Peterson Farms Journey to Becoming an Employer of Choice
Employer of Choice

An organization that meets its growth and profitability goals because it is able to attract and retain the quality and quantity of employees it needs.
Characteristics of Employers of Choice

- Employer of Choice first appeared in business press, 1984 from Howard Johnson restaurant chain when they announced a childcare center.
- Corporate Character research report, 1994, showed that a company’s success in the marketplace = employment market; success depends on the company as a good corporate citizen. Employee treatment is the most important consideration for job seekers.
Fortune Magazine’s 100 Best Companies to Work for In America

- **Pay/Benefits** – at or near the top of the industry – include unique or unusual benefits; sensitivity to work, family, health needs
- **Advancement opportunities** – training opportunities, chance to move up, job posting system, annual review process
- **Job Security** – avoid layoffs
- **Pride in Work/Company** – employees feel connected to product/service; recognized for achievements,
- **Openness/Fairness** – Executives available to all, two-way communication, problem solving process,
- **Comaraderie/Friendliness** – employees talk about being part of a team, family or community, enjoy working and socializing together.
National Labor Relationship Report

- **Fairness at Work:** fair pay, performance evaluations, corp. policies
- **Care and Concern:** career development opportunities, family friendly benefits
- **Satisfaction with day-to-day activities**
- **Reputation:** strong management team, financially sound,
- **Trust in employees:** freedom to make decisions, manage their own time, control resources, try new things
- **Work and job resources:** have enough people and equipment to do the job.
Peterson Farms Journey

- So what have we been doing the past couple of years?
Pay

• Worked with The Employers Association to review, benchmark, and set hourly pay ranges
• Raised the entry level starting wage significantly
Benefits

- **Benchmarked** employer contribution of level of support for benefits and increased amount of support at individual, two person and family levels = more family friendly benefit levels
- **Bid health care** – changed providers and now offer a larger network, great coverage, and reduced employee premiums. Saved the company a great deal as well.
- **Dental insurance** added company contribution to reduce employee cost – changed providers.
- **Life and Accidental Death and Dismemberment** insurance provided by the company at no charge to the employee. Changed providers
- **Added Vision insurance** including employer contribution to make it very affordable
More New Benefits

- **Improved retirement plan** - changed from 1 year to 6 month qualifying length of service for 401K. Safe harbor plan; 100% employer match on first 3% of pay; 50% match for next 2%. Immediate vesting vs 2 years.

- **Paid Time off (PTO)** – enable employees to use PTO sooner and accrue it quicker based on working more hours

- **Gym membership support** – 50% of a monthly membership if employee signs up to local gyms

- Added debit card for flex spending program.
Recruitment

- Applicant Tracking System
- Used internet posting sites – Indeed, CareerBuilder, Michigan Works
Policy

- Drug and Alcohol, Reasonable Suspicion testing
- Attendance and tardiness
- Computer and electronic use policy
- Vehicle and Driving policy
- Problem Resolution policy
- Revised employee handbook
Community Reputation

- HR now has joined local Rotary and Chamber of Commerce
- Visible at local events – Shelby Winter Blast
- Job Fairs
- Water and Coat Drive for Flint Elementary School
Professional and Career Development

- Employee Tuition and Professional Certification Assistance
- Implemented an internal job posting site online and on Plant Bulletin Boards – promote from within philosophy
- Supervisor training program
- Supervisor/Management Designate program
- Development plans
- Performance reviews – moved to online
- English courses – incentive to learn English
- Spanish courses
HR Practices

- Implementing an HRIS
- Structured processes and procedures for Personnel Actions
- Implemented onboarding and separation checklists
- Employee Tuition and Professional Certification Assistance
- Development plans
- English courses – incentive to learn English
- Spanish courses
HR Practices

- HR took on the life cycle of the employee – create the employee in system, change pay/benefit deductions, remove from system
- Personnel file maintenance
- 401K administration
- Background checks
- Employee investigations
- Performance Improvement Plans (PIP)
Challenges

- Turnover at the entry level positions
- Geography and recruitment
What questions do you have?
Thank you!

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