

# Industry leader in railroad, vehicular and construction markets builds a learning culture with Tooling U-SME

“We want to make sure we have the right people in the right place, with the right knowledge.”

—Human Resources Manager

## Challenges

- Replacing retiring workforce that’s ready to walk out the door
- Preparing 1,800 employees to take over for soon-to-retire senior employees
- Bringing 3,000 employees up to speed to fill middle pipeline
- Transition knowledge to the right people in the right places
- Identifying competencies for necessary workforce skills
- Updating job classifications; standardize job roles
- Retaining newly hired employees

## Solutions

- Created skills verification system
- Aligned skills to job roles
- Created transparent career pathway so workers know how to get to the next level
- Procured key leadership support
- Provided new employees with the best possible experience throughout onboarding and their entire first year
- Created core curriculum for all new hires, providing a consistent message to all employees
- Defined objectives for employees, ensuring that 70% is based on experience, 20% on tribal knowledge and 10% on training instruction
- Leveraged Tooling U-SME for Lean Certification program

## Results

- Created new learning culture with Tooling U-SME
- Improved test scores by 22% after training.
- Allowed employees to retain knowledge and apply it on the job
- Received leadership support for training initiatives
- Created cross-functional, flexible teams
- Built a talented workforce from within

