THE RISE OF THE CONTINGENT WORKFORCE
“Uber, the world's largest taxi company, owns no vehicles. Facebook, the world's most popular media owner, creates no content. Alibaba, the most valuable retailer, has no inventory. And Airbnb, the world's largest accommodation provider, owns no real estate. Something interesting is happening.”

Tom Goodwin,
Senior Vice President of Strategy and Innovation at Havas Media
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The demand for flexible working arrangements has continued to increase over recent years, and has become one of the biggest observable trends within the employment sector. The workplace has started to change as society at large is changing the way it looks at work. With Gen-Y now deeply entrenched in the workforce, priorities for the workforce as a whole have shifted, and elements like flexibility and work-life balance have worked their way to the forefront. Many employers are starting to adapt to this demand by offering flexible hours or the option to work remotely for several days per month, as demonstrated in our last research report on flexible working. However, for many, the level of flexibility offered by their employers isn’t enough. There are an ever-increasing number of workers looking for greater control over their careers as a whole, and so we are seeing more and more people move into independent contracting. This increase in the contingent workforce has created a number of new challenges and opportunities for employers.

Independent research commissioned by software vendor The Contingent, indicated that in January 2013, New Zealand’s contingent workforce number was around 8%. When compared to 16.5% in the United Kingdom in 2013, it’s clear that New Zealand was trending some way behind other Western nations in this regard. Globally we’ve seen a strong increase in contingent workers over the past few years. In markets comparable to New Zealand, we have seen the number of contingent workers hover around 17% of the workforce throughout 2015 (Australia: 17.2%, U.K.: 17.3%, U.S.A.: 21.7%).

This is nothing new, and is largely down to scale. These other markets have far more people in them, and thus there are more companies and a greater variety of work available to contingent workers. One of the reasons New Zealand has been slower in utilising contingent workers is likely due to the faster technological advances in other countries making it easier for workers to become contingent. With New Zealand now very much up to speed, the growth in contingent workers has quickly followed suit.

However, our 2016 data paints a very different picture, as 41.3% of the employees we surveyed identified themselves as contingent workers. As a recruitment agency, our data may be somewhat skewed, as we may have an overrepresentative number of contingent workers responding to our survey. However, the discrepancy between our statistics and the previous statistics is so vast that the true answer likely lies somewhere in the middle, perhaps demonstrating that New Zealand’s contingent workforce numbers are not so far behind the 17-20% number seen worldwide.

EXECUTIVE SUMMARY

Breakdown of the Workforce

- Consultant 44.9%
- Freelancer 17.76%
- Independent Contractor 17.6%
- Temporary Worker 2.04%
- Permanent Employee 3.93%
- Unemployed/Other 13.68%

N= 705 Respondents
This research was conducted by a third party, on behalf of OCG Consulting, in order to independently investigate New Zealand’s contingent workforce, its growth, how this compares globally, and to understand the barriers and enablers for contingent workers. For the purpose of this research, a contingent worker is defined as anybody who works for a company on a non-permanent basis. This includes, but is not limited to, contractors, temporary workers, consultants or freelancers.

**KEY FINDINGS**

The number of contingent workers in New Zealand has increased significantly over the past three years, in comparison with previous studies. Where other research has previously cited figures of around 8%, our results saw 41.3% of respondents identify as a contingent worker. Although our results might be slightly skewed, with a disproportionate number of contingent workers responding, the difference between 8% and 41% is so significant that the true number must lie somewhere in the middle.

Despite the number of contingent workers dramatically increasing, the number of managers who are using formal management processes to track them is still very low. Just 6% of employers we surveyed currently measure the return on investment of contingent labour use and use that data to determine whether jobs should be filled with contingent or permanent workers. This is a very concerning statistic when considering the major growth of the contingent workforce, and its projected path for the future.

Contingent workers often aren’t subject to many other management processes either, with the majority of employers surveyed stating that they do not train contingent workers (77%), do not measure how much is spent on contingent labour (75%), and therefore do not know how productive their contingent workforce is (85%).

When asked about what value they saw in contingent work, both contingent and non-contingent workers produced some interesting responses. Contrary to popular belief, neither contingent nor non-contingent workers saw increased pay as a significant drawcard for working contingently. Instead, the most cited reasons for pursuing contingent work, amongst both audiences, were diversity of work, better work/life balance and having more control over their career.

Although they saw similar benefits, contingent and non-contingent workers did cite different drawbacks. Non-contingent workers stated that the biggest barrier to contingent work for them was that it was not supported at their current employer. Current contingent workers on the other hand saw job security as the primary issue.

Employers’ perceptions on the benefits and drawbacks of contingent labour were often dependent on the size of their organisation. SMEs with less than 50 employees saw the biggest benefit of contingent workers as the ability to release them more easily, whilst larger companies saw the ability to adjust labour volume for peak periods as the key advantage. Most larger companies saw cost as the greatest drawback of contingent labour, whereas it was seen as fairly comparable to other drawbacks amongst SMEs. The difference between the two highlights the different ways in which larger companies and SMEs use contingent labour.

Although there are some key barriers for both employers and employees, the idea of working contingently and engaging contingent workers is obviously gaining momentum considering the huge growth in the contingent workforce. Most feel that this trend is set to continue, with only 13.2% of employees stating that they do not want to try working contingently, and only 10.2% of employers expecting the contingent workforce to decrease in size by 2021.
OCG Consulting, as one of New Zealand’s biggest recruitment brands, undertook a research project to find out the size of New Zealand’s contingent workforce, the place they occupy in the workforce at large, the motivations of contingent workers, and the demand for contingent work from permanent workers.

The research also focused on the employer-centric side of the contingent working debate, aiming to learn how companies perceive contingent workers, what proportion of their staff are contingent and how they manage their contingent workforce.

METHODOLOGY
An independent third party was commissioned to conduct an online survey with 16,000 New Zealand employees, and employers, across industries and role types. Respondents were anonymously sourced from the OCG Consulting client and candidate databases.

Our approach was designed to achieve the broadest reach of the sample supplied by OCG. Invitations were sent out to the full database, providing each database member the opportunity to provide their opinion to the survey. We received 705 candidate responses, and 233 responses from client organisations.

With a sample size of n=938 responses, the margin of error at a 95% confidence level is +/- 3.11%.

DEMOGRAPHICS
Survey responses were received across the spectrum of the multi-generational workforce and represented workers from across a range of twenty different industry sectors. The majority of our respondents (45.84%) were in the 31 to 49 year old age group, with 37.52% being 50+ years old and 16.64% falling into the 18-30 year old bracket.
One of the biggest impacts of this contingent workforce is the creation of flexibility for both employee and employer. For employees, working on a temporary or contract basis ensures that they have full control of their career, and allows them to do a wide variety of work, often for a range of clients. For employers, having a flexible workforce means that an organisation can easily scale their labour capability to the level they require. If there is a high demand for work, they can easily add more people with the necessary skills. On the other hand, if they are experiencing a work shortage, they are able to easily reduce costs as contingent workers are not as difficult to release as permanent ones. The access to this large contingent talent pool makes the management of large projects far easier, and less costly. Our survey indicated that this was the main reason for engaging contingent staff, with 17.8% of respondents indicating that this was the main benefit of contingent workers to their company.

However, bringing workers in on a project basis also comes with the drawback of not being able to properly integrate contingent workers into the company culture, as they are often not there for long enough and do not have the same outlook in this regard as a permanent employee. Contingent workers may find themselves slightly alienated, not being as involved with the team, and not enjoying the same benefits as permanent employees (such as company events or bonuses).

CONTINGENT WORKFORCE MANAGEMENT

Another key issue is that management of the contingent workforce has traditionally been very poor. With contingent labour very rarely being an integrated function of the work place, there is often a lack of structure when it comes to the management of contractors or freelancers. In many organisations, there is no one person that contingent workers report to, and thus they are often treated as commodities instead of being properly and effectively managed by an HR function. Because of this, contingent workforces can often be disorganised and inefficient, as this lack of oversight leads to a lack of collected data, meaning that data driven improvements can’t be made to processes and methods.
Our survey reflects this, with only 6% of respondents stating that their company measures the return on investment of contingent workers, or uses data to determine which jobs should be filled by contingent workers and which should be filled with permanent workers. Also notable is that only 7% of Hiring Managers stated that their company has contingent workers go through formal performance appraisals. 34% of respondents stated that their company has no formal management practices in place when it comes to managing their contingent workforce. These responses show that the effective management of the contingent workforce is still a significant problem in New Zealand.

Talent Management expert Dr. John Sullivan believes the main problem with contingent workforces is this lack of effective management. Too often, senior executives see contingent labour as “just temps”, and there is no strategic plan around them. However, Sullivan also believes that when properly managed, a contingent workforce has considerable value. The most important step in getting the most out of it is to integrate the cost of contingent labour with the cost of other staff so it can be more accurately monitored and evaluated. With contingent labour only being used when necessary and not expecting expensive and sophisticated benefits, this can reduce company-wide expenditure on labour by as much as 15%.

Along with the ability to add skills and match labour volume to adapt to demand or growth, having a contingent workforce also allows you to select better employees. If a person has the skills you need, but does not potentially fit into your company culture or you have other non-technical reservations, you can hire them on a contingent basis solely to complete the task or project.

Integrating your contingent workforce is also a way to make them more productive. With a strong strategy in place, not only will the quality of hire increase, but the higher level of monitoring and feedback this brings will also elevate the work that your contingent workers produce to a higher standard. Furthermore, with the nature of contingent work, burnout is all but avoided as you can rotate workers out whenever their productivity decreases significantly.
GROWTH OF THE CONTINGENT WORKFORCE

41.3% of respondents stated that they were a contingent worker of some kind, whether that is a contractor, a temporary worker, a consultant or a freelancer. This is a huge result, considering that other research has New Zealand’s contingent workforce hovering around 8%. In our survey of employers, most (51.5%) stated that the contingent workforce made up 10% or less of their workforce, whilst 25.5% stated that they made up 11-25% of the workforce. Only 2% of employers stated that contingent workers made up 76% or more of their workforce.

Many employers predict the growth of the contingent workforce to continue, with most stating that they expect this growth to continue in 2016, and through to 2021 and beyond. Employer demand for contingent workers is consistent with this, with opportunities for contractors (as advertised on Seek) having seen steady growth over the last few years, and showing no sign of letting up.

SUMMARY OF DATA

Employer Projections of Contractor Numbers

<table>
<thead>
<tr>
<th>Year</th>
<th>Increase</th>
<th>Decrease</th>
<th>No Change</th>
<th>Unsure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>38.1%</td>
<td>12.9%</td>
<td>23.1%</td>
<td>35.06%</td>
</tr>
<tr>
<td>2016</td>
<td>43.3%</td>
<td>10.26%</td>
<td>17.95%</td>
<td>35.64%</td>
</tr>
<tr>
<td>2021</td>
<td>35.26%</td>
<td>17.95%</td>
<td>10.26%</td>
<td>35.64%</td>
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</tbody>
</table>

Number of Contracting Vacancies on Seek

<table>
<thead>
<tr>
<th>Year</th>
<th>Contract and Temp as a % of Total Jobs</th>
<th>Total Jobs on Seek (Ave. Month)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>12.6%</td>
<td>0</td>
</tr>
<tr>
<td>2010</td>
<td>12.5%</td>
<td>0</td>
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<tr>
<td>2011</td>
<td>13.4%</td>
<td>0</td>
</tr>
<tr>
<td>2012</td>
<td>13.4%</td>
<td>0</td>
</tr>
<tr>
<td>2013</td>
<td>14.4%</td>
<td>0</td>
</tr>
<tr>
<td>2014</td>
<td>14.6%</td>
<td>0</td>
</tr>
<tr>
<td>2015</td>
<td>15.0%</td>
<td>0</td>
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WHO IS CURRENTLY WORKING CONTINGENTLY?
Contingent working arrangements are most common in mid level roles (48%), although there are a strong number of contingent workers working in management too (26%). Having the majority of contractors in these mid and high-level roles creates an issue for both employer and employee. For companies, using contractors as a support structure within these mid level roles can create a skills gap with their permanent employees, as they likely won’t receive the training and development they need to progress. For employees, working as a contractor in these roles may constrict the things they can accomplish at a company, and may stop them from being able to pursue leadership roles. This leaves candidates without the skills they may need to move into a higher-level role later in their career.

Contingent Workers By Generation

Contingent Workers By Role Level

AGE OF CONTINGENT WORKFORCE
The ages of contingent workers are still heavily skewed towards the upper end of the scale, with Baby Boomers and Gen-Xers making up 88% of the contingent workforce. The use of contingent work as a transition to retirement is still a strong trend, whilst increasing numbers of Gen-Xers moving into contingent work indicates that contingent work is becoming more attractive for those experienced, mid-level employees who are looking for more control. Though contracting hasn’t totally taken off amongst Gen-Y, the number is still perhaps higher than expected, showing that contracting is not seen as unattainable for those who have the skills, even if they are just starting out their careers.

MOTIVATORS AND BARRIERS FOR EMPLOYEES
In terms of accessibility, 71.3% of respondents feel that advances in technology have made life easier for contingent workers, and 69.2% believe that contingent work is becoming more widely accepted.

However, many still see barriers to contingent work. Lack of job security (22.9%), too much financial risk (16.6%) and the loss of benefits associated with permanent work (15.1%) were the most widely cited barriers that working contingently presented to candidates. A lack of knowledge on how to get started with working contingently may also be an issue, as 10.2% of permanent employees listed this as a barrier. For many, contingent work is not an option in their current workplace, or they are unsure whether it is. 32.2% stated that they could work contingently, and 30.6% stated that it was not an option; 37.2% stated that they were unsure.

The difference between the barriers to contingent working as perceived by contingent workers and permanent workers is also notable. Despite the buoyant market, the main concern amongst contingent workers is job security. For permanent workers on the other hand, the most frequently cited barrier was not having the option in the first place, with 21.9% stating that contingent work is not supported at their current employer. However, both permanent and contingent employees value the benefits of permanent work, with 19.3% of permanent workers and 20.8% of contingent workers seeing these benefits as the main barrier to working contingently.
When asked about the main reasons why people seek out contingent work, answers from both permanent and contingent workers are mostly consistent. The top three reasons listed by permanent workers were diversity of work (28%), better work/life balance (19.1%) and more control over their careers (18%). Contingent workers listed diversity of work (27.8%), more control over career (19%) and transition to retirement (19%) as the main three reasons, though work/life balance was the fourth most listed (14.9%).

**Barriers To Working Contingently (Employee)**

Surprisingly, and in contrast with the perception of contingent workers, is that the increased pay provided by contingent work was a very rarely listed option, selected by just 1.6% and 1.9% of contingent and permanent workers respectively. This shows that the priorities amongst employees looking at contingent work have shifted from the monetary benefits to the life-focused benefits, such as flexibility and work/life balance.

**Benefits Of Working Contingently (Employee)**

**MOTIVATORS AND BARRIERS FOR EMPLOYERS**

Employers see the situation a little differently, and see cost as the biggest issue when hiring contingent workers. 43.6% of employers cite the fact that contingent workers are more expensive than permanent employees as the main downside of hiring contingent workers, whereas 24.5% state that they find the right skills hard to find in contingent workers, and 19.9% believe that contingent workers’ lack of contribution to the overall culture of the organisation is the biggest issue when engaging them.

Somewhat surprisingly, employers cited the ability to add new skills as the fourth biggest benefit of hiring contingent workers (10.9%), trailing behind the ability to increase labour volume for peak time periods (17.6%), as cover for annual, sick or maternity leave (13.7%), and the ease of responding to market demands (11.8%).

However, employers see different drawbacks and benefits to contingent work dependent on the size of their organisation. SMEs see the main benefit of contractors over permanent employees as being able to release them more easily (39.3%), whereas large corporates see them as a great tool to increase labour volumes for peak time periods (32.8%). In regards to downsides, the main issue for larger companies is the cost of contingent workers (33.6%), whilst SME employers see cost as equally significant a problem as contingent workers’ contribution to culture and difficulty finding the right skills in the contingent workforce.
This suggests that when SMEs hire contingent workers, the downsides are not a huge factor as they are a must-have for the situation. With larger companies being more able to afford to pay increased contingent rates for longer (even if they would rather not), and small companies mostly bringing in these contingent workers for project work, this makes sense. 25% of employers also say that the right skills are hard to find in contingent workers, reflecting the current talent shortage across the board. This is enhanced with contingent workers as they are often brought in to fill specific niche requirements.
With employers seeing this increased outlay as the main downside when hiring contingent workers, the fact that pay is not a key driver for either existing contingent workers or those looking to go into contingent work may give employers some encouragement. It may also be an indication that contract rates haven’t changed over the past five years, as employers still find them expensive but employees do not feel the increase is a huge draw-card. This might mean that employers could be able to pay contractors less as a result of this priority shift.

**MANAGEMENT OF CONTINGENT WORKERS**

Responses from employers indicate that Line Managers are seen as responsible for both hiring (49.1%) and tracking the cost of (63.9%) contingent workers. This is an issue, due to the nature of the role of Line Manager and their relationship with employees. With individual Line Managers hiring, managing and tracking costs of “their” contingent workers, this leaves the business with no high level oversight, which can lead to disorganisation, poor management and a lack of consistency.

This disorganisation is reflected in the visibility that employers have over their contingent workforce. Only 39% of employers have significant visibility over the use of contingent workers across their organisation. This drops to 32% when those who are main decision makers are excluded. 30% of employers are unsure what percentage of their labour budget is being spent on contingent workers. When the main decision makers are excluded, this jumps up to 37%. There seems to be a significant lack of visibility over the use and cost of contingent labour throughout companies, especially at any level past the main recruitment decision makers. This indicates inefficient management and cost tracking of contingent labour within organisations, and our research reinforces this:

- 75% of employers don’t measure how much is being spent on contingent labour and whether it is effectively spent
- 85% of employers don’t measure the productivity of contingent workers
- 93% of employers don’t have contingent workers go through formal performance appraisals
- 98% of employers have not instituted pay for performance for contingent workers
- 78% do not use the same strict hiring criteria for contingent workers that they do for permanent employees
- 77% do not offer training to contingent workers
- 94% do not measure the ROI of contingent labour or use data to determine which jobs should be filled with contingent labour and which should be filled with permanent workers.

This level of non-management is extremely concerning and shows how inefficiently contingent workers are potentially operating in the majority of companies. With only 6% of employers measuring the ROI of contingent labour and assigning tasks based on this data, the burden of this mismanagement does not only fall on contingent workers and managers, but also on the permanent workforce who may be assigned to tasks that are better suited for contingent workers.
DEMAND FOR CONTINGENT WORK

For employees, the desire to move into contingent work is very much there. Amongst our candidates, only 13.2% of respondents stated they would not like to work contingently in the future, and 42.3% stated they would take the same role they have now on a contingent basis if offered. When asked about the attraction of working contingently, responses were consistent with greater workforce trends that we have observed recently. Though the obvious answer may be the increased pay, this was only the fifth most cited reason (11.5%), falling behind increased flexibility (21.8%), better work/life balance (21.3%), the opportunity to work in a variety of different companies (16.6%) and diversity of work (15.5%).

Employees That Would Like To Work Contingently In The Future

As expected, Government and Public Sector tops the chart as the most contingent friendly industry, with Professional Services not far behind. Somewhat surprisingly, Information Technology and Telecoms services comes in as the industry with the fourth most contingent workers, trailing behind Financial Services. Considering much of the debate around contracting lies in and around the Information Technology industry, it is interesting to see that it comes in behind three other, often less talked about, industries.

61.1% of candidates believe that contingent workers require higher-level skills than traditional employees.
45.2% of employees believe that contingent work is better for the employer than the employee.

CONTINGENT CULTURE
86% of employers feel they are giving contingent workers the same treatment as permanent employees, however, 19% of contingent workers feel they are not engaged with company culture. This shows that employers are perhaps not doing enough to make contingent workers feel at home in the company, and should involve them more in company culture outside of just working.

Despite this though, the long-held perception that contractors have a negative impact on company culture seems to be a little wide of the mark. Only 4.6% of employers feel this is the case, and 92.5% of employees believe that contingent work is becoming more accepted. This bodes well for further growth of the contingent workforce in the future, as contingent workers become more accepted by both employee and employer alike, completely dispelling the idea that they have a negative effect on company culture.

19% of contingent workers feel they are not engaged with company culture.

IMPACT OF TECHNOLOGY
When presented with the suggestion that contingent workers might account for 50% or more of the workforce by 2025, only 7% disagreed. This shows that, although we picked a fairly high number, many believe that this eventuality is not unrealistic. The fact that so few people disagree shows that contingent work is no longer a pipe dream or niche occupation, and rather something that is gaining real traction and disrupting the traditional workforce. This could be the result of recent advances in technology.

These advances may explain the increase in contractor numbers when compared to previous research, as the accessibility of technology (such as cloud based software applications and other specialist applications) has made it far easier for people with the requisite skills and motivation to work contingently, where previously they likely would not have been able to until later in their careers.
All indicators point to an increasing desire within the workforce to work contingently, as, when compared to previous research, we have seen New Zealand's contingent workforce grow rapidly. Most employees are now saying that they would like to try working contingently in the future, and that they would consider leaving their current employer to take their current role on a contingent basis. Talent places serious value in the variety of work and better work/life balance that contingent work offers, even though these come with other responsibilities, such as handling your own taxes and liability insurance, and risks, such as a lack of job security.

Though most contingent workers are concentrated in the Gen-X and Baby Boomer generations, there are surprising number of Gen-Y employees working contingently. Considering that these workers are tomorrow’s leaders, it is vital for employers to retain and develop their top talent. This may mean that organisations will become more supportive of employees working contingently outside of their permanent agreement, and may open up flexible working pathways to accommodate this.

Despite the demand for contingent work, and the fact that most respondents would like to work contingently in the future, many respondents still see barriers to doing so, such as the loss of the benefits associated with permanent work and the financial risk associated with working contingently. Although most agree that advances in technology have made working contingently easier, many more are still unsure how to get started, and do not want to lose the benefits and security of their permanent role.

Employers also see the number of contingent workers in the workforce increasing in the future. Many have seen increases in the past year, and expect this to continue in 2016, through to 2021 and beyond. Contingent workers are still mainly brought in for their specialist expertise, especially in larger companies, as they make it easier for employers to respond to market demands and rapidly add new skills, outweighing the increase in cost.

However, many employers are still unsure as to how they are managing contingent workers, and how they are tracking the cost. This is concerning for employers, and shows that the management of the contingent workforce is still an issue that needs to be solved urgently if this growth is to continue. Otherwise, companies using contingent workers for a significant portion of their business will continue to fail to get the most out of them.

Although Dr. John Sullivan’s idea that contingent workers will make up over half the workforce at any point in the near future may not be realistic, the demand for and supply of contingent work is undeniably increasing amongst both employers and employees. However, organisations have still not implemented the necessary management structures to support this.

With the future of work looking to be increasingly decentralised, perhaps it is time for employers to come up with a contingency plan.
The most important step in getting the most out of your contingent workforce is to integrate the cost of contingent labour with the cost of other staff so it can be more accurately tracked. With contingent labour only being used when necessary and not expecting expensive and sophisticated benefits, this can reduce company-wide labour expenditure.

Permanent staff should also be made aware of any flexible employment models you have offered or are using with non-permanent staff – and they should be given the same flexible working options. After all, you’ll probably have permanent employees who have worked for you for several years, and they should not be made to feel that there is a divide between them and new non-permanent staff. In addition, offering flexible working options to existing permanent staff is a great step towards helping them look positively on a flexible workforce.

Make contingent workers feel at home in the company. This includes involving them more in company culture outside of just working, for example by considering them for bonus or supplementary performance related pay.

In addition, give permanent employees realistic options to lead and participate in projects which contractors are normally bought in to undertake, instead of backfilling the permanent employees role. Getting contractors to conduct business-as-usual work is a great way to get the people you trust working on big projects whilst not experiencing any hiccups with regular work. If contingent workers need training or onboarding to get up to speed with this, then do not be afraid to offer it.

Ensure that both permanent and non-permanent staff are treated the same when it comes to other workplace factors such as working hours, performance expectations and where they physically do their job. The permanent and non-permanent sections of your workforce should look and feel intrinsically the same and deliver the same level of productivity – there’s only one difference, and that is their terms of employment.

Ensure that contingent workers are hired using the same strict criteria and process as permanent employees. Consider offering training to contingent workers.

Use data to determine when a particular type of work needs to be done by a permanent employee or by a contingent worker; this includes integrating all existing contingent management processes with the standard HR processes that are used to manage regular employees. Under an integrated and data-driven function, each contingent worker will be more closely monitored and potentially more profitable given the accountability for productivity.

**RECOMMENDATIONS**
REFERENCES


ABOUT OCG CONSULTING

OCG Consulting are a full service recruitment consultancy, with the capability to source and expertly select specialist permanent, contract and temporary professionals across all functions, industries and levels.

Specialised Brands and Teams

In market research conducted on our behalf by Colmar Brunton, over 200 companies were asked: “What is the most important factor in choosing your recruitment partner?” Responses overwhelmingly showed that the one fundamental need is: “To find a consultant who understands our business.”

We have structured our business specifically to respond to this need with specialised Brands and Teams to meet the needs of the market:

• Chandler Macleod. Specialist Business Support and Contact Centre recruitment
• OCG Consulting. Mid to senior level executive recruitment specialising in; Accounting and Finance, Technology, Banking and Finance, HR, Sales and Marketing and Supply Chain and Operations.
• Luminary Search. Executive Search.

This allows us to deliver ‘client driven’ solutions within the recruitment industry that is typically segmented into large ‘generalist’ practices that lack deep industry sector knowledge or smaller specialists who lack the research and development necessary today.

For details go to:
www.ocg.co.nz
www.chandlermacleod.co.nz
www.luminarysearch.co.nz