What is happening?
To improve management of Harvard's $100M+ annual spend on contingent labor, reduce risk, and save money, Harvard is undertaking three big changes:
1. We are adopting a new business model for procurement of contingent labor – temps from agencies, contractors and consultants – as shown below.
2. We are entering a new business partnership with a single, vendor-neutral managed service provider (or MSP), a company named Yoh, that will aggregate and expertly manage this spend on Harvard's behalf.
3. We are implementing a new vendor management system (or VMS), which will be configured and hosted for Harvard by Yoh. The unified system will be used by Harvard managers, the MSP, suppliers, and contingent workers. It will allow us to powerfully automate the new process and provide unprecedented visibility into the details of Harvard's spend – all in one place.

How will the new model work?
Once suppliers and contingent workers (CWs) are enrolled in the new program, it will work like this:
When is this happening? Who is affected?
Go live is anticipated in early 2018. This will affect managers who requisition contingent workers in four Schools/departments (HBS, HMS, SEAS, and HUIT) and about 125 suppliers.

Why is Harvard doing this?
Harvard is doing this to create a well-managed, flexible, compliant and financially sustainable pipeline of high-quality contingent talent to meet its operational needs. Key goals are to:

- Achieve higher levels of supplier and worker quality by maintaining talent profiles and engagement feedback in the vendor management system to enable performance management
- Reduce administrative inefficiencies by simplifying and automating processes for requisitioning, on/off-boarding, and payment of contingent workers across Harvard.
- Over time, reduce costs by consolidating, rationalizing and more strategically managing our supplier relationships and spend.
- Gain visibility to detailed data, now “trapped” in vendor systems, about roles, rates, assignments, workers, suppliers and spending.
- Minimize institutional risk (operational, legal, and financial) and ensure compliance with employment regulations.

How can I learn more?
Please contact your local implementation manager or project liaison¹ to learn how this change will work in your area.

<table>
<thead>
<tr>
<th>In this area…</th>
<th>Local Implementation Manager</th>
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<tbody>
<tr>
<td>HBS</td>
<td>Denis Collet</td>
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<tr>
<td>HMS</td>
<td>Jose Martinez</td>
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<td>SEAS</td>
<td>Steve Marley</td>
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<td>HUIT</td>
<td>Nicole Breen or Karen Pemstein</td>
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<td>FAS</td>
<td>Kathy Santoro</td>
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</tbody>
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For questions on… Please contact…
Project governance Melissa Brown
Project mgmt. Joya Sengupta
HR impact Mary Ann O’Brien
IT integration Jean Pfeifer
Procurement Dan Hart

¹ Project liaisons include Patty Bruce (CADM), Kelly Deliberato (GSE), Kevin Moody (HLS), Pam Cozza (HKS), Elissa Brennan (SPH), Lauren Baccus/Sara Wilkinson (GSD), Asma Shariff (Radcliffe).