

CASE STUDY: Service Approach for Staffing Contractors



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Executive Summary

Delivering highly skilled staff to support U.S. Government contracts is a challenging and competitive business. Working with Crystal Clear Technologies (CCT), i3 Design and Consulting LLC implemented a services-based approach that supercharged their business. The approach also enabled them to achieve their ISO 9001:2015 and CMMI for Services goals opening additional government contracting avenues.

This approach is important from a business perspective because it enables CCT to define the services it provides, develop measures intimately linked to service success, and integrate a service improvement methodology that supercharges the business.

"i3 helped us to design and build a system that made sense for our company instead of changing our business culture to fit the model. The i3 approach ensures that the companies they work with are left with a full comprehension of the system and clear path moving forward."



Challenges

CCT faced a set of challenges to their business similar to many staffing services contractors:

- Lack of clear definition for operational processes and roles
- Limited success criteria and even fewer metrics to support decision making
- Ad hoc system for evaluating work and new opportunities
- Ad hoc plans for scaling the business growth and back office.

Services Approach

CCT broke down the core services (provision of staff) into discrete categories of staffing, such as Help Desk, Cyber, Tier 2 Desktop Support, Telecommunication Engineers, and others using a **service catalog**. The catalog created an organized collection of business services that could be performed by, for, or within CCT.

While staffing organizations know that they provide, they likely have not gone beyond that simple characterization. Doing so enables the organization to clearly articulate its specific service characteristics (location, unique skills, etc.) in their services and marketing message, as well as what they are offering their customer.

Once the services were defined, a **service level agreement** defined the service delivery's critical requirements. Service targets included:

- Contractual requirements
 - Examples: staffing turnaround times, fill times, contractual reporting requirements
- Business requirements
 - Examples: customer satisfaction, attrition rates

"We highly recommend i3 Design and Consulting to any company, large or small, looking to implement a Quality Management System. They were able to take a process that can be intimidating and confusing and make it not only manageable, but engaging and approachable."

Together with a service reporting structure (aka., management review), this approach greatly improved management accountability structures and focused the organization on improving the core delivery of staff.

Lastly, CCT used a **Service Management Plan** (a service-oriented version of a Project Management Plan) to tie the system together. This plan documents all the operational nuances of the system and provides key information on roles and responsibilities, risk management, reporting, etc.

Benefits of Services Approach

- Created a foundation for the business to grow strategically and appropriately scale back office functions
- Enabled CCT to better understand their own business and customers through measured services
- Reduced business development costs by establishing a consistent pursuit evaluation process consistent with the CCT growth strategy.
- Documented key customer facing and internal business processes improving quality of delivery, lowering costs, and enabling long-term infrastructure scalability.
- Streamlined ISO certification and CMMI appraisal process by created a single unified management system approach.



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