From Insight to Action

How to attract, land, and keep today's top
IT / Engineering Candidates

Eric Gregg
CEO & Founder
Inavero

Shari Locascio
Director of Consultant Care
Kforce

inavero®

November 8, 2018
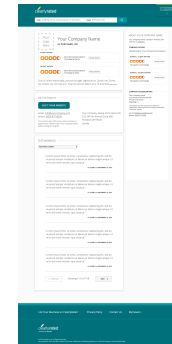
KFORCE®

About Inavero

Simple, Actionable Client & Talent Surveys

Credible 3rd Party Award

Ratings & Reviews Driven Directory

clearly**rated**™
powered by **inavero**

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

KFORCE®

About Kforce

$1.3 Billion NASDAQ "KFRC"

$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

50+

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

Staffing solutions in:
Technology
Finance & Accounting

FORTUNE 100

Serves 70% of the Fortune 100

Top Industries Served

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

inavero®

KFORCE®

State of Consultant Care
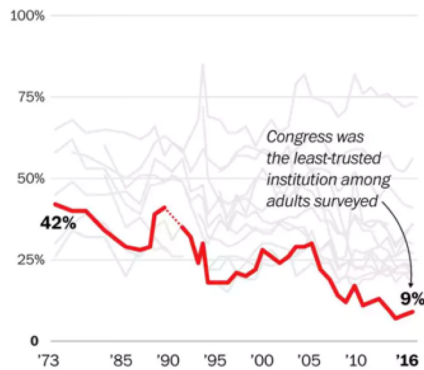
TRUST

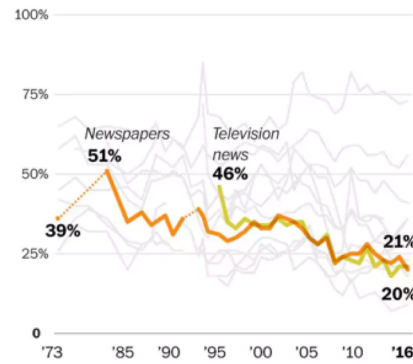is the bridge between **consideration** and **selection**.

CONSIDERED

SELECTED

Trust is at a historically low level

Congress

100%
75%
50%
42%
25%
0
'73 '85 '90 '95 '00 '05 '10 '16

Congress was the least-trusted institution among adults surveyed

9%

Media

100%
75%
Newspapers **51%**   *Television news* **46%**
50%
39%
25%   **21%**
0   **20%**
'73 '85 '90 '95 '00 '05 '10 '16

The church or organized religion
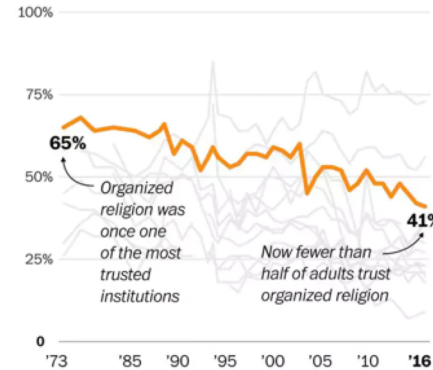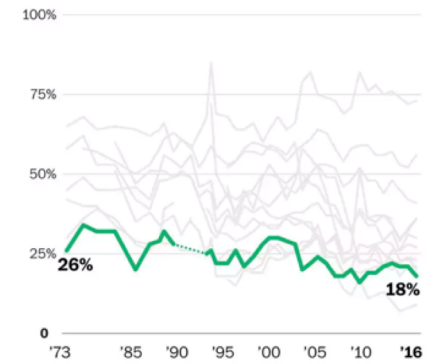
100%
75%   **65%**
50%   *Organized religion was once one of the most trusted institutions*
25%   *Now fewer than half of adults trust organized religion*   **41%**
0
'73 '85 '90 '95 '00 '05 '10 '16

Big business

100%
75%
50%
26%
25%   **18%**
0
'73 '85 '90 '95 '00 '05 '10 '16

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 ————————————————————————————————▶ 2018

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.

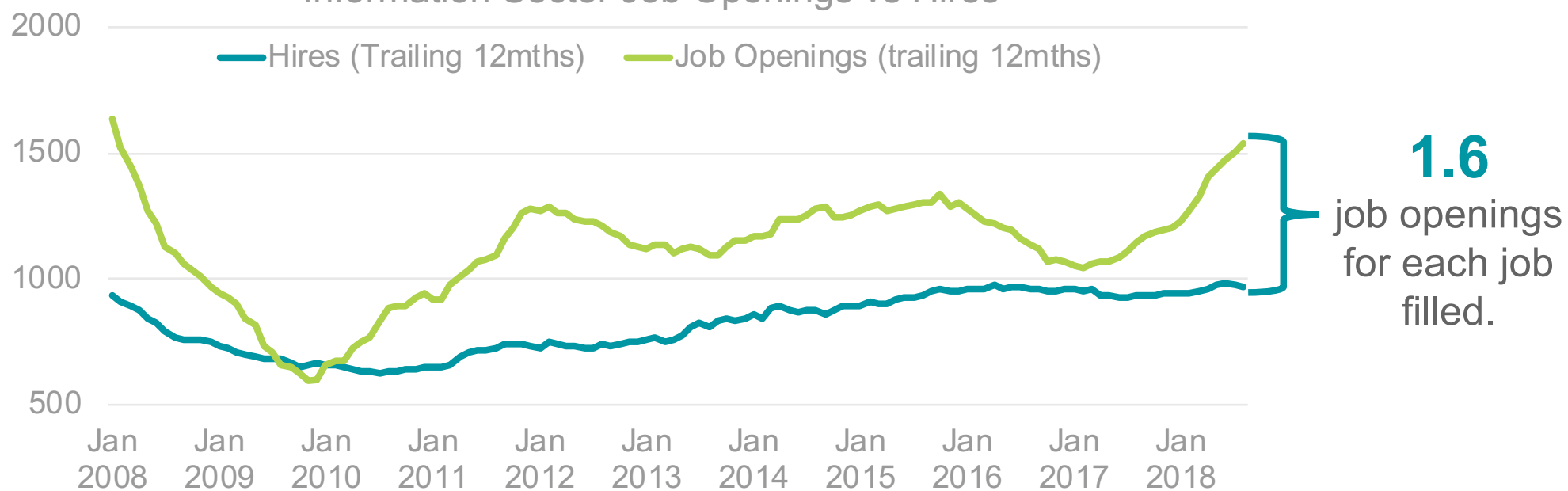Literally summon strangers from the internet to get into their car.

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

Only trust the advice of strangers.

inavero®

KFORCE®

Lack of IT/Eng talent is acute in most markets

Information Sector Job Openings vs Hires

— Hires (Trailing 12mths)   — Job Openings (trailing 12mths)

1.6 job openings for each job filled.

inavero®

KFORCE®

Measuring the consultant experience

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

Not at all likely

Extremely likely

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

DETRACTORS

PASSIVES

PROMOTERS

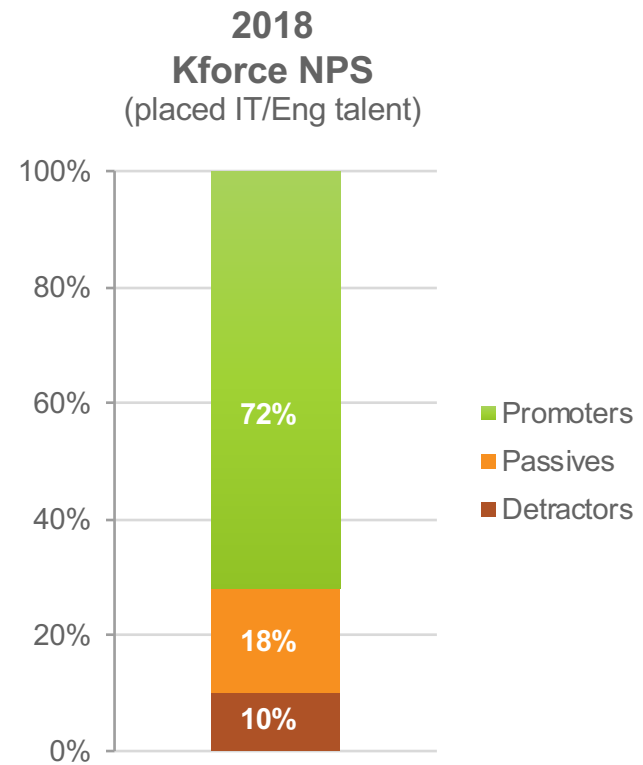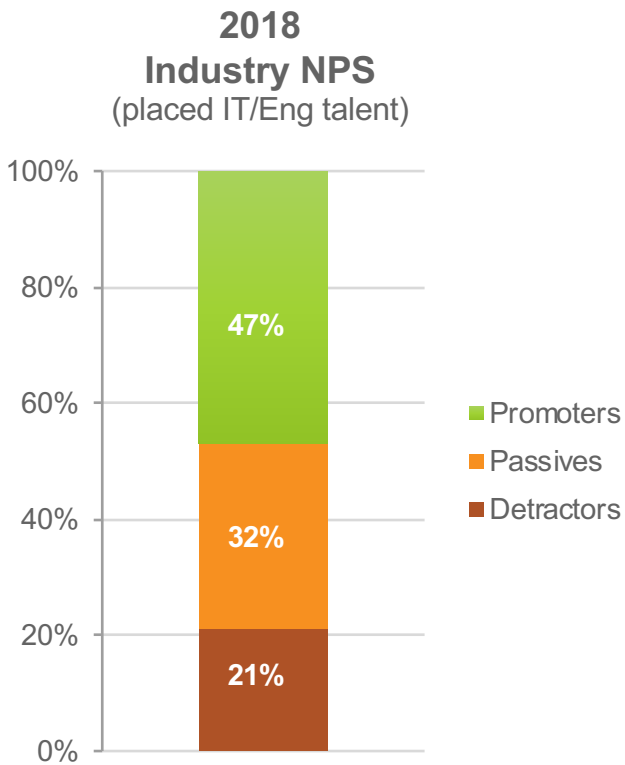| Net Promoter® Score | = | % Promoters | − | % Detractors |

inavero®

KFORCE®

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.

inavero®

KFORCE®

Consultant experience among IT/Eng talent is mixed

2018 Industry NPS
(placed IT/Eng talent)

- Promoters
- Passives
- Detractors

Promoters: 47%
Passives: 32%
Detractors: 21%

2018 Kforce NPS
(placed IT/Eng talent)

- Promoters
- Passives
- Detractors

Promoters: 72%
Passives: 18%
Detractors: 10%

inavero®

KFORCE®

The evolution of consultant care at Kforce…

The evolution of Consultant Care at Kforce

2015
- Refine consultant care expectations and overall program
- Capture the voice of the consultant

2016
- Piloted firm-wide Inavero NPS® survey program
- Integration of NPS into standard delivery operating model

2017
- Reporting of NPS data and analytics
- Continued integration and visibility of NPS

2018
- Design incentives for exceptional care and redeployment
- Improve NPS to be world class (70%)

inavero®

KFORCE®

The Evolution of Consultant Care at Kforce

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

inavero®   KFORCE®

- 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.

inavero®   KFORCE

Where today's IT/engineering talent
find job opportunities…

Where today's IT/Eng talent find job opportunities

Resources Used in Most Recent Job Search

Resource	Percentage
LinkedIn	50%
Job boards	48%
Online job site aggregators…	46%
Staffing or recruiting company	41%
Company hiring sites	39%
Personal/professional network	36%
Reviews	35%
Internet searches (Google, Bing)	32%
Other social media	23%
State or federal employment…	12%
Associations or trade groups	7%
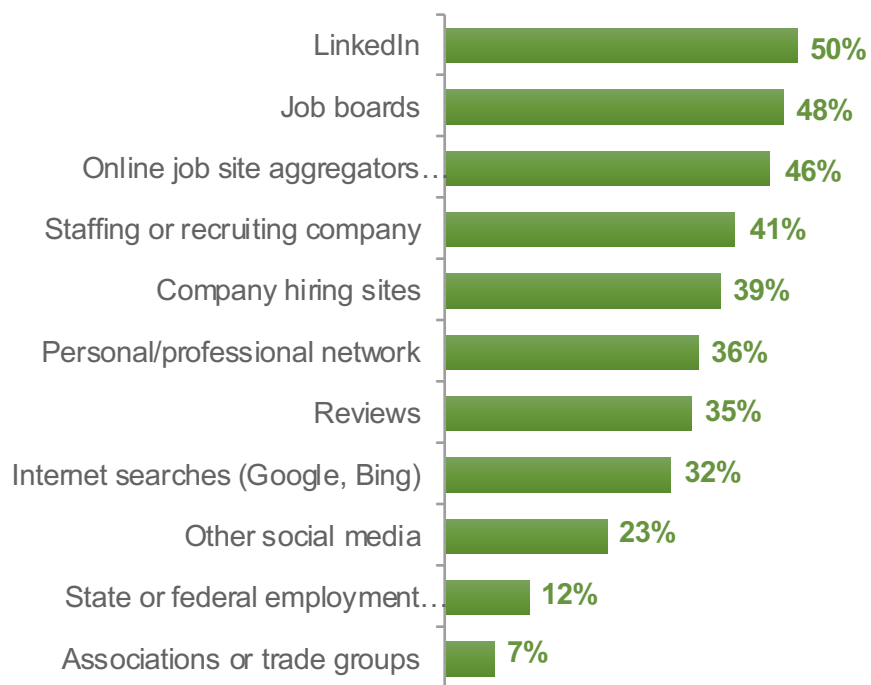
65% of IT/Eng talent utilize 3 or more resources.

inavero®

SOURCE: Inavero & ASA

KFORCE®

Top IT staffing firms have to overcome recruiter reputation to be effective.
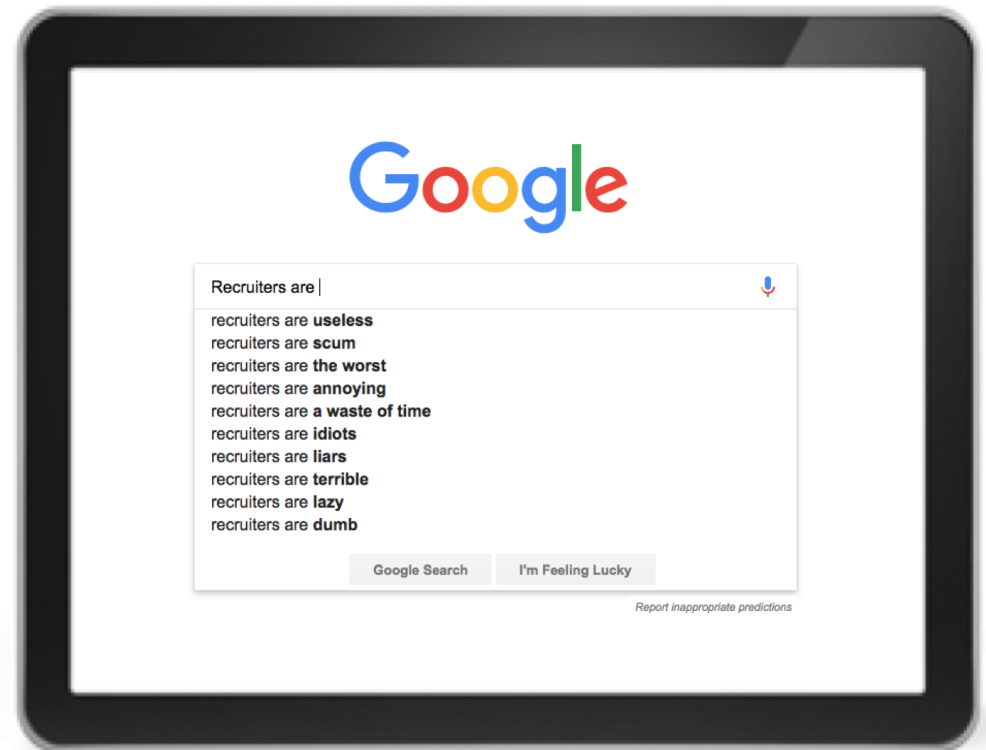
IT/ Eng candidate perceptions that staffing firms compete with:

% of IT/Eng candidates who believe:

Perception	%
Staffing and recruiting companies have selfish motives.	67%
Staffing and recruiting companies are all mostly the same.	61%
Staffing and recruiting companies don't provide a good career path.	51%
Staffing and recruiting companies are primarily for people who can't find a permanent positions.	50%
It costs money to work with a staffing and recruiting firm.	44%

inavero®   KFORCE

Perceived benefits of working with a staffing firm

Staffing and recruiting companies help you get more interviews. — 82%

Staffing and recruiting companies have access to top companies in my space. — 76%

Staffing and recruiting companies provide a good bridge to permanent employment. — 75%

I expect a recruiter to help me improve my desirability as a candidate. — 75%

Staffing and recruiting companies help you get hired more quickly than searching on your own. — 73%

Staffing and recruiting companies give you more flexibility than traditional employment. — 68%
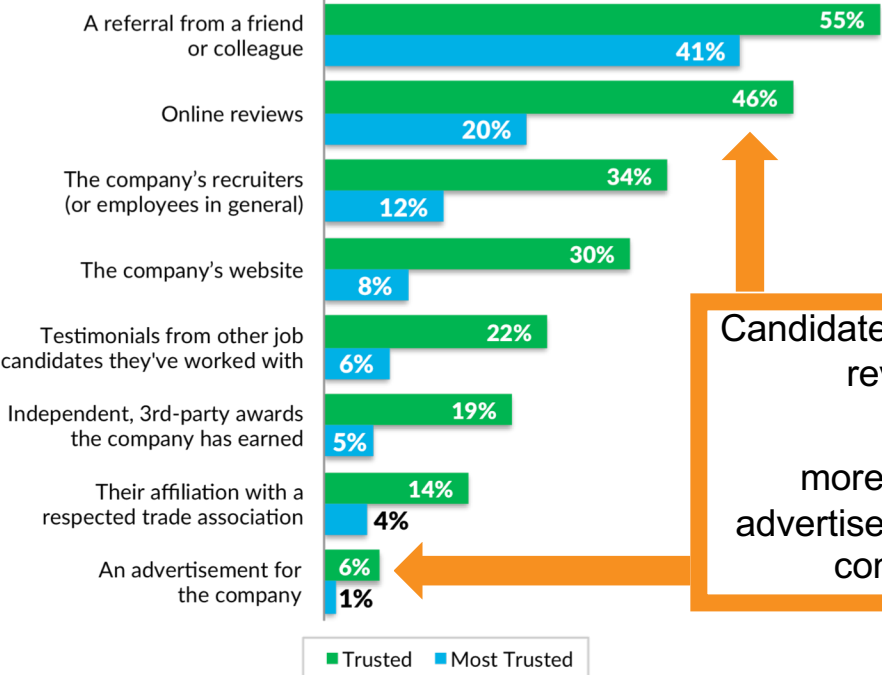
SOURCE: Inavero and ASA

inavero®

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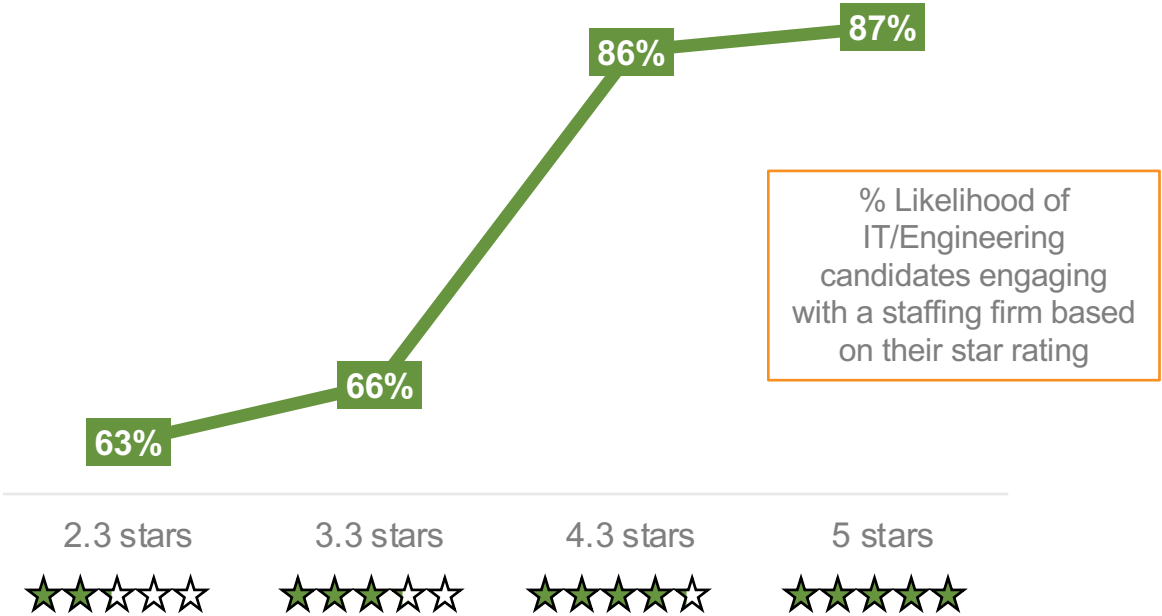
KFORCE®

Reputation matters now more than ever

Trusted Sources of Information For Evaluating Staffing Company Quality

Source	Trusted	Most Trusted
A referral from a friend or colleague	55%	41%
Online reviews	46%	20%
The company's recruiters (or employees in general)	34%	12%
The company's website	30%	8%
Testimonials from other job candidates they've worked with	22%	6%
Independent, 3rd-party awards the company has earned	19%	5%
Their affiliation with a respected trade association	14%	4%
An advertisement for the company	6%	1%

■ Trusted ■ Most Trusted

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

SOURCE: Inavero and ASA

inavero®

KFORCE®

Online reviews offer validation for candidates

87%

86%

66%

63%

% Likelihood of IT/Engineering candidates engaging with a staffing firm based on their star rating

| 2.3 stars | 3.3 stars | 4.3 stars | 5 stars |

The role that Consultant Care plays in attraction at Kforce…

Win – Win – Win

Staffing Firm	Consultant	Client
Increased Revenue: • Extensions • Redeployment • Faster delivery to market **Decreased Cost:** • Unemployment tax • Less time spent recruiting • Reduced onboarding time	• Positive experience • Career advocate • Continuous employment • Access to diverse career opportunities	• Reduced attrition which improves client results • Proven expertise • Satisfied consultants • Faster ramp time

inavero®

KFORCE®

Brand Reputation

World-Class _Consultant_ NPS

World-Class _Client_ NPS

Highest _Glassdoor_ Rating in our Peer Group

Most Recognized

PER
SIA
SURVEY

inavero®

BEST of Staffing® TALENT SATISFACTION 2018

glassdoor® openCompany

KFORCE®

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

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

- Tech Consultant

BEST of **Staffing** CLIENT SATISFACTION 2018

BEST of **Staffing** TALENT SATISFACTION 2018

"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

inavero®

KFORCE®

How to retain IT/Eng Talent…

NPS Drivers
(pre-placement)

■ = % increase in NPS

They worked to get to know me as a person

65%

They helped me prepare for the interview

62%

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

62%

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

36%

SOURCE: Inavero and ASA

NPS Drivers
(on-assignment)

◼ = % increase in NPS

I was given feedback and coaching throughout the assignment.
58%

Any issues were resolved in a timely manner.
55%

Someone contacted me prior to the end of my assignment about the upcoming transition.
53%

I was treated well by the organization with which I was placed to work.
48%

Any emails or phone calls were returned within 24 hours.
46%

The position was accurately described to me prior to starting.
38%

SOURCE: Inavero and ASA

inavero®   KFORCE®

Rehire: the lost opportunity in IT 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.

inavero®

KFORCE®

How Kforce celebrates service success
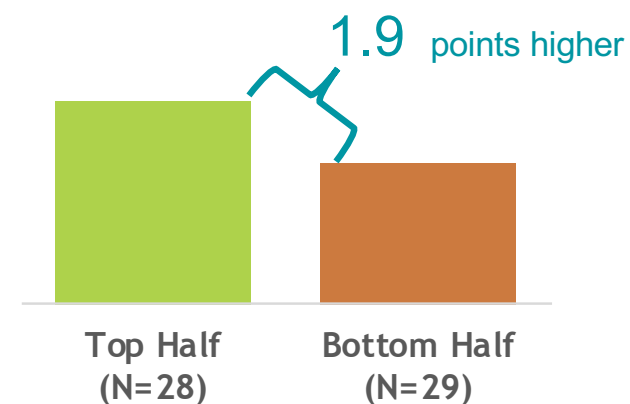
The business case for consultant care

YoY Growth in Revenue

9.8%

Top Half (N=28)

Bottom Half (N=29)

-1.4%
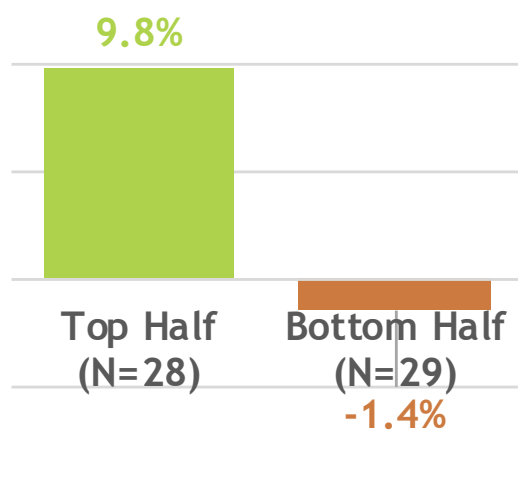
IMPACT ON REVENUE

IMPACT ON GROSS MARGIN

Average Gross Margin

1.9 points higher

Top Half (N=28)

Bottom Half (N=29)

inavero®

KFORCE®

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

GOAL

70%: *World Class*

62%: Kforce

24%: *staffing industry average*

inavero®

KFORCE®
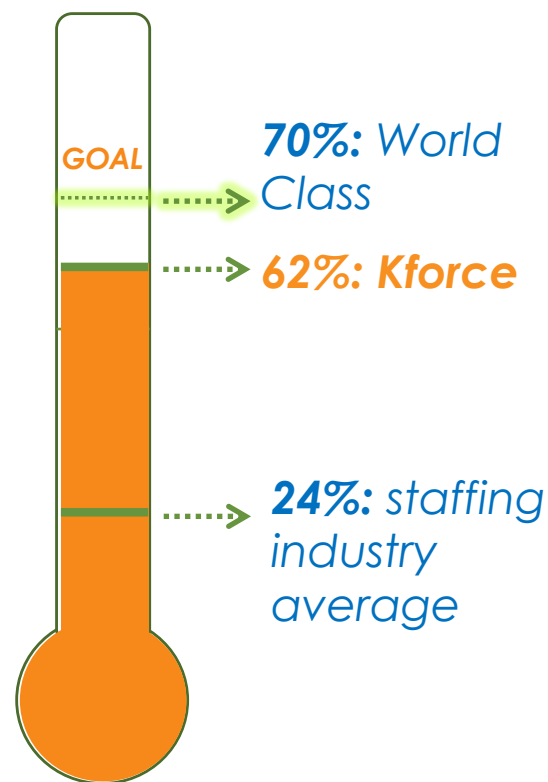
Consultant Care Best Practices

5 Hard-Earned Lessons

inavero®

KFORCE®

1 Leadership has to care. REALLY care.

inavero®

KFORCE®

2 Recognize the field's hard work.

inavero®

KFORCE®

3 Sell leadership on the business case.

inavero®

KFORCE®

4 Don't try to solve everything at corporate.

inavero®

KFORCE®

5 Be nimble – your program can and should evolve.

inavero®

KFORCE®

Questions?

Eric Gregg
CEO & Founder, Inavero

egregg@inavero.com
linkedin.com/in/ericgregg

Shari Locascio
Director of Consultant Care, Kforce

slocascio@kforce.com
Linkedin.com/in/sharilocascio

inavero®

KFORCE®

Final Thought…

Consultant care is messy.

PROGRESS ISN'T ALWAYS PRETTY

inavero®

KFORCE®