

The Ultimate Guide



For Managing A Successful
Temporary Workforce

A Future Vision of a Temporary Workforce

An Overview

Over six years ago we started laying the foundations for how we should evolve our temporary workforce service. We had a future vision of it being a critical service. Little did we know with the events of the last year or so how critical this service would become. We knew a fast-paced technology-driven business environment was heading our way, and it would need a different way of working. There was a real need to harness a multi-skilled workforce that chose to pursue a flexible but exciting career. We wanted to take the 'temp' attitude from being looked upon as a lightweight, quick-fix second option for both employers and employees, to a comprehensive, first-choice opportunity. We built a more comprehensive range of skilled workers together with highly talented contract workers to forge a strategy for future business development. The vision was to have a well organised, well planned flexible workforce ready for Brexit that would play a key role in helping companies make sense of a shifting business environment. We could not have guessed at that stage there would be a pandemic on top of this that would turn business on its head, pressing the urgent need for a workforce like the one we had originally visualised.


We set out a vision of what the future of the temporary workforce would be, but it would also take a mindset change of our clients to make all this work like a well-oiled machine, one that would give them the results they needed. This guide is an extension of this mindset, a blueprint of how we see the flexible workforce working and how companies can set themselves up for success in this new employment environment. If you implement most of this guide within your employment strategy you will get the best results from your flexible workforce, you will have a very happy working environment full of creative ideas and high productivity.



Temporary, Contract & Freelance Workers

There are many types of flexible working, contract, temporary, freelancers, statement-of-work, consultants, and contingent workers. This article will cover strategies that will cover most of these situations and throughout this document, we will now refer to all of these ways of working as a 'Flexible Workforce or Worker'.

Thirty-nine per cent of people in the UK have at some time been in temporary, contract or freelance work, and the majority do this by choice. Temporary work has also been used as a strategy by workers as a career progression tool into permanent positions. Sixty-eight per cent of temporary workers have progressed to permanent roles. So we can see from the figures this plays a vital role in our economic success. As Neil Carberry of the Recruitment and Employment Federation said "A flexible jobs market has always been one of the UK's great economic assets." and we feel this way too. With the sudden shift in working patterns post-pandemic we are now seeing an increasing reliance on the flexible workforce, both for temporary and contract workers. New skills and expertise are needed to respond to rising talent demands for both company growth and strategic projects to drive the business forward into new markets. The flexible workforce needs to be well organised to get the best from this.



The New Work Ethos - Millennials & Generation Z On The Move

Let us look at who we may be dealing with before we build a program to supercharge your temporary workforce systems. Behavioural scientist Dr Ashley Whillans from the Harvard Business School researches what makes people happy in the workplace. He summarised "Cash matters in people's lives, but it's not all that matters, What really matters in the workplace is helping employees feel appreciated." This is especially important to the next generations entering the workforce, Millennials and Gen Z value this over money. Did you know in 2020 35% of millennials and 24% of Generation Z' (born later than 1997) will make up 59% of the global workforce! According to (Deloitte) 75% of the global workforce will be made up of millennials by 2025. Looking at your candidate demographic needs to influence your temporary workforce strategies. It would seem from research that millennials value more than just pay, they have a keen interest in the company culture and get inspired by the company's purpose.

Understanding your temporary workforce can go a long way to putting together a great focused package for them. There has definitely been a cultural shift in how people view the longevity of their careers at the companies they are employed by. It has been cited in a 2020 Deloitte report that over a quarter of millennials said that they plan to leave their company at some point within the next year. This is the highest percentage of all generational groups, considering Millennials & Generation Z will soon make up most of the worldwide workforce this is something to keep in mind. Working culture has changed over the years and being mobile and agile in the workforce makes sense to many workers if they get the right treatment and conditions. In fact, it seems that this age group has no qualms about moving on if they do not like a working culture or project, so let's make your company attractive to these people. Of course, it is not just Gen Z and Millennials that are looking for better work lifestyles. Fueled by the debate and new working trends, the concept of working in a great environment post-COVID has filtered into all the wider workforce age groups.



Investment Equals Returns

We will be abbreviating this throughout the document as 'IER'. What we mean by this is if you put your investment of time and attention into a temporary workforce they will work harder, smarter and with more conviction. As you go along a timeline of projects you and your recruitment agency partners can document all your data points and build reference material on your flexible workforce. This data will reward you in time with a collection of amazing people that can suit a multitude of future roles, be that permanent or temporary. Imagine having a role for your company that needs filling and you know exactly who would fit it as you have worked with them in the past! If you are working with a great recruitment agency partner, they should be building talent pipelines for you based on the projects they've supported you with. This is the gold that appears over time and it is all attainable through your investment in time, organisation and people, it is a win-win! Let's get started!



PLANNING

Please Please Please - Plan In Advance

In the next two following points, we are going to talk about the more long term goals you can work on that will give you a compound effect. Then we will move on to the more nuts and bolts of the strategies. But let's start it all with advance planning. We know it is not always possible to plan ahead for those last minute urgent requirements and in such circumstances, temporary workers do a fantastic job of helping businesses cope with the unexpected. However, where possible you will find that planning in advance will give you the edge over your competitors if you want to find the best temporary worker for your position. Time gives you the ability to search out the right person with the right skillset and book them into a start date well in advance of your project. Great temps are rarely out of work and will often get booked up well before their assignment ends. Sharing your plans with your recruitment agency will mean they can scope their talent pool of flexible workers and secure your ideal candidate for you before someone else does. It's the most effective way to avoid being caught short with no one to fill the position, or making do with someone who does not hold all the skills you need.

If you have the luxury of time, talk to your recruitment partners as soon as you can. If you are recruiting in-house then plan and interview well in advance, give yourself time to line the right people up for the positions.

ACTION POINTS

If you are going to work with a recruitment agency have regular planned meetings with them even if your project is 6 months in advance. If you give them plenty of notice you will get the best talent for the role. If you are recruiting in-house then plan well in advance, interview well in advance and line the right people up for the positions. This will save you so much hassle, instead of rushing someone in who may not be the perfect fit you will get someone who may be a game-changer for you. If you struggle with the organisation part of this there is some amazing software solutions out there to help with all your workforce planning. Treat yourself to one, it may be the best investment you have made!

ATTRACTION & RETENTION

Why Attraction Is Needed

An Aberdeen study found that 74% of respondents who chose temporary employment cited lack of employer engagement as the driving reason for not renewing their contract.

To get the best from your contract workforce, your organisation needs to treat contract workers with the same respect and appreciation you give to your full-time employees. We go into detail throughout this guide to show you how to implement this concept. It is important to get this right as is reflected in our own survey that we held in January 2022. We asked our temporary workforce some questions on their working experiences with past companies. We share some of the responses below:

What makes an average temp job a great temp job?

- Friendly and supportive employers
- Integration and feeling part of the team

What have companies done in the past that has made you feel good about your assignment?

- Regular communication and transparency
- Being part of a team

What can companies who hire temps do to ensure you have a great experience whilst working for them?

- Be supportive and open to potentially better ways to work
- Offer opportunities and support for permanent employment

What are your pet hates that you have with temp work?

- Feeling alienated
- Uncertainty




ACTION POINTS

As you can see, people love to feel part of a team. They need to feel integrated and not just an afterthought that has the potential to become quickly alienated. It's important to integrate them professionally with proper training, support and team building. It doesn't have to be on the same scale as that for your permanent employees, particularly if the assignment is short term. It can help to have some kind of integration process even if it's just a "buddy" for the first few days. This will result in your temporary worker quickly becoming more productive with an increased likelihood to see out the term of the whole assignment.

Your Brand Can Be An Attraction

Whether you like it or not, hiring has changed. Way before any potential flexible worker or candidate has even entered the job market, your company has had the opportunity to have been feeding subconscious positive messages to them, through employment branding efforts. If you have not been using this as a strategy you may want to start considering implementing this, as the companies that do will take the first advantage. You spend time and budget marketing to your clients but, servicing them with quality employees is just as important. You may want to get into the mindset of marketing constantly to potential employees and temporary workers. This works in two ways, firstly, candidates may reach out to you directly as they feel it would be a great place to work. Secondly, if you do advertise directly or through an agency, people may have seen you around, and that can just be what they need to decide to join you. We know this brand attraction works as we often get requests from our temporary workforce to find an assignment at specific companies that they would love to work for. If you build a great reputation it will all fall into place for you! Don't just stop there, treat your temporary job specification or contract advertisements as a marketing project and make yourself stand out from the crowd! Whether you are looking for temporary workers or not, why not consider setting a yearly marketing budget for talent attraction as you just do not know when you will need it!



ACTION POINTS:

Make sure your marketing department knows that attracting temporary workers and new employees should be on their agenda as it is on yours. Get marketing involved and run an employee attraction test with them. Be impartial, forget what you know about your company and research yourself online. Imagine you are looking for temporary work and you have just got an interview at your company. What do you see? Does the information motivate you to want to work for the company? If the answer is no, then you know you need to work on this as soon as you can! This is not wasted time in your overall marketing strategy or budget it's the 'IER' influence! Many temporary workers also love to see you have a great company culture for your staff too. Long term planning like this makes it all easier with time.

The Backbone to Good Attraction

Think about embracing trusted review platforms like Trustpilot for your business. Encountering good reviews online is such a positive thing. If you are looking to join a company and see positive reviews, it really helps the decision-making process. Reviews about great experiences and good customer service are a strong indicator that you are potentially a good place to work for. Yes, you will get the odd bad review, but we all understand that. If the majority are positive your brand looks so much stronger!

Glassdoor is a great way for a potential temporary worker to look at what it is like to work for you, so don't just leave it down to the occasional disgruntled employee to leave a bad review on there. If that is all people see, it shows your employees are probably not that engaged with your company. If you have employees that love championing the business, remind them that Glassdoor is a great place to do this. Stress there is no obligation, but that you value their opinion, good or bad. Tell them you feel it may help attract like-minded people to the company and having more positive people that you appreciate can't be a bad thing!

ACTION POINTS:

Do not leave it down to chance, own your message by embracing all review platforms and make sure you nurture them so they become a positive focus on your company.



How does your remuneration stack up?

Money is not everything, but we are seeing if you want the best people you need a mix of competitive remuneration and a great benefits package. Rates of pay need to be competitive or you may suffer getting good temporary workers through the door in the first place. Do your research beforehand, make sure you are competitive, it is important to get it right in the current recruiting climate. Your agency partner should be able to offer advice about this.

Ensure people get paid on time! You would not dream of letting payment slip for your permanent staff so don't let this happen for your temporary staff. If you are going through an agency, remember to book in time in advance to sign off all work hours within the agency payroll deadlines to ensure your worker is paid on time. Assign someone to manage this role and make sure they have it bookmarked to do every week. Let the agency know if there is a secondary contact in case it's needed. Don't let this slip, you will be amazed how the word spreads! It can be stressful for a temporary worker to have to chase a manager to sign off their hours; something you wouldn't expect your permanent employees to do. People talk, especially when it's about money. Keep your reputation in tip-top order with good communications and do your bit to help move payroll along.

Benefits

As we have stated earlier we are seeing Millennials & Generation Z looking for more than just money. Flexible and remote working is seen as being increasingly popular. Within the UK more than a quarter of employees said they see a high value in training investment and flexibility, putting positive experiences on the same level as money. Showing you have the resources, information and training necessary for a temporary worker to grow and perform highly in their role is important too. Temporary workers care about your benefits package, they tell people about the positive experience and remember you as a great company to work for.

As you know, after 12 weeks with the same employer company, agency workers are entitled to equal treatment to a permanent employee in a similar post. This includes key elements of pay, but also other entitlements such as annual leave. Which benefits are included in this will depend on your company's unique employment contracts but here are some examples:

- Basic pay, including holiday pay, overtime and bonuses linked to performance
- Annual leave
- Rest breaks and rest periods
- Paid time off for antenatal appointments

We work with some great companies who give all their contractual benefits to all temporary employees from day one rather than waiting for 12 weeks! Yes, they turn the AWR regulations into a benefits package for their temporary workers and our temps love working for them. They are most definitely employers of choice for many of our temps. This is a great case of treating temporary staff like your full-time employees, people are very appreciative of this sort of gesture. Benefits like this are a draw to skilled workers looking for good companies to work for. It's not only a way to attract talent but it's also a great way to retain great temps for the duration of your project resulting in fewer dropouts. If they feel happy and valued, they are more likely to remain in the post.

ACTION POINTS:

Do your salary research beforehand, make sure you are competitive, it is important to get it right in the current recruiting climate. Then mix that with a good overall package of benefits, maybe mix some or all of the relevant benefits that your existing employees get and you will be on to a winner. Just make sure you shout about them in your job ads and interview so employees know you are going the extra mile. Your recruitment agency partner should be a champion for you here too, so be sure to inform them of what's on offer.

INTERVIEW AND FIT

The Interview

Now onto some nuts and bolts! There are lots of articles on how to hold a good interview so swat up on them. Yes, you should be taking as much attention to your flexible worker interview as you do for a potential employee, after all, you may just find a future star that you just can't live without. It's all about the 'IER' again, sorry! Everyone is accustomed to being interviewed and hired without sometimes even stepping foot in an office. So make sure your virtual interview system is as good as your traditional one. Now, all this aside, we are taking it you know how to interview but there is one thing that a lot of people forget to do, and that is to sell their company in the interview. You want the best people right? Well, the best people can pick and choose. Don't think your potential flexible worker will be excited just because they have read your job spec. The interview is one of the major influencing factors for anyone looking for work. At the interview stage, you should be talking about your company culture and the highlights of working for your company. Interviewers often don't sell their organisation enough in the interview. This is very important to do in the current recruitment climate. In an IBM white paper on interviews and company culture, it states that "Providing a great candidate experience can no longer be seen as a 'nice to have' for organisations. Rather, it is a fundamental requirement with far-reaching implications." This is a long way from the older more traditional ideas of how an interview should be run. .

ACTION POINTS:

Bear in mind when you are prepping for your interviews make a note that you need at some point to motivate the interviewee about the company, its culture and all that is good to work for it. This little tactic could make all the difference.

Pre-Onboarding Touchpoints


Early dropout rates can be common if you don't set the right processes up from the beginning. A good pre-onboarding process can negate the early dropout rate so it is worth investing a bit of time into getting it right. Ghosting can be a real problem, when your company makes a temporary job offer to a temporary worker they may abruptly not get back to you or the agency and don't turn up for their first day at work. This not only happens leading up to the job start dates, but it can also happen in interviews. This behaviour is on the increase even in permanent job placements.

If you have an onboarding strategy within your company covering all the standard letters of offer, contracts logistics, IT integration, office logistics, employee induction and company orientation, you may want to think about adding a touchpoint strategy to it. Keep regular touchpoints between the time you offer the temporary position to their actual start date. We make a post-interview phone call to our temps not only on the day of the interview but again a few days after they have accepted the offer. Tell them you are looking forward to having them onboard and working

ACTION POINTS:

Keep it in mind to give regular touchpoints with your new recruit, show that the company cares, then you know you have done your best on the ghosts of this world! It's a worthwhile investment and reduces the risk of a first day no show.

AT WORK



Onboarding


Starting in an unfamiliar office and learning the working culture of a new workplace on the first day of a new job can be daunting. So imagine a temporary worker who potentially has to go through this process multiple times a year. This is where providing a seamless onboarding process can help reduce the stress related to starting a new assignment and establish a great working relationship from day one.

While the onboarding of a temporary worker process will look different from an administrative perspective, it should be an equally positive experience as it is for a new full-time employee. A good onboarding process aids workforce retention, a survey by SHRM noted that 69% of employees were more likely to stay with an organisation for three years if they experienced great onboarding. That's a statistic to keep in mind in such a talent short climate. Your short-term temporary worker might just be the perfect long-term solution to your recruitment headaches. Every temporary workforce employee once onboarded, should feel as much a part of the team as anyone. Doing so will promote trust and a sense of belonging in the workplace and will ultimately lead to more creativity and more production across the board.



ACTION POINTS

Make sure you have everything prepared on a worker's first day. Security badges, equipment, office supplies, IT set up and access to all the information required for projects. Also, look at a good integration strategy with the existing team and employees.



Integration With Your Team

Making new starters feel welcome and properly integrated into the larger organisational culture is very important. Workers hiring status should not stop them from feeling like they are a part of the team. Treating a temporary workforce like they don't belong, or are not worthy of being part of the team will result in bad morale. This can even filter through to your permanent workforce who will be working with them. So it is essential you draw up a plan for this. Workers are more effective and productive when they have strong relationships with their colleagues. When workers respect and view their colleagues as friends, they are more likely to value each other's input and ideas and may feel more comfortable sharing their own. This mutual respect and comradery can lead to better teamwork and the development of solutions within a project.

Training Development And Growth

Treat training your flexible workforce with the same importance as you do with any employee. Shortcutting training at this stage no matter how short their contract is will lead to poorer work output. In a LinkedIn document '2020 Global Talent Trends,' it was said that companies that rated highly on training experiences had a 53% lower attrition rate. Plunging them in at the deep end and hoping they will muddle through has no place in a modern workforce. When you invest in an individuals' success, they are more likely to be more engaged with your company and feel a sense of belonging and loyalty; If people don't have the training to do their job well, they will no longer learn anything beneficial on their assignment and may decide to leave for a better project before yours ends. We are not just talking about highly skilled job roles here, investing in training at any level shows your worker that you care about their experience while they are at your company. You find out a lot about a person's capability when you train them so If they are a standout person, make sure this is noted on your recruitment agency's database for future reference. If the agency is building talent pipelines for you, ensure that this person is added to that pipeline. You see, you are building critical information and data that can be used to shortcut the pain of hiring for positions and future projects.

ACTION POINTS:

Make sure all your temporary workers know that they are valued contributors rather than just expendable hired guns. Maybe ask existing employees to chaperone and help them for the first few days to settle them into the new culture. This builds friendships fast which leads to better team bonding.

ACTION POINTS:

Be prepared, make sure you have a training plan ready for them from day one no matter how small. They will see this as you being very well organised and committed to their success. Then keep evaluating them and alter your training plan along the course of their stay with you if appropriate.

The Positive Power Recognition

Never underestimate intangible rewards! Words of affirmation, praise and employee recognition, especially for accomplishments are so powerful for the motivation of your temporary staff. This type of reinforcement is even stronger if the praise is given publicly so don't forget to share it with your agency as they help with this too. We love to shout about our temps' achievements in our temp newsletter!. These little things go a long way, we are all human, who does not like being picked out and praised in front of their peers!

Being an appreciated temporary member of a team and having a good relationship with managers is something you can't attach a monetary value to. They are invaluable to a positive relationship and will make your temporary workforce feel a real contributing part of the team. This tells them that you're paying attention, that you know how well they are performing and that you feel they are as much part of the team as their full-time staff.

Communication

Establishing good communication is the key to maintaining strong relationships between your flexible workforce and your management. Research from Gartner shows that 70% of business mistakes are due to poor communication.

Let your new team members know that you are always available to answer questions and address concerns. You should hold regular meetings with members of your flexible workforce to stay updated about the progress and any problems they might be facing on projects.

ACTION POINTS:

Recognise your temporary employees with well-earned praise. This tells them that you're paying attention, that you know how well they are performing and that you feel they are an important part of the team.

ACTION POINTS:

Remember to keep in contact any way you can. Video calls, chat messages, emails or slack are all great ways to keep in touch especially if your flexible worker is remote. You just can't beat face-to-face communications with anyone you employ, so make sure you set aside some time to do this and make sure you are available if they need help.


Supervising Projects, Deadlines & Goals

Remember to keep an overview of what needs to be done, when they need to be completed and give assistance and feedback regularly at the start of a project or task. Before assigning, you should be discussing the goals, their roles in it and what you expect from them. You can avoid future confusion by laying out a clear timeline of when the work starts and when they should report on the progress. Just like your permanent employees, temporary workers need constructive feedback to improve their skills. When a worker submits a task, evaluate it right away and provide speedy feedback. This will not just help them review their work, but you can also check on whether the work required is on the right track or if it needs a course correction.

ACTION POINTS:

Using project management software even for small projects can help everyone involved. Generally though with any work required, the more you have touchpoints early on the less likely anyone will be disappointed with the outcome. Intermittent check-ins with your flexible workforce will be a good gauge of progress toward the goals and objectives. It keeps everyone happy and moving forward.

Conclusion & Round-up



The temporary workforce is becoming a bigger part of the business mix as more and more professionals are choosing to make their living like this. As a business, you need to respond to these trends and show best practise in integrating this new style. I think what we are trying to say in this guide is to treat your temporary workforce like you would treat your full-time employees. Even better how you would like to be treated yourself. If you do this you will have a well-integrated workforce ready to walk through walls for you. It's all about great management, which is the key to most things but especially if you are coordinating a flexible workforce. Don't just bring people onboard set them a task and leave them to it, that is the best way to fail. There should be no real difference between the flexible workforce to your full-time employees in terms of management style. In summary, here are some of the best attributes a management team can exhibit with your flexible workforce to keep them on track and keep them motivated:



Be Approachable

Great managers and leaders find time for their staff, they are approachable, good listeners and they will take a sincere interest in them. They will support people with any challenges they may have and put strategies in place to help them.

Clear Core Values

Great leaders and managers set examples of behaviour they want to see, they practice what they preach. They show respectful behaviour wanting it to be emulated throughout the organisation and have positive key values that other people can be guided by.

Employee development

Some people want more responsibility and some people don't. Great managers find out who these people are and tailor the amount of responsibility they can share with them. This way they can give support where needed and set appropriate challenges for individual people.

Responsibility

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Criticism and Feedback

Great managers make it easy for team members to raise concerns and give feedback. Responding in a positive way to criticism and showing appreciation to people when they have raised their concerns is important. Openness to feedback from a manager also makes employees more open to feedback themselves.

Recognition and Appreciation

Great managers appreciate the efforts of staff and make sure their staff know this. They show appreciation for work well done and praise good endeavour. This simple aspect of management goes a long way with people and it's very motivating.

Clear Vision

Knowing the overall direction of the company, its ethos and goals are vitally important for a leader. High-performing teams are focused on clearly defined goals, objectives and a shared vision that the whole team works to achieve.

Innovative and Critical Thinking

Encouraging innovative and critical thinking in a team are all good traits of a good manager. High-performing teams are always wanting to move forward and improve. Enabling this in the company culture and actively encouraging the team to contribute toward it is a real positive aspect of management. Another benefit of innovation is that it encourages a culture where people are more receptive to change.

We hope this guide has been of some help in navigating your way through the new temporary workforce paradigm. If you would like to see more articles and blog posts on recruitment techniques for your business please visit our website at:

[**https://prestigerecruitmentgroup.com**](https://prestigerecruitmentgroup.com)

If you would like any more help or would like to discuss temporary work management in more detail then please do not hesitate to call us at any time, we love talking!

Call: 01925 419 900