



J O B S F O R T H E F U T U R E

July 28, 1994

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Jobs for the Future

I am pleased to present you with a new JFF report, *Skills Assessment, Job Placement, and Training: What Can Be Learned from the Temporary Help/Staffing Industry? An Overview of the Industry and A Case Study of Manpower, Inc.*, written by consultant Dorie Seavey and Richard Kazis of Jobs for the Future.

With an increasing number of Americans spending more time in the "gray area" between unemployment and permanent employment, JFF has examined the temporary help/staffing industry which has grown phenomenally in the number of workers it employs, the services it provides, and the roles it plays in smoothing labor market transitions. Funding from the Aspen Institute enabled JFF to take a close look at Manpower, Inc., which processed 560,000 W-2 tax forms in 1992, more than any other corporation in the U.S., and which operates 880 offices all over the country.

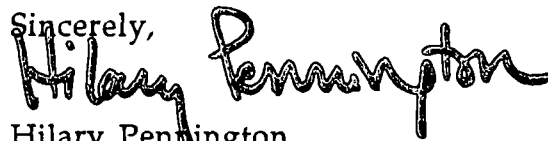
JFF has found that temporary help/staffing firms can speed transitions in the labor market for some workers and recommends that temporary work be considered as a key component of federal re-employment policy. We have found that there is a lot to be learned from the technologies and strategies that temporary help firms use to assess, train, and place their workers. In particular, the temporary help industry offers its workers short-duration employment that enables them to rotate through different workplaces and jobs, and gives them greater perspective on their options and a network of connections with people who have jobs to offer; and screening and placement expertise that can help improve the job-matching process in both public and private sectors.

With support from the Annie E. Casey Foundation, Jobs for the Future is continuing its examination of the temporary help industry with particular emphasis on its relevance to labor

market access for inner-city residents. In phase two of this project, we will: continue conversations with CEOs and trade associations of the temporary help industry, federal policymakers, and state and local employment and training providers, and other experts to explore a range of possible collaborations involving temporary work and the temporary help industry in poverty-alleviation strategies.

I hope you find this report useful and informative. I would most appreciate your including a description of this JFF publication in your organization's newsletter if possible, and have enclosed a description of the report for that purpose. Please call Mary Ellen Bavaro, Director of Communications at JFF, if you have any questions or would like further information. Thank you.

Sincerely,

A handwritten signature in cursive script that reads "Hilary Pennington". The signature is written in black ink and is positioned to the right of the word "Sincerely,".

Hilary Pennington
President

Enclosures

Skills Assessment, Job Placement, and Training: What Can Be Learned from the Temporary Help/Staffing Industry? An Overview of the Industry and A Case Study of Manpower, Inc., written by Dorie Seavey and Richard Kazis of Jobs for the Future. This report profiles JFF's study of the temporary help industry and the practices of the largest of the seven thousand temporary help firms, Manpower Inc., which employed 560,000 temporary workers in the US in 1992. The report provides: an overview of the temporary help industry's changing roles and functions; a case study of Manpower and its strategies and programs in the areas of skills assessment, job matching and placement, computer training, and customer relationships; and lessons from the temporary help industry's approaches to skills assessment, training, and job matching and their implications for labor market policy and research. Copies of this report are available from Jobs for the Future for \$10.00; to order, call Barbara Fili at (617) 742-5995.

Jobs for the Future (JFF) is a national non-profit organization that conducts research, provides technical assistance, and proposes policy innovation on the inter-related issues of workforce development, economic development, and learning reform. A leader in advancing school-to-work transition policy and practice, JFF offers a variety of materials that showcase best practices in the field and can help practitioners and policymakers jump-start implementation: School-to-Work Toolkits that can help practitioners build local programs; policy and research reports; and technical assistance workshops.

SKILLS ASSESSMENT, JOB PLACEMENT, AND TRAINING: WHAT CAN BE LEARNED FROM THE TEMPORARY HELP/STAFFING INDUSTRY?

AN OVERVIEW OF THE INDUSTRY AND A CASE STUDY OF MANPOWER, INC.

Written by Dorie Seavey and
Richard Kazis of Jobs for the Future

This report profiles JFF's study of the temporary help industry and the practices of the largest of the seven thousand temporary help firms, Manpower Inc., which employed 560,000 temporary workers in the US in 1992.

The report argues that the temporary help industry offers two significant advantages that should be acknowledged and incorporated into broader national unemployment and re-employment policy: short-duration employment that enables workers to rotate through different workplaces and jobs and gives them greater perspective on their options and a network of connections with people who have jobs to offer; and screening and placement expertise that can help improve the job-matching process in both public and private sectors.

The report provides:

- an overview of the temporary help industry's changing roles and functions;
- a case study of Manpower and its strategies and programs in the areas of skills assessment, job matching and placement, computer training, and customer relationships; and
- lessons from the temporary help industry's approaches to skills assessment, training, and job matching and their implications for labor market policy and research.

Copies of this report are available from Jobs for the Future for \$10.00.

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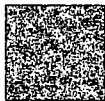
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Skills Assessment, Job Placement, and Training: What Can Be Learned from the Temporary Help/Staffing Industry?

**An Overview of the Industry and a
Case Study of Manpower, Inc.**

by Dorie Seavey and Richard Kazis



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