



# Pathways to Social Responsibility

Successful Practices for Sustaining the Future



# About ASQ

The American Society for Quality (ASQ) is the world's leading authority on quality. With more than 90,000 individual and organizational members, this professional association advances learning, quality improvement, and knowledge exchange to improve business results and to create better workplaces and communities worldwide.

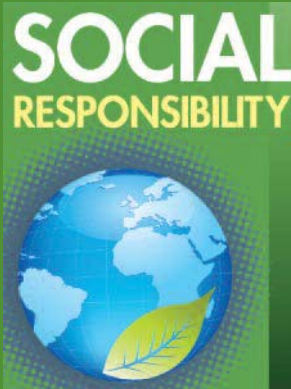
As champion of the quality movement, ASQ offers technologies, concepts, tools, and training to quality professionals, quality practitioners, and everyday consumers, encouraging all to Make Good Great®.

**ASQ sees quality and social responsibility as a natural fit.** As social responsibility becomes increasingly more important to decision-makers in examining the future impact of today's choices on the environment, community, and customer perceptions, the role of quality becomes central in helping organizations and individuals to grow in socially responsible ways.

Globally, ASQ has formed relationships with other nonprofit organizations that have comparable missions and principles. Our international strategic alliances are helping to meet the quality needs of companies, individuals, and organizations worldwide.

ASQ members have informed and advised the U.S. Congress, government agencies, state legislatures, and other groups and individuals on quality-related topics.

And since 1991 ASQ has administered the United States' premier quality honor—the Malcolm Baldrige National Quality Award, which annually recognizes companies and organizations that have achieved performance excellence.



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# Pathways to Social Responsibility

The companies and organizations profiled in this report have embarked on their own paths to social responsibility, providing a broad spectrum of engagement and business success.

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# Introduction

## Greetings!

The American Society for Quality (ASQ) is pleased to collaborate with University of Wisconsin-Milwaukee to highlight successful practices in the area of social responsibility and the difference these organizations are making in local, national, and international communities. This inaugural publication showcases how these organizations have creatively and successfully integrated social responsibility into their missions.

Social responsibility is becoming increasingly important in our global environment, as wise decision-makers examine the future impact of today's choices—on the environment, on the community, and on their customers' perceptions. The 2008 ASQ Futures Study recently elevated social responsibility to the second-leading force of change in quality, and in recent years, it has become a more prominent focus of the Malcolm Baldrige National Quality Award criteria, which many organizations use to keep their operations running at peak efficiency.

ASQ has been involved in a major global initiative to bring context and focus to this area to study and strengthen the connection between quality and socially responsible business practices. Experts from more than 75 countries are developing a draft international standard, ISO 26000—Guidance on Social Responsibility, to help organizations understand and address a wide range of social responsibility issues. ASQ is coordinating the U.S. involvement in this sweeping effort, serving as the U.S. Technical Advisory Group secretariat for the standard, projected to be published in 2010.

Both ASQ and UWM have a commitment to performance excellence as the guiding beacon along the path to social responsibility. The more we standardize measure and share successful practices, the more we'll all be able to learn from each other and improve.


We are proud of the companies and organizations featured in this profile of outstanding strategies. We also know this is just the beginning of the path to continuous improvement. We look forward to the journey and reporting on our progress.




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## Social Responsibility Defined

The responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that

- contributes to sustainable development, health, and the welfare of society;
- takes into account the expectations of stakeholders;
- is in compliance with applicable law and consistent with international norms of behavior; and
- is integrated throughout the organization and practiced in its relationships.

Source: Draft ISO 26000 WD 4.2; page 11; 2.18

# The Role of Quality in Social Responsibility

To help organizations understand and address their obligations related to the environment, human rights, community involvement, governance, and other fair and sustainable operating practices, experts from more than 75 countries are developing ISO 26000, an international standard on social responsibility (SR). The International Organization for Standardization (ISO) in Geneva, Switzerland, expects to publish ISO 26000 in mid to late 2010 as a guidance document for all industries and sectors.

In its role as secretariat for the technical advisory group representing the U.S. position on the standard, ASQ operates at the intersection of the SR and quality movements. Throughout the last several decades, both SR and quality have progressed toward common goals, including building consumer confidence, providing tools for enhancing organizational credibility, and demonstrating the benefits of focusing on long-term sustainability over short-term profitability. Now, the development of a standard—a mainstay of quality practice and an area of ASQ expertise—more formally unites the pursuit of SR with the pursuit of quality.

## SR and Quality

Good quality practices make for socially responsible organizations. Investing in quality principles such as continual improvement, employee empowerment, and reduction of errors and waste contributes to the overall SR profile of an organization. The SR movement thus provides the quality community with new focus and unity of purpose for previously discrete efforts to promote ethical business practices, leadership and employee development, environmental management, and more.

In turn, time-tested quality approaches contribute methodological rigor to the SR cause. Figure 1 shows how ISO 26000 is the latest in a series of quality initiatives contributing to SR objectives.

## Meeting at the Bottom Line

Having evolved along similar paths leading to ISO 26000, quality and SR also meet at the bottom line, where they can play a key role in helping organizations survive the economic downturn.

According to a February 2009 McKinsey report:

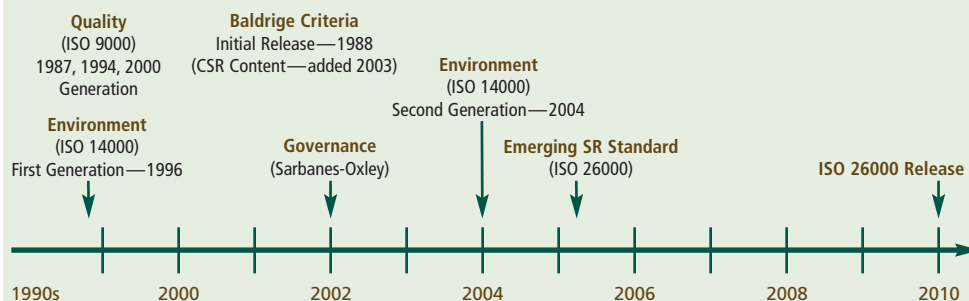
- Forty-five percent of investment professionals believe global economic turmoil has increased the importance of governance programs
- Sixty-six percent of chief financial officers agree that environmental, social, and governance programs create value for shareholders in typical times
- Sixty-six percent of executives believe shareholder value created by environmental and governance programs will increase in the next five years relative to their contributions before the economic crisis.<sup>(1)</sup>

As proof of the economic possibilities, a February 2009 A.T. Kearney, Inc., study found that in 16 of 18 industries, companies committed to sustainability outperformed industry averages by 15 percent from May through November 2008.<sup>(2)</sup>

On the quality front, reports on the stock performance of Baldrige recipients up until 2004, an index of 100 S&P 500 companies committed to quality, and firms with high American Customer Satisfaction Index scores have all shown that organizations committed to quality have outperformed the S&P 500.<sup>(3)</sup>

Global organizations that have already embraced quality as essential to best business practices will therefore find that embracing SR and ISO 26000 takes them one step further in the same direction. Organizations that have yet to adopt formal, comprehensive approaches to quality will find that a combined quality-SR effort offers a holistic solution to strengthening the triple bottom line of people, planet, and profit.

**Figure 1: Key Events on the Path to Social Responsibility**



*Standards on environmental management (ISO 14000) and quality management (ISO 9000) specify practices required of responsibly managed organizations. Sarbanes-Oxley legislation introduced regulation around corporate governance in 2002. The Baldrige National Quality Program, perhaps the most widely recognized model of organizational assessment, incorporated SR into its Criteria for Performance Excellence in 2003.*

1. "Valuing Corporate Social Responsibility: McKinsey Global Survey Results," McKinsey & Company, February 2009.

2. "Green Winners: The performance of sustainability-focused companies during the financial crisis," A.T. Kearney, Inc., February 2009.

3. See "Baldrige Stock Studies," Baldrige National Quality Program, [www.quality.nist.gov/Stock\\_Studies.htm](http://www.quality.nist.gov/Stock_Studies.htm); Stephen George, "Bull or Bear?" *Quality Progress*, April 2002, 32-37; and Claes Fornell, "Boost Stock Performance, Nation's Economy," *Quality Progress*, February 2003, 25-31. For more on the economic returns on quality, see ASQ's "Making the Case for Quality," [www.asq.org/pdf/economic-case/economic-case.pdf](http://www.asq.org/pdf/economic-case/economic-case.pdf).

For more information on the development of ISO 26000, visit [www.asq.org/standards/standards-and-social-responsibility](http://www.asq.org/standards/standards-and-social-responsibility).

# Milwaukee's History of Social Responsibility

*...what has survived in Milwaukee today is the belief that work is not just a job, but an opportunity to socialize and become part of a larger community — lessons that can benefit any business.*

It's completely appropriate that Milwaukee is providing the launching pad for a national movement to promote corporate social responsibility.

Although the city was known in the early 20th century for its Socialist mayors and U.S. congressman, it has been able to brand its own style of Socialism separate from the philosophy's European roots. The Milwaukee Social Democratic movement was more aligned with social reform—giving voice to good government, clean parks, the working class, and women's rights—than with anticapitalists or anarchists.

This Milwaukee breed, sometimes known as Sewer Socialists, were politicians the voters could trust: hardworking, well-prepared, and incorruptible. Efficiency was a Socialist watchword, and Mayor Emil Seidel—in 1910, the first Socialist to govern a major American city—pursued it with a zeal that would have warmed the heart of any red-blooded capitalist.

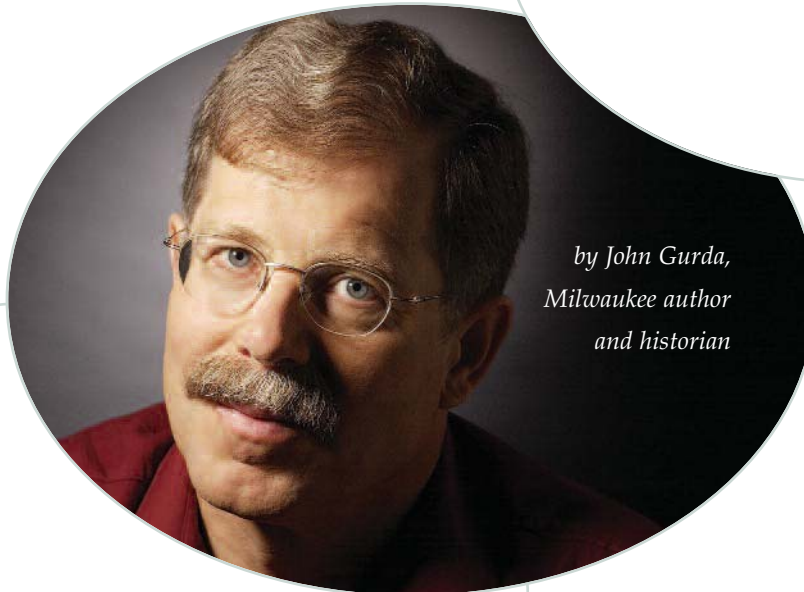
"We wanted our workers to have pure air; we wanted them to have sunshine; we wanted planned homes; we wanted living wages; we wanted recreation for young and old; we wanted vocational education; we wanted a chance for every human being to be strong and live a life of happiness," he wrote in his memoir.

Milwaukee also has had a history of business leaders who put workers first and inspired generations of active citizens.

- Tractor manufacturer Allis-Chalmers supported a mutual aid society for shop workers back in 1883 and added a two-week paid vacation and company hospital in the 1920s.
- Cutler-Hammer started a drill team, drum corps, band, glee club, and horseshoe-pitching club.
- And for years, Schlitz Brewing gave a gift to the community in the form of a circus parade, complete with antique circus wagons.

Granted, although some of the activities were aimed at keeping workers satisfied enough that they wouldn't unionize, most employers realized that healthy, happy workers are just more productive.

Beyond the industrial-league baseball teams from those times, what has survived in Milwaukee today is the belief that work is not just a job, but an opportunity to socialize and become part of a larger community—lessons that can benefit any business.



*by John Gurda,  
Milwaukee author  
and historian*

# The Milwaukee Community's Response to Social Responsibility

**Welcome!** Milwaukee businesses and organizations recognize that the future of our region depends on our sense of sustainability. That's why we're happy to work with ASQ and support the effort to align quality to social responsibility. This approach highlights the process and brings attention to those in the region who are meeting their goals through innovative approaches to environmental, social, and financial challenges.

Milwaukee has become the freshwater hub of the Great Lakes, based on continued investments in the research and development of clean freshwater technologies. We are also home to businesses whose technical expertise in energy efficiency brings billions of dollars in savings to their customers. And our social and healthcare organizations that call Milwaukee home are changing the quality of life from our youngest citizens to our most senior statesmen and women.

I am using city government to model new technologies and approaches so that our businesses can see what works—from green roofs that reduce storm water runoff to energy-efficient buildings and fleets. In addition, in conjunction with ASQ, the Metropolitan Milwaukee Chamber of Commerce, and Milwaukee County, we are encouraging businesses and organizations to sign the Metro-Milwaukee Green Commitment, a five-step process designed to get public and private employers moving together down the road to sustainability.

It is a commitment to be involved in:

- 1) A Robust Recycling Program
- 2) Energy Management
- 3) Systematic and Comprehensive Green Cleaning
- 4) Sustainable Business Network
- 5) The Great Lakes WATER Initiative

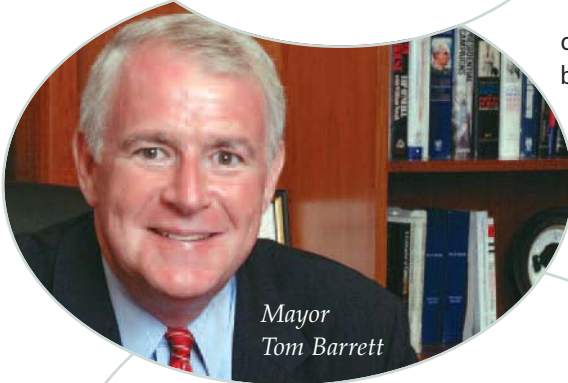
These types of efforts have enabled Milwaukee to be recognized as the 12th best city when it comes to sustainability, designated by the U.S. Department of Energy as one of 25 Solar America Cities, and ranked 15th in EPA's ENERGY STAR® program, with 62 energy-efficient buildings earning the Energy Star designation last year. Best of all, we are training people to work in green collar jobs that advance environmental goals and provide hope for the unemployed and inspiration for students.

ASQ is a leader in bringing ideas and people to our city's discussion. We look forward to advancing our partnership with the organization and its members.

Sincerely,



**Mayor Tom Barrett**



*Mayor  
Tom Barrett*

*Milwaukee businesses and organizations recognize that the future of our region depends on our sense of sustainability.*



# Northwestern Mutual: Policyowners' Best Interests Take Precedence

**Doing the Right Thing.** Although it may sound like a cliché, that phrase has guided the way Northwestern Mutual has done business since its founding in 1857. As a mutual company, Northwestern Mutual doesn't answer to stockholders but rather its policyowners, who share in the company's financial success by receiving policy dividends.

"The mutual structure of Northwestern Mutual brings into alignment the interests of both policyowners and company. Beyond its legal structure, mutuality creates a mindset that runs deep into company culture and serves as a compass for decision making," says Deanna Tillisch, director of corporate affairs. "It is a philosophy that differentiates us from others in the financial services industry and business in general."

Whenever the company decides such things as where to invest, how to spend money, or whom should receive charitable contributions, the first question employees ask: Is this in the best interest of our policyowners?

The company's mutual structure also enables it to invest in long-term initiatives while waiting patiently for the return. Freed from issuing quarterly financials and responding to stockholders looking for big gains, Northwestern Mutual has the luxury to address what matters to its policyowners, investment customers, and the world at large: good corporate citizenship.

## Investing Responsibly

"We see corporate citizenship as a broad umbrella that encompasses corporate governance, the environment, and social responsibility," Tillisch says.

The three areas often overlap and intertwine, especially in the company's investment operations. Northwestern Mutual targets more than \$1.5 billion for socially responsive investments. That may translate into funding housing for low-income residents, financing alternative energy sources, investing in green buildings, or supporting economic development within communities where many policyowners live.

Northwestern Mutual, which offers insurance products and advisory services as well as investment products, has the largest corporate foundation in Wisconsin. In

2008 the Northwestern Mutual Foundation disbursed \$19.5 million to organizations and schools providing quality educational programs; health and human service organizations; and a variety of causes, including economic and community development, employee volunteer initiatives, and programs that recognize and support the company's field force.

Northwestern Mutual directly engages policyowners, as well as the general public, in determining how to allocate some funds. Through the "Let Your Worries Go" campaign, visitors to an interactive Web site could vote for their greatest "worry," and let it go with a medieval catapult, rocket ship, submarine, or hot air balloon. Using the tally of which worries were most shared by Web site visitors, \$1 million was allocated among four nonprofit organizations: YMCA, Habitat for Humanity—New Orleans, Susan G. Komen for the Cure®, and Feeding America.

## Corporate Governance

Northwestern Mutual policyowners elect the Board of Trustees, and its bylaws prohibit board members from having relationships with the company that would impair their independent judgment, so nearly all of the trustees come from outside the organization.

"Another key aspect of corporate governance is transparency. That's why Northwestern Mutual established the Policyowners' Examining Committee (POEC) more than 100 years ago," says Tillisch. This unique five-member group of policyowners annually spends a week at the company's headquarters, where they have unrestricted access to any information, including financial reports, the strategic plan, management structure, and corporate performance. POEC members make recommendations and issue challenges to senior executives, then share their findings in the annual report.

However Northwestern Mutual demonstrates corporate citizenship, policyowners certainly benefit from the company's penchant for doing the right thing: The dividends paid to policyowners in 2009 are expected to top \$4.5 billion—and 96 percent of policyowners, on average, keep their policies in force each year.



Company name: **Northwestern Mutual**  
Location: Milwaukee, Wisconsin  
**www.nmfn.com**  
Founded: 1857  
Scope: National (U.S.)  
Employees: 5,000 home office  
(plus 7,000 financial representatives)

*Northwestern Mutual targets more than \$1.5 billion for socially responsive investments.*

*Photo: Susan G. Komen for the Cure® is one of four organizations that received funds through Northwestern Mutual's online and interactive "Let Your Worries Go" campaign.*



# MillerCoors: Consumers Benefit From Sustainable Practices

Before



After



Company name: **MillerCoors**  
(a joint venture of SABMiller and Molson Coors)  
Location: Milwaukee, Wisconsin  
[www.millercoors.com](http://www.millercoors.com)  
Founded: 1855  
Scope: National/International  
Employees: 8,800

*Corporate responsibility and sustainable development are recognized by the company as key to sustainable growth and superior financial performance.*

*Photos: Before and after photos of an energy-efficiency project in the Milwaukee MillerCoors brewery show the improved lighting quality, which also supports employee safety.*

Anyone who has enjoyed a cold beer at the ballpark on a hot sunny day understands the key ingredients to MillerCoors' success: Fresh water and plenty of hops and barley. And people to enjoy the product.

It's in the company's best interest to be sure there are plenty of these ingredients around. That's why sustainable development has been a priority for MillerCoors since day one. The new organization, a joint venture between SABMiller and Molson Coors, has a board-level committee charged with overseeing corporate responsibility.

"The creation of the Corporate Responsibility Committee demonstrates MillerCoors' commitment and that of our parent companies to corporate responsibility and, specifically, sustainable development," says Lisa Quezada, sustainable development policy manager. "Our goal is to embed sustainable development into the business and measure our progress."

## Framework of Five

For MillerCoors, sustainability is about managing the company's environmental, social, and economic risks and opportunities in a consistent manner to protect its reputation and maximize business value. The company's strategic approach to sustainability is based on five responsibilities: alcohol responsibility, environmental sustainability, sustainable supply chain, people and community investment, and ethics and transparency. This framework of five focus areas enables MillerCoors to efficiently manage its sustainable development commitments.

Employee enthusiasm and engagement have yielded impressive results, especially in pursuit of zero-waste operations:

- MillerCoors recycles or reuses more than 98 percent of its packaging and brewing waste.
- Flavoring drums are converted to rain barrels or shredded for reuse in lawn and garden applications.
- The company has increased the amount of 100 percent recycled plastic pallets it uses for keg shipping, which helps lighten shipping loads and reduces deforestation and landfill usage.

- Several sites have wastewater treatment plants that treat brewery wastewater to generate biogas used to power operations within the breweries.
- Beneficial uses for brewing byproducts have been identified, such as spent brewer's grain sold to farmers for animal feed and spent brewer's yeast sold to food companies for use in soups, gravies, and frozen entrees.

## Fresh Water and Plenty of Grain

"The conservation mind-set is encouraged by World Class Manufacturing (WCM), which applies a set of business principles and practices that drive continuous improvement in our breweries," notes Quezada.

Several brewery locations have added environmental and energy awareness modules to WCM training for employees to help drive awareness of water issues and identify innovative ways to reduce the amount of water used in the production process.

"Water is essential to brewing great beer, so we set stringent targets in order to use water efficiently and maintain the integrity of its quality. Driven by this discipline, MillerCoors operates some of the most water-efficient breweries in the world," Quezada says.

MillerCoors' sustainability efforts include partnering with The Nature Conservancy to help protect the Silver Creek Watershed in Idaho by helping farmers, including MillerCoors' barley farmers, increase the efficiency of their irrigation systems, increase water conservation, and improve water quality. In similar projects, farmers have also realized an increase in their crop yields and a reduction in energy costs associated with irrigation systems.

## Reporting Progress

Key to a credible sustainable development strategy is measuring progress. MillerCoors measures and tracks progress against its responsibilities and commitments using the Sustainability Assessment Matrix—an electronic system based on the Global Reporting Initiative G3 guidelines. Results are reported to both parent companies and the corporate responsibility committee.

# Urban Ecology Center: A Living Environmental Model

What started as a grassroots organization formed to prevent crime in a park has led to a social and environmental revitalization in two Milwaukee neighborhoods.

"We believe everyone should have access to public assets and feel safe while enjoying green spaces. Our way to achieve that is by providing a community center, available to everyone free of charge, with a focus on environmental education," explains Beth Fetterley, Urban Ecology Center (UEC) senior director of education and strategic planning.

## Five Guiding Principles

More than 65,000 people, often youngsters, annually visit the two UEC locations to participate in outdoor science education classes, learn about ecological practices, or simply hike the nearby trails. Given its mission—to foster ecological understanding as inspiration for positive change, neighborhood by neighborhood—UEC takes a holistic approach to social responsibility.

"When you're talking about social responsibility as a whole, practicing what you preach is really important," Fetterley emphasizes. "We practice it in many ways, often but not limited to a focus on the environment."

The center has developed five "guiding lenses" through which it views all initiatives, activities, and programming:

- 1. Mission:** Provide outdoor education; protect, preserve, and enhance natural areas; and promote community.
- 2. Educational Programming:** Maximize human contact with natural land; provide intergenerational mentoring; share information and resources; and model environmentally responsible behavior.
- 3. Sustainability of Urban Ecosystems:** Support sustainability in 10 areas, including water and energy conservation, air quality, product re-use or waste reduction, and environmental justice.

**4. Feasibility/Practicality:** Determine financial affordability, staff or volunteer availability, and time and resources needed.

**5. Community:** Unite the environment and community by encouraging public participation and bringing together people of diverse backgrounds.

Staff frequently referred to the principles when wrestling with decisions related to the 2003 construction of its east side headquarters.

"We wanted to be as green as we possibly could be, yet we had to weigh that consideration against the construction timeline and budget," she says. The building, for example, features wood floors reclaimed from an elementary school and bricks recycled from Chicago locations. But a tower to generate wind power didn't make the cut because of its prolonged return on investment.

## Indicators of Success

UEC's drive for an environmental ethic has a sound basis in research, Fetterley notes. Several studies have shown that, among other factors, academic achievement goes up and crime goes down when an urban area has accessible and usable green spaces. Other surveys show that people who become environmental leaders may have had a mentor who demonstrated respect for the land.

Fetterley meets with local schools to determine how well the UEC is providing environmental education and fulfilling the role of mentor. The organization also has a formal process for surveying stakeholders and program participants about the effectiveness of the UEC's educational offerings. The evaluation process is based upon a logic model—identifying the results desired and working backward to develop the programs that will lead to those results.

"We want to create a citizenry that is informed and makes good policy decisions related to the ecosystem of the urban environment," says Fetterley.



Company name: **Urban Ecology Center**

Location: Milwaukee, Wisconsin

[www.urbanecologycenter.org](http://www.urbanecologycenter.org)

Founded: 1991

Scope: Local

Employees: 35

*When you're talking about social responsibility, practicing what you preach is really important.*

*Photo: Families explore wildlife while learning about nature at one of the Urban Ecology Center's two Milwaukee park locations.*

# Johnson Controls: Fair Operating Procedures Lead to Green Collar Jobs



Company name: **Johnson Controls, Inc.**  
Location: Milwaukee, Wisconsin  
[www.johnsoncontrols.com](http://www.johnsoncontrols.com)  
Founded: 1885  
Scope: Global, with operations in 1,300 locations  
Employees: 140,000

*In our 124 years of operations, we've learned that this sustainable approach is not only good for the planet; it's good for business.*



**Business Ethics Torch Award**  
Trust • Performance • Integrity  
BBB Serving Wisconsin

*Photo: Johnson Controls' corporate headquarters is home to Wisconsin's largest photovoltaic array.*

Studies show that people spend 90 percent of their day inside in cars and buildings—two areas of focus for Johnson Controls as it seeks to create a more comfortable, safe and sustainable world. The Milwaukee-based firm with some 140,000 employees in more than 1,300 global locations provides automotive interiors, batteries for cars and hybrid-electric vehicles, and products and services that optimize energy use and improve comfort and security in buildings.

"We strive to be thought-leaders in corporate social responsibility. Through our actions and offerings, we promote environmental, social, and economic practices that benefit our customers, employees, shareholders, and society as a whole," says Clay Nesler, vice president of global energy and sustainability.

The company requires its business units to measure and report on 10 key sustainability strategies:

## **Economic Prosperity**

- Ensure the ongoing financial viability of the business through strategic investments and management of risk.
- Hold ourselves accountable to the highest standards of corporate and personal integrity and ethics.

## **Environmental Stewardship**

- Achieve competitive advantage from environmentally responsible products and services.
- Reduce our global environmental footprint.
- Work with our suppliers to improve the eco-efficiency of the supply chain.

## **Social Responsibility**

- Increase minority business development and supplier diversity.
- Strive to attain a high performance work environment that is free of work place diseases and that is physically and emotionally safe.
- Recognize and respect the human rights of our employees and community stakeholders.
- Promote fair selection, development, engagement, and recognition of our people to ensure a diverse, inclusive, and sustainable work force.

- Invest in the communities we serve through employee volunteerism and targeted philanthropic giving.

## **Continuous Improvement Identifies Savings**

Johnson Controls monitors, measures, and is dedicated to continuous improvement in its processes with more than \$500 million in savings in 2008 alone. Many best business practices involve reducing transportation and logistics costs while making advances in safety.

"We are adding hybrids to our service fleet, installing fluorescent lighting and power conditioning equipment in our plants, and implementing manufacturing processes to reduce emissions and scrap," Nesler says.

By deploying a Leader Expectations Model (LEM), the company sets and measures behavioral standards for employees that support the company's vision and values. The LEM includes dimensions such as strategic and analytical thinking, customer focus, driving for results and accountability, and enabling teamwork.

## **Green Collar Jobs**

Johnson Controls does business with more than 300 diverse suppliers, representing more than 50 product and service categories. The National Minority Supplier Development Council named the company its 2008 Corporation of the Year for its remarkable \$1.6 billion in contracts with diverse suppliers, especially in areas such as law, facilities construction, and installation services. Johnson Controls encourages all its suppliers to develop their own sustainable work force and supply chain.

The commitment to community involvement also includes a focus on improving the cities in which the company operates. In 2008, more than 13,000 employees participated in the company's "Blue Sky Involve" program, providing funds and volunteers for local community projects.

These environmental and social efforts mean even more when the company is rewarded financially with decades of increasing earnings, and Johnson Controls is listed with several sustainable financial investment indexes.

# Goodwill Industries: Using Kaizen to Reach Goals

People often think Kaizen is mainly for the manufacturing arena. But Goodwill Industries of Southeastern Wisconsin is using its continuous improvement processes to meet its mission of social responsibility.

"As a nonprofit that provides training, employment, and supportive services for people with disabilities and disadvantages, Goodwill exists to be socially responsible," says Elizabeth McNally, vice president of planning and strategic initiatives.

## Green and Lean

Goodwill employs more than 4,100 people. Of those, more than 1,500 have disabilities, and a number have disadvantages. Goodwill operates 30 retail locations, where "reduce, reuse, recycle" has been the motto for nearly a century. The stores sell donated textiles and household goods, diverting tons of items from landfills every year. Items that don't sell in the stores are sold to recyclers or on the salvage market to keep them out of the waste stream.

Beginning in 2000, the retail stores began transforming their operations through Kaizen process improvement techniques and lean thinking. Each store began with a team of 10 people—half from that particular location and half outsiders who bring a fresh perspective—and equipped them with stopwatches, measuring tapes, and clipboards to follow a donated item's journey "from trunk to rack."

"We followed and measured every step of the donation process, from the moment an item comes out of a donor's trunk to the time it's wheeled out to the sales floor. Then we started experimenting with different ways to improve the process by taking out steps or making better use of people's time," says McNally.

## Less Fat, More Savings

In 2001, the concept of process improvement spread from Goodwill's retail stores to

its operations at Naval Station Great Lakes in Illinois. Through a government contract, Goodwill handles food service and logistics services, such as mail delivery and uniform issue, as well as administrative services, for every U.S. Sailor who attends naval boot camp. Its employees, 900 of whom have severe disabilities, annually cook and serve 10 million meals.

Within the first two years, Goodwill had completed 16 process improvement events at the Naval Station that saved an estimated \$2.8 million per year in labor and supplies. Using lean principles, Goodwill saved about \$120,000 on cooking oil alone by removing the kitchen's deep-fat fryers. This move also cut the number of foodservice-related slips and falls, reduced preventive maintenance costs, and eliminated the challenges associated with grease disposal.

"Plus, the food is healthier now that it's baked instead of fried," adds McNally.

## By the Numbers

Beyond retail and foodservice, Goodwill extended its continuous improvement approach to other operational areas by earning a number of quality certifications. In 2006, Goodwill's commercial packaging, assembly, and laundry operations achieved ISO-9001 certification. The certification later was expanded to include its case management processes related to the job training services provided in commercial production areas.

To underscore its commitment to assisting others, Goodwill adopted a five-year plan that aims for a 30-percent growth in the number of people served by 2012. It also is developing a means of better tracking the number of employees who fit its definition of disadvantaged—people who, for example, lack high school diplomas, are ex-offenders, aren't fluent in English, or have spotty job histories.



Company name: **Goodwill Industries of Southeastern Wisconsin, Inc.**

Location: Milwaukee, Wisconsin  
[www.goodwillsew.com](http://www.goodwillsew.com)

Founded: 1919

Scope: Regional (23 counties in southeastern Wisconsin and northeastern Illinois, including the Milwaukee and Chicago metro areas)

Employees: 4,100

*Even with all of the process improvement efforts, you can never say you're done or that everything is perfect.*

*Photo: Goodwill workers practice continuous improvement on the job, to the benefit of employees and patrons.*

# Manpower: Promoting Human Rights

Media outlets around the world broadcast devastating images of destruction after a tsunami hit the coastlines of several Asian countries in December 2004.

One of the hardest-hit areas, the state of Tamil-Nadu in southeast India, became home to two Manpower Vocational Training Centers. Operated in partnership with HOPE Worldwide, the two centers enable inhabitants of 64 nearby villages to develop marketable skills in areas such as tailoring, masonry work, cell phone servicing, and computer usage. Manpower is investing \$1 million in the two centers, which will become self-sustaining after the company's 15-year commitment concludes.

"On the surface, it's all about economic empowerment and economic recovery in a devastated area," says Charles Bartels, director of global society responsibility and knowledge sharing. "But there's a significant cultural change taking place as well."

For example, many of the center's students are women who, before the tsunami struck, may have had to obtain permission to leave their homes, let alone hold a job. Now, with their fathers and husbands deceased or unable to support a family, these women are learning how to sew dresses, lay bricks, repair cell phones, and master software—and earn as much money as a man in the process.

## Perfect Alignment

"There was a terrific need for vocational training in India, and the country is also an important, emerging market for us. It doesn't diminish the good that we do to say that our approach to social responsibility is aligned with our business interests," says Bartels.

In fact, since its founding in 1948, Manpower has always valued programs that put people to work because work provides both personal dignity and sustenance. The approach simply makes sense for a company that provides employment services.

Although Manpower makes outright charitable contributions (about \$3 million in 2008), it often prefers to sponsor work force development programs to assist people who

are disadvantaged and disenfranchised, including women, the blind, the physically disabled, or people with low levels of income or education.

Facing a pending worker shortage worldwide, Manpower wants to tap underemployed populations to meet the needs of its clients, especially those that value a diverse work force. "We have to be able to find the best workers, wherever or whoever they may be," says Bartels.

## With Respect for All

Manpower often works in partnership with nongovernmental organizations to undertake programs aimed at sustainable employment. Other examples include:

- Sponsoring homework clubs at some Milwaukee city schools, which brings Manpower employees into one-on-one contact with the work force of the future.
- Working with the city government in Stockholm to help integrate immigrants from the Middle East and East Africa into the Scandinavian culture.
- Helping secure 12,000 signatures, representing corporations, organizations, and individuals, to the Athens Ethical Principles, which declare a zero-tolerance policy for working with any entity that benefits from human trafficking.
- Joining with the United Nations High Commissioner for Refugees and several global corporations in the ninemillion.org initiative, which combines education with sports to bring about positive social change for millions of children living in refugee camps.

The efforts have an additional bonus: Doing good helps Manpower recruit and retain its own employees.

"Companies that are able to tell their social responsibility story effectively have a much more engaged work force," Bartels notes. "And an engaged work force is much more likely to stay in place, do a better job, and recommend to others that their employer is good to work for and do business with."



Manpower®



Company name: **Manpower Inc.**

Location: Milwaukee, Wisconsin

[www.manpower.com/social](http://www.manpower.com/social)

Founded: 1948

Scope: Global (80 countries)

Employees: 33,000

*Doing good helps Manpower recruit and retain its own employees.*

*Photo: Residents of villages in the state of Tamil-Nadu in southeast India are learning a variety of marketable skills, including computer usage, at two Manpower Vocational Training Centers.*

# Intel: Employee Engagement Links to Business Success

When a married couple celebrates their 40th anniversary, the occasion is traditionally marked by the gift of a ruby. In 2008 Intel Corporation chose something equally precious to celebrate its 40th year in business: the gift of volunteerism. Paul Otellini, president and chief executive officer, challenged employees worldwide to build on Intel's already strong volunteer culture by donating 1 million hours of service to the communities in which the corporation operates.

"For previous significant anniversaries, we had parties and distributed keychains to employees. To do something different for our 40th, we set an aggressive goal to engage people in having community impact," says Suzanne Fallender, communications manager of corporate responsibility. Intel's employees responded enthusiastically, logging 1,370,810 volunteer hours and achieving the goal one month ahead of schedule.

At the same time, the manufacturer of processors, chipsets, and computing technology also expanded its program to match employees' volunteer hours at local schools and nonprofit organizations with cash grants from the Intel Foundation.

Fallender notes, "We're especially encouraging skills-based volunteering, such as having HR professionals help unemployed people with résumés or having tech people set up school computer labs."

## Spreading the News

Intel emphasizes its belief that corporate responsibility is essential to its business success by publishing a detailed annual report on the goal. Using the GRI G3 Sustainability Reporting Guidelines, it offers a glimpse into Intel initiatives such as:

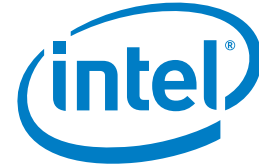
- Participating in the Electronics Industries Citizenship Coalition, which enables technology-related corporations to agree on common expectations for suppliers, and expecting its suppliers to adhere to strict policies concerning human rights issues.
- Collecting information on Intel's carbon footprint and green-purchasing practices, which is then shared with the companies that use Intel as a supplier. In 2008 Intel became the largest corporate purchaser of green power in the United States.
- Tying part of every employee's variable compensation to Intel's environmental performance based on its products, energy use, and reputation for sustainability.
- Revamping product lines to be more energy efficient, decreasing energy and water usage, recycling waste, and partnering with local communities to make environmental improvements.
- Participating in policy development and research projects related to global climate change.
- Periodically reviewing the Intel Code of Conduct, which calls on all employees to consider both short- and long-term impacts on the environment and community when making decisions.
- Developing corporate strategies that reflect the United Nations' Millennium Development Goals, which emphasize a commitment to global initiatives such as improving access to clean water, reducing poverty, and halting environmental degradation.
- Expanding the Intel Teach Program, which trains teachers how to better use technology in their classrooms.

## The Feedback Loop

To ensure its initiatives resonate with stakeholders, the company regularly checks in with its suppliers, community neighbors, and stockholders via surveys, face-to-face meetings, and a Web site and blog dedicated to corporate responsibility.

In addition, says Fallender, "Our sites around the world use mechanisms including community advisory panels and working groups, which provide members with a regular, established forum to ask questions, raise issues, and provide feedback. We also proactively engage with investors and NGOs to understand emerging issues and areas of concern."

In response to such open and ongoing dialogue, Intel has expanded its work related to supply chain responsibility and increased its disclosure of political contributions. And the company is now widening its approach and applying its expertise by investigating how to use its products' technology to address climate change on a global scale.



Company name: **Intel Corporation**

Location: Santa Clara, California

[www.intel.com/intel/corpresponsibility](http://www.intel.com/intel/corpresponsibility)

Founded: 1968

Scope: Global

Employees: More than 80,000 in 50 countries

*Intel expects its suppliers to adhere to strict policies concerning human rights issues, such as working hours, compensation, and worker health and safety.*

*Photo: As part of their commitment to the communities they serve, Intel employees read with children in Gotas, Brazil.*

# Aurora Health Care: Stewards of Human and Natural Resources



Company name: **Aurora Health Care**  
Location: Milwaukee, Wisconsin  
[www.aurorahealthcare.org](http://www.aurorahealthcare.org)  
Founded: 1984  
Scope: Wisconsin  
Employees: 28,000

*Social responsibility is the principle that guides Aurora Health Care's actions as a not-for-profit to improve the health and well-being of the communities it serves.*

*Photo: A rooftop garden at Aurora's St. Luke's Medical Center provides a healing environment and helps the environment.*

When an organization's mission is focused on promoting health and preventing illness, it's pretty clear that the role of people—as patients, caregivers, and community members—is an important factor in its operations.

Aurora Health Care is a Wisconsin-based not-for-profit healthcare provider and a nationally recognized leader in efforts to improve the quality of care. It is the state's largest private employer with 28,000 caregivers (Aurora recognizes all employees as caregivers) in more than 90 communities.

Because it recognizes the personal nature of healthcare services, Aurora is committed to creating environments that meet the diverse physical, emotional, spiritual, social, and economic needs of its patients and clients, as well as the caregivers who serve them.

"Aurora's responsibility to our patients and communities is to be good stewards of resources to assure they are utilized effectively and efficiently," says Mark Huber, vice president of social responsibility.

## **Labor Practices Provide Superb Work Culture**

Aurora has been recognized nationally by *Modern Healthcare* as a best employer. "We believe in the concept of 'responsible freedom,'" Huber explains. "That means caregivers can take independent actions that benefit the patient and the organization. Our culture is more than just freedom from always having to ask permission. It is an obligation accepted by every caregiver to find a better way."

The freedom means caregivers feel their ideas and actions are valued, they are recognized and rewarded, and they can act on behalf of the patient. In its dedication to continuous improvement, however, the organization stresses that caregivers are also responsible for considering the impact on the safety of the people they serve and their work team, along with financial implications and the effect on quality and operations.

In addition to empowering its caregivers, Aurora is dedicated to employee wellness. It recently was designated as a

Gold Well Workplace by the Wellness Council of Wisconsin for its efforts to both improve employee health and reduce healthcare costs with programs on healthy eating, weight management, smoking cessation, stress management, physical activity, and medical self-care.

## **Green Guide for Health Care**

Aurora believes that being a good steward of the environment is not only beneficial to caregivers—they're living and working in healthier places—but it's good for patients, communities, and the organization.

"We believe that you cannot have healthy communities without clean air, clean water, and healthy soil," says Kimberly Welch, senior vice president of corporate affairs. "We believe that it is our mission to serve the community by fostering healthy communities, healthy lifestyles, and a healthy environment."

Using the "Green Guide for Health Care," Aurora has launched successful sustainability initiatives, such as:

- Windows have been replaced with new low-emission units, which are energy efficient and provide a better working—and healing—environment.
- Heating/cooling units have been retrofitted with high-efficiency motors, and "Energy Savings" is a permanent agenda item in department meetings to promote discussion and new ideas.
- Water is conserved by installing rain delay controls on grass irrigation systems.
- Cafeteria carryout containers are made from sugar cane, which is 100-percent biodegradable and recyclable, and recycling is encouraged throughout the organization.
- A new hospital in Grafton is being designed with LEED standards to make it the greenest hospital in Wisconsin.

"At Aurora Health Care, we believe social responsibility requires an all-encompassing dedication to effective resource management. Our initiatives with our caregivers and the environment are making these goals attainable," Welch says.

# JohnsonDiversey: Social Responsibility Focuses on Cleaner, Healthier Future

Sustainable businesses place great value on the goodwill and health of the communities in which they operate. At JohnsonDiversey, merely providing financial support to worthy causes, although critically important, is not enough. The company believes its people must also give of themselves.

The centerpiece of JohnsonDiversey's social responsibility commitment is its Global Children's Initiative. As a leading global provider of cleaning and sanitation solutions to schools, the company was inspired to find ways to invest in schools and children worldwide. The Global Children's Initiative, established five years ago, connects the passion and creativity of employees with the needs of the world's children.

The company's operations around the world "adopt" schools in impoverished communities. The activities in each school are tailored to the needs of the community.

For example, since the inception of the program JohnsonDiversey employees have:

- Donated storybooks for toddlers in China and Singapore;
- Repaired outdoor play equipment in the Czech Republic;
- Installed play facilities at a refugee camp in Denmark;
- Provided eyeglasses to children in Morocco;
- Cleaned and refurbished an orphanage in Russia;
- Donated time to interacting with severely handicapped children living in a group home in South Africa;
- Raised money and donated bicycle helmets for children in schools in Vietnam and Thailand, saving several youngsters from severe head injuries in accidents; and
- Built washrooms in Kenya and Malaysia.

The two activities common to all the Global Children's Initiative sites: an annual "facilities day" when employees donate their time and talent to make improvements at the schools; and an annual "Clean Hands" day, when they donate hand soap dispensers, as well as expertise and creativity to help children understand the vital role of good hand hygiene for health.

JohnsonDiversey has worked with the World Forum Foundation to identify schools in need of help near locations where the company has operations.

The World Forum Foundation is devoted to promoting an ongoing global exchange of ideas on the delivery of quality services to young children in diverse settings. In an effort to provide continuous improvement, JohnsonDiversey has worked with the World Forum Foundation on a variety of projects for nearly a decade.

"JohnsonDiversey's commitment goes beyond giving money to a cause. The program they have created builds direct connections between their employees and the children, and as such serves as an example to other organizations looking to make a difference in the communities where they do business," said Roger Neugebauer, Chief Operating Officer of the World Forum Foundation.

While the activities vary from location to location, year to year, they have a vital common denominator: the interaction of JohnsonDiversey employees with the children and staff of each school.



Company name: **JohnsonDiversey**  
Location: Sturtevant, Wisconsin  
**www.johnsondiversey.com**  
Founded: 2002  
Scope: Global  
Employees: 11,500

*As a leading global provider of cleaning and sanitation solutions to schools, the company was inspired to find ways to invest in schools and children worldwide.*

*Photo: JohnsonDiversey employees participate in the annual "Clean Hands" day to help children understand the vital role of good hand hygiene for health.*



# Baxter: Measuring ROI of Social Responsibility



## Baxter

Company name: **Baxter International Inc.**  
Location: Deerfield, Illinois  
<http://sustainability.baxter.com>  
Founded: 1931  
Scope: Global (62 countries)  
Employees: 48,500

*On average, Baxter has received a return of about \$3 for every \$1 it has invested in environmental programs.*

*Photo: Carson Gibson, a wastewater treatment plant operator at Baxter's facility in Marion, North Carolina, collects riverwater samples downstream from where the facility discharges its treated wastewater. Photo courtesy of Baxter International Inc.*

When it comes to sustainability, Baxter has an impressive winning streak. In 2009 Baxter was recognized as one of the Global 100 Most Sustainable Corporations in the World—the only U.S. healthcare company to earn that distinction for five consecutive years.

Several Baxter locations have garnered individual accolades as well, primarily in the areas of diversity and environmental initiatives. Because of its strategic approach to balancing business opportunities with social, economic, and environmental responsibilities, Baxter is also featured in the book *Green Biz: 50 Green, Profitable Companies Reveal Their Strategies and Successes*.

"A commitment to sustainability isn't something new for Baxter. We established a formal environmental policy and program in 1977 and developed a formal ethics manual in 1989," says Elaine Salewske, senior manager of corporate communications.

### Environmental Financial Statement

How can a company effectively demonstrate to senior managers and external stakeholders the value of its environmental efforts? To answer that question, Baxter devised an Environmental Financial Statement (EFS). Issued annually since 1993, the EFS shows how Baxter's initiatives—such as waste disposal, carbon offsets, remediation, recycling, and water conservation—positively affect its bottom line.

"By showing a return on investment, we show people the value of our global, proactive environmental program," observes Salewske. "Having those numbers as back-up proves that doing something environmentally sound is not only right and good but also can lead to cost savings and cost avoidance."

On average, Baxter has received a return of about \$3 for every \$1 it has invested in environmental programs.

### Product Sustainability Review

In addition to developing biotechnology and pharmaceuticals, Baxter produces medical devices ranging from simple intravenous bags to complex dialysis machines. Since 2005, it has subjected every new medical

device to a Product Sustainability Review (PSR)—a two-stage process that heavily influences a device's research, development, and design phases.

"Early in product development, PSR serves as an initial screening to determine a product's environmental aspects and any sustainability impact it might have," Salewske explains.

During PSR's second stage, Baxter relies upon computer modeling to analyze environmental impact throughout a potential product's lifecycle. It looks at the materials used; how the product would be manufactured, packaged, and transported; and what could be recycled or reused at the end of the product's life. PSR results have prompted Baxter to make some changes, such as eliminating heavy metals from the design of a new machine and choosing lighter packaging for another device.

### Sustainability Steering Committee

In 2006, looking to better integrate all of its sustainability initiatives—including those related to environment, ethics and compliance, community support, product stewardship, diversity, and the supply chain—Baxter created a Sustainability Steering Committee.

Co-chaired by the vice president of environment, health, and safety and by the vice president of corporate communications, the steering committee began its work by developing nine sustainability priorities related to Baxter's employees, its operations and products, and the wider world.

Next, the committee developed measurable goals to support these broad priorities. Each member is responsible for one priority and reports on progress at the committee's quarterly meetings.

"When people had ideas before, sometimes they didn't know where to take them next," comments Salewske. "Now, the committee brings together people who might not normally talk to each other on a regular basis because their jobs are so varied. Yet all of their areas intertwine to support sustainability."

# University of Wisconsin-Milwaukee: Good Governance Leads to Sustainability

According to the draft ISO 26000 guidelines, “the adoption of socially responsible organizational governance practices encourages more informed decision-making based on an improved understanding of the expectations of society and of the risks and opportunities associated with social responsibility.”

Perhaps nowhere is that more important than in a university setting such as UW-Milwaukee, where the administration, staff, and faculty are focused on serving and stimulating society by developing in the almost 30,000 students a heightened intellectual, cultural, and humane sensitivity.

“Chancellor Carlos Santiago’s vision of supporting strong governance principles aligned with stakeholder’s interests and accountability into the decision-making and implementation of our sustainability plan is the key,” comments Joan Prince, UWM vice chancellor for partnerships and innovation.

## Student Efforts Lead to Organizational Change

At UWM, it was the hearts and minds of its biggest stakeholders—the students—that led the charge. In 2006, students who represented several organizations came together and addressed the administration about UWM’s commitment to sustainability. The dialogue resulted in the hiring of the University’s first Environmental Sustainability Coordinator, Kate M. Nelson—the first full-time position of its kind in the University of Wisconsin system.

Now UWM’s Facility Services has more rigorous recycling of metal and construction and demolition debris for campus remodeling, a natural lawn care pilot project, green cleaning products and practices, as well as a newly organized process for unwanted campus furniture and electronic waste that diverts thousands of pounds every month from landfills. Many large and small energy efficiency and renewable energy projects are in the works, from changing out light bulbs, to major efficiency upgrades in campus HVAC systems, as well as working with faculty

from the School of Engineering and Applied Science to implement UWM’s first photovoltaic panels and potential wind turbine.

## Accountability Through Innovation

Developing a 33,000-square-foot green roof was just one part of UWM’s commitment to sustainability through stormwater management. Located on the Sandburg Commons, this green roof was completed in fall 2008, and became the third official green roof on campus alongside the Great Lakes Research Facility and a small demonstration green roof on the west side of UWM’s Student Union. An interpretive path of stormwater catchment is currently planned on the northeast quarter of campus, and will collect runoff from campus parking lots as well as several disconnected downspouts.

“From faculty and staff to committees and student organizations, sustainability is a measure of accountability across campus,” says Nelson. The campus has conducted its greenhouse gas inventory, measured its baseline waste through RecycleMania, and is continually assessing what it means to be more sustainable.

## Attracting Students

The movement is growing at UWM, and sound planning and governance continues to bring all entities on campus together. The focus on sustainability is important not only in reducing costs and helping the environment, but also for recruiting students. Among 10,300 college applicants and parents of applicants surveyed by The Princeton Review for the 2008 “College Hopes & Worries Survey,” 63 percent of respondents said they would value having information about a college’s commitment to the environment.

“It was a dotted landscape just a couple of years ago, with efforts driven by the School of Architecture and Urban Planning, Conservation and Environmental Sciences, and others scattered across disciplines and departments. Now it is a concerted effort across campus looking to be an example within the region and the State of Wisconsin,” Prince says.



Company name: **UW-Milwaukee**  
Location: Milwaukee, Wisconsin  
**www4.uwm.edu**  
Founded: 1956  
Scope: Milwaukee  
Employees: 3,500

*From faculty to staff, to committees and student organizations, sustainability is a measure of accountability across campus.*

*Photo: Students, representing a variety of organizations, pooled their ideas and talents to lead the university’s sustainability efforts.*

# Acknowledgments

## Social Responsibility Advisory Council (ASQ Volunteer and Staff Leaders)

- Roberto Saco, President, ASQ (2008-2009)
- Ron Atkinson, Past President, ASQ (2006-2007)
- Thomas Mosgaller, Past President, ASQ (2001-2002)
- Paul Borawski, ASQ Executive Director and Chief Strategic Officer
- Michelle Mason, ASQ Managing Director

## Social Responsibility Steering Committee (Community Leaders)

- Doug Neilson, President and CEO, Visit Milwaukee
- Joan Prince, Ph.D., Vice Chancellor, University of Wisconsin-Milwaukee
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# Join the Social Responsibility Community

The importance of social responsibility has prompted ASQ to embark on a major initiative to help the world understand how quality impacts the financial bottom line. This development is in direct alignment with aspects of ASQ's long-term objective to serve as the steward of the quality movement by ensuring that ASQ activities provide increased value to society and our members.

The tools and principles that drive quality management help create sustainable programs, and in turn a more socially responsible world.

And, while ASQ members contribute on a more technical level than the general public might, there are simple tools and processes everyone can take into consideration in their organizations and lives.

Telling the stories of how organizations and individuals are doing this is one goal of [www.theSRO.org](http://www.theSRO.org). It's a Web site where people are sharing their thoughts about what a socially responsible organization is, as well as sharing information about organizations they're involved in that are doing socially responsible things.

People want to make a difference in the world. We invite you to share that passion and conversation in the community of like-minded people at [www.theSRO.org](http://www.theSRO.org).

Join the community:  
[www.TheSRO.org](http://www.TheSRO.org)

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\*define the socially responsible organization

