

# Offense or Defense: Recruiting and Retention Challenges at ZGS

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## **EXECUTIVE SUMMARY**

*Using a niche service provider, Zforce Government Solutions (ZGS), this case provides the reader with a first-hand examination of the organizational issues resulting from ineffective recruiting, retention, and succession planning, allowing for the acknowledgment of the coherent, interdependent, and interrelated relationship between the aforementioned topics. This case study performs a revelatory assessment of ZGS's application of Harvard's Soft HRM model and fundamentals of key issues reflecting organizational mismanagement of human talent, where human talent is vital to organizational continuity. Written from the vantage point of a previous ZGS senior management employee, this case study utilizes a qualitative research approach, with empirical data gathered from four in-depth interviews conducted with previous ZGS leadership employees. Ultimately, the case study is intended to induce reader-reflection on the various components of importance in talent management, which play a significant role in accomplishing employee loyalty and employee retention.*

## **ORGANIZATIONAL BACKGROUND**

### **The Founding of ZGS**

Zforce Staffing Solutions (Zforce), based out of Tampa, Florida, was founded in 1950. Zforce originally provided staffing services relating to finance and success and entry into the IT industry. Zforce continued to provide staffing in the field of finance and accounting; however, in the late 1980s, the company began centering their attention on information technology staffing. Highlights of Zforce Staffing Solutions' historical transition include:

- In 1950, Zforce was established as a finance and accounting staffing service agency.
- In 1965, Zforce became a franchise that eventually encompassed over 50 staffing service locations nationwide.
- In 1985 Zforce developed its first CRM software allowing them to monitor client and candidate needs on a daily basis.
- In 1986 Zforce hired its first information technology recruiter.
- In 1989 the firm's "Performer of the Year" was an IT recruiter who initiated the company's IT staffing division expansion.
- In 1995, Zforce became a Nasdaq-traded initial public offering (IPO).
- In 2000, the subsidiary Zforce Government Solutions (ZGS) was established.

### **Organizational Structure**

Zforce founder David Witherford established the company with the intent of connecting clients with skilled and qualified employees. David Witherford has served as chairman and chief executive officer since the company's formation. His company vision is based on the idea that "great talent = great results." Senior-level management at Zforce was hand-picked by Witherford, based on his belief that for the organization to remain innovative, it needs to be led by visionary entrepreneurs. Figure 1 is an organizational chart illustrating the chain of command and where ZGS falls within the organizational structure of Zforce.

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