

CASE STUDY



Contingent Workforce Management in Financial Services

ING Engages IQNavigator to Streamline Implementation of Consolidated Contingent Workforce Management Solution

Highlights

Industry

- › Financial Services

Challenge

- › Centralize the contingent workforce management program
- › Streamline and standardize the requisition and onboarding processes
- › Improve financial reconciliation

Solution

- › IQN Compass VMS platform: Contingent Workforce Management and Headcount Tracking

Outcomes

- › Simplifies contingent workforce management
- › Supports technology innovation requirements
- › Improves employee and worker satisfaction

Client Overview

Headquartered in Amsterdam, The Netherlands, ING is a Dutch multinational banking and financial services corporation with operations in more than 40 countries around the world. In 2014, it employed over 53,000 people, served more than 32 million customers, and recorded income in excess of \$1.6 billion.

Always seeking ways to better serve its customers through innovative offerings, ING has recruited more people with technology expertise in recent years. When it is unable to satisfy its requirements using in-house talent, it calls upon external knowledge and capabilities through a contingent workforce.

Business Challenge

Simplifying Contingent Workforce Management

Although ING is able to flexibly gain needed skills and experience by hiring temporary workers, it previously struggled to adeptly bring this outside talent onboard. In 2008, the company's contingent workforce management program was split into two: one for IT workers and another for non-IT workers, with multiple departments recruiting as needed.

Hiring managers complained about inconsistencies in onboarding processes. When hiring a permanent worker, they were required to fill out forms comprising up to 150 fields. In many cases, the managers were inputting known information about the candidates, such as phone number and cost code. On the other hand, when bringing on contingent workers, hiring managers had to choose from multiple forms and include ratings of freelancers. With no benchmarking for suppliers and significant differences between the two hiring processes, hiring managers were frustrated and often confused.

At the same time, contract workers were forced to use more than one software system to manage projects and submit time sheets. ING's finance group also used the two systems to reconcile hours worked and send invoices to suppliers.

These inconsistent and complex processes impacted departments across the company:

- › **Lack of consistency.** With hiring managers uncertain about the right forms to submit for a given requisition, ING faced the possibility of not bringing on needed talent in a timely manner.
- › **Financial risks.** Because the finance department did not have a single view into all project details and invoices, it needed to manually reconcile hours worked with amounts billed. This posed the risk of over- or under-billing suppliers, and not getting the right value for spend.
- › **Impact on innovation goals.** With hiring managers struggling to bring on needed resources, ING was slowing down access to critical expertise needed for strategic projects.



IQNavigator Solution

Centralizing Management of the Contingent Workforce

In 2014, an internal reorganization within ING triggered the decision to centrally manage the entire contingent workforce in a single department, HR. At the time, the ING recruiting team used Taleo as the talent recruitment system for non-IT workers and the IQN Compass Vendor Management System (VMS) platform for IT workers. To enable a single portal and process, ING chose to standardize on IQN VMS with a full integration to Taleo ATS.

The IQN VMS platform provides key capabilities for managing the complete contingent workforce lifecycle:

- › Onboarding controls and workflows to successfully mitigate risk
- › Core dashboards and reporting
- › Enterprise-wide tracking for contingent and SOW spend
- › Controls for tenure-limit enforcement and policy exceptions
- › Financial controls through approval workflows
- › Centralized supplier management
- › Supplier performance metrics
- › Offboarding controls to protect systems, facilities and intellectual property

With a goal of setting up and launching the new portal and process within three months, ING engaged the IQN Professional Services Organization. According to Gusta Timmermans, Global Program Manager Strategic Recruitment at ING, this engagement was vital to the project's success: "IQN made it clear we are a valued customer and that it is committed to our success."

Timmermans credits the strong collaborative approach between ING and IQN as critical to a smooth implementation. Starting with a well-defined project requirements document and solid kickoff meeting, the project leaders from both sides made sure everyone involved met their commitments and held to the timeline. "The resources from both ING and IQN came together as a single team, and this cooperative alignment smoothed the way for fruitful discussions and streamlined decision-making," says Timmermans.

With the IQN Compass VMS platform in place, the company has been able to improve its contingent workforce management in numerous ways:

- › Centralized the sourcing and management of the global non-employee workforce
- › Initiates the requisition process in a consistent way
- › Handles all project assignment and time/expense entry and approvals in a single system

"Because the experienced IQN implementation team understood our program objectives and made sure the system configuration supports those goals, we are able to drive more value from our IQN VMS deployment."

» Gusta Timmermans, Global Program Manager Strategic Recruitment at ING

Outcomes

Ensured Fail-Proof Implementation



Because ING relies on numerous systems to track and manage its employee base, it was essential to integrate these systems with IQN VMS on time and without issue. The IQN Professional Services Organization ensured a flawless data migration from Taleo and seamless interfaces with Clarity and PeopleSoft.

“We added 3,000 records into IQN VMS as part of the project, and IQN’s expert consultants walked us through this step by step. As a result of the smooth implementation, our hiring managers, finance employees, and contingent workers could use our new portal and process without delay on the day of go live,” explains Timmermans.



Avoided any data loss



Ensured needed connections between critical systems



Rolled out new contingent workforce management process on time

Satisfied Project Expectations



A main goal of deploying IQN was to simplify and standardize ING’s recruitment processes and systems to ensure a simple experience for everyone involved. The success of the implementation enabled ING to deliver on this commitment to its employees.

With the contingent workforce now managed centrally and requisition forms reduced from 150 fields to 15, hiring managers can more easily and confidently access needed talent. At the same time, contingent workers now use one system for time recording and management, and the finance group can easily reconcile worker time entries with invoices.



Ensured a simpler contingent worker recruiting and management process



Gained ability to more efficiently source talent



Improved the process for contractors and the finance group

Realized Operational Efficiencies



By standardizing on IQN VMS, ING enhanced its contingent workforce management program and reduced the risks associated with onboarding and managing continent workers. “With the right system and processes in place, we’re in a better position to hire the right contingent talent at the right price in a timely manner,” says Timmermans.

Moreover, because the project centralized all contingent workforce management, ING was able to streamline its back-office operational team while gaining efficiencies. “The new requisition and management process is far simpler, making it easy to handle overall. As a result, we can actually manage a larger continent workforce with a smaller back office,” adds Timmermans.



Reduced back-office headcount by 6 people



Streamlined contingent workforce management process



Saved on resource costs

As it continues seeking to deliver a differentiating customer experience, ING's strategic priorities include a rapid pace of innovation to satisfy changing customer needs. With a goal of achieving faster time to market with its innovative ideas, ING will benefit greatly by more easily bringing on contingent workers.

Our contingent workforce empowers us with additional knowledge and capabilities, and that serves our strategic goals of delivering the services and products our current and future customers demand.

» Gusta Timmermans, Global Program
Manager Strategic Recruitment at ING



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