



SECRETS TO FLEXIBLE WORKFORCE SUCCESS

A 7-point plan for building a holistic talent model

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THE SITUATION

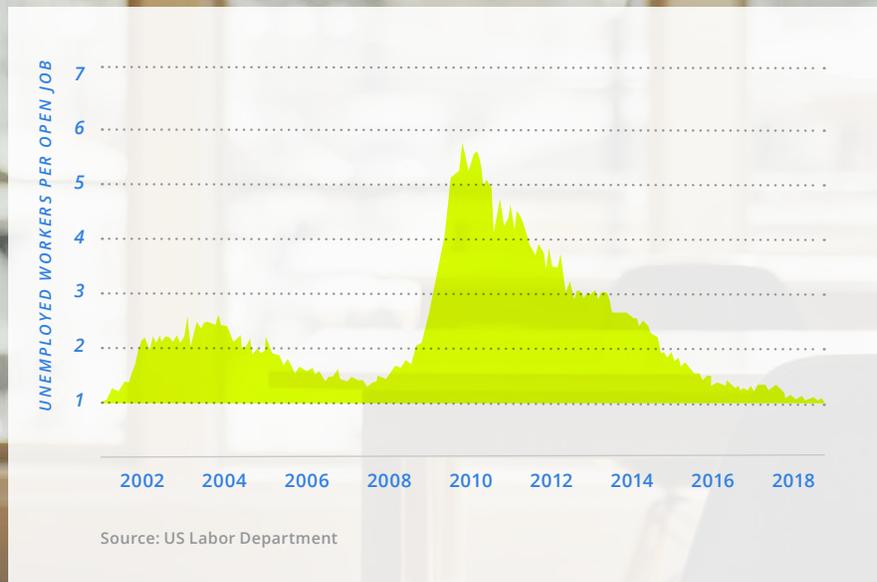
The world of work is changing. And it's changing in more ways, and at a higher velocity, than ever before. What's driving the change? It's the workforce itself. According to the McKinsey Study, [The World at Work](#), we're facing a 30 to 40 million shortage of skilled laborers by the year 2020. Adding to that, 360 million additional older people will exit the labor force by 2030.¹

Most companies are already feeling that pinch. If you're not, you will be soon.

HERE'S WHY:

Economists are reporting that right now, in 2018, there are more jobs available than there are people to fill them. As the [Wall Street Journal](#) puts it, *"For every job opening in America, there's now barely more than one unemployed person available to take it."*²

There are now more job openings than people available to fill them.



THE NEED

The convergence of a stabilizing and growing economy, combined with the exiting of the baby boomers, the entrance of the millennial worker, a surplus of jobs and a growing deficit of laborers, has presented some intriguing issues to organizations looking to stay on top of their game.

These changes in the labor market mean that Human Resources and Talent Acquisition are competing in a space where talent demand exceeds talent supply. That trend shows no signs of slowing down. In fact, [Staffing Industry Analysts](#) is saying companies *must* adapt their human capital practices to meet the demands of the workforce, and align their business models accordingly.³

That's a pretty tall order. And most companies are now attempting to fill it. According to the [Aspen Institute's Workforce of the Future](#) study, 60 percent of companies now use on-demand or contingent workers, and 70 percent of employers predict that more companies will move toward a "gig-based" labor model in the future.⁴



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THE WHY

Most executives and managers agree about the benefits of an on-demand workforce. It can help eliminate overtime costs, limit benefit costs, lower tax liability, and so on. However, the challenge is not to look at on-demand labor in a silo.

With current economic conditions, skill shortages, and the changing demands of the labor market, your ability to quickly and efficiently scale your workforce up or down has never been more critical.

Why? Because effective business flexibility is a major component to achieving positive business outcomes. A holistic view of your *entire* workforce is what's needed to achieve that flexibility. This type of approach ensures the *right resources are aligned to your business, and in the right place, at the right time.*

Building a flexible workforce model from a holistic viewpoint gives you a broader range of talent options. From full-time employees to outsourcing of non-core functions, to projects that can be easily bundled and delivered outside of your company, to how you can manage that through temporary labor. Based on the business objective, they are all viable options.

There is, unfortunately, no one-size-fits-all approach to a holistic talent plan. Each company and their goals are unique. But there is a 7-point-plan that leading talent experts recommend considering when creating a flexible workforce plan.



7-POINT PLAN FOR BUILDING A HOLISTIC & FLEXIBLE TALENT MODEL

1

Understand Your Company's Vision

Start by plotting your current organizational structure, creating a clear picture of your current workforce and where your employees fit within it. Be sure to include both full- and part-time employees, as well as non-employee and outsourced resources.

2

Know Your Roadmap

Next, create a list of all the work that is being done, and by who. Try looking beyond your standard job descriptions, and framing this into actual outputs and deliverables. This will be very valuable in future steps.

3

Define Work Requirements

Now begin to address the skills and experience needed for the work being that's being done. Be sure to consider what is a core task or objective and what is a non-core task or objective. Also, be mindful of what roles are more strategic or more tactical, and factor in if a particular role has more of a dynamic workload or a more predictable workload.

4

Define Workloads

Based on what you know so far, and what type of worker can/should handle what type of work, begin to estimate the number of workers needed for the current and projected workloads in those groups. As this isn't always an exact science, remember to include some breathing room.



5

Assign Labor Categories

This is where you should determine, based on the findings up to this point, what type of worker is best suited to perform what function.

6

Define Your Labor Mix

With your business goals in mind, approximate your optimal mix of traditional employees vs. flexible workers by category—role, department, group, or project—whatever makes the most sense to best achieve your business goals.

7

Review & Improve

Once you have a strong handle on the numbers and what type of worker is doing what type of work, check to see if any work remains. Consider if that work can be done more efficiently, if it can or should be outsourced, and make note of any trends that are emerging. Now, it's time to assess your total workforce. It's imperative to think critically and answer honestly if you have the right people in place, if they are in the right seats, and if there are any gaps. It's equally imperative to note if you foresee any gaps in the future.

HELPFUL HINT:

As experts in workforce management, the right talent solutions partner can help guide you through this process, answer questions, and help identify the actual people you'll need to operationalize your ideal flexible workforce model. Some providers, in fact, have extensive knowledge in building end-to-end flexible workforce models on behalf of companies of all sizes in all industries. This can ultimately save your entire organization the time, money, and consternation that sometimes accompanies an exercise of this importance.

The criteria on the next page can help you effectively assess your options and find a talent partner who you can be confident understands today's and tomorrow's business climate, as well as how to best align with your holistic vision and overall business objectives.



THE KEYS TO SUCCESS

YOUR TALENT SOLUTIONS PROVIDER SHOULD BE ABLE TO:

Run the entire end-to-end 7-point process and program, sourcing contingent labor, interviewing, onboarding, and payroll processing for all offices at any location (they may not need to, but knowing they can is a big plus)

Align with your business roadmap, examine your business requirements, and build a scalable workforce that's just as extensive

Ensure compliance with local, state, federal, and international laws and enlists compliance experts to ensure adherence to regulatory rules as well as corporate directives throughout the hiring process (such as implementing a standardized background check process across all your locations)

Create the collateral needed for successful execution of the talent acquisition lifecycle (example: forms, interview guides, checklists, assessment guides, and other materials)

Guide change management for new process mapping such as competency frameworks and subsequent roll-outs to all required locations

Manage tenure standards and extensions

Manage the end-to-end contract lifecycle (interviews, negotiations, rate card compliance, escalating exceptions, signature, and onboarding)

Manage reporting for all contingent labor regarding timesheets, cost, resources, budget, expenses and service quality across all contractors

Provide on-site resource management to full-service delivery responsibility and are specifically configured to provide maximum value in alignment with your desired level of project direction and control:

- Service delivery definition, execution and performance management
- Customized consultant playbooks, ramp-up plans, and skills uplift
- Workforce planning and financial modeling



ABOUT THE AUTHOR

Ryan Alfieri

Ryan is the Vice President of Global Sales for MSH Talent Solutions. With more than eight years of experience in the Consulting Space, Ryan specializes in providing resource planning guidance to Start-Up Organizations, as well as Fortune 500 Companies. His diverse exposure to organizations has given him the ability to help companies successfully achieve their organizational vision.

ABOUT MSH

MSH is an industry-leading talent solutions firm, providing strategic talent acquisition and consulting services to organizations around the world. Established in 2011, MSH aligns people, processes, and technology with overall business objectives.

For more specific information on how MSH can help you with your Flexible Workforce Planning needs, visit www.TalentMSH.com or call our HQ at **954.621.3400**.

SOURCES

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