

Case Study

Kenco Management Services, LLC

Project Management Services Facilitate Another Successful Rollout

Chattanooga, TN USA

Third-party logistics services, real estate management and material-handling equipment



The Challenge:

Seven years ago, Kenco was collecting time and attendance data on spreadsheets and uploading them to the payroll system. Managers and employees had little self-service ability. Kenco's previous HR software had limited reporting functionality, leaving executives and managers with minimal reporting options and support from the system. With the decision to implement the new solution, the leadership team was eager to roll out the remaining features of the new end-to-end solution and see the benefits throughout Kenco. However, internal resource limitations meant that Kenco would need an outside project management service to expedite implementation.

The Solution:

Kelly Kilgore, Director of Compensation and Benefits and a key driver of the new solution, wanted to use this rollout process as an educational opportunity for herself and her staff.

Kilgore first became acquainted with ihouse at a conference in March 2012, where she heard an ihouse executive talk about challenges similar to the ones Kenco was facing. The ihouse team included subject matter experts that would help her identify what she did not know, provide project direction and educate her and her staff along the way. Kenco's relationship with ihouse began with the implementation of the Performance Management module. The goal was to push hard on a tight timetable so that 2012 could be a baseline year. Kenco was moving from a paper-based system to a digital platform, which meant they would require system work and change management. The tasks included defining all of the employee goals and entering them in the system, assigning job competencies for each job description and training managers to use the new technology.

The ihouse team provided the direction that Kilgore needed. Through a series of weekly calls and recommendations, they helped Kilgore understand the solution's capabilities. "ihouse allowed us to work through the issues and challenges that we had as an organization to find what worked best for our company," Kilgore said. She applauded ihouse for their ability to provide counsel as well as good service. "ihouse guided me to make the right choices. As a customer new to the product and the functionality, you don't always know what the right choice is. It sounds small, but it is so important because it can keep you out of trouble."

With the Performance Management rollout underway, Kilgore and ihouse added the implementation of Open Enrollment. With over 100 distinct benefit groups, this implementation proved complex. Kilgore credited ihouse for a very smooth project, saying, "ihouse took so much responsibility and accountability for keeping this project moving. ihouse even ran a test payroll to check that the system was working like it should with the new benefits rates."

On a parallel track, ihouse was providing technical expertise to integrate the current solution and Kenco's risk management and labor management systems. The first interface pushed all HR data for new hires, terminations and other employee status changes from the current system to the risk management system. A new leave management interface was also needed to eliminate duplicate punching in and out. Kenco employees can change departments as often as eight times per day. Each department change requires that the employee clock out of one department and into the next one. Without the interface, an employee had to swipe in and out of each department in both systems. The new interface allows a single clock punch for both systems.

The Result:

Kilgore and her staff were delighted with the rollout. The Open Enrollment process went more smoothly than in prior years and the employees appreciated the self-service features in the system. Kilgore is confident that Kenco will be able to manage next year's Open Enrollment on their own because of how much they learned working with ihouse.

The Performance Management module will be available to Kenco managers for this year's performance reviews. Kilgore expects that the HR department, managers and employees will all benefit from the new system. HR will have information in the system instead of paper files, so reporting and data gathering will be much easier. Managers will benefit from visibility into performance history and reports that relate compensation increases with performance ratings. The ability to track employee performance and review it at an executive level was especially important to Kenco because it has employees and managers in 100 offices throughout the U.S. Finally, employees will benefit as performance reviews become more dependable and more reflective of actual performance.

Kilgore complimented ihouse's ability to share its expertise throughout each of the projects. "We wanted direction from a partner and we needed a subject matter expert that would transfer that knowledge to us. We found that in ihouse," Kilgore said. "We have that knowledge and are creating a game plan so that our managers will be experts in this process. Now we can keep passing the knowledge down the line in our company."

Kenco management immediately saw the value of the new interfaces. A process that used to be entirely manual and error-prone is now more efficient, accurate and secure. The elimination of duplicate punching saved a tremendous amount of time and increased employee productivity. "A system is only as good as how you use it. Our goal was to use the entire system and get everything we could out of it to maximize the value of our investment," Kilgore said. The successful core and module deployments to date have created a lot of excitement within the company about the new system and have affirmed their decision to install the new software. Thrilled with the results of the first phases of the Kenco-ihouse relationship, Kilgore has continued to contract with ihouse on additional projects that are currently underway.



ihouse empowers the users
at Kenco."

—Kelly Kilgore, Director of Compensation and
Benefits, Kenco Management Services, LLC