

IGA Talent Solutions
Contingent Hiring:
Operational Excellence
and Supplier Engagement

Little things, big outcomes

igatalent.com

IGA Talent Solutions FLOW CHART



COMPETITIVE ATTRACTION

There is a lot of competition in contracting markets for top talent. This is particularly relevant in already candidate short markets such as External Audit.

Keeping track of your competitors processes and being able to match or better it will greatly increase success in hiring.

Below you will find the top 4 trends found in businesses with very high fill rates and attraction.

1. FLEXIBLE - BUSINESSES THAT FLEX THE MOST, ATTRACT THE MOST

The clients that have had the best success in hiring contractors have opted for fully remote hiring. This has vastly widened the pool of available talent and elevated the attraction of their roles.

From the contractor's perspective, they all want remote opportunities. My experience has been that the majority won't even consider anything that requires more than. 2 days a week in the office at the moment.

2. THOSE THAT PREPLAN BEAT THE MARKET

We support several businesses that have seasonal demands for talent. Typical areas include demand for Audit or Actuarial contractors.

A lot of this talent is in short supply and often taken off the market on a first come first served basis. As such, the clients we work with that have the most success in these areas come to market long before they have a demand.

Looking at your recruitment trends and getting to the market quickly will pay dividends.

3. IR35 STATUS – WHILE NOT ALWAYS VIABLE THERE IS AN ADVANTAGE TO THOSE WHO CAN OFFER OUTSIDE CONTRACT

Those businesses who can do so, can often attract the best talent for below market rate. This is because contractors are willing to take a lesser rate if they can run the payroll through their own PSC.

This is more prevalent in certain areas where contractors have more options. A prime example being tech focused roles, where contractors can work in smaller, more agile businesses.

4. DAY RATES – KEEPING ON TRACK WITH MARKET RATES IS ESSENTIAL TO MAINTAINING ATTRACTION.

Budgets aside, those businesses who pay behind the market struggle immensely with filling positions. In current markets, the vast majority of contracts have options and know their value.

IGA and many other businesses keep track and record average pay rates. Regular reviews of this data will help ensure your business stays on par with the market.

IGA Talent Solutions

INTERVIEWING FOR CONTRACTOR HIRES – ADVICE & GUIDANCE

Speed & Efficiency is essential in attracting and closing external contractor hires.

React quickly after CV submissions to maintain peak **candidate enthusiasm**.

Aim for a 1-stage process where possible: Teams/Zoom call 30-to-60-minute maximum.

Aim to interview as many candidates as possible from the shortlist. Try to keep options open. If there is a small question mark around one or two candidates, book a call with them nevertheless to increase your potential available options in your talent pool. **Run 30-minute calls** instead of 60-minutes to **fit in more discussions**. This can help mitigate loss of any contractors who exit the market.

Avoid the desire to arrange face-to-face interviews. Contractors do not expect to meet face-to-face. Some may be actively put off by it and divert their efforts and enthusiasm towards another opportunity instead. The default course of action should be a Teams/Zoom call. This also aides speed and efficiency of process.

NATURE OF A CONTRACTOR INTERVIEW CALL:

- Aim to run it more like a “**briefing call**” than a traditional interview.
- Should ideally be a **business discussion** for the project lead to **explain the nature of the project** and their **essential skills/experience requirements**. The candidate should naturally be able to discuss their skills/knowledge/experience, and by this stage these things should mostly be apparent already from the CV review.
- Establish an **understanding of the key deliverables** of the project so the contractor has clarity of their objectives.
- Establish the skills match / bridge gaps where necessary. There is typically less focus on long-term culture fit, given the nature of contractor assignments which are primarily to deliver a short-term skills/expertise requirement.
- Allow questions from the contractor throughout – **make it a discussion that they are engaged in**.
- Closing – understand from the contractor directly when they could be available to start if they are offered.

Be aware of competition. The contractor market generally is incredibly fluid and **candidates are highly mobile**. We must assume that all candidates are being courted by other firms for work. It is typical that a contractor active in the market may interview with 3 or 4 firms at the same time and may receive multiple offers.

Aim to make offers at the earliest opportunity. We have seen situations where hiring managers have waited even just a few days to make decisions on contractors only to ultimately lose them to a competitor. Our advice is to move early and decisively to lock-in offers.

Urgency is key; often the firm that signals its intent first, and **acts quickest with the slickest process**, is the one that **acquires the first-choice talent**.

ONBOARDING – WHAT DOES GOOD LOOK LIKE?

ONBOARDING STARTS AS SOON AS THE CANDIDATE ACCEPTS THE OFFER

To provide an excellent experience, engage with the candidate throughout the onboarding journey and before their first day in the role:

- Ensure efficient, streamlined and easy to complete electronic offer and acceptance process
- Objectives - ensure they understand how their role directly contributes to the overall team and organisational goals with clear examples of the impact this can make to the business
- Introduce the team – build key relationships early
- Keep in touch with candidates at key milestones throughout the onboarding journey – ensure they have key contact and FAQ information about the onboarding process. Let them know when their pre-screening, reference and compliance checks have completed
- First day details and any equipment required to be provided at least a week before joining the business – Location for onsite induction, who will they be meeting on day one, training plan etc

NEW STARTER – FIRST WEEK:

- Clear agenda – induction plan and orientation with direct team and key stakeholders
- Streamline new starter administration and remove friction to enable new starters to focus specifically on induction and training plan

OFFBOARDING:

- Clear communication. If a client implements a contractor's notice period, the client needs to inform the agency in writing on the same day
- If a contractor is being terminated, this should come from the line manager rather than the agency, so they can explain the reasons why
- If a contractor resigns to the agency, the agency must inform the client immediately, and advise the contractor to speak to their line manager as well
- If a contract is coming to its natural conclusion, an internal mobility process should be in place to find any other relevant contract opportunities within the business
- Clear timelines and end date should be agreed with the contractor
- Clear action points and timescales should be agreed with regards to return of company equipment and any other applicable information/data
- An “exit interview” of sorts can be useful – to see how the contractor found the process of onboarding, contracting & offboarding, in order to improve the process for the future
- Point of contact for referencing should be agreed. Normally this would be the agency but depending on company policy the line manager may be able/willing to provide a recommendation letter
- A simple “thank you” from the manager to the contractor for their work on the project often means a lot

IGA Talent Solutions

WHAT MOTIVATES AND ENGAGES AGENCY SUPPLIERS?

Relationship – the supplier manager and consultant have to work as “one team” to solve problems, manage stakeholder expectations and deliver against the time pressures. This is achieved by investing time in regular review meetings, constant feedback, alignment in values/expectations and transparency.

Commitment – 1-2 agencies per role, clear SLAs for delivery of CVs and feedback, a briefing call with the hiring manager to demonstrate their commitment, clarity on whether the role is approved

Quality of client process – a clear and consistent process that an agency can train their team on, effective use of the ATS, streamlined onboarding process, low forced agency usage

Commercial terms – fair market aligned fee rates and transfer fees for contingent to permanent placements, payment terms no greater than 30 days

Communication – regular updates on CV feedback and the status of roles, easily accessible supplier managers, good communication around onboarding and payment of invoices

IGA Talent Solutions

RED FLAGS – DETRIMENTAL BEHAVIORS SEEN ACROSS OUR CLIENT BASE

Bench style recruiting – Recruiting candidates without a role but for potential future work. Seen this with a top 10 consultancy – Huge negative impact on perception and image from Contractors

Interview processes over 2 stages

Poor response time – Anything more than a week after CV submissions will be a detriment to image and attraction

Unclear job roles – Merging multiple roles in to one or shooting in the dark

Poor communication – Unable to contact recruitment team

Not fully utilising ATS

Paying below market rate

Inflexible regarding remote working

Unclear points of contact in the business

Little things, big outcomes

For further information on our teams and the specialisms covered by IGA Talent Solutions please click on the links below

Change & Transformation



Contract & Interim Solutions



Financial Crime



Actuarial, Investment & Pensions



People & Culture



Technology



For further insights on our capabilities please contact Peter Knowles, Managing Director, on pknowles@igatalent.com or **07967 553630**

Or contact Jon Garrod, Head of Contingent Recruitment on jgarrod@igatalent.com or **07394 564667**

LONDON

22 Tudor Street,
Blackfriars,
London
EC4Y 0AY

LEEDS

Avenue HQ
10–12 East Parade
Leeds
LS1 2BH

ZÜRICH

Oberdorfstrasse 15,
8001 Zürich,
Switzerland