

Tier 1 automotive supplier experiences dramatic reduction in turnover after partnering with Tooling U-SME

“Tooling U-SME has been there as a counselor and advocate starting with our first conversation.”

— *Global Training Manager*

Challenge

- Developing a workforce after having doubled global footprint over five years
- Employing learning and development as a strategy instead of one-time fulfillment of a non-tangible need
- Needing an employee development system based on seniority which was not qualification-based
- Attracting and recruiting higher-skilled workers
- Reducing high fluctuation high fluctuation rate of around 28% annually and a cost of about \$2,000 per employee to recruit, hire, train and terminate those employees
- Onboarding employees appropriately to help avoid costly revolving door
- Missing succession plan for operations roles
- Providing workforce training without having to shut down production line
- Raising low worker morale
- Creating an arbitrary pay system in which all new hires receive the same hourly wage

Solution

- Received counseling advocacy, skill and competency mapping, placement testing and troubleshooting from Tooling U-SME
- Brought learning and development topics to the managers' circle to gain support
- Introduced a three-year training plan and strategy that's now being realized, with the final phase being implemented with Tooling U-SME
- Assessed all machine operators and engaged them in learning specific to their levels
- Developed higher-level programs and different modules for incumbent workers
- Defined job roles and the level of skills necessary for each job role
- Provided employees with the knowledge and abilities to practice and master various skills
- Created progressive skills and a performance-pay-based system
- Developed blended learning system consisting of online, instructor-led and external training

Results

- Achieved 19% reduction in turnover
- Evaluated and placed workers where they belong in performance-pay-based system
- Employees developed their own study groups
- Employees continued to learn based on training they've completed

