WHITEPAPER

VOLUME EIGHT

CORPORATE HIDE AND SEEK

FINDING HIDDEN PROFITS BY CENTRALIZING CONTINGENT STAFFING MANAGEMENT

DRAKE OUTPERFORM

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FINDING HIDDEN PROFITS BY CENTRALIZING CONTINGENT STAFFING MANAGEMENT

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CORPORATE HIDE AND SEEK

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1 :: INTRODUCTION

Up to 60% of your company's budget is based on costs associated to your workforce.

While organizations rigorously scrutinize the investments they make in capital equipment, acquisitions of business and similar investments, few apply equivalent rigour to the investment they make in their workforce. Few companies understand that their investments in their workforce go beyond the cost of salary and benefits, and fewer still understand what their return on investment is. When we drill down even further into this issue, we find an even smaller number of companies that understand who makes up their workforce, and at what cost.

Understanding the makeup of your workforce, the associated costs, and then the ability to maximize a return on this investment is critical to your company. The reality is that managing the contingent workforce within any size organization is potentially more complex and fraught with ballooning costs, than it is to manage a permanent workforce.

For purposes of this whitepaper, we will focus on the measurement and management of your contingent workforce. (Contingent workers include Consultants, Contractors, Part-time, Seasonal and Flexible Labour.)

Consider

- Do you really know who makes up your workforce?
- Do you know what percentage of your staff are contingent workers vs. permanent full–time workers?
- Do you know what you spend on contingent workers?

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2 :: JUST WHO IS YOUR WORKFORCE?

Many companies simply do not know who makes up their workforce.

Because the majority of companies have many different types of employees, secured and managed from multiple sources, it has become increasingly difficult to monitor and control this cost while managing a return on investment of their workforce.

The marketplace has positively embraced the use of contingent workers, and the percentage of this flexible component continues to grow in the majority of companies.

The employment of contingent workers is rising rapidly, estimated to increase nearly 53% or 1.4 million jobs – from 1996 to 2006[1].

With human capital accounting for nearly 10% of the U.S. GDP, up to $140 billion is spent annually on all types of contingency workers, including temporary workers, contractors, consultants and others.

How Much Do You Spend?

The cost of a contingent workforce represents one of the single biggest expenses to a company. In large organizations it has been difficult if not impossible for the CEO, CFO and the CIO to be aware of their total contingent workforce costs. The difficulty lies not with how much organizations spend on their contingent workforce (although this is a problem), but with the fact that often executive management just does not know the extent of this spend. As the old adage says, "You can't manage what you can't measure."

When recently we interviewed a client from a Fortune 500 company, they did not accurately know what their overall flexible workforce costs were within a million dollars. The CEO did not know. The CFO did not know. HR did not know. Procurement did not know. A million dollars is a significant dollar amount regardless of the size of company. Unfortunately, there are dozens of similar examples where organizations are simply unable to quantify the cost of their contingent workforce.

A large multinational oil company reviewed its contingent workforce costs and found it was spending $100 million US a year. The number of contractors, the duration they worked for the company and what rates they were paid were all unknown[2]. As contingent staffing was a decentralized managed spend category in this organization, partially owned by HR, Finance, Procurement and line management, pay rates for similar jobs were not only inconsistent, they were all over the map. In addition, the company did not have adequate systems for tracking the length of contractor assignments. In conjunction with the opportunity to review their $100 million US spend, the organization could see that considerable savings could be made, processes could be streamlined and efficiency increased which could result in further cost savings[3].

Certainly, when HR reports are run you can figure out the number of permanent staff. When you approach finance, you can run reports to figure out how many independent contractors have invoiced your company over the course of the year. When you approach purchasing you can find out how many staffing suppliers your company works with, and then back to finance to find out how much you have spent with those suppliers.....but who has the time, patience or even the initiative to do all this running around?

The larger the organization, the more difficult it seems to obtain a holistic view of contingent workforce resources and costs. But, do not think that it is only large multinationals who are likely to be ignorant of these costs. We have found that organizations with as few as 100 employees are unaware of the costs associated with the use of a contingent workforce.

Who Is Minding the Farm?

With the increased use of contingent staffing by organizations in the last ten years, the number of challenges that companies experience has increased.

Often this is due to the proliferation of 'multiple supplier' panels, the decentralization of budget ownership, and hiring decisions, and localized profit–and–loss reporting. We have heard it said, perhaps short-sightedly, contingent workforce costs are a detail beneath the attention of executive management. While these costs may have been seen as a 'mere detail', is a million here or there or even $100 million a year unimportant?

1: Controlling Costs through Human Management Solutions: VMS Eases Burdens Associated with Managing Contingency Staffing By Chris Alfe
2: Gross Klaff, Leslie "A Cure for Contingent Costs", August 1, 2003
3: Wilson D, "Building eProcurement Spend Volume" article from website "Community B2B". Debbie Wilson is Principal, "Cool Tools for Purchasing" Unreported costs

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Cost savings are critical and we think this topic warrants the attention of executive management.

One large U.S. manufacturer recently conducted a study on their use of contingency staffing providers and was shocked to learn that they were using 270 different suppliers! The replication of administrative tasks alone in such a fragmented process is painfully laborious and costly. In addition, the organization was not maximizing the pricing advantage it should have enjoyed because it was dividing its business among too many suppliers.

Consider

- Who is responsible and accountable for your contingent workforce?
- Is it one person / department or scattered amongst several?
- Is it a cost that is consolidated in a report visible to executive management, or allowed to fragment and disappear amongst multiple functions and reports?

3 :: WHAT PROBLEMS DOES THIS CREATE?

Managing a contingent workforce in any size company is typically fraught with costly hazards and process bottlenecks.

High Turnover Rates

Vacancies in a contingent workforce cost companies greatly due to productivity loss and expenses associated with hiring and/or training replacements.

Unauthorized Expenditures

The hiring of unauthorized workers through poorly defined approval process and outside of approval budgets will drive up costs.

Insufficient Visibility to Spend

Fragmentation in reporting contribute to this problem. It is estimated that the total spend for all contingent workers for most companies is significantly higher than they believe it to be – sometimes 100% higher or more!

Multiple Invoices, Multiple Formats

Hiring managers would rather spend more time hiring candidates than reconciling invoices. Dealing with multiple invoicing and payment processes is both time consuming and costly. Frequent queries regarding invoices and payments further increases time and associated costs.

Reducing Errors

Multiple timesheet processes, generally manually based, lead to errors and additional costs.

Retention of Top Talent

An inability to request previously used staff raises additional costs for training, onboarding and orientation.

Massive Administrative Burdens

Not only does administration demand a lot of manpower to implement, customer and employee relations ultimately suffer as payments are mixed up and errors are made. Multiple suppliers equate to multiple contract negotiations at significant time and expense.

Quality Assurance

Accurate information on quality delivered and achievement of performance targets is lost. There are also potential inconsistencies amongst suppliers related to credit checks, security / background checks, and references.

High Recruiting Expenses

Billing rates for the same type and quality of worker can vary wildly from supplier to supplier.

Lengthy Fill Times

Time is wasted and productivity lost by having to deal with multiple suppliers, often for one requirement.

Regulatory Compliance

A streamlined process reduces any liabilities associated to statutory payroll taxes being paid accurately and on time, health and safety issues, Privacy issues and legal work status.

Poor Communication Among Suppliers

Fragmented processes and multiple suppliers usually translate into strained communications, confusion and delays in filling specific requirements.

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Non-Compliance with Supplier Contracts

Clients who have contracts in place with staffing suppliers often find there is a lack of compliance with orders being placed. While companies strive to achieve 100% compliance where they have national contracts, often users work with many suppliers regardless of what contracts may exist.

4 :: FINDING THE HIDDEN PROFITS

Look on the bright side, all of these challenges mean that opportunity for improvement exists! Even fairly small improvements in contingent staff procurement and labour management processes can translate into significant cost savings for companies.

The concept of Vendor Management Solutions (VMS) addresses a number of the inefficiencies inherent in the traditional procurement process. Perhaps no area of procurement can benefit more from vendor management than contingent staffing.

With direct cost savings of at least 10 – 15% on average, plus additional soft-dollar savings from improved work flow, VMS has been getting a lot of attention lately. Particularly in light of the fact that companies continue to expand their use of contingent workers.

So What Exactly is Vendor Management?

Vendor Management originated with the procurement of business products and supplies, in the midst of the Internet boom days with vendors like Commerce One and Ariba leading the way. Products from these software companies helped to simplify the buying of various goods. According to the Gartner Group, it is predicted that by 2007, one third of Fortune 1000 companies will use an e-procurement application[4].

Generally speaking, e-procurement for basic materials does save time, costs and is more efficient than traditional procurement methods. Because so many organizations are already using a form of e-procurement for purchasing other business materials, an obvious next step is to consider using these applications for managing the procurement of contingent staffing.

At the turn of the century, this is exactly what started to happen as some organizations started using e-procurement for purchasing their contingent workforces. However, after the initial rush of 'early adopters' the majority of companies have not followed suit.

According to the U.S.-based Aberdeen Group, 'purchasing and managing outsourced business services (including contingent staffing) are infinitely more complex than buying office supplies, requiring the coordination of multiple parties within and across the enterprise'[5]. In other words, buying business services such as outsourced project teams, advertising agencies, and contingent staffing is far more complex than buying business products.

"The actual transaction, as was remedied by these initial e-procurement applications turned out to be only one of many stages in the service procurement process, and arguably not the stage where most of the inefficiencies lie."[6]

E-procurement software was developed from a traditional 'purchasing' mindset, not from a contingent staffing 'subject matter expertise' perspective. Therefore, if it was going to be successfully adopted, it had to evolve to meet the challenges that organizations using contingent workers faced – not just the buying of staffing services, but the evaluating, sorting, onboarding and tracking of job applicants. In other words, the buying, delivery and ongoing management process.

5 :: WHAT IS THE SOLUTION?

The ideal VMS system combines the best of traditional e-procurement systems while embedding all the nuances of contingent staffing buying and delivery processes. The objective is to streamline and automate the hiring and management of your contingent workforce, eliminating the costly hazards and process bottlenecks that exist in a manual, fragmented model.

Technology is only as good as the processes it mirrors, so where best to source contingent staffing best practices than from a contingent staffing company of course!

Drake's VMS system was designed and developed by capitalizing on 50 years of experience in the flexible, contracting and consulting businesses, overseeing all types of workforces from industrial to high-end professionals, around the globe. Engaging clients and contingent workers alike to design the system ensured that not only the fundamentals were addressed, but that the system was built with 'bells and

4: As quoted by Gross Klaff, Leslie "A Cure for Contingent Costs", August 1, 2003
5: Aberdeen Group article from Executive Viewpoint Volume 14 No 5 "Thinking Outside the Catalog: Online Services Procurement (OSP)", October 31, 2001
6: HR IS A PROFIT CENTER, AND HERE'S HOW TO PROVE IT by Dr. John Sullivan and Master Burnett

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whistles' that made using the system intuitive to the end-user. The result of this design and development initiative over several years resulted in a system called "Drake OnLine", a leading–edge VMS solution.

Drake OnLine is unique when compared to traditional e-procurement systems, in that it was designed specifically to meet the needs of companies managing their contingent workforce.

6 :: HOW DOES IT WORK?

"We knew that decisions couldn't be made unless you had accurate information, and to get accurate information you need structured data, enabling you to logically 'drill-down' into the data in order to verify your decision."
- Bill Pollock, Founder and Chairman of Drake International

DRAKE ONLINE FEATURES AND FUNCTIONS

USEFUL TO EXECUTIVE MANAGEMENT

- Hierarchical expenditure approvals and custom invoicing
- Legacy System Integration
- Time and expense tracking
- Accounts Payable integration
- Standard and ad-hoc report capabilities
- Payroll Management and Reporting

USEFUL TO CONTINGENT STAFFING USERS

- Job Requisition Management
- Automatic Form Fulfillment
- Automated timesheet approval processes
- Time and Attendance
- Candidate sourcing, selection and onboarding

  including:
  - Applicant Ranking Features
  - Job templates
  - Automated approval and electronic supplier notification
  - Optional online training modules
  - Streaming video capabilities designed for interviewing candidates
  - Evaluation collection

USEFUL TO WORKERS

- Automated timesheet submission processes
- Access to reports showing work history

USEFUL TO SUPPLIERS

- Accurate snapshot of actual business ordered and fulfilled
- Reports on unfilled orders, cancelled orders, and fall–offs
- Ability to see trends with specific clients and/or recruitment consultants

Executives need accurate information to make decisions. Drake OnLine was designed to help executives make better decisions about their company-wide use of labour.

Mirroring solutions to the challenges of managing your permanent and contingent workforce, Drake OnLine enables executive decision–making, and the ability to plan, source, evaluate, recruit, hire, manage, measure and retain your best workers. Considering the important and unique perspectives of the the contingent staffing user, the worker and your suppliers, Drake OnLine enables quick resolution of the challenges faced in managing a contingent workforce.

INSIGHT: FEDEX

In 1965, while an undergraduate student at Yale University, Fred Smith wrote a now famous term paper about a very simple observation – as society automated, as people began to put computers in banks to cancel checks – rather than clerks, and people put sophisticated electronics into use, this automated society and the manufacturers of that automated society were going to need a new and different logistics system.

His term paper went on to explain his idea of an 'overnight delivery service', to which his professor granted a failing C because his idea could never work practically.

Today a company with a market capitalization valued at $25 billion US, FedEx has the world's largest all–cargo air fleet, traveling the equivalent of 100 trips around the world in a day, and delivering daily 3.2 million packages to customers.

Looking back on the origins of the company, Fred Smith simply says "all FedEx did was customize a system that was designed to solve this problem, to provide capabilities for the modern age on a time cycle that made sense. To do that, you had to have an integrated system in order the give the level of service that customers needed. For our network, I used as a model the Federal Reserve banking system, because it was in those days a perfect model of the economic activity in the U.S. And that's where the Federal Express name came from. It just stuck in my mind. I wanted something that sounded substantial and nationwide, and American Express had already been taken!"

Fred Smith was spot on in seeing a world that was rapidly 'automating' and doing something about it.

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Fully customizable systems enable a company to determine what features and functions are relevant to their needs.

Any Systems You Look at Should Be:

- Secure and scaleable
- Easily customized to reflect your company 'hierarchy', basing access levels to imitate your structure and traditional approval limits
- Easily integrated into any legacy, Enterprise Resource Planning software and e-commerce platforms such as SAP, PeopleSoft and Ariba
- 100% web-based and hosted (asp) requiring no in–depth installation (Hosted asp tools can be accessed by users on any computer with an Internet connection and an installed browser)

What is Right for You?

When you start delving into the world of VMS and online HR tools you will soon find that it is a fragmented market.

Beyond the traditional e-procurement tools you will find some technologies that are focused on the procurement of full–time permanent workers guiding users through the sourcing, application and hiring process (job boards), while others are geared towards the actual transaction involved in the acquisition of temporary workers, including invoicing and reporting.

The decision to adopt a certain VMS component is based on the anticipated cost savings that will result from implementing it, resolving the outstanding challenges you currently have (i.e., pre-approval of open positions, time to fill, visibility of spend) and the associated strategic benefits that will occur.

7 :: MASTER VENDOR SUPPLIER ARRANGEMENTS

A significant management issue for organizations is finding and managing the various suppliers of contingency workforces. This has lead to the practice of 'master vendor' or 'master supplier' arrangements in which one vendor takes on the management of all the other suppliers to the organization. Manually applied, this concept has its limitations in practice.

A VMS integrates procurement of multiple orders from an organization, and utilizes multiple suppliers to help fill those orders. But, compared to manual processes, a VMS is an automated 'rules–based' process that ensures the organization deals with one contact point – the VMS.

Staffing Vendors – Staffing vendors are put into a specific sequence. When "orders" are generated, they will go to one vendor first, and if this is not filled, the order will go on to the second vendor and so forth. This means jobs are first offered to a designated partner or partners, and then to a group of secondary suppliers. Niche suppliers can be incorporated into the mix as well, receiving only job requisitions that match certain criteria. Many VMS providers offer a bundled solution that includes recommendations of which staffing suppliers to utilize.

Vendor Managers – The vendor manager works with you to customize the overall program and negotiates with secondary vendors. They establish the path that job requisitions flow among the primary, secondary and niche suppliers. The vendor manager not only oversees the staffing suppliers, but can also manage the entire hiring process of temporary workers, making sure that they flow through the steps of the onboarding and exiting processes easily and quickly.

8 :: IMPLEMENTING A VMS SOLUTION

- No matter how great a system is, if your organization does not use it – for whatever reason – it will not create the intended benefits and cost savings.

Similar to any project implementation or contingency staffing engagement, a successful VMS implementation will include:

Project Management

High–caliber project management teams that effectively manage the expectations of the project by thoroughly scoping out the project, communicating what the intended results will be, by when, at what cost, and the implementation milestones. Great project management not only addresses your questions, it anticipates and addresses them proactively.

Internal Communication and System Compliance

Good implementation ensures staff buy-in along the way. Involving representatives from each user group in the project management will ensure practical feedback.

An 'Intuitive' System Is a Well-Used System

Any VMS solution must be 'intuitive' to the end user. If the system does not emulate the desired contingent staffing

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buying and management process, people will not adopt the system. A major part of any system implementation is refinement of the process before rolling the system out.

Process refinement will include:

- Standardized recruitment processes
- Induction, checks and placement progress
- Electronic purchase order processing
- Batched invoices and e-billing
- Comprehensive reporting
- Seamless systems integration

Sub–vendor and Preferred Supplier Integration

Full integration of approved sub–vendors keeps preferred suppliers and specialties together, and ensures compliance to supplier agreements.

Roll–out and User Training

After piloting the system with a group of user representatives, you are ready for an enterprise roll–out. Training on how to use the system will focus not only on transferring skills to your executives, contingent staffing users, suppliers, and workers, but also on changing their behaviours. The objective is to have people work more productively tomorrow than they did yesterday. Training can be streamlined through automated recorded modules, regularly scheduled 'webinars' and coaching audits. This approach not only saves the company time and money, but it provides training to your team on their schedule, not yours.

Reinforcement

Key to your project roll–out will be monitoring and managing the project expectations after the roll–out. Anticipating this will resolve over 50% of any problems.

Put into place such things as:

- Service Level Agreements – Include response time to orders, performance appraisals, and handling complaints.
- Key Performance Indicators – Measure service levels with suppliers.
- Quarterly Reviews – Communicate and review regularly.

9 :: RETURN ON INVESTMENT

It is hard to imagine a situation with a company who uses contingency staffing on a regular basis where a VMS would not be helpful. With a dramatic reduction in transaction costs, greatly enhanced visibility, instant key performance indicator reporting and improved supplier management, overall staffing spend will be more efficient, visible and optimized.

With VMS applications that leverage Internet–based asp (application service provider) technology, the initial set–up costs are virtually non-existent. Beyond that, opportunities to eliminate, control and report costs can be realized in almost every stage of the buying, delivery and management of contingent workers.

The ability to set standard job classifications and rates, for example, can save money by eliminating over–billing by suppliers. Purchase order approval functionality can eliminate unauthorized spending. Reporting functions can identify misguided spending and waste, while applicant ranking features can help identify qualified applicants more quickly, reducing vacancy rates by 20-40%.

See: Illustration on Following Page

Savings Through the Drake Managed Services Platform

- Data Integration into ERP – Eliminates the manual processing cost associated with entering and reconciling contingent staffing invoices into an ERP.
- Integration of Sub–Vendors – Eliminates the non-compliant pricing and manual processes associated with using unapproved providers of contingent staff.
- Reporting and Information Visibility – Provides for management information that can be used to improve the efficiency and effectiveness of using contingent staff.
- Batched Invoicing and eBilling – Automates the billing and payment process.
- Electronic Order Processing – Reduces the cost of order handling and errors that occur from manual processes.
- Electronic Timesheet Processing – Reduces the cost of timesheet handling and errors that occur from manual processes.
- Candidate Onboarding / Placement – Reduces the risk of non-compliance with company, industry or regulatory requirements and associated costs.
- Candidate Selection and Role Profiling – Reduces the risk of incurring a cost for mishiring by standardizing the profiling and selection process.

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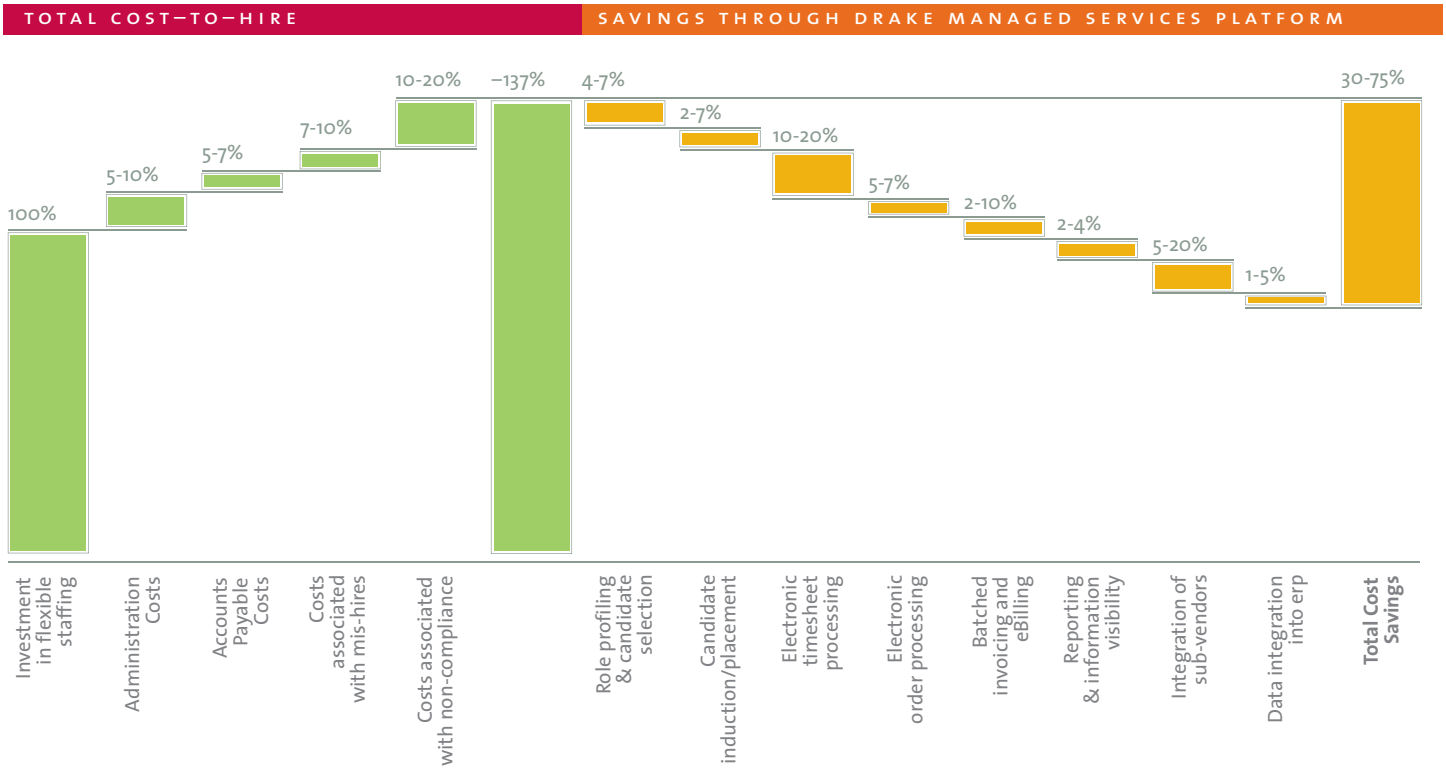
Illustration



10 :: CONCLUSION

Considering that up to 60% of your company's budget is based on costs associated to your workforce and a significant component of this may be spent on contingent workers, executives cannot afford to ignore how this cost is managed.

With so many organizations simply not knowing who makes up their contingent workforce, what the associated costs are, and most importantly who is ultimately accountable for this on an enterprise–wide level, the implementation of a Vendor Managed Solution is something that should be closely evaluated.

Given that a simple evaluation will quickly quantify the savings potential, how can you not proceed with an audit?

FACT:

Gartner Research estimates that an organization using 500 contractors per year can save $1,125,000 in procurement costs in addition to $250,000 from streamlined billing and contract management through the use of a workforce management or a services e-procurement solution[7].

7: Controlling Costs through Human Management Solutions: VMS Eases Burdens Associated with Managing Contingency Staffing, By Chris Alfe

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A FORTUNE 500 FINANCIAL SERVICES COMPANY

Drake was approached in 2003 to develop a solution for the management of all contingent staffing.

Drake provided:

- Centralized Managed Services, co-coordinating all orders and reporting across multiple approved suppliers
- Developed and implemented a customer specific recruitment process for all new hires, including the automation of the ordering, timesheeting and payment functions

The Business Challenge

This company did not have a clear understanding of total contingent staffing costs. At the time they used 20 different 'approved' suppliers, and a large percentage of business was placed through unapproved suppliers. The organization was under pressure to adhere to field service agreement rules and regulations, the unknown costs and the unapproved providers represented a substantial risk. The HR and procurement functions were struggling to keep up with the specific needs of their business units and customers. Costs were high and management controls were inadequate.

The Solution. The Results.

Drake was responsible for implementing a VMS solution. Reducing the approved contingent staff supplier list to a core group of four.

The results included:

- Compliance up to 95%
- 99.6% invoice accuracy
- Reduced costs to process orders and timesheets from $100 to $20
- Reduced overall contingent staffing expenditures 20% (from $20 million to $16 million) by:
  - Negotiating preferred supplier rates with 4 suppliers and eliminating administration associated with original 20 suppliers
  - Indirect cost savings through process improvement and automation including:

1. Electronic timesheet processing

Over one year, 33,000 plus timesheets were processed, with savings of $80 per timesheet when compared to $100 per timesheet when manually processed.

33,000 timesheets X $80 per timesheet = $2,640,000 in savings per annum or 13.2% ($2.6 m / $20 mm)

2. Batched invoices & eBilling

Over one year, 26,400 invoices were processed with an accuracy of 99.6%. A similar process audit resulted in a transactional cost savings of $10 - $40 per invoice.

26,400 invoices X $25 per invoice = $660,000 in savings per annum or 3.3% ($.66m / $20mm)

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ABOUT DRAKE

Members of The Drake International Group of Companies are global leaders in the field of human resources, consultative management, staffing and technology solutions. For more than 50 years, Drake International has helped North American businesses solve productivity problems and recruit the best people. We begin with a business needs analysis which pinpoints the optimal way in which we can help your organization achieve its strategic objectives and overall workforce optimization strategy.

Using a partnership approach to deliver measurable results, Drake optimizes a company's profitability applying a blend of flexible staffing, permanent recruitment and technology solutions. Using innovative strategies Drake reduces costs, increases revenue and customizes HR solutions including outsourcing of non-core business functions. Our unique vision plans to hire the right people for our clients the first time, thus saving them money by reducing their need for recruitment.

Drake's operating philosophy is based on the principle that organizations and people are at the highest level of productivity when they are working with the right skills, knowledge and behaviours, using the best processes and technologies.

We aim to assist your organization in achieving heightened productivity, performance and profit standards through the effective use of people and the application of proprietary technologies to help match workforce levels to workload. Allow Drake to help you and your company Outperform.

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