

# **PROJECT PROPOSAL – STAFFING INDUSTRY DATA EXCHANGE STANDARD (SIDES)**

The Staffing Industry has a need to exchange data with customer and intermediaries in a standard and cost-effective manner. The purpose of the Staffing Industry Data Exchange Standard (SIDES) is to provide an enabling and comprehensive set of XML Data Type Definitions in the form of composite document. The Staffing Industry will use and recommend these standards to its customers, vendors and intermediaries.

## ***Project Scope***

### ***Objectives***

The objective of the Staffing Industry Data Exchange Standard 1.0 (SIDES) is to analyze and identify what data is currently being exchanged between Staffing Supplier Companies and Staffing Supplier Customers and to provide a basic standard for which the exchange of data can occur within the general staffing industry.

To achieve this objective, SIDES bases its development on existing published HR-XML Data Definitions or where appropriate, approved external non-proprietary XML Definitions, and uses these materials as guidelines when identifying standard data elements and attributes. Where existing Data Definitions do not exist, they will be developed.

### ***Problem Domain***

Based upon industry analysis there are no composite set of standards for data exchange that have been identified within scope. Without Staffing Industry Data Exchange Standards (SIDES), Staffing Suppliers are unable to exchange or provide common and consistent data to Staffing Supplier Customers due to the different proprietary systems utilized by Staffing Suppliers.

The development and growth of internet based staffing procurement activity, linking Staffing Supplier and Staffing Customer systems either directly or via an intermediary has accelerated the requirement for a composite and comprehensive set of standards.

Once Staffing Industry Data Exchange Standards have been identified, the complexity of implementing data exchange standards utilizing a Staffing Management tool raises significant technology issues. These issues are prevalent since most Staffing Suppliers use different technology platforms. It is imperative to overcome these issues in order to bridge the gap and facilitate a standard methodology of data exchange.

## ***Business Processes Supported***



The above are the main "value" steps the Staffing Supplier creates in servicing the Staffing Supplier Customer. In creating this value, the Staffing Supplier engages the Staffing Supplier Customer and the Staffing Manager (Who may be the Staffing Supplier or an intermediary) in a series of actions and processes. Some are directly linked to the value chain, some are more linked to the back-office (administrative functions). The above are part of or supported by these processes:

1. Requisition/Quote and Order (ie. the starting point - which initiates the acquisition, evaluation, (and includes training/development when evaluation discloses "gaps"). In a sense this creates the "candidate inventory". Importantly the Order also encapsulates the information needed to pay the candidate and bill the customer, including charge rates, hours to be worked, and project start and finish dates.
2. Selection and matching (ie. taking from the "candidate inventory, and proposing to the customer).
3. Fulfillment. (The customer has agreed to accept the candidate, who has been assigned to the task/customer).
4. Time capture. (A back office process, which records and forwards the hours worked within an agreed pay period, to the Staffing Supplier, for creation of the payroll and billing processes).
5. Invoicing - a function of the agreed charge rates and hours worked.
6. Reporting - a whole series of information deliveries, which may include

Within these processes there are additional sub-processes, described in later sections and reflected in detailed activity diagrams in the attached appendix. These processes correspond to the overall staffing process value chain as shown in the following diagram.

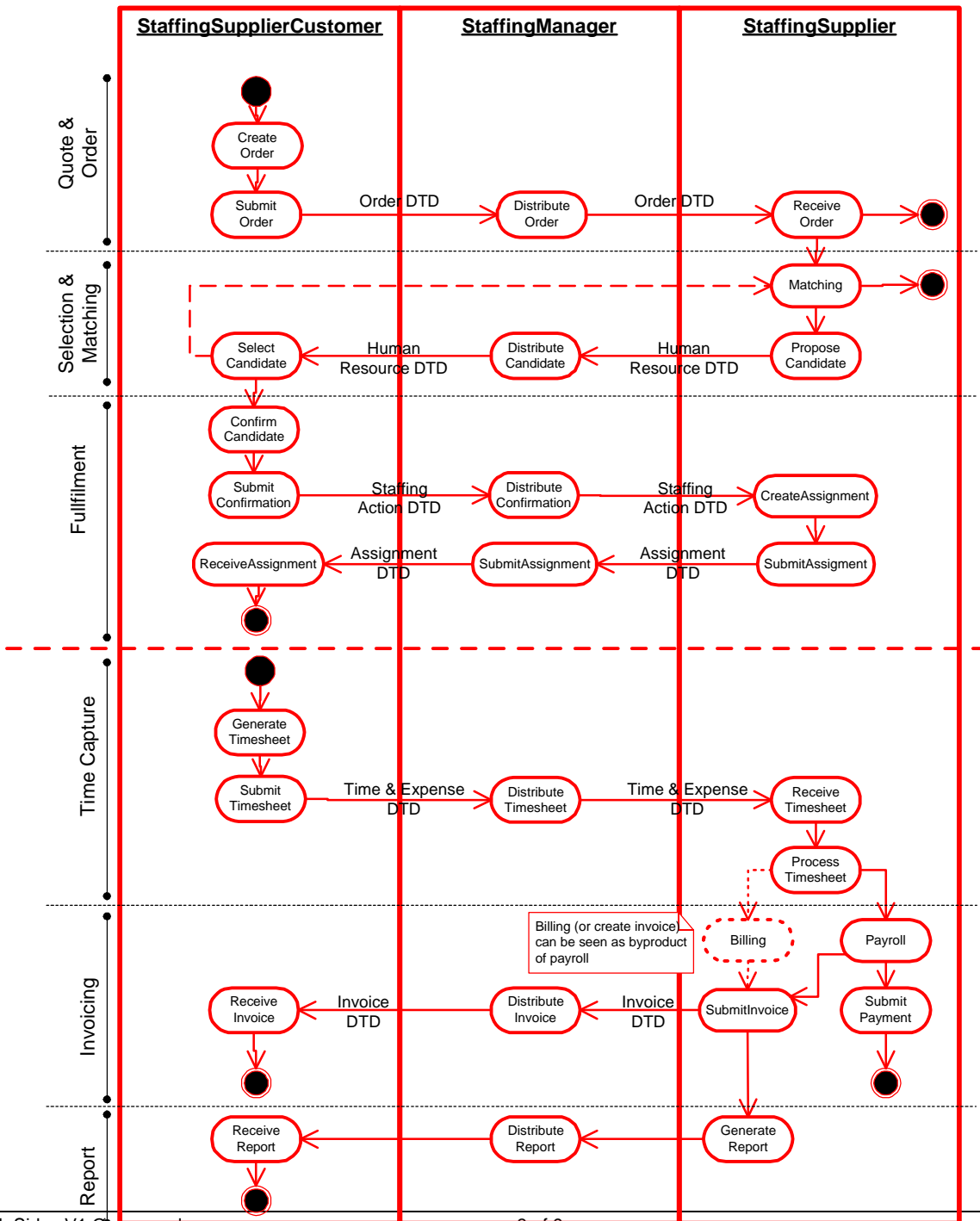
### **Figure 1. Staffing Processes (The Overview)**

These start with the quote and order process, where the Staffing Supplier Customer creates and submits a quote or order with information and requirements for one or more positions. The order is sent to the Staffing Supplier and the Staffing Supplier starts the selection and matching process to find one or more Human Resources for the position. If the Staffing Supplier Customer accepts the selected and proposed Human Resource the order fulfillment process takes place. The assignment is created with information from the Staffing Supplier, the order, and the Human Resource. This is where all information such as work location, work conditions, work description, and financial information is combined and the recruitment process crosses to the payroll and billing process.

The payroll and billing process begins when the Staffing Supplier creates the assignment, and the Staffing Supplier, Staffing Supplier Customer, or Human Resource initiate time capture. The billable and non-billable hours worked and expenses are submitted and approved. Based on the information from the assignment and time capture processes payments to the Human Resource and the invoice for the Staffing Supplier Customer are

generated and distributed. The Staffing Supplier Customer pays the Staffing Supplier for the billable hours, expenses of the Human Resource, and the services provided by the Staffing Supplier based on the invoice received.

### Staffing Process Overview Activity Diagram



## ***Business Case Rationale – ROI Examples***

The way in which data is exchanged is constantly being reinvented using different technologies and methodologies. By standardizing data elements and attributes and the way they are exchanged, Staffing Suppliers can still retain their competitive technology advantages while streamlining the way data is exchanged between a third party (e.g. Staffing Management vehicle) or directly to the Staffing Supplier Customer.

By utilizing HR-XML and identifying Staffing Industry Data Exchange Standards (SIDES), standards facilitate a customer need and supply the need industry wide as well as globally. SIDES creates a vehicle to exchange data between Staffing Supplier Companies and between Staffing Supplier Companies and their customers without having to redesign and implement potentially conflicting data interfaces, thus saving time, money and resources.

The costs of "bespoke" software integration and connection are so high, that at this time a serious cost imposition prevents many projects which would deliver efficiency for Staffing Suppliers both large and small from occurring. For example, a relatively simple ERP to ERP project is likely to cost upwards of US\$1million. ERP and software service vendors have expressed their concerns about the high costs of integration and the lack of any common approach by the Staffing industry to the issue of data standards, particularly in view of recent new procurement technologies.

Adopting and integrating Staffing Industry Data Exchange Standards (SIDES) via HR-XML implements and facilitates standards that enable customer-to-staffing company and staffing-to-staffing company information exchange. Cross-company data exchanges eliminate duplicate efforts, streamline processes, and reduce redundant setup costs.

Embracing the HR-XML model affords achievement of the following gains:

- ?? More reliable long-term profitability
- ?? More predictable benefits
- ?? Strategic alliances within the staffing industry
- ?? Value added services
- ?? Increased Customer confidence.

XML is very easy to understand, non-proprietary, and easy to read and write, making it an excellent format for interchange of data between different applications and businesses. Standardized XML data exchanges will enable staffing companies to share orders, assignments, resumes, etc. between staffing companies and staffing company customers.

## ***Relationship to Other HR-XML Projects***

The authors of the straw model attached to this proposal were cognizant of the existing and in-project work of HR-XML, and have committed to utilizing where possible/appropriate existing HR-XML definitions. Where definitions in the straw-model SIDES document are not congruent with current HR-XML work, e.g. Time and Expense, this is because the HR-XML definitions were in development and not available at the time of publication. It is the wish of the authors that HR-XML be used and make their own work redundant where possible. Furthermore, the straw-model SIDES document attempts to draw on HR-XML Cross-Process Objects (CPO) as much as possible. The same approach is proposed for the project, while actively managing the balance between timely delivery and cross-process reusability. This will necessitate a close working relationship with the CPO group in HR-XML.

### ***Relationship to Other Standards Body Initiatives***

The authors of SIDES acknowledge that opportunity exists to work cooperatively with other Standards Bodies, and that the HR-XML Consortium is developing initiatives and structures to do this. The view is that this is appropriate, providing the spirit and actuality of open, public domain, royalty free access exists. For example, there is opportunity to utilize existing invoice XML definitions rather than create new definitions. This project would anticipate, therefore, a close working relationship with the HR-XML Technical Steering Committee (TSC) in order to leverage their connections with other standards bodies. Both the TSC and CPO relationships should be established very early on in the project.

## **PROJECT DELIVERABLES**

This section briefly surveys the major areas covered in SIDES. SIDES supports nine payloads by providing full specification for each payload, summarizing its purpose and dependencies, and where each payload fits into the overall business process. The nine payloads defined in SIDES include:

- ?? Assignment
- ?? Background Check
- ?? Contact Detail
- ?? Human Resource
- ?? Invoice
- ?? Order
- ?? Qualification
- ?? Staffing Action
- ?? Staffing Supplier
- ?? Staffing Supplier Customer
- ?? Tracking Information

### ***Major Components***

Major components of this standards specification include:

- ?? Models of supported staffing processes. By modeling supported business processes, the intent is to provide a general context for understanding and implementing the protocol's data exchange rules. The intent is not to impose a particular recruiting and staffing model or process on implementers of the protocol.
- ?? Data dictionary extracts. The data dictionary extracts provide highlights of the DTD specification including the element or attribute name, description, content model, and the restricted value list. The content model describes whether the entity is optional or required, as well as whether multiple elements with the identical name may exist. The restricted value list specifies what values are acceptable in the XML file for a specific attribute. The list enables the DTD to restrict certain data to a single, clearly agreed upon value.
- ?? Document Type Definitions (DTD's). DTD's set constraints on the structure and content of the messages exchanged between stakeholders. The DTD's developed define message payloads. A separate mechanism such as W3C Simple Object Access Protocol (SOAP) can be used to define the structure of the message envelope that carries the payload. Alternatively, the project will develop schemas, rather than DTDs. For this decision, the project will work closely with the TSC to make an intelligent decision early on.

### ***Items Within Design Scope***

Business processes supported in SIDES include:

- ?? The ability to exchange partial information in all DTD's as defined within the DTD rules.
- ?? The ability to exchange an Assignment between a Staffing Supplier and a Staffing Supplier Customer.
- ?? The ability to exchange an Order between a Staffing Supplier and a Staffing Supplier Customer.
- ?? The ability to exchange a Human Resource between a Staffing Supplier and a Staffing Supplier Customer
- ?? The ability to exchange an Invoice and Expense between a Staffing Supplier and a Staffing Supplier Customer.
- ?? The ability to exchange a Staffing Action between a Staffing Supplier and a Staffing Supplier Customer.
- ?? The ability to exchange evaluation information between a Staffing Supplier and a Staffing Supplier Customer.
- ?? The ability to exchange Timecard and Expense information between a Staffing Supplier and a Staffing Supplier Customer (SIDES supports the ongoing time card standards efforts of the HR-XML Consortium).

### ***Items Outside Design Scope***

Business processes not directly supported in the SIDES, but may require further investigation include:

- ?? Skills taxonomy – SIDES supports the ongoing skills taxonomy efforts of the HR-XML Consortium.
- ?? Selection and Matching DTD's – SIDES views Selection and Matching processes and data exchange as back office activities.
- ?? Security and privacy - This responsibility resides with system integrators during implementation of data exchange systems.
- ?? Recruitment selection process including testing.
- ?? Evaluation process. This will require further investigation.
- ?? Report metrics.
- ?? Account Receivables and payment terms.
- ?? Background checks, drug screening, reference checks, etc. that are customer specific and dependent on geographic constrictions (SIDES provides a basic DTD structure for supporting background check processes, but does not accommodate low level details.
- ?? Payroll and pay slips. Currently, these are internal process performed by the Staffing Supplier.
- ?? Sub-contractor or Affiliate Vendor contracts.

### ***Schemas***

The straw-model SIDES V1.0 draft is attached.

### ***Possible Reference Implementations***

See above.

### ***Other Documentation***

See above.

### ***Estimated Resources Required***

A full-time resource will be provided to the project by the six sponsoring companies. The full-time resource will be available to the project for the duration of the project. The resource will be supported for travel, accommodation, and operating costs. In addition one senior person will be allocated as needed to coordinate the work of the resource and higher level liaison with HR-XML. Each of the six sponsoring companies will provide persons to participate in work-groups and other HR-XML activities as required.

### ***Proposed Schedule***

It is requested that the project be timed to achieve the adoption by the HR-XML Consortium of SIDES V1.0 within six months of the project starting date, which will be date the HR-XML Business Steering Committee gives its approval for the creation of the SIDES work-group and project.

### ***Risks***

The risks to the project are related to delays which may take the project beyond a commercially acceptable time. Following discussion it would appear this is unlikely to occur given the level of support and sponsorship already committed.

Other risks may be related to perceptions that the six sponsoring companies are trying to take a dominant position in regard to their needs. It is stated at the outset of this proposal that we give categorical assurance that our position is to achieve a public domain, industry useful set of standards for the benefit of the industry. No other motivation exists.

## **SPONSORING MEMBERS AND POSSIBLE PARTICIPANTS**

- ?? Adecco SA.
- ?? Kelly Services Inc.
- ?? Manpower Inc.
- ?? Randstad Holding NV.
- ?? Spherion Inc.
- ?? Vedior Holding NV.
- ?? CDI Corp/MRI

Also, the six sponsoring members will actively seek and encourage the participation of other Staffing Industry companies, and Vendors.

These persons are likely to participate during the course of the project. Their level of participation depends upon the activities being undertaken:

Company	Name	email	contact tel	Background/Expertise
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Adecco	Barbara Johnson	<a href="mailto:barbara.johnson@adecco.com">barbara.johnson@adecco.com</a>	tba	Business Modeling
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Other persons will be coopted and approached as required.

Note:

- ?? Ian Anson (Staffing Company - Coordination/Business/Technical)
- ?? Chuck Bartels (Staffing Company Coordination - PR/Communications)
- ?? Steven Huang (Staffing Company - Technical and Working Group Liaison).

Are project dedicated resources.

In addition to the above, we will actively canvass involvement from outside of the six staffing companies from other staffing companies, vendors and interested parties.