

People
Work

HPWS

Technology

High Performance Work System

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QUESTIONS AND ANSWERS ON HPWS

1. Is This Union Busting?

No. Our joint effort will make the Union stronger. If it was meant as "Union busting" there would have been no effort to get the Union involved. Also, J.R.'s values include the Union as a partner.

"If you view unions as problems then you don't view people as the solution."

2. Will My Job Be Eliminated?

Through job redesign, tasks performed by each person probably will change, however, no one will lose employment in his/her department as a result of this process.

3. How Will HPWS Effect Seniority?

Opportunities will continue to be offered by seniority. Any changes in seniority practices will be jointly made with Union agreement.

4. Where is B/G Management On Commitment to HPWS?

Our belief is that nearly everybody believes there is a "Better Way" and that we need to change the way in which we manage our operation. So the commitment level is high. How we change, and to what, are not fully understood and agreed to. In other words, their commitment to change is high but the "how-to" makes it appear that it is low.

5. Will Managers Lose Their Power?

1. Absolutely not.
2. Under HPWS, managers will gain power rather than lose it, because they will be able to lead a team to a shared success.
3. If you mean by power, however, being an arrogant SOB - the answer is yes.

EMPLOYEE INVOLVEMENT

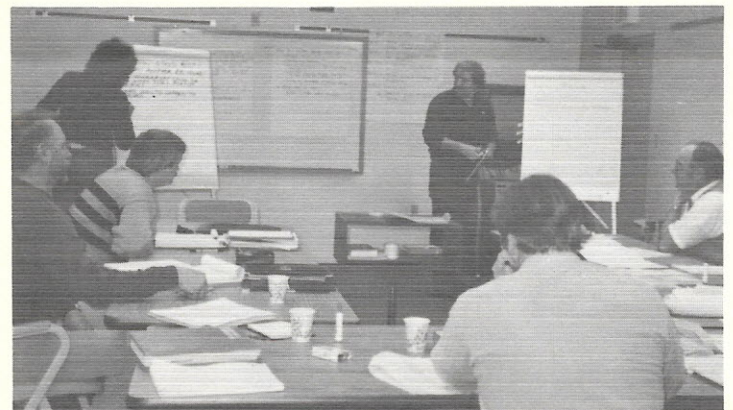
By Walter Cupples

The Employee Involvement effort at Berlin-Gorham is a three level approach.

The first level has to do with bringing about a change in **individuals**. In order for the employees of James River to function in a more participative culture they have to develop new skills. Training programs like Work Team Development, Trainer Skills, Problem Solving and Peak Performance Leadership give individuals an opportunity to acquire those skills. When a worker returns to the workplace there is little reinforcement of those new skills because the system still encourages the use of the old skills. As a result the benefit of the training is diminished.

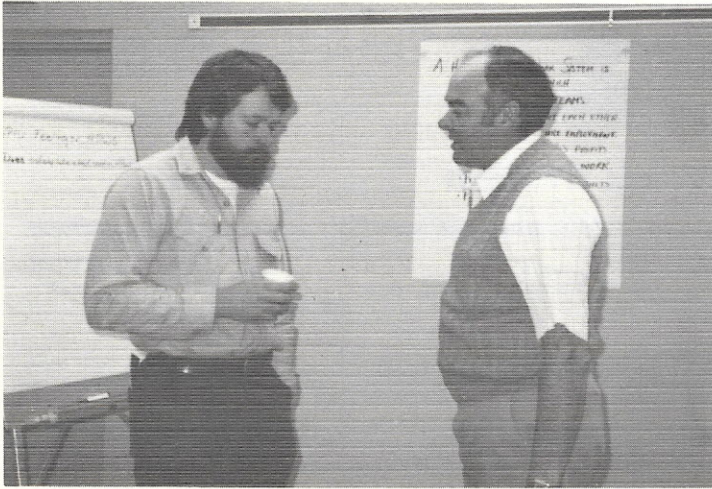
The second level of the change effort has to do with the interaction within **groups**. Team Building sessions have helped management teams look at how they interact with each other and function more openly and honestly. Once again the overall system does not provide the level of support that would encourage the growth of these relations. The full potential is not realized.

In the last several months we have begun to deal with the third level of the change effort. This level deals with re-designing **systems**. The Berlin-Gorham High Performance Work Systems Redesign Team, the Floc Redesign Team, and the #1 P.M. Rebuild Design Team are focusing on the systems of each of those areas. The result of their work may produce



The High Performance Work Systems Team chart concerns.

changes in jobs, work units, management structures, supervisors' role, information flow, reward systems, personnel policies, training, etc. This is the extent of change that will be necessary to insure the reinforcement and growth of the skills acquired by **individuals** and **groups**. Once the change effort at this final level is under way Berlin-Gorham will have the reinforcement necessary to insure its place in the evolving James River of the 1990's. We all need to support these redesign teams.



Ross Beattie and Mark Bechtold discuss different aspects of HIGH PERFORMANCE WORK SYSTEMS.

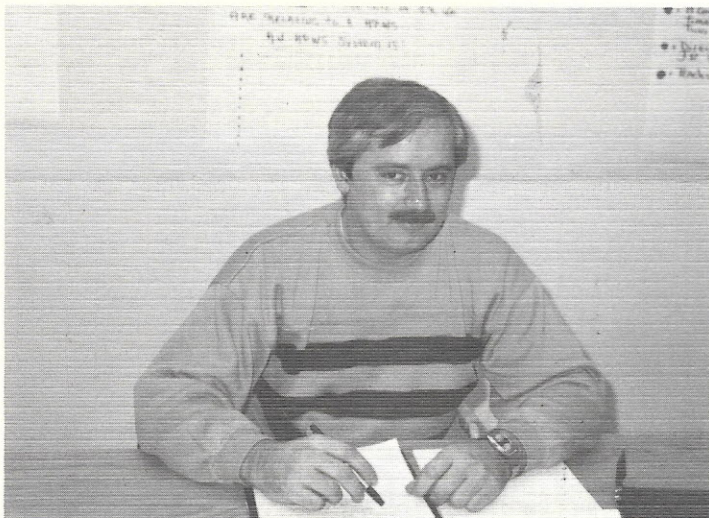
Our future is bright because we are moving together into a system of high performance; where the Union/Management partnership is working together to look at better ways to work so that we all benefit and share in the rewards.

Mark C. Bechtold
Employee Involvement
Internal Consultant/Facilitator

HPWS - My Vision

In a mill operating as a High Performing Work System, I see an employee whose name is John Doe. John has 16 years seniority, is 41 years old and belongs to his local union. I see John's worklife as follows:

Ross Beattie
Director, Human Resources



Ray Blais

My vision of a HIGH PERFORMANCE WORK SYSTEM, is a never ending process by which everyone becomes more involved in what goes on in the workplace. Everyone should feel free to offer his knowledge not only for job performance but in decision making that would be beneficial for both the employees and James River Corporation.

Ray Blais
Cascade, #1 PM



Dan Gendron

HIGH PERFORMANCE WORK SYSTEM is understanding how redesigning will improve our productivity and better enable James River to compete in today's market. It also improves communication throughout all levels-hourly and salary, having equal voice.

Dan Gendron
Kraft, Evaporator Operator



Don Couture

In a High Performance Work System an individual has reached a point of maturity in an E.I. effort. He (individual) has been trained through different work sessions (Work Team Development, Problem Solving, Trainer Skills, Peak Performance, etc.) which in turn have given him background to perform in groups (Task Forces, Problem Solving committees, joint effort meetings, etc.) As these groups progress in their everyday efforts to become more effective they experience individual growth, satisfaction and a sense of achievement. These experiences have now created a forum for systems to evolve. At James River B/G we are referring to a High Performance Work System (HPWS). The structure of this system would allow the following things to be internalized and institutionalized.

- Understood and supported sense of purpose and direction.
- Performance expectations and results are common knowledge.
- Performance Management System (PMS) that is seen as fair and balanced - designed to help.
- Ongoing People Development System.
- Broad knowledge of intelligence and Relative Competitive Position (RCP).
- Top Down Bottom Up (TDBU) goals system tied to strategy.
- Shared ownership in results/success.
- Formal (ongoing) Finding A Better Way (FBW) that is valued and rewarded.
- Management by principle and intolerance of exceptions.
- Adult values about people and consistent behavior that reinforces these values.
- Rapid, accurate communication system - 4-way.
- "Can do" flexibility and adaptability.
- Genuine trust and respect.

and it would get better every year, it would be an established trend.

Don Couture
Foreman, Burgess Maintenance

A High Performance Work System is a system (corporation, mill, department, etc.) that is performing at its potential. This system exceeds its financial expectations, productivity and quality goals, safety objectives, and maintains a high degree of job satisfaction through the workforce. For Berlin-Gorham to be a High Performance Work System, we must study our



Katie McGlynn

CHANGE

Our industry is undergoing change. For example: movement of our industry to the Southern U.S., construction of mills in South Africa and Brazil, start-up of modern automated mills, labor negotiations involving employee benefit "take-aways". These events negatively impact our mills' competitive position.

As I see it, we have two choices. One, change the way we do work now, so we will survive in the future. Or, two, wait until our survival is severely threatened, and change under panic conditions.

We have all been through change in our lives. Somehow, we always manage to adapt. That is, once we know what it is we have to adapt to. It is the unknown that makes us uncomfortable, makes us "stiffen-up", close our minds, and fight.

My hope is that we all work together to minimize this natural tendency to resist change. The High Performance Work Systems Team is committed to supplying information as to why change is desirable, what High Performance Work Systems are, why High Performance Work Systems are the way to go, and how we intend to get there. We are committed to answering any and all questions posed to us, and committed to reacting to feedback we receive. In summary, we are committed to eliminating the uncomfortable unknown from everyone's mind.

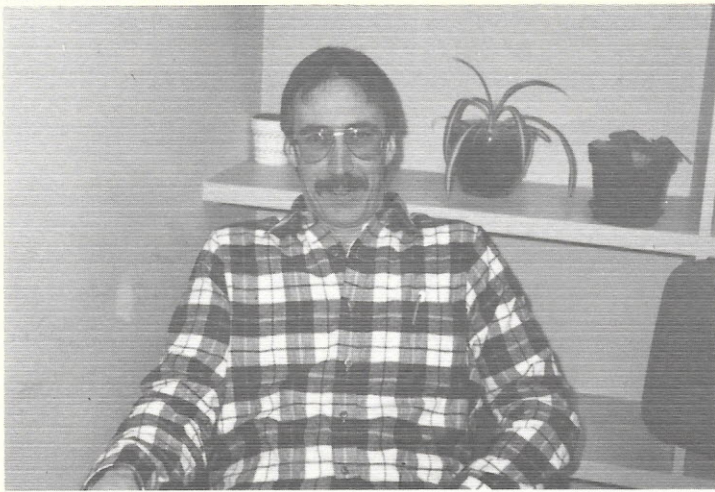
Communication is two-way. We can "broadcast", but only you can "listen". **PLEASE** take the time to read the material we publish. Take the time to attend meetings on High Performance Work Systems. Take the time to get actively involved.

In the midst of a changing external environment, we cannot survive indefinitely standing still. The longer we wait to react, the less likely it is that the change necessary is a positive change that benefits us all.

Katie McGlynn
Technical Director - Pulp Mill

workplace and redesign it (where necessary) to make it most effective. High Performance Work Systems will be the leaders in the increasingly competitive pulp and paper business.

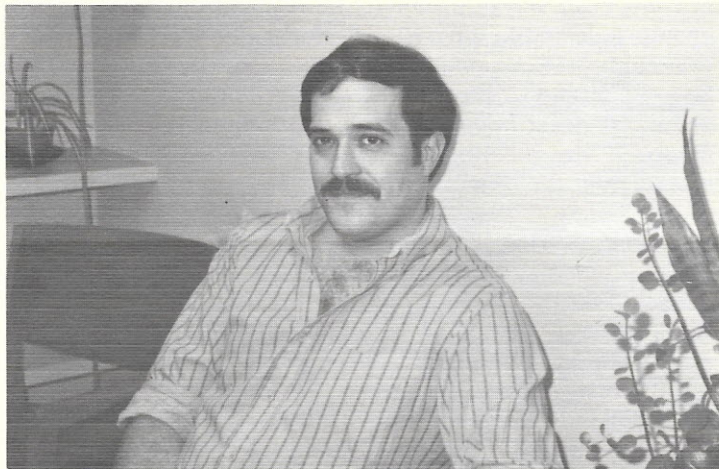
Doug Brooks
Assistant Superintendent
Cascade Stock Prep.



"Spider" Moores

I think that everyone is aware of the fact that in order for Berlin/Gorham to stay in business, we must find a better way to stay ahead of the competition. Other companies (Boise Cascade and International Paper) are enhancing their competitive position by demanding concessions from their employees. James River's goal is to enhance their competitive position by increasing productivity, not by taking things away from their employees. We need **HPWS** to excel, while adhering to James River's **VALUES** and **BELIEFS**. Another added incentive for us to increase productivity through **HPWS** is the fact that capital money will go to those James River sites that are most productive.

"Spider" Moores
Burgess Maintenance,
Apprentice Piper



"Rip" Santone

HIGH PERFORMANCE WORK SYSTEM is an ever changing structure (system) that allows people within the system to have an important piece of the Berlin/Gorham operation. HPWS will be different for each individual in each division. The important part will be the ability of the individual to choose whether or not they want (or need) to get involved. HPWS is an input-feedback system that lies into the James River strategy and beliefs. HPWS gives individuals the resources to institute their ideas.

"Rip" Santone
Foreman, Towel & Tissue Division



John Roberge

H.P.W.S. is a system that develops workers to become enthusiastic about their job. Employees will start to take pride in results, and in accomplishing goals. It allows decision making to occur at the lowest possible level. It develops in individuals the drive to give 100% and recognizes those with rewards. It creates ownership in the company by workers. Lastly, workers accomplish the feeling of THANK GOD IT'S MONDAY!!!

John Roberge
Towel & Tissue Division
#43 Operator

The HPWS Redesign Team has recently completed the environmental scan which is the first major phase of the socio-technical redesign process. It is during this phase that information is gathered to get a feel for the current condition of the organization.

The HPWS Redesign Team is now in Richmond, VA reporting on their progress and are being introduced to the next phase of socio-technical redesign, called the technical analysis. The team will be reporting back to the Joint Steering Committee on February 23 and more info will be forthcoming in future issues of the STOCKLINE.

James River Corporate Advisors for High Performance Work Systems:

- George Manners, Jr., Director of EIE Consultants
- Mal Shaw, Vice President of Organizational Development
- Fran Labella, Director of James River Institute
- Dan Girvan, Business Resource to Communication Papers
- Len Estrada, Director of James River Institute Training
- Larry Morrow, Vice President of Human Resources
- Ted Edwards, Vice President, Manufacturing Management Consulting
- Matt Kracht, Consultant
- Eric Simmons, Consultant
- Shirley Meeker, Consultant
- Anita Simonton, Consultant
- Jim Sanford, Consultant

"People support what they help create . . ."
Unknown