



Recruit, Retain, Advance: Employer-of-Choice Strategies for Equity & Community Growth

Presented by

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What do today's employees want?

What are the skills that I need? and What are the programs you have in place to support me? SHRM 2022

Establishing an employee career growth program that people are eager and motivated to engage with is paramount. Linked in Learning

Gallup has found that pay and wellbeing-related issues have both risen in recent years. Employees added: a job that plays to their strengths and job security

To help employees feel secure; empower them with a clear learning and development plan. WORKRAMP



Career and Development Opportunities

Pay for Contribution

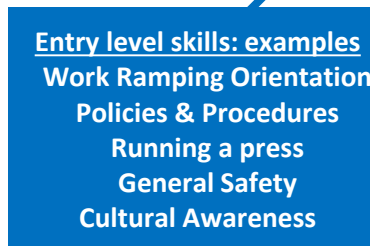
A Work Design System

Its about. . .

- Choice
- Line of Sight Careers
- Development Opportunities
- Competitive Pay

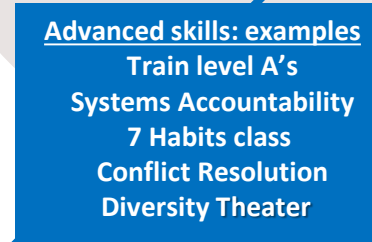


Level A



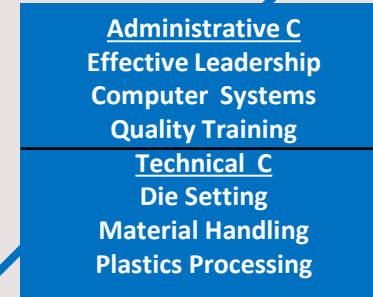
Progression Audit

Level B



Progression Audit

Level C



Supervision
Quality
Maintenance Apprenticeships
Process Engineering
Etc.



College/
University
Connection





CE's Purpose

-
- ***To create a workplace where every employee, regardless of cultural or individual differences, **KNOWS** they are valued and respected as a **HUMAN BEING** and everyone has equitable opportunity to learn, grow, develop, participate and contribute to their fullest potential.***
-

Expectations of Educational Partners

BUSINESS/RELATIONSHIP

- Create strong personal relationships with business leaders/professionals.
- Invite feedback from business in terms of needs and expectations.
- Customized training or classes offered at the worksite.
- Single point of contact for prepayment of employee tuition.
- Assistance in identification, application and administration of state and federal training grants.

EQUITABILITY

- Diverse teaching staff.
- Staffed and active DEI program.
- Make concerted efforts to recruit minority and under-represented populations of students into under-represented professions. (i.e. minorities and women in engineering)
- Diverse graduates offered as viable candidates for employment.
- New hires report that they were treated equitably by the educational entity, and they felt valued and supported by their instructor and staff.
- Accommodation efforts for non-English speakers.

EDUCATIONAL PARTNERSHIPS



Great Reputation
BA/MBA Programs
Certificate Programs
\$1,500 Tuition Assistance Match
Customized on-site classes
Diverse student base and faculty



Great Reputation
Apprenticeship Programs
On-site maintenance lab
Grant application assistance
Plastics Polymer Engineering
Customized class offerings
Diverse student base and faculty

+



Great Reputation
Plastics Engineering Programs
Plastics Engineering Interns
Customized
On-site classes
Diverse student base and faculty
Jim Crow Museum

Why these three?

CUSTOMER SERVICE
CUSTOMER FOCUS
EMPLOYER ENGAGEMENT



STRONG
PERSONAL
RELATIONSHIPS



“In today’s world it is not enough to simply have technology, and in fact, technology by itself is not even a sustainable position. Any other company can buy equipment just like we use. They can purchase the same raw material we use, build buildings just like us. However, *the one thing they cannot buy is our culture, the loyalty of our employees*, that is a sustainable competitive position.



Fred P. Keller
Founder

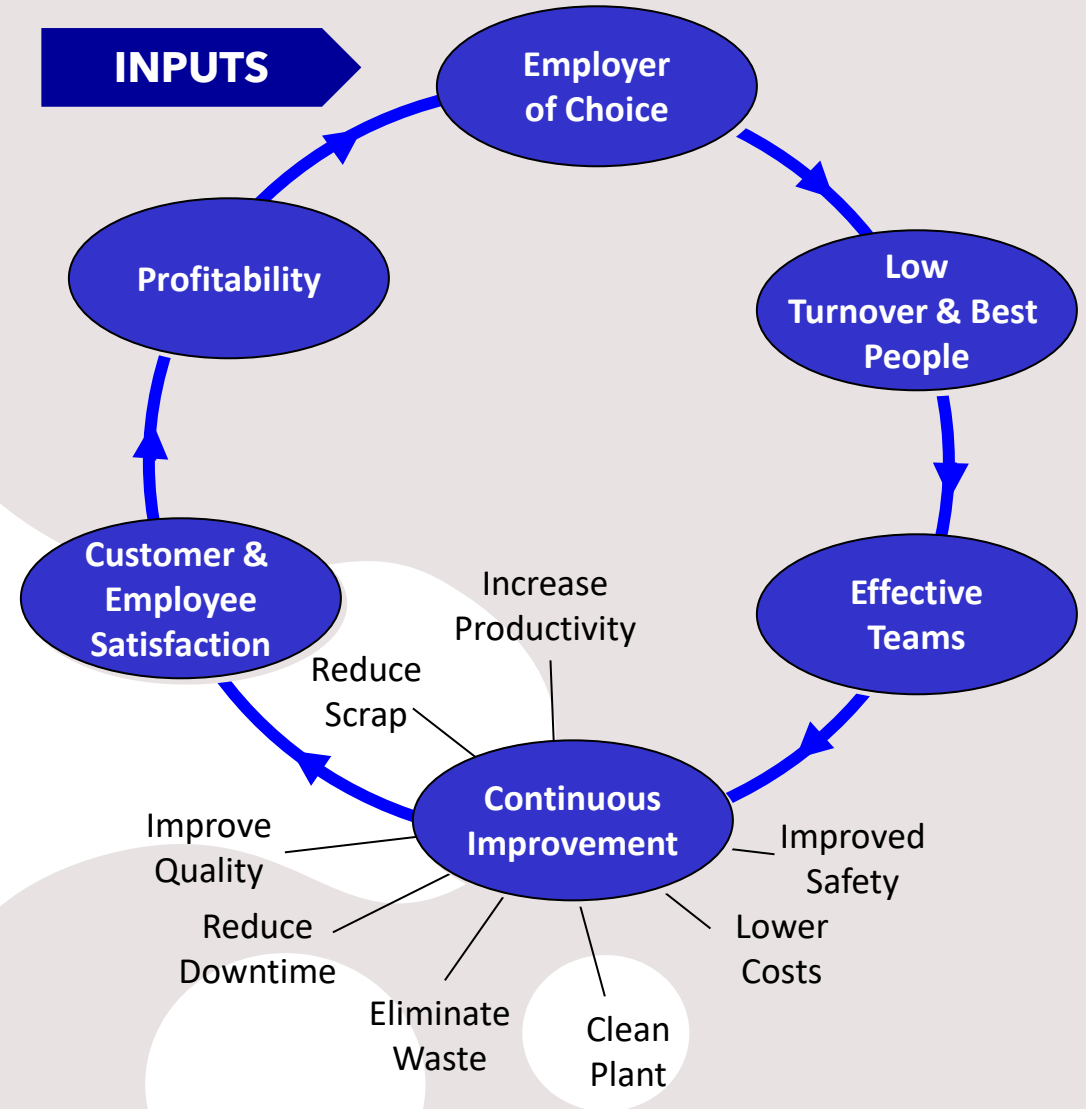
Why Fred started Cascade Engineering in 1973

“To show that you can run a business that cares about people and still make money.”



Inputs for Becoming an Employer of Choice

- **CULTURAL EXPECTATIONS** (people treat one another with dignity and respect)
- **SERVANT LEADERS**
- **ORGANIZATIONAL PRIDE** (community engagement)
- **DEVELOPMENT OPPORTUNITIES**
- **CAREER OPPORTUNITIES**
- **SAFE WORKPLACE** (physically and psychological)
- **COMPETITIVE COMPENSATION and BENEFITS**
- **POLICIES AND PROCEDURES** (support and reinforce)
- **JOB SECURITY**



Cascade Engineering's Cultural Expectations

*To create a workplace where every employee, regardless of cultural or individual differences, **KNOWS** they are valued and respected as a **HUMAN BEING** and everyone has equitable opportunity to learn, grow, develop, participate and contribute to their fullest potential.*



LEADERSHIP

1. Set the expectations for leadership
2. Educate and train
3. Hold them accountable

Accept personal responsibility

Open to change

Control emotions

Thank people

Kindness

Courage to speak up

**ALL EMPLOYEE
EXPECTATIONS
and BEHAVIORS**

Fairness

Listen

Honest

Keep promises

Care about others

Considerate of people's feelings

Treat all with dignity and respect

LEADERSHIP

EXPECTATIONS

CULTURAL

EXPECTATIONS



Leadership Expectations

7 Habits/Servant Leaders

Develop high trust relationships

Create an inclusive environment

Be approachable

Listen to employees with a willingness to be influenced

Exercise emotional control





Leadership Training

New Employee Orientation

- Diversity, Inclusion, Racism and the CE Culture
- Success Factors

Servant Leadership

7 Habits of Highly Effective People

DiSC Behavioral Profiles

Leading During Times of Change

Intro to Strategic Dialogue

Facing Racism

Diversity Theatre III

Accountability, Empathy and Leadership

Practical Coaching

Emotional Intelligence

7 Habits Refresher



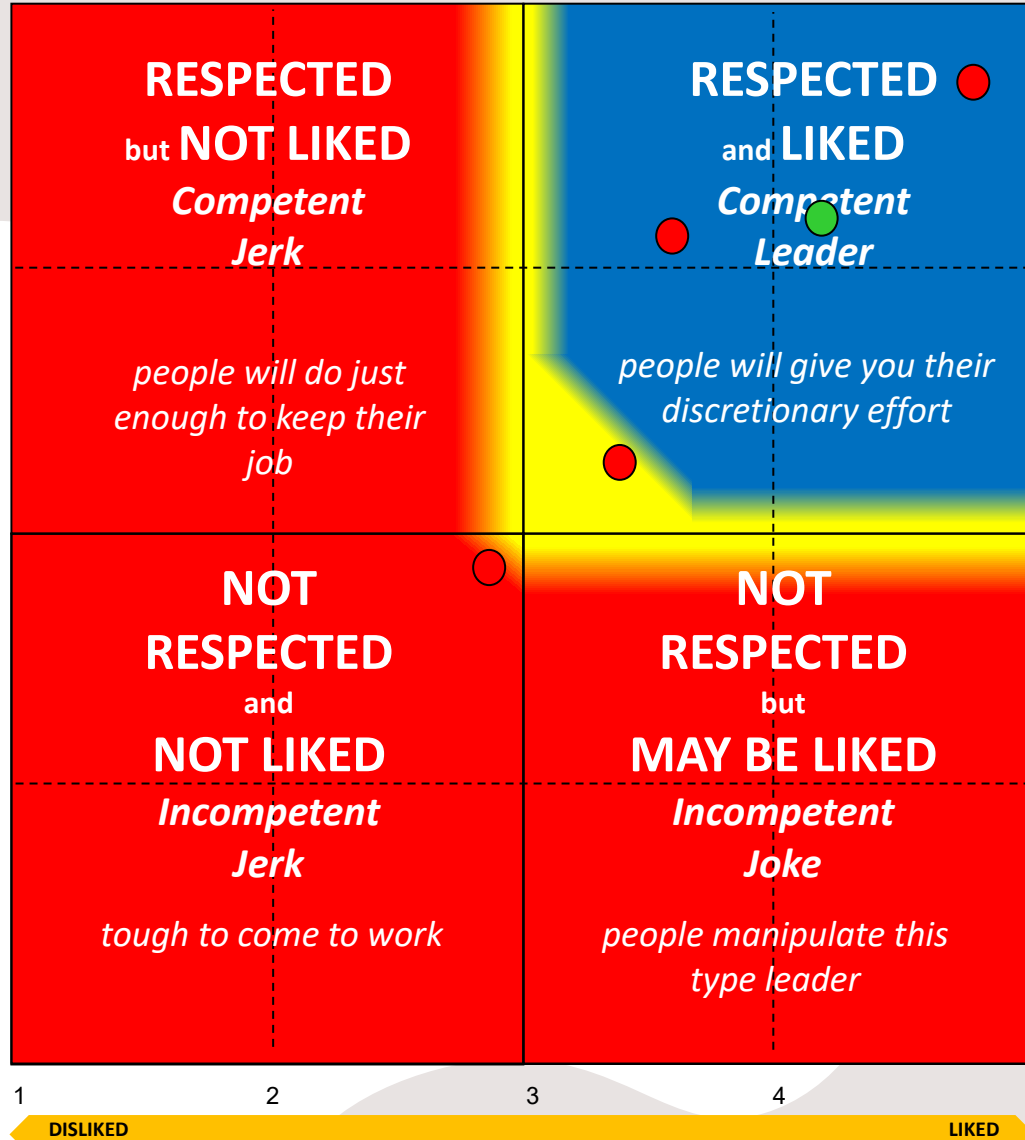
LEADERSHIP ACCOUNTABILITY

MANAGEMENT - Competence and Courage

Managerial task skills and abilities that get the job done. It is mental toughness, making tough decisions including holding people accountable. Developing sound processes, procedures, and systems.



TRUSTWORTHINESS GRID



Master Results

Profile Owner
John Que

Assessment Date
February 2023

Number of Raters
20

Competence Score
4.1

Character Score
3.5

Average CE Leader
June 2023

4.2 Competence
4.2 Character

Behavior that demonstrates humility, sensitivity and empathy towards people. Treating people with dignity, respect, kindness, and consideration. Providing people a way, a direction, a path.

LEADERSHIP - Character and Consideration



Pathways to Potential



The SOURCE

W2C



Awards

- Ron Brown Award
- Michigan Manufacturer of the Year
- Goodwill
- Diversity Awards

Publicity

- Conference Board
- HR Magazine
- Stanford
- Cornell
- U of M



thirty companies
two citizens
two years

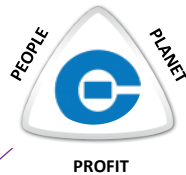


Re-entry



Lunch with CEO
Star Awards

Design for Recycling®



EMPLOYEE PRIDE REPUTATION



Kick Cancer to the Curb



\$750,000
pinkcart.com

Anti-Racism
Statement
Diversity Theatre



Safety Training Observation Program

- Mandatory STOP training for all employees
- Mandatory monthly STOP Audits
- STOP Audits are part of bonus payout
- Invite MIOSHA in, we don't wait for them
- Each plant has a safety committee
- CPR/First Aid classes
- First responder classes
- Basic Fire Safety training
- Drills – fire and tornado



How About Psychological Safety?

Behavioral Expectations

Potential Violence Warning System

Violence Awareness Training

Active Shooter Training for Leaders

Zero Tolerance Policies

Problem Resolution Process

Open Door Policy

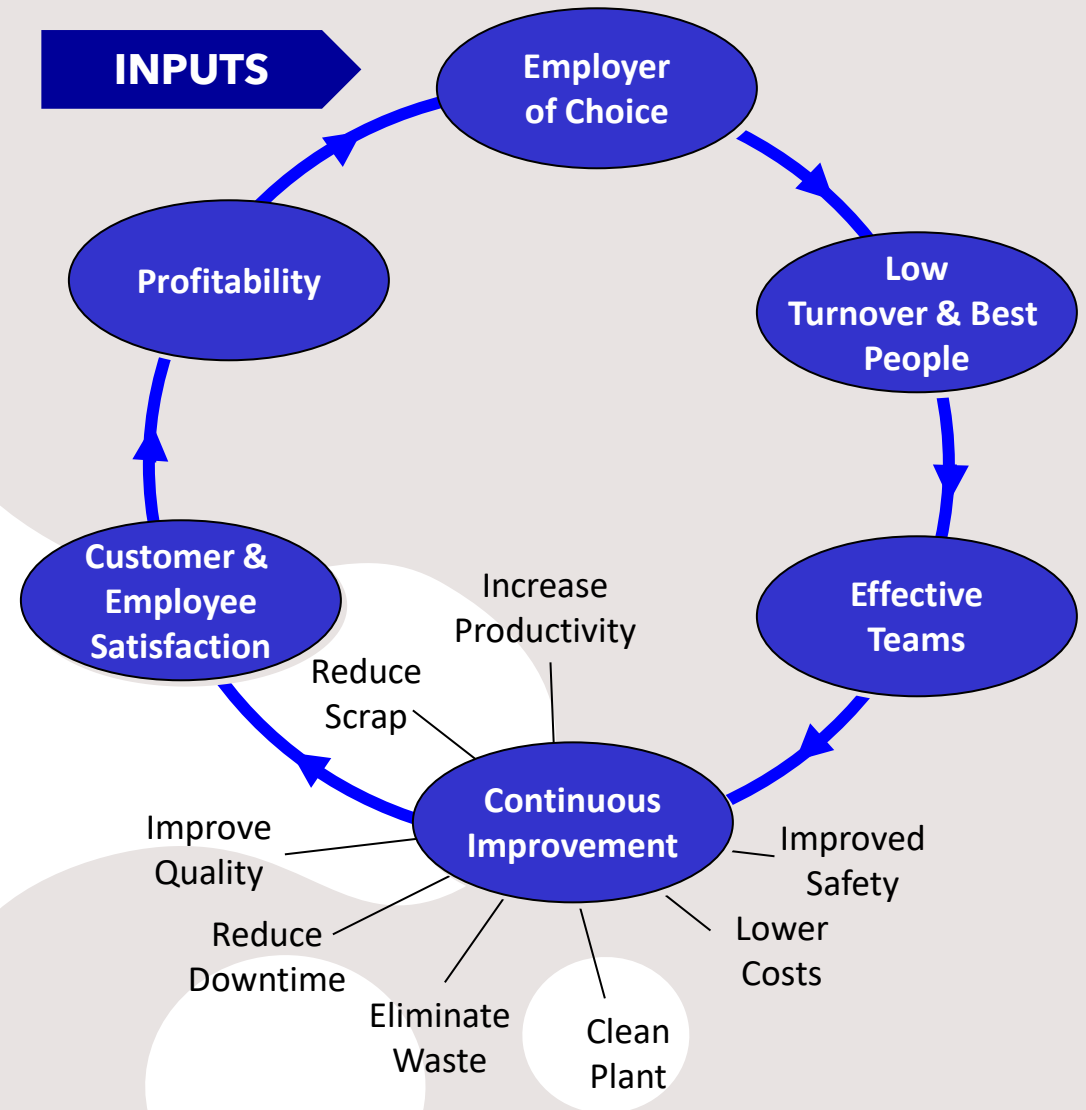
Diversity Theatre III – Civility In The

Workplace



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Where To Begin

1. Put the stake in the ground

“We will be an employer of choice!” Describe the kind of culture you will have. Set the cultural expectations.

2. Communicate, Communicate, Communicate

What an employer of choice is and why it is important.

Cultural expectations.

Every executive, employee and leader must understand this.

3. Educate, Educate, Educate

Every executive, employee and leader must be taught the behavioral expectations and how to make them manifest. Start shifting people’s paradigms.

4. Hold people accountable to the expectations.



ANY
QUESTIONS

