

## CASE STUDY

### CRESTVIEW AEROSPACE CONNECTS WITH EMPLOYEES THROUGH CUSTOM VIDEO

#### Executive Summary

In the midst of an escalating union organizing campaign by the Machinists Union (IAM), the management of L-3 Crestview needed to communicate with employees directly and quickly. Principal Labor Relations Representative Jack Russell utilized several methods to assist in communicating with employees, including a custom video produced by Projections. In the video, the new company President addressed a number of major concerns the employees had expressed. The video then not only gave the facts about unionization, but also highlighted positive changes that were already taking place within the company.

#### About L-3 Communications/Crestview Aerospace

L-3 Communications Crestview Aerospace has been a major provider in the aerospace industry. The company is located in the heart of the Gulf Coast aerospace region and supplies aircraft structures, major airframe assemblies and military aircraft modifications for leading Prime contractors and OEMs in the aerospace industry. Crestview Aerospace began in 1991 when it was bought from the Florida headquarters and manufacturing operations of the former Fairchild Industries. Crestview Aerospace became a part of L-3 Communications as a result of an acquisition in July 2006.

L-3 Communications Crestview provides technically challenging and rewarding jobs for this area of the country, and since 1991 their work force has skyrocketed from 13 people to more than 1,100 associates currently, making Crestview the largest private employer in Okaloosa County, Florida. Customers of its AeroStructures Group include the U.S. Department of Defense (DoD), Bell Helicopter Textron, Boeing, Northrop Grumman and Lockheed Martin. Additionally, L-3 currently partners with Crestview Aerospace for C-130 aircraft, as well as for H-60 and H-53 helicopters.

#### Organization

L-3 Communications  
Crestview Aerospace,  
Crestview, Florida

#### Solution Implemented

Fully Custom "25th Hour" Video, featuring the company president, in English and Spanish, made available on a unique webpage as well as on DVDs available to the employees.

#### Benefits

- Encouraging and positive message about management's response to employees' concerns
- Consistent information provided to all employees and their families
- Just-in-time delivery of information
- Choice of how and when the video could be watched
- Facility remained union-free

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#### **Determining and Addressing the Issues**

The management at L-3 Crestview believes in working hand in hand with the employees to improve the quality of their products as well as the quality of the work experience. Furthermore, they felt bringing in a third party could hinder the teamwork needed to achieve the team's goals. In order for the company to run effectively, L-3 Crestview Management listened to employees to determine issues of concern. The custom video presentation identified the areas of the company that were working well and the areas that needed to improve. Employee concerns regarding wages, fairness, and favoritism were discussed, as well as issues of safety, supervision, and unfulfilled promises. Many issues the employees had raised were already being corrected by management, and this message was made available to all employees.

#### **Communicating Effectively With Employees Made the Difference**

As the company president said in the video, "We all want to be treated fairly, honestly and forthrightly; we want to be appreciated and acknowledged for a job well done." During this campaign, the management at L-3 Crestview was committed to keeping all employees and their families involved during the entire process. The video conveyed how important the employees are to the success of the company. The employees were also commended for their capabilities and commitment to the company and its products.

This custom video was an immediate and engaging communication method that the employees understood and appreciated. Many employees watched the DVD at home and hundreds accessed the information through the website so their families could be informed as well. Employees felt that they were receiving important information from the President and Management in a very timely manner. This reinforced L-3 Crestview's commitment to communicate fact-based information just before employees had to make what may have been the most important decision of their working lives.

#### **The End Result**

For L-3 Crestview Aerospace, all the elements came together to produce the desired outcome. Employees voted to remain union free, and today, employees and management are continuing to work together to build the strongest workforce in their industry.

#### Projections

Projections is arguably the foremost provider of employee communication resources to North American companies.

With capabilities ranging from custom video to websites and interactive eLearning, Projections has been serving the communication needs of companies large and small since 1979 by providing all services from consulting to scriptwriting, producing, editing, graphic design and more in-house.

Over the last 30 years, Projections has crafted the right message in the right medium for thousands of corporations and millions of employees.