

Industry: Information and Communication Technology

Geographies: Global

Challenges

- Inefficient Management of Contingent Workers and Staffing Firms
- Difficulty in Staffing Tech Project Talent
- Information Security and Labor Law Compliance
- Cost and Budget Controls

Solutions

- Contingent Workforce Management

Results

- Increased Efficiency in Managing Workers
- Improved Vendor Relationships
- Accelerated Staffing of Project Talent
- Improved Compliance
- Improved Cost and Budget Controls

Information and Communications Technology Leader Improves Project Timelines and Financials by Digitizing Contingent Worker Management

A global leader in information and communication technology for 120 years combines advanced hardware, software, and software development services to deliver biometric access control and other solutions for customers in a wide spectrum of industries. Since the software development portion of client projects often require short-term placements of tech experts at their customers' locations, this organization has looked to staffing providers to fill those roles. Effective management of these contingent workers is critical to ensuring timely, high-quality, on-budget client projects. The organization's HR team realized that effective management of contingent workers and staffing providers is strategic to meeting the goals of the business, but they needed to improve processes to drive compliance while they scale.

Efficient Staffing is Critical to Business

As soon as a new client agreement is signed, the organization must identify and staff tech talent in short order so the client project can start, and revenue can be recognized. This calls for frequent close collaboration among the organization's business and HR talent teams, as well as the staffing firms who provide the talent. Strict processes must be followed to ensure that high standards for information security and protection of the organization and client intellectual property (IP) are met. Certain public-sector projects also carry requirements that prevent foreign nationals from working on sensitive IT projects. Compliance needs on all projects require pre-screening of candidates, efficient on-boarding, provisioning, monitoring, off-boarding, and returning of access and sensitive information.

Project Teams and HR Struggled with Manual Processes

To make things run smoothly and manage compliance with the organization's policy, client requirements, and labor law, HR realized that it needed to establish a close partnership with procurement and formalize processes. While the improved processes for managing contingent workers helped, inefficient manual approaches for collaboration and tracking led to a lack of visibility and delays. Also, it wasn't possible to measure KPIs for improvement over time.

- **Inefficient Collaboration Between Managers, HR, and Agencies:** Approved postings and resumes were traded manually between agencies and the organization by email. For JAVA programmers and other specialized talent, managers had to wade through many resumes, a slow, error-prone process.
- **Limited Visibility into Time, Progress, and Budgets:** Manual methods meant that managers lacked the visibility into time tracking and work progress that they need to keep projects on-time and on-budget. HR faced challenges in manually tracking rate cards and vendor compliance with contracted rates.
- **Manual Tracking of Compliance:** Measures to ensure candidate screening, on-boarding, and off-boarding were also manual, and thus difficult to audit.

Ratcheting Up Efficiency, Visibility, and Control with Digital Contingent Workforce Management

The organization realized that it needed to digitize its processes to manage contingent workers in order to deliver client projects on-time and on-budget while ensuring compliance. All processes, from the initial requisition to interaction with staffing firms, on-boarding, spend and budget tracking, off-boarding, and compliance needed to go through a single digital platform. The organization decided to implement Coupa, a purpose-built solution for managing contingent workers that is part of a broader Business Spend Management (BSM) solution. With Coupa, the organization can get the right talent promptly so projects can start as soon as the client gives the green light. The entire process of working with staffing firms and managing workers is noticeably more efficient, and everything is centralized to give managers complete visibility and auditable compliance.

- **Faster Staffing Accelerates Business Results:** Agencies now receive requisitions and submit candidates to the organization digitally, and results are automatically routed to the right manager for review. Nothing is delayed or lost. Managers can work more efficiently, maximizing their productivity. Projects get underway faster, accelerating the organization's revenue.
- **Improved Visibility and Control Keeps Projects On-Track:** Whether projects are cost-plus or fixed-bid, greater visibility into contingent worker spend and actual work progress helps managers keep complex software-development projects on-time and on-budget. HR doesn't have to manually track rate cards and vendor compliance with contracted rates anymore. Better visibility into project costs also contributes to improved go-forward accuracy in estimating and bidding future projects, supporting project financials in the longer term.

- **Auditable Controls Across the Worker Life Cycle Ensure Compliance:** From pre-screening of candidates to on-boarding and through off-boarding, the organization ensures compliance with controls around their own and their clients' intellectual property, information security, access control, and other concerns. With Coupa, controls are now in place to ensure that a problem worker can't switch agencies and then get re-hired.

The organization's executives have noticed the digitization project's impact on cost and budget controls, and on accelerating the pace of client work. In particular, the CFO of the organization has been happy that the effort his team invested in the project—along with HR colleagues—has led to better visibility and control over costs. Improving project financials, as well as giving more options to flex labor arrangements overall, are especially important due to the COVID-19 pandemic.

Looking Ahead to Even More Savings

With Coupa, the organization finds itself in a position to reduce staffing costs and boost project profitability. Improved vendor relations promise payoffs too. Like this organization, staffing firms appreciate the efficiency of moving from manual to effective digital processes. By providing them with a digital platform that doesn't charge them a tax on their revenue, the organization sees improved relationships and reduced costs on both sides. They plan to leverage the visibility and metrics that they've gained to conduct sourcing events, using the platform to balance savings with vendor performance for overall improved business outcomes.

“We are able to staff tech projects faster, ensure compliance, and deliver on-budget with digital contingent worker management.”

— **Sr. Manager,**
HR Talent Management

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