



The World Rides On Us®

Recruiting and Retention for the Hourly Workforce

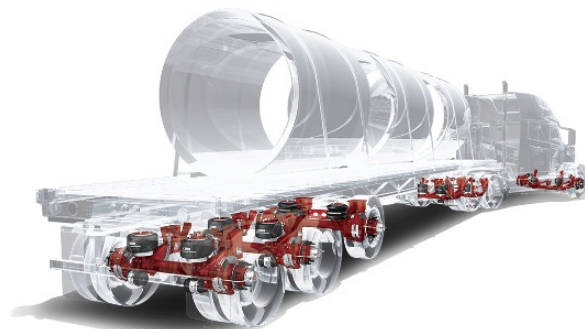
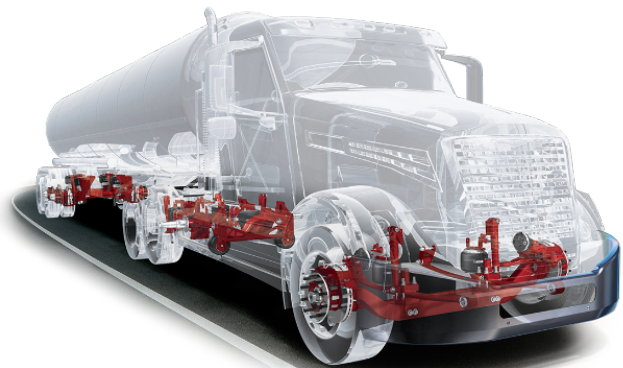
Marissa Johnson, HR Project Leader – Recruiting & Retention

CONFIDENTIAL



The World Rides On Us®

Leading global manufacturer and supplier of medium and heavy-duty mechanical and air suspensions systems, axle systems, springs, stabilizers and bumper and trim components



**innovation
BUILT IN**

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Hendrickson

- 108-year-old company founded in 1913
 - 1978 Purchased by Boler Family
- Operations in 12 different Countries
- Over 30 facilities
- Over 5,000 employees



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HENDRICKSON
The World Rides On Us®

Hendrickson - Hiring



- **Problem:**
 - Struggling to keep up with demand in hiring and retaining production labor

Hendrickson - Hiring

- What we offer:
 - Competitive wages (typically in 80th + %)
 - Low-cost benefits – Self Insured
 - ◆ Low deductible plan
 - Strong 401K
 - Pension
 - Career Paths for Technical positions
 - Very low turnover



New Role Created



- April 2021: HR Project Leader – Recruiting & Retention
- Immediate goal:
 - How can we attract more candidates?

Research / Comparison

Hendrickson

- Long Application
- No Technology / AI
- No Job bots
- Traditional phone call
- Up to a week to complete a phone screen

Other Manufacturing Orgs.

- One Click Easy Apply
- AI enabled Recruiting
- Career page job bots
- Text Recruiting
- Candidate identified screened & hired in under week

Research - Prevent Candidate Drop-off

- **#1 Reason: Online application is too long to complete**
- **Mobile application process**
 - 86% of active candidates use their cellphones to begin a job search
- **Poor Communication / Timing**
 - 47% of candidates waited 1+ months before receiving a response
- **Lack of flexibility for interviews**
- **Extensive Interview Process**

Hendrickson – Hiring

- **Let's now look at Hendrickson with a focus on the ease of the process:**
 - **Application: 20 – 30 minutes to fill out via computer**
 - **Application: Near impossible to fill out with phone**
 - **Drop off Points: 4 drop off points**
 - ◆ **[H] has 40% application drop off**
 - **Traditional phone screen process**
- **Time from application to first contact from [H] HR 5-7 days.**

Solution – Applied

Immediate & Free solutions

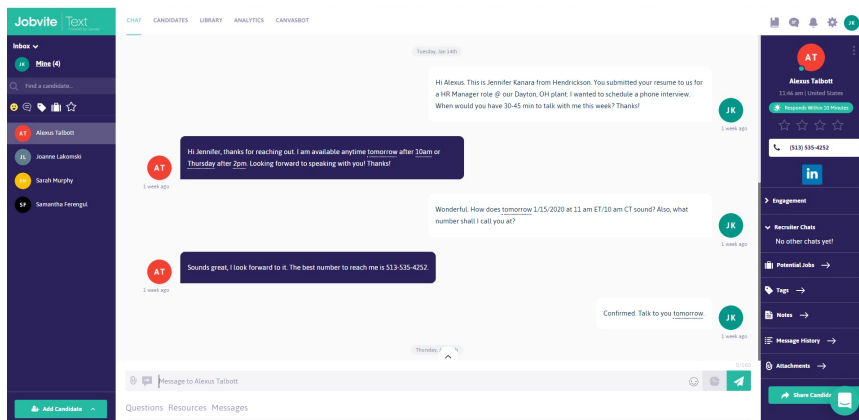
- **Work with job board vendors to set up Easy Apply with our ATS.**
 - 5x growth in candidate pool over the past 6 months.
- **Remove barrier to long application**
 - Open interview times



Solution – Applied

Minimal Investment

■ Text to Recruit solution

- Over last year we have piloted a text to recruit platform. Initial candidate response went from days to under 10 minutes.
- Recently started using at additional Plant Facilities.
- Feedback has been very positive.





Terrific starting wages with step increases, and WE HELP PAY FOR YOUR COLLEGE EDUCATION!!

Hendrickson is looking for dedicated employees in our Composites Manufacturing operation as we continue to grow our Dayton, Ohio operations. **COME JOIN OUR TEAM!!!**

Production Associate Positions open on First, Second and Third Shift.

- **Great Starting Wages w/ Shift Differentials**
- **Medical, Dental and Vision Benefits on Day 30**
- **Matching 401K**
- **Pension**
- **Generous PTO**
- **Paid Holidays**

Two Locations

1. 3600 Maywood Avenue
2. 915 Valley Street

Text "HCD" to 937-379-8804 today!

Text HCD to 937-379-8804
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Enhanced Careers Page - Applied

Prior Home Page

HENDRICKSON
The World Rides On Us

JOB OPPORTUNITIES

Welcome Marissa Johnson, You are signed in. Marissa Johnson

JOB SEARCH **My Jobpage**

JOB OPENINGS 1 - 25 of 120

Save this Search

Sort by Relevancy Descending

Multi-select

▼ Location

Country United States (116)

State/Province Ohio (14) Indiana (22) Illinois (16)

City Canton (27)

Show more See all locations

▼ Job Family

Production (4) Engineering (3) Purchasing - Materials Logistics (7) Human Resources (5) Maintenance (5)

Show more See all job fields

▼ Job Type

Standard (10) Cooperative (10) Internship (2)

▼ Job Schedule

Full-time (10) Part-time (1)

▼ Job Level

Entry Level (2) Individual Contributor (13) Manager (4) Team Leader (3)

Requisition Title	Location	Posting Date	Actions
Division Materials Analyst	US-Oh-Canton	Jun 14, 2021	Apply
Production Machine Operator - Walk-in Wednesday	US-Tn-Clarksville	Jun 14, 2021	Apply
Asst Weld Line Leader-Developmental Role- 2nd Shift	US-Tn-Clarksville	Jun 11, 2021	Apply
Developmental Weld Technician - Weekend Shift	US-Tn-Clarksville	Jun 11, 2021	Apply
Production Assembly - Walk-in Wednesday	US-Tn-Clarksville	Jun 10, 2021	Apply
HR Manager	US-Oh-Hopon	Jun 9, 2021	Apply
Production Manager - Evening	US-Tn-Lebanon	Jun 9, 2021	Apply
Production Manager	US-Tn-Lebanon	Jun 9, 2021	Apply
R&D Tech Technician - Day Shift	US-Oh-Canton	Jun 9, 2021	Apply
Human Resources Manager	US-Tn-Clarksville	Jun 9, 2021	Apply
Industrial Maintenance Technician	US-Tn-Clarksville	Jun 8, 2021	Apply
Assembly Weld Line Leader-Developmental Role- Weekend Shift	US-Tn-Clarksville	Jun 8, 2021	Apply
Assembler	US-Tn-McMinn	Jun 7, 2021	Apply
Commodity Manager	US-Tn-McMinn	Jun 4, 2021	Apply
Assembly Associate Trainer - 2nd Shift	US-Oh-Canton	Jun 4, 2021	Apply
Materials Manager	US-Tn-Clarksville	Jun 4, 2021	Apply
Maintenance Technician	US-Tn-Clarksville	Jun 4, 2021	Apply
Materials Associate - 2nd Shift	US-Oh-Canton	Jun 4, 2021	Apply

Prior Job Description Page

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JOB OPPORTUNITIES

Marissa Johnson, you are signed in. My Account Settings

JOB DESCRIPTION

Division Materials Analyst - (21000010)

Description

Position Purpose:

Responsible and accountable for effectively managing supplier and internal manufacturing coordination of engineering changes, administer divisional obsolescence review, auditing of divisional cycle count programs, safety stock/cycle analysis, and formulation of division policies and procedures. Participate in New Product Development teams. Monitor Division Excess and Obsolescence Programs. Maintain Division Forecast Planning Bids.

Essential Functions:

- Participate on various New Product Development teams and manage the SPS Project Folder for the Materials group for the Trailer Division. Effectively manage the implementation of the project as it relates to Materials to ensure a smooth, on-time launch with minimum excess and obsolescence. Liaison between suppliers, Plant Materials Managers, Planners, Buyers, Engineering and Management. Code new part item numbers, maintain WIP system integrity through management of item master planning factors to provide optimum inventory planning. Create new product family/hierarchy codes as needed, provide and maintain forecast, manage any necessary inventory banks for tooling changes, set and manage project implementation dates.
- Forecast Divisional material needs based off of company statistical data trends and analysis. Maintain upper level planning bills in KBM. Supply monthly forecasts to vendors on the major commodities including forgings, steel and sheet ends. Assist Plant Planners with forecasting questions or concerns and provide support for KBM maintenance as needed. Provide inventory forecasts to Division Staff.
- Effectively manage engineering changes to minimize a potential obsolescence write-off. Maintain Materials ECH Report to provide visibility to affected plants. Monitor and manage the established 3-week lead time implementation window for the ECH cut-off procedure to allow the plants the visibility to manage work orders and obsolescence prior to ECH being implemented. Ensure new materials are in-plant one week prior to implementation date. Process any deviation requests as needed.
- Manage the pre-released ECHs to be reviewed by the Division ECH team. Maintain KBM publish ECH review list and ECH reschedule list.
- Administer the divisional obsolescence review. Process and submit plant obsolescence forms. Investigate options and administer actions necessary to ensure successful conclusions are realized. Analyze and publish monthly ECH recovery metrics. Identify project related parts to be removed. Publish reports to Division Controller and Plant Materials Managers.
- Create inventory reports showing inventory days on hand and usage as needed by Purchasing, Suppliers, Plants, Management or for implementing new projects/ECH changes. Manage several daily, monthly and quarterly reports including Stocking, Capacity, Customer DRI and Plant Production Reports.
- Effectively manage supply chain issues to ensure no plant production line downtime or late customer orders. Develop a plan to prevent the issue from recurring.
- Manage any new equipment installations and/or moves as it relates to materials. Establish and monitor any necessary inventory banks.
- Audit plant level cycle counting programs. Develop corrective action measures, as applicable. Monitor divisional inventory (ECH) by ABC class and formulate improved inventory management concepts and techniques. Administer a divisional inventory management program.
- Participate in management of cost reductions related to inventory control, safety stock levels, and supplier needs.
- Develop best practices for planning and ordering bills within KBM. Maintain KBM planning calendars for the Trailer Division. Review and approve all minimum lot sizes, order multiples and standard order commitments for all suppliers. Analyze supplier delivery performance levels and formulate supplier stocking proposals. Participate in supplier SQR's and provide forecast as needed.

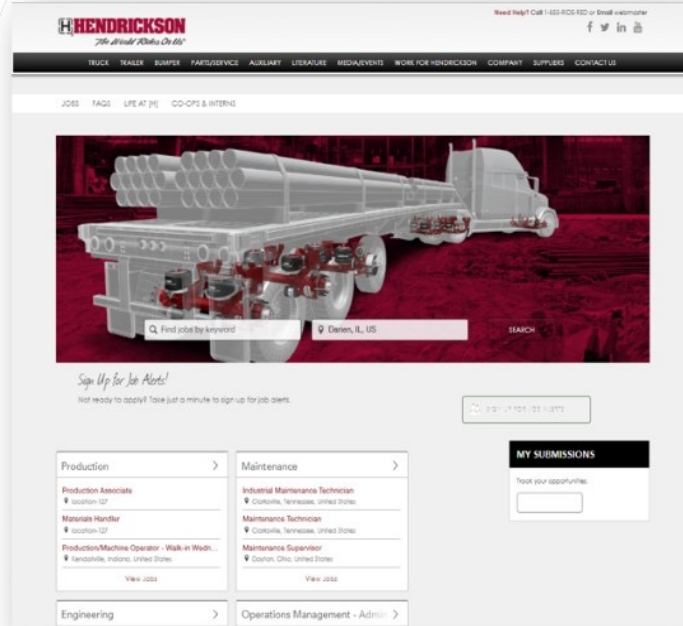
Refer a friend for this job

Tell us about a friend who might be interested in this job. All privacy rights will be protected.

Refer a friend

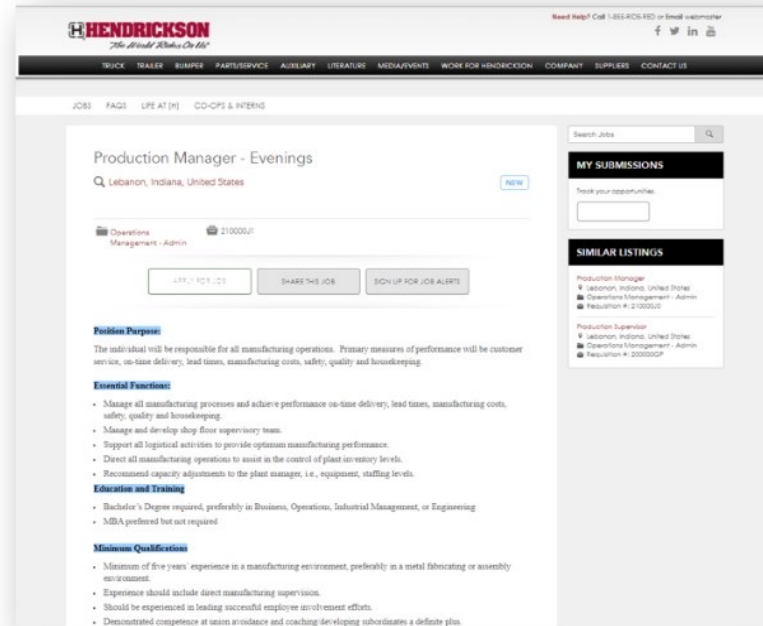
Enhanced Careers Page – Applied

New Home Page



The screenshot shows the Hendrickson website's home page. At the top is the Hendrickson logo with the tagline "The World Rides On Us®". Below the logo is a navigation bar with links: TRUCK, TRAILER, BUMPER, PARTS/SERVICE, AUXILIARY, LITERATURE, MEDIA/EVENTS, WORK FOR HENDRICKSON, COMPANY, SUPPLIERS, and CONTACT US. A secondary navigation bar includes: JOBS, FAQS, LIFE AT [H], CO-OPS & INTERNS. The main content area features a large image of a white semi-truck with a red chassis. Below the image is a search bar with the text "Find jobs by keyword" and a location dropdown set to "Darien, IL, US". To the right of the search bar is a "SIGN UP FOR JOBS ALERTS" button. Below the search bar is a "Sign Up for the Alerts!" section with the text "Not ready to apply? Take just a minute to sign up for job alerts." and a "SIGN UP FOR JOBS ALERTS" button. At the bottom, there are two columns of job categories: "Production" and "Maintenance". Each column has a list of job titles with location and "View Jobs" links. The "Production" column includes "Production Associate", "Maintenance Handler", and "Production/Machine Operator - Walk-in Wld...". The "Maintenance" column includes "Industrial Maintenance Technician", "Maintenance Technician", and "Maintenance Supervisor".

New Job Description Page



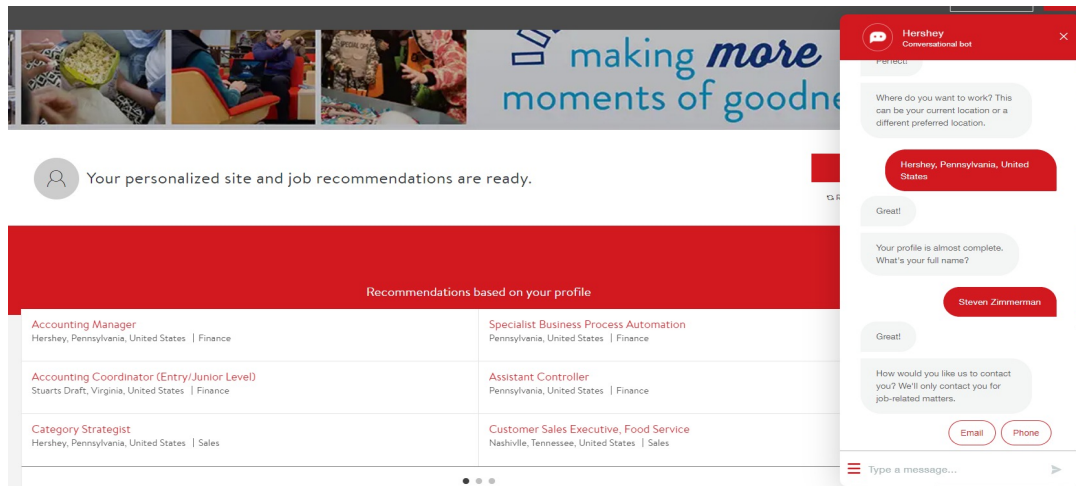
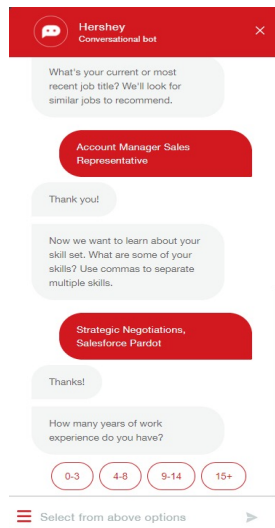
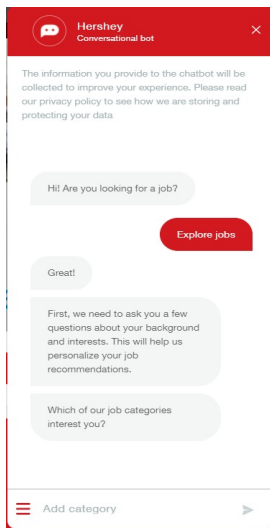
The screenshot shows the Hendrickson website's job description page for a "Production Manager - Evenings" position in Lebanon, Indiana, United States. The page has the same header and navigation as the home page. The main content area displays the job title and location. Below this is a "Operations Management - Admin" section with a "210000U" salary range. There are buttons for "APPLY FOR THIS JOB", "SHARE THIS JOB", and "SIGN UP FOR JOBS ALERTS". The "Position Purpose" section states: "The individual will be responsible for all manufacturing operations. Primary measures of performance will be customer service, on-time delivery, lead times, manufacturing costs, safety, quality and housekeeping." The "Essential Functions" section lists: "Manage all manufacturing processes and achieve performance on-time delivery, lead times, manufacturing costs, safety, quality and housekeeping.", "Manage and develop shop floor supervisory team.", "Support all logistical activities to provide optimum manufacturing performance.", "Direct all manufacturing operations to assist in the control of plant inventory levels.", and "Recommend capacity adjustments to the plant manager, i.e., equipment, staffing levels." The "Education and Training" section lists: "Bachelor's Degree required, preferably in Business, Operations, Industrial Management, or Engineering" and "MBA preferred but not required." The "Minimum Qualification" section lists: "Minimum of five years' experience in a manufacturing environment, preferably in a metal fabricating or assembly environment.", "Experience should include direct manufacturing supervision.", "Should be experienced in leading successful employee involvement efforts.", and "Demonstrated competence at union avoidance and coaching/developing subordinates a definite plus." On the right side, there is a "Search Jobs" bar, a "MY SUBMISSIONS" section with a "Track your opportunities" button, and a "SIMILAR LISTINGS" section with two job listings: "Production Manager" and "Production Supervisor", both in Lebanon, Indiana, United States, with salary ranges of 210000U and 200000OP respectively.

Solution

Investment

■ Recruiting Bot

- Ability to have a recruiting feature 24/7
- Bot can complete initial screen questions, answer candidate questions, and even schedule interviews in some circumstances



Retention



- Current Projects:
- Brand Awareness
- Training & Development
 - Mentor Program
- Stay Interviews

Brand Awareness



■ Careers / Social Media Pages:

- **Culture**
 - ◆ Career Development
 - ◆ Women in Manufacturing
 - ◆ Diversity in the workplace
- **Outreach & Engagement**
 - ◆ Salvation Army
 - ◆ Marines Toys for Tots Programs
 - ◆ Educational Program
 - ◆ And more..
- **Safety**
 - ◆ Safety Excellence Program
 - ◆ Environmental Sustainability
 - ◆ VPP Certifications

Mentor Program



■ Production Leaders

- 6-month program
- Cross Location
- Grouped discussion meetings among locations facilitated by HR

Stay Interviews

- **Instead of waiting until someone leaves and asking why, be proactive and find out what would cause someone to leave**
 - Understand why they chose to work for [H]
 - Ask what are the key aspects of the job that keep them coming to work every day
 - Ask what factors would cause them to leave

Supervisor Role

■ Day 1 Introduction

- Very important to make contact on day 1
- Take the conversation off the floor, make a connection

■ Daily check-ins

- Specifically ask:
 - ◆ What have you learned today/yesterday/this week?
 - ◆ Do you have the tools / resources you need?
 - ◆ How often does your trainer check on you?

Stay Interview Questions

- **Team Lead - Holds Stay Discussions**

- ◆ Day 8 and Day 30

- **Interview Questions:**

- When you travel to work each day, what things do you look forward to?
- What are you learning here?
- Why do you stay here?
- When was the last time you thought about leaving our team? What prompted it?
- What can I do to make your experience at work better for you?

Accountability Process

■ Accountability Team

- HR, Trainers, Area Leaders, Team Lead
- Establish metrics and goals (turnover, how many people leave in first 15 days, first 60 days, etc.)
- Weekly meeting
 - ◆ Review 2 lists
 - List 1
 - » Who is in their first 60 days, assign a specific person to follow-up with employees
 - » Review feedback from Stay interviews
 - List 2
 - » Who did we lose and why
 - » What changes are needed

Questions

