



American Bakers Association



ATTRACTING
& RETAINING

SKILLED TALENT

CASE STUDIES FROM THE US COMMERCIAL
BAKING INDUSTRY AND BEYOND



The American Bakers Association (ABA) and the American Society of Baking (ASB) are excited to release **The Workforce Gap in U.S. Commercial Baking: Trends, Challenges and Solutions**, a multi-phase study aimed at assessing and reducing the workforce skills gap in the baking industry.

The workforce skills gap is a critical issue for U.S. baking. Bakers and all manufacturers are struggling to attract and retain individuals to fill increasingly technical positions. The question of how to fill this gap has become one of the most pressing issues facing our industry.

To address the current gap in technical talent, ABA and ASB commissioned Cypress Research Associates, LLC to collect data from bakers, manufacturers, and other companies throughout the country to produce a comprehensive report on how the skills gap affects the US baking industry. This research includes original survey data from an aggregate of 73% of the US commercial baking industry, making this research truly indicative of the concerns facing our industry and providing a clearer understanding of the scope of the current gap. Most importantly, research gathered through this project offers tools, best practices and resources that can be deployed to help attract and retain a skilled workforce.

ABA and ASB believe this research provides direction on how individual companies can make progress in filling the workforce skills gap. That being said, this project is just the beginning. ABA's and ASB's goal is to continue to work with industry leaders in finding and creating innovative solutions to help attract, retain and develop highly qualified talent. We strongly encourage you and your company to engage in this process. Together we can fill the gap and secure our industry's future.

Sincerely,

Rich Scalise

A handwritten signature in black ink that reads "Rich Scalise".

President & CEO
Hearthside Food Solutions
ABA Chairman, 2014-2016

Mario Somoza

A handwritten signature in black ink that reads "Mario Somoza".

President & CEO
Pan Pepin, Inc.
ASB Chairman, 2016-2017

STUDY CONDUCTED BY



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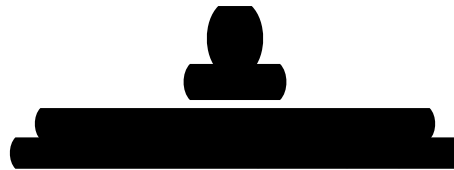
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**‘RUNNING REALLY GREAT STORES AND
PROVIDING GREAT CUSTOMER SERVICE’**

Case Study:
Safeway Supervisor-Led
Competency-Based Skills Training Program



Welcome to The Albertsons Companies

Albertsons is one of the largest food and drug retailers in the United States, with both a strong local presence and national scale. Albertsons operates under the simple mission of providing great customer service and being known as the favorite neighborhood supermarket from coast to coast. It operates under 18 well-known banners such as Albertsons, Randalls, Safeway, Shaw's, Star Market and others.

Safeway Supervisor-Led Competency-Based Skills Training Program

In recent years, the Vons Los Angeles Safeway plant (an Albertson's affiliate) identified several gaps in its workforce due, in part, to baby boomers retiring at high rates and the need to develop its Gen Y talent. The company also noted a lack of structure and purpose in its employee skills training programs.

Because of these issues, Albertsons created the Vons Los Angeles Safeway plant's **Supervisor-Led Competency-Based Skills Training Program**. New and existing employees develop basic skills in the first days of the supervisor-led training then purposefully move into higher skill levels as training progresses, demonstrating acquired competencies at prescribed points in the program.

When an employee starts a new production position in the manufacturing industry, training often centers on knowledge passed down through word-of-mouth from experienced staff. As a result, new employees are more prone to making mistakes until they familiarize themselves through trial and error because they are trying to remember everything tenured employees tell them.

According to Joshua Groleau-Mandin, Production Manager, Vons Los Angeles Safeway Facility, "Experienced Safeway employees suggest to new team members that they get in with the dough, touch it and by feel they can tell what is happening with the product. By contrast, new employees are doing their jobs through graphs, charts, the science of it. They follow instructions without understanding why they're doing what they do." Safeway has built a proficiency-based training program to help team members understand the 'why' of baking through more than just checking temps, mix times and oven springs. Through the training, for example, they understand how the product should look coming out of the scaling room or mixers.



COMPANY BACKGROUND

Albertsons Companies is the 2nd largest operator of grocery stores in the country. The company began with the opening of a single store on a small corner in Boise, Idaho in 1939. Today, Albertsons operates over 2,200 stores across 33 states, and 19 manufacturing plants.

EMPLOYEES

265,000

HEADQUARTERS

Boise, Idaho

FUN FACT

NASCAR Driver Brian Scott is the great-grandchild of founders Joe and Kathryn Albertson.

Supervisor-Trainer on Center Stage

The **Safeway Supervisor-Led Competency-Based Skills Training Program** puts the supervisor on center stage where they are the first expert the new or existing employee meets with before working on the floor. On day one, the supervisor-trainer introduces the employee to the technical aspects of their potential position, and is responsible for driving expectations for that position. This step is critical because the lead on each shift is identified to the trainee.

Program Side Benefit:
Supervisor-Trainer Refreshes his/
her Technical Skills for each Training Position

When employees demonstrate mastery of these basic skills without assistance, the trainee and supervisor-trainer sign off on each skill as proof of achievement. At the end of the first week, the supervisor has a formal follow-up meeting with the trainee on the line, in which the trainee is required to demonstrate knowledge of all competencies covered in the first 5 training days. After this formative assessment, the supervisor provides feedback to the employee and makes the decision as to whether the trainee will continue into the second week of training. The training process does not continue until critical skills are mastered.

Program Highlights

- Competency-based training
- Supervisor-driven
- Scaffold approach – Mastery of basic skills following by more complex skills
- Utilizes formative and summative assessment techniques
- 100% investment in the development of supervisor and floor employees

In the second week of training, the trainee is expected to complete process control checks, set ups, and adjustments with little intervention. The trainer plays mostly a supervisory role, allowing the trainee to complete the bulk of the work. As the trainee demonstrates proficiency, both the trainee and supervisor-trainer sign off on the proficiency. At the end of the second week, the supervisor completes the final assessment and holds a formal summative feedback session with the trainee in which the decision is made to qualify the individual for the position.

In the case that there is a failure, the training coordinator and supervisor that led the training are required to do an investigation into the root causes of the failure. This step is the single most vital in the training program because these investigations highlight failures and gaps in processes, equipment and technology.

“This program provides an opportunity for Safeway to highlight gaps in our processes, equipment and technology. Training failures typically come as a result of complex set ups and tribal knowledge that is not well communicated in order for the process to be completed. With each failure, we seek to simplify and improve the training program to grow our new talent.”

— Joshua Groleau-Mandin, Production Manager, Vons Los Angeles Safeway Plant

Technology Component

Technology integration is the next big step for the program with plans to put each training competency assessment on a portable tablet that can be easily transported to the production floor.

Program Process

1

Supervisor outlines training schedule, reviews competency checklist, covers position expectations, and reviews applicable SOPs

2

Personal and food safety competency training

3

Machine competency training

4

End of Week 1 review

5

Week 2 supervisory period

6

Investigation of any failures, as needed



**‘RUNNING REALLY GREAT STORES AND
PROVIDING GREAT CUSTOMER SERVICE’**

Case Study: Safeway Shift Start Meeting

Consistent Employee Communication & Feedback

In the midst of an era of numerous retirements due to aging baby boomers, Safeway (an Albertson's affiliate) realized the critical importance of developing new talent at all levels, but particularly at the production floor and supervisory level. One key component of talent development is for managers to effectively communicate performance expectations, as well as facilitate an environment for further on-the-job learning and collaboration.

However, one major obstacle Safeway faced in its bakeries was the ability to consistently and methodically communicate and solicit feedback from employees. Company-wide meetings are difficult because bakeries do not have the ability to shut down due the nature of the product. Additionally, employee start times are staggered so that it becomes difficult to effectively communicate regarding plant progress and upcoming events. For this reason, the Vons Los Angeles Safeway plant instituted the **Safeway Shift Start Meeting** initiative. This initiative allows floor workers to meet directly with management not only to communicate regarding general news, but also to further develop their skills and share experiences.

Safeway Shift Start Meeting

- Employee and plant investment strategy
- Provides a floor scoreboard
- Demonstrates value of employee feedback
- Drives improvements
- Drives a collaborative environment

In the Vons Los Angeles Plant, Safeway sought to eliminate the distance between leadership and floor employees with a weekly meeting. Shifts are overlapped and start times are adjusted slightly in order to allow for the group meetings. These meetings are used for trainings, as well as discussions about ways to improve the plant.

Safeway has seen tremendous changes as a result of the Shift Start Meetings. Most notably, the wrap crew on the bread line reduced waste by almost 60% due to consistent collaboration and communication of results with the management team. Employees feel they have a voice in the discussion regarding workplace reforms and improvements, and the leadership team is provided with great ideas on how to improve the facility.

Targeted Development Skills

- Technical skills (machine/task-specific)
- Cross-functional technical skills
- Soft skills (e.g., communication, critical thinking)
- Team building/leadership skills

“ I am a firm believer that knowledge is power. By providing team members the opportunity to have a voice and a transparent scoreboard, we have seen our plant improve in all major categories – waste, productivity, efficiency, customer complaint ratio from the previous year. ”

— Joshua Groleau-Mandin,
Production Manager,
Vons Los Angeles Safeway Plant

Meeting Successes

60%

decrease in bread wrap waste



10%

increase in muffin line productivity



Plant mechanical issues were

addressed



Increased

collaborative culture



Two-way

communication between
management and floor staff



‘FROM OUR FAMILY TO YOURS...
INNOVATION. QUALITY. TRUST.’

Case Study: Employee Video Spotlight



Welcome to The Bakery Cos.

Born in 1996 from inspiration and innovation, The Bakery Cos. include state-of-the-art, high-speed bun and biscuit bakeries, artisan and organic bakeries, frozen dough lines and English muffin griddles. Cordia Harrington, founder and CEO of The Bakery Cos., has said, "Success has three ingredients: Passion, persistence and enthusiasm. They're three separate things that all tie together." By applying these ingredients, The Bakery Cos. has grown during its 20 years. Its family of businesses now include Tennessee Bun Company (bakeries in Nashville and Dickson, Tennessee), Cold Storage of Nashville, and Masada Bakery in Atlanta, Georgia.

In 2015, The Bun Companies realized they are more than a 'bun company', and became The Bakery Cos. Their baked goods are made in the time-honored traditions of master bakers and artisans, crafting products that are nutritious, healthy and safe, with bakers creating over 7 million pieces per day. The Bakery Cos. build lasting relationships by going beyond mere business interactions by focusing on People, Process and Prosperity. The mission at The Bakery Cos. is enduring and defines its purpose as a family enterprise to:

- Create opportunities
- Make a difference
- Impact lives

Attracting & Retaining Talent

The Bakery Cos. is closely tied to Ronald McDonald House Charities since its founder, Cordia Harrington, got into the bakery business by becoming a McDonald's Owner/Operator. During a 2016 charity function, Ronald McDonald House showed a video of how their services helped families during hard times. The story was very compelling. Company leaders walked away feeling that The Bakery Cos. had similar stories to tell. Its 20th anniversary was coming up and they had a rich history that started with a single entrepreneur that quickly evolved into a team that has built the company over the last 20 years. While Ms. Harrington's inspiring story has been captured by news outlets and national media, company leaders felt it was time to tell the story of its people through the creation of **The Bakery Cos. Employee Video Spotlight**.

COMPANY BACKGROUND

The Bakery Cos. are a family of bakers producing artisan and organic products, buns, and biscuits; fresh and frozen products; and dough pucks served branded and co-manufactured. This family of bakery and storage solutions is focused on anticipating and exceeding the needs of its partners which include customers, company associates, and suppliers.

EMPLOYEES

550

HEADQUARTERS

Nashville, Tennessee

AWARDS

Cordia Harrington, founder and CEO of The Bakery Cos. was recognized as 2015 EY Entrepreneur of the Year in the Southeast for excellence and extraordinary success in such areas as innovation, financial performance, and personal commitment to her business and communities.

FUN FACT

Woman-owned and operated business for 20 years, began and built without contracts on just a simple handshake.

The Bakery Cos. Employee Video Spotlight

The Bakery Cos. began by highlighting several individuals in its first, custom-made company video titled, "This Is Us." The second video celebrated the achievement a particular company associate, Abuadam Eisa, living his American Dream and getting the chance to own his own home. Through **Habitat for Humanity**, The Bakery Cos. sponsored and helped build his home, also captured in an Employee Video Spotlight.

The "This Is Us" video has been used to promote the value of its associates to The Bakery Cos. Its people are the core pillar of the company vision on how it will succeed. The "This Is Us" video also is hosted on The Bakery Cos. YouTube site and on the company website's homepage. As people check out The Bakery Cos. online, the intention is to provide a short snapshot of what it is like to work with there and truly understand the company's values.

Abuadam's Employee Video Spotlight has been shown in quarterly business updates called "State of the Business" in which company associates are updated on financial and social happenings within the business. Leadership has found that using video can truly capture peoples' attention, but only if the video is brief. The length is a reality of the times in which we live where most messaging is short and highly compelling.

Stories highlighted in the "This Is Us" video are meant to capture all departments and various tenured groups to help give a real sense of what is happening in the organization. For example, the transfer truck driver, who opens and closes the video, brings a sense of awareness of the whole business as he travels and interacts with each of the facilities and the people that run those facilities. The highlighted engineer shows the internal promotion that is so valued at The Bakery Cos. He came in with little to no experience in electrical engineering and 8 years later had clung to the advice of company mentors and rose up to become an engineering manager. Many of company associates are refugees and are living in the U.S., a new country far from their immediate and extended family. The Employee Video Spotlight, "This Is Us", was also able to capture a wrap line associate and include her experience of traveling home to see her family and the warm welcome she received upon her return, as those she works with consider her part of their 'Bun Family'. There are other associates at The Bakery Cos. who have grown through the ranks with great attitudes, strong work ethics, and values that align with the business. Plans are in the works to tell their stories.

Communication is a challenging aspect of business. Messages resonate in different ways for people using various mediums. The Bakery Cos. has internally utilized the telling of Abuadam's story in several ways:

- Pay stub messaging with pictures and wording
- Table top 4x6 advertisements
- Movie style poster boards leading to facility break rooms
- Employee Video Spotlight

Making The Employee Video Spotlight

To make the Employee Video Spotlight, "This Is Us", The Bakery Cos. contracted with a video company in Nashville, TN, Jump Goat Media. They specifically helped develop the approach to capture the stories, executed on leading the interviews with associates, and captured raw video from the bakery floor. Together they decided on an interview model to capture an authentic representation of what associates wanted to highlight about working in the bakeries. The questions were geared to understand what employees specifically found valuable about working in the business. Ultimately, the group edited the video and developed the interviews into a story model that highlighted a short take-away from each highlighted person. The total cost for "This Is Us" and the "Abuadam" Employee Video Spotlight segments was less than \$10,000 with the crew executing shootings in a single day.

Impact of The Employee Video Spotlight

The impact of the Employee Video Spotlight project on company associates is a bit difficult to measure. However, since showing the first two video segments, everyone is asking how they can be featured next! The company is proud to highlight its team in a way that is different – to highlight company values through future stories bringing them to life through the lives of its people. They are developing a few videos to honor the night shift, the group that drives quality and efficiency in manufacturing through the midnight hours. The Bakery Cos. believes they are its "backbone," they keep the company standing straight while the rest of the family sleeps.

The goal of The Bakery Cos. is to be a preferred place to work wherein people are inspired to be their best and to create processes that are highly effective, lean, and progressive to leverage The Bakery Cos. as a fast moving organization all the while creating value for all those involved and effected. No matter what story they tell next, rest assured it will fall in alignment with The Bakery Cos. vision of People, Process, and Prosperity – in that order.



‘FROM OUR FAMILY TO YOURS...
INNOVATION. QUALITY. TRUST.’

Case Study: The Bakery Cos. PTO Policy

Attracting & Retaining Talent

Paid Time Off (PTO) is a right for everyone who is a part of The Bakery Cos. family. Senior leadership set out to create a way to help people rest from the hard work they do for the company each day and rejuvenate by spending time with their loved ones without thinking about work or simply having time to themselves to recharge. It was also recognized that a good portion of the company population is from countries outside of the United States and need help sustaining their benefits and livelihood when they take an extended visit back home. **The Bakery Cos. PTO policy** evolved and grew from this simple concept, care for those that are helping create a world class organization.

Building an Equitable PTO Policy

All associates of The Bakery Cos. are entered into the PTO program immediately upon hire, with starting minimum limits the same for both hourly and salaried employees. This case study focuses on the nuances within The Bakery Cos.' hourly, skilled associate PTO program.

Paid Time Off was initially built to accrue within a monthly pay period for each person on the payroll. The plan was a simple way to reward people and it helped keep simplicity in accounting practices given that this is a lean run organization. A year ago it came to the attention of senior leadership that associates felt that the accrual plan was a little unfair, as those with longer working hours in a month or pay period were getting the same PTO as those who worked less time in the same period. The hours worked by associates sway with customer volume and business needs. In many instances, therefore, employee work schedules straddle a pay period, not allowing them to get the maximum credit. For instance, someone working a 30-hour week then a 50-hour week would only get credit for up to 40 hours per week, falling short the first week and being unable to capitalize on the following week.



The Bakery Cos. was challenged with adjusting the program in a way to not punish people but rather to enhance the benefit. Revisions were made to allow for all hours to accrue to the total annual benefit instead of a pay period limitation. Included in the revision is that Paid Time Off accrues for overtime and normal hours worked. Associates who work overtime and have a lot of hours with the seasonal bump in the summer find themselves hitting their total annual benefit sooner than December which allows them to use the Paid Time Off benefit even sooner. The Bakery Cos.' senior leadership was determined to ensure that its associates were able to achieve the maximum benefit of days off in a year.

Highlights of The Bakery Cos. PTO Policy:

Hourly Paid Time Off accrues from normal time worked, over time, and other PTO taken.



The PTO plan is built to bolster longevity and career growth while providing boundaries that help make the business continually able to deliver on productivity and efficiency measures.



Paid Time Off is able to be used for whatever specific holidays or dates that the user wants. The 8 recognized holidays are built into the plan so that the associate has the ability to use them for what they wish.



The company stumbled before they got it right. The way the program rolls out for each company may look different. PTO is approved on the basis of seniority and first-come-first-served basis for days off as it relates to the needs of the business and those able to take PTO.



Changes in the development of the program were well received and driven by feedback from hourly associates.

Flexible yet Functional PTO Policy

While The Bakery Cos. recognizes eight national holidays, open credit for those days are built into the PTO plan. For example, for those associates that don't celebrate Christmas but instead celebrate Ramadan, employees are allowed to use the Paid Time Off when they most want it while the policy allows others the flexibility to take PTO at Christmas. The hours are required to be requested two weeks prior to using them and management sees many associates making plans several months out, particularly when planning out-of-the-country visits.

The program allows employees to carry over two weeks of PTO per year. Initially The Bakery Cos. offered unlimited PTO rollover. Unlimited rollover presented a challenge in staffing the lines when many associates want to take off several months at a time. Bringing in a temporary workforce greatly challenges the consistency and productivity of the manufacturing process. When The Bakery Cos. set the limit of carrying over two weeks of PTO each year, it stair stepped the maximum hours associates had. The company offered a one-time pay out for 100% of the value for those interested associates and brought the limit of carry overs down over a three-year period based on the highest balance that was in their associates group.

“The intention in having such a strong associate-oriented PTO plan with flexibility in days used, easy accrual, incentivizes for longevity and professional growth is to promote The Bakery Cos. culture and core mission of People, Process, Prosperity. The ultimate goal is to become a great place to work where all team members are provided with adequate time to rest and relax and return to deliver consistent processes and deliver value (prosperity) for all involved.”

— Tyler Wilkinson,
Director of Human Resources, The Bakery Cos

Growing & Valuing Employees at The Bakery Cos.

Under the new guidelines, associates can accrue significant PTO through tenure with the company and growing in responsibility, such as becoming a lead. The program is set to incentivize a

partnership that spans an employee's career. Therefore, there are several milestones wherein accrual rates and the amount of time off increases.

There are associates working on the manufacturing line that are awarded 5.2 weeks off per year. If they roll over two weeks, they have almost two months off that can be used within a given year – and many of them do!

A Paid Time Off benefit may not necessarily be viewed as a leading recruitment or retention strategy unless a company is not offering it. The Bakery Cos. has seen the impact of its PTO policy in a bakery it acquired that did not have such a program in place. The benefit was viewed very well by those associates and continues to serve the company positively by living out its values.

With regard to longer segments of time off, employees tend to stockpile PTO time so that pay continues during their absence. Several employees have had the chance to visit their home countries in the Middle East for a month or two at a time with the PTO program. As a result of The Bakery Cos.' supportive PTO program, the company has watched as news of the program has spread by word-of-mouth through the Middle Eastern community and the business has been flooded with more applicants from that community. Given that Nashville, TN is one of the largest places for refugees coming to America, there are many different cultures and the company finds that people truly appreciate the ability to earn Paid Time Off.

Sample of The Bakery Cos. PTO Accrual Schedule

		Days	Hours	Total		
0-2 years	PTO Built-in Holidays	10	7.5	75		
		8	7.5	60		
				144	104	last year
		18	0.0738	1950	5	extra
		3.6	weeks			
3-10 years	PTO Built-in Holidays	15	8	120		
		8	8	64		
				184	160	last year
		23	0.0885	2080	3	extra
		4.6	weeks			
10 years plus	PTO Built-in Holidays	18	8	144		
		8	8	64		
				208	192	last year
		26	0.100	2080	2	extra
		5.2	weeks			

		Days	Hours	Total		
0-2 years	PTO Built-in Holidays	13	8	104		
		8	8	64		
				168	128	last year
		21	0.0808	2080	5	extra
		4.2	weeks			
3-10 years	PTO Built-in Holidays	18	8	144		
		8	8	64		
				208	160	last year
		26	0.1000	2080	3	extra
		5.2	weeks			
10 years plus	PTO Built-in Holidays	21	8	144		
		8	8	64		
				208	216	last year
		29	0.1115	2080	2	extra
		5.8	weeks			



‘PEOPLE HELPING PEOPLE BE SUCCESSFUL’

Case Study: Employee Health & Wellness Programs



Welcome to The Bama Companies

“People Helping People Be Successful” is the foundation of everything Bama does. This means creating an environment where team members can grow and succeed, personally and professionally.

Bama is an innovator of bakery products with a focus on business-to-business relationships in the quick service, fast casual, casual dining, and broad-line channels of the foodservice industry. Bama supplies culinary product development services, product customization, and oven-ready products to customers in more than 20 countries utilizing facilities in the U.S. and abroad.

BAMA CUSTOMERS INCLUDE:

- #1**
- ▶ Hamburger chain in the world
 - ▶ Pizza chain in the world
 - ▶ Mexican food chain in America
 - ▶ Retailer in the world
 - ▶ Fried chicken chain in the world

“ Bama has come a long way from that soda fountain in Texas. But one timeless principle endures from then until now: **consistent quality**. No matter how much we grow and evolve, that’s one part of the Bama story that will never change.”

- Paula Marshall, Chief Executive Officer, The Bama Companies

Attracting & Retaining Talent

Seven years ago Bama faced increasing medical care costs by double digits and a desire to engage our workforce in their personal health. Bama’s CEO, Paula Marshall, has a passion to provide resources for team members to leave Bama better than when they arrived. **Bama’s Employee Health & Wellness Programs** span from providing access to medical care to targeted personal intervention programs that help team members improve their health from point A to B. Programs are also unique in that some reach broad groups while others are targeted interventions to help individuals reach personal goals.

COMPANY BACKGROUND

Since the 1960s, Bama has been an innovator of wholesome bakery products that cater to the needs of the largest and best known restaurant chains on the planet. Bama’s core product lines are hand-held pies, biscuits, buns, pie shells, and pizza crusts.

EMPLOYEES

762

HEADQUARTERS

Tulsa, Oklahoma

AWARDS

2004 Malcolm Baldrige National Quality Award recognizing Bama’s focus on quality relationships and products

FUN FACTS

The Bama name comes from the grandmother of our CEO/Owner, Alabama Marshall, who began baking pies that her husband sold out of the back of his truck in the 1940’s.

Bama Employee Health & Wellness Programs

1

Bama Clinic: Full medical facility with diagnostic, lab and x-ray

2

Onsite Fitness Centers with trainers & classes

3

Individual Nutrition Consulting

4

Bama Fit Academy

Bama's company shift is away from exclusively hiring hourly, skilled production employees to hiring generalists and growing them into advanced positions within the company.

"For many in our hourly skilled workforce, cash compensation is a priority. But we've found that our culture and robust benefit programs help us retain more of our workforce and grow them into leaders. The longer they're part of our team, the more they value our intangibles. Among our non-traditional benefits, our most popular include our free medical clinic for team members and their families, fitness centers with trainers and our Bama Fit Academy program that includes physicians, trainers, nutritionists and mental health counselors all working together on personalized plans for enrolled team members. These things drive engagement and loyalty which creates success for everyone involved." explained Ms. Graves.

“The team members we hire today are our **future leadership team** and we treat them as such from day one.”

- Laurie Graves, Director People Systems at Bama

Bama Fit Academy Biometric Screening

As part of the Bama Fit Academy, outcome-based metrics demonstrate that peoples' actual medical risk in 5 Key Health Indicator (KHI) categories are being lowered. These gender-specific KHIs are measured annually during biometric screenings (i.e., body composition, blood pressure, LDL cholesterol, HDL cholesterol, and blood glucose. In addition to 30+ additional lab results that are tracked, the five KHIs are tracked across the population and tied to a team member's health insurance premium amount.

From 2011 to 2014, the average number of health risks per person were reduced by 15%. The number of people with health risks were reduced by 19% in all 5 categories. And tobacco usage was also reduced by 40 percent.

Bama Program Partners

Bama partners with CareATC who provides and manages the near-site clinic. CareATC is also a foundational element of many of Bama programs including providing biometric screening for all team members, flu shot clinics (free to team members), and physician guidance for all Bama Fit Academy participants.

Bama also partners with Cooper Consulting Partners, a division of Cooper Aerobics, for management of the onsite Bama Fitness Center and certification of Bama Fitness Center staff. Cooper has helped create various programs that are implemented through the fitness centers such as Bama Fit Academy as well as helping Bama offer over 20 different fitness classes that team members are excited to participate in.

PROGRAM SUCCESSSES

The Bama Clinic serves over

60%

of the team member population.



90+%

participate in Bama Clinic biometric screenings



15 of 15

Bama Fit Academy participants completed the program and met or improved in 3 out of 5 key health indicators in 2014. In 2016, a record number of 42 team members and spouses are enrolled.



45%

of Bama team members use the Bama Fitness Center at least 1 time a month and over 25% of them using it more than 5 times a month.



Bama team members consistently report the Bama Health & Wellness Programs as the reason

THEY STAY
at Bama.



'PEOPLE HELPING PEOPLE BE SUCCESSFUL'

Case Study: Bama and Women In Recovery

Recruiting & Retaining Talent

Finding a skilled workforce is an ongoing challenge. And Bama is continuously looking for innovative and creative solutions to address the skills gap. The state of Oklahoma incarcerates more inmates per capita than any other state in the nation. As a result of its commitment to addressing the skills gap, in January of 2010, Bama incorporated **second-chance programs into its hiring practices**, making Bama one of few companies in the state to champion and advocate on behalf of these organizations. Shortly after, a relationship was bridged with the non-profit organization, Family & Children Services, and their **Women In Recovery** program.

Bama and Women In Recovery Program

Women In Recovery is an intensive, outpatient alternative for eligible women facing long prison sentences for non-violent, drug-related offenses. Addiction, abuse, and poverty are factors that impact the vast majority of Women In Recovery participants. The program helps women conquer their drug addiction, recover from trauma, and acquire the essential economic, emotional, and social tools to build successful lives. Women In Recovery provides the needed soft skills training to ready their participants for the workforce and the Bama staffing team works directly with their manager to find a mutual fit for employment. Leadership from the top down at Bama has been critical to the program's success and has been reinforced from all levels of the organization with supports in place to minimize hiring barriers in HR practices and to educate Bama team members about working with justice-involved women.

Bama's Ongoing Commitment

In 2015, Bama began working with the Tulsa Mayor's **Commission on the Status of Women** to develop the business case for hiring non-violent female offenders who have the support of second-chance community programs such as Women In Recovery. Bama's CEO, Paula Marshall, hosted a regional CEO roundtable discussion and facilitated a candid conversation about ways the business community can provide an opportunity for these women to become self-sustaining through employment and improve the business community's access to employable individuals at the same time.



PROGRAM SUCCESSSES

75%

retention of Women In Recovery
team members integrated at Bama
in 2010



7X

Retention rates are seven times
higher among Bama Women In
Recovery team members than
general hires



Lower

Bama team member turnover and
lower company costs



65%

of Bama Women In Recovery team
members promoted beyond entry
level positions



'PEOPLE HELPING PEOPLE BE SUCCESSFUL'

Case Study: EQ and Bama Influence Teams

Leadership Training

A core foundation at Bama is the development of employee Emotional Intelligence or Emotional Quotient. In 2005, Bama was introduced to Daniel Goleman's research, which states that 75% of a person's success has nothing to do with IQ, but rather how well a person can interact with others by understanding and managing themselves. A Bama director puts it best by pointing out, "When people fail at BAMA, it is almost always an EQ - not an IQ - failure." EQ is so important at Bama that it is taught in the very first week during New Team Member Orientation. Bama's EQ focus is also deployed to employees in processes such as selection, coaching, development, and training.

EQ and Bama Influence Teams

For organizational sustainability, the goal of Bama's EQ training has always been to use a Train-the-Trainer approach where supervisors, managers, directors and vice presidents model and teach EQ. Rather than have human resources train employees in EQ, supervisors deliver the training. This deepens the relationship between supervisor and team members. According to Laurie Graves, Director People Systems, "When leaders train, particularly on EQ skills, they lead by example."

“ You can't leverage **IQ skills** without **EQ skills**, no matter how smart you are. ”

-Laurie Graves, Director People Systems

An example of a way in which Bama uses EQ in the organization is the creation and deployment of what are called **Influence Teams**. These teams consist of hourly team members from each shift that are informal leaders who participate in monthly meetings with facility management. They provide honest feedback and input on the current state of the business as well as key initiatives such as health and wellness programming. Instituting these influence Teams has provided many aha moments for Bama. Influence Team members provide an incredible amount of insight with invaluable perspectives from employees. The Influence teams are just one example of how Bama uses and encourages EQ skills such as Listening to Learn and Courageous Conversations.

Bama Program Partners

Bama has partnered with The Deming Institute, Staub Leadership International and Covey since 2005 to bring the initial EQ training into The Bama Companies. These organizations have continued to be used as resources to guide and develop continuous team member education.

Program Success

Emotional Intelligence has helped Bama address expectations of internal promotions as well as external hires at every level. It also aligns with Bama's mission of "People Helping People Be Successful" as well as Bama's culture of "Caring and Accountability". The EQ philosophy also aligns very well with the other three foundations of Bama, namely, the concepts of Edward Deming and Steven Covey, and the use of the Balanced Scorecard system.



EQ

Emotional Intelligence (EQ) is one of four foundations of Bama.



25% • 75%

The 25% IQ, 75% EQ model is best described in a pyramid that Bama's owner and CEO, Paula Marshall, created to illustrate that the higher up in an organization your position is, the more EQ you need to be successful.



EQ training

is continuous, starting at New Team Member Orientation and continuing throughout the organization at all levels. A Train-the-Trainer approach allows leaders to model and teach EQ.



Influence Teams

are an example of how Bama uses and encourages the development of EQ skills.



Case Studies: Mechanical Assembler and Machinist Apprenticeship Programs



Welcome to Ellicott Dredges

Ellicott® Dredges, one of the oldest and most successful dredging equipment companies in the world, has been supplying dredging equipment to governments, municipalities, contractors, sand and gravel operators, port authorities, and marina operators for over 125 years. Since 1885, Ellicott Dredges has focused on delivering reliable dredging equipment to extract earth, minerals, and sediment from below water.

Ellicott Dredges has:

- Designed and manufactured over 2,000 dredges
- Served customers in over 100 countries

Ellicott is driven by the principle of single responsibility. It is the only dredge builder that designs and builds all key components of the dredging system – from winches to pumps, from excavators to spud carriages. This concept of single responsibility lies behind Ellicott's reputation for reliable and durable dredges.

Ellicott recently invested over \$1 million in a new horizontal machining center at its Baltimore factory. The new state-of-the-art machining center, showing Ellicott's commitment to modern manufacturing technology, enables Ellicott to process multiple parts at the same time. Ellicott also installed a new 20-ton crane capacity through its new Baltimore space (opened in 2008) for more efficient component assembly. Ellicott relies on patents, proprietary intellectual know-how, trade-marked brand names, and aggressive direct and web-based sales to achieve its growth.

Ellicott® Mechanical Assembler Apprenticeship Program

In recent years, Ellicott Dredges has experienced challenges attracting entry level and semi-skilled assembly personnel and machinists. However, in 2012 the company began to coordinate with the Maryland Department of Labor to create a work standard to be applied to an apprenticeship program for engine and other mechanical assemblers.

Ellicott's Mechanical Assembler Apprenticeship Program is comprised of a 4,000-hour course that, upon graduation, grants entrants full journeyman status and a wage matching the lowest level for that position. With pay starting at 80% of the starting hourly wage for this position, every 1,000 hours completed gives Ellicott apprentices a 5% pay increase to incentivize staying with the program to its end (See wage progression graphic on following page).



COMPANY BACKGROUND

Founded in 1885, Ellicott® is the world's oldest and largest builder of medium sized cutter suction dredges.

HEADQUARTERS

Baltimore, Maryland

EMPLOYEES

104

FUN FACT

Ellicott® Dredges built all of the dredges used in the original construction of the Panama Canal.

Ellicott® Machinist Apprenticeship Program

After seeing the results with its first mechanical assembler graduate, Ellicott Dredges expanded the apprenticeship program to include machinists. **Ellicott's Machinist Apprenticeship Program** involves a 4-year, 8,000-hour course with a progression similar to the Mechanical Assembler Apprenticeship Program but with higher wages. The program standard was modified from an existing Department of Labor standard that was a bit outdated for current technology and was customized to better suit Ellicott Dredge's specific business model, as standards are not always one-size-fits-all.

Partnerships for Success

Most candidates for the two apprenticeship programs come from Ellicott's partner, the Jane Addams Resource Corporation (JARC), a program for working families that focuses on job training and workforce development. JARC has worked well specifically with Ellicott because of its expertise in filling key skills gaps in manufacturing sectors. Both organizations, along with the Maryland Department of Labor, enable workers to get the skills they need to fill the workforce gap in many sectors of manufacturing.

JARC provides each candidate pool that initially receives 14 weeks of training in machining and fabrication along with other life skills training. These candidates then receive training from the Community College of Baltimore County on basic electrical, blueprint reading and CNC programming. Earlbeck Gases & Technologies provides basic and intermediate welding courses, and Baltimore Hydraulics provides basic introduction to hydraulics. It is through building these partnerships that Ellicott Dredges has found great promise in filling its need for skilled assembly personnel and machinists.

Ellicott Dredges Mechanical Assembler & Machinist Apprenticeship Programs are excellent recruitment and retention tools that provide:

- 4,000 to 8,000 hours of advanced training
- 144 hours per year of additional training by a third party
- A clearly defined path toward job experience and wage progression
- A Journeyman certificate from the Department of Labor that is recognized nationwide
- Employee engagement in all aspects of the specific job position

A Clear Career Path

These apprenticeship programs provide entry level Ellicott Dredges assembly and machinist employees with a clearly defined path to increase their experience, skill and responsibility through a combination of classroom and on-the-job training. As their skills increase and training requirements are fulfilled, a progressive wage structure is implemented, providing a reward for successful completion.

There are two approaches to fulfilling each of the standard requirements. One is to assign the worker tasks to complete at each phase of the standard until all hours for that phase are complete, then move to the next phase. The other is to assign the worker, as needed, to whatever task is required for the companies benefit and log the hours accordingly until all phases of the standard are complete. Both methods have proven successful for Ellicott Dredges.

Ellicott apprentices are responsible for logging and maintaining accurate records of time toward each part of the training standard. The logged hours can be approved daily or weekly but must be accepted by the supervisor. Log sheets are turned in quarterly to be added to a master log that is submitted to and monitored by Maryland Department of Labor. Onsite visits by state apprenticeship council members to monitor the program are also possible components of the programs.

Wage Progression for Mechanical Assembler Apprentice:

Entry-level wage

80%

OF STARTING
HOURLY WAGE

After completing 1,000 course hours

85%

OF STARTING
HOURLY WAGE

After completing 2,000 course hours

90%

OF STARTING
HOURLY WAGE

After completing 3,000 course hours

95%

OF STARTING
HOURLY WAGE

After completing 4,000 course hours

100%

OF STARTING
HOURLY WAGE



'RIGHT STORE, RIGHT PRICE'

Case Studies: Pay-For-Skills Training and Engineering Apprenticeship Programs



Welcome to The Kroger Company

The Kroger Company Family of Stores spans many states with store formats that not only include grocery but also multi-department stores, discount, convenience and jewelry stores. With more than 2,700 stores in 35 states under two dozen banners and annual sales of more than \$109.8 billion, Kroger today ranks as one of the world's largest retailers. All of its nearly two dozen banners share the same belief in building strong local ties and brand loyalty with its customers. Kroger practices six Core Values: Honesty, Integrity, Respect, Diversity, Safety and Inclusion.

The Kroger Co. employs 400,000 associates and has grown to collectively run:

- 2,623 supermarkets
- 781 convenience stores
- 327 jewelry stores
- 1,350 fuel centers
- 37 food processing plants

Kroger Pay-For-Skills Training Program

A handful of **Kroger's** manufacturing plants have instituted **Pay-For-Skills Training Programs** primarily for maintenance and engineering associates as well as production line operations. While the program works differently in each plant, the approach includes six tiers of skills with corresponding pay attached. These tiers range from a basic ability to operate machinery in a certain area to having highly skilled technical knowledge with specialization and knowledge skills to match. As associates complete all technical and leadership requirements, they are promoted to the next tier.

Kroger also partners with external resources to help utilize technology in teaching associates new skills. Working with both *Human Resources Development Quarterly* and *Skillsoft*, Kroger trains associates in technical and soft skills utilizing an online curriculum. By working with this technology, training is more readily accessible and associates are able to see how new skills are implemented on screen before moving onto the floor to try it themselves.

COMPANY BACKGROUND

The Kroger Company is currently the largest traditional grocer in the United States as well as the fourth largest food retailer in the world.

EMPLOYEES

400,000 with 8,000 manufacturing associates

HEADQUARTERS

Cincinnati, Ohio

AWARDS

2015 Energy Star Partner of the Year, Environmental Protection Agency; 2012 Most Generous Company Award, *Forbes*

FUN FACT

Kroger first began manufacturing some of its own food when founder Barney Kroger had his mother make her favorite sauerkraut recipe for sale to their local German community. The son of a merchant, Mr. Kroger ran his business with a simple motto: "Be particular. Never sell anything you would not want yourself."

Empowerment & Autonomy in Pay-For-Skills Training

One challenge in developing associates through this training program is encouraging associates to complete leadership requirements without being afraid to make a wrong decision and risk getting fired. In order to address this concern, Kroger has provided associates with a very high degree of autonomy to make decisions without fear of any disciplinary action. As the trainee develops in the program, management gradually relinquishes varying degrees of control to associates in order for them to achieve their personal leadership potential.



Kroger Engineering Apprenticeship Program

In order to hire and retain engineering and maintenance talent, **Kroger** has implemented an **Engineering Apprenticeship Program**. Partnering with the U.S. Department of Labor, the program is in its pilot stage in six manufacturing plants throughout the southeastern United States. Candidates are drawn both from existing positions within The Kroger Company as well as from high schools, vocational schools, and community colleges close to the plants in order to train them for maintenance technician and electrician positions.

Kroger and the Department of Labor (DOL) work alongside one other to produce a 2 to 3-year curriculum that is supervised by teams made up of DOL state representatives as well as Kroger Human Resources and Engineering leaders. In some cases, the Kroger Apprenticeship Program staff members coordinate directly with local educational institutions to co-facilitate program. Upon graduating from the program, trainees are skilled in highly technical engineering and maintenance positions and are often hired by Kroger.

Paving the Way

With the framework set up in six of Kroger's southeastern plants, plans are in motion for similar apprenticeship programs to begin in Indiana, Ohio, Michigan, and Kentucky by January 2017.

“We have worked very hard putting together standards and agreements at each of the six pilot plants, involving many people within and outside of the organization. These plants have essentially paved the way for the next set of facilities.”

— Sandy McIntosh, Manager Training & Development, The Kroger Co.

External Pay-For-Skills Training Partners

Tinnan Manufacturing
Concepts



Human Resources
Development Quarterly



Skillsoft



Incito



ALOHA IN EVERY BITE™

Case Study: Growing a Maintenance Team



Welcome to King's Hawaiian

Founded more than 60 years ago in Hilo, Hawaii, by Robert R. Taira, King's Hawaiian is a family-owned business that for three generations has been dedicated to making irresistible, original recipe Hawaiian foods made with Aloha Spirit. A priority for the company is sharing the Hawaiian Way – a uniquely Hawaiian approach to hospitality based on graciousness, generosity, and a commitment to making everyone feel a part of the King's Hawaiian family. King's Hawaiian makes the #1 branded dinner roll in the United States, and operates baking facilities in Torrance, California, and Oakwood, Georgia.

Growing a Maintenance Team

Historically, King's Hawaiian, a family-operated company, developed its hourly maintenance/PLC technicians into their positions versus hiring from the outside. The company has grown to the point that it now recruits 75% of its maintenance positions from the outside and 25% through internal maturation. In a systematic effort to **Grow a Maintenance Team** over time, King's Hawaiian has established a partnership with Lanier Technical College in Georgia, a 2-year technical school, and the Georgia Department of Labor to develop a maintenance educational curriculum specifically designed for King's Hawaiian with certification levels for its existing employees. The curriculum is taught at the college using its on-site equipment and professors, and is open to all Lanier Technical College students as well as existing King's Hawaiian employees.

Maintenance Education Program Competency Development Areas:



Hydraulics



PLC



Pneumatics



Electrical



Machining/
metal work



Computer

COMPANY BACKGROUND

King's Hawaiian is one of the largest dinner roll brands in the United States, featuring sweet rolls known more broadly as Hawaiian Bread. In addition to their main product and its variants, King's Hawaiian also sells barbecue sauce, stuffing, and clothing.

EMPLOYEES

1,000

HEADQUARTERS

Torrance, California

AWARDS

2009 [California] Governor's Environmental and Economic Leadership Award

FUN FACT

While now headquartered in California, King's Hawaiian got its company name because the bakery where the company became famous was on King street in Honolulu, Hawaii.

Maintenance Education Program Goals

The purpose of King's Hawaiian's partnership with Lanier Technical College is to attract and train potential employees for King's Hawaiian, as well as training existing staff in maintenance-related fields. King's Hawaiian leadership and college professors have created curriculums for learning hydraulics, pneumatics, machining, metal work, PLC and electrical skills. By creating this program, the company is simultaneously filling specialization gaps and providing workers access to advancement.

Another program goal is to increase overall computer-based aptitude. The program ensures that those who have existing mechanical knowledge are taught to be computer literate and that those who have only known computers can learn mechanics as well.

“ We want to ensure that we are developing King's Hawaiian employees – ‘ohana as we call them – who not only have mechanical aptitude and experience with equipment, but who also are skilled with computers and understand the integration of old school mechanical needs and computers that allow us to control that equipment. ”

— Marquis McCraw, Talent Acquisition Manager, King's Hawaiian, Oakwood, Georgia Facility

Program Expansion & Its Challenges

The King's Hawaiian facility in Oakwood, Georgia is located on 'Manufacturers Row' amid many other food manufacturing companies. Given this prime industrial location, the educational partnership with Lanier Technical College is very successful, providing ample students and manufacturing professionals to continually move through the program. King's Hawaiian is now interested in creating similar educational partnerships in the state of California to support the growth of its maintenance team at the Torrance, California facility. King's Hawaiian is currently evaluating the viability of cooperating with a technical college in the state with a similar goal in mind. An early challenge is the overall lack in manufacturing jobs in the Torrance, California area. Many manufacturing companies have either already left California or are planning to relocate their facilities to other states. It is necessary for a college to have a significant number of students in order to create a curriculum specifically developed for the manufacturing sector. Developing such a program requires manufacturers to work together and find a geographical location that is convenient for all parties involved. Despite the obstacles, King's Hawaiian is still pursuing partnerships with community colleges in California in order to eventually build a program similar to that in Georgia.





'GLASS MADE OF IDEAS'

Case Study: Electro-Mechanical Apprenticeship Program



Welcome to SCHOTT

SCHOTT is a leading international technology group in the areas of specialty glass and glass-ceramics. The company has more than 130 years of development, materials and technology expertise and offers a broad portfolio of high-quality products and intelligent solutions. SCHOTT North America's headquarters is located in Elmsford, New York. The SCHOTT corporation is an innovative enabler for many industries, including the home appliance, pharmaceutical, electronics, optics, automotive and aviation industries. SCHOTT strives to play an important part of everyone's life and is committed to innovation and sustainable success. The group maintains a global presence with production sites and sales offices in 35 countries.

Corporate responsibility and the importance of family have long been prominent features of the corporate culture at SCHOTT. These commitments date back to the company's founder, Otto Schott, and his partner Ernst Abbe and are embodied by the statute of the Carl Zeiss Foundation, which was adopted in 1889 and still applies to the company's activities. This "company constitution" focuses on promoting economic and research activities, and assumes special responsibility for its employees, society and the environment.

SCHOTT Electro-Mechanical Apprenticeship Program

The SCHOTT Electro-Mechanical Apprenticeship program aims to overcome the shortage of electro-mechanical technicians in south central Pennsylvania. The three-year program is state-certified and includes hands-on, on-the-job training, as well as classroom and online courses. The program focuses on building technical and mechanical skills. SCHOTT partners with the Lebanon County Career and Technology Center, where students take summer classes in Industrial Machine 1 & 2, Welding 1 & 2, Electrical 1 & 2.

SCHOTT
glass made of ideas

COMPANY BACKGROUND

SCHOTT is a leading international technology group in the areas of specialty glass and glass-ceramics.

HEADQUARTERS

Mainz, Germany

EMPLOYEES

Approximately 15,000 employees worldwide, 2,100 of whom are based in North America

INTERESTING FACT

In 1884 Otto Schott, Ernst Abbe and Carl and Roderich Zeiss found the Schott & Associates Glass Technology Laboratory in Jena, Germany. After the end of World War II, American troops brought the management and selected experts from Jena to West Germany, known within the company as, "The Odyssey of 41 Glassmakers." Following the reunification of Germany, SCHOTT in Mainz took over the ownership of the old main plant in Jena.

Leveraging Technology

Online training (Tooling U) is used for 180 online courses in Safety, Shop Essentials, Quality, Abrasives, Coatings, Rigging, Materials, Metal Cutting, Electrical Systems, Motor Controls, PLCs, Manual Machining, CNC, Robotics, Soldering, Welding, EDM.

SCHOTT Electro-Mechanical Apprenticeship Program Components:

- First year departmental rotation in Production, Engineering, Facilities, Supply Chain, Quality, Maintenance
- Lebanon Career and Technology Center summer classes in Industrial Machine 1 & 2, Welding 1 & 2, Electrical 1 & 2
- 180 online Tooling U courses in Safety, Shop Essentials, Quality, Abrasives, Coatings, Rigging, Materials, Metal Cutting, Electrical Systems, Motor Controls, PLCs, Manual Machining, CNC, Robotics, Soldering, Welding, EDM
- On-the job training in Preventive, Mechanical and PLC Maintenance
- Three week exposure to European SCHOTT sites in Germany and Hungary
- Final work-related project to demonstrate skills

Program Successes

The Electro-Mechanical Apprenticeship Program's demonstrated success:

Two SCHOTT apprentices are ready to graduate and will be assigned as Electro-Mechanical Technicians on crew



Lebanon County Career and Technology Center has created a trade-school program focused on introducing high school students to the Electro-Mechanical field with input from SCHOTT.



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ABOUT THE AMERICAN BAKERS ASSOCIATION

Founded in 1897, the American Bakers Association (ABA) is the Washington D.C.-based voice of the wholesale baking industry. ABA represents the interests of bakers before the U.S. Congress, federal agencies, and international regulatory authorities. ABA advocates on behalf of more than 700 baking facilities and baking company suppliers. ABA members produce bread, rolls, crackers, bagels, sweet goods, tortillas and many other wholesome, nutritious, baked products for America's families. The baking industry generates more than \$102 billion in economic activity annually and employs more than 706,000 highly skilled people.

ABOUT THE AMERICAN SOCIETY OF BAKING

The American Society of Baking is a professional organization comprising commercial baking professionals, food technologists, engineering, equipment and ingredient experts dedicated to advancing baking and baking science technology.

ABOUT CYPRESS RESEARCH ASSOCIATES, LLC

Cypress Research Associates is a full service, business-to-business market research firm serving clients in the U.S. food processing industry since 2002. Clients include suppliers to the food processing industry, professional associations, and media companies. Cypress Research is committed to helping businesses drive success by leveraging customer and employee insights. Cypress Research also conducts Industry Trends research for segments of the food industry, including salary, benefits & job satisfaction, capital investments, and the current research for ABA and ASB on the Workforce Gap in US Commercial Baking.