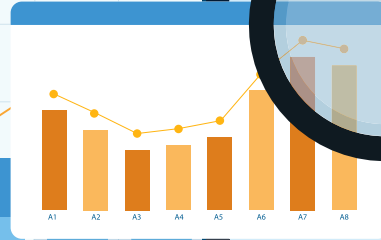
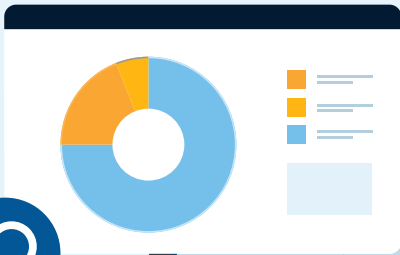
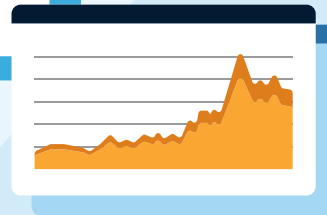


Turning  
**Workforce  
Visibility** into  
a Competitive  
Advantage



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# Introduction



When it comes to building a great workforce, knowledge is power. So it is no surprise that every customer we partner with depends on Allegis Global Solutions (AGS) to help them better understand and use workforce data. Thanks to that partnership, along with powerful data and analytics innovations, HR, procurement and executive leaders have the opportunity to make the most informed, predictive decisions ever.

Those decisions are the reason why visibility into the workforce matters, and why the case for improving visibility into the workforce is urgent.

In fact, more than **60%** of talent acquisition decision-makers believe they can do more with their workforce data.



We see the power of that visibility when clients realize and measure impact. That success might show up through \$10 million in savings for a financial services company. Or, it might be an improvement in compliance due to better visibility into worker classification. These outcomes speak to the value of data-driven intelligence, but for many workforce decision-makers, questions remain. What does better visibility into the workforce mean? How does it influence decisions on the ground level? What are the real impacts?

The fact is, better workforce intelligence is not just a long-term vision; it is reflected in the many smaller decisions that guide a company's interaction with all parts of the workforce every day. Contingent workforce data, services procurement analytics and visibility into talent acquisition all play a role in how our customers achieve a workforce advantage in their markets. And finally, underlying all parts of the decision process is a fundamental question: What is the cost of the work to be done? Advances in technology have created a new reality where complete data access and rapid interpretation can provide a real-life view of market conditions on the ground, right now. In the hands of informed workforce strategy experts, it is a game-changer for workforce decision-makers.

This report explores how data-driven intelligence informs meaningful decisions and boosts outcomes for AGS clients in each of these areas: contingent workforce strategy, engagement of services, acquiring talent, and acting on markets and costs.

For anyone involved in decisions related to work and the workforce, insights shared here can shed light on the practical opportunities for using data to achieve positive impact for the business.

# Contingent Workforce Data Improves Decision-Making



Companies recognize the need to raise visibility into their flexible workforce and act on data-driven strategies. That need for workforce data and the visibility it provides influences everything from technology investments to managed service provider (MSP) relationships. But with all the fuss about workforce data, a practical question remains: What does an informed, highly impactful contingent workforce decision really look like?

To shed light on the answers, we looked at decisions companies have made based on our own Acumen Workforce Intelligence® platform. Acumen captures all information in the contingent workforce lifecycle, from market conditions to supplier performance, benchmarking data and granular details on staffing operations. The system is supported by expert advisors to interpret workforce data, identify problems and opportunities, and facilitate solutions.

The experience of our clients shows that better visibility into contingent workers and their suppliers afforded by a strong workforce data and analytics function delivers many positive outcomes. The following are just a few examples of data-informed decisions and what they may mean to your contingent workforce strategy.

## **Process Improvement: Benchmarking Leads to Reduced Attrition**

Turnover is a persistent issue in some roles. A great example is call center operations, where high expectations and volume can lead to significant attrition. But how do you know when turnover is too high, and how do you drive change to fix the issue?

## **Data Analytics at Work: Healthcare Call Center Workforce Issues**

Recently, a healthcare client sought to determine if action was required to reduce the loss of workers before scheduled assignment completion dates in call center roles. The solution took two steps:

- First, the Acumen system tracked call center workforce engagement within the company to determine a true successful completion rate: 16%.
- Then, to provide context, Acumen was used to track the completion of similar jobs across other companies in similar situations to arrive at a benchmark average completion rate of 30%.

## **Action: Boost Alignment of Role Definitions to Raise Successful Completions by 20%**

Based on a clearer view of needs associated with the role, an education strategy was aimed at key stakeholders to align and refine expectations across client managers and suppliers. Team members from the program office and suppliers went to the call center and shadowed workers in their day-to-day tasks and responsibilities to better understand and convey the position's roles and responsibilities to potential candidates. The effort was also supported by developing reference materials to better define roles.

Since measuring the attrition issue and taking corrective action, rates of successful completions have risen by 20% – exceeding benchmark standards. The improvement translated into 147 fewer re-hires needed during that time.

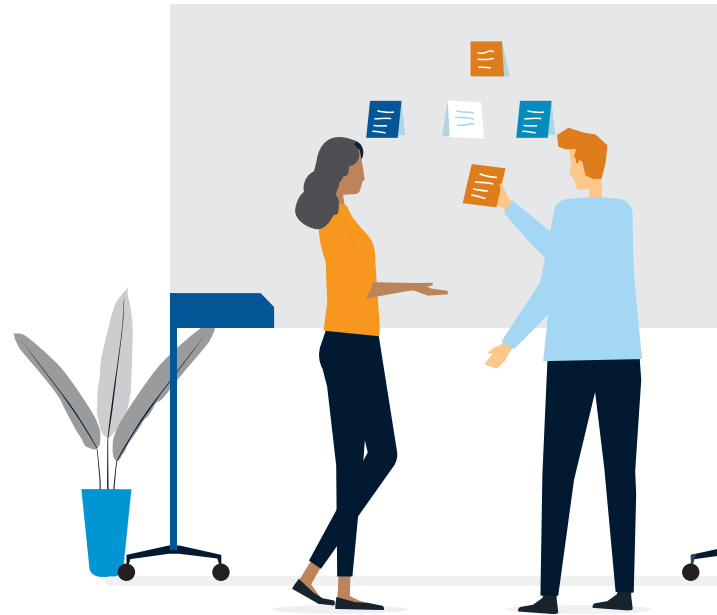
## Wrong Path Avoidance: Workforce Data Helps Avert a Costly Overtime Rate Cut

Wrong decisions about workforce strategy can result in longer time-to-fill, lost talent, wasted stakeholder time and unnecessary costs. How do you vet workforce decisions to avoid potential, negative impacts? Begin with a detailed look at the labor market data associated with the decision.

### **Data Analytics at Work: Rethinking the Costs of Cost-Cutting**

A major oil and gas producer identified one potential path to savings by reducing overtime (OT) rates in a particular location. Would reducing those rates reduce costs without doing harm? To vet the approach, AGS, acting as this client's MSP, analyzed market data. Findings pointed to competitive conditions:

- A significant portion of assignments ended before scheduled completion (a rate of 11% over the company norm).
- Unemployment in the location at the time was 5.2%, indicating a challenging arena to compete for talent.
- OT was a market differentiator for the company in this location, helpful for attracting workers, retaining them and potentially redeploying them.



### **Action: Change Course to Sustain Access to Talent, Time to Fill and Retention**

AGS approached this MSP client with clear workforce data involving resource supply and demand to reveal the impact of a cost-reducing decision. From longer cycle times for filling assignments to increased attrition as workers pursued more attractive options, the organization would have experienced multiple workforce challenges in the region.

Ultimately, the decision was made to stay the course with overtime rates. The impact was considered too high for a cut that would only boost cost-control for roughly 10% of the company's total extended workforce spend in the area.



## Eliminating Bottlenecks: Cutting a Full Week from Time-To-Start

Sometimes a persistent performance issue has a root cause that goes unnoticed. A smart data system allows analysts a detailed look into the performance data associated with staffing that can pinpoint the causes. Often, the issues are bottlenecks that slow down the process and can be addressed easily.

### **Data Analytics at Work: Examining Differences in Contractor Engagement**

In one example of a process bottleneck, our MSP managers looked at the potential for improving responsiveness for a company hiring 2,000+ workers per year in call center, administrative and clinical roles. After closer analysis, the performance data revealed two different factors at play:

- Industry benchmark time-to-fill for selected roles was roughly 19 days, and the client came in at 17 days for contract-only workers and 20 days for contract-to-hire workers. This did not seem to be a problem.
- Industry benchmark time-to-start for selected roles was approximately 30 days, while the client came in at 33 days overall time-to-start for contract-only workers and 42 days for contract-to-hire workers. The issue: contract-to-hire took nearly two more weeks to start than their industry benchmark, dragging down program performance.

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### **Action: Fix Slow Processes to Reduce Time to Start by 40%**

Based on the data, AGS' analysts looked closely for differences between the processes for contract-only and contract-to-hire workers. Background checks and drug screening for contract-only hires were made available through several providers, but those for the contract-to-hire group only had one background check option.

The MSP team and the client worked with the contract-to-hire background check provider to accelerate its process.

Over the following two quarters, the gap between start times for both categories **reduced by half**, helping to achieve a lasting improvement in time-to-start after solving a persistent issue.





## Capturing Talent: From Lost Candidates to Successful Results

Often, small differences in a process can make a large impact on an organization's ability to hire. Particularly when it comes to responding to candidates, there may be a stark difference in effectiveness if that engagement process becomes stalled among stakeholders.

### **Data Analytics at Work: Finding Costly Process Delays**

In a healthcare company engaging over 2,000 clinical associates per year, the recruiting process became frustratingly slow for managers. Candidates were submitted within a few days, but it took up to 25 days to work through interviewing, selection and onboarding. Analysis of internal processes and market data revealed two findings:

- Market data, available through the Acumen platform, revealed that for the roles being recruited in select locations, the average candidate lasted approximately three days on the market before taking on a role.
- For the client's hiring managers, the typical selection time after an interview was five days. As a result, the hiring managers' five-day decision time was longer than the average three days of worker availability on the market, costing the company access to top candidates.

### **Action: Speed Hiring Manager Response to Reduce Lost Candidates by 50%**

Based on the data, our healthcare client implemented a hiring manager time limit on selection decisions. As a result, a larger portion of workers was engaged before moving to another option, and overall hiring efficiency increased dramatically. The failure-to-start rate fell by 50% year-over-year, reducing hiring cycle times and improving overall satisfaction with the program.

## Your Contingent Workforce Data Can Deliver Impact, Right Now

These examples point to the same underlying theme: visibility to both current process data and external performance and benchmarking information enables decisions that will improve processes or avoid problems.

In fact, it is very likely that the potential for a better, more impactful workforce strategy decision is hidden in the data most companies have on hand. Additional context and expert interpretation are the keys to unlock that potential. A truly strategic workforce partner should have the broad data analysis capability to find solutions, fix processes, avoid bad decisions, make adjustments for big impact and drive long-term workforce strategy.

Many solutions provide some level of visibility into contingent workforce activity, but few have the combination of internal data analysis, industry and multi-company benchmarking, and human problem-solving expertise to deliver actionable intelligence. Don't expect less from your workforce partner.





# Service Procurement Data Boosts Value and Performance



The procurement of services is estimated to comprise nearly 60% of business purchases today – and often significantly more based on industry. Services providers are important suppliers of non-employee workers, delivering those resources through statement of work (SOW) agreements. Unfortunately, visibility into that services spend is often confined to the managers or departments engaging those resources, with little opportunity for enterprise-level management.

Market pressures have spurred organizations to maximize outcomes and control costs across all areas of spend, highlighting a need for better visibility into services procurement. The good news for procurement leaders is that data-driven technologies and procurement analytics are now in play that can deliver that visibility into services spend and unlock data for better engagement decisions.

From more cost-effective buying, to controlling compliance risk and improving how work gets done, the potential impact of better business intelligence on the management of services procurement is great. How does improved visibility bring better services procurement strategies to life? The following real-world examples shed light on the answer, showing how companies are using new levels of intelligence to gain more out of their services today.

## **Improving Performance: Analytics for Better Outcomes**

Traditionally, companies approached services procurement in a largely pre-determined fashion. They decided ahead of time that a certain task needed to be done by a vendor. Then they moved forward with securing that provider of services, often based on the lowest cost, with little insight on performance or fitness for the task at hand. It is a practice that still commonly occurs today.



In many cases, the resulting strategy is counterproductive. The company may engage a particular vendor to get a job done when outcomes would be more efficient and cost-effective through other means. An example of the work our AGS Procurement Solutions team provided for a global e-commerce organization underscores the value of a consultative relationship and the use of data to create better paths to outcomes.

## **Expanded Visibility Reveals Cost-Effective Options**

The company budgeted \$130 per hour for a computer security and incident response team (CSIRT) analyst and relied on a single supplier to provide the talent. Based on market information and data from a broader set of similar engagements, the AGS Procurement Solutions team determined that a \$120 rate would be in line with expectations. Unfortunately, the proposed \$120 rate was not agreed upon by the client and provider for the role under consideration. This is a niche role





with difficult-to-find talent, so the engagement proceeded with the higher rate. At the same time, the Procurement Solutions team made a concerted effort to dig deeper into the role, learning more about the unique needs the company required and potential future engagements while identifying supplier opportunities for that role.

**Taking Action: A New Rate and Source of Talent**

Subsequently, thanks to expanded visibility into resource options, strong relationships and understanding of the need, a resource was identified and placed at \$115 per hour when the need arose again. By expanding visibility into sourcing opportunities, the Procurement Solutions team provided the client with a broader set of options, including needed skills at lower rates.

The result was an annual cost savings of more than \$30,000 on the assignment.

**Accurate Labor Classification: Analytics Reduce Risks and Costs**

The second example highlights a persistent challenge in services procurement: Companies struggle to capture key contract metadata for their SOWs. The uncaptured information is surprisingly basic, including roles, rates and worker locations, as well as details on fixed deliverables and related resource allocations across their services portfolio. Many organizations have invested in spend or contract management tools. They believe these tools are capturing this information, but in large part, those systems are only used for storage and approvals as it relates to services spend on SOWs. One result is a significant level of misclassified labor.

In short, companies are securing labor through services contracts, but they use that labor as if they were contingent workers, a mode of engagement consistent with staff augmentation. The company may be paying for the services of the people it engages at a higher rate than is necessary, and it may be out of compliance with worker classification regulations.

Solving the problem requires an approach that uses technology to analyze vast amounts of contract information quickly and supplements the technology with human expertise to interpret and act on the data. Our work with a global manufacturing client highlights how applying analytics to solve the misclassification issue can yield a significant impact on costs.

**Expanded Visibility Reveals High Misclassification Risks in 80% of SOWs**

To support the client's procurement function, AGS leveraged its DocuSift<sup>SM</sup> analytics service to analyze 201 SOWs with 25 suppliers, primarily in IT services. The misclassification analysis looks at each SOW across 20 key criteria to identify four symptoms of misclassification, including resource characteristics like staff augmentation, a lack of standard SOW elements, clauses within SOWs that were more appropriate to staff augmentation and services described as staff augmentation.

The procurement analytics revealed a high level of misclassification risk in most contracts under management. This is not unusual in organizations that have engaged services in a distributed manner, with limited formal governance at the enterprise level, despite the use of "preferred suppliers." Results included:

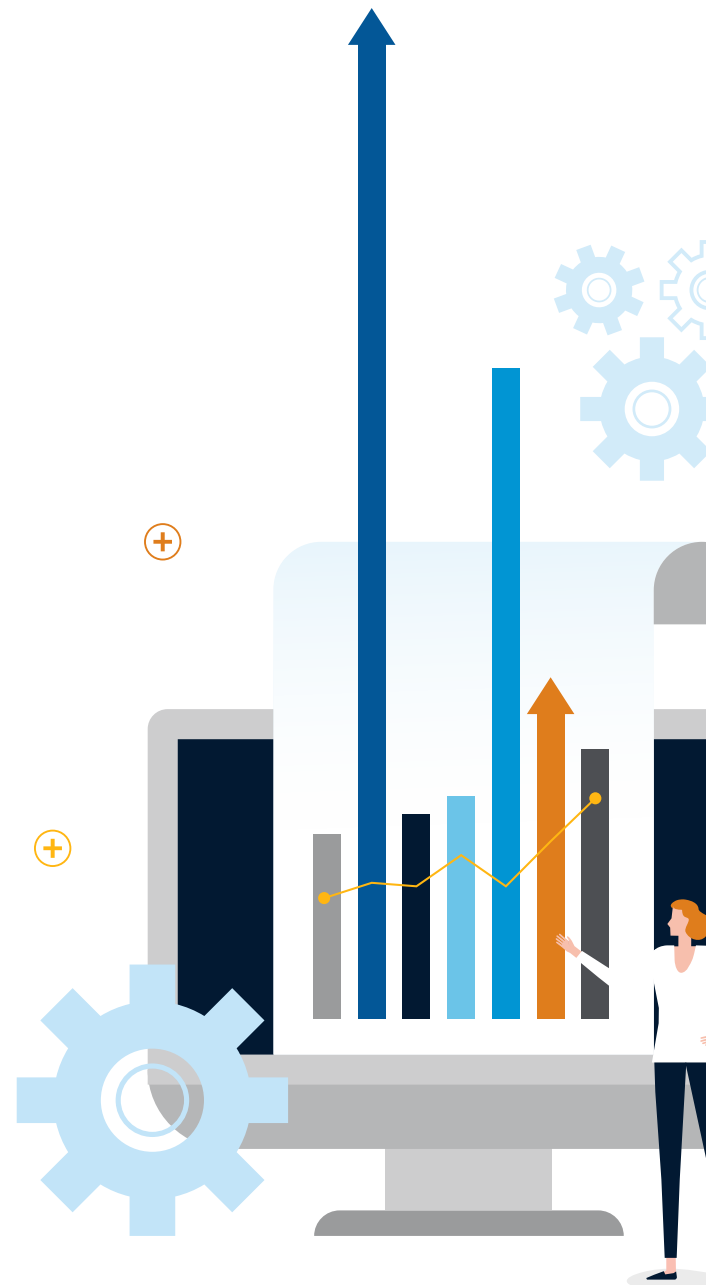
- High probability of misclassification: 165 SOWs with a total contracted amount of \$23.7 million
- Medium probability of misclassification: 22 SOWs with a total contracted amount of \$2.9 million
- Low probability of misclassification: 14 SOWs with a total contracted amount of \$2.6 million

### **Taking Action: Apply a Transition Strategy to Reclassify SOW Workers**

The data can only get you so far. The ability to layer in an advisory-based approach to drive action based on the data is important. Drawing from the findings, AGS helped this customer develop and apply several different strategies to address the identified misclassifications and achieve a positive impact on cost and performance along the way. Areas of focus included:

- Communications and a focused approach to transition misclassified resources to the existing contingent workforce program
- Review of agreements to identify cost-savings opportunities based on appropriate rates for the type of roles being utilized and services being delivered
- Development of SOW templates to reduce inconsistencies related to resource/role names, pricing and services descriptions (areas that typically lead to misclassification)
- Other actions, including the development of a strategic roadmap and changes in the governance process to set the stage for lasting improvement

Based on the actions taken, the company was positioned to agree to reasonable cost reductions for certain services providers and a reclassification of resources to reduce overall compliance risk. The repeatable process provides a valuable baseline to ensure continuous compliance and cost-optimization across the supply base.



## Broader Supplier Choices: Expanded Options Control Rapid Budget Growth

One of the most common challenges in the procurement of services is that managers and procurement often depend on one supplier for their sourcing needs. This single-supplier focus creates several inefficiencies.

First, there is no visibility into the talent that can be considered for important projects. Typically, this will diminish the quality of talent being procured as there is no competition or comparison of services providers from a capability or cost standpoint. Secondly, stakeholders cannot consider pricing models from different suppliers. Historical data indicates that this lack of competition does not allow programs to realize cost savings over time, resulting in increased spend for the client.

For this client, the need to re-examine its services procurement options became urgent as it experienced more than \$3 million in budget increases in one year. Not knowing why that increase was occurring through its supplier network, the company engaged AGS to evaluate the dynamics of the activity.

## Expanded Visibility Reveals Heavy Reliance on a Single Supplier

To gain a clearer view into the current supplier and other resource options, AGS' Procurement Solutions Supply Chain Management team partnered with client stakeholders to assess three potential issues arising from its vendor relationships. They included:

- Supplier performance (services capability, cost and quality)
- Improper scoping from the client stakeholder and/or suppliers
- Limited visibility into supplier sourcing options

Using AGS' Acumen Workforce Intelligence platform, the team was able to extract spend data and determine that \$2 million of the total \$3 million budget increase was tied to one client stakeholder and one supplier.

## Taking Action: Using Data to Highlight New Options

AGS met with the stakeholder behind the single supplier relationship to understand their reliance on that service provider for specific project needs. As part of this discussion, AGS presented performance and capabilities data from several other suppliers actively supporting the client. These suppliers had proven success in placing the types of services being provided, as evidenced in key activity and quality metrics.

The assessment resulted in the rapid expansion of supplier utilization. Within six months of our recommendation, one supplier grew from zero projects to three critical projects, accounting for \$2 million in spend. There were no budget increases for the projects and no unsuccessful finishes.



## Takeaway: Visibility Drives More Impactful Services Procurement

The power of visibility into the services procurement landscape provides tangible and lasting benefits to the business. But visibility is more than procurement analytics and related technology.

To achieve real and actionable intelligence, three elements must be at play. These factors include the data itself. Does your technology ecosystem have the ability to bring together insights about your services procurement activity and contracts from multiple sources? Second, the information must be put in context of comparable data. Do you know your organization's bill rates for particular assignments, and can you compare those figures to market rates for similar projects?

Finally, the value of data and analysis is realized when action is taken, whether to adjust a bill rate, revise performance expectations or engage new suppliers. Do you have the expertise and capacity that are both needed to interpret the information, make the right decisions and drive needed changes?

AGS Procurement Solutions focuses on bringing all the elements together: the data, context and action. From cost and performance, to better access and more resources, the results we help companies achieve attest to the value of visibility in services procurement today.

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# Recruitment Data Informs Successful Outcomes



Visibility into the recruiting process delivers advantages that are essential in competing for critical talent. When an organization knows how long it takes to hire in a certain location, strategies and timelines become more realistic. When talent acquisition (TA) teams have visibility into a recruiter's capacity for delivering candidates, the result is a quality hire at the right speed and cost.

In short, visibility, and the data to support that visibility, can make the difference between securing workers to move the business forward and struggling to meet talent demands and solve for results that really matter. But creating that visibility and developing a data-driven recruitment strategy is about more than simply collecting data.

Many companies have vast amounts of information available through their own applicant tracking systems (ATS). The challenge is to interpret that data, provide context, bring in additional data points when possible and put that information to work. Organizations need to use information in a way that addresses the specific demands their TA function may encounter.

To achieve the results they need, companies may need to analyze market conditions to better target the right talent. They may also seek ways to apply data to support the work of lean recruiting teams in the face of increased competition for workers in a changing talent landscape. A focused approach to data-driven recruitment can make the difference when creating a TA effort that gains trust and improves performance over time.

Those talent demands may vary greatly between companies. In one instance, an IT department may seek a handful of highly technical workers to support an implementation. In another, a large manufacturer may seek a better way to find and retain thousands of warehouse workers. Or, an organization may seek a way to better attract and retain diverse talent and provide the metrics to prove it.

For all TA challenges, data and expert interpretation can provide the path to a solution. Through its own recruitment process outsourcing (RPO) relationships, AGS turns internal and external talent data into better outcomes for clients. Based on our own experience supporting clients in challenging markets, the following are three examples that highlight how great TA functions can use a data-driven recruiting strategy supported with visibility into the entire TA process to address their most urgent demands.



## High Volume Hiring: Applying Data for Right-Sized Recruiting

In many cases, the challenge of hiring large numbers of workers spurs an organization to engage an RPO partner. But high-volume TA is much more than bringing more recruiters into the effort. The key is to bring the right amount of resources to bear. That is where data-driven intelligence and an informed, high-volume hiring strategy are key.

In a recent example, a large healthcare organization engaged the AGS RPO team to address talent demands that were high in volume and complexity. The organization had over 20 locations across the US, with several different categories of workers to hire and more than 5,000 positions to fill.

To develop a right-sized approach, AGS applied historical data from the organization to gain a clear picture of the candidate flow needed to fill the required roles. When examined in detail, that information revealed insights that less-experienced analysts might miss.

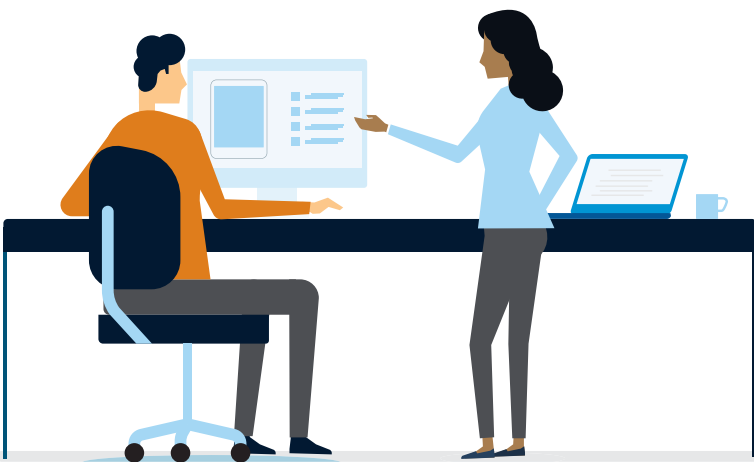


### **Taking Action: Define Right-Sized Recruitment Teams**

The RPO approach began with a management framework that showed what the candidate funnel would look like for roles in given locations. Initial research found that up to 45 candidates were associated with each start in one role. Going a level deeper, however, RPO analysts found that those numbers in some locations were misleading. While a high number of candidates was associated with a start (up to 40) in the findings, a much lower number was actually needed to fill a role — in some cases as low as half the original estimate.

After adjusting goals to a daily level to ensure the right results, the RPO created a nimble recruiting team to deliver at maximum cost-efficiency while preserving quality of talent. A right-sized recruiting function based on an accurate view of the candidate funnel gave the company's recruiting operation the room it needed to scale and meet changing demand.

During a year when the pandemic dramatically influenced the cost and availability of talent, the organization stayed on top of its demands and maintained its performance goals.



## Metrics for Change: Recruiting Data Reduces Expensive Agency Hires

Beyond the challenges of volume hiring, companies face issues with cost and speed due to their varying sources of hire. For example, it is not uncommon for a company to rely on agencies to deliver a large portion of its hires. Agencies often have strong relationships with hiring managers developed through years of filling needed roles. At the same time, there is a risk that performance drops — in terms of cost, timeliness and quality of candidate — if recruiting effectiveness is not tracked according to defined measures.

In an example of a financial services customer, the AGS team examined source-of-hire data across the client organization and found an unusually high reliance on agency hires. From a change management perspective, the only way to convince people to embrace a new option for hires is to demonstrate exactly where there is room to improve. In this case, the opportunity was to improve the speed of results, and this drew hiring managers' attention.

## Taking Action: Reducing Hiring Cycles by 50% While Doubling Annual Volume

At the outset of the RPO relationship, the AGS team focused on a specific role that had been a challenge: field sales. The role brings a difficult combination of demands, as it involves both detailed domain expertise combined with customer or prospect relationship skills. The goal was to establish a timeframe that reduced hiring time by half.

Within six months, the RPO team was able to recruit and hire the same volume of candidates, approximately 40 new hires, that it hired the year before via agencies.

The resulting savings to the client was **over \$400,000** in agency fees.

The statistics to capture that improvement were important to show hiring managers the potential of using RPO as a first choice in their recruiting options.





## Process Visibility: Positive Disruption Boosts Inclusion and Diversity

Adding to the traditional focus on cost, speed and quality in talent strategy, inclusion and diversity (I&D) ranks high on the priority list of nearly every organization. Aligning the employee base to reflect the broad, diverse workforce of a company's external market is a critical path toward attracting great talent. Lasting impact involves attracting talent and building relationships to reflect diversity across all stages of the hiring process.

For a company looking to boost diversity in the financial services arena, the challenge for the TA function was to develop and expand paths of connection for veteran and military talent, Black/African American workers, women, and workers with disabilities.

### **Taking Action: Positive Disruption Boosts Gender Diverse Hiring**

When it comes to I&D strategy, visibility means more than measuring final hiring percentages for diverse groups. Improving diverse hiring requires a view into how diverse workers fare across the TA process and the ability to act based on what that view reveals.

For the financial services customer, AGS provided visibility into where recruiting took place, how channels were created, how interactions with talent occurred and who represented the company to the community. Based on that process, AGS developed a strategy to support continuous change for a growing I&D capability, with an approach to hiring manager advisory based on the concept of "positive disruption."

The disruptive process included insisting on a diverse interview panel and challenging each hiring manager to consider other candidates when they arrived at the intake with a pre-identified candidate. The advisor also insisted on detailed feedback from a hiring manager when a candidate was declined based on a resume screening.

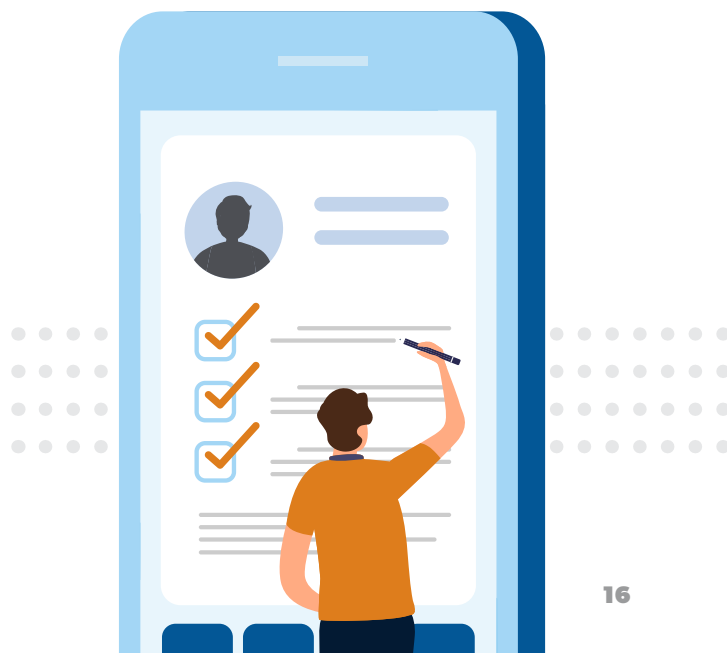
These disruptive strategies were not comfortable, but they played a vital role in forcing stakeholders to continuously question every part of the recruitment cycle. Most recently, the approach yielded more than 200 hires across diverse groups in 2020, with a particular rise in female hires to 52% of applicants.

## Visibility Will Remain a Differentiator in the Future of Talent Acquisition

Often, data and visibility are used interchangeably in discussions of workforce strategy. As the examples show, data is only part of the story. The ability to capture information, put it into context, and then apply the findings to drive a better result is the core advantage a great talent partner can deliver.

Whether increasing access to talent, building a right-size recruiting function or acting on I&D goals, the use of advanced TA data and insight will be a must-have in the evolving market for scarce workers.

The right data to achieve results can come from a company's internal systems and external sources. The systems and tools will continue to evolve, but the supporting intelligence will always be a key to effective TA. That expertise is a need AGS has addressed for companies at all levels of recruiting sophistication and a vital element in driving our clients' continued success.







# Workforce Intelligence: A Next-Gen Tech/Human Approach



What should work cost? The right answer can make a fundamental difference in driving a successful and sustainable workforce strategy.

Historically, understanding the optimum value of talent for a role or skill in a particular location has not been easy. Knowing the rate you paid for the same job last year — or even a few months ago — is not enough. Conditions change rapidly. A high rate can prove costly to the organization. If the rate is too low, the result can be an extended vacancy or poor-quality talent, particularly as overall wages increase dramatically in a post-pandemic market.

A true and accurate view into the cost of work brings in many factors that were simply impractical to apply until recently. The right solution draws from an understanding of what the entire market is doing, not just a single company or group of companies. It requires data that is current, not confined to yearly or quarterly reports. And the view demands interpretation that actively translates findings into practical workforce intelligence to drive actions that are immediate and practical.

Through its partnership with Brightfield, providers of today's most advanced global extended workforce intelligence software, AGS is raising visibility to a new level of clarity. The high-touch/high-tech approach brings together the best of leading-edge technology and advanced human expertise, benefits only possible with AGS as Brightfield's first Platinum MSP Partner. Together, all parts of the visibility equation — the tech side and the human side — play a critical role in driving more impactful decisions based on a truly real-world view of workforce conditions.

## The Tech Side: Driving a New Level of Workforce Intelligence

What goes into complete workforce intelligence? The answer begins with inputs from across an organization's resources, then extends to market data, resulting in an output that is immediate and current in its reflection of today.

- **Inputs from the Company:** These data points include work data such as job requisitions and SOWs, supplier data including SOWs and assignment information, contractual data such as services agreements, invoices and work orders, performance data including quality scores and feedback, and behavioral data, including user buying habits.
- **Market Data:** The Brightfield technology solution, TDx, sources data directly from companies in over 75+ countries in the Americas, Europe and Asia, representing over \$400 billion of annual extended workforce transactional data. For any technology solution, market reach is frequently a missing link, as companies strive to bring in data from across multiple sources. Addressing that challenge can take the resulting intelligence to a new level of clarity.
- **Immediate Output:** In the past, delving into multiple data sources to arrive at a rate range for a role would require weeks or months of work. Now, the most advanced system can produce an informed output on detailed cost information in near real-time.



## The Human Side: Turning Data into Action and Results

Technology alone cannot deliver on the promise of advanced data and analytics. The other half of the equation, the human expert, is essential for turning workforce intelligence into action and results. In a role as a workforce advisor, the person connecting workforce intelligence to an actionable strategy brings a strong set of capabilities to the table, including:

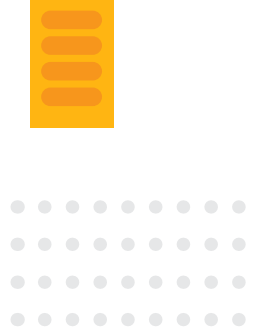
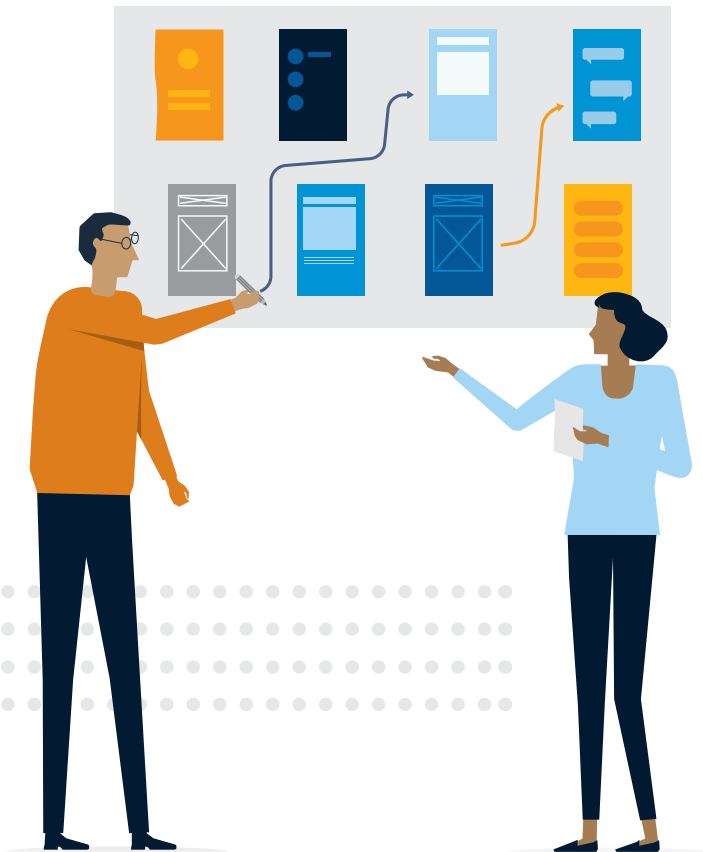
- **Understanding the Data:** An example of a truly detailed and current intelligence is the range of pay for a role or skill in a given area. The solution does not just show one number but a bell curve of rates instead. Should an organization apply the low end of that spectrum for less money and limit the range of candidates it may attract, or would a higher pay and higher quality talent be worth the larger expense? Are locations a factor? Are there alternatives? The advisor has the know-how to ask for more information and arrive at an ideal solution.
- **Change Management and Action:** Once the best course of action is determined, much needs to be done. The decision may center on what type of worker or service is best used to do the work, where to source the required talent or how much to pay. In any situation, the case for change needs to be made to hiring managers, leadership, suppliers and any other stakeholders. A specialist advisor with deep knowledge of both the data and the processes involved will be well suited to ensure that everyone embraces a strategy before it is executed.
- **Owning Performance:** The workforce advisor can go beyond establishing a course of action to take on a level of responsibility in follow-through. That execution could be ensuring stakeholders are supporting the effort or responding quickly to changes that may arise, whether those changes are internal (e.g., an organizational change or new network supplier) or external (e.g., workforce supply changes and market trends).



## The Impact: Workforce Intelligence Can Be More Than the Sum of its Parts

A high-touch/high-tech partnership enabled through the combined Brightfield technology and AGS expertise delivers advantages that go well beyond those that could be delivered through technology alone. First, consider the individual benefits.

Transparency into extended workforce operations and economics enables dramatically improved **data-driven decision-making**.



Advanced automation using machine learning simplifies and accelerates sourcing. Continuous cost savings drive operational efficiency and free funds for critical growth investments. Operational agility resulting from speedy informed decision-making enables organizations to adjust supply strategies in real-time, based on the fast-emerging opportunities and changing business objectives of modern work.

The sum of those advantages boils down to one market-leading advantage that should be central to every organization's workforce priorities: work readiness. A company can get work done and make right-cost decisions that draw from all resources, including employees, contractors and services providers. That level of work readiness not only prepares a company to weather the unexpected; it provides the agility that enables decision-makers to plan and lead – a quality essential to success in the face of today's global business challenges and opportunities.

# Conclusion



Talent scarcity continues to shape the way companies approach work and the workforce. Despite access to large amounts of data, many organizations struggle to know how and when to tap into the best resources from a complex ecosystem of traditional employees, contingent workers and services providers. Further, companies are challenged to make decisions about pay, sourcing and performance based on market conditions or business needs that vary over short periods of time.

These challenges are not just about succeeding in the future; they are shaping how organizations position themselves to advance their business today. Every company has the opportunity to create a meaningful transformation that yields core business impact.

Experience shows that by driving better decisions on the ground at the operational level, an expert advisor – combined with advanced analytics capabilities – can give companies a workforce advantage under a constantly evolving global workforce environment.

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Allegis Global Solutions (AGS), an Allegis Group company, is a leader in global talent solutions. We have reimagined the human work experience. Through decades of industry experience, and with services across 60+ countries, we understand what it takes to consult, design and build successful workforce management solutions regardless of the workforce category.

Whether our customers require an MSP, RPO, Services Procurement (SOW), Freelance solutions or a combination of services either regionally or globally, AGS has the experience, state-of-the-art technology and sustained investments in innovation to ensure your workforce solutions will make your company better.

**We live to match exceptional organizations with outstanding people.**

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