



Creating Ownership to Strengthen Culture

Erin M. Edwards, PMP

Director of Operations and Continuous Improvement

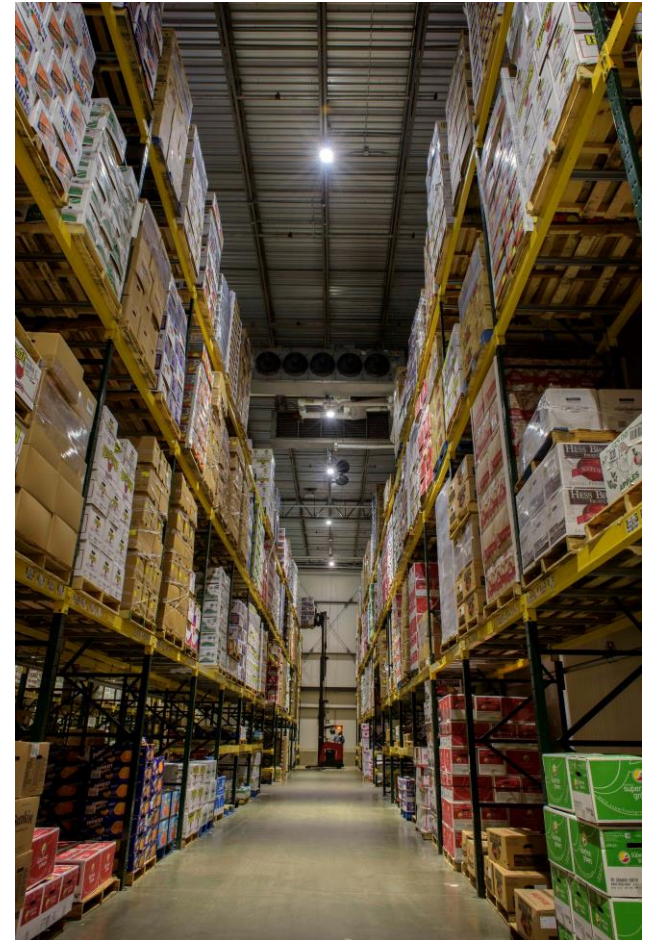
Four Seasons Produce
Ephrata, PA





Focus Topics

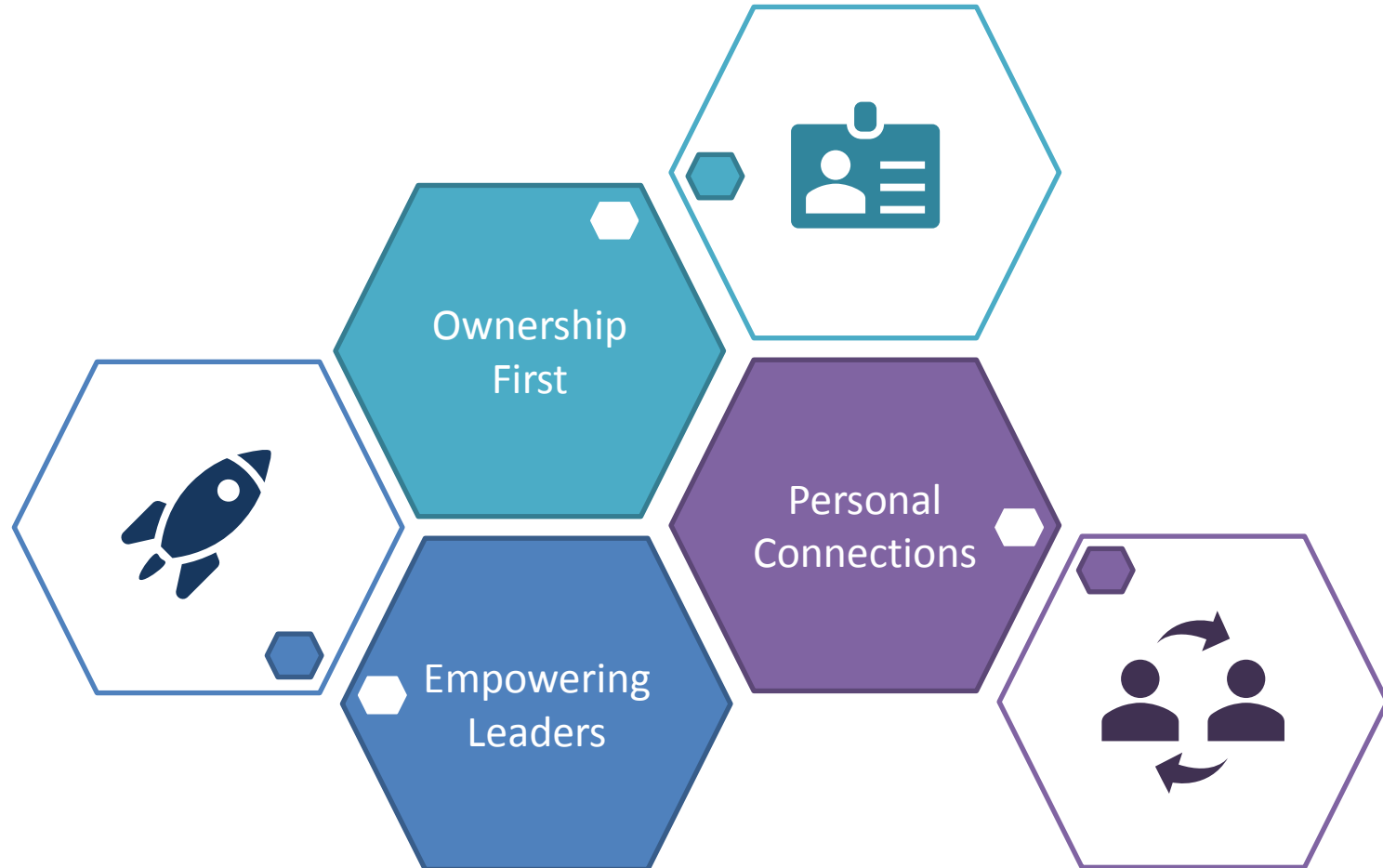
- How we changed our top down thinking to bottom up
- What we value from our associates and how we put them in the driver seat
- The impact to the operation
- How we intend to measure our culture change







Create Waves of Excellence





Erin M. Edwards

- Director of Operations and Continuous Improvement
- PMP certification since 2010
- 14 years experience in operations, project management, and continuous improvement
- Enjoy spending time with family, working out, and running races
- J (husband), Margaret (daughter, 6), Eleanor (daughter, 4)

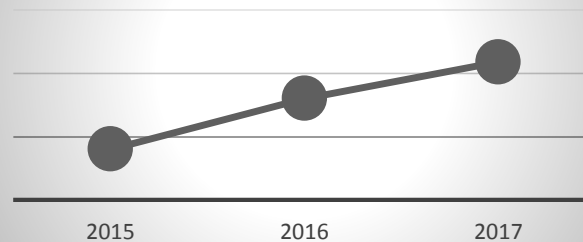




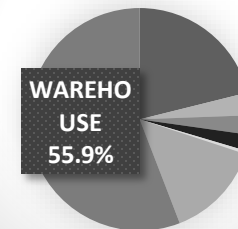


Safety Challenges

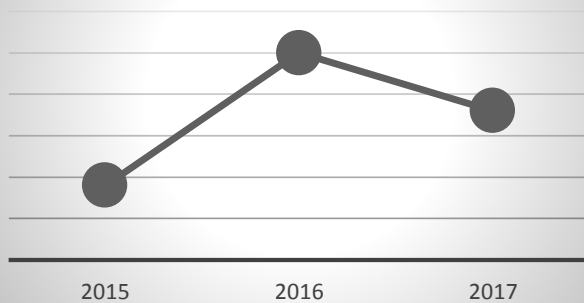
Warehouse Reported Injuries
2015 - 2017



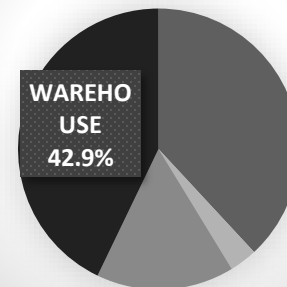
Total Reported Injuries in 2017
by Department



Warehouse DART Injuries
2015 - 2017



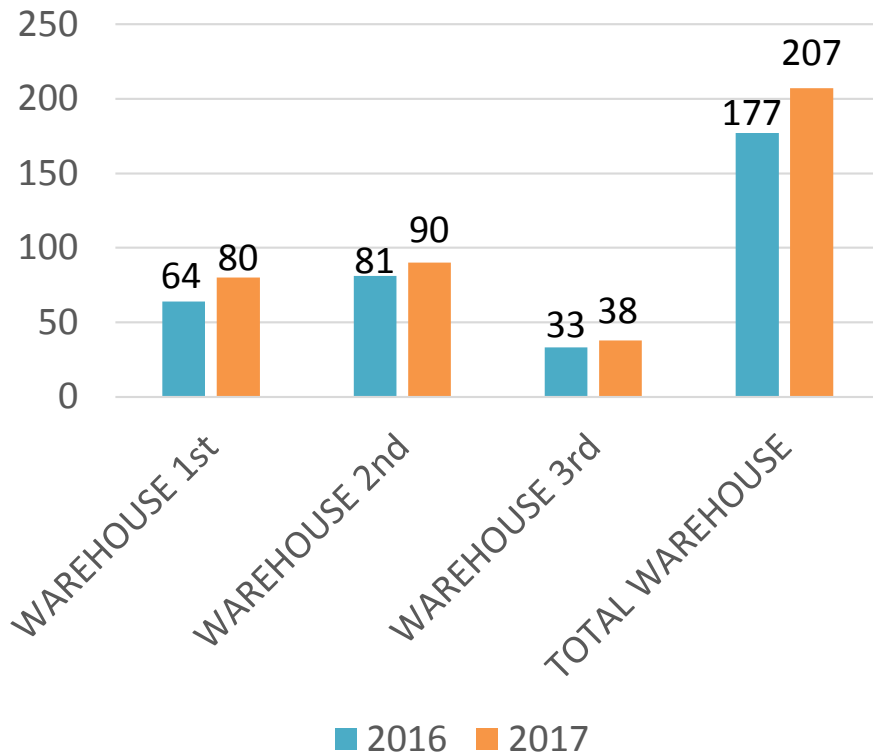
DART Injuries in 2017
by Department



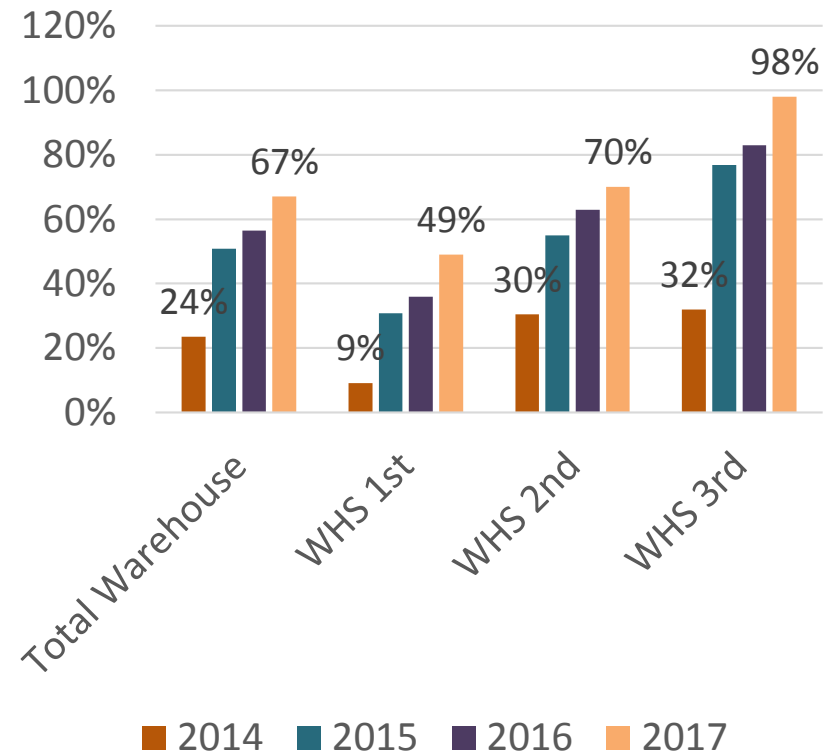


Associate Growth & Retention

Growing Workforce

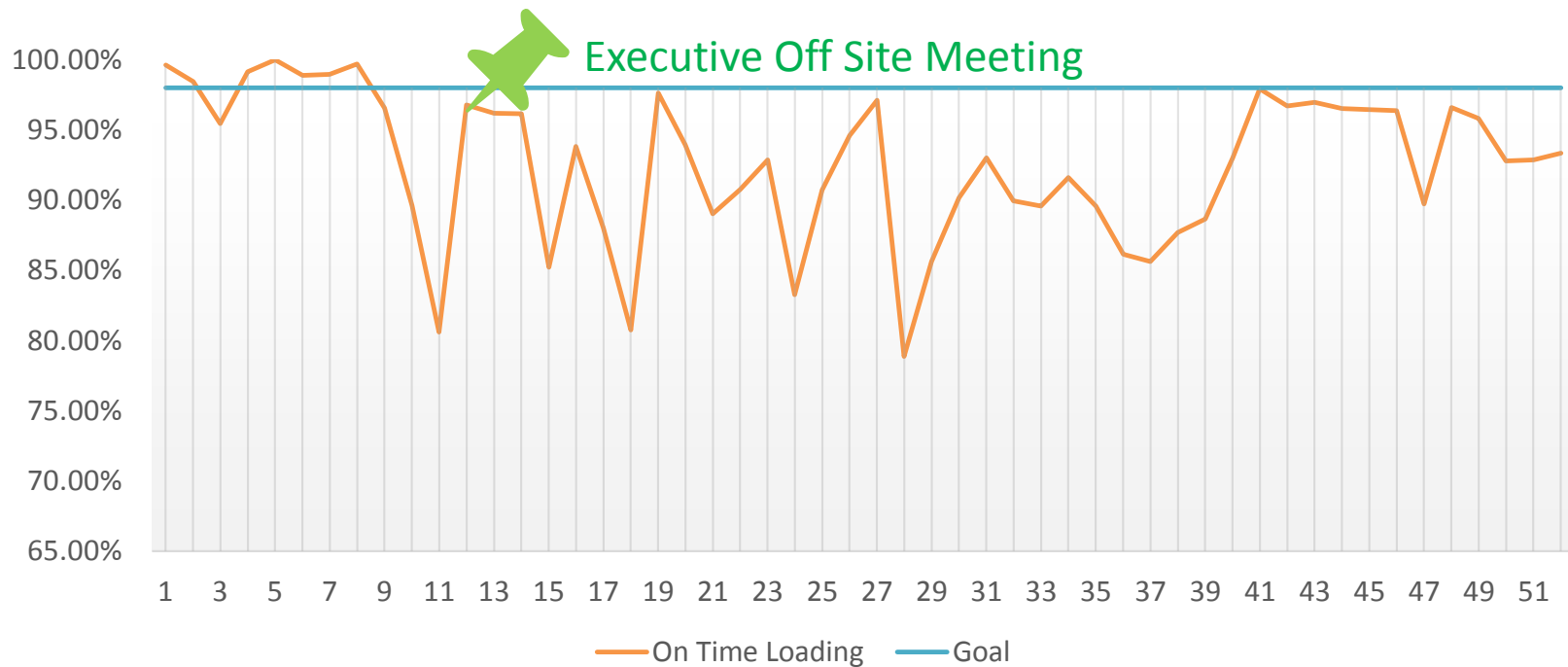


Turnover Challenges



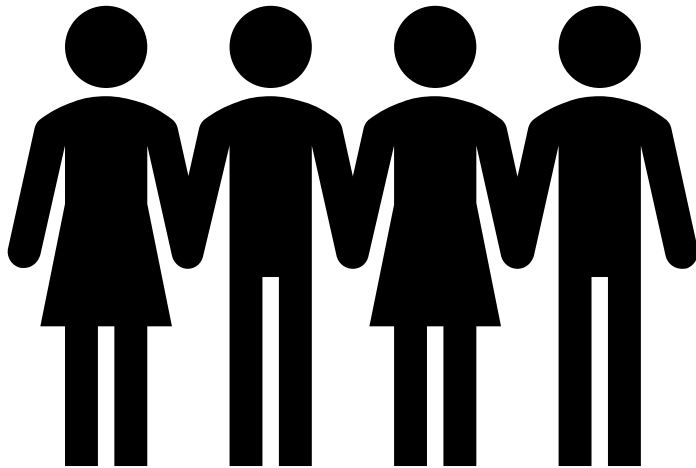


Performance Challenges





Two Themes



PEOPLE



PRODUCTIVITY



Let's Fix Productivity

- Order file changes for Optislot import
- Slotting of special customer locations
- Replen levels refresh and update
- Berks temp associates time of work during shift
- 3rd in at 7:30 pm
- All people possible to selecting
- Selector elite to motivate others
- Team concept of selectors to reward
- Safety bonus
- Safety "shack" - individual way to earn gear
- 1st stay until 7:30 pm until 3rd shift arrives
- Get ideas from selectors
- Show productivity different ways - pounds, case/hour, etc (last 5 days rolling avg vs current rate)
- Communication of performance
- Training core competencies - matrix of skills
- Executive support @ meetings (shift) -meeting invites for 4 pm and 5 pm
- Automation - data/BI for real time coaching and use on the floor
- Team focused picture with names
- WMS Lead
- WMS Splitting Process
- 2nd Lead Selector (Best Practice focus)
- Matt Sipling - safety and productivity focus
- Data Analysis (Mike G)
- Define data requirements for data review
- CI help
- Opticity/Slotting
- Receiving setup & proper process
- Selector profile - recruiting method
- Facebook post - warehouse athlete
- Status of who achieves rate by what tenure
- Slotting focus after balance (Brandon)
- Data on items to case pick to determine best slot



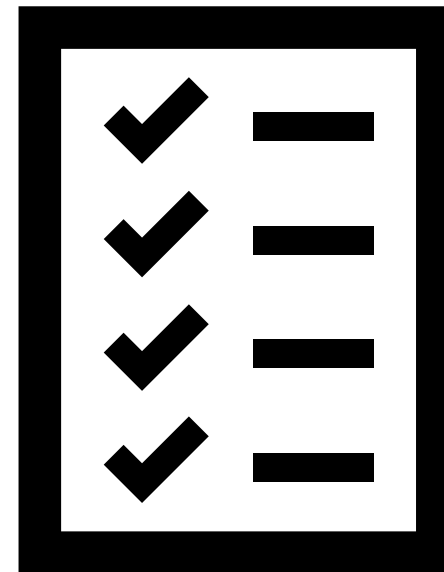
Let's Fix People

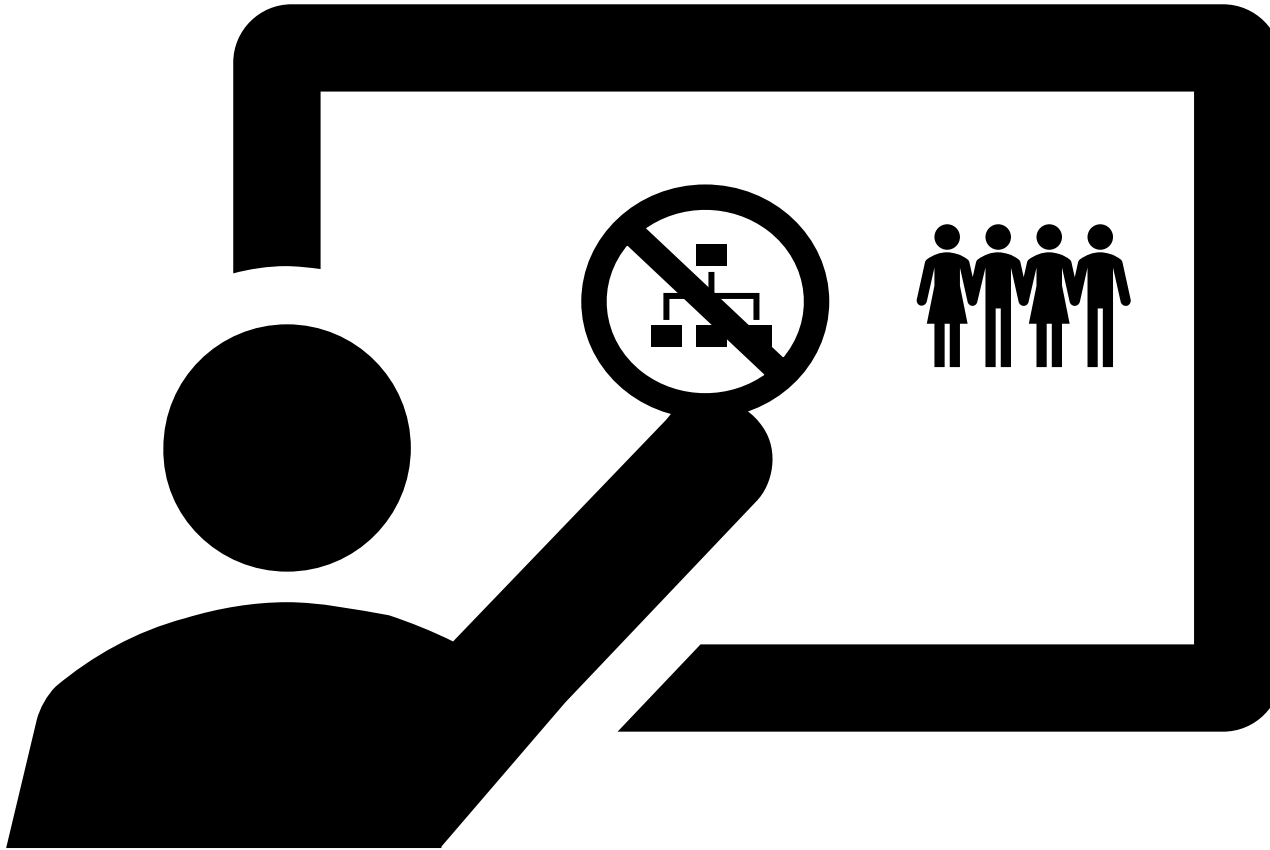
- Add a WMS Lead
- 2nd Lead Selector (Best Practice focus)
- Selector profile - recruiting method
- Facebook post - warehouse athlete
- Selector elite to motivate others
- Team concept of selectors to reward
- Safety bonus
- Safety "shack" - individual way to earn gear
- Training core competencies - matrix of skills
- Executive support @ meetings (shift) -meeting invites for 4 pm and 5 pm
- Team focused picture with names
- Sanitation to help change batteries
- 3, 12 hour schedule for selection (work schedule)
- Report Retention - in org chart
- Visual of leadership and staff
- 95% goal for staffing
- Career path opportunities
- Training methods - hourly associates
- Target college kids for tuition assistance (college warehouse program)
- Top Grading - Pay the most, get the most
- Top grading - management team
- Transportation options
- Community action partnership - CAP
- Assets - work skill development
- Café open - maximizing facility
- Selector's Lounge - elite/different/exclusive to a core group
- Shift Differential
- Weekend Pay
- Specials in the market on certain days at night
- Chair massages
- On site medical trainer/physical therapist
- 100% participation in ideas as we develop them
- Incentive review
- Leader to associate ratio
- Smaller, meaningful team size
- Training develop for managers
- Onboarding for managers
- Name of job titles (Selector - Industrial Athlete)
- Housing offering



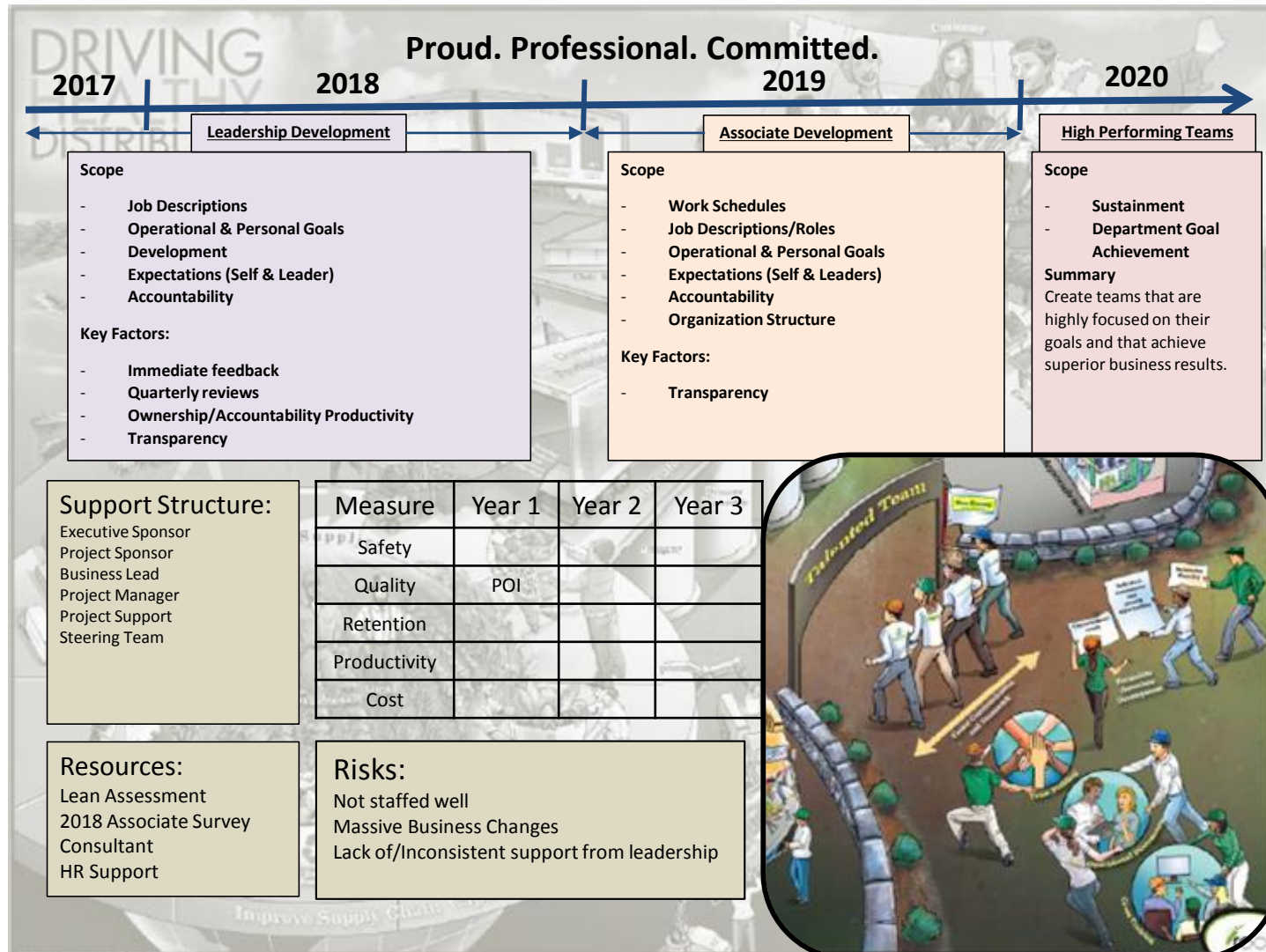
Let's Go!

- ✓ Project Plan
- ✓ Action List
- ✓ Roles & Responsibilities
- ✓ Communication Plan



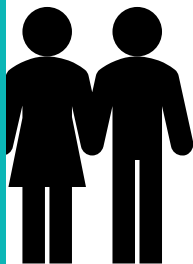
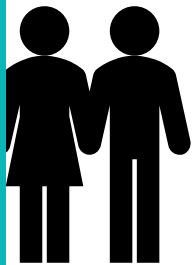
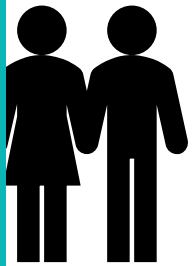
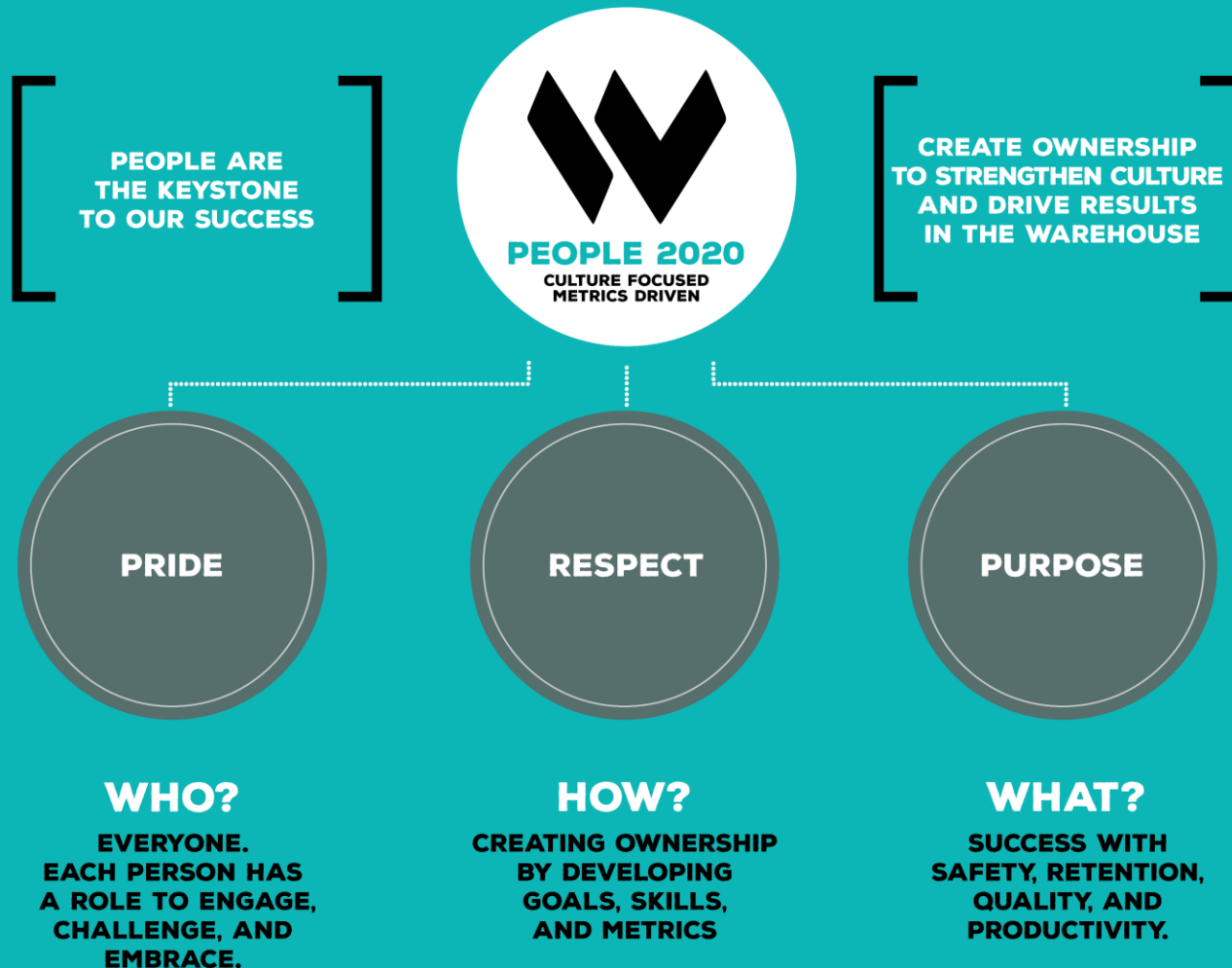


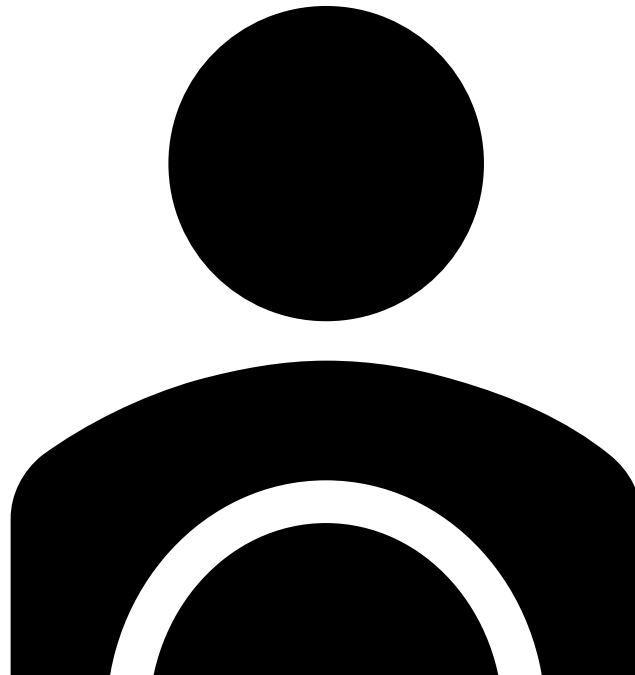






Success
retention
productivity







People 2020 Timeline

Kickoff & Leader Core Team

January 2018

Associate Survey

February
2018

Survey Results

April 2018

Round Table Meetings

May 2018 –
August 2018

Associate Team Selection

September
2018





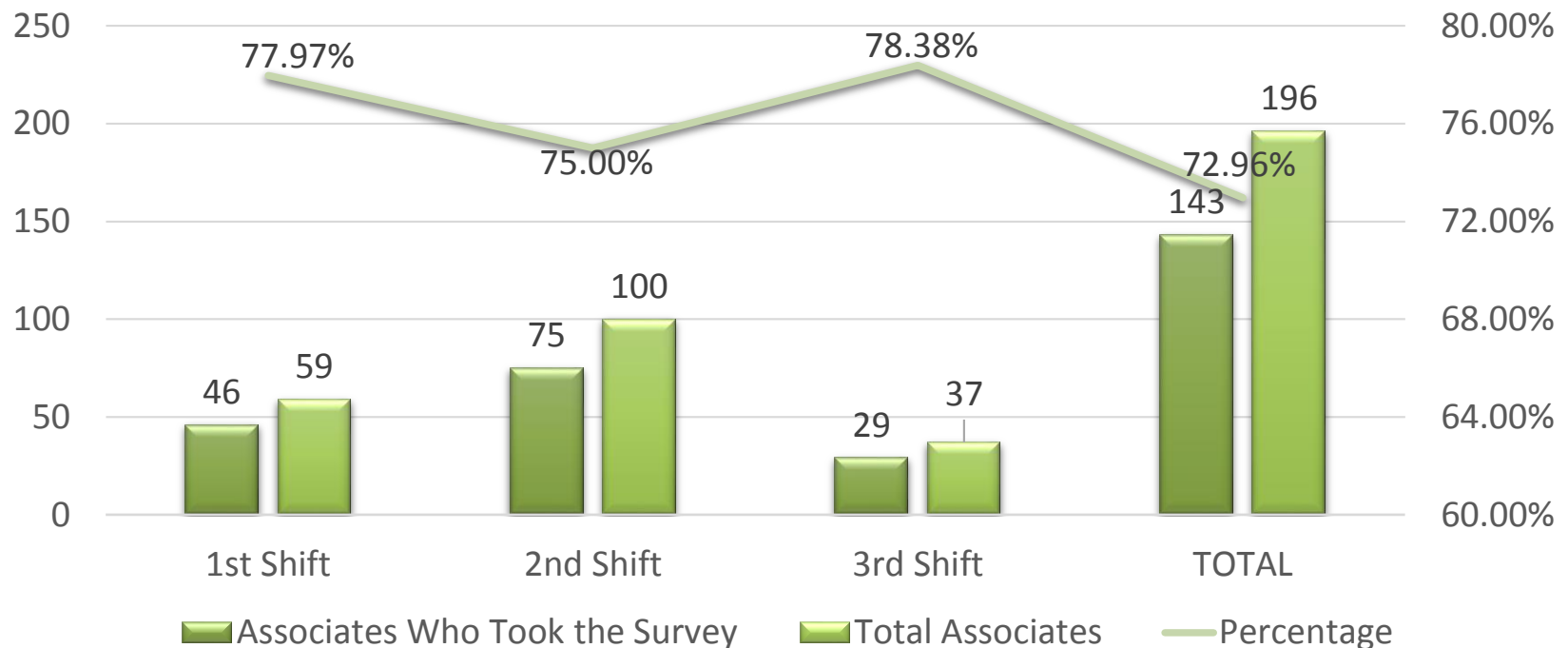
Leader Core Team

- How do we become better leaders for our associates?
- What qualities do we need to build within our team and ourselves to make this a great place to work?
- How do we lead differently into the future?





Associate Survey Participation





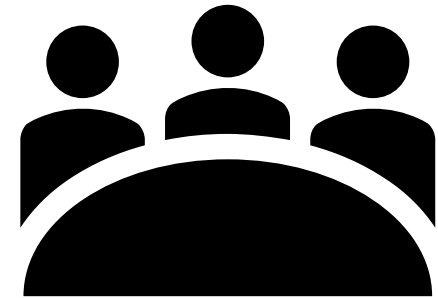
Lowest Scoring Survey Questions

| SURVEY ITEMS | OVER-ALL | 1 st SHIFT | 2 ND SHIFT | 3 RD SHIFT |
|---|----------|-----------------------|-----------------------|-----------------------|
| 8) There is a strong sense of cooperation among all departments throughout the warehouse. | 3.49 | 3.33 | 3.45 | 3.89 |
| 13) I am rewarded according to how well I perform my job. | 3.60 | 3.40 | 3.68 | 3.75 |
| 12) I am paid fairly. | 3.67 | 3.42 | 3.73 | 4.04 |
| 14) My workload and schedule are reasonable and allow me to balance work and life. | 3.80 | 3.77 | 3.71 | 4.11 |
| 4) Our leadership team has a clear vision for the direction of our warehouse & communicates that vision to all assoc. | 3.81 | 3.52 | 3.86 | 4.21 |
| 11) I feel physically safe at work. | 3.82 | 3.77 | 3.88 | 3.75 |
| 23) I am kept well informed about changes, priorities, and other things I need to know. | 3.88 | 3.74 | 3.90 | 4.07 |
| 3) Our warehouse is committed to excellence in all aspects of our operation. | 3.89 | 3.71 | 3.93 | 4.25 |
| 10) I like and trust my coworkers. | 3.93 | 3.96 | 3.95 | 3.82 |
| 27) I feel it is safe to openly express my ideas and try new things. | 3.95 | 3.68 | 4.10 | 4.07 |
| 7) Most of our policies and rules are useful and necessary. | 3.97 | 3.83 | 3.97 | 4.25 |



Round Tables

- 4 months, ~200 associates, 32 sessions
- Group size: 6 associates
- Time: 90 minutes
- Discussion
 - Deeper Dive People 2020
 - Q&A about People 2020
 - Solicit input on changes
 - Group Activity to demonstrate future state
 - Recommendations for participants on the associate team





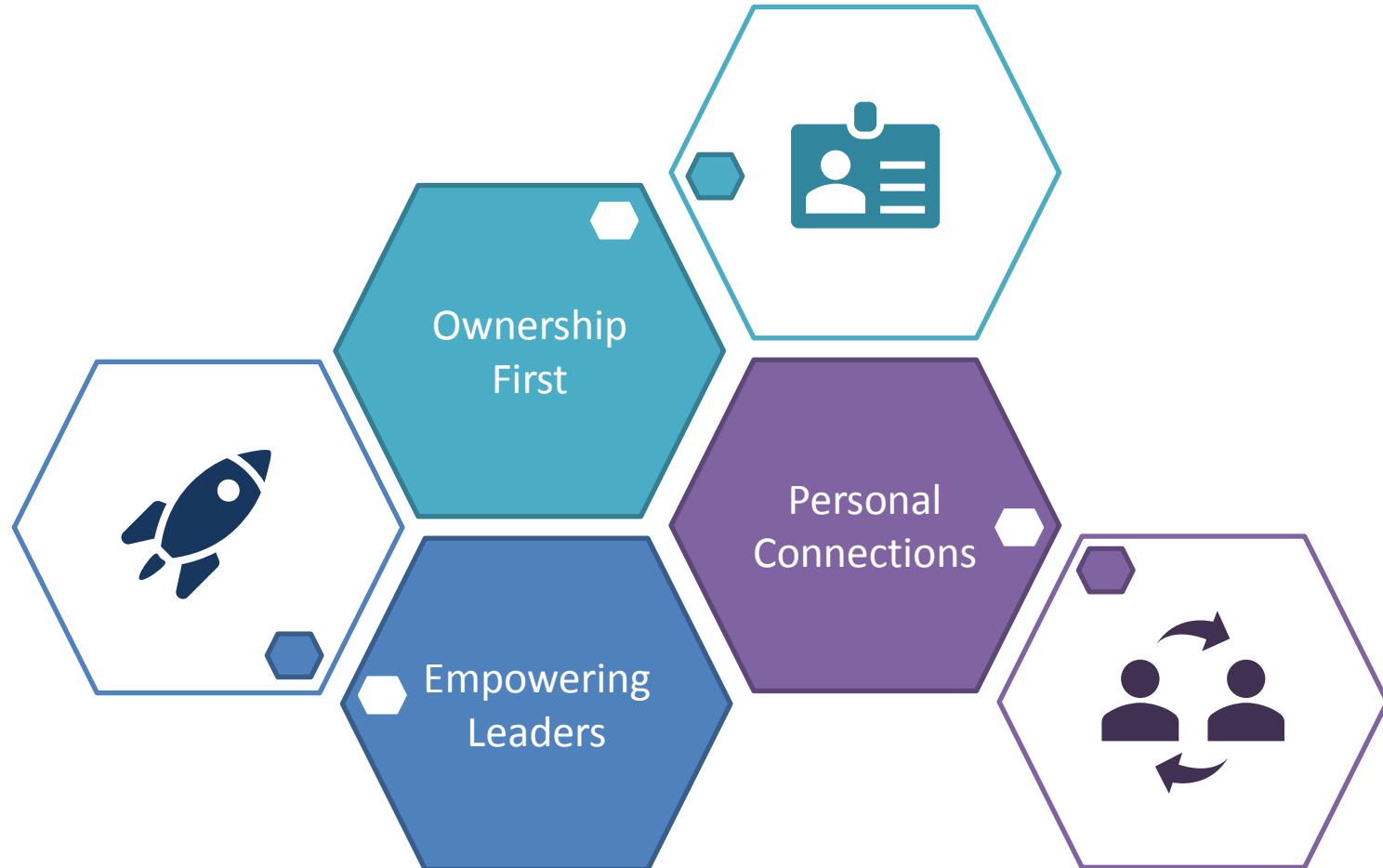
Associate Core Team Goals

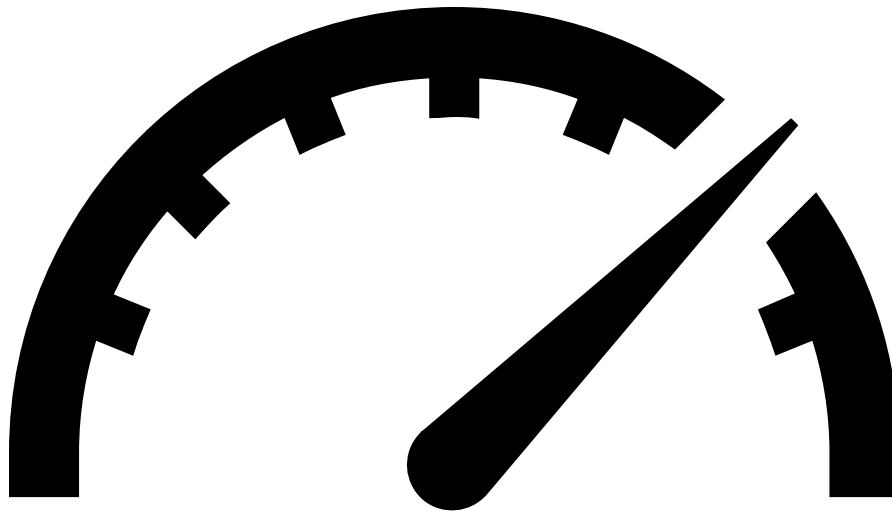
- How do we make this a great place to work?
- How do we make this a safe place to work?
- How do we work better together for our customers?





Create Waves of Excellence





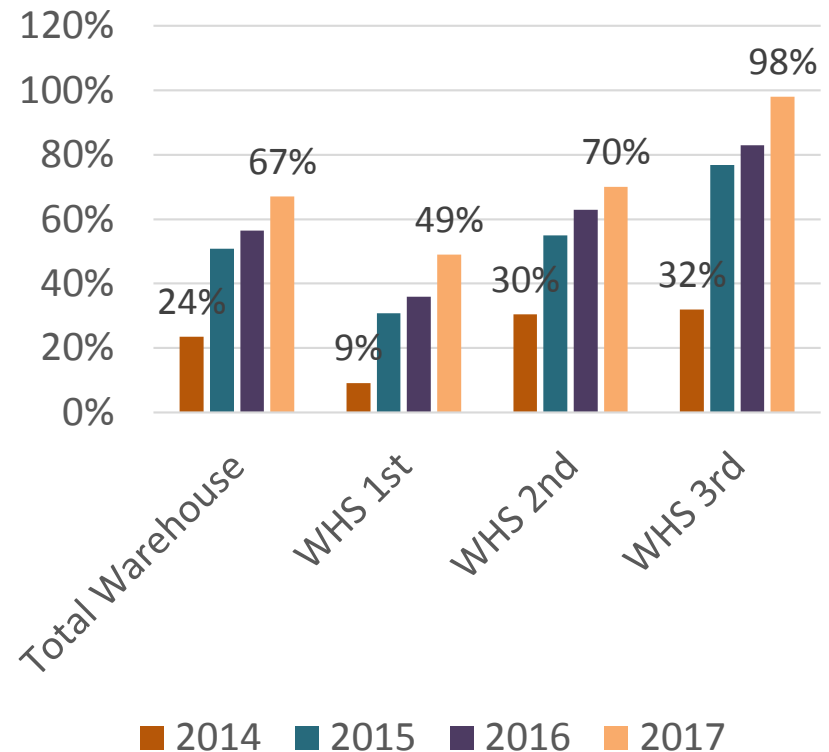


Measuring Our Culture Shift

Annual Survey

- 32 total questions
- Must put your name on the survey
- 4 open ended questions

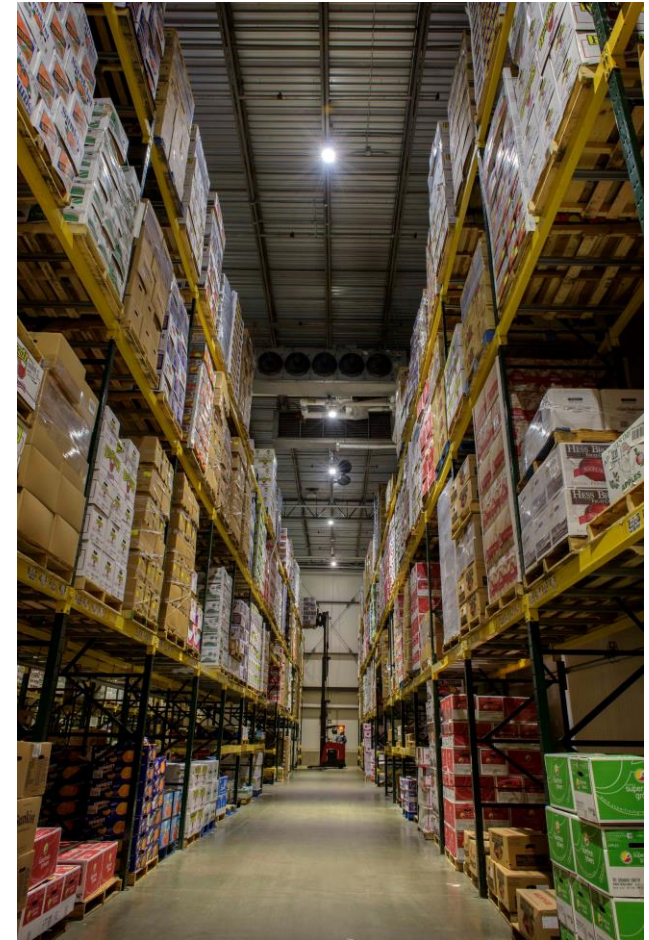
Turnover Rates





Takeaways/Lessons Learned

- If you cast a clear vision, your team can build it
- Who knows better than your associates - they can drive and own the changes
- Engage personally with each leader to encourage, support, and boost ownership





Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session No: TS/08

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