



The 12 Key Pillars of a Flexible Workforce Solution

A guide to help buyers understand and shape the right Flexible Workforce Solution for their business



Flexible Workforce Solutions

“As much as 50% of a company’s workforce will be non-employees by 2020.”

Organisations are increasingly utilising contingent resource as a way of delivering their strategic objectives. This trend is set to continue, with many analysts indicating that as much as 50% of a company’s workforce will be non-employees by 2020. In addition, more and more companies are beginning to view their contingent labour as more than a ‘commodity’ and instead adopting a ‘total talent’ mentality including all of the people (permanent, contingent and otherwise) that will help them deliver their objectives.

With this in mind, an organisation’s ability to scale its workforce and secure specialised talent when and where needed is critical in the ever-evolving skills market.

But of course, this is easier said than done.

Here are a few of the common challenges we hear from procurement, HR and executive directors:



“Managers from across the business are hiring contingent workers directly or through local suppliers - I have little visibility to ensure supplier pricing and contractor pay is consistent.

There are no consistent processes or systems across my organisation which creates inefficiency and puts us at risk of non-compliance.

There’s a lack of visibility and control over the quality, utilisation or cost of my contingent workforce.

I’m having problems with our supplier relationships and retention of contingent workers.

Our contractors are crucial to the success of our business, but we struggle to attract the volume and quality required.

It is crucial for our business to deliver this project and resource is our major concern ”

**If these problems sound familiar, you are not alone.
The good news is, we can help.**

Gattaca provides solutions that are tailored to the challenges your organisation faces, which will help you to gain control, whilst creating efficiency and visibility. By working with us, you can benefit from:

- » The expertise of a dedicated relationship management team who will work closely with you and other key stakeholders within your organisation throughout implementation and beyond
- » Supply chain setup and management, ensuring either master or neutral vendor, or a blend of both, is set up to guarantee delivery
- » Achieving a competitive advantage within your marketplace via the attraction of the best talent available
- » Easy access to leading technology to enable all processes, including vacancy requisition and ongoing contractor management and payroll
- » Gaining visibility of the whole contingent workforce, so you know who is working for you, where they are working, for how long and how much it's costing you
- » Governance including tenure management, reporting and business assurance
- » Access to unique market insight & benchmarking, assignment/employee value proposition, branding and diversity & inclusion consultancy services
- » A long-term partnership with a focus on continuous improvement, collaboration and supporting your own business growth. We know that our success will be a by-product of yours
- » Working with an employee-owned business with a family 'clan' culture and a genuine desire to support our clients
- » Implementing consistent, efficient processes that make the hiring process simpler and quicker for both hiring managers and contingent workers
- » Increased cost control by providing regular market intelligence on pay rates and consistent supply chain management



Why Outsource?

Some clients looking into outsourced flexible workforce solutions also consider the option of investing in their own internal capability.

We believe a high-quality, specialist resource solution is less risky, adds more value and offers greater cost efficiencies over in-sourcing for the following reasons:

Instant access to specialist talent

Perhaps the biggest benefit to outsourcing recruitment is gaining rapid access to the flexible talent you need through an established and experienced recruitment partner.

Reduced risk

Flexible workforces will present a range of risks without constant vigilance, visibility and vetting. Outsourcing your flexible workforce management not only provides assurance of delivery but an added layer of security and reduced risk of non-compliance.

Time to focus on your core objectives

From your hiring community in operations to HR, payroll and learning and development, an efficient outsourced recruitment service will free your teams to focus on core internal initiatives which add value to your business.

Scalable delivery

An outsourced solution will scale its services and costs to meet your current situation throughout upswings and downturns in your recruitment. An internal model will be more rigid, less resilient to change and at risk of becoming a burden in times of reduced resourcing.

Bolster your brand

Outsourcing allows you to invest in your own candidate attraction capability through a partner who can advise on and promote your brand on your behalf. As more and more recruitment solutions incorporate client-branded teams, many of the key aspects driving companies to invest in their own recruitment capability are being met by outsourcing.

Demand better for cheaper

Outsourcing enables you to continually demand a better services for a cheaper cost.

Innovation & continuous improvement

An outsourced service keeps you connected to industry innovations you may otherwise not know about. It is in a solutions provider's best interest to maintain their position as a market leader by challenging themselves to evolve, invest, and improve. Unless you want to become a market leader in an 'in-sourced' service; it is unlikely you will be able to match this innovation and continuous improvement.



12 Pillars

Any successful and high quality Flexible Workforce Solution is made up of 12 key Pillars.



We have created this document to help buyers of Flexible Workforce Solutions understand the key issues and considerations to be aware of. We have broken this down into the 12 Key Pillars that we believe every high quality solution should include.

These Pillars are fundamental to a successful solution, but every one of them is completely configurable to our customers' needs. There are a number of different approaches, service enhancements and solutions that can be deployed to most effectively manage your flexible workforce.

We have outlined the 'art of the possibility' for each of these Pillars over the remainder of this document, including what a basic solution looks like and when each Pillar can actually give your business a competitive advantage in the marketplace.



Pillar 1

Relationship Management

Purpose

The purpose of Relationship Management within a Flexible Workforce Solution is to provide a dedicated, named group of individuals who will look after all other 'Pillars' within the solution.

These people, including your 'single point of contact' relationship manager, will be your 'go to' team for managing the solution and resolving any issues you experience through a formal issue resolution process.

Basic level

At its most basic, providers may offer you a management team comprised of recruiters, who will be managing your account whilst also sourcing candidates for your vacancies.

These individuals are good at recruitment and, as such, the solution is likely to be very operationally focused. The personnel are not professionally trained in client Relationship management, and it is likely they will be incentivised upon the achievement of recruitment targets rather than customer satisfaction or achieving strategic goals.

Advanced level

At its most advanced, your Relationship Management team will be extremely valued 'business partners' to your organisation. They will ensure operational efficiency of the solution whilst also focusing on strategic, value-adding activities and continuous improvement initiatives.

These individuals are professionally trained client relationship management personnel who are incentivised on your satisfaction and the achievement of strategic goals, not hitting 'recruitment' targets.



What questions do you need to ask of your organisation?

How intimate do you want your account management function to be?

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Do you want them based offsite or onsite, or a blend of both?

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Do you want a responsive, high-touch solution or a 'self-serve' model with additional support if sought?

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Do you want your Relationship Management team to continually drive improvements in the processes, cost savings and service features? Will you give them the support to achieve that?

Case Study - BMW Group

In 2015, Gattaca won a Flexible Workforce Solution for the delivery of all white-collar contractor recruitment to BMW Group in the UK. This is an extremely diverse client, split across five separate sites including BMW MINI production plant in Oxford, Rolls-Royce Motor Cars in Chichester and the group's mobility solutions and financial services brands in Farnborough. To accommodate this varied range of locations, hiring communities and skill set requirements, we invested in assigning relationship managers to each of the main brands and sites within BMW Group. Based predominantly on-site, our relationship managers have developed strong connections with each business unit's hiring community, allowing for us to provide a tailored yet coherent service across all brands and locations. Our ability to meet the needs of each community whilst providing efficiencies, cost savings and consistency, has been acknowledged by BMW Group through the recent award of another three-year contract, without reverting to a competitive tender.

Pillar 2

Technology

Purpose

Underpinning every successful Flexible Workforce Solution is a clear and effective process; often achieved through a Vacancy Management System (VMS).

Introducing technology to a Flexible Workforce Solution is becoming commonplace, and is highly recommended for solutions managing over 200 contingent workers. Technology is the best way of ensuring:

Simplified and automated processes around vacancy release, approval and management

Better visibility and access to data, including candidate information storage

Reduced administrative burden and paperwork

Improved candidate application and ongoing pay and bill experience

Instant access to Management Information (MI) dashboards to monitor the performance and success of your recruitment solution

Reduced human error and increased compliance due to automated reminders, alerts and mandatory fields

Integration where required into in-house technologies

Basic level

At their most basic, providers are likely to offer proprietary, in-house technology systems, either VMS or ATS (Applicant Tracking Systems). These systems are typically developed by in-house IT departments and are therefore usually functional, but not market leading.

Providers are unlikely to be able or willing to invest heavily in these technology platforms, or sustain such investment on a continual basis to take into account the rapidly changing technology landscape, as well as changing compliance requirements.

Advanced level

At their most advanced, technology platforms can change the whole recruitment experience for your hiring and your flexible worker communities.

The capabilities of leading VMS/ATS partners are growing into innovative areas such as robotics and artificial intelligence. There are also a range of 'plug-in' technologies available in most platforms to cover areas outside of vacancy management, including chatbot/candidate experience, assessment & screening, interview scheduling, recruitment marketing, candidate rediscovery & ranking and diversity & inclusion.

Real time data and integrations in leading technologies will allow effective decision-making processes to occur, and any VMS technology should link to the 'total talent' landscape whilst also driving cost efficiencies.

In any case, organisations should explore the many options available to find a technology solution that suits their unique requirements.

Case Study

In January 2018, Gattaca was chosen as DE&S' preferred bidder for the provision of permanent recruitment services. As part of our solution implementation, we conducted a competitive tender exercise in partnership with DE&S for a recruitment technology. We identified four market leaders, conducted workshops with them and identified the best technology platform to meet DE&S' requirements for compliance, efficiency and applicant tracking capability. We have worked closely with DE&S and our chosen technology partner to ensure the successful implementation of a bespoke applicant tracking system, along with a full suite of market insight and data analytics functions.



What questions do you need to ask of your organisation?

Are you currently able to access full visibility over the size, compliance and cost of your contingent workforce at the click of a button? If not, how much value would this add and how much risk would it prevent?

What is the culture of your business? Are decisions based on data or 'gut-feel'?

Do you need your technology to incorporate ongoing management of the contingent workforce, or just the application process?

Are your hiring managers 'tech savvy'? Would they be happy to raise requisitions for flexible workers via a dedicated technology platform? If not, would they prefer to speak to a helpdesk that could manage this for them?

Do your hiring managers need mobile application or web-based functionality for their technology so they can access it on the move?

How innovative do you want your technology to be?

How much are you willing to invest to drive increased savings

How integrated into your existing systems do you need your technology to be?

Pillar 3

Delivery Model



Purpose

Any Flexible Workforce solution should guarantee delivery of 100% of the contingent workers you need. Exactly how these workers are sourced is determined by the 'Delivery Model'.

The two most common Delivery Models are Master Vendor (MV) and Neutral Vendor (NV).

Master Vendor

A Master Vendor involves having a clearly preferred 1st tier vendor(s), usually the solution provider or its group's subsidiary recruitment companies, source 60%-95% of your requirements. The 1st tier is typically given a lead time to focus exclusively on your vacancies, using their enhanced knowledge your business to find you the right candidates.

The remaining 5%-40% of requirements are then sourced by a '2nd tier' of external agencies, which are collaboratively selected from existing and new suppliers to support your business.

Neutral Vendor

A Neutral Vendor involves having a completely neutral supply chain, with no party being offered extended lead times or a greater level of partnership.

Roles are released to all agencies at the same time, invariably via technology, and there is a 'first past the post' model in place, creating a competitive environment. There can also be 'tiers' within a NV vendor, with qualification to tier 1 or tier 2 being based on performance.

Basic level

Basic delivery model structures are typically 'black or white', 'all or nothing' models based on the strength of the vendor. This means that, if they have an in-house recruitment capability your Flexible Workforce provider is likely to 'default' to a MV model, even if they aren't as strong in sourcing all of the skills required as other, external agencies. They will fill your roles, but in the way that is most beneficial to them, not you.

Equally, Flexible Workforce providers with no in-house capability will use a NV model, but this in itself does not always get the very best commitment, effort and service from any of the suppliers because the process can be less engaging for the agencies. Either of these methodologies have a direct impact on candidate experience. In an ever increasing 'supply-short' market, the experience of contractors is a growing concern.

Advanced level

Advanced delivery model structures are more mature. They recognise the value of the MV model in terms of securing the best possible engagement and capability of a single partner, who can better support you due to the closeness of their relationship. However, a mature MV model will recognise that there are some skill sets where they are not market leaders. In these instances, they will utilise additional, engaged partners to ensure high-quality fulfilment across all your roles.

This type of model is typically referred to as 'Hybrid' and it basically means selecting whichever delivery model is best suited to a particularly skill, geography or unique situation (i.e. short timeframes etc).

Beyond simply a more mature approach, an advanced model can also be much more innovative in how it sources contingent labour. For example, they could also deploy a 'direct sourcing' model, whereby we engage a dedicated member of the account team to act as an onsite contingent workforce recruiter. Workforce planning techniques, coupled with Artificial intelligence, candidate experience and even alumni management are all benefits which a mature and advanced delivery model can address.

Case Study - Zodiac

In response to Zodiac's requirements, we designed a solution which utilised two different approaches for permanent and contract recruitment. Zodiac's contract requirements were capably met by Gattaca's engineering brand, Matchtech, enabling us to implement an MV delivery model which offered cost savings and efficiencies. Due to Zodiac's candidate attraction challenges, their wide skill set requirements and significant skill shortages in the market, we put in place an NV model for permanent recruitment. This included appointing 19 recruitment agencies to cover Zodiac's various skills sets and locations, including areas Gattaca would not be well-positioned to supply, such as legal professionals. With this 'Hybrid' model as our starting point, we continuously evolve our approach to flex to the ever-changing demand of Zodiac. In our experience, fixed models without this flexibility are becoming obsolete at an ever-increasing pace.



What questions do you need to ask of your organisation?

How happy would your internal stakeholders be with appointing a single partner as MV?

How important would it be for your stakeholders to protect their existing relationships with other suppliers?

To what extent would you want to take into consideration the desires of internal stakeholders versus the cost and process benefits of changing your approach?

How much input do you want into selecting the 'routes' to the candidates you need? Are you happy to let the Flexible Workforce Partner decide that based on what is best for each vacancy, or do you want to have a more formalised input?

What impact would each Delivery Model have on the cost of the solution?

How important is it to find, retain, and be able to re-engage talent to deliver your most important client and internal projects?

Pillar 4

Supply Chain Selection & Management

Purpose

Regardless of which delivery model best suits your needs (MV, NV or 'Hybrid'), every Flexible Workforce Solution needs a supply chain of external recruitment agencies and talent partners

Effective supply chain management involves two key aspects: ensuring compliance & performance and ensuring engagement & motivation.

Whilst most providers focus on compliance & performance, engaging & motivating suppliers is just as important and often neglected.

Basic level

At its most basic, it is common for there to be a very transactional relationship between the Flexible Workforce Solution partner and the external supply chain.

In single-minded delivery of your requirements, the solution provider may do the 'bare minimum' with regards to supply chain management.

As the client organisation, you may not be aware of this or even be particularly concerned; you may see this as being outside of your remit.

However, you should consider the potential impact to your own brand if you are being misrepresented, as well as the potential impact on supply. For example, if external supply chain partners are not motivated or engaged by the process, it is unlikely they will support your requirements with their best service or candidates.

Advanced level

At its most advanced, Flexible Workforce Solutions can highly prioritise supply chain management as a critical element of the solution, with appropriate targets, SLAs and measures in place to ensure supply chain engagement.

In our experience, the biggest aspect of market-leading supply chain management is open lines of communication and ease of transaction. Suppliers want to be able to focus on delivery and have a supportive process where they can talk to a dedicated party.

When done properly, suppliers should be encouraged to view the Flexible Workforce Solution partner as one of their best clients, with a suitably prioritised service.

Case Study - Borg Warner

“ Gattaca has provided us with invaluable support to streamline our recruitment process whilst maintaining our key suppliers in the form of a second tier. Their carefully considered approach to engaging each of our key suppliers and getting them on board has been fundamental to the success of BorgWarner's partnership with Gattaca. In turn this has allowed a more consistent and better informed experience for potential talent. ”

HR Manager, BorgWarner



What questions do you need to ask of your organisation?

As a business, do you wish to ensure the supply chain supporting the solution is being engaged and motivated, or do you simply need to ensure they are compliant and performing?

How much do you wish to target cost savings from migration within the supply chain? This too will have an impact on supply chain relationships

How important is it to you to retain engagement with your supply chain? Are you looking to put in place a Flexible Workforce Solution to reduce this engagement, or to increase the efficiency of this engagement?

How well do you truly know your existing supply chain? Can you clearly articulate why they are important to you as a business?

Pillar 5

Workforce Planning



Purpose

As a specialist in the engineering and technology space, many of our clients are dependent on bidding for, winning and delivering new projects to grow their business.

As such, accurate and timely workforce planning is a critical activity. In essence, this is just forward planning to ensure you have ready access to the flexible resource required to deliver projects.

Workforce planning typically involves regular scheduled meetings with key stakeholders involved in procuring contingent resource to capture, understand and act sufficiently on your resource needs. This could include forecasting, the creation of bespoke market insight and providing bid support on a regular basis. This information will feed into the delivery function who can then start Talent Pooling resource ready for upcoming projects.

Workforce Planning is at its most effective when it can also link into your strategies for:

Procuring resource through subcontracted works

Permanent existing internal talent

Permanent external new-sourced talent

Future Talent (i.e Graduates & Apprenticeships)

Basic level

At its most basic, workforce planning should include:

- » 'Reactive' building of talent pools
- » Basic understanding and knowledge of your upcoming pipeline of work
- » Top-down resource planning heavily focused on permanent resource only

Advanced level

At its most advanced, workforce planning can include:

- » Proactive building of skill/location segmented talent pools
- » In-depth knowledge of your upcoming pipeline of work
- » Heavy involvement in bidding processes, supporting with market information, pricing for resources
- » Management of 'associate' schemes designed to create a 'virtual bench' of pre-screened, engaged and retained candidates who are ready to join your business
- » Alongside contingent workers, also linking into the following 'routes' for securing resource to ensure the best route is selected for each scenario:
 - » Procuring resource through subcontracted works
 - » Permanent existing internal talent
 - » Permanent external new-sourced talent
 - » Future Talent (i.e graduates & apprenticeships)

Case Study - Leidos

We are Leidos' sole bidding and project resource partner. We provide consultative support to Leidos throughout each bidding activity, identifying resource needs and the best ways to engage the talent they will need. We then proactively engage candidates through targeted talent attraction campaigns to ensure Leidos have the talent ready to deploy upon winning new projects.

What questions do you need to ask of your organisation?

How proactive vs. reactive is your business?

Do your mid-level management have any input into 'bottom-up' resource planning?

Would you benefit from more thorough workforce planning activities for your flexible workforce to help you staff projects?

Would support and advice on the labour market from a trusted partner help when cost-modelling for bids?

Would an 'associate' scheme be beneficial for your business?

Is there anyone in your organisation currently involved in workforce planning to ensure you get the most out of your people?

Could you be more efficient with the use of resources across projects and work?

Is there currently stringent consideration for the appropriate strategy to resource projects for sustainability? For example, where there are skills shortages within your business, have you built appropriate graduate and apprentice schemes to ensure long-term sustainability?

Pillar 6

Candidate Attraction & Sourcing



Purpose

Any Flexible Workforce Solutions partner should ensure a reliable, effective, diverse and sustainable sourcing strategy to find you 100% of the candidates you need.

However, it does not mean they will necessarily find you what you want; the best available talent in the market.

Attracting the very best candidates will provide a competitive advantage to your business over your competition. It requires a focused approach and hinges on 'buy-in' to the importance of creating a 'sales message' that attracts flexible workers to your business.

EVP (Employee Value Proposition) has become a common expression in the HR world, but many of our clients are now talking about AVP (Assignment Value Proposition). Understanding that the contingent worker can add great value to your business, and therefore seeking to create the best possible environment for their assignment, can help you outperform your competition on bids and in the delivery of work.

Furthermore, candidate attraction for a contingent model now also needs to focus on retention strategies as well as attraction, making the AVP even more critical.

If done properly, flexible workers will specifically seek to work with you over your competition without intervention required.

Basic level

At its most basic, candidate attraction & sourcing strategies should include:

- » A reliable and effective range of sourcing channels, including agency databases, job boards, candidate referral networks, social/professional media usage, headhunting etc
- » A good understanding of company messaging and the basic 'assignment value proposition', flowed down to all recruiters working on vacancies
- » A basic recruitment 'micro-site' which houses vacancies

Advanced level

At its most advanced, candidate attraction & sourcing strategies can include:

- » A total talent management approach, recognising that most projects cannot be resourced via a single channel
- » Fostering an awareness of sustainability - i.e. not 'over-fishing' the candidate pool and supplementing experience with 'future talent' (graduates/apprentices) where possible
- » A dedicated approach to ensuring diversity & inclusion within sourcing strategies and monitoring this on an ongoing basis
- » Monitoring sourcing strategy success rates to continually improve effectiveness
- » Providing insight into the industry's most innovative new sourcing channels and keeping you up to date with the Future of the Workforce. For example, the 'Human Cloud' as a potential sourcing channel
- » A strong understanding of and approach to AVP through a dedicated 'discovery' campaign. This information should be flowed-down to recruiters through formal documentation and training, and backed up with specific candidate material & documentation
- » An advanced recruitment 'micro-site' which, as well as vacancies, also promotes your brand and your AVP, through interactive multi-media content

Case Study - Safran

As part of our solution design and implementation for Safran, we have worked closely with them to identify their 'routes to market' for candidate attraction and the best ways to secure the talent they need. Our solution includes two on-site, Safran-branded recruiters, a bespoke supply chain and the development of a tailored graduate programme. Having identified graduates as a key target group, we designed and incorporated an attraction and selection programme into the solution. In addition, we have helped Safran assess how their talent needs are met, including the utilisation of engineering outsource services alongside traditional recruitment.



What questions do you need to ask of your organisation?

How much do you challenge your existing recruitment partners on their 'routes' to talent? Can you be sure that they are truly offering you the best available flexible talent in the market?

Can you be sure your existing partners are prioritising your vacancies over those of your competitors? Are they given appropriate reason to sponsor your organisation ahead of your competitors?

Do you feel you provide enough of a reason for flexible workers to choose your organisation over that of a competitor?

Are you currently being advised on the Future of the Workforce and innovative sourcing channels?

Do all of your flexible workers complete their assignments as intended?

Pillar 7

Cost Control & Savings

Purpose

The introduction of a Flexible Workforce Solution should allow you to benefit from both 'hard' and 'soft' cost savings.

Hard cost savings typically occur through the creation of a standardised set of commercial terms for all roles, rather than a range of rates across your supply chain. This also gives you control and consistency.

Soft cost savings typically occur through increased efficiency and a reduction of wasted time and can be just as valuable to your business. Saving each hiring manager just one hour per week could have a greater value than reducing headline sourcing rates.

The core purpose of this element of your Flexible Workforce Solution should be to provide you a long-term, sustainable approach to delivering you cost savings. Whilst also ensuring sustainability for their own activities, the Solutions Provider should target ways of saving you money within the flexible workforce; which extend far beyond just the mark-up applied for the service.

Basic level

At its most basic, cost control & savings strategies should include:

- » 'Up-front' cost savings at outset of contract
- » A reduced sourced rate to account for the higher volume awarded to the flexible workforce partner
- » A reduced 'payroll/migration' rate
- » Rate card management: maintaining accurate rate cards across all requirements and locations and aiming to achieve pay rates below these rates where possible
- » Rationalising the supply chain: It is commonplace to rationalise the supply chain during implementation. Through migrating contractors there can be significant cost savings, but organisations should be mindful that being aggressive with these cost savings can create conflict and damaged reputation within the supply chain

Advanced level

At its most advanced, cost control & savings strategies can include:

- » Sustainable cost savings delivered periodically across the course of the contract
- » Saving activities linked to the current strategic position and direction of the client organisation
- » Discount models: volume rebates, spend discounts and tenure discounts based on the length of the contractors' service
- » Furlough activity: saving money by putting in place enforced annual leave for contractors
- » Right skilling of contractor workforce through specialist insight: identifying cost savings through recruitment decisions. For example, advising clients to replace a high-cost project manager with a lower-cost administrative resource at the appropriate time of the assignment
- » Payroll/referral 'swap-out': often contractors that have been referred to an agency to payroll are being paid more (on average 14% higher) than those sourced in compliance with the rate card. We would look to provide new resources in compliance with the rate-card
- » Specific cost savings targets and initiatives designed in line with helping you hit your commercial goals

What questions do you need to ask of your organisation?

How important are cost savings to your business compared with other 'Pillars' in this document? Impacting cost is likely to affect the type of service you can procure for these elements

How aggressive do you want to be with achieving cost savings during a 'migration' period?

When do you want your savings; up-front, sustainably throughout the contract, or both?

How much time and effort are you willing to invest in creating greater cost savings? Often the more advanced savings require some element of client shaping and involvement

If the activities will directly impact your historic suppliers, how can you guarantee the future supply of talent?

Case Study - UK Power Networks

UK Power Networks recently entered into a new regulatory period and, as a result, needed to find savings of over £40m across their business.

As their recruitment partner, we supported UK Power Networks' changing business requirements by putting in place cost-saving initiatives. We proposed a fully modelled spread sheet outlining possible cost savings, our recommended options and projected total savings based on contractor data. We actively update this tracker and regularly update UK Power Networks with actual cost savings achieved.

We achieved year 1 savings of over 10% for UK Power Networks and achieve approximately 5% savings every year to ensure sustainability.

Pillar 8

Risk & Compliance Management

Purpose

A flexible workforce can pose a significant advantage to your business, but it does come with inherent risks and additional compliance requirements, above that of hiring a permanent employee.

In recognition of this, we have found that many procurement professionals are beginning to target risk reduction and compliance management as highly as cost reduction within their solutions.

Some of the key risks include:

Misclassification of worker status with regard to IR35; potentially resulting in HMRC investigation and charges

Absence of Right To Work in the UK

Lacking correct and appropriate insurances

Not possessing correct and appropriate licenses and health & safety certifications (for example Sentinel license for working in 'trackside' rail environments)

Not monitoring compliance to Working Time Regulations to reduce risk of fatigue

Non-completion of additional pre- screening such as occupational health screening, security clearance/DBS checks and drugs & alcohol testing

With all of these potential risks in mind, it is crucial that your Flexible Workforce Partner can adopt robust processes to protect your business on an ongoing basis.

Basic level

At its most basic, risk & compliance management strategies should include:

- » A technology solution that monitors, tracks and flags up 'minimum legal compliance requirements'
- » A relationship team that is adequately trained on all compliance requirements
- » Ongoing monitoring and review of compliance in line with SLAs

Advanced level

At its most advanced, risk & compliance management strategies can include:

- » A technology solution that can be configured to include advanced compliance requirements, including industry- unique licences and checks
- » Management of a 'vetting matrix' to manage a range of different compliance requirements across different skills
- » Regular delivery of updates in relation to the UK Flexible Worker and Employment legislative environment
- » Management of risk profile in line with company strategies: for example assessing and helping organisations decide how much risk they are willing to accept
- » Conducting specific risk and/or health & safety assessments for individual vacancies or assignments to reduce risk of RIDDOR incidents
- » Bespoke strategies linked to clients industry and strategic pillars
- » Comprehensive controls for the compliant onboarding of new suppliers and/or their workers during contractor migrations

Case Study

We are used to working with organisations that require a highly compliant service and candidates to be screened to a high level.

We have numerous clients with bespoke safety procedures including fatigue monitoring and pre-employment lifestyle risk assessments, and every year we process hundreds of candidates through DBS and security clearance checks. We currently manage recruitment for 14 secure facilities; with over 2,000 temporary workers on assignments requiring security clearance. The levels of checks we manage include BC, SC, DV, CTC and DBS. We have also previously had to ensure our own staff members were cleared to SC level to meet a client's requirements.

Working in partnership with Mi5, we ensured all members of the dedicated account team were cleared to SC level, and also undertook a full audit of our IT systems and processes, which we passed.

What questions do you need to ask of your organisation?

Beyond the legal minimum compliance requirements, does your business have any specific screening or compliance requirements?

How sure could you be that all of your supply chain agencies are currently managing compliance & risk effectively? Have you got any way of tracking this currently?

How much risk are you willing to accept as a business?

Is anyone updating you or advising you on a regular basis about the impact of upcoming legislation on your business and your contingent worker population?

Pillar 9

Continuous Improvement & Scalability



Purpose

'Continuous improvement' has become a bit of a buzzword within the recruitment industry, but what does it actually mean?

As part of a PSL or similar arrangement, it is unlikely organisations will get any 'continuous improvement initiatives' from their supply chain. However, as part of a long-term contracted Flexible Workforce Solution, it is in both parties' interest to ensure the solution continues to improve and expand.

Improvement initiatives should be designed specifically in order to help you meet your own business goals and you should also consider how the solution could be scaled in order to gain greater efficiencies. 'Scaling' could include geographically across new countries, to accommodate additional/new business units or acquisitions, or to accommodate an additional aspect of your recruitment such as permanent talent.

Basic level

At its most basic, continuous improvement & scalability strategies should include:

- » Enhancing the processes, people and technology to ensure operational efficiency
- » Addressing service 'issues' through new processes, people and technology
- » Annual service reviews to identify ways to improve the service
- » A 'will' or commitment to bring about continuous improvement, even if there is not a formal 'plan' for doing so

Advanced level

At its most advanced, continuous improvement & scalability strategies can include:

- » Direct links to corporate, HR, and people strategies
- » Based on 'shared success goals' linked directly to key business stakeholders and their perceptions
- » A dedicated formal Account Development Plan, populated and maintained by professional account management staff
- » Enhancing the processes, people and technology to achieve operational excellence across the entire contingent worker lifecycle
- » Targeted improvement initiatives based on strategic business goals, including cost saving opportunities, process enhancements service innovations and the inclusion of consultancy services



What questions do you need to ask of your organisation?

Are you getting the most out of your Flexible Workforce partnerships currently? How much more could you get through strategic partnerships?

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How is contingent labour owned? Procurement? Business? HR?

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How does your flexible labour link to your HR and People strategy?

.....

Which of your prospective partners do you trust to come to you proactively with continuous improvement initiatives?

.....

In time, could you 'scale' your Flexible Workforce Solution to include new geographies, new business units or acquisitions or permanent talent? Would this be beneficial to your business?

.....

What time or energy would you have to drive continuous improvement from your partner? If not much, what other controls or SLAs could be put in place to ensure ongoing continuous improvement?

Case Study - Ricardo

Gattaca's continued investment and development of its Flexible Workforce Solutions has resulted in long term partnerships and an account retention rate of 95%. For example, our partnership with Ricardo has extended for ten years and three contract renewals. What started as an MSP in 2008 has grown to include an on-site permanent solution, technology implementation and consultancy services on Ricardo's EVP and workforce diversity. More recently, we have provided additional support with recruitment campaigns for business units in Prague and executive search for new business ventures. Our long term partnerships have seen us develop solutions which incorporate new business units and mergers for the likes of WSP, Safran and ZF. We have developed solutions which reflect an individual approach to multiple sites and business units whilst providing centralised overview, consistency, visibility and control.

Pillar 10

External Partnership and Collaboration

Purpose

If you let it, a Flexible Workforce Solution can be a very specific, insular service. The most effective Flexible Workforce Solutions seek to extend beyond their core remit and add greater value to your business in the external market.

If positioned correctly, a Flexible Workforce Partner can help boost your own business development and sales efforts.

For example, your partner could introduce you to new customers or projects they are working on, thereby helping you create more revenue, as well as helping you save costs. They can actively support your bid processes and help you win business.

A Solutions partner that is aware of its capability and offering to add value to your business can therefore be an extremely valuable asset to your business. However, they will only be able to do this if given the opportunity to do so, and with your full support.

Basic level

At its most basic, external partnership and collaboration strategies may be completely non-existent in your Flexible Workforce Solution.

Your partner may focus solely on your functional requirements and the process of 'filling your roles'.

Advanced level

At its most advanced, external partnership and collaboration strategies can provide a competitive advantage to your business.

Alongside significant cost savings in the contingent worker category, you could leverage your partner's long-term relationships at other organisations and create a network of collaborative working.

An advanced partner in this regard will seek to involve you in industry forums and collaboration networks, such as the Institute for Collaborative Working.

Your partner should be able to both save you money, but also help your business create future revenue streams.



What questions do you need to ask of your organisation?

Do your flexible workforce partners directly contribute to your sales and BD process currently? If not, would that be beneficial for your business?

Do you currently maintain industry partnerships and collaboration within your industry? If not, would your business benefit from this?

Does your business genuinely embrace the spirit and culture of collaboration with your suppliers and partners?

Case Study - NATS

On becoming NATS' MSP partner in 2016, we had no previous track record with them. Since then, our partnership approach and successful delivery throughout a tripling in size of their contractor community has led us to be shortlisted for the Supplier of the Year award (2017) and invited by NATS into the executive network of The Institute for Collaborative Working (ICW).

Since then, our ICW membership and subsequent ongoing accreditation to the ISO 44001 standard for Collaboration has greatly benefitted us and NATS, with new partnerships developing with organisations such as Leidos, Harris, Skanska and Siemens.

Pillar 11

Bolt-on Consultancy Services

Purpose

Alongside core activities, an effective Flexible Workforce Solution should also be able to offer additional services on a 'bolt-on' basis to be purchased as and when required.

These consultancy services are typically available to help you get the most out of your Flexible Workforce Strategy.

You should ensure that whoever your partner has put forward to provide the consultancy, whether they are internal or external resource, is appropriately qualified in their area of consultancy.

Basic level

At its most basic, bolt-on consultancy services may not be offered by your Flexible Workforce Solution provider.

Alternatively, they may offer a basic level versions of the same services 'advanced' solutions could offer.

These basic versions are likely to be feedback and advice-based, rather than quantifiable data-driven insights. They are also unlikely to be conducted by appropriately qualified consultants in these areas, but by experienced recruiters.

Advanced level

At its most advanced, bolt-on consultancy services should supplement your business as and when the time, and strategy, is right. These can typically include:

- » **Diversity & Inclusion: Helping you understand and improve your diversity practices to promote diversity in your workforce**
- » **Assignment/Employee Value Proposition Consultancy: A dedicated review of your Assignment and/or Employee Value Proposition resulting in a range of tools to help you enhance your power to attract and retain contingent and permanent workers**
- » **Market Insight & Benchmarking: Extensive research followed by a bespoke report covering rate and/or salary benchmarking and remuneration packages in comparison to competitors across specific skillsets and geographies.**



What questions do you need to ask of your organisation?

Even if you don't need or want any of these advanced bolt-on services at this stage; would you benefit from the ability to select them at some point throughout the contract?

.....

Does your business do all that it can to specifically understand and address diversity & inclusion within the Flexible Workforce recruitment process?

.....

Does your business do all that it can do to attract contingent workers and/or permanent staff to your organisation?

.....

Would it be helpful to you to have a reliable source of bespoke data around salary benchmarking to ensure current staff are rewarded in line with the market, and that you are able to attract the best talent on offer?

Case Study - Safran

We have worked to enhance our contract and permanent solutions for Safran through bolt-on consultancy services including EVP analysis, candidate journey mapping and workforce diversity consultancy. Each of our consultancy services have included:

**Full analysis of current recruitment processes, polices and technology | Hiring manager workshops | HR forums | Candidate research
Complete review of online recruitment strategy and current presence | Development of a full report with findings and recommendations**

Such activities have allowed us to identify ways we can enhance our current solution for Safran and support internal initiatives to improve candidate and contractor retention, employer branding and diversity & inclusion.

Implementation

Purpose

The implementation of a programme is in itself a core Pillar of Flexible Workforce Solutions because it has such a fundamental impact on the entire success of the solution over the life of the contract.

The vast majority of the people, processes and technologies governing the solution are decided upon at this stage. Therefore, getting it wrong can have a risk on your business operations, whilst getting it right can hugely enhance the quality of the solution and help you achieve a competitive advantage in your market.

Basic level

At its most basic, an Implementation process should include:

- » A dedicated Implementation Manager
- » A communications plan including hiring manager ‘road show’ presentations at your headquarters
- » Client sponsorship from a senior stakeholder
- » Involvement as required from subject matter experts in Finance, Procurement, HR, Marketing, IT and Legal

Advanced level

At its most advanced, an Implementation process should include:

- » Thorough due diligence prior to implementation
- » A formalised project plan utilising industry best-practice and experience, covering key ‘work-streams’ of the implementation
- » A dedicated Implementation Manager; highly experienced in Workforce Solution implementations and with project management accreditations such as PRINCE2 or Lean Six Sigma
- » Involvement from the overall Relationship Manager to ensure a smooth handover into the ongoing service
- » A comprehensive and tailored communications plan including roadshows with each of the key communities (hiring manager, contractors and supply chain agencies) at all key sites
- » Creative use of materials and collateral in communications plan
- » Formal creation of a cross-functional team of subject matter experts in Finance, Procurement, HR, Marketing, IT and Legal from both sides to take ownership for key work-streams
- » Client sponsorship from senior stakeholders and also a client project ‘owner’ responsible for ensuring successful implementation
- » Permanent existing internal talent
- » Permanent external new-sourced talent
- » Future Talent (i.e Graduates & Apprenticeships)

What questions do you need to ask of your organisation?

Which of your prospective partners do you trust to handle your implementation process effectively?

.....

If you are considering implementing your business’ first Flexible Workforce Solution, would you be willing to risk a ‘basic’ level implementation process?

.....

How well do you understand exactly what you want from your solution; would you prefer to define this in partnership with an experienced partner?

.....

Does your partner have a track record in supporting the growth of their clients?

Case Study - DE&S

We recently implemented a solution for DE&S including over 1,800 hires per annum. Our implementation received the following feedback:

“ DE&S chose Gattaca as our solution provider in 2017 after an extensive tender process. Once selected, Gattaca created a bespoke implementation plan alongside our internal teams, making sure there was regular communication and engagement with all involved. We are very pleased with the service Lee, John and his team provide, especially the commitment to a genuine partnership as this has been vital to our success. Gattaca have supported us every step of the way and made this change programme as easy for the business as possible. ”

Our expert team

Here are some of the friendly, professional people who shape and deliver our Flexible Workforce Solutions.



Matt Wragg
Chief Customer Officer

My role is to ensure we continuously challenge ourselves to do better and evolve our Client Solutions. As a member of the Management Board, I ensure our solutions are given the appropriate visibility, investment and support at an Executive level.



Louis Cross
Workforce Solutions Consultant

My role involves helping a varied profile of HR and procurement professionals to make informed decisions about their workforce strategies. I use my experience, as well as my qualification as a Certified Contingent Workforce Practitioner (CCWP) to provide consultancy advice.



Georgia Byrne
Workforce Solutions Consultant

As a Certified Contingent Workforce Practitioner (CCWP), my key role is to gain a rapid appreciation of our clients' existing strategies, share best practice and ultimately help them shape efficient solutions in response to their objectives.



Paul King
Managing Director, Gattaca Solutions

My role at Gattaca is to head up our Client Solutions team, responsible for all of our Flexible Workforce, Permanent and 'Total Workforce' partnerships. I am responsible for engraining an industry-leading methodology and driving our client-advocacy levels to an exceptional standard.



John Romero
Solutions Operations Director

My role as Solutions Operations Director is to ensure we achieve operational excellence in our solutions. This is achieved by harnessing the right people and technology, a robust methodology and with collaboration at the heart of everything we do.



Lee Hanna
Client Relationship Director

As a Client Relationship Director, my role is to build strong partnerships and develop continuous improvement initiatives for the Flexible Workforce Solution. I help ensure the client highly values our service, and we continuously evolve to meet their needs.



Ashton Church
Client Relationship Manager

As a Client Relationship Manager, my role is to look after all of the operational aspects of the Flexible Workforce Solution. I am there to tie together all of the key 'Pillars' in this document, whilst ensure ongoing successful delivery.



Karen Burns
Employer Branding Consultant

As the Employer Branding Consultant for Gattaca, I work closely with our Solutions teams to develop, manage and deliver candidate attraction and engagement activities, designed to help our clients improve their employer brand and attract more talent into their business.

Get in touch

Should you wish to discuss any of the information in this guide, please get in touch.

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