



THE CHANGING LANDSCAPE OF TEMPORARY EMPLOYMENT AND INTERIM MANAGEMENT

GREATER RESPONSIBILITY, INCREASE IN QUALIFIED ROLES AND ADAPTIVE
WORKFORCE CREATE A POSITIVE OUTLOOK



CONTENTS

ABOUT US.....4

EXECUTIVE SUMMARY.....5

METHODOLOGY.....6

WHO IS RECRUITING AND WHAT IS THEIR EXPERIENCE OF USING TEMPORARY/INTERIM EMPLOYMENT?.....8

HOW DO TEMPORARY AND INTERIM EMPLOYEES SEE THEIR WORK AND CONDITIONS CHANGING?.....13

CONCLUSIONS.....18



ABOUT US

Page Personnel is part of PageGroup, one of the world's best-known and well-respected professional recruitment consultancies. Established in 1976 in the United Kingdom, we now span 154 offices in 35 countries.

We are a leading provider of permanent, contract and temporary recruitment for qualified professionals and executives. Through organic growth, we have become a FTSE 250 company with more than 5,600 employees globally.

We operate a consultative approach to professional recruitment, combining local know-how with global expertise, to find the best fit between client and candidate.



EXECUTIVE SUMMARY

For this research, we invited organisations and individuals from around the world to share their experience and perceptions of how temporary and interim employment may be changing.

From generalist to specialist

Specialisation is leading the way in temporary recruitment, with a growing trend towards companies using temporary workers and interim managers for more specialist positions. The level of qualification among the survey population reflects this: almost half of interim managers hold a master's or MBA degree, 7 and out of 10 of all employee respondents have a bachelor's degree.

Experience is increasingly valued

Experience is prized by employers: more than 8 out of 10 employees in the survey had at least 5 years' career experience in temporary or interim employment/assignments behind them. The profile of temporary employees and interim managers is changing: in most of the regions represented, people over the age of 30 constituted the bulk of respondents.

Temporary and interim employees are visible across the business

Temporary employment and interim management is more extensive and diverse than ever, with temporary and interim personnel being deployed in all areas of business. The tasks employees are expected to perform have also become more varied.

Temporary work is more autonomous

The research found that workers have a strong sense of autonomy while on assignment. The requirement to work without close supervision is global, with managers expecting employees to demonstrate self-reliance.

Adaptive workforce triggers more investment in training

As we see the growth of a more adaptive workforce, training is becoming increasingly important in temporary recruitment and interim management and is a powerful motivator for undertaking assignments.

Around two-thirds of interim managers and just under half of temporary staff feel that taking on a temporary or interim assignment has been a career-boosting move.

Recruiting managers are increasingly prepared to invest in training their non-permanent employees, recognising it as essential for long-term commercial success.

A note on the terminology:

- **'Temporary employment'** is defined as a relationship between the temporary employment agency, the employee who is on an assignment for a set period of time, and the employer.
- **'Interim management'** relates to experienced senior executives on fixed-term assignments to manage periods of transition, crisis or change within an organisation.

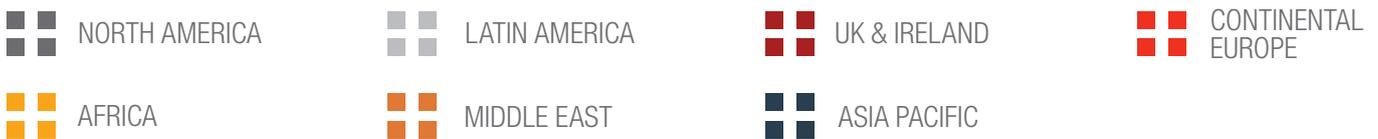
METHODOLOGY

We conducted this study through online surveys, receiving responses from 1,954 managers in companies deploying temporary and interim staff and from 4,092 professionals on temporary or interim assignments.

Regions surveyed

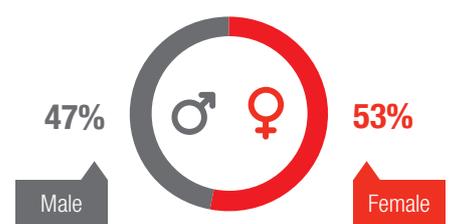
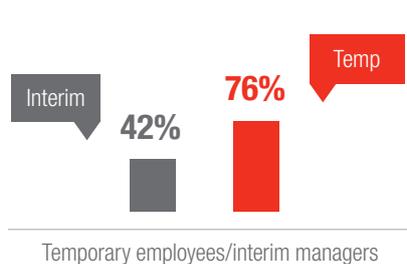


Replies received from different regions were weighted to country market sizes in order to give appropriate weight to regional answers

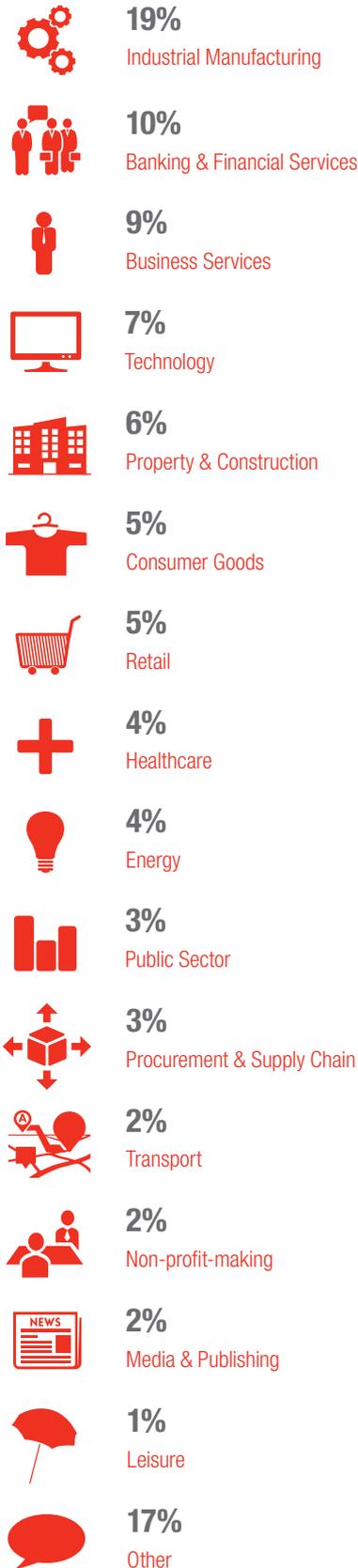


Respondent's position

Gender



Recruiting managers working in - %



Temporary employees/interim managers working in - %

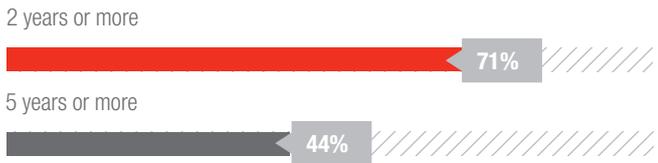




WHO IS RECRUITING AND WHAT IS THEIR EXPERIENCE OF USING TEMPORARY/INTERIM EMPLOYMENT?

Companies are drawing on more experienced recruiting managers

How long have you been using temp/interim personnel?



Location has an impact on the level of experience among managers recruiting in this area of employment:

- Among managers located in Continental Europe, more than half have at least 5 years' experience of recruiting temporary/interim personnel (54%).
- In contrast, managers in countries in Latin America and Asia Pacific have less experience in temporary/interim recruitment practices. Only 32% of those located in the Latin American countries have at least 5 years experience in recruiting temporary/interim personnel.

STAND-OUT FINDING:

RESPONDENTS IN CONTINENTAL EUROPE WERE MORE LIKELY TO HAVE SUBSTANTIAL EXPERIENCE IN RECRUITING TEMPORARY/INTERIM STAFF THAN THEIR COUNTERPARTS IN LATIN AMERICA

This corroborates the later report finding that European recruiters are likely to be more experienced and have more insight into their company's needs when it comes to employing temporary/interim staff.

Recruiting managers' perceptions of temporary employment/interim management are overwhelmingly positive

Figures indicating satisfaction

Global	75%
Continental Europe	82%
Latin America	70%
Asia Pacific	68%
UK & Ireland	68%

Figures marked in blue or green are significantly below/above the global average.

We discovered that 3 out of 4 managers globally perceive temporary employment and / or interim management positively, especially managers in Continental Europe. In particular, managers working in procurement & supply chain, around 4 out of 5 managers (80%) express a favourable opinion. Satisfaction rates fall in human resources (HR) at 74%, marketing and IT at 69% each and engineering & manufacturing at 64%.

The main reason cited for giving a favourable response is that temporary/interim employees meet the specific needs of these different functions and departments, with the added bonus that employers can use temporary assignments as a 'trial run' to screen candidates for permanent roles.

The rise of specialists: the changing employee profile

Companies are chiefly seeking specialist profiles. This is the consensus among 4 out of 5 recruiting managers searching for staff in IT (83% of all recruiting managers), sales (79%), engineering & manufacturing (80%). None of the countries in the survey appears to diverge from this trend.

In mapping the profiles of the employee against the business areas most prominent in using temporary recruitment, we found:

- In **IT**, temporary workers are assigned to positions of system administrator, IT operations, sales analyst or software developer
- In **engineering & manufacturing**, positions in development (development engineer, project manager, development manager) or in production management and planning are those most often mentioned
- In **procurement & supply chain**, the positions most often mentioned are those concerned with quality, such as quality manager or quality projects manager, transport management positions or logistical coordinator/specialist/advisor, or operations manager
- In **finance & accounting**, employees occupy positions as accountant, both at a junior and senior level

Just over half of recruiting managers are seeking specialist profiles in the areas of procurement & supply chain (59%), HR (56%) and finance & accounting (55%).

Functions where the majority of companies are currently looking for specialist profiles



There are only two exceptions to the rule, secretarial and banking & insurance tend to look for more generalist profiles:



If each area of business has its own way of functioning, then it is clear to see why recruiting such profiles is appealing, as it allows for companies to work with greater efficiency.

The challenge of finding the right specialist skills

Recruiting managers report difficulty in finding skills in highly specialised areas of activity. See for example the UK, where almost 1 out of 4 report this difficulty in finance & accounting.

The sectors most affected are developing fast and, therefore, need specific skills in large volumes: communication, HR and legal services are growing quickly and urgently need advanced and specialised skills and qualifications for both temporary and interim posts.

New growing emphasis on higher education and experience

More than half of the recruiting managers surveyed look for candidates with qualification levels equivalent to at a bachelor's degree or above. Examples are: 65% in finance & accounting, 61% in both IT and marketing.

Roughly one-quarter of recruiting managers agree that they value candidates who have acquired their skills through an apprenticeship, particularly in the functions of engineering & manufacturing (27%), HR (26%) and IT (16%).



For a long time, apprenticeships were confined to industrial occupations requiring a relatively low level of skill. For example, they were widespread in construction. Now this type of training is being rolled out in areas requiring a higher standard of education: chartered accountancy, HR management...

STAND-OUT FINDING:

RECRUITING MANAGERS ARE SEEKING CANDIDATES WITH QUALIFICATION LEVELS EQUIVALENT TO AT LEAST A BACHELOR'S DEGREE

Typical example: how the must-have skills for the corporate accountant have evolved

Technical competence in their area of expertise is no longer enough. Accountants today must exercise a complex mix of general, specific and cross-functional skills. They must:



Master information technology and be able to handle system upgrades



Demonstrate their ability to use integrated information systems, work with electronic documentation and collaborate electronically



Be ready to take on new assignments and workloads, including consulting, advice and support in installing IT systems and communicating financial information



Operate in a team and be an adroit networker



Have a flair for languages



Possess the technical versatility to move easily between the different aspects of the accounting profession



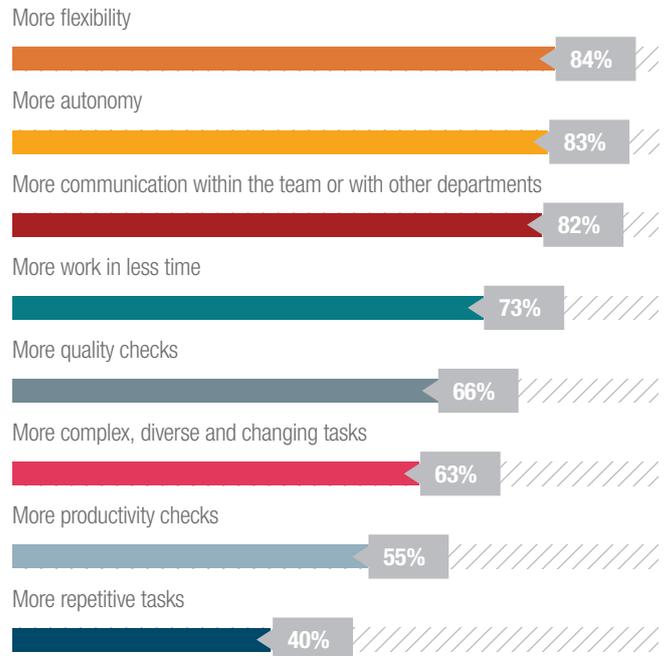
Exhibit personal qualities such as responsiveness, curiosity, creativity, open-mindedness, adaptability and a facility for managing change

“We have found that interim employees can bring a fresh perspective and varied experience to their work.”

Manager recruiting in the UK property & construction sector

Employers are becoming more demanding in the changing landscape of temporary work

Temporary and interim assignments are evolving: today, they require greater self-reliance, responsibility and teamwork from candidates in today's adaptive workforce. At the same time, the pressures around timekeeping and the pace of work are also increasing.



More flexibility

More than 4 out of 5 (84%) recruiting managers expect temporary workers and interim managers to show greater flexibility by adapting more readily to changing workloads.

More autonomy

A similar number (83%) state that they expect them to display greater self-reliance.

More communication

They also require these employees to communicate more with the other members of the team and with people in other departments (82%).

Temporary/interim employees are racing against the clock

Managers report that they place more stringent time constraints on their temporary/interim employees nowadays, requiring them to do more in less time. Around three-quarters of all managers surveyed (73%) do so, including a very large majority in the Latin American countries (84%).

Among respondents in European countries, the average was 69%, with a remarkable finding for Italy at 90%.

There is an identifiable trend here: the pace of working life is intensifying, at the same time as tasks are viewed as being more challenging, owing to the increasing complexity of working environments.

Temporary staff and interim managers are under more pressure to perform

Two-thirds (66%) of recruiting managers state that they have become more careful in checking the quality of the work undertaken by their temporary employees, and over half (52%) now set a larger number of performance objectives.

Here again, this is a global trend, reflected across all countries. None of the countries diverges significantly from this pattern.

Employers' expectations are rising in this revolution in temporary employment

The recruiting managers surveyed also view the tasks to be performed by temporary employees and interim managers as becoming more complex, harder to understand, more diverse and more subject to change. The global figure was 63%.

It's a trend even more marked in the UK (79%), Germany (71%) and Italy (75%). Only managers recruiting in Spain (45%) and Chile (42%) are less convinced.

Controls vary according to the local working environment

Control or supervision of temporary employees' and interim managers' productivity is particularly marked among recruiting managers in Latin American countries (68% vs. 55% globally). The picture is similar in Italy, with 79% of managers agreeing.

For Italy's European neighbours, however, the picture is quite different, with 72% of managers in Sweden, 64% in Switzerland, and 62% in France disagreeing that control or supervision of temporary employees' productivity has increased. We can speculate that these differences arise naturally from national industrial structures and employment practices.

Tasks assigned are more varied

The recruiting managers report that control has tightened over the pace of work and expected levels of productivity. Countries in Continental Europe do not consider that the work assigned is more repetitive nowadays (29% vs. 40% globally).

To break down the findings for Continental Europe further, Switzerland and Germany feature prominently at 24%, while Italy and Sweden are even lower at 21% and 16%.



In contrast, only recruiting managers in the Latin American countries take the opposite view: a good majority (60%) say the tasks assigned to temporary employees and interim managers have become more repetitive. Within this region, the number of recruiting managers expressing this opinion is especially high in Chile (67%).

Employers invest in training for an adaptive workforce

• **Training for temporary roles**

When recruiters invest in the training of temporary employees, it is mostly related to the specific training requirements of the company. A broad majority (58%) of recruiting managers report a readiness to invest in training their temporary employees.

Investment in training temporary employees

Portugal	80%
Italy	77%
Belgium	75%
Spain	72%
Brazil	65%
Mexico	65%
Sweden	61%
UK + Ireland	61%
Australia	61%
Switzerland	50%
Chile	47%
Netherlands	47%
Germany	45%
France	40%

Figures marked in blue or green are significantly below/above the global average.

We should take account of the contribution of temporary employment agencies. Frequently the direct employer of temporary workers, they often fund training. These employers have often been active in involving themselves in training by adapting any training generally required to the specific situation of temporary workers, and by creating new schemes.

• **Training for interim management roles**

Globally, well over half of employers invest in their interim managers (58%). The highest proportion of managers who report investing in training their interim managers is found in the Latin American countries (72%) and the lowest is to be found in Continental Europe, at 48%.

STAND-OUT FINDING:

TASKS ASSIGNED TO TEMPORARY/ INTERIM EMPLOYEES HAVE BECOME LESS REPETITIVE IN RECENT YEARS, WITH THE EXCEPTION OF LATIN AMERICA

The reasons are the same as for temporary employees. Responsibility for professional training lies primarily with the legal employer; that is, the temporary employment agency.

Note also in connection with this, a cultural factor should be taken into account for Germany. Here, professional training places more emphasis on individual assumption of responsibility. This is not the case in many other countries including France, where since 1971 professional training has been a statutory obligation on employers.

Temporary/interim staff fulfil the same roles as permanent employees

40% of managers state that they recruit temporary and interim workers to perform the same duties as permanent employees, and the proportion is even higher in Belgium (55%), Italy and Spain (49%), Brazil (48%) and the UK (47%). For 43% of recruiting managers surveyed, the position to be filled was an important factor. This opinion was shared by managers in Germany (53%).

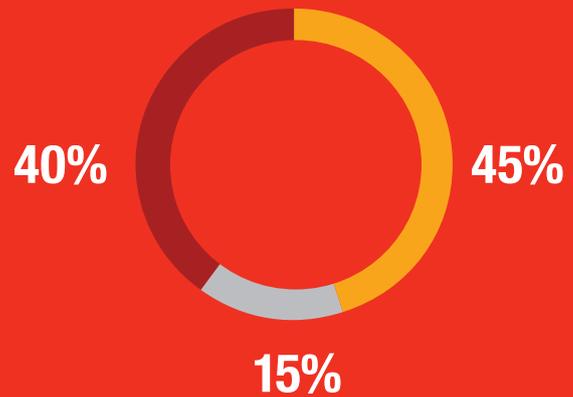
However, 15% of recruiting managers report the complete opposite: they do not recruit temporary and interim workers to perform the same duties as permanent employees, with the figure being higher in the Latin American countries (21%), with Chile at 29%. In Europe, Sweden at 28% and Switzerland at 25% are significantly above the average.

STAND-OUT FINDING:

WITH SOME LOCAL VARIATIONS, TEMPORARY AND INTERIM PERSONNEL ARE INCREASINGLY REGARDED AS CAPABLE OF FULFILLING THE SAME RESPONSIBILITIES AS THEIR PERMANENT COLLEAGUES

While, as can be seen, there are variations among the countries in the survey, these findings nevertheless tend to show that temporary personnel are increasingly perceived as reliable employees, capable of undertaking the same responsibilities as permanent employees.

There are many reasons for calling on the services of temporary employment agencies, but the search for skills that are specific or hard to find within the local labour market will become a significant reason for employing staff on a temporary basis in the years to come.



Managers recruit temporary and interim workers to perform the same duties as permanent employees

45% depends on the position

40% yes

15% no

“I have got used to working with the same temporary employment agency. They have come to know me and my requirements. They manage to quickly find what I’m looking for.”

Manager recruiting in the French energy sector



HOW DO TEMPORARY AND INTERIM EMPLOYEES SEE THEIR WORK AND CONDITIONS CHANGING?

Among the people undertaking assignments on a temporary or interim basis, we found evidence supporting our initial assumption that the nature of these positions is changing radically.

What is the DNA of a temporary employee today?

More than 8 out of 10 employees (82%) in the survey had at least 5 years' career experience in business behind them. Four-fifths of temporary employees were over 30 (95% of interim managers). More specifically, 66% were 36 years or older (88% of interim managers) and 41% were over 46 years old (60% of interim managers).

These findings are perhaps surprising: after all, temporary employment used to be seen as the province of young people seeking to gain experience or trying out a potential workplace.

- **Experienced people are significantly represented in the temporary/interim workforce**

In general, interim managers tend to be more experienced. In most regions, people over the age of 30 constituted the bulk of the survey population. Often, age goes hand in hand with experience and qualifications, making older people better suited to more responsible positions.

Interestingly, this is also true of temporary personnel, where in recent years we have observed a rise in the average age. This can be explained by two contributing factors:

- The trend towards raising the retirement age
- The tough economic situation – in the recession, regardless of age, sex or qualifications, more people have approached temporary recruitment agencies

- **A higher degree is no longer the exception**

Another characteristic concerns the relatively high academic attainment of the survey population. 7 out of 10 employees have a university degree (Bachelor's, Master's and higher or MBA) as a minimum qualification.

Among employees who place themselves in the interim manager category, roughly half (49%) have a master's degree or above.

STAND-OUT FINDING:

MORE THAN 8 OUT OF 10 EMPLOYEES (82%) ENGAGING IN TEMPORARY/INTERIM EMPLOYMENT IN THE SURVEY HAD AT LEAST 5 YEARS' CAREER EXPERIENCE IN BUSINESS BEHIND THEM

Employees now deployed in many areas of business

The survey found that the leading function deploying temporary/interim employees was finance & accounting. Here, employees occupy widely varied positions such as accountant, finance executives or even financial controller.

Next comes IT, where again employees occupy a range of roles, such as IT project manager or business analyst. They are also found in procurement & supply chain, in roles such as strategic buyer or procurement director.

In terms of seniority, the survey found that 38% of employees are holding managerial positions, including at the most senior levels, such as director or senior executive.

Overall, employees regard temporary employment positively.

Global	%
UK & Ireland	75%
Latin America	68%
Continental Europe	54%
Asia Pacific	49%
North America	45%

Figures marked in blue or green are significantly below/above the global average.

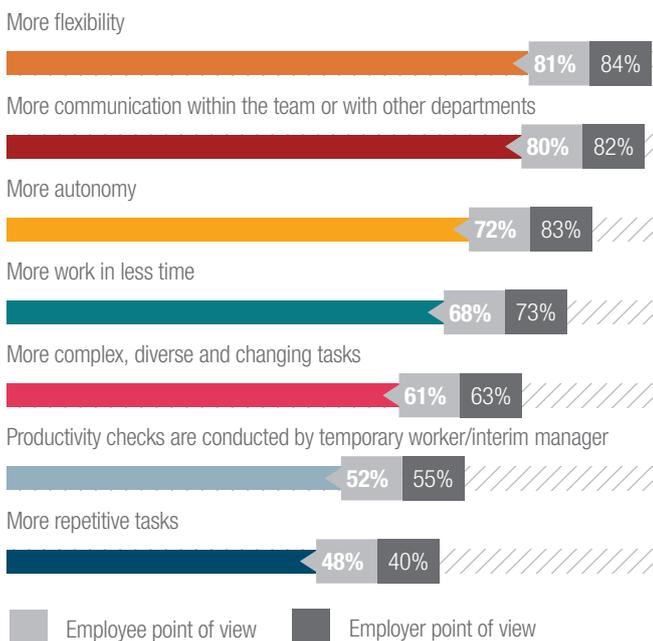
For virtually all the countries surveyed, temporary work is particularly positively perceived by employees in the following locations:

- UK and Ireland – 75% of temporary employees surveyed
- Latin America – 68%, with Brazil even higher at 77%
- Some Continental Europe countries, with the Netherlands at 72%, and France and Sweden at 64%

Employees must adapt to conditions that are changing for better and for worse.

One of the most interesting findings from this study is that employers and employees agree on how the characteristics and conditions of the work involved in temporary/interim assignments have changed.

Figures indicating agreement



Employers expect greater flexibility, especially from interim managers

As working patterns and the working environment change, employees are having to become more flexible. This finding is endorsed in practically all regions and countries and even more frequently among interim managers (84%).

The finding is reflected in the responses from recruiting managers and applies in all areas of a company's activity.

Increase in communication across the board

Temporary/interim employees are also required to collaborate and communicate with colleagues in other departments in order to share information and increase efficiency.

Looking at where respondents seem to agree most with the proposition, the findings are:

- Among temporary employees, the Latin American countries score highest at 91% (Brazil and Chile 92%)

There is consensus across all sectors about this need for greater collaboration, particularly in the procurement & supply chain sector, where almost 9 employees out of 10 (90%) agree.

STAND-OUT FINDING:

TEMPORARY/INTERIM EMPLOYEES ARE EXPECTED TO PLAY THEIR PART IN IMPROVING COLLABORATION AND COMMUNICATION IN THE WORKPLACE

Greater autonomy more marked among temporary employees

Global	72%
Temporary	74%
Interim	67%

For all forms of temporary/interim employment, 7 out of 10 employees (72%) are expected to show a greater degree of self-reliance in their tasks:

- The figure is particularly high in transport at 80%, with property & construction coming next at 79%



80%

Transport



79%

Property & Construction

- The level of agreement is striking in the Asia Pacific countries (78%), especially in Hong Kong (88%)



- The figures for Mexico and France are also high at 86% and 81% respectively



The pressure is on to do more in less time

Time constraints requiring employees to increase their output are reported by over two-thirds of all employees surveyed: both temporary staff (68%) and interim managers (67%).

Perhaps not surprisingly, greater numbers of temporary employees feel under time pressure, with the highest numbers being based in:

- Spain – 78%
- Latin American countries – 76%, with Brazil coming in at 78%

Among interim managers, this trend in working conditions is very marked among employees in the Asia Pacific countries (78%). Numbers concurring are also high for countries in Latin America (73%), with Chile the highest at 77%.

While all business sectors are affected by these time constraints and the accelerated pace of work, the following are particularly noteworthy:

- Not-for-profit – 71% for all respondents and 80% for temporary employees
- Industrial – 70% of all respondents and 74% of temporary employees

The way in which work is reviewed and monitored

Temporary workers/interim managers check and validate work themselves

Global	52%
Interim	61%
Temporary	50%

This finding regarding how their work is checked and approved is more apparent among interim managers (61%) than among temporary employees (50%).

- Countries where interim managers agree in large numbers are the Netherlands (74%), and Germany (72%).
- Two countries where temporary employees agree in large numbers are Germany (62%) and Japan (61%).

Assignments are growing in complexity, diversity and task challenges

61% say that they have to draw on greater resources to understand and manage their assignments. This finding is the almost identical among temporary staff and interim managers, at 61% and 62% respectively and affects every sector.

To expand these findings...

- Temporary employees in all countries highlight the increasingly complex nature of their work, especially in the Asia Pacific countries and the Latin American countries (66%), with Brazil the highest at 73%
- Among interim managers, 73% in the Asia Pacific countries and 75% in Brazil agree that they have experienced this development

STAND-OUT FINDING:

GLOBALLY, WHATEVER THE SECTOR OR SPHERE OF ACTIVITY, TEMPORARY/ INTERIM EMPLOYEES FEEL UNDER GREAT TIME PRESSURE, ESPECIALLY IN ASIA PACIFIC, THE LATIN AMERICAN COUNTRIES AND SPAIN

Tasks are becoming more varied in the adaptive workforce

Employees broadly disagree that tasks are more repetitive (52% of all employees). However, this view is not held in equal numbers by temporary employees and interim managers (49% and 63% respectively).

This is probably because staff in temporary positions are, as the survey found, more confined within controlled and planned work processes. In contrast, interim managers usually occupy positions requiring higher levels of qualification and involving tasks that are inherently less repetitive.

Having to perform repetitive tasks is also frequently reported by less qualified employees, at 60%. They are more likely to execute instructions, which lend themselves to repetitive tasks, rather than undertaking more intellectually demanding activities.

STAND-OUT FINDING:
EMPLOYEES ARE EXPECTED TO COMPLETE MORE COMPLEX TASKS WITHIN TIGHTER TIMESCALES

Training: essential for sustained corporate success

As the content of the work undertaken by temporary/interim employees evolves, training has become an absolute necessity for companies. This is borne out by the survey:

- 52% of all respondents have received training in connection with an assignment => rising to 63% for training received during the last 12 months during assignments. This recent training activity appears to be focused more on temporary staff (65%) than on interim managers (55%).

Training received within the last 12 months for all respondents

Global	63%
North America	74%
Asia Pacific	64%
UK & Ireland	62%
Continental Europe	59%
Latin America	58%

Figures marked in blue or green are significantly below/above the global average.

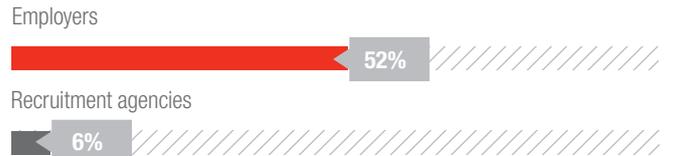
A higher proportion of temporary employees in North America (64%), Mexico (77%) and Portugal (67%) have received training in general.

In all sectors, training was mainly provided by employing companies, reflecting the constant need for skills in all areas of corporate activity.

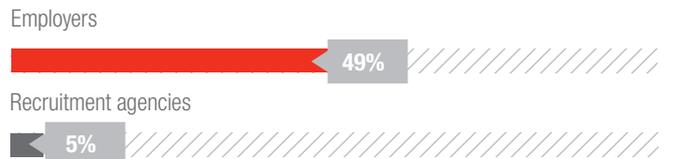
Who is training employees: employers or agencies?

The survey found that employers are far and away the main providers of training for assignments. The leading training area reported in the survey is in using software. Just under two-thirds (63%) of all respondents have received training in this area from the employer, in contrast with only 6% being given training by recruitment agencies. The remaining 32% had received training by an alternative company or method.

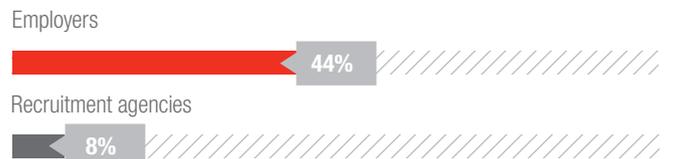
Training in the technical aspects of an assignment is delivered by:



Training in appropriate sector-specific regulations is delivered by:



Training in environmental and health and safety matters is delivered by:



Managerial training is delivered by:



Language training is delivered by:



There may be rational explanations for the relative lack of involvement by recruitment agencies in training. Understandably, agencies do not regard training as their primary business activity. Training only becomes necessary if the skills their clients are seeking are hard to find in the labour market.

In many countries, training by agencies is provided only with the agreement of the employing companies. In this case, it is provided strategically as part of the provision of recruitment services. Training will undoubtedly become an important component in the HR management policies of these recruitment agencies and it seems this process has already begun.

Training: an essential factor in career development in an adaptive workforce

The training provided may be designed to help employees adjust to their position and carry out their work more efficiently. It may seek to raise the skill level of employees, even resulting in formal recognition. Other objectives may include wanting to improve employee retention rates, as training is perceived by employees as a welcome investment by management in their career.

Training promotes employees' involvement, productivity and development. This is borne out by the survey findings: over half (52%) of the employees feel that they have progressed in their career since undertaking a temporary or interim assignment.

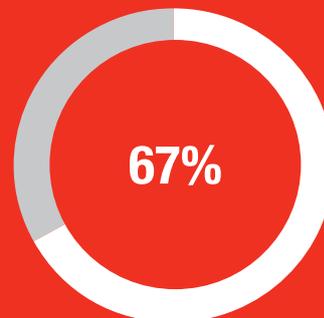
This feeling is common among interim managers (67%), with temporary workers less convinced at 47%. Training may make a strong contribution to the positive perception that working on a temporary or interim basis can aid career development.

Career development is a powerful motivator for undertaking assignments, especially given that working on a temporary/interim basis may exclude the individual from financial rewards such as benefiting from an individual or team bonus. Only one-fifth (21%) of the employees surveyed, representing 19% of temporary workers and 29% of interim managerial staff, state that they receive a results-based variable portion of remuneration. However, they may, of course, earn a higher day rate or hourly rate than their permanent colleagues.

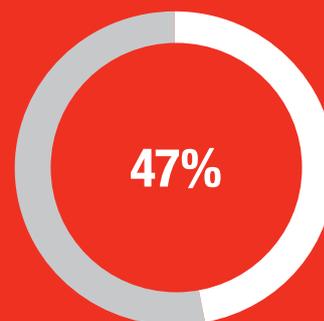
As with training, this disparity would be an issue worthy of closer investigation by recruitment agencies.

STAND-OUT FINDING:

52% OF EMPLOYEES IN THE SURVEY FEEL THAT THEY HAVE PROGRESSED IN THEIR CAREER SINCE UNDERTAKING A TEMPORARY OR INTERIM ASSIGNMENT



Interim managers feel that they have progressed in their career



Temporary workers feel that they have progressed in their career

“The industry as a whole needs to look closely at future recruitment needs and nurture young graduate talent.”

Manager recruiting in the UK property & construction sector



CONCLUSIONS

Overall, we see temporary work generalising across all functions and sectors. As needs diversify so does the requirement for temps, with employers seeking more specialists. Our global report highlights the following key new trends.

A trend towards profile specialisation in all areas of business

Deploying temporary staff goes hand in hand with a trend towards specialisation in the profiles of these temporary and interim employees. The survey found that, typically, employees are relatively mature and hold comparatively advanced qualifications, especially if they work as an interim manager.

Using temporary/interim employees helps to resolve HR management challenges, for example, to handle a spike in the workload, or to bring specific skills into the business.

This is where recruitment agencies can prove their value. While resourcing needs may arise in any company department, the demand is particularly noticeable in expanding areas, such as the requirement in finance and accounting for relatively well-qualified employees.

Employees take greater 'ownership' as part of the revolution in temporary employment

Today, with some cultural variations, temporary/interim employees in general have greater individual responsibility and are becoming more self-reliant. This trend towards self-reliance is more marked among temporary staff.

A distinguishing feature of the trend to work enrichment is the growing requirement for temporary/interim employees to work flexibly and to undertake more complex tasks.

An adaptive workforce is fuelling a trend to greater investment in training

Training is becoming increasingly important in temporary and interim management. It benefits employers and employees alike: employers develop the skills base and competences necessary for commercial success, while employees value this investment in their careers and see it as a 'plus' of temporary employment.

Global or local?

While the level of local economic development will always be a factor, the study indicates growing congruence around the world in what employers require of their temporary or interim employees in terms of qualifications, personal commitment, professional maturity, collaboration and communication, and taking responsibility for their work.

These findings open up several topics meriting further exploration:

- **What do the profiles of the recruiting managers look like?**

In a context where the use of temporary and interim employment is becoming structured, the profile of the recruiters themselves is tending to become a significant factor in understanding the thinking behind prevailing practice in the recruiting of temporary and interim personnel.

- **What are the culturally specific features?**

What behaviours and personal commitment are temporary and interim employees expected to exhibit?

- **How exactly is professional training delivered?**

Here again, this is a major concern of companies using temporary and interim staff, especially those that provide training in fields that are specific to their line of business.

- **How is the career path of employees structured?**

What development is available when they apply for assignments through a recruitment agency?

These questions point both to the forces currently at work in changing the labour market and to the increasingly significant role of employment agencies in these developments.

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