NRMCA DII Group II....

Employee Hiring, Training, and Retention

Succession Planning
In The Ready Mixed Concrete Industry

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Group Members

- Chad Hustedde, Cemex
- Jeff King, Cemex
- Chris Mathias, Cemex
- Tom Roloson, LaFarge Ready Mix
- Chris Sheffield, Cemex
- Todd Shenk, Crider and Shockey

Special thanks to Gary Mullings, NRMCA staff liaison
Who will lead the Company when they leave?

- “If you don’t know where you’re going any road will get you there.”

Recognizing the Benefits of Succession Planning

- Succession planning forces us to recognize employees who have the capability to grow into greater positions of responsibility.

- Creates an environment where employees feel they have opportunities for advancement.
Recognizing the Benefits of Succession Planning

- Reduces the likelihood of losing skilled personnel to other companies who appear to offer growth.
- Insures the ability of the company to perform in the future. Creates peace of mind for investors, family members, and employees.

Road Blocks to Succession Planning

- Management has no desire, or thoughts about the business operating beyond his/her immediate control.
- Planning to eventually step down as the leader is a difficult issue for most leaders.
- Sharing knowledge and responsibility to develop young leaders can create fear and a feeling of loss of control and power for some senior leaders.
First Step ….Recruitment

- Bench strength of available talent
- Not having the right talent limits growth
- Retirement of baby boomers
- Increased demands for diversity
- Getting the right person for every job
- Retaining leaders becomes an economic and strategic challenge

Source: Choose Tomorrow’s Leaders Today
Succession planning grooms firms for success
Robert M. Fulmer, Ph.D., Pepperdine University

Recruitment Objectives….

- Identify long term goals
- Align the organization’s future needs and the aspirations of candidates
- Attract the candidates who will be successful and committed
- Target your market of potential employees
- Establish minimum qualifications for each position
- Don’t waste time on candidates who don’t meet pre-determined qualifications … use assessment tools
Recruitment Options….

- Degree Candidates
- CIM Programs – MTSU, ASU Chico St., NJIT
- Online Postings
- Create Job Postings on NRMCA Website
- Career Fairs
- Military Recruiting
- Employee Involvement (Alumni) Recruiting
- College Associations / Professional Associations / Business Fraternity
- Create Awareness about our Industry

Type of Candidates….

- Career minded
- Self Motivated and focused
- Good communication skills
- Demonstrates initiative
- Willing to Relocate (If Applicable)
- Good Organizational Skills
- Creative
- Entrepreneurship
- Strategic Thinker
Type of Candidates….

- Focused on Customers
- Leadership Qualities
  - Work well with teams
  - Development of Others
- Desire to continue learning
- Want to develop themselves
- Enjoys diversity
- Looks forward to change
- Safety Conscience
- Can cope with stress
- Language Skills

Industry Expectations

- Getting them over the hurdle into our industry
- Fast Paced Environment
- Long Hours
- Unique Business
- Dynamic Industry
- Company Size
- Education vs. Experience
Employee Retention….

- Develop Specific Career Path for High Potential employees
- Entry Level Management Training Programs
- Maximize Benefits (Tuition Reimbursement, Day Care….)
- Wide Variety of Cross Training
- Recognition… (Award Programs)
- The Personal Touch (Get to Know the Family)

Employee Retention….

- Pay Equitable Compensation
- Provide Company Apparel and Pride
- Formal Succession Planning
- Differentiate Your Company
Recommended Career Paths W/ Degree in Business or Related Field

1. Training Program
2. Customer Service/Dispatch
3. Field Q.C. Rep
4. Tech Service Rep
5. Field Sales
6. Sales Manager

Recommended Career Paths with Degree in Engineering or Construction Management

- Plant Superintendent
- Plant Manager
- Operations Manager

Training Program
Recommended Career Paths with No Degree

Cross-Training

- Objective to insure exposure of employees to all facets of the ready mix business.
- Be Proactive, Identify employees and plan ahead for their training and subsequent promotion.
- Implement a team approach from top management down.
In Summary

- Strategic plan and have a vision of your organization beyond your time.
- Implement leadership qualities from the top down to foster the environment necessary to grow future leaders of the organization.
- Create an environment that promotes collaborative leadership.

In Summary

- Put the right people in the right places based on predetermined core competencies.
- Identify successors.
- Don't be afraid to be a mentor.
- Train, Train, Train.
- Evaluate the organizations future leadership needs on a periodic basis and repeat the process.
From Good to Great to Built to Last

- Level 5 Leadership has a direct tie to succession planning.
- “Level 5 leaders build a company that can tick along without them, rather than feeding their egos by becoming indispensable.” *

We can all help our organizations by continuing to grow as Leaders.

* Excerpts from Jim Collins, Good to Great and Successful habits of Visionary Companies, Collins and Porras