

NEW Manufacturing Alliance
TALENT RISK MANAGEMENT - THE CHANGING WORKFORCE
Meeting Minutes
KI – Green Bay, WI
Tuesday, July 24, 2018 - 8:30 to 10:00 AM

ATTENDEES: Linda Bartelt-NEW ERA, Jennifer Brown-Fox Cities Regional Partnership, Brandon Buchholz-Heartland Label Printers, Andrew Fleck-illumyx, Ann Hendricks-Novolex, Dwayne Long-Jacobs, Sonia Otte-Sargento, Lisa Pichotta-Nicolet Plastics, Claire Urness-KI, Stephen Utech-illumyx, Ann Franz-NEWMA, Debbie Thompson-NWTC

SPECIAL PRESENTATION: ORGANIZATIONAL CULTURE & RETENTION STRATEGIES BY ILLUMYX

Stephen Utech and Andrew Fleck presented for [illumyx](#), a retention strategies organization. ‘illumyx™’ grew out of 25 years of working on internal cultural drivers and barriers within companies and organizations. Their Behavioral Inventory™ (needs assessment) tool allows users to see the strengths of their organization and highlights the challenges to be addressed. Data is presented in an intuitive, easy-to-understand visual interface. Their Behavioral Inventory shows clearly the culture an organization has, which provides a baseline for improving the culture towards a more engaged, growth-oriented workplace. There are no small jobs. People need to know that what they are doing is important. See attachment. Visit their [website](#) to learn more.

NICOLET PLASTICS’ BEST PRACTICES

Lisa Pichotta presented [Nicolet Plastics’](#) ‘Upskilling Our Workforce Best Practices’. Their company employs 85 to 90 employees.

There are many elements involved in upskilling the workforce. Organizations must start with strategic planning. During annual strategic planning, as a leadership team, Nicolet Plastics reviews and color-codes their organizational chart. The chart shows:

- Critical roles
- Performance areas
- Support roles
- Misaligned positions
- Roles to be added based on future growth
- High and low performers

They determine where the gaps are on a high level, based on performance. Information is reviewed mid-year to determine if there have been any changes.

PRODUCTION

Nicolet Plastics utilizes an Excel based training skill matrix that breaks down the following: ideal # of employees per shift and the ideal skill level per shift. Information is broken down to production floor tracking, ideal staffing percentage, employees who have an assigned training career path in progress, and open positions. Employees with an assigned training career path have a weekly training schedule.

Staffing, training scheduled vs. training completed, percentage of career path completion, and priority-training needs are communicated monthly. Risks, anticipated FMLA, and retirements are also discussed and communicated.

INDIVIDUAL DEVELOPMENT PLAN (IDP)

IDP increases accountability, productivity and employee trust by giving employees the ability to become subject matter experts, use strengths, and make the best of each person’s ability. Quarterly IDP meetings are forward thinking, discussing long-term goals and what an employee will work on during the next three months.

All positions are posted internally, followed by interviews. Positions are awarded based on attendance and performance. When new positions become available, they typically have a list of several employees interested in pursuing a specific career path.

UPSKILL TIME

With the use of their training matrix, career path and an intentional training plan, they can take an entry level individual, to a much higher skill level in as little as five weeks, and at a much higher pay rate. This includes someone with no manufacturing experience, a high school student, and/or a YA student. Upskill times for various positions are listed below.

- Backup team leader - 6 to 9 months
- Manual operator – 3 week training plan
- Material handler - 5 week training plan
- Quick change artist - 6 week training plan
- Process technician level 1 – approximately 1 year
- Production operator level 1 – 60 days or less

CAREER PATH

Nicolet Plastics has a sheet for each job that shows the career path, skills needed, and the length of time it will typically take someone to master the skills. They try to be flexible, as employees have various skill levels when onboarding with the organization.

For more information, contact Lisa Pichotta at HR@nicoletplastics.com or phone (715) 276-4212.

HALL OF FAME TALENT POOL

Sonia Otte discussed Sargento's opportunities for their employees approaching retirement.

- Beginning at age 50 and 60, they start having retirement conversations with employees.
- They host one-day seminars, set-up by their benefits team. Topics include; financial & benefit planning, volunteer work, and community resources. Spouses are welcome to attend.
- Fidelity reps discuss finances, in addition to 401k rollover.
- They recently added discussing part-time Sargento work opportunities. Retirees can be on-call for projects or temporary work.
- Sargento has found that most retirees do not want to work in the plant. They prefer fun, social roles, including; receptionist, landscaper or gardener. The company would like to find more opportunities for retirees.

Ann suggested surveying the membership to learn more about the needs of employees about to retire. A pool of potential part-time workers can be formed. Survey questions will be developed at the next Talent RISK TF meeting on 8/21/2018.

VETERANS BACK TO WORK BOOTCAMP – DES PLAINES CHAMBER OF COMMERCE

This is a retention program for individuals who spent 3 to 4 years in the military. One of the things the program does is show the differences of working in a company vs. the military. Their Chamber is still trying to refine the program. More information will be shared after their bootcamp becomes more established.

NEXT MEETING DATE/TIME/LOCATION/AGENDA

The next Talent RISK Management meeting will be Tuesday, August 21, at Heartland Label Printers (Little Chute), 8:30 a.m. Agenda:

- ✓ Brandon Buchholz will share Heartland Label Printers' best practices, in addition to giving some insight on the book *Monday Morning Leadership*.
- ✓ Hall of Fame Talent Pool – Develop survey questions.