



WHITEPAPER

# How to Build a Modern Demand Generation Workforce Strategy

## HOW TO BUILD A MODERN DEMAND GENERATION WORKFORCE STRATEGY

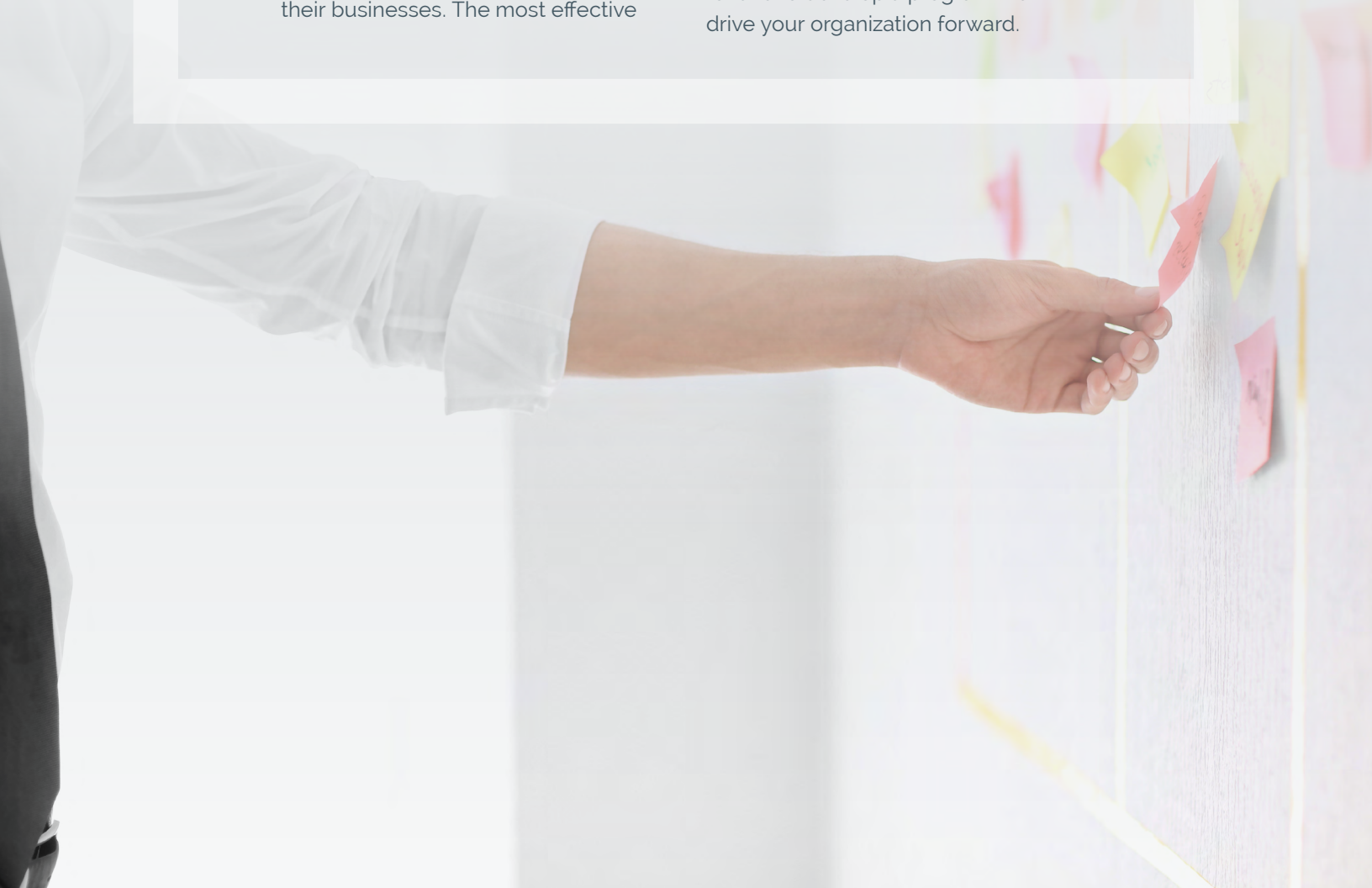
The evolution of today's workforce has brought about many changes to how businesses view and engage their workforce. This new world of work is complex – from technology that allows for enhanced workplace flexibility and improved process insights to increased expectations from employees around hiring processes and talent management.

Chief Human Resource Officers (CHROs) are expected to understand these new and emerging trends and lead the necessary transformations of their businesses. The most effective

CHROs develop and implement processes for their entire workforce that give their organizations a strategic advantage. But many CHROs do not know how to develop a workforce strategy that covers every modern workplace change. CHROs must have control over and insights into their total workforce otherwise they are limiting the path to demand management and thereby a modern talent strategy.

We have helped many CHROs evaluate their workforce strategies. Together, we have reviewed their programs and launched transformation processes that benefit their businesses from process structure to the bottom line

Here are the critical steps you need to take to develop a program that will drive your organization forward.



Every day, we work with organizations like yours to develop and implement modern demand management workforce strategies so we have developed this guide to help you start your journey. Contact us for a more complete breakdown of each step in the process, or for custom insight from our expert workforce strategists.

## CONDUCT A WORKFORCE AUDIT.

Before you can develop a plan for enhancing your workforce strategy, you need to understand the current state of your program. Begin by conducting a full review of your current workforce program.

**Below is a summary of areas to review and for each topic, ask:**

1. What does my HR program already have in place?
2. What is on my workforce plan for implementation within the next year?
3. What is my workforce strategy missing?
4. What information do I not have access to that I need to make strategic decisions?

## WORKFORCE REVIEW

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### 1 Active workforce.

A workforce strategy should be just that – a strategy for your workforce. But what does your workforce look like right now? Often, CHROs only consider their permanent employee base when asked this question. However, this mindset will cause you to ignore up to [40% of your entire active workforce](#).

Begin by analyzing all currently active talent alongside all the talent that can be activated as part of your workforce ecosystem. This includes:

- Contingent or contract employees
- Full and part-time permanent employees
- Professional services and scope of work vendors

This information will give you a base to develop all your workforce strategy needs and next steps.



## 2 Forecasts and planning

Now that you know your current workforce, compile your forecasts and plans for your talent pool. What are your business's growth goals and what talent will be required to help reach those goals? In addition to your full-time needs, this review should include how you plan on implementing vendors, engaging support teams, and expanding contracted spends.



## 3 Talent ownership

One strategic blind spot some CHROs have is around talent ownership. Many CHROs assume they have full ownership over their active workforce. Unless you have a full, demand management workforce model, chances are you are not the final decision maker on most of your talent.



What percentage of your workforce is controlled by finance? Finance is usually the gatekeeper on full-time headcount budget which creates a roadblock in a flexible and holistic workforce strategy.



What percentage of your workforce is maintained by procurement? For most staffing contracts, such as Master Service Providers (MSP), Master Vendor Program (MVP), and contingent staffing support, procurement or finance manage the entire program.

Uncovering the truth around talent ownership includes questions of control over costs, spend, and reporting. Do you have access to this information? You will need it to make informed decisions.

## PROCESS REVIEW

Now that you understand the state of your workforce, you need to understand the employee journey; from the hiring and onboarding processes through to the engagement and talent development processes.



## 1 Candidate experience

Actively map out the candidate experience for each category of talent. In order to improve your talent acquisition and human resource management programs, you must have a comprehensive understanding of what those processes are and how they vary. What are your sourcing, recruiting, hiring, and onboarding processes? Are they consistent across the whole organization and if not, where do you see the most successful process?

One great way to strategically review your talent acquisition and human resource processes is to map them according to current business initiatives. Candidate and employee experiences are integral to every program and reviewing those processes alongside other projects offers a new perspective that will help you understand the reality of your candidate experience.



## 2 Decision makers

Throughout a candidate's lifecycle, there are going to be various decision makers who influence that process. As you clarify ownership, you will uncover gaps – both over processes and management of a talent group – that are causing larger organizational issues. This can include wasted spend, compliance issues, and lack of appropriate governance or accountability. Each existing issue on these topics increases your need for oversight and insight in order to develop a total workforce strategy.



## 3 Message clarification

Just as the candidate journey process will vary, so will the messages being given to your candidates. The more inconsistencies you uncover, the weaker your company's employment brand and reputation will be.

Shortfalls in your employment brand leave you at risk of damaging relationships with potential candidates and current employees – something organizations cannot allow in today's employment market. Take the time to audit your employment brand, both internally and externally.

- How are candidates being shown your organization's culture and processes?
- Are you seeing a large churn of new employees that may denote a disconnect with your employment brand and company culture?

In understanding the reality of your candidate messaging, you will be able to better align a perceived story with your real story.

**Employment brand should be a big consideration during your workforce strategy audit. Inconsistent messaging is perceived negatively by candidates, even if there isn't an overtly negative experience!**



#### 4 Talent acquisition program review

Many organizations manage the experience of external candidates but most forget to extend their evaluation to the hiring experience of their internal employees. Spend some time reviewing the processes for hiring permanent and contract workers. Talk to your hiring managers.

- What is their internal experience and where is it holding the program back?
- What is the process to request and fill headcount needs?
- How does this process vary depending on the type of talent needed and does the process limit strategic decisions?

Disparate experiences often mean hiring managers make decisions based on the least-painful process as opposed to a strategic workforce need. This is costing you time, money, and the strategic advantage of a well-built workforce. There may even be a lack of insight into your organization's best practices including addressing potential talent holistically.

**Hiring managers are often left to their own devices when it comes to deciding contingent talent to engage with yet they lack the insights needed to maintain a productive and cost-effective contingent workforce. Meanwhile, vendor neutral models are designed to drive costs down but candidate quality is often sacrificed as a result. Vendor neutral models also fail to create value for every stakeholder in the contingent employee supply chain resulting in unpredictable costs, frustrated hiring managers, and disengaged candidates.**



#### 5 Talent pool.

A sign of a mature workforce strategy is the development and management of a talent pool. A talent pool is an engaged group of talented workers that you can tap into when your organization needs to supplement your active workforce.

- Do you have a talent pool and/or talent community?
- How do you communicate with them?
- How are you engaging and are you listening to their feedback?

Often, organizations have an informal talent pool that can be easily engaged with strategic direction from a CHRO.



With the struggle of finding talent in today's employment market, many organizations feel that developing a talent pool is a pipedream. This is not the case. A thoughtful approach to your employment brand, plus a strategic candidate and employee engagement strategy, will build your own talent pool.



## 6 TechStack

CHROs who do not consider technology in their workforce strategy are missing what it means to be a modern HR leader. Chief Technology Officers (CTO) are responsible for a company's TechStack, but you must know what technology influences your workforce and advise your CTO on what your program really needs. Otherwise, you are giving up the ability to effectively manage your current HR program and to improve your processes through the most modern HR technology on the market such as chatbots, artificial intelligence, and comprehensive data analysis.



## 7 Data, reporting, and analytics.

We are living in the world of big data, which means you can measure the value your HR processes bring to the organization. Unfortunately, you cannot show these successes without understanding the appropriate key performance indicators (KPIs) and developing reports that show these numbers.

List the KPIs that prove the most value to your leadership team and the KPIs that can be used within your HR process to drive improvement. Common KPIs are open headcount positions, time to fill, and retention. However, you should also understand the numbers that accurately reflect your organization. You may also want some more qualitative KPIs like employee surveys.

As you understand the metrics you need to measure your program, you will most likely discover that these numbers come from disparate systems which will require a robust data analytics strategy. Work with your business intelligence team to create the reports you need throughout your HR program or leverage an industry consultant to build a total talent reporting solution.

**Contingent workers now account for up to 40 percent of most workforces, and these workers are most often managed by individual hiring managers or via procurement contracts. This means that HR is only accessing the data of around 60 percent of their employees – a huge chunk of missing data that makes robust strategic directives nearly impossible.**





## 8 Workforce spend

If spend is not one of the KPIs you noted in step seven of this review process, add it now. What is your annual budget for active talent – both full-time and contract and any related vendor fees? As you pull together these numbers consider additional costs like fees on corporate credit cards where contractor charges may be hidden.

As you pull together your costs, alignment them with the other KPIs you have identified. Collect your financials in ways that will help you track KPIs and don't forget to think beyond the obvious goals of reducing costs and saving time through process improvements. Expand your measurements to softer cost savings such as hiring manager satisfaction and employment brand valuation.

## START CONVERSATIONS WITH PROCUREMENT, FINANCE AND EXECUTIVES

Conducting a full-scope audit of your current human resources program will take some time, especially if you have a large, complex program with various owners and talent pools. The reason you must complete this extensive audit is two-fold: first, you cannot develop an improvement roadmap without understanding your current program's status. Second, to develop a truly strategic workforce, you must have the buy-in and support of other key decision makers. And this audit will help guide your conversations and process upgrades.

**HR leaders need to have control of their entire workforces - including both permanent and non-permanent employees - to track program performance, compliance, effectiveness and spend. However, as you will have uncovered, you are not the primary owner of your entire talent pool.**

Talk with other members of leadership. Discuss their strategic objectives and uncover what they want to see as it relates to your organization's active workforce. Through these conversations, and using the information you uncovered in your workforce audit, you will be able to lead your entire team into a modern demand management program. However, this will only happen by actively working to unify and amplify your talent management processes.

Focus on becoming the internal strategic workforce consultant working to guide your organization to a total talent program.





## FIND A TOTAL TALENT SOLUTIONS PARTNER TO HELP YOU THROUGH THE PROCESS

As the Chief Human Resources Officer, you hold the unique position of guiding program changes that will have lasting benefits at all levels of your organization. This leadership is especially critical because the world of work is not just shifting, it's in a constant state of flux.

Organizations need strong leaders with strategic directives that will prevent you from being left behind in the war for talent. This responsibility is unprecedented, both in scope and in the need for speed, so as you work on your program improvement plan, you need a partner to consult with throughout the process.

**The war for talent is not just about finding great employees in the midst of a global talent shortage. With the rise of the gig economy and flexible workforces, the war for talent now includes fighting to develop processes and management techniques that give you an edge over the competition. This is everything from developing an HR structure that encourages a remote workforce to sharing the charitable ways your organization gives back on corporate social media platforms.**

There are many types of consultants you can hire so it can be overwhelming to find the right partner. Do you hire individual analysts or a multinational business consulting organization? Do you rely on internal stakeholders or industry experts?

The partner you choose needs to understand all aspects of a workforce – from passive candidate sourcing to HR vendor strategy to full-time employee experience – and have the technical experience required to support any TechStack or analytical needs. The main workforce areas your consultant should have experience in include:

- Total talent solutions (contingent workforce management, executive and retained search)
- Recruitment process outsourcing
- Talent acquisition & tech consulting
- Vendor management experience (Managed Service Provider (MSP), Master Vendor Program (MVP))

Here at WilsonHCG, we have extensive experience supporting clients through these kinds of transitions. We are proud to have guided our clients through huge projects of scalability and expansion – both through recruitment process outsourcing programs and beyond. To learn more about how we can be your consultative partner in developing a modern demand management program, contact us today.



**For more information about talent solutions, [Contact WilsonHCG.](#)**



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