



**OmniBrands**  
Jared's Dilemma



**Carter  
Bright**



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Leahy**



**Jordan  
Johnson**



**Thomas  
Venezia**



# Agenda

## OmniBrands

Agenda

### Assignment

Recommendation

Finances

Risks and Mitigations

Summary + Q&A

# Assignment:



## Client

Jared of OmniBrands



## Goals

### Improve Employee Experience

1. Improve morale, productivity, and profitability
2. Facilitate faith and belief in the workplace



## Objectives

### Address Wellness Survey Gaps

1. Allow employees to bring their "Soul Self" to work
2. Provide directly for employee mental health at work
3. Address process issues leading to low scores



# Identified Room for Growth



## Mental Health Resource Access

Average Rating 2 out of 5



## Reflection Space Access

Average Rating 1.9 out of 5



## Work-Life Balance

No Personnel Redundancy





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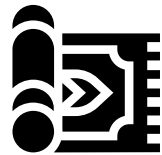
# Recommendation Overview

## Workplace Chaplain



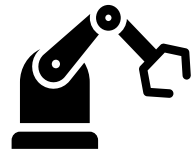
Dedicated spiritual and mental health care professional on site

## Meditation Room Expansion



Expanding beyond a closet

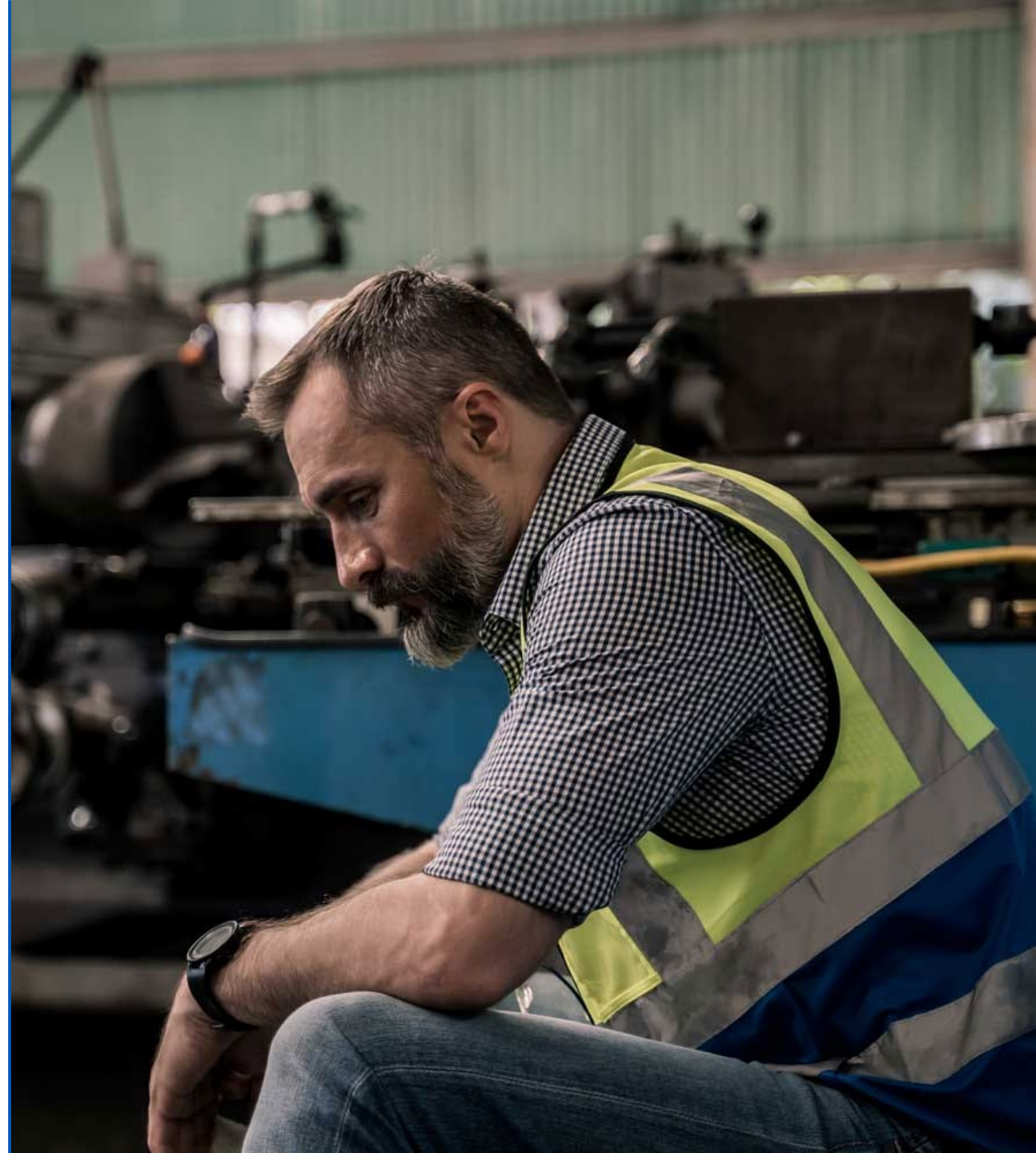
## Cross Training



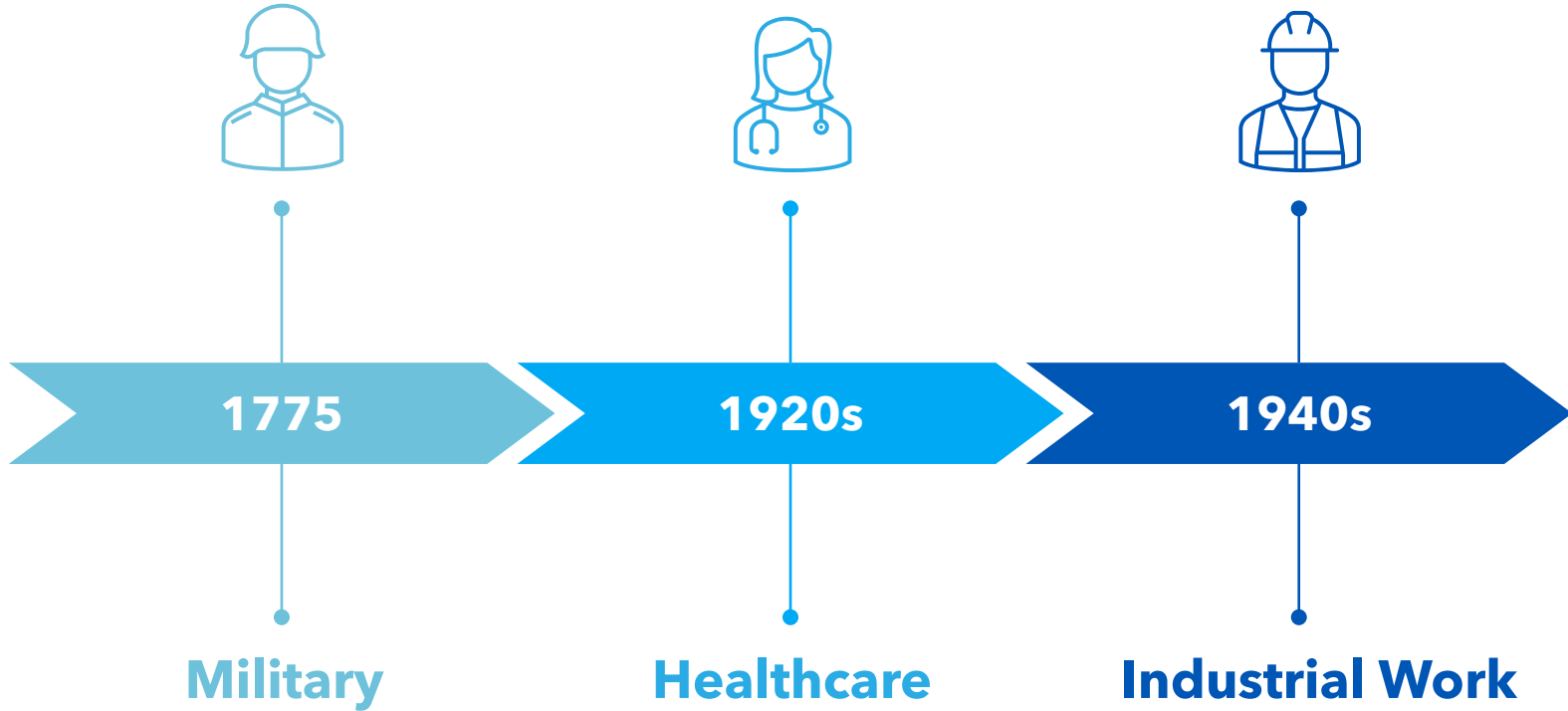
Building redundancy to reduce unplanned downtime



## **Employees don't know how to access mental health resources**



# Chaplain Services in the Workforce





# Starting a Chaplain Program at OmniBrand



Provides all line workers with mental and spiritual support, regardless of religious association.



One Chaplain will be assigned to each manufacturing site.



Chaplains works 8 hour shifts, rotates through different shift schedules.



Establish a VP of Chaplain Services position.

# 2%

**of plant workers  
are members of  
the Interfaith ERG,  
and employees  
don't have a  
reasonable space  
for spiritual  
reflection.**



# Giving the Interfaith ERG a breakout area



ERG visibility and ease to join are the two biggest factors in ERG membership Growth



Employee's see the ability of an ERG to build community as the largest indicator of its effectiveness



Members of ERG's that are 'effective' are 24% more likely to have a sense of inclusion at work

# Cross Training



## **Break Flexibility for Prayer, Meditation, or Relaxation**

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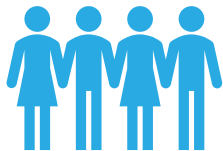
Cross-trained employee can shift quickly to vacated part of line.  
Current top firms take roughly 3 weeks to cross-train an employee.



## **Reduced Unplanned Downtime by 15%**

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Reduction of UPDT due to a decrease in both understaffing and maintenance-related downtime (lubrication failure and dirty gears).



## **Employee Fulfillment and Ownership**

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Autonomy, ownership, and variety in work are highly correlated with employee performance and fulfillment.

# Key Metrics

## Survey Results

Track employee satisfaction with spiritual and mental health metrics

## UPDT

Major symptom that will show overall impact on plant lines



## Attrition Rate

End result of employee satisfaction and plant culture

## Qualifications

Monitor cross-training completion and FTE training percentage



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Summary + Q&A

# Finance - Overall

**\$1.5M**

**One-Time  
Initial Investment**

**30**

**NA Manufacturing  
Locations**

**\$18.2M**

**Annual Costs**

**\$574.7M Annual Revenue**

**\$2.5B NPV**

10% WACC (5-Year NPV)

**Due to Attrition, Wages,  
UPDT, Scrap, Training**

# Financial Drivers

	Impact
Attrition Rate	1.1%
UPDT	27%
Labor Wages	\$13,000
Production Increase	\$531.4M
Scrap Savings	\$40M
Turnover Costs	\$3M





# Agenda

## OmniBrands

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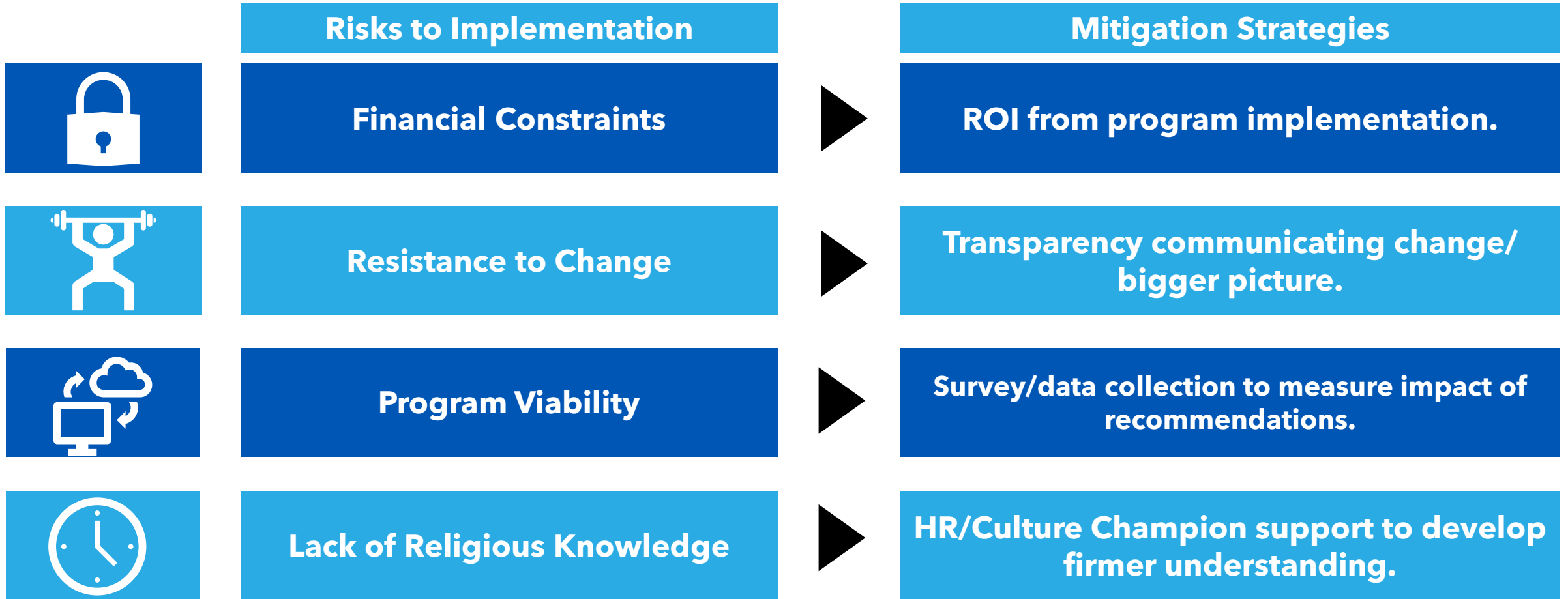
Recommendation

Finances

**Risks and Mitigations**

Summary + Q&A

# Risks & Mitigations





# Agenda

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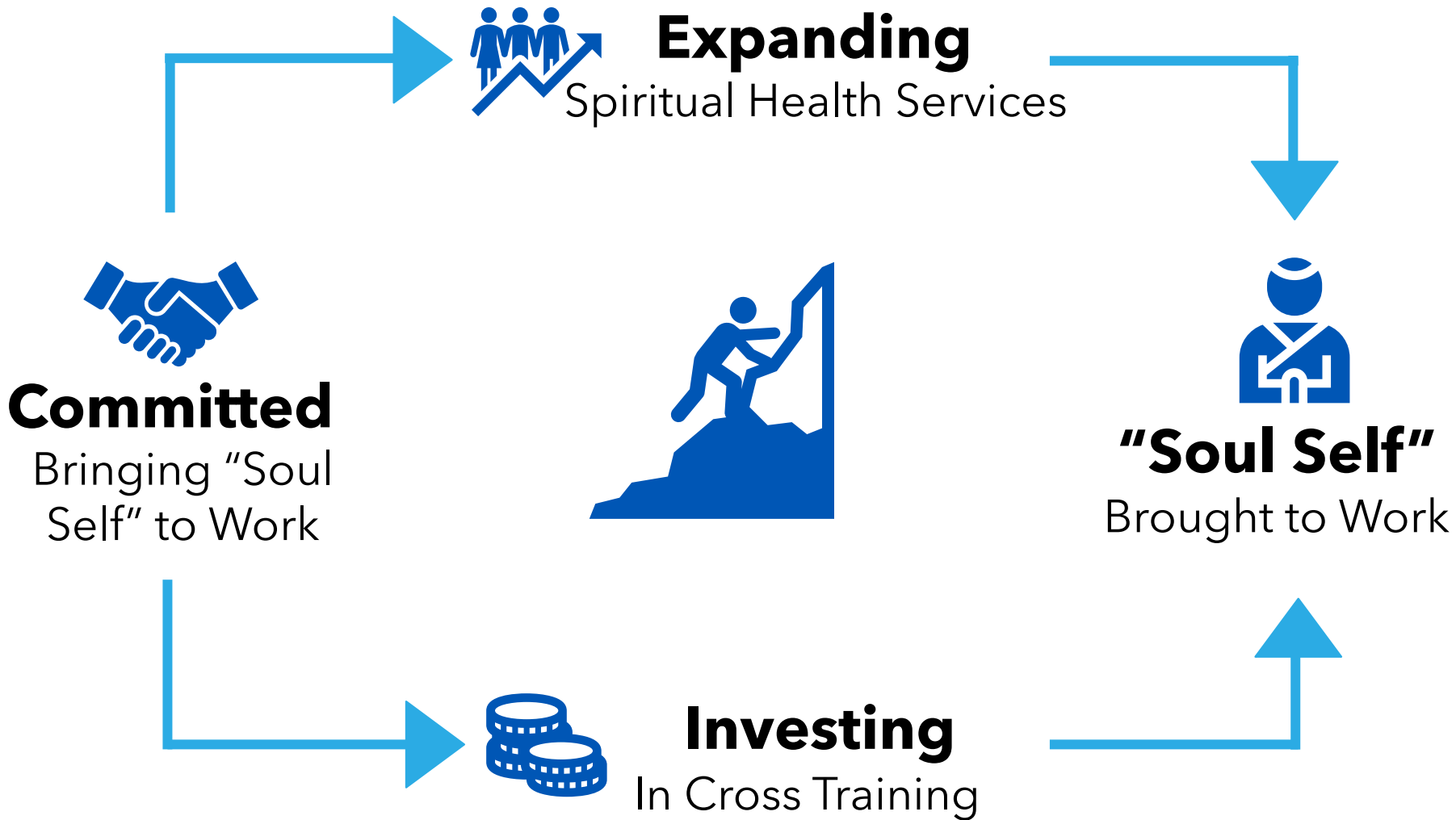
Recommendation

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**Summary + Q&A**

# Summary



## BENEFITS

**\$2.5B**  
NPV

**30**  
Locations with  
Improved Health

**1.1%**  
Lower  
Attrition Rate

**QUESTIONS?**

# Appendix

## MAIN DECK

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# The Value of Belonging at Work: Investigating Workplace Inclusion

“If workers feel like they belong, companies reap substantial bottom-line benefits. High belonging was linked to a whopping 56% increase in job performance, a 50% drop in turnover risk, and a 75% reduction in sick days. For a 10,000-person company, this would result in annual savings of more than \$52M.”

Information based off of a 1,789 employee survey and 3,000 employee experiment

Dr. Kellerman and Dr. Reece, BetterUp

[https://grow.betterup.com/resources/the-value-of-belonging-at-work-the-business-case-for-investing-in-workplace-inclusion-event?camp=7012J000001YGmw&utm\\_medium=OAD&utm\\_source=HBR&utm\\_campaign=AMS19+-+Belonging+Report&utm\\_term=WP](https://grow.betterup.com/resources/the-value-of-belonging-at-work-the-business-case-for-investing-in-workplace-inclusion-event?camp=7012J000001YGmw&utm_medium=OAD&utm_source=HBR&utm_campaign=AMS19+-+Belonging+Report&utm_term=WP)



# Impact of Prayer & Meditation - [SHRM](#)

## Prayer and Meditation Rooms Can Increase Inclusion

Shows openness

Enables atmosphere of openness

Provides privacy

Helps provide accommodation



# Leave Policy: Floating Holidays

## Who

All full-time, regular employees receive two floating holidays per year in addition to [Company Name]'s regular paid holidays.

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## When

Floating holidays are available at the beginning of each calendar year for all current employees.

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## Eligibility

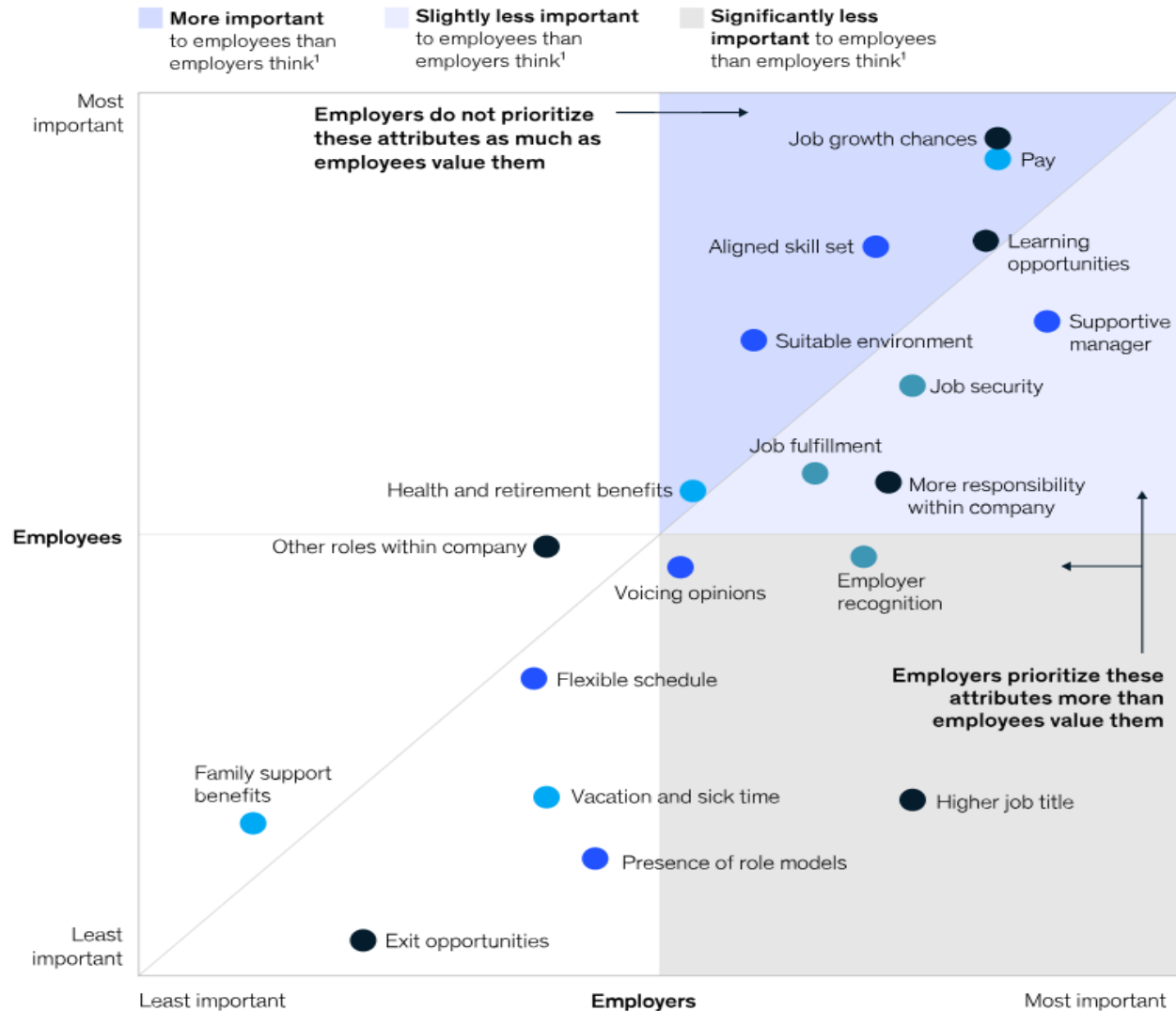
A new employee hired before the end of the first half of the calendar year will receive two floating holidays upon hire; a new employee hired during the second half of the calendar year will receive one floating holiday upon hire.

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## Use

Floating holidays will not be carried over to the next calendar year, nor may they be cashed out if not taken or paid upon termination of employment.

# What Frontline Employees Want



What frontline employees want—and what employers think they want | McKinsey

Misunderstood: Employees care more about job growth chances, aligned skill sets, and learning opportunities than employers think they do.

Opportunities for advancement are limited, & within the case, becoming a line leader only gives 2-3\$ per hour benefit, ~ 10% pay raise.



# Ford Interfaith Network

## FORD INTERFAITH NETWORK (FIN)

The Ford Interfaith Network (FIN) has been operating for more than two decades. In this video you can learn why it matters to people at Ford.



On Nov. 3, 2021, Brian Grim presented to Ford on "What Place does faith have at work?" See presentation materials [here](#).



# Religion in the Workplace BYU Interview

## What does freedom of religion look like?

The ideal workplace includes having employees feel comfortable and welcome to discuss their religious beliefs: the result being that of intentional effort from company leadership and employees working in unity. Freedom of religion provides a safe space where individuals can be open about who they are. In an interview with the Religious Freedom and Business Foundation's president Brian Grim, he expressed, "This is about helping people of faith connect with one another for the purpose of making [a] company more successful." When employees feel connected to one another and are seen as who they truly are, this will lead to an increase in innovation, creativity, and support all because of increased openness.

Why is learning someone's religious background so important? By understanding what an employee believes, an employer can know the employee's personal needs and values. And through honoring an employee's personal values, both parties can develop mutual respect in the company, increasing that employee's intrinsic motivation to bring value to the company.



Marriott Student Review

Volume 5

Article 5

## Religion in the Workplace: Inclusion, Freedom, and Morale

Kassidy Acker

Hannah Laudie (Interviewer)

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Marriott Student Review is a student journal created and published as a project for the Writing for Business Communications course at Brigham Young University (BYU). The views expressed in Marriott Student Review are not necessarily endorsed by BYU or The Church of Jesus Christ



## Spiritual Health in Leadership

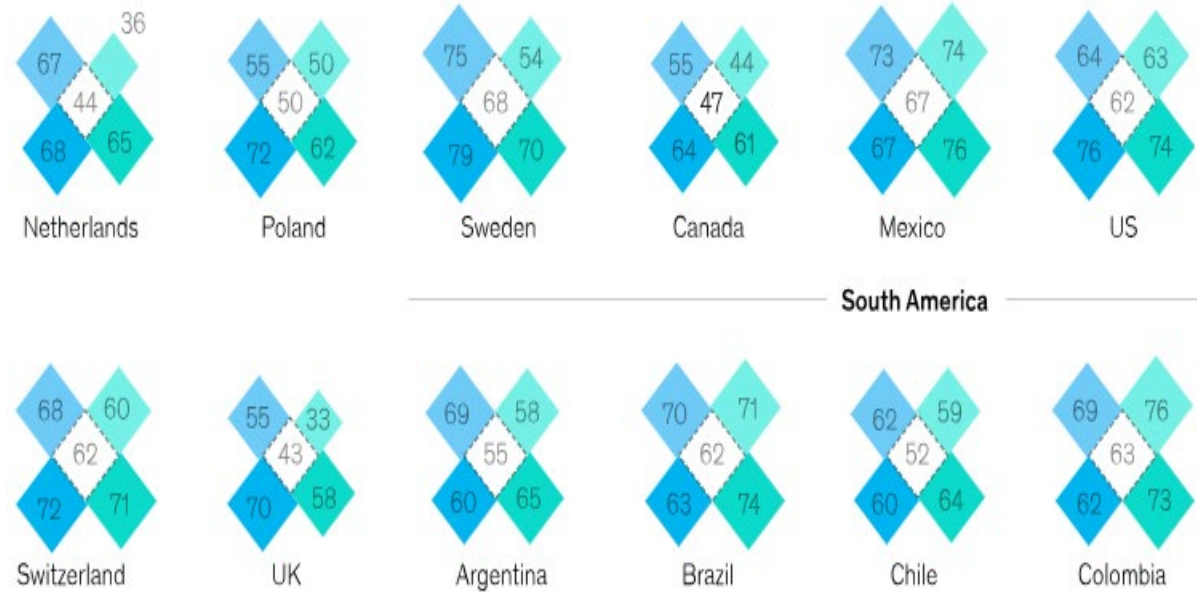
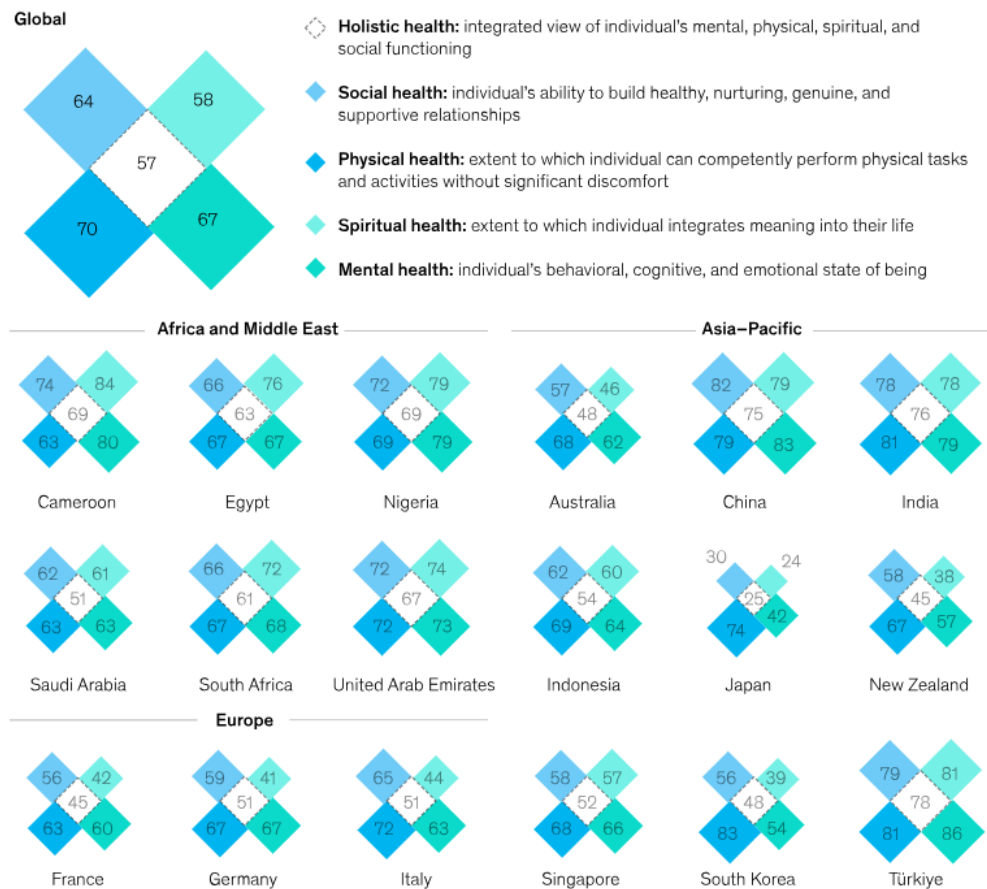
# **McKinsey Is Talking About Spiritual Health in Leadership. Why Aren't More CEOs Getting on Board?** What you are missing if you aren't thinking about 'spiritual factors' in the workplace.

To test these ideas, the researchers had 287 employees from various industries and leadership ranks complete a survey. The survey measured spiritual leadership, employee morale, trust, and self-efficacy. The results of the survey confirmed their theories. Spiritual leadership was shown to improve employee morale, and it did so by helping to increase trust and self-efficacy in the workplace.

# McKinsey & Company Holistic Health

Although the global level of good holistic health is around 60 percent, levels of good mental, physical, social, and spiritual health vary by country.

Reported good health, by health dimension,<sup>1</sup> % of respondents



Data on mental, physical, social, and spiritual health represent percentage of respondents scoring average of ≥4 (scale of 1–5) on items for each dimension. Data on holistic health represent percentage of respondents scoring average of ≥4 across all 4 dimensions. Source: McKinsey Health Institute Employee Holistic Health Survey, 30,392 participants at all levels of the organization, Apr–Jun 2023

McKinsey & Company



# Research on the Influence of Spiritual Leadership on the Employee Morale

	Self-efficacy			Interpersonal trust			Employee morale			Employee morale		
	$\beta.$	SE	<i>t.</i>	$\beta.$	SE	<i>t.</i>	$\beta.$	SE	<i>t.</i>	$\beta.$	SE	<i>t.</i>
Constant	–	0.214	0.462	–	0.142	1.548	–	0.137	0.63	–	0.082	–0.653
Gender	–0.117	0.097	–2.477*	–0.033	0.065	–0.951	–0.07	0.062	–2.073*	0	0.038	0.004
Working years	0.076	0.038	1.609	–0.052	0.026	–1.512	0.018	0.025	0.545	0.006	0.015	0.315
Working position	0.094	0.049	1.949	–0.02	0.033	–0.584	0.058	0.031	1.686	0.023	0.019	1.123
nature of organizations	–0.024	0.033	–0.504	0.007	0.022	0.215	–0.006	0.021	–0.18	0.002	0.012	0.088
Spiritual leadership	0.625	0.049	13.61 ***	0.459	0.042	10.657 ***	0.834	0.031	25.488 ***	0.331	0.029	10.999 ***
Self-efficacy				0.47	0.04	10.71 ***				0.255	0.028	8.289 ***
Interpersonal trust										0.456	0.035	12.783 ***
<i>R</i> <sup>2</sup>	0.433			0.698			0.707			0.898		
<i>F</i> value	F(5,272) = 41.509***			F(6,271) = 107.687***			F(5,272) = 134.379***			F(7,270) = 340.603***		

**Table 4.** Test results of intermediary effect model between spiritual leadership and employee morale.

(1) *N* = 278; (2) \**p* < 0.05, \*\**p* < 0.01, \*\*\**p* < 0.001.

Terms	Effect	Boot SE	BootLLCI	BootULCI	Standardized effect quantity
H7: Spiritual Leadership ⇒ Self-efficacy ⇒ Employee Moral	0.152	0.014	0.121	0.174	0.159
H8: Spiritual Leadership ⇒ Interpersonal Trust ⇒ Employee Moral	0.200	0.032	0.141	0.263	0.309
H9: Spiritual Leadership ⇒ Self-efficacy ⇒ Interpersonal Trust ⇒ Employee Moral	0.128	0.02	0.088	0.166	0.134
H1: Spiritual Leadership ⇒ Employee Moral	0.797	0.031	0.736	0.858	0.503

**Table 5.** Analysis of intermediary effect between spiritual leadership and employee morale.

Boot LLCI refers to the lower limit of 95% interval of bootstrap sampling, BootULCI refers to the upper limit of 95% interval of bootstrap sampling.



# The Impact of Training on Productivity: Evidence from a Large Panel of Firms



DEPARTMENT OF ECONOMICS  
UNIVERSITY OF MILAN - BICOCCA

A one per cent increase in training is associated with an increase in value added per worker of about 0.07 per cent.

WORKING PAPER SERIES

## **The Impact of Training on Productivity: Evidence from a Large Panel of Firms**

Emilio Colombo and Luca Stanca

No. 134 – January 2008



# Benefits of Delegation & The Role of Education

## The Essentials Of Cross Training: The Benefits Of Delegation And The Role Of Education

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### ABSTRACT

*Bob Hunter is the operations manager for a medium sized manufacturing plant that produces after market automobile parts. The line of products includes: alternators, starters, rebuilt air-conditioner compressors, disk-brake pads and replacement kits, and electric motors for power windows and seats. Bob has been having difficulty meeting deadlines due to increased orders and he met with his boss, the director of operations saying: "Mr. Conner, I am pushing my crew to the limits, I seem to be running around from department to department since I lost my assistant, and meeting production deadlines is becoming difficult. Can I hire at least two more employees to increase production? "Sorry Bob, but the budget will not allow it and you will have to increase efficiency. Our raw materials costs have increased and the competition is not raising their costs." "Do you have any suggestions that can help me?" asked Bob. "First I have a couple of questions for you; are your employees cross trained and how much work do you delegate? If not, you should give it some serious consideration. As you know Bob, changes in management are essential in order for us to remain competitive. When you hired your employees, did you give any thought to how flexible they were?" No organization can survive today without employees that can meet the challenge of rapid change. This paper is not to discuss change, but how cross training employees can increase efficiency, and how education is helping to prepare future employees.*

# Cost Breakdown

Costs/Investments					
Chaplain		Spiritual Room	Cross-Training	Holiday Planning	
Salary	# of Plants	Construction	Hourly Training	Affected FTEs	
\$100,000.00	30	\$1,544,520.00	\$27.00	1380.00	
VP Of Chap. Services		Maintenance/Décor	Annual Hours	Overtime Wage Diff	
\$500,000.00		\$69,125.00	287040.00	\$12.50	
<b>Total Cost</b>		<b>Total Cost</b>	<b>Total Cost</b>	<b>Total Cost</b>	
\$3,500,000.00		\$1,613,645.00	\$7,750,080.00	\$6,900,000.00	
<b>One-time Investments</b>			<b>Annual Costs</b>		
<b>\$1,544,520.00</b>			<b>\$18,219,205.00</b>		



# UPDT and Scrap Cost Breakdown

## Exhibit 4a. Productivity: Process Reliability Issues

	8/31/2023	9/30/2023	10/31/2023	11/30/2023	12/31/2023	1/31/2024
Total # of Unplanned Issues Across All Lines	5	4	7	7	9	12
Cause* see key	1, 3, 4,1, 2	3,3,6,1	1,1,3,4,1,3,4	1,1,3,4,1,3,4	1,1,1,2,2,2, 3,3,4	1,1,1,2,2,3 ,3,4,6,6,1,
Total Time Down due to Unplanned Issues	225	180	315	315	405	540
Scrap due to Unplanned Down Time	\$281,250	\$225,000	\$393,750	\$393,750	\$506,250	\$675,000
Planned Down Time Per Month in minutes	480	480	480	480	480	480
Scrap due to Planned Down Time	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
<i>Avg Scrap Factor / Hour</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>	<i>\$75,000</i>



# Revenue/Savings Breakdown

Savings/Revenue			
Chaplain	Spiritual Room	Cross-Training	Holiday Planning
<b>Attrition Rate Impact</b>	<b>Attrition Rate Impact</b>	<b>Attrition Rate Impact</b>	<b>Attrition Rate Impact</b>
0.4%	0.2%	0.10%	0.4%
<b>UPDT Impact</b>	<b>UPDT Impact</b>	<b>UPDT Impact</b>	<b>UPDT Impact</b>
4%	4%	15%	4%
<b>Labor Hour Savings</b>	<b>Labor Hour Savings</b>	<b>Labor Hour Savings</b>	<b>Labor Hour Savings</b>
\$1,980.00	\$1,980.00	\$7,425.00	\$1,980.00
<b>Product Prod. Incr.</b>	<b>Product Prod. Incr.</b>	<b>Product Prod. Incr.</b>	<b>Product Prod. Incr.</b>
\$78,764,400.00	\$78,764,400.00	\$295,366,500.00	\$78,764,400.00
<b>Scrap Savings</b>	<b>Scrap Savings</b>	<b>Scrap Savings</b>	<b>Scrap Savings</b>
\$5,940,000.00	\$5,940,000.00	\$22,275,000.00	\$5,940,000.00
<b>Training Savings</b>	<b>Training Savings</b>	<b>Training Savings</b>	<b>Training Savings</b>
\$1,080,000.00	\$540,000.00	\$270,000.00	\$1,080,000.00
<b>Total Savings</b>	<b>Total Savings</b>	<b>Total Savings</b>	<b>Total Savings</b>
\$85,786,380.00	\$85,246,380.00	\$317,918,925.00	\$85,786,380.00
<b>Total Annual Savings</b>			
<b>\$574,738,065.00</b>			



# NPV and ROI

<b>5-Year NPV</b>	<b>\$2,528,086,661.82</b>
<b>10-Year NPV</b>	<b>\$5,057,717,843.64</b>
<b>Annualized ROI</b>	<b>3155%</b>

# North American Factory Construction Averages

## Factory, 1 Story Construction Cost Assumption

Location:	US National Average
Story Count:	1
Story Height (L.F.):	20
Floor Area (S.F.):	30,000
Basement Included:	No
Data Release:	Year 2019

## Factory, 1 Story with Concrete Block / Bearing Walls

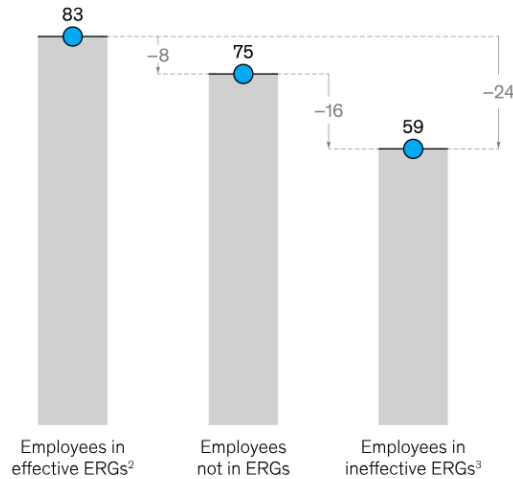
Cost Estimate (Standard Union Labor)	% of Total	Cost Per SF	Cost
SubTotal	100%	\$96.23	\$2,886,990.16
Contractor Fees (General Conditions,Overhead,Profit)	25%	\$24.06	\$721,747.54
Architectural Fees	7%	\$8.42	\$252,611.64
Total Building Cost		\$128.71	\$3,861,349.34



# McKinsey ERG Data

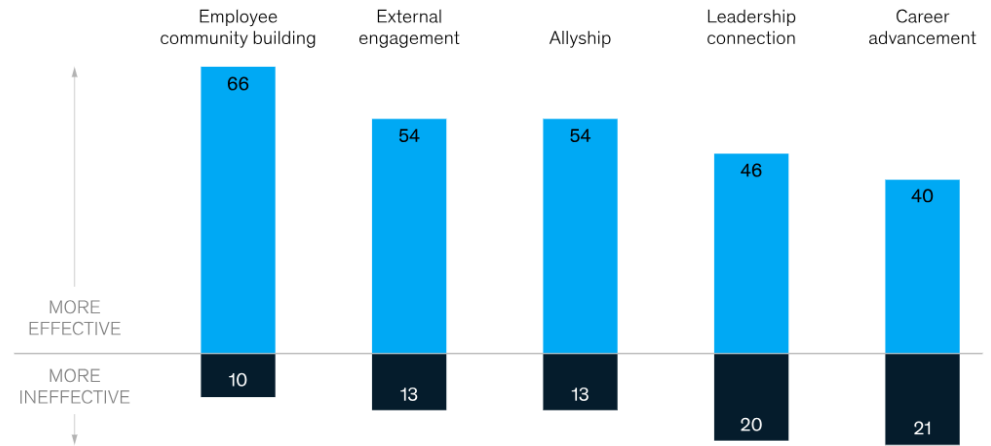
Employees in effective employee resource groups report higher positive inclusion scores than employees in ineffective employee resource groups.

Average inclusion score by employee resource group (ERG) effectiveness,<sup>1</sup> 0–100 scale



Employees are most likely to rate their employee resource groups as effective in building community within the organization.

Effectiveness of employee resource groups (ERG) by dimension, % of ERG members



“Employees who rated their ERGs as effective or very effective in one or more categories were significantly more likely to report positive inclusion scores than employees who rated their ERGs as ineffective or very ineffective: 83 percent compared with 59 percent”

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/effective-employee-resource-groups-are-key-to-inclusion-at-work-heres-how-to-get-them-right>

# **Correlation from Survey Data - Found through Python Analysis**

**0.21 - Spiritual and Mental Health Scores**

**0.39 - Handling of Stress and Personal Values Respected at Work**

**0.32 - Manageable Workload and Company Supporting Personal Beliefs**



# Workplace Chaplains-Society for Human Resource Management

Butler says that DeKalb's program "shows that the organization cares." It also seems to pay dividends in terms of recruitment and retention. "I think that, because we have this program in place, we're considered more progressive and it's one of the things that we've been able to use to attract and retain our associates," says Butler.

"I can honestly say that it has been very helpful," says Len Kluft, HR team leader for Storr Office Environments in Raleigh, N.C. "There are just dozens of circumstances over the last two years where [the chaplain] and I have come up with solutions that probably would not have been as good if I had come up with the solutions myself."

<https://www.proquest.com/docview/205249497?parentSessionId=XELNeoRqwpJvLi4zcu%2BVrXUmNeU%2BrI4yURYdxSLKlpI%3D&pq-origsite=primo&accountid=10920&sourcetype=Trade%20Journals>

