

Case Study

Diversity at Work

Inclusive staffing practices

Results at a Glance

Challenge:

- Three Spherion clients were collectively using more than 25 diverse-owned providers
- Models were inefficient, yielded inconsistent results & administratively burdensome
- Companies were having difficulty meeting diversity goals

Solution:

- Spherion provided its three clients with a core network of six preferred diverse-owned providers to support over \$4 million in collective staffing expenditure
- Increased capacity among vendors & created consistency in staffing practices, billing, reporting & performance

Results:

- First client, a beverage manufacturer, achieved 15% of its staffing expenditure with diverse-owned businesses, improved billing, flexible workforce quality & reporting
- Second client, a telecommunication services provider, improved quality of service, billing & reporting, met its goal of achieving 10% of annual staffing expenditure with diverse-owned suppliers & key customer satisfaction metrics were met
- Third client, an express mail carrier, fulfilled MWBE spend goals, incurred cost savings, reduced co-employment risk, achieved higher satisfaction ratings & improved reporting of overall flexible staffing expenditure, requirements, time to fill & turnover tracking and analysis

Spherion Diversity Mission

Spherion® is committed to becoming a staffing industry leader on inclusive business practices that fully integrate minority- and women-owned providers into our business model. The goal is to develop meaningful, partnership-based relationships with quality, diverse suppliers in order to help our clients meet diversity goals and maintain high levels of customer service. Leveraging 60 years of staffing experience, national, diverse-organization relationships and local community ties, Spherion is uniquely positioned to help clients harness the strength of diversity to meet their long-term business objectives.

Key Market Case Study

Spherion delivers on its commitment to inclusive business practices. Through our ongoing methodology of identifying, qualifying, evaluating and monitoring diverse-owned staffing providers, Spherion was poised to help several of its large clients based in Atlanta, Georgia, improve the management and return on investment of their expenditures by working collaboratively with diverse-owned staffing companies.

Market Challenge

Within the same market, Spherion clients, including a large express mail carrier, beverage manufacturer and two telecommunications service providers, were collectively utilizing more than 25 diverse-owned providers to support \$4 million in staffing expenditures. The model was inefficient, administratively burdensome and yielded inconsistent results. Given these challenges, the companies were having difficulty meeting their diversity goals.

Spherion Solution

Spherion established a core network of six preferred, diverse-owned providers to support a \$4.3 million collective staffing expenditure by the companies. Preferred providers were carefully selected based on their performance, scale, quality systems and financial viability. Fewer preferred providers managing a larger expenditure helped increase capacity among vendors and created consistency in staffing practices, billing, reporting and performance. This level of engagement also provided Spherion the opportunity to build even stronger partnerships, leveraging each partner's core competencies to ensure high levels of customer service and satisfaction. In recognition of its inclusive business practices, Spherion was nominated for the 2004 Advocate of the Year Award by the Georgia Minority Supplier Development Council.

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Spherion Diversity Partnership Best Practices

Established Diversity Action Team	Internal team	Executive involvement	Cross functional				
Created Advisory Council	Prominent local companies						
Activated Community Involvement	National Minority Supplier Development Council (NMSDC)	Women's Business Enterprise National Council (WBENC)	Latin American Society	Georgia Governor's Mentor Protégé Program	Inroads	GA 100 Mentors Mentees Program	Catalyst
Disciplined MWBE Evaluation	Track record	Scale	Quality systems	Financial viability			
Established Key MWBE Partners	Certified	Insured	Contracts in place				
Market-wide Integration	Building success for today and the future						

Results

Spherion® Client: Beverage Manufacturer

By leveraging a Spherion-created, formal qualification process, an online repository for diverse-owned suppliers and continuing its certification assistance to qualified suppliers, Spherion:

- Helped this client achieve 15% of its staffing expenditure with diverse-owned businesses, which is more than double its original goal of 7%.
- Improved client billing, flexible workforce quality and reporting, while reducing cost and administrative burden on behalf of the client.
- Spherion was named the company's "Partner in Promise Champion" for its exceptional success in partnering with women-and minority-owned businesses.

Spherion Client: Telecommunications Service Provider

The Spherion diversity program helped this telecommunications service provider:

- Reduce the number of suppliers required to fill approximately 2,000 flexible assignments each year, thereby improving quality of service, billing and reporting.
- Exceed its goal of achieving 10% of annual staffing expenditure with diverse-owned suppliers.
- Through Spherion's partnership efforts, key customer satisfaction metrics were met across both Spherion and minority/women partners including on average:
 - 97% of assignments filled on time
 - 95% of employee assignments completed (retention)
 - 97% invoicing accuracy

Spherion® Client: Express Mail Carrier

This Spherion client has been nationally recognized by the press and its own large customers for its outstanding commitment to employee diversity and diversity supplier development. As a national provider and strategic partner in maintaining standards of excellence for inclusive business practices, Spherion developed and manages an extensive mentorship program on behalf of this client. The mentorship program is conducted in collaboration with a select number of qualified diverse-owned staffing suppliers, which bill the client directly. The Spherion diversity program has delivered the following client value:

- Fulfillment of Minority and Women-owned Business Enterprise (MWBE) spend goals at the Tier 1 reporting level.
- Cost savings due to the establishment of consistent bill rates and process improvements.
- Reduced co-employment risk due to improved staffing procedures.
- Client-specific screening and orientation, which produced higher satisfaction ratings regarding quality of flexible workforce.
- Improved reporting of overall flexible workforce expenditure, requirements, time to fill and turnover tracking and analysis.

For more information on the Spherion Diversity Program contact Angela Thomas-Anderson, Vice President, Diversity at 678 867-3976 or e-mail angelathomas-anderson@spherion.com.