

CASE STUDY

ONSITE MANAGEMENT: FOOD MANUFACTURING



BACKGROUND

This food co-manufacturing company needed to develop a more effective contract workforce management program to accommodate the fluctuations in labor demand as well as improved hiring practices. Their previous staffing relationships resulted in high turnover, poor quality, a high level of quality defects and significant compliance issues.

CHALLENGES

- To maintain quality of workforce despite fluctuations in labor demand
- To facilitate communication amongst facilities to better plan for workforce fluctuations
- To recruit, select and retain a very large contract labor workforce
- To effectively manage the onboarding, safety, compliance and performance of the contingent workforce

SOLUTIONS APPROACH

- WSI implemented a formal 24-hour account management program, with a WSI staff member physically onsite 24-hours a day, increasing employee engagement and alignment with plant operations and management
- WSI implemented scheduling meetings company-wide to better plan labor needs, resulting in lower turnover and a higher skilled, more cross-trained workforce
- WSI implemented a formal onboarding and employee mentorship program, lowering the risk of costly errors and decreasing time to productivity
- WSI developed a performance management system for the contingent workforce, facilitating documentation of skill progression and the opportunity to gain priority for full-time positions throughout the facility
- Regular strategy meetings with HR leadership for efficient issue resolution and planning

RESULTS

- An increase in schedule adherence throughout their facilities by 17%
- Recruitment model resulted in dramatically lower cost per hire and accelerated training time, with over 500 permanent hires in the past 3 years
- Overtime and double time costs decreased by over 20%
- Improved onboarding and training greatly reduced compliance issues and improved GMP compliance

PURPOSE-DRIVEN RECRUITMENT