

Organizational Wellness and Productivity Evaluation at

Hutchinson Technology, Inc.

by

Kathryn L. Otto

A Research Paper
Submitted in Partial Fulfillment for the
Requirements for the
Master of Science Degree
in

Technology Management

Approved: Four Semester Credits



Anne Hoel

Research Advisor

The Graduate School

University of Wisconsin-Stout

December, 2006

**The Graduate School
University of Wisconsin-Stout
Menomonie, WI**

Author: Otto, Kathryn L.

Title: *Organizational Wellness and Productivity Evaluation at Hutchinson
Technology, Inc.*

Graduate Degree/Major: MS Management Technology

Research Advisor: Anne Hoel

Month/Year: December, 2006

Number of Pages: 34

Style Manual Used: American Psychological Association, 5th edition

ABSTRACT

The main objective of this study is to understand the factors which can influence a manufacturing organization's productivity level. With the increased stress of manufacturing products at the lowest possible costs and at the highest quality levels it is vital for companies to understand what factors influence productivity levels of the manufacturing personnel. The ever present concern of lost market share or the risk of manufacturing relocating to countries with a lower cost model, require that manufacturers understand the influences on productivity and implement improvements immediately to maintain their position.

This study will include an evaluation of a manufacturing organization which will include obtaining feedback from the manufacturing floor. This assessment will strive to understand the holistic health of the organization by assessing the culture, decision

making processes, communication networks, and employee development. A company's success in these focus areas will be an indicator of the productivity performance and can be utilized for the development of an improvement plan which can grow the organization. A company with the strength to compete in the market and be profitable relies on teamwork and employee loyalty.

The Graduate School
University of Wisconsin Stout
Menomonie, WI

Acknowledgements

I wish to thank my father, Donald Cady, for his support and encouragement in my educational pursuits and for transferring his passion for manufacturing on to me. The challenges and accomplishments that a group of individuals achieve on a daily basis will always sustain that drive to be in a manufacturing environment.

I also wish to thank Hutchinson Technology, Inc. for providing to the employees the great benefit of tuition reimbursement. For without their financial support, I would not have been able to achieve this goal. I would also like to acknowledge the manufacturing employees who took the time to provide input for the Organizational Wellness Assessment. I could not have gotten the manufacturing floor feelings without them.

And finally, I would like to thank my Research Advisor, Anne Hoel, for helping me get my research started and by displaying confidence and enthusiasm in my work.

TABLE OF CONTENTS

	Page
.....	
ABSTRACT.....	ii
Chapter I: Introduction.....	1
<i>Statement of the Problem</i>	1
<i>Purpose of the Study</i>	2
<i>Objectives of the Study</i>	2
<i>Limitations of the Study</i>	3
<i>Methodology</i>	3
Chapter II: Literature Review.....	5
<i>Managing for Productivity</i>	5
<i>Organizational Wellness</i>	6
<i>Employee Productivity and Motivation</i>	7
Chapter III: Methodology.....	9
<i>Subject Selection and Description</i>	9
<i>Instrumentation</i>	10
<i>Data Collection Procedures</i>	10
<i>Data Analysis</i>	10
Chapter IV: Results.....	12
<i>Cultural Themes</i>	12
<i>Cultural Improvement Themes</i>	13
<i>Decision Making and Communication Themes</i>	13
<i>Decision Making and Communication Improvement Themes</i>	14

<i>Employee Development Themes</i>	14
<i>Employee Development Improvement Themes</i>	15
Chapter V: Discussion.....	16
<i>Limitations</i>	16
<i>Conclusions</i>	17
<i>Recommendations</i>	18
References.....	21
Appendix A: Organizational Wellness Survey Informational Letter.....	22
Appendix B: Organizational Wellness Sample Survey.....	23
Appendix C: Summary of Survey Responses.....	25

Chapter I: Introduction

Statement of the Problem

Many challenges face manufacturers in the United States today. There are constant concerns over the quality of the products and the decline in the productivity of the factories and workforces. There continues to always be a looming threat of manufacturers relocating to other countries. Yet, with all of this concern about what is wrong with American manufacturing, the worker's view seems to be absent from the debate. This is concerning as the workers have the intimate connection with the manufacturing process and it would seem that they have the most to contribute. The workers are so often blamed for the problems with quality and productivity, which makes it even more important that their view is acknowledged.

Today, many of the jobs required of a manufacturing operator have become segmented and task specific. Workers tend to perform tasks in one area continuously for long periods of time. With the repetitious nature of the work performed, one would think that the skill set required of today's laborer would be minimal. The other assumption would be that the jobs are not challenging and stimulating enough for the worker and therefore; results in lower productivity. This can also be measured by absenteeism, turnover rates, and poor quality (Juravich, 1985).

The workers can make or break an organization and they should be viewed as an organization's most important resource. People are more important than the company's products or technology. The organization must then develop conditions which support the success of individuals and groups.

This paper completes an assessment of a manufacturing organization's holistic health by assessing the culture, employee development, decision making processes, and communication networks. A company's success in these focus areas will be an indicator of the productivity performance. Information derived from an Organizational Wellness Survey, completed by manufacturing operations, will be evaluated for general themes in each of the three categories. An improvement plan for enhancement and improvement of the wellness and productivity levels will then be generated for the organization.

Purpose of the Study

The purpose of the study and wellness survey is to provide general information about the issues which can impact manufacturing productivity. The focus will be on the cultural, decisional, and individual developmental areas of the organization. An assessment tool will be utilized to gather the information from the manufacturing floor and evaluate an organization's wellness in a current operation. With the feedback and input from the people who directly impact the productivity in manufacturing, an improvement plan will be generated.

Objectives of the Study

The objectives of this study are to:

1. Research and evaluate the impacts of the organizational wellness areas of culture, decision making procedures, and employee development to productivity in manufacturing operations.
2. Determine the action plan for improvement of the wellness and subsequent productivity in a manufacturing organization.

Limitations of the Study

The organizational wellness assessment will include all manufacturing individuals who directly work on the floor. This will include the Manufacturing Leads, Process Specialists, Area Trainers and Operators who support the 24 x 7 operation at Hutchinson Technology Inc in Eau Claire, Wisconsin. The assessment will cover the organizational culture, employee development, decision making processes, and communication networks, and does not cover other areas which can impact productivity in manufacturing which may be industry, customer driven, or labor related. This paper divides the direct and indirect labor support within Hutchinson Technology, Inc. and focuses on the manufacturing operations only. The conclusion and provided improvement plan are intended for usage by the manufacturing organization and is not to be considered feedback for the entire operational site in Eau Claire, Wisconsin.

Methodology

An Organizational Wellness Survey will be distributed to the manufacturing employees at Hutchinson Technology, Inc. in Eau Claire, Wisconsin. The operation consists of four crews which support a 24 hour x 7 day alternate work schedule. Each crew consists of the following staffing levels:

10 Manufacturing Leads

9 Manufacturing Area Trainers

26 Process Specialists

75 Manufacturing Process Operators and Inspectors

The Leads will be distributing and coordinating the completion of the surveys on their crews. Appendix A is the informational letter that was sent to begin the collection of data. The target was to have at least 100 surveys completed by each crew.

Appendix B is the Organizational Wellness Survey which was distributed to all employees on all crews. The questions require a complete answer as they are open-ended and subjective. The employees were given additional time at the start-up meeting and also throughout the crew if needed to ensure that complete information is received and to allow time for some operators to put thought into the responses.

All surveys were collected anonymously and handed in to the Manufacturing Manager for review and data collection. All survey responses were reviewed individually and the entire collection of responses was generalized for themes. A complete summary of responses are reflected in Appendix C.

These themes were then presented to the Operations Management Team and to the manufacturing leadership team for review and approval. An improvement plan with completion date targets was then generated for the operation and communicated to the manufacturing staff.

Chapter II: Literature Review

Managing for Productivity

Throughout the world there is agreement that one of the most effective ways of fighting inflation and maintaining competitive pricing is to improve productivity. If output efficiency can be increased without an increase in labor or other resources utilized, the price of product can be maintained or even reduced (Labovitz, 1977).

The total organization must be evaluated and dealt with as the sum of the efforts to maximize the human potential which leads to improving productivity and organizational effectiveness. Organizational effectiveness can be stated as having the ability to acquire resources effectively and utilize them efficiently to achieve the goals. These goals may be profit, productivity, or job satisfaction but truly individualistic to each unique company (Labovitz, 1977).

It has been recognized that the behavior of employees and their productivity depended to a very great extent on how well they were satisfying certain needs on the job. In 1942, Abraham Maslow considered that motivation is an internal drive that incites the individual to take some kind of action towards stimulation to satisfy a need. Maslow defined primary needs as food, water, air and safety. Once these primary needs are satisfied, the secondary needs become important motivators. The first of the secondary needs is the social need to belong and to be accepted. At the next level of secondary needs is self esteem needs. Human beings are motivated by the desire for recognition, status and achievement (Labovitz, 1977).

Forces which tend to support increased productivity are (Labovitz, 1977):

1. The work is found to be satisfying.

2. The leaders are trusted and respected.
3. Individual satisfactions are tied to group production.
4. There is a feeling that the jobs are more likely threatened through low productivity and not with higher output.
5. The general feeling that managers have the welfare of the workers as a primary concern.

Even with an organization's high motivation to produce, their motivation must also be combined with employee skill, communication, and coordination (Labovitz, 1977).

Organizational Wellness

Frederick Herzberg analyzed the results of over two dozen studies and found a direct relationship between morale and productivity in 56 percent of the studies. He concluded that morale is not contentment and happiness, but the motivation to get something done. The directive is then deemed to get the employees involved and concerned about productivity and to develop a positive relationship between job satisfaction and productivity (Labovitz, 1977).

Author Keith Davis concluded from an organizational survey that high performance was directly related to open communication channels between superiors and subordinates. The communication climate of an organization tends to reflect the attitudes of the management and the establishment of the type and format of the information exchange. If management has respect for the employee morale, the environment is conducive to open and two-way communication channels. With open communication,

employees tend to be more satisfied and tend to feel more involved in tasks (Labovitz, 1977).

Employee Productivity and Motivation

Every person has a different reason for wanting to be at a particular job. To create positive employee motivation, companies must treat employees as if they matter, because they do matter. No occasion is necessary to tell the employees how much they are valued and how critical their contribution is to the entire company. Even small tokens and surprises of appreciation spread throughout the year can help the people feel valued (Heathfield, 2006).

Psychologist Frederick Herzberg defined motivators as those variables that produce good feelings in a work environment and thus improve attitude and performance. Herzberg defines the five motivators as achievement, recognition, work itself, responsibility, and advancement. Herzberg also defines these five hygiene factors as variables that act only to prevent loss of morale and productivity. These factors are prerequisites for effective motivation, but powerless to motivate by themselves. All are necessary if productivity is to be maintained and if work is to be a source of employee satisfaction (Labovitz, 1977).

An additional motivational component in an organization is trust. Trust strengthens an environment of effective communication, employee retention, and employee motivation. Without trust an organization has nothing (Heathfield, 2006).

Employee involvement is creating an environment where individuals have a part in decision making and actions which affect their jobs (Heathfield, 2006). The participative climate in an organization is created through a process of delegation and

pushing the decision making responsibilities down the hierarchy of an organization. This allows the operations to have a sense of being their own boss and having control over their environment. This pushes employee ownership and promotes internalized motivation (Labovitz, 1977).

Loyal, skilled employees are the heart of a productive organization, for they make the company productive and identify and solve problems. Companies want competent employees who value their jobs, develop their abilities, and are motivated to join the company, contribute to it, and remain in it even in times of trouble. Motivation is a direct consequence of how employees work together as this greatly affects their persistence and productivity. Motivated employees take their assigned tasks seriously, plan how they can complete them, lose themselves in their jobs, and take pride and satisfaction in their achievements. Commitment to the company and the goals promotes motivation, but when deciding whether to work hard, employees also consider whether they know how to reach the goal, and have a reasonable chance of success, and enjoy the activities to get there (Tjosvold, 1986).

Creating a work environment where people enjoy what they do is critical to maintaining an energized and creative work team. People are motivated in situations where they combine hard work with fun. In high performance work teams, members buy in to the organizational vision and identify with the team. People achieve more by working together as a team than through individual efforts (Heathfield, 2006).

Chapter III: Methodology

There is constant pressure on manufacturers to improve quality and productivity in the organization to remain competitive and profitable. This puts great pressure on companies to identify all contributors which can enhance and improve the productivity of the manufacturing operation. To understand the organization to the fullest, it is critical to get the feedback directly from the operations as they have the most to contribute. To be defined as a high performance operation, conditions must be established which support the success of the manufacturing individuals and groups.

An Organizational Wellness Survey is an instrument utilized for assessment of a manufacturing organization's holistic health. The survey will evaluate areas of the operation which include the culture, employee development, decision making processes, and communication networks. The company's performance in these focus areas will lead to understanding the productivity level and areas of opportunity.

Subject Selection and Description

The Organizational Wellness Survey will be distributed to the manufacturing employees at Hutchinson Technology, Inc. in Eau Claire, Wisconsin. The operation consists of four crews which support a 24 x 7 alternate work schedule. Each crew consists of the following staffing levels:

10 Manufacturing Leads

9 Manufacturing Area Trainers

26 Process Specialists

75 Manufacturing Process Operators and Inspectors

Instrumentation

The Organizational Wellness Survey was generated from sample products reviewed through the Internet using consultant sites and through leadership courses taken at the University of Wisconsin-Stout. The survey consisted of seven cultural questions, four decisional and communicative questions, and three employee developmental questions. A final open-ended question asking if there was anything else that the employee wanted to communicate about working in the Operation was included. The sample survey is included in Appendix B.

Data Collection Procedures

The Manufacturing Leads were utilized for distributing and coordinating the completion of the surveys on their crews. Appendix A is a sample informational letter that was sent to begin the collection of data.

The fifteen question survey was distributed to manufacturing employees on all crews. The distribution covered positions from direct leadership to operator staff. The questions require a complete answer as they are open-ended and subjective. The employees were given additional time at the start up meeting and also throughout the crew if needed to ensure that complete information would be received and allowed time for some operators to put more thought in to the responses.

Data Analysis

All 403 completed surveys were collected anonymously and handed in to the Manufacturing Manager. All surveys were reviewed individually and the entire collection of responses was generalized for themes. A complete summary of responses are reflected in Appendix C.

These themes were then presented to the Operations Management Team and to the manufacturing leadership team for review and approval. An improvement plan was generated for the operation and communicated to the manufacturing staff.

Chapter IV: Result

An Organizational Wellness Survey was distributed to over 400 direct manufacturing employees at Hutchinson Technology, Inc. with the intention to evaluate the strength of the human component of the organization. The culture, decision making processes, communication networks, and employee development were assessed through the survey which involved the usage of open ended, subjective questions. From the responses, general themes were identified and an improvement plan was generated for the manufacturing organization.

Cultural Themes

The overwhelming theme is of general enjoyment and satisfaction by the employees. Most expressed the sense of camaraderie they have with their peers and that was very much an important part of their lives. There is much excitement about coming to work and seeing their coworkers and banding together to accomplish the goals and attainment objectives set in front of them. The workforce recognizes that there are many individuals employed who work very hard every day and that is a motivational factor for many of them.

The employees are very concerned about the product quality they send out of their operations and they are very in tune to customer satisfaction.

Employees have strong feelings of accomplishment and are very proud of many achievements made through their careers. Not only being proud of how the workforce works hard each day, they are proud of the quality and efficiency gains, starting up new products and processes, their own development and finally, they recognize Hutchinson Technology's significant position and value in the world.

The personal goals were to develop themselves and continue to learn new things. The employees want to do a good job for the company and are concerned with knowing the company goals and understanding the customer issues. There is a strong desire to be involved with problem resolution.

Cultural Improvement Themes

The biggest concern for the employees is the insecurity they feel with their employment. There is a looming concern of a layoff situation. It was also identified that employees feel there is a lack of communication from management concerning the company position. The employees feel strongly that there is a layoff coming soon and that management is avoiding the topic. Every day they work they are thankful for having a job one more day. This is a great stress inducer for many.

The next area of concern is the daily struggle they face with keeping the machines running and producing quality product. They have many issues with the processes running optimally and this drives increased scrap, operator mistakes, and product flow interruptions. The employees are concerned that the training programs which have been delivered to them up to this point have not adequately developed them enough to resolve the issues that they are facing.

Decision Making and Communication Themes

The majority of the employees feel that they have channels to which they can share ideas. They usually utilized the “chain of command” communication channel to relay issues and concerns along with ideas they have about improving the way things are done in their process area. Although there is not a formal, company recognized idea system, they still feel like they can be heard by management.

Daily communication of issues concerning the employees and upcoming company events is delivered for the most part by the Manufacturing Leads at their startup meetings. This meeting is a very important communication tool for the manufacturing employees and they feel very strongly about their value.

Decision Making and Communication Improvement Themes

The biggest communication gap was identified as the lack of communication from management concerning the company position. The employees feel strongly that a layoff is coming soon and that the management is avoiding the topic, or they are not being honest about the future of the operation.

Another identified communication gap was information about the performance indicators and problems which occurred on other crews. There is a general gap in crew performance metrics and results down to the manufacturing floor environment, or the information is not accessible to the masses.

Employee Development Themes

Employee development is recognized as a positive focus area for the manufacturing operation. Employees are given many opportunities for learning new skills and curriculums. The employees are proud of how much cross training they have received and how much knowledge they have about running processes and machines. Employees recognize that Hutchinson Technology, Inc. offers additional opportunities such as advancements through job postings and tuition reimbursement, all of which can be earned by hard work and dedication.

Employee Development Improvement Themes

No major theme was identified as an improvement in this area of focus.

Employees see opportunities to learn and advance and feel that they have a support network to assist them with their development goals.

Chapter V: Discussion

Manufacturing employee responses from an Organizational Wellness Survey have been collected and compiled. After review of all responses, general themes were identified. An organizational improvement plan and recommendations have been developed for the manufacturing operation at Hutchinson Technology, Inc. The recommendations will focus on improving the wellness of the operation in the areas of culture, communication, decision making, and employee development. The areas of concern are a direct measure of organizational health and are indicators of optimal productivity.

Limitations

The organizational wellness assessment included all manufacturing individuals who directly work on the floor. This group included the Manufacturing Leads, Process Specialists, Area Trainers and Operators who support the 24 hour x 7 day operation at Hutchinson Technology Inc in Eau Claire, Wisconsin. The assessment covered the organizational culture, decision making processes, communication, and employee development and did not cover other areas which could impact productivity in manufacturing which may be industry, customer driven, or labor related. This paper divided the direct and indirect labor support within Hutchinson Technology, Inc. and focused on the manufacturing operations only. The conclusion and provided improvement plan are intended for usage by the Manufacturing Organization and is not to be considered feedback for the entire operational site in Eau Claire, Wisconsin.

Conclusions

The overwhelming theme identified was the employees' desire to be a part of their work group. There is much respect and camaraderie between the coworkers in manufacturing and there is much desire to work together to accomplish the goals. This is important as the literature review identified that individuals possess a high social need to belong and to be accepted.

The biggest concern for the employees is the insecurity they feel with their employment. There is a looming concern of a lay off situation and that uncertainty about their employment is on their minds continuously and is a key discussion topic in many situations. It was also identified that the employees feel that there is a lack of communication from management concerning the company position. The employees feel strongly that a layoff is coming soon and that the management is avoiding the topic.

Author Keith Davis concluded from an organizational survey that high performance was directly related to open communication channels between superiors and subordinates. With open communication, employees tend to be more satisfied and tend to feel more involved in tasks (Labovitz, 1977). Another motivational component in an organization is trust, and as that strengthens, an environment of effective communication, employee retention, and employee motivation builds. Labovitz (1977) identified that for work to be satisfying; the leaders must be trusted and must demonstrate that the welfare of the workers is the primary concern. Trust and open communication are the two key areas which management must focus to achieve the optimal results from this organization.

The next area of concern is the daily struggle the employees face with keeping the machines running and producing quality product. They have many issues with the processes running optimally and this drives increased scrap, operator mistakes, and product flow interruptions. The employees are very motivated and determined to make the daily goals, but feel that there are many issues which come up that are out of their control. The employees feel that more training in troubleshooting and technical skills would be beneficial for them to resolve the issues that they are facing. There is high motivation to produce quality product and be successful. For motivation to remain high, it must be combined with employee skill development and communication.

Another identified communication gap was the lack of information about the performance indicators and problems which occurred on other crews. The employees are very interested in the success of the operation and want to know how other crews are doing in comparison to their own teams. These loyal, skilled employees are the heart of a manufacturing organization, for they make the company productive and identify and solve problems. Companies need competent employees who value their jobs, develop their abilities, and are motivated to join the company, contribute to it, and remain in it even in times of trouble. Creating a work environment where people enjoy what they do is critical to maintaining an energized and creative work team.

Recommendations

The workforce at Hutchinson Technology, Inc. is a motivated and productive group. There is a strong desire to be successful and maintain relationships with their coworkers. There is a concern about a workforce reduction and this generates an

environment of distrust of management and communication concerning the future of the operation.

The first recommendation is to focus on eliminating the concern of an impending layoff. There needs to be a company meeting held with all the employees immediately. The management must deliver the message of where the future of the operation is going and they must provide as much updated information as possible. A question and answer session must be included to allow open communication. Management must remember that some information may be uncomfortable to discuss, but it is more important to be honest and upfront with the employees. After the meeting, a question box should be located in the cafeteria to allow for follow-up. Management should also work to spend as much time as possible on the manufacturing floor to make sure that they continue to be available in the communication lines. The more interaction with management that the employees receive, the faster the trust will rebuild.

The next area to focus on will be to continue to develop the employees' skills and troubleshooting techniques. Providing additional growth opportunities for the employees will also help to relieve the stresses of work force reduction. Employee development also provides accomplishments and achievements which management should not forget to recognize.

There also seems to be much concern with the performance of the processes and machines. Management should begin to generate a list of concerns and issues from the employees. As the list is generated, it would be ideal to develop strategic improvement teams of cross functional employees to resolve some of the issues. The inclusion of

manufacturing employees is good development of troubleshooting techniques and very rewarding and motivational.

The recommendation for ensuring communication of operational performance is to install or locate communication boards on the manufacturing floor in each process area. These boards can be owned by the Manufacturing Leads for their employees. This ownership will include updating materials and making sure that employee requested information gets posted. These boards should be consistent throughout the manufacturing floor, and a template for posted information should be standardized. Management should also look to perform audits of these boards on a set schedule to ensure that all Leads are keeping things updated and that the boards remain beneficial.

The biggest key to improving the operation is to work on open communication and trust. There is a sound foundation in this organization, but it appears that the current demand fluctuation has brought on new stresses. Some employees have been hired within the last year and it should be noted that they will need more communication from management as they have not been through the fluctuations previously.

References

- Davis, B.L., Gebelein, S.H., Hellervik, L.W., Lee, D.G., Skube, C.J., Stevens, L.A., et al. (2001). *Successful Manager's Handbook*. Minneapolis: Personnel Decisions International Corporation.
- Granirer, D. (2006). A Lighter Approach to Workplace Wellness. *Human Resources*. Retrieved October 9, 2006, from <http://humanresources.about.com/od/orgdevelopment/l/aalaughter.htm>
- Heathfield, S.M. (2006). Top 10 Ideas About What Employees Want From Work: Employee Motivation. *Human Resources*. Retrieved October 9, 2006 from <http://humanresources.about.com/od/rewardrecognition/tp/recognition.htm>
- Juravich, T. (1985). *Chaos on the Shop Floor. A Worker's view of Quality, Productivity, and Management*. Philadelphia: Temple University Press.
- Labovitz, G.H. (1977). *Managing for Productivity: Manager's Handbook*. Boston: Organizational Dynamics, Inc.
- Tjosvold, D. (1986). *Working Together to get Things Done: Managing for Organizational Productivity*. Lexington: D.C. Heath and Company.
- Townsend, R. (1984). *Further Up the Organization: How to Stop Management from Stifling People and Strangling Productivity*. New York: Alfred A. Knopf, Inc.
- Vough, C.F. (1979). *Productivity: A Practical Program for Improving Efficiency*. New York: AMACON.

Appendix A: Organizational Wellness Survey Informational Letter

A Crew: Mary Roth and Janice Walberg

B Crew: Steve Cance and Jami Callan

C Crew: Megan Keiper-Charapata and Sarah Lanphere

D Crew: Rebecca Whaley and Marti DeMoe

I have selected each of you to help collect information from your crews. My goal is to complete an overall assessment of the Organization's culture, decision making process and communication and also employee development.

I would like you to coordinate the completion of these surveys and make sure that enough time and thought is put in to answers for the best possible results. I plan for you to gather the surveys and ensure the confidentiality. You can slide the completed surveys under my office door.

Please have all (or a great percentage) of the Leads, Process Specialists and Area Trainers complete a survey along with about 75 – 100 manufacturing operators. I know this seems like a big chore, but I feel that the larger sample size will be beneficial as we put together our final assessment.

I want each crew to complete this task during the week. This gives each crew two shifts to get as close to the targets for the number of respondents as possible. Sorry for the short notice.....Do as much as you can.

Thanks so much for your help!

Kathy Otto

Appendix B: Organizational Wellness Sample Survey

Thank you for your participation. Your responses will be held confidential and will be utilized to provide understanding about 3 areas of the Component Organization. The responses will provide information about the culture (How we do things.), decision making process and communication, and employee development.

What is your position in the Organization? (Circle one)

Lead Process Specialist Area Trainer Manufacturing Operator

Culture:

1. What do you look forward to each day when you come to work?
2. What are you most proud of about Trace and Photoetch?
3. How do you have fun at work?
4. How are things celebrated in your area?
5. What goals do you have at work?
6. What causes stress in your job?
7. If you could change anything, what would that be?

Decision Making Process and Communication:

1. How do you share great ideas here?
2. How do you solve conflict/problems in your work area?
3. How do you find out what is happening in your work area?
4. What information do you feel you are missing?

Employee Development:

1. How do people learn in the Organization?
2. Who helps you?
3. What opportunities do you have?

Any other comments you have about working in the Component Organization?

Thank you,

Kathy Otto

Component Manufacturing Manager

Appendix C: Summary of Survey Responses

What is your position in the Organization? (Circle one)

Lead Process Specialist Area Trainer Manufacturing Operator

	Leads	Area Trainers	Process Specialists	Mfg Operators	TOTAL	% Participation
A Crew	8	7	26	60	101	66%
B Crew	10	8	26	54	98	50%
C Crew	8	7	26	60	101	73%
D Crew	8	4	22	69	103	74%

Culture:

1. What do you look forward to each day when you come to work?

Group of people I work with, work with nice people, seeing coworkers, sense of family, great coworkers

Having fun

Working toward a common goal

Teamwork

New challenges – love a good challenge, learn something new

Motivating others

Changes

Adventure

Have the best team and achieve goals

Getting the job done

Do the best job possible, be the best I can be, set the work example, and make a positive impact on production

Being able to make no mistakes

Working for a company that cares about their employees

Reaching daily plan continually, exceeding goals

Have a quick productive day so I can get to my days off

Get the night over

Run efficiently, machines running well

Having enough staff, product and no downtime during the crew

Improving the work area, solve problems

Having someone new to train

We have a job, job security, being busy, knowing that I still have a job

Enhancing the technological level of society

Supporting my family, opportunity to earn a living, making my house payment
 Job that I enjoy, good job
 Paychecks, EMTO, benefits, medical benefits, breaks, end of shift, days off, smoke shack, hot cocoa, morning coffee, exercise, Taco Tuesday
 Having everyone show up for work
 Receive TO when the work is done
 Cool, clean atmosphere to work in, beautiful building to work in, air conditioning
 Not having to wear a frock
 Supervisor, Leads, PSs

2. What are you most proud of about Trace and Photoetch?

The progress we have made over the years (Quality and Quantity)
 We expect high quality
 We have jobs
 How we support each other (Trace and Photoetch), we work as a team, teamwork, respect for each other, having a close crew
 We are very productive, people work hard every day, the fast pace of work we do, people go above and beyond
 Employee morale, being treated fairly and with respect
 How often we make plan, output, and productivity
 Having a respectable lead to work for
 Being at the top of the industry, producing a product few companies make
 Advanced technology
 Breaking production records, how many times we have made goal
 The amount of product we can put out, our output growth over the years
 The people – always trying their best to follow procedures and do best work they can, doing a good job
 Having great people to work with, the hardworking people
 Ability to adapt to different situations
 Leads, hardworking and fair Supervisors
 We got Photoetch back, successful addition of Redline in to Photoetch
 Vision as Final
 Solder
 Shearing Redline
 Product and procedures that we us
 Organized process
 I am good at my job, how many processes I have learned, being cross-trained
 Having the knowledge to run the machines, knowledge of the area
 Fixing problems
 Our determination to make the product better
 The quality product we put out

The efficiency of our machines and staff, how our product has gotten so good
 Efficiency of getting work done
 Having our work show to other departments
 Multi billion \$ companies buy our product, our products are needed in the world
 Being part of something so technical
 The growth of the organization over the years
 That we are still running
 Our ability to adapt to so many changes
 Cleanliness of our facility and operation
 EMTO, smoke shack

3. How do you have fun at work?

Keep upbeat
 Do the best I can at work
 Sing and dance along to the music, sing Happy Birthday
 Talking with people, sharing stories, getting to know coworkers, talk to each other about things outside of work, and see how people are doing
 Joke around, make people laugh
 Word games, whoop and holler
 Work hard and make plan
 Try to inspire people to take pride in their work and do more
 Set new challenges for myself, racing myself, learning
 Rotate jobs
 Get involved with troubleshooting and problem solving
 Helping each other, encouragement
 Thinking this is an asylum and we are all inmates
 Use the computer at break
 Breaks

4. How are things celebrated in your area?

Food, cake, pizza, pop and chips, treats, potlucks, parties
 Birthday cards and treats
 Verbal praise, pat of the back
 Contests, Trivia
 Announcements at Lead meetings
 High 5's
 Picnic, go out after work to a bar, get together, go out for breakfast
 Movie tickets
 Lottery tickets

5. What goals do you have at work?

Have the best team
 Do the best job possible; do better than the day before
 Learn whatever I can, be the best I can, keep busy
 Perform my job perfectly
 Catch defects before they go any further
 Advance
 Make plan, achieve goals
 Set up the next crew for success
 Improve the process, improve yields, and make parts better
 Zero defects, meet the company and customer quality goals
 Decrease costs
 Increase efficiency, do more with less, maintain PPLH and quality
 No scrap panels
 Run efficiently with quality in mind, keep the area staffed with happy
 people
 Don't screw up
 Make sure others are doing their best and enjoying work
 Make others laugh
 Make it thru the shift, get the job done and go home
 Handle unexpected changes and problems well
 Run as fast as the machine will allow
 Make sure we work as a team
 Be an accepted and valued person
 Get more done than the other crews
 Further my education, self improvement
 To advance in the company
 Make more money, be here a few more years

6. What causes stress in your job?

Lack of work
 Giving corrective actions to adults acting like children
 Moody coworkers
 Lazy, dishonest people, people who don't care about overall goals, people
 that don't pull their weight, people are here that don't want to be,
 people with no motivation
 Less people and more work
 Poor product, scrap product, not meeting quality goals
 Lack of product and the a rush to make plan, empty popstands
 Machines that are down
 Autoexpose
 Problems that don't get fixed
 Problems with machines and products
 Correcting mistakes
 Decisions made without proper information/knowledge, lack of common
 sense

Time restrictions
 Lack of training, lack of time to train, people don't know their jobs,
 inexperienced operators
 Unclear job responsibilities
 Staffing issues, attendance problems affect productivity, lack of people,
 call-ins, employees not coming to work, EMTO abuse
 Arguing about TO,
 Communication gaps, language barriers
 Last minute changes, disorganization
 New products not ready for production
 Basara inspection
 Length of breaks is not long enough
 Not enough time to get reviews done
 Trying to do a good job all of the time
 Fear of losing my job, job security, not knowing if a layoff is coming
 Brigade alarms and safety
 EMTO policy
 Long hour days
 Gossip, workers who constantly are complaining
 Poor setups
 Not helping each other
 Working/standing on a hard surface
 Loud music
 Frocking and getting hot

7. If you could change anything, what would that be?

Better communication from management on down to operators
 Crew-to-crew changeover, better communication between crews and from
 Leaders
 All crews run the same
 People's attitudes about work, weed out the lazy people
 Discipline when rules are not followed
 Work together better to get the job done
 More time to train, better training, more 1-1 time with trainer, more cross
 training, better Training, longer training, mentoring time
 Rotation of jobs more
 Involve manufacturing in problem solving
 Lack of product; get more product, plan to go up, no more slow times
 Even product flow
 Eliminate the division between Maintenance, Materials and Manufacturing
 Improve communication when changes occur
 Know why there are DAs and what the outcome was afterward.
 More rewards, Sunday night Bingo, Check Pool, hardest worker monthly
 prize drawings

Supplies to do the job are available, be more organized to have supplies
 where they should be, more inspection supplies – chairs, pens
 Critical spares to fix machines are immediately available
 More machines and arranged differently
 Padded work surfaces, better floor mats with no bevel edge
 20 minute breaks, breakfast in the small cafeteria, longer lunch break, 1
 hour lunch
 8-10 hours shifts, no weekends, more overtime, more unpaid days, rotation
 every 3 hours
 Higher wages for seniority, increase wages, incentive programs
 More recognition for employees
 More lead development
 Nightly area meetings to understand attainment and issues
 Hire more qualified people, ABLE testing required for employment
 Recertify all operators
 Expand schooling requirements for MST positions
 Shorter time standing on my feet
 ABLE testing before hiring
 More job postings
 Allow EMTO donations to employees without need for a crisis
 TO for B level employees
 More recognition for Basara inspection teams, recognized the worker
 more
 Lead favoritism, stop the gossip
 Additional breakroom, all clocks the same time
 Eliminate smocking, reduce the noise level, cooler bay
 Great Company to work for
 No War!

Decision Making Process and Communication:

1. How do you share great ideas here?

Go to necessary support groups, share with peers, run them by my
 coworkers, Supervisor, Lead, Engineer, Document Trainers,
 Process Specialist
 Speak up, follow chain of command, verbal, email
 Collect suggestions from coworkers
 Bring them to the startup meeting
 Get others involved....Never gets to Kathy Otto
 Tell my area “Big Mouth”
 PS notes

Crew changeovers
 Share with other PSs
 Suggestion Box

2. How do you solve conflict/problems in your work area?

Get both sides of the story, talk, mature discussion, calmly, compromise,
 walk away, and apologize
 Come to a conclusion
 Deep breath and count to 10
 Follow chain of command, Supervisor/Lead involvement
 Step in early and find root cause, develop a resolution plan
 Get to the point
 Open communication
 Understand both sides
 Take actions and develop a solution
 Witness statements
 Careful listening, Listen
 Talk to a friend and blow off steam
 Teamwork
 Troubleshoot, trial and error, try to fix myself, trouble shooting guides,
 talk to Engineering and PSs

3. How do you find out what is happening in your work area?

Meetings, crew startup meetings, Lead Meetings
 Leads post information in the area, operators sign off on information each
 night
 Communication between crews
 Ask other involved
 Engineering, MSTs, coworkers, Leads, Maintenance
 Focus, bulletin boards, smoke shack
 Lotus Notes, PS Notes
 Observation, 1st hand and ask
 Rumors, gossip, grapevine

4. What information do you feel you are missing?

Future improvement plans, Long Range plans, outlook of HTI
 Big news from upper management – what is really happening, how secure
 my job really is
 More direction from management about what they want out of us
 What changes are coming, information about the DAs in the area
 First article and Engineering test information

Changes to equipment and product flow, what is really causing LOP
 What is going on each night in the bay – things that will effect us,
 problems up stream
 How we are doing, NCRs
 How things are really going, what is happening in all areas
 More PS meetings with Technical Trainers and Engineers
 Technical information about machines and trouble shooting
 Engineering and technical details especially with new processes
 Equipment problems, other crew problems
 Information with issues with product
 Information about making the job easier
 Problems which occur on the other shifts, cross crew communication
 TSA+ opportunities
 Opening date of the new TSA+ bay
 In depth about the plant, information about other departments
 Understanding of the complete manufacturing process
 Customer visit information and results, how much is delivered each week
 Future products
 Where we are going
 OT situation lay off or not
 Supervisor development path
 How chemicals in the area affect us
 HR – Listing of the new hires and the position they will have, more HR
 support on nights
 Understanding of the full Trace and Photoetch process
 Attainment board visibility
 Don't get the weekly communication packet, monthly supervisor meetings

Employee Development:

1. How do people learn in the Organization?

DAs, work instructions, computer online courses, on-the-job, trial and
 error, HTI classes
 Ask to do more
 Try other positions, hands on
 Other departments
 Asking questions, sharing ideas
 Lotus Notes
 Online – the password is a big hassle

2. Who helps you?

Trainer, Lead, coworker, Supervisor
Help each other

3. What opportunities do you have?

Postings, advancement
Schooling, tuition reimbursement
Lots of them, if at first I don't succeed I will try again
Show my worth
Opportunities are earned by hard work and dedication
Grow as a human being

Any other comments you have about working in the Component

Organization?

B Crew:

Make sure people are doing their fair share
ABLE testing for new hires
Drug usage at HTI
Visibility of Management on the floor
Make sure people's ideas are being heard and recognized
Continue with Lead startup meetings
Lack of time to training, poor training
More training to people who float in to inspection – dedicated Basara
Crew-to-crew consistency
Etcher frame cubies are too tight
Carmen – the loudness of the music
Lead with no development opportunity

D Crew:

Poor tools to work with, detab tooling, wheels on carts are defective
More healthy food choices
No raises for years, pay sucks
Easier to go from nights to days
Operator reviews
Have the postings in the Trace bay
All crews run the same

C Crew:

Need more products
Inspection room is too warm, temperature in the bay is warm (strippers)
Scopes locked at 2 power, scopes should be adjusted on a routine basis
Not enough rotation and training

All crews do their fair share of the work
Modern rock on the radio....Z100 and Carp, rotate stations every 2 hours
Increase the pay
Turnover rate is too high
Get rid of the horns in lamination
Get Autoexpose to be more efficient
More patience from the lead
Have time to work on the core curriculum classes
Recognition more often
Leads do a good job
Been 1 year and I still love coming to work
Enforce the dress codes
Every day is different and a learning experience
More training for situations that aren't normal
B level employees are not allowed TO – not fair, before the leads could decide.
Get more inspection help

A Crew:
Love my job
Great place to work
Like the open door policy
Radio Z100 and CARP....Rotate every 2 hours?
Go to weekly TO – improve job quality
More recognition for a job well done
More organized get together