

How Wayne-Sanderson Farms scaled benefits for 27,000 employees without missing a beat in-house with OSV

The challenge

Growth is exciting. It's also stressful. When Wayne-Sanderson Farms nearly tripled in size due to a major merger and acquisition — going from roughly 9,000 employees to more than 27,000 — the operational stakes couldn't have been higher.

New employees needed to be onboarded, benefits needed to be explained, and questions needed answers, fast. For a workforce on the plant floor, speaking more than 30 languages and squeezing calls into 10-minute breaks, there was no margin for error.

When presented with this scenario, OneSource Virtual (OSV) didn't flinch. Their benefits service center team was already prepared before Wayne-Sanderson Farms even had to ask.

"We grew these last two years [in a major way], and OSV has been seamlessly in step with us every step of the way," says Julia May, Manager of Wellness and Employee Communications. "OSV was one of the only seamless things that had occurred. We had a lot of hiccups, but to have that reassurance — that partnership we could lean on — made the difficult things a little easier."



Overview



Wayne-Sanderson Farms is the nation's third-largest poultry producer. Formed in 2022 through the merger of Wayne Farms and Sanderson Farms, the company operates 23 fresh and further-processing facilities across the southeast U.S. Wayne-Sanderson Farms produces affordable, high-quality poultry products for retail, food service, restaurant, and institutional segments under a portfolio of brands.

 **Headquarters**
Oakwood, GA

 **Industry**
Food and agriculture

 **Employees**
27,000+

 **OSV customer since**
2016

For two-thirds of the incoming workforce, this was their first time having access to a dedicated benefits service center. Before the merger, employees had no centralized resource for even the most basic questions — who their medical carrier was, how to get an insurance card, or how to log into an HRIS system. With OSV, that changed immediately.

The most complex open enrollment they'd ever run

Open enrollment at Wayne-Sanderson Farms has never been simple. But the 2024 cycle stood out as a category of its own. Two-thirds of their workforce had gone roughly 12 years without an active enrollment event — they'd been enrolling on paper, with elections manually entered into separate systems and carrier portals. Now, those same employees needed to navigate Workday for the first time, learn an entirely new benefits package, and complete their enrollment event, sometimes even from a mobile phone without home Wi-Fi.

OSV configured the benefits module, scaled the dedicated service pod, monitored call volume and wait times three times a day starting at 6:00 a.m., and opened weekend hours to accommodate employees with limited break windows. The result: 99% of employees completed their open enrollment event.



"Without OSV, that would have never, ever been possible," says Julia. "Not just the configuration — the ramp-up of our pods, the representatives, the call line, making sure they were taken care of and looking at the wait-times and the reports."

That attention to the employee experience wasn't coincidental. Wayne-Sanderson Farms' frontline workforce often has just a 10 – 15 minute break to make a call. A 20-minute hold goes beyond inconvenience — it means the employee steps back on the line without the help they needed. OSV took that reality seriously and built a service model around it.



A service center employees don't even know is outsourced

A successful partnership is when employees can't tell where the internal team ends, and the external partner begins. At Wayne-Sanderson Farms, that's exactly what happened.

"Our employees don't even know they're not talking to someone on the benefits team," notes Julia. "They think they are talking to one of us. That's how knowledgeable [OSV is] on our culture, on our benefits, on our processes, the way we talk to our employees."

The OSV service pod handles all employee calls, emails, and tickets — across more than 30 languages — along with COBRA administration, dependent audits, and even a dedicated password reset line. That last one came out of a real pain point: with hundreds of daily password reset requests clogging the main benefits line, OSV worked collaboratively with Wayne-Sanderson Farms to create a separate pod and reroute the call tree. Employees who need a password reset are in and out in two minutes. The benefits pod stays clear for enrollment and coverage questions.

The dependent audit process is another example of OSV going beyond the template. Rather than sending generic confirmation statements, OSV prints and mails personalized dependent audit notices — specialized for each employee and each dependent. Then OSV follows up with reminders, final notices, and handles terminations for those who don't respond. With approximately 400 dependent audits processed per month, it's a significant lift that Wayne-Sanderson Farms' internal team doesn't have to carry.

"OSV provides us with so many services that we would have to hire maybe seven more individuals to do," explains Julia. "And without that support, that would be a full-time — many full-time employees — doing that every day."

A partnership built on listening

The relationship didn't start with a signed contract and a handoff. It started with genuine conversations. Before OSV proposed anything, they asked questions about pain points, what wasn't working, and what Wayne-Sanderson Farms actually needed.

"They didn't just sell their services," recalls Julia. "They started asking us: 'What are your issues? What can we do for you? What are you looking for?' And they listened to every single thing and came back and never tried to sell us something we didn't need."

That standard carries throughout the entire partnership. Wayne-Sanderson Farms' team describes OSV not as a vendor but as a backbone — a sounding board they consult before making benefits-related decisions. When a Workday release is on the horizon, they go to their OSV team first. When something isn't working, the answer is never "no" — it's "let's figure it out."

"There's never a no answer. It's always, 'well, let's see what we can do,'" says Julia. "If it's something they've never offered before, they'll pivot and somehow come up with a process that works for us — but also works for them."

That kind of confidence doesn't develop overnight, especially after a previous partnership left the team guarded. But it came quickly.

"I have full confidence that when OSV says they can deliver on something, I don't have to think twice about it," says Julia. "I can go to our director, our vice president, and I can fully stand behind it. That trust came really fast, honestly."

"There's never a no answer. It's always, 'well, let's see what we can do.' If it's something they've never offered before, they'll pivot and somehow come up with a process that works for us — but also works for them."

- Julia May, Manager of Wellness and Employee Communications at Wayne-Sanderson Farms

