

THE RESOURCE

Labor & Industrial **INSIGHTS**

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magazine

"Test Fast, Fail Fast, adjust Fast."
- Tom Peters



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Your Consulting Resource is the newest division of THE RESOURCE. Through our customized services, we can help you maximize retention of your valued employees - serving as a confidential third party to identify pain points. This can be done through employee focus groups, stay interviews, or surveys. Once pain points are identified, we'll facilitate development and execution of an action plan. We can also assist with aligning your leadership team, promoting your improvements, and establishing a continuous feedback loop.

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JULY: Making the Most of LinkedIn (Randy Wooden)

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Stay tuned! Future issues of this magazine will contain more information about our CONSULTING division as well as our other service offerings.

THE RESOURCE

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HOW TO MAKE VIRTUAL LIVE COURSES ENGAGING AND EFFECTIVE

BY TRACY PETERSON



When it comes to professional development and leadership courses, it's often the case that the most memorable learning experiences come not from the curriculum but from the interactions among the participants. That's why the most successful learning programs usually have a strong, in-person component. Unfortunately, the COVID-19 pandemic has limited that option and forced companies to rethink how to do their training.

For many organizations, the pandemic-era game plan has involved a serious pivot to varied digital learning formats (such as on-demand, self-paced, and bite-sized). Amid all those changes, though, human interaction remains irreplaceable. But what can a company do when a pandemic removes in-person learning from the equation? Should the learning and development industry simply reformat its curricula as virtual instructor-led courses? That isn't the solution.

To get the highest-quality learning resources they can, organizations must remember that live learning is most effective only when used at optimal times and integrated into learners' overall journeys. They must consider certain factors to ensure that all parties involved—instructors as well as learners—are positioned to succeed.

GIVE LEARNERS THE FREEDOM TO ENGAGE

The right time to offer live learning is when learners will gain value and fresh perspectives from being in each other's company. Consider the power of a simple question—especially when it draws attention to something that other participants hadn't thought of before. Such questions can take a course in new, thought-provoking directions.

Here are a few examples of live learning formats that can increase engagement, even in virtual settings:

- Instructor-led training that encourages learners to interact and participate in polls
- Breakout sessions in which participants brainstorm with peers or apply what they've learned to real-world challenges
- Roleplaying exercises that enable learners to engage in teamwork and learn from each other's diverse backgrounds
- Sandboxes that provide safe spaces in which participants can experiment together

HELP INSTRUCTORS RESKILL FOR VIRTUAL FORMATS

Reskilling in-person instructors for virtual environments ranks among the biggest challenges that organizations face today. Fortunately, there are several strategies that instructors can use to improve their success as educators under current circumstances:

- Engage in self-paced, online courses to develop dynamic skills for presenting to live audiences.
- Learn how to master the company's virtual collaboration and meeting tools. Even little things such as muting and unmuting participants can make a big difference in a learner's experience.
- Put themselves in their learners' shoes by taking courses on topics outside their usual areas of expertise.

ESTABLISH A KNOWLEDGE BASELINE AMONG LEARNERS

Before hosting a live course, make sure that all of the registered participants have already taken prerequisite courses. Otherwise, less-experienced students could jeopardize the group's time with entry-level questions, or simply disengage when they realize they're far behind their peers.

Some organizations attempt to enforce prerequisite policies by kicking off the class roster students who don't meet the requirements. A much more effective solution, though, is to incentivize them, perhaps through some sort of gamification. For example, students who complete prerequisites could earn a prize, such as a digital badge they can show to their managers, peers, and networks.

PLAN COURSES TO SUSTAIN VALUE FROM HUMAN INTERACTION

Learning and development professionals also need to figure out how to replace in-person training content—a difficult task because learners (and the leaders who champion learning) are by nature social animals. An environment that enables questions, answers, and camaraderie elevates the learning experience from something valuable to something memorable.

But how can companies plan their live learning experiences so that these human interactions persist beyond the course? Recurring office-hour sessions and community groups are some possible solutions. In such virtual meeting spaces, learners can continue to come together to trade insights, ask questions, support each other, and satisfy their need for social interaction.

CONSIDER HOW LIVE COURSES FIT INTO A BLENDED LEARNING STRATEGY

Remember, learning should be easy and flexible whenever possible. This is especially true in the pandemic era, as learners continue to struggle with balancing life and work. In certain scenarios, live courses and the engagement they provide fit together perfectly. But in many cases, organizations will want to choose other options (such as on-demand videos and comprehensive learning paths, for example) from their blended-learning toolboxes. Blended learning options can also be tailored to fit employees' job responsibilities and daily challenges. Companies should also consider giving learners the flexibility to learn on their terms (perhaps on a self-paced basis and in bite-sized pieces) to meet the "how," "where," and "when" criteria that work best for them.

FINAL THOUGHTS

It will be a while before the world can return to prepandemic life. Fortunately, in the meantime, technology makes it possible for people to connect with and help each other. By putting the proper time, planning, and creativity in their virtual live-learning sessions, organizations can give their learners experiences that are not only good for their jobs and careers but also good for their souls. ■

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3 WAYS TO IMPROVE MACHINE SAFETY

BY JONATHAN WILKENS



In the manufacturing industry, machine safety is key to reducing the risk of accidents and protecting staff. A comprehensive safety strategy can extend far beyond these benefits. The following three tips for machine safety can help manufacturers reap the rewards that safety brings.

Consider Each Machine Individually

When installing a new machine, plant managers must carefully consider how it fits into the manufacturing facility as a whole. Plant managers should conduct risk assessments to verify that the environment is safe, while taking into account factors (such as machine emissions) that can affect the ventilation in the facility. With this information, plant managers can develop safe and ergonomic working practices.

Each type of machine has different safety considerations. (For example, electrical equipment is likely covered by the EN 60204-1 standard, which specifies requirements for enclosures, isolators, actuators, and documentation.) Manufacturers must ensure not only that their machines have been designed based on the relevant standards but also that they operate in accordance with those standards. Some equipment may need to conform to directives for dangerous substances and explosive atmospheres. Compliance with these regulations will be crucial to safeguard production facilities and, more importantly, staff.

Train Personnel

Without a full understanding of how to operate machinery, personnel could be at risk of injury. Detailed training to teach staff the correct processes and procedures for machine operation is essential for managing safety. Such training should also cover the required personal protective equipment that must be worn during operation. Staff should follow a checklist to ensure that operations and maintenance are performed correctly, and to help reduce the risk of human error there should also be a designated



individual (such as a safety manager) whom personnel can contact in case of confusion or query.

Connect

Adding sensors to a production line to monitor equipment performance is another way to improve workplace safety. By making use of Internet of Things technology, plant managers can gather and analyze real-time information about their equipment and thereby reduce common accidents and identify issues with machinery that may also pose safety risks to personnel. Connected machines can measure equipment parameters to warn of any risk of overheating, which can lead to a breakdown. If a serious hazard is detected, personnel can be evacuated. However, if a problem arises that is simply a matter of a broken part, a connected system can warn the plant manager to order a replacement component, perform maintenance, and get the system back on its feet.

Workplace safety must be a top priority for all manufacturers. Not only is it critical for reducing the risk of accidents (both fatal and nonfatal), but it can also improve productivity. The careful selection and installation of new machines, thorough training for staff, and connecting various machines are just a few of the machine-specific safety processes that can help an organization improve its overall safety. ■

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Recruitment in the Manufacturing Industry

BY ALEX OLIVER

As the global manufacturing industry evolves it faces new challenges, particularly in sourcing talent. While company leaders navigate trade regulations and push toward shorter production runs, the talent they need is in short supply. Seasoned workers are aging out of the workforce, and replacements are getting harder to find, which increases costs. At the same time, organizations struggle to find people for hard-to-fill roles such as health and safety engineers, which can take twice as long to source and hire as assemblers, fabricators, and other line jobs.¹

Manufacturing companies need talent today. But because employers will face a massive shortfall of labor if they can't attract more young and female talent away from other industries, they also need a plan to diversify their workforces for tomorrow. The following strategies can help organizations boost their recruitment.



Use career sites to build positive perceptions

In the United States, there's considerable nostalgia for manufacturing as a profession. In fact, an overwhelming majority of respondents in one survey see manufacturing as "very important or important to maintaining . . . America's economic prosperity" and "Americans' standard of living," and more than three-fourths agreed that "the US should further invest in the manufacturing industry."² In spite of this widespread positive perception, though, manufacturing recruiters face a huge challenge: convincing people that manufacturing is both good for the country and right for them personally.

Many people don't ever consider manufacturing as a career, primarily because they have an outdated image of the industry. Employers that can tap into people's pride for homegrown manufacturing and connect it to a modern, compelling employer brand put themselves in an excellent position to recruit the quality, diverse workforce they need today

and for years to come. This means highlighting cutting-edge technologies, offering competitive compensation and benefits, having a strong company culture, taking pride in the company's products, supporting local communities, and putting safety first. Well-executed career sites can accomplish all this and more because they are designed to excite, inform, and encourage applications.

Following are a few key elements that can increase a career site's effectiveness:

Feature employee testimonials.

Ask high-performing individuals (especially those who originally came from outside the industry) across the organization to share why they became interested in manufacturing. This can take place in an interview (perhaps recorded on video), or the employees can submit their responses in writing.

Keep prompts and editing to a minimum to allow workers to speak in their own words.

Show off the organization's diversity.

Manufacturers usually have strong ties with the areas in which they're located. Use pictures and videos to show employees at work, involved in team-building activities, or giving back to the community.

Make it easier to find relevant roles.

Artificial intelligence can match job seekers to open roles based on criteria such as skills, leadership, and aptitude. Some applications can also mitigate bias by looking beyond where someone went to school or how many years of experience they have.

Increase workforce diversity

Manufacturers have long struggled to diversify their workforces. For example, even though men are 53 percent of the overall workforce in the United States, they "make up 71 percent of the manufacturing workforce."³ That workforce is also aging quickly, and large pockets of retirees will be difficult to replace unless the industry actively recruits groups that are typically underrepresented on the manufacturing floor—in particular, younger people, women, and minorities. Hiring strategies that mitigate bias (such as hiding names and photos on resumes)

can help companies recruit a more diverse candidate pool.

Manufacturing jobs, too, are changing. As automation increasingly becomes a part of manufacturing processes, employers require a different set of technical, in-demand skills. Employees with those skills may not look at manufacturers when considering the next step in their careers; therefore it's up to employers to make job seekers aware of this option and champion the industry as an area in which they should want to work.

Choose a dedicated applicant tracking system

Manufacturing recruiters work in two different worlds: one with high-volume roles, and one with hyper-specialized positions for which there are few candidates. In order to meet the needs of both, they should use applicant tracking systems that can support high-volume hiring, source niche talent, and move applicants with diverse skills, backgrounds, and credentials through the hiring process as quickly as possible.

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2. Craig Giffi, Michelle Drew Rodriguez, and Sandeepan Mondal. 2017. "A Look Ahead: How Modern Manufacturers Can Create Positive Perceptions with the US Public." The Manufacturing Institute website, www.themanufacturinginstitute.org/wp-content/uploads/2020/03/MI-US-Public-Perception-Manufacturing-Study-2017.pdf.

3. MAPI. 2016. "The Disappointing Truth About Diversity and Inclusion for U.S. Manufacturers." MAPI website, September 21, www.mapi.net/forecasts-data/disappointing-truth-about-diversity-and-inclusion-us-manufacturers.

Invest in employee referrals

Effective recruitment teams don't find great people solely on their own but also leverage the employees they already have. Employee-referral technologies are relatively inexpensive to operate and result in the hiring of consistently high performers who typically stick with the company longer. (In fact, nearly one-third of companies say employee referrals are "a key source of quality hires."⁴) Referral programs aren't perfect, though, and when problems arise recruitment teams need to address them:

COMMON CHALLENGES	POTENTIAL SOLUTIONS
➤ Referrals aren't top of mind for employees focused on their typical day-to-day duties.	Work with department heads and team leads to schedule periodic conversations about referrals.
➤ Employees refer candidates outside existing, formal channels.	Ensure that the referral process is easy and that all employees understand how it works. <i>(For example, pregenerated social posts make it easier for employees to share information about openings by giving them ideas to work with.)</i>
➤ Referrals are inconsistent across teams and fluctuate over time; participation is sporadic and hard to predict.	Employees may be unaware of openings outside their immediate teams or business units. Communicate open roles across the business regularly and incentivize participation.
➤ Employees consistently report not knowing whom to refer, and few of the candidates they do refer are hired.	Pull employees' networks into a collective database (with their permission, of course), then use matching technology to pair potential candidates with current and projected openings.

Onboard new manufacturing employees efficiently

With new hires who are great fits and eager to get started, digital onboarding builds on their excitement by reinforcing the culture and mission that drew them to the organization in the first place. New employees who start already engaged and set up for success usually have longer tenures and are happier, healthier team members. Efficient onboarding also helps organizations save money by reducing their time spent on administrative tasks.

Remove the stress from job offers

An employer's goal is to lock down candidates as quickly as possible while serious job seekers are likely juggling multiple job opportunities (each with its own timeline). By streamlining the process, cutting through red tape, and making negotiations easier, automating the job offer process can help companies trim days off this aspect of recruitment and beat their competition to the punch.



Avoid downtime by building robust talent pipelines

New safety precautions, increased demand, strained supply lines and logistics—2020 threw manufacturers more than a few curveballs, many of which have persisted in 2021. If all this wasn't enough, insufficient staffing can adversely affect a company's bottom line. Having the right employees with the right skills, credentials, experience, and certifications is essential to keeping production on schedule and avoiding wasteful downtime. The absence of just one key player from the floor during a shift can lead to major inefficiencies and serious financial headaches: for most manufacturers, a single hour of downtime can cost at least \$100,000.⁵

A strong candidate relationship management (CRM) system can mitigate many of these issues. By keeping candidates engaged over time, CRM systems make it quicker, easier, and cheaper for companies to source qualified talent. The following strategies can help an organization build and engage a healthy talent pipeline:

Grow pipelines through outreach and communication.

Encourage job seekers to opt into communications on the company's career site, LinkedIn page, and other digital sites. It's impossible to know what niche skills or certifications will be needed in the future, so be sure the pipelines also include silver-medalist candidates and other quality talent.

Organize pipelines based on hiring needs.

Common categories include some combination of skills, experience level, and location.

Keep pipelines engaged.

Send weekly digest e-mails to highlight job openings related to talent pools defined by candidates' interests. Job search advice, company news, and fun updates are all effective engagement tools.



As a critical sector of the national economy, the manufacturing industry needs to fulfill its obligations of today and be prepared to adapt to the needs and demands of the future. Without appropriate staffing, though, the industry will struggle. To insure that manufacturing can continue to play its important role, recruiters must develop and implement strategies to make sure the industry can attract and hire the talent it needs. ■

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5. ITIC. 2019. "Hourly Downtime Costs Rise: 86% of Firms Say One Hour of Downtime Costs \$300,000+; 34% of Companies Say One Hour of Downtime Tops \$1Million." ITIC blog, May 16, itic-corp.com/blog/2019/05/hourly-downtime-costs-rise-86-of-firms-say-one-hour-of-downtime-costs-300000-34-of-companies-say-one-hour-of-downtime-tops-1million/

Using the Check-in to Cultivate a Culture of Growth and Trust

BY LYNNE LEVY

A

s leaders and HR departments move away from last year's "keep the lights on" approach, they're turning their attention toward determining how best to help their organizations grow and innovate. With the rise of machine learning and artificial intelligence, the only way for organizations to survive and grow is to change their employee experience model by shifting from treating employees as resources to treating them as valued and respected human beings. Only by creating a more human-centered organizational culture will companies thrive in this new decade.

This human-centered culture is built around the manager-employee relationship, at the center of which is the check-in. As part of an ongoing conversation between managers and employees, the check-in has evolved from focusing on project status and deadlines to shaping

ongoing, continuous employee growth and development. To fully drive a positive employee experience, managers and HR leaders must support three types of check-ins: goal-setting, ongoing, and career.

Goal-setting check-in (1 to 3 times per year)

This check-in focuses on aligning the employee's goals, projects, and tasks to organizational goals. It helps keep the employee growing throughout the year and drives collaboration between the employee and their manager. It also helps the employee understand the impact of their work by giving them a look into the organization's vision. At the beginning of each year, employees and managers should define the employee's overall goals, then collaborate on breaking them down into the tasks that the employee will focus on in the first quarter. (Similar check-ins should take place at the start of each subsequent quarter.) Managers should also allocate time during each quarter to enabling employees to focus on their learning and growth.

The goals identified through these check-ins should have the following characteristics:

- **Easy to recall.** Keep goals simple, meaningful, and easy to remember. For example, "increase customer engagement year over year by 15 percent" is not particularly memorable, but few are likely to forget "ensure that customers are 15 percent more delighted."
- **Coherent.** Goals must fit together and not compete with each other. For example, employees may struggle to meet the goals "execute flawlessly" and "act with urgency," which conflict with each other.
- **Challenging but possible.** Make goals both measurable and attainable but also challenging enough to stretch the employee.

Ongoing check-in (weekly or biweekly)

This check-in focuses on continuous growth and course correction. It should not be an interrogation during which the manager grills the employee about the status of their projects. (Status updates should instead be shared via other channels, such as e-mail.) Rather, this check-in must be collaborative, build trust, and focus on growth.

This check-in should include the following actions:

- Identification of obstacles to the completion of goals
- Collaboration to manage challenges effectively
- Recognition of what is going well
- Discussion of feedback from across the organization

Because this check-in empowers the employee to influence the direction of their work throughout the year, they do not have to wait until the end-of-year performance review to adjust their path and overcome challenges.

Feedback from this check-in can enable course correction and support employee growth and goal completion. This check-in also helps build trust between the employee and manager, thus improving engagement and retention.

Career check-in (1 or 2 times per year)

This check-in focuses entirely on the employee, with the goal of supporting them in both their short-term and their long-term career progression. The manager should brainstorm with the employee about potential future opportunities, any new skills they might need, and where the employee sees themselves down the line. The outcome should include setting goals that help drive employee development.



Features of Effective Check-ins

Managers who want to ensure that their check-ins with employees are as productive as possible should use the following best practices:

- **Let the employee drive.** Empower employees to schedule check-ins and (within a broad framework) determine their content.
- **Keep check-ins separate.** When different types of check-ins are clumped together into one meeting, issues from one discussion will spill over into another discussion and become more difficult to address.
- **Embrace a growth mindset.** Always assume that the employee can learn, grow, and expand.
- **Open up.** Each person should come to the check-in with a mindset of trust, honesty, and positive intent. Even if difficult topics need to be discussed, remaining open creates a safe environment in which an authentic conversation can occur.
- **Listen actively.** Keep multitasking (such as checking texts or e-mail) to a minimum. When both parties are actively listening, the chance of miscommunication decreases—and trust increases.

Check-ins fulfill an essential role in the employee experience by providing employees with opportunities to receive continuous feedback. More collaborative check-ins yield engaged workers who will stay the course as the organization grows and evolves. As companies shift into the fast lane of growth, it is critical for them to remember that their workforces are their most vital assets. Keeping employees engaged is a key to organizational success. ■

Lynne Levy is a product evangelist at Workhuman, where she focuses on the psychology of how people interact work and how to improve engagement and productivity through gratitude, feedback, and the building of trust with leadership. She can be reached at www.workhuman.com.

MANAGING THE RISKS OF INJURY TO FIRST-YEAR EMPLOYEES



BY TRAVELERS RISK CONTROL

Research by Travelers insurance company indicates that nearly one-third of workplace injuries occur within the injured person's first year on the job and account for nearly one-third of claim costs. First-year employees are overrepresented in claims data for frequent injuries (such as muscle sprains) as well as for more catastrophic injuries (such as amputations). Clearly, new employees are at significant risk of on-the-job injuries.

By comparing its experiences to benchmark data about common loss trends, an organization can identify where additional training programs and safety best practices might help its employees avoid common workplace injuries, to which first-year employees may be more susceptible. With the ongoing COVID-19 crisis and the potential for new hiring or the return of furloughed employees, it is critical for employers to have robust safety training programs and practices in place. Such training should start before an employee's first day and

continue throughout their time at the organization.

Because workplace injuries affect more than just the injured employee, taking steps to create a safer workplace can help protect all employees from the risks of injury at work. Focusing on five particular strategies can help a company improve its efforts to prevent workplace injuries, especially for first-year employees.



Taking steps to create a safer workplace can help protect all employees from the risks of injury at work

Integrate Safety into the Hiring Process

A formal hiring process and clear job descriptions can help attract qualified job candidates. Job descriptions should convey the organization's safety culture and its expectations about best practices. This ensures that potential employees understand the importance of safety, starting with their first interactions with the company. Behavioral interviews and background checks can help identify candidates who are likely to fit well into the company's safety culture. Once someone is hired, their safety training can begin on day one before they start executing the tasks of their new role.

Conduct a Job Safety Analysis

A job safety analysis (JSA) breaks down a job into its parts, describes the hazards associated with each step, and defines the safe work method that minimizes or eliminates each hazard. Safety training based on those risks should be skills-based—rather than solely awareness-based—so employees can develop a firsthand understanding of proper safety protocols. This process can be more effective than those that are less hands-on, such as having employees just watch videos or online tutorials.

Provide Continuous Onboarding and Training

Even experienced employees can be at a higher risk of an injury during their first year, when they are new to the role, are new to the department, or have recently returning to work in a transitional duty role after an injury. Regular safety training can ensure that employees understand and adhere to safety expectations and procedures. Just because a new employee is experienced doesn't mean they understand the company's safety expectations and procedures. For example, even if an employee has experience at another construction site or has used a piece of equipment before, they still need training on the safety protocols at the new organization or for the new task.

Implement an Accident Analysis Program

With this type of program, a company can identify the root causes of injuries after an accident has occurred, then develop corrective actions to reduce the likelihood of similar accidents and injuries (such as those caused by repetitive motions, awkward body posture, and overexertion). An analysis should document a description of the accident (including where it occurred), the length of tenure of the employees involved, and how often the accident could happen if improvements are not made. This data can help businesses

better understand employee injury risks and should inform updates to training programs and mitigation plans.

Support Employees Throughout Their Careers

Well after the first year on the job, employees remain at risk of injuries at work, with sprains and strains topping the injury list for longer-tenured workers. Employers should take steps to reduce workplace injuries by implementing illness prevention programs and general safety trainings that foster a safety culture. Companies should be prepared before an injury takes place and have a plan that helps injured employees return to work as soon as medically appropriate. (For example, a transitional duty program can help employees remain engaged and connected at work during their recovery.)

All organizations should take whatever steps they can to improve their safety cultures. By developing and implementing effective safety procedures and training, employers can maintain high work standards, keep employees safe, and protect their businesses from workers' compensation claims.

Travelers Risk Control professionals have honed an industry-leading risk control discipline that balances the science and art of risk-based decision making to help customers manage their unique business and operational risks. Their overarching goal is to help Travelers insurance customers work safely, operate effectively, and better control loss costs. For more information, visit www.travelers.com.



IS YOUR DATA READY FOR THE FUTURE?

BY RALPH BAKER



Much has changed in working environments during the last year, and there isn't a business or organization around that hasn't been touched by the global pandemic. Manufacturers have been building ventilators and producing PPE and hand sanitizer instead of their usual products. Healthcare providers have been overwhelmed with COVID-19 patients and dialing back on routine care. The retail, education, and public sectors, too, have been completely disrupted.

In light of the massive changes in the business world, workforce analytics is more critical than ever. But if an organization relies primarily on backward-looking data—that is, data that is historical or looks to the past to forecast the future—then its analysis has limited usefulness for today's context. If the company's data support is forward-looking and incorporates predictive workforce and HR analytics, however, it enables organizations to examine what's happening today to see what needs to be done tomorrow.

For example, in retail, employee demand and resources may have changed. Is shipping or curbside delivery taking a larger percentage of employee time than before? How will this affect employee scheduling and costs tomorrow and next month? Is this draw on employee time consistent across the board, or does it peak at certain times or locations? Does current staffing match customer demand? How are employee callouts affecting performance? How have callouts changed over time and location? What is the likely impact of changing COVID-19 rates during the coming weeks? Which stores or distribution centers are busier (or slower) than ever?

Similar questions can be asked about changes in health care, emergency services, education, manufacturing, and distribution, to name just a few sectors. They apply to nearly any industry, actually, and signal a need for more (and deeper) analytics, not less. Data makes it possible to answer these sorts of questions, especially when it's coupled with powerful and enabling technology.

Fortunately, the new tools and capabilities that come with large cloud analysis offerings make this type of analysis easier than ever. The Google Cloud platform, for example, includes analytics, machine learning, natural language processing, and other features that make forward-looking predictive and prescriptive analytics accessible to everyone. When those analysis products are combined with a company's own workforce data (as in the UKG Dimensions Data Hub, for example), businesses have at their fingertips access to incredibly valuable information. Such data—and analysis of it—can help organizations plot their course for the future. ■

Ralph Baker is the senior manager of the data science practice group at UKG, where he provides key insights to customers through innovative uses of data. As a strategic and business intelligence consultant, he has turned data into fact-based decisions for over 25 years. He can be reached via Twitter at @RalphRBaker.

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COACHING & Organizational Development

Solving Business problems by solving People problems

We offer a full suite of customized solutions to help you retain & engage top talent. Our coaching, development & training services help individuals and teams to unlock their potential in work and in life.

FULFILLMENT Center

Contract Packaging & Product Fulfillment

Drawing on our 20 years of fulfillment experience, our new facility allows us to offer our clients enhanced services. Re-packing, Labeling, Picking/ Packing, Returns/ Sorting, Cost-Per-Unit & More.

Employee UPSKILLING & FORKLIFT Certification

Developing candidate abilities & workplace readiness

Uplifting employees to reach their highest potential, through workplace simulation, preparation & training. Dedicated facility for Forklift training & certification, for both new & experienced drivers.

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