



## Wrigley's Case Study

### Organisational Background

The Wrigley Company is the world's largest manufacturer of chewing and bubble gum and home to some of the best-known brands in the world. In Australia, this includes famous Wrigley brands like Juicy Fruit, Extra and PK chewing gum.

Though listed on the New York Stock Exchange as a publicly traded company since 1923, the Wrigley family has led the company since it was founded by William Wrigley Jr. in 1891. Four generations of Wrigleys have led the company, which has its global headquarters in the famous Wrigley Building in Chicago. Wrigley owes its success to a commitment to quality stretching back 110 years, and a spirit of innovation that continues to this day.

For all its success worldwide, Wrigley's values have not changed. The core values include a belief in treating everyone - consumers, employees, partners, distributors, retailers and the community at large - with trust, dignity, and respect, and conducting its business with the highest ethical standards. The company's strategy includes attracting and retaining the best person for the job. Often, this has not been easy and the company has recognised a need to address the growing shortage of skilled workers within the labour market by adopting more creative solutions to its job design and selection criteria. They believe that attracting and retaining more women will be a key factor in their ongoing sustainability.

#### QUICK FACTS

- **Industry** – Manufacturing/Consumer goods
- **Number of Employees** – 280 in Australia, 20 New Zealand
- **Gender Split** - 37% women, 63% men
  - At the Senior Executive Level, 50% of employees are women.
  - At the Senior Manager Level, 25% of employees are women.
  - At the Professional Level, 40% of employees are women.

### Recruitment and Selection

#### ISSUES IDENTIFIED

One of Wrigley's core values is to select and retain the best person for the job, but increasingly, this was not taking place. In key areas such as finance, administration and senior administration or management roles, the company was not attracting applicants and in many cases, was not able to complete a shortlist of appropriately qualified candidates.

This led to the realisation that the company needed to look at how it structured the roles it was offering in these key areas to widen the pool of talented candidates who

may be interested in working with the organisation. At that stage, all jobs were required to be performed on a full-time basis.

Wrigley's was also losing many skilled workers, particularly women who left to go on maternity leave, many of whom did not return. This loss of talent was placing a significant drain on talent retention, especially considering that in 2004-05, 9 staff members left to have a baby.

## **INITIATIVES**

Wrigley's undertook job analyses across the key areas where the company was struggling to attract applicants, particularly in the area of Finance and Administration. The analyses showed that many tasks were being done for historical purposes rather than because they were required, and that many other tasks should have been performed by line managers rather than by their departments.

The organisation then looked at the structure of the job roles and found that many did not necessarily need to be performed on a full-time basis.

By undertaking a task analysis and logically dividing up roles, it was recognised that a number could be offered as either part-time, or full-time roles performed as a job-share. Wrigley's decided to be more flexible in the way it structured and advertised the roles it had available.

The Human Resources team also played a large part in influencing line managers and others to recognise that flexible working arrangements could work, and also increased the pool of talent, particularly female candidates, for the positions available.

## **RESULTS**

- The rate of women returning to work from a period of maternity leave increased by approximately 15%.
- Despite some managers' concern that job-sharing would result in increased costs to the organisation, this did not prove to be the case. The extra commitment demonstrated by staff working in flexible work arrangements, and the corresponding increase in productivity has more than made up for any initial increase in costs created by job-sharing.
- The pool of interested applicants increased dramatically. For example, a consumer affairs role which had previously been advertised as full-time attracted only 3 applicants. When re-advertised as a job-share, close to 40 applications were received. The quality of applicants was high and many had seen the role when advertised as full-time and had not applied. In many instances, both successful applicants for a job-share position have been sourced from the one job advertisement.
- There has been an increase in the number of women working with the organisation, as well as an increase in the overall retention rate from 73% to 81%.

## **Promotion, Transfer and Termination**

### **ISSUES IDENTIFIED**

The main issue identified was the ongoing loss of talent, particularly of female employees, who were less aware of the possible opportunities for promotion, or felt that they lacked the skills necessary for a role and assumed they would not be considered. Additionally, women were generally unaware of available job vacancies. New Zealand staff were unaware of opportunities with the company in Australia, and

so resigned feeling there was no chance of securing a promotion or transfer to Australia.

## **INITIATIVES**

- All vacancies are now advertised internally via email to all staff within the company, regardless of seniority or location. This means that everyone is made aware of these vacancies and the key competencies required for that role before the role is advertised externally. Human Resources staff are also active in participating in team conferences (eg. sales conferences), communicating throughout the organisation how vacancies will be advertised and to encourage internal applications.
- Career development plans have been introduced for all staff members, an initiative that has particularly assisted female staff members. Many one-on-one career counselling sessions have been carried out where women are encouraged to apply for promotions or transfers that will help them develop new skills. For example, one female Territory Manager who had been with the company for a relatively short time (6 months) was promoted to State Manager. She had enormous enthusiasm and potential, but did not possess all the skills necessary to perform the role. Wrigley's is working with her to further develop her skills and support her in the role as she progresses, encouraging her to reach her full potential. This promotion has sent a very positive message to the rest of Wrigley's workforce.
- Wrigley's is currently developing a competency model, globally. This will outline the particular skills required for particular roles and also allow employees to recognise their own competencies and identify any room for further development, so that they can be clear about what needs to be done to achieve the next promotion or transfer. This is a benefit for both female and male staff, which will hopefully encourage women in particular to be more confident in applying for roles they may otherwise not have considered.

## **RESULTS**

- There has been an increase in internal female job applications from 30% to 45%
- Female promotion rates have increased from 25% to 43%
- Talent management and career planning have also improved noticeably.

## **Other Strategies**

A key strategy at Wrigley's is leadership support and commitment to improving the opportunities for all staff, particularly for female staff. The current Acting Managing Director is aware of the challenges faced by many women employees and is a great supporter of flexible working arrangements. Under her leadership, a suite of flexible working policies have been developed, including:

- Working from home on an ad-hoc basis to help care for sick dependants
- Core hours being revised to between 10:00am–3:00pm, allowing for greater flexibility in the way employees can structure their working day
- Established guidelines that encourage meeting times to take place within the core hours, again encouraging greater flexibility
- The provision of ADSL for a large portion of staff to allow them to work from home, should the need arise.

The uptake of these new strategies has been "massive". The fact that the Acting Managing Director as well as the leadership team are known to work from home and actively support the policies contributes significantly to their success. Strong leadership has been the key to the process of cultural change within the organisation.

Recognising that different employees have different needs, Wrigley's is developing an employee benefits programme to attract and retain single, young people who may not, at that stage in their careers, be so interested in flexible working arrangements. This has helped to make employees who do not have family responsibilities feel equally valued and to prevent them from feeling excluded.