In a postpandemic world, it’s more important than ever to have fast, flexible access to extra capacity and sought-after skills. But traditional “Wild West” approaches to sourcing and managing external workers can lead to misinformed assumptions with unintended consequences.

These are signs of persistent undermanagement.

- **Lost business value from spend**
- **Low Net Promoter Score**
- **Poor customer experience ratings**

**Unintended consequence**

- **Higher invoice-handling costs due to duplicate invoices**
- **Overpayments**

**Unintended consequence**

- **Higher risk of safety incidents due to an inefficient and manual, inefficient processes**
- **Inability to ensure external workers feel valued and included**
- **Limited insight into worker performance**
- **Long onboarding cycles that delay worker availability**
- **Difficulty filling talent requests promptly**

**Budget overruns due to poor visibility into actual project spend against project plans to make better budget planning decisions**

**Poor budget planning due to limited access to departmental spend data and approvals**

**Inaccurate budgeting for external workforce spend**

**Unexpected budget overruns**

**Weak compliance monitoring (for example, misinformed assumption with respect to certifications)**

**Difficulty auditing external workforce spend**

**Undetected decline in service quality that reduces business performance**

**Increased security, compliance, and quality risks due to insufficient vendor vetting and vetting processes**

**High bill rates that increase project costs**

**Misinformed assumption**

- **People think. Here’s why.**

**Ready for the next step?**

- **Agility Isn’t Always on the Payroll:** Gain full visibility into external workforce spend and need holistic, proactive management.

**Regardless of whether your department currently focuses more on contingent labor or on full-time employees, external labor can add another step to the process, even an automated one.**

**We’ve spent so much time training people in this system. And there’s a lot of value there.**

**We’ve invested tons of time training people in this system. And there’s a lot of value there.**

**Finance**

- **Procurement**
  - **Managing external spend**
  - **Getting the most value from external spend**
  - **Enabling business agility and resiliency**

**Customer support**

- **Sourcing external workers**
  - **Getting the best talent**
  - **Ensuring quality and timeliness**
  - **Reducing project costs**

**IT**

- **Managing and monitoring an external workforce**
  - **Improving service quality and timeliness**
  - **Reducing security, compliance, and quality risks**

**HR**

- **Tracking and managing external workers**
  - **Ensuring compliance**
  - **Reducing security, compliance, and quality risks**

**Manufacturing**

- **Taming the Wild West of external workforce**
  - **Improving service quality and timeliness**
  - **Reducing security, compliance, and quality risks**

**Marketing**

- **Controlling external spend**
  - **Improving service quality and timeliness**
  - **Reducing security, compliance, and quality risks**

**Procurement**

- **Help ensure external workers are ready for the next step**
  - **Get as much value as possible from external labor**
  - **Reduce compliance and quality risks**

**Strategic Shifts for FM, HR, and IT**

- **Intelligent tools that have managers find the best talent and get the most value from it**
  - **Sourcing external workers**
  - **Get the most value from external spend**
  - **Procurement can add value without the structure and rigor provided by a vendor management system (VMS).**

**Procurement must be lean and flexible, allowing the right people to serve as the on-ramp to other departments.**

**Procurement needs to work with external labor providers by driving the right initiatives and strategies to address it.**