

Case Study

Total Workforce Acquisition

Spherion helps IT service provider improve strategic workforce planning

Results at a Glance

Challenge:

- Internal HR staff overwhelmed with direct hire & staffing demands
- Hiring managers unhappy with candidate quality & customer service
- Using 100 providers with little control over bill rates, candidate quality or vendor performance

Solution:

- Established on-site team to manage sourcing & hiring of all talent
- Created successful nationwide college recruiting program & world-class internship program
- Coordinated technology & training for automatic management of job applicants
- Standardized practices & established performance & reporting metrics

Results:

- Generated overall cost savings of 24%
- Exceeded goal for number of direct hires completed by 35%
- Exceeded goal for satisfaction ratings, indicating improvement in candidate quality
- Continually met or exceeded goal for contingent staff fill rates

Client Profile

More than 150,000 organizations worldwide use this information technology service provider to gain secure access to business information on demand. A fast-growing organization based in the Southeast, this company was experiencing significant challenges with its direct hiring and temporary staffing processes.

Client Challenge

Scarce internal resources were responsible for all direct hiring and managing of temporary staffing providers in North and Latin America. As a result, there were as many as 120 unfilled positions at any given time. Hiring managers were dissatisfied with the quality of candidates and lack of screening that resulted in massive quantities of unqualified resumes. The customer used more than 100 staffing and recruiting vendors with fluctuating rates, guarantees and quality levels. In addition, the customer also struggled with inconsistent adherence to background checks and reference checks, unsuccessful college recruiting efforts and poor use of their application tracking system. All of these challenges amounted to an inability to track and control hiring and staffing expenditures or measure vendor performance.

Spherion Solution

To start, Spherion® was asked to dive into the fray using the client's existing tools and resources to provide some immediate control and fill certain urgent positions, which Spherion did. The scope of the partnership encompassed talent sourcing for the headquarters, as well as offices across the nation. Direct-hire needs included administrative, product development, field sales, marketing, information technology, human resources, legal, accounting and finance professionals. Contingent staff needs included clerical, reception, customer service, help desk and packaging and fulfillment resources.

Within two months, a specialized team of Spherion workforce experts was ready to move forward with a long-term, strategic workforce strategy for both direct and temporary hiring, which was constructed and implemented in the following stages:

Total Workforce Acquisition Strategy & Implementation

I. Due Diligence – The Spherion team met with each department head and gained a thorough understanding of each function's business objectives, talent needs, job positions and existing processes for sourcing, interviewing, hiring and on-boarding of new hires.

II. Plan & Manage – A detailed workforce acquisition plan was drafted, complete with recommendations for customized training and technology solutions that would deliver the candidate tracking and performance, and expense metrics that the customer desired. Spherion developed a standardized on-boarding process, for which it assumed responsibility. This included everything from offer letters to new-hire paperwork, orientation and requests for workstation preparedness.

Continued on back >>



III. Implement & Operate – Achieving each major milestone, as targeted in the implementation plan, Spherion® thoroughly communicated transition dates and protocols with hiring managers, vendors and transitioning temporary staff.

An on-site Spherion management team of 13 was established at the customer's headquarters for improved handling of contingent and direct hiring.

Immediate process improvements included standardized bill rates and performance metrics, job scoping, behavioral interviewing, hard and soft-skills assessments and prescreening by Spherion to ensure candidate quality prior to hiring manager interviews.

Within 90 days, Spherion coordinated the rollout of a vendor management system through a preferred technology partner, as well as user training for more than 150 hiring managers and others. All hiring and staffing protocols for permanent and temporary talent were now automated, yielding improved efficiency and real-time reporting. Spherion also created a successful, nationwide college recruiting program targeting top technical and non-technical universities. It also designed and managed a 13-week, world-class internship program that included assigned mentors, defined performance goals and career management training for interns.

Spherion created a staffing solution for the company's contact center that utilized full-time Spherion employees to improve staffing patterns and call handling times for improved efficiency, retention and flexibility.

As a result of improved workforce management procedures and expertise, Spherion exceeded its goal of new direct hires by 35% within its first year of implementation, successfully completing 373 new hires. Spherion improved talent quality and time-to-fill rates, of their contingent staff.

IV. Continuous Improvement – Spherion provides quarterly, monthly and on-demand reports, which evaluate performance versus expectation on a set of mutually agreed upon metrics. They focus on time-to-fill ratio of resumes to hire, quality of candidates based on hiring manager satisfaction and expense management. Acting as an extension of the customer's own management team, Spherion attends client staff meetings, product review sessions and weekly partnership meetings to ensure effective communication and continuous improvements.

Results

- Improved expenditure control, reporting and consistency over hiring practices.
- Generated overall talent acquisition cost savings of 24%.
- Continually met or exceeded direct-hire, time-to-fill targets—on average within 45 days—and exceeded set goal for high satisfaction among hiring managers.
- Performance levels reached as high as 95% of contingent positions filled on time—on average within two days.
- Organization benefits from enterprise-wide view of talent needs, process bottlenecks and best practices, more agile and flexible workforce strategy, and improved regulatory and diversity data.
- Reduced administrative burden on human resources, freeing the group to focus on longer-term strategic initiatives.
- Reduced affiliate vendor usage to 9% of hires.

For more information about Spherion, visit us at www.spherion.com.

