

Global Engineering & Construction (E&C)

Situation

A leading international engineering, construction and project management contractor and power equipment supplier was in a mode of rapid growth in North America. The client's human resource department maintained a very lean recruitment team while relying heavily upon six partner recruitment agencies to handle their contract as well as some of their direct recruiting efforts.

Challenge

The client's growth plans at the time called for expanding their Houston headquarters from a headcount of 1,100 to 1,500 within one year and possibly up to 1,800 within the next three years. These significant hiring needs were more than what their internal team and agency partners could fulfill and key positions, including senior level engineering and project manager roles were beginning to go unfilled for prolonged periods of time. The client was sensitive to maintaining their strong relationships with their partner agencies but realized that they were not in a position to effectively manage these agencies nor meet the growing demands of the business.

Solution

Design a vendor-neutral MSP program to manage client's contingent labor program as well as direct hiring needs through managed services approach. The MSP program engaged all six of the client's existing recruiting agencies and established them as Tier 1 providers while building secondary and specialty tiers to further expand overall recruiting capabilities for the client. By establishing a dedicated program manager on-site, the MSP program worked closely with all department managers while acting as the single point of contact (SPOC) for the supply chain of partner agencies. An off the shelf vendor management system (VMS) further enhanced and streamlined all communications between the hiring managers and supply chain of partner agencies to expedite the order fulfillment process.

The vendor-neutral MSP program dramatically improved the billing and reconciliation process by reducing the time to reconcile and pay agency invoices from a period of weeks to less than 5 days by taking what was previously a labor intensive paper-process and automating it to an electronic process.

Within one year the vendor-neutral MSP program and its partner agencies had successfully fulfilled over 400 full-time professional positions for the client while reducing the average time to fill from 60 days to less than 30 days. The efficiencies of the program additionally enabled the client to reduce its HR administrative staff and Accounting administrative staff headcount by another person each.