

Case Study



Case Study – JELD-WEN MSP/VMS Solution:

This Case Study Centers on JELD-WEN, an American corporation with over 100 divisions and 20,000 employees in the Americas, Europe, Asia and Australia.^[1] The business manufactures building products, including windows, interior and exterior doors, and related building products.^[1] JELD-WEN was founded in 1960 as a millwork plant in Klamath Falls, Oregon.

“We need to get systems and processes in place to manage our temporary labor, we don’t know who we have, where they are working, and if they are performing” ~ Per Amy Kazmierczak; SVP of HR:

The Challenge:

JELD-WEN had a temporary workforce spread across 40 plants, with no visibility to headcount, a recent supplier optimization initiative that did not perform, substantial worker quality issues and high turnover, and no risk management. The majority of the HR and Plant Ops Managers were discouraged at the challenges with finding high quality talent and the highly manual and inefficient processes in place to maintain this workforce.

Key Deliverables:

- Improve **Quality** retention and speed of hire.
- Provide **Process Efficiencies** to streamline full lifecycle of temporary workforce hiring
- Provide **Data and Visibility** into rates, headcount, turnover, workforce planning
- Implement a **Supplier Strategy** to standardize agreements, performance and ensure an optimized supply base
- Set up best practices for **Risk Management**; training, orientation, background and drug screens
- Provide **Cost Savings** Strategy to ensure a cost neutral model.

“Turnover is very high, we need to hire 100 workers to keep 25 for any period of time.” ~JELD-WEN Plant Manager

The Solution:

Gallagher and Consultants engaged a cross team of resources in HR, Technology, Procurement, Finance to assess current state; specifically key opportunities and challenges to address. This was a manufacturing client with relatively low spend and yet needed high touch, consultative

support, given lack of current processes. We designed a custom RFP framework and evaluation process, targeting a specific sub-section of providers to select the right MSP/VMS solution to address JELD-WEN's Unique environment. We built out a cost neutral business case to get the MSP/VMS solution approved, ensured selection of the right solution and facilitated a successful kick off and implementation of their Contingent Workforce Program.

The Benefits:

- **Quality Improvement** – Established performance metrics around quality, supplier performance, risk to ensure successful delivery on quality improvement, and ensuring negative turnover would be reduced from 50% to less than 10%
- **Process Improvements** – ensured the MSP and VMS provider identified relevant process improvement opportunities and enabled systemic efficiencies via the VMS technology
- **Increased visibility & control** via VMS Technology solution reporting and data capture
- **Supplier Strategy** – ensured MSP held accountable for Supplier performance, contract management, and establish supplier performance metrics and reporting
- **Risk Management** – Ensured systemic audit trail for safety training, background checks as well as audit processes for compliance procedures
- **Cost savings** – leveraged assessment details to build cost-neutral business case that would pay for the solution and generate savings beyond that; also ensured cost savings targets were included in the contract.

The End Game:

JELD-WEN successfully implemented the right MSP/VMS solution for their unique business environment; exceeding all key deliverables they established for their Contingent Workforce program

About Gallagher and Consultants:

We believe your people are your most valuable asset. Our mission is help companies across the world reach their full potential with a high quality, engaged, committed total workforce.

We are a WBENC consultancy firm and the originator of the WORKFORCE SOLUTIONS ECOSYSTEM MODEL tm, a technology forward approach that provides innovative strategies for clients to optimize their non-traditional labor.

Contact us today for a complimentary 30 minute consultation or take our free [MSP/CWM Healthcheck](#) at terri@gallagherandconsultants.com or visit our website at www.gallagherandconsultants.com.