

A young man with short brown hair and glasses is smiling and looking slightly to the right. He is wearing a white t-shirt under a colorful, patterned button-down shirt. He is standing in a server room, with a rack of server equipment and a tangle of colorful cables visible on the right side of the frame. A laptop keyboard is partially visible at the bottom of the image.

IT hiring:

managing the workforce  
to close the skills gap.



randstad

human forward.

In a post-digital world, hiring and retaining IT talent is more complicated and more critical than ever. With skills gaps rife and professionals willing to walk away when a role no longer works for them, IT leaders must take a holistic view of their total workforce to make sure they have the right talent, in the right place, at the right time.

Often described as the Fourth Industrial Revolution, digital transformation has led to an ever-increasing demand for skill sets that are often in short supply — putting IT talent in the driving seat when it comes to recruitment. And with 64 percent of tech leaders reporting that it's become "harder" or "significantly harder" to find qualified people for their open positions, competition for candidates is only set to increase.

In today's tough market, every workforce solution must be given due consideration — from permanent direct hires and fixed-term contractors, to outsourcing partners and temporary IT talent.

With economic uncertainty and political instability creating rifts throughout industry and jobs markets alike, and COVID-19 drastically altering our approach to working and hiring, we are in a state of flux. So what are your best options? And how can Randstad Technologies play a role?



## the great reshuffle, and the challenges it brings

One of the biggest challenges facing employers is the changing expectations of today's workers: Most professionals expect remote, flexible or hybrid working. If that's not an option you're willing or able to offer, it might be time to consider other solutions — particularly given the increasingly fraught war for talent facing our industry.

There's no industry standard governing a return to the office versus remote working, so it can be difficult for employers to determine the best course of action. There is however no denying the attractiveness of flexible working options for a society that's living through a life-altering pandemic. Workplace flexibility is one of the biggest draws for job seekers, and often the top reason for accepting a job offer.

In fact, according to Randstad's 2022 employer brand research report, the promise of a good work-life balance is the chief consideration for 56 percent of people when choosing an employer. Interestingly, this figure rises to 62 percent for those in the IT and engineering industry — demonstrating the importance of embracing flexibility to improve work-life balance in the sector. This is further backed up by data from BLS released earlier this year, suggesting that 77 percent of professional and white collar workers are considering a job change based on their desire for more flexibility in the workplace.

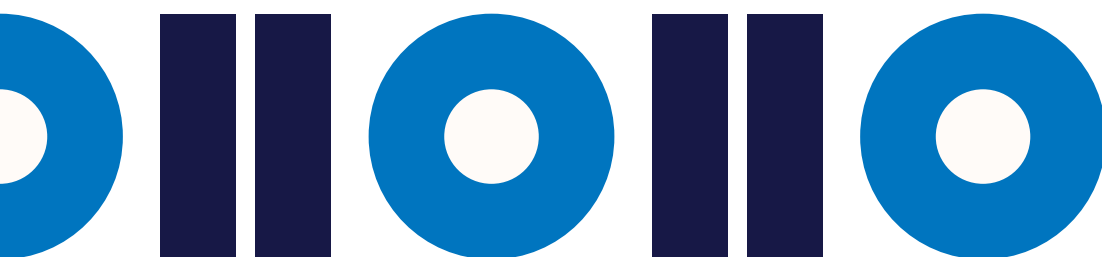
The Great Resignation has shown that people are no longer willing to remain in a position that doesn't meet their personal and professional needs (almost one quarter of people changed employers in the second half of 2021). Furthermore, Generation Z and millennials with 'in-demand' skills — such as tech, digital and AI — dominate today's talent pools, and place a much higher priority on flexibility, work-life balance, and well-being than previous generations.

As recruitment leaders, we've seen onsite requirements increase across the IT industry of late, but with a sizable majority of IT talent demanding remote or flexible working, supply is dwindling. Few people want to be permanently site-based in our new normal. The issue this creates for employers is that, if site-based support is crucial to your business, permanent IT hires may be hard to entice. Interestingly, this seems to have heightened demand for Managed Services for 'run' and monitoring functions, such as service desk and NOC (Network Operations Center). Managed Services allow customers to focus on key initiatives and growth projects in these critical times, rather than battling high turnover in roles that typically require a fully onsite presence; little wonder, then, that these solutions are gaining in popularity.

In addition to challenges around flexible working arrangements, the pandemic has also led to questions around retention, onboarding, compensation and diversity.

## retention

With skills shortages rife and competition for talent at an all-time high, we'd recommend making every possible effort to engage and retain the key people within your organization. Increasing salaries in line with external market expectations will go a long way towards guarding against attrition (and possible poaching from your competitors), while internal workplace wellbeing surveys can help you to pinpoint any areas that may be falling short from an employee fulfillment perspective.



## onboarding

When it comes to hiring and securing the best possible professionals for your team, onboarding efforts need to be tightened. With exceedingly slow onboarding processes — in some cases taking between three to five weeks — many organizations are losing out on top talent simply because they're too slow to act. Background checks are proving time-consuming, while for lower-level roles, drug screening for marijuana is becoming problematic now that the drug has been legalized in certain states. A reliable recruitment partner can help you to manage screening and onboarding in a far more timely manner.

## compensation

With external market rates rising, compensation is proving problematic. Many employers are concerned that meeting candidate expectations will cause attrition among existing employees. The bubble created during the pandemic, together with talent shortages and increased demand shifting power to today's job seekers, has led to a hike in financial expectations — and it's one that not all organizations can meet. This is going to be a longer-term education process for companies and candidates alike, but the challenge is something that a trusted partner like Randstad can help you to navigate.

## diversity

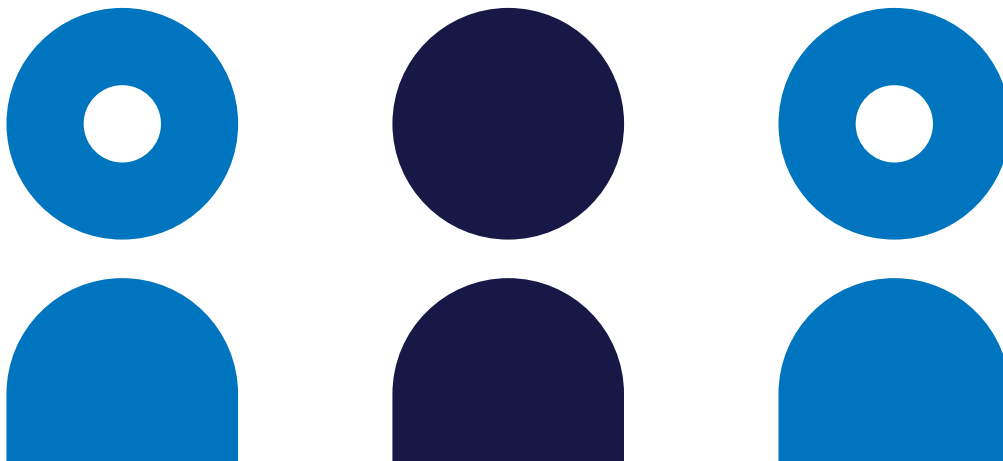
While there is still a big push for increased diversity in hiring, organizations are feeling the pressure of the current market. With challenges at every turn, many employers are keen to recruit the first person that fits the profile. However, savvy employers should keep in mind the many business benefits that come with creating a diverse team, even if the effort takes a little longer: according to Forbes, companies with a diverse workforce are 35 percent more likely to experience greater financial returns than their respective non-diverse counterparts.

## finding the right solutions to your workforce challenges

With so many challenges surrounding recruitment in today's increasingly competitive market, it's crucial to plan out when to buy, rent or build talent. Before making any staffing decisions for your organization, you must ask yourself:

- Is this a short-term or long-term need?
- Are you addressing a skill or knowledge gap?
- Is this a strategic or tactical need?
- Is this a one-off project, something that will require maintenance, or will it be integrated into other projects?

If you're looking to plug a skill or knowledge gap long-term, and you feel confident in your offering, a permanent hire could be the best route. But if you're not able to offer the flexibility that candidates are so keen on right now, or you're not sure your requirements will last into the future, an alternative staffing solution might just be the answer.



## develop and upskill your staff

Developing and upskilling your existing talent can be an incredibly powerful – and cost-effective – approach to meeting your staffing needs. But you'll also need to match external market salaries if you plan to take this route – otherwise, what's stopping your newly trained employees from switching to a better paying competitor? Well-being and flexible working might be important, but a competitive salary is crucial. Carrying out a market comparison evaluation each year can really help.

Randstad's 2022 employer brand research report found that 75 percent of employees place a great deal of importance on the willingness of their employer to invest in reskilling and upskilling. Furthermore, 72 percent would be more willing to remain with a company that offered this form of training. Win-win!

## hire a contractor

Contractors are great for plugging a short-to-medium term skills gap. They can hit the ground running, bring their expertise to the table, and you don't have to worry about any long-term commitments. You must however keep in mind that contractor rates are much higher than an equivalent perm salary. That's because contractors don't have the security or benefits that come with a permanent position. Finding the right contractor when you need them can also be tricky if you're trying to do it yourself. That's where a specialist comes in.

## focus on staff retention

Retaining IT talent is particularly tricky right now, because there's so much competition, and so many skill gaps in the market. If staff retention is proving to be a challenge, you need to look at why. What's drawing professionals away from your company and into the arms of a competitor?

As well as providing training, upskilling and reskilling opportunities for your employees, you also need to evidence an awareness of and focus on their well-being. We've already discussed the importance of improving work/life balance through flexible or hybrid working, but well-being resources, designated 'well-being time' and access to support services covered by company health insurance scores big with today's talent.

Randstad's global IT report also found that 50 percent of IT managers would choose an employer based on their use of the latest technologies – something to consider if your tech is due an upgrade!

## embrace managed services

If you frequently find yourself focused on backfilling roles or ramping up and scaling back recruitment, rather than ensuring quality execution, Managed Services could save you a great deal of time and effort. A Managed Service solution also means you won't have to worry about skills gaps and candidate-led talent pools, because the best people for your project will already be in-hand. And if your hiring needs change throughout the year? No worries! A reputable Managed Service solution can be as flexible as you need to make it.



## randstad technologies differentiators

Outsourcing your staffing challenges to an expert is undoubtedly the savviest move for IT leaders in today's job market. Permanent hires are hard to pin down if you don't know what they're looking for or how to speed up the onboarding process. Finding contractors who can commit and hit the ground running is challenging when demand is at a record-high. Meanwhile, managing a whole team of project professionals can weigh you down and distract you from your day job because there's simply so much to think about — but we take all of that in stride.

Our teams are here to make your life easier. Hiring is tough right now, but as leaders in technology staffing, we have a range of solutions to meet your needs both now, and in the future. Because the staffing challenges the market is facing right now aren't simply HR issues; there's a whole lot more at play.

Here's how we can help.

### skilling and upskilling

Through our partnership with [Udemy](#), the world's largest online learning platform, we can help to upskill or reskill your existing employees — negating the need for new hires.

### the randstad talent development program

With a database of over eight million [STEM candidates](#), you can stop searching for talent and start building what's next for your organization, all while reducing the cost of acquiring hard-to-find talent. Because we don't just source great talent — we create it.

### managed services and outsourcing

Our experts ensure that your projects are completed on time and on budget through SLA-driven performance measures, optimized delivery structures, and a dedicated focus on initiatives. Catering for any technical domain, quantity and location, no need is too complex, and no project is too big. Learn more.

### veteran center of excellence

Through upskilling and reskilling, training programs and apprenticeships, we have access to some of the country's [most incredible talent](#). By transitioning veterans from military to civilian life, we can help to solve some of your most pressing staffing challenges.

### immigration group

As an international talent leader in the staffing industry, we can help you to meet your business objectives by effectively navigating the complex and rapidly changing immigration environment. With a 95 percent visa-approval rate, we provide customized solutions and access to high-quality, in-demand international talent.

### velocity

If you're looking to hire in 'bulk', velocity is our cost-sensitive, quality-centric solution — where advanced technical assessments and screening are carried out by our Technical Verification team. You benefit from cost efficiencies, a single point of accountability, and a streamlined hiring process resulting in rapid deployment.

### flexible delivery model

As the pandemic has shown, requirements can change overnight. A [flexible solution](#) allows you to ramp up (or down) your hiring depending on your needs, embrace hybrid and remote working, and still enjoy the oversight of delivery directors.

### workforce planning

Allow our team to provide a resource engagement assessment and roadmap of where your organization needs to be at from a talent standpoint. This will guide you through a consistent decision process across your organization when you are going to buy, rent or build talent.

People are at the heart of everything we do. We source the professionals to fit any solution you settle on, because they are — unquestionably — the most important piece of the puzzle. And because we live and breathe recruitment and retention, our specialist knowledge and industry-renowned expertise means you can trust our teams and get back to what you do best, while we do what we do best.

## looking ahead

The IT industry is likely to be in a state of flux for some time to come, and skills shortages will continue to threaten business growth and performance if employers are reluctant to take decisive action, or to listen to the call of candidates who are so clearly laying out their terms.

One of the biggest pain points for candidates — and the reason so many companies lose out on top hires — is an overly long interviewing and onboarding process. You need to move quickly in the current climate, and keep your communication constant. Otherwise, you're not going to win in the fight for talent.

It's also important to keep an open mind when finding the right solution proves challenging. Many employers tell us they don't have time to hire someone they'll need to train up, but hiring at a lower level and swiftly upskilling can actually take less time than holding out for the perfect candidate when the market isn't forthcoming.

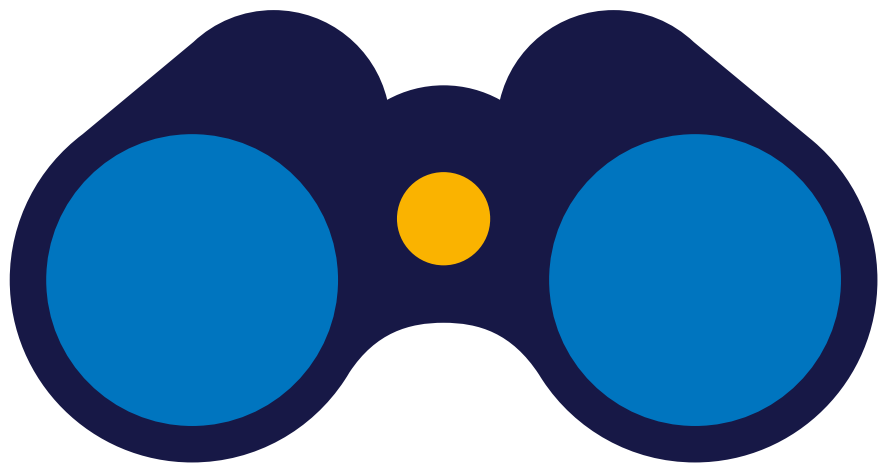
This sense of open-minded flexibility is just as important in your approach to your workforce at large: as we've seen from this year's employer brand report, people expect their careers to complement their lives outside of work — and since the dawn of COVID-19, that means hybrid working, at the very least. If that's not something you're in a position to support, it's likely that an alternative staffing solution will be your best course of action for successfully filling any skills gaps, and helping to steer your company through the year ahead.

Whether you need a high-level hire, a team of contractors for a pressing project, or an entire Managed Service solution, Randstad Technologies is here to help. And if you're not quite sure what you need, our [team of experts](#) is always on hand to guide you.

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