

External Workforce Insights 2018:
The Forces Reshaping
How Work Gets Done

Visibility is everything

Focus your forces

In collaboration with Oxford Economics, we conducted a global research study examining the rapid growth of the external workforce—non-payroll workers and services providers—and its far-reaching implications for both employers and employees.

44%

of workforce spend is on the external workforce

Those who manage external labor effectively are finding it to be a driver of competitive advantage.

Our analysis of the survey data surfaced four key forces that are transforming the way work gets done.



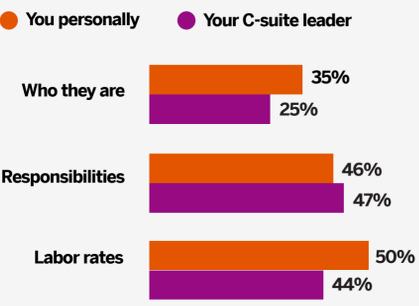
Force Four

Visibility is everything

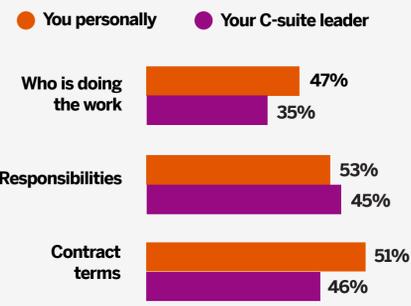
External talent isn't a C-suite priority, but it should be. Executives are not well-informed about the resources engaged—who they are, what they're doing, and how well they perform. As a result, many companies are not realizing the most value from their external workforce.

Executives are not as informed as they should be

How informed are you, and the C-suite executive who leads your function, about the following details of non-payroll workers doing work for your organization?
"Highly informed" responses



How informed are you, and the C-suite executive who leads your function, about the following details of services providers doing work for your organization?
"Highly informed" responses



These shortfalls translate into serious management issues

60%

say tracking resource and project quality is challenging

51%

say ensuring workers who do not perform well are not re-engaged is a challenge

Financial risks abound when the external workforce is not managed effectively



One-third of survey respondents report overcharges and payment redundancies



One-quarter say they have experienced rates that deviate from agreed-to rate cards or master service agreements (MSAs)

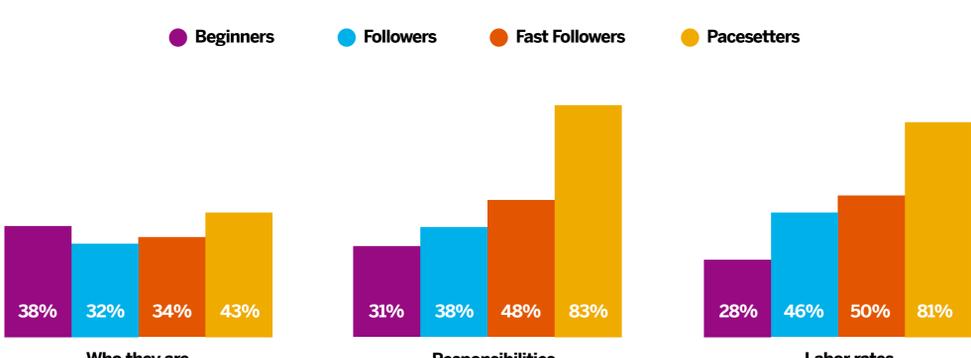
29% say they have had compliance issues

28% report unauthorized spending without approval from procurement

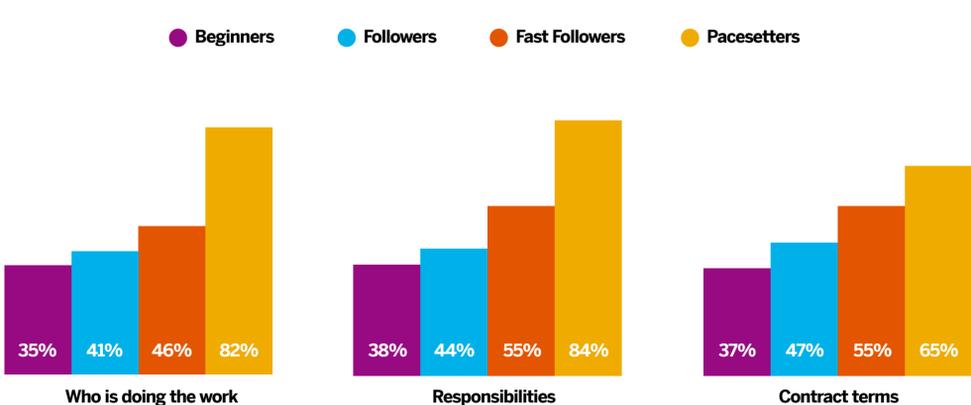
Pacesetters have better visibility into the external workforce

Pacesetters—survey respondents who demonstrate superior performance in managing and realizing value from the external workforce—are more informed about key details.

How informed are you personally about the following details of your non-payroll workers?
"Highly informed" responses



How informed are you personally about the following details of services providers doing work for your organization?
"Highly informed" responses



Take action

Capture the full value of the workforce transformation by managing your external workforce more effectively:

- ✓ **Apply workforce strategies** to all labor sources, both external and traditional.
- ✓ **Ensure your leadership** has visibility into the scope, activities, and quality of your external workforce, the challenges at hand, the benefits realized—and those that could be realized.
- ✓ **Communicate information** about the external workforce across the organization to get the most value from your available resources.

Explore the other forces impacting the way work gets done today.

Visit externalworkforce.fieldglass.com to view the rest of the story and access our full report.