



Improving Qualification Programs for Front-Line Leadership

John Ciora

Director of Operations
Schroeder Industries

Introduction

John Ciora

Director of Operations in Leetsdale and Cumberland Facilities

- Leetsdale, PA - Filter and Filter Systems for Hydraulic and Fuels
- Cumberland, MD - Elements

Schroeder Industries is the industry leader in advanced fluid conditioning with over (79) years of service to the industry. Schroeder Industries designs, produces and delivers highly engineered, mission critical, hydraulic components, fuel systems and diagnostic tools for: Military, Construction, Agriculture, & Energy Production (both green and carbon).



My Company / Business Challenge

- Leetsdale, PA - Headquarters - (165) Teammates
- Cumberland, MD - (81) Teammates
- Total - (246) total
- (3) shifts – Sun PM to Fri PM

SHORT AND SWEET

As we all know, hiring and retaining employees is the most critical aspect of most businesses today. COVID has changed the world.

WHAT DO WE DO???

Multiple Solutions to Problem

- Catalyst Connection and the Navy Pennsylvania Pipeline Project
 - How to build an overall Cohesive Team??
 - Employees are #1 asset?? Right??

- Catalyst
 - **6S and Lean Training** - All Mfg Shop Team - (1) training a year for new employees
 - **DDI Essentials for Leadership** - All Supervisors and Managers
 - **Emerging Leaders In Manufacturing - ELM** - (2) year program
 - Operations and Production Support Supervisors
 - **Practical Problem Solving** - MFG Engineers
 - **KATA** Training
 - **TWI** - Training Within Industry

Multiple Solutions to Problem – cont'd

■ Navy Pipeline

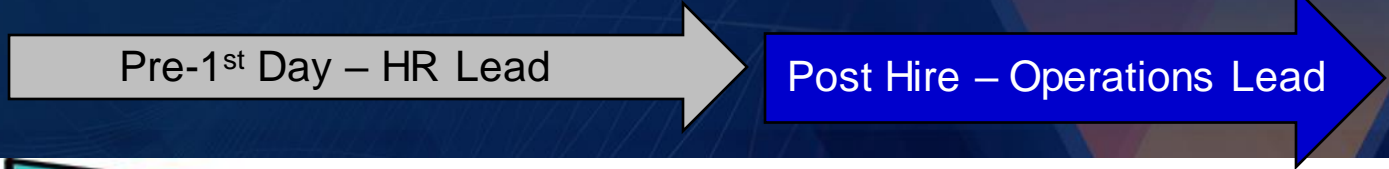
- Participated in the program since 2022
- Chosen to be Best Practice Model in 2023
- Coached on all (10) Tools in the Program
- Guided process for Continuous Improvement in all areas On-boarding thru Retention
- Most effective tools for us:
 - World Class First Day
 - 5th Metrics Scorecard
 - RJP – Realistic Job Preview

Pipelines		Tools	
1. CTE Programs (HS & CC)	7. Recruiting Agencies	1. TA&R Value Stream Mapping and Performance Improvement Plan Development	6. World Class First Day
2. Employee Referral Program	8. Military & Veterans Commissions	2. Realistic Job Preview & Candidate Tracking System	7. Common Skills Training
3. ATDM	9. Employment	3. Recruiting Training	8. Leader New Hire Retention Training
4. Adult Education	10. College Departures	4. Recruiting & Offer Day/New Hire Orientation	9. 30-60-90 day & 1 Year Fit/Skills Assessment
5. Temp Agencies	11. Recovered/Returns	5. Behavioral Based "Fit" Interviews	10. 5th Metric "People" Scorecard Data Driven Program Management System
6. Social Media	12. Retiree's		

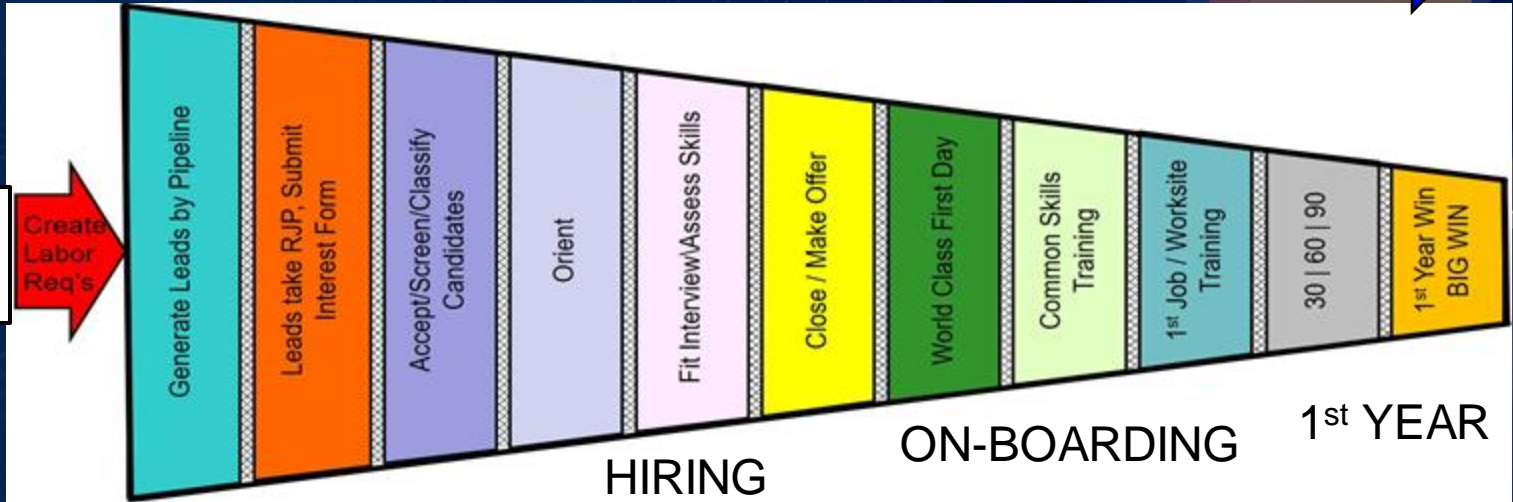
Navy Pipeline Process

Perfect Process: 1 Recruit = 1 Life Long Engaged and Productive Teammate

HIRE FOR FIT – TRAIN FOR SKILL



DEMAND
DRIVEN



RECRUITING

HIRING

ON-BOARDING

1st YEAR

WCFD – World Class First Day



- Takes Initiative, Action and Work. Get out what you put in.
- Creating relationships is #1.

▪ World Class First Day

- Call the night before to welcome and answer any questions
- Itinerary of first few days
- Creates a sense of “being part of the team” instantly.
- No “unknowns” for the first week - Less Fear
- Meet Gus Schroeder - *President*
- Meet John Ciora – *Director Of Operations*
- Meet Supervisors
- Meet Head of Safety Committee

World Class First Week Agenda

John Doe – Material Handler, 2nd shift

Monday, April 8, 2024	
6:00 a.m.	Arrival at Schroeder Industries – meet supervisor and introduction to team members
8:00 a.m.	Susan Bernola, HR Generalist <ul style="list-style-type: none">• Complete onboarding• Review of health and welfare benefits• Picture for badge and new hire announcement
9:00 a.m.	Break
9:15 a.m.	Gus Schroeder - President
9:30 a.m.	Justin Viczesky – Production Supervisor, Chris Whipple – Materials Group Supervisor, (1 st floor conference room)
10:00 a.m.	Return to work area
12:00 p.m.	Lunch
1:30 p.m.	John Ciora – Director of Operations (1 st floor conference room)
2:00 p.m.	Return to work area until end of shift at 2:30 p.m.
Tuesday, April 9, 2024	
11:30 a.m.	Mike Camino – Production Supervisor, Jeremy Cherosky – Machine Shop Supervisor, and Max Stillwagon – Production Supervisor, Rotomold Products (1 st floor conference room)
Wednesday, April 10, 2024	
10:30 a.m.	Kevin Kweder – Quality Manager (2 nd floor conference room)
1:30 p.m.	Patti Kier – HR Manager (1 st floor conference room)
Thursday, April 11, 2024	
11:00 a.m.	Aaron Keck - Safety

We are very happy to have you here and hope you enjoy your first week. Welcome to our team!

5th Metric Scorecard



5th Metric Scorecard

- Set Expectations first - Review
- Meet 1st Thursday of the month 9am - ??
 - Supervisors, Front Line Supervisors, Program Managers, Sr. Managers
- Discuss all Teammates – Engaged / Disengaged / Actively Disengaged
- Feedback from all
- Build Relationships
- One-on-Ones with Teammates - Scheduled
 - Learn their needs – Changes over time

CIORA'S EXPECTATIONS - SUPERVISORS

TRUST

- I trust YOU to get the job done!!!
- Respect everyone in all situations
- Show up on time, be prepared.
- Do not over-exaggerate or under-exaggerate to get your point across.
- Clear concise communications.

RESPECT

- Help others every chance possible.
- Do not state a problem without have a solution.
- Over communicate with everyone.
- Do not leave room for "guessing". Reply to all emails prompt and accurately.
- Always take the next step.

CREDIBILITY

- Do not answer just to answer. Know what you say is 100% accurate.
 - Believe nothing that you hear and half of what you see.
- Follow thru with emails and phone calls, do not wait for an answer.
- Do what you say... Say what you do. Be consistent.

- Shop to be 65'ed at all times.
- Live by Core Values - F.I.L.T.E.R.S.
- No Standard...no problem. – Create a standard if there isn't one.
- **NOW** - if something can be done right now, do it. Do not wait.
- **Save the best for last**.....
 - **CLARITY CLARITY CLARITY**

Enter "X" in the E (Engaged), D (Disengaged), or A (Actively Disengaged) column for each member

Team Member First Name	Team Member Last Name	January			February			March			April			May			June					
		E	D	A	E	D	A	E	D	A	E	D	A	E	D	A	E	D	A			
Jeremy	B	x			x			x			x											
Mike	C	x			x			x			x											
Jeremy	C	x			x			x			x											
Max	S	x			x			x			x											
Justin	V	x			x			x			x											
Brian	L	x																				
John	N	x			x			x			x											
Chris	W	x			x			x			x											
Win	G													x								

RJP - Realistic Job Preview

- Powerful tool that paints a realistic picture of our company, the jobs we offer and our company culture.
- [Schroeder Industries – Talent Acquisition and Retention Program \(realisticjobpreview.com\)](https://realisticjobpreview.com)
- Gus - Video - Explains who we are.
- * Enter Name, answer “Do you think you can keep up??”
- (4) actual Teammate videos on what they do
- Benefits and Compensation
- * Answer a few more questions

- The GOAL is to recruit people who are actually interested in the company
- 100 → 50 → 25 → 10 - (10) out of (100) actually care enough to work at Schroeder

• * = action item

What did we learn??

- Learn and adapt to people's needs - We all have "something" going on in our lives
 - What is important today may not be important next year to the same person
PTO, Pay, Starting time, Ending time, 4/10's, Modified work schedules
- It takes everyone marching to the same beat to make this work.
- Our forecast for this year was (5) new Teammates, we have already hired (9) and need (6) more - **April 84% retention rate**
 - We are prepared with our new processes to face any upcoming challenges
- The world is changing but we need to keep the concept of continuous improvement on the forefront of everything we do.
 - Yes, it can be discouraging but we keep moving forward.

Conclusion



- In conclusion, as we navigate thru the complexities of a changing society, we must be prepared and push forward as ONE cohesive team. Preparing your team to adapt and change as difficulties arise is the path to success.

Thank You!