

Case :

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Country :

The Netherlands

Sector :

Services – Employment agency.

Company :

A world leader in the employment services industry. The company specializes in permanent, temporary and contract recruitment, employee assessment; training, career transition and organizational consulting services. The client's Dutch network of 128 offices enables the company to meet the needs of its customers, including small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations.

Type of intervention :

Wall to wall.

Efficiency,

man hour performance,

KPI reporting system,

Increase sales turn over.

Development and implementation improved 360° management control system.

Project Goal:

Supervisory Skills, Behaviour and Communication,

Optimise Man-hour performance in the offices,

Uniform Management Performance Indicators,

Improve Individual Sales Activities,

Effective Management Control Systems in order to obtain a self- improving mechanism, better use of the existing problem solving tools.

Findings : with no changes in volume, savings potential of 10 to 15% in FTE's.

How were we to reach this target? By focussing not on FTE, but on more commercial activities through which more turn over should be generated.

What did we do?

The project started with a pilot study in 12 offices.

Commercial activities:

During the project EffCo developed mandatory commercial activities for the offices and set up a system (plan/ actual) in which we could monitor the amounts of commercial activities on an individual basis.

Housekeeping:

cleanness (windows, kitchen, floors), safety, elimination of overdue dates for ads, correct signs

Management Reporting:

EffCo developed a uniform reporting system. The new report showed operational and financial KPI's. To keep track of 128 offices spread over 6 regions, EffCo developed a single report than presented figures in a uniform standard A4 format. The report was available at the country level for the CEO, the regional level for Regional Directors, the sub-regional level for Regional Managers and down to the individual office level for Office Managers.

Coaching & Training Management:

EffCo developed a system in which each level of the organisation had to manage using the newly developed Management Report. In sessions with EffCo, we coached the managers to ask the same questions and describe answers in a SMART way.

HR & Training:

EffCo set up a complete new national structure in which HR and training programs were managed centrally from the head office. New training programs were developed that addressed the importance of commercial activities. Standardised testing for new employees was implemented and those who failed were not retained. All these changes resulted in the need for less on the job training.

Results :

After implementation, client could clearly see differences between the 12 pilot offices and the other offices in the country.

Client decided to implement the tools and best working practices developed by EffCo in an additional 34 offices in Holland through individual coaching sessions led by EffCo.

During the second stage of the project we implemented the tools and approach in the remaining 84 offices in the country.

After the implementation of the second phase, client realised a productivity improvement of 32%!

After a successful working relationship of over 18 months, client asked EffCo to work on another project focusing on their large 'in house' offices.