

HR and Procurement at the Table Together

Human Resources and Procurement have worked in silos for years. In many organizations, these two functions do not even reside in the same building, let alone geographic location. This reality provides a huge missed opportunity when trying to achieve a more holistic talent strategy.



To better illustrate the need for a partnership between these two functions, consider this real-life scenario...

Years ago, as VP HR for an oilfield services company, I learned about “turnarounds” — or when an oil refinery shuts all or part of their operation down for maintenance. Securing as much contract labor as possible during this time was crucial to avoid great revenue loss, complete the required maintenance and become fully operational again.

The company’s VP of Operations described past turnarounds as massive projects involving hundreds of contractors during predictable and scheduled times of the year, with varying skill sets and unfavorable conditions. Procurement kept no record of contract labor data and the small private equity company had no VMS. For each turnaround, the process started all over again – ad campaigns to bring in the labor, re-entering of laborers into payroll, re-interviewing, re-training and re-transitioning – resulting in a major administrative burden for the field managers.

In the end, a hybrid model was created that combined Procurement and HR expertise, resulting in a much easier process for future turnarounds. Whether or not you can relate to this situation, it is important to think about what your organization's model can look like. Do HR and Supply Chain/Procurement fully understand each other's practices and value add to the organization? Where can the functions better align for an overall talent solution?



With today's evolving workforce landscape, it is important to recognize that both functions bring value and both should be at the table. Read more about our perspective on an evolving talent strategy in a recent [Harvard Business Review article](#).

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