

**2010 Excellence in Practice Nomination – Integrated Talent Management
Partner: Lifetouch National School Studios (Chesapeake, VA)
Program: Building a Winning Team – Putting the right team on the field!**

Lifetouch - Building a Winning Team – Putting the right team on the field!!

In April 2008, manufacturing plant management team recognized a serious risk to the future of their business, including decreased production results, increased employee disengagement, poor leader performance, and increased turnover due to dependence on a temporary seasonal workforce. After a detailed analysis, the senior leadership made a commitment to design, build, pilot, and rollout a system to attack these symptoms. Within 8-months the plant developed a synchronized and integrated Human Capital Management Performance Improvement System focused in Organizational Scheme Alignment; Leader Development; and Employee Engagement. The Organizational Scheme was mapped and aligned to the production process. Leader goals were aligned to match organizational goals. Scorecards were developed for key business processes and leaders were held to core metrics. A Workforce Skills Depth Chart was developed for the entire organization to track the skills required to produce value for the company. A High Performing Recruiting Profile was developed to focus recruiting efforts on the best potential employees. The New Employee On-Boarding Process was completely redesigned to include a Realistic Job Preview with an electronic application to streamline hiring. Each new employee pipeline was analyzed to determine which pipeline produced the best new hires. A Deboarding Plan was implemented to ensure that seasonal employees being laid off remained engaged in preparation for the Spring 2009 season. The program exceeded every goal in the Fall 2008 pilot -productivity increased by 13%; new worker attrition was reduced by 32%; units produced per labor hour increased 22%; and direct labor hours were reduced 6.6%.