (95%) agree that predictive analytics would aid their hiring and development efforts, but only a third have access to the technology.

Source: OutMatch

Employers need to ensure that their predictive analytics tool does not discriminate based on race, gender or other protected classes, as this would violate anti-discrimination laws. It is important to look at variables like race and gender to measure potential bias, but the technology should not use that information to target or exclude candidates. To help prevent discrimination, combine predictive analytics technology with the intelligence of a human recruiter.

KEY TAKEAWAYS

- Predictive analytics can improve candidate sourcing by recognizing top candidates early on in the recruiting process.

- By leveraging data, predictive analytics can create efficiencies in the recruitment funnel.

- Employers need to ensure that a predictive analytics tool does not discriminate based on race, gender or other protected classes, as this would violate anti-discrimination laws.

For more on predictive analytics, read the full article.

HOW TO USE CHATBOTS TO IMPROVE RECRUITING

By **ALLISON BRIGDEN**

AI solutions are driving candidate management and engagement in many ways, including through chatbot technology. Chatbots have become much more advanced in the past few years, as natural language processing continues to improve.

IMPROVING THE CANDIDATE EXPERIENCE

Chatbots help improve the candidate experience through their ability to interact with candidates on demand, streamlining and assisting throughout the application process on the channels candidates prefer and when they are available.

Chatbots are effective tools for candidate engagement, and they are continuously evolving to make the application process easier for the candidate. They can also answer candidate questions on company policies, benefits or culture, and when it gets stumped, a chatbot can contact a human recruiter. Chatbots can also take on some tasks throughout the application process that would typically be performed by recruiters over the phone or through email.

Chatbots can allow recruiters to spend more time with the strongest candidates by taking on more administrative tasks.

STREAMLINING THE PROCESS FOR RECRUITERS

Chatbots can help recruiters gain more time in their days by taking on some of the time-consuming tasks that recruiters handle, like responding to simple questions, scheduling interviews and gathering basic information from candidates. Chatbots should be used for repeatable, automatable interactions, enabling recruiters to engage with the best candidates in more high-value ways.

IMPLEMENTING CHATBOTS IN YOUR RECRUITING

When rolling out chatbots in your recruiting program, it's important to strike the right balance between automated communication via chatbots and communication from a recruiter.

It's important to remember that in most cases chatbots shouldn't take on all of the candidate communication. They can automate some of the hiring processes, but candidates still need to interact with a recruiter. Organizations also need to take steps to continuously make their chatbots more attuned and responsive in order to drive successful engagements.
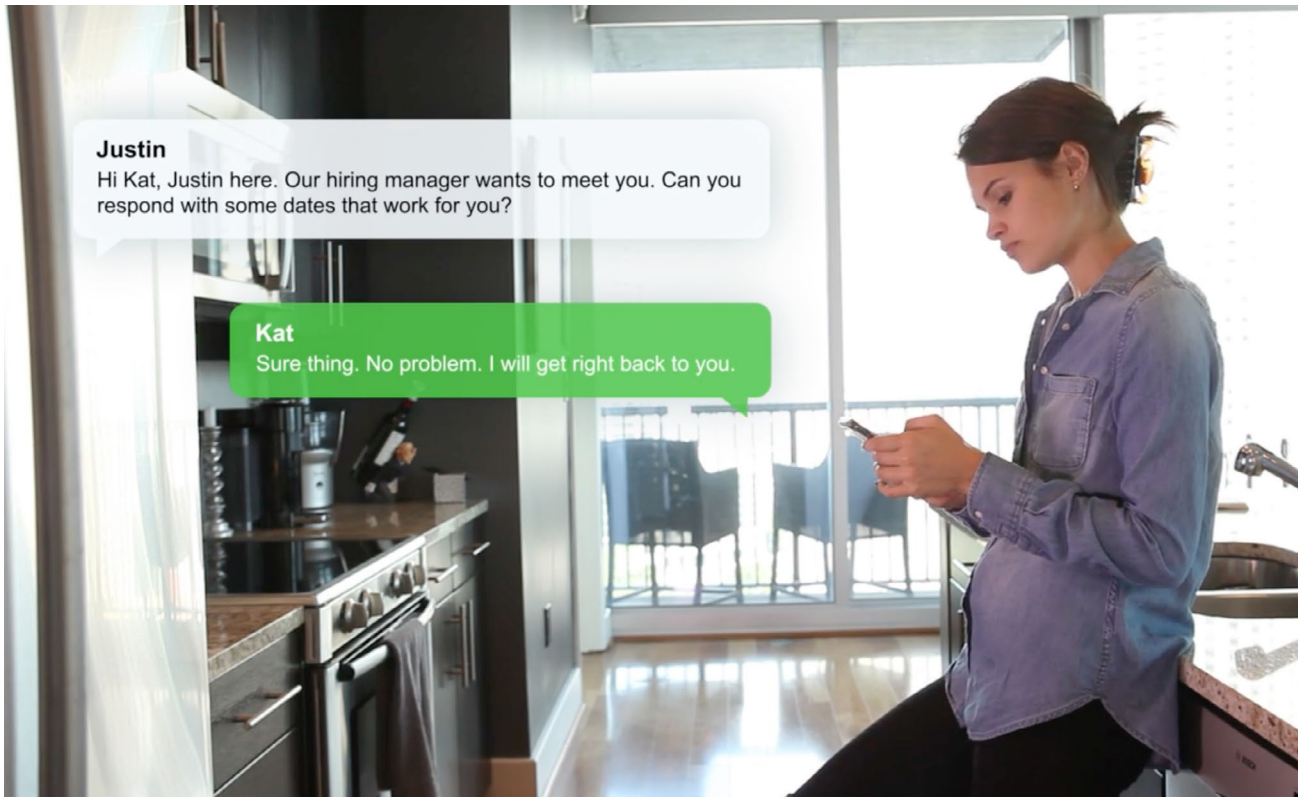
LOOKING FORWARD

Chatbots can play an essential role in creating an improved candidate experience, but the talent acquisition industry has moved well beyond using just chatbots for communication. Now, even more AI and machine learning tools are transforming the industry. Rules-based onboarding functions, candidate sourcing, interview scheduling and candidate matching are being automated to enable talent acquisition professionals to spend more time with the best candidates and on critical talent acquisition functions that involve creative and strategic thinking.

KEY TAKEAWAYS

- Chatbots can improve the candidate experience by helping you better engage candidates.

- Recruiters can leverage chatbots to streamline recruiting functions and improve time management.

- Once a chatbot solution has been implemented, you should continue to hone your use of the technology to drive continuous improvements.

For more on chatbots, read the full article.

VIRTUAL REALITY: ENHANCING THE CANDIDATE EXPERIENCE

By **MARY ANDERSON**

While virtual reality (VR) is not new, it is gaining popularity in talent acquisition as a powerful tool for elevating the candidate experience. If used correctly, VR can help companies win talent by standing out with more interactive and engaging content. VR is also a strong tool to promote an employer's brand.

> Virtual reality gives candidates a look into real-world activities, virtually experiencing a day-in-the-life of a potential job while helping employers promote their brands to candidates in an immersive way.

VIRTUAL REALITY APPLICATIONS IN TALENT ACQUISITION

VR is used in many different formats in talent acquisition. Career fairs are a popular example. Candidates use VR headsets to experience a first-hand look at what a day-in-the-life might look like before they pursue a position.

> The British Army allowed candidates to virtually ride tanks in a simulated drill; as a result, the British Army saw its recruitment applications rise by 66%.

Some VR applications have merged with gamification techniques. Jaguar developed a skills-based, mixed-reality game to attract electronic and software engineers. Available as a mobile app, users engage willingly in a skills test when in-game. Those with interest in Jaguar and who exhibit high aptitude on these tests are green-lighted through selected steps in the recruitment process.

USING VIRTUAL REALITY TO ATTRACT CANDIDATES

VR helps candidates feel more confident about accepting a role because they know more about how an employer operates. With VR, there is a deeper level of personalization and engagement that gives candidates a real-world look into their potential employer's world. VR creates an emotional connection, similarly to video, but in a more immersive way.

GETTING STARTED WITH VIRTUAL REALITY

If you're thinking about adding virtual reality efforts to your recruiting program, we recommend taking the following steps before getting started.

- Confirm your existing talent acquisition program is optimized. Are your processes and candidate flow aligned? Do you have the right ecosystem in place

for your entire talent acquisition process? An optimized program will be flexible, allowing you to add VR where it is needed.

- Understand your target audience. The content you design needs to target a particular audience. You should already have persona-specific content related to your candidate journey. This targeting needs to come to life with VR too.

- Use VR in conjunction with other tools in the technology ecosystem. VR is a great way to promote your employer brand and attract candidates. Consider doing this through online assessments, video interviewing or a combination of related strategies.

- Monitor the talent acquisition technology market. As VR matures in talent acquisition, monitor similar and complementary technologies that may also be used in the future, such as augmented reality or mobile applications.

- Virtual reality should be geared to the right audience as part of an overall recruitment program. Organizations should consider VR and track the growth of associated technologies to stay ahead of the competition.

KEY TAKEAWAYS

- You can use VR technology to engage candidates and improve the perception of your employer brand.

- VR experiences are an excellent way to attract younger candidates. However, it may not be as effective with older candidates.

- Before implementing a VR program, you should ensure your talent acquisition program is optimized.

For more on VR, read the full article.

TALENT TRENDS

As organizations reimagine the future of work, they must understand the trends that are changing the workforce. From millennials stepping up to become leaders to the opportunities and challenges presented by increased globalization, organizations need to be more agile and flexible when it comes to acquiring and managing talent.

In this section, we explore how globalization, skills shortages and the transformation of talent will affect how you attract and engage talent today into tomorrow. We also examine ways that workforce analytics and workforce planning programs help organizations adapt to the changing gig economy and total talent evolution.

HOW TO PREPARE FOR THE WORKFORCE OF THE FUTURE

By **NICOLE COOK**

Automation is transforming the way we work. Technology is disrupting nearly every industry at an unprecedented pace.

> **The World Economic Forum calls this change the Fourth Industrial Revolution which is characterized by a "fusion of technologies that is blurring the lines between the physical, digital and biological spheres."**
> Source: World Economic Forum

This pace of change means that employers need to take a proactive role in ensuring they have a workforce equipped with the skills of the future. To accomplish this, employers first need to understand the skills that will need to remain competitive and innovative. Then, they need to understand how best to prepare and train their current workforce, as well as prepare to source, recruit and hire the talent of the future. In this post, we'll share the top skills of the future, how technology is changing the way we work and explore ways organizations can prepare for the workforce of the future.

SKILLS OF THE FUTURE

According to the World Economic Forum, the top ten skills you need to thrive in the Fourth Industrial Revolution have shifted in the last several years, prioritizing complex problem solving, critical thinking and creativity as the top three skills and adding emotional intelligence to the list.

10 Skills Listed as Most In-Demand for Employers by 2020

Complex Problem Solving | Critical Thinking | Creativity | People Management | Coordinating with Others

Emotional Intelligence | Judgment and Decision Making | Service Orientation | Negotiation | Cognitive Flexibility
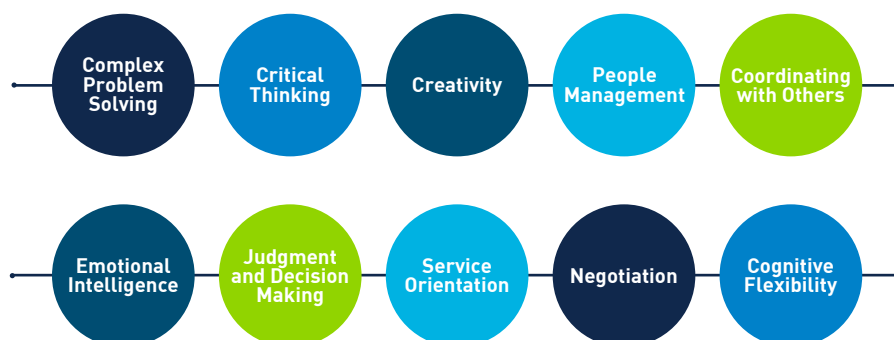
This list reflects the fact that robots can complete many tasks faster than humans, but the machines still lack creativity and emotional skills. As technology takes on more of the workload, the most in-demand employees will be those who possess the skills that computers cannot replicate. However, the need also increases for workers who have the skills to use, build and innovate the technology of the future.

TECHNOLOGY IS CHANGING THE WAY WE WORK

> As many as 375 million people around the world will need to change occupational categories by 2030 due to automation.
>
> **Source: McKinsey Global Institute**

It's no secret that automation is fundamentally changing the way many industries operate. Let's explore this idea using the example of the impact of automation on the automobile industry. Some of the most well-known innovations in automation have happened in the industry – starting with Henry Ford's assembly line. Now, companies around the world are racing to bring autonomous cars to market. We expect that the first autonomous cars will be available for sale to the public as early as 2021. The link to the potential disruption in complementary industries from delivery services to drive-through restaurants is overwhelming. However, it is an excellent example to use to illustrate the complexity of the skills needed for the future.

The skills required to deliver the cars to market are both highly technical and analytical. However, the skills needed to design and operate the vehicles of the future are more complicated. Skills in design thinking and innovation will be critical. Programmers will need to ensure safety in weather conditions from blizzards to heavy rains and navigate autonomous cars and trucks through road construction and complicated intersections and interchanges. They may be faced with programming life and death decision-making into the vehicles, which are inherently complex human behaviors requiring emotional and social intelligence skills above all others.

HOW TO PREPARE THE FUTURE WORKFORCE

Talent transformation:
Automation and the skills transformation will affect many industries over the next decade, but lessons can be learned from the industries that have already come through the journey, transforming their workforce in order to deliver a new business model. This transformation is illustrated with an example of one of PeopleScout's clients, a company which provides research and risk management services.

In 2010, the company began migrating customers from the traditional print version of their core product to an online version available on multiple platforms. This was a complicated and highly-involved transformation which impacted everyone from their internal workforce to their heavily print-dependent end-users. To illustrate the skills transformation that occurred, since that point in time, the number of technology hires PeopleScout makes for this client has increased 500 percent. This includes roles like product analysts, product managers and implementation consultants. At the same time, hires for editorial roles like editors, journalists and content developers have increased only 14 percent. And, in 2017, 100 percent of editorial roles filled were for their online research product; no positions filled were for the traditional print product.

In order to help guide this client through their talent transformation, PeopleScout worked closely with the internal HR function to adapt their candidate personas both internally and externally. We then developed sophisticated sourcing strategies to source candidates with skill sets that would meet the needs of the new organization. In addition to sourcing new candidates internally and externally, there were also efforts to analyze which traditional roles had transferable skills to the requirements of the new roles. This journey to transform a traditional business into a technology company required a substantial shift in workforce strategy to meet the needs of the new organization.

Future Skill Degree Programs: Another way employers can prepare for the future workforce is through working closely with high schools, colleges, universities, apprenticeships and graduate recruitment programs to help develop degree programs that meet the skills of the future. By building these programs, employers can ensure that graduates have the skills necessary to succeed in the coming years.

The importance of high school programs is not yet as obvious as those in higher education, but many businesses and universities have started working with high schools to source and attract new talent early. The

programs are particularly significant in industries where there is a forecasted talent gap. For example, Monte Sant' Angelo Mercy students in Sydney have the opportunity to partner with an engineering company to learn valuable job skills and open up thinking about new career pathways.

YOUR CURRENT WORKFORCE

Employers cannot simply wait for the workforce of tomorrow to arrive. To stay ahead, it is necessary to train and prepare current workers for these shifts. To make this a priority, HR and the C-suite need to be aligned on what roles will be needed in the next three, five or ten years, as well as

what skills will be needed to fill those roles. The roles that exist now may transform or disappear altogether, and new skill sets will be necessary for the business to drive growth and strategy. Both need to be open-minded about transferable skills in order to ensure success in having the talent to deliver key business outcomes.

Reskilling Programs: In some countries, governments have taken on some of the burdens of reskilling. For example, the Australian government has established the Skilling Australians Fund which provides $1.5 billion between 2017 and 2021 to support apprenticeships, traineeships and other employer-related training.

The goal is to retrain more Australian workers with the skills needed in the tourism, hospitality, health, engineering, manufacturing, building and construction, agriculture and digital technologies industries. The program is targeted toward automotive workers who lost jobs due to closing car manufacturing plants.

In the United Kingdom, the government plans to spend as much as 500 million pounds per year on worker training to combat low productivity. According to Reuters, the spending could reach as high as nearly 6 billion pounds on academic and technical education which will transform the system of technical education and increase the amount of training available by more than 50 percent.

KEY TAKEAWAYS

- Automation is disrupting traditional jobs, leading to new skills being required.

- HR and the C-suite need to be aligned on what roles will be needed in the next three, five or ten years, as well as what skills will be needed to fill those roles.

- Reskilling programs are a way to train and prepare workers for these shifts.

For more on the workforce of the future, read the full article.

A LOOK INTO THE GIG ECONOMY

By **MICHAEL YINGER**

Thanks to the rise of freelancing platforms such as Uber, Airbnb, TaskRabbit and Fiverr, finding non-traditional means of employment is easier than ever.

> **20-30% of the labor force in the European Union is now made up of independent workers who are self-employed or do temporary work.**
>
> Source: McKinsey Global Institute

THE GIG ECONOMY'S EFFECT ON WORKERS

Increased flexibility: For workers in the gig economy, flexibility is one of the biggest benefits.

> **A study of Uber drivers asked the following question: "If both were available to you, at this point in your life, would you rather have a steady 9-to-5 job with some benefits and a set salary or a job where you choose your own schedule and be your own boss?" 73% of respondents selected flexibility over a traditional job.**
>
> Source: Uber

No experience necessary: Most gig jobs have low barriers to entry, making on-demand work easy to start. For ridesharing services like Lyft or Uber, all an applicant needs is a vehicle, a valid driver's license and a clean driving record. For room-sharing services like Airbnb, all you need is an extra room.

Worker concerns: Severance packages, disability leave, PTO, sick days, health insurance and workers' compensation are just a few of the benefits typically afforded to employees but not contractors, freelancers or gig workers. Freelance workers often work other jobs to receive the protections and benefits often absent in gig work.

THE GIG ECONOMY'S EFFECT ON BUSINESSES

The most obvious appeal of hiring gig workers is that an organization can build a responsive workforce, tailored to suit business goals and objectives.

Hire for the right positions: Employers should carefully consider which specific jobs they need freelancers to perform and make sure the contractors clearly understand what they are expected to deliver. Organizations can quickly scale their workforces to supplement in-house staff or find workers with the skills needed to tackle critical projects.

Provide benefits: A report on the gig economy in the U.S. found that a major drawback for gig workers is the lack of benefits available.

The report also found that as long as employers pay gig workers a competitive wage, they are happy to purchase their own benefits. This presents an opportunity for organizations looking to attract gig employees.

MANAGING GIG EMPLOYEES

Worker misclassification: Depending on how gig workers are managed on the job, employers run the risk of a worker being managed as if they are a W-2 employee. Even when hiring managers have a good understanding of the difference between an employee and a contractor, managers may still treat contractors as W-2 employees. This can be an expensive mistake.

In the U.S., for cases where misclassification is deemed unintentional, an employer may be charged:

- A $50 fee for each W-2 that was not filed
- 1.5 percent of the employee's wages, plus interest
- 40 percent of the employee's FICA (Social Security and Medicare) contributions
- 100 percent of the employer's matching FICA contributions

Additionally, organizations in the U.S. need to remain compliant with the patchwork of laws impacting contingent workers. For example, legislation, like paid sick leave, that isn't specifically aimed at contingent workers may impact certain classifications of workers depending on local laws. Because many of these compliance issues are based on state, county or even city legislation, employers need to be prepared to keep track of the constantly changing compliance landscape.

KEY TAKEAWAYS

- Gig workers are looking for roles that are flexible and fit their lifestyle.

- Providing benefits to gig workers, or a more competitive wage so they can purchase their own benefits, can provide you with an advantage when recruiting workers for gig roles.

- Worker misclassification is a common and expensive mistake.

⇗ **For more on the gig economy, read the full article.**

DRIVERS AND BENEFITS OF TOTAL WORKFORCE SOLUTIONS

By **JENN KNIPPENBERG**

Total workforce solutions (TWS), sometimes called total workforce management or total talent solutions, are a growing trend for organizations grappling with the changing talent landscape. A total workforce solution provides a central view and way to manage all talent at an organization – both employees and contingent workers, including independent contractors, gig workers, freelancers and statement of work (SOW) workers.

DRIVERS OF THE TOTAL WORKFORCE EVOLUTION

Low unemployment: Organizations need to find creative ways to attract and retain talent in this economic climate, including optimizing their balance of employees and contingent workers.

Generational shifts and the gig economy:

> A Staffing Industry Analysts study estimates that about 44 million Americans, or about 29% of the U.S. workforce, has taken part in the gig economy.
>
> Source: Staffing Industry Analysts

Baby boomers, who were the largest generation in the workforce for years, are starting to retire. Now, millennials make up more than one-third of all workers. The generational shift had another impact – the rise of the gig economy. Employers need to adapt to this generational shift and the growing popularity of this type of work to find and attract talent in a way that reflects the way that talent wants to work.

Talent shortages: Employers are turning to total workforce solutions to adapt more quickly to changes in the workforce. In a total workforce solution, decision making is centralized and based on how to best secure talent, which enables increased agility and helps stakeholders see the benefit of making strategic decisions about how their workforce is procured.

A desire for greater insight into the total talent picture: Leaders want a better view of the entire talent picture. By looking at permanent employees and contingent workers together, organizations can create a coherent strategy that effectively addresses the pressures of low unemployment, generational shifts and talent shortages.

BENEFITS OF A TOTAL WORKFORCE SOLUTION

Cost savings: A well-managed total workforce solution should drive increased cost savings compared to MSP and RPO programs operating separately. An integrated program simplifies the management, reporting and recruiting resources required – reducing costs and increasing effectiveness. Through a TWS, organizations can find savings opportunities by making more strategic decisions about how to use their labor.

A full view of the entire workforce: A total workforce strategy provides companies with a broad view of the workforce, across different labor classifications and departments. That level of visibility allows organizations to gain consolidated intelligence into their workforces and helps them evolve in the competitive talent landscape. As the labor market continues to tighten, leveraging talent based on how they want to work is critical.

Centralized decision making: A total workforce solution centralizes decision making and ensures the right mix of both permanent employees and contingent workers. A centralized decision-making process helps programs run more effectively by identifying whether a role should be temporary, permanent, short-term or long-term as soon as a need is identified.

Increased agility: A total workforce solution provides increased agility as organizations can see the trends impacting their workforce earlier and respond to them more quickly. A total workforce approach combines talent acquisition and workforce management, so strategic initiatives can be more easily implemented from the top down.

Greater ability to recruit talent regardless of worker type: These benefits combine to provide organizations with a greater ability to recruit talent regardless of worker type. With the full view of talent, leaders can see how different types of talent want to work and then designate the position as permanent or contingent to meet those worker expectations. Then, a unified employer brand speaks to all workers in the same way, so candidates get the same positive impression whether they are applying for a full-time job, looking for a contract position or working through a temp agency. As organizations deal with the skills shortage and competitive talent landscape, the ability to recruit both full-time employees and contingent workers effectively is necessary.

KEY TAKEAWAYS

- A total workforce solution can help you attract and retain workers.

- A total workforce approach drives costs savings by simplifying recruiting and program management processes.

- A total workforce solution provides increased agility as you can see the trends impacting your entire workforce earlier and respond to them more quickly.

For more on total workforce solutions, read the full article.

WORKFORCE PLANNING: LEVERAGING WORKFORCE ANALYTICS FOR DEEPER INSIGHTS

By **KRISTA SULLIVAN DE TORRES**

Organizations need to leverage technology and big data to make more strategic decisions. Workforce analytics combines statistical analysis and predictive modeling to help you make fact-based talent acquisition and management decisions.

> Advanced analytics spending in the UK is expected to jump to £24 billion reflecting the increasing trend of investment in analytics for business success.
>
> Source: Consultancy UK

WHAT IS WORKFORCE PLANNING AND WHAT ROLE DO ANALYTICS PLAY IN THE PROCESS?

Modern, data-driven workforce planning focuses on the future by assessing current hiring needs and predicting how those needs will evolve. Workforce analytics gathers and analyzes data to better inform decisions made in other parts of workforce planning to form a strategic plan to address workforce challenges. This approach can help organizations match talent forecasts with analysis of the talent pool to create a realistic view of the labor market.

> Deloitte reports that the use of workforce data to analyze, predict and improve performance has exploded in practice and importance over the last few years, with more growth on the horizon. In its 2018 Global Human Capital Trends survey, 84% of respondents viewed people analytics as important or very important.
>
> Source: Deloitte

When workforce planning is combined with workforce analytics, organizations are better able to predict future leaders within the organization, craft succession plans for critical positions and recruit the right talent.

TYPES OF WORKFORCE ANALYTICS

Predictive analytics: Predictive analytics leverages historical data to create predictive models that anticipate what is likely to happen in areas such as employee turnover, skills shortages and shifts in the labor market.

Diagnostic analytics: Diagnostic analytics helps contextualize past performance by evaluating performance-based metrics in an attempt to discover the reasons behind past workforce successes or failures.

Prescriptive analytics: Similar to predictive analytics, prescriptive analytics uses the same sets of historical workforce data to anticipate the likelihood of specific results or events. What makes prescriptive analytics different is that the data is then leveraged to plan the best next actions based on those predictions.

BENEFITS OF USING WORKFORCE ANALYTICS

While the most obvious benefits of workforce analytics are related to time savings, dollars saved and earned, performance changes and proof of ROI, there are less tangible benefits of workforce analytics related to organizational alignment, team cohesion and company culture.

Improving retention and employee performance: Workforce analytics can help organizations identify top performers, foster successful employee retention and talent recruitment programs and ensure the proper workforce is in place to accomplish business goals and objectives.

Improved hiring decisions: Workforce analytics helps hiring managers make decisions based on historical data. A great analytics tool can help easily find the best candidate to hire from historical data.

KEY TAKEAWAYS

- Companies are investing more in big data and driving tangible benefits as a result.

- Leveraging analytics for workforce planning can help you achieve business goals.

- Data-driven decision making helps you improve quality of hire as well as retention and performance metrics.

For more on workforce planning, read the full article.

STRATEGIES FOR BUILDING AN EFFECTIVE TALENT COMMUNITY

By **EMILY GORDON**

Around the world, favorable job conditions are making it more difficult for employers to hire the talent they need. Adding to the challenge, employers are facing a skills shortage as they look to hire candidates who have the training, education and experience to bring their workforces into the future. Building a talent community is one strategy to combat these challenges.

> **U.S. job openings rose to a record high in April 2018, with vacancies increasingly exceeding the number of unemployed workers amid a robust labor market.**
> **Source: Bloomberg**

WHAT IS A TALENT COMMUNITY?

A talent community is a sourcing strategy that is an ongoing, multifaceted approach to candidate engagement that creates employment brand ambassadors and a talent pool that begins to feed itself. Building a talent community is a process rather than an event and takes continual effort to maintain.

Building a community has a host of benefits for employers. A talent community is sustainable. This means decreased time-to-fill and cost-of-vacancy because candidates who are interested in working for an organization are waiting for a job to be posted rather than a recruiter posting a job and waiting for the right candidate to apply.

USING EMPLOYER BRANDING TO BUILD A TALENT COMMUNITY

Online talent communities: An online talent community allows candidates to provide their contact information, resume and job interests. Then, the organization can search those resumes when a position opens and send matching job openings to the candidate. This keeps the employer at the front of a candidate's mind and provides recruiters with a slate of candidates every time a requisition opens.

Recruitment email marketing: Email marketing can be used in partnership with an online talent community. Organizations can send recruitment marketing emails to share job openings, as well as information about their culture.

Social media: Every organization should have a strategy for sharing its employment brand on social media, and can use social media to engage potential candidates to join a talent community. One option is to create a separate "careers" social media page where your organization can post job openings and information about the workplace, culture and current employees.

Video: A job posting could include a short video of a hiring manager talking about the job and what they are looking for. A video like this gives a candidate a better understanding of the job and gives them a glimpse into the culture of the organization. You can use video to show workplace tours, so job seekers get an idea of what working for your company might be like.

Chatting and text: While some employers may be cautious to message candidates, many PeopleScout clients have found success and higher rates of candidate engagement when chatting and texting are introduced.

USING INNOVATIVE TECHNOLOGY TO POWER A TALENT COMMUNITY

The same technology used to attract candidates to open job requisitions can also be used to prompt individuals to join a talent community. Geofencing, AI sourcing and AI data tracking are examples of those technologies. By tracking what time of day candidates apply, open emails or use social media, employers can schedule email marketing and social media posts to maximize the number of candidates who will see and click on job postings.

Geofencing: Much like targeted ads for retailers can be delivered to a person's cell phone or computer based on where that person is located, job ads can be targeted to candidates in a specific geographical area as well.

AI sourcing: AI tools start sourcing candidates as soon as a requisition is opened, looking for active and passive candidates in talent communities and online databases.

AI data tracking: AI data tracking can be used to make other sourcing and employer branding strategies more effective. Artificial intelligence and predictive analytics can understand and predict candidate behaviors.

WHY TALENT COMMUNITIES ALONE AREN'T ENOUGH

- Talent communities have to be combined with great employer branding.
- The content has to be engaging and of value to the audience.
- There needs to be the right mix of viable candidates with the skills and experience that your company values, and ambassadors for your employer brand.
- It is what you put into it, not what you take out – you have to cultivate the community or it will stagnate.
- Just-in-time recruiting is achievable if you use your talent community in combination with other tools, technology and operational best practices.

KEY TAKEAWAYS

- If you build a strong talent community, you will have a sustainable talent pool that reduces time-to-fill and ensures a steady pipeline of qualified candidates.

- A strong employer brand can help you consistently attract new candidates for your talent community.

- Leveraging technology can help you more efficiently manage your talent community.

For more on talent communities, read the full article.

CONSIDERATIONS WHEN SOURCING TALENT GLOBALLY

By **NICOLE FUQUA**

As the mobility of the global workforce increases, more employers are looking for the best talent from around the world. Multiple factors contribute to this increased mobility, and employers armed with the knowledge and expertise needed to navigate a global talent pool will hire and retain the best workers in the competitive talent landscape.

Technology is making the process easier. Video interviewing makes it simple to interview candidates without incurring large travel bills, and virtual reality technology could give candidates a realistic look at your office without an international flight. A variety of solutions for virtual work could mean that the perfect candidate won't even need to travel to fulfill a job's requirements.

THE VALUE OF SOURCING GLOBALLY

- As employers look to hire candidates with the skills of the future, expanding your search across the globe can keep you ahead of the competition.
- In industries with large skills gaps like healthcare and engineering, the ability to source globally is necessary to remain competitive.
- Diverse workforces also increase productivity and employee engagement.

MANAGING COMPLIANCE CHALLENGES

Starting a global sourcing program does come with challenges, the most obvious of which is immigration. If you are hiring foreign employees to work domestically, you need to abide by the immigration laws in your country, which can be complicated by shifting political climates.

Throughout the hiring process, you'll also have to contend with varying background check and data privacy laws. Additionally, countries around the world have different laws that regulate how you can contact candidates through email. If employers are hiring workers in other countries, they should also be aware of the differences in labor laws that apply.

> In Australia, employees are entitled to long service leave, or a period of extended paid leave from work after a long period of working for the same employer. The exact requirements vary based on jurisdiction, but are in general, six to 13 weeks of leave for every seven to 10 years worked.

- In the U.S., full-time workers are often expected to work eight hour days, five days each week, and overtime is common.
- Adults employed full-time in the U.S. report working an average of 47 hours per week, which equates to nearly six days a week, according to Gallup.
- In some countries, hours worked per week are capped. For example, in Brazil, work hours are capped at 44 per week. A regular shift cannot exceed eight hours and a maximum of two hours of overtime is allowed per day.

- French workers have a "right to disconnect" after hours.
- In Sweden, fika, or a mid-morning break for coffee and snacks, is common.

DIFFERENCES IN OFFICE CULTURES

Employers should also be prepared to manage the cultural differences that exist in recruiting, hiring and working around the globe. While a cultural mistake isn't likely to result in a fine or other legal consequence, it can cause other problems. A lack of cultural literacy can lead to anything from communication confusion during the hiring process to a negative impact on your employer brand that will make it more difficult to recruit top talent.

UNDERSTANDING OFFICE POLITICS

Organizations should not overlook the importance of internal communications, office politics and training. Employers should train all employees, regardless of location, about the cultural workplace norms that could impact workers. Some expressions or phrases have different meanings in the same language, depending on where it is spoken. It is important for those communications across borders and cultures to be aware of these differences. For example, the phrase "to table" has different meanings in different countries:

- In the United States, to "table" usually means to postpone or suspend consideration of a pending motion.
- In the rest of the English-speaking world, such as in the United Kingdom and Canada, to "table" means to begin consideration (or reconsideration) of a proposal.

KEY TAKEAWAYS

- Complying with complex immigration laws requires paying close attention to shifting political climates.

- Cultural literacy is important in a globally diverse office or virtual environment and can help avoid miscommunication.

- You should not overlook the importance of internal communications, office politics and training.

For more on global talent, read the full article.

THE VALUE OF GLOBALIZING YOUR RECRUITMENT STRATEGY

By **SARAH MURPHY**

It is increasingly important for international organizations to build recruitment strategies that are effective across multiple countries. One factor driving this shift is falling unemployment around the world.

> The U.S., China, Japan, Britain and Canada all have unemployment rates at or below 6%–with the U.S., China and Japan at or below 4%. This makes it difficult to find and attract top talent in these economies.
>
> Source: The Economist

BENEFITS OF A GLOBAL RECRUITMENT STRATEGY

- **Improved quality of hire:** An effective global sourcing strategy enables employers to make a better cultural match and increases the potential of finding the right candidate with the right skills.

- **Increased diversity:** By deploying a truly global process, employers are able to attract and hire a more diverse slate of candidates.

- **Better ability to source candidates with skills of the future:** Automation is changing the way we work, and different areas of the globe are adapting at different paces. With a global recruitment strategy, HR professionals can identify talent from around the world with the necessary skills and connect with candidates regardless of where they live.

COMPONENTS OF A GLOBAL RECRUITMENT STRATEGY

- **Employer brand:** When implementing a global recruitment strategy, organizations need to build an employer brand that is effective across the world. It is important to work with local employees to ensure employer branding and recruitment marketing campaigns are culturally appropriate in each region in which an employer recruits.

- **Consistent onboarding process:** The onboarding process should also be as consistent as possible in each location. At PeopleScout, we standardize, document and create global job contract repositories to make our clients' onboarding more efficient and compliant.

> **69% of employees are more likely to stay with a company for three years if they experience great onboarding.**
> Source: SHRM

- **Centralized technology:** A centralized technology system across all global locations provides better data and a wider view of your entire workforce so you can spot trends and make strategic decisions more quickly.

- **Global labor market data analysis:** If the talent market starts to tighten in one part of the world, you can see how your workforce compares throughout the region and other areas of the world. That insight can be used to make high-level business decisions. For example, a PeopleScout client was looking to hire Norwegian speakers in a central European country. After analyzing the market data, PeopleScout provided recommendations for better locations outside of Norway where the client could find more candidates who met their requirements.

KEY TAKEAWAYS

- A globalized recruitment strategy drives improved quality of hire, increased diversity and a better ability to source candidates with the skills of the future.

- When implementing a global recruitment strategy, it is important to work with local employees to ensure employer branding campaigns are culturally appropriate in each region in which you recruit.

- Analyzing global labor markets makes for smarter hiring because you can see how your workforce compares throughout the world.

For more on global recruitment, read the full article.

CANDIDATE EXPERIENCE

The world of hiring is more candidate-driven than ever before. A variety of employment opportunities, coupled with the rising bargaining power of employees, has lifted candidate experience to the top of many organizations' list of talent acquisition and workforce management priorities. Generally, the better the candidate experience, the more likely an organization is to attract the best talent. Top candidates demand compelling experiences during and after the hiring process.

This section delves into how to inform your own strategy for engaging and attracting candidates to ensure a great experience.

HOW TO CREATE AND PROVIDE A POSITIVE CANDIDATE EXPERIENCE

By **PATRICIA QUINTERO**

Today, candidates have more choices, making it harder for employers to differentiate themselves and establish how their values, company culture and employees represent a unique opportunity for top candidates. Through a positive candidate experience, organizations can gain the trust and loyalty of applicants who may become advocates for an organization and help bolster their employer brand.

> **27% of candidates who have a bad experience would actively discourage others from applying and 77% of candidates are likely to share positive experiences with those in their network.**
>
> Source: LinkedIn

CANDIDATE EXPERIENCE TOUCHPOINTS

Each touchpoint throughout the hiring process—from attraction and sourcing to onboarding—should be taken into consideration when optimizing your candidate experience.

Employer branding:

In today's digital-obsessed world, most candidates use the internet to research a potential employer prior to applying for a job. Having a strong employer brand not only helps build a connection with a prospective hire, but it introduces them to what makes your organization different and why your organization is a great place to work.

> **57% of candidates conduct their preliminary research by visiting an organization's website.**
>
> Source: CareerBuilder

Make a good first impression:

Career pages need to be designed to capture an applicant's interest.

89% Candidates expect mobile compatibility. 89 percent of candidates think mobile devices play a critical role in the job hunting process.
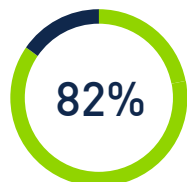Source: Undercover Recruiter

90% Candidates expect the process to be fast. Online applications with 45 or more questions have an abandonment rate of nearly 90 percent.
Source: Indeed
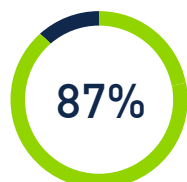
87% Candidates expect personalization. In one survey, 87 percent of people said personally relevant content improves how they feel about a brand.
Source: OneSpot

82% Candidates have new expectations. 82 percent of candidates report that the ideal recruiter interaction is a mix between innovative tech and personal, human interaction.
Source: Indeed

An effective career site should make visitors feel welcome and give applicants the information they are looking for, such as details about employment opportunities, company culture and work environment.

Respond to candidates:

> **47% of candidates never receive any form of communication from the organization they apply to.**
> Source: CareerBuilder

There is a huge opportunity for organizations to differentiate themselves through superior communication and recruitment marketing. Creating greater transparency will improve the candidate experience, whether the response is an automated email, a letter or a phone call.

IMPROVING THE APPLICATION PROCESS

Employees often lose out on qualified candidates because they lack a streamlined and easy application process. Candidates look for mobile-friendly applications, well-written job descriptions and short, easy-to-navigate applications.

> **53% of 18 to 29-year-olds and 43% of all survey respondents have used a smartphone as part of a job search.**
>
> **Source: Pew Research**

Mobile-friendly applications:

Many employers still offer an outdated or poorly designed mobile application experience. Because so many candidates learn about job opportunities on their mobile devices, organizations need to create a mobile-friendly application experience.

Job descriptions:

A well-written job description can engage a candidate and convince them to apply for a position. Organizations should perform a quality check on their job descriptions and ask the question, "Could these descriptions describe any company?" If they can, the descriptions probably rely on a list of generic skills and traits, which may deter top candidates from applying while inviting unqualified ones.

Shorten applications:

The length of a job application can have a major impact on candidate experience.

> **89% of potential applicants abandon the application process if there are 45 or more screening questions. What's more, 43% of candidates spent more than 30 minutes completing an application, and 12% spent more than one hour.**
>
> **Source: Indeed**

KEY TAKEAWAYS

- With competition for talent at an all-time high, you can use your candidate experience to stand out.

- Candidates with a positive experience will encourage others to apply, while those with a negative experience could actively discourage it.

- Mobile job applications are essential for attracting more applicants and improving candidate response rates to job postings.

For more on candidate experience, read the full article.

THE SHIFTING DEFINITION OF DIVERSITY IN THE WORKPLACE

By **ERIC DYSON**

Diversity in the workplace refers to more than ethnicity and gender. Diversity within a workplace also encompasses age, religion, sexual orientation, citizenship status, military service and mental and physical conditions, as well as other distinct differences between people. A multi-generational and multi-cultural workforce today is comprised of baby boomers, millennials, Gen Z, veterans, LGBTQ+ individuals, persons with disabilities and workers across many ethnicities. This shift towards a more diverse population will have major impacts on the global workforce and how organizations address diversity in the workplace.

WHAT ARE THE BENEFITS OF DIVERSITY IN THE WORKPLACE?

67% of job seekers said a diverse workforce is important when considering job offers and 57% of employees think their companies should be more diverse.
Source: Glassdoor

The numbers are telling. Not only can organizations fill positions with qualified candidates more quickly by recruiting from diverse talent pools, but a diverse workforce also benefits employers in a host of ways,

including infusing an organization with creative new ideas and perspectives.

TYPES OF DIVERSITY IN THE WORKPLACE

Ethnic: Organizations should encourage conversation among all employees by opening lines of communication and interaction and creating inclusion programs that allow individuals to connect and grow as professionals.

Gender: Female workers continue to encounter significant obstacles in the workplace, from pay gaps to a lack of leadership roles. To help bridge the gap, employers can sponsor mentorship programs that focus on developing and supporting female talent.

Workers with disabilities: To accommodate the unique needs of disabled individuals, organizations should invest in the equipment necessary for employees with disabilities to be successful in their work environments. Employers should also ensure their facilities are ADA compliant.

Age: Workers of all ages still face discrimination—both conscious and otherwise.

To combat bias, education and awareness-building about generational differences can improve collaboration among workers and increase hiring manager awareness.

LGBTQ+ workers: Creating an inclusion program is one way to support LGBTQ+ individuals. A well-run inclusion program can offer workshops, training and support from both management and HR.

HOW TO MANAGE DIVERSITY IN THE WORKPLACE

Prioritize communication: To manage a diverse workplace, organizations need to ensure that they effectively communicate with employees. Policies, procedures, safety rules and other important information should be designed to accommodate employees with visual, auditory or speech impairments and to overcome language and cultural differences.

Create a supportive environment: To support diversity in the workplace, employers can promote and foster a diverse and inclusive company culture through professional development, community outreach, networking and mentorship programs.

KEY TAKEAWAYS

- Diversity has become an important indicator of workplace culture and candidates are increasingly taking it into account when applying for jobs.

- To build a diverse workplace, it is crucial to recruit and hire talent from a variety of backgrounds.

- Employers can promote and foster a diverse and inclusive company culture through professional development, community outreach, networking and mentorship programs.

For more on diversity in the workplace, read the full article.

HOW (AND WHY) TO RECRUIT RECENT GRADUATES

By **JAMES CLEAVER**

The mass exodus of baby boomers from the labor market leaves a sizable void of seasoned and experienced talent. To fill these positions, organizations are increasingly turning to recent college graduates.

> **Experienced leaders of the baby-boom generation continue to retire at a pace of 10,000 per day.**
> Source: UCLA

THE BENEFITS OF RECRUITING RECENT GRADUATES

From technical aptitude to adaptability, recent grads have characteristics that are welcome additions to an organization.

Recent graduates are ambitious and enthusiastic:
After graduation, many students are eager to begin their professional careers; they want to make a good impression, and they want to succeed.

Recent graduates are tech-savvy:
Recent graduates more than likely spent time learning and mastering new technologies, making their ability to navigate technology capabilities and functionalities second nature.

Long-term talent development:
Organizations that hire graduates and focus on developing their skills create an opportunity to recruit the leaders of the future. Organizations can groom recent graduates and equip them with the knowledge and skills needed for leadership.

SOURCING STRATEGIES FOR GRADUATE RECRUITMENT

To reach young talent, it's critical for organizations to connect with them in the ways they can relate to – namely through technology.

Social media:

Social media's ubiquitous nature makes it one of the most effective recruiting tools for Generation Z and millennials. To reach a large pool of recent college graduates, organizations should establish recruiting-focused Twitter, LinkedIn and Facebook strategies to build community.

Mobile recruiting:

Mobile recruiting is growing in popularity as more and more applicants initiate their job searches on their mobile devices. Organizations can use SMS messages to alert candidates of new opportunities and coordinate interviews.

86% of recent graduates feel positive about text messages being used in the hiring process.
Source: Inc

Graduate career pages:

Members of Generation Z are always online, so investing in a well-designed, content-rich career page for students to learn about job openings is well worth the effort. Organizations can create a specialized career page to highlight the success of recent college graduate employees and use messaging tailored to engage that audience.

Graduate career pages should be optimized for search engines and should contain relevant keywords so job seekers can

easily find them. Links to the page should also be included in communications with prospective candidates.

Building and maintaining campus relationships:

Establishing strong relationships with universities is a key element to successful campus recruiting. When communicating with the career center's team, focus on sharing what your organization can do for the university. Organizations should become active in different campus activities, even if those activities are not directly associated with recruiting. For example, organizations can identify student groups related to their industry and offer sponsorship programs for activities and events.

KEY TAKEAWAYS

- Organizations are turning to the next generation of professionals to fill roles vacated by retiring baby boomers.

- To effectively recruit recent graduates, you should take a technology-focused approach.

- Building a relationship with colleges and universities is important for building a campus talent pipeline.

> **For more on graduate recruitment, read the full article.**

EMPLOYMENT & ECONOMIC TRENDS

Employment and economic growth trends remain positive in 2018. As the New York Times reports, "a decade after the world descended into a devastating economic crisis, a key marker of revival has finally been achieved. Every major economy on earth is expanding at once, a synchronous wave of growth that is creating jobs, lifting fortunes and tempering fears of popular discontent."

> Global output growth seems on track to reach 3.9% this year and next. Helping to drive this output acceleration is faster growth in the Euro area, Japan, China and the United States, all of which grew above expectations in 2017.
>
> Source: IMF

The following section takes a closer look at the impact and influence labor and economic trends are having on talent acquisition and workforce management.

Q2 2018 GLOBAL ECONOMIC SNAPSHOT

By **DAVID BAROL**

Very strong job growth and low unemployment were the headlines in many of the world's leading economies in the second quarter of 2018. However, employers were faced with the increasingly difficult tasks of attracting and retaining talent in unprecedentedly tight labor markets and responding to impending wage pressures. Uncertainties in the labor supply created by Brexit and immigration restrictions were exacerbated by the introduction of tariffs by the U.S. and the threat of trade wars in the coming months.

STRONG JOB MARKETS

In the United States, the number of job openings in Q2 reached a record high. In the UK, the unemployment rate was at its lowest point in over 40 years. Canada continued to experience record low unemployment and Australia had consecutive months of job gains. Faced with the tightest job markets in recent years, employers are focused on effective strategies to attract and retain talent.

> **UK employment reached record highs in Q2. Government figures released also showed that the number of women in work has reached a record high of 15.26 million, and youth unemployment has dropped by more than 40% since 2010.**
> **Source: London School of Business & Finance**

WAGES – THE END OF STAGNATION

Wage pressures have intensified in response to the robust labor market. In the U.S., the period of relative stagnation in wage growth is perceived to be ending. In the UK, salaries for new positions rose at their fastest rate in three years. Canadian workers experienced their biggest wage increase in nearly a decade. And even without significant inflation, the national minimum wage in Australia was slated to increase 3.5 percent on July 1, potentially impacting salaries nationwide.

BARRIERS TO THE FREE MOVEMENT OF TALENT

Uncertainty over the availability of foreign nationals due to Brexit and immigration restrictions in the U.S. continued to raise concern. In the UK, sectors such as social care, technology and hospitality could be impacted especially hard. A recent survey found that one in ten hospitality workers are considering leaving the UK due to Brexit. The same survey found that 18 percent of hospitality managers are finding that recruiting new staff is more difficult due to the United Kingdom's status change with the EU. In the U.S., restrictive immigration policies are blamed for the stall in IT job growth. Adding to the uncertainty of the U.S. workforce, the future status of the more than 600,000 U.S. residents granted permission to live and work under the Delayed Action for Childhood Arrivals (DACA) act was left unsettled by the U.S. Congress.

DATA PRIVACY AND SOURCING

New regulations in Europe under the General Data Protection Regulation, or GDPR, went into effect on May 25. GDPR requires businesses to protect the personal data and privacy of EU citizens for transactions that occur within EU member states.

GDPR applies to any collection of data for those living or working in the EU, regardless of the location of the organization accessing this data. The new rules include notification requirements, up-front security measures and other privacy safeguards.

ADDRESSING THE SKILLS GAP: APPRENTICESHIPS

Employers that are struggling to find talent with the right skills can turn to a solution that pre-dates the industrial revolution: apprenticeships. Apprenticeships enable workers to gain valuable skills and experience so that they can be fully productive employees at a future date. In the United States, the Department of Labor announced resources for apprenticeships as part of a public/private partnership. For example, employers can apply for registered apprenticeships and create "on-the-job training contracts" and have costs reimbursed for up to 50 percent of wage rates paid to participants for up to six months.

KEY TAKEAWAYS

- Historically strong job markets combined with the uncertainties brought about by restrictions on immigration and trade requires employers to be both intelligent and agile in attracting and retaining talent.

- Organizations can expect to reap the benefits of a strong economy only if they have the talent to support the growth that can be generated by a prosperous environment.

For more on the global economy in Q2, read the full article.

WAGES AND RECRUITMENT: THE PRESSURE IS BUILDING

By **DAVID BAROL**

Determining the right wages at a time of record high job openings and low unemployment can seem daunting. Offering wages that are too low can repel the best talent while offering wages that are unnecessarily high can impact a company's profitability. Understanding the causes of current wage pressures allows employers to make informed decisions that will have a positive effect on their recruitment processes.

Cost of living: Inflation continues to remain at low levels in most major economies, but the cost of living is rising in many places due to high housing costs. Companies recruiting in these metropolitan areas need to factor in the current and potential future cost of living in these locations when determining their wage ranges as part of an effective recruiting strategy.

Competition from the gig economy: Employers that want to attract talent to fill positions need to know how their pay rate compares with those choosing to work as independent contractors.

Wage inflation: The United States and other leading economies have had sustained job growth and low unemployment, without experiencing a corresponding substantial increase in wages. However, leading economists believe that wage inflation is imminent. Wages are rising ahead of inflation rates in many world economies. In the UK, private sector pay increased 2.8 percent year-over-year in May (with the annual inflation rate at 2.4 percent). In Canada, average hourly wages advanced at a pace of 3.6 percent in June on a year-over-year basis (with the annual inflation rate at 2.5 percent). In Poland, wages surged in June with an annual 7.5 percent increase in its enterprise sector (with an annual inflation rate of 2 percent).

KEY TAKEAWAYS

- Understanding the causes of current wage pressures allows you to make informed decisions about your recruitment processes.

- Leading economists predict that wage inflation is imminent in many of the world's leading economies.

[↗] **For more on wage pressure in recruiting, read the full article.**

THE CONTINGENT WORKFORCE LANDSCAPE: TRENDS AND STRATEGIES

By **JAN POWELL-ROLLINS**

For many organizations, contingent workers are the fastest and most effective way to augment their current workforce and respond to rising talent demands, staff large strategic projects, add new skills and expertise and accelerate growth.

> The average organization has 18% of their workforce employed on a contingent basis. Globally, there are approximately 77 million formally identified freelancers in Europe, India and the United States. In the UK, there are an estimated two million freelancers, many of whom are 'gig' workers, who use digital platforms on a short-term, pay-per-task basis.
>
> **Sources: Deloitte and Financial Times**

FREELANCING AS A CAREER

Based on projected current workforce growth rates, the majority of U.S. workers may be freelancers by the year 2027. Millennials — the largest generation in the workforce — are spearheading the rise in freelancing. Millennials are not the only demographic turning to contingent labor as a career option. According to a study published by the Freelancers Union and Upwork, baby boomers are the generation that's most likely to make the choice to start freelancing.

> According to a Deloitte survey, when asked to forecast the makeup of their workforce in 2020, 37% of survey respondents expected growth in the use of contractors, 33% in the use of freelancers and 28% in the use of gig workers.
>
> **Source: Deloitte**

CONTINGENT WORKERS ARE BECOMING MORE CHOOSY

To attract contingent workers, organizations should be mindful of employer branding. Negative reviews are likely to dissuade talent who have more options when it comes to selecting an employer.

> **70% of job seekers consulted Glassdoor during their job search.**
>
> Source: Glassdoor

Organizations should monitor job boards and review sites to see what employees have to say about working for them and address common issues and complaints to improve their employer brand.

THE NEW ROLE OF MANAGED SERVICE PROVIDERS IN CONTINGENT WORKFORCE MANAGEMENT

The role of the Managed Service Provider (MSP) has evolved. As MSPs are better able to leverage data, from workforce spend to supplier performance, they are able to help organizations strategically implement a contingent workforce model.

> **MSPs are an increasingly influential and strategic partner in helping organizations better manage their contingent workforces.**
>
> Source: NelsonHall

MSPs provide organizations with contingent workforce data, training and overall strategy. MSP providers have the infrastructure to optimize suppliers, improve productivity, provide administration and program management and, importantly, reduce costs of managing contingent labor.

TOTAL WORKFORCE SOLUTIONS

With the growing trend of blended workforces that leverage full-time,

part-time and contingent labor, there is a demand to integrate MSP and RPO solutions into one talent program.

> **Total Workforce Solutions (TWS) allow organizations to streamline talent acquisition for all categories of labor by integrating RPO and MSP programs.**

TWS can help organizations source full-time, temporary, statement of work, professional services or 1099 workers to meet hiring needs based on an organization's business objectives. Integrating RPO and MSP talent management into one program provides organizations with a competitive edge when it comes to understanding their talent needs and their ability to fulfill them.

KEY TAKEAWAYS

- Across generations, freelancing is becoming more popular as an alternative means of employment.

- Having a reputable employer brand is essential for attracting contingent talent.

- MSP providers are being more consultative in their approach and are increasingly using data and analytics in MSP solutions.

For more on the contingent workforce landscape, read the full article.

GLOBAL COMPLIANCE

Talent acquisition and workforce management leaders handle a variety of sensitive compliance matters. This section dives into how offshore delivery models can strengthen compliance and policy adherence, examines the newly-implemented GDPR and how it may affect your business and provides information about email marketing laws in the U.S., Canada and Australia to ensure your recruitment email marketing programs are compliant.

LEVERAGING OFFSHORE DELIVERY CENTERS TO DRIVE IMPROVED COMPLIANCE AND RECRUITMENT RESULTS

By **ATEESH ROYE**

Offshore delivery centers are a growing strategy in talent acquisition. Historically, these centers have been leveraged for cost efficiencies. More recently, global delivery centers are being used to strengthen compliance, drive broader operational efficiencies and improve recruitment performance.

The change is driven by an increasingly globalized workforce, a competitive recruiting landscape and increased risk due to a complicated patchwork of compliance regulations. Strategically located offshore delivery centers provide lower cost, high-quality workforces and are effective because, combined with an innovative technology platform, they can drive efficiencies and ensure compliance through strict adherence to workflows and audit operations.

SUPPORTING POLICY AND REGULATORY COMPLIANCE

As many organizations turn to a global sourcing and recruitment model, an offshore delivery center can be used to quickly and cost-effectively ensure policy and regulatory compliance in a fast-evolving compliance landscape. By leveraging offshore resources, dedicated teams can be assembled to set up and administer standard operating procedures to drive adherence with regulations in each country in which an organization recruits. These dedicated teams can also quickly respond to changes or ramp-up to support new geographies.

Compliant job postings: An offshore delivery center can be used to ensure that every job requisition is complete and compliant. Hiring manager or recruiter errors frequently undermine the effectiveness, policy adherence and regulatory compliance of job descriptions. A common solution to this issue has been to require that only static, unchangeable, pre-approved job descriptions are posted. Times have changed, and it is more important than ever to allow hiring managers to highlight differentiators and add information that will attract the best talent from a very limited candidate pool. A compliance review prior to posting or distributing a job description is an essential step in ensuring compliance with OFCCP and other regulatory criteria fixed elements like accurate compensation ranges and ensuring a minimum acceptable quality level.

Background screening and drug testing: Standardized corporate policies requiring background investigations and drug tests have been the norm across large employers in the U.S. However, the proliferation of different state and local laws regarding the use of criminal background

investigations in the hiring process and the variations in the legal treatment of the use of marijuana in different jurisdictions have injected significant complexity into hiring practices. Employers faced with the need for different drug testing criteria and background investigation procedures can encode and apply variegated workflows for different jurisdictions, without a significant increase in compliance cost or risk, when these are initiated, executed and audited at an offshore delivery center.

Complementing AI and automation:
Offshore delivery centers can also take on compliance-related tasks when AI and automation aren't able to. For instance,

when a new law goes into effect that impacts the recruiting process in a certain region, a new standard operating procedure can be established and deployed in an offshore delivery center within hours while technology updates are made, tested and ultimately deployed.

SUPPORTING IMPROVED RECRUITMENT RESULTS

In addition to helping to create a compliant recruitment program, offshore delivery centers can also improve recruitment results and candidate experience.

Posting to community and specialty job boards: Most well-known job boards take XML feeds, which allows distribution to

be automated. However, some job boards still require someone to reach out personally. When an employer has a large volume of open positions, posting to these types of boards can take a lot of a recruiter's time and the process becomes prohibitively expensive. When an offshore delivery center handles these types of postings, organizations don't leave candidates on the table. Additionally, these job boards are also often a source of diverse candidates, which improves diversity hiring.

Timeliness: To keep up with candidate expectations, employers need an efficient recruitment process. An offshore delivery center can speed up the process of candidate engagement through procedures designed to accelerate the strongest candidates through to interviews and offers.

> For one client that takes advantage of PeopleScout's global delivery center in Gurgaon, India, PeopleScout has met 100% of all timeliness metrics for the past three years for tens of thousands of annual hires by engaging with candidates 24 hours a day.

KEY TAKEAWAYS

- Offshore delivery centers reduce compliance errors with multiple teams focused on specific sets of regulations.

- Offshore delivery centers can increase the agility and responsiveness of your recruitment program.

- Offshore delivery centers can improve recruiting speed by deploying resources 24 hours a day across the globe.

⬀ **For more on offshore delivery centers, read the full article.**

GDPR: WHAT DOES IT MEAN FOR COMPLIANCE?

By **NICOLE FUQUA**

As more employers engage with candidates online and through email, being compliant with data privacy laws is more important than ever. If your company sources candidates living or working in the EU, GDPR applies to you. The EU General Data Protection Regulation, or GDPR, requires businesses to protect the personal data and privacy of EU citizens for transactions that occur within EU member states.

> **The GDPR applies to all organizations that collect the data of people who live in the EU, regardless of the organization's physical location. That means the GDPR impacts organizations across the globe, and the penalties can reach up to 4% of the global revenue of the parent company or 20 million euros, whichever is higher. Enforcement began on May 25, 2018.**

The regulation requires privacy by design, which means that a data system needs to include data protection from the start, rather than as an addition. Organizations must only hold and process the data that is absolutely necessary, and limit access to that data to those who need to process it.

The GDPR also requires consent and provides the people whose data is collected with the right to confirmation as to whether or not their personal information is being processed, where it is being processed and for what purpose. If the person requests, the organization also needs to provide a copy of the personal data, free of charge, in an electronic format. The person has the right to give that data to another organization.

Additionally, the GDPR includes the right to be forgotten, also known as data erasure, which entitles the person whose data was collected to have the organization erase the data, cease any dissemination of the data and potentially halt a third party's processing of that data.

The regulation requires organizations to notify the people whose data they collect within 72 hours of first becoming aware of a data break that is likely to "result in a risk for the rights and freedoms of individuals."

In the past, organizations that collected data had to notify local data protection advisors about their data processing activities.

Under the GDPR, data collecting organizations will not be required to submit those notifications or registrations, but they will need to meet internal recordkeeping requirements, and some organizations will need to appoint data protection officers.

KEY TAKEAWAYS

- GDPR applies to any collection of data for those living or working in the EU, regardless of the location of the organization accessing this data.

- The new rules include notification requirements, up-front security measures and other privacy safeguards.

For more on GDPR, read the full article.

CAN-SPAM, CASL AND MORE

By **NICOLE FUQUA**

Laws around the world regulate how businesses and employers can interact with individuals through emails. While many marketing teams deal with these regulations every day, they also apply to talent acquisition teams and others that engage with candidates through email. Different countries have different laws; this article will cover the laws of the United States, Canada and Australia.

UNITED STATES: CAN-SPAM

CAN-SPAM, Controlling the Assault of Non-Solicited Pornography and Marketing Act of 2003, regulates commercial messages in the United States. Commercial messages promote a product or a service—including one-off and mass email sends. It does not apply to transactional or relationship content, which are emails about an already agreed upon transaction. Here's what it requires:

- You cannot use false or misleading header information, including "From," "To," "Reply-To" and routing information must be accurate and identify the person or business who initiated the message.
- You cannot use deceptive subject lines.
- The message must include your valid postal address.
- You must include an option to opt-out of future emails and you must honor those opt-out requests within 10 days.
- For every email you send in violation of CAN-SPAM, you can be fined up to $41,484.

CANADA: CASL

CASL, The Canadian Anti-Spam Legislation, applies to commercial electronic messages in Canada. Commercial electronic messages are emails that encourage participation in a commercial activity. Here's how it works:

- Commercial electronic mail to Canadian individuals is covered by CASL.
- The recipient of the email must give express consent, or implied consent to receive the commercial electronic message.
- Express consent means the person has agreed to receive the message either in writing or orally. An opt-in option, like a website sign up, is considered express consent. An email requesting consent does not create express written consent.

- Implied consent can be obtained when the person conspicuously publishes their email. That publication cannot be accompanied by a statement that the person doesn't want to receive the unsolicited commercial electronic messages and the message must be relevant to the person's business, role, functions or duties in a business or official capacity.

- An existing business relationship is an exception, which can arise from a purchase or acceptance of a business, investment or gaming opportunity within the past two years.

Organizations that don't comply risk serious penalties, including criminal charges, civil charges, personal liability for company officers and directors, and penalties up to $10 million.

AUSTRALIA: SPAM ACT

The SPAM Act of 2003 prohibits the sending of unsolicited commercial electronic messages with an Australian link. Commercial electronic messages offer, advertise or promote the supply of goods, services, land or business or investment opportunities. A message has an Australian link if it originates or was commissioned in Australia or was sent to an address accessed in Australia.

- The recipient of the message must provide express or inferred consent.

- Examples of express consent include an opt-in box on a form or website, verbal confirmation over the phone or face-to-face or by swapping business cards. An electronic message requesting consent does not qualify.

- Inferred consent can occur in an existing business or other relationship. It can also occur when a person publicly publishes their work-related email address and does not state that they do not want to receive commercial messages. When you have inferred consent, the subject of the message being sent must be directly related to the role or function of the recipient.

- Every email must contain an unsubscribe option that must be honored within five working days.

- The email must correctly identify the sender or the individual or organization that authorized the email send and it must include information about how the recipient can contact you.

- Violations of the Spam Act have a maximum penalty of $2.1 million.

TO LEARN MORE ABOUT COMPLIANCE, DOWNLOAD OUR EBOOK,
HR Compliance Trends for 2018.

INTRODUCING TMP HOLDINGS LTD & OUR NEW EMEA LEADER

PEOPLESCOUT NEWS

TRUEBLUE ACQUIRES TMP HOLDINGS LTD – STRENGTHENING PEOPLESCOUT'S GLOBAL RPO AND TALENT ADVISORY CAPABILITIES

In June, 2018, PeopleScout announced that we completed the acquisition of TMP Holdings LTD ("TMP") which operates in the United Kingdom under the brand name TMP Worldwide. TMP is an award-winning provider of employer branding and recruitment marketing solutions with a portfolio of marquee RPO clients.

What does this acquisition mean for you? First, it expands our global RPO capabilities and EMEA client base, team and operations. Second, the acquisition creates a powerful talent advisory offering comprised of services including employer branding, recruitment marketing, assessment services and talent acquisition strategy.

It also extends our global footprint. TMP's London headquarters are now PeopleScout's EMEA headquarters, joining our worldwide headquarters in Chicago and APAC headquarters in Sydney. TMP's Bristol delivery center has joined PeopleScout's global delivery center network which supports our clients in more than 70 countries.

With the acquisition of TMP Holdings LTD, you can expect even more content centered around talent advisory solutions in our next issue.

Learn more at www.peoplescout.com/trueblue-acquires-tmp-holdings-ltd.

OUR NEW EMEA LEADER

Andrew Wilkinson
Group Managing Director, EMEA

Andrew Wilkinson, Group Managing Director EMEA at PeopleScout, has spent his entire career in the world of resourcing and recruitment marketing and is an experienced strategic leader working with both clients and the business to drive solutions to key challenges. Andrew joined PeopleScout through the acquisition of TMP Holdings LTD, an independent UK RPO, resourcing and employer branding company. As CEO, he led the management buyout of the business from Monster in 2006 until the successful sale to PeopleScout in 2018. At Monster, he held various roles including CEO Europe in the early 2000s. Andrew is now excited to lead the development of PeopleScout across Europe. Andrew studied Accountancy at City Of London Polytechnic, originally planning a career in finance before jumping tracks into recruitment.

MEET OUR CONTRIBUTORS

Mary Anderson
Leader of Strategic Consultation and Execution

Mary Anderson, Leader of Strategic Consultation and Execution at PeopleScout, has more than 15 years of experience as a leader in the RPO industry, partnering to successfully drive growth and innovation for leading workforce solutions providers. In her role, Mary collaborates with key leaders across the organization to drive forward organizational priorities and initiatives that support ongoing innovation, growth and strategic execution. Mary has deep expertise across a broad spectrum of RPO practice areas including technology and digital innovation, analytics, implementation process efficiency and optimization, and training. Mary holds a bachelor's degree from Eckerd College in St. Petersburg, Florida.

Allison Brigden
Global Leader of Innovation and Support

Allison has been with PeopleScout since 1995 and is the Global Leader of Innovation and Support. In her current role, Allison oversees PeopleScout's Affinix technology. Affinix is a mobile-first, cloud-based platform that creates a consumer-like candidate experience and streamlines the sourcing process. Allison has been instrumental throughout the development and rollout of Affinix. During her time with PeopleScout, she has gained a wealth of experience in implementing and managing complex RPO engagements. She also possesses a deep commitment to corporate social responsibility, with an emphasis on military veteran advocacy. Allison holds a bachelor's degree from the University of Utah.

James Cleaver
Client Delivery Leader

James is the Client Delivery Leader, Canada, managing cross-border teams and clients. James brings more than 15 years of experience in talent acquisition – from agency and executive search to vendor management and global recruiting leadership delivery in 15 countries. This experience includes system and process design as well as implementation, global HR program management, consulting and vendor management. James has written blog posts on topics including employee referral best practices and choosing an ATS and has spoken on talent strategies for HRPA, DisruptHR and HRU events in Canada.

Nicole Cook
Managing Director of PeopleScout in Australia and New Zealand

As the Managing Director of PeopleScout in Australia and New Zealand, Nicole oversees the delivery and growth of PeopleScout solutions in the APAC region. Nicole joined PeopleScout in 2006 as a manager in the technology business. She then led the client delivery function for a number of key clients in her role as Head of Accounts prior to assuming the Managing Director position. She holds a bachelor's degree from the Catholic University of America and completed a Master of Business Administration through the Senior Executive MBA program at Melbourne Business School.

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Chad Getchell
Leader of Innovation

Chad Getchell is a Leader on PeopleScout's Innovations & Implementation Team, with product ownership responsibilities for Affinix. Chad joined PeopleScout in January of 2018 after serving in a Product Leadership role with Automatic Data Processing (ADP), overseeing systems development for their recruiting business. Chad is a graduate of St. Lawrence University in Canton, NY with a bachelor's degree in Economics, and holds an MBA from Clarkson University, with a focus on Operations Management.

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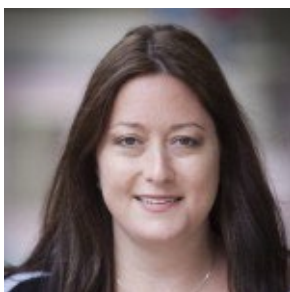
Emily Gordon
Client Delivery Leader

Emily Gordon has more than 16 years' experience in talent acquisition, and has overseen sourcing, continual process improvement, and client implementations. Her expertise is in transitions, process improvement, team building, client relationship development, and operational delivery. She holds a Six Sigma Green Belt certification. Emily is a graduate of the University of Michigan.

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Jenn Knippenberg
Global Leader, Client Strategy

Jenn Knippenberg is the Global Leader, Client Strategy for PeopleScout, where she is focused on optimizing our client delivery operations by evaluating and creating strategies that focus on people, process and technology. Jenn has over 17 years of direct talent acquisition expertise specializing in strategic recruitment, account delivery and integrated solutions serving in a variety of roles within RPO, MSP, staffing and corporate recruiting. Jenn began her recruiting career in the corporate environment and later recruited, implemented and managed a variety of accounts, which enabled her to build and deliver customized solutions based on individual client needs.

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Sarah Murphy
Client Portfolio Leader

Sarah Murphy has more than 15 years of experience in recruitment and talent acquisition. Sarah is responsible for overseeing recruitment in over 60 countries, providing a comprehensive global sourcing strategy. Sarah has a bachelor's degree from Arizona State University.
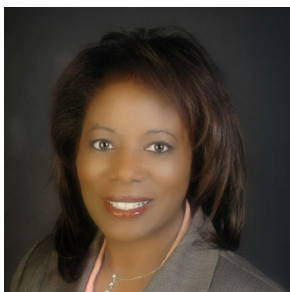
Jan Powell-Rollins
Global MSP Growth Leader

As PeopleScout's Global MSP Growth Leader, Jan Powell-Rollins is responsible for sales and business development of new Managed Services Programs (MSP). Jan's focus is identifying and acquiring new MSP opportunities in a number of vertical markets and positioning PeopleScout as a leading MSP provider. As a sales and technology executive with over 25 years of experience, Jan has focused on driving revenue growth through global business development, enterprise sales, strategic alliances and contingent workforce solutions. Jan has completed a PhD degree, ABD, in Business Administration and Decision Sciences from Walden University, Minneapolis, MN. She also holds an MBA degree from the University of Northern Colorado and a bachelor's degree from the University of Colorado – Boulder.
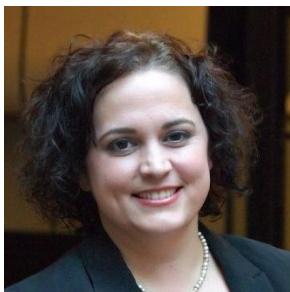
Patricia Quintero
Client Delivery Leader

Patricia Quintero is responsible for delivering exceptional and complex solutions with a high level of attention around the candidate and hiring manager experience. Patricia has over 10 years of talent acquisition and RPO experience with an emphasis on developing and growing client relationships through collaborative and process-focused program delivery. Patricia's credentials include a Black Belt Six Sigma certification and an OFCCP Compliance Training certification. Patricia holds a bachelor's degree in International Business from the University of Georgia.

Ateesh Roye
Client Delivery Leader

Ateesh Roye is responsible for leading PeopleScout's RPO engagement at the largest hospitality company in the world. Ateesh is well versed in talent acquisition strategy, recruiting operations leadership, employer branding, global operations, talent analytics, and is an expert in HR and TA technology and platforms orchestration. He delivers industry leading outcomes for his clients, and specializes in talent acquisition organizational transformations and turnarounds. Ateesh holds a bachelor's degree in Biology from the College of Wooster.

Krista Sullivan de Torres
Global Leader of Solutions Architecture

Krista Sullivan de Torres, Global Leader of Solutions Architecture, is a seasoned professional with more than a decade of human resources and talent acquisition experience. Krista's professional experience includes working in the consulting, manufacturing and healthcare industries. Her experience includes launching RPO programs for startup organizations, managing several aspects of RPO operations, and building a reporting and analytics program. Krista's specialties include talent acquisition team design, talent acquisition operations, analytics and reporting, recruiting, sourcing and retention. Krista holds a BA in Mathematics from the University of California, Santa Cruz.

Michael Yinger
Global Leader of Growth and Strategy

Michael Yinger, Global Leader of Growth and Strategy at PeopleScout, is responsible for global sales results and organizational strategy. Michael has delivered positive results, dealt with senior level clients and established efficient organizations in a number of different industries. He is well versed in current enterprise-wide technologies and is capable of managing technical as well as strategic initiatives. Michael holds a bachelor's degree from the University of California at Santa Cruz and an MBA from the University of California at Berkeley.

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