



## Achieving a Best-In-Class Global Contingent Talent Strategy

KellyOCG® conducts comprehensive competitive assessment to help leading oil and gas company elevate its global contingent talent program.

### THE COMPANY

As a global leader in the oil and gas vertical, the company was highly invested in deriving maximum use and clear visibility of all its talent.

### THE CHALLENGE

The company aimed to elevate its self-managed MSP to a best-in-class global contingent talent program.

### THE SOLUTION

KellyOCG® assessed how the program compared to the competition and made recommendations for achieving a best-in-class program.

### THE RESULT

The assessment highlighted areas of focus that would help drive further program adoption, improve visibility, and deliver a best-in-class talent supply chain strategy.

In today's competitive oil and gas marketplace, leading organizations recognize the value of talent as a key supporting factor of business strategy. As such, a leading oil and gas company was looking to elevate its internally-managed service program (MSP) to a best-in-class global contingent talent program. However, the organization struggled to accurately pinpoint the shortcomings within its program strategy and lacked a comprehensive overview of how it compared to peers, making the desired transformation a challenge.

To overcome these obstacles, the program's leadership requested that KellyOCG® perform a competitive (and consultative) assessment to measure how the program compared to the contingent talent programs of the enterprise's peers, as well as identify shortcomings and opportunities for realizing a best-in-class program.

First, the KellyOCG® team measured the program against 17 like companies in the oil and gas industry, at companies comparable in organizational size and global complexity. The programs were evaluated in eight categories: breadth and depth of service delivery, supply base/talent strategy management, automation and technology, analytics/measurement, global, innovation/strategy, user engagement, and governance. Additionally, program maturity was ranked as either operational, defined, quantitatively managed, optimizing, and market-leading. During the assessment stage, the KellyOCG® team conducted stakeholder interviews and surveys and gathered competitive data from an independent source.

Next, we analyzed and compared the results to gain an accurate overview of the program's current state in relation to the competition. The assessment revealed that although the program was lagging in some areas, the team had made considerable progress towards developing a strategy and creating a program roadmap.

To round out our engagement, we developed a report for the company that summarized the results, identified the gaps and lessons learned, and included recommendations for strategy improvements. We found that in order for the company to advance its program, it needed to turn its attention to re-evaluating and emphasizing governance with HR involvement, its global rollout roadmap, and user engagement. Increased focus on these areas would lead to further program adoption and provide leadership with the talent visibility required to propel the program forward and deliver a true best-in-class talent supply chain strategy.

By changing behavior, adjusting and building the contingent talent program with these recommendations in mind will offer several distinct business benefits to the company. It will provide the data and metrics to set an overarching consistency in workforce policies, and, thanks to data-driven insights, the leadership will gain a better understanding of what's actually happening in the organization in terms of talent demand and supply. This will enable the company to drive full talent and workforce strategies accordingly and move into a best class talent-focused program.

The lesson: By thinking about the contingent talent program in the three categories of improving governance, creating a global roadmap, and supporting user engagement, it will drive the desired behaviors, talent needs, visibility, and by extension, the right cost.

## Our Value

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Find out how KellyOCG® can help you have a best-in-class MSP.

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### About KellyOCG

KellyOCG® is the Outsourcing and Consulting Group of workforce solutions provider Kelly Services, Inc. KellyOCG is a global leader in innovative talent management solutions.