



- 30+ brands
- Mechanic Hand Tools, Trade Tools, Industrial Assembly Tools, Electronics Tools, Material Removal tools, Industrial Machining Solutions



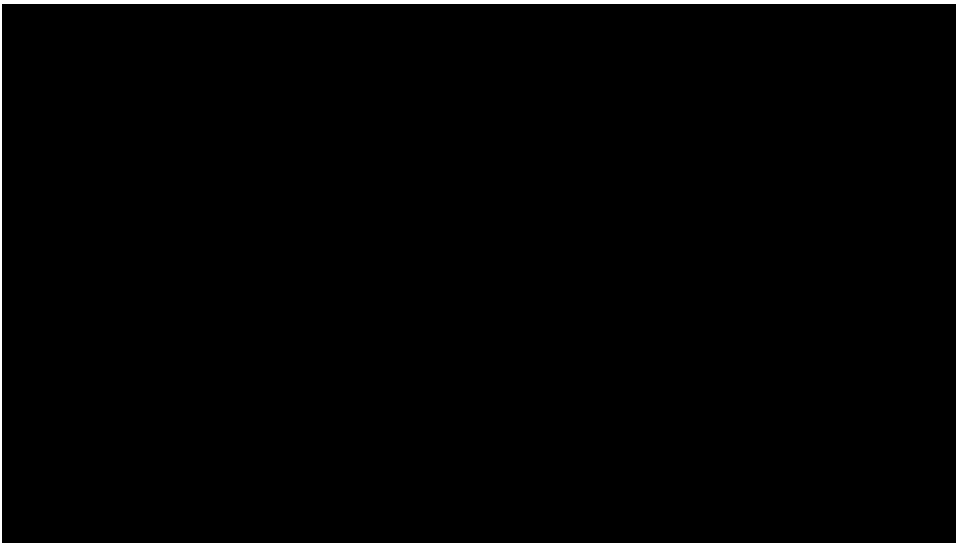


- Over 7000 associates worldwide
- Over 20 global production sites

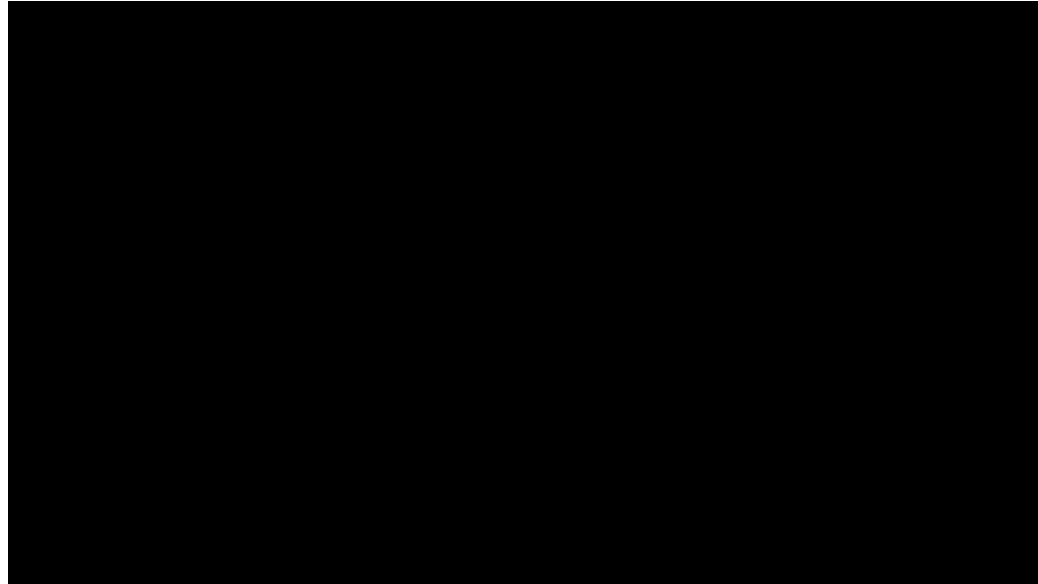


Starting from Scratch

- Know the ingredients
- Get hands dirty
- Try flavors
- Be patient



STIHL Inc. (2005-2014)



We've done this before

- Performance Goals
- Skills Gap
- Training Needs
- Training Resources
- Delivery modes
- Data & Library
- Systems Integration



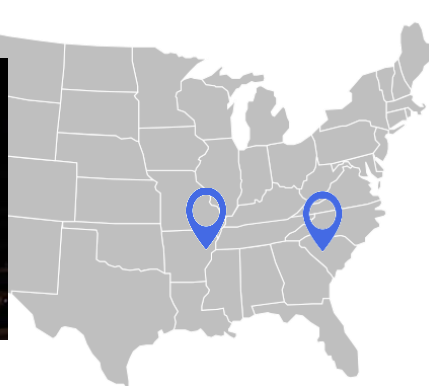
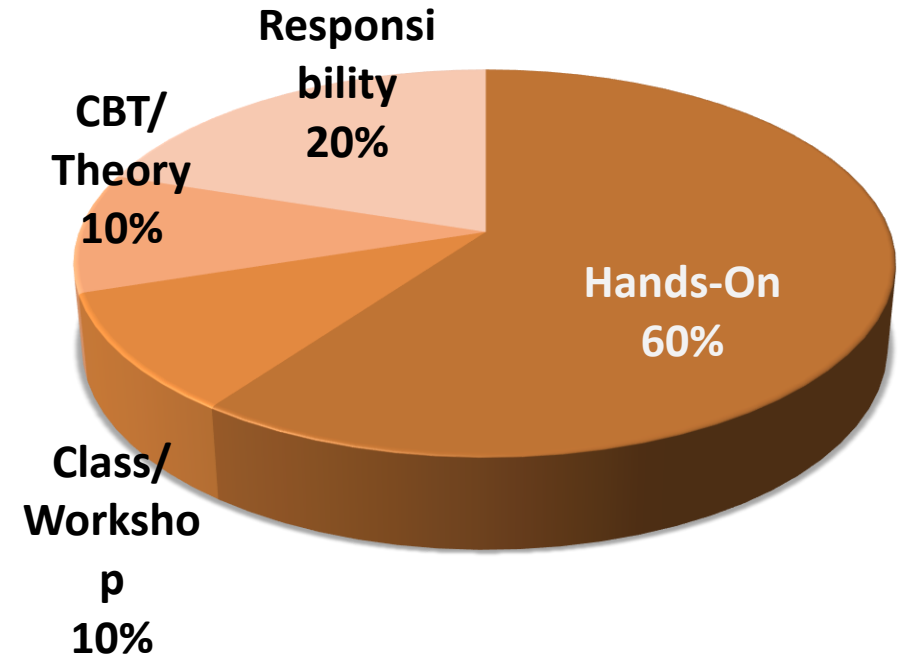


From-Scratch Solution

- Correct Needs
- Correct Starting Point
- Correct Learning Modes
- Correct Systems
- Correct Reinforcement



Learning Modes





How We Utilize Tooling U-SME

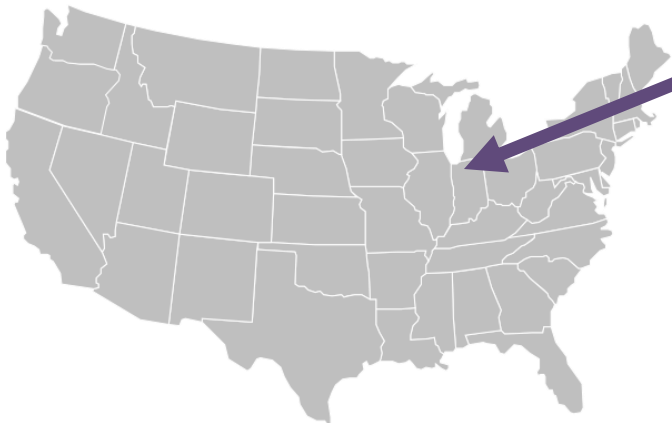
- Premium Content
- Expert Resources
- CBT Delivery Platform
- ILT Platform



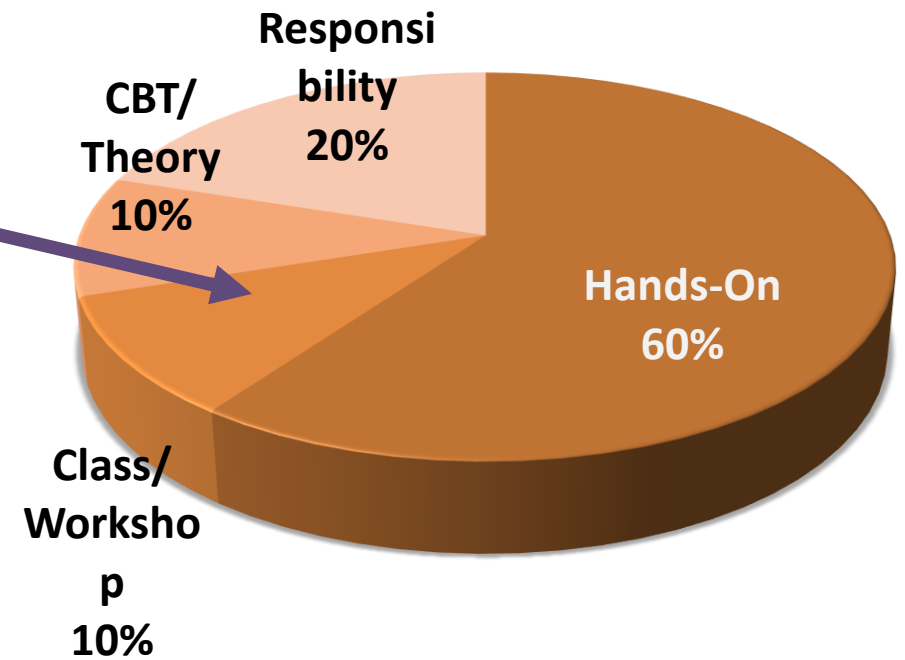
Results

- Just started @ATG
- Seen results @STIHL
- Increased Machine Uptime
- Reduced Employee Turnover
- Increased Internal Fill Rate
- Reduced Total Training Cost





Learning Modes



WE ARE AAM.

We have the **POWER** to move the world.

Bill Tarnacki

Director, Global Talent Management

May 2, 2017

For over 20 years, vehicle manufacturers around the world have entrusted AAM

to:

DESIGN | ENGINEER | MANUFACTURE

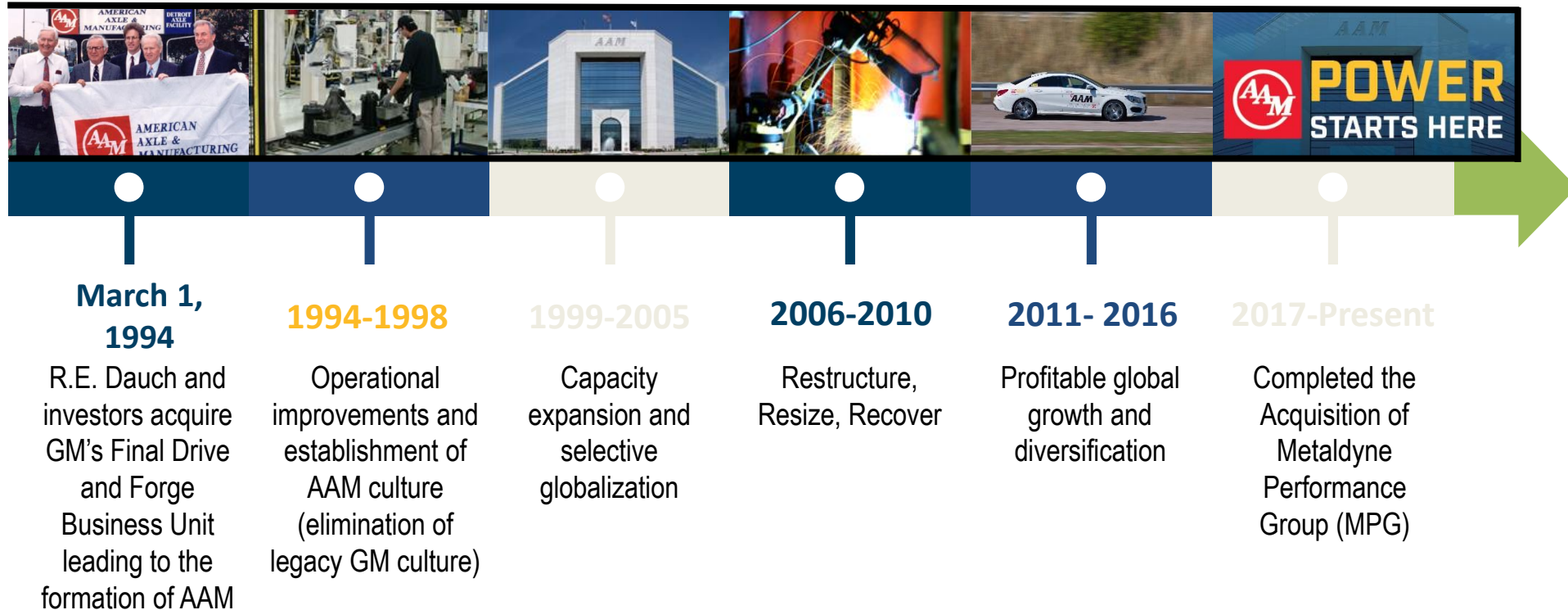
driveline systems for their vehicles.

Over that time, we've delivered innovative technologies and solutions that are:

and even more **EFFICIENT.**

We're in the business of Delivering **POWER.**

For over 20 years, AAM has been Delivering POWER.



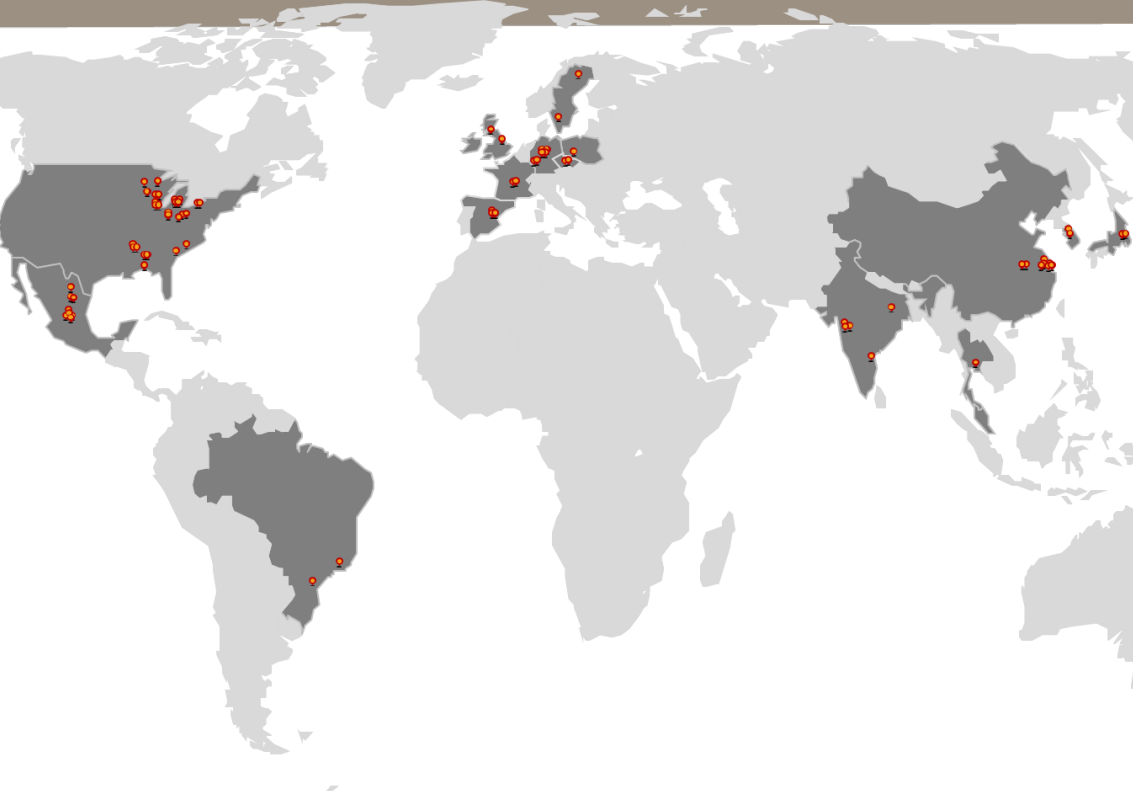
About AAM



Nearly
\$7B
PRO FORMA SALES

Over
700
CUSTOMERS

Over
25,000
ASSOCIATES



17
COUNTRIES

Over
90
LOCATIONS

Over
75
MANUFACTURING
FACILITIES



17
ENGINEERING CENTERS

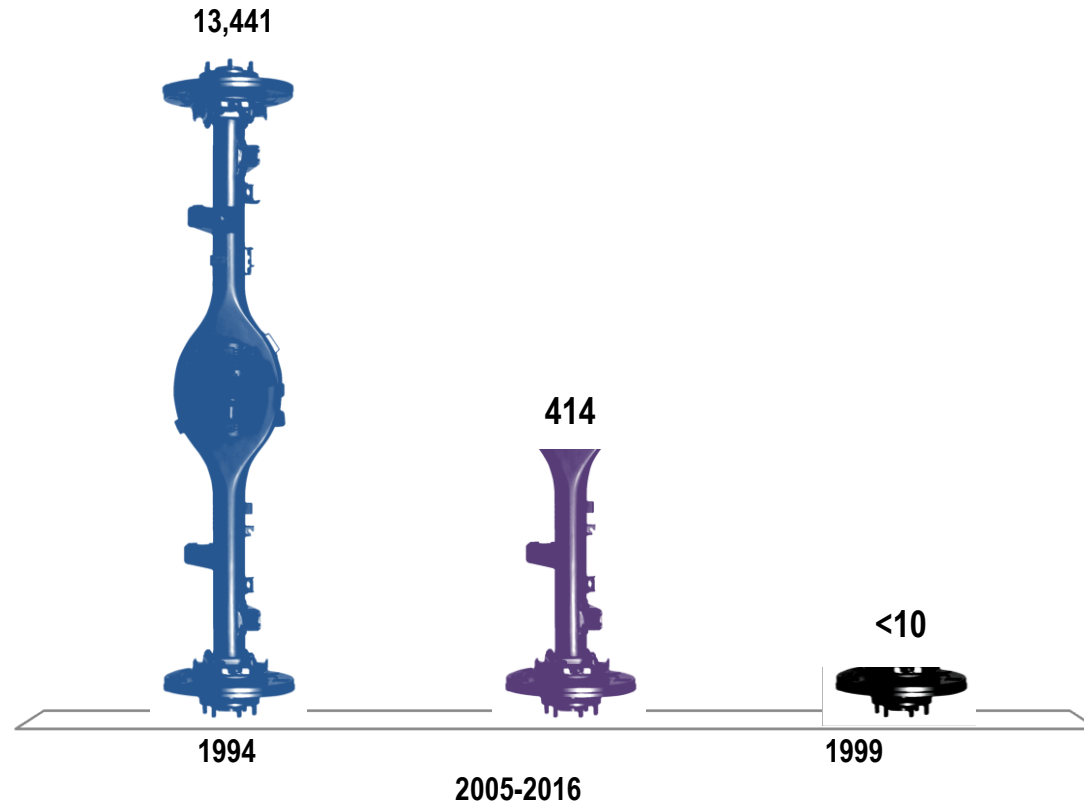


Q4 QUALITY SYSTEM

System designed to ensure AAM quality will meet and exceed customer requirements providing absolute assurance of manufacturing quality.



Discrepant Parts Per Million



AAM OPERATING SYSTEM



INCORPORATES ALL OUR GLOBAL STANDARDS, POLICIES AND BEST PRACTICES ACROSS ALL DISCIPLINES

- Q⁴ Quality System
- S⁴ Safety System
- Product Engineering
- Maintenance
- Manufacturing Engineering
- Industrial Engineering
- Human Resources
- IT systems deployment
- Program Management

THE AAM OPERATING SYSTEM DRIVES OUR OPERATIONAL EXCELLENCE

- Applies to all elements of our business
- Global implementation by 2017 year end

Learning and Development

Where are we today?

TRADE SCHOOLS



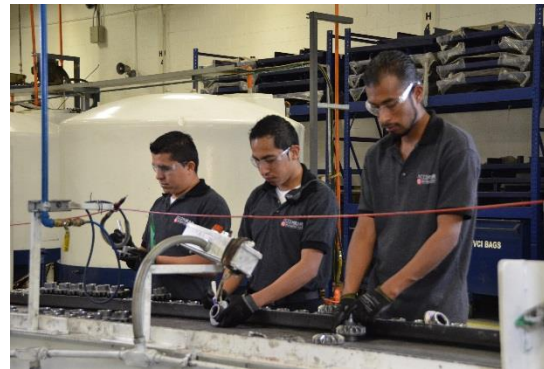
Trade schools have helped fill knowledge gaps and provided hands-on learning.

GRANT FUNDING

Grants and government partnerships have provided additional resources.



STRONG SITE SUPPORT



Strong commitment from each location to get content to learners just when it's needed.

Where would we like to go?

Deliver learning assets based on specific needs

By function and by individual

Focus on Specific Learning Needs

- Key groups:
- Production Supervisors
- Productivity Improvement Team Leaders



On Demand Content

- Ensure a library of content is readily available for ondemand learning



Work From Metrics

- Use assessments to quantify needs, enhance learning, and measure returns
- Look at needs systemically



Focus on Application

- Enable PIT team leaders and members to apply what they've learned



AAM Talent Strategy

5-7 year plan

TALENT STRATEGY



Vision Statement

Global Talent Management

Attract, engage, align, develop, and inspire the best talent around the world to power AAM's growth and success.



Partnership with Tooling U

Then and Now

200 shared licenses, ad-hoc usage

Enterprise-wide usage:

Assessments to target individual needs

Content to fill knowledge gaps

Data to look for aggregate gaps



Content Library

Learning and Development | Launching enterprise ToolingU library

Spring 2017 launch



**Launch library
and assessments**



**Baseline data
needs**



**Prescribe
learning assets
where applicable**

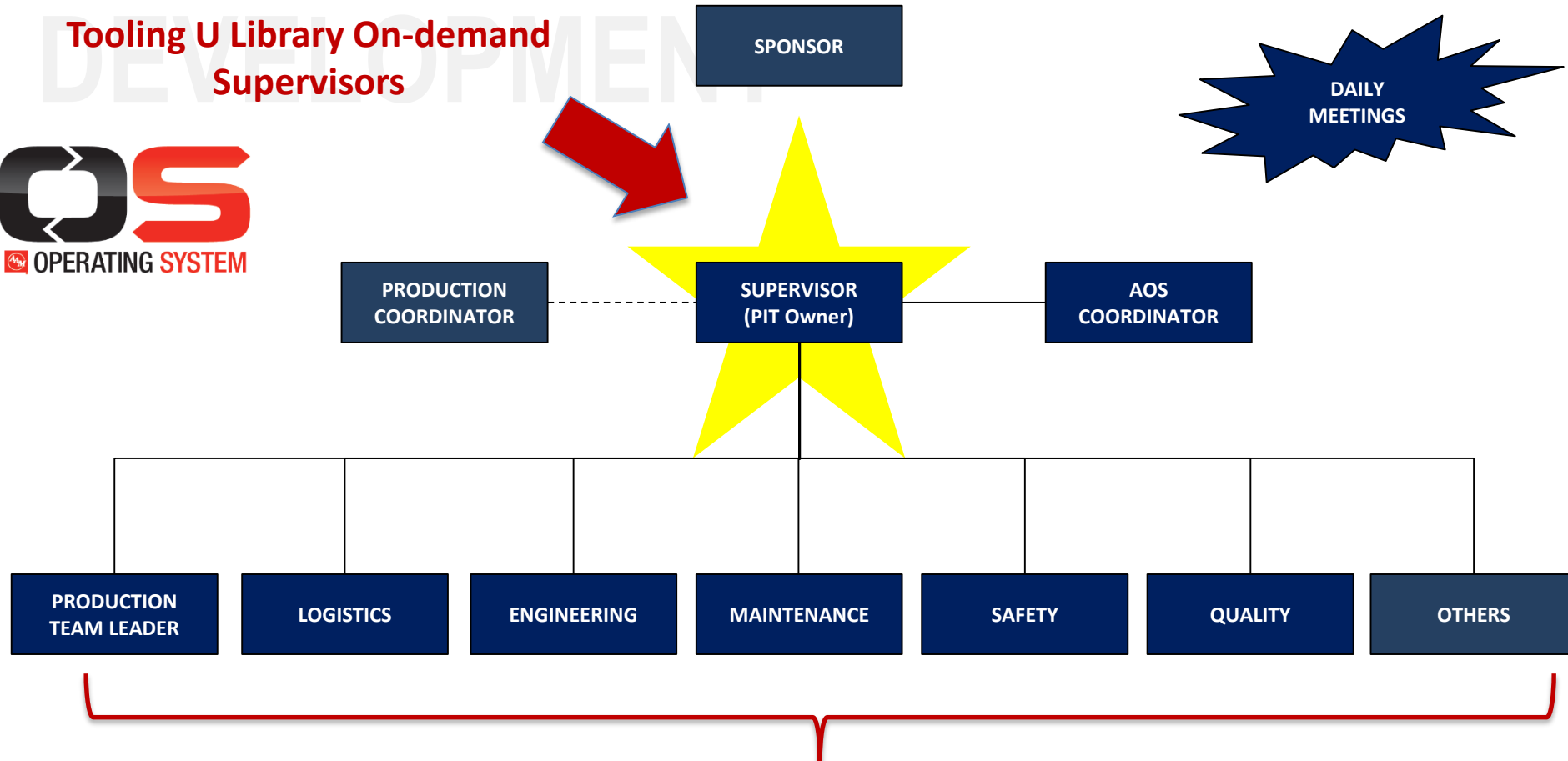


**Measure
performance**


Tooling U Application

Onboard and Enable Supervisors

Tooling U Library On-demand Supervisors



Must Now Establish Training for the Full Line Up of Performance Improvement Team Associates



The **POWER** to move the world.





®

**Delivering
POWER®**

About Us



- Amsted Industries is a 3.5 billion international diversified manufacturer of industrial components serving primarily the railroad, vehicular and construction and building markets
- Corporate office in Chicago, IL
- Comprised of 6 industry leading businesses
- 49 facilities in 11 countries
- Over 16,000 global employees with 5,300 in USA
- 100% ESOP owned – employees are owners in the company

Vehicular

- **Burgess Norton Mfg. Co.** – Geneva, IL
 - *Beaver Dam, WI
 - **Consolidated Metco, Inc.** – Vancouver, WA
 - *Bryson City, NC
 - *Canton, NC
 - *Clackamas, OR
 - *Chillicothe, OH
 - *Denton, TX
 - *Etowah, TN
 - *Monroe, NC
 - **Means Industries, Inc.** – Saginaw, MI
 - *Shelby Township, MI
- Transform Automotive**
- *Sterling Heights, MI

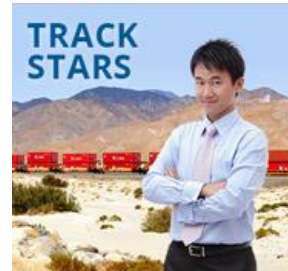


Railroad

- **Amsted Rail Company, Inc.** – Chicago, IL

ASF Keystone

- *Granite City, IL
- *Hammond, IN
- *Camp Hill, PA
- *Greenville, SC



Steel Products

- *Homer, MI

Brenco

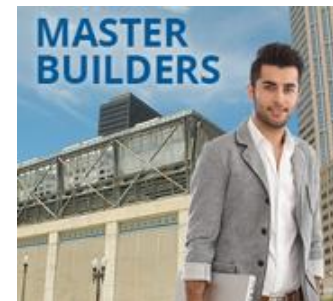
- *Petersburg, VA

Griffin Wheel

- *Overland Park, KS
- *Columbus, OH
- *Kansas City, KS
- *Keokuk, IA

Construction and Building

- **Baltimore Aircoil Company** – Jessup, MD
 - *Madera, CA
 - *Milford, DE
- **Diamond Chain Company** – Indianapolis, IN



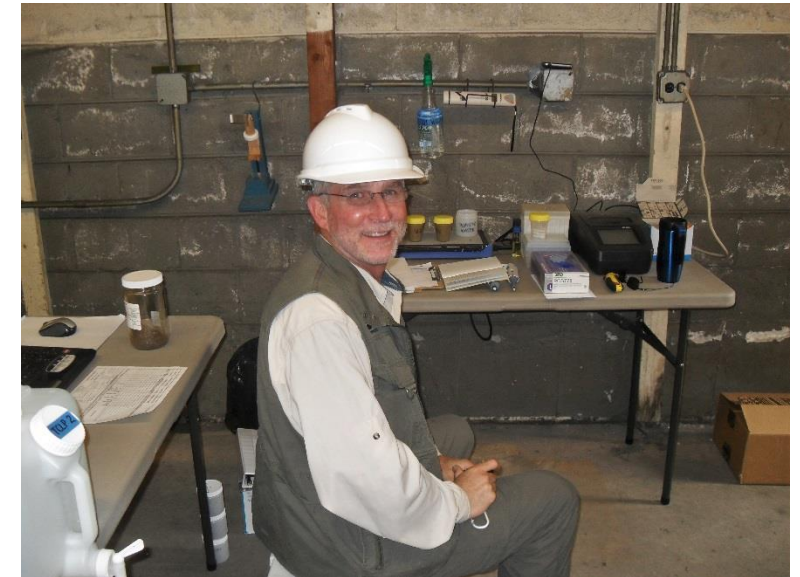
Amsted Corporate Training & Development

- Compliance training
- University for Chicago Booth School of Business Executive Education
- E-Learning in the Performance & Development system primarily for salary employees
- Tooling U-SME for production employees
 - Client since 2007
 - Initially averaged 250 - 300 users per year
 - Currently about 100 - 150 active users per year

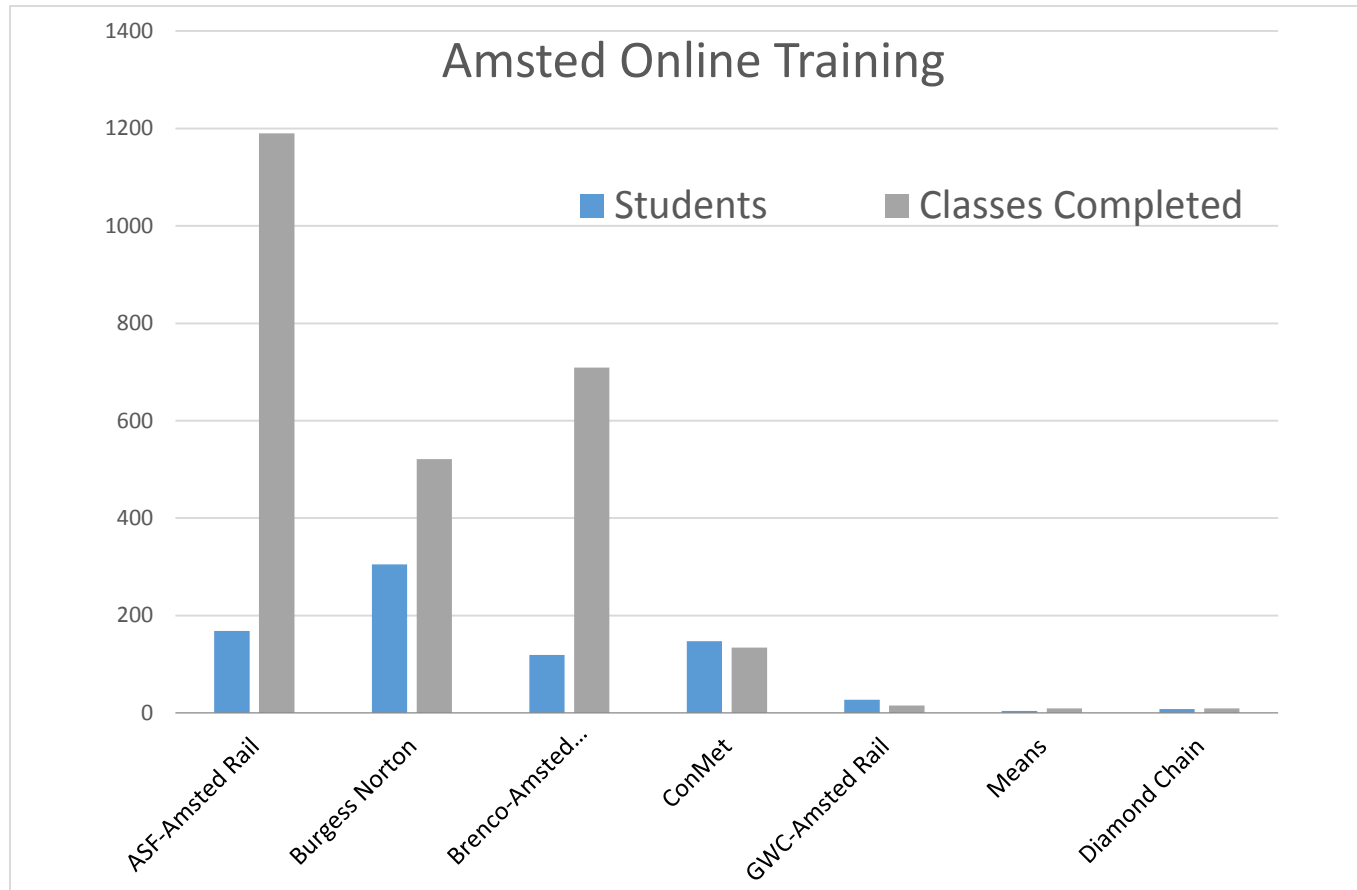


Our Businesses Training & Development

- Design training programs specific for them
- Learning falls under an HR Generalist at most locations
- Tooling U-SME offered as a supplemental catalog
 - Training mostly centered around Safety, Lean, Leadership and New Supervisor
- Good success when local HR strongly supported Tooling U-SME



Tooling U Learners and Classes



Average Pretest Score=68
 Average Post Test Score=83
 22% Increase

The Challenges

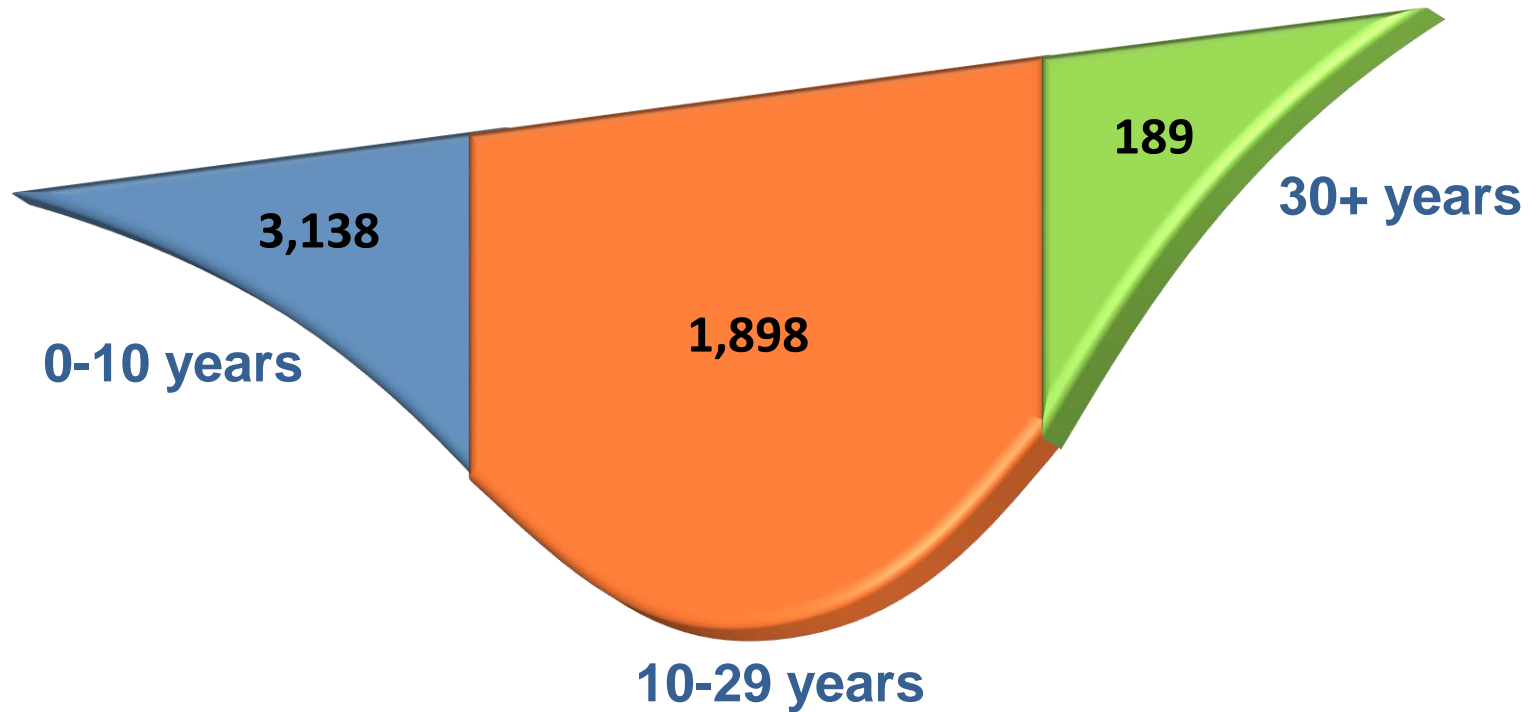
- Scrap?
- Productivity issues?
- Retiring workforce?
- Compliance issues?
- Skills gap?
- Employee retention?
- Cross-training?
- New technologies?
- On-boarding?
- Quality issues?
- Safety issues?



The Primary Focus

- **Skills gap** – “5 Best Practices for building a high-performance workforce” Presentation by John Hindman, ToolingU Director, Learning & Performance Improvement.
- **Employee Development** – passion for learning is key to unlocking individual & organizational growth. Committed to help employees develop new skills and knowledge.

Amsted is feeling the pinch of a skills gap between senior level workers, who are reaching retirement age, and unskilled workers just entering the workforce.



Amsted Rail Solution for Skills Gap

- Numerous job classifications with various progression levels
 - Outdated and bogged down with skills
 - Losing competitive edge in market
- Build talented workforce from within
 - Right people in right place with right skills
 - High performing & engaging culture
 - Cross-functional flexible workforce
- Skills Verification System (partner with Tooling U-SME)
 - Align skills to job roles
 - Validates workers meet desired competency expectations



Competitive Advantage

- To keep our competitive advantage, Amsted must have superior resources and capabilities. Without this, the competition could simply replicate what we do and our advantage quickly disappears.
 - Proprietary know-how
 - Company brand
 - Innovation
 - Reputation
- **Our employees are key to the continuing success of Amsted.**

Value #5
Put the Right People in Right Jobs



Key Insight:

- New employees want a successful, rewarding career with growth opportunities. Without a strong 'value of the employee' onboarding experience, they may question their desire to remain with Amsted.

Problem:

- How might we keep newly hired employees engaged and developing to prevent turnover and disengagement?

Value Proposition:

- Social site that provides onboarding resources to help answer common questions and provides access to an internal collaborative network that will offer support to positively affect job performance.
 - Training path to learn 'Amsted' and develop functional skills.



Link Training to Employee Development

- 'Talking Development' to create meaningful development plans
 - Analyze people data
 - Define development objectives
 - Follow 70-20-10 and select 2 or 3 development activities
 - Finalize development plan
- Provide training/development in area of expertise
- Encourage employees to explore training opportunities that will broaden their perspective



“
Leadership and learning are indispensable to each other.
”

John F. Kennedy – 35th President of the United States

Consolidated Metco Solution for Lean Certification

- Group of engineers need Lean certification
- Tooling U-SME Lean Online Review Program (LORP)
 - Eight courses with key principles, concepts and tools
 - Prepare learners to take the Lean Bronze Certification exam
- Lean Bronze Certification requires a portfolio demonstrating ability to apply lean principles and tools
 - 80 hours education & training
 - 3 tactical projects where lean principles and tools were applied
 - A reflection statement that captures lean journey and what was learned through the certification process



Lessons Learned

- 'Open' catalog lost support over the years
- Communicate & collaborate more on ways to leverage Tooling U-SME
- Find champions and celebrate wins!
- Tooling U-SME is a great partner



Stay tuned till next year...

- Next year results for Brenco's SVS project
- Universal onboarding "Success at Amsted" curricula
- Transparent pathway for moving to next role is a must with younger generation
- Our culture of learning is moving in an exciting direction



Thank you and contact:

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