

# **Postmodernity and the Staffing Industry**

**Creationstep Inc.**

## 01 | Postmodernity and the Staffing Industry

*The following document is an analysis of the staffing industry, a review of postmodernity, and an assessment of The Keith Bagg Group. Its purpose is to provoke thought, encourage change, and make recommendations for 2005. The first section is mostly philosophical with sensitivity to some trends and possible scenarios. The second section lays out a list of recommendations and the final sections give an overview of some of the tools and training suggested in the text.*

### History of the Staffing Industry

The staffing industry grew out of a market need from modern businesses that needed people who would fit well into their growing environments. The science of search, assessment and placement became high on the agenda due to the belief in objectivity, predictability and continuity. As subjectivity, relativity, discontinuity, unpredictability and globalization have entered the forefront of the world the industry is being forced to change or die. In modernity the focus was on industry, growth, and unanimity in comparison to postmodernity where the focus is on contribution, uniqueness and personal development. The role of work in people's lives has changed and the needs demand a new style of service.

### Postmodernity

Over the last couple of decades the term postmodern has become a familiar adjective. It is not unusual to hear of postmodern businesses, books, marriages, jobs, and any industry and object one could think of. This document however, refers to postmodernity as a noun for the purpose of emphasizing a new normal instead of something that has a mere influence on the other constants of the world. Therefore instead of asking, what the influence of the postmodern world is on the staffing industry, one can ask how the staffing industry is going to adapt to postmodernity. This is more than a mere semantic debate but rather a beneficial viewpoint that can stimulate a more radical transformation.

There is a common denial among many in the business world that this is just a volatile time and that things will eventually bounce back to the way they were. There is a rejection of the thought that a whole new world has been birthed. We have all witnessed the shift of the media over the past few years to one that exposes lies instead of building a modern dream. The film industry has followed suit and the recent movie, "Supersize Me" is one instance of this. This docu-movie highlights McDonald's business malpractice and growing misplacement among a health-conscious generation. The movie portrays the ridiculous nature and business model of McDonald's through the eyes of

new generations born into postmodernity and shows that unless there is radical reform the company will be on a fast decline. This movie among others highlights the reality of people who buy from McDonalds but desire something different.

One of the great illusions for many business leaders today is the belief that sales proves relevancy. Many do not stand back to consider the possibility that many use their product out of regret and current lifestyle patterns but await something very different that will more appropriately match their desires and beliefs. In other words, the population can only get so over-weight until it kicks back and chooses something different. Only the companies that actively choose to reform around the new beliefs and demands of our society will be able to survive. They will be the companies that offer an alternative to the ways of modernity, an alternative that resonates with the beliefs, values and lifestyle desires of the generations born into postmodernity. The key is to appreciate and understand the existing incongruency between what a new generation says they believe and what they actually do. For instance there are people who; campaign against war but still fight, want to ban smoking but still smoke, and want to lose weight but still overeat.

If one accepts that someone really does want to live in a way that is congruent with their belief systems and perceived values then the organizations that assist them to do so will be the forerunners of tomorrow. Instead of trying to wonder who will win the fight, the organizations that choose to adapt to what people really want will displace or take over the current dominant players in the market. Postmodernity is real, it is

here, it is growing and it displaces more of modernity every day at an exponential rate. This is the new normal.

## Modernity and Employment

The dominant theme of modernity was predictability. There was a developed scientific framework that believed we as human beings were in control. The discovery of technology and machines gave birth to predictions of what the world would look like and how it would be built. For instance, Henry Ford's big dream was to set every American family free by committing to the mass-production of motorized vehicles. The population got excited about this dream and bought into it by and large. This dream stayed alive for a long time and has been caught by today's modern China. The development of many of these industries has been consistent until recent days. Many of our parents and their parents interpreted a career as something to be discovered within one organization as there was the presupposition that it would always exist, especially the larger "established" corporations. A job was something that came first and foremost in someone's life and was strongly tied to a protestant or puritan work ethic that eventually got re-interpreted to mean time is money. The concept of climbing the corporate ladder emerged and many worked harder and faster to gain title, position, power, and money.

Since the time of Francis Bacon, the industrial revolution and the emergence of technology, the perception of the organization as a machine has been prevalent. Terms like re-engineering, efficiency, and management by objectives are not only known

by the masses but the amount of books written on these scientific processes is beyond any mind's capacity to process. The perception of business as a machine shaped much of the way we still talk about and approach business. There are still many who develop their annual goals based on economic growth, and others who believe that a five year business plan has worth.

The paradigm of the organization as a machine led to a perspective of employees and staff as the parts, or the cogs that make the big wheel spin. In turn, people were viewed as replaceable commodities. If one part gets broken it can be replaced, or if one part does not fit, a search is necessary to find one that will. In other words, the organization is perceived as a constant and can be empirically and objectively assessed and people's uniqueness can be determined to find a match between the two. As a result various scientific methods of search and placement were developed to help business growth become more predictable. This mindset led to a belief that people were either inherently designed to fit within organizations or have to adapt to the predictability of the machine. Common talk that betrays the machinelike mentality among managers is language like, "the right people in the right seats", "the right people on the bus", "a good fit", and "reliable". This perspective holds work as central to someone's life and is what most of the staffing and search industry is built upon.

The over-emphasis of logical positivism and the organization as a mechanism led to the exploitation of many people throughout the past century and did not comprehend human purpose and passion. Ritzer (1996) referred to employment like this as a "McJob" and he emphasizes that:

*"It is important that we see McJobs for what they are... low-status, poorly paid and dehumanizing jobs... that tend to offer dead-end careers that serve to a larger degree as impediments to one's ability to acquire the higher-status, higher-paying, more complex and more human post-industrial jobs."*

## Postmodernity and Employment

In this era that ends modernity and births post-modernity, the values and desires of the workforce are changing dramatically. Predictability was not that accurate. Cars did not set everyone free as was once presumed but led many into slavery financially to live in a new suburban, two-car per household World. In addition, prediction did not take into consideration how many people would end up behaving like machines to produce the very thing they would drive to work. GM for instance still employs more people internationally than live in a number of the world's smaller nations. The proposed modern ideology of streets of platinum has only come true in the fact that the western roads are full of platinum dust from old catalytic converters.

Postmodernity is the world that exists on the far side of the apparent stability of modernity. Where previous generations took hope in a free economy and believed in the deliverables of the American dream, new generations are suspicious of the economy and see the American dream as a dragon that needs slain in order that they may live in peace and harmony. Many corporations and executives exploited their parents and robbed them of a financially stable future funded by a pension. New generations still want a better future like their

forefathers but they realize that the old ways have not delivered the goods and are looking for something more. They have watched their parents work too hard, destroy the environment, help executives get rich, and lose meaning for their existence beyond work. As a result many have no loyalty to institutions and are more interested in doing something that carries more meaning.

Many of the younger generations have been significantly misinterpreted by those who have grown up in modernity. Many view the younger generation as lazy, dispassionate, hedonistic, materialistic, and lost (to name a few). This prevalent perception can be derived mostly from many younger people who are hoping not to participate in the constructs of the modern world and are waiting for something more significant to emerge. A similar era was addressed by Franklin Roosevelt in his second inaugural address when he said, "To some generations, much is given, of other generations, much is expected. This generation has a rendezvous with destiny." According to Howe and Strauss, "He spoke those words at a time when rising G.I.s faced an economic depression at home and the rising risk of war abroad. Over the next quarter century, if America keeps another 'rendezvous with destiny', the Millennials (those born after 1982) could discover that they are in fact the next generation from whom much is expected."

The last hero generation is known as the G.I.s (or World War II Generation born 1901-1924). They conquered more and achieved more than any other generation in history yet were perceived by the older generation as the "Decade of Bad Manners".

The Millennials are suggested to be the new generation of heroes, who are more interested in greatness, innovation and social reform. If one takes the time to listen to the beliefs of those from this generation one will discover that they have ideals that believe that they will do more and be better than those that have gone before them. According to Howe and Strauss "A hero generation arrives just after an era of society-wide upheaval in values and culture that many historians call a "spiritual awakening" and passes through childhood during a time of decaying civic habits, ebbing institutional trust, and resurgent individualism." If this is true then the Millennials are right on track.

Mike Greenberg, senior critic of the *San Antonio Express News* wrote an article in 1997 called, "Mamas, don't let your babies become CPA's" that stated:

*Job growth and job skills are increasing concerns of our local political and business leaders. Herewith, some food for thought. The arts, humanities and allied fields will be the brightest sectors of the next century's economy, and the only fields to see sustainable job growth. Here's why: As technology has improved productivity, fewer and fewer people have been needed for the routine labor of assembling and distributing industrial products, food, clothing and shelter. That trend will continue. Information technologies will put ever greater stress on the service side of the economy. If you can do your banking, buy your airline tickets and trade stocks electronically, over the Internet, you don't need a bank teller, a ticket agent or a stock broker.*

*Outside the arts, the big job generators of the end of our century, medicine and criminal justice, may be near their high-water marks, medicine threatened by its success, criminal justice by its failure. We're accustomed to regarding progress as synonymous with increasingly rational ways of making, distributing, organizing and knowing. Mass production, the assembly line, standardization, industrial concentration, franchising, codification, statistical methods – all these developments and others have been aimed at making production more efficient and predictable by removing the messiness, uncertainty and peculiarity of the human element. But we are entering an era in which progress will be gauged by derationalization, a time in which peculiarly human, imaginative, ruminative, unstandardizable pursuits and products weigh ever heavier in the economy, because those things are what people want. I don't mean to replay the tired old claim that, as we spend less time satisfying our physical needs, we will have more leisure time for the arts and the life of the mind.*

*Rather, I mean that both labor and leisure, for so long confined in the starched uniform of rationalization, will increasingly depend on the creative abilities of more and more people, and less on by-the-book skills or drudge labor. That is obviously the case in the entertainment industry, which is far from satisfying an explosive demand for creative content. But derationalization is touching fields far removed from those usually considered aesthetic. To take one mundane but economically important example: Most fast-food restaurants today are built to prototype designs, the ultimate in*

*architectural rationalization. That's one reason why most suburban commercial strips look the same and why most people don't like them. But we've begun to see increasing resistance by towns and neighborhoods to cookie-cutter designs. They want regionally specific architecture, and they want site plans that respond to local conditions.*

*As this trend continues, prototype designs will become less pervasive, and a larger number of creative minds will be put to work to meet a plethora of local standards. And the food itself may be more a product of local creative initiative and less wholly dependent on centralized kitchens.*

*Creative work will be more widely dispersed through the work force. We will require imaginative labor from construction workers as well as architects, from line technicians as well as the director of product development.*

*But the future economy will see the biggest growth in demand for artists, designers, musicians and dancers, for philosophers and historians and poets.*

*Our physical needs can be met by fewer and fewer people. But the mind has an infinite thirst for wonder and delight, for beauty and provocation, for questioning and stimulation, for Wow! and Aha!*

The impact of how the staffing industry views this new generation is important as if the industry is focused on worrying about what to do with underperforming kids they might miss out on

how to deal with young adults who may want to accomplish too much. For instance, what could an energetic, innovative, global generation achieve who are technology wise and culturally sensitive? In a survey done by Yankelovich Partners (1997), recorded in the Wall Street Journal, 87% of those polled who were in their twenties said they would rather own their own business than work for someone else. Some laugh at this statistic and say things like, “they will soon learn how hard it is to start a business”, but this generation is determined, wireless, with home computing and VOIP access. There are many who are smart enough to learn industries and reinvent them to serve society and themselves more effectively. For instance, the travel agency world has been hit hard with online capacity and intuitive search capacities. One company who was able to leverage the internet instead of being hurt by it was Global Travel ([www.globaltravel.com](http://www.globaltravel.com)). Global travel designed themselves around the spirit of entrepreneurs, who include many ethnic minorities, women, and youth. They are one of the fastest growing travel agents today and have the capacity to dwarf what existed before their arrival. New networking capacities like that modeled by [www.friendster.com](http://www.friendster.com) have set the pace for other companies to enter the staffing and search industry with lower overheads. [www.jobster.com](http://www.jobster.com) is one of the new competitors:

*Jobster powers **relationship-based job networks** for hiring organizations. Built with direct input from more than a dozen Fortune 1000 partners, the Jobster service helps companies tap into their employees' extended networks of friends and colleagues so they can connect with great people faster, easier, and at a lower cost than ever before. Jobster aims to reinvent online recruiting one hire at a time by helping companies better promote*

*their job openings to people who can help them find great people.*

It is vital to recognize that this is only the beginning of people using technology as a supportive network to support organizations and individuals alike. If there is ever an opportunity to cut out the “middle-man” both corporations and job-seekers will go for it. The company that assists this and re-invents themselves will have hope for tomorrow in a faster moving empowered world of smart people. Below are the values and preferences of the younger generation that has been labeled the Gold-Collar workforce (Schermerhorn et al):

***Today's employee needs, wants, and desires at work***

- Self-control and independence
- Empowerment
- Let people furnish their own offices
- Signing bonus
- Full-tuition reimbursement
- Flex benefits
- Work in a team
- Casual Friday to everyday is casual
- Work at home
- Extended family benefits
- Self-fulfillment
- Fun
- Company loyalty is dead
- Flextime work hours

Some have read this list as demanding and a challenge for the existing industry to compete with instead of seeing this as an opportunistic new measuring stick that will give an existing corporation a competitive edge. When reading this list the management team would do well to ask about how they can reframe the business to deliver these

expectations in a way that can set them up for the future. Service based industries like the staffing and search industries are a perfect fit for a more virtual workforce that can grow beyond a fixed workspace by listening and responding to their employees' desires. Someday soon there will be a staffing agency that will emerge with an infrastructure to support "free-lance" consultants to build their own business from home (if it does not already exist). This will be an agency that will have the capacity to grow and overcome even the largest competitor due to the shared technology, training, and support base. This will be a corporation that will have no national or geographical boundaries with the capacity to specialize in new markets overnight. All this takes is a few passionate people, a group of outsourced experts, with a great technology and support system.

This style of corporation also matches the older generation of postmodernity who ended up living twenty or thirty years longer than expected due to a better healthcare system. These are older people who are fearful of their pension funds running out. These are people who would still like to have some work on the side to support their lifestyle instead of having to officially retire. A staffing organization that can leverage their network and wisdom would have much to gain. In a time of more downsizing and deconstruction, the stability of modernity is decreasing and more people are looking for a way to develop a more resilient career that is flexible in an unpredictable world. According to Bouchard, "Pursuing a uniquely personal passion may well be the best antidote to the stress of these chaotic times."

## Postmodernity and the Role of Career Planning

As we enter a world where work is no longer central in a person's life but merely one expression of their life theme, standard matching practices derived from a person by environment (PxE) fit will become irrelevant. The impact of this on the staffing and search industry is significant and will be devastating to the companies who fail to learn and respond to these new demands of this postmodern world. The emergence of life design as a personal co-constructed story of influence and contribution satisfies the quest for meaning and purpose in an individual. This will not only redefine the career ladder but will awaken aspirations to construct a preferable society. The power of this personal and collaborative purpose will devalue corporate position to an ever changing commodity. As more people work on life design, organizations will be relegated in their minds to become dispensable containers that are only of use as long as they serve their unique journey or the greater good of society in the most effective way. Scientifically based assessment tools will only remain beneficial if they are used within the clarification process of someone's personal brand or life-theme. Because postmodernity is known to be unpredictable and chaotic at best people will begin to think differently and outside of the inherited box. Because life themes rely more on developing an emplotment of one's character in the future instead of the previous matchmaking process, more emphasis on self-management and initiative will become an overarching reality.

In chaotic and unpredictable times more people become existential in their thinking to survive. When this is matched with a generation of heroes and a new entrepreneurial spirit the effects and recreation of the world as we know it could be outstanding.

*Although human beings cannot always select their life circumstances, they can... choose their attitudes toward their circumstances. By taking a positive stance in tragic or unfavorable situations people can recover and be revitalized. They can grow rather than perish.*  
(McIlroy, 1979)

Victor Frankl understood this existential process as “tragic optimism” and in his book, *Man’s Search For Meaning*, asks the question of how someone can gain an outlook in life that makes it possible to say yes to life in spite of all else. In short he suggests that one not only takes an existential view of life but also looks to care for someone or something beyond oneself. This in many ways can underpin the spirit and mindset of the Millennials today. They live in difficult circumstances yet survive by looking to contribute to their world in the hope that it would be sustainable and enjoyed by the generations to come. This underpins the current reality that more people only want to work with organizations that are learning in response to market and societal needs. Only the staffing agencies that can demonstrate and articulate worthwhile meaningful work will be entertained in the minds of the younger generations and have the capacity to elicit the passion and energy possible for a self-managing environment.

The concept of life design is taking personal responsibility to manage one’s life and vocation as a cohesive whole. Roger McNamee says:

*In the New Normal, you’ll continually have to decide on things that, in the past, were decided for you, everything from how to keep your job to where to invest your retirement plan. The reward is that you will be in charge of your life. Truly in charge.*

It is important at this stage to emphasize that this is life design and not just career design. Vocation and career are no longer central in postmodernity, but rather they serve as one dimension of the bigger picture. Community service, work performed at home, family development, and friendships now hold equal stead to what was previously understood as a career. More people have a wider perspective and will not allow work to become the main focus of their lives. Instead work must serve an obvious purpose in the world and in their lives. People today are becoming more concerned with life purpose instead of job positions, and therefore, the latter only serves the former.

**Mark Savicka’s lists six innovations that have emerged in career counseling within postmodernity:**

***1. No more experts***

This is when vocational and career advisors encourage and validate a client’s efforts to independently shape their own lives.

***2. Enable rather than fit***

This process encourages and enables people to express and devise their own plans instead of being subject to a PxE fit.

***3. Rewrite the grand narrative***

This draws people away from a traditional puritan work ethic to a paradigm where work is one of many roles in a person’s life.

#### ***4. Career is personal***

This highlights the personal and subjective meanings that clients construct to make sense of life and work have often been ignored up until now. Intersubjective concerns will become an added part of objective methods of vocational assessment and career guidance.

#### ***5. Career development theory is not counseling theory***

This highlights that the quest here is for invention not discovery. This gives way for the guide to assist the practitioner to co-construct or socially construct the meaning of the client's direction in life.

#### ***6. Stories rather than scores***

This is a process where stories are explored and designed where values become the expression of a central life theme. This is when someone's life history or recent experience can be woven into a constructed preferable future.

The career ladder has been flattened to look more like a train track in front of people. It is no longer about moving higher but rather moving forward. The progress expounded by modernity is currently being challenged as a lack of gain by many in the environmental and social fields, and new generations are more than aware of this and desire to move forward in an ecologically sustainable manner. In other words there is more to life than the economy and the bottom line in their minds. These are merely commodities and resources towards a higher goal. This can be highlighted in Robinson and McConnell's book, *Careers un-ltd*, when they emphasize:

*"You are not boring, you don't want to be bored, you're not Ltd, so why choose a Ltd career...?"*

## **Postmodernity's Influence on the Staffing Industry**

As the longevity of position decreases among placements the current business model will be forced to adapt. Not only will the financial model need to be altered but so will the purpose and service also. More businesses will emerge that are discontent with the shorter duration of permanent staff placements and their complaint will likely come to the agency instead of taking responsibility in a response to changing trends.

The temporary placement agency will increase as many corporations downsize and look for more efficient ways to retain people without benefits and pensions. This will degrade people and eventually influence the wider economy as many lack the long view that consumers also need good jobs. In addition there will be many that will lack the skill and training to be resilient enough to handle these volatile times and could flood society with unemployment and depression.

The younger generations who receive a constructionist form of career planning will only look to staffing agencies as a commodity instead of a partner. They will become more aware of what they want, what they are good at, and where they are going. This will eventually remove much of the need for expertise in the staffing industry as more people will be able to effectively search for their own jobs in a resourceful manner.

Executive search will become less of a science and become more of a connection of purpose and passion. As the market becomes flooded with more senior people facing early retirement with a lack of finances to sustain their lifestyle, more part-time and full time resources will be accessible to

businesses. Many of the people who would be eligible for executive work will have the capacity and wisdom to connect themselves with the right environment. It would not be a surprise if a new agency emerges with the mandate of serving this senior community and their benefit at much lower costs than a search company.

Staffing consultants will begin to look to a more flexible schedule and work environment. More will become aware of how to do what they do without participation within an existing corporation. In a time when businesses are looking for emotional engagement above history, young entrepreneurs will gain favor as they will be more flexible and responsive than the average staffing firm.

Younger generations will look for people who are willing to be guides on their journey. They will eventually demand for agents to represent who they are and their unique contribution to society. This will result in more businesses partnering with people instead of hiring them, similar to that of the film industry. Only those who are able to understand, interpret and develop their life theme will be able to be of assistance.

As more people who have been born in metropolitan and industrialized cities enter the workplace there will be a lower self-efficacy than previous generations who grew up in smaller towns and villages. Self-efficacy is developed through experiential learning and varied opportunity. In previous generations there were more people who had small town experiences that allowed them to hold many and varied roles of responsibility. In larger cities there is a greater emphasis on specialization and excellence therefore disqualifying many youth from early opportunity and challenge beyond video games. This will be interpreted as a lack of

common sense and will dramatically limit the amount of qualified workers in the placement pool.

Technology will offer more opportunity, speed and assessment to individuals and businesses. This in turn will cause the existing staffing agencies to become more like a commodity and price wars will increase. Only the agencies that offer very specialized training and development will last.

Specialized outsourcing agencies that offer not only staff but project management and deliverables will become more attractive due to the predictability of budgetary requirements and timelines. This will increase more freelancing among knowledge based specialists and higher rates demanded from placements.

The globalization of the workforce will continue even if in a more networked capacity. Multi-lingual and ethnic integration will increase as will the need for staff to be equipped to travel. Training will become a greater need than ever and cross-cultural awareness a vital commodity.

## Summary

The world has changed and the staffing industry is being called to respond to the new needs. Young people are looking for meaning and to contribute in a unique manner. Older people want to continue working for longer but not in a full time capacity. Employees are looking for a more flexible and self-managing environment. The opportunity to reinvent the staffing industry is obvious and awaits some new pioneers to step up and bring a transformation to the workplace.

## References

- Barber, B. (1996). *Jihad VS. McWorld: How Globalism And Tribalism Are Reshaping The World*. Random House. Toronto, Canada.
- Bohm, D. (1996). *On Dialogue*. Routledge. New York, NY.
- Brockman, J. (2004). *Curious Minds: How A Child Becomes A Scientist*. Random House. Toronto, Canada.
- Coles, R. (1989). *The Call Of Stories: Teaching and the Moral Imagination*. Houghton Mifflin Company. Boston, Massachusetts
- Frankl, V.E. (1959). *Man's Search For Meaning*. Pocket Books. Boston, MA
- Greenberg, M. (1997). *Mamas, don't let your babies grow up to be CPA's*. San Antonio Express News
- Heijden, K. V. D. (1996). *Scenarios: The Art Of Strategic Conversation*. John Wiley & Sons Ltd. West Sussex, England.
- Howe, N. & Strauss, W. (2000). *Millennials Rising: The Next Great Generation*. Random House. Toronto, Canada.
- Leong, F.T.L. & Barak, A. (2001). *Contemporary Models in Vocational Psychology*. Lawrence Erlbaum Associates, Inc., Publishers. Mahwah, New Jersey.
- McNamee, R. (2004). *The New Normal: Great Opportunities in a Time of Great Risk*. Penguin Group. London, England.
- McNeish, J. (2003). *How to Coach a leader*. Self-Published. Edinburgh, Scotland.
- Morgan, G. (1997). *Images Of Organization: The Executive Edition*. Berrett-Koehler Publishers, Inc. San Fransisco, CA
- Peterson, N., & Cortez-Gonzalez, R. (2000). *The Role of Work in People's Lives: Applied Career Counseling and Vocational Psychology*. USA: Brooks/Cole.
- Robinson, J. & McConnell, C. (2003). *Careers Un-Ltd*. Pearson Education Limited. London, England.
- Rubin, E. (1999). *Bulldog: Spirit Of The New Entrepreneur*. Harper Canada. Toronto, Canada.
- Schwartz, P. (1991). *The Art of the Long View: Planning for the Future in an Uncertain World*. Doubleday. New York, NY.
- Simmons, A. (2001). *THE STORY FACTOR: inspiration, influence, and persuasion through the art of storytelling*. Basic Books: Cambridge, MA

## About Creationstep

**Creationstep is a company committed to drawing out the best of people and the world around us.**

We are a collaborative group of professionals who enjoy working together and supporting companies through chaotic and unpredictable times. We come from diverse cultural and experiential backgrounds bringing a unique perspective and creative view on the projects we accept. We have a team of experienced project managers who can lead a task force efficiently within each of the industries we service. We take the time to listen to our client's needs and requirements and then build the team necessary to deliver the results on time within the

given boundaries. We have a strong emphasis on the development and emotional engagement of our employees. It is our ambition to help each person be connected in a role that best suits their gifts and plans for their future. We draw out the best in our people through hands on experience and by investing in their education and life skills. It is our intention to connect the right people in the right places for the right reasons. Then everyone is happy and the job gets done.