



FRAMER SUMMIT
AT BCMC



Building a Workplace That Wins Talent

Josh Hendrickson, *Wilson Lumber*

Rachel Hoops, *Alpine, an ITW Company*

Moderated by Tony Acampa, *Shelter Systems Limited*

Chad Johnson, *Truss Components of Washington*

Shawnee Roy, *Trussworks Operations, LLC*

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Introductions



Josh Hendrickson
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RECRUIT → HIRE → RETAIN → DEVELOP

Lifecycle of an Employee



Recruiting & Hiring Strategies/Processes

- **Recruiting**
 - Culture fit
 - General pain points
- **Interview Processes**
 - Multi-stage hiring process
- **Alternative Hiring Process**
 - Fewer interviews vs. numerous interviews vs. variations per role
 - Assessments: TATO, personality assessments

Retention & Engagement

- **Tools and Tactics**
 - Employee engagement surveys
 - Cultural assessments for team balance
- **Retention Strategies**
 - Onboarding, orientation
 - Ongoing one-on-one meetings
 - Express genuine care, emotional intelligence from leadership
 - Understand shifting employee needs
 - Remote/hybrid work (challenges)
- **Remote and Hybrid Work**
 - Challenges

Toxicity, Team Dynamics, & Silent Quitting

- **Toxicity and Team Dynamics**
 - Recognize warning signs
 - Open acknowledgment and lessons learned
- **Silent Quitting**
 - Major risk to retention
 - Often triggered by unaddressed toxicity/leadership challenges

Workforce Priorities & Retention

- **Changing Priorities**
 - Values
 - Collaboration
 - Work/life balance
 - A “seat at the table”
 - Meaningful impact
 - Dual income households
- **Flexibility**
 - Growing importance of flexible hours
 - Cross-training
- **Manufacturing and Plant-Based Challenges**
 - Challenges in making inflexible roles attractive

Training & Development

- **Build; don't just hire.**
 - Give employees tools, training, and opportunities to grow
 - Develop talent from within; create opportunities to learn, advance
- **Create a Path for Growth**
 - Employees are more likely to invest in the company when company invests in them

Resources

SBCA TATO



DiSC



Working Genius



Predictive Index



Q&A

Education Session
Evaluation

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