[moderator]: The first major area of themes that we looked at was advocacy and engagement. Some things we noticed about [company] in what we read in the transcripts is that in general staff feel safe and supported at work. They feel that the company cares about their safety and well-being. Staff talked about having security on-site. They talked about events and resources that support staff in all different areas, so physically, mentally, financially with their families.

 And staff appreciated that. They talked about on-site healthcare, other resources, and basically, just overall that you felt like the company treats employees as whole human beings, and staff feel empowered, and listened to, which was super awesome to hear. Like I said, we were very impressed by [company].

 Another thing we noticed is that the company takes into account different needs of employees. They consider diversity and equity, so different policies, and practices based on employees' different life circumstances, and locations. For instance, with COVID, if somebody has to work at home versus on-site, there is stipends. There is PPE, subsidizing lunches and other meals, et cetera, et cetera.

 We did see some people talk about some room for improvement, especially with adjusting to COVID, like, they would have appreciated when they worked from home, maybe having a stipend to be able to get, set up a home office, and stuff. That was a little thing that came up.

 One of the things that was talked about was engagement and burnout being a difficulty steering and since the pandemic. I know the pandemic was a crazy time for all of us. Staff said they really appreciated the adjustments that management made during the pandemic. And we're going to talk about that a little bit later on more in depth. But they did say that workload increased during the pandemic and there were some feelings of burnout.

 They gave some suggestions for ways to improve the burnout. They said it would be good to address staffing issues, some workload planning, letting staff have holidays off, and better balancing overtime work. And they said that they appreciate that the company provides incentives to encourage employees to make healthy choices and engage in the workplace.

 My first question is, do those points seem accurate to you? Do they sound like we captured the overall feelings well? Or are there any things that don't seem accurate?

Unidentified Female: I just have a question about holidays because we do get holidays off. That one surprises me.

[moderator]: Well, interesting.

Unidentified Female: Yes, I was wondering about that as well.

[moderator]: Okay, we'll have to take that then and look back at the transcript. I appreciate you bringing that up. I'm not sure what it was in the transcript. It sounded like people were saying they weren't getting holidays off. I don't….

Unidentified Female: [redacted]\_\_ [00:02:56].

Unidentified Female: We have a certain amount of holiday. I'm sorry, was someone else talking?

Unidentified Female: Go ahead, [redacted]. You go first.

Unidentified Female: I was going to say, we have a certain amount of holidays that we get off each year, between 10 to 11. Did we take off every single holiday in the world? No. And there were a handful of holidays that some people would have liked to have off, but it just, we went through our whole process, and it just didn't fit in for that year. Maybe that's where that came from? Because I can't think of an employee –

Unidentified Female: Figure it.

Unidentified Female: – Who would say, "We don't have holidays off." We have our set ones, but maybe it was one that they wish they would have had off that they worked on.

Unidentified Female: We even have Pioneer Day given –

Unidentified Female: Wow.

Unidentified Female: – Utah being a, Pioneer Day is a state holiday. We, yes. I'm not sure with that one, I might be wrong.

[moderator]: I bet you're right. I bet it was the specific ones. And I think this was specifically during the COVID time as well. I don't know if that makes – ?

Participant: Yes. And that's –

Unidentified Female: – A difference?

Unidentified Female: Right.

Participant: – First I've heard of it.

[moderator]: Okay, interesting.

Unidentified Female: Our [redacted]\_\_ [00:03:55] team sometimes does get asked to work, like, weekends, but I don't know if they ever have gotten asked to work holidays.

[moderator]: Okay, interesting. Okay. Well, I appreciate that. That is good to know. That was very good to know. Another question we had for you all is, it looks like [company] is really good at avoiding blanket policies, so doing things differently based on different sites' needs, different departments' needs, which is really, really a strength. How did [company] develop that approach to leadership and implementing policies?

Participant: I know that was one of the things that we had talked about quite extensively when we first met with [redacted] and [redacted]. I would ask that you refer back to those transcripts because [redacted] and [redacted] were the ones that were the driving forces along with [redacted] and [redacted]. But it was very much about, okay, what do we need to do to keep our business running? And what is it that we need to do to support the health of our people?

 And those were the driving factors, really, of all the decisions that were made. And whether that was, if someone was in Chicago or whether that was someone that was working on-site or someone who was working remotely in Salt Lake.

[moderator]: Awesome. Thank you. Any other thoughts?

Unidentified Female: Yes. I agree with what [redacted] said. I know, I think it's just [redacted] and I who were on this call from, like, the very, very, very first group that we did because [redacted] and [redacted] were not able to make it. And I think one of the biggest things, I mean, we followed the CDC, like, very religiously, and our local, and kind of, everyone's local restrictions.

 And I think the biggest thing, I think [company] is really good at putting people first for the most part. And I think with COVID, no one, we didn't know what to do. We were just trying to follow the guidelines, but we did have, kind of, like, our North Star of how would this be best for our people? And then I think we just, kind of, trickled down from there and just went off, kind of, the guidelines. I don't know if you'd add anything to that, [redacted], but yeah?

Participant: I think you said it well, [redacted]. We always care about our employees' safety and whether it's a guideline from DC, we follow that. Even, I feel like we go beyond the guideline, the guidelines on most part.

[moderator]: That's awesome. Yeah. We appreciate reading about that. Thank you so much. When it comes to burnout, do you all feel like, especially the workers, the employees, the staff, do you feel like that is still a concern now in 2023, or have things improved now that COVID has become endemic instead of pandemic?

Participant: I don't think it's…. I'm just speaking for myself and security team. I'm over a security team. We now over – we are now staff, fully staffed. We hire more people. They are able to take times whenever they need. I don't think feeling burnout is a case anymore. Even for productions, we are on overtime, but it's all volunteer. I don't think we ever demand any employees that you have to come in to work overtime. I don't think that's a case, but just from my view.

Unidentified Female: Yes. And I'll kind of add on to what [redacted] is saying. I think it's very, I think burnout, COVID burnout and, like, current burnout is different. I think COVID burnout was, like, a whole different animal, and where we're just trying to figure out just the new normal, and what that meant. And I think that was very exhausting for a lot of people. I think burnout was super prevalent at that time.

 I think it's very team dependent right now, just from what I've noticed at [company]. I think there are a handful of teams that are and aren't burnt out, but I don't think it has anything to do with, related to COVID. And maybe someone else here can speak to that a little bit better than I can. But I think there is still burnout, but I just don't think it's related to COVID at this exact time.

[moderator]: That makes sense. When we did the initial focus groups with you all, it's been, I think, a year or so. Back then, there's probably a lot more feeling of COVID burnout than there would be now, I would imagine.

Unidentified Male: Yes.

Unidentified Female: I think that….

Unidentified Male: I agree. I will just say on my team there are a couple of people who have had COVID this year, second and third contraction of COVID. But we kind of know how to deal with it. They stay home. I let everybody know, and we cover for them, and it's not as big of a deal anymore.

[moderator]: Awesome.

Unidentified Female: I think it truly depends on your team and everything that's, kind of, going on, and what we went through during COVID. And, like for, I think for my team, it's not so much that there is a burnout, maybe because of COVID or not because of COVID. But, like, just kind of the effects of it, of people coming back into the workforce still being scared. And even the change of COVID and being employed, right, so those are all things that play in effect to burnout. It may not be directly from COVID, but it is. Just all the different things that changed.

[moderator]: Thank you.

[redacted]: Yes. I think we've gotten a lot better at our hybrid schedule, too. It kind of, at first with COVID, we were working at home. A lot of times you'd be working, and then you would be, like, wait, I need to take my lunch, I need to take my break. Because you were – it's like when you're in the office, you kind of have that schedule.

 And then when you were just at home you didn't really have that set schedule. You had to try to, you know, learn that again. But we've been in hybrid for quite a long time now. I think that we've already adapted to where our work, and the office, and then at home will be, like, the same breaks, and same lunches.

Participant: That's an excellent point, [redacted], because, holy smokes, I had to put a reminder on my calendar every day to take lunch.

[redacted]: Yes. Yeah so that's where I think certain, some of the burnout came from, is you just didn't get enough time away from your computer. Our brains really need that.

Participant: And the things that I've forgotten in the last few years that I had to have a calendar invite for myself to go to lunch.

Unidentified Female: Or even to disconnect, because like when you're working, those of us who are able to work from home, it's like you wake up. And it's like, "Okay, I'm working," and you go – at least for me, it's, like, "Okay, I go right to my computer." And then when you are on-site you have, like, this tangibleness of walking in and out of the office. You kind of have, like, that mental disconnect.

 I know for me, the burnout was a lot more prevalent like the beginning of COVID. Because I was just, I'm working from home. My home is my office and I'm always home so I'm always working type of thing.

 Like [redacted] said, just kind of setting those calendar reminders of, okay, it's, like, it's 5 o'clock now, I need to… But then you hurry and go back because you have this one last thing to…. I'm home, so I might as well. I think that was a big burnout for a lot of people who have that hybrid schedule, and trying to figure out that balance of working from home.

[redacted]: Yes. And on Teams as well, right, we felt like we had to be available all the time when we were first working at home because that's kind of how you are in the office at your desk. It's, kind of, you put your Teams, like, "I'm, be back in a while." And I think that that, we've gotten a lot better at knowing if I see somebody is, like, busy or be back in a while, you just kind of know that they'll get back to you later when they're ready, like.

[moderator]: Right, awesome. That makes a lot of sense. There's a lot of growing pains, as we figured out COVID and we figured out the after effects. Which reminds me of something that we were going to get to later, but I'll go ahead and get to now because it fits in. And that is when we did the initial focus groups it came up that there was a transition of trying to figure out a new normal of some people are still working remotely. Other people are working in office.

 I'm sorry about my dog. Let me get rid of my dog real quick. Are you all hearing her barking? No, okay, never mind. I won't worry about it, then. All right. Are you all still experiencing a transition where you have some people working remotely, and some people working on-site, and trying to figure out how that works? Or did you already kind of figure out [redacted]\_\_ [00:12:57] with that? Or is everybody back on-site now?

Unidentified Female: We moved to a hybrid schedule in August 2021. We've been back for more than two years. We obviously have people outside the state of Utah who work remotely and work remotely 100 percent of the time. But and even, and we had, like, sales offices in different cities throughout the U.S. where there may have been two or three people. But the with realization that remote work works fine, those sales offices have actually been closed. Where we might have had a sales location in San Ramon, California, with three employees, now we have employees just working from their home in California.

 Because we've been back so long for the hybrid, our, and our hybrid schedule is that we are on-site Monday through Wednesday with the option to take Thursday, and Friday off. And we set that because we valued in-person collaboration. Knowing that, okay, you can plan on having people be there Monday through Wednesday, has been very helpful. And when I hear that there are businesses; I had spoken to another employer in Salt Lake only about six months ago.

 They were just starting to bring their employees back in the office. And they said, "I'm not doing it. I'm working remote, I've been doing it for four years. I'm going to go find another employer where I can work remotely all the time." And that might have happened to us a little bit in June and July of 2021 as we prepared to go back to the hybrid schedule.

 But we've been back on it so long that, like I, even when I talked about – I don't…. It's hard for me to remember what happened two and three years ago with everything that's happened since. I don't know if, [redacted] or [redacted], you'd have anything else to add on that? But it's different for us because we've been back for so long and we have set days that our people are on-site.

Unidentified Female: I don't really have anything to add. I think you, that was good, yeah.

[redacted]: Can I add something to that?

Unidentified Female: Sure, [redacted].

[redacted]: I don't know. Hopefully, I'm not abusing this system, but let me tell you what we've been doing. Because in engineering we don't let anybody work from home normally. Because you need to be here.

Participant: Because you're, you've got to be working in the lab, and you need to be able to be working on, and to looking at equipment.

[redacted]: Yes, and supporting the factory floor, and such. It doesn't make sense for us to work from home. But one thing I've really appreciated is I don't see people walking around here with visible symptoms of any kind of sickness. And occasionally you'll see people that have maybe been off for a few days because they were sick, but they come back with masks for some period of time.

 But anyway, that's kind of a side to what I was gonna say. What I've found to be useful is if one of my guys is telling me, "I'm not gonna be able to come in today, I've got a runny nose or, or coughing or something." I sometimes will just ask them, "So you think you're feeling well enough to get on your computer, and work on this such and such design?"

 Because there is a lot of computer work that we can do. It's just we normally need to be here. Any day of the week, if that happens, I offer them that. And I think that helps us keep sick people home and not here. I hope that's – ?

[moderator]: Awesome.

[redacted]: – Okay, [redacted], that I do that?

 [redacted]: Yes. [redacted], I think that's a good point. Our team too, it just, generally our work environment is way more flexible now than it was before. Because we know how to work from home when we need to. If half the team's sick, we all stay home and we keep working. If we're all good, then we come in on Monday, and Tuesday, and Wednesday. It's, kind of…. We just…. I think it feels easier to be flexible when we need it.

[redacted]: Yes.

[moderator]: Well, it sounds like you have a good setup, so that's awesome. I want to go ahead and move to the next slide on communication. What we heard in the initial focus groups is that communication is clear within the company. Staff are aware of what's going on, what's expected of them, and how to respond to different things.

 Changes suggested by subject matter experts are also clearly communicated. [redacted] had mentioned listening to the CDC. Training is both formal, and informal, and is ongoing. And the standards and expectations for training are well-defined, and both role-specific, and general, so that's great.

 We also heard that staff feel safe communicating with management, and that their feedback is welcomed, and listened to. We heard that communication happens both bottom up and top down. That leadership seeks out feedback from staff and uses that to make improvements.

 Staff said they really appreciate how open and transparent leadership is in communicating with them. And they feel safe sharing how they really feel, which is very unique and very cool.

 The company places a focus on ensuring that communication about safety goes two ways. Employers share clear expectations and employees provide feedback, what they observe safety-wise. I talked about the [safety program], and employees taking an active role in monitoring, and communicating about incident prevention.

 And then finally, we heard that communication is inclusive and lots of different methods of communication are used, including the Corona channel, communication screens, posted reminders, e-mail, company-wide updates, et cetera. We also heard that communication strategies are adjusted depending on the needs of each person or department, and that training uses an effective communication process as well.

 And we heard that the workplace is set up in an interdisciplinary manner with different departments, and leaders working together to collaboratively support workers' health, and well-being. All that stuff's great. First of all, do those things seems accurate to you all or is there anything you want to add?

Unidentified Female: I mean, I would think so. I would like to hear from the other people who are end [team name] because I feel like our lens is so much different than everyone else's. Because we are, kind of, like more in the trenches of trying to figure out what to do, and to communicate, and just, kind of, throwing up everything on the wall, and hoping things stick.

Participant: And not only that, but [redacted] was sending daily e-mail for the first, from March of 2020 through March of 2021, not only about COVID updates, but business updates, and stories about her family. I mean, it was just something that just so united us and in an interesting way. I would love to hear, like [redacted] said, from someone outside our team.

[redacted]: Yes. I'll speak up quick. I'll just say the summary you gave sounds right and it sounds like we're just, basically, an awesome company, and we have an amazing [team name]. And that's kind of what it is, so accurate.

Unidentified Female: I'll Venmo you later, [redacted]. Thank you.

Unidentified Female: Thank you, thank you, [redacted] [redacted]\_\_ [00:20:16].

Unidentified Male: I don't think we're perfect at all this stuff, but I think, I think that it's a good summary of what we are, and what we're trying to become.

Unidentified Female: And if anyone has any, like, constructive feedback or, like, "Yeah, no, that was not my experience," like, I'd love to hear that, too.

Unidentified Male: Yes.

Unidentified Female: Feelings will not be hurt, so speak up if you felt differently than what's being, what's being said here.

Unidentified Male: I think especially [redacted]\_\_ [00:20:49].

[redacted]: Hey, this is [redacted]. I don't know if you can hear?

Unidentified Male: Sorry, so ahead, [redacted].

[redacted]: Thank you. Can you guys hear me okay? I'm in my car, so –?

Unidentified Female: Yes.

[redacted]: – I'm not sure if I'm –?

Unidentified Female: Yes.

[redacted]: – Coming through clear? Yeah, okay. That's never been my experience as far as communication. And going back to [redacted]'s comments about [redacted]'s e-mail, those are really, really, really welcomed, and something that, at least my husband and I were looking forward to every day to read. But I did hear some feedback from some people in manufacturing that didn't quite caught on to that, those e-mails at first. Because they're not in front of their computers all the time.

 I think, our, maybe front end leaders maybe could have done a little bit better job to let their people on their team know to look forward to those e-mails. Eventually everybody caught up to that, and everybody was [redacted]\_\_ [00:21:48] reading them, and then paying attention to them. But at first there were some comments, like, "What e-mail are you talking about?" And then I'd just have to tell them, "Well, that's an e-mail from [redacted]. It comes out every day." Yeah, just something to keep in mind for those people that are offline.

[moderator]: Awesome. I think this is a good example, right here, of that feedback structure, right? But definitely, reading through the manager's focus group, parents gift as well as the workers, it was good to see some agreement with that, and to see continued improvements with that.

 Aside from what was already shared in the original transcripts, do you have any thoughts on how that, those communication channels, and that culture has developed, and how they are maintained as well?

Unidentified Female: Before we get into that, really quick, I don't know if the people in this group? This is like a combined group of the two groups that we had.

[moderator]: Right. Yes.

Unidentified Female: But I don't know if the one group knows about the other group and knows about the other group, so very abridged.

[moderator]: Right.

Unidentified Female: The first, first group to ever meet was me, [redacted], [redacted], [redacted]. Was that it, [redacted]?

Participant: I was there, too.

Unidentified Female: Yes, and [redacted]. Hello, [redacted], right in front of me. That was, like, the core group who met at the very beginning. And then I was asked to create two other, separate groups, groups that were on-site throughout, and groups that were working from home. I think that's right, [moderator]?

[moderator]: Yes.

Unidentified Female: And then, now this group is, kind of, like, a mixture of both. The data is coming from, kind of, both views of the lens.

[moderator]: All of the above, yes.

Unidentified Female: Okay.

[moderator]: And what was amazing with [company] is how well the data aligned. With a lot of companies, you'll have managers say one thing, and then the worker group will say a different thing. When you bring them together it's, like, "Well, manager is saying this, workers are saying this. How do we get an alignment?" With [company], for the most part we heard very similar things from the workers' group as we did from the managers' group. That's one thing we want to learn from you all is, how are you so aligned? And how have you set up that kind of –?

Unidentified Female: I, well, and I –

[moderator]: – That kind of flow?

Unidentified Female: – Wish, I'm, again, [redacted] being here would have been very helpful with it. But you have to understand that [redacted] is one of the most gifted communicators I have ever met. And in those, and very much has her finger on the pulse of what is going on with our people. And from also having the lens of from our executive team, and doing the research, and figuring out, "Okay, the CDC says, 'Today, this is what we need to do.' How do we make this happen?"

 But and again I'm also speaking it from the different lens. But I think we were very fortunate in having such a gifted communicator who was then taking the time. I mean, and some days it would be other members of the executive team, but 98 percent of the time it was [redacted]. She was figuring out every day, "Okay, what is it that we're going to talk to our people about today?"

 And sometimes those e-mails would come in late in the evening. And as [redacted] talked about, our people would sometimes be waiting for them. And we got feedback from some people that they would, like, wait to go to bed or turn their lights out until they saw the e-mail. And then they would read it, and then they'd be, "Okay, I'm gonna turn my lights out and go to sleep now." We were just very fortunate to have the leader that was taking that on and ensuring that communication was happening.

Unidentified Male: In addition, I think [redacted] definitely set the bar, but I think a lot of leaders around the entire company took that as a clue that they needed to do similarly. And I think people just stepped up to their communication and their candidness with the employees, generally speaking.

 My manager and my team did, definitely. If I didn't get something directly through [redacted], my managers shared it. And that just, kind of, continued ever since, and just more open, and communicative about everything now.

[moderator]: Awesome. How would you say when you bring on new employees, how are those new staff integrated into this culture of communication, especially if maybe they came from a job where communicating openly was not the norm?

Unidentified Female: Well, we haven't done the daily e-mails since March of 2021, but we have a very, very robust onboarding team who are reaching out from, but not only when candidates are candidate, in the candidate stage where they're interviewing. But then once they accept the offer, we have a process then where they're being reached out to. We do a welcome card. They receive a bash box with company swag even before their first day. There's lots of communication about what that onboarding is going to look like.

 And then that first day learning about [company], learning, doing a tour, learning about the different benefits, [redacted] and [redacted], with safety and wellness. It's very much around, "Okay, this is what [company] is," and that no matter what part of the organization you are going to be in, and whether that's production, tech, client success, that we all have a part to play in making [company]'s purpose to help people thrive at work happen.

 And that very much comes in. And then, from our team we're trying to make sure that we're communicating about events, that we're communicating about we're going to be transitioning our retirement plan in a few months. That's a big impact for our people. We want to ensure that our people feel like they're in the know, that they're equipped, that they have information. But the focus of that communication post-COVID, obviously has shifted a lot. We are not, right now, communicating about COVID, thankfully.

[moderator]: We're all thankful for that, right? That's awesome. In general, are there any of you that have ever felt uncomfortable communicating with the manager or leader? And why was that and how did that get handled? If you're willing to share?

Unidentified Female: Communicating just in general or about COVID or?

[moderator]: Just in general, about anything?

Unidentified Female: I've been at [company] for a very long time so I've had experience with several people. I did have an experience once, many years ago where I was a little bit nervous to talk to my director. But I decided to bite the bullet and do it anyway because it's more effective and productive if I do that myself. I did. It was, I just had to take some deep breaths and do it. But I also know that there are a lot of people that I can trust, that if I didn't feel that I could do that I would go to them instead, and look for direction.

 And I've had to do that, not just with leaders, but even others that I work with. If I'm struggling to get my message across or I'm struggling to receive their message, I'll talk to their leader, and find out the best way to do it. But I, even know it's hard, I just talk to the person whether it's my leader or a colleague. And I think [company] really makes it safe for us to do that.

Unidentified Male: Yes. I've been in a couple of different departments as well. I've been at [company] for 16 years. I've been around a little. And I had a pretty good relationship with all of my managers, but there was a moment when I was with a different team. And even though I had a good relationship, working relationship with my manager, I didn't feel comfortable coming to him, and talking about how I felt like I needed a change. But that didn't feel like a problem to me because I knew who to go to. I went and talked to [redacted]. And I already had a good, friendly relationship with her, and felt like she was easy to talk to.

[moderator]: Awesome. What is it about those leaders that you feel safe communicating with? What is it about them that makes you feel safe? And how do they respond if you give that constructive criticism or negative feedback?

Unidentified Female: I'll go because two of my leaders are here. I report to [redacted], and to [redacted], and then eventually to [redacted]. But one thing about those women is they see me as a whole person. They see me as a mom. They see me as a friend, as a coworker. And a lot of our conversations, when we have one-on-ones, half of it is, like, "How are you" How is life? How is [redacted], my son? How's [redacted], my husband?

 And it's, like, okay, to get to the next level, you do this, this, this, this. It's a very, for me, I like the healthy combination of, like, that work-life balance. And I know I can talk to them about something personal or private that's going on in my life that I may be struggling with. But I can also talk to them to anything work-related that I might need help with or assistance with or feedback.

 For me, I like that they see me as the whole person. And it's just, it's just a very great feeling and I feel very lucky. For me, that's been my experience with my leaders. And it just feels, you feel like nothing is off limits or out of bounds. Like, we can just talk as people. I really appreciate that.

Unidentified Male: Great comment, [redacted], I agree.

[moderator]: Thank you. That's super helpful. Anybody have anything else they want to add? Okay, great. The next one is on leadership, and management, also partnership. It's kind of this whole culture of, we saw that the company promotes this whole culture of connectedness, collaboration, cooperation throughout the company. That managers prioritize the well-being of their employees just like you're talking about, providing guidance when needed. That they prioritize interdepartmental collaboration or systems thinking, That it's all connected.

 A potential area for improvement that was mentioned is that there was a survey sent out that expressed a desire for improvement in that interdepartmental collaboration. That it had improved during COVID and we're hoping to improve it even more. The company has positions in place to ensure the safety and overall health of workers such as a liaison officer between the HR team, and executive team, safety and wellness representatives, et cetera.

 We also heard that staff have positive feedback about their managers. They appreciate that managers adjust in accordance with staff needs and feedback. During the pandemic the staff said they appreciated that managers were very purposeful and very active in their planning around pandemic policies. That they thought ahead, considered what are the most important priorities, especially employee safety, and well-being? And they collaborated with each other to figure out, what are the details for these new policies, and set clear goals with guidance from experts.

 They also said that managers…. And once again, all this is coming from both managers, and staff, but and the workers from their focus groups. They said each manager has a clear area of responsibility, but they understand the interconnectedness of everything. And that managers value employees' voices and act according to their needs to help them feel appreciated, and included, and to create this sense of a shared identity as a company. Then finally, they said that the company makes an effort to develop partnerships both inside, and outside the workplace, and to be active in building community.

 Just partnering with outside organizations, encouraging collaboration with them, building community, and assessing the needs of the workplace, and figuring out how to get those met both inside the company, and in partnership with other organizations outside the company; and then also talked about the workplace seeking guidance from experts such as the CDC, local authorities, et cetera. Do those points seem accurate to you all? Is there anything you want to add?

Unidentified Female: That looks good. That's great to get that feedback. Thank you.

[moderator]: For sure.

Unidentified Female: And this is kind of a little unrelated to what we just talked about, but just for the record, the two groups, it was more like site, who had site dependent, and who didn't have site dependent? It wasn't necessarily like managers versus professionals versus VPs versus directors or anything like that. Because we had VPs, directors –

[moderator]: Right.

Unidentified Female: – Managers on both sides. Just, like, for the record, it's just a combination of both. It just dependent on where, if they had site dependent work or not?

[moderator]: Right, sorry if that was confusing. I was speaking to the focus group that was specifically managers, lining up well with the two focus groups of workers. That's a good point. We appreciate that. Any thoughts? Okay. A question for you. Is this culture of connectedness, collaboration, and cooperation, is that something that was just set up from the beginning, and just continues to exist today? Or are there specific actions that the company takes to continue to promote that culture?

Unidentified Female: I will take a crack. [redacted], you want to go because?

[redacted]: I was just gonna say, it kind of is right in the wheelhouse of what we –

Unidentified Female: What we do.

[redacted]: – What we work on every day with our clients. I think we practice it with ourselves as much as we can, too. And I, one thing I love about this company is we do, I think we do experiment on ourselves first, figure things out in our own culture. And then we try to share that culture and get other companies to do likewise. It feels natural and it feels normal to do it because it's what we're always paying attention to.

Participant: And I'm not sure, [moderator], if you're aware of what we do? But we, I mean, well, I said our purpose. We help people thrive at work. We do that through employee recognition programs whether that someone has been with a company for 1, 3, 5 10 years. Or whether that's someone who has done something really awesome to contribute, and move the company forward, and then their peers or their leaders can recognize them?

 Our whole reason for existing is recognition. And we have had, well, we've been around for 96 years. And [redacted] founded the, kind of, the concept of, "Let's thank employees with something more than a paycheck." It's very much ingrained in our culture. And when the pandemic hit it was making sure, like I said, those two priorities are, but understanding how our people are not, we're not gonna have a business without our people. And that continued recognition that helped along the way.

[moderator]: Awesome. Thank you. Anybody else? Great.

[redacted]: I have one thing that I–

[moderator]: Yes.

[redacted]: – Wanted to just share.

[moderator]: Go ahead.

[redacted]: We meet as a company, I think it's like twice a year. And the very last one that we had, and I think that this goes on all the time, but just this one I just really remembered because we just had it. Our CEO, and our chair of the board shared that we all contributed, and donated money to these two charities. And it's our great work that helps contribute that money.

 It just, kind of, it's not just so much of our company giving, it's us giving, too, and just really making us feel, and letting us know, like, "Your work makes a difference." Because we can donate money, we can do this. I just want to, kind of, add that to it.

[moderator]: Thank you. All right. Last question for this section is, what ideas do you all have for how to continue to improve collaboration between different departments and staff? I would love to hear from someone outside [team name] on this. And whether that's Grant in success, or [redacted], or [redacted], or [redacted], or who, or [redacted], whomever.

Unidentified Male: Yes.

[redacted]: Can you repeat your question –?

Unidentified Male: I think, no, that's….

[redacted]: – One more time?

[moderator]: Yes, for sure. It's what ideas do you have for how to improve collaboration between different departments?

Unidentified Male: I'll have to go at this one because I have some experience trying to collaborate with other departments when it goes well and other times when it doesn't. We have a big conference we do and my team in the marketing department works on that conference for a good part of the year. And as we get closer and closer we engage with more and more departments.

 And it seems like the departments that we collaborate with the most are the ones that we just have practice with. It gets easier and easier. And then every now again we'll engage with the department that we don't engage with very often. And it just feels a little bit difficult at first. And I think maybe big, bigger projects that are across departmental will give us more opportunities to practice and that might help.

[moderator]: Great.

Unidentified Female: I have one thing. I'm sorry. Go ahead.

Unidentified Female: I would say even if something as small as like I work with [redacted]'s team, and [redacted] is on my team but not specific to my team. Like, we have sub teams. And walking over to their desks, making them a human, not just a Teams, not just an e-mail. They're, it's a human and so it's connecting.

 I know that the next time I just message [redacted] or [redacted] through Teams, like, yeah, we laughed about something. Or, like, we're just more human. It's just something small but it starts that way and then building better friendships, relationships, and then confidence in each other, so.

[moderator]: Awesome.

Unidentified Female: What I was going to say was we have a mentor program. You could either be a mentor, mentee if you're asked. And that is really good collaboration. And you spend six months. It could be sometimes, like, in a week you spend 15 minutes to an hour with that person that you're learning from. Or that, I think it's both ways. I think you always learn. I've been doing this for six months with our project management team. You can just really connect, kind of, with different departments. We have that and then we also have tours, too. I know with our client success can go down into our manufacturing team and go on tours.

[moderator]: Very cool, very cool, you have such great ideas to share. Thank you so much. Yes?

Unidentified Male: And can I just add something to that?

[moderator]: Go for it.

Unidentified Male: In the supply chain who's led by [REDACTED], he requires of us to, every six months to have what we call an [meeting] with him. And then in preparation for that, we need, we go out and have many [meetings] with probably four different people from different departments.

 And the purpose of that is we sit down with them and say, "How can I help you be successful in your job," or/and find out things that we might be doing to make it harder for them, and then write down what kind of adjustments that we want to work on. And then we, and then after we've got all that preparation done, we go and sit down with [REDACTED], and talk it through with him. I think that's helpful in this way.

[moderator]: Very cool, thank you so much for, everybody, for everything you've been sharing. I'm cognizant of the time. I'm going to go ahead and go to this last section, which is talking about total worker health competencies. If you're not familiar with total worker health competencies, they were developed in looking at how to understand how different workplaces are successful, and what company skills allow a workplace to be most successful. And how a company can improve so they can support ideal worker health and well-being in general.

 As you can see, there is subject matter expertise, which has to do with knowing, safety, and health. Know how it works here, accessing information about trends, strengths, and disparities. There is advocacy and engagement, which has to do with understanding the needs, perspectives, and roles in the company, and engaging different groups. There is program planning, and implementation, and valuation, which involves assessing scientific evidence, different programs, and policies, identifying workflows, hazard resources, et cetera. Communication and dissemination has to do with conveying information, reflecting cultural humility, and make the business case. And then leadership and management has to do with understanding organizational culture, how different systems interact, providing direction and vision, responsible for strategic planning involving teams.

 And then finally, there is partnership building and coordination, which includes bringing together the right resources, and coordinating efforts between mutual partners, and using a multidisciplinary approach inside, and outside the company. We saw a lot of strengths from [company] with these. And I wanted to ask you all, what areas of total worker health do you think [company] is strongest in? What areas do you think there might be some room for improvement in?

Unidentified Male: Well, that's a lot to take in all of a sudden.

[moderator]: It is. It's a whole lot. And a lot of these, you're right, and a lot of these tie in with a lot of the things we talked about today. And mostly what we heard were strengths so another question I would bring up is, why does the company have so many strengths?

Unidentified Male: I think because the leader, the top leadership of the company is trying to make this a great place to work. I think that company and all the leaders in the company are constantly trying to figure out how they can do better. Continuous improvement, we call it.

[moderator]: Love that, we love that. As management, as you have grown the company, sought to continuously improve, what challenges have you encountered and how have you worked around challenges to be able to improve the company?

[redacted]: And that feels like a question for [redacted] or someone higher level, but –

[moderator]: Yes.

[redacted]: – My perspective; I mean, I know we have challenges all over the place because we grow globally. We take on big clients that are bigger than we've ever had before. We bring on whole new teams to do that. And we deal with issues like COVID. And I think, I think we rely on our culture more than anything for our leaders' trust, the people who do the work.

 And the people who do the work trust the leaders. We lean on those who have the expertise when they need it, it seems like to me, anyways. That feels like that functions really well at our company and the culture feels really healthy all the time.

Participant: Thank you, [redacted]. What I was going to even say is about we have the big point about serving larger clients than we've ever had before, and helping figure out what that structure, and what that support looks like. But also, and again, this has been a year to 18 months in the rearview mirror. And that we forget that from an HR perspective, we had such an incredibly tight labor market happening from the end of 2021, until really, probably the beginning of this year, it started loosening up.

 We were having particular challenges filling positions. We might have had 15 positions open in our production teams. And we were getting ten applicants, that statistic when there are fewer applicants than there are positions that are open. We've been able, now at that point it's, like, okay, if you're applying and you're willing to work, we'd love to be able to just hire you where we weren't able to be as selective as we normally are with those types of positions.

 That labor market has shifted greatly in this, in 2023, where we have been able to get back to our assessment process for our production roles, for example. And we are seeing really high quality candidates for roles across [company]. We've also seen that because [company] has such a technology focus as far as our business goes, too, with the different companies that you've heard about along the Wasatch Front doing multiple rounds of layoffs, that has not happened in [company].

 We're conservative. We're stable. We're, we want to protect our people's jobs, but we also don't make rash decisions on things. And that has helped us with our stability, and also that we've had zero discussions of any layoffs or anything like that as the other companies have had over the last year or two. The kind of the boomerang since the pandemic where people would stay, and then afterwards you heard about the great resignation. And then in Utah in particular, we had a tight labor market. Those have been big challenges as within we have tried to serve and support larger clients that we've ever had before.

 I'm knocking on wood because things have been much more, much more not all over the place this year. But I know that was something that our teams were, and our teams that were trying to make sure they're, that they have enough people to staff the positions we needed, were having that as the challenge over the last couple of years, too.

[moderator]: Awesome, thank you. Well, we are coming to an end. I want to open it up for [moderator] and [moderator], if you have any follow up questions you'd like to ask? I want to thank you all for sharing this with us and ask, if there's anything you would like to tell us that we haven't yet asked about? And I'll just leave you with my thanks.

[END OF TAPE]