

Doing More With Less

Creating a Sustainable Workforce

Creating A Motivating Work Culture



presented by:

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Cascade Engineering, Inc.

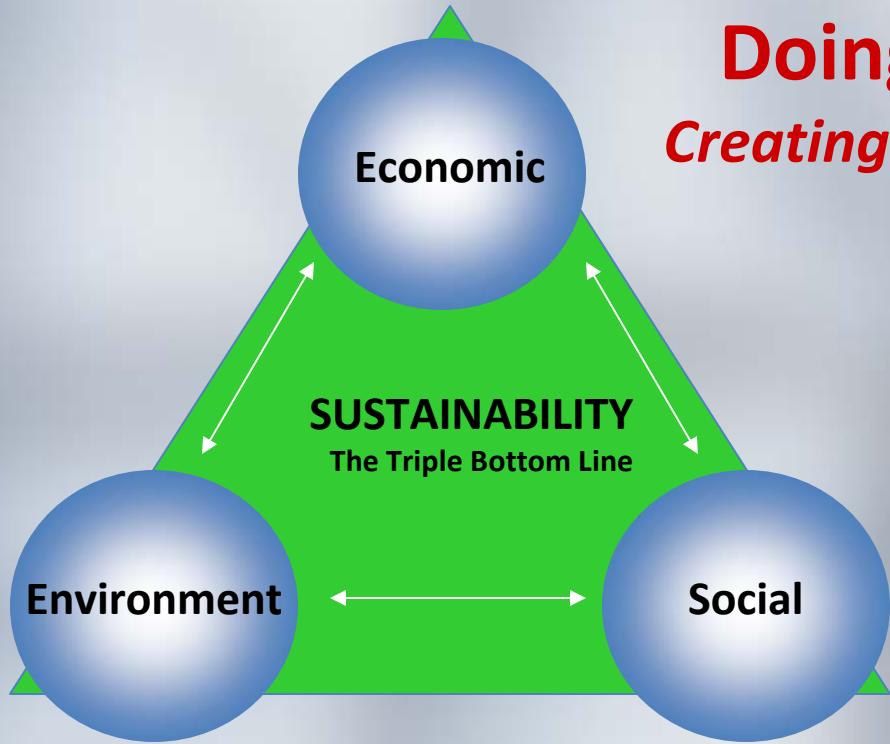
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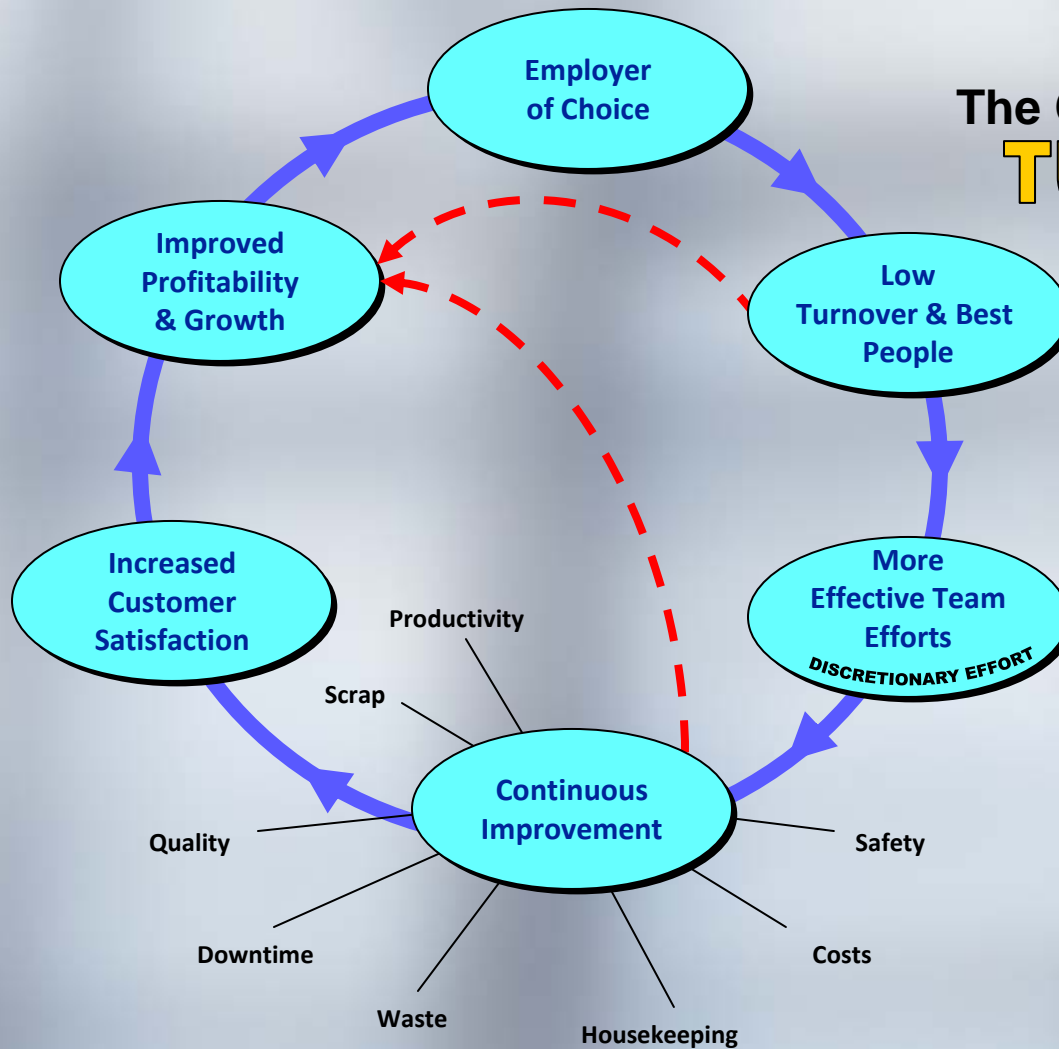
Good Jobs. Thriving Communities.

Doing More With Less

Creating a Sustainable Workforce



Employer of Choice

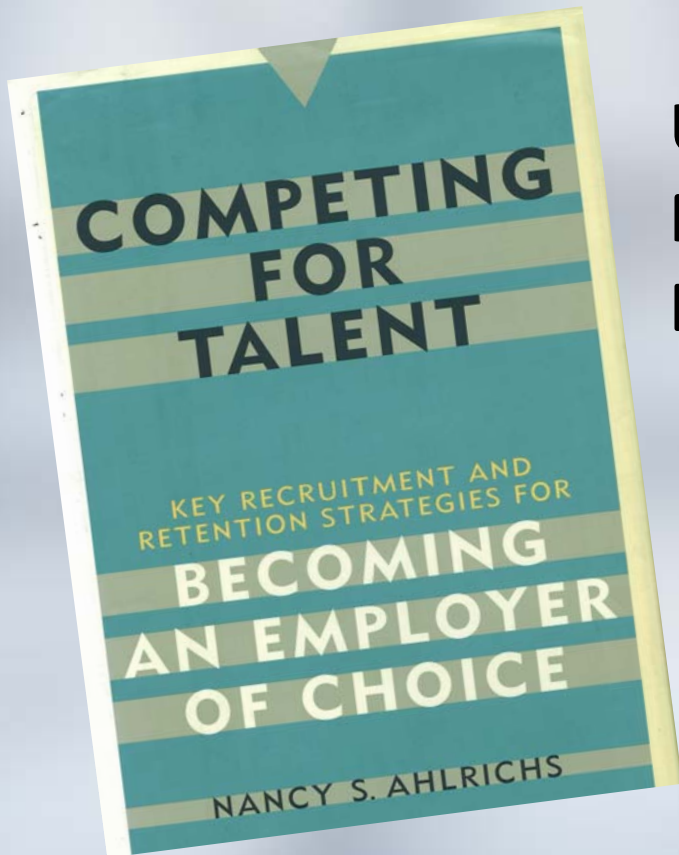


The Cost of
TURNOVER

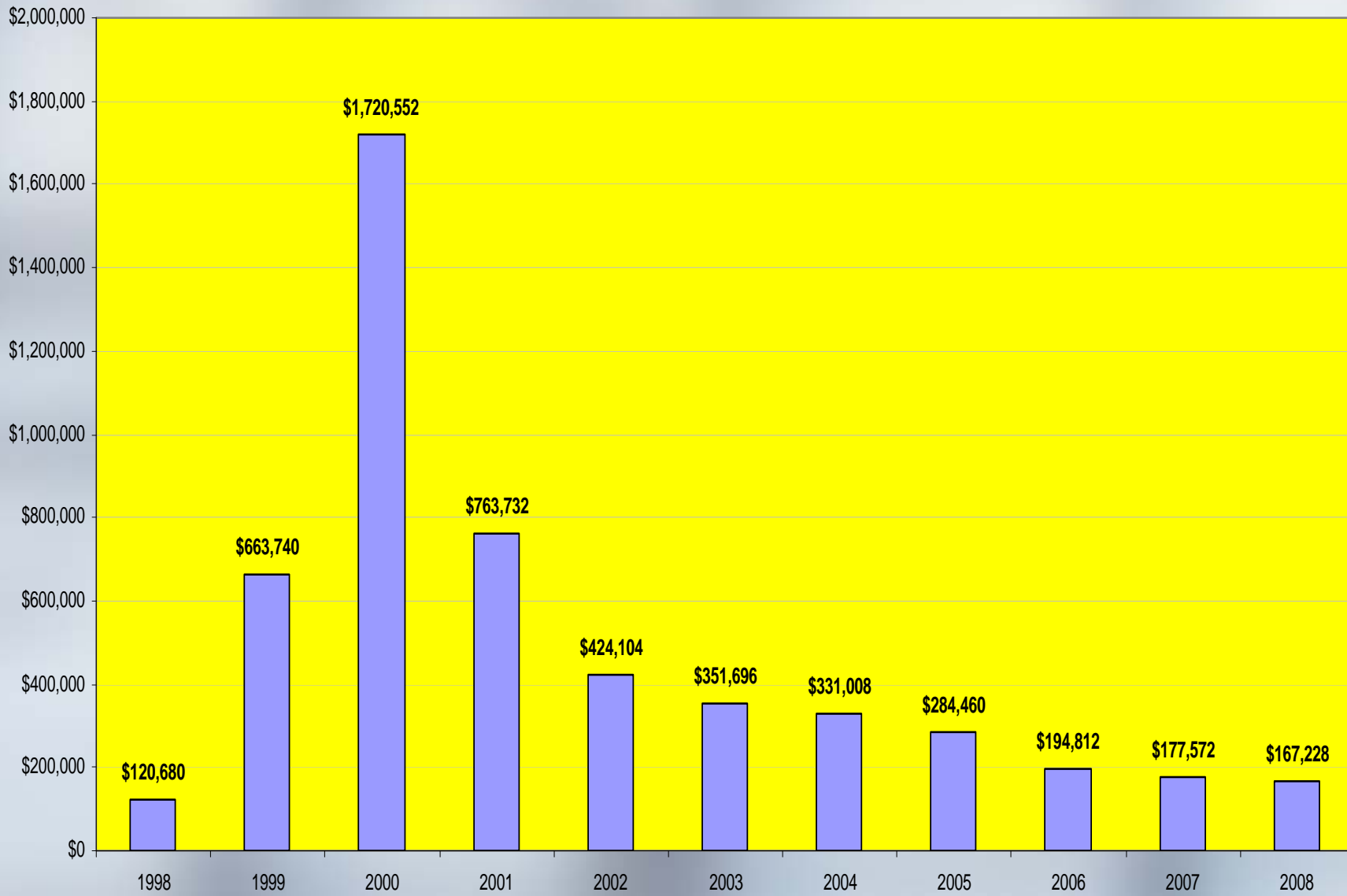
Green Money – Blue Money

Per person, hard costs only

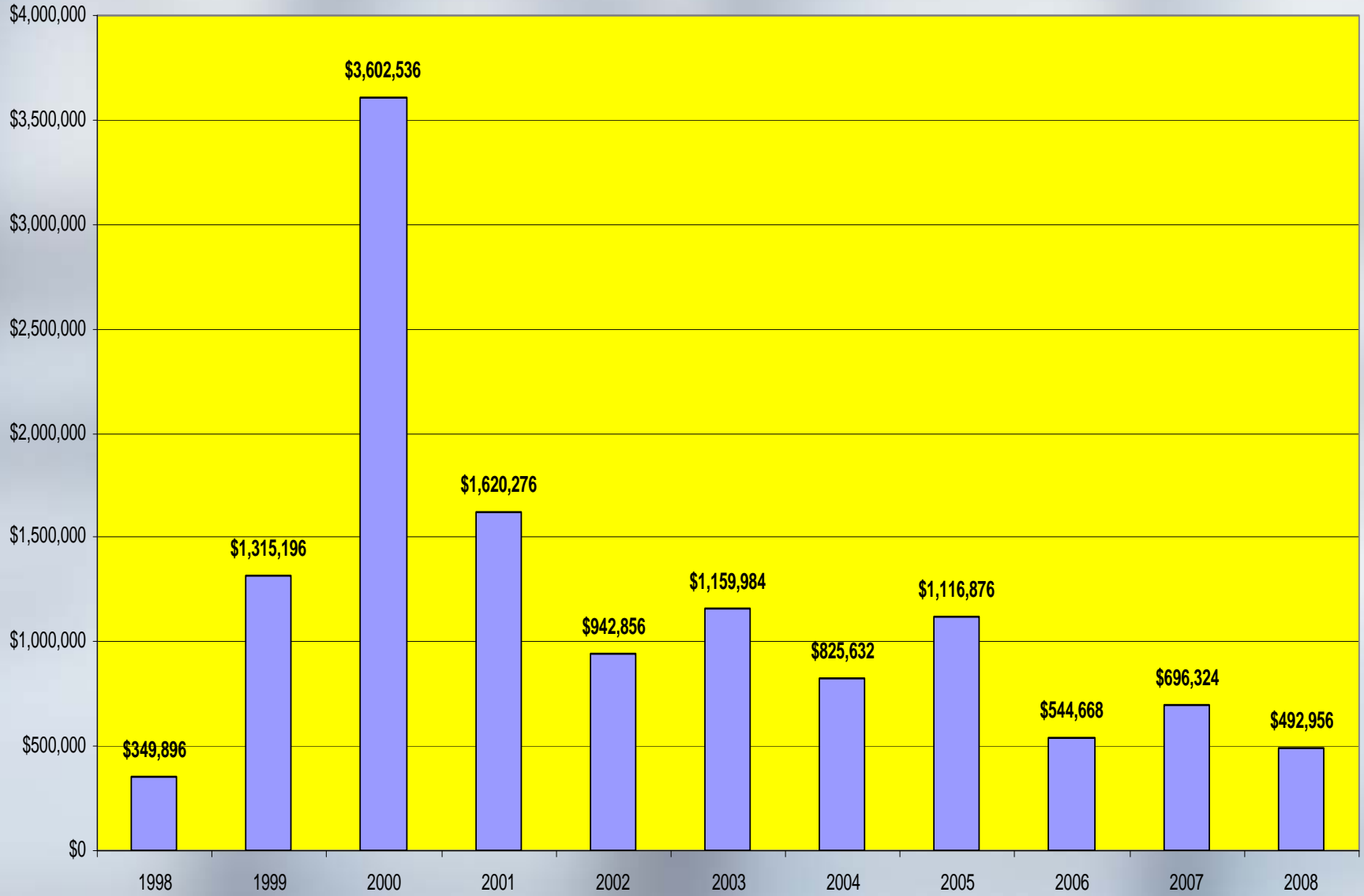
Upper-level Professionals	\$12,067
Mid-level/FLL	\$ 2,574
Entry Level	\$ 1,724



Direct Labor Turnover Costs



Total Turnover Cost



Identifying Features of Great Organizational Cultures

1. **Shared cultural enthusiasm** (cult like culture)
2. **Organizational pride** (socially responsible, ethical, community engagement)
3. **Constructive disagreement**
4. **Values based mindset**
5. **Creativity, innovation and a cooperative spirit**
6. **Leaders who are role models** (walk the talk)
7. **High expectations and professional standards**
8. **Competitive compensation and benefits**
9. **Regular and thoughtful recognition of employee efforts**
10. **Adhering to the golden rule** (platinum rule)

Adapted from: *Embracing Excellence* by Franklin C. Ashby and Arthur R. Pell

ORGANIZATIONAL CULTURE

High risk, quick feedback
Intense pressure and frantic pace
Frequent almost continuous change
Creativity and high spirit
Flexibility and adaptation
Extreme effort to meet customer demands and expectations
Jagged planning/work methods
Founder seen as hero

People oriented with a basic philosophy that all people are good, well intentioned, and doing the best they can.

Continuous Improvement and exceptional customer service is expected and is accomplished through an empowered workforce and effective delegation.

Preserving the dignity and self-worth of all employees is supremely important.

Leaders are expected to openly communicate with their employees in a manner that will build strong, trusting and positive relationships.

Family feeling and caring values

Leaders are responsible to create an environment of care and concern for the employees and to develop an organization of learning where people can develop and be empowered.

Teams and teamwork, cooperation and collaboration are the preferred method for achieving organizational goals and objectives.

Strives to create a work environment in which every individual, regardless of cultural or individual differences, knows they are valued and respected as a human being and everyone has the opportunity to learn, grow, and contribute to their fullest potential.

The founder started the company based on the belief . . .

. . .that you could run a business that cares about people and still make money.

Its purpose for existing as an organization is . . .

. . .to positively impact society, the environment, and be financially successful

Worthy Goals - reasons to make profits . . .

- 1. Create a sustainable long term enterprise that can be self-renewing**
- 2. Create an enterprise where people know they are valued as people and because they do valuable work**
- 3. Create a significant long lasting (generations) piece of technology**
- 4. Provide community leadership in the area of Organizational Development**

What might it be like to
work in this type of organizational culture?

“Anything you can do to raise satisfaction and commitment, to show that you care about the employee, is going to pay off in discretionary effort.”

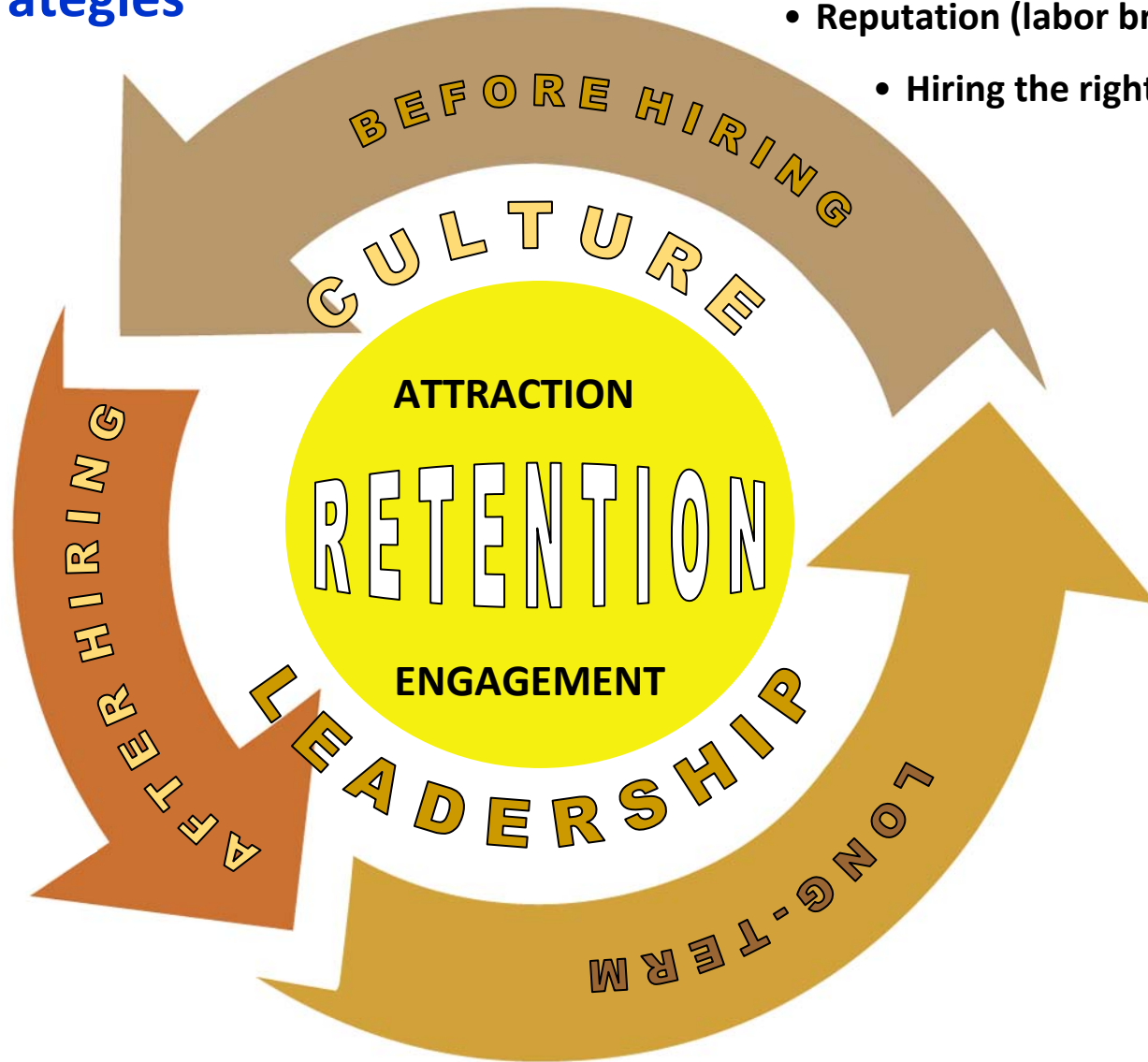
**Michael Warech
Watson Wyatt**

Good economy or bad, employees still make choices. They may be less likely to quit a job when unemployment is high and the economic outlook isn't very good. But just because they show up doesn't mean they are engaged and will work any harder for you. Employees will choose to go the extra mile or do just enough to keep their jobs.

“Returns to shareholders at companies with high engagement are twice as high as those at companies with lower engagement.”

Watson Wyatt
WORKUSA Survey

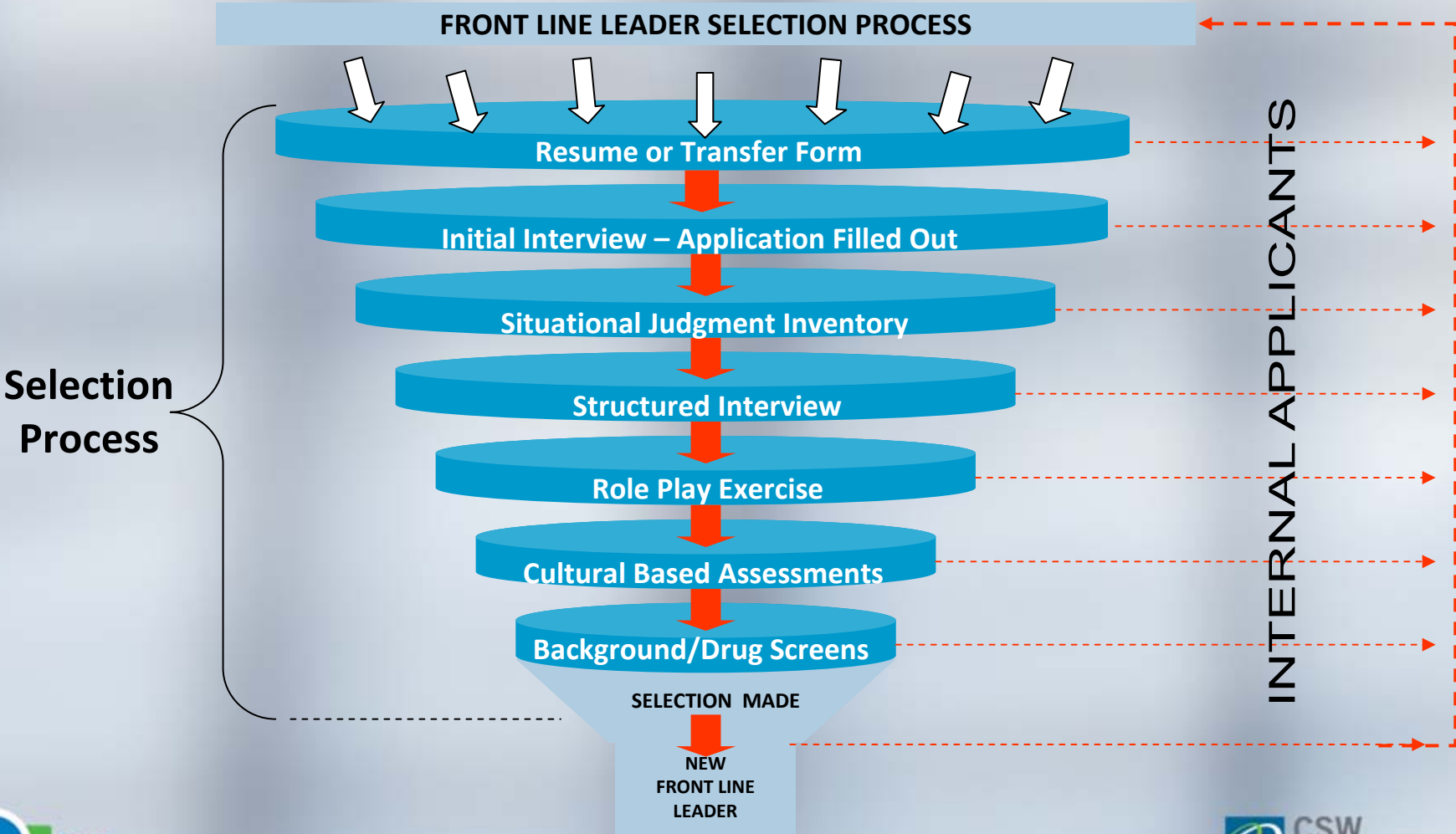
Sustainable Retention Strategies



- Reputation (labor brand)
- Hiring the right people

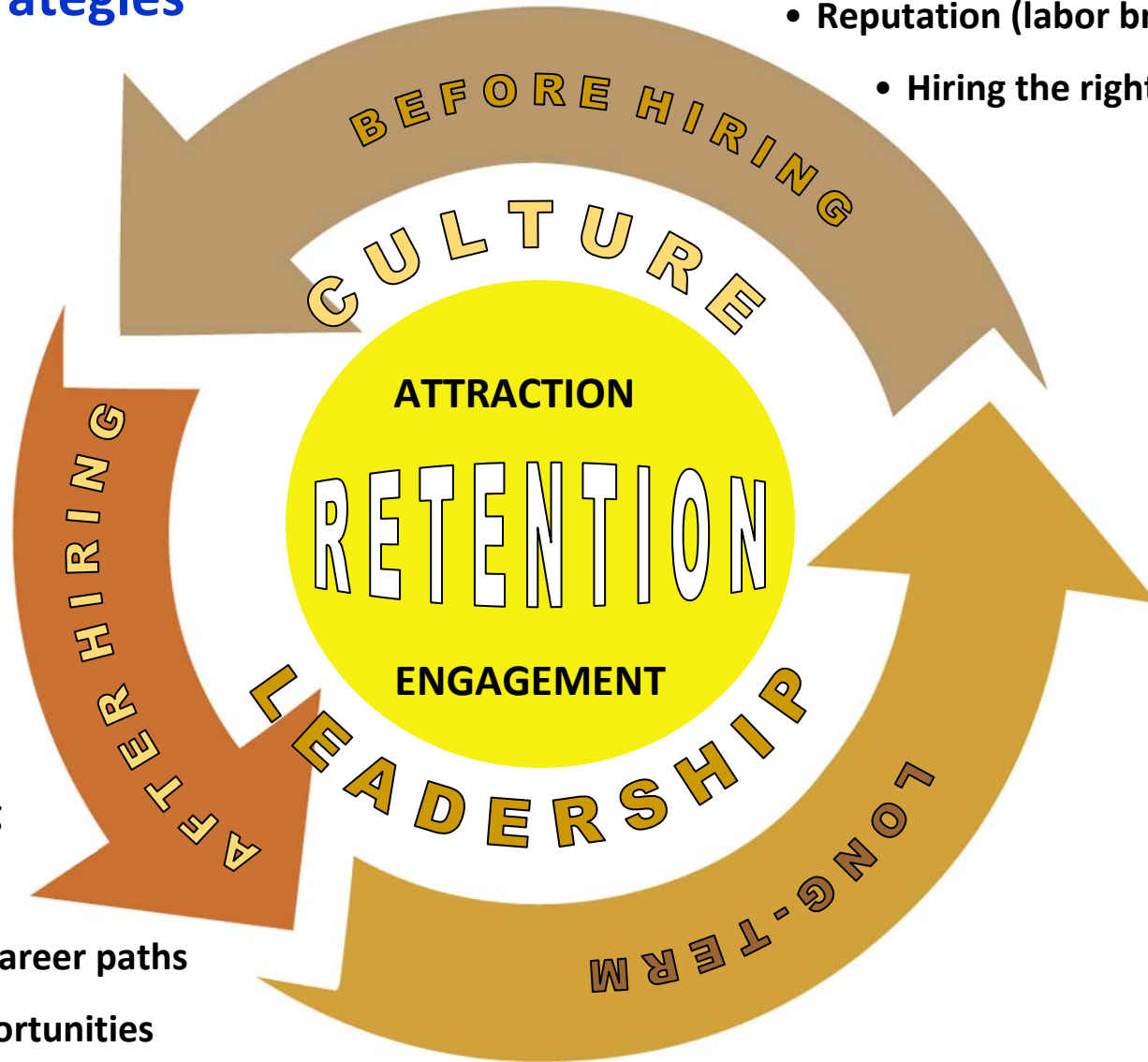
FLL Selection & Development Process

Hiring for *Job Fit* and *Culture Fit*



Sustainable Retention Strategies

- Reputation (labor brand)
- Hiring the right people



- On-boarding
- Work design
- Line of site career paths
- Growth opportunities
- Development opportunities

1ST WEEK “WORK RAMPING” ORIENTATION

The purpose of the orientation is to: (a) give new employees the knowledge needed to be successful in the Cascade Engineering culture and (b) to allow employees the opportunity to physically “RAMP UP” in terms of doing the actual work. Part of the first week is in the classroom and part of the time is in the work area.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	2 WEEKS	
1.5 Hours Work Area	4 Hours Work Area	4 Hours Work Area	5 Hours Work Area	5.5 Hours Work Area	2 WEEKS	<i>Check-Up</i>
6.5 Hours Class Room	4 Hours Class Room	4 Hours Class Room	3 Hours Class Room	2.5 Hours Class Room		How Is It Going So Far

RULES:

- No OT in weeks 1
- No more than 8 hours OT in week 3

WORK RAMPING TOPICS LIST & SCHEDULE

MONDAY 8:00 A.M. to 9:30 A.M. IN YOUR PLANT - FIRST SHIFT

9:45 a.m. to 4:30 p.m. in Orientation

Success Factors – *Cultural Awareness*

Lunch with Senior Managers

Safety Training

TUESDAY 8:00 A.M. to 12:00 NOON, IN YOUR PLANT - FIRST SHIFT

12:30 p.m. to 4:30 p.m. in Orientation

Policies & Procedures

Diversity Awareness

WEDNESDAY 8:00 A.M. to 12:00 NOON, IN YOUR PLANT - FIRST SHIFT

12:30 p.m. to 4:30 p.m. in Orientation

Whole Picture

Quality Overview

Benefits In Brief

World Class Manufacturing

THURSDAY 8:00 A.M. to 12:00 NOON, IN YOUR PLANT - FIRST SHIFT

12:30 p.m. to 4:30 p.m. in Orientation

Hidden Rules of Economic Diversity

ACE Training

FRIDAY 8:00 A.M. to 1:30 P.M. IN YOUR PLANT - FIRST SHIFT

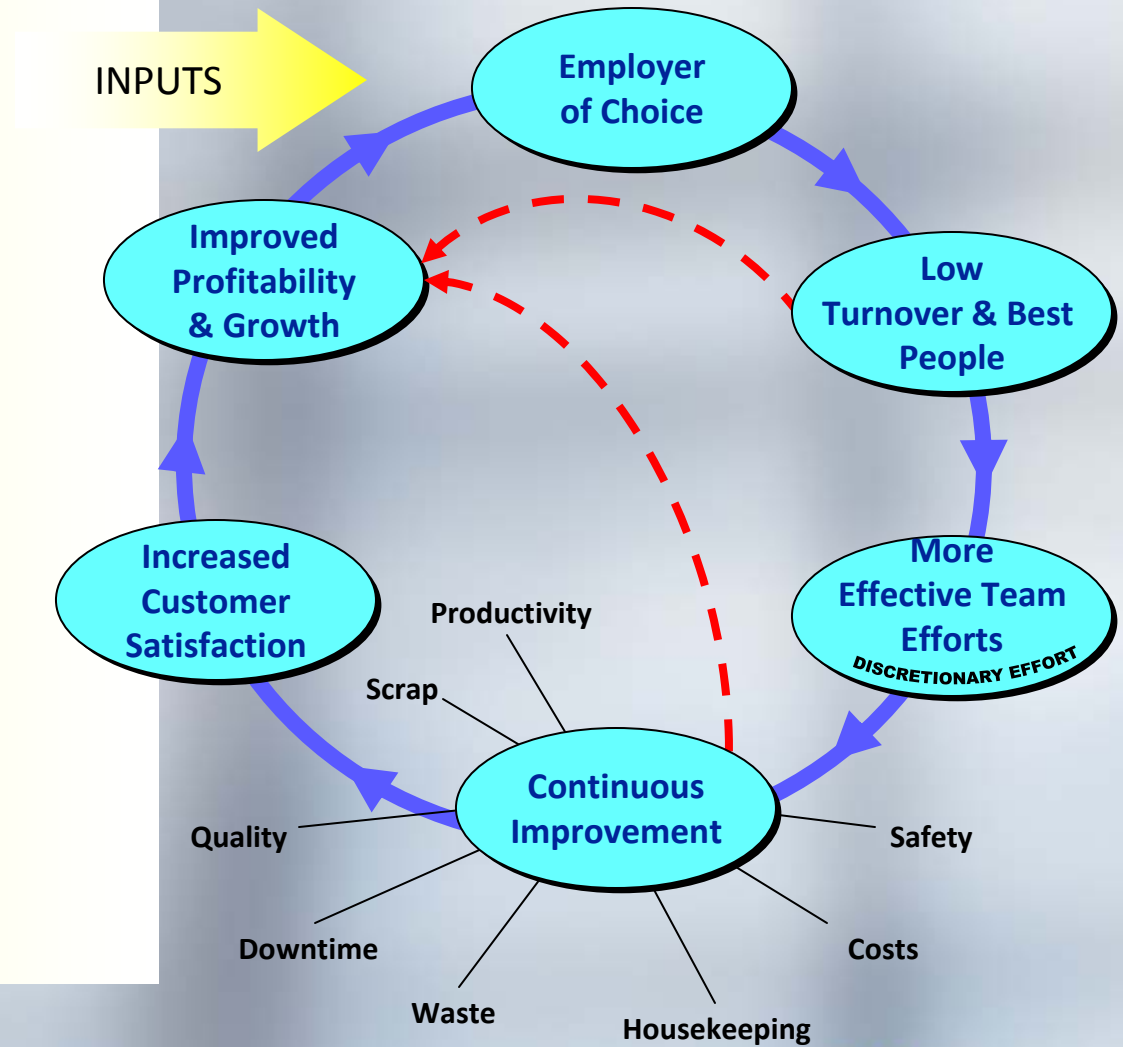
1:45 p.m. to 4:30 p.m. in Orientation

CE Core Competencies

Support Resources

Employer of Choice

- **CULTURE** (cares about people)



Culture

“To show that you can run a business that cares about people and still make money.”



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RESULTS

BEHAVIORS

LEADERSHIP

To positively impact society, the environment and be financially successful, creating a work environment in which every individual, regardless of cultural or individual differences, knows they are valued and respected as a human being and everyone has the opportunity to learn, grow, and contribute to their fullest potential.

The best way to weather turbulent economic times is having a willingly engaged, focused, fired-up, capably led workforce.

Bad Economy? Talent Stills Counts

Beverly Kaye

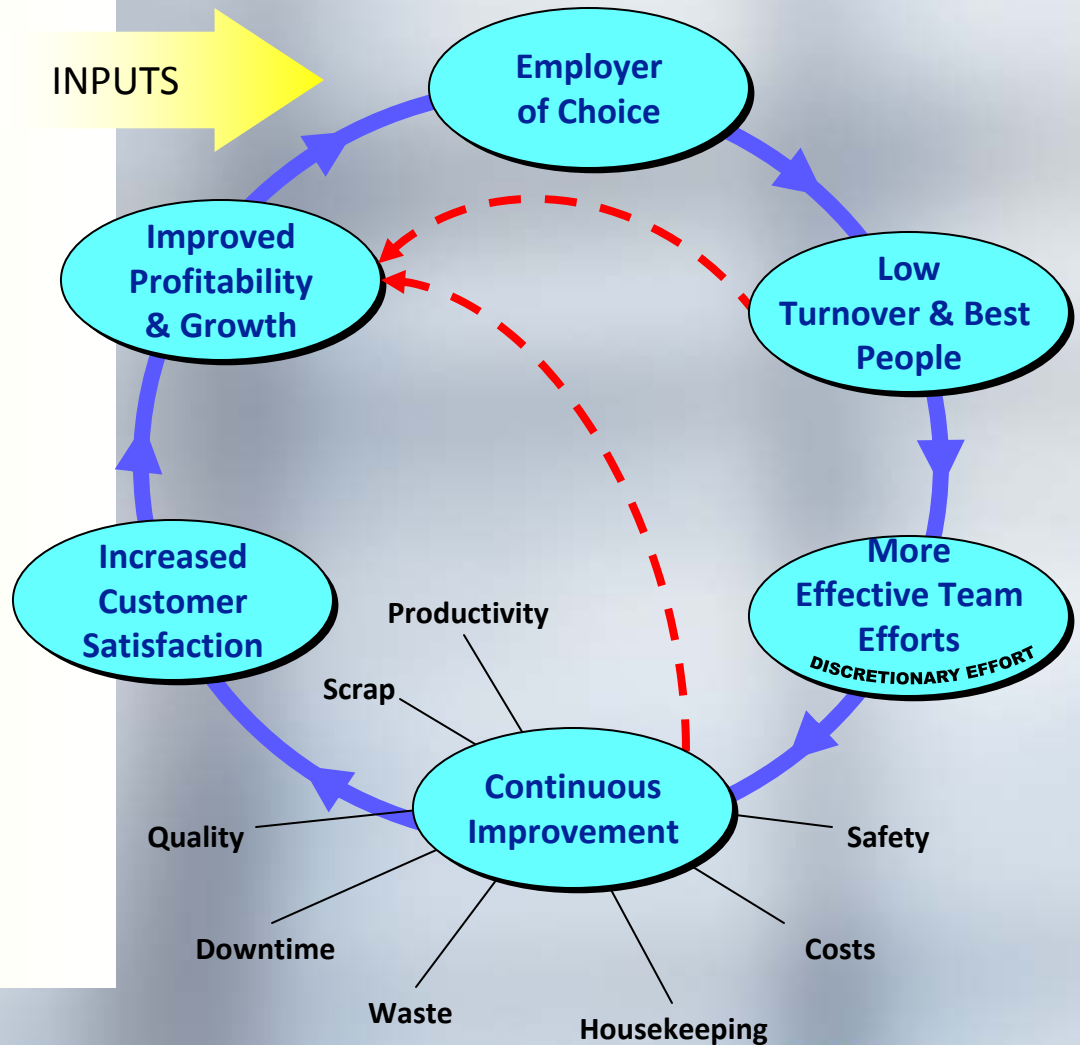
Career Systems International

Employee Opinion Survey

<u>Topical Area</u>	<u>2005</u>	<u>2008</u>
Culture	3.50	3.76
Direction/Leadership	3.40	3.66
Programs/Policies	3.25	3.33
Rewards & Feedback	3.20	3.65
Job Security	3.40	3.46
Internal/External Customers	N/A	4.10
Resources	N/A	3.50

Employer of Choice

- **CULTURE** (cares about people)
- **ENLIGHTENED LEADERSHIP**
 - Servant leaders
 - Create positive and high trust relationships with employees
 - Actively support an inclusive culture
 - Sincerely care for their people
 - Humbly listen to and are willing to be influenced by employee feedback
 - Emotionally intelligent

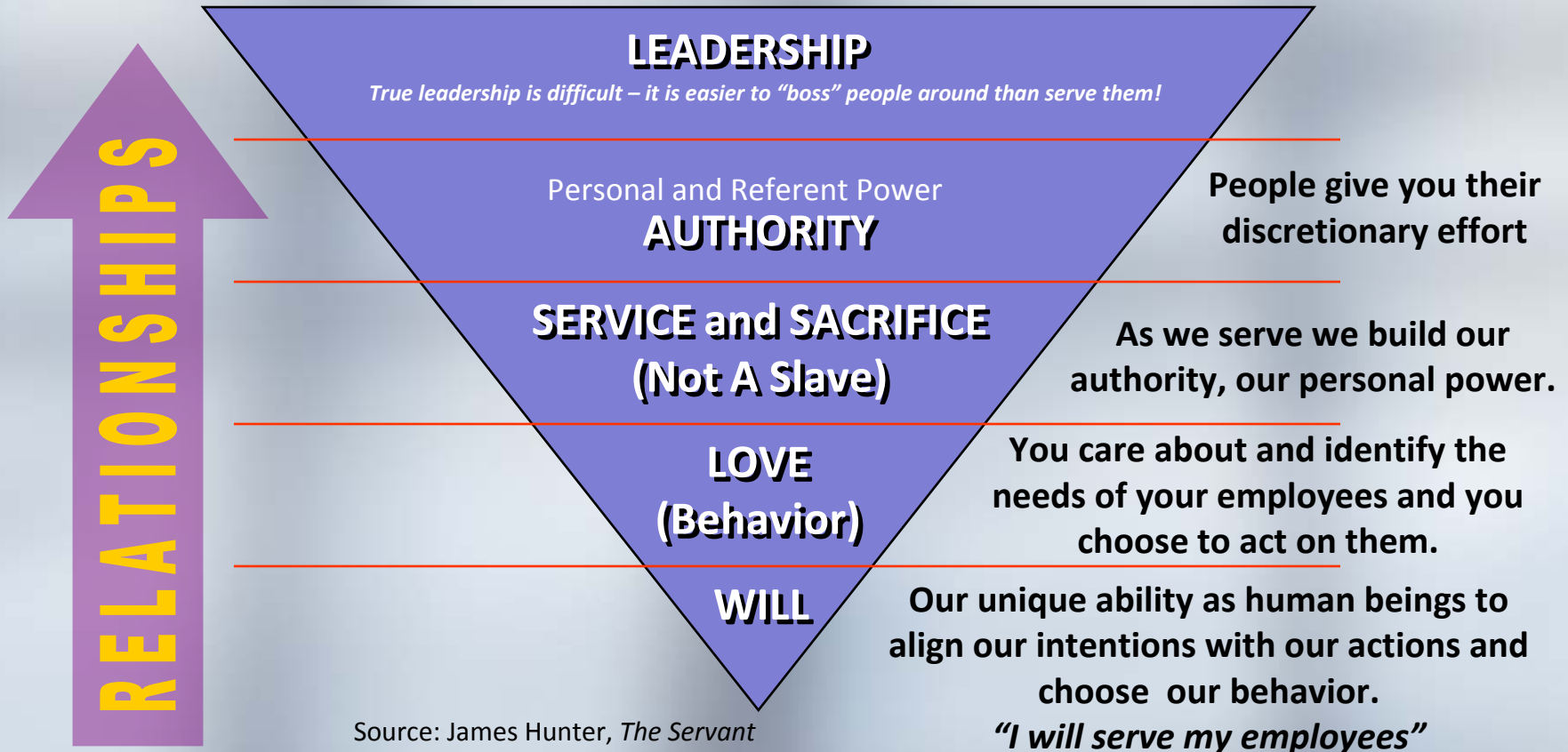


“No amount of preferred parking, company picnics, or free company T-shirts are going to keep people who are treated poorly by their leaders.”

Craig R. Taylor
Senior VP: Talent Keepers

Servant Leadership embodies humility and sincerely caring for people

ENGAGED EMPLOYEES = SATISFIED CUSTOMERS



Source: James Hunter, *The Servant*



“I don’t necessarily have to like my players and associates, but as the leader I must love them. Love is loyalty, love is teamwork, love respects the dignity of the individual. This is the strength of any organization.”

Vince Lombardi

**“Managers don’t wake up thinking
‘How can I lose my best talent
today?’”**

**Beverly Kaye
CEO**

Career Systems International

Diversity and Inclusion

75% of U.S. workers entering the workforce are women, immigrants, and people of color.

U.S. Department of Labor

Diversity Management

“Good management practices involve understanding how to motivate, communicate, and manage an increasingly diverse workforce. If your competition does it better than you do; they win! It’s that simple!”

Craig B. Clayton
University of Houston

“56% of respondents in a 2006 study stated they give less than 100% of their best efforts on a regular basis.”

Craig B. Clayton
University of Houston

“In today’s ‘do more with less’ work environment; how many employees can you afford to underutilize? You need 110% effort not less than 100%!”

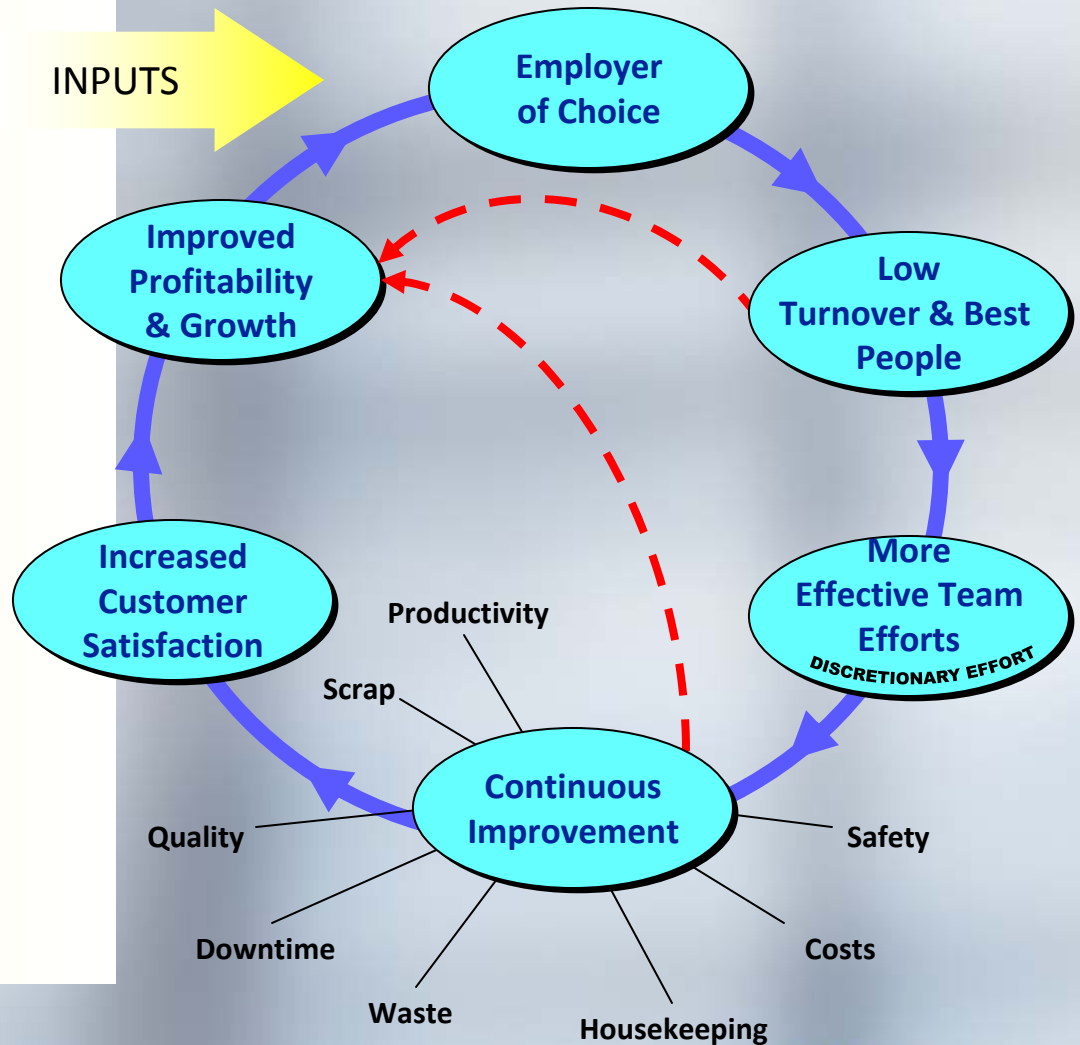
What would it take to increase your effort?

“A manager who treats me with dignity and respect.”

Linking Discretionary Effort to Profitability
Craig B. Clayton - University of Houston

Employer of Choice

- **CULTURE** (cares about people)
- **ENLIGHTENED LEADERSHIP**
Leaders who. . .
 - Create positive and high trust relationships with employees
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 - Sincerely care for their people
 - Humbly listen to and are willing to be influenced by employee feedback
 - Emotionally intelligent
- **CAREER OPPORTUNITIES**
- **MEANINGFUL WORK**
- **JOB SECURITY**
- **DEVELOPMENT OPPORTUNITIES**



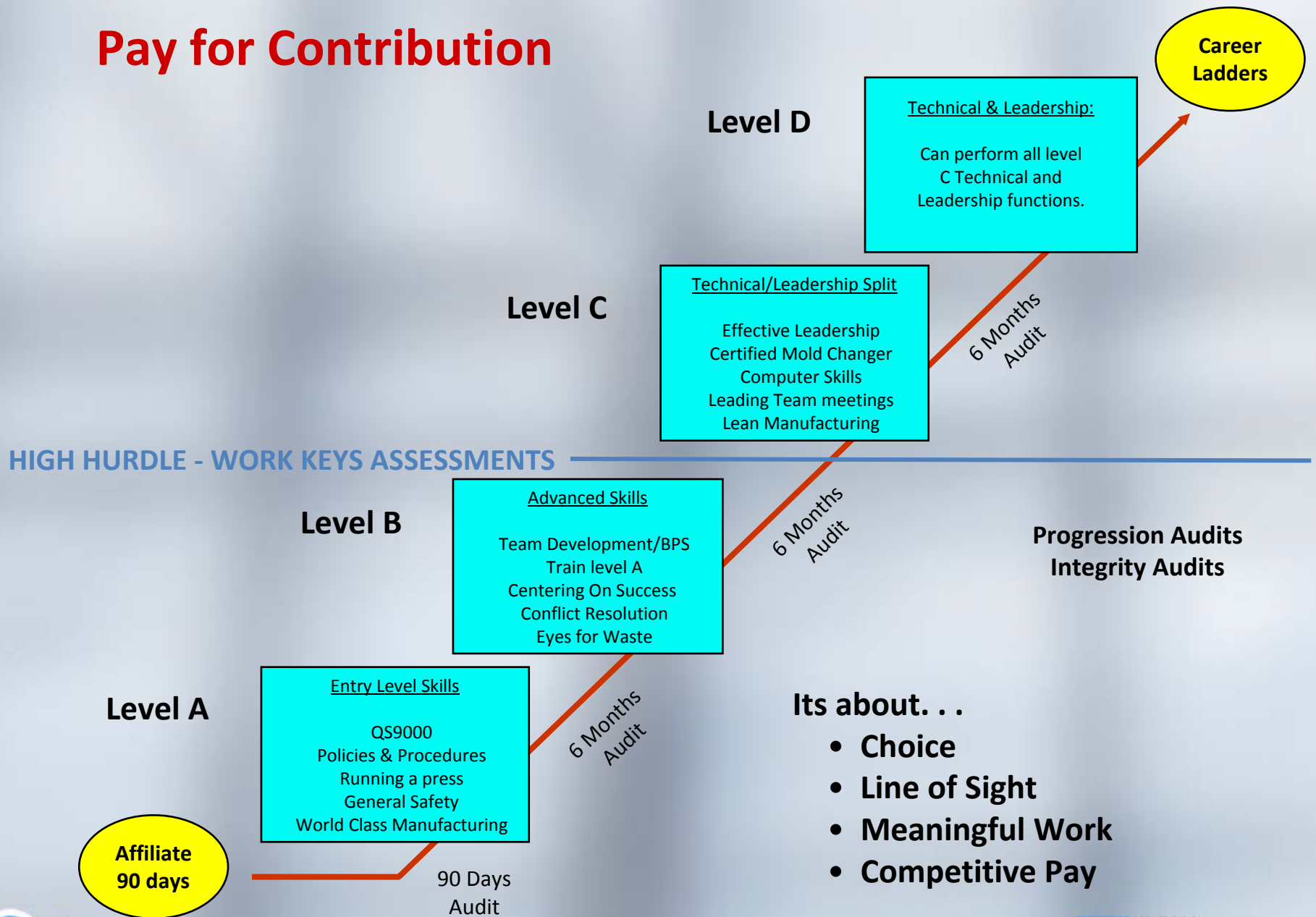
The New Employee Contract

It's no longer life-time employment

“If there is a new social contract implicit between employers and employees today, it should be this: You give me your labor, and I will guarantee that as long as you work here, I will give you every opportunity – through either career advancement or training – to become more employable, more versatile.”

Thomas Friedman
The World Is Flat

Pay for Contribution



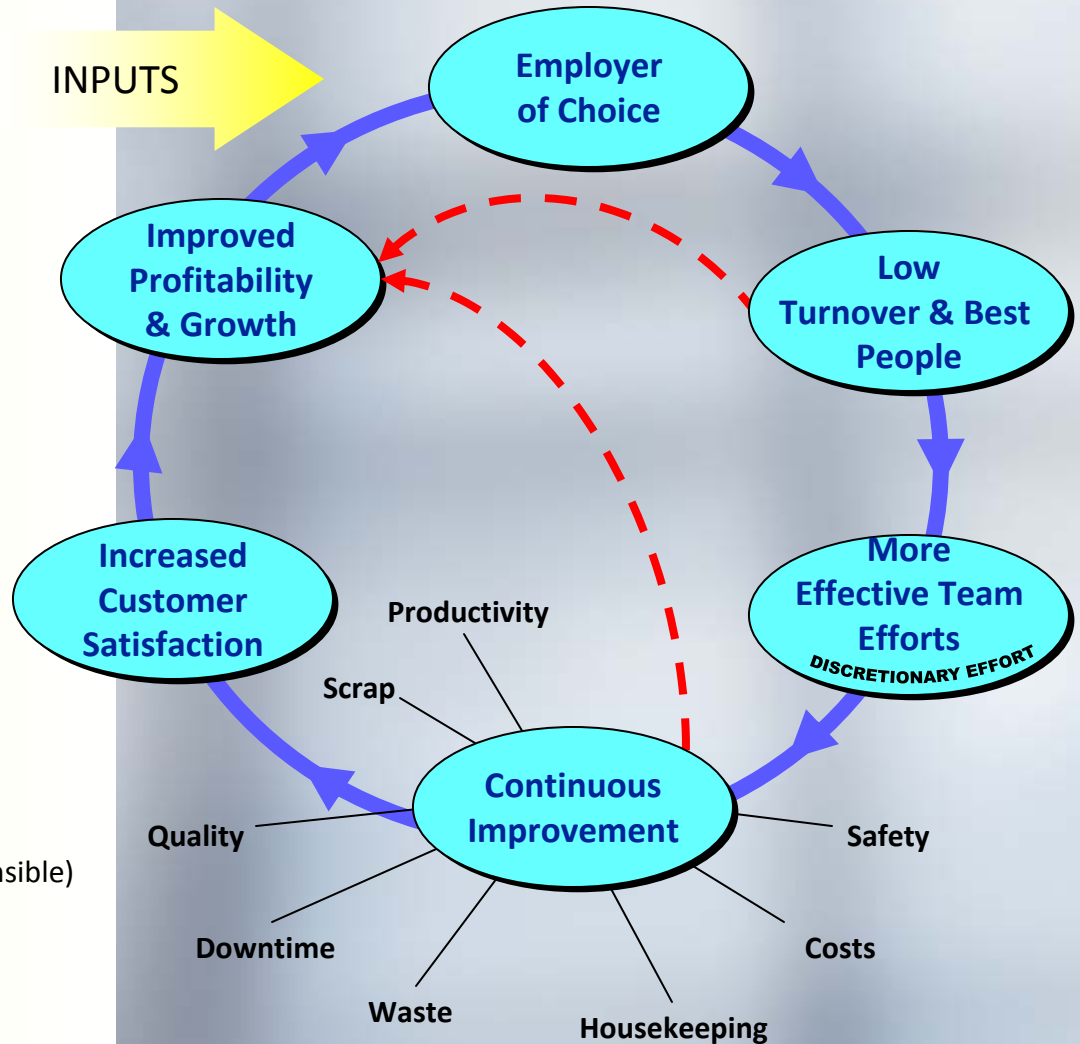
HIGH HURDLE - WORK KEYS ASSESSMENTS

Its about. . .

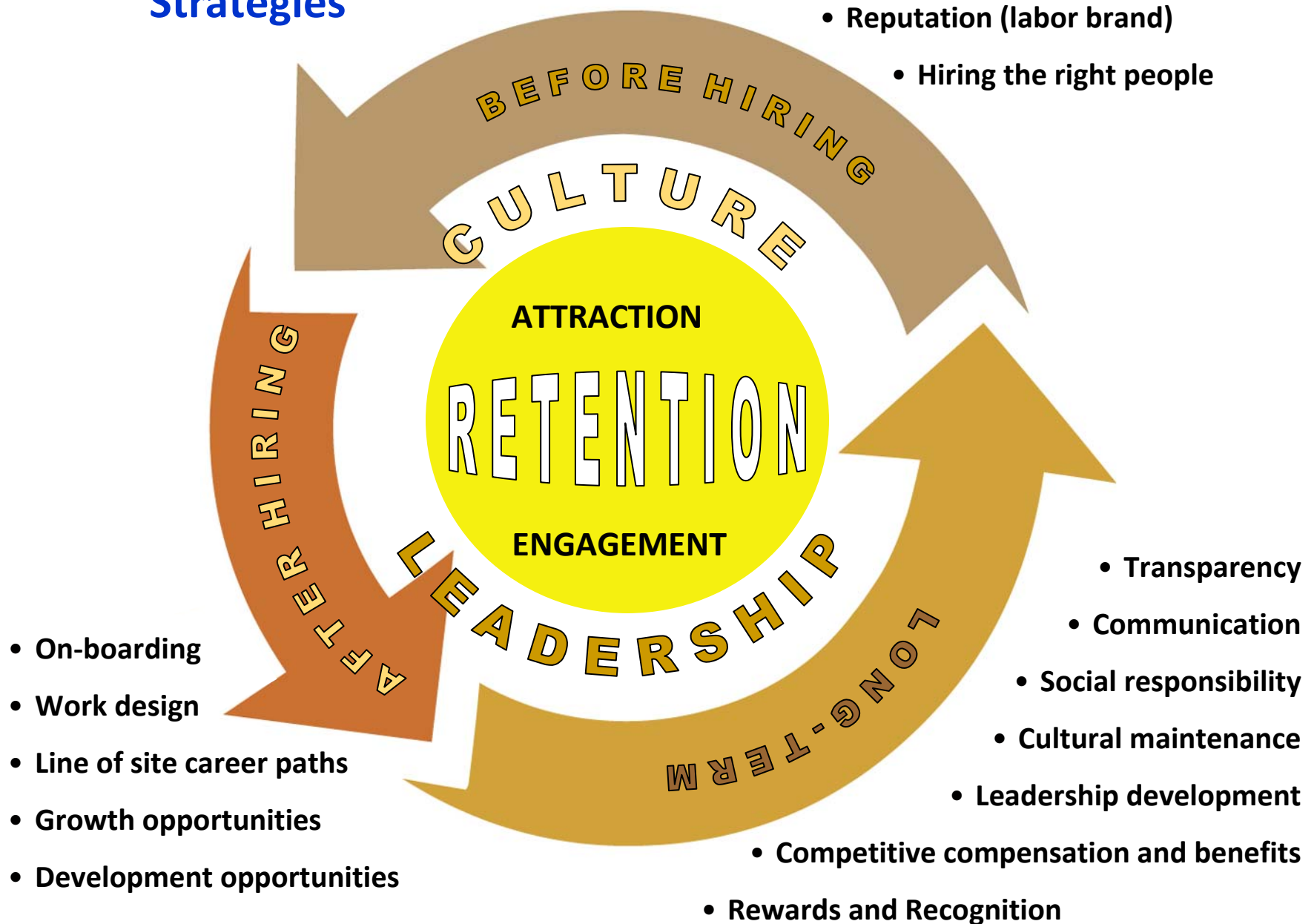
- Choice
- Line of Sight
- Meaningful Work
- Competitive Pay

Employer of Choice

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Leaders who. . .
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- **CAREER OPPORTUNITIES**
- **MEANINGFUL WORK**
- **JOB SECURITY**
- **DEVELOPMENT OPPORTUNITIES**
- **COMPETITIVE COMPENSATION and BENEFITS**
- **ORGANIZATIONAL PRIDE** (Socially Responsible)
- **POLICIES AND PROCEDURES** (support the reinforce)



Sustainable Retention Strategies



**“Compete on compensation and benefits,
win on culture, leadership, learning,
development, and organizational pride.”**

Social Responsibility

- Ethical behavior
- People know they are valued and respected
- Community engagement beyond just giving money to charity - collaboration
- Public/Private partnerships which benefit the local community and society at large

(W2C, S2C, Ex-offenders, Hands of Hope)

Builds tremendous organizational pride, a great reputation, and a place people want to work.

Cultural Continuity

Policies, Procedures, Processes

- **Transparency**
- **Zero Tolerance Policy**
- **Voluntary Affirmative Action plan**
- **Problem Resolution Procedure**
- **“Open Door” policy**
- **360-degree assessments**
- **Performance Improvement Process**
- **Constructive discontent**
- **Ethics “Hotline”**

EOC SELF-ASSESSMENT

- **Rate your organization.**
- **Which areas are strengths?**
- **What is one area you think your organization need to improve in?**
- **How could your organization do it?**

What It Takes

- 1. Make becoming an EOC a strategic objective.**
- 2. Set the vision for your leaders that you desire a culture and work environment that people love to work in.**
- 3. Consistently communicate and reinforce the vision.**
- 4. Measure yourself against the vision – how are we doing?** (cultural audit, employee opinion surveys, 360-degree assessments)
- 5. Based on the results - take action.**
- 6. Recruit and hire the right employees for your culture.** (Job Fit and Culture Fit)
- 7. Provide meaningful work and development opportunities for all employees.**
- 8. Create infrastructure** (policies, procedures, and processes) **to maintain EOC status once a level is achieved.**

Questions

