

## Case Study: Contingent Workforce Management Business Continuity Planning

### *Client Objective:*

Our client was preparing for a potential work stoppage event which would include up to 35,000 union represented employees in 13 states. This client had identified contingent workers as a key element in its business continuity plans. BWM was asked to play a key role in the process by validating the use of contingent workers, designing and implementing the solution for deployment, configuring and customizing the workflow technology, and coordinating the sources of labor to ensure that the appropriate levels and skills were available in time for the event.

### *Approach:*

- BWM conducted a preliminary analysis to understand the Business Continuity Planning (BCP) already underway at our client as well as lessons learned from previous work stoppage events.
- Information from the analysis was combined with our own experience and used to prepare an executive plan/presentation for the use of contingent workers in a work stoppage environment, highlighting the associated benefits and risks.
- The risks associated with the contingent worker strategy were fully dissected and our plan was updated to mitigate the concerns.
- BWM met weekly with the customer to align the efforts for contingent labor with the client's strategy for FTEs. Labor relations and executive decision making frequently changed, and modifications were promptly incorporated into our plan.
- Once the overall approach was validated and approved by executive management, we began execution of the second phase which was to design and implement the organization, processes and technology that would be used to identify and coordinate contingent workers from internal client sources, multiple suppliers and retirees.
- Finally, BWM established a separate project effort to solicit and on-board client retirees. It included designing and issuing a survey to nearly 28,000 retirees and compiling interest level by skill, geography and availability. A large contact center was established to answer questions from retiree respondents, proactively solicit participation from non-respondents, and screen and on-board candidates for both training and the work-stoppage event.
- The BWM team functioned as a centralized resource for all event deployment communications, travel coordination, hourly hotline updates, and payments.

### *Results:*

- On-boarded 1,000+ qualified contingent workers over a 2-week period, exceeding client expectations.
- Improved, state-of-the-art work-stoppage processes and technology based on synergies identified between BWM's MSP and the client's BCP organizations.
- A well-planned process, an experienced partner and a prepared environment that allows for the immediate deployment of workers for future work stoppages as well as any other business disruptions.