

SUCCESS STORY

MANPOWER

Meeting Customer Demand

We find the best in everyone and put it to work. There is a job for every person, and there is a person for every job.

– Branka Minic, Director, Workforce Development, Manpower

Key Lessons Learned



Evaluate potential labor shortages in your organization. Begin planning for how these shortages may be addressed by recruiting, hiring, and accommodating workers with disabilities.

When using employment services, make your company's employment goals clear and charge them to use their resources to network within the disability community to meet your needs.

Company Background

Manpower Inc., established in 1948 in Milwaukee, Wisconsin, specializes in full time, temporary and contract recruitment. Manpower's worldwide network of 4,300 offices in 67 countries and territories enables the company to meet the needs of its 400,000 customers per year. These customers include small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations. Manpower boasts 25,000 staff employees worldwide with 2.3 million people placed on temporary and contract assignments in 2003. The focus of

Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction, enabling customers to concentrate on their core business activities.

Commitment of Senior Management

Even before the Americans with Disabilities Act (ADA), Manpower had already established a culture of seeking out and supporting people with disabilities. Diversity is a key ingredient to the success of the company.

...even if there were changes in the law and there were no rules or regulations, Manpower would continue [operating in a diverse manner]," according to Minic. She continues, "If you don't have the senior management that's committed, you can't have a company that's committed. That's one of the big factors.

Manpower has developed a scheme of "Strategic Recruiting." Minic states,

Because we are in the employment business, we carefully follow employment

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trends. We continuously analyze labor trends, skills analysis, supply and demand, what is happening in our country and around the world. In the U.S. and other countries we are going to face a tremendous shortage of labor. Skills and productivity are going to be impacted negatively, because employers won't have enough quality individuals from which to select. It's our lifeline, and if we don't have qualified candidates we might as well close.

New Sources of Available Workers

Throughout its history, Manpower has had a strategic initiative to bring more people into the workforce.

It is not enough just to educate and train new generations; it's not enough to press for [more favorable] immigration policy, it's not enough to improve the skills of existing workers. You have to bring those that are not participating in the workforce into the workforce. I'm talking about people with disabilities. We know there are millions who want to work, but are not; women coming back to workforce, young people out of school, immigrants, public assistance recipients, all these groups' unemployment is higher than normal...Manpower is interested in people with disabilities because that's our strategic position.

According to Minic,

Often-times employers come to Manpower asking for assistance in diversifying their workforce. Employers may not always be in the right position, and may not be able to reach out to a wide variety of candidates. But at Manpower, that's our business and we need to respond to the needs of our clients.

Specializing In Partnerships

I believe that Manpower represents a role model in its industry. Our experience and broad reach to people with disabilities give us a competitive advantage, because they help us identify qualified candidates for our clients' positions. Considering labor and skills shortages we are facing in United States, we believe that our linkages to organizations supporting people with disabilities is a business-critical strategy,

Claims Minic.

Manpower has developed excellent relationships with state vocational rehabilitation agencies, non-profit organizations supporting people with disabilities such as Goodwill Industries, Association for Rehabilitation Programs in Computer Technology (ARPCT), the Association for People in Supported Employment (APSE),

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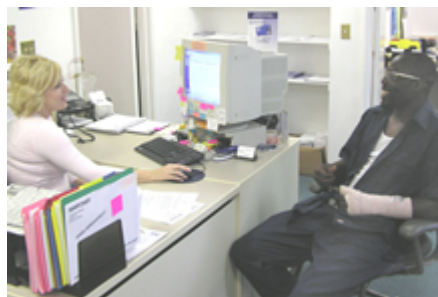
American Association of Persons with Disabilities (AAPD), AccessAbilities, and many others. In addition, Manpower participates in the Social Security Administration's Ticket to Work Program as an employment provider in the states of Florida, Virginia, Mississippi and Alabama. Manpower actively supports organizations and forums which promote, educate and champion the employment of people with disabilities. The company constantly invests in educating both their own organization, clients and partners on the benefits of employing qualified people with disabilities.

Partnerships Provide Training and Accommodation

According to its website, Manpower works extensively with community rehabilitation providers throughout the country to actively recruit and employ people with disabilities and has created a model that other employers now replicate. This model includes in-depth disability awareness and accommodation training for staff, as well as the use of assistive technology to enhance job accessibility for people with disabilities.

In May of 2003, Manpower entered a groundbreaking partnership with the U.S. Department of Labor's Employment and Training Administration to develop joint

employment and training strategies. Through this partnership, Manpower actively collaborates with government-sponsored One-Stop Career Centers, pro-



John Means suffered a severe head injury from an auto accident and still has speech impairments. He is shown being interviewed by a Manpower staffing specialist in Greenville, AL. Manpower was able to place John as a full-time production worker at a pharmaceutical company and he is considered a "star" performer.

viding training, education, and employment services to the unemployed. This partnership has already shown great promise in helping to connect people with new skills and sustainable jobs.

Manpower perceives accommodations as a business investment rather than a cost. They work with Community Rehabilitation Programs and vocational rehabilitation agencies to determine the best accommodation. The company aims to make its information technology systems accessible to individuals with visual impairments. In

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In addition, Manpower works closely with their clients (employers) to help them provide appropriate accommodations.

Developing the Future Workforce

Several years ago, Manpower formed the Workforce Development Department which focuses on issues of individuals with barriers to employment and career advancement. Through the initiatives of the WFD group, corporate headquarters has engaged Manpower offices, employers, and community and government organizations in TechReach projects.

The mission of TechReach is to provide employers with a new source of work-ready, skilled workers and to provide job seekers with a gateway to high-wage careers by positioning Manpower as an effective intermediary between the employers and the workforce investment system. People with disabilities are one of TechReach's target groups.

Setting an Example

Manpower has a long-term, strategic commitment to increasing the participation of people with disabilities and other individuals with barriers to employment in the workforce. Since the beginning of 2004, Manpower has served more than 1000 individuals through their WFD initiatives.

The company's success and experience in the U.S. has also become a best practices model for Manpower's operations in other countries. In 2003, Manpower actively participated in the European Year of People with Disabilities by creating brochures in Europe to help employers hire more individuals with disabilities.



Therese Schamotta is hearing-impaired and had few computer and workplace skills before completing a Calgary, Alberta, TechReach program. Following graduation, Therese was offered the position of administrative assistant to the vice-president at Manpower's Calgary corporate offices. She is highly regarded and well-liked.

Share Your Story

If you have a success story you would like to share, please email us at:
earn@earnworks.com.

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