

## **Case Study: Implementing the Tiered Step-Up Program**

### **Background**

The Scranton Times faced a critical challenge with high turnover rates among its production line staff, which stood at 35% annually. Exit interviews consistently revealed a lack of career growth opportunities as a primary reason for employee dissatisfaction. Additionally, low morale and inconsistent productivity levels affected operational efficiency, creating a pressing need for a strategic solution.

### **Objectives**

1. **Reduce turnover**
2. **Improve productivity**
3. **Enhance career growth opportunities for production line staff.**
4. **Foster a culture of development and engagement within the workforce.**

### **Strategy: The Tiered Step-Up Program**

The Tiered Step-Up Program was designed to address career stagnation by introducing structured growth paths for production staff. This comprehensive program included:

1. **Defined Career Tiers**
  - Clear progression levels were established, from entry-level roles to senior positions. Each tier included defined skills, responsibilities, and performance benchmarks.
2. **Training and Development**
  - A curriculum was implemented for each tier, covering technical skills, leadership development, and cross-functional expertise. Training sessions combined on-the-job mentorship with formal workshops.
3. **Performance Metrics**
  - A transparent evaluation system was created to assess employee performance against predetermined benchmarks. Regular feedback sessions ensured employees understood their progress and growth opportunities.
4. **Incentives and Recognition**
  - Promotions within the tiered structure were tied to tangible benefits, including salary increases, title changes, and public recognition for achievements.
5. **Employee Involvement**
  - Employees were encouraged to participate in designing the program, ensuring alignment with their aspirations and addressing pain points directly.

### **Execution**

The program was rolled out in three phases:

1. **Pilot Phase**
  - A group of employees across various shifts was selected to test the program. Their feedback was collected and used to refine the structure.

## 2. Organization-Wide Implementation

- After successful pilot results, the program was expanded to all production staff. Communication campaigns, training sessions for supervisors, and digital tools were introduced to support implementation.

## 3. Continuous Improvement

- Quarterly reviews and employee surveys were conducted to gather feedback and make iterative improvements to the program.

## Results

### 1. Turnover Reduction

- The program resulted in a 30% decrease in turnover, aligning with the set objective. Employees reported increased satisfaction and commitment to their roles.

### 2. Productivity Increase

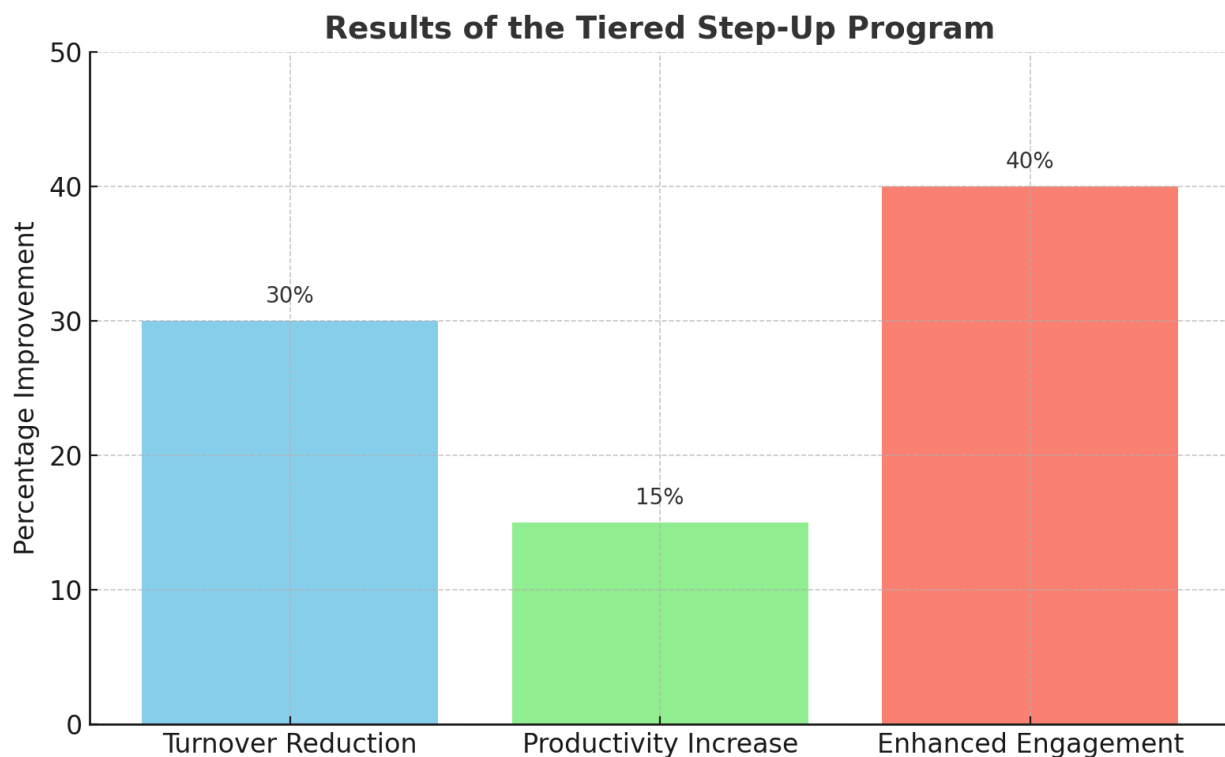
- Productivity on the production line improved by 15% due to higher employee morale and skill enhancement.

### 3. Enhanced Employee Engagement

- Employee surveys showed a 40% improvement in perceptions of career growth opportunities. Engagement scores rose significantly, with staff expressing greater motivation and loyalty.

### 4. Stronger Leadership Pipeline

- Several employees progressed into supervisory roles, reducing the time and cost associated with external hiring.



## **Key Takeaways**

The Tiered Step-Up Program highlights the importance of investing in employee development as a means to address turnover and productivity challenges. By aligning organizational goals with employee aspirations, the program fostered a culture of growth and engagement.