

Gary Pearce, Vice President Risk Management, Kelly Services, Inc.

Founded by William Russell Kelly in 1946, Kelly Services has provided workforce solutions to customers in a variety of industries throughout its history. Kelly has evolved from a US-focused company concentrating primarily on traditional office services into a global workforce solutions leader with a breadth of specialty businesses.



Q. You have been at Kelly a long time – how did you come to Kelly Services?

A. I was the relationship manager for a major broker that was competing for Kelly's business as part of a "broker beauty contest." My company lost, but Kelly remembered me and when they needed help a couple years later they tracked me down!

Q. How has Risk Management changed at Kelly during your years there?

A. The key difference is it has morphed from a traditional function of managing insurance renewals, claims and related financial matters, into a function that is fully integrated into our business operations. First we became deeply involved in contract reviews (since customer contracting is one of the

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main ways we take on risk), then in developing insurance solutions for business partners, and then into a full Enterprise Risk Management program. Today we play a heavy role in product development, disaster recovery, data privacy, wage-hour risk mitigation, strategic safety partnerships and all kinds of other initiatives.

Q. Describe a typical day.

A. Try to get to the office before everybody else to catch up on overnight emails, get ready for the

day's meetings, spend most of the day in meetings, then catch up on emails and my own work as the day winds down. Along the way try to make some progress on the developmental road map we have in mind for our key initiatives, and help position my colleagues to take over a few things.

Q. How do you get the message of Risk Management across your enterprise?

A. We have the advantage of having most of our key leadership within walking distance of my office. We do a lot in person, and since we are very integrated with daily business operations we have plenty of first-hand opportunities to collaborate. We also make liberal use of our corporate intranet, manage two chargeback programs that are meant to shape business behavior, and have created several new programs or features that have risk messaging as their main purpose. These include a monthly dashboard that we circulate to our global leadership, a continuous string of in-house education sessions, self-study courses on our internal Kelly Learning

Center, and a series of management reports that focus on key risk metrics. In addition we make sure our people are placed on key internal committees and projects. Finally I give quarterly presentations to our Board of Directors on the state of our ERM programs; when we have their support it's certainly a lot easier to get things done within the organization.

Q. Most Risk Managers have great teams but who has been your biggest supporter above you?

A. That's a tie between our current General Counsel Peter Quigley and his predecessor Dan Lis. They jointly decided in 2007 that I should lead a newly consolidated risk practice at Kelly that brought together multiple risk-related disciplines and allowed us to launch an ambitious ERM program. We're also deeply appreciative of the support of our COO George Corona and the chairperson of our Board's Audit Committee, Leslie Murphy, who has a professional practice that specializes in ERM.