

CES Corporate Spotlight

OSBORN - Re-Organizing for Today's Employees

Since 1892, Osborn has proudly contributed to the growth of Cleveland through the performance of outstanding architecture and engineering. The company has had the opportunity to put its signature on landmarks ranging from sports venues to roads and bridges to manufacturing facilities. Osborn's longevity in this ever-changing industry can be attributed to outstanding employees and their commitment to excellence. The quality and expertise of their services have been, and will continue to be, predicated on this talented group.

As the new millennium got underway, Osborn evaluated the way it had been conducting business and realized some changes were in order. Business as usual was no longer an option and it was determined that a number of fundamental changes needed to be initiated. The changes were done to benefit both associates and the clients they serve. As options were examined, Osborn came to realize what today's professionals were looking for – a balanced life between work and family, the challenge of exciting and innovative projects, the opportunity to succeed, financial stability, and an avenue for technical progression in a company where their input matters.



In 2004, Osborn reorganized the firm emphasizing dedication to creating the work environment sought out by today's employees. Osborn charted a course to produce an environment to attract and maintain a dedicated professional workforce. The company fully understands that the overall success is dependent on the ability to attract top talent while retaining dedicated associates.

As part of the reorganization, Osborn aligned the structure into four business groups: infrastructure, energy/commercial, industrial and architectural. Each group is set up and tracked as individual profit centers. This setup allows individual members to see their effect on the success of the company and align themselves to better serve their markets.

New benefits at Osborn include:

Flexible 9/80 Work Schedule

By popular demand, Osborn enacted an innovative 9/80-work schedule. This program allows associates to work a flexible 9-hour workday and have every other Friday off. In effect this gives employees an extra 26 days off a year. The 9/80 program alone has been a critical factor in Osborn's ability to attract and maintain associates. The extra time off allows associates to balance work and family life while reducing rising commuting costs.

Profit Sharing

The establishment of business groups as profit centers provides Osborn the ability to create a structure conducive to profit sharing. The business groups are more focused and have the ability to generate improved financial results through group innovation and efficiency. Profit sharing has bred new market opportunities, elicited employee input for improvements and fostered team building.

Mentoring

By keeping a pulse on associates, Osborn found a need to establish a formalized mentoring program to educate and support current architects and engineers. The goals of the program are to allow new associates to see their role in the company, understand company expectations and more importantly, feel part of the organization while eliminating some of the fears that coincide with embarking on a new career. Whether a new employee is fresh out of school or a seasoned professional, the program helps cultivate an atmosphere of teamwork and belonging.

Other ideas that have been implemented for today's employee includes:

- Suggestion award program – Sparks associate input and ideas for company improvement and efficiency.
- Team building sessions – Whether it's a project, company or group team, building activities are a vital way to connect.



In order to keep rethinking the business model, Osborn regularly tests itself by conducting company- wide surveys to see how the changes are being accepted. The company is dedicated to continually making improvements wherever necessary and garnering and evaluating feedback from its most important asset: employees.

Employee Quotes

“Osborn’s flexibility in schedule has personally been a wonderful benefit for me and my family. As a new mom, Osborn took the time to develop a personal plan that allowed me to come back to work while still having quality time with my daughter,” **Jennifer Stull, Director of Business Development**

“The market-focused groups has offered me the specialization to be able to work on very interesting and technically challenging projects in great locations,” **Mike Turner, Architect.**

“Osborn’s profit sharing plan has provided each group with the extra motivation to provide the best services to our clients efficiently,” **Brian Kane, Mechanical Engineer**