

Partnering Through a Critical Ramp-Up

Staffing success during a major shift in scale and complexity



Select[®]
Workforce Specialists

“The performance of the Select team allowed our client [Tesla] to accelerate production. – A thyssenkrupp Senior Regional Operations Manager”

thyssenkrupp is a global diversified industrial group operating on all continents and in 80 countries. It employs over 156K colleagues, and touts over 200 years of experience. In 2015-2016, thyssenkrupp recorded over \$39 billion in sales, of which 22% was generated by thyssenkrupp in North America. The North American region includes over 40 companies in 325 locations, with business areas including Industrial Solutions and Materials Services.

The Baseline

Select has been in partnership with thyssenkrupp, a third-party logistics provider (3PL) since February 2016. As one of four staffing providers for three of their Bay Area facilities, Select was ready to step up when new leadership at thyssenkrupp initiated a serious scale-up.

The Ramp-up

Select increased thyssenkrupp's staff quickly, without a decrease in quality or an increase in turnover. The larger Livermore facility is thyssenkrupp's headquarters servicing Tesla, an important client. At Livermore, the local team added 120 Associates in just three months. A similar story emerged at Lathrop, which is a smaller facility. Lathrop increased from 1 to 27 Associates in the same time frame. Both facilities' turnover rates were the same at the start and at the end of the ramp-up period, managing that critical metric successfully.



Livermore Headcount



Increasing scale meant a simultaneous increase in the 3PL's business complexity and sophistication, including a move to lean manufacturing processes. Frequently, fast growth causes businesses to provide less training, leading to decreases in operational and financial performance, as well as decreases in employee safety and satisfaction. To address these challenges, Select developed onboarding orientation training, running 8 a.m. to 3 p.m., covering topics related to

Associate Fill Rate During Ramp-Up:

Lathrop

Increased from 42% to 82% over the quarter.

Livermore

Averaged 92% for the quarter, hit 138% in December.

safety as well as to Tesla's specific needs, and including a written exam. Additional half-day training was provided for forklift drivers and other specific machine operators.

Lean Manufacturing –

continually seeking to reduce waste in all areas of a business

The thyssenkrupp and Select partnership 'nailed' the ramp-up—meeting staffing, training, and operational challenges, as well as keeping thyssenkrupp, its employees, and its client satisfied.

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100% delivered.

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Attentive.

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The New Status Quo

Bigger and better is the new norm—more Associates, higher fill rates, and growing operations, which are all good for thyssenkrupp, Select, and Associates.

Frequently, fast growth and lack of training can be negatively reflected in metrics like decreased employee satisfaction. A survey of Livermore employees showed positive results, which seems to confirm the success of the orientation and training initiative. Taken after the conclusion of the period of hyper growth, the survey revealed that, on average, 85% of respondents were positive about their assignments, work environment, and pay, and would refer others for positions.

Select continues to enjoy and appreciate its ongoing partnership with thyssenkrupp, which is still growing locally and globally. A final success: Tesla renewed their contract with thyssenkrupp through 2019.

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