

## Streamlining the Human Capital Supply Chain: The Next Wave of Corporate Automation



The staffing and recruiting software packages currently on the market are extremely disjointed. There are software solutions to address each aspect of staffing and recruiting, but there isn't one comprehensive solution that handles everything. What's needed is one integrated system that can handle all aspects of staffing and recruiting for both staffing firms and their corporate customers.

The situation is very similar to manufacturing in the 1980s. The enterprise resource planning (ERP) concept arose, bringing a business management system that has come to integrate every facet of the manufacturing business. All of these tools are brought together in one software package offered by one company.

The very same thing is needed for the human capital supply chain. The typical firm has a front office applicant tracking system, a separate system to screen candidate backgrounds, another system for testing, another system for vendor management, and still another to handle back office payroll, invoicing and general ledger. The field of HR technology is in the very same situation that manufacturing was in back in the 1980s, and is badly in need of the same kind of integrated software solution.

To be more effective, integrated software systems must be more than just a collection of components. They should be true human capital management (HCM) systems. The concept of human resources is being replaced by the idea of human capital management. Already there are organizations cropping up nationwide to train and certify people in how to manage human capital.

Over the next ten years, corporate C-level executives have to help their managers re-engineer the human capital supply chain. Many things we do today with regard to staffing and recruiting don't make any sense. We need to rethink the whole process of the human capital supply chain, while at the same time reinventing the software.

Corporations have been building and optimizing manufacturing and distribution supply chains for over three decades. Companies like Dell and Wal-Mart are famous for leveraging supply chain management techniques and technologies to breakout from their competitors and own their markets. It's time to refocus and apply the lessons learned from optimizing your product lines to optimizing your workforce. Building a just-in-time human capital supply chain is a big commitment, but one with the potential for big returns.

The book, *Human Capital Supply Chains* explains how corporations can get their arms around their human capital spending and estimate the value of implementing a human capital supply chain. As we learned in manufacturing, establishing and managing a supply chain not only reduces costs in the short-term, but the long-term tuning of the supply chain can result in unprecedented growth and strategic competitive advantage.



**Tim Giehll, CEO  
eEmpACT**

Tim Giehll brings more than 30 years of experience as a staffing industry veteran, technology visionary and manufacturing expert. During the last 10 years, Tim has worked as CEO of [www.eEmpACT.com](http://www.eEmpACT.com), a division of 500-person Bond International Software plc. He has worked with over 800 staffing and recruiting firms to automate their operations. In addition, Tim and Sara Moss have co-authored a book entitled 'Human Capital Supply Chains', which deals with Just-In-Time talent in the staffing and recruiting industry. Check out [www.humancapitalsupplychain.com](http://www.humancapitalsupplychain.com) for more information and to see how you can get your own copy of the book.

During the 1990's, Giehll developed his understanding of complex software environments as CFO for world-renowned supercomputer designer Steve Chen during their \$150-million technology venture with IBM and Sequent Computers. During the 1980's, Tim worked as a manufacturing accounting manager with Control Data.

Married for 19 years, father of three daughters and living in the Minneapolis area, Giehll holds an undergraduate degree in accounting and an MBA.

We define the *Human Capital Supply Chains* as the business processes, technology and organizations that are responsible for planning, hiring, on-boarding and off-boarding a company's human capital. Human capital supply chains link business strategy, business performance, strategic workforce planning, and strategic staffing suppliers for improved corporate financial management and greater business success.

Human capital is an umbrella term that refers to all of the people that provide services and work product to an organization and include: part and full time employees, independent contractors, consultants, business services providers and outsourcers. In the language of procurement, we include all labor-based costs.

For those ready to face the challenge and the opportunity, Human Capital Supply Chains also explains the practical steps of designing and implementing your own human capital supply chain. The book is structured as a "How To" handbook for implementing and managing the new processes, technologies and organizational roles that will be required.

Businesses could be missing out on thousands, millions, or even billions, in cost savings by not properly managing their Human Capital Supply Chain in a holistic way. It is time for organizations to rise out of complacency and to formalize their Human Capital Supply Chain Management program.

This evolution is about the complexity of tying together the people, processes and technology that will finally streamline the Human Capital Supply Chain Management process. It's about bringing HR and Procurement together for maximum efficiency. It's about the entire team having the same "corporate language" concerning just-in-time talent delivery goals and quality measurements. It's about defining your optimal strategic talent mix between full-timers, part-timers, temps, contractors and consultants. ■