



Eric Gregg
CEO & Founder
Inavero

From Insight to Action

How to attract, land, and keep today's top
professional candidates



Shari Locascio
Director of Consultant Care
Kforce



November 27, 2018



About Inavero

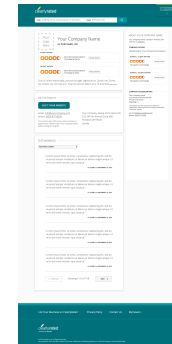
Simple, Actionable Client & Talent Surveys



Credible 3rd Party Award



Ratings & Reviews Driven Directory



 clearlyrated™
powered by inavero



Measure the client and talent experience.
Build online reputation.
Differentiate on service quality.



About Kforce



\$1.3 billion in annual revenue
20+ years publicly traded



Consistently ranked in the top 10 for IT staffing firms and top 5 for Finance & Accounting staffing firms



More than 50 offices throughout the U.S. and two National Recruiting Centers



Staffing solutions in:
Technology
Finance &
Accounting



Serves 70% of the Fortune 100



Retail
Financial Services
Communications
Technology Services/Mfg
Business Services
Insurance
Health Services



36,000+ consultants deployed and 3,300 permanent placements annually

9+ Million

Access to over 9 million candidates in our database





State of Consultant Care

inavero®

KFORCE

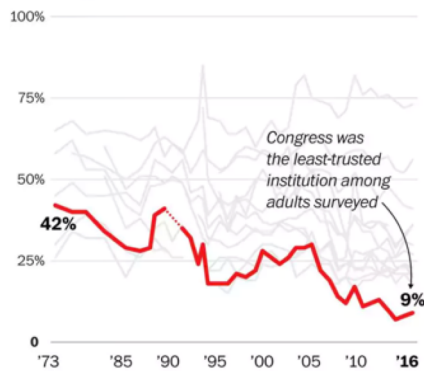
TRUST

is the bridge between
consideration and **selection**.

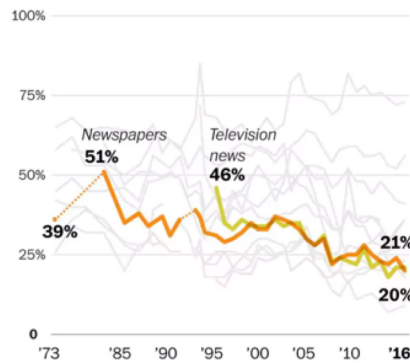


Trust is at a historically low level

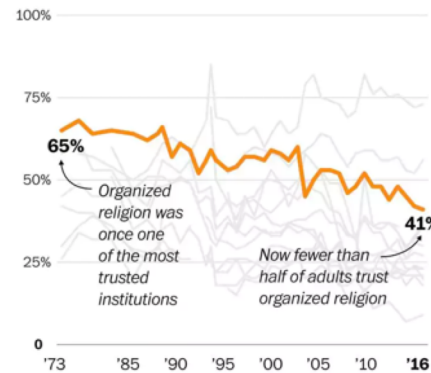
Congress



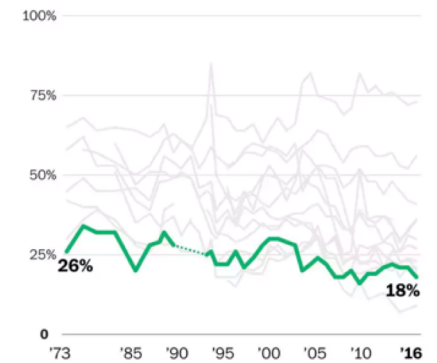
Media



The church or organized religion



Big business



SOURCE: Gallup Organization



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Yet, trust in individuals has never been higher



"I reactivated in spring 2011, filled out all the forms, etc. 9 months later, not one peep. I know, you're probably thinking "Yeah but maybe you are a weak candidate." Maybe, but I did well with them in the past, have lots of experience, willing to do any job, etc. etc."



Mark S.
Portland, OR
6 friends
8 reviews

1998

- Don't get into strangers' cars.
- Don't meet people from the internet.
- Don't let someone you don't know into your house.
- Don't trust the advice of strangers.

Literally summon strangers from the internet to get into their car.

Invite someone you've never met to live in one of your rooms.

Only trust the advice of strangers.

2018



Measuring the candidate experience

How likely are you to recommend our firm to a friend or colleague?



$$\text{Net Promoter Score} = \% \text{ Promoters} - \% \text{ Detractors}$$



"Net Promoter, Net Promoter System, Net Promoter Score, NPS and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc."

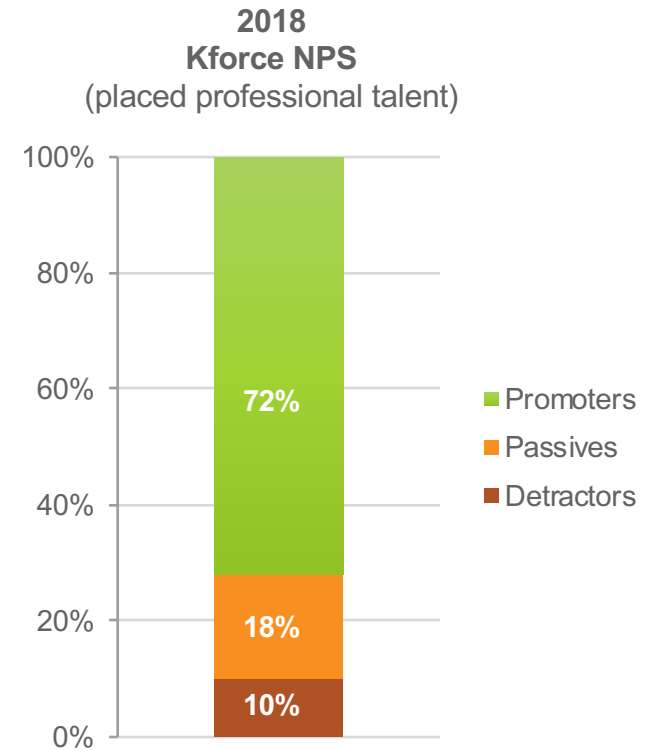
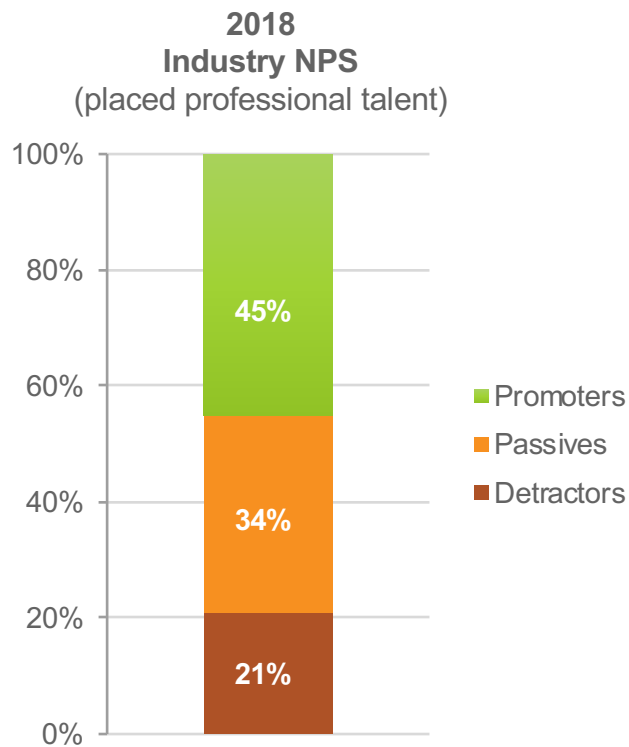


The **cost** of detractors...

Compared to promoters, **detractors** are:

- Twice as likely to quit an assignment before completion.
- 4x less likely to refer you to other job seekers or hiring managers.
- Nearly 3x less likely to accept a future assignment from your firm.

Consultant experience among professional talent is mixed



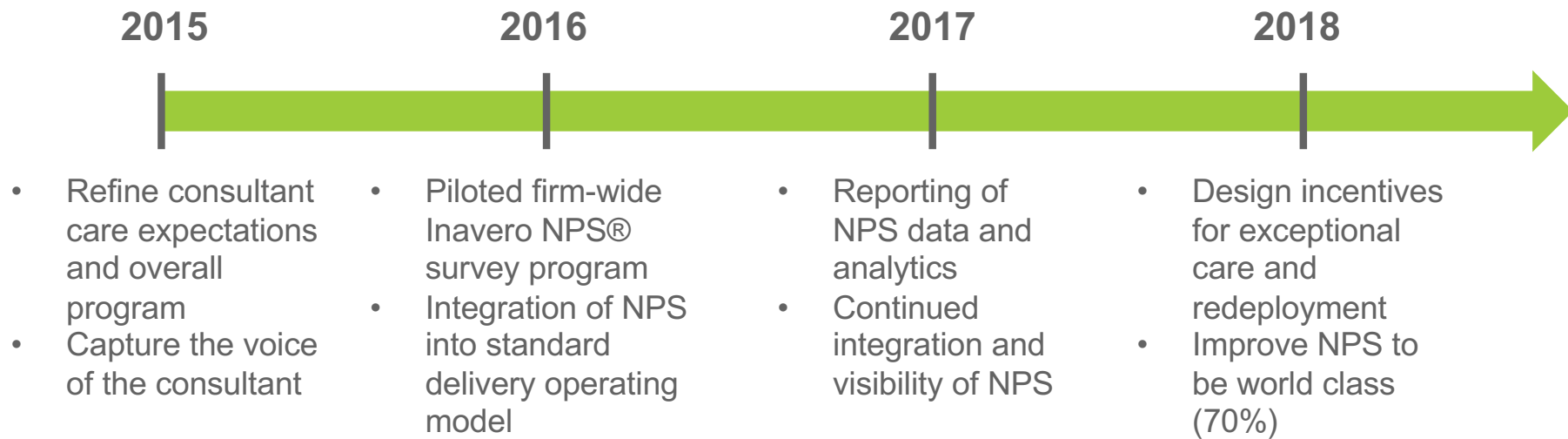


**The evolution of
consultant care at Kforce...**

**inavero**[®]

KFORCE

The evolution of Consultant Care at Kforce



The Evolution of Consultant Care at Kforce

What are some of the biggest lessons learned along the way?



- We are making a meaningful impact on our consultants' lives - and our people care!
- Consultant care can share the voice of the consultant and any opportunities with leaders.
- We have the ability to recognize those associates who are taking care of consultants.
- It gives us the ability to quickly respond to any issues or detractor responses.
- The consultant life-cycle experience is positive on the front end BUT we need to improve redeployment.
- Associates and leaders appreciate the consultant feedback.
- Consultants are surprised we ask for their feedback with a purpose in mind.
- The relationship with Kforce is the most important thing to a consultant!

The Evolution of Consultant Care at Kforce

What are the most
common mistakes made
in the field?

- **Lack of follow up to the consultants' concerns or issues.**
- **Not having end-of-assignment discussions regarding redeployment opportunities.**
- **Not fully understanding the consultants' career needs to ensure it is a match with the opportunity.**
- **Leadership isn't engaged enough with the consultant care program to inspire associates or drive it.**



A photograph of two women in a professional setting, possibly a meeting or interview. The woman on the left is looking down thoughtfully, while the woman on the right is looking at a laptop screen. The image has a green tint and a semi-transparent white text overlay.

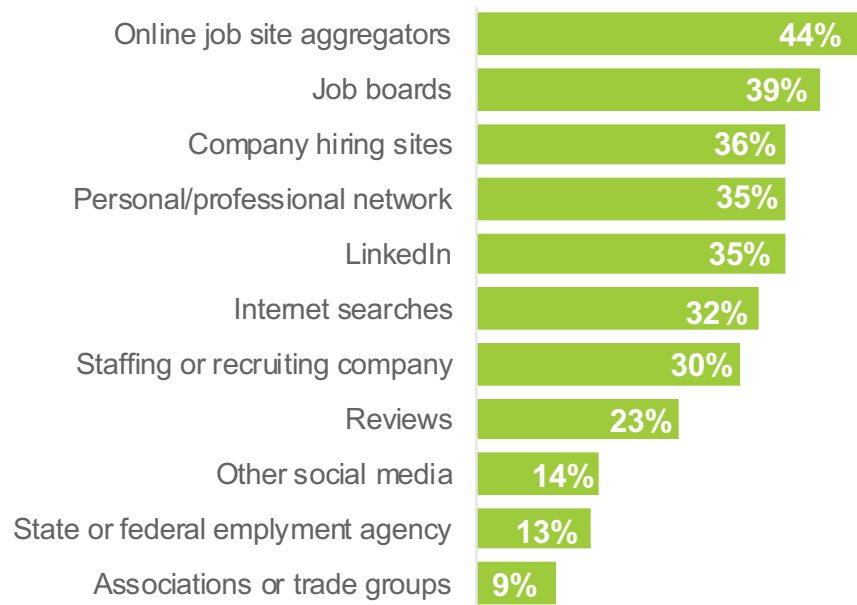
**Where today's professional
candidates find job opportunities...**

 inavero®

KFORCE®

Where today's professional candidates find job opportunities

Resources Used in Recent Job Search



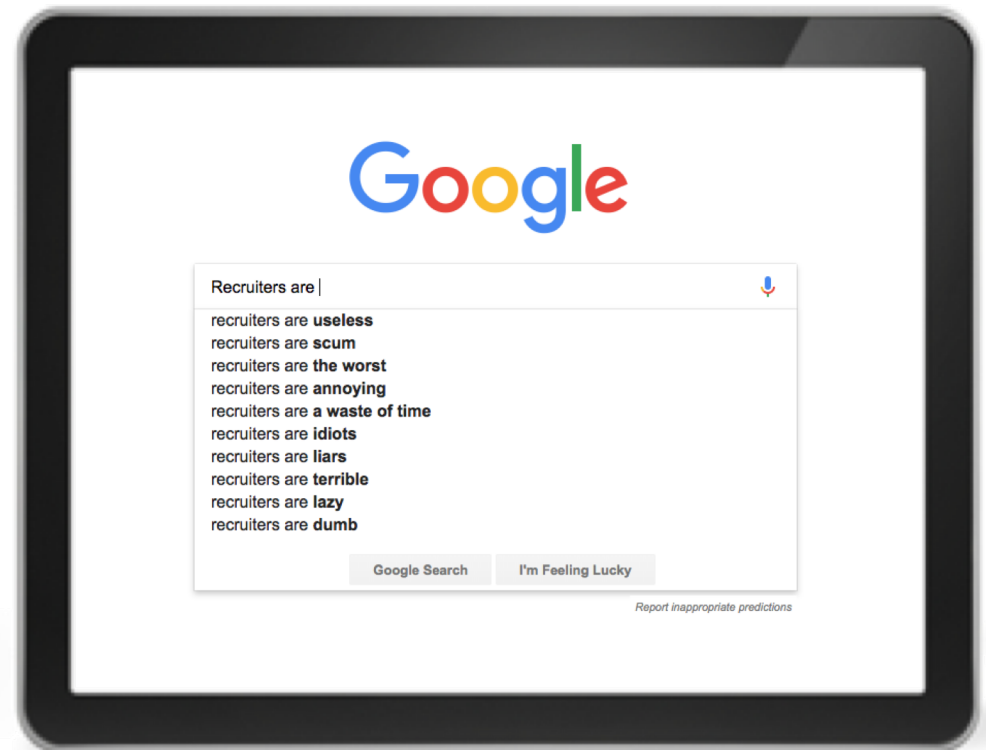
89% of candidates use online resources during the job search.



SOURCE: Inavero & ASA

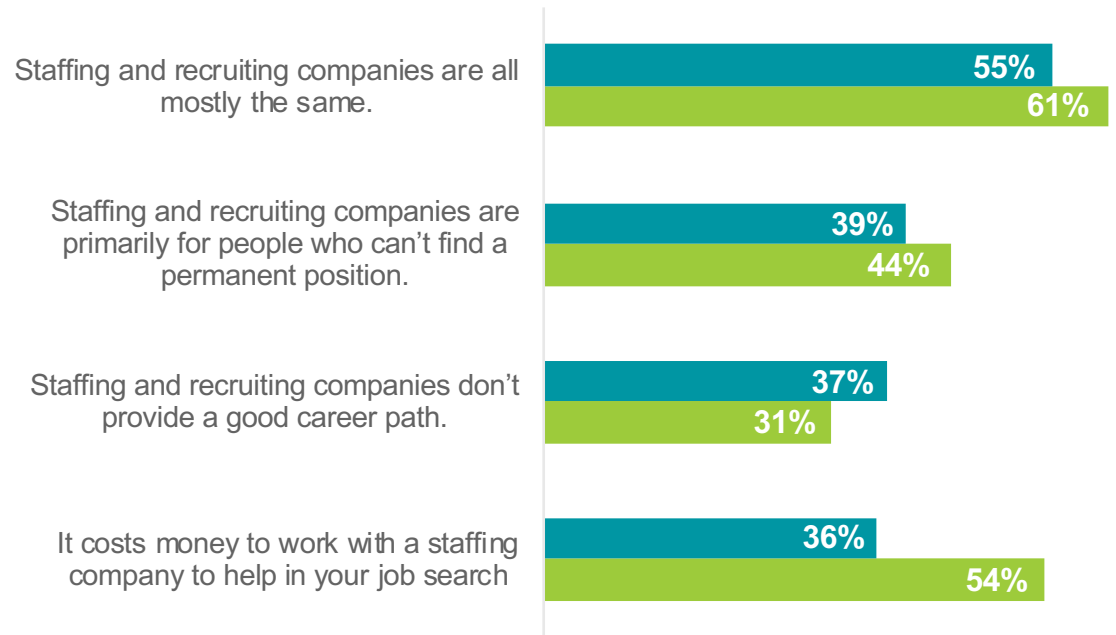


Top professional staffing firms have to overcome recruiter reputation to be effective.



Professional candidate perceptions that staffing firms compete with:

% of professional candidates who believe:

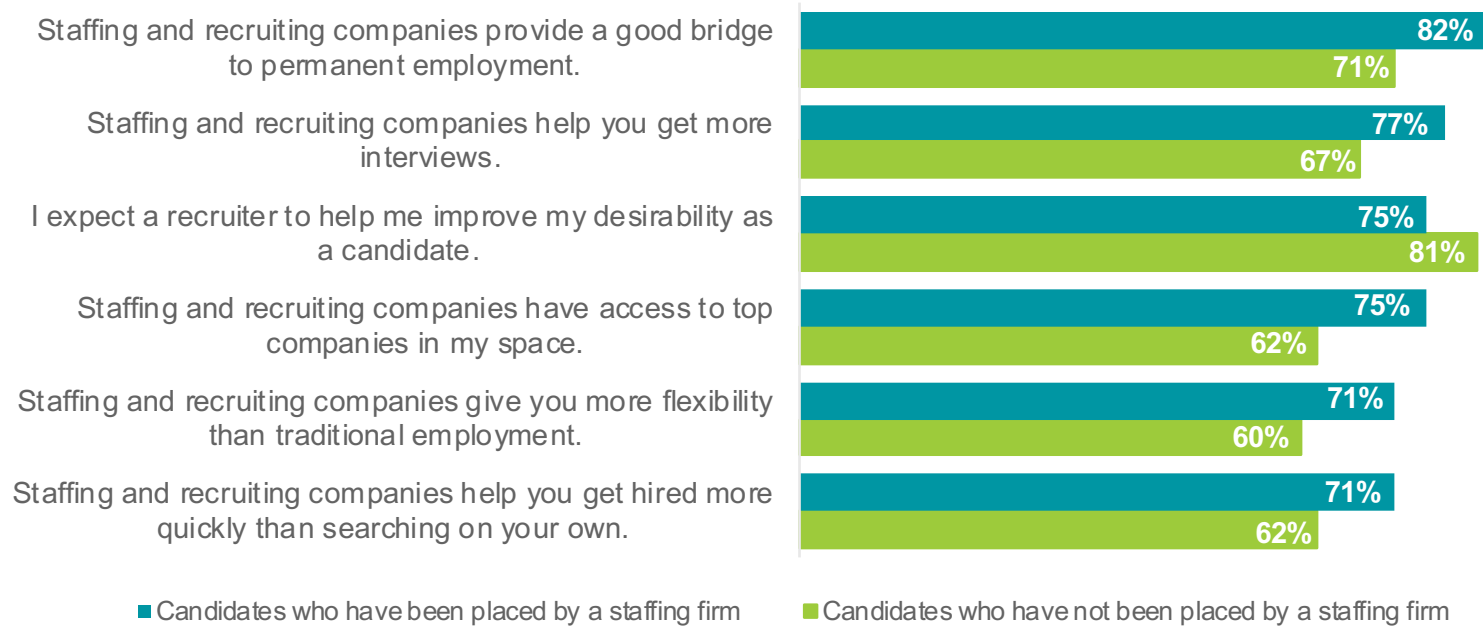


- Candidates who have been placed by a staffing firm
- Candidates who have not been placed by a staffing firm

SOURCE: Inavero and ASA



Perceived benefits of working with a staffing firm



SOURCE: Inavero and ASA



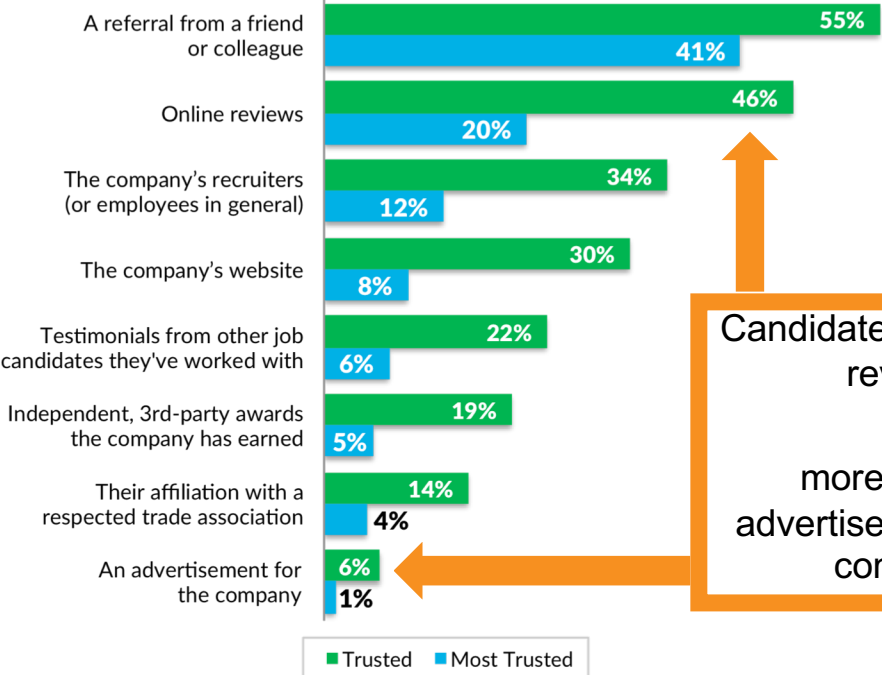
Measure the client and talent experience.
Build online reputation.
Differentiate on service quality.



Reputation matters now more than ever



Trusted Sources of Information For Evaluating Staffing Company Quality

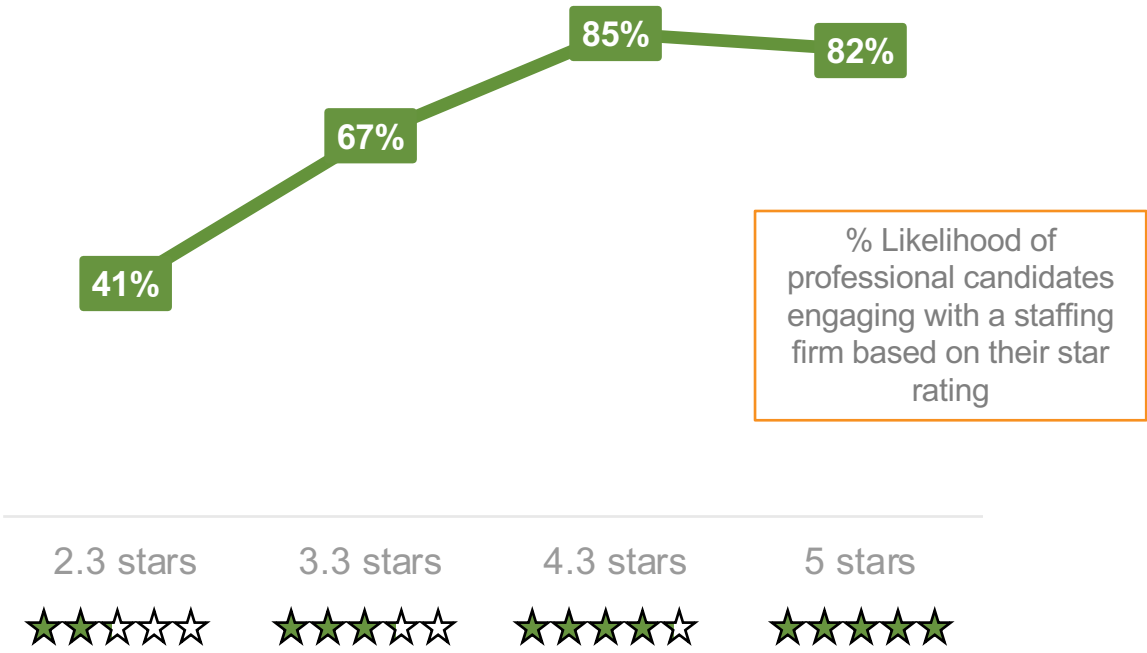


Candidates trust online reviews **8x** more than an advertisement for the company

SOURCE: Inavero and ASA



Online reviews offer validation for candidates



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The role that Consultant Care plays in attraction at Kforce...



Win – Win – Win

Staffing Firm

Increased Revenue:

- Extensions
- Redeployment
- Faster delivery to market

Decreased Cost:

- Unemployment tax
- Less time spent recruiting
- Reduced onboarding time

Consultant

- Positive experience
- Career advocate
- Continuous employment
- Access to diverse career opportunities

Client

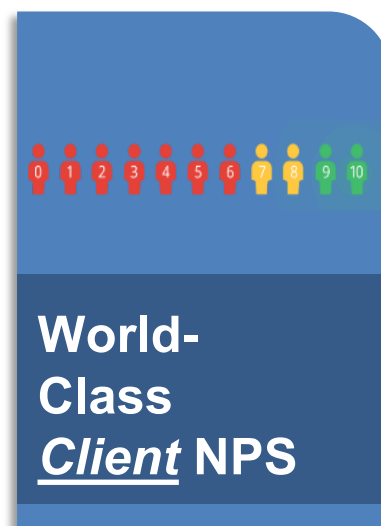
- Reduced attrition which improves client results
- Proven expertise
- Satisfied consultants
- Faster ramp time

Brand Reputation



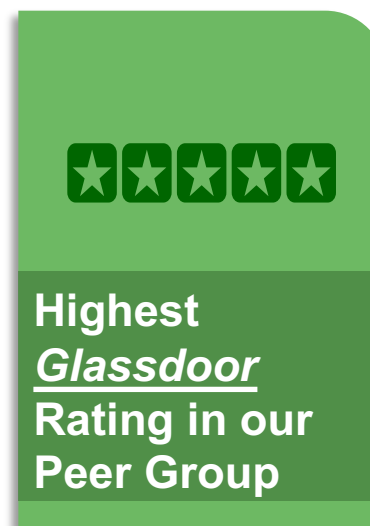
World-Class
Consultant
NPS

A badge with an orange background and a blue circular icon of a globe with a laurel wreath.



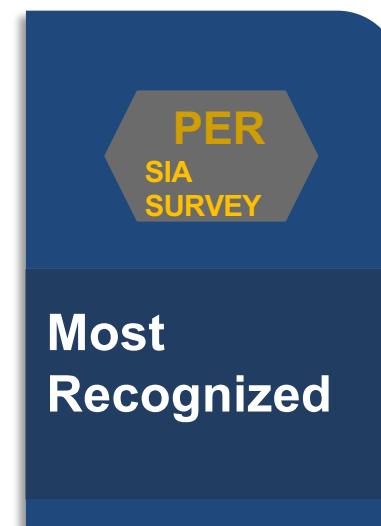
World-Class
Client NPS

A badge with a blue background and a row of 11 human figures representing a score from 0 to 10. Figures 0-6 are red, 7-8 are yellow, and 9-10 are green.



Highest
Glassdoor
Rating in our
Peer Group

A badge with a green background and five green stars.



PER
SIA
SURVEY

Most
Recognized

A badge with a dark blue background and a grey hexagonal icon containing the text 'PER SIA SURVEY'.



It's also part of our client acquisition strategy

"Kforce is unlike any recruiting firm I've worked with. They care about you and want you to get the job. From pre-interview prep to your actual first day on the job, they are by your side."

KFORCE CONSULTANT



KFORCE



"Every time I needed assistance, had an issue, needed to feel a family environment or simply needed to be heard, I was never overlooked. Through everything, Kforce has continually been there and I really appreciate that."

KFORCE CONSULTANT



KFORCE

“ Professionalism, excellent communication and follow-through. Kforce is a refreshing company with superior support. ”

- Tech Consultant



KFORCE
Consultant Care!
MAKE IT COUNT

DAY ONE
Walk in with your consultant on their first day

WEEK ONE CHECK IN
How was your week?

WEEK TWO CHECK IN
Any questions?

CHECK IN AT LEAST EVERY 30 DAYS
How's it going?

SURVEY REMINDER
Encourage survey process participation

SHOW APPRECIATION
Recognition, birthday or milestone call

VISIT THEM AT WORK
Good to see you!

REDEPLOY
2 WEEKS | FA / ONS
6 WEEKS | TECH
Before assignment end - remarketing/ extension call

KEEP **KFORCE**
THEIR EMPLOYER OF CHOICE



How to retain professional candidates...

NPS Drivers (pre-placement)



 = % increase in NPS

They worked to get to know me as a person.



They set expectations about how best to communicate with them throughout the process.



They helped me prepare for the interview.



They acknowledged they received my materials(application, resume, etc.).



SOURCE: Inavero and ASA

NPS Drivers (on-assignment)



 = % increase in NPS

I was given feedback and coaching throughout the assignment.



Any issues were resolved in a timely manner.



Someone contacted me prior to the end of my assignment about the upcoming transition.



I was treated well by the organization with which I was placed to work.



Any emails or phone calls were returned within 24 hours.



The position was accurately described to me prior to starting.



SOURCE: Inavero and ASA

Rehire: the lost opportunity in staffing





Consultant Care at Kforce

How it actually works



How the field leverages the feedback

Opportunity to intensify communication throughout the assignment

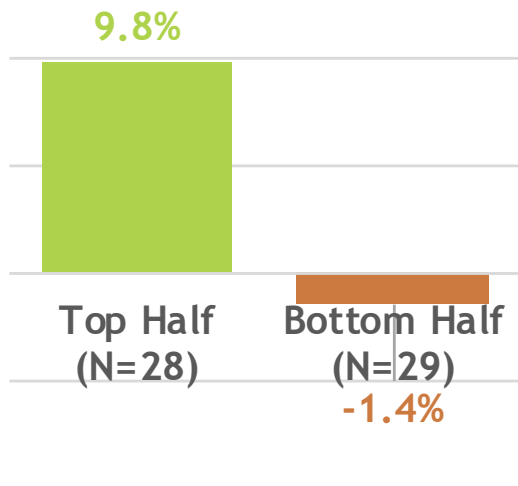
Since inception of the survey program, results show that we do well on the front end but consultant satisfaction declines throughout the assignment.

How Kforce celebrates service success



The business case for consultant care

YoY Growth in Revenue

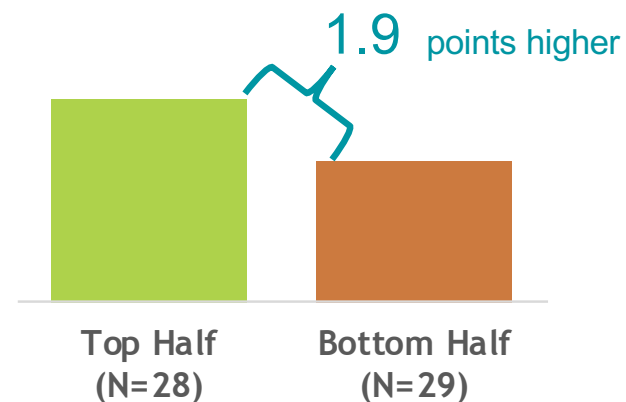


IMPACT ON REVENUE



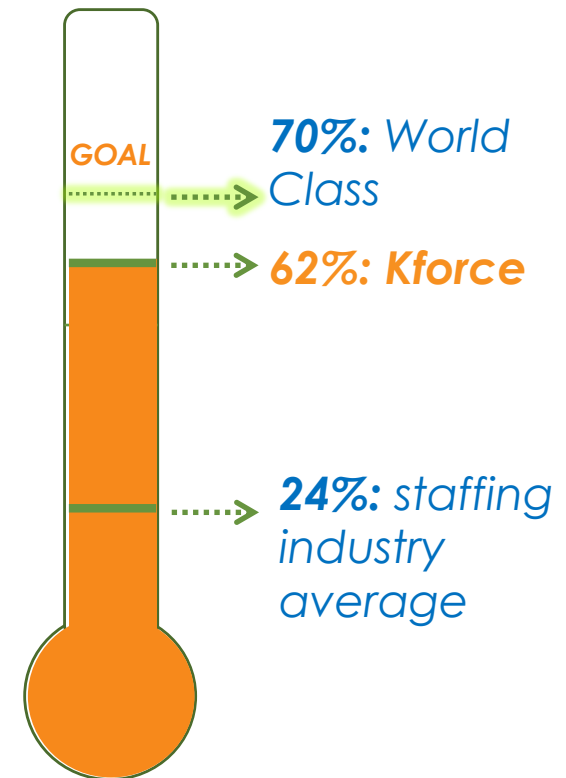
IMPACT ON GROSS MARGIN

Average Gross Margin



What's next at Kforce

- World Class Net Promoter Score®
- Enhance the redeployment and end-of-assignment experience
- Continue to leverage the consultant voice to evolve our program
- Strengthen loyalty and tenure of consultants
- Increase the visibility of NPS rankings
- Establish leadership engagement and a culture of consultant care at the field level
- Hold associates accountable to the consultant experience





Consultant Care Best Practices

5 Hard-Earned Lessons



1

Leadership has to care.
REALLY care.

2

Recognize the field's
hard work.



Sell leadership on the business case.

4

Don't try to solve everything at corporate.

5

Be nimble – your program can and should evolve.

Questions?

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Final Thought...



Consultant care is messy.

