Dr. Die Cast **Families and Business Management Style**

Have you noticed a difference in the workforce in recent years? Demographics might have a lot to tell us about management styles and employee expectations. If like me you are a Baby Boomer you might have a tendency to compare your work ethic with people who are near the age you were when you entered your chosen career. To put it another way, you are looking for someone like yourself. So are you just being too particular or is there something going on that is being overlooked?

One item mentioned on a recent news talk show was the pervasiveness of drugs, particularly Marijuana. I have seen first-hand the number of otherwise qualified people who "blew" the preemployment drug test and were disqualified before they were even hired. It's interesting that while possession is now legal in some states, pre-employment drug tests in those same states still exclude Marijuana users from many jobs, especially professional drivers and those who would be operating machinery. At some point each potential employee must ask themselves if they are willing to sacrifice their livelihood for the privilege of smoking weed. If they are single, they are only affecting themselves. If they have dependent children, then it doesn't take long before the state gets involved

and they could find themselves incarcerated for non-support. The bottom line is, that fewer and fewer will be qualified for many of the jobs that are available.

Trades, Guilds, Apprenticeships and **Internships**

Do those terms sound archaic? Have you seen a professional athlete who became proficient from only reading about his sport? Reading about technique is far different than performing the actual maneuver. Every skill needs a mentor/journeyman/ trainer. This is true in athletics and the military and it is also true in manufacturing.

Once you have hired one of the younger group, what's ahead for you? Generation X & Y are accustomed to constant digital input. iPhones and Android phones are simply a semi-permanent extension of their arms. If Apple invented a phone that could be worn as a pierced ear ring, they would have it. Be prepared to communicate with them the same way they communicate with their peers. How many of your H.R. departments or schedulers are ready to send group texts when making schedule revisions or announcing overtime? Do you have a company

bulletin board next to the time clock for communication or do you use group texts, computerscreens scrolling business updates, or how about satellite TV going 24/7 in the break rooms? What about an employee friendly WiFi available in the break areas?

Married With Children?

Statistics show that the average marriage age for a male in 1960 was 22. By 1990 it was up to 26 and in 2013 it was up to 29. The effect is that teenage habits extend to nearly 30 years of age or beyond. Add to that delaying having children after marriage and the party continues. "Work interferes with my recreation" would not be an exaggeration. This has a definite influence on work ethic in general and weekend schedules in particular.

Don't Take it Personal

If you have a difficult time attracting and retaining young employees, don't take it personal. Most of them have been "brainwashed" to avoid manufacturing jobs. Some because they simply have never been inside a plant before or they have heard one after another news source declare

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that "manufacturing is dead" in North America. So how do you get them to apply? One client started having periodic "open houses" and hosting tours for local residents and their high school age children. The purpose is to demonstrate the level of technology being practiced there and show them that there are good paying jobs right there in the neighborhood for those who are willing to apply themselves.

Guilty by Association

Certainly there are horror stories of downsizing and sudden plant closures but they are the exception, not the rule. We are judged "guilty by association" since we are judged to be in the same business group. Perhaps they are like my elder sister who thought "die casting" was a company name, not a process. For her, every company that had the words die casting in it was owned by the same person or group of investors. Again it will only be by educating the public that we overcome the preconceived ideas of our neighbors and the general public.

Gaining Loyalty the Old-Fashioned Way:

Do you want loyalty from your employees? Show that you're loyal to them! As far as you are able, communicate regularly with them. Let them in on your plans for the company and for them. Some of the most loyal employ-

ees I've worked with had a very clear career path. Absenteeism was under 2.5% and turnover was also very low. This was extremely beneficial in a die casting environment where we routinely trained every operator to become a technician level or above.

As one conversation went, "What if we train them and they leave?" What if we don't train them and they stay?

Until next time, Happy Holidays and have a Happy New Year!

