Harley-Davidson

Building Program Success - Aligning to Key Business Objectives

Chicago
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- U.S. Army – 22 Year Career, Lieutenant Colonel, Field Artillery
  - Multiple training and leadership positions – organizations from 10 to over 2,000 people

- Harley-Davidson Motor Company – 11 Years
  - Manufacturing and Materials Supervisor - 3 Years
  - Powertrain Operations Organizational Development and Training Lead - 3 Years
  - Corporate Manufacturing Technical Training Lead - 5 Years
  - Current role - lead, manage, develop, and support our four manufacturing plant Technical Training Teams // support development and execution of the H-D 5-Year Manufacturing Training Strategy and serve as a Simulated Work Environment (SWE) Lead Instructor
  - Previous key roles at Corporate Training - develop and execute the flexible/casual worker training program / Standardized global manufacturing instructional design and technical training product development

- Education - BA, U of WI-Milwaukee, International Relations and German
  MA, Indiana University, West European Studies
  U.S. Army Command and General Staff College
  Certifications: U of MI – Lean Office / MBTI – Interstrength / Change Management – LaMarsh
1917 / 1918 – Almost 20,000 motorcycles built for WWI

Quartermaster School established to train military mechanics –
Later became the Service School for dealer network mechanics and
still later became Harley-Davidson University
HDU Journey

1917

H-D sells motorcycles to US military, technical training begins, “Quartermaster and Service Schools”

1980’s

New management steps up technical training and adds business skills

1990’s

Satellite Broadcast, Computer-based training added

2000’s

Online content, 250K + delivered

2008

Organizational transformation - HDU becomes part of HR

2009

Fall 2009 - New Leadership, Assessment, Employee Development transferred to HDU

2010

2012/2013

2010 Analysis

Restructure

Numerous events: Sales conferences, dealer seminars, webcasts, align w/ technical schools, curriculum standards, & international training

96 years of developing and delivering training
Lack of a coordinated framework for Employee and Dealer Development

Lack of shared Learning & Development vision, direction, value

Lack of planning has yielded insufficient funding, misaligned curricula, duplicated efforts, decreasing standardization and increasing inefficiencies

Challenged to meet expanding global business requirements and expectations with limited technology, decreasing resources, and lack of a consistent global mindset

Lack of standardized training processes -
- 4000+ courses in LMS
- Variation in quality
- No framework to map curriculum to, little understanding of what is foundational to employees, uncertain of training gaps
- No central repository for training material, instructor guides, etc.
- LMS user acceptance is low, great need to improve perception
Our Study Results....(cont’d)

➢ We are not leveraging economies of scale with Training & Development
  
  ❖ Too many dollars spent on external fill-the-need-of-the-day training, seminars, and other non-standard services
  
  ❖ Resources could be better leveraged for Employee Development
    
    • Not consistently using a preferred supplier network
    
    • Not leveraging “off the shelf” training and spending more to “Harley-ize” for in-house use
    
    • Need to decrease cycle time for developing training internally (currently 14-16 weeks) and leverage more technology to deliver learning
    
    • Individuals / departments / functions doing their own thing when it comes to Learning and Development
Why Tooling U?

- Curriculum already developed – provides off-the-shelf options
- Learning content updated regularly by industry experts
- Training products and offerings that align with our business needs
- Great support and flexibility of Tooling U’s professional staff
- Allows us to rapidly create blended programs for manufacturing

Initiating the Relationship – Facility & Leader Visits

- HDU Open House at Corporate HQ
- Pilgrim Road Powertrain Plant
- Product Development Center
Business Need #1 – Manufacturing Supervisor Training
1\textsuperscript{st} / 2\textsuperscript{nd} Quarters 2010

\begin{itemize}
  \item \textbf{Description}
    \begin{itemize}
      \item H-D Powertrain Operations identified the need to provide foundational manufacturing training to 29 leaders that included supervisors, engineers, and area managers – mitigate effects of company-wide restructuring and job transitions
      \item 10 Tooling U online courses were included in the curriculum to serve this need – e.g. Basic Measurement / Cutting Processes / Mechanics of CNC, etc.
      \item Target group had various levels of experience and some were new to manufacturing
    \end{itemize}
  \item \textbf{Outcome}
    \begin{itemize}
      \item Positive feedback from participants and plant leadership
      \item Achieved goal of developing and reinforcing a baseline understanding of common manufacturing terminology and processes
    \end{itemize}
\end{itemize}
Business Need #2 – Green Field Operations
3rd Quarter 2010

Description
- Developed a training program that can easily be delivered to smaller start-up operations
- Blended approach of H-D custom on-line content, H-D ILT content and Tooling U content
- Prepared two subject matter experts to deliver this material to a group of 15 employees

Outcome
- Leadership very impressed with the blended training program format
- Operations appreciated the quality of foundational training provided
Business Need #3 – New Employee Training
3rd Quarter 2011

Description

- Train a pilot group of 80 new employees split into 2 groups for a period of almost 5 days. All had successfully completed pre-employment screening.

- Mix of online courses and instructor led materials delivered by subject matter experts. These were a blend of H-D courses as well as the Tooling U online courses that we host. Each participant was required to achieve 80% on the post-test in order to advance to the next course. The blended approach allowed us to gather data and feedback on the training plan and delivery modes.

Outcome

- The data led us to our current flexible worker training model that is now standardized across all four manufacturing sites.

- This training will continue to be closely monitored and improved so we can measure its impact on retention, quality, safety and productivity of these workers as compared to previous methods.
Business Need #3 (cont’d)

- 75 people completed the training pilot

- Level 1 Feedback – Avg score 5.2 (1-6 scale) for program
  - Learned new knowledge - 5.6
  - Conducive to learning 5.6
  - I will be able to apply this new knowledge on the job 5.7

- Lessons Learned

  - The variance of online learning time was greater than pilots with our internal employees. This was partially due to our internally-developed courses including an assumption of participants already having a level of H-D knowledge (Acronyms, Process, etc.)

  - Need to add basic computer skills to our hiring criteria

  - Use more Tooling U courses (appropriate learning level and not “Harley-ized”, industry-proven learning material)

  - Several opportunities to reduce cost and burden on H-D staff in the follow-on training model
Business Need #4 – An aging workforce combined with the lack of a reliable skilled manufacturing worker pipeline is creating risk to our future manufacturing capability 3rd Quarter 2013 to ?

➢ Description

• Current workforce demographics (seniority, retirement eligibility) combined with the shortage of available skilled manufacturing workers to replace those leaving is an issue of great concern.

• Hiring skilled workers in this economy is problematic – not out there. “New” flexible worker pool that resources our manufacturing “Surge” strategy fills front of pipeline, but then what?

• Equipment is becoming more technical and complex – worker skills gap is expected to widen as time passes
Business Need #4 (cont’d)

➢ The Plan – *H-D Manufacturing Training Strategy*

1. Define competencies, Roles and HDEBoK Structure
   - Step 1: Close collaboration with manufacturing stakeholders. Boundary clarification for each area. Roles will be defined and mapped.

2. Identify Critical Work Tasks (CWTs)
   - Step 2: Critical work tasks are identified for each role and mapped according to the competency area structure. Analysis of all roles, job descriptions and work instructions.

3. Identify Key Terms and Concepts per CWT
   - Step 3: Key terms and concepts are listed for the knowledge required to perform the CWT’s. Key terms and concepts will be leveled by our focus groups.

4. Assign Functions to Key Terms and Concepts
   - Step 4: H-D group will assign the key terms and concepts to the necessary knowledge level. Validate HDEBoK components and perform the function leveling exercise.

5. Identify and Align Curriculum to HDBoK / Additional Tasks
   - Step 5: Develop role-based learning plans for individual job positions, built and validated through the competency framework. Training gaps should also be identified.
**Business Need #4 (cont’d)**

- **The Plan – H-D Manufacturing Training Strategy**
  - Utilize clearly defined skill & career development pathways & a competency model that links the work to the worker & vise versa to “grow our own”

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<tr>
<th>PMM</th>
<th>H-D Manufacturing Engineer</th>
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<tr>
<td>Lean Mfg.</td>
<td>H-D Manufacturing Tech.</td>
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<td>Business Process Skills</td>
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<td>Formal Training</td>
<td>Skilled Trades</td>
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<td>OJT</td>
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<td>Online training</td>
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Business Need #4 (cont’d)

➤ Outcome

• TBD
The “Adventure” continues....