



## Total Talent Acquisition and Management: Uniting a Multifaceted Solution



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With Lynne Marie Finn, CEO and President, Broadleaf Results, Inc. (formerly Superior Workforce Solutions, Inc.)

There are many approaches to talent management, but Broadleaf Results, Inc. (Broadleaf)—formerly Superior Workforce Solutions, Inc.—has found that separately managed models for acquiring contingent and direct workers are inefficient and outdated. Today, many recruitment and staffing companies are talking about total talent management (TTM) and total talent acquisition (TTA), but there are still separate conversations and actions taking place, rather than the delivery of truly integrated TTA/M solutions. Below, Broadleaf CEO and President Lynne Marie Finn discusses why Broadleaf is integrating delivery strategies to provide a single, unified service to companies looking to improve the way they engage their most valuable resource—talent.

### **Q:** What are the client benefits of an integrated delivery model for talent acquisition and management?

**A:** Clients benefit from greater access to talent, increased efficiencies, and a single point of contact. Today, more than 40 percent of the candidate population seeks to work in a non-traditional way: contingent. Companies must engage multiple channels to source the best talent and discard outdated beliefs that full-time workers are superior to temporary, in terms of skill sets, loyalty, and commitment to the company mission. By integrating the talent acquisition function for full-time and contingent under one delivery team—rather than working in separate silos—many redundant processes such as requisitioning, sourcing, and supply chain alignment and management are eliminated, and the potential talent pool is increased through the consideration of all worker types. Requestors needn't rely on one path to engage contingent workers and another to engage fulltime employees. Additionally, proven talent can be re-deployed in a new role within an organization when a single delivery model is used.

### **Q:** How is compliance impacted in these TTA/TTM models?

**A:** Because Broadleaf becomes the outsourced or co-managing

partner for all talent coming into the client organization, we manage all compliance required for each worker classification, thus removing most of the burden and mitigating much of the risk. This reduces co-employment concerns at the contractual level (between Broadleaf and the customer) and enables better oversight of regulatory compliance. Broadleaf renders all qualification and evaluation processes to ensure worker classification is properly assessed and that the appropriate relationships are established between the client and the workers. The regulatory environment—both federal and state—has not kept up with the various ways that companies utilize and access talent, which can expose companies to co-employment liability. Broadleaf works closely with clients to develop policies and processes to protect them from such exposure.

### **Q:** How do you expect the market for TTM to change in the future?

**A:** The war for talent necessitates creativity in competing for potential candidates, regardless of the worker classification. Take freelancers as an example; essentially, these are pools of contractors, focused by skill and organized to offer their services in a different fashion than a traditional temporary worker. This option didn't exist a decade ago, but now, it's another source of talent. MSP

providers must evolve to deliver and manage talent in a greater variety of ways to better address the challenges companies face. Ultimately, we believe that merging the strength of RPO with the traditional MSP gives us an advantage from which our customers benefit.

Recognition of this industry evolution will take time, and mid-market companies seem to be able to adapt more quickly than large, global entities that often have more processes and controls in place that hinder rapid change.

### **Q:** How is Broadleaf positioned to grow in this future environment?

**A:** Broadleaf already offers integrated solutions, and our teams are comprised of proven collaborators and consultative, results-oriented experts.

We currently deliver MSP, RPO, VMS, IC, SOW, and payrolling solutions and will continue to add complementary services specific to the industries and worker segments that we serve...and as the market continues to evolve. Our growth will come from the success stories we're able to share regarding the value our clients have derived from this approach. I believe that Broadleaf's agility in scaling and ability to provide customized solutions already sets us apart from our competition.