

Ceramic Leadership Summit 2014

Finding and Developing Engineering Talent

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Perspective

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.



Finding Talent

- **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
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