

Case Study

International Logistics Firm Improves Ability to Attract, Develop and Retain Talent

The Situation

The traditional approaches to staffing were built for a different labour market. They are outdated and inadequate to address the challenges of today's rapidly changing business environment. A third party logistics firm that services the North American market was not attracting and retaining the right personnel in critical segments of its workforce.

The Challenge

To stabilize its workforce, the company needed to understand the barriers and issues. Only then could they move forward to a solution.

How We Helped

Newport's first step was to interview several members of the workforce from senior executives to customer service personnel, and analyze its internal workforce data. We found that the organization had not identified or defined its workforce culture and the non-technical soft skills demanded by certain key positions within the company. This prevented the leadership team from truly understanding what skills and competencies were required to ensure that the right person was hired into these critical segments.

Newport's Define and Align Job Vector model was implemented to ensure that the core talent strengths within the company were understood. It defines the path for the deployment and development of the processes that set up the right connections between the organization and its employees.

We identified the critical workforce segments within the organization — those groups of employees who drive the organization's success. Then, we characterized those segments to identify the positions within them, classify their motivators and characteristics, and quantify the value that those segments brought to the organization.

Lessons Learned

Workforce segmentation provided three key benefits:

1. Management's efforts were focused on the attraction and selection of talent critical to meeting business goals and objectives.
2. The redesigned attraction and selection process would specifically address the recruitment of talent within those key workforce segments.
3. The organization could now design a focused retention strategy through peer mentoring and job coaching to ensure that talent was not just acquired, but also retained.