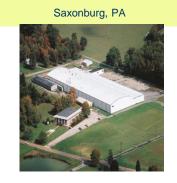
# **Ceramic Leadership Summit 2014**

# **Finding and Developing Engineering Talent**

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Monroe, NC





**Business Plan** – well defined with specific vision and mission statements

Operational flowchart, organizational responsibility chart and defined markets Periodic monitoring and updating of the business plan

### Organization – systems and policies in support of the business plan

Job descriptions and staffing requirements, company handbooks, operational information and documentation systems, metrics and other management tools In 2013 Du-Co completed a human resource succession planning project to enhance the process of finding, developing and retaining talent.

#### **Communication** – by definition a two way process

Initial hiring, orientation and training processes, periodic personnel evaluations, on-going company wide communication and training programs in support of the business plan.



# FindingTalent

### Internal Promotion

Performance evaluations that address employee goals and potential internal career pathways

## Internships

An opportunity to assess capabilities and cultural fit

## Recruiters

Provide a detailed job description that includes required skills and company expectations

### Postings

Position openings posted on the company website

# **Developing Talent**

### Apprentice Programs

Used successfully at Du-Co for 65 years for both production and management positions

### Comprehensive Orientation

Recently expanded this process to better communicate company specific information and expectations

### Documented Training Programs

Structured on-the-job training Individualized training programs

### Continuing Education

OTJ training, short courses both on-line and classroom, and employee communication meetings



# **Retaining Talent**

#### • Employee career goals aligned with potential opportunities

- Performance evaluations
- Succession planning
- Stretch assignments with coaching feedback

### • Employee values consistent with company cultural environment

- Performance evaluations
- Company rules explained and enforced consistently
- HR skills coaching
  - Employee communication meetings

#### • Recognition, reward and disciplinary action as appropriate

Merit based salary increases and bonuses Discipline privately; praise publicly



Tell me and I will forget.

Show me and I might remember.

Involve me and I will understand.



Lora Cooper Rothen April 2014