

CASE STUDY

GLOBAL RETAILER HAS DIFFICULTY FINDING GREAT LOGISTICS TALENT FOR SHORT-TERM ASSIGNMENTS SUFFERING HIGH ATTRITION RATE DURING PEAK SEASON.

Summary

A global retailer uses flexible logistics staffing throughout the year, especially during the holiday season when it ramps up its logistics workforce to 240 talent members in November and December. The company also used three different staffing services pre-pandemic, resulting in inconsistencies in talent quality, level of overall recruiting services, and billing. It also experienced high talent turnover and reduced productivity, culminating in lower order fulfillment.

Challenge

The Retailer had a hard time finding top logistics talent that would commit to a short-term assignment for the entire season, more than likely at least partially due to the company's low pay rate. The company also had stringent background and screening requirements that only helped screen out individuals who could have become great talent for a short-term assignment if the client and its current staffing partners had recruited with a "second chance" mindset.

Hire Dynamics' Solutions

- We recommended that the company raises its hourly pay rate by ten and even 10.5 percent above its "normal" pay rate for its critical logistics season.
- The client also partnered with us in our "open hiring" concept. We relaxed some non-critical screening parameters that tended to limit its candidate pool: educational completion, background check, and drug screening.
- We also designed our interview questions to reflect the client's culture and vision better, looked for job skills that truly were needed to perform on-the-job tasks.
- Job posting language also was changed to let candidates know that the company was committed to removing barriers to employment and thus lowered its background check and educational requirements for these positions.

The Results

- The client enjoyed a higher/tour interview rate of 67 percent (compared to 46 percent the previous peak season).
- Much higher talent retention as well as dedication by seasonal workforce due to the client's "second chance" mindset."
- Talent showed earlier assignment "buy-in" and showed a greater sense of pride in their work.
- Higher fulfillment results with fewer talent.
- Talent turnover reduced by 53 percent in November and 69 percent in December (overall reduction of 61 percent over both months).
- Fewer talent performance and behavioral issues compared to the previous year; KPIs improved over the previous year.

BY PRODUCING GREAT LOGISTICS WORKFORCE STAFFING RESULTS FOR THIS LARGE RETAILER DURING PEAK SEASON, HIRE DYNAMICS BECAME ITS SOLE STAFFING PROVIDER.

IN ADDITION, AND AS A DIRECT RESULT OF OUR RECOMMENDATIONS AND PERFORMANCE, THE CLIENT IS USING "OPEN HIRING" AS ITS STANDARD RECRUITING PRACTICE MOVING FORWARD.