

The new way of working at Moneypenny

2011 - Moneypenny was founded in 2000 and connects organizations and qualified workforces. This may involve short or long-term work; working in permanent employment or posted. Moneypenny's professionals are active in the field of corporate support services: secretarial and administration, human resources, marketing, communication, legal affairs and finance. Sales in 2008 amounted to 2.3 million euros.

The aim is working completely time and place independently, at times when it arranges an employee. Remote and still closely involved in the company where someone - permanent or temporary - is deployed. So that even professionals who want to work more flexibly, part-time or from home, can be used for businesses. The philosophy of Moneypenny puts the company no harm. Working at a small office or from home, seven permanent employees keep at work about 150 people, at home or at clients places. It provides tremendous mobility benefits and ensures that Moneypenny achieve higher returns.

"At MoneyPenny we see an office as a necessary evil. You should be located somewhere, but my employees may all choose where they work. At our office there are four workstations for seven permanent employees. And never all the spots are occupied, we often work from home. This also applies to employees who we detach. About 50 percent of the detached employees does not work on site of the client. That gives them a lot of freedom, exactly what they need as a professional," said Marianne Sturman, director MoneyPenny.

Measures

Moneypenny has not taken a specific new measure; indeed working flexible, time and location independent was the core business of the company right from the start in 2000. In this regard the company has an advantage over companies that want to make a transition to the 'new ways of working' and will have to make extra effort to change their method.

The central question at Moneypenny is always: what tasks someone has to perform and is he or she designated on a specific workplace in doing that tasks? It is the conviction of director Marianne Sturman that employees can work more time and place independently, much more than they do at present. So the recruiter of Moneypenny always works from home and holds interviews on line with potential candidates, through an internet application and a webcam. In a company like Moneypenny good ICT is the basis for efficient operations. The technological means are arranged in such a way that anyone who is seconded by Moneypenny always can enter the systems and information. The company also makes use of VoIP technology for phone calls. This technology enables employees to be reachable everywhere at the same number, whenever there is an Internet connection.

Moneypenny uses a so-called terminal server solution (vendor Citrix) for managing and accessing files. The system enables employees to get their information everywhere and always.

Introduction and promotion

The mentality of flexible working is ingrained in the culture of Moneypenny from the start in 2000. No attention was paid to internal promotion. By the way, it is not an obligation to work in this new way; the secretarial assistant and accounts receivable often work from Abcoude, not from home.

The NWW require something of the manager, who sees his/her employee less frequently; the basis for the cooperation is to give trust to each other over and over again, which is the vision of Moneypenny. You have to make proper arrangements. The manager must be confident that an appointment is kept. And the employee should be transparent in what he/she does when. In other words, he must be willing to let them check.

The fact that people see each other less when they are working remotely, Moneypenny does not see as a problem but as an advantage. Communication becomes more functional, employees and managers must communicate more actively. This makes them even stronger tied, according to a meta-study of 46 scientific studies of telecommuting (Gajendran and Harrison, 2007).

Benefits

Benefits to permanent employees and seconded professionals are:

- being allowed to determine the time and place to perform the work, as far as the assignment and the work permit this of course;
- the possibility of working part-time, flexible and from home (an employee should be able to manage that; sometimes that is a handicap actually);

- stronger bond with the client/employer because communication is more proactive and meaningful (you must actively seek each other).

Benefits to the employer are:

- greater chance of finding the right person for the right job. Where that person resides, is no longer important;
- more likely to bind good people to the company. How flexible will you be?
- Basically everything is possible;
 - cost savings in housing, which generate higher margins compared to competitors;
 - savings in travel costs and unproductive (travel) time; ability to perform flexible HRM policy.

Example: online interviews

By doing entire interviews online, Money Penny saves much time. There is no travel time and there are no travel expenses. Money Penny also indicates that an online conversation is shorter and is perceived as more intense than a face-to-face conversation. This allows one recruiter to conduct more interviews and the company do not need to take any additional recruiters to bridge a possible travel distance. On average, the recruiter has 20 online interviews per month. Money Penny estimates the average travel distance the recruiter does not need to make, at about 100 miles a week.

Money Penny does not have to reimburse those miles. The interview takes about an hour to complete, Money Penny estimates that an online interview costs 60 percent less time than a live interview. In total, the company estimates that productivity per employee increases by 7 percent by the flexible working solutions.

Costs

The largest cost, which is higher in comparison with other companies, is that of the ICT infrastructure (telephony, internet, servers). An ICT company arranges all this for Money Penny. The cost will be about 67.50 euros per employee, per month. For seconded using the ICT platform (not everyone needs this) it is the same amount. One of the pillars of business is to keep fixed costs as low as possible and to work with variable costs as much as possible. So if there are three additional employees seconded, then Money Penny pays for additional ICT support for those employees only, no more and no less.

Tips

The three main pillars for organizations who wish to implement NWW, are the following according to Money Penny:

- good communication; what exactly are you planning and why, who do you involve?
- effective management; what steps should you take from start to finish, what does that require of the management?
- training; don't just begin, but prepare employees and managers, train them.

Reference

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