

# How an electronics company managed growth with flexible staffing

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...and I have

Fast growth was certainly welcomed by a Fife-based electronics company, but it needed to balance this with the right level of recruitment. After taking Manpower's advice, the company has achieved the necessary flexibility while also ensuring high standards are maintained.

## The challenge

When a printed circuit board manufacturer moved into Fife in the early 1990s, it employed about 500 staff.

But this soon changed. With business growing very rapidly, more and more industrial operatives were needed. Yet at the same time, the company identified the peaks and troughs that were part of their business.

Using temporary staff was an option, but the industrial operatives needed quite specific skills and the company could not afford to take the risk of employing individuals who may not prove sufficiently productive.

# Meeting the challenge

## The solution

After carefully reviewing the company's situation, Manpower advised that a 60% permanent /40% temporary workforce split would give the company the flexibility it needed.

Manpower also came up with a solution to ensure all temporary staff met the company's stringent criteria. In addition to Manpower's own assessment techniques, it was agreed all individuals must successfully complete an intensive two-day induction course, carried out by Manpower and approved by the company, before being considered for the job.

Manpower has employed a trainer specifically to conduct this course, which is an induction to electronics and covers everything from health and safety to material handling, component recognition and electrostatic discharge awareness on site. Staff must achieve at least 90%.

## The benefits

Typically, Manpower recruits 30 temporary staff per week, but the organisation has the advantage of cutting back during quieter periods.

Due to the large numbers of its staff, Manpower has set up an on-site office, providing a 24-hour operation. The six-strong team manage all payroll and administration issues and are able to give immediate attention to either client or staff requirements.

The Manpower team also liaises closely with the company's first-line managers. "When new managers come on board, we give them a presentation on how best to manage their Manpower resource," explains Shirley Banks, Manpower's on-site Contract Manager.

We generally get excellent staff appraisals from the client, but in the rare instances where they do not meet requirements they are taken off the contract and instantly replaced.



Given Manpower's thorough understanding of the company's business, it's not surprising that recruitment requirements have now extended beyond industrial operatives. "We're getting an increasing number of orders for store people, despatch drivers and administrators, often to cover sickness and holidays," comments Shirley.

Manpower consistently exceeds its 2.5% staff absence goal and timekeeping is monitored weekly. Says Shirley: "We generally get excellent staff appraisals from the client, but in the rare

instances where they do not meet requirements they are taken off the contract and instantly replaced."

Manpower PLC, International House  
66 Chiltern Street, London W1M 1PR  
Tel: 020 7224 6688

[www.manpower.co.uk](http://www.manpower.co.uk)  
  
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