

## SUCCESS STORY

# Market Knowledge Enables Immediate Program Activation

### Business Issue

A major logistics and shipping services provider in Mexico had a serious retention and turnover issue that was affecting day-to-day operations. The client's local staffing provider struggled to meet the company's needs due to inadequate recruiting efforts and payroll and morale issues with the provider. External factors also contributed to the high turnover rate. In particular, wage pressure intensified competition for young workers in the industry.

The turnover issues created major production problems and the company needed a partner with the capacity to solve immediate staffing issues. In this case, the company required that critical roles be filled starting on day one. The partner also needed the market presence and expertise to design and implement a long-term contingent staffing solution.

### Solution

ManpowerGroup simultaneously tackled the company's urgent and long-term issues. To address the immediate need, the team launched an outreach and recruitment strategy focused on the following:

- » Engagement of older workers (average age of 50) to expand the pool of talent, as well as address a broader social issue of higher-than-average unemployment among older workers in Mexico.
- » Modifications to the experience requirements to better reflect the needs of the customer and the pay offered. This was particularly effective as ramp-up time was approximately five days, meaning that requiring significant amounts of experience limited the pool of talent unnecessarily.
- » Highlighting social benefits as a part of the compensation package attracted new workers.

The long-term strategy focused on staff development, creating an opportunity for new workers to grow with the company. The team leveraged in-depth industry knowledge to develop workforce management tools including assessment, onboarding and evaluation of workers.

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### Results

ManpowerGroup has met or exceeded all established metrics. Following are key highlights of the results thus far:

- » Employee satisfaction within the work environment has improved substantially
- » Increased the proportion of older workers to 22 percent, which resulted in recognition for the customer from the Manpower Foundation
- » Reduced monthly turnover by one-third – from 16 percent to 11 percent.
- » Improved customer satisfaction