

**A CASE STUDY ON:**

# Co-Sourcing

**CLIENT:** The World's Leading Instrumentation Company

**FUNCTION:** Manufacturing Facility

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Our customer was in the process of relocating their North American headquarters to our local site. In partnership, TRC and the client wanted to reduce annualized turnover and sustain their growth strategy



This case study is an actual account of a global manufacturing and distribution client of TRC Staffing Services, Inc. Names are not used in this study to ensure the manufacturing organization's anonymity in today's highly competitive marketplace. Please refrain from disclosing content to our competitors or any third party.



- 8th consecutive year
- Diamond Award for both Talent & Client
- Only 2% of staffing firms in US recognized

## TRC'S APPROACH

TRC hosted a joint Kaizen Event with our customer in 2013 to address early terminations (terminations that occur within 30 days or less). The results of the Kaizen Event led to an Employee Engagement Program that was data driven using historical turnover data correlating turnover reasons, with counts and tenure. TRC designed a systematic engagement plan that covered the first 4 weeks of the employee assignment, with each week targeting a specific cause of turnover based on historical data.

6 year partnership with client, looking for innovation

Current state analysis of early turnover

Event Charter planning

Joint Kaizen Event with client

Future state action items

Program monitoring and reporting schedule

Continuous improvement of program

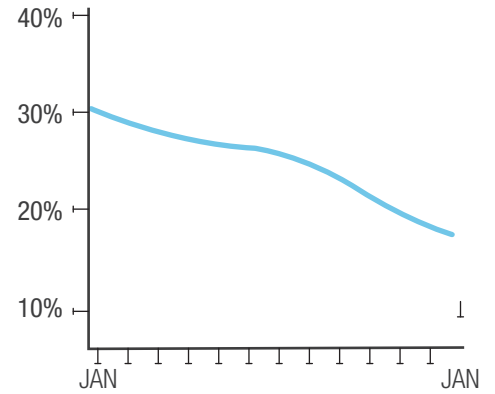
Event Scope		Leadership		Schedule	
<b>Value Stream</b>	Contractor Selection & Site Manager Role	<b>Executive Sponsor</b>	Shawn Shields & Tom Stodley	<b>Dates</b>	2/7/14
<b>Event Name</b>	Selection for Success	<b>Value Stream Champion</b>	Kathy Scott & Angela Navarro	<b>Start &amp; End Times</b>	9 a.m. - 4 p.m.
<b>Specific Conditions</b>		<b>Facilitator</b>	Eric Adams	<b>Location</b>	Conference Room
<b>Process Trigger</b>		<b>Team Lead</b>	N/A	<b>Interim Briefings</b>	Leadership Discussion - 12/17/13
<b>First Step</b>	Candidate Selection Criteria (Pre-hire)	<b>Event Coordinator</b>	N/A	<b>Workforce Training</b>	N/A
<b>Last Step</b>	TRC hand-off (Day 31)			<b>Team Presentation</b>	TBD
<b>Event Boundaries &amp; Limitations</b>	Selection criteria, interview process, onboarding & first 30 days QA checks				
Event Drivers / Current State Issues			Team Members		
<b>1</b>	YTD (2013) 35% of negative turnover within first 3 weeks		<b>Function</b>	<b>Name</b>	<b>Focus</b>
<b>2</b>	Time-to-Fill - Bench strength	<b>1</b>	Account Manager	Stephen Carter	Process Compliance / Quality
<b>3</b>	Keeping employees due to TTF issues; need to replace faster	<b>2</b>	Site Manager	Bryan Campbell	Candidate Selection / Quality
<b>4</b>	Ramp to productivity needs to be improved	<b>3</b>	Operations / Quality (TRC)	Angela Navarro	Leadership: Process / Quality
	<b>Event Goals and Objectives</b>	<b>5</b>	Client Supervisor / Manager	Dennis Knight	External Customer
<b>1</b>	Define Selection Criteria (each position will have unique components)	<b>6</b>	Client Supervisor / Manager	Daniel White	External Customer
<b>2</b>	Define Interview procedures / timing	<b>7</b>			
<b>3</b>	Define Site Manager responsibilities (checkpoint items for coach / counsel)	<b>8</b>			
Potential Deliverable		On-Call Support			
<b>1</b>	Improved Candidate Profile (Selection Criteria)		<b>Function</b>	<b>Name</b>	
<b>2</b>	Standardized Client Interview Guide & Worksheet	<b>1</b>	Client HR	Shawn Shields	
<b>3</b>	First 30 Days Quality Checklist	<b>2</b>	Client Management	Eric Berger	
<b>4</b>	Routine Quality Checklist	<b>3</b>			
Potential Deliverable		Approvals			
<b>1</b>	"Way we've always done it..."	<b>Executive Sponsor</b>	<b>Value Stream Champion</b>	<b>Facilitator</b>	
<b>2</b>	Not improving the input to the process	Shawn Shields & Tom Stodley	Kathy Scott & Angela Navarro	Eric Adams	
<b>3</b>	Complexity	Signature:	Signature:	Signature:	
<b>4</b>		Signature:	Signature:	Signature:	

## Historical Turnover Pareto Chart



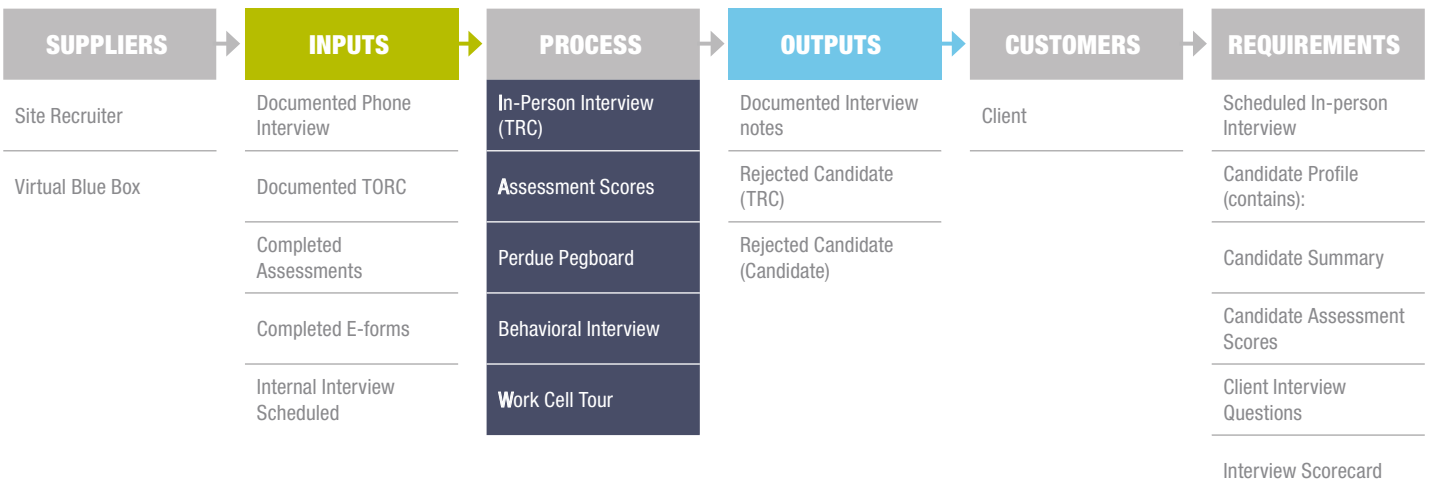
- 66 Another Job
- 62 Dissatisfied with Job
- 46 Attendance
- 32 Violation Company Policy
- 32 Workforce Reduction
- 30 Medical
- 28 Other
- 22 Performance
- 21 Job Abandonment
- 18 Relocation
- 12 Pay
- 6 Schedule Change
- 5 Transportation

## Early Turnover Percentage



TRC provided a **37.5%** reduction in early turnover for the client

## SPOC-R



## THE RESULTS

TRC **saved** our client **more than \$24k in lost time** over 10 months by reducing early turnover.

Early turnover was reduced by 37.5% (turnover within the first 30 days).

Saw a 27.7% improvement in overall turnover.