



## Consulting Services for Manufacturing and Production Environments

**SIENA CONSULTING** focuses on the management of human capital. We are committed to the concept that “the PEOPLE make the PLACE”. In other words, we believe that an organization is a reflection of its people, and the success of the organization depends directly on the quality of its employees. We partner with our clients to ensure that their PEOPLE - their human resources – provide a critical competitive advantage that helps in delivering high quality results and meeting the challenges of the ever-changing global business environment.

A core practice of Siena Consulting is designing and implementing HR best practices in manufacturing environments. We have extensive experience in manufacturing settings developing systems and processes to ensure that the right people are in the right place to deliver results across critical performance indicators (including safety, quality, environmental impact, customer service, cost, and others).

Siena Consulting has worked in manufacturing settings for well over a decade providing a wide-range of services to our clients. Clients with whom we have worked in the manufacturing sector include SC Johnson, Ford Motor Company, Visteon Corporation, General Mills, and Brush Wellman. We pride ourselves on developing long-term partnerships with our clients that deliver high quality results that link to attaining their strategic objectives.

Based on our years of experience, as well as our exposure to the current issues impacting the manufacturing industry, we are well prepared to help manufacturing organizations navigate the dramatic twists and turns that come with automation, integrating acquisitions, team redesign, and globalization.

[WWW.SIENACONSULTING.COM](http://WWW.SIENACONSULTING.COM)

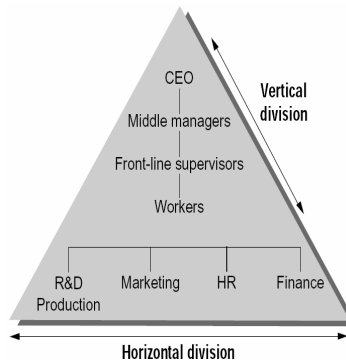
**SIENA CONSULTING** develops high performance HR practices specific to manufacturing settings that target the individual, team, and organizational levels of operation.



| INDIVIDUAL  | TEAM   | ORGANIZATIONAL   |
|---|--|--|
| Entry-level staffing<br>Promotional exams<br>Training and development<br>Leadership development<br>Managerial coaching<br>Assessment centers<br>Apprenticeship programs | Team redesign<br>Team leader development<br>Team leader and role staffing<br>Development centers<br>Team leader style assessment | Culture diagnosis<br>Change management<br>Succession planning<br>Linkage analysis and metrics<br>HR audits |

Our services and programs target a wide spectrum of positions distributed throughout the hierarchy and across functions.

- Plant Manager
- Production Manager
- Production Technician
- Production Operator
- Engineer
- Section Manager
- Skilled Trade
  - Mechanical
  - Instrumental
  - Electrical
  - Pipefitter
- Secretarial/Clerical
- Customer Service



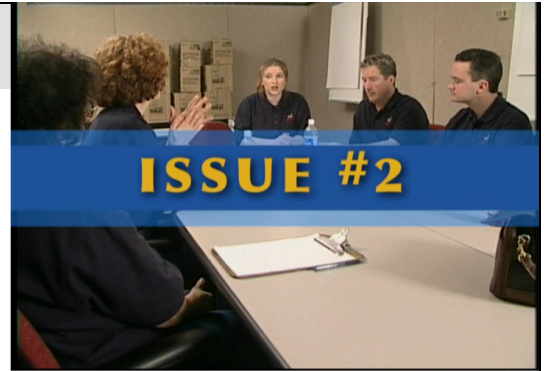
- Production
- R&D
- Corporate
- Legal
- HR



## Representative Projects

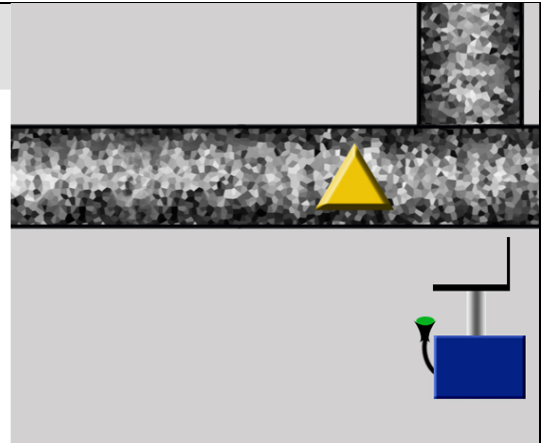
### Interpersonal and Team Skill Assessment for Production Operator Staffing and Development

Designed a video-based situational judgment assessment that measures production operators on their interpersonal and team-related skills. Realistic scenarios are presented that deal with issues such as fairness to team members and managing cross-shift conflict. The assessment can be delivered to groups using a DVD/TV arrangement or to individuals via computer or the internet.



### Apprenticeship Assessment for Skilled Trade Program Entry and Development Planning

Designed an animated video assessment that evaluates candidates for entry into a skilled trade apprenticeship program and pinpoints developmental opportunities. A production process is presented using animation and candidates are assessed on their ability to learn the process, troubleshoot problems in the process, and generate suggestions for redesigning the process. The assessment can be delivered to groups using a DVD/TV arrangement or to individuals via computer or the internet.



### Linkage Analysis on the Impact of Team Leadership and Organizational Culture on Production Line Performance

Designed a study to determine the impact of organizational culture dimensions centered on key corporate values on central performance indicators including safety, quality, and cost. An organizational survey was implemented and critical performance metrics were tracked to develop the necessary database. Advanced statistical analyses examined the impact of culture and team leadership on performance and organizational citizenship behavior. Results were used to provide a production line scorecard and to pinpoint team leader development opportunities and training needs.

Siena Consulting  
Summary of 2006 Findings

|                     | Metric 1 | Metric 2 | Metric 3 | Metric 4 | Metric 5 | Overall Performance Metric |
|---------------------|----------|----------|----------|----------|----------|----------------------------|
| Culture Dimension 1 | .37      | .28      | .40      | .10      | -.06     | .44                        |
| Culture Dimension 2 | .53      | .33      | .26      | .10      | -.06     | .54                        |
| Culture Dimension 3 | .26      | .45      | .20      | .12      | .04      | .42                        |
| Culture Dimension 4 | .27      | .23      | .25      | .06      | .12      | .39                        |
| Culture Dimension 5 | .43      | .42      | .26      | .12      | .00      | .53                        |
| Total               | .41      | .38      | .29      | .11      | .00      | .50                        |

2006 Results    ■ = Strong    ■ = Moderate    ■ = Weak



Our programs are designed and implemented using a wide range of formats and mechanisms, including:

- Online and in-person approaches
- Paper and pencil as well as video-based and animated approaches
- Behavioral interviewing as well as role play-based assessment centers
- Standardized assessments including:
  - Mechanical Experience Survey (biodata instrument)
  - Situational Judgment Test
  - Culture-Fit Inventory
  - Siena Reasoning Test (1<sup>st</sup> test of cognitive ability with low adverse impact)
  - Strategic Leadership Style Inventory
- Workshop and stand-up training formats

The program and services that we design can be tailored and customized to your particular needs.

Please contact us to further discuss ways we can partner in developing high performance HR practices for your manufacturing business.

## **Siena Consulting**

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