

## How Disruption in Talent Acquisition Is Increasing Operational and Strategic Risk

### Sources of Disruption

| Disruptive Pressure / Risk                                                                                                                                                                                                                                                  | Operational and Strategic Impact                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p><b>Gig Economy</b><br/>The global workforce is evolving into an increasingly free-agent economy.</p>                                                                                                                                                                     | <ul style="list-style-type: none"> <li>❑ An increasing percentage of contingent resources prefer to be engaged via SOW contracts rather traditional employment</li> <li>❑ Technical capabilities are needed to manage contingent workers classified as part-time W-2, full-time W-2 and 1099</li> </ul>                                                                                                                                                                  |
| <p><b>Employee Market</b><br/>It is an “employee market” again as a result of unprecedented access to information and demographic changes in the U.S. population, e.g., increasing number of retirees, smaller generation of new workers, specialization, etc.</p>          | <ul style="list-style-type: none"> <li>❑ Unprecedented access to information makes businesses with any appearance of unattractiveness unable to attract discriminating candidates and high performers – they just don’t apply</li> <li>❑ Transformational improvements to culture are needed to become more attractive to talent in order to ENGAGE the best candidates, ATTRACT the best new team members and RETAIN the best performers</li> </ul>                     |
| <p><b>Dependency on Immigrant Workers</b><br/>An increasing percentage of skilled and trade-specific workers are immigrants to the U.S. or H-1B and foreign resident workers.</p>                                                                                           | <ul style="list-style-type: none"> <li>❑ Foreign workers depend on immigration-related support</li> <li>❑ Skills development is needed to create operational redundancy for key skill sets currently at risk because of the close association to immigrant worker capability</li> </ul>                                                                                                                                                                                  |
| <p><b>Recruiting is Transactional, Not Strategic</b><br/>Traditional recruiting focuses on “speed to fill” with little to no attention on the strategic aspects of the role. Competitive pressure in the HRO/RPO space creates focus on cost reduction rather than ROI.</p> | <ul style="list-style-type: none"> <li>❑ Talent acquisition efforts must focus on strategically important factors which are critical to long-term enterprise performance (i.e., “performance factors”)</li> <li>❑ Recruiting metrics must move from short-term to long-term</li> <li>❑ Cascaded goals and objectives (hoshin kanri) must influence candidate targeting and selection</li> </ul>                                                                          |
| <p><b>Intergenerational Workforce</b><br/>Intrinsic differences between the Gen X, Gen Y, Millennial and Boomer generations offer radically different points of view about everything all within the same workforce.</p>                                                    | <ul style="list-style-type: none"> <li>❑ A different approach to work culture is needed to ensure effective alignment and high performance</li> <li>❑ Corporate culture training and “prepare-to-work” resources are essential to enhance the Day 1 experience and clearly drive desired workplace behaviors and performance expectations</li> </ul>                                                                                                                     |
| <p><b>Crowd Cloud</b><br/>Disruptive innovation in the Talent-as-a-Service industry, e.g., crowd-sourcing and “crowd-staffing” models are increasing competition for virtual and fractional talent.</p>                                                                     | <ul style="list-style-type: none"> <li>❑ Traditional staffing and recruiting must be considered only a component of an overall corporate talent acquisition strategy</li> <li>❑ An effective, cost-efficient and competitive talent acquisition strategy today should include talent from many potential sources</li> <li>❑ Captive Crowd Clouds offer “insourced off-shore fractional talent”</li> </ul>                                                                |
| <p><b>Globalization</b><br/>Globalization of the talent supply chain is driving out-sourcing and off-shoring at all levels.</p>                                                                                                                                             | <ul style="list-style-type: none"> <li>❑ Labor arbitrage continues to drive out-sourcing and off-shoring decisions to decrease cost and improve operational efficiency</li> <li>❑ Data in multiple data centers and crossing borders with outsourced transaction processing is increasing data privacy breach risk</li> <li>❑ Cost reduction pressure is forcing a thinning the value-added layer and driving the commoditization of transactionalized models</li> </ul> |

## A Totally Unique Recruiting Solution for a Competitive Edge

**Our approach to Talent Acquisition is a synthesis of Recruiting, Organizational Design, Marketing and Business Development best practices which when integrated, create something totally unique.**

We intentionally offer services that significantly differentiate us from the typical staffing agency, but more importantly, to deliver more significant and strategic value to our clients. We strive to accelerate our clients' success as a business partner— not a vendor.

| Recruiting Risks                                                                                                                            | The Argus Solution Addresses Risks AND Creates Competitive Edge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Position poorly defined, e.g. duties, responsibilities, capabilities, goals, etc.</b>                                                    | <ul style="list-style-type: none"> <li><input type="checkbox"/> Review job description</li> <li><input type="checkbox"/> Conduct goals and objectives discussion</li> <li><input type="checkbox"/> Draft and recommend requirement changes to job description content</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Performance factors (required capabilities and level of competency) for internal positions are not identified</b>                        | <ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct intake discussion with hiring authority</li> <li><input type="checkbox"/> Document additional position requirements from intake conversation</li> <li><input type="checkbox"/> Identify additional essential capabilities (performance factors)</li> <li><input type="checkbox"/> Identify additional essential competencies (levels of performance)</li> <li><input type="checkbox"/> Conduct performance discussion</li> </ul>                                                                                                                                                                     |
| <b>Employer brand needs to be more “attractive” to the best candidates</b>                                                                  | <ul style="list-style-type: none"> <li><input type="checkbox"/> Review job description content, format, branding, etc.</li> <li><input type="checkbox"/> Draft and recommend branding changes to improve job description format</li> <li><input type="checkbox"/> Review additional company information (benefits, market position, etc.)</li> <li><input type="checkbox"/> Re-characterize how Total Rewards are presented (candidate-facing)</li> <li><input type="checkbox"/> Identify enhancements to client website to support candidate recruiting</li> <li><input type="checkbox"/> Identify enhancements to third party web content to support recruiting</li> </ul> |
| <b>Candidate sourcing is transactional to “fill the role” and not strategic to improve organizational capability</b>                        | <ul style="list-style-type: none"> <li><input type="checkbox"/> Complete market salary analysis</li> <li><input type="checkbox"/> Complete employer position competitive analysis</li> <li><input type="checkbox"/> Offer recommendations to enhance employer competitive position</li> <li><input type="checkbox"/> Identify enhanced candidate marketing messages, employer brand, etc.</li> <li><input type="checkbox"/> Develop enhanced candidate messaging assets</li> <li><input type="checkbox"/> Develop reference content for candidates about client</li> </ul>                                                                                                   |
| <b>High performers are traditionally not identified and therefore never hired by existing recruiting methods and techniques</b>             | <ul style="list-style-type: none"> <li><input type="checkbox"/> Identify target candidates based on capabilities, not duties</li> <li><input type="checkbox"/> Initiate contact with target candidates using WIIFM messaging</li> <li><input type="checkbox"/> Initiate screening of target candidates with focus on passion for the work</li> <li><input type="checkbox"/> Identify and present top candidates – more than one to offer options</li> <li><input type="checkbox"/> Counsel candidates on career pathing, goals, objectives and suitability</li> </ul>                                                                                                        |
| <b>Recruiting efforts often waste resources by focusing on ONE goal – hiring a candidate – rather than delivering enterprise-wide value</b> | <p>We deliver recruiting results which create much more enterprise value than just decreasing “time-to-fill” and “cost-to-fill.” We show clients how to get more ROI from their recruiting investment, such as sales leads, affiliate partners, market evangelists, 1099 contractors, referrals, etc., etc., etc. And we’re good at it.</p>                                                                                                                                                                                                                                                                                                                                  |

### Argus Talent Services - Talent Services We Offer

- ❖ Permanent Placement & Retained Search
- ❖ Long-Term, Contract & IT Project Staffing
- ❖ Temp-to-Perm Staffing Support
- ❖ Recruitment Outsourcing (RPO) & Consulting

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### Argus IT Services - IT Infrastructure Services We Offer

- ❖ Acquisition, Lease/Purchase, Imaging, Depot, Set-up/Install
- ❖ Asset Management, Moves (Data Center & Dept. Systems)
- ❖ Break-Fix Maintenance, Repair, Virtual & On-Prem Support
- ❖ End of Life Disposal, Reselling, Charitable Re-purposing

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