



# Here Today, Gone Tomorrow

## Sheltering Workforce Engagement Under Volatile Manufacturing Demand ... And a Pandemic

Lam Research, July 2020  
Jennifer Hogge





A close-up photograph of a man with a joyful expression, showing his teeth. He is wearing a light blue button-down shirt. The background is a solid blue color with some geometric shapes.

# Sheltering Workforce Engagements

## INTRODUCTION:

- Jennifer Hogge, HRBP Director

## CASE STUDY

- Lam Research At a Glance
- The Challenge
- Our Response
- Results To Date

# Lam Research at a Glance

## Core Products

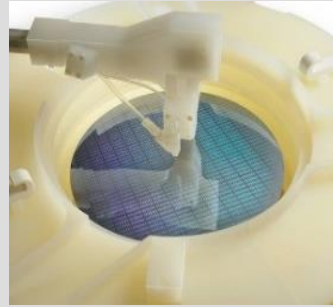
Deposition



Etch & Strip



Clean



Process Analytics & Control Engineering



Service & Support



## ► Lam Research

- A global leader in wafer fabrication equipment and services since 1980
- Manufacturing and suppliers worldwide
- 11,000 employees across North America, Asia, and Europe
- Headquarters in Fremont, CA
- \$9.5B annual revenue (CY 2019)
- \$1.2B R&D investment (CY 2019)
- Strong core value based culture



# TU Factory at a Glance

## ► Tualatin (TU) OR High Volume Manufacturing

- \$2.5B annual revenue (CY 2019)
- Produces roughly 150 product configurations
- @1000 employees with 50-60% contingent; HC doubled since Jan 1
- 24x7 compressed shift structure
- About 35% former or active military, all generations represented, @20% contingent workforce are female



We are expected to be able to scale +/- 25% in 90 days, while supporting a broad set of complex products with a very high rate of engineering changes.



*Engagement...the emotional commitment an individual employee has to the organization and its goals.*

Source: 2020 Forbes Media LLC

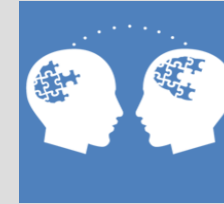
# The Engagement Paradox

## ► Pre Pandemic Conditions

- Tight labor markets command full time employment not contingent
- 2020 ramp requiring 80% resource increase
- Cyclical nature of semiconductor drives aggressive hiring ramps followed by swift reduction

## ► Current Pandemic Conditions

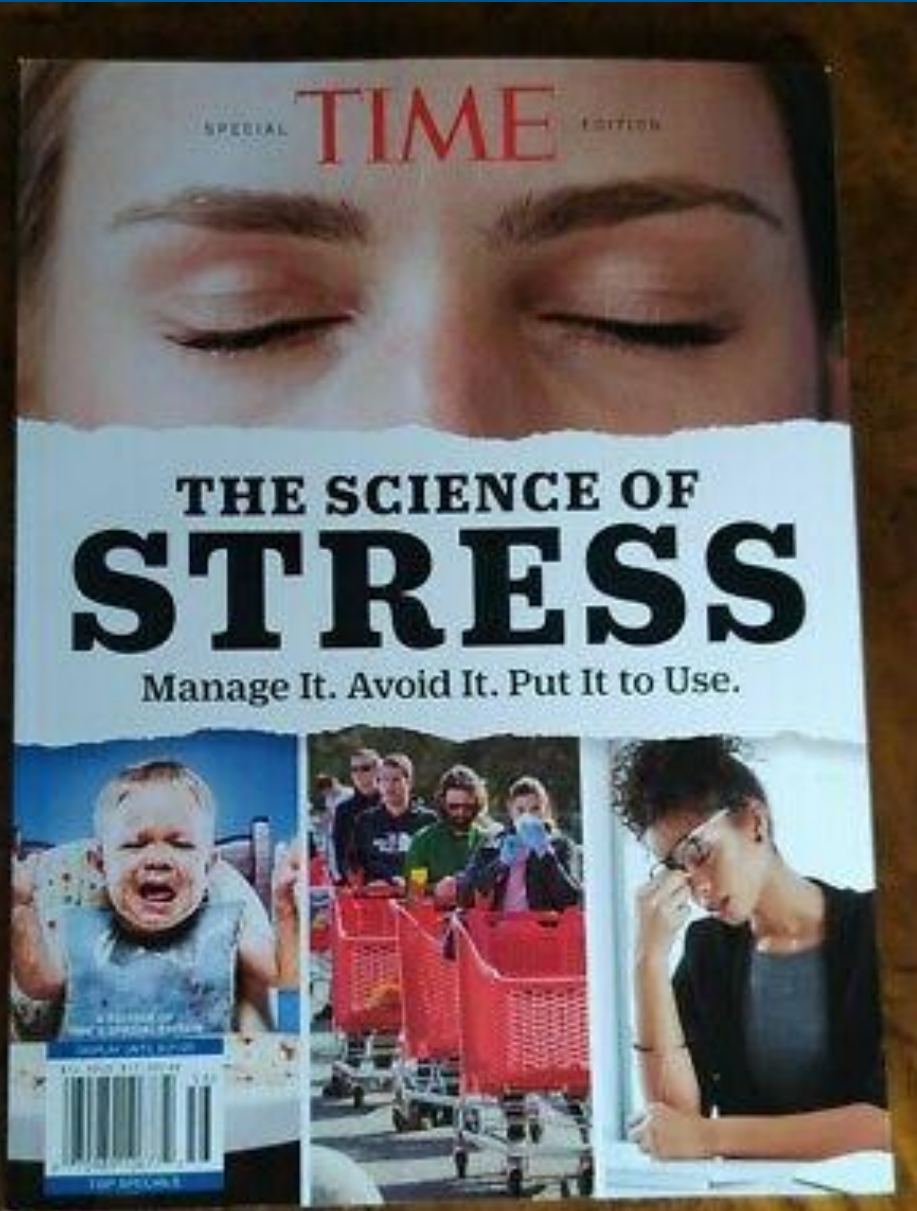
- Shelter in place government mandates, yet Lam deemed an essential
- Government incentives more lucrative to stay at home
- Increase in stress, ramp pressure, concerns for personal/family safety, child care



Our workforce, pre- and current pandemic is looking for stability and security within financial, psychological and physical well being.

The one constant we can offer is change. Engagement actions must address psychological and physical safety for both regular and contingent workforce alike.

# Our Demographics



In the US, 75% of adults report they have experienced at least one stress symptom in the past month, and 35% of people report experiencing chronic work stress.

Source: 2020 Time Magazine, Science of Stress



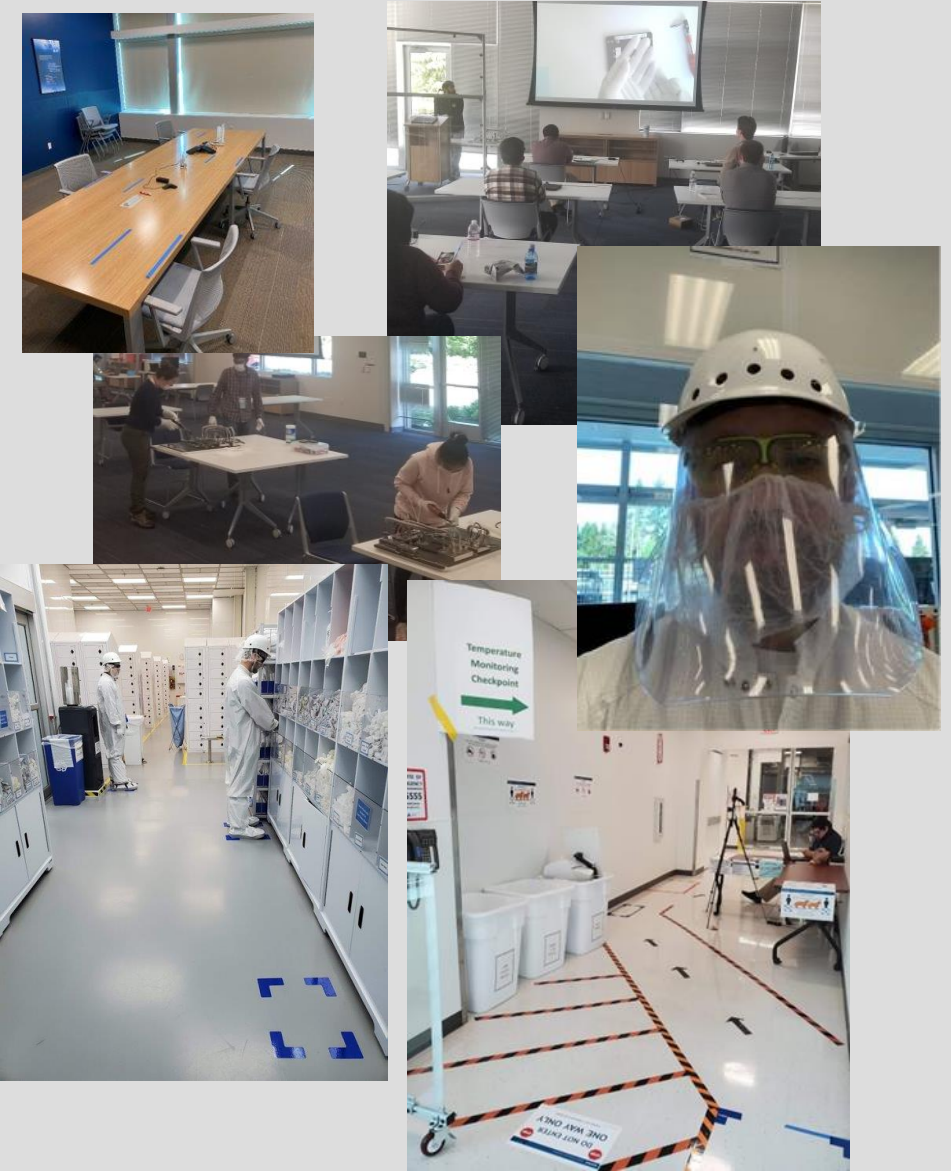
# So What Changed?

## ► Prior to COVID

- Launched onsite mental health focused services: Employee and family counselors/services, expanded benefits, etc.
- Deepened Front Line Leader soft skills: career mapping, communication ownership
- Onsite Athletic Trainer to address physically demanding jobs
- Team stretching during daily huddle meetings

## ► Current COVID

- Immediate physical workspace addressed
- Front-line leadership training and support services addressing personal and emotional safety
- Benefits added: Emergency and continued pay, child care, expanded counseling, etc.
- Increased and transparent cascaded communication
- Clearer separation of contingent and regular employee roles enabling greater support





# In Summary

## ► Our Approach is Working

- Engagement survey results increased 16% favorable rating with 22% increased participation in 6 months
- ER cases dramatically reduced
- Turnover for both populations down 15%
- New hire assimilation down to 10 from 14 weeks
- Exceeding onetime client deliveries with improved quality
- AND all happening during a pandemic

## ► In Summary

- Engagement is achieved by addressing both the physical and psychological safety needs of our contingent and regular employees
- By redefining engagement, we are unlocking productivity to meet our customer demands but more importantly the needs of our workforce



### Observations and thoughts

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