## INVESTMENT MANAGEMENT OPERATIONS MARKET UPDATE

### **OVERVIEW**

Hiring over the first half of 2016 remained stable in comparison to the wider financial services industry. As per the market cycle Q1 saw lower levels of recruitment further impacted by initial market volatility and uncertainty surrounding the EU referendum. This resulted in reluctance to add additional headcount particularly on a permanent basis.

Encouragingly we saw hiring increase markedly as we moved into Q2. While a moderate increase in hiring was anticipated, this increase was heightened by the need to hire those roles that had been put on hold over the year end and Q1.

We saw strong demand for operations professionals from large asset managers, custodians and service providers for traditional functionalised roles like client reporting, fund performance/ accounting and transfer agency. In addition, boutique fund managers primarily sought professionals in trade management and oversight functions.

#### **KEY HIRING AREAS**

Larger asset managers and third party providers continued to look for candidates for traditional fund operations roles such as client reporting, fund accounting, portfolio administration and transfer agency. These roles typically arose from replacement hiring as staff progressed internally or made an external move to a new employer.

Increasingly candidates moved from service providers and custodians to asset managers due to the lack of experienced professionals available in the market. Movement between these areas has become more frequent as service providers and custodians are regarded as valuable talent pools for businesses.

Boutique fund managers and hedge funds continued to hire in an oversight and trade support capacity. In line with the structure seen at a number of boutiques, using outsourced service providers where possible, we have seen an increase in the number of these types of roles. Consequently we have also seen an increase in demand for client services and on-boarding candidates by service providers.

Candidates with experience across both trading operations and fund operations remained in demand. As an alternative, candidates at the analyst level within investment banking operations, with strong academics and potential continued to be highly sought after by boutique fund managers for trade support related roles. With the implementation of new regulations over the last three years we have seen a number of roles generated. In particular client money (CASS) remains an area of focus. Given the immaturity of this area there is an acute shortage of candidates. While recruitment has been steady in this space it has been at a level to continually stretch a tight market.

We have seen an increase in demand for candidates within the data space across asset managers and custodians. This has also seen an increase in recruitment by data providers and fintech firms. An industry wide push to ensure 'best in class' data is being used has driven the increase in demand for high quality candidates to fill these roles. As a result candidates with data experience have been highly sought after for roles both producing and rationalising data.

#### **CANDIDATE MARKET**

Demand for experienced fund professionals has produced a job market that favours candidates with skills in this area, with demand outstripping supply. As a result, employers are recognising the need to approach passive job seekers and taking a more strategic approach when recruiting, focusing on the broader skills and potential of candidates.

Despite this increasing demand, permanent salaries have remained largely stable. This is particularly the case for larger firms where they are constrained considerably by the benchmark of existing salaries.

#### OUTLOOK

We anticipate recruitment over H2 to remain consistent with H1, with the uncertainty of the implications of leaving the EU containing recruitment levels. We do anticipate business critical roles placed on hold in H1 to still come to market.

We also envisage recruitment will continue within traditional fund operations roles as people continue to progress internally and externally. Those hedge funds that are able to capitalise on the market uncertainty will continue to hire top tier operations analysts. Service providers will continue to hire as firms continue to follow the outsourced business model. We also anticipate contract recruitment to become more preferable in the face of the medium term ambiguity around leaving the EU. Similarly project roles related to this will also come to market.

# AT A GLANCE **RECRUITMENT TRENDS**

#### TALENT SHORTAGES

72%

of employers have been affected by talent shortages

#### MANAGING SKILLS SHORTAGES

## Which of the following recruitment strategies have you adopted to manage candidate shortages?

41%	Appointing interim or contract staff
28%	Developing a talent succession plan
23%	Recruiting from new talent pools
15%	Shortening the interview process
10%	International staff transfers

#### **PASSIVE JOBSEEKERS**



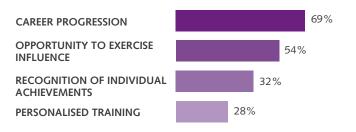


94% of professionals are open to a job approach even when not actively looking

However, only 41% of employers have a plan in place to attract passive jobseekers

#### **RETAINING MILLENNIAL PROFESSIONALS**

#### What keeps Millennials engaged at work?



#### **HIRING INTENTIONS**



55% of operations employers plan to recruit for junior roles in the second half of 2016

#### **ENGAGING WOMEN RETURNING TO THE WORKFORCE**



#### MARKET LEADING INTELLIGENCE

The Robert Walters Salary Survey is the most comprehensive review of global recruitment trends and salary levels available. It's ideal for benchmarking your team's salaries, your organisation's salaries and your own, making determining pay and bonus reviews significantly easier.



Our recruitment insight series of whitepapers provides industry leading research to help employers manage their recruitment strategies and address key talent management issues. To receive a copy of any of our market leading intelligence please contact us on the details below.



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