



a clearer path to ensuring contingent worker success

A leading insurance firm needed to find better ways to manage its contingent workforce, so it turned to the experts at KellyOCG® to help write a new policy.

One of the leading U.S. insurance firms, with a dynamic, highly visible footprint in the marketplace, engages a large number of contingent workers—including those assigned to statements of work (SOWs), delivering project-based services and outsourced services. Managers at their various business units and sites engaged their contingent workforce directly for many years. As a result of this decentralized way of engagement for contingent workers, the company had, over time, lacked consistent processes for how they engaged and managed this unique workforce. This hampered the company's ability to drive visibility and consistent compliance of their contingent workforce, exposing them to risk and excess cost. After

a careful review of options, the company turned to Kelly Outsourcing and Consulting Group (KellyOCG) for recommendations on how to better manage the challenges associated with a contingent workforce. They implemented a managed service provider (MSP) program, which allowed them to access top talent, provide streamlined processes, drive visibility, and minimize their exposure to risk across their entire company.

Results at a Glance

CHALLENGE

A leading insurance firm needed to create a way to more effectively manage and track its growing contingent workforce, and shorten, streamline, and audit its statement of work request process—in order to keep up with fast-changing conditions and requests from its large network of managers and suppliers.

SOLUTION

KellyOCG implemented a partnership-driven MSP that manages the entire process for staff augmentation needs, in addition to the life cycle administration and management for all their SOW engagements.

RESULTS

The client now enjoys a greatly improved process and visibility allowing for better understanding and management of its contingent employees, its spend, and SOW project status, as well as how to best allocate resources among its many offices and stakeholders.

The challenge

In 2014, the company realized it needed to strengthen its business processes around non-employee workers. Their contingent workforce had grown exponentially over the years, and the company needed to be able to gather and understand where these workers were located, what access they had to the company's systems, what roles they had and what projects they were working on—and if their suppliers were appropriately managing the on-boarding requirements. In addition, they wanted to understand how many contingent workers were



being used, if the talent was meeting their needs, and if their wages were at a competitive market rate—in a more centralized, consistent manner than the current processes allowed. In effect, the company needed a total supply chain solution to help manage adherence to their processes and compliance from this growing and necessary contingent workforce.

In addition to the challenges above, the company needed to manage its process around document compliance and worker visibility within their SOWs. The critical factors driving SOW management within their contingent workforce strategy included: streamlining the SOW process to start projects on time and with the proper documentation, understanding the talent that is supporting the project, ensuring visibility to the talent within the policies of the company, and adherence to project budgets and supplier capability and performance.

The solution

After a thorough review of the client's current state and their future state needs, KellyOCG took a number of steps to make sure the client would have a clearer path in accessing the talent and resources it needed, driving consistent management of the processes and gaining visibility. By creating a partnership-driven model, utilizing KellyOCG as the MSP that enables the vendor management system (VMS) technology, the client has the ability to manage their contingent workforce in a much more efficient, cost-effective manner—and at the same time, improve its compliance and visibility of suppliers and the workforce they supply.

With the MSP program in place, KellyOCG manages the entire process for their staff augmentation needs and manages their life cycle administration and management for all their SOW engagements. This includes:

- Finding temporary talent by reaching out to multiple suppliers
- Screening and bringing in qualified candidates for consideration
- Providing support in creating and managing the SOWs within the technology
- Handling management of the SOW change orders
- Driving reporting of analytics across their entire contingent workforce
- Centralizing payment to suppliers
- Administering a payment approval process for SOWs that gathers all the proper approvals before work can begin, or before there is any kind of payout based on project milestones



The result

Through collaboration and governance, KellyOCG and the client have been able to drive a successful program that is delivering better visibility to workers and costs, streamlined processes, risk mitigation, and overall compliance.

In addition, through the MSP program and by enabling the VMS technology, KellyOCG is able to manage and administer a consistent process in the SOW life cycle, making it easier and faster for the client to keep abreast of the status of milestone approvals and payments as opposed to its former manual process. In addition, by ensuring supplier compliance more effectively up front, and managing the visibility of the resources delivering the services, KellyOCG has allowed the client to shift from no visibility of their SOW life cycle to a more compliant, transparent process where risk is mitigated and visibility enhanced.

As the MSP managing the client's SOW life cycle, KellyOCG has:

- Driven a consistent SOW format to ensure scope, deliverables, and milestone payments are clearly stated up front at the time the project starts
- Administered milestone approvals which improved timelines and approvals
- Documented changes to SOW, providing clearer visibility to budget, delivery, and scope changes
- Improved the process that created definitive audit trails for supplier compliance
- Provided internal stakeholders more insight into their spend

The talent supply chain model for the client continues to evolve through the addition of identification management and retiree

programs, which drive enhanced visibility and compliance of the client's contingent workforce. Through a strong collaborative approach with KellyOCG, the path to greater efficiencies and more effective management of the contingent workforce, along with a true talent supply chain strategy for the future, has been paved.



For more information on how KellyOCG can help plan a better workforce strategy for your business, visit [kellyocg.com](https://www.kellyocg.com) today.



"With the MSP managing and administering our contingent workforce, it's easy to figure out which milestone payments are due, which ones are late, where they're sitting, and how long they've been sitting there. We have so much more insight into the status of our milestone payments and we can pull it together in a very short time, compared to before we had this program. That alone is a huge win."

--Koenraad Lecot, Head of Contingent Workforce Management (CWM)