

# Case Study

## Operational Flexibility at Major Document Services Company

*Spherion helps leader in document services compete more effectively*

### Results at a Glance

#### Challenge:

- *Company utilized multiple vendors for temporary staffing*
- *Needed ability to know expenditures & total staffing usage*
- *Diverse workforce a key asset that required bilingual management*

#### Solution:

- *Conducted an operational study & discovered 30 staffing vendors & a variety of bill rates*
- *Implemented a managed staffing program with single-source invoicing, standardized bill rates, standardized hiring practices & defined performance measurements which enabled operating flexibility by ramping workforce capacity up or down, when & where needed, to meet the company's business objectives*

#### Results:

- *Replacement rate decreased from 20% to 7%*
- *Increased caliber of contract employees, manager ratings of contract workers improved from 3.4 to 4.6 (on a 1–5 scale)*
- *Reduced contract workers absenteeism from 58.6% to 3%*

### Client Profile

This is a diversified communication and document service company applying advanced information systems and intranet/Internet technology to provide a broad range of services to financial, legal and corporate clients. Its services integrate traditional composition, imaging and printing services with online document management, distribution and collaborative solutions. This integrated approach helps streamline the preparation and distribution of business-to-business communication materials.

### Business Challenge

With offices across the nation, ranging from customer contact centers to print facilities, this company was using multiple vendors for temporary staffing. It had significant spikes in its needs for temporary help associated with winning new customers. For example, winning a new document management account with a large law firm could mean having to scan, digitally index and store hundreds of thousands of documents, all work that depends on the use of flexible staff. In order to capture and better evaluate contingent workforce expenditures and usage, the client company was interested in reducing its number of vendors. The quality of workers and the ability to manage a bilingual workforce that handled important customer calls for its Spanish-speaking customers were also considerations.

### Spherion Managed Staffing Solution

Selected as a preferred staffing partner, Spherion® conducted a thorough operations study and discovered 30 staffing vendors and widely fluctuating bill rates. Spherion established dedicated management teams at three of the client company's high-volume facilities, including a bilingual supervisor for contact center staffing to manage contingent workforce needs on site. It also implemented a managed vendor program, whereby Spherion consolidated staffing vendors nationwide from 30 to three and standardized bill rates and hiring standards. As the Spherion programs took hold, the replacement rate of flexible workers at the client company decreased from 20% to 7%, the manager ratings of contract workers improved from 3.4 to 4.6 (on a 1-5 scale) and absenteeism among contract workers declined from 58.6% to 3%.

### Enabling a More Nimble Operating Model

During this 10 year partnership, Spherion has become an extension of the client company's business operation, providing the flexibility and talent the organization needs to better compete in the marketplace. On a tactical level, the company's human resource department taps into Spherion for pre screening and testing of candidates when its internal resources are inundated with full-time hiring, saving the company both time and money. On a strategic level, Spherion is an asset to the company during years of expansion and consolidation.

Continued on back >>



Spherion® works in tandem with human resources executives to ensure that facilities are smoothly ramped up or down, as business warrants. For example, when the company planned to transition its document management services from one of its facilities to its headquarters in a different state, Spherion was entrusted to reassign over 75 facility-based flexible workers and simultaneously hire and train 150 staff members in the headquarter city. With Spherion's help, the company is on target to promptly execute the transition in a manner that is seamless to its document management services customers.

## **The Value of Partnership**

From clerical and administrative to finance and technology, from field operations to company headquarters, Spherion today provides the client company with talent for flexible assignments and direct hire. A team of seven dedicated recruitment professionals, backed by an extensive network of local Spherion offices, manages the company's staffing needs nationwide. This includes a National Account Director who serves as a single point of contact, traveling monthly and corresponding weekly with company executives to ensure effective communication and staff planning. Improved reporting on staffing expenditures, length of assignments and other workforce metrics gives the company far greater control and insight into future workforce planning.

## **A Catalyst for New Business**

More than a catalyst for cost savings, workforce efficiency or even operating flexibility, Spherion has also served as an asset in winning new business for this document services company. For example, when a health insurance provider was planning to outsource to the company its production, assembly and shipping of hundreds of thousands of employee benefit packets, the Spherion relationship was highlighted as a means of ensuring that the company was appropriately staffed to respond on a dime.

At Spherion, we believe there is no greater demonstration of partnership than collaborating to better serve our client's customers. Spherion is honored by the level of trust bestowed by our client and we remain committed to supporting the success of this company, who in recent quarters has achieved record sales growth along with improvements in cost structure and profitability.

***For more information about Spherion, visit us at [www.spherion.com](http://www.spherion.com).***

