Building a Culture of Continuous Improvement
Approach

✓ Begin with a Core Set of Values
✓ Utilize and build on existing tools and programs
  ▶ Don’t ‘re-create the wheel’
✓ Establish and communicate common ‘ties’ between programs
✓ Develop a Method to Attract and Hire Right Level of Skill
Approach

Credit to Michael Hoseus and Toyota Motor Mfg.
Defining Our Culture

People

Values

Leadership

Saft Culture
World Class People Lead
Continuous Improvement

World Class Organization

Continuous Improvement

Respect For People

Values
Leadership
‘Genuine’ Leadership

- Skill
- Collaboration
- Inventiveness
- Vision
- Mindfulness
Core Values
Always Our Foundation....

- Safety
- Continuous Improvement
- Mutual Trust and Respect
- Open, 2-Way Communication
- Long-Term View

Core Values are always our foundation.
Leadership
- Focus on issue, behavior - Not the Person
- Maintain Self Confidence
- Create Constructive Relationships

Values
- Mutual Trust and Respect
- Two Way Communication
- Safety

Culture
- Trust
- Transparency
- Teamwork
- Learning Organization

Culture: Respect For People
**Leadership**
- Initiative to Improve
- Lead by Example
- Think Beyond the Moment

**Values**
- Continuous Improvement
- Long Term View

**Culture**
- Focus on the Process
- Humility
- Problem Solving Culture
- Horizontal Organizational Alignment
Which best describes Saft?

**Vertical**
- Focus - Production
- Budgets, SOP’s
- Make the numbers
- Leaders separated from the work
- People’s ingenuity used to “beat the system”
- Supervisors “manage” people

**Horizontal**
- Focus - Process
- Purpose
- Make problems visible
- Leaders focusing on the work
- People’s ingenuity used to “improve the system”
- Supervisors work with the people to solve problems
Culture of ‘Servant Leadership’

- Team Leaders/Team members/Customer
- Supervisors
- Plant Management
- SAI Corporate Management
- Corporate Management
- BOD’s
- CEO
Teamwork and Customer Focus

Growing the Saft Business

Fulfilling Customer Orders

Growing and Developing People, Leaders

Most important problems are cross-functional

Suppliers

Customers
Saft Must Develop a *Partnership* with Team Members

- **Organization Provides**
  - Stable Employment and Sustains or Improves Working Conditions

- **Team Member Needs:**
  - Employment
  - Security
  - Steady Pay Increases

- **Mutual Trust & Respect**
  - Continuous Improvement

- **Employees Concentrate Efforts to Realize Company Objectives**

- **Company Needs:**
  - Profit
  - Positive Image
  - Growth
  - Stability
  - Flexibility
Ensuring our **PEOPLE** are our Most Valuable Resource

The Saft-Jacksonville Selection System
Application Screen

‘Orientation’

Basic Skills Testing

Initial Interview (agency)

2nd Interview (Saft)

Manufacturing Assessment

Drug/Background

On Job Assessment

Saft Interview

Regular Saft Hire


**Reflection Points:**

**Positives....**
- Clear identification of Values (keeping them simple and few)
- Building on existing programs (helped with Executive Management buy-in)
- Selection System (High Skill, Strong Motivation, Low Turnover)

**Challenges.....**
- Maintaining focus on ‘doing things the right way’ with start-up pressures
- Matrix structure – Implementation of Policy Development (Hoshin Kanri) will help