



CASE STUDY

CO-OP PROGRAM: CONTINUOUS IMPROVEMENT & MANAGEMENT



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"MAU's structured co-op program created a supermarket of diverse candidates with proven Bosch experience. This supermarket produced higher caliber entry level exempt hires and led to decreased recruiting costs. MAU's management of the program freed my staff to work on core functions and strategy. This is truly a value-added program!"

-- George Shira, Human Resources Manager, Robert Bosch LLC

PROBLEM/BACKGROUND

Robert Bosch's Charleston, South Carolina facility utilized co-ops from colleges and universities, but did not have a standardized co-op program. As a result, neither Bosch, nor the co-ops received maximum value from their investment in the co-op program. Few students or school co-op offices were even aware Bosch had a co-op program. Bosch's co-ops were often underutilized due to a lack of outlined responsibilities or expectations. Lastly, there were no mechanisms in place to gather constructive feedback from co-ops or supervisors that would lead to continuous improvement of the program.

Recognizing the inefficiencies of running the co-op program internally, Robert Bosch requested MAU design, implement and manage a more effective co-op program in Charleston, creating a supermarket of entry level talent from which to hire.

SOLUTIONS

MAU developed and managed a full-cycle, comprehensive co-op program consisting of standardized elements:

Core competencies. Success factors for entry-level positions were defined within each respective discipline.

Rotational job descriptions. Accurate and consistent job descriptions were created from the core competencies to ensure development guidelines and training needs were communicated to co-ops and supervisors.

Rotational surveys. Surveys for co-ops and supervisors were developed to ensure key needs and skills were being met.

Relationship management. MAU established rapport with all stakeholders to include targeted schools, co-op offices, diverse student groups and supervisors.

Recruiting. Competition for co-ops was mitigated through representation at school job fairs, on site interviews and personal relationships with co-op office officials leading to expedited job offers to top students.

RESULTS

MAU designed, implemented and manages a more effective co-op program for the Charleston location, thereby creating a supermarket of entry level talent from which to hire.

Defined core-competencies. Success factors became transparent to co-ops and supervisors within respective disciplines.

Standardized rotational job descriptions. Co-ops now perform value-added activities because they have a clear understanding of their responsibilities and supervisors' expectations.

Branded Bosch as an employer of choice. Bosch's image improved and overall awareness increased across co-op offices and student bodies.

Attracted diverse talent. Increased Bosch's exposure to diverse student groups (including SWE, NSBE, etc.).

Efficient resource allocation. Co-ops now perform tasks previously completed by more senior level Bosch associates.

Lowered recruiting costs. Reduced cost per hire by 48% of goal resulting in a savings of \$145,212 over a four year period.

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