



The Impact Study

An Independent Performance Assessment of Contingent Workforce Management Practices and Business Results

OVERVIEW - The **Impact Study** is a comprehensive assessment of an organization's contingent workforce management practices, its results, and reasons for the results. The study provides in-depth information and analysis that can be used for any of the following purposes:

- Solution development and implementation
- Problem resolution/performance improvement
- Vendor compliance audits

The Impact Study produces data-driven insights to support strategic direction, vendor selection, and supply chain management by assessing a staffing system's performance against the organization's goals and objectives, and generating practicable recommendations for process improvement and supply chain management.

The Devil's in the Details

The Impact Study delivers a detailed accounting of the business practices that produce worker placements, generate costs, and mitigate business risks, by scrutinizing the dynamics that impact spending, fulfillment, employment eligibility protection, workplace security, and category spend visibility.

The results of the Impact Study allow organizations to address the root cause of deficiencies, e.g., pricing compliance, vendor alignment/utilization and exception processing, rather than continuing to react to symptoms, e.g., extended hiring cycles, turnover, off-contract spending and rising costs.

Therefore, an independent assessment of contingent workforce management practices is the only way to avoid potential conflicts of interest and obtain unbiased findings that address practices on both sides of staffing management relationships.

APPROACH - Applying ten years of contingent workforce management experience and practice development, we've produced an assessment methodology that allows us to accurately diagnose problems, identify and quantify improvement opportunities, and specify solution paths by examining the business practices and vendor relationships that produce today's business results. We employ three main techniques under this approach:

Document Review: RFP, Proposals, Contracts

We use document reviews to incorporate the organization's staffing management goals, objectives and requirements into the study and establish a baseline for how the staffing management system/program is supposed to work, and what is supposed to be achieved.

We verify that operating and performance standards are specified in supplier service agreement(s) as matters of contract compliance enforceable through financial incentives.

We extract the auditable standards from staffing contracts and verify compliance through **process mapping**, a **utilization analysis**, and a random **audit** of past worker placements.

Data Source: document reviews (RFP, proposal, supplier contracts, employment records, placement records); interviews with stakeholders

Process Mapping

We produce task-level workflow diagrams (WFD) that model the flow of activities and data through the organization. The diagrams represent the transfer of the process and data from one internal entity to another internal entity, and between internal entities and external entities. Our WFDs provide a comprehensive overview of the contract staffing function by accounting for the departments, people, practices, rules, controls, systems, data, and documents present within the contract/temporary staffing lifecycle.

Data Source: interviews with stakeholders; system reviews (vendor management system, timecard system), document reviews (business forms, operations/user guide, supplier contracts)

An independent assessment is the only way to obtain unbiased results.

Utilization Analysis

We apply the client's staffing data to produce analyses of contract staffing activity over a complete business cycle. The Utilization Analysis provides labor utilization analyses, supplier utilization analyses, and pricing and spending analyses. These examinations highlight the impact of today's supply chain management practices on business results, and reveal the source of cost savings opportunities and performance improvement.

Data Source: staffing data (requisition data, placement data, and assignment data)

DELIVERABLE - The product of the Impact Study is the **Contingent Workforce Management Report**, which examines results from four performance perspectives (business operations, service acquisition, business and information management, and pricing and spending) with respect to three developmental stages (strategy, tactics, and execution). The report provides a blueprint for adjustments to contingent workforce management practices that produce more reliable staffing results, more secure staffing services, and lower costs.

Most Impact Studies can be completed within a three week timeframe and kick off with a planning meeting to establish the scope of the study and identify the sources for the study data.

For more information, contact:

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