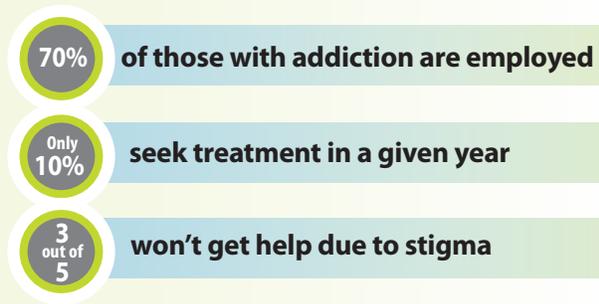


CASE STUDY

Solving Great Challenges with an Innovative Partnership



Addiction is a hidden business problem



Finding Solutions

Raven Industries is a company that's been committed to solving great challenges for more than 60 years.

An estimated 500 million work days are lost annually to addiction-related issues nationwide, making the chronic disease a costly but often hidden business problem facing employers in all sectors.

In the interest of solving this particular problem in its own workforce, Raven partnered with Face It TOGETHER six years ago.

Face It TOGETHER is a nonprofit organization dedicated to solving addiction through education, awareness and social entrepreneurship. Headquartered in Sioux Falls, S.D., Face It TOGETHER aims to bring revolutionary and sustainable change to the nation's top public health crisis.

While Face It TOGETHER works to advance community-wide change, it has put a major focus on employers, as 70 percent of people suffering from addiction are employed either full or part-time.

It's estimated that drug and alcohol addiction results in \$263 billion in lost productivity each year.

To combat this costly workforce challenge, Face It TOGETHER partners with employers in an innovative program called the Workplace Initiative.

*A partnership between
Face It TOGETHER and
Raven Industries*



About Raven Industries:

- Founded in 1956
- Three business segments:
 - Applied Technology:** Creates precision agriculture products designed to decrease inputs and improve yields for the global agriculture market
 - Engineered Films:** Manufactures high performance plastic films and sheeting used throughout the world to protect environmental resources
 - Aerostar:** Designs and manufactures aerospace platforms, surveillance technology, and specialty sewn products used in government and commercial applications
- More than 850 team members
- Publicly traded company

ravenind.com

The Workplace Initiative is all about shifting workplace culture when it comes to addiction. This includes reducing barriers to seeking help, providing access to confidential support and eliminating shame and stigma associated with the disease. Each Workplace Initiative can be customized to the specific needs of any business.

Face It TOGETHER Sioux Falls has partnered with 30 businesses since it first launched the Workplace Initiative in 2009. Raven Industries is one of its largest employer partners.

Raven is a diversified technology company with three separate business segments and more than 850 team members.

When Raven first partnered with Face It TOGETHER six years ago, they already had an EAP program and a licensed counselor who visited the property weekly. Raven's leadership sought out the Face It TOGETHER partnership because of its unique cultural focus on wellness in the workplace and the desire to do something specific to address addiction.

We Just Care About Our People

CEO Dan Rykhuis said the company's history serves as a rallying point for team members, in addition to keeping them grounded and focused on Raven's mission.

"Raven has a 60-year history. We were started by a group of scientists and engineers, and they were driven by this desire to solve these great challenges," he said. "They didn't just start a business to make money. They started it to do something significant that they thought was important. And that's carried all the way through the company. And that's what drives us today — to make a difference in the world through the work that we do."

"The phrase 'solving great challenges' is not just something we put on our website — it's the driving force behind our day-to-day work at Raven," said Jan Matthiesen, Raven's vice president of human resources. That requires a lot of innovation and creativity, as Raven's three business units are in very niche markets.

These great challenges include feeding the world by increasing the crop yield of farmland; protecting natural resources and asset quality by covering crops with special films so chemicals aren't released into the air; and connecting the world through improved communication and access (i.e. Google's Project Loon, which brings the Internet to remote parts of the world via high-altitude balloons).

"It's a fascinating company. We're always looking at the next big challenge facing this world that we have to help solve," said Matthiesen.

Raven strives to excel in four areas, which they call Dimensions of Competition: Quality, Service, Innovation and Peak Performance — Raven's term for the level at which each team member is best equipped to do their job well. Peak Performance is applied to each person's mind, body and spirit.

"We avoid turnover and get high productivity, and people are more fulfilled and enjoy their work life here. Face It TOGETHER fits into that big picture by helping with one of the worst diseases that people deal with."

— DAN RYKHUIS, CEO

“We compete by having people who are at their peak,” Matthiesen said. “Peak Performance is our commitment to prepare ourselves as individuals as well as a corporation to be our best.”

Rykhus echoed that sentiment, saying that if team members have help dealing with illnesses, continue to learn and stay connected to a purpose, they’ll perform at the high end of their capability.

“We avoid turnover and get high productivity, and people are more fulfilled and enjoy their work life here. Face It TOGETHER fits into that big picture by helping with one of the worst diseases that people deal with,” he said.

Raven’s commitment to Peak Performance for its employees is taken seriously. A big part of that is physical fitness — Raven has a gym for its team members, offers courses on health and other topics and recently implemented Peak Time, which allows team members to take eight to 12 paid hours each year to volunteer, work out or try something new that answers the question, “What would help me be a better me?”

Raven has hosted classes on mental illness, nutrition, budgeting 101, meditation and others in the interest of giving its team members a way to learn, grow and be well rounded.

“With this company, we just care about our people. We really want them to be happy in their lives,” Matthiesen said. “When our team members perform at their peak, our customers are better served and our product quality excels. Additionally, our team members are healthier and happier in their professional *and* personal lives.”

Alison Robey, Director of Operations at Raven Engineered Films, said managing people has been the best part of any job she’s had. With the company for more than four years, Robey said that when team members feel supported, good results follow.

“It’s a different culture than I’ve been in during previous jobs but it really works. I think this is an absolutely fabulous place to work,” she said. “The culture here is probably the best in terms of how people are treated and the importance that is put on the people.”

Driving Culture Change

The Workplace Initiative aligns closely with Raven’s emphasis on wellness. It’s designed to remove barriers to help-seeking by reducing stigma, shame and fear, and by providing peer support for addiction.

There were no reservations with the Workplace Initiative implementation, Rykhus said.

“It’s a different culture than I’ve been in during previous jobs but it really works. I think this is an absolutely fabulous place to work.”

– ALISON ROBEY

"We've definitely seen improvements, but I'm reminded how slow a process it is to change awareness about addiction. We've made great strides. But it's so ingrained in our culture that addiction is some sort of weakness, or something that people choose to not work hard and overcome," he said. "We've made a lot of progress, but we're not done."

Rykhus added that in addition to supporting Raven's existing mission to provide a fulfilling workplace for its team members, the Workplace Initiative makes a lot of sense financially.

Less absenteeism, higher productivity and a decrease in turnover are all things that lead to better profitability for the company, he said.

"But it's not only those things. It's the same reason that we help people with melanoma screenings or breast cancer screenings or any of the other work that we do to help people in their wellbeing," Rykhus said. "There are a lot of other good reasons to invest in Face It TOGETHER to address addiction."

Matthiesen said Raven recognizes that there are very few families unaffected by addiction in one way or another.

"What we did by partnering with Face It TOGETHER was let people know that it was okay to come forward and ask for help," she said. "That we as a company are going to treat it like any other disease."

You Can Make a Difference in People's Lives

Raven has invested approximately \$44,000 in the Workplace Initiative since 2012. Its team members have taken two Employee Attitude Surveys, one in 2010 and one in 2012, to benchmark and track change. Employees also participate in ongoing training every other year. Additionally, on-site recovery coaching is offered every other week.

Raven also has several Co-Workers in Recovery and Company Champions, who are spread throughout different management levels in the company's three businesses.

Co-Workers in Recovery is a peer support program that presents specific team members as resources in the company. This gives employees and family members suffering with or affected by addiction a person to talk to if needed.

Company Champions aren't in recovery themselves, but much like the Co-Worker in Recovery Program, they're available for fellow team members if they need to reach out.

In addition to every new hire being briefed on the support that Face It TOGETHER provides, Raven has also made changes to a few policies as a result of the partnership. The most notable, Matthiesen said, allows team members to come back to work after failing a random drug test as long as they go to treatment and can pass another drug test. This stipulation comes from a safety concern for team members that operate forklifts and other machinery. Before, a failed drug test resulted in 30 days of unpaid leave.

Key elements

of the Workplace Initiative include:

- Workplace education and outreach programs
- Coordination with employee assistance, wellness and benefits programs
- Supervisor training and support
- Human resources support
- Peer recovery coaching and navigation to services (virtual or in person)
- Co-Workers in Recovery peer support program
- Outcomes measurement

Matthiesen also pointed out the importance of making attendance mandatory for the initial Workplace Initiative educational sessions, to lay the groundwork for decreasing stigma and related barriers. Similar to sexual harassment training, Raven team members know Face It TOGETHER training will take place on a regular basis, she said.

Ultimately, the Workplace Initiative and other policy changes come down to helping people keep their jobs, as well as be fulfilled by them.

A Company Champion for about a year, Robey said she wants to be sure that every person at Raven knows exactly who they can go to for help. Robey hasn't suffered from addiction herself, but, as with many of us, has had family members who have suffered from this disease.

A few people have come to her for help, she said.

She became a Company Champion for the same reason she likes managing people — to help people achieve things in their lives they didn't think were possible.

"The philosophy that I have and how I'm leading this organization, is that if you provide your employees the right coaching, the mentoring and the support, you can make a difference in people's lives," she said. "And that's what I would like to be able to do."

Raven's employee survey results:

93%

said that addiction to alcohol and/or drugs is a critical issue facing the community

87%

would hire someone who is in recovery from drug or alcohol addiction

95%

feel that drug and alcohol addiction can be managed with long-term support

96%

said that a person in recovery would be the most helpful in teaching the public about recovery

It Changed Their Lives

The first year Raven hosted Face It TOGETHER training, 11 team members came forward, saying either they or loved ones were suffering from addiction.

"And what a difference that made," Matthiesen said. "We had team members that became well and they are survivors now and it changed their lives."

"What we did by partnering with Face It TOGETHER was let people know that it was okay to come forward and ask for help," she said. "That we as a company are going to treat it like any other disease."

– JAN MATTHIESEN

Overall, Matthiesen said the Face It TOGETHER message and mission have been received well by Raven's team members. The Workplace Initiative was implemented shortly before her start at the company.

What struck her initially about Face It TOGETHER's message were the statistics regarding addiction in the workplace and the fact that getting well is an ongoing process, similar to other chronic diseases that require lifelong management.

Now, Matthiesen wholeheartedly believes that addiction is a disease and people who are suffering from it aren't able to just quit.

Matthiesen recalled the times when she and her sisters would tell their father to stop smoking or drinking. She said, "We didn't realize how much of an addiction and a disease it was."

Robey also has some firm beliefs in this area. She said sticking with people, ensuring they get the help they need and welcoming them back to work are all important in order to give people who are suffering peace of mind.

Stacie Schroder, a production supervisor in the Engineered Films division, has experienced this support firsthand.

Schroder was convicted of conspiracy to distribute narcotics in 2007. She was looking at a mandatory life sentence but spent a total of four years in prison after completing an intensive residential drug treatment program. After that, she lived in Glory House, a sober transitional home, for a couple of months. Although nervous about applying for a job with a felony on her record, Schroder applied and was hired in the summer of 2011.

Schroder, a fairly open person, said many people at work know about her history, which doesn't result in her being looked at any differently.

"They respect me. I'm good at what I do. I'm very efficient on my job," she said. "I know that if I keep doing what I do and I always do the next right thing this company won't look at me crazy because of my past."

You End up with a Better Employee

A Co-Worker in Recovery for about three years, Schroder has had several people come to her to talk.

"It's hard for people to ask for help, but I kind of put myself out there," she said.

Schroder also works at a non-clinical residential treatment program part-time and sponsors multiple people in 12-step meetings.

"Anything that ever has anything to do with recovery, I'm always there to help," she said. "Because I lived an awful life. I just want people to know that that's not the way we have to continue to live."

"We had team members that became well and they are survivors now and it changed their lives."

– JAN MATTHIESEN

Even though she's open about her history and plenty willing to share her story to help someone else, Schroder said it's a relief that she doesn't have to stay in her past because of stigma from management or fellow team members.

"Here I can honestly say I've never really had that," she said.

Schroder is also pleased to know that her past won't stop her from rising up at Raven, as she'd like to be a production manager or plant manager someday.

"My boss Alison knows that I'm not a stand-still kind of gal," she said, laughing. "I want to make a career at Raven. The people here are amazing and supportive."

Robey said she and Schroder have talked about her moving up multiple times, something Robey doesn't have a problem with at all. In fact, she was glad to hear that Schroder was interested, because she'd already taken note of Schroder's potential.

"It doesn't make any difference to me. It's not going to limit you, it's not going to stop you," she said of Schroder's felony.

Initially, Schroder needed a push to even apply for the temporary job at Raven. But with encouragement from a Face It TOGETHER recovery coach and help writing her resume, she gave it a shot. Since then, she's moved from a temporary worker to operator to advanced operator and finally to her position now, production supervisor.

"And today I can support myself," she said. "I have balance in my life."

Randy Stevens, a computer tester, has worked at Raven since 2007. Previously an addiction counselor for the Navy, and in recovery himself for 34 years, he has a passion for helping people and educating them on the signs and symptoms of addiction.

"I know what alcoholism does," he said. "I know how you suffer from it and I just want to share that with people and say, 'You know, there is a better life out there.' And there is."

After emailing a supervisor, Stevens officially became a Co-Worker in Recovery.

"The value is in giving them a place to go to get the help they need," he said.

There are many more resources available for those suffering from addiction than when Stevens started his recovery 34 years ago. Even so, he believes companies should continue to educate their team members on the disease, its signs and symptoms, its repercussions and the statistics associated with it.

When a company is proactive, "You end up with a better employee," he said.

"Today I can support myself, I have balance in my life."

— STACIE SCHRODER

It's All the Bottom Line

Though Rykhus grew up in Mitchell, S.D., like many Raven team members, most of his family lives in Sioux Falls.

After being introduced to Face It TOGETHER's founder and CEO, Rykhus agreed to serve on the national board of directors, and has remained on the board since. Rykhus also has a family history of addiction.

He said business leaders have to choose how they'll handle addiction with their employees, and that believing the disease isn't a problem within the company is a "huge mistake."

"If you choose to help people understand what addiction is, and how they're going to get well, then eventually you will improve on absenteeism, turnover, productivity and presenteeism," he said.

According to the 2015 Face It TOGETHER Sioux Falls Annual Report, 69 percent of all recovery coaching clients in that community were employed full or part time.

The report also stated 94 percent of the 2015 recovery coach clients indicated that their lives had changed for the better since the start of their partnership with Face It TOGETHER coaching.

Matthiesen said, "We want people to deal with any issue that might be preventing them from having a better life. Some issues involve addiction."

"It all impacts the bottom line. You need productivity," Matthiesen said. "You want people to be here and to be healthy. Medical costs, absenteeism — those things impact the bottom line. We all want to run our business as best we can and take care of the needs of our employees. Making it acceptable to come forward and deal with an addiction is one small step we can do to help."

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— DAN RYKHUS