Employer of Choice

Ten Takeaways from Greenheck’s Employer of Choice Initiative
About Greenheck

• Started in 1947
• Privately held
• Global leader in commercial/industrial HVAC
• 4,000+ employees in 30+ states, Mexico, India
• Headquartered in Schofield, WI
Our Challenge

• All of our locations are at or below the national unemployment rate
• Decrease in manufacturing skills, tech ed programs, manufacturing as a career destination
• Increasing turnover
• High growth/headcount needs, primarily in newer regional locations
• Scalability and sustainability
Our EoC Goals

• Develop a program that helps us better define, communicate, and take action on our Employer of Choice strategy

• Create and implement a scalable, sustainable method

• Provide tools for regional HR and production leadership teams to more clearly define and prioritize action items

• Create a cadence of accountability – turnover metrics and action plan progress

• *Expected outcome: turnover reduction*
Takeaway #1

Employer of Choice is a business challenge, not an HR problem.
The Fly Wheel

Competitive Advantage
The “Employer of Choice” strategy is difficult to replicate in total by other companies

Invest in “Employer of Choice” Strategy

Competitive Advantage Leads To Higher Growth & Profitability

“Employer of Choice” Fly Wheel

Attract & Retain Unfair Share Of Inspired Employees

Greenheck Culture Builds Competitive Advantage

Inspired Employees Strengthen Greenheck Culture

Some companies say “we can’t afford to do this”… we say, “we can’t afford not to!”
Focus on Alignment Across the Business

• Definition of Employer of Choice
  – Culture + Employee Experience

• Alignment on what goes into being an Employer of Choice
  – Advisory committee

• Partnership in review/action planning
  – General managers, directors, plant managers, HR, supervisors

• Measurement accountability
  – Goals/performance appraisals, short-term incentive program
Takeaway #2

First, do the homework!
What is important to employees?

- Research/best practice
- Focus groups
- Employee surveys
- Pulse surveys
- Chat-and-chews
- Exit interviews

What we found...

Top 3 reasons a candidate would select a company:
- Company reputation
- Competitive compensation
- Opportunities for growth

Top 3 reasons an employee stays at a company:
- Supportive supervisor
- Opportunities for growth
- Enjoy my coworkers
Takeaway #3

A recipe is easier than a pie in the sky.
Laying the Foundation

Historically:

• “White board” approach
• Lack of consistency

EoC Initiative:

• “Recipe” approach
• ~210 items that we believe go into being an employer of choice
Takeaway #4

You can’t be everything to everyone – be true to your values and culture.
Greenheck’s Values

1. Easiest to do Business With
   Amenities to reduce friction in employees’ lives; onsite clinic

2. Ongoing Investments in People and Operations
   Above-average medical benefits; competitive comp programs

3. Making a Difference in the Community
   Employee sponsorships; donations; volunteerism support

4. Mutually Beneficial Partnerships
   Partnerships with local schools; co-op/intern programs

5. Integrity and Professionalism
   Interview guides; handbook policies; professional affiliations

6. Continuous Improvement Through Learning & Innovation
   Tuition reimbursement; onsite training; apprentice programs
Takeaway #5

EoC is not just about our current employees… it starts way before we get them in the door.
We traditionally focused here

Building a Candidate Pool → Selecting the Best → Onboarding → Supervisor/Ops Excellence → Engagement/Retention

Now we review all areas
Takeaway #6

Be careful not to chase too many shiny pennies.
Lots of “Cool Ideas”
…But Keep In Mind the Basics

I have a challenging and engaging career. I can develop and advance. I have opportunities to innovate and create.

I have prestige, status, job title. I’m respected by others for my achievements.

I enjoy who I work with; I have good working relationships with my peers and boss.

My workplace is safe (physically/emotionally); I have job security; I have benefits/insurance as a safety net.

I can pay my rent; I can buy groceries; I can get the rest I need.
Takeaway #7

Perception is reality.
Example: Health Insurance

Reality: Statistically above-average medical benefits

Perception: Employees view high-deductible plan as high-risk.

Short-term actions:
- Education
- Critical illness/accident insurance
- Teladoc campaign
- Clinic ed sessions
- Add’l new hire resources

Long-term questions:
- Plan design?
- Virtual medicine?
- Clinic expansion?
- Marketing/education campaign?
Takeaway #8

What you leave on the table is just as important as what you take on.
Prioritization!

- 80/20 concept
- “Critical Few”
- Move the needle on what’s most important

<table>
<thead>
<tr>
<th>High impact</th>
<th>Low impact</th>
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<tbody>
<tr>
<td>Hard/lot of resources needed (time/$)</td>
<td>Easy/fewer resources needed (time/$)</td>
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Takeaway #9

Accountability is key.
Action Plans/Quarterly Reporting

- Action plan items determined by regional leadership teams.
- Group-level action items also identified (tools across locations).
- Quarterly turnover reports distributed by HR.
- Quarterly action plan updates by action plan owners/communications lead.
- Report-back to executive team.
Takeaway #10

This is a marathon, not a sprint.
Long Term Approach

- Change doesn’t happen overnight!
- Initial results
- Goal: embed in culture so this is “who we are” instead of a “program or initiative”
Questions?

Best Practices to Share?