



# Job Quality Case Study

## Brad Rew

Brad Rew and his partner own Gale Rew Construction as well as five other companies across a range of industries. Gale Rew Construction offers commercial remodels, residential remodels, and customer improvement services in Eastern Washington and parts of Idaho. The company employs 24 workers.

Even before the pandemic, the leadership team at Gale Rew Construction identified the need to more clearly focus on retention efforts that emphasized job quality. Staff continued to ask for greater flexibility in hours worked and the ability to have a greater voice on how to improve efficiency in the business. The leadership team took up that calling through several different methods to ensure that each industry represented in their companies was offered the flexibility that best worked for their staff.

### Empowerment & Representation

At Gale Rew Construction, staff are encouraged to request time with the co-owners and their managers to offer concrete feedback on where they feel the business has the potential to grow. The owners routinely create space for employees to offer input through one-on-one conversations as well as “committee meetings.” Committees meet monthly and are made up of staff from all the businesses the owners oversee. The committees serve as a voice for improving the companies. Sitting members give input on everything from team-building activities to how to better provide employee benefits. Staff are formally invited to be a part of the committees by the leadership team and the structure of the committee members ensures inclusion at all levels of staff -from front line workers to management. The meetings also ensure that all six businesses are represented with various levels of staff. Recommendations from this group are implemented into policy or process once the entire committee has voted on the final decision. Management has mapped how each job role, at every level, brings profitability to the company to provide employees with an understanding of how they fit into the larger business model and how critical their position was to the growth of the company. Allowing employees to better understand their specific role helped not just create more streamlined job descriptions but grounded the employees in their work- which increased company pride and work ethic.

### Benefits

To better understand the benefit needs of employees, staff were asked to provide input on what benefits would keep them both happier and retained in their place of work. That survey brought up the importance of flexibility and a cafeteria style model for benefits based on the needs of the employees. Depending on the company and industry, flexible benefits took different forms. Construction workers were offered the opportunity to work remotely when it made sense -working from cars or working on assignments from home. The typical 9 to 5 workday remains the standard, but many staff choose to set their own hours, which offers them a greater ability to achieve a better work-life balance. In addition to benefits offered through the company, the owners researched additional resources in their community for employees facing barriers. When barriers are faced by their employees, the owners can connect them with community-based organizations that fit their needs. Small businesses may not always have the capacity to offer every benefit but being aware of the services that exist in the local community can provide additional wrap-around support for employees.

### Outcomes

Employees that went from traditional work hours to much more flexibility in their work schedules (some weeks as little as 30 hours and other weeks as much as 50 hours but no clocking in) the company saw roughly a 20% jump in profitability. These employees enjoy life more by being more available to kids, including finding time to coach their children’s sports teams. They also have found more time to exercise and travel with family and friends. Flexibility has not worked for every employee so instead the company has worked with employees who need more structure by offering different incentives like awards, recognition, benefits, bonuses, etc. They don’t look at every employee the same and that allows each employee to grow in their career in a way that works for them.