



## International Food Manufacturing Improved Seasonal Workforce

### Background

This international food manufacturing co-operative needed to develop a seasonal workforce program to accommodate the grape harvest season. Previous attempts at contracting associates resulted in extremely high turnover, union tension and a dramatic increase in quality defects.

### Challenges

- To maintain quality of workforce despite large seasonal fluctuations in labor demand
- To recruit, select and retain seasonal workforce in a rural location
- To manage the onboarding and performance of the contingent workforce

### Vital Approach

- WSI designed a **customized “fit” interview**, placing emphasis on the seasonality of the work and remote rural location.
- WSI implemented a formal onboarding and **employee mentorship program**, lowering the risk of costly errors and union tension.
- WSI instituted a **seasonal completion bonus program**, allowing workers who work until season completion non-monetary awards, including product and promotional giveaways.
- WSI developed a **performance management system** for the seasonal workforce, facilitating documentation of skill progression and the opportunity to bid on full-time positions for up to six months following completion of the season.

### Vital Results

- **Sixty percent** (60%) reduction in seasonal turnover
- Recruitment model resulted in dramatically lower cost per hire and accelerated
- Retention of returning seasonal workers **increased by thirty percent** (30%)
- Overall seasonal labor costs, overtime and defects **decreased by twelve percent** (12%)

Vital Our promise to you.

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