

## **SAMPLE NOMINATION FORM**

*This is a sample of a winning project from the Manufacturing Leadership Awards. Please note that this is to be used strictly for reference purposes. Specific references to company identity and other identifying information have been redacted.*

### **Project Abstract**

The 2021 “Great Resignation” impeded manufacturing-related industries to build and maintain staffing levels. Today, attracting and retaining workers remains a serious challenge made more acute by competition for workers and resulting wage inflation. COMPANY ABC is a technology-driven global supply chain management company specializing in customized solutions for automotive, technology, medical and other regulated industry clients.

In 2020, accelerated by the impacts of COVID-19 on workforce safety and recruitment, COMPANY ABC enacted innovative strategies that demonstrate a shift in thinking to reinforce its mission-driven cultural values across a new generation of workers to improve employee engagement and position the company as an Employer of Choice (EoC):

- Develop and upskill its workforce
- Expand and optimize hybrid workforce connectivity
- Implement COVID-19 workplace protocols and support individual staff situations
- Redefine HR mission and structure to emphasize development over compliance
- Demonstrate positive impact of COMPANY ABC cultural values

In addressing this challenge, the COMPANY ABC DOING program, begun in 2018, shifted into high gear. DOING is a culturally transformative approach that stands for Development, Opportunity, INclusion, and Growth. This program put in place innovative systems providing tools, ideology, and management support for recruiting, developing, training, rewarding, and empowering its workforce.

DOING contributed to COMPANY ABC achieving record performance in 2021 in the following company and staff management areas:

- 70 percent workforce growth
- 60 percent revenue growth
- 6 percent decrease in employee attrition 2021 vs 2018
- 65 percent reduction in recruitment days to fill open positions

### **Project Timeline**

The cultural foundation for DOING was established at the time of COMPANY ABC’s founding. COMPANY ABC prides itself on its inclusive culture of belonging, teamwork, and performance excellence that has fueled exceptional growth and resulted in a dedicated and highly engaged workforce.

In 2017 COMPANY ABC implemented a growth strategy that resulted in the tripling of its U.S. operational footprint. Transplanting a company culture developed over 20 years to a fast-growing workforce spanning the country proved more challenging than expected.

DOING was conceived and implemented in the following stages to solve this challenge:

#### Stage 1: Deployed 2018

- One World. One Team (yes, we had T-shirts). Presentation and distribution of quarterly company goal and performance updates to all staff simultaneously at quarterly company meeting broadcasts. This process reinforced a consistent message that regardless of position, location, and responsibility level, all staff collectively share in the success and challenges of the organization equally.
- Recognizing and rewarding contributions by COMPANY ABC staff to achieve performance goals, the company offers quarterly profit sharing to employees. During the COVID-19 pandemic period COMPANY ABC management doubled profit sharing payouts to staff.

#### Stage 2: Deployed 2019

Launch of COMPANY ABC University to transform and empower staff development, training, and rapid onboarding. Developed internally by the COMPANY ABC People and IT teams, COMPANY ABC University is an online learning management resource that defines employee onboarding training requirements and provides access to vast online training and skill development resources supporting customizable upskilling and professional development objectives. Employees can use COMPANY ABC University sources for critical-to-job training, growth-in-job training, as well as personal and career development.

#### Stage 3: Deployed 2019

Launch of COMPANY ABC BI (business intelligence) analytics dashboards integrating worldwide order management and visibility tools to automatically route orders, monitor performance and track key metric achievement.

Presented customizable electronic scoreboards visible in each production area on large flat screen displays displaying daily, weekly, monthly metrics of accomplishments in real-time. The culture of team-driven accomplishment was reinforced in a positive way.

#### Stage 4: Deployed 2019

Deployment of remote access business continuity infrastructure providing secure connectivity and access to COMPANY ABC data and systems across its global footprint in event of emergency. Coincidentally, this infrastructure provided COMPANY ABC with the ability to rapidly deploy and support/grow a highly productive virtual workforce during the COVID-19 pandemic.

#### Stage 5: Deployed 2020

At the onset of COVID-19, COMPANY ABC was designated an essential business due to its supply chain infrastructure and medical manufacturing and material handling expertise. COMPANY ABC rapidly demonstrated to essential operations staff that their well-being was a 'no expense spared priority' by putting measures in place to fully comply with health mandates and implement additional protective

and paid time off/family leave measures not mandated. COMPANY ABC culture reinforced. Workers felt supported and valued.

#### Stage 6: Deployed 2021

Reorganization and rechartering of the COMPANY ABC HR group. An elevated focus needed to be made on instilling inclusiveness and a sense of being part of something truly meaningful to a rapidly growing number of new staff. Signaling this cultural shift was renaming the HR Department to the People Team in early 2021.

Initiatives accomplished in rapid succession by the reorganized People Team in 2021:

Digitization program to modernize and centralize online management of payroll, benefits administration, employee 401(k) and HSA account management.

Elevate "cultural differentiation" messaging in job recruitment postings

Address employee wellness through stress and mental health education and content/resource delivery.

Transition program to convert qualifying 'temp' workers to full-time COMPANY ABC employee

#### Stage 7: In progress. Scheduled deployment 2023

COMPANY ABC digital transformation (DX) is transforming the delivery of every COMPANY ABC technology system and business process across all departments to increase business impact and improve operational efficiency.

DX DOING focus areas support staff recruiting/applicant management, performance management and development, supplier management and evaluation, team building, mentoring, employee/corporate giving, ESG program monitoring and reporting.

#### **Process Impact**

Process transformed: Workforce Recruitment and Onboarding

COMPANY ABC business growth, both in new and existing client programs, fueled the need for increased recruitment and effective onboarding. During 2021, the COMPANY ABC People Team recruited and successfully filled 149 positions, a company record. This accomplishment was critical for COMPANY ABC to meet fast-scaling client supply chain program service levels. Adding to the challenge, COMPANY ABC's recruitment surge occurred during a hotly competitive labor market brought on by a pandemic-driven shortage of applicants.

Prior to 2021, COMPANY ABC recruitment and onboarding systems were decentralized and unintegrated, which proved inadequate to manage the elevated level of demand. Recruiters could not keep pace with the volume of new hiring requisitions resulting in longer durations to fill positions.

The need to transform the applicant tracking process was critical. Key objectives were:

- 1) Elevate the stature/allure of COMPANY ABC as a career destination and employer of choice
- 2) Reduce administrative time and duration to fill open positions

- 3) Increase applicant response rate with well-qualified candidates
- 4) Position COMPANY ABC as a “socially conscious” organization promoting learning, growth, and development
- 5) Effectively welcome, train, and onboard new staff, using COMPANY ABC University to create visibility to training. The on-boarding time was cut to approximately 1/3 due to visibility to training and qualification requirements.

To address these objectives:

- The COMPANY ABC People Team partnered with Paychex and other online recruitment brands to optimize the visibility of job postings and streamline applicant selection and interview scheduling
- Job postings and company descriptions were rewritten to elevate COMPANY ABC's mission and workplace culture as a positive differentiator.
- Shining a spotlight on cultural values such as diversity, inclusion, and sustainability elevated the stature of COMPANY ABC as an employer with a social conscious making a positive difference in the world and lives of its employees.

Establishing a high-water mark for business value by achieving 50 percent productivity improvement, the reimaged applicant tracking system immediately improved recruitment posting, applicant response, resume review, interview scheduling, candidate selection and onboarding efficiency metrics.

- Hiring managers noticed an immediate improvement to the quantity and quality of candidates applying for positions.
- The number of days between hiring requisition approval to offer acceptance was cut in half (120 to 60 days). The hiring process itself is now being compressed to 5-7 working days.

### **Business Impact and ROI**

Over the past 48 months, when the majority of DOING initiatives were fully implemented, company financial performance exceeded projections. In 2020 COMPANY ABC increased revenue 26 percent over 2019. In 2021, revenue increased an additional 60 percent over 2020.

Management across the company agree that without the success of DOING and the People Team to recruit and retain skilled workers, at all levels and across all departments, that this level of operational success and growth would not have been possible.

The overall DOING program investment by COMPANY ABC in technology development, People Team process optimization, content development, consulting, system implementation and ongoing support cost approximately \$~~1.5X.X~~ M over the course of 3-4 years. Ongoing annual investment for licensing, content, maintenance and ongoing development run approximately \$~~350,000XXX,XXX~~ K/yr.

Benefits realized support strategy of reinforcing COMPANY ABC cultural values of inclusion, workplace safety, and business management excellence, including:

- Staff attrition in 2021 was 6 percent below 2018 pre-pandemic levels. Newer employees are now experiencing the benefits of the strategic focus on cultural transformation through their support of COMPANY ABC's mission and values and how they envision their future and growth with the company.
- With costly increases in cybercrime affecting supply chain networks, network security emerged as a top-level business priority. Cybersecurity awareness training, provided through KnowBe4, is included on the COMPANY ABC University onboard checklist for every new COMPANY ABC employee and is mandatory quarterly training for all staff.
- Among the extensive COVID-19 workplace safety measures implemented by COMPANY ABC, two stand out to reinforce COMPANY ABC's vigilance and concern for the well-being of its staff:

1. Every user logging onto the COMPANY ABC network must first self-verify they are not experiencing COVID symptoms, come in contact with a person who tested positive with the virus, or awaiting results of a COVID test before they can logon or be allowed onto the work site. Since the COVID-19 outbreak no COMPANY ABC facility has had to cease operation due to COVID-19.

2. COMPANY ABC conducted multiple onsite staff COVID-19 vaccination clinics at each of its facilities (including booster vaccination).

### **Strategic Impact and Scale**

COMPANY ABC business goals are focused on service level expansion, technology-driven operational efficiency, and excellence in sustainability. Achieving these goals requires planning and resources to add new facilities and hire skilled workers. Transforming itself from a successful small business with one location and 75 employees 10 years ago, to a global technology-driven corporation operating out of numerous locations and a workforce numbering well into the hundreds has solidified the company's strategic focus on recruitment and workforce engagement as critical to ongoing success.

To meet client program growth projections, the company expects to grow approximately 20-30 percent annually between 2022 and 2025. Success requires investment in operational infrastructure, automation and visibility technology and skilled human capital resources to extend its industry leadership.

One fact company leaders understand is that the COMPANY ABC culture is uniquely special. They further recognize that COMPANY ABC cultural values are not magically transplanted to new workers or workplace locations. COMPANY ABC has to demonstrate and support its values that are making a positive difference in the world for this generation of future leaders to "buy-in" to the COMPANY ABC mission while feeling empowered, supported and engaged.

COMPANY ABC's value to its clients is its ability to collaborate and solve complex supply chain challenges with customized solutions that perfectly blend technology-driven innovation with operational excellence. To consistently deliver six sigma product quality during a period of fast growth requires ongoing investment in the application of advanced technology and in developing the skills, expertise, and leadership qualities of its staff.

The success of the COMPANY ABC DOING program has exceeded expectations. Providing the cultural foundation and systems technology to successfully position COMPANY ABC as a culturally

responsible “learning organization” has solidified a growing and engaged workforce that is moving the company forward.

COMPANY ABC technology has supported the implementation of DOING at every stage. Planning and developing solutions including remote access, COMPANY ABC University, COMPANY ABC BI, recruitment, and applicant tracking to usher in a heightened level of staff engagement. But is it enough? Seeing results to date, but knowing improvement is possible, the following areas are being addressed:

- More advanced and robust learning management system
- Additional centralization and integration of recruitment and applicant tracking systems
- Formalized structure and investment in ESG program delivery and reporting
- Increase employee giving and community service campaigns
- Communication to demonstrate actions supporting COMPANY ABC cultural values

### **Achievements and Innovation**

In 2018, COMPANY ABC’s sr. management team predicted that for COMPANY ABC to meet its projected business growth forecasts it would need to double and possibly triple its labor force in a 3-5 year time frame. The team also recognized instilling the ethos of its company culture across a fast growing workforce at multiple locations would achieve improved engagement and retention. The effectiveness of the measures enacted through the COMPANY ABC DOING program contributed towards COMPANY ABC achieving a 60 percent year over year topline revenue increase in 2021.

Competitiveness was improved by providing accessibility to systems and content that dramatically changed the way COMPANY ABC staff were recruited, welcomed, and trained. The DOING program contributed to the dramatic expansion of COMPANY ABC’s workforce allowing the company to fully meet rapidly scaling client new programs and order volumes.

What is distinctly innovative and unique about DOING is it centered upon identifying and reinforcing the pillars of COMPANY ABC company culture as a competitive advantage and differentiator that would build a more engaged, higher performing team. While competitors were focusing on operational processes, acquisition, and technology to grow and improve competitiveness, COMPANY ABC was dedicating resources to redefining its cultural ideology to attract talent, engage, and develop a more productive workforce.

By having the creative foresight to develop strategies and solutions centered upon elevating cultural values to address the looming talent crisis, COMPANY ABC successfully expanded its North America workforce at a time of intense competitiveness in the labor market to meet fast growing client program demand requirements.

### **Supporting Technologies**

Key technologies utilized in the delivery/support of the COMPANY ABC DOING program

1. Paychex – online network job posting visibility and applicant digital resume submission/review

2. COMPANY ABC ~~RADAR~~ intranet – personal development and training plan management
3. COMPANY ABC University – Proprietary new employee onboarding and training resource accessibility system (separate module integrated with COMPANY ABC ~~RADAR~~ intranet)
4. COMPANY ABC BI (business intelligence) supply chain performance monitoring and status dashboards
5. Microsoft Teams – Virtual meeting and team collaboration
6. Pulse Secure – Remote workforce VPN connectivity and security
7. KnowBe4 – Online interactive digital training platform