

Rock Canyon



Faith & Belief at Work



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Let us have concord with our own people, and concord with people who are strangers to us.

The Vedas—Buddhist Text

Let us have concord with our own people, and concord with people who are strangers to us.



Let us not give up Meeting Together, as Some are in The Habit of Doing, but let us Encourage one Another and All The More as You See The Day Approaching.

Hebrews 10:25—Christian Text

Some are in The Habit of Doing, but let us Encourage one Another and All The More as You See The Day Approaching.

Be a community that calls for what is good, urges what is right, and forbids what is wrong: those who do this are the successful ones.

Quran 3:14—Muslim Text

“But two who are sitting together and there are words of Torah [spoken] between them, the Divine Presence [Shekhinah] rests with them.”

Pirkei Avot 3:2—Jewish Text

Opportunity Analysis

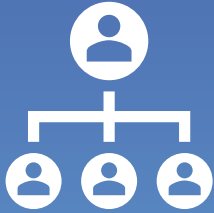
Leadership
Sustainability
of Interfaith

Financial
Justification of
Interfaith

Current State:
disjointed
individual faith
groups

Buy-in across
band system
and divisions

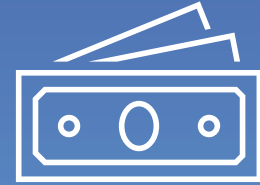
Strategy



Establish structure
of Interfaith board
of directors

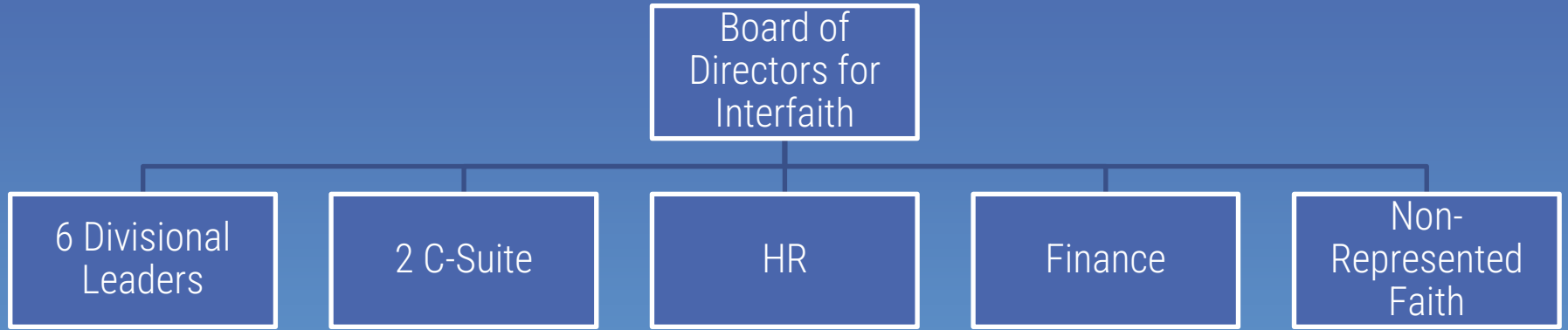


Determine financial
and human resource
metrics

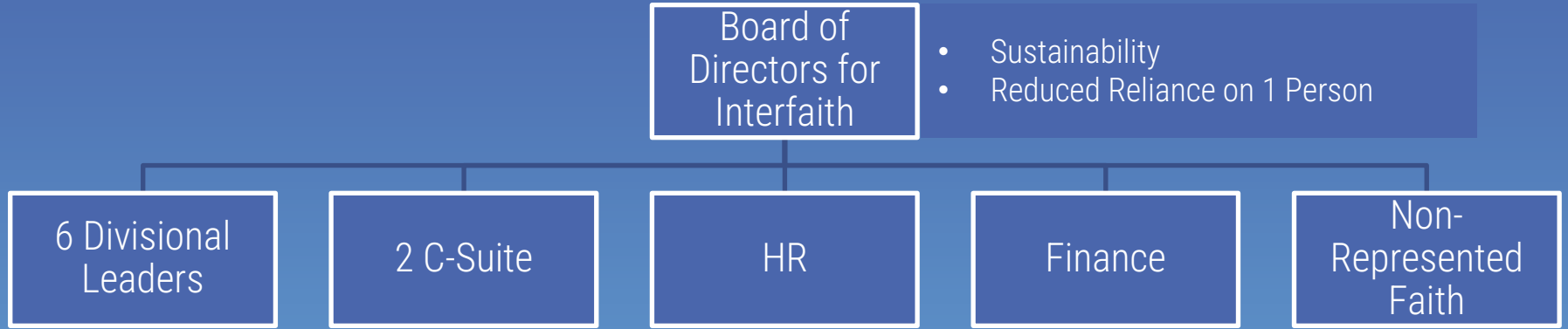


Evaluate financial
feasibility of Interfaith

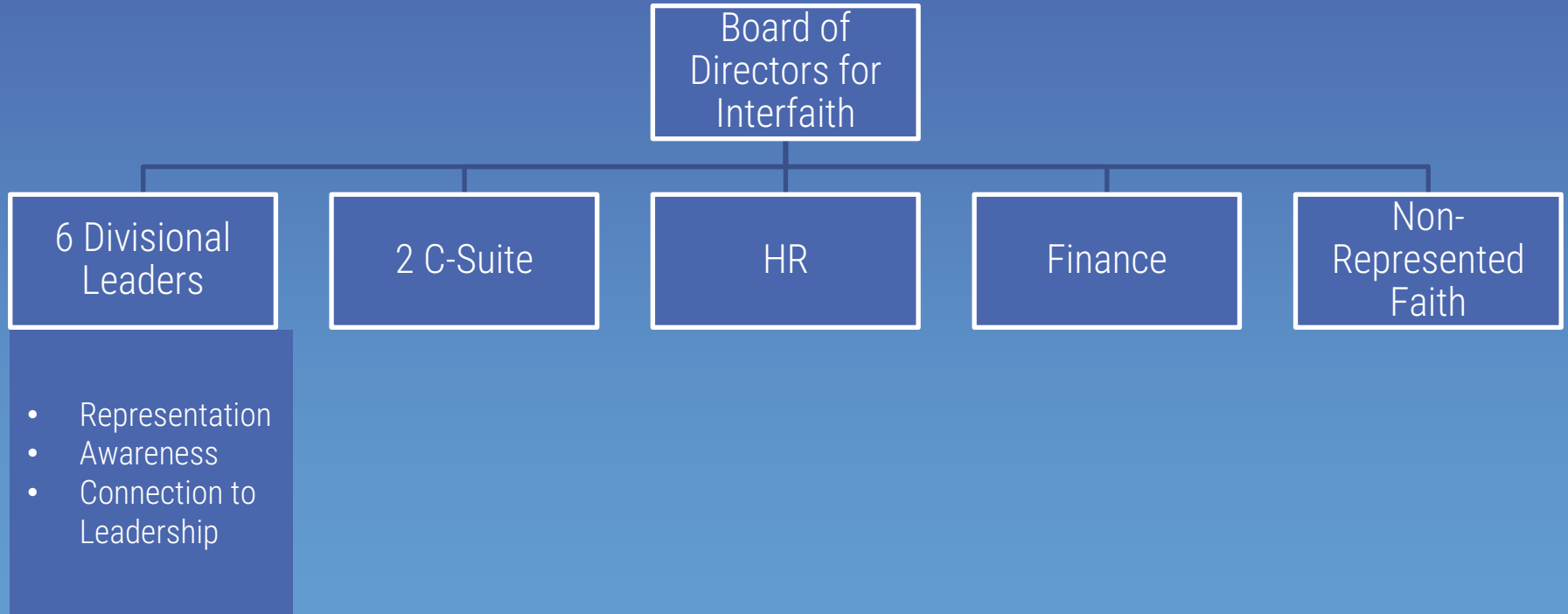
Systematize through Structure



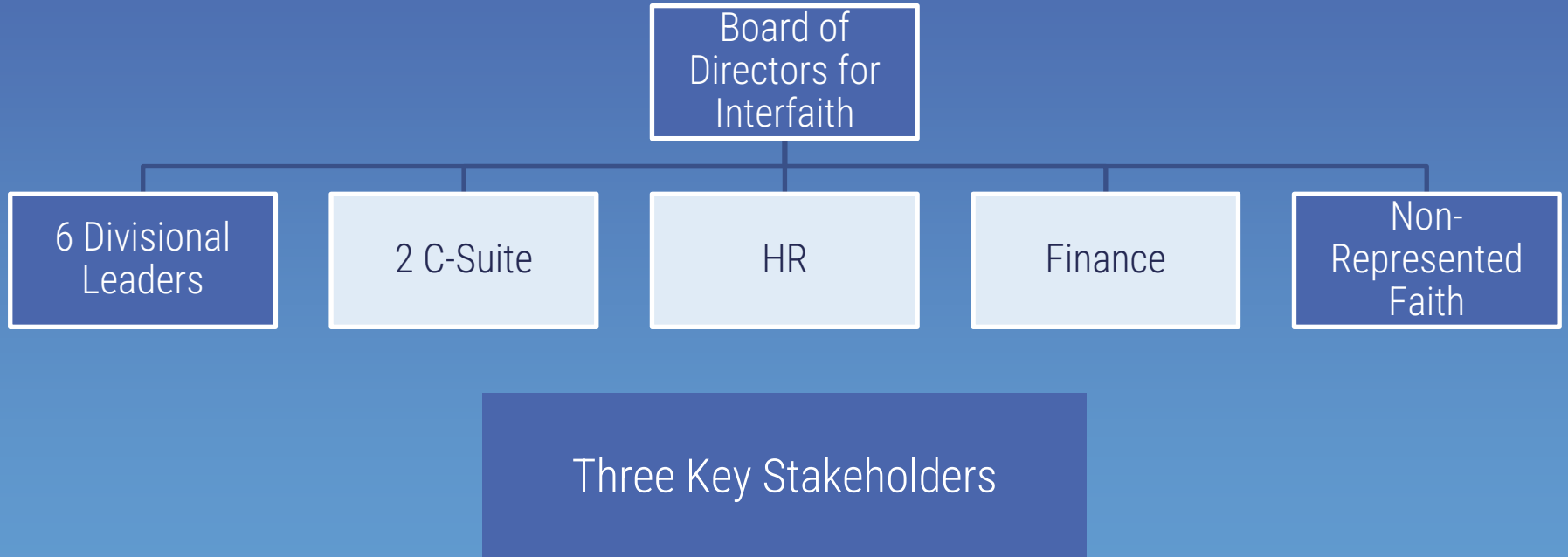
Systematize through Structure



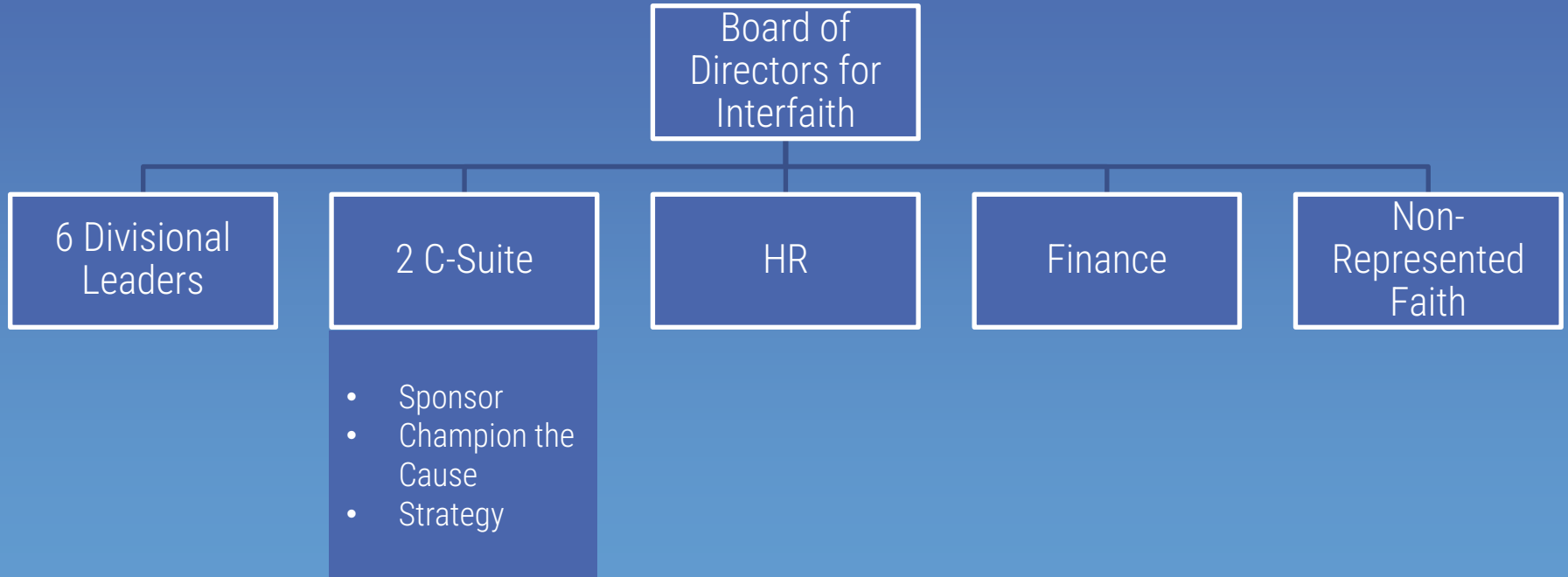
Systematize through Structure



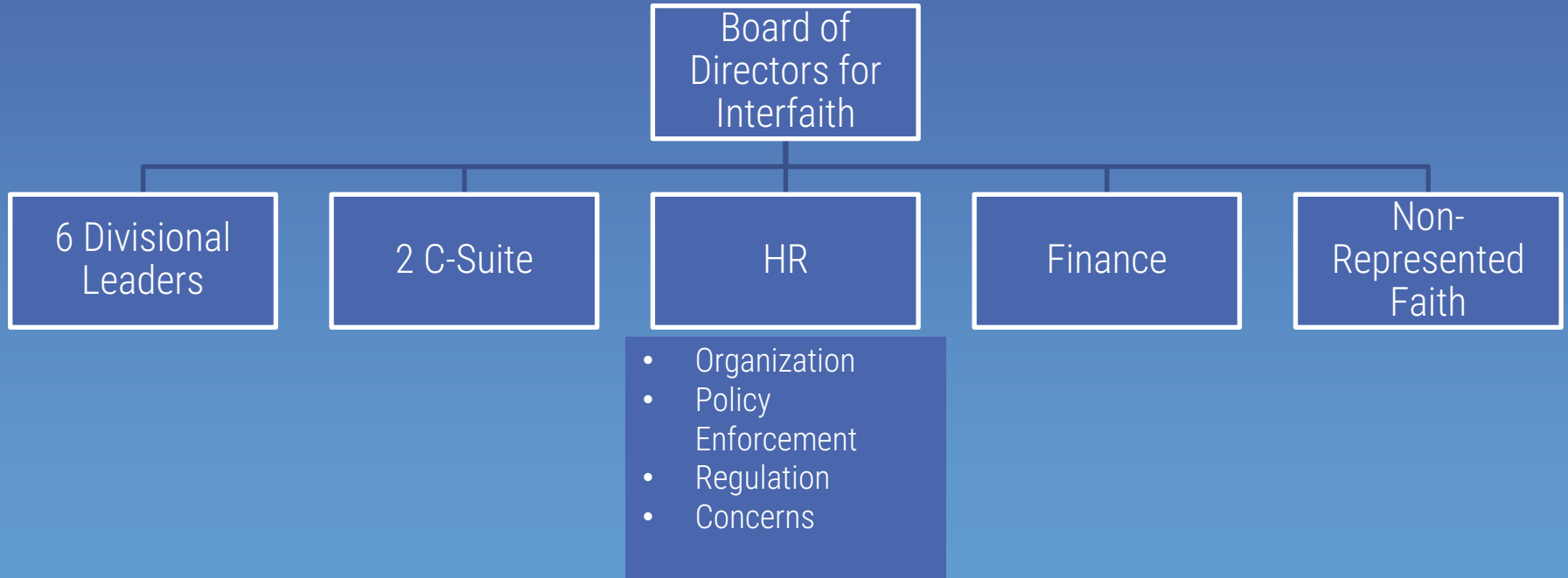
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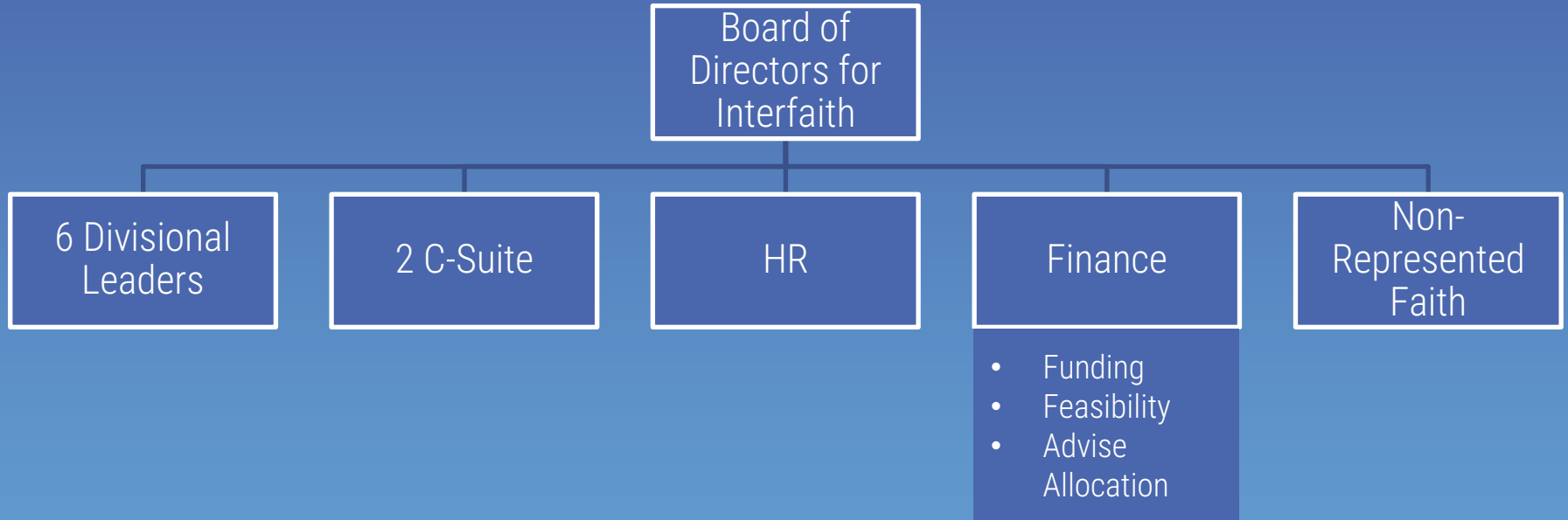
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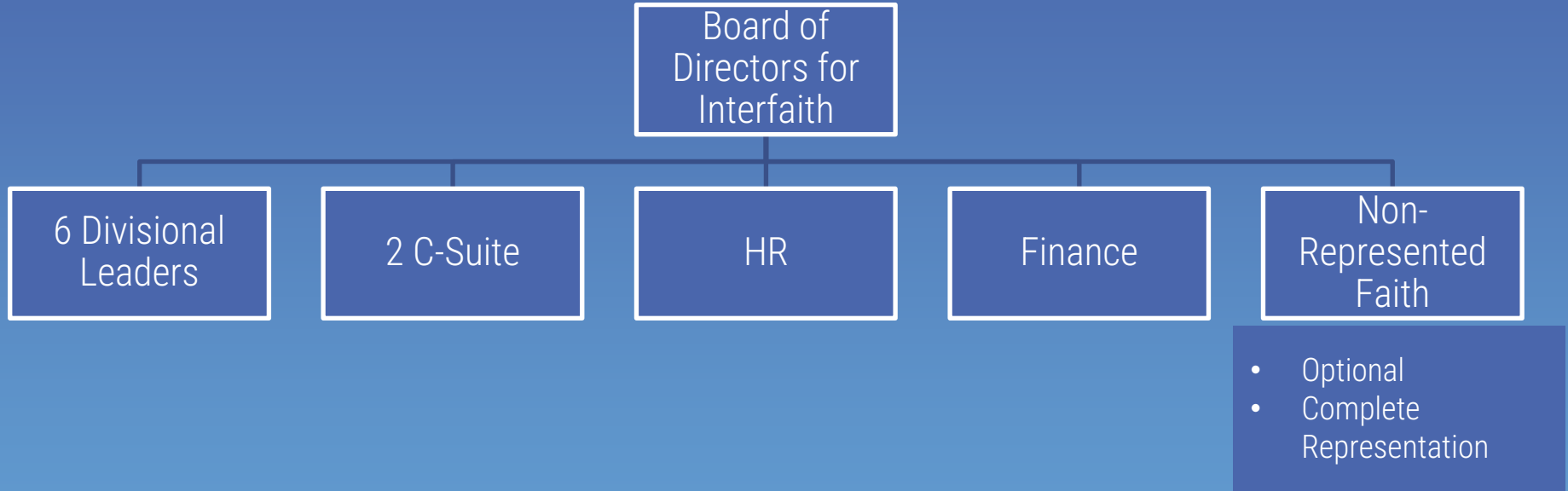
Systematize through Structure



Systematize through Structure



Systematize through Structure



Systematize through Structure

Charter

Objectives

Promote personal and moral Development through shared and differing beliefs

Vision

Code of Conduct

Practices

Behavior

Systematize through Structure

Charter

Objectives

Vision

Improving communities
through thoughtful
faith experiences

Code of Conduct

Practices

Behavior

Systematize through Structure

Charter

Objectives

Vision

Code of Conduct

Practices

Behavior

Outlines practices to promote safe and inclusive work environment through faith

Systematize through Structure

Charter

Objectives

Vision

Code of Conduct

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Behavior

Details how to manage
faith-related conflicts

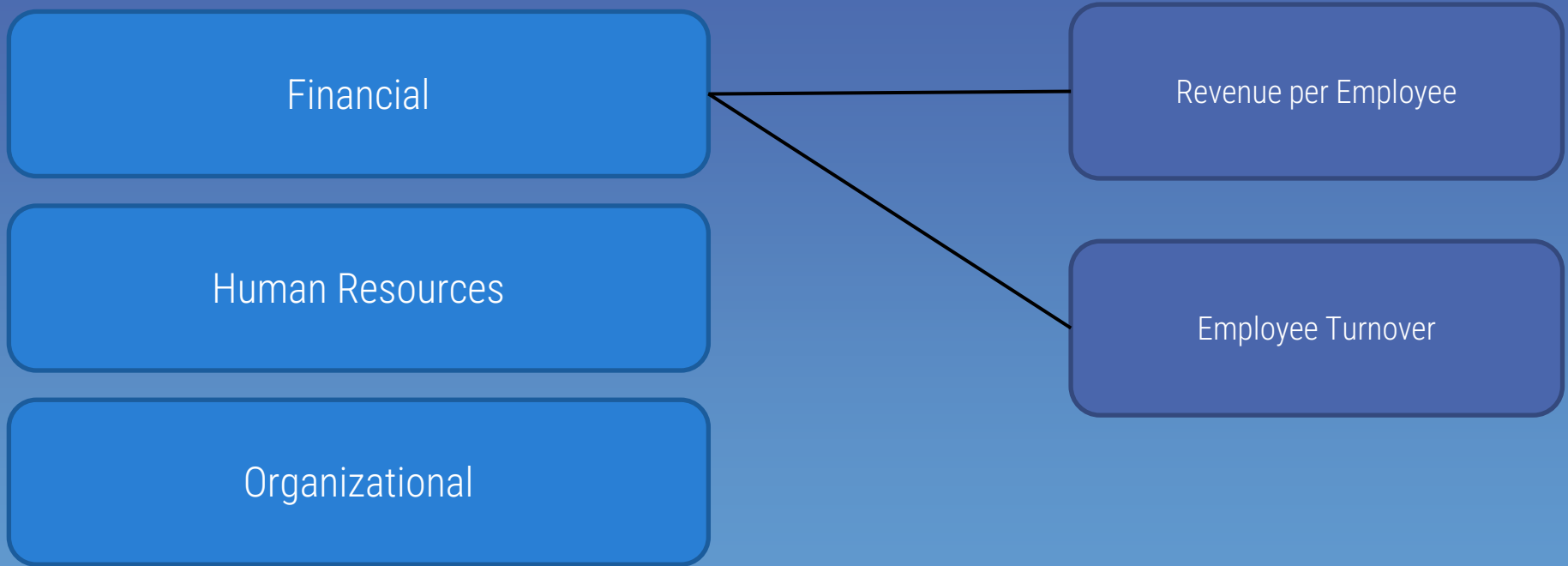
Measuring Satisfaction

Financial

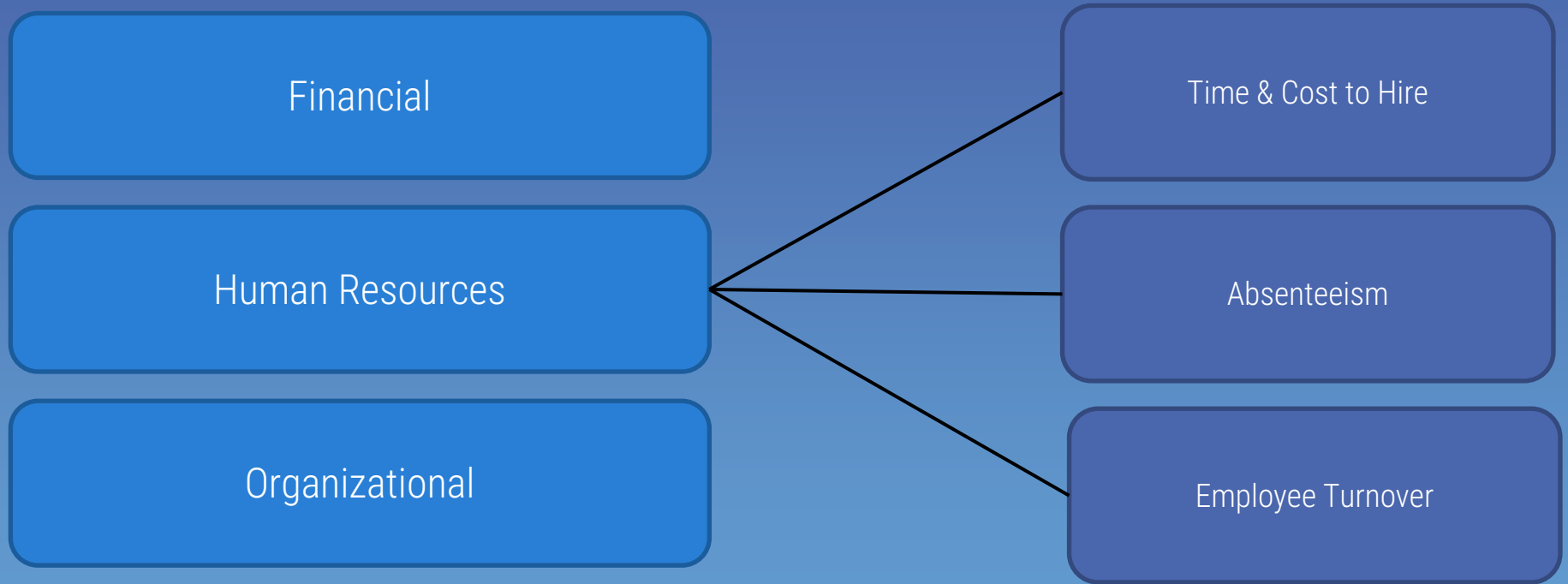
Human Resources

Organizational

Measuring Satisfaction



Measuring Satisfaction



Measuring Satisfaction

Financial

Human Resources

Organizational

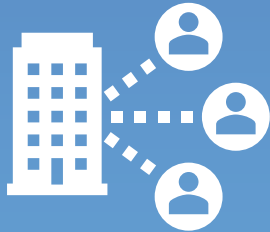
Attendance at Events

Percent of Employees Involved

Value Creation

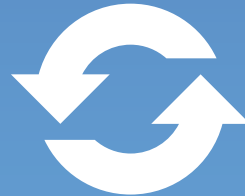
Satisfaction

- Employee Retention
- Health & Well-being



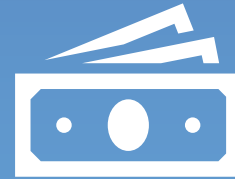
Turnover

- Hiring cost reduction
- Savings on Productivity



Revenue Savings

- Losses recovered due to retention



Turnover Effects on Productivity

Key Assumptions

- Industry turnover rate = 13%
- 260 working days/year
- Industry avg. time to hire = 43 days
- Industry avg. cost to hire = \$4,000
- ERG employee participation rate = 8%
- Productivity boost of 5%
- Lost time of 1.5 hours per week



Turnover Effects on Productivity

ERG Participation Implications	
Participation Rate	8%
Number of Employees	612,000
Participating Employees	48,960
Added Productivity	5%
Added productivity (Revenue)	\$201.2M
Productive Time Lost (From ERG participation)	1.5 hours per week (4%)
Lost Productivity (Revenue Lost)	\$160.9M
Marginal Revenue Gain	\$40.3M



Turnover Effects on Productivity

Revenue Per Employee	
Total Revenue	\$50.3B
Total Employees	612,000
Revenue Per Employee	\$82,500

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Lost Revenue Per Turnover	
Working Days Per Year	260
Rev. Per Employee Per Day	\$320
Avg. time to hire	43 days
Lost Revenue per employee turnover	\$13,760



Turnover Effects on Productivity

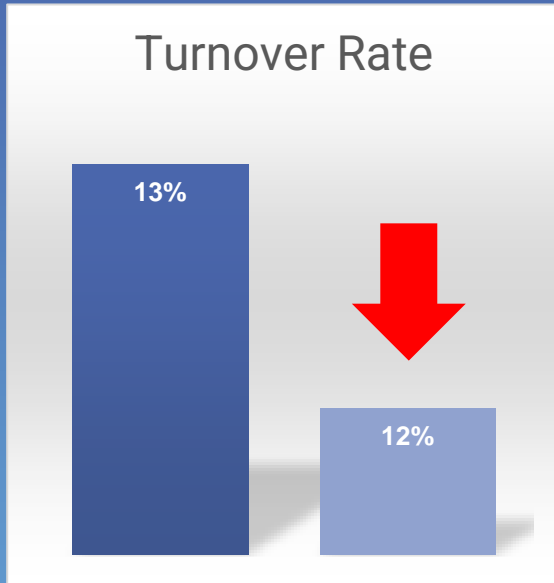
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Total Productivity loss = \$1.1B



ERG Marginal Benefits

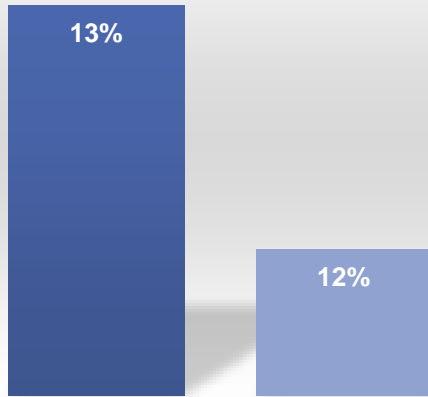


Before ERG

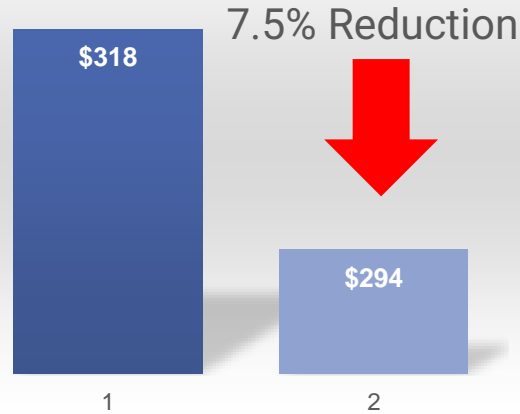
After ERG

ERG Marginal Benefits

Turnover Rate



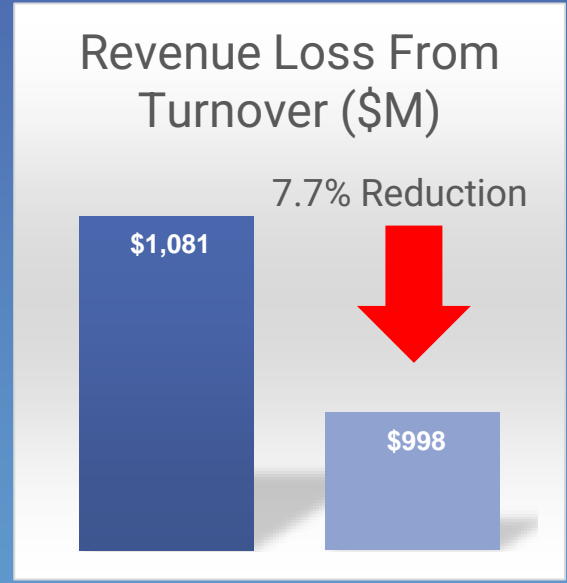
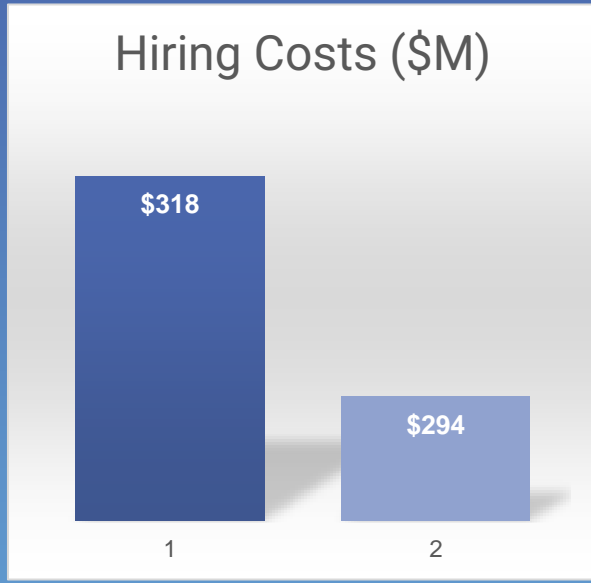
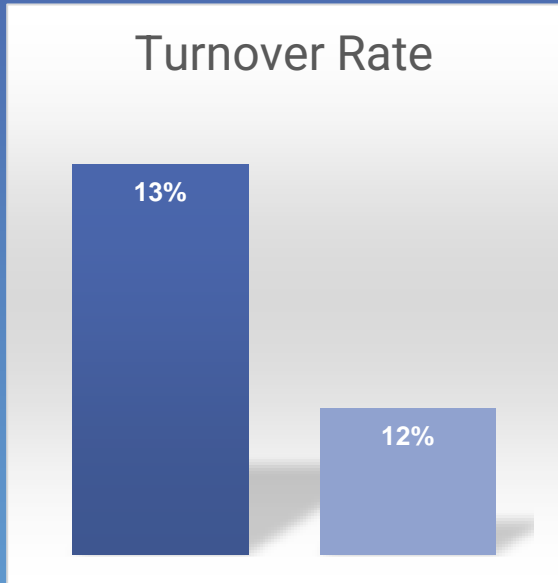
Hiring Costs (\$M)



Before ERG

After ERG

ERG Marginal Benefits



Before ERG

After ERG



Turnover Reduction Effects

Change in Revenue Per Turnover	
Working Days Per Year	260
Rev. Per Employee Per Day	\$320
Avg. time to hire	43 days
Lost Revenue per turnover	\$13,760
13% Turnover revenue loss	\$1.08B
12% Turnover revenue loss	\$998M

Savings on lost productivity = \$83.2M 

Key Financial Takeaway

Scalability

- Benefits observed in financial metrics are highly scalable
- Cost reductions and productivity loss reductions are nearly 1:1 with the ERG participation rates
- Higher participation = greater financial benefits

Value Creation: Non-Monetary

Improve Culture

- Collective Responsibility
- Authenticity at work



Increased Empathy

- Respect
- Awareness and sensitivity

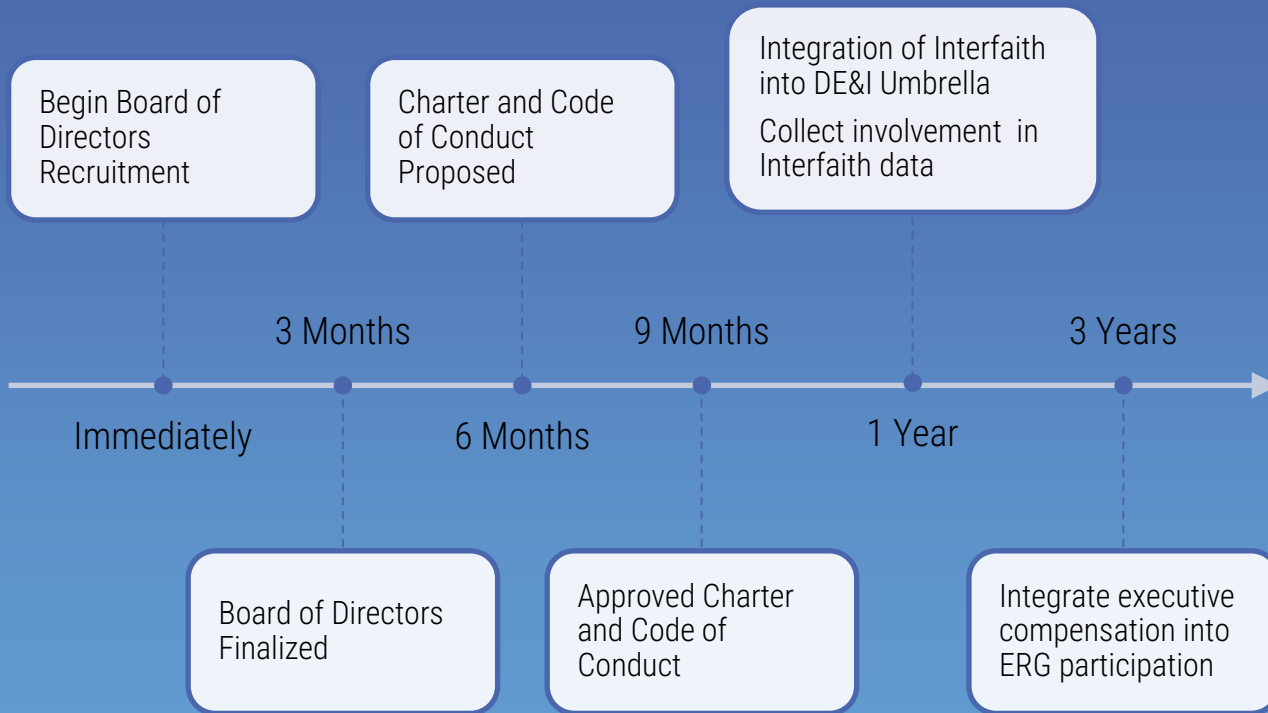


Improve Public Perception

- Enhance customer loyalty
- Organic marketing



Implementation Timeline



Conclusion

- Established structure of Interfaith board of directors so ERG is “Built to Leave”
- Determine and begin collecting metrics within year one to evaluate success and financial feasibility of the ERG
- Create and quantify value through increased productivity, reduced employee turnover, and savings on productivity lost



Financial Metrics



Faith & Belief at Work

Turnover Costs – 13%

Total Revenue	\$50.5B
Total Employees	612,000
Revenue Per Employee	\$82,500
Working Days/Year	260
Revenue/Employee/Day	\$320
Avg. time to hire [1]	43 days
Lost Revenue per turnover	\$13,760
Turnover Rate [2]	13%
Employee Turnover	80,000 employees
Total Lost Productivity	\$1.1B
As a % of Revenue	2.2%

Turnover Costs – 12%

Total Revenue	\$50.5B
Total Employees	612,000
Revenue Per Employee	\$82,500
Working Days/Year [3]	260
Revenue/Employee/Day	\$320
Avg. time to hire [4]	43 days
Lost Revenue per turnover	\$13,760
Turnover Rate [5]	12%
Employee Turnover	73,440 employees
Total Lost Productivity	\$998M

ERG Participation Implications

Participation Rate [6]	8%
Number of Employees	612,000
Participating Employees	48,960
Added Productivity [7]	5%
Added productivity (Revenue)	\$201.2M
Productive Time Lost [8] (From ERG participation)	1.5 hours per week (4%)
Lost Productivity (Revenue Lost)	\$160.9M
Marginal Revenue Gain	\$40.3M

Hiring Costs

Cost per job turned over [9]	\$4,000
Turnover (13%)	79,560 employees
Turnover (12%)	73440 employees
Turnover Reduced	6120 employees
Turnover Cost (13%)	\$318M
Turnover Cost (12%)	\$294M
Hiring Cost Reduction	\$24M