



# Case Studies

Client - Randstad work solutions



Randstad in the UK is part of the wider organisation of Randstad Holding. Randstad Holding is an international supplier of services to businesses

and institutions. The company is active in Europe, North America and Asia and is one of the largest temporary and contract staffing organisations in the world. It is market leader in the Netherlands, Belgium, Germany, Poland and in the south-east of the United States.

In 2005, the Randstad Group generated revenues of €6.6 billion and a net income of €241.9 million. During the reporting year, an average of 254,400 people were employed by Randstad every day. At year-end, Randstad had a total of 2,411 branches.

Randstad Group's mission is to rank among the world leaders in matching demand for and supply of labour and HR services.

Randstad UK aims to meet the constantly growing need for flexibility of labour, improved productivity and outsourcing of HR-related activities in the workplace.

The Company aims to achieve this goal in a number of ways. They offer a range of services that cover almost every aspect of HR services from staffing, which means finding quality temporary personnel (flex-workers) and permanent employees for quality work with their clients, to the provision of a whole range of specialised services, such as HR consultancy and HR process management services.

In 2006 Randstad in the UK secured a place in the Times Top 100 Best Companies to work for, for the second year running. The Times Top 100 award is derived from the views of employees about their employers and the policies and processes of their company.

In the first year that Randstad entered they were

placed 97th, which in itself is an achievement.

Many companies only begin to rank in the award after many years of

practice so to place in the first year was a phenomenal success. By 2006 they had upped their position to 49th,

a fantastic achievement in their 45th year of operation.

Project Requirements

Randstad UK were looking to implement a new corporate HR and Payroll system, a Pay and Bill system and a Front Office system to replace their current system which was originally designed for the company in Holland but had really come to the end of its useful life. The project sponsor on this exercise was Patrick Green who is Randstad's Director of Business Services and has been with the UK Company for 10 years.

Patrick explained his thoughts of focusing on a package solution, "My own view is that we are not a system house we're a recruitment company."

Patrick has a keen interest in the Greek Gods and thought it would be apt to name this major project after one of these - 'Apollo' – out of the darkness

'In terms of pay and bill solutions there was really only one choice which was the Tempest suite. It is the UK market leader, has a reputation that is second to none...' Patrick Green - Director of Business Services

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into the light.

It was split into 3 phases:

- **corporate payroll and HR**
- **pay and bill**
- **front office**

“In terms of pay and bill solutions there was really only one choice which was the Tempest suite. It is the UK market leader, has a reputation that is second to none and we also had a requirement for a HR and Payroll system to administer our 470 per-



manent employees and we knew that Tempest had a sister product called EMS that could cover this for us, so we started the ball rolling with Safe.”

Patrick then talked about the sales cycle and contract negotiation phase, “The commercial team at Safe sold us on the fact that Safe had good solid industry people and that certainly has proved to be the case.

I also like Sandy Scott, Safe’s MD, he’s my kind of guy to do business with being both reliable and direct. The contract negotiations were ‘robust’ but we both came away from the meeting happy with the outcome and I felt safe in the knowledge that if I do have any issues he will get involved and work hard to find a solution.”

### Project Implementation

The first phase of the project to go in was Safe’s EMS HR and Payroll product which went live in Jan/ Feb 06 and is now paying

Randstad’s 470 permanent employees.

Tempest Pay and Bill was the second phase of the project and originally was due to start in October 05. Randstad were unable

to get the required data from the old system due to a resourcing problem so the parallel run did not start until February but

amazingly, as the project was 200 man days in total which included 80 man days of bespoke development, the project still went

live in April which is no mean feat and largely down to the professionalism of the project teams from both Randstad and Safe.

Steve Radford, Safe’s project manager, also underlined the fact that most of the requirements were met with standard Tempest

functionality “Apart from interface development for the financials and front office packages, the billing requirements, which can

be very complex in a large agency like Randstad,



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were met with virtually no customisation being required, which certainly contributed to our ability to deliver the project rapidly.”

The third phase was for the Front Office project which is up and running with 62 of Randstad’s 102 UK offices now live.

Patrick said, “We decided to go for Bond Adapt

**Size:** 11,500 temps, 470 permanent staff

**Marketplace:** Recruitment

**Modules:** Tempest pay and bill, EMS payroll and HR, reporting

**Benefits:** Greater control, improved security, intuitive, web connectivity, system potential, expandability and flexibility

which Safe already interfaced into as well as our existing JD Edwards Accounting system.”

Patrick commented on the implementation phase and said, “It was a pretty tight timescale but I have had 10 years

experience of working at Randstad and on a project of this type when the chips are down I know the people who can and will deliver.

The success of the project is in no small way down to the skill and dedication of the implementation teams from both Safe and ourselves.

There were no real problems in the implementation phase to comment on and from Safe’s perspective they came in both on time and on budget. In fact, the whole project overall came in on time and on budget so in some ways one could say it really was a perfect implementation scenario.”

He then went on to highlight the 6 major benefits

that the Safe solutions have brought to Randstad,

“Increased control is one area, security is another, this has not been a problem in the past but locking up the system was important, we need the whole thing to be as secure as possible but also as flexible as possible so people can do a lot with it. The third area was enhancements, we now have any tax and legislative changes taken care of by Safe. Also the Safe systems are very intuitive and users easily pick them up.

Expandability and flexibility is another area where we feel we will have far greater potential as the old system had no web interfaces or scanning options, so this is another major area of improvement.”

Randstad also took the Safe Computing reporting system that is available within both Tempest and EMS and Patrick explained the reasons why, “We already had a couple of guys with Safe Computing reporting skills and we can now produce the reports we need without having to rely upon Safe to write them for us. We currently have 8 – 10 users and are training more but we don’t want to create too many reports, as we believe it will defeat the object and could run the risk of reports being produced just for reporting sake and not for the intended purpose of helping us to effectively run and control the business.”

The Company also asked Safe to change names and words in the system which obviously incurred extra cost, “It comes from something within our philosophy of ‘to know, to serve, to trust’ we don’t refer to our workers as temps, they are flex workers and have flex benefits such as training, holidays, etc. We want our staff to feel the systems they use are as

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comfortable and natural to them as possible. It may appear to be a grey area on the balance sheet but we believe it is important and will deliver benefits to both our employees and the operation.”

### **Relationship**

The company slogan is, ‘Good to know you’ and Patrick believes Safe definitely fit into this category, “Companies can either be a supplier or a partner. We believe Safe are a partner as both of us never want to bring the contract out and don’t expect to. In my opinion it’s a true partnership. When the chips are down I know Safe will respond and I expect them still to be around Randstad in 5 or 7 years time. Safe’s Sandy Scott said, “We certainly believe it is good to know Randstad as they are our 3rd largest Tempest customer. It was initially a challenging implementation requirement but by working together as a team we got the job done on time and on budget. A lot of credit for this must go to the management skills of Patrick and the hard work and effort put in by both Randstad and our own team. I now look forward to a rewarding partnership where we can play our part in helping Randstad to achieve their future business objectives.”

### **Future**

Tempest and EMS has been successfully working throughout 2006 and the two businesses are currently reviewing the business cases for the Tempest web portal and scanning products, as well as the EMS Flex Benefits and Total Reward statement modules.



### **Industry conditions**

The Recruitment industry itself is both complex and currently in a state of flux, it is an interesting and telling fact that there are currently 14,000 recruitment agencies in the UK of those 11,000 have only one branch. You therefore have to be creative and adaptable to survive. For example in our own company we are driving down administration costs as we currently spend £150,000 a year just on pay-slips, but now that we have the ability to do this electronically we can potentially save this cost. I believe the biggest danger that Recruitment companies face is that there’s always something else to catch their attention and take their eye of the ball, you need to keep focussed and not lose sight of your objectives and wherever possible, drive down administration cost. I do see pay and bill as one area in particular where we can all be more efficient.”