



Hire for Fit, Train for Skill, Retain for Life

A Strategic Approach to Talent Acquisition and Retention

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Why Workforce Shortages are a Business Issue

Workforce Shortages are no longer an HR problem to solve – requires an All Hands on Deck strategy

- They directly impact productivity, quality, safety and growth
- Talent availability now limits operational performance



The Current Reality Across Industries

Demand for skilled workers exceeds supply

- Hiring cycles are longer and more expensive
- Critical roles remain open for extended periods



The Cost of Inaction

Lost revenue from
constrained capacity

- Increased overtime, fatigue, and safety risks
- Higher turnover among remaining staff



The cost of inaction

Why Traditional Hiring Fails

Posting jobs does not create talent

- Compensation alone does not ensure new hires
- Lack of understanding industry jargon
- Job postings are all the same
- Employers compete for the same limited labor pool



Strategic Risk to the Organization

Growth plans stall without people to execute

- Customer experience declines
- Institutional knowledge exits with retirements



Demographic Pressures

Aging workforce retiring faster than replacements

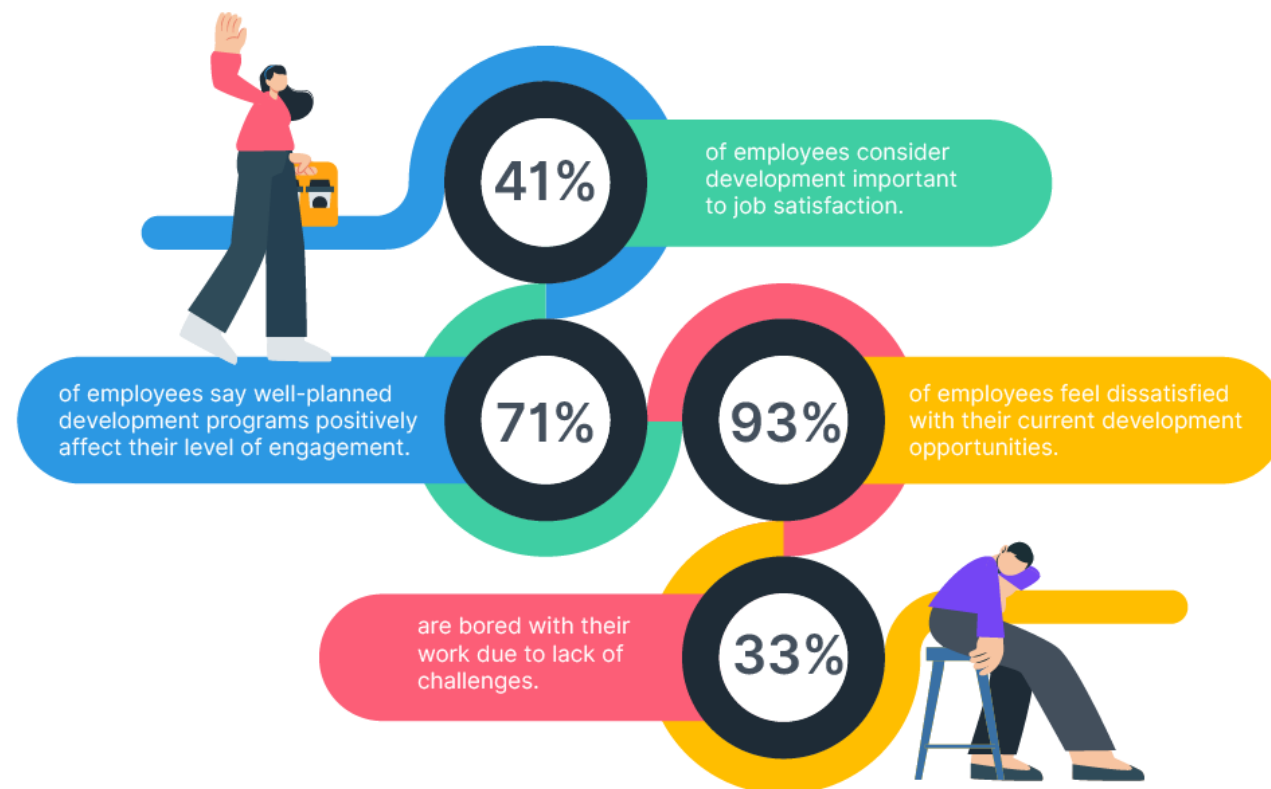
- Declining interest in skilled and technical careers
- Education pathways misaligned with workforce needs



Changing Workforce Expectations

Employees expect development and purpose

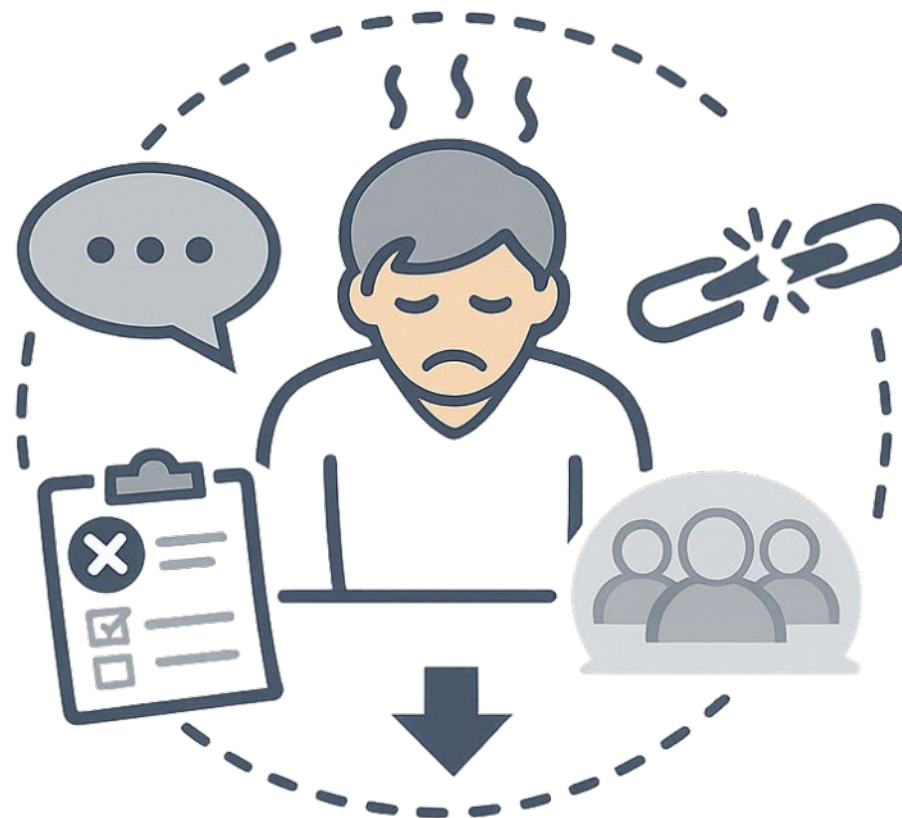
- Poor onboarding accelerates early exits
- Leadership quality directly affects retention



The Compounding Effect

Short staffing increases pressure on supervisors

- Supervisors spend more time hiring than leading
- Disengagement spreads across teams



Why Leaders Must Act Now

The shortage will not self-correct

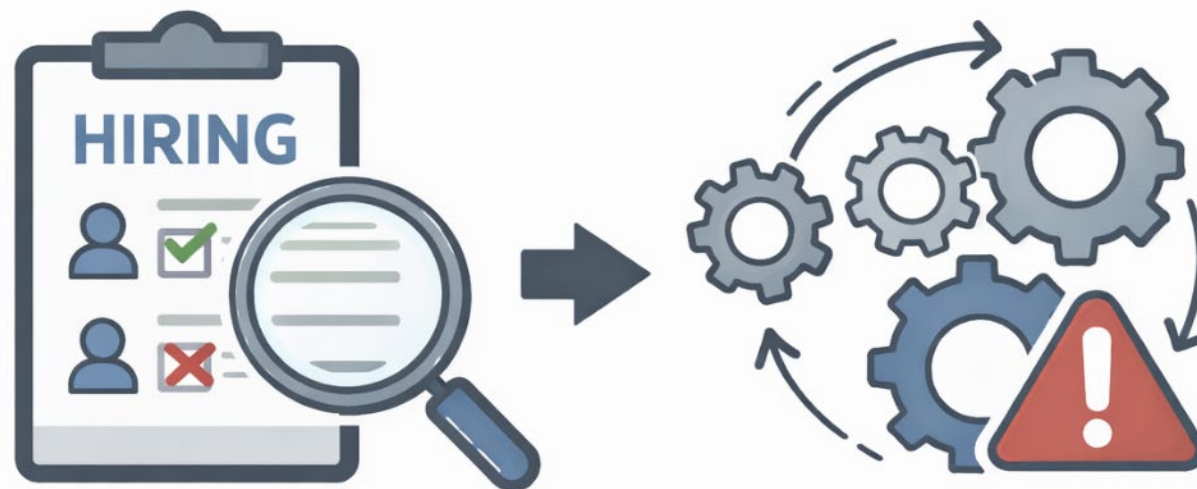
- Early action creates competitive advantage
- Workforce strategy defines long-term viability



Reframing the Challenge

This is not a hiring problem

- It is a system problem
- And systems can be redesigned
- Just need **LEADERS** willing to do the work



From Problem to Strategy

Time to move from reactive hiring to a strategically aligned talent system where fit comes first.

- The workforce shortage is not temporary for everyone
- Traditional hiring models are insufficient
- Organizations must intentionally design their workforce systems



Why This Matters

Foundries face a severe talent shortage impacting productivity and competitiveness

- Traditional 'post and hope' hiring no longer works
- Workforce development must become a strategic priority

Industry Reality

Up to 230,000 open positions projected in casting and forging

- Aging workforce and limited education pathways
- Competition for skilled manufacturing talent

FOUNDRY INDUSTRY REALITY
Up to **230,000 Open Positions**
Projected

NOW HIRING
230,000
JOBS

Aging workforce
Limited
education pathways

Competition
for skilled
manufacturing talent

Hire for Fit, Train for Skill

Focus on attitude, work ethic, and cultural alignment

- Determine who are your Best Athletes
- Implement Behavioral-Based interviews
- Skills are developed internally, not externally
- Always remember that retention begins at hiring



Strategic Workforce Framework

- Build talent pipelines
- Implement structured onboarding and retention
- Align workforce development with operational goals

Building Talent Pipelines

Engage students and job seekers early

- Create long-term community relationships
- Shift perceptions of modern metalcasting



Educational Outreach

Partner with middle schools, high schools, and colleges

- Expose students to careers in metalcasting
- Connect classroom learning to real-world applications



Facility Tours & Classroom Engagement

Use tours as storytelling opportunities

- Showcase modern technology and teamwork
- Include young employees as role models



STEM Events and Camps

Sparkforce, Cast in Steel, Casting Dreams, Foundry in a Box

- Hands-on learning builds confidence and curiosity
- Early exposure strengthens future talent pools



Work-Based Learning

Craftsman w/Character, Internships, co-ops, apprenticeships

- Students gain real-world experience
- Foundries develop talent aligned to their culture



Storytelling & Employer Branding

Combat outdated industry perceptions

- Use social media and video storytelling
- Turn your career page from a listing of openings into a Realistic Job Preview



Community Engagement

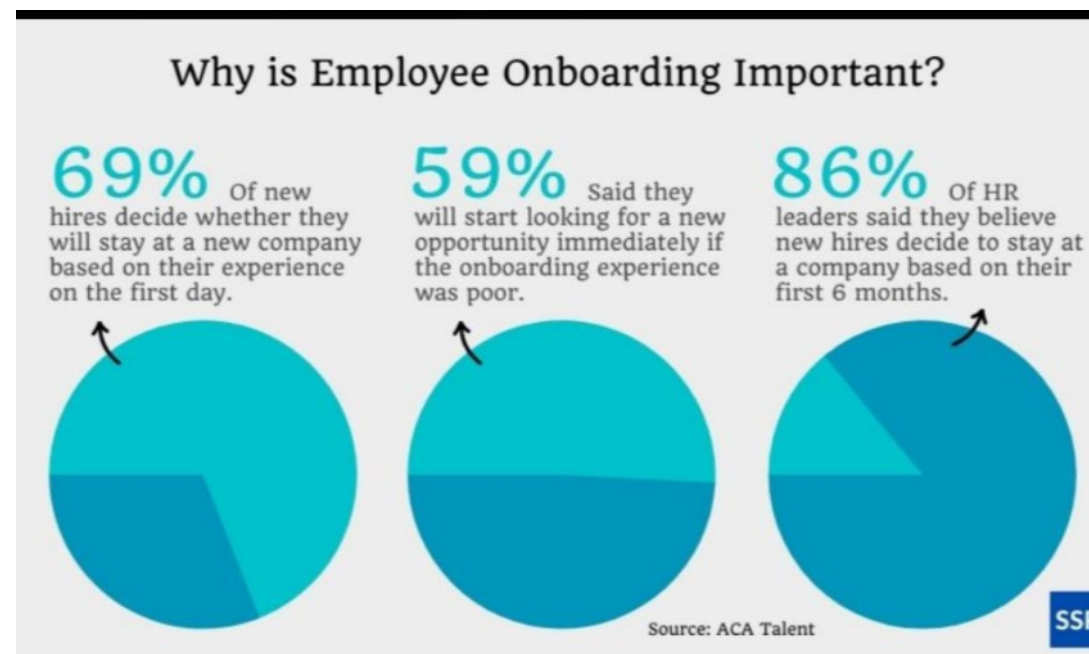
Partner with workforce boards and community organizations

- Engage veterans, 2nd chance individuals, refugees, and nontraditional talent
- Position foundries as community leaders
- Become an employer of choice

Onboarding Drives Retention

First impressions shape long-term commitment

- Structured onboarding reduces early turnover
- Support, clarity, and connection matter



World Class First Day

Make day one welcoming and memorable

- Introduce culture, expectations, and leadership
- Show new hires they matter



Navigator Program

Assign trained peer guides to new hires

- Provide safe, informal support
- Improve integration and confidence



Common Skills Training

Standard foundation of safety and operational skills

- Build early confidence and consistency
- Accelerate productivity

Common Skill Training

Completed by End of 1st Day

- PA System
- Fire Evacuation / Muster Point / Evacuation Area – Giant Eagle / Area Coordinator
- Tour of Facility - Hazardous Areas
- Restrooms / Lunchroom - Breaktime / Lunchtime
- Eyewash Stations / Medicine Cabinets / AED Units
- 6S - Definition - Sort Set Shine Standardize Sustain Safety

Completed by End of 2nd Day

- Introduction of Team Leads in all Areas
- Tools of Areas
- Safety in each Area
- How to operate Equipment in Work Area
- Uniform Size to Supervisor
- 6S - Implementation

Completed by End of Week 1

- Become familiar with SAP
- Job Aids - Use and discard
- Work Instructions - ISO Documents - What is ISO??
- Paylocity Functions - Badge
- Order Uniforms
- 6S - Explain to Lead what your definition is of 6S and why its used.
- Quiz on Common Skills

Retention Is a Leadership Responsibility

Retention starts on day one

- Not about HR benefits
- Supervisors shape the daily employee experience
- Accountability and communication matters



The First 90 Days

Use structured 30/60/90-day plans

- Clear expectations and regular check-ins
- Identify challenges early

30-60-90 REVIEW Example – Performance Levels

Performance Levels	Review Period				
	30	60	90	180	365
Safety <i>Correctly uses required PPE. Keeps clean work area with clear line of egress. Demonstrates knowledge of Company safety procedures.</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
Attendance and Punctuality <i>Shows up on time and ready to work every day.</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
Produces quality work <i>Ensure products and services meet or exceed production standards. Meets productivity standards for their job.</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1
Training and Development <i>Pays attention to instruction and shows continuous personal improvement</i>	4	4	4	4	4
	3	3	3	3	3
	2	2	2	2	2
	1	1	1	1	1

Leadership Retention Training

Equip supervisors to lead people, not just processes

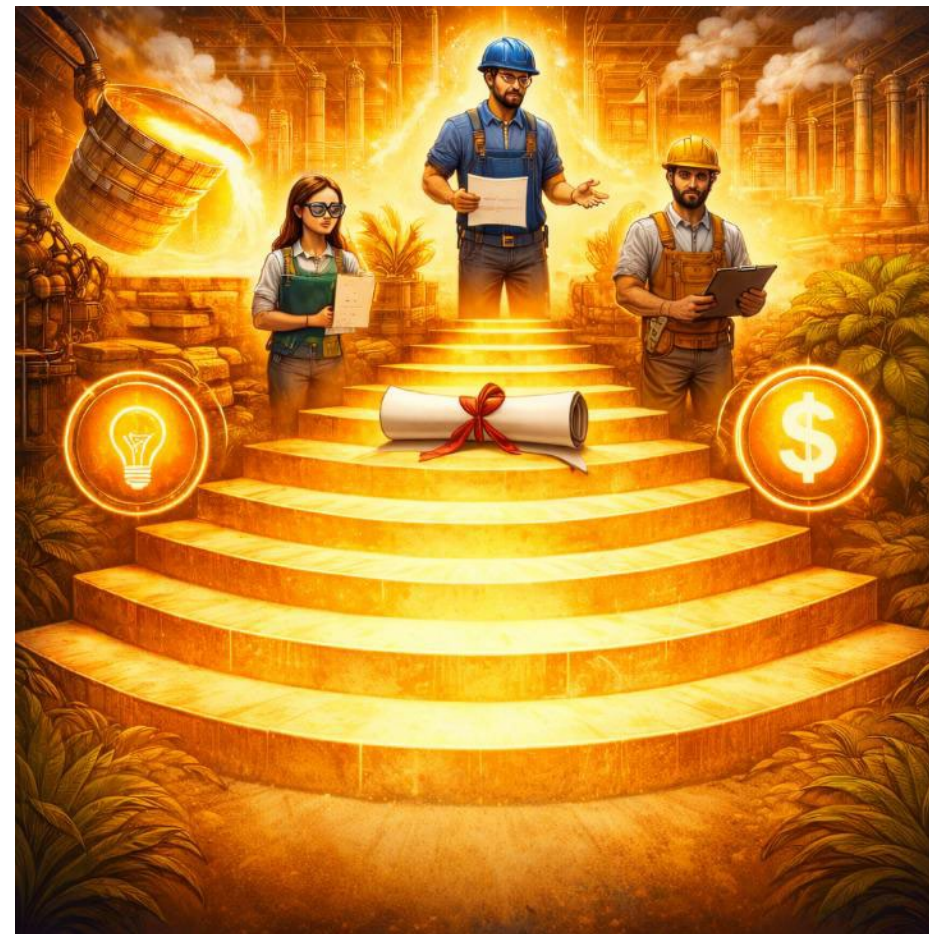
- Identify disengagement early
- Retention becomes operational performance



Career Pathway Clarity

Show employees where their careers can go

- Define skills and advancement paths
- Increase engagement and loyalty



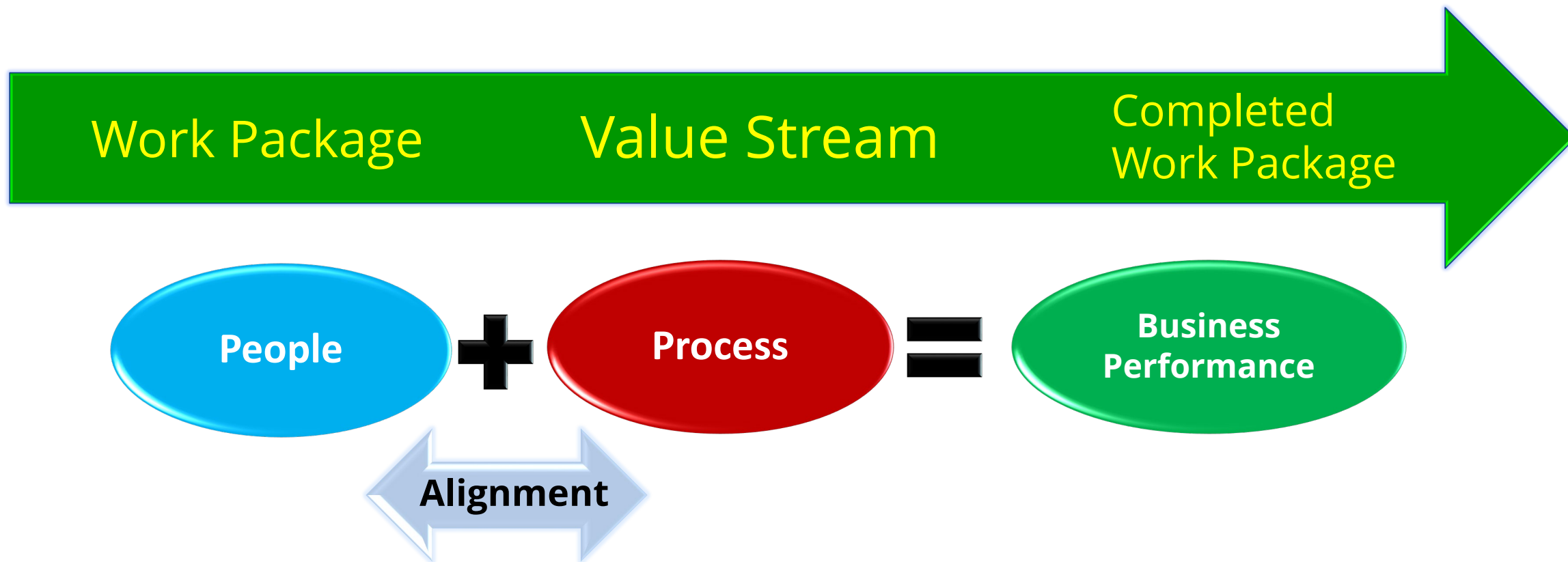
Continuous Development

Ongoing training tied to productivity & investment

- Upskilling through industry certifications, apprenticeship and post-secondary education
- Learning drives performance and self-worth
- Leads to employee engagement and retention



Align Workforce with Operations



Conclusion

Workforce development is a business strategy

- Hire for fit, train for skill, retain for life
- Strong people systems build strong foundries



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