



Empowering People

CLIENT SUCCESS STORY



ABOUT KELLY SERVICES

Founded by William R. Kelly in 1946, Kelly Services has evolved from a United States-focused company concentrating primarily on traditional office services into a global workforce solutions leader with a breadth of specialty businesses. Kelly assigns professional and technical employees in the fields of finance and accounting, education, engineering, information technology, law, science, and healthcare. Kelly is the world's largest scientific staffing provider, and it ranks among the leaders in IT, engineering and financial staffing.

Vertical/Industry: Business Services

Region: Worldwide

Live Since: 2009

Number Of Employees:

8,000 full-time employees that provide 530,000 skilled workers worldwide

Platforms/Solutions:

Cornerstone Learning
 Cornerstone Performance
 Cornerstone Succession
 Cornerstone Compensation
 Cornerstone Extended Enterprise

Future Platforms:

Cornerstone Connect

Business Impact:

Cost Savings
 Enablement
 Talent Readiness
 Retention
 Leadership Pipeline

www.kellyservices.com

ENGAGING AND EMPOWERING A GLOBAL WORKFORCE WITH INTEGRATED TALENT MANAGEMENT

BUSINESS CHALLENGES AND OBJECTIVES

Kelly Services is in the business of people. The company's full-time global employees provide more than 530,000 skilled temporary workers for employers around the world and in a variety of industries. To better engage and empower both its own workforce and those of the organizations that it serves, the company realized that it needed to transition from siloed learning and HR processes to an integrated learning, performance and talent management strategy.

When the company sought to replace its outdated, on-premise Learning Management System (LMS), Kelly's global learning and HR teams realized that adopting a comprehensive talent management solution could:

- Give global employees easier access to training and development opportunities while reducing program costs.
- Deliver a formal onboarding program to improve retention and time to productivity.
- Integrate the performance management process, ensuring that talent data is aligned with training and development opportunities.
- Expand the succession planning process so the company would have the right people in critical roles.
- Expand the types of training available to its extended enterprise of temporary workers.





“Cornerstone’s technology has really opened the door in helping us to directly engage employees and learn what is important to them. It allows our employees to have a voice in their careers, and we’re encouraging them to have one. Technology helps us foster this dialogue and enables the process, but it is essential that the processes and practices are right from the start.”

- Nina Ramsey,
Senior Vice President
of Global Human Resources

THE JOURNEY / SELECTION PROCESS

Cornerstone OnDemand’s Software-as-a-Service (SaaS) delivery model appealed to Kelly because of the cost savings and speed of implementation and efficiency. “Cornerstone’s solution didn’t require additional hardware or IT support, and it had a lower total cost of ownership compared with on-premise technologies,” said Nina Ramsey, senior vice president of global human resources for Kelly Services.

In September 2008, Kelly Services opted to invest in Cornerstone’s full suite of platforms, with Connect, Cornerstone’s enterprise social networking platform, as a possible future addition. North America went live with learning management in February 2009, followed four months later by EMEA and then APAC in July 2009. Less than a year after signing the contract, all of Kelly’s 659,000 users were active on the system – one of the largest SaaS deployments on record.

THE RESULT / BUSINESS IMPACT

Within 11 months of launching the company’s talent management portal, Kelly Services was on track to recover its costs in year one. Single sign-on access also has made it easier and more convenient for Kelly employees and temporary workers to access the system, saving them and the help desk valuable time. Other benefits of launching the system include:

- **Increased retention and productivity of new hires:** In two pilot programs over a six-month period, turnover among new hires decreased to 2 to 3 percent vs. the previous rate of nearly 15 percent. Onboarding success also resulted in on-the-job success. In the

pilot onboarding group, 53 percent of new supervisors in the commercial business and 27 percent of new recruiters had documented placement success within the first 30 days of hire.

- **Better enabled employees with expanded access to learning and development:** Kelly’s online learning center gives employees 24/7, self-service access to classroom and online training and development opportunities. The company has also linked multiple competency models for leaders and individual performers with the learning center to help employees better identify relevant courses and action steps to further development.

- **More active and meaningful performance discussions:** Employees and managers now have the infrastructure to support their career development conversations based on needs and interests. The integrated review process provides a centralized way of aligning goals and tools to align career development needs with training and work experiences.

- **Increased leadership pipeline through building the right bench strength:** The new succession program identifies the top 200 high potentials based on role and title, and recommends additional training based on competencies and other metrics.

- **Better growth opportunities and talent readiness:** Kelly now offers online career management tools via Cornerstone’s Career Center, which also ensures that the company has a rich pool of talent from which to draw. Although profile creation was voluntary, 72 percent of employees had done so following its launch.

FUTURE PLANS

Kelly plans to expand its programs in EMEA and APAC and continue to build on the success of its learning programs globally. For example, the company’s operations in France have been able to offer learning options for its 400 employees in 82 branches and benefit from more robust reporting. Full-time Kelly employees also are asking for social networking tools so they can connect with people in other offices and share best practices, while trainers are looking to tie social and informal learning into their design and development processes.

Cornerstone
ONDEMAND

Cornerstone OnDemand is a global provider of comprehensive learning and talent management software and services. Our solution is designed to help organizations empower their people and maximize the productivity of their workforce. To learn more, visit www.cornerstoneondemand.com.