

**WHITEPAPER**  
VOLUME NINE

**THE ART AND SCIENCE OF  
FLEXIBLE STAFFING**  
DELIVERING SHAREHOLDER VALUE

# WHITEPAPER

## THE ART AND SCIENCE OF FLEXIBLE STAFFING

DELIVERING SHAREHOLDER VALUE

ACHIEVING THE OPTIMUM BALANCE OF STAFF TO  
WORKLOAD WILL HELP YOUR ORGANIZATION REDUCE  
COSTS, INCREASE PRODUCTIVITY AND IMPROVE YOUR  
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# DELIVERING SHAREHOLDER VALUE

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## CONTENTS

- 1 :: INTRODUCTION
- 2 :: TEMPORARY STAFFING
- 3 :: CONTINGENCY STAFFING
- 4 :: FLEXIBLE STAFFING
- 5 :: THE ART AND SCIENCE OF FLEXIBLE STAFFING
- 6 :: UNDERSTAND YOUR CURRENT WORKFORCE
- 7 :: UNDERSTAND YOUR COMPANY'S DYNAMIC WORKLOAD
- 8 :: BALANCING YOUR WORKFORCE WITH YOUR WORKLOAD
- 9 :: RETURN ON INVESTMENT
- 10 :: CONCLUSION
- 11 :: IMPLEMENTING A FLEXIBLE STAFFING MODEL TO DELIVER SHAREHOLDER VALUE

## 1 :: INTRODUCTION

Frequently the labels 'temporary help', 'contingency staffing' and 'flexible staffing' are used interchangeably by the general business community. Many people think these 3 concepts all mean pretty much the same thing, while in fact there are dramatic differences to the practical application and the business impact of these 3 business services.

While temporary staffing and contingency staffing are often utilized by companies to meet staffing needs, it is the concept of 'flexible staffing' that holds the key to delivering measurable shareholder value hidden in the first two concepts.

## 2 :: TEMPORARY STAFFING

Temporary help is a concept where companies hire staff, traditionally administrative or clerical staff, on a short-term basis to meet an immediate staffing vacancy.

In the early days of temporary help services, employers viewed temporary staff as a means of acquiring help needed during vacations or when permanent employees were absent due to illness or maternity leave. They were a makeshift measure used during a company's brief but critical period of staffing

need. The quality of temporary help available to a company generally precluded any extended dependence on the staff that was delivered.

The temporary staffing industry grew rapidly with market demands, from which grew a vast improvement in the quality and the diversity of types of 'temporary help' available. Temporary help was no longer restricted to just secretaries or clerical employees as it was in the beginning.

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“In 1951, I founded Drake International in Canada as an outsourcing productivity improvement company. At that time, the temporary help services industry in the U.S. was just beginning as an offshoot of the permanent employment agency industry. Companies in the U.S. temporary help industry consequently grew up thinking of themselves as ‘agencies’, as a go-between or people-broker rather than having any responsibility for the outcomes of the people they sent out.

Basically, this thinking has never changed. The recruitment industry by and large still acts like an agency. It has become more sophisticated in how it presents its promises, but the delivery concept is basically the same. Drake, on the other hand, from its outset, was founded as an outsourcing company performing office work for a fixed price per unit of output. For us, ‘Productivity Improvement’ was everything. We depended on it for our profit margin and for our survival. To this end, we explored and developed every possible methodology and process of work measurement designed to yield a high rate of productivity from our employees. We came to understand the various factors impacting on productivity, and developed and applied systems to enhance and control it. Since those early days, the basic principles of productivity measurement have not changed although business performance technology has undergone a huge shift.

Workforce Productivity (WP) is still equal to Units of work produced (U) divided by Staff Hours (SH).  $(WP = U/SH)$ .

As Drake grew, we evolved into a company providing human capital services of various kinds including of course the provision of our original raison d'être, flexible staffing. But we delivered more than just screened, tested, and reference-checked temporary workers. Through seminars, workshops and consulting assignments, we taught our best clients our work measurement principles and assisted them to apply these work measurement systems so that they would gain optimum advantage through the proper balancing of workforce and workload.”

Bill Pollock – Founder and CEO of Drake International

## 3 :: CONTINGENCY STAFFING

Contingency staffing is a concept where companies hire a broad array of types of staff covering a variety of positions from professional to clerical, for longer durations of time, and who may be consultants, contractors, freelancers or temporary staff to meet more strategic business needs.

As corporations expanded and contracted their workforce, closely monitored their staff size and costs in an attempt to reduce overheads and to deliver profitability and shareholder value, temporary staffing shifted to what started to become labeled as ‘contingency staffing’. Contingency staffing was a new way of life for businesses that had to streamline operations and reduce fixed costs in order to compete. To industry insiders, this new terminology of ‘contingency staffing’ versus the old label of ‘temporary help’ suggested the use of labour in a less transient function. Indeed today, the practice of contracting with staffing firms to provide workers with the skills necessary to perform non-core business functions on an ongoing basis has become a tool in almost every business leader’s toolkit to achieve greater flexibility, productivity and competitiveness. Contingency staffing compared to temporary help covered a broader spectrum of types of work and was applied in a more strategic way within organizations.

Consequently, the opportunities that became available for contingency employment became a way of life for many people who could not, or preferred not to, find a full-time job. The actual workers within this new model no longer wore the label ‘temps’ but instead started to become known by a variety of terms such as freelancers, independent

contractors and consultants, along with the traditional ‘temporary’ employee label.

Who are these workers? The contingent workers can be loosely grouped into three categories<sup>1</sup>:

- Traditional temporary workers,
- Transitional workers, and
- Long-term workers.

### Traditional Temporary Workers

Millions of students, teachers, retirees, parents with young children and others choose temporary work because they are either unable or unwilling to make a permanent commitment to a single employer. They work on a short-term basis, generally a few weeks or months, primarily to supplement their incomes. It is estimated that about 20% of staffing firm employees are made up of such traditional temporary workers.<sup>2</sup> As a group, traditional temporary employees are disproportionately young, not focused on saving for retirement, and very often are covered by the health insurance policy of a parent or spouse. Retirees generally are covered by government plans. Their primary objectives are flexibility, independence, and maximizing their cash income.

### Transitional Workers

About 55% of all temporary employees use temporary work as a bridge to permanent employment: Individuals looking for their first job, reentering the labour force after an absence, looking for work after being laid-off, transitioning from welfare-to-work, or simply quitting their current job with the expectation of finding a better one. Transitional workers use temporary work to get new experience and showcase their skills to potential new employers.

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## Longer-Term Workers

Some contingency staff work for longer periods of time. These individuals generally tend to be better educated, higher paid, are more likely to have benefits, and prefer the flexibility and independence such work affords. An estimated 25% of all temporary employees fall into the 'longer-term' category.



Longer-term temporary workers are the most likely to be eligible for and to participate in benefit plans. A new study of longer-term temporary workers by the Employment Policy Foundation based on the same Current Population Survey data used by U.S. Bureau of Labor, concluded that:

1. Longer-term temporary employees (defined as those working more than 24 months) represent a fraction, about 0.1%, of the workforce.
2. Longer-term temporary employees are more likely to be in "good" temporary jobs, jobs they prefer, that pay well and that offer employment benefits.
3. Temporary workers with longer tenure are much more likely to prefer their current arrangements and value the flexibility and independence of temporary work.

Temporary IT work, like other temporary employment, is a bridge to permanent jobs. The Microsoft Corporation, for example, reports that 30-40% of the 9,000 new regular positions created at the company in the past four years were filled by individuals who, at one time, had worked for staffing companies.

# DELIVERING SHAREHOLDER VALUE

## 4 :: FLEXIBLE STAFFING

The U.S. Department of Labor's 1999 survey of Labor Statistics defined contingency workers as "those who do not have an 'implicit or explicit contract for long-term employment' and who therefore view their tenure as 'unpredictable.' The survey<sup>4</sup> found that:

- Contingent workers formed up to 4.3% of the workforce.
- 33% of contingent employees now prefer temporary work over permanent work, up from 26% four years ago.
- Contingent workers turn over at the extraordinary rate of over 400% annually, which means that about 12 million of the estimated 15 million people who worked temporarily in 1999 found new permanent jobs, retired, or went back to school.
- The temporary help industry has grown and flourished and is now a multi-billion industry used by more than 70% of all businesses.
- In 2004, 2.5 million temporary and contract workers were employed each day. Over the course of the year, U.S. companies hired an estimated 11.7 million employees, one million more than in 2003.

Flexible staffing is a strategic business concept where companies first analyze their dynamic business workload and then hire contingency staff to strategically supplement their permanent workforce in order to maximize profits and productivity.

Many large organizations today deliberately plan to have a reasonable portion of their staffing requirements filled with contingent workers. They often have a number of long-term contingent workers on staff, but they frequently ignore whether these workers are necessary all of the time. They do not truly consider how their company needs to balance their workforce with their dynamic workload.

Flexible staffing wraps up the concept of 'temporary help' and 'contingency staffing' in a strategic parcel.

The concept of flexible staffing conveys that contingency staffing is most valuable when used strategically as a supplement to the permanent workforce and not simply as a quick fix for absent employees or as replacement for permanent employees due to downsizing or restricted budgets.

"Workload peaks, troughs, interruptions, delays in workflow and poor staff scheduling all contribute to low productivity and high costs. You would never order more or less raw material than you need for production, so why do that with your human resources?"

Bill Pollock, Founder and CEO of Drake International

This concept of flexible staffing was recognized by the U.S. Department of Labor in its 1999 Report on the American Workforce<sup>3</sup>, which compared the "just-in-time" concept of inventory control in manufacturing with the use of flexible staffing arrangements to provide just-in-time labour. "Employers that have flexibility in adjusting labour requirements to meet product and service demands have a competitive edge over those with less flexible human resource policies. Flexible staffing arrangements undeniably increase business competitiveness."



- How many permanent staff versus flexible staff is currently employed by your organization?
- How do you know the mix is right? Will it be right next week? Next month? How would you know if the mix was not right?
- How do you know the total number of staff required?
- Do you have a good understanding of when your organization's peak periods are?
- How does your company forecast your need for flexible labour? Who is responsible for doing this?

# DELIVERING SHAREHOLDER VALUE

## 5 :: THE ART AND SCIENCE OF FLEXIBLE STAFFING



Consider

- Are you forced to let go of top performing, permanent employees during slow periods?
- Do you know the real cost of employing and training contingency staff at each peak period?
- Does the introduction of new contingency staff during peak periods distract management and existing permanent staff?

Maximizing the benefit of flexible staffing can be achieved through the application of 3 simple steps:

1. Understand your current workforce
  - Who is your base of pivotal, permanent workers?
  - Is your company overstaffed or understaffed?
2. Understand your company's dynamic workload
3. Balance your workforce with your workload

## 6 :: UNDERSTAND YOUR CURRENT WORKFORCE

### Who is your Base of Pivotal, Permanent Workers?

A company must identify its base permanent workforce. The base workforce will be made up of workers that are pivotal to the company's success. How do you decide who is really pivotal? We need to start by understanding that in most businesses not all employees are created equal. Certain employees play a disproportionate role in creating value. Value is based on both the role that the employee plays, and their contribution in that role.

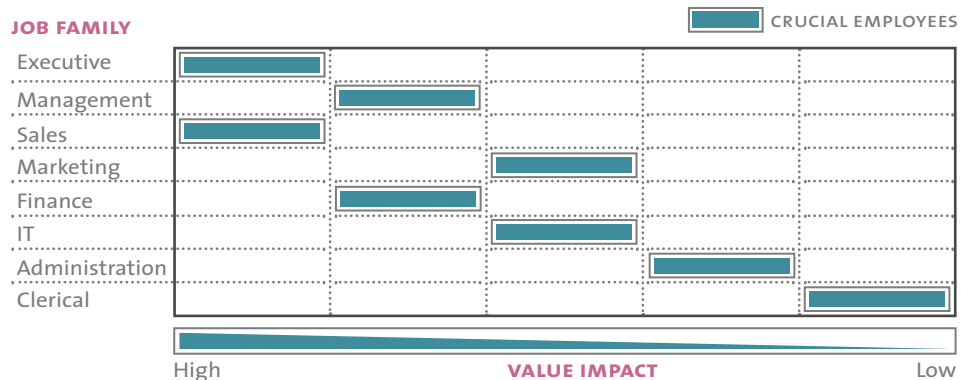
Analyzing your permanent workforce to determine your pivotal workers is something organizations often do haphazardly. At Drake, we have developed key processes that help to determine the value the job family plays in your organization and the value impact an individual has within that job family.



Consider

- What job families make up your workforce?
- How critical is that job family to your business?
- Within your critical job families, which individuals create significant value?

### WHO ARE YOUR PIVOTAL PERMANENT WORKERS?



# DELIVERING SHAREHOLDER VALUE

## Is your company overstaffed or understaffed?

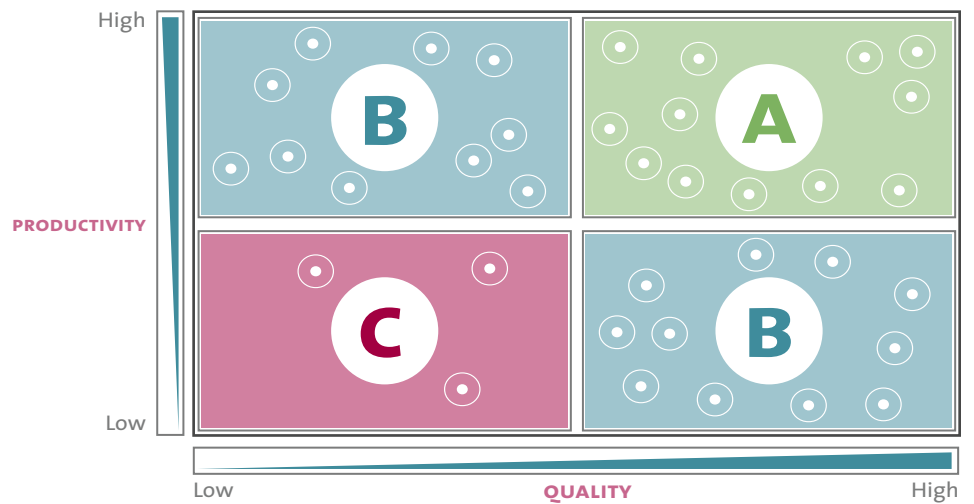
Although you may find this hard to believe, we have heard stories of executives that rely on the “fast walking test” to determine if their company is overstaffed or understaffed. In essence if someone is ‘strolling’ down the hallway versus walking at a fast clip, clearly that person has too much time on their hands and indicates an area overstaffed! We have also heard about executives that claim if an employee is ill or takes a vacation day and doesn’t need to be replaced then this is an indication of overstaffing. These are ‘cop outs’ used when an organization has no idea of real workload. Clearly there are better ways for you to understand the makeup of your workforce and calculate if you are overstaffed or understaffed.

As you embark on analysis to determine who makes up your current workforce and the fit against productivity expectations, executives should understand the 80 / 20 rule as it applies to the productivity of their workforce. Studies show that employees generally work at about an 80% level of effort with 20% of their effort untapped.

The average office is therefore only 51.25% productive!

Amazing isn’t it? If your workforce has 80% of the right skills, 80% of the right knowledge and 80% of the right behaviours, then the resultant productivity will not be 80%. It will be only 50%. Why? Because the productivity is the product of a mix of a person’s skills, knowledge and behaviour - the three cornerstones of productivity. Therefore, productivity is really 80% x 80% x 80%, equaling just over 50%.

## TOP PERFORMER PROFILING: MEASURING THE VALUE IMPACT AN INDIVIDUAL HAS WITHIN A JOB FAMILY

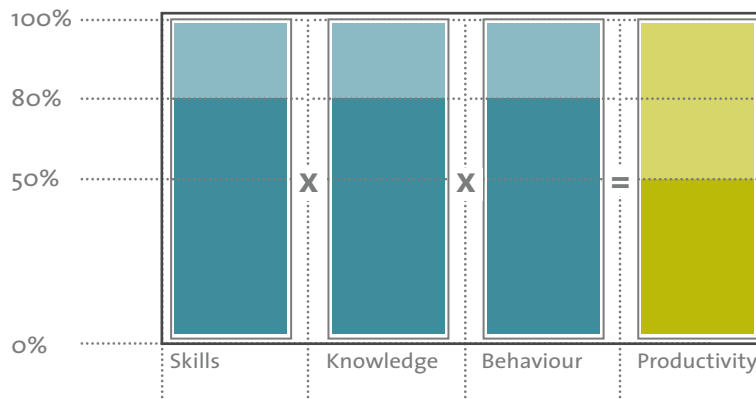


**LEGEND**

- PEOPLE
- A** TOP PERFORMERS WITHIN A JOB FAMILY (HIGHEST QUALITY AND HIGHEST PRODUCTIVITY)
- B** MID-LEVEL PERFORMERS WITHIN A JOB FAMILY
- C** BOTTOM-LEVEL PERFORMERS WITHIN A JOB FAMILY

## EVALUATING INDIVIDUAL PRODUCTIVITY

### PRODUCTIVITY



### CORNERSTONES

- NON-PRODUCTIVE; 20% OF TOTAL
- RESULTING PRODUCTIVITY AFTER EACH CORNERSTONE IS CONSIDERED

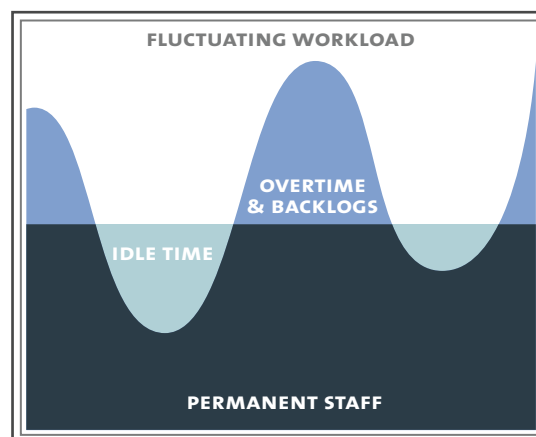
# DELIVERING SHAREHOLDER VALUE

## 7 :: UNDERSTAND YOUR COMPANY'S DYNAMIC WORKLOAD

Every business experiences workload peaks and valleys to some degree. Specific industries and job functions experience 'swings' of business and slowness. Many companies do not step back and analyze the patterns of their workload, and more importantly how their staffing strategy embraces these workload swings.

Understanding your company's workload patterns gives you the information required to plan and implement workforce requirements that will meet your dynamic business needs. Executives that utilize this proactive approach of 'blending' their use of permanent and contingent workers to staff 'flexibly' will shift a company's use of labour from one of cost, to one of maximizing profit and return on investment.

### CORE STAFF LEVELS WITHOUT FLEXIBLE STAFFING



#### Case Study:

A conference venue company had a highly variable workload, which they managed effectively through a predominantly contingent workforce. This staffing approach had served them well by ensuring that labour costs were closely matched to revenue earned. Management was concerned, however, that the staffing policy might lead to difficulties in the near future due to business projections that showed strong bookings for years to come. Considering the projections, they felt it was essential to lock in a number of key casual staff, and their organizational knowledge, by offering them permanent part-time or full-time roles, and believed that this would not add to overall staffing costs. The issue: How could they prove this?

Drake conducted a thorough needs analysis. We examined the existing and historical relationships between staffing levels and workload variations. Working with the relevant managers, Drake verified the data and identified realistic productivity targets based on current practice. We analyzed the actual cost of permanent and flexible staff and modelled staffing options for historical and forecast workloads based on these costs. From this modelling Drake identified the optimum blend of permanent and contingent staff for each work area and provided the client with an Optimum Staffing Report detailing these levels.

#### Outcome:

The Optimum Staffing analysis supported the view that permanent staff levels were below optimum for the forecast workloads. Across the work areas analyzed, the Drake Cost Controller software predicted that a small increase in permanent staff levels would optimize costs by reducing the requirement for casual and contract staff. A labour cost saving of over \$100,000 per annum was indicated. Offering more permanent part-time positions to top performing contingent workers was identified as the favoured option to achieve this outcome, while simultaneously improving retention and avoiding loss of operational knowledge. The analysis also identified a number of costly disruptions to the normal relationship between staff levels and workload, and the causes of these disruptions, which was in itself valuable management information. The client incorporated the staff mix recommendations into their Strategic HR Plan in support of increasing the permanent staff levels in certain areas.

# DELIVERING SHAREHOLDER VALUE

## 8 :: BALANCING YOUR WORKFORCE WITH YOUR WORKLOAD

When a company is either overstaffed or understaffed, or when staff is only utilized to 80% of their capacity due to workload fluctuations or simply poor productivity, companies are losing out on profit and shareholder value.

Managing the balance between your workforce and their associated workload is challenging at best. Companies often staff for peak periods. When the workload declines, staff are simply not able to utilize their time effectively. Flexible staffing considers WHO you utilize in your workforce on both a permanent and on a contingent basis and WHEN you should utilize those people.

The key to achieve measurable results and cost savings is to strike the perfect balance between your varying workloads and staffing levels. When Drake analyzes an organization's most

effective blend of permanent and contingent workers, we are able to conclude if your workforce is overstaffed or understaffed, and what if any permanent headcount adjustments should be implemented, along with WHEN and WHERE contingent staff are required.

Drake utilizes two specific methods to assist in achieving the profit gains promised by flexible staffing.

**Drake Top Performer Profiling** assists in delivering WHO your base permanent staff should be and creates a profile that can be utilized when augmenting your workforce with contingent workers.

Drake analyzes an organization's fluctuating workload and determines WHEN contingent staff are required and HOW MANY contingent staff are required to maximize productivity. Utilizing this unique methodology, we

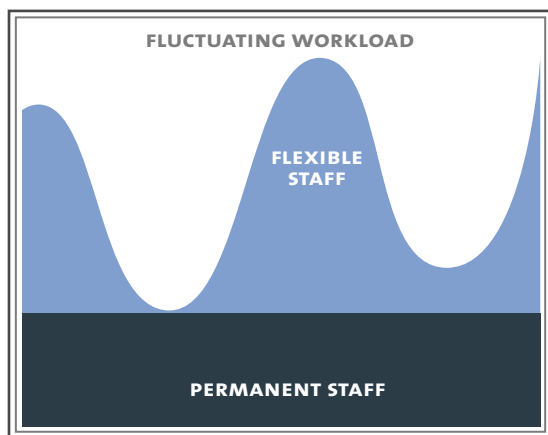
have the ability to take the guesswork out of your staff level decisions, which in turn minimizes labour costs while maximizing productivity.

### The Drake Productivity Planner:

- Determines the exact dollar gain that is achievable from flexible staffing based on your actual workload levels, staff levels and labour costs
- Measures workload and productivity levels (against staff capacity)
- Models productivity against workload volume changes
- Forecasts staffing costs at various workloads volumes
- Assesses the impact of paid and unpaid overtime on staff utilization and productivity
- Establishes the optimum balance between permanent and flexible staff levels

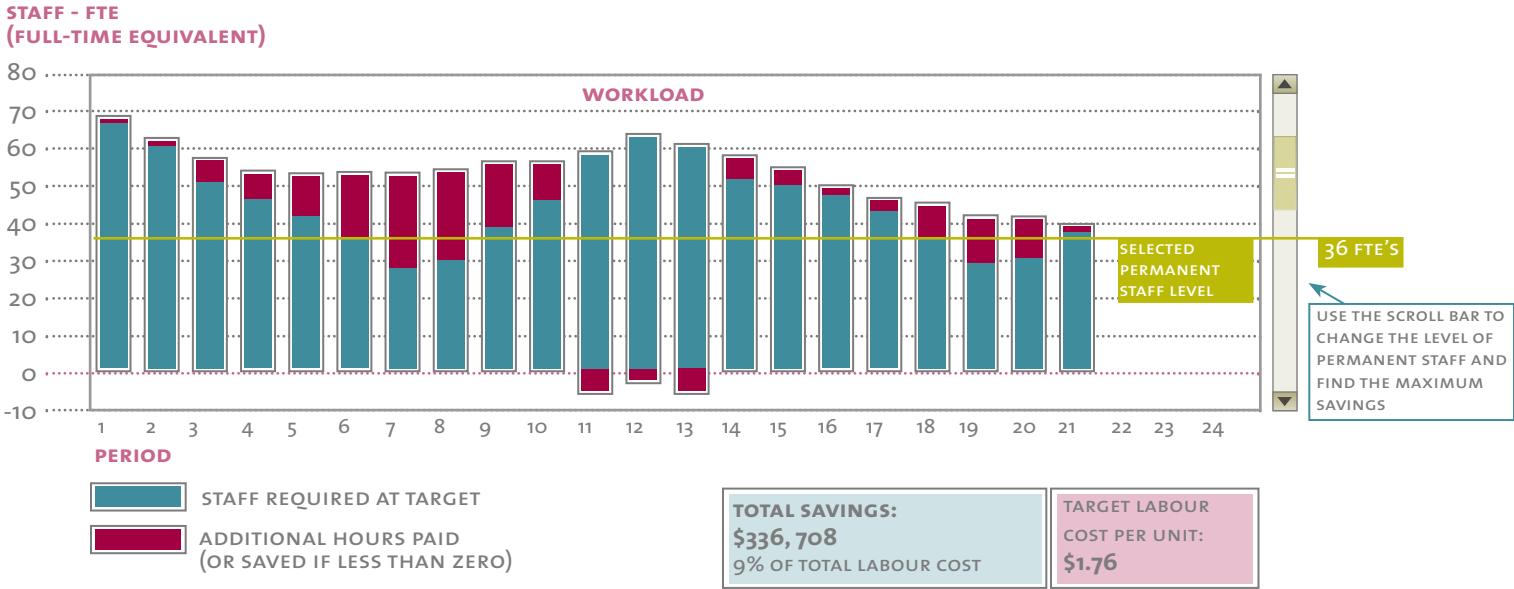
It is ineffective to embark upon time-consuming detailed analysis of tasks and systems when more immediate benefits can be achieved by identifying the extent and reason for utilization losses, such as when staff are under-employed. The most important contribution this approach can make is when it is used as the basis for ongoing resource planning. Continuous monitoring of workload and commensurate staff requirements is the key to sustained productivity and profit gains. First-line managers are then able to manage more effectively and contribute to the achievement of cost reduction and increases in quality and service levels.

### CORE STAFF LEVELS WITH FLEXIBLE STAFFING



# DELIVERING SHAREHOLDER VALUE

## EVALUATING INDIVIDUAL PRODUCTIVITY



As illustrated in the Productivity Planner graph above, the imbalance between workload and staffing levels each month is shown by the red parts of the graph (overstaffing). The optimal level of permanent staff is shown by the green line. This organization is typical of the traditional approach to staffing in that it uses temporary and contingent workers but not in a measured, strategic way. The untapped potential for this organization is a 9% savings on total labour cost, including permanent staff.

### Benefits of Flexible Staffing

Many corporations are realizing the benefits of using a flexible staffing model and are beginning to build them into their organizational structure. These companies are permanently staffing to meet the minimum requirements of their workload and then supplementing their permanent staff at peak times with contingency staff. This practice enables companies to enjoy four distinct benefits:

### Cost Savings

Corporations save costs by directly reducing the fixed overhead associated with employees: benefits, equipment, facilities, etc. Indirect cost reductions include the expense of complying with regulatory employment issues.

### Market Flexibility

By using flexible staffing, a company can respond more flexibly to competitive pressures. If business is booming, contingent workers can be added as needed to handle the extra work until the company is confident that the business will sustain additional employment. If profits are significantly down, contingent workers can be easily removed without the loss of morale associated with permanent staff layoffs. If a company wishes to get into a new line of business with a minimum of investment and start-up time, contingent workers can be quick, a low-risk staffing alternative.

### The Infusion of Specific Expertise on an Interim Basis

If a company's need for specific expertise

is irregular, contingency workers may be a sensible alternative to hiring permanent staff that will ultimately be underutilized. Contingency workers used for this reason often provide cross-fertilization, introducing new working methods or new technologies that the company might not have considered before.

### A Method of Trying Out New Employees before Hiring them.

The U.S. National Association of Temporary Services estimates that one out of three temporary assignments leads to full-time work. Hiring a contingent worker can be an ideal strategy for determining the individual's skills, knowledge and behaviours before hiring them on permanently.

### Guaranteed Minimum Level of Performance

If a company is not satisfied with the output of a contingency worker, you are able to replace that worker with someone else until you are satisfied with their performance.

# DELIVERING SHAREHOLDER VALUE

## INSIGHT:

One very large international consultancy has just released their 2003 worldwide productivity study. It shows that productivity levels across these seven countries studied averaged 61% of the optimal capacity of 85% productivity. Clearly, the potential for profit improvement through labour force productivity improvement has to be one of the most lucrative goals a CEO can pursue.

After all, flexible staffing should be about profit improvement through headcount control and productivity improvement.

There are other headcount optimization issues too. Many leading business thinkers and industrial engineers state flatly that most offices work at about 50% of optimum productivity.

## 9 :: RETURN ON INVESTMENT

- Imagine having a strong understanding of your base permanent workforce, your dynamic workload and the number of flexible staff your company requires at the right time. What measurable impact could this approach have on your bottom line?
- How does your organization measure its flexible staffing return on investment?

In measurable terms, return on investment (ROI) is defined as reduced costs, avoided costs, and potentially increased revenues.

We are confident that the return on investment from an effective flexible staffing program will far exceed your expectations.

There are 3 key areas to evaluate Flexible Staffing ROI:

1. Cost of rapidly staffing up
2. Scheduling
3. Flexibility in business commitments

### 1. Cost of Rapidly Staffing Up

What would it cost your HR group to bring on 100 people for a 3-week period? What costs are actually involved? What happens if you are not able to find those workers, do you have sufficient staff to hire such a large recruit? How do you avoid discrimination privacy suits and ensure that applicant rights have not been violated during the hiring process? Can your internal payroll organization handle the payroll and statutory reporting obligations within the mandated timeframes?

### Calculator:

(Enter in your own number in the shaded box to arrive at your Total Cost)

<b>Cost of Staffing</b>	
Recruiting	\$400
Screening	570
Interviewing	990
Payroll Orientation	60
	<hr/>
<b>Cost per Hire</b>	<b>\$2,020</b>
<b>Number of Hires</b>	<b>30</b>
	<hr/>
<b>Total Cost</b>	<b>\$60,600</b>

### 2. Scheduling

Who in your organization can be appointed the project manager to coordinate amongst all departments the logistics involved in scheduling the new workers? As an example who will determine what days and shifts the workers will work, their starting and ending times, health and safety training, shift coverage in the event of no-shows, and respond to payroll payment and withholding questions?

### Example

**Cost per employee per week \$ 3.73 (a)**

(a) Assumes a \$45,000 supervisor with a benefit rate of 17% on average 8 minutes per week per employee in scheduling and resolving conflicts.

### 3. Flexibility in Business Commitments

What is the cost involved in having too many, or too few, workers from a productivity perspective? Think back on the 80% x 80% x 80% scenario which implies that your office productivity may only be 51%. With the world focused on global sourcing and the cost of your

# DELIVERING SHAREHOLDER VALUE

products increasing from the rising dollar (i.e., Canadian Dollar up over 25% in the last two years), can you afford not to look at your manufacturing staffing?

This can be broken into two categories:

- **Productivity Savings** arising from increased output by optimizing workforce staffing levels.

#### Calculator:

(Enter your own Total Compensation Costs in the shaded box to calculate your Total Productivity Savings)

Total Compensation Costs	<b>\$30,000,000</b>
Workforce Optimization Savings	x 5 - 15%
<b>Total Savings</b>	<b>\$1,500,000 to \$4,500,000</b>

- **Statutory Compliance Costs** arising from the termination of internal workers on your payroll.

#### Calculator:

(Based on providing 1 weeks notice. Enter in your own Rate per Hour in the shaded box to arrive at your Total Notice Required)

Notice Rate per hour	<b>\$18.00</b>
Number of hours per week	40
<b>Total Notice required (a)</b>	<b>\$720.00</b>

**Note:** In addition to the above two categories, a number of other costs may exist such as: potential claims for discrimination, emergency medical leave, workplace accommodation changes, and occupational health and safety charges.

## Flexible Staffing - Return on Investment Example

If we assume that you have a workforce of 300 employees where 60% are deemed critical to the operation and 40% are variable with an average hourly wage of \$18 including fringe costs, the ROI would be as follows:

### 1. Workforce Optimization

Workers	300
Optimization Reduction	x 10%
Workforce Reduction	30
Annualized Wages	x \$37,440*
<b>Total Compensation Svgs</b>	<b>\$1,123,200</b>

### 2. Costs of Staffing

Hiring costs per worker	\$2,020
Number of workers	x 108**
<b>Cost of Staff Savings</b>	<b>\$218,160</b>

### 3. Scheduling

Cost per week annualized	\$193.96***
Number of workers	x 108
<b>Total Savings</b>	<b>\$20,948</b>

### 4. Statutory Compliance

1-week notice	\$720
Number of workers	x 108
<b>Total Compliance Savings</b>	<b>\$77,760</b>

<b>Total Savings (1 - 4)</b>	<b>\$1,440,068</b>
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\* (each employee)

\*\* (300 - 30 reduction x 40% variable)

\*\*\* (\$3.73 ea. worker x 52 weeks)

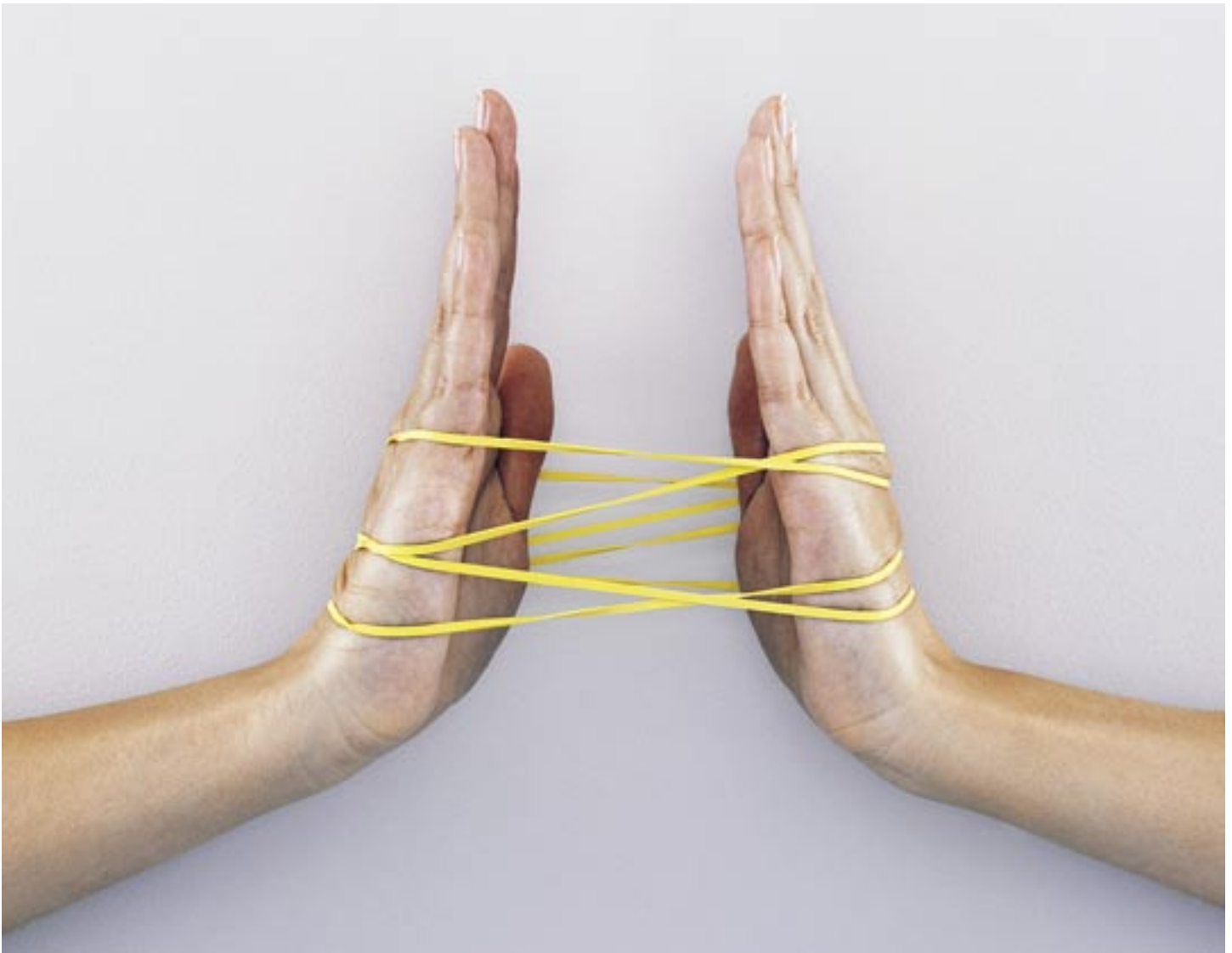


# DELIVERING SHAREHOLDER VALUE

## 10 :: CONCLUSION

As business leaders, we are responsible for managing our shareholder's value by effectively executing the company's strategy. To do so in the current global economy, we must have a fully productive workforce. Utilizing a permanent workforce of top performers supplemented with a blend of the right contingency staff at the right time can create a workforce who will drive a strong return on investment.

As the marketplace becomes increasingly competitive through expansion and constant change, businesses cannot be held to the limitations of temporary and contingent staffing. While they were once useful, they should truly be considered concepts of the past. Rather, a 'flexible staffing' solution can be tailored to meet the normal peaks and valleys of your business' processes. It is this strategic concept that holds the key to delivering a measurable shareholder value.





## 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.

ACHIEVING THE OPTIMUM BALANCE OF STAFF TO  
WORKLOAD WILL HELP YOUR ORGANIZATION REDUCE  
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