

# Case study: Reduced staffing shortages

Client: Ingredients Manufacturer  
Project Type: Productivity Improvement

## Background

- Business struggling to meet customer demand
- Substantial overtime costs
- Sharp uptick in ‘open positions’, especially on the off-shifts
- High employee turnover
- Frustrated customers and employees
- Business unable to grow unless it addressed staffing problems

## Saphineia’s findings and recommendations

### Findings

- Scattershot recruiting approach for hourly labor
- Off-shift production levels were 60% below 1<sup>st</sup> shift, substantially constraining output
- Inadequate employee retention strategy was creating unnecessary churn

### Recommendations

- Enhance job postings with specific ad-copy for each role and each shift; broaden advertising
- Develop ‘ideal candidate’ profile for the hardest-to-fill role
- Establish team to develop enhanced retention program, centered on transparency, shop-floor visibility and employee recognition
- Provide leadership development training for all front-line leaders
- Increased leadership floor presence

## Benefits

### Improved performance

Number of open positions **declined** by

**35%**

Departure rate of recent hires **declined** by

**50%**

Annualized OT spend **declined** by over

**\$300K**

Backlog of open orders **declined** by nearly

**50%**

- ✓ Increased employee morale
- ✓ Improved hiring process and employee engagement programs
- ✓ Unlocked growth capacity through improved staffing levels, avoiding capex projects that had been contemplated