

A) Reasons to consider hiring an independent contractor (as opposed to hiring an employee:

1. For EVENTS

I need temporary assistance with event management, facilitation, or to undertake special projects related to events that go beyond the scope of work that current employees are able to handle.

2. For PROGRAMS

I need temporary assistance to coordinate or administer new collaborations/partnerships with other organizations or other state agencies. I need my program staff's engagement, but someone from the outside can better manage a budding partnership. If something permanent results, then I can more easily transition the independent contractor to an employee or hire someone as an employee if the IC is not interested in continuing in this capacity.

3. For PLANNING

I need someone with a new perspective to help me develop a Strategic Plan. Strategic Planning already engages staff in excess of their daily workload, and further requires independent, outside perspective to provide meaningful interpretations of surveys and other research data. Doing research, facilitating meetings all over the state, while overseen by staff, are all better accomplished by someone with a third-party perspective.

4. For CREATIVE

I need a fresh look for our company. Design, Look and Feel for branding and marketing; developing new logos/letterhead/annual reports: these could all be done "in-house." But most small organizations who can't afford an in-house design department contract this out as a matter of good business practice.

B) The circumstances that tend to exist when considering whether or when to hire an independent contractor are usually most affected by two conditions:

1. Whether or not time is of the essence.
2. Whether or not the opportunity is limited and optimal

It takes time, resources, and energy to reach out to, interview, select, bring on board, and train new staff. By the time this is all done, there is a strong likelihood that they have become vested in the culture of the organization as it currently exists.

In many cases, an opportunity arises, or a need or challenge is identified, and a relatively IMMEDIATE solution is called for. If my company starts hemorrhaging money and I can't understand why, I'm not going to put an ad in the paper looking for a new accountant. I'm going to call up a couple of auditing firms and find someone who can be in the office and provide an independent voice TOMORROW!

C) Finally, there are three expected benefits that must apply to any independent contractor that is hired:

1. They must bring specific knowledge to the task at hand; knowledge that is greater than the person on staff who will be their primary liaison.
2. They must have contacts in the field of endeavor that help facilitate the work that must be done; providing additional knowledge capital, or financial capital that can be brought to bear on the issue for which they have been hired.
3. They must have substantially more experience (broader and deeper) in the area for which they have been hired, than any one has on staff.