



case study

increase skill

initial situation

- for some unskilled positions, the major source of candidates were people who often had limited french written and communication skills originating primarily from other countries.
- this had an impact on team communication, which dissatisfied the team leaders. On top of this the potential consequence on safety was critical.
- on top of this, we also faced issues with productivity as there were discrepancies between temporary workers in terms of dexterity.



action

- in the selection process we added two tests to evaluate their french skill level and their dexterity.
- in collaboration with the client we assessed current workers (perm and temp) who gave satisfaction in order to standardize the tests.
- all of the current pool had been tested as well as new candidates, and only those individuals achieving the expected levels were selected.

results

- the pool was directly linked with the quality expectations, the daily business was smoother as communication was easier and we increased the retention.
- managers' satisfaction increased from 3.6/5 to 4.2/5



key success factors

- defined concrete needs
- standardised the tests
- stay close to the managers





case study scarcity market

initial situation

- for some factories we needed people located close to the site as they are working in shifts and a long trip after a shift is not safe.
- there is a scarcity for technical profiles especially for work in shifts.
- for some positions, the occupation rate is very low but need 3 months as a training period to be 100% efficient.



action

- we made a labour market analysis and a salary benchmark for these positions. Working closely with the factories, we analyzed the roles to define when and where we needed technical skills.
- we also moved from a silo organization to a transverse one, allowing to have some overlapping skills from one pool to another. we implemented a competencies matrix then to ensure that critical positions were being covered.
- in addition, we set up a new process to train the temporary workers in order to bring the best individuals to the next level of competencies when needed.

results

- we focused our actions on relevant geographical sectors and selected the best channels (website, unemployment office, newspapers etc...), which gave us a clear picture of who the client competes with for these profiles in terms of salary benchmark. the salary band has been reviewed and the new training path allowed the temporary worker to develop themselves with possibilities to enhance their career path.
- we increased retention, saving up to 25% of training timeline which means 2% indirect savings.



key success factors

- full collaboration with the site to make the analysis
- think out of the box and accept to work in a different way
- full support from plant manager and HR



human forward.





case study

inhouse vs delivery model

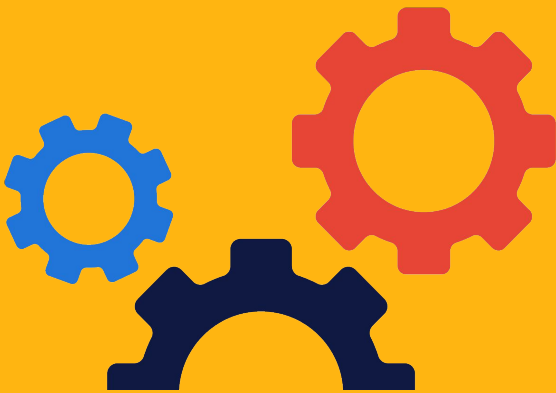
initial situation

- "I didn't know what I didn't know". a quote from a client after one year of collaboration with Randstad Inhouse Services who actually challenged their model in the beginning.
- usually companies are working with a delivery model from an HR perspective and is mainly focused on fulfillment rate. quality and satisfaction are not really measured (except "I'm satisfied") and often the client has no solution regarding retention.
- each factory had their own organization and was more or less aligned with the company's guideline.



action

- instead of acting on a standard delivery model, we act on a lean approach and involve stakeholders who were not in the former model such as the plant manager, production manager and financial controller.
- by conducting a business scan combined with a market analysis, we bring a more sophisticated delivery model to the client. Randstad proposed solutions after the business scan was completed and constantly advise the client in order to gain better productivity and quality.
- we scheduled a national quarterly business review with the right stakeholders.



results

- increased levels of service: a better overview of the temporary worker's life cycle, better service for them as their employer is close to them.
- increased productivity and guaranteed cost savings up to 5%
- we agreed as well on a communication matrix on a national level.
- the client has a national overview and we are working closely together to ensure alignment and share best practices.



key success factors

- Clear communication matrix
- HR and plant manager support
- Strong connexion between the Randstad sites locally mirror organisation



human forward.



randstad



case study gaining trust

initial situation

- each factory had their own organization to manage temporary employee workers. the headquarters had decided to select Randstad as preferred supplier for whole Switzerland. the services provided had some discrepancies as the processes were not aligned throughout the different entities, nevertheless they were happy with this organization.
- they didn't see the added value to have their provider based on their premises.



action



- two locations had been selected to welcome the Randstad team on their sites. communication had been key and meetings had been scheduled with the stakeholders to explain the decision and the added value expected. the client had appointed one of their own employees to be responsible for Randstad and the implementation and support the HQ decision.
- together, we have set up a tailor made solution for each site needs with a dedicated team, keeping in mind the client's group expectations in terms of KPI's and SLA's.

results

- after only 6 months the HR manager mentioned it's a real added value to have Randstad Inhouse with them. the close collaboration enables us and them to anticipate our needs and facilitate flexibility management.
- after 6 month the HR director from another entity visited one of the pilots and had decided to switch to this solution.
- after 3 years, we reviewed the pool-management which allows the client to achieve more than 5% as indirect savings.



key success factors

- communication matrix
- HR & plant manager support
- iring manager involvement

