

# The right path towards maximum flexibility

“With Protime’s workforce management system, all of Randstad’s personnel can manage their work-life balance”



In the complex world of HR services, flexibility is the key to successful and to profitable business strategies. This is why Randstad was keen to find the right way to help its staff achieve balance between flexible working and a quality private life. That right way is with Protime, and now every Randstad staff member knows it.



**Randstad** Temporary Employment Agency was founded in the Netherlands in 1960. In 1965, the company established itself in Belgium as Interlabor Interim. The brand name Randstad followed in 1970. Interlabor conquered a 25% market share (number 1); Randstad 6%. In order to improve their collaboration, Interlabor and Randstad merged in 1999 to become Randstad Belgium. This name covers more than just temporary employment. Randstad has grown into a full-fledged HR service provider. The company provides recruitment, career advice, training, in-house, HR and many other services. It is not only an all-round expert in the field of employment, but also creates tailor-made packages for companies and temporary workers to suit their specific requirements. The Randstad Belgium head office is located in Brussels. For more information, please visit [www.randstad.be](http://www.randstad.be).

Accurate salary calculations require meticulous recording of absences. But this is exactly where Randstad sometimes lacked efficiency and accuracy. Records were paper-based, which sometimes resulted in salary calculation errors. The hours worked by staff were not recorded systematically, and as a result the HR department had to enter the data (including holidays, which were requested on a form) into the salary processing package itself. Sylvie Robyn, Personnel & Salary Administration Manager, explains: “The administrative paper-pushing was extremely time-consuming and the manual data entry involved in the salary calculations increased the likelihood of errors. In 2006, our department employed three staff members to process the data for the 1,300-strong workforce. The work pressure was enormous.”

## Fast growth makes flexibility a necessity

Furthermore, staff did not have any insight into their own personnel files, such as the number of holidays remaining. Sylvie Robyn states: “Requesting holidays on a form was not only a nuisance for us, but also for the staff. Sometimes the form would get lost and the person had to

contact the personnel department directly, which further increased our work pressure.” Randstad was also experiencing strong growth in those years. The number of employees increased from 1,300 to 1,700 and the number of branches was on the up (in Belgium there are currently 250 branches). Naturally, fast growth in a competitive market requires that an organisation be flexible. Randstad needed a transparent solution to record absences.

Protime’s workforce management system very much appealed to the Randstad management. The project plan put forward by Protime strengthened Randstad management’s belief in Protime’s Software as a Service (SaaS) approach. According to Jack Van Stappen, Business Analyst: “The solution could be seamlessly integrated into our intranet environment, which meant that we could transfer the hours worked to our salary engine in real time. The hosting solution offered ensures that the Protime system is available to our 250 branches at all times. In this respect, Protime had already built up a good reputation on the market when we opted for it.”

“Flexible working hours is simply good management. The fact that everyone can manage their own working hours is a major factor in job satisfaction. ProTime ensures that we have ‘the right tool in the right place.’”

Luc Steensels,  
Compensation & Benefits Manager



## The Prottime workforce management system reduces the margin of error in salary calculations to zero.

### Problems to overcome

- Employees do not have any insight into their hours worked
- Personnel department does not have centralised HR information
- Personnel department is under high work pressure and there is a real likelihood of errors
- Need for flexible working

### Causes

- No systematic recording of presence or absence
- Requests for leave are paper-based, with manual salary calculations
- Workforce and number of branches are growing

### Capabilities

- Faster availability of data
- Efficient salary finalisation
- Time savings and less likelihood of errors
- More time available for core tasks
- Employees have an overview of their hours worked
- Improved work-life balance for the staff

### Solution

- Computerised processes
- Prottime e-Premium:
  - » ProTime: recording and management of hours worked (personnel department)
  - » ProNet: Employee Self Service (Randstad employees)
- In use since 1 January 2006

Thanks to the interface between the salary engine and ProTime, the margin of error in the salary calculations is virtually non-existent. “Our salary engine forwards the personnel data, and these are automatically imported into ProTime,” Jack Van Stappen states. “At the end of the month, ProTime takes over and sends the hours-worked data to our salary administration.”

The Prottime solution not only reduces the margin of error in the salary calculation to zero, but thanks to the discrepancy searcher it also excludes any possibility of other errors. This ‘management by exception’ concept displays impossible or illogical situations at the push of a button. According to Sylvie Robyn: “With ProTime, we have up-to-date information available. We can see when requests are not taking place correctly and we can promptly intervene. By using a number of current reports in an easily accessible and adjustable format, we can anticipate any possible difficulties with our 1,700 employees. When a manager takes too long to approve a holiday request, we will respond. And if someone still has 20 days’ leave left in November, we will ring the alarm bell. We also have monitoring duty. We ensure that ProTime is used correctly. We offer flexibility to our people, but we expect them to systematically record their hours worked.”

### With the “Employee Self Service” everyone organises their own flexible working

Nowadays, our staff request holidays via the intranet, where they can access a user-friendly, on-line registration module. According to Jack Van Stappen: “We have had to adjust to it, but the benefits of the switch have been more than worthwhile. At one glance, a staff member has a full overview of hours worked, as well as the number of holidays remaining. This “Employee Self Service” enables staff to manage their own personnel files more easily than before, which gives them responsibility.”

Thanks to the on-line registration module, the personnel department can immediately check the holiday requests of the entire workforce. Sylvie Robyn, who uses ProTime on a daily basis with her team, explains: “We have an overview of hours worked at any time. We can check the employees’ balances and their approval status on-line. The integration of Prottime e-Premium has led to logical and smooth processing of the data recorded, which supports the crucial flexibility of our organisation.” The reduction in work pressure within the personnel department equals half an FTE on an annual basis. This enables the department to focus on its core work.

### Work-life balance with Prottime: the right solution in the right place

More than ever people are searching for a quality work-life balance. This is certainly true for the Randstad workforce, who have to deal with changing work pressures. Customers often demand an immediate response, which means that the staff have to adjust their working hours accordingly. Luc Steensels, Compensation & Benefits Manager says: “For us, flexibility is key. Flexible working hours is simply good management. Moreover, having control over your own working hours is a major factor in job satisfaction. In the future, Randstad aims to expand this independence by introducing the possibility of taking a 2-hour break in lieu. With Prottime e-Premium, we have the ‘right tool in the right place’ to manage this.”

The collaboration with Prottime has been accepted with great enthusiasm by all the ranks. Jack Van Stappen elaborates: “It is a stable, user-friendly and flexible system. We have not experienced any downtime as yet. The Prottime helpdesk is always on hand to advise our staff. A Prottime staff member regularly calls to discuss new opportunities.” Expenses payments are now also being explored. The collaboration between Randstad and Prottime thus continues to grow. Luc Steensels concludes: “With Prottime we have found the right way, and now there is simply no going back.”