

# CH2M HILL CORPORATE CULTURE

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## BUSINESS

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### Culture Statement

- o Professional engineering services firm
- o Primary focus is core business--water, wastewater, and hazardous waste engineering
- o Expansion in energy and transportation

### Discussion

- o Stick to markets we know best
- o Concentration on work we are uniquely qualified to do
- o Reputation is built on core business
- o Uncomfortable with rapid change
- o New venture philosophy--dabble first, do not take a lot of risk
- o Do not own anything
  - Invest in expanding capability, not equity
  - We rent our time, owning equity not needed
- o Pride in being technical leader/innovator in all we do
- o Stability and continuity of core business
  - Significant freedom for individual creativity

Entrepreneurial spirit thrives

Individual derives satisfaction from accomplishment

## OWNERSHIP

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### Culture Statement

- o Employee-owned corporation--broad ownership throughout corporation
- o Ownership is key element in commitment to excellence

Enhances opportunities offered by firm  
Employees share commitment to firm's success

### Discussion

- o Broad-based ownership
  - Consistent with participative management
  - Each has a psychological and financial stake in the firm
- o Provides continuity/gradual transfer of ownership
- o Owners should be workers
- o Current owners benefit from investment in firm
- o Newer/younger members benefit from growth/ strengthening/improvement of firm
- o Incentive to spend entire career with firm
  - Expected to make positive contribution
  - Opportunity to work in everchanging teams and everchanging roles--intensifies contribution

Culture Statement

- o Must be profitable
- o But desire projects to be challenging--  
contribute to public's safety, health, well  
being
- o Work quality/integrity has overriding importance
- o Strive for technical  
excellence/innovative solutions
- o Clients to receive full value for our services
- o Strive to be good corporate citizen--  
locally/ nationally

Discussion

- o Good character pre-eminent qualification  
for selecting employees
- o Integrity critical to long-term success of  
engineering business
  - Admit/correct mistakes no matter  
current consequences
  - Necessary to avoid long-term unfavorable  
consequences
- o Strong feelings about doing work that  
is beneficial
  - Both personally and  
professionally in our communities  
Professional societies  
What we do does make a difference
- o Securing and doing work will stand test of  
public scrutiny--enhance integrity of  
profession, firm, and individual
- o Client responsibilities
  - Highly professional in meeting  
his requirements
  - Obligation to meet budget and schedule

Do not make his policy, but give accurate information on which to base decision

Do technically excellent project/fulfill his needs

## EMPLOYEE PHILOSOPHY

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### Culture Statement

- o Recruit, develop, retain outstanding people
- o Provide challenge, stability, career opportunities
- o Reward with merit incentives and ownership
- o Maximize individual strengths
- o Recognize family goals as important as career goals
- o Support of family integral to productivity/contribution

### Discussion

- o Employee attributes
  - Integrity
  - Technically competent, intelligent
  - Strong work ethic
  - Team oriented
  - Values consistent with firm's
  - Personal commitment to self-development
- o Looking for lifetime contribution--emphasis on future potential
- o Support for career development
  - New assignments and challenges CD&T
  - Additional education
- o Importance of family goals
  - Support of family members valued Attempt to accommodate family interests
  - Recognition of responsibilities created by rigorous work and travel style

### Culture Statement

- o Participative management--open, frequent, nonhierarchical communication
- o Informed decisionmaking at all levels encouraged
- o Support for individual market development and R&D initiatives--consistent with firm's long-term interests
- o Leadership promoted within firm--authority and responsibility given to individuals and teams to achieve goals

### Discussion

- o Management philosophy oriented to technically excellent work
- o Central direction/definite lines of communication
- o No hierarchy on teams--play any position
- o Professional works best with widest possible freedom of action--within guidelines of central direction
- o Promote from within--necessitates leadership qualities, desire/ability to assume authority and responsibility
- o Framework of authority/responsibility constantly fluctuates
- o Direct communication--go directly to who has/needs information
- o Leadership in creating an environment of positive contributors

**Culture Statement**

- o Matrix organization--a balance
  - Technical excellence and quality through discipline structure
  - Decentralized, close-to-client, geographic office structure
- o Project teams combine technical and local knowledge uniquely blended for each client

**Discussion**

- o Our people believe providing professional services is of paramount importance, maybe more so than apparatus to run business
- o Matrix system evolved in 1970
  - Decentralize project management and client relations
  - Centralize direction of technical expertise
- o What makes matrix work is fundamentally collaborative spirit--counter to business-oriented instincts
- o Matrix, in large measure, is heart of our success; fostered strengths of the firm and personified in the project teams
  - Technical expertise
  - Quality work
  - Innovation
  - All delivered close to the client

### Culture Statement

- o Two growth factors--client acceptance and entrepreneurship are synergistic
- o High-quality performance and client satisfaction
- o Expansion in our major markets
- o Increased core business share
- o Geographic expansion/penetration
- o Selected acquisitions
- o New services in response to client needs

### Discussion

- o Staff growth keyed to increased labor income
- o Values centered on client satisfaction/increased employee opportunity--focus growth on:
  - Increasing services to existing clients
  - Increase number of clients
- o High standards come before growth
- o Will manage growth rather than be managed by it

**Culture Statement**

- o Profit level necessary to provide reasonable net operating *income* to labor income
- o Manage operation to keep financially sound in the long term

**Discussion**

- o Obligation to employees and clients to be financially sound; therefore, must be profitable
- o Profitability depends on:
  - Our fiscal management
  - Client's financial stability
  - Our potential liability exposure
- o Fiscal wellbeing is means to:
  - Serve clients' needs through technical leadership
  - Create challenge opportunities for ourselves
  - Reward our efforts
- o Continued investment required to:
  - Maintain technical leadership
  - Decentralize to be close to client
- o Equity growth allows continuity of ownership by rewarding long-term contribution of employees
- o Outward perception of financial health
  - Indication to clients [that] firm is well managed
  - Attracts potential employees
- o Profitability and sound fiscal management
  - Not an end in itself
  - Vehicle to do what turns us on

## OUR GOAL IS TO:

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- o Do good work
  - Meet our clients' needs
  - Achieve our own technical/quality standards
  - Satisfy our own creative/innovative desires
- o Make a profit
  - Provide freedom to be creative/do innovative stuff
  - Provide resources to achieve personal/professional goals
  - Provide for growth, from which comes opportunity
- o Have fun
  - Do interesting/challenging work in an enjoyable environment
  - Take pride in professional accomplishment/feeling of value and worth

"WE HAVE MET THE WINNERS AND THEY IS US."

## Corporate Culture in a Nutshell

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- o If it comes to doing what is needed or making a profit, the client's needs must be provided.
- o The able person will generally do a good job and make a profit.
- o We must make a profit to survive.
- o People and capital are our resources.

Historically, opportunities exceed resources.

This is a healthier situation, provides a choice.

- o We are professional experts:
  - Paid to give an opinion
  - But our opinion cannot be bought
- o We have a responsibility to provide the client with the information he needs in a manner that he can understand.