

Chapter 7: 3rd Party Suppliers

Authors: Geoff Dubiski

Editor: Allen Chilson

Date Published: August 10, 2022

A unified approach to talent:

As organizations once again reboot their diversity initiatives, the maturity curve of total, or unified, talent planning is creating new analytical models of the entire workforce. Recent surveys indicate that only 20-30% of respondents have aligned their CW program to corporate goals and diversity hiring. To be blunt, any company that is not integrating their contingent workforce program with their talent acquisition and HR planning will be at a loss, to another organization's gain, and may be working against other initiatives. For purposes of this discussion the contingent workforce is any outside talent providing time or services to an organization – temps, independent contractors, consulting/advisory firms and outsourcers. The reason for such a broad definition is to have a full understanding of our workforce. The entire talent spectrum that allows us to bring our goods and services to market; and traditionally has been a source of candidates, and hires, for decades.

Why should we focus on our third-party suppliers of talent? To ignore this group is to artificially dilute or over-index annual planning and long-term solutions to attract and retain the best talent. And they are in the market every day vetting certifications and reviewing leading edge partnerships.

Reviving a well-intentioned idea. The spirit of OFCCP:

In 1977 executive order 11246 was initiated by the DOL creating the office of federal compliance programs (the OFCCP). While this established affirmative action goals for federal contractors it created new opportunities for companies to interact with organizations they might not otherwise search for or know about. Beyond ensuring that federal contractors spent money with firms originally defined as minority, women and disabled business enterprises (MWDDBE) the spirit of the rules were to create a pathway for these smaller firms to gain access and visibility to the buyers and influencers of the organization, become a viable reference for additional growth, and compete with those firms that were larger and well established. However, except for very few firms, the supply of diverse talent from these certified firms was scarce.

The spirit of this order should be embraced by all organizations – even those that are not federal contractors.

Talent and spend

During the past decade brand identification and the development of ally programs has seen an increase in the alignment of talent to certification; veteran owned supplying veterans, women owned firms focusing on the entry/re-entry of women, disabled representation across a full spectrum of neurodiversity and physical options. Look at veteran owned firms like Work for Warriors and the alliance that the National Association of Manufacturers has with Veterans organizations. Juggernaut The Mom Project that not only matches women to various opportunities but played a pivotal role in women returning to work post covid.

MSPs have an opportunity to identify certified firms and the best possible ones for your programs. Their supplier relations team should have vetting information, certificates and analytics on which will perform best for certain skill areas or geographies. And leverage your MSP to talk with other clients about their successes, lessons learned and opportunities to create local/regional networks.

Chapter 7: 3rd Party Suppliers

Authors: Geoff Dubiski

Editor: Allen Chilson

Date Published: August 10, 2022

If you are a federal contractor (and the qualifications are simpler than you may think <https://www.dol.gov/agencies/ofccp>) It is also important to understand if your spend is compliant as a tier 1 or tier 2 expenditure depending on your requirements. Your MSP will have a number of viable treasury or third-party solutions to satisfy compliance while not off-loading additional work to your program team.

The third-party competitive advantage

What's more, these firms are not only the brand of choice for those they represent but they also have a wealth of knowledge to create success. As we look toward a unified approach to attracting talent the contingent program, your MSP and the certified firms can educate your organization and a return on investment that can be transformative.

Two key examples are those helping to adapt/train and place veterans especially in translating their military occupational specialties (MOS) to a commercially viable resume. I am still surprised at the number of companies that claim to be veteran friendly yet have not trained their recruiters, or adjusted their ATS, to accommodate variations in taxonomy for skills and jobs. One other note – if you require a college degree for all positions you are reducing the access many veterans may have to your organization. Working with veteran groups will give you options to translate experience in lieu of a degree for many functional areas.

The other example are firms representing those with disabilities. These firms have countless hours and data to establish better interviewing options, testing techniques and funding/creative ideas for accommodations that can make your program accessible, equitable and welcoming.

Additionally incorporating a direct sourcing platform for your CW program will extend your brand and capture silver and bronze medalists, as well as gig focused candidate traffic, to increase your diverse talent networks. Partnering with your HR/TA outreach and involving your MSP or direct sourcing provider will not only give you a strong ROI but also the ability to convert strong talent.

Initial tracking/data requests

Where to start is relatively easy. Work with your MSP or supplier partners to review your program's overall headcount and country footprint. Have your MSP give guidance on where data collection is allowed, at what level, and how those requests are to be administered. Then request anonymized data from your MSP or suppliers. In peer discussions it has been determined that the minimum number of data points should be 20 in order to protect personal identification. That means that if you do not have a large enough CW representation in certain functions, departments or shifts you may want to stay at the aggregate level.

Analysis and a strategic lever

Once the data has been received and parsed into the various categories you can begin to review it against your internal workforce statistics, your recruiting outreach and any AAP requirements. This is where your CW program begins to integrate across the organization and becomes a strategic lever for

Chapter 7: 3rd Party Suppliers

Authors: Geoff Dubiski

Editor: Allen Chilson

Date Published: August 10, 2022

TA and D&I initiatives. Also review how many conversions to FTE you have annually, where they tend to come from (function/dept etc.) and supplier. This will allow you to review why you have greater success in some areas versus others and what can change.

Next steps

Semi-annual and annual planning with your DE&I leaders, your TA team and your MSP will give you an opportunity to monitor the overall impact of your CW program in representation diversity within your workforce and if you are working with or against your overall goals. The analysis should guide your review of suppliers included in your MSP program, gaps, and where to partner with your internal HR, D&I and TA activities to double down on your efforts.