

**NEW Manufacturing Alliance
RETIRED WORKER TASK FORCE MEETING MINUTES
Lindquist Machine Corporation – Green Bay, WI
Tuesday, July 25, 2017 – 8:30 to 10:00 AM**

ATTENDEES: Linda Bartelt-NEW ERA, Chadwick Holloman-LMC, Amanda Kopetsky-Bemis Company, Sonia Otte-Sargento Foods, Steve Paider, Rob Peterson-Fox Cities Regional Partnership, Ernie Remondini-LMC, Dean Stewart-NWTC, Ann Franz-NEWMA, Debbie Thompson-NWTC

EXECUTIVE SUMMARY REPORT PUBLICITY

The July 2017 issue of *Insight on Manufacturing* magazine featured as its cover story an article about the Retired Worker issue featuring the Alliance's survey results and interviews with several task force members. In addition, Gannett covered the June full membership meeting held in Manitowoc, including reporting on the Retired Worker survey results.

LINDQUIST MACHINE CORP'S RISK MATRIX PROGRAM – ERNIE REMONDINI

LMC's Risk Matrix Program is divided into actions; OGSM: Objective, Goal, Strategic Questions, and Measurements. A spreadsheet is utilized to identify employees in leadership roles who will be retiring, timing, internal candidates, and the next step for impending retirements. It is indicated if a position will be recruited from outside the organization. LMC also maintains a similar spreadsheet for employees working in their shop. Periodic crucial conversations with employees help determine their individual retirement plans. LMC leaders meet quarterly to review the data.

LMC works to get employees prepared for new roles. This can require updating equipment in an effort to attract younger people.

- ✓ In preparation for the spring 2018 Retired Worker Symposium, Ernie will email to Ann a blank template of LMC's Risk Matrix Program.

BEMIS ELECTRO-MECH TRAINING PROGRAM – AMANDA KOPETSKY

To help manage the skilled labor shortage crisis, Bemis developed their Maintenance Trainee Program. The program, similar to an apprenticeship, is designed to develop internal team members who are interested in becoming future Electro-Mechanical Technicians or fill other Maintenance Team roles. Bemis partnered with the DWD and FVTC on the Fast Forward Grant (FFG) to create the Fundamentals in Maintenance Certificate.

Eligible employees are required to go through an application and assessment process to be considered for the Maintenance Trainee role. Once selected, employees are placed in their maintenance department on a designated shift. Trainees attend classes at FVTC for one full day each week for a total of five semesters. Upon successful completion, they move to a Maintenance Technician role. Trainees are paid while attending school but must meet program expectations that include; dependability, safety, quality, productivity, and successfully complete the required courses (C or better). The first semester of the program is usually the most difficult for trainees, as they are acclimating to the college environment.

Participants are able to accumulate certificates as a result of completing the program. Bemis offers tuition reimbursement if an employee wants to continue to complete an Associate Degree, however, the degree has to be completed on their own time.

The program is in its third year. The FFG paid for the first year cohort, while Bemis has paid for the following two cohorts. A total of 20 Bemis employees have participated, with only one employee not able to complete the program. Leaders feel the quality of the education is great, while also building employee loyalty toward the company. Bemis has expanded the program to outside of Wisconsin.

Dean Stewart shared that NWTC has and can provide similar programs, allowing for flexibility. NWTC and LTC also offer the Leadership Academy (LA) each semester for people not yet in a leadership role. The training is one day per week and covers five competencies. FVTC also offers a similar version of the LA.

DISCUSS OTHER BEST PRACTICES

At the August 22 meeting, Sonia will share about Sargento's supervisory training program. Ariens Company, KI, and Waupaca Foundry will also be invited to speak on their best practices.

2 AND 4 YEAR COLLEGES - RESEARCH RELATED TO THE RETIRED WORKER ISSUE – LINDA BARTELT

In an effort to prepare for the Retired Worker Symposium, Linda has been researching retired worker case studies for 2 and 4 year colleges. This research will help develop the resource guide for members. Linda will continue researching and determine the top case studies with a manufacturing focus. An update will be given at the next meeting.

DEVELOPING A BEST PRACTICES WORKING DOCUMENT – ROB PETERSON

Attendees reviewed the framework for the NEWMA Retired Worker Guidebook developed by Rob. The vision for the guidebook is that it would be kept live on NEWMA's website. As new best practices are developed, the guide would be updated.

- ✓ Rob will have Chris Linn review the framework.
- ✓ Rob will send Ann the PPT, in preparation of the Retired Worker Symposium.

RESEARCH REGARDING EFFECTIVE MENTORING PROGRAMS

Ann continues to conduct research in this regard and will report out at the August 22 meeting.

RETIRED WORKER SYMPOSIUM – SPRING 2018

Succession planning best practices will be the focus of the Retired Worker Symposium. Apprenticeship and the new Mechatronics Program will be discussed, 'Build it because you can't buy it.' Keynote speakers will be featured, in addition to breakout sessions. One of the breakout sessions could feature if an owner must sell their business, as opposed to passing the business on to a family member. Another suggestion was to offer a map indicating the financial significance of retiring at various ages.

The event will be free for members and may be open to the public for a fee. Sponsors will be sought. Members agreed to hold the event at FVTC's Bordini Center. Ann will contact the college to determine dates available.

NEXT MEETING DATE/LOCATION/AGENDA

The next Retired Worker Task Force meeting will be on Tuesday, August 22, at Bemis Company in Appleton, 8:30 to 10:00 a.m. Agenda items include:

- ✓ Sargento's Supervisory Training Program – Sonia Otte
- ✓ Discuss Other Best Practices
- ✓ 2 and 4 Year Colleges – Research Related to the Retired Worker Issue
- ✓ Best Practices Working Document
- ✓ Research Regarding Effective Mentoring Programs – Ann Franz
- ✓ Retired Worker Symposium – Spring 2018