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Engineering, IT, and Scientific Section Forum

Measurements and KPIs to Help You Succeed in 2017

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Technology Trends and Enhancing Client Delivery

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Tuesday, Oct. 25
4–5:15 p.m.



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Measurements and KPIs to Help You Succeed in 2017

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Our lives are full of numbers and we need to make better sense of them!



What we will cover:

1. Put measures and numbers into a framework--a context
2. With this new approach, what measures apply to recruiters, sales, and management?
3. What measures should drive individual versus team behaviors at the branch level in 2017 and beyond? What measures do NOT?
4. Where in the staffing firm does weekly/monthly revenues and gross margins really reside as a measure of success? Where should they not be?

Remember this old adage? Why is this important?

People do what you inspect, not what you expect.
(Louis V. Gerstner, Jr.)

ixquotes.com

Measures and numbers from a practical perspective

- First, numbers are measuring one of two things:
 - QUANTITY or QUALITY
- Second, it is important to understand if the individual is or is not in **100% direct** control of the measure
 - If yes, then these are ACTIVITY MEASURES
 - If no, then these are RESULTS MEASURES
- Understanding the difference is important for determining accountability and guiding management

Examples of recruiter measurements

ACTIVITY MEASURES:

- Completed calls (and sub-types)
- In-depth interviews
- New talent identified, screened, and added to database
- Manager leads identified
- Candidate referrals identified
- Client visits
- Job fairs, etc.

RESULTS MEASURES:

- Submittals
- Sendouts/client interviews
- Starts
- Net on assignment
- Weekly gross margin (dollars and percentage of gross margin)
- Quality measures

Examples of sales measurements

ACTIVITY MEASURES:

- Client visits
- Completed calls
- New manager leads identified and qualified
- Client industry events, etc.

RESULTS MEASURES:

- Orders
- Starts
- Active clients being invoiced
- Number of NEW clients
- Net on assignment
- Weekly gross margin
- Quality measures

Examples of branch management measurements

ACTIVITY MEASURES:

- Activities related to sales and/or recruiting, if performing this role as a portion of the manager's responsibilities
- Client Visits (as a branch manager)
- Completed calls
- One-on-one staff reviews
- Interviewing new staff candidates

RESULTS MEASURES:

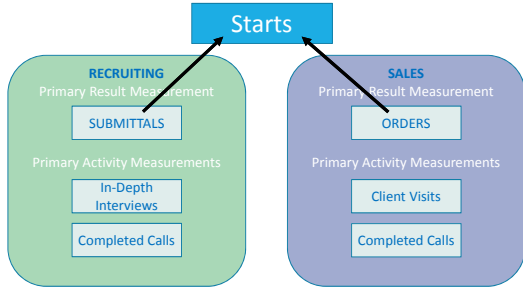
- Results related to sales and/or recruiting, if performing this role as a portion of the manager's responsibilities
- **Management-related:**
 - Meeting team staffing plan
 - Staff count at or above minimum requirements
 - Staff count with increasing trend in gross margin dollars produced per week or month over time
- Quality measures
- Examples: % fill rate, % gross margin, retention rates, Net Promoter Scores, etc.

Successful recruiters and sales staff traditionally measured by gross margin or sales dollars

Technical, IT and scientific staffing firms have long assignments, so weekly revenues and gross margins measures:

- Do not accurately reflect whether the week or month has truly been successful,
- Do not provide any immediate sense of accomplishment for those staff who don't have lengthy tenure (since they don't have a high number of contractors on assignment), and
- Unfortunately allow senior staff members with a high "net on" to avoid or get a pass on their manager's focus and discussion regarding their week's level of productive results

ONLY common result is the START;
management can tie starts back to everyone's
results and activity measures

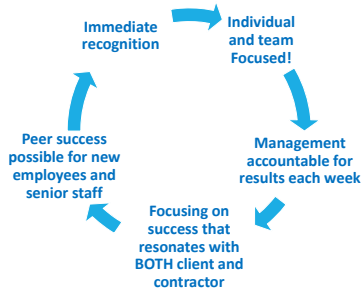


For 2017, staffing firms should shift
primary measurement focus

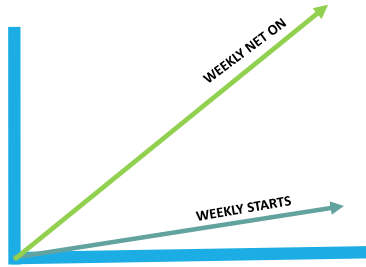
The common result measure applicable to
sales staff, recruiters, and branch/team
management in 2017 has to be:

Weekly Starts

Celebrate starts!



As weekly starts increase,
"net on" increases dramatically



Crucial measurement for both
junior and senior staff, plus team

WEEKLY STARTS

Measures each role should
focus on in 2017

SENIOR AND REGIONAL MANAGERS

- Weekly revenues
- Gross margin dollars and percentages
- Staff expense as percentage of gross margin
- Client retention, concentration and expansion
- Quality issues
- And others

BRANCH/TEAM MANAGERS, RECRUITERS, AND SALES STAFF

- Increasing the Number of Weekly Starts
- Branch/team managers should coach individual staff members and team as a whole, on how to improve this ONE measure of success
- Staff must focus on improving both quantity and quality of individual activity and results measures over time!

Questions

**Thanks for the opportunity to share
these thoughts with you!**

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Thank You for Attending



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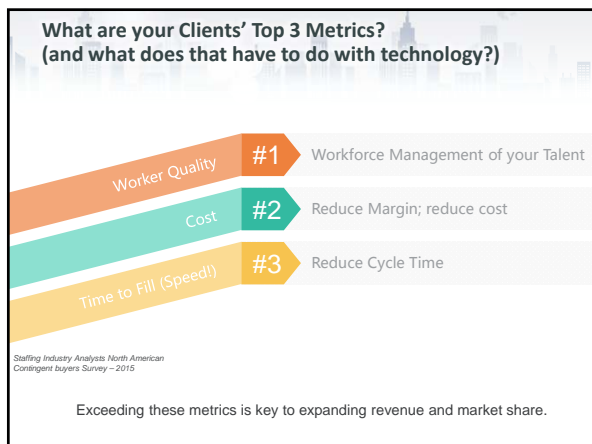
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What are Staffing Partners' top 3 Priorities? (and what does that have to do with technology?)

#1 Growing Revenue: MSPs - Race to the Bottom

#2 Growing Market Share: Expand Your Model - Workforce Solutioning

#3 Expanding/Diversifying Number of Customers: Building Relationships and Accurate Requirements

Staffing Industry Analysts Staffing Company Survey - 2014

The Secret Sauce to Growing Revenue

“A satisfied customer is the best business strategy of all” - Michael LeBoeuf

Deliver high quality, cost effective workforce solutions (beyond staff aug...we'll get to that in a minute) faster than your competition

What Technology Trends are Impacting your Business Today?

Internal

Workforce Management

- Availability
- Communications
- Selection
- Scheduling

Recruiting

- Supply Chain
- Processes
- Talent Pool

Data/Analytics

- Metrics
- Client Targets
- Performance

Enterprise

- HR
- Finance
- CRM

- Agile and Innovative
- Transforming underlying technology, process and business models
- Lose the Spreadsheets!
- Team Performance

Demo - Next Crew

What Technology Trends are Impacting your Business Today

External – Technology Ecosystem

- Going beyond ATS and Job Boards
- Open API for technology enabled range of work arrangement and workforce solutions
- Time to Fill and Access to wider candidate base

Digital Talent Supply Chain- Expanding your Talent Base -

- Access to larger pools of highly skilled, vetted, available talent (outside of LinkedIn and CareerBuilder)
- Speed and agility in sourcing/placing talent
- Ability to provide more complex workforce solutions outside of Staff Aug. (Projects, SOW, etc.)

Que Elevate Direct Demo

Expanding Your Service and Delivery Model – New Revenue Streams – Particularly for More Complex Talent

- Clients are demanding new and different kinds of work arrangements and workforce solutions (e.g., SOWs, short engagements with independent/freelance knowledge workers, etc.).
- Combined with technology revolution this creates a new world in staffing and opportunity for new workforce solutions beyond staff augmentation.

Data and Analytics

- Recruitment & Internal performance**
 - 1 Speed to Submit
 - 2 Cost & Profit Per Hire
 - 3 Fill Rates
- Market Intelligence**
 - 1 Competitive Analysis
 - 2 Global Market Trends
 - 3 Market Opportunities
- Client Data**
 - 1 Metrics/SLA Performance
 - 2 Compliance
 - 3 Requisitions/Requirements

- "Gut instinct without supporting data is the unknown enemy of the staffing industry" - Tom Becker ~ CEO/Founder – Talenium www.talenium.com a technology and data analytics company.
- Actionable data to competitively drive your business and enable process reengineering where applicable

How can you Become the Next Gen Staffing Company in the New Normal?

- Elevate Staff Aug
- Expand Talent Pipeline
- Leverage internal metrics to drive results

- Leverage Freelancer and Online Platforms to deliver on expanded work arrangements
- Drive Performance
- Evolve Client Relationships

- Move beyond commodity suppliers to different kind of work arrangements
- Expand beyond process optimization to strategic application of technology to remain competitive as a highly digitized, agile "workforce solution intermediary"
- Becoming Agile Workforce Solution Intermediary

Data Sources and Demo Providers

Data Sources & quotes:

- Spend Matters – CGMA Survey
- Gartner
- Talennium

TECHNOLOGY DEMOS PROVIDED BY:

www.elevatedirect.com www.nextcrew.com

Thank you! Contact Details

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Thank You for Attending



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