*Equinix*

# Optimizing Global Time and Labor Standards

*Equinix, the world's largest IBX data center and colocation provider, streamlined and optimized its global time and labor standards to gain efficiencies and improve its associates' experience. Senior Director of Stock Services and Payroll **Darrin Short** and Director of America Payroll **Des Hicks** share their story below.*

## About the Company

**Darrin Short:** Equinix is a global data center company. We are in 24 countries across three regions and have approximately 7,500 employees and 194 facilities. For a data center, we construct the football field-sized buildings where all the servers are, and basically connect the world's data. The physical internet traffic goes through the Equinix data centers, and we find ourselves at the intersection of a lot of trends such as mobility, Internet of Things and video. All of that needs to be run off servers and data centers.

## Adapting to Growth

**Short:** The company was focused on some very large acquisitions. In 2016, we doubled our size in Europe and went from the 11th to the 4th largest provider as part of a large company in Japan. At the same time and for the first time, non-U.S. revenues and headcount eclipsed the U.S. revenues and headcount. It was time to start thinking more globally.

We convened a meeting in London in September 2016 – a cross-functional team with HR operations, human resources information system (HRIS), IT and the payroll groups. We formed a program called Employee Payment Information Capabilities (EPIC). Equinix has a very collaborative culture so for us, EPIC is not a top-down program. It's [a program] designed to create a framework to solve business problems. We looked ahead and said, "If we don't put a new payroll system in the U.K., it's going to break."

## Quick Facts

**Company:** Equinix

**Headquarters:** Redwood City, California

**Industry:** Data and internet connection

**Number of Employees:** 7,500

Learn more about Equinix at
**https://www.equinix.com/**

## On the Learnings

**Short:** We thought it was just going to be a payroll journey, and it is, but it quickly broadened into a time and labor issue. There was not a lot of confidence in the PTO accrual on the balance sheet and how to automate workflow. I noticed that the first time when the U.K. payroll team started reporting to me, and I got these three PDFs to sign off for a request for time off. I realized the team was chasing a lot of paper.

**Des Hicks:** To stop sending paper timecards around the globe for sign off was more of a value add for each country we visited and implemented in. When we go into each one of our offices and we sell this EPIC idea that Darrin spoke about, we have colleagues who say, "We don't want the payroll at this time, we want time and labor."

## On Expanding to Other Countries

**Hicks:** First, I look at the country to see whether or not we can accommodate the need there. With the language pack that comes with ADP Global eTime, we're able to make sure that we have the right system and the right resources in the right countries. And the ADP team appoints their subject matter experts (SMEs) that know the local pay laws for implementation. We've had a fantastic track record using ADP Global eTime. It also depends on the size and headcount. Now we're in five different countries – the U.S., Canada, Columbia, Switzerland and the U.K.

We also have countries that are in the wing waiting. We created a timeline of projects all the way up to 2020, so we have a lot of work coming in the future.

### On the Integration with ADP and Workday

**Hicks:** It's been absolutely amazing. We not only integrate Workday into eTime, but also into ADP payroll systems in most of our countries. eTime seems to be one of those systems of truth that matches Workday. When we interface in any other country, Workday is carrying their hourly wage in that country's specific currency. When Workday connects to eTime, it pulls in the entire employee population of users daily. When there's a change in Workday, the change happens automatically in eTime. We populate it every morning so if we have new hires starting that day, by the end of the day, they're already in our system and able to use it.

We have created "person types." And with those person types, we're able to pull the data out of the Workday system and do an automated translation of data into eTime. When there's something local specific to the country we are implementing, we just add another column to the export file that uploads into eTime every day.

### On Having the Right Skills

**Hicks:** Always make sure that you have local SMEs (payroll experts, operations team, etc.) in the office that are able to work on the implementation project. We learned a valuable lesson in Switzerland, because we didn't have one. But we got lucky with an eager learner who was able to step up to the plate and pull it off.  We call that implementation a home run.

The other thing is to make sure that you have the right partner from ADP. Our contact, David, was wonderful for us. He knew the configuration and he lived in the U.K., so he pulled off the U.K. eTime implementation fantastically.

## Equinix Results

- Integrated Workday® into ADP Global eTime and ADP payroll systems.
- Improved standardization and efficiency
- Enhanced the associate and manager experience for time and labor
- Increased visibility into time and labor tracking and scheduling
- Expanded the Employee Payment Information Capabilities (EPIC) program to 5 countries

And finally, language is a cool and important skillset. I have a couple of Spanish-speaking people on my team, so Columbia was an easy implementation. When we got to Switzerland, we had SMEs there that spoke English and German, which was helpful for Zurich.

### On What's Next

**Short:** What's really key now is we need to make sure we align the road maps of our key partners, IT, the HRIS Workday area and HR operations. And then [the focus will be on] talent.

> "We implemented the
> ADP Enterprise® Global eTime system
> and built a fortress. "

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