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# How One Company Promises That Every Employee Is In The Best Job They've Ever Had



**Laura Garnett** Contributor ⓘ

Leadership Strategy



Worlds largest wagon outside of RadioFlyer's office. RADIO FLYER

Amy Bastuga joined Radio Flyer, home of the iconic little red wagon, in 2007 as a senior vice president of Human Resources. She brought her HR expertise to an organization whose vision was to create an innovative environment where every employee could say “This is the best job I’ve ever had.” Since then, she has helped lead Radio Flyer to achieve recognition for being a best place to work from a number of establishments, including Fortune and Best Places to Work. Below she shares how Radio Flyer has systematically been able to make this impressive employee promise and stand by it.

**Laura Garnett:** Where did this idea that you wanted everyone’s job to be the best they’ve ever had come from?

**Amy Bastuga:** In my first interview with Robert Pasin, the Chief Wagon Officer (CWO) of Radio Flyer, he said he wanted to build an awesome company, culture and attract the best people. He said to me, “I want every person who joins Radio Flyer to believe it is the best job they’ve ever had! Amy, I want you to make it happen.” I knew at that moment working at Radio Flyer would be the best job I’ve ever had.

**Garnett:** How many people actually feel this way today?

**Bastuga:** Based on surveys and feedback from our Flyers (what we call our employees), we believe almost all of them feel this way. Before any Flyer is hired, they receive a letter from our CWO begging them NOT to take the job unless they believe it will be the best job they’ve ever had. We want Flyers to be passionate about their work and see their job as more than just a job.

**Garnett:** How do you know they feel this way, and how do you measure it?

**Bastuga:** We use employee surveys to measure engagement. The survey consists of more than 60 questions, and our overall engagement score is 97%. This overall score represents a combination of satisfaction with their role, benefits, leadership, culture, work environment, training and supervisor relationship. In addition, around 25% of our current Flyers were originally hired as interns. They all had a chance to test drive their job, and they decided to continue working here. In addition, over 30% of our Flyers were offered promotions last year and they all said yes to the job!



Amy Bastuga, SVP HR, Radio Flyer RADIO FLYER

**Garnett:** What actions do you take to ensure that people feel this way?

**Bastuga:**

1. We connect our daily work to our purpose. Our mission at Radio Flyer is to bring smiles and create warm memories that last a lifetime, and we do this by creating awesome kid’s products that inspire active play. We make sure that everyone in the company is passionate about what they do and that they feel they are part of something special. We share customer testimonials, photos, videos and stories on a regular basis with Flyers to remind them how their individual efforts directly impact products, sales and customers.
2. We hire people who are both creative and deeply committed. One of our core values is Excellence in Everything, and the people who work at Radio Flyer are the kind of people that everyone wants to work with – talented, smart, helpful and fun. We have a rigorous selection process to match people with roles that align with their strengths and work that energizes them.
3. We provide an environment that is flexible, fun and beneficial to our employees. Radio Flyer offers programs and benefit options that appeal to and can be customized to any Flyer. These benefits include summer flex hours, an on-site gym, two days off per year to volunteer in the community, development workshop opportunities and committees surrounding a variety of Flyer’s interests.
4. We celebrate a lot, recognize good work and pride ourselves for having a fun work culture. We show our gratitude through recognition, celebrating our successes, personal milestones and creating our own warm memories at work. We award the “Little Red Rule Award” to Flyers who model our values, and we have numerous “Captain FUNomenal” super heroines/heroes around the office who were acknowledged for achieving outstanding results (yes, they receive a cape!).



A much bigger-than-life sized Radio Flyer wagon sits outside the corporate headquarters for the real-sized product. The giant wagon and headquarters are located on Chicago's northwest side.

**Garnett:** Why is your job working at Radio Flyer the best you've ever had?

**Bastuga:** I am a leader at a beloved brand that has a century of spreading smiles under our belt, and I feel like we are just getting started! My job is to translate the joy of children's play into joy at work. I love our mission. I am grateful for the talented people I work with, and I am energized by helping people grow at a fun, innovative company.

**Garnett:** What would you say to another organization that was interested in having this same goal?

**Bastuga:** 'Best Job ever' is an ongoing work in progress. It is not just a declaration or destination, but something that needs to be built into all facets of the organization.