



# Improve your workforce!

**Here's how one business solved a difficult problem with the strategic use of staffing services.**

If you think that temps are best used as fill-ins for vacationing employees, think again! Savvy executives are discovering that temporaries (and staffing services) can be used to solve some of their toughest business challenges. From easing the pain of layoffs to turning around under-productive departments and even driving revenue growth, staffing is proving to be an extremely valuable strategic tool.

In this series, we take a look at how three real-life companies have used staffing services to their advantage. This month, a box manufacturer needs to rehire after downsizing due to the recession, but they face a difficult dilemma!

## **Case Study #2: Recovering from a layoff situation**

### **The Challenge:**

Rebuild the workforce as business conditions improve, but keep low performing employees from returning to the company.

### **Background:**

During the recent recession, a box manufacturer had to downsize due to the faltering economy. Their layoff targeted employees who were failing to meet performance expectations. But once business began to improve, the company faced a dilemma...

As a union shop, they had a one-year obligation to bring back union employees who were laid-off. While they needed to add staff, they did not want to re-hire their poor performers. To the contrary, their goal was to upgrade their workforce by hiring employees with more skills than those they had employed in the past. To compound the challenge, they also had an obligation to give the union first shot at filling all job openings.

### **The Solution:**

- 1. Fill the workforce gap with interns.**
- 2. Payroll the interns through a staffing service.**

The HR manager contacted the union and said they had never done this before, but they wanted to open up summer positions to students and payroll them through a staffing service. The union had no objection. Of the six openings available, the union was only able to fill two, so the HR manager went to a staffing service to fill the remaining four positions.

### **The Results:**

The students provided the additional resources the manufacturer needed to meet the summer workload. Once September arrived, the manufacturer no longer had an obligation to bring back undesirable employees. Through a creative approach to staffing, the company was able to find a way to abide by its union obligations and still upgrade their staff.