Leader’s Guide to Managing Workplace Fraud, Theft and Violence
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# Fraud, Theft and Workplace Violence

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Fraud, Theft and Workplace Violence

Introduction

"95% of companies are victims of theft

10% of companies discover they are victims of theft"

Fraud, theft & workplace violence impacting your bottom line?

Of all the reasons that businesses fail in today’s market, challenges such as competition, financial mismanagement, leadership failure and disconnection from consumers are sure to top the list. A less commonly recognized factor is the costly challenge of managing fraud, theft and workplace violence.

Employee fraud is on the rise, soaring from $400 billion in lost revenue for U.S. businesses in 1996 to over $600 billion in 2003. While many organizations have implemented background checks as a requirement for employment, the majority of employees who steal—68.6%, according to Association of Certified Fraud Examiners—have no prior criminal record.

A study conducted by the University of Florida estimates that employee theft is the cause of about 48% of inventory shrinkage in business. That’s equal to more than $15 billion per year. The study goes on to estimate that the average loss cost per employee is in excess of $1,300, which is significantly higher than the cost normally attached to individual incidents of shoplifting, which is just over $207. Consequently, businesses are forced to spend a great deal of time, effort and money on loss prevention.

Even more disturbing, violence in today’s workplace accounts for more than $60 billion in lost productivity each year according to the Bureau of Labor Statistics. The Justice Department reports that one-sixth of all violent crimes in the U.S. occur in the workplace.

This executive briefing will help you:
• Define the problem
• Highlight scenarios and identify bottom-line impact
• Explore prevention steps & best practices
• Examine effective solutions and tools

www.mrpconsulting.net
What is fraud?
In the simplest terms, fraud occurs when someone knowingly lies to obtain benefit or advantage, or to cause some benefit that is due to be denied. A recent report from American Data Bank shows that up to 30% of employment applications contain false information.

The Record on Workplace Fraud

18: Number of months before the average fraud scheme is detected
85: Percentage of worst frauds committed by insiders on the payroll
55: Percentage of perpetrators who are managers, up from 33% in recent years
30: Percentage of business failures due primarily to employee theft
27: Percentage of employees who say they feel comfortable reporting fraud on a confidential hotline managed by people outside the company
20: Percentage of employees who feel comfortable reporting fraud in an anonymous letter

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<td>37%</td>
<td>40%</td>
<td>51%</td>
<td>33%</td>
<td>28%</td>
<td>36%</td>
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<tr>
<td>Workers Compensation</td>
<td>14%</td>
<td>6%</td>
<td>14%</td>
<td>1%</td>
<td>12%</td>
<td>7%</td>
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44: Percentage of workers who say their companies could do more to reduce fraud
60: Percentage of companies with staff trained to deal with fraud and ethics-related issues, up from 30% in 2000
$60,000: Median loss when managers and executives are involved in fraud
That little white lie could actually be a crime

**Vetting fraudulent resumes is a growing challenge for HR professionals.** Applicants often consider resume fraud to be nothing more than a little white lie, but the reality is that fraud can cost companies millions. In fact, falsifying employment materials is illegal in some states. Because of economic repercussions, vetting through fraudulent resumes is a growing challenge for HR professionals.

CBS reported that, according to experts, three out of ten people lie on their resumes. In a tight economy in which the Congressional Budget Office predicts unemployment to hold around 10%, more job seekers will be desperate enough to stretch the truth.

**A couple of the well-publicized resume fraud cases include:**
- Notre Dame Football coach George O’Leary lost his job in 2001—mere days after taking the post—when it was revealed that there were serious inaccuracies on his resume, including a master’s degree from a non-existent institution.
- Marilee Jones was dean of admissions at MIT for 28 years, until it was discovered that she had falsified educational information. Jones was forced to resign.

Statistics and estimates from human resources studies indicate that between 15 and 40% of all resumes contain an intentional misrepresentation. Common misrepresentations include falsifying educational credentials and intentionally skipping over questions, or lying in response to questions about criminal backgrounds or legal offenses.
Go above & beyond to ensure that your candidate is who he says he is

All organizations should raise their levels of skepticism.
Companies that are serious about preventing and identifying resume fraud simply must invest in developing HR staff, or they should outsource assessments and background checks. All organizations should raise their levels of skepticism, look for inconsistencies and demand thorough verification from job candidates.

Suggestions from a Wall Street Journal article “How to Spot Resume Fraud”:

1. Confirm the circumstances of every change in employment—voluntary or involuntary—with a candidate’s previous employers.
2. Don’t restrict yourself to calling only the references provided by a candidate. Seek additional references, such as former colleagues, supervisors or direct reports.
3. Don’t assume that candidates provided by an executive search firm are well-vetted.

In a tight economy, where the Congressional Budget Office predicts unemployment to hold around 10%, more job seekers will be desperate enough to stretch the truth.
4. Theft—More Serious Than Most Business Leaders Realize

Wrong is wrong is wrong

Regardless of the line of work, the fact is that people take things when they have no right to. Theft is the wrongful taking of another’s property without consent. It presents a problem for all organizations whether they are corporations, limited liability companies, partnerships or nonprofits. Regardless of the line of work, the fact is that people take things when they have no right to. Worse yet, they take things they have a professional obligation to protect.

Several truths that may be surprising

Very few first-time thefts involve large amounts. But once the thief realizes how easy it is to take $100, he’ll take $200 the next time, then $500, and so on. By the time he or she is caught, each individual theft can be thousands of dollars or more. Many people in leadership positions are surprised to find out that most theft is perpetrated by well-educated males in senior executive positions (61%).

Theft most commonly occurs when there is:

1. A perception that the crime won’t be noticed
2. An opportunity to commit theft
3. The rationalization that the company “owes” the perpetrator more than he is compensated

Employee Theft Statistics:

• The FBI calls employee theft “the fastest growing crime in America.”
• The U.S. Chamber of Commerce estimates that 75% of employees steal from the workplace and that most do so repeatedly.
• One-third of all U.S. corporate bankruptcies are caused directly by employee theft.
• The Boston Globe and Denver Post newspapers recently reported that U.S. companies lose nearly $400 billion per year in lost productivity due to “time theft,” or loafing.
5. Theft—Keep It From Derailing Your Business

Prevention steps & best practices

**Step 1 - Set the Example**
Start by creating a work environment that defines and reinforces anti-theft behavior. Owners and senior managers lead the way by clearly communicating to employees, customers and vendors that the company is committed to honesty and ethically sound decisions. If leaders cut corners or shade the truth, there is no reason to believe those who follow will behave differently.

**Step 2 - Write Clear Policy**
Establish clear, written policies for all procedures and processes. Include an Ethics Policy that specifies how the company defines theft and the actions management will take when it is discovered. Make sure all employees have a copy of the policies so that no one can claim ignorance later. Then enforce the policies fairly and consistently.

**Step 3 - Check Backgrounds**
Make a background check and pre-hire assessment a routine part of the hiring process for all employees. Check vendors’ dealings with other companies before approving them. Require references and check them.

**Step 4 - Set up a system of internal controls**
Segregate duties such as making deposits and reconciling statements, approving and paying invoices, authorizing and signing checks, keeping payroll records and writing payroll checks, and receiving payments and posting them to accounts receivable. Monitor controls and their effectiveness, and have an outside CPA review them annually. Make unannounced spot checks periodically.

**Step 5 - Increase the perception of detection**
The single most effective way to prevent theft is to make clear that it will not go undetected. Cross-train employees to cover vacations and illness, and make all the internal controls visible.
What is workplace violence?

Workplace violence refers to acts that originate from employees or employers, and that threaten employers and/or other employees. Homicide is now the third-highest work-related cause of death in the United States. The U.S. Bureau of Labor Statistics reports that homicide was the leading cause of death for women at work, accounting for 42 percent of on-the-job fatalities. The Justice Department reports that one-sixth of all violent crimes in the United States occur in the workplace.

Yet more than 70% of U.S. businesses have no policy or formal program to address workplace violence, according to Kim Wells, executive director of the Corporate Alliance to End Partner Violence.

Types of workplace violence:

1. Employer-directed: violence against workplace authority (supervisor, manager, director).
2. Domestic-directed: partner or would-be partner engages in violence against his/her partner or romantic interest.
3. Property-directed: acts against property owned by the company or employer.
4. Commercial-directed: an employee participates in events that damage the company or organization (can include theft of money or property).
Fraud, Theft and Workplace Violence

7. Violence—Scope and Magnitude

**No organization is immune from the threat of violence in the workplace**

In most cases, a person’s work ethic, reliability, integrity and attitudes toward substance abuse and theft are an integral part of his natural behaviors and work-related values. There are often signs early on in the employee life cycle showing a propensity toward theft, questionable ethics and violent behaviors. Signs can be easily overlooked if you don’t know what to look for. Proactive measures can reduce the likelihood of a tragedy and reduce the risk to your organization and employees.

Workplace violence can be caused by economic, societal, psychological and organizational issues. Changes at work such as department or company reorganizations, layoffs, new technology, mergers, recessions and unemployment can elevate stress to an unhealthy level. Workplace violence is more likely to occur in high-stress environments.

**Workplace violence is more likely to occur in these situations:**

- When staffing is too low, forcing employees to work alone or with inadequate co-worker support
- When workers are not trained to recognize potentially violent situations, or when there are too few safety measures in the workplace
- When leaders are unable to assess and determine which employees may exhibit violent or aggressive behavior
- When there is a lack of support from employers, managers and leaders
- When there is a prevalent attitude that "violence will never happen here"
8. Violence—Top Warning Signs

Is there a way to see it coming?

A recent study by The Workplace Violence Research Institute showed that in most instances of workplace violence the suspect exhibited multiple warning indicators that included the following:

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism
- Noticeable decrease in attention to appearance and hygiene
- Depression and withdrawal
- Explosive outbursts of anger or rage without provocation
- Threats or verbal abuse to co-workers and supervisors
- Noticeably unstable emotional responses including suicidal remarks
- Paranoid behavior or increased mood swings
- Talk of a plan to "solve all problems"
- Resistance and over-reaction to changes in procedures
- Increase of unsolicited comments about firearms and other dangerous weapons
- Empathy with individuals committing violence
- Repeated violations of company policies
- Escalation of domestic problems
- Large financial withdrawals from his/her account in the company’s credit union

Did you know…
Profiles Performance Indicator measures an individual’s motivational intensity and behaviors related to productivity, quality of work, initiative, teamwork, problem solving, and adapting to change, as well as response to conflict, stress and frustration.
Employees deserve a safe place to work; many state governments mandate it

Companies who do not take preventive measures open themselves up to liability and costly litigation. Establishing companywide policies, procedures and awareness training is a proven way to stop workplace violence.

During post-incident investigations, employees and co-workers stated that they observed one or more warning signs but considered them insignificant or just strange behavior. Unfortunately, these employees had not been briefed on how to recognize symptoms of potentially violent behavior, nor had they been instructed about how to report such information.

Even one incident classified as violence in your organization will result in:
- Public relations challenges
- Insurance claims
- Legal liability
- OSHA, EEOC, and Fair Employment Act Issues
- Possible ADA issues (some violent mental disabilities are protected by the ADA)

Six Keys to Establishing a Safe Workplace:
1. Make health and wellness part of the organizational culture
2. Take good security measures
3. Conduct continuing employee evaluations
4. Establish a confidential company hotline
5. Conduct a yearly review of all procedures
6. Develop a safe termination process
10. Summary

It is impossible to completely avoid fraud, theft and violence, but it is possible to improve certain aspects of the work environment. Employee screening, consistent and purposeful on-boarding practices, and development of an intentional organizational culture can result in:

- Reduced liability/cost for your organization
- Improved engagement
- Increased productivity
- Strong overall employee morale

Help your employees and ultimately your organizations by:
1. Defining fraud, theft and workplace violence so that everyone in the organization is aware of symptoms and how to identify them
2. Establishing clear policies and procedures, and providing safe and reliable reporting processes
3. Communicating those policies and procedures regularly to all employees, as well as to contractors and vendors
4. Assessing all candidates in order to learn their basic work-related values, and to gain insight into an applicant’s work ethic, reliability, integrity, propensity for substance abuse and attitudes toward theft
5. Assessing current employees in order to gain insight into their thinking and reasoning styles and relevant behavioral traits, and to understand how an individual’s personality could affect his fit with his manager, coworkers and team, and his job performance
6. Using consistent, in-depth and objective insight provided by Profiles solutions to help managers motivate and coach employees, as well as resolve post-hire conflict and performance issues
## How We Do It – Overview of our assessments and solutions

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- **SOS**: Step One Survey
- **PXT**: ProfileXT
- **PST**: Profiles Skills Tests
- **EBC**: Employee Background Checks
- **PPI**: Profiles Performance Indicator
- **CP360**: CheckPoint 360
- **PMF**: Profiles Managerial Fit
- **WES**: Workplace Engagement Survey
- **PSA**: Profiles Sales Assessment
- **CSP**: Customer Service Profile
- **PLP**: Profiles LoyaltyPro
ProfileXT® (PXT)

The PXT assessment measures how well an individual fits specific jobs in your organization. The “job matching” feature of the PXT is unique, and it enables you to evaluate an individual relative to the qualities required to successfully perform in a specific job. It is used throughout the employee life cycle for selection, on-boarding, managing, and strategic workforce planning.

This assessment reveals consistent, in-depth, objective insight into an individual's thinking and reasoning style, relevant behavioral traits, occupational interests, and match to specific jobs in your organization. It helps your managers interview and select people who have the highest probability of being successful in a role, and provides practical recommendations for coaching them to maximum performance. It also gives your organization consistent language and metrics to support strategic workforce and succession planning, talent management and reorganization efforts.

Step One Survey II® (SOSII)

The SOSII is a brief pre-hire assessment that measures an individual’s basic work-related values. It is used primarily as a screening tool early in the candidate selection process.

This assessment provides valid insight into an applicant’s work ethic, reliability, integrity, propensity for substance abuse, and attitudes toward theft — including property, data and time.
Profiles Performance Indicator™ (PPI)

The Profiles Performance Indicator is a DISC-type assessment that reveals aspects of an individual's personality that could impact their fit with their manager, coworkers and team, and their job performance. It is used primarily for motivating and coaching employees, and resolving post-hire conflict and performance issues.

The PPI specifically measures an individual's motivational intensity and behaviors related to productivity, quality of work, initiative, teamwork, problem solving, and adapting to change, as well as response to conflict, stress, and frustration. The output from this assessment serves as an “operator's manual” for an employee, which helps managers better motivate, coach, and communicate with the employee. It also helps to predict and minimize conflict among co-workers, and it provides crucial information for improving team selection and performance.

A powerful feature of the PPI is the Team Analysis Report, designed to help managers form new teams, reduce team conflict, improve team communication, improve their ability to anticipate problems, and enhance their team leadership skills.

It helps evaluate overall team balance, strengths, and weaknesses, as well as team members’ personality characteristics along 12 key factors: control, composure, social influence, analytical, patience, results orientation, precision, expressiveness, ambition, teamwork, positive expectancy, and quality of work. It also provides team leaders with practical recommendations and action steps to take in order to succeed in their jobs.
CheckPoint 360°™

The CheckPoint Management System is a 360-degree assessment. It is used primarily to evaluate the effectiveness of your managers and leaders. This assessment combines feedback from direct reports, peers, supervisors, and even customers, with a personalized program for developing specific leadership skills based on that feedback. This process highlights a manager’s job performance in 8 universal management competencies: communication, leadership, adapting to change, relationships, task management, production, development of others, and personal development.

The CheckPoint 360 helps managers identify and prioritize their own development opportunities. And it helps the organization to better focus management training and development investments; proactively uncover misaligned priorities between senior executives and front-line managers; and surface management issues that could lead to low employee productivity, morale, job-satisfaction, and increased turnover.

Profiles Managerial Fit™ (PMF)

People typically don’t quit their companies, they quit their bosses. Profiles Managerial Fit (PMF) measures critical aspects of compatibility between a manager and their employees. This report offers an in-depth look at one’s approach to learning, as well as six critical dimensions of compatibility with their manager: self-assurance, conformity, optimism, decisiveness, self-reliance, and objectivity.

Managers use this information for adapting their styles in order to get the most from each employee; improve communication; increase engagement, satisfaction, and productivity; and reduce employee turnover.
Introduction **MRP Consulting, LLC**

**How We Do It – Assessment and solution descriptions**

**Workplace Engagement Survey (WES)**

Our Workplace Engagement Survey (WES) measures the degree to which your employees connect with their work and feel committed to the organization and its goals. This gives you and your management team a detailed view of what influences engagement across all of your workforce segments and how your employees compare statistically to the overall working population.

In addition, the WES measures “satisfaction with employer” and “satisfaction with manager” across your entire organization, and gives recommendations for your organization to improve.

**Profiles Skills Tests (PST)**

Profiles International provides comprehensive assessments to measure essential knowledge and skills. We use powerful technologies, such as performance-based testing, which simulates popular software products like Microsoft Office, to ensure accurate, reliable, assessment of knowledge, skills, and abilities. Our skills assessments cover Software Skills, Clerical Skills, Call Center Skills, Accounting and Finance, Medical, Nursing, Legal, Industrial, Computer Literacy, Retail, Food Services, Information Technology, Staffing, and Human Resources.

**Employee Background Checks (EBC)**

Profiles International provides comprehensive employee background checks for our clients. These include Consumer Credit Reports, Criminal History Record, Drivers' History Report (DMV), Education Verification, Employment History Verification, Foreign Nationals Terrorist Sanctions Search (OFAC, CLFST & OSFI), Identity Verification Search, Incarceration Records Search, Military Service Verification, Cursory Nationwide Criminal Index Database Search (CNID), and many more.
Profiles Sales Assessment™ (PSA)

The Profiles Sales Assessment (PSA) measures how well a person fits specific sales jobs in your organization. It is used primarily for selecting, on-boarding and managing sales people and account managers.

The “job modeling” feature of the PSA is unique, and can be customized by company, sales position, department, manager, geography, or any combination of these factors. This enables you to evaluate an individual relative to the qualities required to perform successfully in a specific sales job in your organization. It also predicts on-the-job performance in seven critical sales behaviors: prospecting, call reluctance, closing the sale, self-starting, teamwork, building and maintaining relationships, and compensation preference.

Customer Service Profile™ (CSP)

The Customer Service Profile (CSP) measures how well a person fits specific customer service jobs in your organization. It is used primarily for selecting, on-boarding, and managing customer service employees.

The CSP also looks at what your current and future employees believe is a high level of customer service, while at the same time showing where they align (or not) with the company’s perspective. We have a general industry version of this assessment as well as vertical specialties in hospitality, healthcare, financial services, and retail.
Profiles **Loyalty Pro™** (PLP)

Profiles LoyaltyPro™ is a web-based customer loyalty surveying tool. Loyalty, as determined through the “voice of the customer,” is a leading indicator that predicts the “staying power” of an account.

Profiles LoyaltyPro™ offers companies a tool to gather ongoing, critical account intelligence that helps them assess the relationship between the buyer and the supplier, ultimately driving the action plan to improve customer service. Having insight into your customer’s perception of your relationship allows you to steer the strategic business efforts and initiatives of the account management teams to continually improve customer relationships and build a network of loyal customers.
Profiles International – Who We Are

Profiles International helps organizations worldwide create high-performing workforces.

Through our comprehensive employment assessments and innovative talent management solutions, our clients gain a competitive advantage by selecting the right people and managing them to their full potential.

Where We Are
Profiles serves 122 countries around the globe and has material in 32 languages.

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We Have Proven Expertise In...

Hiring the Right People

Making Managers more Effective

Predicting Performance

Improving Productivity

Leadership Development

Leadership Assessment, Alignment

Increasing Sales
**MRP Consulting, LLC** (www.mrpconsulting.net) is a performance improvement practice.

We increase our partners **sales** and **profits** by addressing their people related challenges.