



KellyOCG® helps eye care giant retain skilled workers

and raise the bar on productivity

A bold transformation in managing its temporary workforce has allowed an international market leader in eye care to retain its valuable talent, and more than triple its productivity.

The company develops and delivers effective and safe eye care treatments and products, including disposable contact lenses. Through 2,500+ employees, it provides products to approximately 70 countries.

After identifying that its core quality and safety division was rapidly losing workers with critical skills because of its temporary workforce model, the company engaged Kelly Outsourcing and Consulting Group (KellyOCG) to implement a new workforce model and employee management process.

The challenge

The company's R&D laboratories in Jacksonville, Florida, utilized highly skilled, university-trained science graduates as analysts in the chemistry department. The analysts are responsible for testing the product, which includes ensuring that the lenses contain no impurities, that the chemical structure is sound, that the lenses will last in solution, and that the seals on the cases are effective. Given the delicate nature of the products and their use on or near the human eye, quality control and hygiene are paramount. The testing regime, with its emphasis on quality and safety, represents a core skill in the business, and is integral to upholding the company's exceptional reputation worldwide.

The on-the-job training of these skilled employees generally took up to three months, and by the time they were trained and working productively, many were leaving the company either voluntarily or were forced out due to constraints in the workforce model. Productivity of the laboratory operations was adversely impacted by the turnover and there was a highly inefficient usage of recruitment and operating budgets.

Results at a Glance

CHALLENGE

- Lower the high levels of employee turnover
- Reduce the length of the cycle times for testing

SOLUTION

- Transfer the responsibility and management of the employees to KellyOCG to retain and develop employees
- Undertake process improvement audits to increase productivity

RESULT

- Improved employee satisfaction and retention
- The development of a highly capable workforce that increased productivity and, in particular, reduced the time period for clinical submissions from 14 days to 4 days
- Reduced recruitment and training costs



Under the prevailing contract labor model, the company was seeing its accumulated skills and a significant investment in the development of its human capital regularly walking out the door.

The solution

KellyOCG was engaged to evaluate the company's employment options and implement new systems that would retain skilled talent, and help improve productivity. The company had previously utilized Kelly Services®, and a solid and effective working relationship had been established.

KellyOCG utilized its business process outsourcing (BPO) experience to evaluate the existing contract and employment arrangements, and designed a fresh approach to retain the employees, without any company restrictions. The solution transferred the responsibility for the workers to KellyOCG, and also gave the company access to BPO methods to recruit and manage the workforce—and raise productivity.

An internal manager from KellyOCG was appointed to the laboratories to drive the ongoing management of the program as an outsourced workforce solution, with client-specified operational metrics. KellyOCG developed a solution that ensured retention of acquired talent, and efficiency for existing employees.

Through close partnering with KellyOCG, the company remained involved in the operation of the testing division, without the burden of managing. Alignment with the company provided insight into its workforce needs on an ongoing basis, and allowed KellyOCG to provide the highest quality scientific and professional/technical candidates as demand increased.

The result

The partnership enabled the company to retain valuable talent and build a highly skilled, capable, and flexible workforce base. The solution transformed the way that temporary workers were employed and managed, and improved productivity by reducing turnover—a key performance indicator for the program.

The revised arrangements achieved significant productivity improvements, especially in reducing cycle times for testing. Before the solution was implemented, the completed testing on clinical submissions took approximately 14 days. After a year, this was cut to seven days; it was reduced to just four days within two years.

The enormous gains in productivity were achieved by KellyOCG gaining control of the contracts and allowing workers to be retained and developed. The changes led to greater job security and benefits for workers, paid time off, and a degree of certainty about the future, which helped to develop a positive workplace culture and improved morale.

Word of the success of the process soon spread to other departments within the company, and the role KellyOCG played was expanded into other facets of the business. The company's quality control laboratories now operate with a renewed vitality, which allows the business to harness the long-term benefits of developing and retaining a skilled workforce, while maintaining the flexibility and benefits of a temporary workforce and reduced corporate headcount.

For more information on how KellyOCG can help your business, visit kellyocg.com today.