



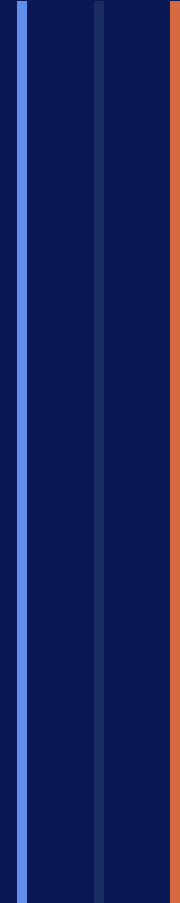
The Frontline Succession Planning Report

Your best operator isn't your next leader.

Supervisor benches run thin for two reasons: turnover moves people out before anyone can see who could lead, and when a seat opens we often promote the best operator rather than the best fit — usually because management is the only path up we offer. What follows is the data to demonstrate the business risk to your executives, and a framework for how to fix it.

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A Letter from the President

To our valued Meat Institute members,

People are the foundation of the meat and poultry industry, and developing the next generation of plant leaders is one of the most important challenges facing processors today.

Through discussions with members, the Meat Institute's Workforce Experience Committee identified a common concern: attracting frontline talent and creating effective pathways into supervisory and technical leadership roles. Strong individual performance alone does not guarantee leadership success, and without a clear development strategy, companies risk losing valuable talent.

This report combines industry research with insights shared by Meat Institute members through interviews and group discussions. It outlines the business case for investing in frontline leadership development, highlights the costs of inaction, and provides a practical framework companies can use to strengthen their workforce pipeline.

My sincere thanks to the members who contributed their time and expertise to this effort, and to WorkForge, a Meat Institute member, for sponsoring this project.



Julie Anna Potts

President and CEO
The Meat Institute



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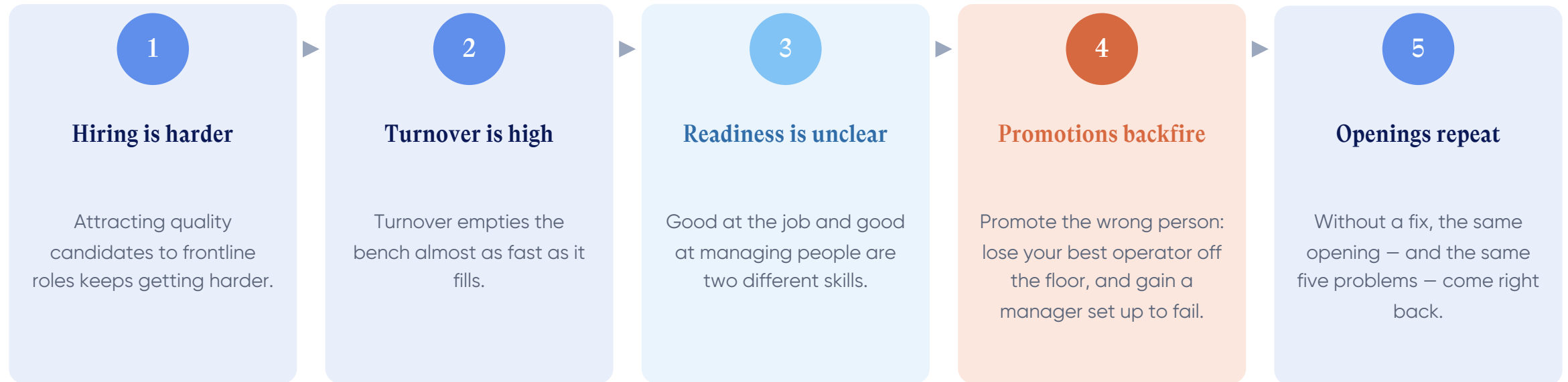
The real succession risk, isn't at corporate.

It's on the plant floor.

When the Committee convened 20-30 HR and L&D leaders on succession planning, they named identifying and developing frontline career paths as their **single biggest talent challenge — and the one they feel least resourced to solve**. Not the executive succession plan that gets reviewed at the board level, but the frontline supervisors and senior operators who hold the plant together, with little bench behind them and no clear way to name who is next.

And that bench is thinning from the outside in.

Different companies. Same five problems.



← PROBLEM 5 LEADS RIGHT BACK TO PROBLEM 1 →

This report breaks that cycle with the data behind it, the approach and proof from other processors, and a 10-question assessment to see where you stand.

WHAT THIS REPORT GIVES YOU

Everything you need to close these five gaps.

1 The Data

This report puts real numbers behind the problem: how many people are retiring, how fast turnover is emptying the bench, and what an incorrect placement costs you in dollars.

2 The Approach & Proof

Practical steps other processors are already using, with results from plants that have already done this.

3 The Tools

10 quick questions that show you where you stand today, and give you recommended next steps based on your plant's unique risks and challenges.

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TALENT GROWTH CHECK

How does your organization identify your frontline employees' next step — supervisor or otherwise?

10 questions, about 3 minutes. This check looks at your organization as a whole — not any single plant or employee — and shows how you identify and prepare your frontline employees for their next step today, and where the gap is worth closing first.

~25%
of food plant workers may retire by 2030

40%
average annual turnover in food manufacturing

33%
of salary to replace one frontline employee

82%
of the time, the wrong person gets picked for management

The industry is losing experienced people faster than it's building new ones to replace them. The Workforce Experience Committee's report is clear that the fix isn't just more training data — it's whether an organization actually separates people ready to lead from people who are simply great at the job, and backs that decision with data instead of memory. This check shows where your organization stands on both.

AREA 01
Onboarding

AREA 02
Retention

AREA 03
Manager or Individual Contributor

AREA 04
Readiness

Start the check →

ORG-WIDE RESULT — NOT A SINGLE PLANT OR EMPLOYEE

IDENTIFYING AND ROUTING SUPERVISORS

Your **Leadership Routing** score is being held down mainly by how much hands-on leadership experience people actually get before promotion — the strongest organizations get this to: "Extensive cross-functional rotation, mentoring, and real decision-making practice well before the promotion." The other two areas behind this score are weaker.

Your **Data-Driven Decisions** score is being held down mainly by whether onboarding creates a structured record day one — the strongest organizations get this to: "Every new hire has a structured, role-specific onboarding record from day one, feeding later readiness decisions." The other two areas behind this score are stronger.

Strong routing, partial data

ROUTING 4.4/5 · DATA 3.0/5

HIGH	Strong routing, limited data	Strong routing, partial data	Strong routing, strong data
MEDIUM	Partial routing, limited data	Partial routing, partial data	Partial routing, strong data
LOW	Limited routing, limited data	Limited routing, partial data	Limited routing, strong data
	LOW	MEDIUM	HIGH

DATA-DRIVEN DECISIONS →

RECOMMENDED ACTIONS

Structure

Both tracks exist, and by most measures your routing already works, but the criteria for each live in more than one place: some in a manager's head, some in an old training doc, some just understood informally. That's a problem because when someone new has to apply the criteria, a new supervisor, a new plant leader, a new promotion decision made while the usual person is out, and there's no single place to point them to. Consistency depends on continuity of the people currently doing it right.

Fixes Pull together everyone currently involved in routing decisions, whoever actually knows the criteria today, consolidate what's in their heads and scattered documents into one reference: the rungs for both the management and technical tracks, the pay step at each rung, and the specific evidence required to move someone up. Put it somewhere every promoting manager actually opens, not a file that gets written once and forgotten, your shared drive folder linked from the promotion process itself, wherever people already look. Then walk your routing decision-makers through it directly, don't just send the document, so you find out now whether everyone's actually applying the same standard, instead of finding out later when two managers routed similar people two different ways.

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1

THE TALENT CHALLENGE

Harder to hire, harder to keep

You can't develop supervisors from people who never stay. Attracting and retaining talent is your first challenge and it's getting more difficult.



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The same talent pool is under pressure from two directions:

3.8M

workers needed by 2033

Nearly half may go unfilled.
(Deloitte / Mfg. Institute)

1.1 yr

average Gen Z job
tenure

They're harder to attract
and leave sooner.
(Randstad)

6%

of Gen Z aim to lead

Few even target a
management role. (Deloitte)

THE REAL PROBLEM

You can't hire your way out of this. Three things have to happen at once. **Attract** frontline talent. **Keep** them long enough to develop. **Advance** them into supervisor and senior technical roles as advancement opportunities can't be limited to management. The clock is already running: the generation that built today's bench is retiring out.

THE PIPELINE PROBLEM

Retirements are rising. Replacements aren't staying.

More than 11,000 Americans reach age 65 every single day, and that wave runs through the end of the decade. The generations behind them apply in smaller numbers and leave faster, so the same roles keep reopening.

~25%

reaching retirement age by 2030

The experienced core we have relied on is reaching retirement age, taking with it decades of instinct that was never written down.

Food Industry Executive

40%

annual turnover

The frontline churns before a bench can even form beneath the people leaving, so the same roles keep reopening.

Standard industry average

82%

wrong pick for management

And when we do promote, we usually choose wrong – masking the shortage by moving the wrong people up.

Gallup

None of this stays a staffing problem for long. When the bench is thin and turnover is high, the newest people end up running the steps that matter most **and that is where food safety risk begins.**

Recalls start with people

Two decades of FDA and USDA/FSIS recall data point to the same root cause: work performed without the training to do it right every time.

Every under-trained person on the line is carried risk. Across two decades of FDA and USDA/FSIS data, most recalls trace to human error, a step performed wrong by someone never trained to perform it right.

That exposure concentrates where training is thinnest: 78% of recalls come from contamination or allergens, hazards controlled almost entirely by sanitation and changeover discipline, and under-processing recalls come from missed steps at critical control points.

And it compounds: new people enter the plant every week, so one-time orientation leaves a growing share of the line running critical steps without verified competence.

WHAT IT COSTS

+20% rise in U.S. food recalls, 2020–2023

\$10M average cost of a single recall

\$100M+ for the worst ~5% of recalls

\$15K+ per OSHA “serious” violation

Sources: OSHA; Penn State Food Safety; Journal of Food Protection, U.S. food recall analyses (2024–2025).

WHERE IT STARTS The research calls for routine retraining and annual revalidation rather than one-time orientation, and the most critical place to build that discipline is the first weeks on the job. Get onboarding right and you create a team with a built-in safety culture mindset, and one that believes the company is invested in their future.

Onboarding

You can't build supervisors from people who quit in week six. Onboarding is the entry gate to your entire frontline talent pipeline.

Every future supervisor starts as a new hire. When the first weeks are structured, not a badge, a handshake, and "someone will show you the rest," people stay long enough to develop, ramp faster, and make fewer costly mistakes. The section that follows examines how and why to turn day one into the start of a career, rather than leaving it to chance whether someone stays.

THE PROBLEM, IN THE FIELD

“

So much is embedded in the people. Historically, training is word-of-mouth — following, mentoring. The risk is you pass on the bad habits along with the good.

— A WORKFORCE DEVELOPMENT LEADER, MULTI-PLANT PROCESSOR

1

ONBOARDING

Start them to keep them

The first weeks mostly decide one thing: whether a new hire stays. Roughly 44 days in, most have already made that call (BambooHR).

A structured start changes the odds:

18X

employees who had effective onboarding feel up to 18x more commitment to their workplace

↑ 70%

greater new-hire productivity when the first weeks follow a structured plan

↑ 69%

more likely to stay three or more years after a structured orientation

Brandon Hall Group · Bamboo HR · Zippia

\$16,500

What it costs. Replacing one \$50K employee runs ~33% of their salary, and 60% of early resignations blame disorganized or missing training. Every avoidable exit is a bench candidate you paid to recruit, train then lost.

A strong start only gets them to the floor, **what comes next is typically learned by watching.**



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THE INFORMAL DEFAULT

In many plants, training is caught, not taught

Ask how people learn the job on a production floor and the honest answer is the same everywhere: by watching whoever's next to them.

96%

of frontline food roles are learned on the job

Training happens on the floor through shadowing and word-of-mouth, not a classroom. (BLS, 2025)

1 in 3

Frontline workers receive structured training

Beyond watching whoever's next to them, most get little structure instruction – the people who most need to learn the job get the least assistance. (MIT Sloan)

1–2 yr

average tenure on the line

Every departure takes undocumented know-how with it – and the next hire starts the guessing over. (Zippia)

THE PROBLEM WITH “JOE WILL SHOW YOU” Informal shadowing will always be part of the floor, but on its own it's inconsistent shift to shift, never verified, and passes on bad habits with the good. What's learned depends entirely on who happens to be standing next to you. And this is the most fixable link in the chain: **unstructured training is a leading reason people walk, so structure is also a retention strategy.**

Retention

A bench only exists if people stay long enough to be developed. Visible growth is what keeps them.

Onboarding gets people on the floor; ongoing development keeps them there. The employees who can see a future inside the company see a reason to invest, and are exactly the ones still on the floor three years later, when someone needs to be ready to lead, or is ready to advance. The section that follows examines how, and why, you need to make that future visible, so the best people grow in place instead of leaving to find it elsewhere.

THE PROBLEM, IN THE FIELD

“

We're trying to add structure to a dream. A formal talent strategy has never really existed before now.

— A TALENT LEADER AT A MID-SIZE PROCESSOR

RETENTION

Keep the employee pipeline from draining

Retention isn't about perks. It is about people being able to see a future inside the company. Development is what makes that future visible, and it's the difference between a bench that grows and one that keeps draining.

A STRONG LEARNING CULTURE DELIVERS

84% say learning adds purpose to their work, so development reads as respect rather than overhead.

↑ 57% higher retention at companies with a strong learning culture than at those with weaker ones.

↑ 23% more internal mobility – strong training cultures mean fewer outside hires and more people moving up from the line.

LinkedIn Workplace Learning Report, 2025.

WHAT TURNOVER COSTS

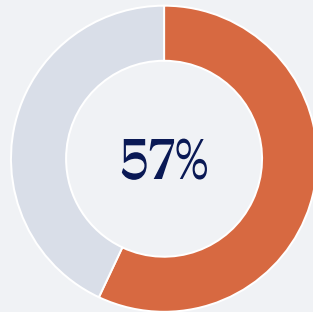
\$2M

lost each year to turnover at a 300-person plant (40% turnover, ~33% of salary each). Most leave before ever reaching full productivity.

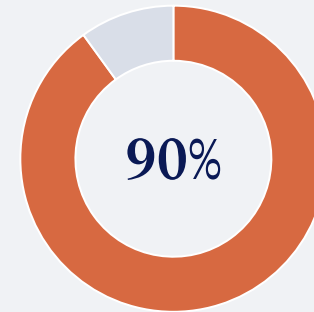
WHAT'S NEXT: Development only holds people if they have a reason to stay and the single biggest factor in whether they do is **the person they report to.**

People rarely quit jobs, they quit bosses

The biggest driver of front-line turnover is the person they report to, and in most plants, that boss is a former top performer promoted with no leadership readiness.



Quit because of their boss



Say their boss influenced the decision

Gallup · BambooHR

HOW IT COMPOUNDS An unprepared promotion doesn't stop at one seat. An overwhelmed boss drives front-line turnover, which drains the bench and pressures you to promote in a hurry again, and the cost grows each time around. That makes the promotion decision itself the highest-leverage fix: who gets the team, and on what criteria.

Manager or Individual Contributor?

The highest-leverage decision in the pipeline, and the one most organizations make by default, on the wrong criteria. Being great at the work and being great at leading people are two different talents. Treat them as one, and you lose twice: a manager in over their head, and you have lost the top performer from a production standpoint.

“

We give promotions, but we don't teach people how to be a boss, or how to identify talent.

– A TALENT LEADER AT A MID-SIZE PROCESSOR

2

THE ROOT CAUSE

The default that breaks the bench

Most organizations have one way to reward a great employee: make them a manager. It persists because plants have no data to decide any other way.



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Your best doers often make your weakest managers. A 2026 Gallup study of frontline supervisors measured exactly why:

THE INSTINCT

Promoted

65% of frontline supervisors get the job for outperforming their peers – not for supervisory skill



THE OUTCOME

Then disengage

supervisors promoted on performance are far less engaged (31%) than those chosen for supervisory skill (42%)



THE MISTAKE

No safety net

only 45% got supervisor training in the past year – nearly 1 in 4 have never been trained at all

82%

of the time, companies fail to pick the right person for management (Gallup). The manager is the biggest lever on team engagement — Gallup estimates managers account for at least 70% of the variance in engagement scores across teams.

The question isn't whether someone is ready for more. It's whether they're ready to **lead** or ready for **more responsibility**.

THE MISSED DISTINCTION

“Ready for more” is really two questions

Line mastery predicts the Individual Contributor track. It says almost nothing about management. Judging both by “who performs best” is why the challenge exists.

SIGNALS OF AN INDIVIDUAL CONTRIBUTOR / EXPERT

- Solves the problems no one else on the floor can solve, and grows by going deeper into the work rather than broader across it.
- Draws energy from mastering the craft and the process itself, rather than from developing the people around them.
- Is sought out by colleagues for how-to answers, not for decisions about people, schedules, or conflict.
- Wants a wider scope of technical responsibility and recognition for expertise but not a team to run.

SIGNALS OF A MANAGEMENT LEADER

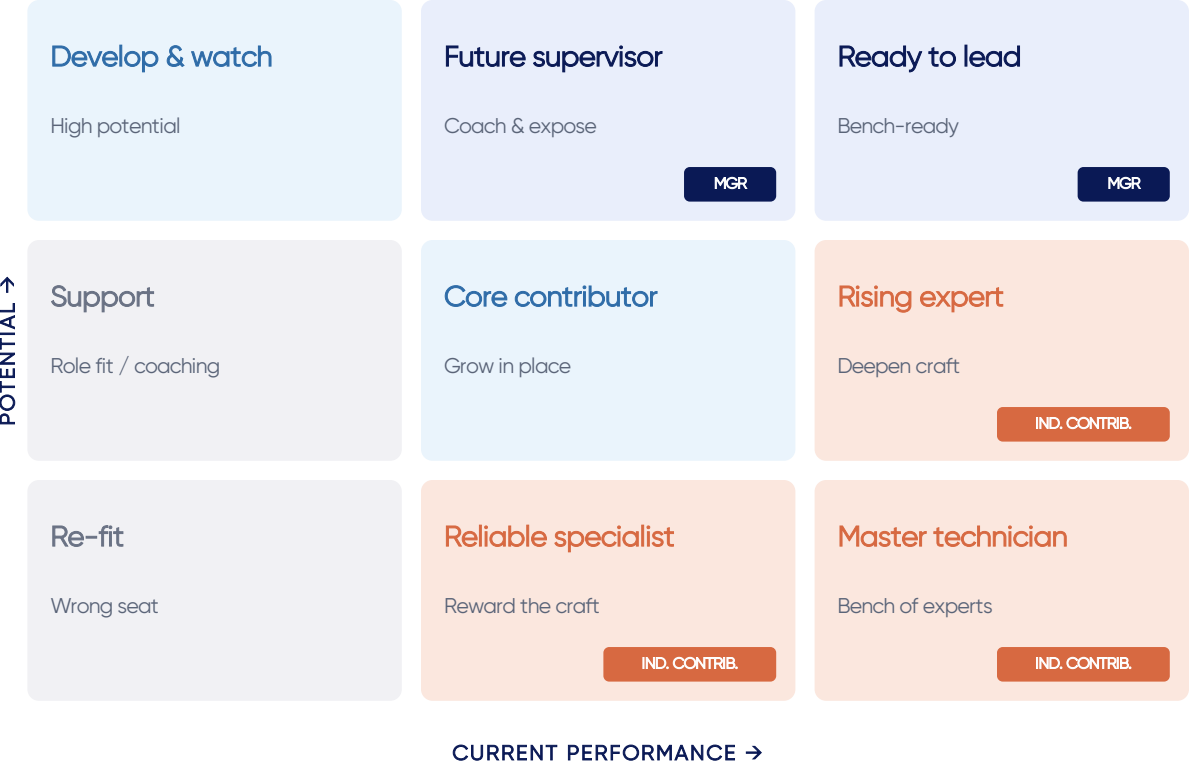
- Already coaches, mediates, and steadies the people around them, well before anyone gives them the title.
- Measures a good day by what the crew accomplished, not by what they personally produced.
- Delegates work and holds a standard without creating friction, and without taking the task back.
- Shows a track record of collaboration; that history, not individual output, is what predicts success here.

THE DOUBLE LOSS Move an expert into management they are not suited for and the plant loses twice: the supervisor flounders, and the expert work goes undone. A dual ladder avoids that trade – and most plants already own the instrument to tell the two apart, but has room for improvement in the execution.

THE TOOL

Use structure to route people, not just rank them

Measure what someone has potential for, not just how successful they are in their current capacity. This can be done with a variety of tools, for this example a we'll us a 9-box tool to demonstrate how to measure between the manager track and the expert individual contributor track.



How to run it differently

Run the grid as a talent review twice a year, carried down to supervisor level and aimed at the right question. The top-right box should split into two destinations rather than one: some people belong on the manager track, others on the path to master-technician status.

Read the grid that way and a brilliant operator with no people-signal stops looking like a failed manager and starts looking like what they are: a wealth of expertise.

A 9-box is not a performance review. Most plants already have one, or something similar, but use it to score how well someone does today's job. Its real job should be the opposite. It should show where a person can go next and what it takes to get them there, **the kind of advancement that pays off for both them and the plant.**

3

THE DATA

Data to drive your 9-box

A 9-box is only as good as the information behind it. Most are filled from limited visibility and with a producer first mindset. The fix is documented evidence of what people can do today, and should do next.



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TODAY: LIMITED VISIBILITY

- Skills records sit in paper files, binders, and one-off spreadsheets that only a few supervisors know how to read.
- Much of it was never written down at all; it lives in the memory of long-tenured supervisors and crew leads.
- That institutional knowledge walks out the door at retirement, and the informal record of who can do what goes with it.
- So placement runs on memory, gut feel, and recency bias – and “ready” means something different to every manager.

WITH DOCUMENTED KSAs

- **Training and certifications** – recorded as completed, tracked, and current for every employee.
- **Competency assessments** – demonstrated by role, so capability is measured rather than assumed.
- **Observed on-the-job behaviors** – logged over time by the supervisors who watch the work.
- **A shared bar for “ready”** – the same evidence, reviewed the same way, in every talent discussion.

A learning management or skills system captures that evidence, turning the 9-box into a decision the plant can defend, build trendlines and repeat. Evidence only pays off if there is somewhere to go with it, which means two paths, not one.

THE STRUCTURE

Give advancement two ladders, not one

Two ladders is a recruiting tool, a retention tool, and a bottom-line tool: candidates see the path before day one, people advance without leaving, and hard-won expertise stays on the floor.

MANAGEMENT TRACK

Plant / Operations Manager – runs the site and leads other leaders rather than the line itself.

Superintendent – carries leadership across multiple lines, shifts, and departments.

Supervisor / Line Manager – leads a team day to day and owns its output, quality, and safety.

Lead / Trainer – the first step into people leadership, where coaching and shift ownership begin.

EXPERT / INDIVIDUAL CONTRIBUTOR TRACK

Master Technician / SME – holds plant-wide technical authority and solves the problems no one else can.

Senior Specialist – owns a process end to end, including its standards and its improvement.

Skilled Operator II – runs multiple assets or lines with deep, verified multi-skill capability.

Skilled Operator I – certified in the craft and fully independent in the core role.

Both ladders carry salary increase opportunity and status at every step. Movement up either one is earned the same way – through completed training and certifications and demonstrated on-the-job performance, rather than tenure or gut feel.

Readiness

Identifying a future supervisor is not the same as having one. Develop them before the promotion, not as remediation after.

Spotting who could lead is only half the job. There is a real gap between identified and ready, and most plants wait until someone is already underwater in the role to close it. The work described in this section reverses that order: expose people to the whole operation, pair them with a mentor, and build the leadership fundamentals an individual contributor never needed, all before the title changes.

THE PROBLEM, IN THE FIELD

“

HR says a person isn't ready. Ops says they are. So we send them up anyway — and set them up to fail.

— EXECUTIVE AT LARGE PROCESSOR

Prepare before you promote

Naming someone as a future supervisor is not the same as making them ready. That gap has to be closed deliberately, while they are still on the line and not treated as remediation once the title has changed.

1

Expose

Move them through cross-functional rotations so they see how the whole plant runs, not only their own line.

2

Mentor

Pair them with a current supervisor who models the people side of the job before they have to hold it.

3

Equip

Teach the leadership fundamentals – feedback, delegation, holding a standard – that an individual contributor never had to use.

THE PAYOFF COMPOUNDS A supervisor promoted from inside already knows the product, the line, and the people, so they reach full productivity faster than an outside hire. The same development builds the senior operators the line depends on and both become the people who develop the next wave.

What the best teams actually do

The processors who build a reliable bench bring the same rigor to developing people that they already bring to running a complex, efficient operation: systems and data behind decisions most plants still make from memory.

Role-based training

Training is standardized and mapped to each role, rather than delivered as one-size-fits-all compliance.

- Define the skills each role requires.
- Certify new hires against one checklist.
- Re-verify skills on a recurring basis.

START HERE

Document the skill path for one critical role, then template it for the rest.

Decisions grounded in data

Training records and demonstrated skills inform talent decisions, rather than gut feel alone.

- Log training records in one system.
- Bring that record into every talent review.
- Flag ready candidates before a role opens.

START HERE

Pull that role's existing training records into one place and see what is missing.

Clear pathways to advancement

Visible career paths and a promote-from-within pipeline let people see the next step and pursue it.

- Publish the path to supervisor and to expert.
- Attach the evidence each step requires.
- Review each employees progression regularly.

START HERE

Post both ladders for that role and walk each crew through them.

Proof it works

Real processors, real results: structured development that paid off.



A holistic hire-to-retire approach

Wholestone Farms, a leading pork producer, faced an aging workforce and talent shortages, and answered with a hire-to-retire model of continuous development and succession planning.

RESULTS

- **25% lower turnover**, cutting replacement-hire cost.
- **3x training engagement**, speeding time-to-productivity.
- **Automated audit reporting**, reducing compliance risk and operational burden.



“When we show our C-level people what training does, their mindset changes — they see the results against the P&L.”

GRANT PRENZLOW · DIRECTOR OF HR, WHOLESTONE FARMS



Building a stronger, more engaged workforce

Palermo's set out to strengthen retention and become an employer of choice, tackling labor shortages and inconsistent career pathways with a structured workforce strategy.

RESULTS

- **83% retention**, with a waiting list for second shift and eliminated need for temp hires.
- **700 job roles** with training assignment automated from the HRIS into the LMS at onboarding, lifting satisfaction and growth.
- **Pay is tied to the path** — training and evaluations are what qualify someone for the next role and pay band.



“When training is easy to access and career paths are clear, employees don't just stay — they thrive.”

WENDY BUSHELL · CHIEF PEOPLE OFFICER, PALERMO'S PIZZA



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Proof it works

Standardized, role-based development: measured in output and advancement.



Leveraging technology for scalable training

PPC Flex needed 1,600 employees across 16 locations working to one standard, with skills tracked by hand and no clear path between roles. The goal was consistency in how people are trained and advanced.

RESULTS

- **31% less machine downtime**, protecting output.
- **46% pursued advancement**, filling roles internally.
- **10x reduction in waste and rework.**



"Our productivity and revenue per associate are the best we've ever had."

LISA MILLER · HR LEADER, PPC FLEX



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Standardizing training for retention and safety

LifeLine Foods, a farmer-owned corn milling company, was contending with high turnover, inconsistent training, and knowledge gaps. It replaced manual methods with mandated, standardized modules.

RESULTS

- **Lower turnover** in the highest-churn departments.
- **Fewer disruptions** from standardized training.
- **Output doubled**, from 2,000 to 4,000 bags per shift.



"Before, we struggled to hit 2,000 bags a shift. We now hit 4,000. Training has been a big part of that."

KEVIN KELLY · CEO, LIFELINE FOODS

GETTING STARTED

From proof to plan

You've just seen it work at four plants. What follows turns that proof into your plan.

The pages ahead help you build a framework to build your business case based on data and their impacts on margin, risk, and cost. Your C-Suite and your Board of Directors need to understand the financial impact of inaction and action.

WHAT'S NEXT



Nobody funds a problem they cannot see the size of.

– NEXT: SIZE YOUR OWN NUMBERS

Start by sizing your own problem

Nobody funds a problem they cannot see the size of. Work through it in three passes: what your numbers say today, where development actually breaks down, and what walks out the door next.

1

Identify your baselines

Pull three numbers you already have: annual turnover, broken out by department and shift; unplanned downtime hours; and waste and rework as a share of output for example.

2

Analyze your gaps today

Is onboarding structured and consistent shift to shift? Are development decisions data-driven or based on gut? Does a 9-box map career paths, not just performance in today's job?

3

Identify your future risk

Identify who may retire in the next five years and what institutional knowledge leaves with them. Map which lines lose their most experienced operators first.

Then put numbers to all three. The page that follows prices out a typical 300-employee plant against industry benchmarks, so you can hold your baselines up to the standard. State every gap the way your executives already budget, in dollars a year, per plant.

THE BUSINESS CASE

The costs your C-Suite needs help with

Unstructured development rarely shows up as a line item. It hides across turnover, downtime, waste, and recall risk. Together, it's the largest avoidable expense in most plants.

SAMPLE PLANT

Production employees: 300
Average annual salary: \$50,000
Annual production value: \$25M

WHAT IS HAPPENING TODAY

Turnover and retirement: 40%
Unplanned downtime: \$30,000 an hour
Waste and rework: 2% of output

Risk	Baseline	× What happens	× What it costs	= Sample cost
Turnover & retirement	300 people	40% leave or retire = 120 people	\$16,500 each (33% of salary)	\$1,980,000
Unplanned downtime	52 weeks a year	1 hour unplanned downtime a week = 52 hours	\$30,000 an hour	\$1,560,000
Waste & rework	\$25M produced	2% scrapped or rerun	full value lost	\$500,000
Total a year				\$4,040,000

Now run your own. Swap in your headcount, downtime hours, and production value, waste/rework and then take the total to the people who approve the budget.

ADDITIONAL RESOURCES

Three tools to start your case

Each one does a different job: find out where you stand, size what it is costing you, and put the argument in front of the people who approve budgets.

Organizational self-assessment

A short diagnostic tool that measures across the four levers in this report. It shows where your plant is strong, where it is thin, and which gap is worth closing first.



Scan or visit
meatinstitute.org/FrontlineAssessment

Hidden-cost calculator

Enter your own headcount, salary, turnover, downtime, and waste figures, and it returns what those gaps are costing you in dollars.



Scan or visit
workforge.com/hiddencosts

Executive summary

A two-page version of this report written for leadership, in the language of margin, risk, and cost rather than training.



Scan or visit
meatinstitute.org/FrontlineSummary

About the sponsors

Commissioned by the Meat Institute's Workforce Experience Committee and sponsored by WorkForge – a Meat Institute member – on developing frontline talent into senior operators and supervisors.



The Meat Institute represents the full community of people and companies who make the majority of meat American families rely on every day. The Meat Institute's hands-on regulatory and technical expertise, proactive advocacy, unique convening power, collaboration within and beyond animal agriculture, and sector-leading continuous improvement initiatives drive relationships and resources that ensure meat continues to be a vital, trusted pillar of healthy diets and thriving communities for generations to come. To learn more, visit: MeatInstitute.org.

WORKFORGE

WorkForge is a workforce development partner built for food and manufacturing. WorkForge combines an food production specific LMS, custom content, and career pathways mapped to job roles – with seamless HRIS integration – to streamline onboarding, reduce turnover, and build a culture of learning from the production floor to the front office.

Increasingly, the same system that develops your people can inform how you make talent decisions – turning training and skills data into a clearer view of who's ready to grow. Training that does more than check a box. Learn more at WorkForge.com.