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## VCW, Inc. Workplace Committee Overview

VCW, Inc.

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## VCW, Inc. Workplace Committee Overview

### Comments

Includes mission statement and quality expectations.

Report Submitted to the Commission on the Future of Worker-Management Relations.

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"HOT TOPICS"  
Future Worker-Management"

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## VCW, Inc.

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**WORKPLACE COMMITTEES - VCW, Inc.  
QUESTIONS POSED**

1	<ul style="list-style-type: none"> <li>a) What were the circumstances that led to the establishment of the committee?</li> <li>b) When was it formed?</li> <li>c) Who selected the Management and worker members?</li> <li>d) What procedures were used?</li> <li>e) How often, if at all, are the members changed?</li> <li>f) If the committee includes health and safety issues, was it mandated by state law?</li> </ul>
2	<ul style="list-style-type: none"> <li>a) What is the principal focus of the Committee or other joint arrangement?</li> <li>b) Why was the principal focus chosen, and has it changed over time?</li> </ul>
3	<ul style="list-style-type: none"> <li>a) How often does the committee or joint arrangement meet?</li> <li>b) What are its procedures?</li> <li>c) How formal are they?</li> <li>d) Is there an agenda, and prepared in what way?</li> <li>e) Where does the committee meet?</li> <li>f) During regular working hours?</li> <li>g) How are members compensated?</li> </ul>
4	<ul style="list-style-type: none"> <li>a) What effects have committees had on such performance measures as -- quality, training, union/management relations, productivity, cost, customer satisfaction, safety, employment &amp; income security and employee motivation?</li> <li>b) Do you regard the committee or other joint arrangement as a permanent feature of your enterprise?</li> </ul>
5	<ul style="list-style-type: none"> <li>a) What advice would you provide to others considering the establishment of joint committees or other joint arrangements?</li> </ul>
6	<ul style="list-style-type: none"> <li>a) Are there joint committees above the immediate workplace in your enterprise that consider broader issues of company or industry policy?</li> <li>b) Or, does the same workplace committee consider such questions?</li> </ul>
7	<ul style="list-style-type: none"> <li>a) What were the most serious problems you have encountered with the operation of the committee or other joint arrangement?</li> </ul>
8	<ul style="list-style-type: none"> <li>a) Was the initial establishment of the workplace committee or other joint arrangement influenced by the experience or reports of other such committees or arrangements?</li> <li>b) If so, what were they?</li> </ul>
9	<ul style="list-style-type: none"> <li>a) Have other managements (or unions or both) come to visit to explore your experience?</li> <li>b) How did they learn of your committee?</li> </ul>
10	<ul style="list-style-type: none"> <li>a) If there is a company policy statement, a mission statement, or a collective bargaining agreement or provision governing the work of these committees, or other joint arrangements, please furnish a copy.</li> </ul>

Special Events Team (Social Committee)	VCW CREW (Human Resources Comm.)
1 a) Plan major company-wide special events. b) Formed October 1988 c) Each department represented by management-approved volunteers. Required to maintain current workload. d) Volunteers apply in writing. e) Members change yearly. f) n/a	Coordinate monthly activities which develop and foster company-wide team spirit and show appreciation for employees. Formed June 1991 Each department represented by management-approved volunteers. Required to maintain current workload. Volunteers apply in writing. Members change every six months. n/a
2 a) To promote company-wide enjoyment. b) Recent name change from Social Committee to SET. Responsible for purchase of St. Vincent's gifts, Qtrly Mtg decorations and two annual parties.	Find innovative ways to bring employees together as a group (both at and away from work). Recent name change from Human Resources Comm. to VCW CREW. Responsible for company-wide tornado and fire drills including Day Care.
3 a) Weekly/As needed (30 min.) b) Responsibilities handled by co-chairs. c) Informal d) No e) Varies f) Mostly g) No additional compensation	Monthly (30 min.) Informal Yes, brief Large conference room Yes No additional compensation
4 a) Celebrations have much improved; employee creativity provides much more than paid party planners. b) YES	Morale boosting Builds team spirit/unity YES
5 a) Great way to promote employee involvement	Particular value in emergency preparedness
6 a) Executive Committee b) n/a	Executive Committee n/a
7 a) None	None
8 a) No b) n/a	No n/a
9 a) No b) n/a	No n/a
0 a) To plan and coordinate company parties and special functions that will provide an experience of good will, personal enjoyment and fulfillment to employees and associates.	To improve, create and coordinate activities in order to develop employees and foster employee appreciation and company-wide team spirit.

Staff Reporters	Recycling Committee
<p>1 a) Provide needed assistance to spread the workload in preparing two internally-produced newsletters.</p> <p>b) Formed January 1991</p> <p>c) Marketing department members participate as job duty; other department representatives chosen through extensive application process after receiving management approval.</p> <p>d) Written application process</p> <p>e) Only as needed</p> <p>f) n/a</p>	<p>To provide opportunity to do our part to help the environment.</p> <p>Formed October 1990</p> <p>Each department represented by management-approved volunteers. Required to maintain current workload.</p> <p>Volunteers apply in writing.</p> <p>Members change yearly.</p> <p>n/a</p>
<p>2 a) To produce informative monthly publications for both employees and members.</p> <p>b) The quality and content of publications has improved greatly over time.</p>	<p>To recycle paper, cans, glass and tyvek envelopes on a company-wide basis.</p> <p>Added glass and tyvek within the last year.</p>
<p>3 a) Weekly (30 min.)</p> <p>b) More responsibility handled by Marketing Dept.</p> <p>c) Informal</p> <p>d) Yes, used as a guideline</p> <p>e) Small conference room</p> <p>Yes</p> <p>g) No additional compensation</p>	<p>As needed (30 min.)</p> <p>Very informal</p> <p>No</p> <p>Varies</p> <p>Yes</p> <p>No additional compensation</p>
<p>4 a) Huge positive impact on both internal and external audiences; responsibility provides an exceptional, unique opportunity for employee participants. A win/win situation.</p> <p>b) YES</p>	<p>Allows each employee opportunity to make a difference and do their part to help.</p> <p>YES</p>
<p>5 a) Great way to produce a company newsletter!</p>	<p>The environment needs all the help it can get.</p>
<p>6 a) No</p> <p>b) n/a</p>	<p>No</p> <p>n/a</p>
<p>7 a) Non-marketing personnel being able to meet regular workload demands plus ongoing writing deadlines.</p>	<p>Finding outlets for recyclable materials.</p>
<p>8 a) No</p>	<p>No</p>
<p>9 a) Mailing list continues to grow beyond employees and customers due to overwhelming request.</p>	<p>No</p>
<p>10 a) To provide accurate information in the most timely, positive and upbeat manner possible. To report on newsworthy topics by conducting thorough research and seeking a wide variety of input.</p> <p>To provide articles that will educate, motivate and pique the interest of our readers.</p> <p>To consistently present easy-to-read, visually appealing publications.</p>	<p>To provide each VCW, Inc. employee the opportunity to do a little each day to help their environment by making recycling convenient.</p>

	Merchant's Association	Suggestion Box Comm.
1 a)	To start and operate company store (on site)	To reward employees for suggesting more efficient, cost-effective ideas and procedures.
b)	Formed July 1992	Formed January 1989
c)	Each department represented by management-approved volunteers. Required to maintain current workload.	Each department represented by management-approved volunteers. Required to maintain current workload.
d)	Volunteers apply in writing.	Volunteers apply in writing.
e)	Yearly, as needed	Members change yearly.
f)	n/a	n/a
2 a)	To staff and operate company store which provides quality logo items and miscellaneous necessities via payroll deduction.	Reward employees for looking and finding ways to improve products and services.
b)	Effective 7/93, will operate/manage mail order service to members/customers.	Committee now rates submissions to determine value of reward.
3 a)	Weekly (30 min.)	Two - three times each quarter.
b)		Quantity of suggestions determine procedures.
c)	Informal	Repetitive each quarter.
d)	Yes, brief	No
e)	Large conference room	Large conference room
f)	Yes	Yes
g)	No additional compensation	No additional compensation
4 a)	Another valuable outlet for creativity and development of management qualities. Easy access for employees' day-to-day needs.	Tremendous! Stream-lined workloads; improved products and services; enhanced employee bottom line. Encourages critical thinking and problem solving.
b)	YES	Employee recognition--awarded at Qtrly Mtg YES
5 a)	Good marketing tool; encourages loyalty.	If you don't have one, you should. Make reward amount applicable to quality of suggestion.
6 a)	Executive Committee	Executive Committee
b)	n/a	n/a
7 a)	Ability to purchase small enough quantities yet offer a wide variety of items.	Getting employees to fully think through and present complete suggestions.
8 a)	No	No
b)	n/a	n/a
9 a)	Yes, via numerous office tours.	Via visitors at Qtrly Meetings.
b)	n/a	n/a
10 a)	To provide affordable merchandise to every employee in a convenient manner. To provide suggested merchandise on a timely basis as to retain interest in the store and maintain consistent/increasing sales figures.	To review all employee suggestions and provide ratings of them to the Executive Committee for final decision. To provide feedback to employees on how to offer improved suggestions and how to implement those rewarded.

Company-wide Theme of the Month	Lunch Seminars
1 a) Chose company-wide themes to tie departments together. Previously there had been departmental themes. b) Formed June 1993 c) Each department represented by management-approved volunteers. Required to maintain current workload. d) Theme chosen by management team w/input of all employees. e) Changes monthly. f) n/a	To provide additional internal training and general information.  Formed February 1992 Varies from individual to group effort depending on topic to be presented.  * *  Volunteer; dependant upon topic expertise. n/a
2 a) Motivation and teamwork  b) Changes monthly	Varied. From improving writing skills and giving department overviews, to self-defense class and owner Q&A. Changes monthly.
3 a) As needed, typically 3-4 times/month (30 min.) b) c) Informal d) No e) varies f) Yes, but other times also used as needed.  g) No additional compensation	As needed to prepare.  Varies Agenda &/or handouts approved by COO. Lunch room Yes, all employees attend the 30-min seminar over lunch on their own time. No additional compensation
4 a) Motivation via group unification; goal setting.  b) YES	Employee feedback (via form provided) generally very positive. YES
5 a) Keep an open mind; consider all options; allow time to thoroughly develop ideas; keep staff informed of progress toward goals, etc.	Great idea--highly recommend.
6 a) n/a b) n/a	n/a n/a
7 a) None	Keeping new topics readily available.
8 a) Idea originated in Customer Service Department; expanded to entire company. b) n/a	Grew out of departmental cross-training.  n/a
9 a) Yes, management team exchange. b) n/a	No, could happen though. n/a
10 a) n/a	n/a



Employee of the Month Lunches/Breakfasts	Day Care Facility
<p>1 a) To give nominated employees the opportunity to interact directly with the CEO &amp; COO. (Nominees and ECM winner are announced at monthly all-company gathering.)</p> <p>b) Formed January 1991</p> <p>c) Department managers nominate employee(s) for the honor of Employee of the Month.</p> <p>d) Specific voting procedures; later, point system</p> <p>e) New nominees each month</p> <p>f) n/a</p>	<p>To provide the best possible working atmosphere for employees who are parents.</p> <p>Formed April 1989</p> <p>Paid staff to provide these services.</p> <p>Employee interviews.</p> <p>n/a</p> <p>Governed by state law; licensed.</p>
<p>2 a) Varied</p> <p>b) Originally held open forum; more recently have directed the focus via a pre-determined list of questions. One mgr member now attends.</p>	<p>To provide a quality, low-cost, easy-access, educational day care environment for employees' pre-school aged children.</p> <p>Initially for newborn to age five. After becoming licensed, offer care for newborn to age three.</p>
<p>3 a) Monthly (2-1.2 to 3 hrs.)</p> <p>b)</p> <p>c) Informal</p> <p>d) List of questions distributed prior to meeting.</p> <p>e) Local dining establishments &amp;/or clubs.</p> <p>f) Yes</p> <p>g) No additional compensation</p>	<p>n/a</p> <p>Director utilizes daily lesson plans.</p> <p>n/a</p> <p>Daily lesson plans.</p> <p>Day care located in lower level of offices.</p> <p>Yes</p> <p>Yes, paid staff.</p>
<p>4 a) Great two-way communication; employees receive insight and the opportunity to voice feelings and opinions. CEO, COO and Mgmt member receive valuable feedback.</p> <p>b) YES</p>	<p>Improves employee attendance; reduces length of maternity leaves and provides peace of mind to working parents. Reduced-cost day care promotes employee loyalty and net income.</p> <p>YES</p>
<p>5 a) Valuable time well spent!</p>	<p>Start now: your employees will love you for it!</p>
<p>6 a) No</p> <p>b) n/a</p>	<p>??</p> <p>n/a</p>
<p>7 a) Clearing owners' schedules to allow time.</p>	<p>Providing outdoor, secure play area in downtown business district. Transporting children in/out of building to play area.</p>
<p>8 a) Employee suggestion.</p> <p>b) n/a</p>	<p>No</p> <p>n/a</p>
<p>9 a) No</p> <p>b) n/a</p>	<p>Yes, often.</p> <p>n/a</p>
<p>10 a) n/a</p>	<p>n/a</p>

Cabinet (Management Team)	Executive Committee
1 a) To promote inter-departmental communication on a regular basis. b) Formed 1987 c) Management Team, run under the direction of COO. d) n/a e) n/a f) n/a	To separate areas of emphasis and group responsibilities for all company decision making. Formed October 1990 Company officers chosen at recommendation of outside consultant. . . . n/a n/a
2 a) Communication b) Meeting length shortened due to weekly managers' reports and completion of detailed Stat Sheet.	Decision making, planning, oversee company committees. n/a
3 a) Weekly (1-1.2 to 2 hrs.) b) c) Structured d) Yes, input from Mgmt Team; finalized by COO. e) Large Conference room f) Yes g) No additional compensation	Weekly, if possible. Informal No Small conference room Usually No additional compensation
4 a) Tremendous! Too numerous to count. YES	Extensive YES
5 a) Very important for all growing companies!	Essential for smooth operation of growing business.
6 a) Executive Committee b) n/a	No n/a
7 a) Accomplish tasks at hand in allotted time.	Maintain a regular meeting schedule due to other commitments and responsibilities.
8 a) No b) n/a	Outside consultant. n/a
9 a) No, but recently began having weekly employee guests (in order of seniority). b) n/a	No n/a
10 a) n/a	n/a

	Company-wide Quarterly Meeting	Trouble-shooting Committee (Customer Svc.)
1 a)	To keep personnel informed of company progress and goals and to provide employee recognition.	To utilize department members to find ways to improve procedures, etc.
b)	Formed September 1989	Formed November 1992
c)	n/a	Chosen by department manager
d)	n/a	" "
e)	n/a	n/a
f)	n/a	n/a
2 a)	information and recognition	Examine current procedures and find positive solutions where needed.
b)	Yes, expanded to include employee and mgmt recognition and more recently initiated quarterly meeting themes.	May expand to all departments.
3 a)	Quarterly (2 hrs.)	As needed
b)		
c)	Structured	Very informal
d)	Yes, by COO	No
e)	Location varies	lower level
f)	Yes	Yes
g)	No additional compensation	No additional compensation
4 a)	information, motivation, life experience and recognition for anniversaries, paid suggestion ideas, employee referrals, Mgr of Qtr & Yr and Emp of Yr.; feedback highly positive.	Improved productivity; encourage problem solving and critical thinking.
b)	YES	YES
5 a)	Invaluable.	Great, gets employees directly involved.
6 a)	Executive Committee	Department manager
b)	n/a	n/a
7 a)	Finding phone coverage to allow all to attend.	None
8 a)	Marion Laboratories	No
b)	n/a	n/a
9 a)	Yes; representatives of adopted charity, Spirit Week judges for two years.	No
b)	n/a	n/a
10 a)	n/a	n/a

VCW, Inc.  
and  
National Association of  
Independent Truckers, Inc.

**MISSION STATEMENT**

As leaders in the trucking industry, we strive to fully meet the needs of each independent contractor by:

...offering benefits and services that are not easily accessible on an individual basis;

...setting the standard for customer service in the industry by conducting business in a friendly and professional manner and doing so on a knowledgeable and timely basis; and

...setting precedence of anticipating and establishing additional services that will further reduce the responsibility of the contract carrier as well as maintain the necessary "arm's-length" relationship between the independent contractor and the contract carrier.

And to further company growth by:

...providing a work place that encourages and rewards creative thinking, personal and professional growth, and continued education through experience and academics;

...providing an environment that promotes self-respect and respect for others and encourages consistency and fairness, while strengthening the communication between individuals and departments.

# QUALITY EXPECTATIONS

VCW, Inc.

National Association of Independent Truckers, Inc. (NAIT)  
Preferred Administrative Services, Inc. (PAS)

## INTRODUCTION

We take pride in our long-term involvement in the trucking industry, our tradition of providing personalized and quality service and our responsive action to our customers. We have always been committed to quality management, and our objective is to assure that our customers are provided with the best value and customer service in the industry.

As one of our suppliers, you play an integral part in meeting this objective. We need suppliers who accept our policy of continuous improvement, listen to our needs, provide quality products at competitive prices and give timely service.

Our preference is to develop long-term relationships with suppliers who demonstrate their commitment to:

- Quality
- Continuous improvement
- Problem-solving capabilities

## QUALITY STANDARDS

Quality is the means by which we satisfy the current and potential needs of our customers. We intend to provide them with products and services free of defects. We expect you to supply the services and products that meet or surpass our specifications for material and performance. Guidelines in meeting our high-performance standards include:

- Commitment to take cost-effective measures
- Dependability to provide required quantities when promised
- Responsibility to follow through on commitments in a reliable manner
- Commitment to provide consistently accurate documentation (proposals, invoices, etc.)
- Ability to solve problems by working as a team
- Dedication to quality management
- Determination to fully meet expectations through superior product performance
- Responsibility to communicate effectively and provide proper feedback on job status

## INVENTIVENESS & INNOVATION

Continuous improvement, inventiveness and innovation of the products and services you offer will serve to assist us in maintaining a competitive edge in the industry. In order to meet the requirements of our customers, we expect:

- On-going commitment to deliver the highest quality product available and to make improvements in product quality
- Check-list of inspections or procedures performed
- Open lines of communication concerning changes or updates to the product or service, including flexible negotiations
- Involvement of our employees in the quality process (what to look for and how to take corrective action)
- Development of new products and services to further enhance our operation
- "Leading edge" technology in performance of products and services
- Motivation to propose innovative methods to improve service, reduce costs and willingness to share lowered costs
- Warranty coverage or replacement to be provided in case of product failure

## QUALITY MANAGEMENT

Monitoring of quality and service will be done to ensure you are working toward continuous improvement. Together, we will assess your performance and use of quality standards. If problems arise, we expect you to be responsive and proactive. Our mutual needs will be reviewed periodically to determine how quality can improve.

## SUMMARY

To maintain our standing as a trend setter in the trucking industry, we must continually improve and update our services. We expect the same high standards, and nothing less, from you, our suppliers.

We feel that by improving communications with you, we clarify our expectations and commitment to quality standards. You are our partners in growth, and we encourage your participation in helping us improve the effectiveness of our organizations' service and products.