



TENURE MANAGEMENT **POLICY IN FRANCE**

CLIENT PROFILE

Leading information technology company that develops, manufactures and sells computing products and services.

CHALLENGE

Implement a tenure management policy

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Our client is a leading information technology company that develops, manufactures and sells computing products and services. We began supporting the client as a Managed Service Provider (MSP) in North America in 2008, expanding to Ireland in 2010, France, India and Canada in 2011; Sweden, Finland, Norway and Denmark in 2012 and the Netherlands in 2013.

Our programme in France includes delivery of MSP and Statement of Work (SOW) via an onsite programme team.

The French labour law states the maximum tenure for a temporary worker is 18 months. Although there is no specific article in the French labour law with regard to maximum tenure for project based workers on an SOW. Precedents have shown that risks increase from 18-24 months tenure.

To ensure our client and the delivery of our service adheres to the French labour laws we needed to implement a tenure policy for our client that defines the internal guidelines and processes applicable when our client use the services of external suppliers onsite.

When first implementing our tenure policy, we identified 62 workers that had tenure of over 24 months, which amounted to a potential financial risk of €5.5m. Of these 62 workers, some had provided services to our client for more than 10 years. These workers needed to be managed and their contracts adjusted accordingly to adhere to the French Vendor Policy.

Change management, communication and training were therefore important to ensure hiring managers and suppliers understood the risks and the tenure policy. For example; not all managers were aware that a resource/contingent worker can only work for their maximum tenure and would then need to be offsite for a third of this before they are allowed to return onsite.

RESULTS

- Hiring manager satisfaction scores of over 95% for the past two years
- Nordic suppliers reduced from 25 to 21 in 2003 achieving stronger partnerships with dedicated suppliers

SOLUTION

When implementing our tenure policy, change management for hiring managers and suppliers was a key focus. Our programme office worked closely with hiring managers and through meeting with them in person, we were able to explain the policy and give sufficient notice for replacing existing workers with long tenure. We helped hiring managers overcome associated challenges which included replacement workers at the same quality, worker and supplier communications and off boarding activities.

With our tenure policy in place, our programme office liaise directly with hiring managers to discuss skill sets required and support in identifying whether the recruitment need is role based and requires a temporary worker or project based and requires a SOW. Once this is determined, our programme office release the assignment to suppliers, providing details of maximum tenure applicable with the French Vendor Policy.

We record all workers and assignments on the Vendor Management System (VMS), which allows us to report on assignment start and end dates and hence track tenure. Our reporting tracks when a resource is 6 and 3 months from the tenure limits and the programme office sends reminders to suppliers and stakeholders. In addition the programme office manages off boarding workers and ensuring they are exited efficiently and correctly.

Our programme management team meet once a month with our clients' HR, Procurement, Legal and Compliance teams to discuss and review cases e.g. if a hiring manager wants to enlist an SOW for 3 months of more.

By implementing our own vendor management policy we are able to control risk, adhere to local labour laws and hire the right candidate at the right time. Our solution allows visibility into when a candidate has been onsite for the maximum tenure and supports our programme office to ensure quality talent via the correct route with appropriate tenure.

- Adherence to French Vendor Policy and labour laws
- Reduced the financial risk from €5.5m to €500,000
- Provision of quality talent
- Reduced the number of workers with over 24 months tenure from 62 in June 2013 to 0 by August 2015 and reduced the number of workers with over 18 months from 85 to 0



ABOUT ALLEGIS GLOBAL SOLUTIONS

Allegis Global Solutions is founded on a culture that is passionate about transforming the way the world acquires talent by delivering client-focused solutions that make a difference for businesses worldwide.

