



CASE STUDY

Developing Successful Employee Screening & Retention Practices for Low Wage Environment

One of the largest branded shelf-stable seafood canneries engaged Volt as a secondary supplier for light industrial skill sets as part of an initiative to restructure their manufacturing plant personnel.

The Challenge

High turnover had been an ongoing issue for this client. A low pay rate in the local market combined with an undesirable working environment, caused many employees to quit soon after hire. Many candidates also declined the position as the role required workers to pack seafood by hand on a conveyor belt line. Our client's management was also concerned that some of the existing temporary employees did not have proper legal status to work in the U.S.

The Solution

 Volt reviewed the client's existing temporary workers' paperwork to confirm they were legally eligible to work and could be transitioned to our payroll. This review revealed that approximate 50% of the existing temporary employees did not have the legal documentation to be employed in the U.S. and could not be transitioned to Volt. We developed a sourcing plan to rapidly backfill these positions in order to minimize disruption to the client.

 Volt assigned one of our existing tenured employees to be the on-site program manager for this client. She quickly developed an interview process which includes a realistic job preview. This allowed her to determine if the working environment was going to be an issue and, in turn, the candidate could experience it and decide if they wanted the position.

 Although the low pay rate was not negotiable, the program manager determined she could use the client's 4/10 shift schedule to entice prospective candidates. By sourcing candidates who sought a consistent schedule with three consecutive days off, the pay rate became less of an issue.

The Result

Today, Volt is the client's primary supplier. Our program manager's consultative approach to running the program has resulted in a comprehensive understanding of the client's business needs, which includes:

-  Reduced turnover of their contingent workforce
-  Implementation of a strong redeployment program
-  Confirmation of employee eligibility to work in the U.S.
-  Realistic job preview that gives a candidate ample opportunity to experience the work environment prior to accepting the position.

HIGHLIGHTS

The program manager has developed and retained employee communication processes that align with our client's more traditional business culture, preferring face-to-face employer-employee engagements at this manufacturing facility.

This interaction has resulted in 90% candidate referrals. Current workers believe the partnership between our client and Volt has made these entry level positions a good starting point for those looking to gain job experience and learn essential manufacturing skills