

# Partnering with QTI to Create a Bilingual Workforce

## Case Study



## CHALLENGE

A global manufacturer of drives and gears faced unsustainable turnover on the second shift at its Wisconsin manufacturing location. Due to a tight labor market and reduced candidate pool, the Wisconsin branch could no longer attract and retain quality talent. With a smaller talent pool to choose from, the HR team could not hire selectively and find organizational culture fits. As a result, second-shift morale was low, conflicts between employees were frequent, and turnover was unsustainable.

## SOLUTION

The organization decided it was time to expand its talent pool. Previously, they had difficulty successfully recruiting Spanish-speaking candidates who had limited or no English ability. The organization turned to its partnership with QTI to learn more about integrating a bilingual workforce. With deep experience and a pool of prequalified Spanish-speaking talent available, QTI successfully assisted the organization through the necessary processes to integrate a bilingual workforce.



### Employer Size

1,000-5,000



### Industry

Manufacturing



### Location

Global



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- Partnering with QTI to hire a bilingual shift lead, ensuring communication needs were met on each shift.
- Collaborating with QTI for candidate recruitment and screening, which included E-Verify.
- Promoting existing bilingual English-Spanish employees to team lead and supervisor positions and partnering with QTI to write job postings and conduct screenings in English and Spanish.
- Conducting weekly check-ins with QTI to ensure the transition to a bilingual workforce was running smoothly.
- Professionally translating internal communications materials, including job instructions, onboarding, and HR-related paperwork, and signage around the warehouse floor. Partnering with an outside translation agency ensured the process was smooth, timely and accurate.
- Partnering with the [Latino Academy of Workforce Development](#), a Madison-based nonprofit organization, to offer free ESL lessons during and around shift times.
- Utilizing free and existing translation applications such as Google Translate for conversations between HR and leadership team members.
- Educating both non-Spanish and Spanish-speaking employees on cultural differences to minimize conflict and unify the team.

## RESULTS

The introduction of Spanish-speaking employees yielded fantastic results for the organization. Though a few challenges arose throughout the transition, the organization's ability to be flexible and utilize creative problem solving created a significant return on investment. Since expanding the talent pool to include Spanish-speaking candidates, turnover on the second shift has reduced. At the end of 2023, the manufacturer's HR department calculated that turnover had decreased on the second shift by 50%. An increase in available candidates has led to higher-skilled candidates and a stronger sense of community among employees.

*Our ability to extend job openings to Spanish-speaking individuals over the past couple of years has been extremely helpful to our growing business. We implemented the transition at a time of record low unemployment and record high sales. The move paid off and continues to help us meet our growing customer needs through today.*

*-Organizational Representative*

## IMPACT

Through their partnership with QTI, the organization vastly expanded its talent pool. The influx of new candidates led to a second-shift team that was more cohesive, skilled, and suited to the organizational culture. The partnership with the Latino Academy of Workforce Development has allowed Spanish-speaking employees to develop English skills and transfer to other shifts and leadership positions throughout the organization, creating a new internal hiring pipeline. Since the transition, the organization has been stronger, has reduced turnover on the second shift, and has better morale overall.