WORKFORCE
It’s All About Process
MidwayUSA
Stan Frink,
Vice President of Human Resources
William Burke,
Vice President of Logistics
The Question…

“How do you engage your workforce to achieve a high-performance work environment?”

*Baldrige Excellence Framework – 2015-2016*
Category 5 Overview

- Right People
- People Engagement
- Set a Clear Direction
- Communication
- High Performance
- Measure & Report
- It's All About Process
- Malcolm Baldrige National Quality Award
- 2009 & 2015 Award Recipient
ES&E Improvement Process

- Leadership
- Design
- Survey
- Focus

Leadership, Design, Survey, and Focus are the four stages of the improvement process.
Leadership is responsible for...

- Setting the Direction
  - This is accomplished through:
    - Validation
    - Benchmarking & Goal Setting
    - Results Review
• Survey design emphasizes…
  • Alignment with Vision, Values, and Culture
  • Highlighting the “Tell Me” concept:
    • Tell me what’s important
    • Tell me how important it is
    • Tell me how we’re doing
MidwayUSA's Baldrige-Aligned Employee Satisfaction & Engagement Survey

Step 1  Overall Satisfaction

Q1 2016 Company Score: 85%
Your Q1 2016 Score: XX%

What is your overall level of Employee Satisfaction & Engagement?

[Sliding scale from 0% to 100%]

Next
MidwayUSA's Baldrige-Aligned Employee Satisfaction & Engagement Survey

Step 2
Select Your Employee Key Requirements

Below is the list of Employee Key Requirements.

Please select the key requirements that are most important to your Employee Satisfaction & Engagement.

During the next step, you'll have the opportunity to identify the importance of each.

- Advancement opportunities
- Appropriate amount of work and time away from work for my position
- Clear, effective, candid, two-way communication
- Competitive benefits
- Competitive salary for my position
- Continuous learning, training and development
- Input into decision making
- Leaders and coworkers whose actions align with our Values and Culture
- Meaningful, challenging and satisfying job assignment(s)
- Organizational sustainability and growth
- Relationship with my coworkers, supervisor, manager, and senior leader
- Rewards and recognition
- Safe, comfortable work environment
- The right tools and support to do my job
- Current number checked: 4

The items that you do not check, while important, are not key to your Employee Satisfaction & Engagement.

Please list any additional Employee Key Requirements for consideration in future survey cycles.

Additional Employee Key Requirements

Previous | Next

Save and continue later
Actual Survey – Page 3

MidwayUSA's Baldrige-Aligned Employee Satisfaction & Engagement Survey

Step 3  Weight Your Employee Key Requirements

Q1 2016 Company Score: 85%
Your Q1 2016 Score: XX%

Please assign a weight to your Employee Key Requirements by identifying what percentage of your Employee Satisfaction & Engagement is determined by each.

<table>
<thead>
<tr>
<th>Employee Key Requirement</th>
<th>Weight (1-100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate amount of work and time away from work for my position</td>
<td>25 %</td>
</tr>
<tr>
<td>Competitive benefits</td>
<td>25 %</td>
</tr>
<tr>
<td>Competitive salary for my position</td>
<td>30 %</td>
</tr>
<tr>
<td>Relationship with my coworkers, supervisor, manager, and senior leaders</td>
<td>20 %</td>
</tr>
</tbody>
</table>

Weight Total: 100%

Please note that by returning to the previous page, your current weightings will be lost.
MidwayUSA's Baldrige-Aligned Employee Satisfaction & Engagement Survey

Score Your Employee Key Requirements

Q1 2016 Company Score: 85%
Your Q1 2016 Score: XX%
Your Current Score: 89.15%

Please tell us how well MidwayUSA is meeting each of your Key Requirements.

**Appropriate amount of work and time away from work for my position**
- Weight: 25%
- Score: 85%
- Please tell us how we can improve your satisfaction with this Employee Key Requirement:

**Competitive benefits**
- Weight: 25%
- Score: 90%
- Please tell us how we can improve your satisfaction with this Employee Key Requirement:

**Competitive salary for my position**
- Weight: 30%
- Score: 88%
- Please tell us how we can improve your satisfaction with this Employee Key Requirement:

**Relationship with my coworkers, supervisor, manager, and senior leaders**
- Weight: 20%
- Score: 95%
- Please tell us how we can improve your satisfaction with this Employee Key Requirement:

Your Current Score: 89.15%

powered by: Beyond

Malcolm Baldrige
National Quality Award
2009 & 2015 Award Recipient
MidwayUSA's Baldrige-Aligned Employee Satisfaction & Engagement Survey

Step 5: Overall Comments

Q1 2016 Company Score: 85%
Your Q1 2016 Score: XX%
Your Current Score: 89.15%

Please list anything else we can do to continue to make MidwayUSA a great place to work.

Please feel free to ask questions!

Opportunity for Improvement #2

Opportunity for Improvement #3

Previous Submit
Save and continue later
MidwayUSA's Baldrige-Aligned Employee Satisfaction & Engagement Survey

Thank you for helping make MidwayUSA a great place to work.

Results will be available within a week of the close of the survey. Your valuable feedback will be incorporated into our upcoming focus groups.
Survey administration addresses...

- Communication – well and often
- Invite participation
- Welcome survey takers
- The results are in
- Topics of Focus
• Focus is achieved through…
  • Focus Groups
    • *Departmental representatives selected*
    • Attention given to *Topics of Focus*
    • *President involvement*
    • *Focus on processes and policies – not complaints*
    • *Safe and fun*
• Action – creating value and moving forward…

  • Review and synthesize
  • Communicate results
    • Top 5 to 10 ideas
  • Integration
  • Quick wins
  • Action plans
Survey Participation

Employee Satisfaction & Engagement Survey Participation Rate

- 2013: 100%
- 2014: 90%
- 2015: 90%
- 2016 Actual: 90%
- 2016 Goal: 100%

Malcolm Baldrige National Quality Award
2009 & 2015 Award Recipient
Questions?

Thank you!

Our best wishes to you in your pursuit of performance excellence!

For more information:
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