

Global Engineering, Procurement and Construction (EPC)

Situation

The largest construction and civil engineering company in the United States, ranking as the 4th-largest privately owned company in the US, sought to identify ways to uniquely address the company's critical staffing challenges. The issues revolving around sourcing human capital at the time were quickly being elevated from human resource departmental concerns to a board level priority due to the risks associated with their multi-billion dollar projects being short staffed.

Challenge

Due to client's significant hiring needs during this period and the well documented shortage of talent in the oil and gas market, their internal recruiting department as well as their in-house recruitment agency, could not keep up with their project demands, leaving over 150 key positions (both direct hire and contract) vacant for more than 3 months. Additionally, due to their agency's position as a "master vendor", very few recruitment agencies in the market were willing to submit their candidates to a direct competitor and in turn used the client as a recruiting source to displace strong candidates to other competing engineering firms.

Solution

Designed and implemented the first vendor-neutral managed service program (MSP) one of the first of its kind in the Energy sector. A rudimentary vendor management system (VMS) was created by modifying an existing web-based recruitment platform previously built by the client. A dedicated account management team with relevant oil and gas recruiting backgrounds was established to program manage a broader supply-chain of agencies beyond its single in-house agency. New partner agencies were vetted and selected based on their specialties, geographic coverage and proven capabilities. The MSP account team then acted as the single point of contact for both the agencies and the client's hiring managers streamlining all processes to communicate new job requisitions to the supply chain while qualified candidates were uniformly submitted back to the MSP team while being time stamped in the VMS system. The MSP team worked to vet and prescreen the submitted candidates saving the client's hiring managers valuable time by eliminating unqualified candidates as well as duplicate submittals. Additionally, the MSP team provided meaningful feedback on an ongoing basis to the agencies that enabled them to continuously improve and refine their recruiting efforts based on the hiring managers' needs.

Within six months the vendor-neutral MSP program reduced the client's avg. time to fill from 45+ days to less than 15 days. In addition, by establishing a more engaged supply-chain of partner agencies, the client's vacancy rates dropped dramatically from over 80% to less than 20% in the first year of the MSP program. At program peak, the MSP team managed a global supply chain of over 50 partner agencies that provided over 350 contractors at any given time, representing approximately \$42M in annual contract labor spend.