

Spot Survey of Contingent Talent

Overview

Thank you for participating in our **2017 Spot Survey of Contingent Talent**. The survey covers U.S. contingent talent practices (freelancers, independent contractors, consultants, or other outsourced and non-permanent workers) and should only take a few minutes to complete. Results will be provided **free of charge** to those who participate. **Survey is open for participation until April 5, 2017.**

Please call or email us with any questions at 212.683.7745 or email us at spotsurvey@empsight.com.

Introduction

Contingent workers are defined as non traditional, seasonal, and/or temporary workers. They are sometimes paid through the company's payroll, but more typically receive compensation through an agency or the company accounts payable department (i.e., reported on Form 1099). For purposes of this brief survey, we have identified five categories of contingent workers:

- **Temporary / Seasonal Employees:** Workers who are employees of the company paid through company payroll (W2 or equivalent) but generally do not work a regular schedule throughout the year.
- **Staff augmentation / hourly time and materials:** Workers who are employees of a temporary staffing agency but who perform services for the agency's clients. The client retains management and responsibility for the work, but the agency pays the worker.
- **Independent contractors:** Self-employed individuals who perform services for employers under an express or implied agreement and who are not subject to the employer's control, or right to control, regarding the method and means in which the services are performed.
- **Service providers such as consultants or professional services:** Workers who are employed and paid by a leasing firm, called a professional employer organization (PEO), which leases the workers to a company.
- **Service providers that are on outsourced arrangements:** Workers employed and paid by a separate organization that has an outsourcing contract with the company.

Contact & Organization

1. Please enter your contact and organization information below.

First Name

Last Name

Title

Company Name

Email Address

Phone Number

Company Revenue (in \$Billions)

Revenue Category

A. \$30 Billion and Above
B. \$15-30 Billion
C. \$10-15 Billion
D. \$5-10 Billion
E. \$3-5 Billion
F. \$1-3 Billion
G. Less than \$1 Billion

Industry

Chemical / Metal
Consumer Products
Electric & Gas Util
Financial Services
Healthcare
Insurance
Manufacturing
Media
Oil / Gas / Services
Pharmaceutical
Professional Services
Real Estate / Constr / Materials
Restaurants / Hospitality
Retail / Wholesale
Technology
Telecom / Cable / Satellite
Transportation / Trans Service
Other

Statement of Consent

I understand that any data or information provided by me as part of this survey may be used by Deloitte Consulting LLP in connection with this survey, other studies, or analyses performed by Deloitte Consulting LLP or in connection with services provided by Deloitte Consulting LLP or otherwise. I understand that this survey and the survey results are the proprietary property of Empsight International, LLC, who is working with Deloitte Consulting LLP. I understand that any such data or information may be disclosed by Deloitte Consulting LLP to related entities or other third parties, including, without limitation, in publications, in connection with this survey or such studies, analyses, or services, provided that such data or information does not contain any information that identifies me or associates me with the responses I have provided to this survey. I understand disclosure of such data or information may be required by law, in which case Deloitte Consulting LLP will endeavor to notify me. Deloitte Consulting LLP is not, by means of this survey or the survey results, rendering professional advice or services to me or my company. Neither this survey nor the survey results is a substitute for such professional advice or services. Deloitte Consulting LLP is not responsible for any loss sustained by any person who relies on this survey or the survey results. I am authorized to complete this survey on behalf of my company and to receive the survey results, including, without limitation, in accordance with the policies of my company, its board of directors (or similar governing body), and, if applicable, its audit committee. In addition, I confirm that audit committee pre-approval has been obtained in accordance with the established pre-approval policies and procedures of my company's audit committee for me to participate in this survey and to receive the survey results in the event that Deloitte & Touche LLP audits my company or one of its affiliates.

Note: Throughout the survey there are opportunities to add "free form" comments or "open-ended" answers. In these situations, responses should not include information that would enable identification of yourself, someone else, or any entity, including any organization with which you are, or have been, affiliated.

Please click the appropriate button below then press "Save & Next" *

- ☐ Agree
- ☐ Disagree *(If you do not agree with the above statements, you will not be able to participate in this survey)*

Use of Contingent Workers

2. Does your organization use contingent workers, such as freelancers, independent contractors, consultants, or other outsourced and non-permanent workers?

- ☐ Yes
- ☐ No

3. Please rank order the primary reasons your organization makes use of contingent workers? If there is another reason, please list it below in the comments box.

Drag items from the left-hand list into the right-hand list to order them.

Cost Savings

Staffing Flexibility

Technical Skills

Productivity starts immediately

Uncertain Demand For Products / Services

Comments

(untitled)

4. Of the contingent workers you use, approximately what percentage are:

Temporary / Seasonal Employees

Staff augmentation / hourly time and materials

Independent contractors

Services providers such as consultants or professional services

Service providers that are on outsourced arrangements

Total : 0

5. Is your usage for each category of contingent workers decreasing or increasing?

	Increasing Slowly	Relatively Stable	Declining
Temporary / Seasonal Employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff augmentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independent contractors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service providers (consultants)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service providers (outsourced)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Which are the top organizational functions or departments that **make the most use of each category** of contingent workers (Please check all that apply)

	Temporary / Seasonal Employees	Staff augmentation / hourly time and materials	Independent contractors	Service providers such as consultants or professional services	Service providers that are on outsourced arrangements
Administrative Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clinical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance/Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operations/Manufacturing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales/Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply Chain/Distribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(untitled)

7. Which category of contingent workers are the **most difficult to attract and retain** by organizational functions or departments (Please check all that apply).

	Temporary / Seasonal Employees	Staff augmentation / hourly time and materials	Independent contractors	Service providers such as consultants or professional services	Service providers that are on outsourced arrangements
Administrative Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clinical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance/Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operations/Manufacturing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales/Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply Chain/Distribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(untitled)

8. Which tools do you use to attract and/or retain contingent workers by category.

Please provide examples in the boxes below, such as engagement / performance bonuses, parking, company / social events, flexible hours, etc.

Temporary / Seasonal Employees

Staff augmentation / hourly time and materials

Independent contractors

Service providers such as consultants or professional services

Service providers that are on outsourced arrangements

9. Do you offer any kind of performance management program for contingent workers? If so, please briefly describe.

☐ Yes

☐ No

10. Do you do anything to ensure that contingent worker activities and / or performance are aligned with company strategy / objectives?

☐ Yes

☐ No

Approximately what percentage do contingent workers represent

11. **5 Years Ago:** As compared to full-time, permanent employees, approximately what percentage did contingent workers represent for each category 5 Years Ago?

	<5%	6-10%	11-20%	21%-30%	31%-40%	41%+
Temporary / Seasonal Employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff augmentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independent contractors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service providers (consultants)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service providers (outsourced)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. **Today:** As compared to full-time, permanent employees, approximately what percentage do contingent workers represent for each category today?

	<5%	6-10%	11-20%	21%-30%	31%-40%	41%+
Temporary / Seasonal Employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff augmentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independent contractors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service providers (consultants)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service providers (outsourced)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contingent Workforce Model

13. Is your contingent talent program managed internally, externally or a mixed model?

☐ Managed internally

☐ Managed externally

☐ Mixed Model

14. If Internal or mixed model, which function has primary responsibility for managing your contingent talent program?

- ☐ We have a dedicated internal contingent workforce team that manages our program
- ☐ Not centrally managed, but components handled by Human Resources
- ☐ Procurement
- ☐ Legal
- ☐ Other

15. How is the pay rate for contingent workers determined? (Please check all that apply)

	Pay level based on external market rate	Pay level set relative to internal references *	Discretion of hiring manager or business unit	Other
Seasonal / Temporary Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff augmentation / hourly time and materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Independent contractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service providers such as consultants or professional services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service providers that are on outsourced arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* For example, equivalent to hourly wage rate or salary grade midpoint plus a percentage.

16. Have you seen any new practices develop in relationship to pay rates?

17. Is there anything else about your organization's use of contingent workers you would like to share?

Thank You!

Thank you for completing the 2017 Spot Survey.

Participants will receive a complimentary report when published in April.