



Recruiting and Retention

NYS Cheese Manufacture's Association





Agenda

- **Sysco – Who We Are!**
 - **Recruiting**
 - **Retention and Turnover**
- **NY Manufacturing Statistics**
- **Recipe for Good Retention**
- **Sysco – People Strategy**
 - **Thank You**

Sysco: Industry Leader



Sysco is the global leader in selling, marketing and distributing food products to restaurants, healthcare and educational facilities, lodging establishments and other customers who prepare meals away from home. Its family of products also includes equipment and supplies for the foodservice and hospitality industries. The company operates 196 distribution facilities serving approximately 425,000 customers.

Story began in 1970 - \$115MM

For Fiscal Year 2018 that ended June 30, 2018, the company generated sales of more than \$60 billion. (\$300 billion industry)

www.facebook.com/SyscoCorporation or Twitter at <https://twitter.com/Sysco>.

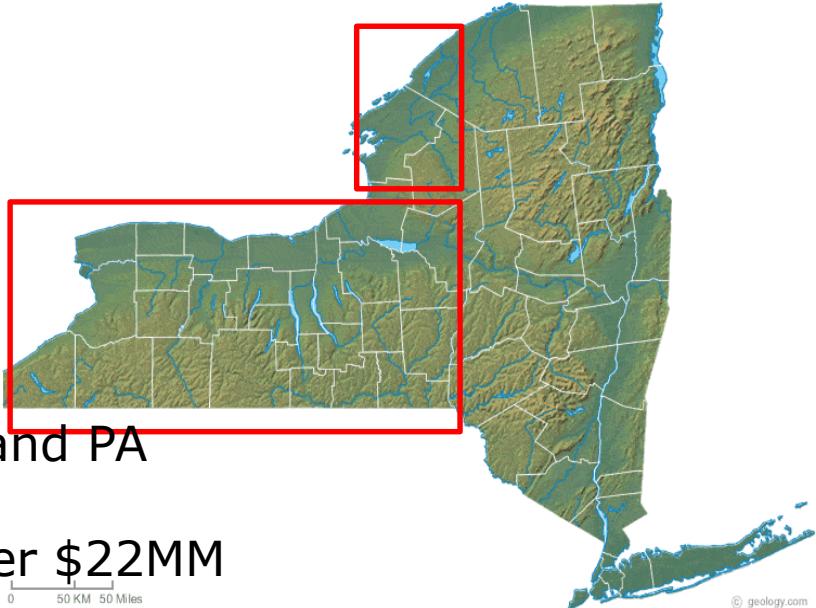


What We Do



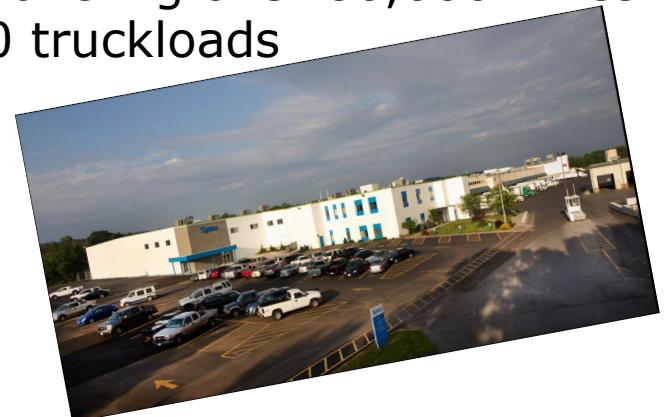
- **Broadline:** The largest segment of our business, our 95 broadline operating companies distribute a full line of food products and a wide variety of non-food products to both independent and chain restaurant customers and other "away-from-home" locations such as healthcare and educational facilities. Locally focused, our broadline operating companies are able to provide the hands-on customer service that sets us apart.
- **SYGMA:** Our 17 SYGMA operating companies distribute a full line of food products and a wide variety of non-food products to chain restaurant customer locations. Centralized functions allow SYGMA to work closely with the corporate purchasing systems of national chains.
- **Specialty Companies:** We meet the needs of customers who need specialized and differentiated products through three groups of specialty companies:
 - **European Imports, Inc:** offers an extensive variety of products from around the world for foodservice professionals and retail stores. From **cheese**, exotic meat and charcuterie, to pastry ingredients and shelf-stable goods; European Imports offers both sweet and savory items that are high quality and innovative; leading the trends of the industry.
 - **Guest Services:** Our lodging industry products company distributes personal care guest amenities, equipment, housekeeping supplies, room accessories and textiles to the lodging industry. This segment includes Austin Tatum, a personal care amenity company based in Hong Kong that serves U.S.-based customers with locations in the growing Asian market.
 - **International:** Worldwide, Sysco conducts business in more than 90 countries. Our International Food Group was created to distribute both food and non-food products to international customers

- Opened 1983
- \$550MM+ in annual Sales
- 473 Employees
 - 132 Delivery Drivers (Union)
 - 101 Warehouse Associates (Union)
 - 110 Sales Associates
- Cover 400 square miles throughout NY and PA
- Nearly 500,000 square foot facility
 - Stock over 11,000 items totaling over \$22MM
 - 76 Dock doors
 - \$400,000 annually on utilities
- 285,000 cases delivered weekly on 400 trips traveling over 80,000 miles
 - Receive over 260,000 cases weekly on 300 truckloads
- Will spend over \$3.8 million in fuel - Annually
- \$200,000 license & permits - Annually
- \$1 million to repair our equipment - Annually
 - 105 Tractors – 116 Trailers
 - Drive Cam & GPS



0 50 KM 50 Miles

© geology.com



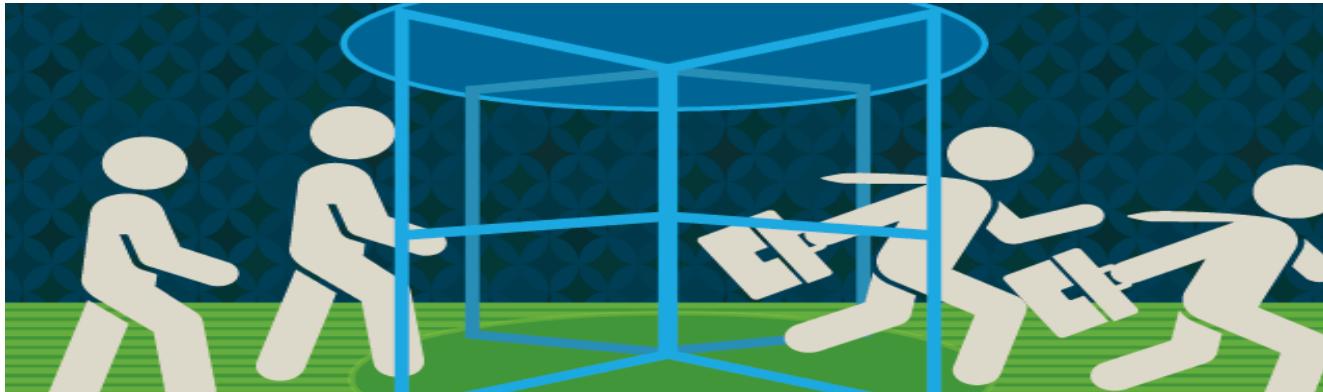
Best Practices:

- Treat candidates like your best customers
- Understand the cost/benefit of every hire
- Hire candidates for the long term
- Using a coaching culture to attract millennials
- Have an office space that attracts millennials
 - By 2030 will be about 75% of workforce
- Chase passive candidates
- Use niche job boards
- Cover pain points in your job posts.
 - Realistic Job Preview
- Use video in more stages of your hiring process
- Implement a mobile friendly application process
- Leverage employee referrals
- Train your interviewers on the latest interview techniques
- Connect with alumni for rehires
- Profile your best employees

Challenges:

- Competition for Talent
- Attracting the RIGHT candidates
- Engaging qualified candidates
 - Lack of qualified candidates
- Attracting & Retaining millennials
- Compensation considerations
- Deciding what type to hire – FT/PT, Contractor, Freelancer
- Failing to use metrics – time to hire, cost per hire, ROI, etc...
- Building a strong employer brand
- Not hiring to culture
- Ignoring passive candidates
 - Resume Mine
- Technology
 - Apps, ATS
- Training interviewers
- Poor Candidate experience
- Recruiting fairly – diversity
- Efficient recruiting process
 - Managing job postings

What is Turnover?



Turnover is when an employee separates from a business and needs to be replaced. Separation can be voluntary (the employee decides to leave) or involuntary (the business decides the employee must leave) and can be due to a number of different factors.

Turnover Rate = (# of Separations/Average # of Employees) X100

$$5/50 = .01 \times 100 = 10\%$$

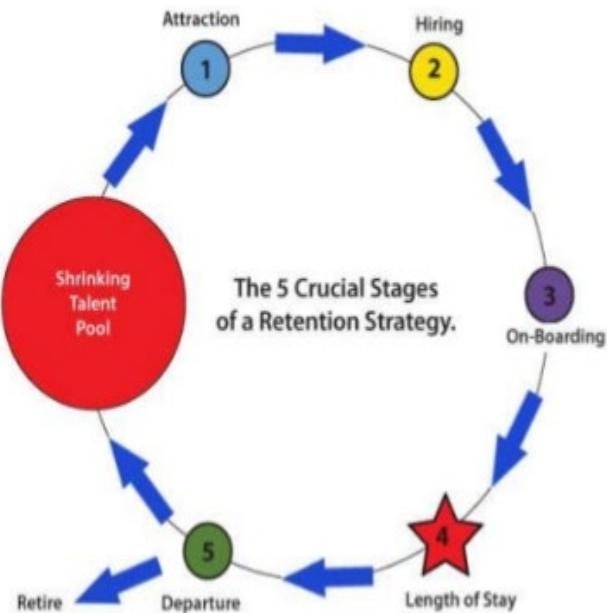


SO THEN...What is RETENTION?



***THE SUCCESS OR FAILURE OF
AN ORGANIZATION IS
INCREASINGLY
DETERMINED BY ITS ABILITY
TO KEEP ITS BEST PEOPLE.***

RETENTION PROCESS

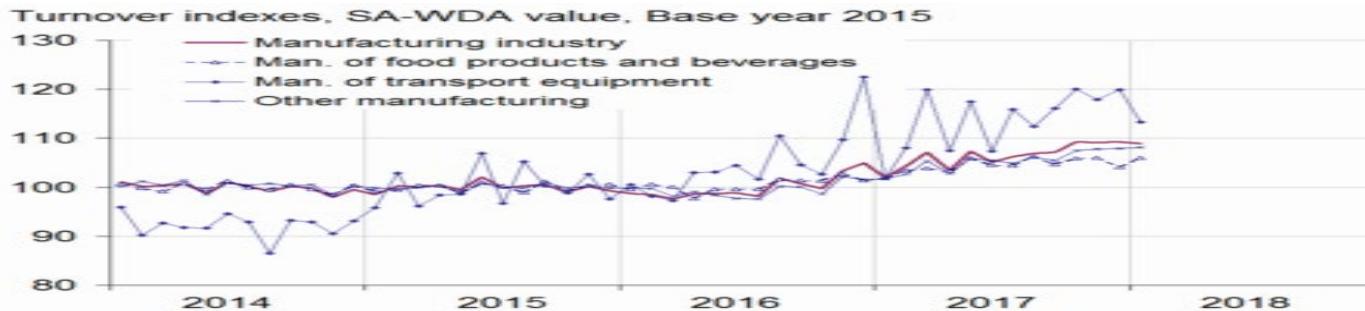


Retention and Turnover



- About 3 million Americans quit their job each month
- 31% reported quitting their job in the first 6 months
- More than 50% of **ALL** organizations globally have difficulty retaining their most valued employee groups
- The cost to replace a highly-trained employee can exceed 200% of their annual salary
- More than 70% say they'll have to leave their organization to advance their career
- 44% of employees say they would consider taking a job with a different company for a raise of 20% or less
- More than 50% believe if they lost their job they would be able to replace it in less than 6 months
- 65% of employees are confident they can find a better position that pays more
- 93% of young professionals say they left their employer to change roles
- 41% of employees listed job security as the most important reason to stay with a company
- Strong management transparency leads to 30% better retention

NY Manufacturing

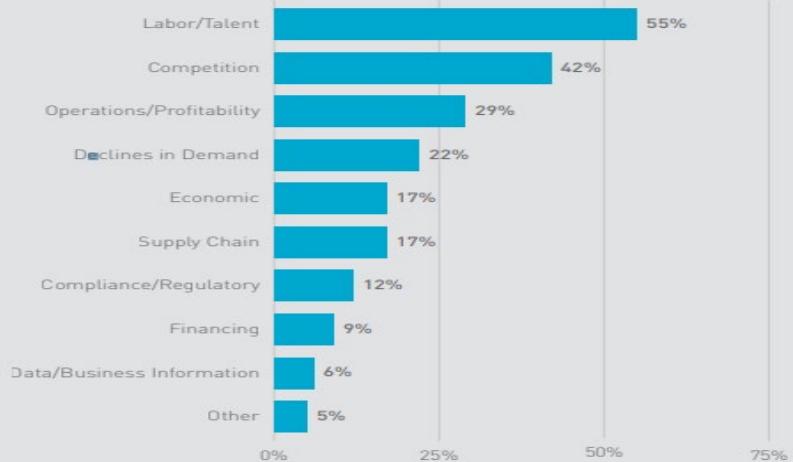


- US companies had an average 22% turnover rate throughout the survey period. (the combined number of voluntary, involuntary separations, and retirement-based separations)
Looking at this by type of turnover we find that:
- **Voluntary turnover** accounted for 16% of total separations.
- **Involuntary turnover** accounted for 6% of total separations.
- **Retirements** accounted for 1% of employee turnover in the US. (not typically in TO #'s)
- The top-listed US reasons why employees left their organizations during the surveyed time period were:
 - Personal/Family (57%)
 - Promotion Opportunity (35%)
 - Career Change (27%)
 - Base Salary (24%)
 - Job Satisfaction (24%)

NY Manufacturing



What are the greatest expected barriers or risks to business growth?

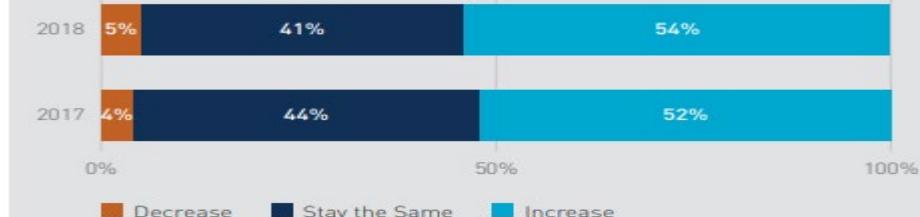


Operational Focus: Talent

A majority of manufacturers expect to increase their labor force in 2018.

Slightly more manufacturers expect to increase their hiring in 2018 than they did in 2017. Growth, in this already elevated rate, will only make the challenge of finding skilled labor more difficult. Manufacturers continue to search for solutions to this industry-wide issue.

How do you expect hiring will change for your company?

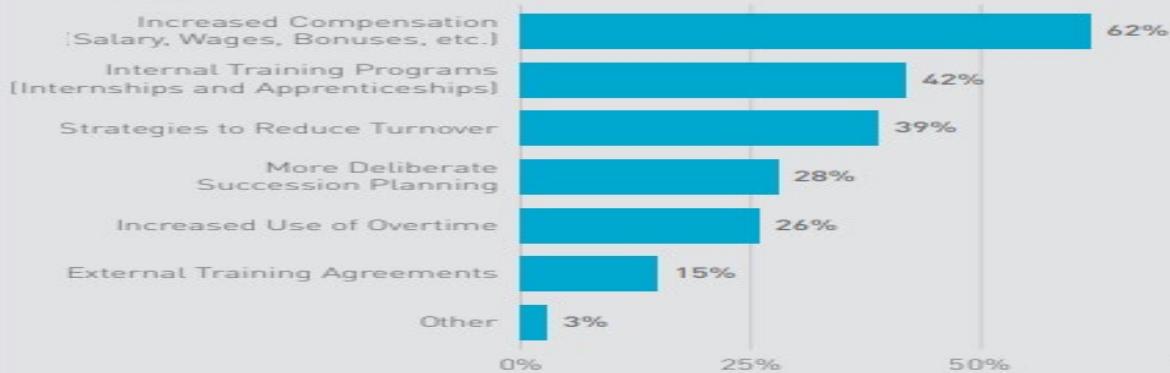


Operational Focus: Talent

Most manufacturers will try to fulfill talent needs by offering more money.

Alternative strategies, such as **internal training programs**, **reducing turnover**, and **more deliberate succession planning**, will be utilized by a significant number (more than 25%) of manufacturers, and those that are not should consider these strategies. They may require more work, but they may end up costing less in the end.

Which of the following strategies will be most critical to meet staffing needs?



Recipe of Retention



Remunerate competitively



Encouragement and expectations



Training and development



Annual review cycles



Inform and involve



Nurture



Companies retain good employees by being employers of choice:

Recruitment – Presenting applicants with [realistic job previews](#) during the recruitment process have a positive effect on retaining new hires. Employers that are transparent about the positive and negative aspects of the job, as well as the challenges and expectations are positioning themselves to recruit and retain stronger candidates

Socialization – Socialization practices delivered via a strategic onboarding and assimilation program can help new employees become embedded in the company and thus more likely to stay. Research has shown that socialization practices can help new hires become embedded in the company and thus more likely to stay. These practices include shared and individualized learning experiences, activities that allow people to get to know one another.

Training and development – Providing ample training and development opportunities can discourage turnover by keeping employees satisfied and well-positioned for future growth opportunities. In fact, dissatisfaction with potential career development is one of the top three reasons employees (35%) often feel inclined to look elsewhere. If employees are not given opportunities to continually update their skills, they are more likely to leave. – **"If you are not developing your are dying!"**

Compensation and rewards – Pay levels and satisfaction are only modest predictors of an employee's decision to leave an organization; however organizations can lead the market with a strong compensation and reward package as 53% of employees often look elsewhere because of poor compensation and benefits. Organizations can explicitly link rewards to retention (i.e. vacation hours to seniority, offer retention bonus payments or stock options, Additionally, organizations can also look to intrinsic rewards such as increased decision-making autonomy.

Effective Leaders – An employee's relationship with his/her immediately ranking supervisor or manager is equally important to making an employee feel embedded and valued within the organization. Supervisors need to know how to motivate their employees and reduce cost while building loyalty in their key people. Managers need to reinforce employee productivity and open communication, to coach employees and provide meaningful feedback and inspire employees to work as an effective team. In order to achieve this, organizations need to prepare managers and supervisors to lead and develop effective relationships with their subordinates.

Employee Engagement – Employees who are satisfied with their jobs, enjoy their work and the organization, believe their job to be more important, take pride in the company and feel their contributions are impactful are five times less likely to quit than employees who were not engaged. Engaged employees give their companies crucial competitive advantages, including higher productivity and lower employee turnover.



Recruitment

HIRE THE BEST & AVOID THE REST!

Drivers

- Recruiting approaches:
 - *Open House * Job Fair * Driver Training Schools * WH/Driver Trainee Program * Online *
- Using interview Guides & multiple interviewers
- Realistic Job Previews - Key
- Sign-on Bonus
- Driver referral bonus

Warehouse - Selectors

- Realistic Job Previews – Key
 - Interviews at night (after 9pm – sometimes 2am)
- Using interview Guides & multiple interviewers

Marketing Associates

- Target competitive hires by RSM & VP Sales via networking
- Continuous sourcing for new hires resulting from potential attrition

Retention

- Implement PAR tools more broadly across organization
 - MA Advisory Council
 - Invite other depts. to Ops meetings to discuss topics
- Utilizing PAR interviews to help address issues early on
- Comprehensive Onboarding
- Continued tracking/monitoring of daily dialogues to identify themes & address accordingly
- Increased communication efforts
 - Pre-shift meetings/quick huddles
 - Front Burner, TV monitors
 - HRG & OHNM covering night shift each week
 - 401k/ESPP 1:1 meetings
 - Lunch & Learn – Estate planning/Retirement
- Health & Wellness
 - Duffy Rath
 - 1:1 consult with nurse
 - Health related “contests” and information

Engagement

- Town Hall Meetings
- PAR - including depots and MA Advisory
- Share vision and expectation update on state of business & solicit feedback from associates
- Sysco Speaks
- Company picnics
 - Kids X-mas party, Casino night, Yankees games, wine tours, etc....
- Recognition Initiatives
 - Operations Reward & Recognition
 - Department appreciation breakfast, lunch and/or dinners for all associates
 - Service Award Program - updated
 - Various department specific programs
- Volunteer/Outreach Activities
 - Local Associations
 - Habitat for Humanity
 - Samaritan Center/In My Father's Kitchen
 - Veterans Association
 - Local college and HS “lunch & learns”

As an Employee you can transfer within the Sysco family after you have been with us at least 1 year!!

Digital Interviewing



Good things come from
Sysco



Welcome to the Outbound Selector Foyer. Enter your information to register.



English (US) Resources Help Login

Outbound Selector

First Name

Last Name

Email

Country | ▾

Mobile Phone +1

I'm not a robot 
Privacy - Terms

REGISTER

Sign in with LinkedIn

English (US) Resources Notepad Help Logout

Good things come from
Sysco

Question 1 of 14

How did you hear about this position with Sysco?

Instructions

This question is required.
Your response will be saved automatically.
You can modify your response at any time.

For assistance, visit the [Montage Help Center](#)

Response

I viewed a posting on LinkedIn and thought it would be a great opportunity to utilize my extensive warehouse experience.

Characters Remaining: 3881

sysco.montagetalent.com/candidate/OnDemandVideo/Welcome.aspx

English (US) Resources Notepad Help Logout

Good things come from
Sysco

Outbound Selector

Thank you for your interest in Sysco, Josh. You're applying for the Outbound Selector position.

You will need a webcam to record your video/audio responses. You may log out of the interview and complete the process later. Your work in progress will be saved.

Click  below to begin your on-demand interview.



Featured Resources

- Job description
- Contact recruiter
- Practice page
- Learning center

Submit by 7/20/2017 4:20 PM
14 Interview Questions
Estimated completion time:
70 - 85 minutes

English (US) Resources Notepad Help Logout

Good things come from
Sysco

Question 7 of 14

Why do you want to work for Sysco?

Instructions

This question is required.
Unlimited re-recording is allowed

For assistance, visit the [Montage Help Center](#)

Response



RE-RECORD

English (US) Resources Notepad Help Logout

Good things come from
Sysco

WELCOME CONTACT DOCUMENTS INTRO QUESTIONS REVIEW

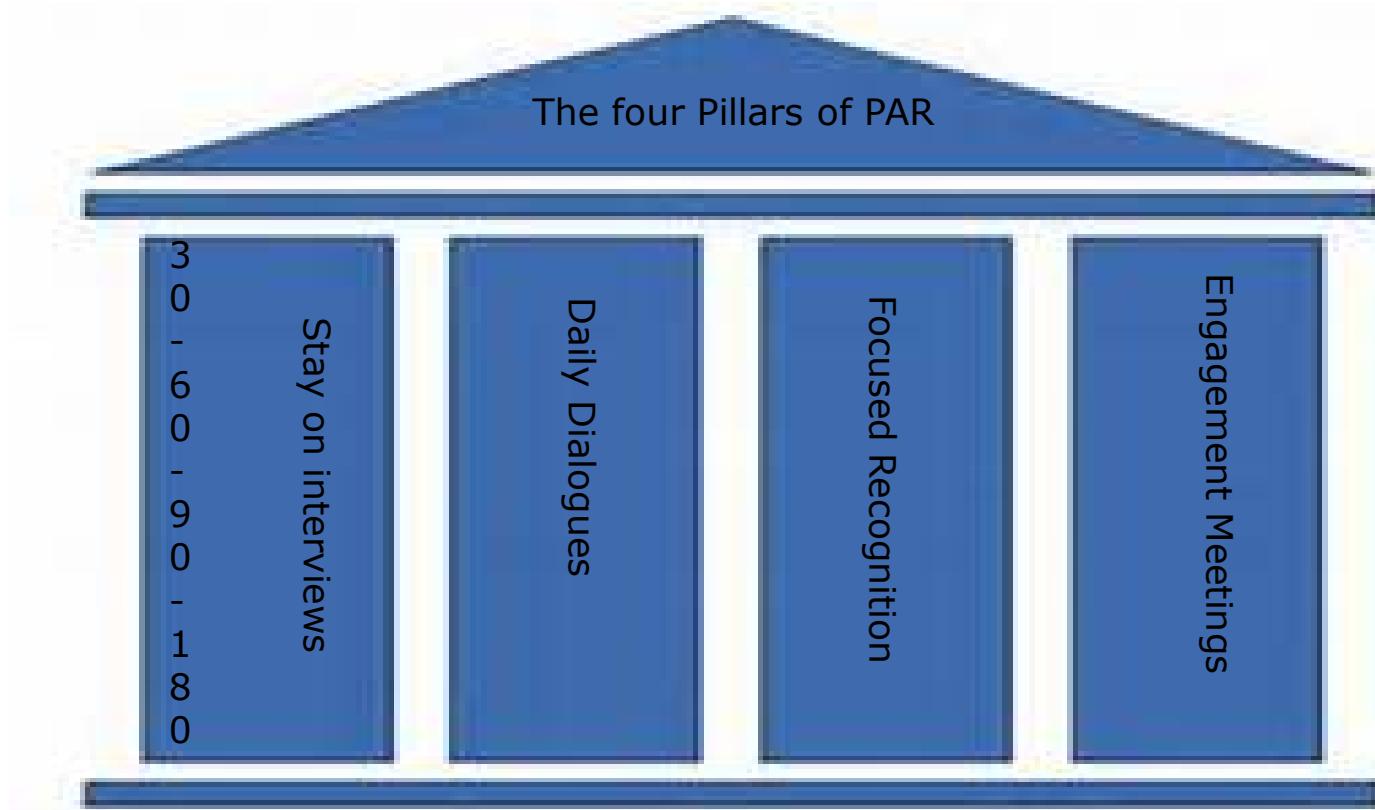
Next

Digital Interviewing - Questions



1. How did you hear about this position with Sysco?- text
2. How many months or years of warehouse experience do you have?- multiple choice
 - a. None
 - b. Up to 6 months of Experience
 - c. 6 months to 1 year
 - d. 1 year to 2 years
 - e. 2+ years
3. What types of warehouse equipment have you operated? - text
4. How much experience do you have working with a forklift? - multiple choice
 - a. None
 - b. Up to 6 months of Experience
 - c. 6 months to 1 year
 - d. 1 year to 2 years
 - e. 2+ years
5. This position requires you to work an 8-12 hour shift at least 5 days a week between the average hours of 5p-4a, Sunday- Thursday or Friday. Shift and overtime requirement can vary depending on the location. Are you able to work the shift outlined? If not, what would be your availability? – text
6. Are you willing and comfortable working in cooler temperatures which may include a freezer? – multiple choice
 - a. Yes
 - b. No
7. Are you currently employed, if so, why do you wish to leave your current employer? - text
8. Why do you want to work for Sysco? -video
9. From your experience or in your opinion, what is the key to successfully pulling orders accurately? -video
10. Why is pulling orders accurately so important? -video
11. Please provide rates at which you were held to pick/pack and your percentage of accuracy on average. - text
12. Please provide an example of how you have worked safely in the past and how that example reinforces safe work practices. -video
13. We all have times when the responsibilities of our jobs are overwhelming. Give me an example of when you felt overwhelmed at work. How did you react to this? -- text
14. Is there anything else you would like to share with us? - text

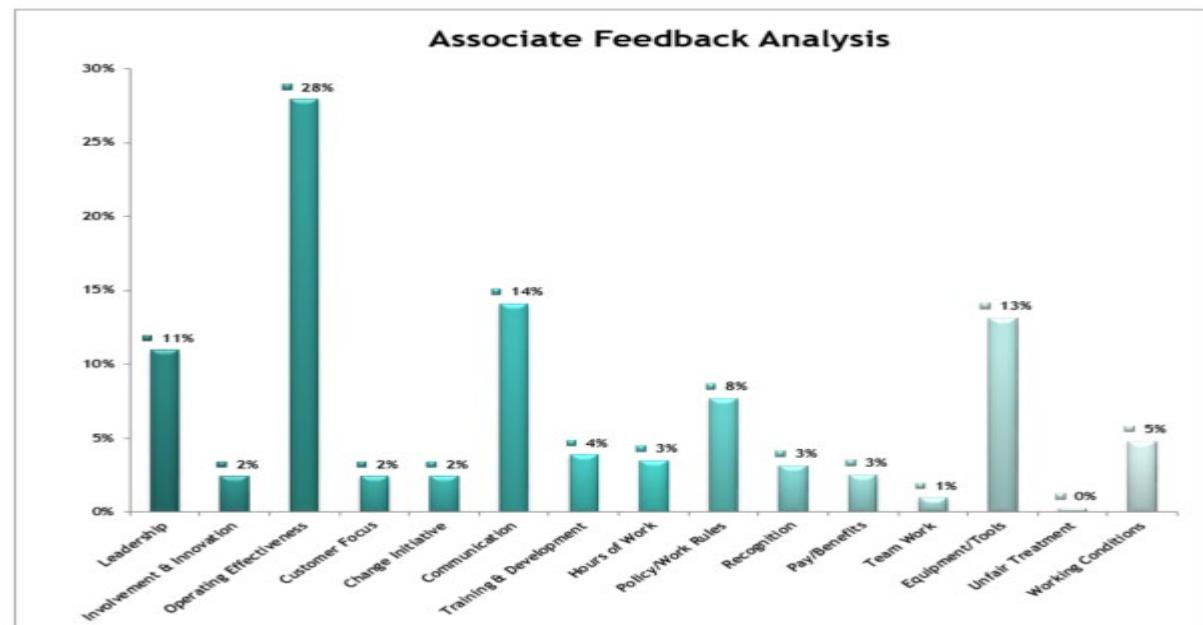
Positive Associate Relations - PAR



SYSCO Syracuse – People Strategy



Comment Category	Total	Percentage
Leadership	91	11%
Involvement & Innovation	20	2%
Operating Effectiveness	232	28%
Customer Focus	20	2%
Change Initiative	20	2%
Communication	117	14%
Training & Development	32	4%
Hours of Work	29	3%
Policy/Work Rules	64	8%
Recognition	26	3%
Pay/Benefits	21	3%
Team Work	8	1%
Equipment/Tools	109	13%
Unfair Treatment	2	0%
Working Conditions	40	5%



PAR Successes:

- Glove Machine – new “vending” machine for glove accessibility
- Parking Lot Congestion – Modified how guard checks in/out OTR and Sysco – Working on whole new configuration of entrance – separate truck entrance and security – Summer 2019
- Supervisor Kiosks – built Kiosks/desks in all 3 areas of WH to house supervisors in areas through the night – not sitting in office
- Add reason code on late trucks to MAs – “broken down,” “accident,” “Coverage/New Driver”
- WIFI – need WIFI in WH break room as cell service is poor – added open WIFI for Associates to access
- Vending Machines – Upgraded Vending in Syr, Added vending machine in Buffalo & Elmira Depots
- Education – Presentation on Metrics and understanding of Key Metrics – Cost Per Piece, Pre-tax, EI
- Modify Holiday Schedule – Associates out by 10pm on X-mas Eve, Off NYE – 2 years running

SYSCO Syracuse – People Strategy



Training

Sysco embraces the value of ongoing education and training; internally and externally

- Comprehensive on-boarding process for new employees along with recurring training and, skill upgrade recognition. Managers have the ability to choose meetings, software and product training sessions based on the needs of the position.
 - Sysco Interactive University (SIU)
- Individual Development Plans (IDP) are incorporated for newly promoted employees to ensure training is received for skills/knowledge in their new position.
- Tuition Assistance is offered to all employees who have completed 1-year of service and pays \$3000/ year undergrad/\$5000/year graduate of their tuition as long as they maintain a C or higher in any approved degree, certification or college course from an accredited college.
- Customer training to upgrade employee and/or owner skills. Thousands trained annually





The Sysco Difference

Employee Relations

- **Employee Benefits**

- Perks at Work.com
- Product Purchase Program
- Stock Purchase Plan
- Employee Appreciation Days
- Corporate Challenge
- Incentive Programs
- My Better Benefits Discount Program



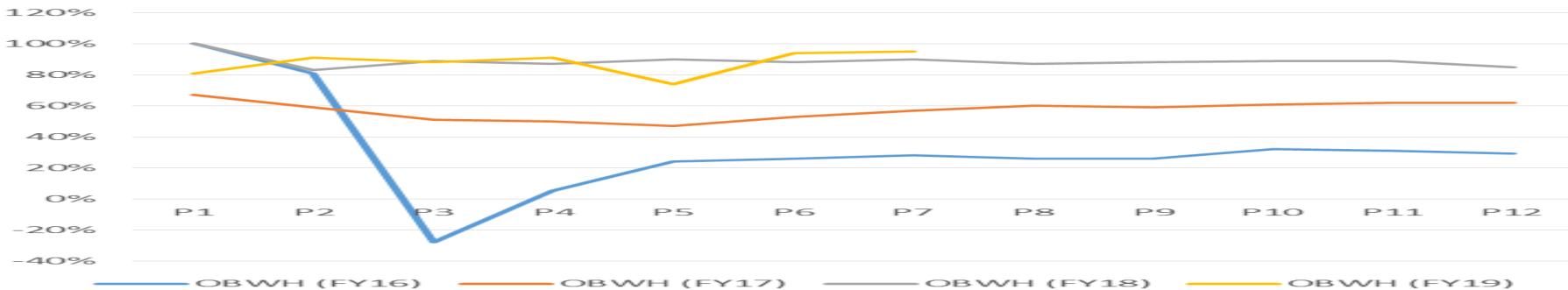


Staffing - Performance

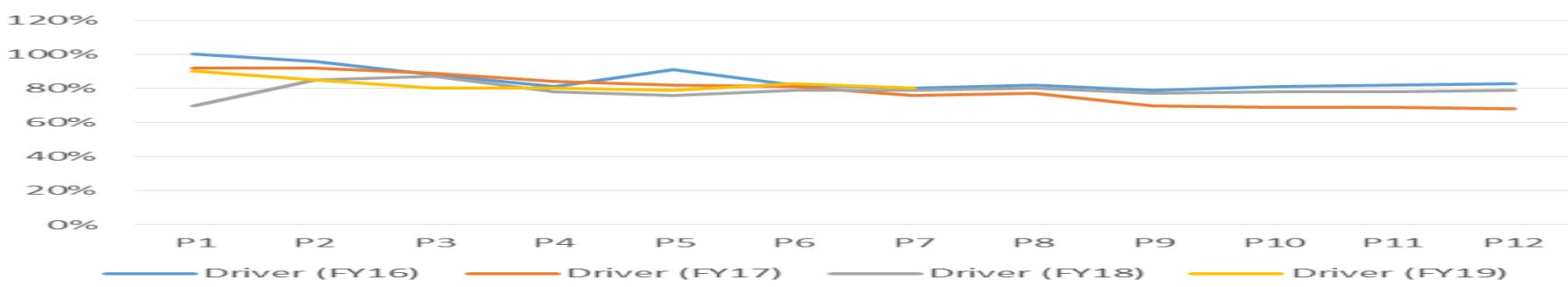


Position	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
OBWH (FY16)	100%	81%	-28%	5.30%	24%	26%	28%	26%	26%	32%	31%	29%
OBWH (FY17)	67%	59%	51%	50%	47%	53%	57%	60%	59%	61%	62%	62%
OBWH (FY18)	100%	83%	89%	87%	90%	88%	90%	87%	88%	89%	89%	85%
OBWH (FY19)	81%	91%	88.0%	91%	74%	94%	95%					

OBWH Retention



Driver Retention



Hortons Announcement

Position	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
Driver (FY16)	100%	96%	88%	81%	91%	82%	80%	82%	79%	81%	82%	83%
Driver (FY17)	92%	92%	89%	84%	82%	81%	76%	77%	70%	69%	69%	68%
Driver (FY18)	70%	85%	87%	78%	76%	79%	79%	80%	77%	78%	78%	79%
Driver (FY19)	90%	85%	80%	80%	79%	83%	80%					

P7 North East Retention Report



FY19 YTD Retention by OPCO P7

OPCO	Goal	Drivers	Goal	OBWH	Goal	MA
ALBANY	74%	61.6%	80%	65.8%	85%	84.0%
BALTIMORE	51%	43.9%	50%	22.5%	70%	65.2%
BOSTON	75%	73.6%	80%	85.2%	85%	85.9%
CENTRAL PA	70%	81.9%	60%	35.4%	85%	82.8%
CONNECTICUT	71%	46.9%	80%	76.8%	82%	91.0%
EASTERN MD	60%	66.9%	60%	17.4%	85%	93.9%
LONG ISLAND	52%	53.6%	52%	68.4%	84%	53.9%
METRO NY	50%	37.5%	0%	-16.2%	85%	84.6%
NORTHERN NE	75%	79.7%	74%	63.8%	86%	92.8%
PHILADELPHIA	62%	22.4%	50%	31.2%	86%	95.3%
SYRACUSE	75%	80.2%	80%	94.7%	86%	90.5%

<http://youtu.be/9Qc-ykmHh8s> - Abby staffing agency

http://www.youtube.com/watch?v=u1PL4Niedqs&feature=player_embedded - NFL

A word cloud centered around the words "thank you" in various languages. The words are arranged in a circular pattern, with "thank you" in large blue letters at the center.

- Top Row:**
 - Баярлалаа (Bajarlala)
 - спасибо (spasibo)
 - faafetai lava
 - дякую (dakju)
 - ngiyabonga
 - teşekkür ederim
 - mahalo
 - tapadh leat
- Middle Row:**
 - спасибо (spasibo)
 - kiitos
 - dankie
 - grācē
 - hyvala
 - mauruuru
 - көзөнөм (közönöm)
 - акун dankon ačū
 - dank je
 - misactra
 - matondo
 - paldies grazzi
 - хвала (khvala)
 - asante manana
 - obrigada
 - tenki
- Bottom Row:**
 - enkosi
 - bedankt
 - nanni
 - nandi
 - grācē
 - grācē
 - mauruuuu
 - chnorakaloutioun
 - gratias ago
 - grācies
 - sulpáy
 - djiere dieuf
 - tau
 - mochchakkeram
 - дякую (dakju)
 - mamnun
 - chokrane murakoze
- Left Column:**
 - obrigado
 - sobodi
 - dēkuji
 - mèsi
 - sagolun
 - najis tuke
 - didī madloba
 - kam sah hamnida
 - rahmat
 - terima kasih
 - 감사합니다
 - xièxie
 - ευχαριστώ
 - diolch
 - dhanyavadagalu
 - shukriya
 - mercé
 - мерси (mersi)
- Right Column:**
 - Баярлалаа (Bajarlala)
 - спасибо (spasibo)
 - faafetai lava
 - дякую (dakju)
 - ngiyabonga
 - teşekkür ederim
 - mahalo
 - tapadh leat
 - хвала (khvala)
 - asante manana
 - obrigada
 - tenki