

Greenwell Gleeson 1st Interim & Temporary Survey Quarter 4 2010

Firstly can I thank everyone who took the time to contribute to this survey. When devising the questions I had four broad areas of interest:

- Reporting on current market conditions,
- Obtaining a collective view on the short-term outlook for the interim market,
- Understanding where interims source their roles from currently,
- Investigating the importance of individual networks, agencies and specifically Linked-In in helping interims obtain assignments at the different daily charge rates.

Whilst I acknowledge there are other organisations surveying larger numbers of interims (the IIM report published back in October 2010 is very good - you can find it at: www.iim.org.uk/interim-survey/) I strongly believe in the validity of this report to provide an insight into these four areas especially in the Midlands and English Regions. 84% of the respondents are based outside of the South East.

Current market conditions - Before collating the responses, I was not sure what the results would show for those working, levels of utilisation, finding a new assignment in the last quarter, etc - or what I should read in to them. Are results showing 51% are fully working and 68% working (if not fully utilised) good, bad or indifferent given what had happened to the market during the recession?

Instead of attempting to make comment for the sake of it I have decided it is better report the facts/figures and highlight areas of interest where differences would appear to exist within the population. Far better assumptions can and will be drawn when the questionnaire process is repeated and trends quantified.

The Market Outlook analysis is not quite as relevant as it would have been two months ago given it is recognised by most that the market has improved significantly in the last two months. That said the results did report a broadly positive outlook. 41% were expecting an improvement against 11% expecting a deterioration and 48% no change. What I found of interest and I am sure readers will as well is the apparent flexibility on rates given the positive outlook. Nearly two-thirds were willing to be flexible in their daily charge out rate by up to 20% and twenty-seven percent were willing to be flexible by more than 20%. This was even the case for those who had achieved 75%+ utilisation in the last 12 months.

Sources for assignments - Regardless of daily rate 90% of assignments are either sourced from the professionals own network or via an agency. That fact as well as an almost perfect correlation between marketing efforts and obtaining a role via own network should not surprise anyone. There was also a positive correlation between network numbers and / obtaining a role via own network.

Networking/Marketing

Many of you reading this will know from direct meetings/conversations with me how passionate I have become, during and since, the recession about the need for interims to continually market themselves effectively and build their own networks outside of recruiters, like, Greenwell Gleeson. I trust sections of the analysis I present below will re-affirm to those of you strong in marketing/networking not to let up and to energise those who do not do as much - to do more.

Of all the results the apparent importance/impact of Linked-In has most surprised me. In hindsight it should not have, given how much I now personally utilise it. Over the whole population 31% responded stating Linked-In had directly brought about an offer, interview or an approach for an opportunity. At more senior levels this was well excess of 40%. (If you are on Linked-In and not yet connected to me please feel free to send me an invite).

I have attached an excel file which has the data upon which I have based this brief report and analysis/observations below. Please feel free to review and highlight to me any additional analysis I can share with others and god forbid any errors!

As stated above, if simply based on volumes at Greenwell Gleeson the demand for interims has been much improved so far this year. Our view is strengthened by anecdotal evidence gathered through the many conversions we have with interims. I feel we will confirm this when we repeat this exercise in the coming months. If that proves to be the case it will be warmly welcomed from all of us who rely on a strong interim market to make a living. Until then, good luck either in you current assignment, or in your search for a new one.

All the best

**Rob Lawton - Managing Director,
Greenwell Gleeson**

BASE DATA

Total Responses: 190

Geographical Base:

67% based in the Midlands.

84% based in the English Regions.

13 % were based in the South East.

Professional Interim/Temps:

77% classified themselves as a Professional Interim

Average Length of Time an Interim/Temping:

21% 1 year or less

12% 2-3 Years

15% 3-5 Years

24% 5-10 Years

27% 10 Years +

Over 50 % of respondents have been an interim minimum 5 years+

Target Daily Rate of Respondents:

Rates 1000+ 8%

£800 - £1000 11%

£600 - £800 24%

£500 - £600 18%

£400 - £500 13%

£300 - £400 18%

£200 - £300 7%

Where respondents will look for assignments:

Regional 35%

Nationwide 23%

Nationwide & International 42%

Current Situation & Market Conditions

Current Status

51 % fully working

68% working if not fully utilized

32% not working

Additional analysis highlights

- A strong correlation between excellent marketing effort and utilisation (92% either fully or part utilized)
- Those who charge £1000+ had a below average level of utilization of 44%.
- Those with 50-100 and 100+ people in their network had significantly above average levels of utilisation , 88% and 81% respectively.

Utilisation

51% have been 75% + utilized in the last 12 months

20% have been 50-75% utilized in the last 12 months

12% have been 25-50% utilized in the last 12 months

17% have been 0-25% utilized in the last 12 months

Additional analysis could not find any additional trends worth commenting on.

Those finding a new assignment in the last quarter

In total 32% found an assignment in the last quarter.

Of those looking in the period 41% found an assignment (i.e. excluding those who responded not applicable)

Additional analysis highlights :

- Those seeking daily rate of £300-400 fared worse. Only 18% of those applicable found a new assignment.
- 88% of those with excellent marketing efforts found a new assignment. This would suggest as a market picks up these are the professionals who pick up work first?
- Again those with larger networks 30-50, 50-100 and 100+ fared much better. In all three bands the majority who were looking for a new opportunity found one. 59%, 60% and 62%.

Interviews in the last Quarter - of those open to an interview

23% none

48% 1 or 2

20% 3 to 5

9% 5+

Additional analysis highlights:

- Those with excellent, or good, marketing efforts obtained more interviews in the Quarter. 44% and 40% respectively getting 3 or more interviews in the quarter.

How this compared to the previous Quarter

49% no change

30 % more

21% less

Additional analysis highlights:

- The two end of the spectrum saw the biggest jump on the previous quarter. 60% of those applicable who charge £1000+ reported a increase and 56% in the £200-£300 range.

View on the Current Market

55% Poor or Very poor

15% Good or very good (1 person viewed the market very good)

Additional analysis highlights:

- Only 5% of those who have been an interim or temp for 1 year or less viewed the market as good or very good
- 61% interims of 10 years+ standing viewed the market as poor or very poor. This may highlight how poorly the interim market has preformed that the most seasoned/battle hardened of interims hold a negative view.
- Those with the smallest networks were the most negative and those with the largest the least negative. 64% and 44% respectively.
- 25% of those with highest numbers in their network (100+) were positive. Again would this suggest they were seeing/ hearing about market improvement first and maybe most importantly being approached about roles first?
- Unsurprisingly those with the lowest utilization rates were the most negative. Those with 25-50% utilisation and 0-25% registered 91% and 82% negative view on the market.

Professional Interims looking at Permanent Opportunities

51% are looking for permanent assignments

Additional analysis highlights:

- Interims 1 year or less, 2-3 years or 3-5 years are far more likely to consider permanent opportunities. 60% 65% and 69% respectively. This would suggest those who entered the interim market in the years shortly preceding, and during, the recession are far less certain an interim career is a long-term option?
- Those who charge between 300-400 and 400-500 per day level are significantly more open to a permanent role (60% and 68% respectively).
- Unsurprisingly lower levels of utilization would appear to be a key driver in interims considering permanent opportunities. 76% of those with 25-50% utilization and 70% of those registering 0-25% utilization will consider permanent roles.

Outlook

View on the next Quarter

41% improve

48% no Change

11% weaken

Additional analysis could not find any additional trends worth commenting except to note all levels of daily rate see the market improving.

Flexibility on Rates

9% are not flexible on their rates

64% are flexible in their rate up to 20%

27% are flexible 20%+

Additional analysis highlights:

- Regardless of utilization flexibility up to 20% is the most populace stance. Even 68% of those having achieved 75-100% utilization are willing to have flexibility up to 20%. Could this suggest that daily rates will struggle to improve in the short-term given the results suggest even those who have been highly utilized have that degree of flex?
- Only 6% of interims are stating there is no flexibility in their rate. 18% of non-professional temps/interims are not willing to budge on rates.
- 19% of £1000+ daily rate interims and 15% at £800-£1000 daily rate are not willing to move on rates. Double the next highest percentage at other levels.

Marketing Analysis

Marketing

Respondents defined their marketing efforts as following:

Excellent 7%

Good 33%

Average 37%

Poor 23%

Network Numbers

1-10 contacts 44%

10-30 contacts 29%

30-50 contacts 14 %

50-100 contacts 4%

100+ contacts 8%

Source of Most Recent Role

36% own network

53% agency

5% repeat

Additional analysis highlights:

- At least 50% of interims £1000+ and £800-£1000 responded stating their current or most recent assignment came from their network. Agencies for both accounted for 40%.
- Those who define their marketing as excellent were twice as likely to have obtained their last assignment from their network as from an agency, 62% - 31%.
- Those who define their marketing as poor were over more than three times more likely to have obtained their last assignment from an agency than from their own network 19% - 65%.
- Of those with 0-10 in their network only got 24% of their assignments through their own network.

Linked-in

84% of respondents are on Linked-in

2 % choose not to be on it.

On average 31% have either obtained a role, an interview or been directly approached about role via Linked-in.

- It is reasonable to conclude linked-in has already become an essential marketing tool for senior interims. This is especially the case for those interims seeking rates £500 a day +. 37% of those charging £500-£600 per day, 42% £600-£800 per day, 45% £800-£1000 and 44% £1000 day+ responded positively to the above question.

Agencies

85% of interims and temps placed by agencies were already 'registered' with the agency in advance.

75% of interims and temps had met a consultant from the agency in advance of been put forward.

Additional analysis highlights:

- In the daily rate range £500 - £1000 that drops to 60%. Is this lower percentage directly as a result of the increased prominence of Linked-in?
- At more senior levels £600+ per day, London based agencies are important. Whilst sample sizes are small, 67% of agency placements at a rate over £1000 per day were via London agencies. At rates £800-£1000 it is 38% and £600-£800 per day 45%.