As procurement and HR teams increasingly turn to the external workforce to address a quickly changing set of organizational needs, many find it difficult to achieve the comprehensive view of the flexible workforce they need to manage it more effectively. Who is working for you? Where are they located? What do they earn? Are they compliant? Are they meeting expectations? Without reliable answers to questions like these, it’s also difficult to determine which processes and controls should be in place.

What’s at stake? Rising costs, for one—it is widely understood that the costs associated with flexible labor are relatively high, due to the effort involved in hiring and onboarding, not to mention the specialized oversight demanded by the non-employee labor lifecycle. Rates and spend can also vary widely when the process is left solely at the discretion of hiring managers. Risk is another issue tightly associated with the flexible or non-employee workforce—more transactions, more administrative processing, and more oversight can contribute to heightened risk.

The good news is that not only is there more useful data available on the flexible workforce, but there are many more powerful tools for making sense of it. That’s where Fieldglass comes in.

A new approach
Fieldglass offers a cloud-based Vendor Management System that specializes in managing flexible, contingent, or non-employee workforce. It is built to address everything from specific services arrangements to independent contractors, project- or statement-of-work based consultants; create visibility on potential talent within the network; and facilitate end-to-end management of temporary labor and service providers. If your organization is increasingly relying on a flexible workforce to fill its workforce needs, a new approach may be called for.

How we can help
Deloitte is widely recognized as a leader in workforce strategy and related technology implementations. We understand the business issues that drive workforce challenges, and we know how to connect
the dots between organizational strategy and workforce management. Just as important, we are also leaders in SAP solution strategy and delivery, with deep experience working with Fieldglass. These are only a few of the reasons clients come to us for assistance with:

- Business case development, analysis of current-state compliance levels, and future-state cost-savings modeling
- Assessment of current business processes in light of future-state objectives and desired outcomes
- Supplier and job profiles evaluation and rationalization toward standardization and consistent reporting
- Business process improvement framework with leading targets and operational metrics
- Strategic sourcing and negotiation strategy for contract labor and services spend
- Process and data improvement methodology with ongoing governance approach
- Organizational change readiness assessment and change management, communications, and tailored training activities
- End-to-end project and program management, including sustainment and support
- Enable integration of Fieldglass processes and data with other existing systems, including HCM solutions for a total view of the workforce

How to get more value from Fieldglass

We’ve helped procurement, workforce, and HR leaders across industries put Fieldglass to work in their organizations, and we’ve learned a few things along the way. Here are a few insights that may help you as you consider the path forward with Fieldglass:

**Target visibility**
The most successful systems are often those that provide self-service visibility. As a result, it’s easier to see and eliminate unnecessary or redundant contractors. Enhanced visibility also helps contractors and vendors self-monitor performance and creates incentives for hiring managers to consider high-performing, reliable vendors. Also, invest in analysis of trends and outliers and use that information to make strategic decisions moving the organization continuously forward towards better optimization.

**Good governance, better outcomes**

Time and time again, we see organizations that don’t have the proper levels of visibility and consistency of data when it comes to contingent labor spend. If that sounds familiar, it helps to gather, classify, and standardize the variations of contingent labor currently employed—including services, projects, contractors, and consultants. Establishing a single standardized “job catalog” can ensure comparability across agencies and facilitate purchasing for hiring managers.
Focus on process
Today’s technology can provide a much-needed boost to your efforts to improve capabilities. But without the right processes in place, even the best technology can come up short. For example, adding organization-specific controls, automation, and integration into the on-boarding and off-boarding process requires mapping exact process steps and may involve different departments and/or systems. As a result, it is important to obtain a clear understanding on how the ancillary processes should be designed and sometimes changed to achieve those goals.

Plan for change
Hiring managers, program administrators, and external stakeholders such as vendors stand to benefit from the new capabilities introduced by Fieldglass—but only if they modify their own approaches in light of such capabilities. A successful transformation often involves the establishment of a program office to oversee and sustain the entire lifecycle. Further, plan to collaborate with internal and external stakeholders early in the process, providing them with the communications, training, and change management required to achieve the results you’re seeking.

Case studies
1. We helped a consumer and industrial products company that spends approximately $140 million annually in contingent labor determine whether it was worth investing in a contingent labor management program. As part of this work, we performed a broad cost-benefit for the contingent labor process and spend, identifying an NPV of $17 million and average four-year ROI of more than 600%.

2. A major technology and communications client enlisted Deloitte’s assistance to define and implement a complete contingent labor management program. This technology centric project involved the implementation of Fieldglass and integration with Ariba, an SAP company, and SAP ERP systems. In addition to the data exchange, we helped create a procurement portal that made seamless the end-user navigation into the different systems from a usability standpoint.

3. For a major life sciences and health care company, Deloitte assisted with the vendor management program covering health and welfare. Activities included analysis and negotiation of financial terms in contract renewals, negotiation and adjudication of performance standards/guarantees, financial analysis including rate-setting and forecasting, and ongoing plan performance and experience monitoring. Deloitte also assisted with regulatory/compliance support, including processes related to health care reform strategy and implementation.

Related offerings
- Ariba Sourcing and Ariba Contract Management
- Ariba’s Procurement Solutions
- Ariba Invoice Management
- Ariba’s Working Capital Management solutions
- Ariba Network
- Concur for Travel & Expenses
- Simple Finance Accelerator