

Guiding a Global Technology Company's HR Compliance

"If you think compliance is expensive, try non-compliance..." - former U.S. Attorney General Paul McNutty

Business Challenge

Our client, a global provider of secure file sharing, collaboration, and storage solutions, and recently publicly traded company, was preparing for their annual internal and external audits. The People Operations team needed to perform a comprehensive and detailed audit to confirm adherence to and compliance of HR processes, policies, controls and procedures as well as an audit of employee data and documentation quality including data accuracy, consistency, and completeness.

The Outcome

Over the six-month engagement period, Kenny & Company led the client's HR Compliance Program Manager to scope, plan, and manage multiple cross-functional compliance and audit projects in partnership client's HR, Legal, Trust & Security, Internal Audit, Contingent Workforce and HRIS teams. Kenny & Company identified and documented compliance gaps and worked cross-organizationally to implement improvements in policies, processes, documentation management, and tighter controls to promote data quality, integrity and completeness for full time employees and contingent workers. The improvements resulted in the client's ability to meet internal audit SOC control requirements, and successfully satisfy all external audit requirements with supporting data and documentation.

The Process

- Reviewed HRIS system data for approximately 2,500 active full-time employees and contingent workers for data quality, completeness, and timeliness.
- Reviewed availability and completeness of all onboarding documentation including but not limited to signed offer letters and policy documentation, background check completion, I-9 completion, etc.
- Identified three strategic, five tactical, and two systems integration improvement opportunities to ensure compliance adherence
- Met with eight cross-functional leaders and process owners to review gaps resulting in non-compliance, developed and coordinated implementation of improvements with ongoing review cadence to ensure continued compliance.

The Client Obstacles Uncovered

Ownership and Oversight

- Client's People Team was in a constant state of change in personnel approach and following their IPO resulting in a lack of ownership and consistent oversight of adherence to processes and controls
- Lack of a consistent cadence to review adherence to processes and controls resulted in several months where reviews were not completed

Third Party MSP Partner Non-Performance

- Contingent Workforce program managed by third party MSP was not terminating workers in a timely manner resulting in contingent workers maintaining systems access after terminations

Systems and Technology

- Integration issues with Recruiting ATS and HRIS systems created employee data quality and documentation availability issues
- Lack of unique employee identifier across background check system, Recruiting ATS, and HRIS systems resulted in time consuming, manual process to validate background check completion against actual hire date

About Us

Kenny & Company is a management consulting firm offering Strategy, Operations and Technology services to our clients.

We exist because we love to do the work. After management consulting for 20+ years at some of the largest consulting companies globally, our partners realized that when it comes to consulting, bigger doesn't always mean better.

Instead, we've created a place where our ideas and opinions are grounded in experience, analysis and facts, leading to real problem solving and real solutions – a truly collaborative experience with our clients making their business our business.

We focus on getting the work done and prefer to let our work speak for itself. When we do speak, we don't talk about ourselves, but rather about what we do for our clients. We're proud of the strong character our entire team brings, the high intensity in which we thrive, and above all, doing great work.

Who We Are

Partner Led

Our Partners are personally committed to our clients and lead every engagement.

Experience, Perspective and Passion

We average over 20 years in professional services and bring tailored approaches to every client engagement.

Focused, Collaborative, High-Impact

We work side-by-side with our clients in highly focused teams to solve complex business problems.

Client First

Our highest priority is our client's professional and personal success. We believe clients should expect more.

Guarantee Our Work

We guarantee our clients complete satisfaction every engagement every time.

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