

CASE STUDY



AGC



**Automotive Glass
Leadership, 1 in 4
Cars Worldwide**



**Custom Progression
Model**



**Boosting Engagement
& Time-to-Productivity**

AGC Automotive Taps Tooling U-SME to Develop Progression Model and Custom Curriculum



CHALLENGE:

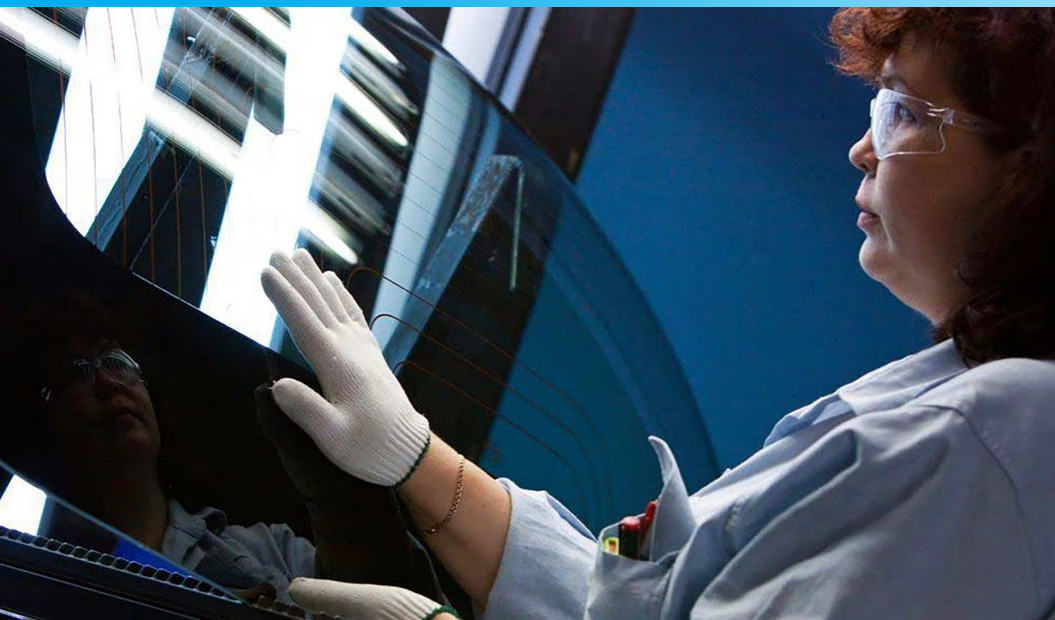
Building Progression Framework and Curriculum

AGC has manufactured automotive glass in North America for 40 years, and an amazing one car out of four worldwide is fitted with AGC glass.

As carmakers push the boundaries of what is possible, moving to autonomous vehicles and beyond, there is an entirely new set of opportunities: integrating camera, LiDAR, and radar systems.

AGC continues to innovate as market trends and technology change, providing high-tech glass solutions for better visibility, seamless connectivity, enhanced safety, and comfort.

Workforce development is at the forefront of that effort. In fact, in 2022, SME awarded its Excellence in Manufacturing Training Award to AGC. The award, established to showcase manufacturing leaders and provide outstanding benchmarks for companies seeking to build a workforce strategy, honored AGC's exceptional commitment and dedication to upskilling the workforce, enhancing talent, and preparing new and incumbent employees for a successful career in the manufacturing industry.



“AGC is a wonderful example of a company that is always looking at ways to improve their program and meet the needs of their changing workforce,” said John Hindman, Director of Talent & Workforces Services at Tooling U-SME. “Even the best programs need to be evaluated on a regular basis to ensure the business is still gaining the biggest impact from the talent program.”

Post-Covid, the company was ready to take a holistic approach to workforce development once again.

“Our hope is that offering more training up front will build pride with employees so that they understand and support our company’s focus on quality,” said Karen Gerrard, Regional Training Manager, AGC Automotive.

AGC wanted to build a new progression framework and curriculum that would allow their associates to advance through a career ladder that was validated through knowledge, applied skills, and job performance.

To help meet their workforce goals, AGC asked Tooling U-SME’s Talent & Workforce Services group to develop a progression model and subsequent training and development program that would match the required skill progression of associates across multiple departments.

“To build a program for a technically complex area, it is important to start small, review everything, and then adjust and modify as you go. Working with Tooling U-SME helped us do that.”



SOLUTION: **Analysis & Progression Pathway Development**

The Talent & Workforce Services team conducted a thorough job analysis of operator roles in AGC's cut and grind area at two of the company's plants located in Bellefontaine, Ohio, and Elizabethtown, Kentucky. Based on this analysis, the services team designed a progression pathway that would advance a new hire through a senior operator level.

The progression model focused on the various factors required for qualification, including completing the required training courses, achieving passing results on a comprehensive exam, demonstrating the required job skills in a work cell through observation, providing agility to the business through crossline qualifications, and trending productivity within takt time for a designed length of time.

"AGC's entry-level positions are more complex in nature than other companies' new hire roles," said Hindman.

"It was important to design a framework that trains difficult concepts and core skills during the initial phase of training and qualification but also create a structured continuous curriculum that continues to elevate new skills that bring value back to the individual and the company."

To support the curriculum, the Talent & Workforce Services team developed a suite of blended custom training and development materials that included e-learning, classroom materials, on-the-job training facilitator materials, job aids, and assessments.



RESULTS: **Measurable Impact on Productivity & Engagement**

AGC's technical training team now has defined curriculum and standards to show progression for their associates. The Talent & Workforce Services team also advised AGC Automotive on employee communications strategies to ensure program acceptance.

"Communication is a huge part of the program," said Gerrard.

"The program shows our associates a career path with benefits that incentivize them to take ownership," said Gerrard.

The Talent & Workforce Services team branded the program and designed posters and other tools to communicate the program to new and incumbent associates.

The new approach to training and progression is bringing positive feedback in the blended approach to learning and clear pathway opportunities. At the same time, the program is accelerating the time to productivity and improvement in employee engagement.





Progression Model and Custom Curriculum Development with Tooling U-SME's Talent & Workforce Services

Tooling U-SME's Talent & Workforce Services team partners with companies to analyze their needs and design solutions to strengthen their workforce and build competitiveness. Backed by deep industry expertise, Tooling U-SME provides strategic and tactical support to execute projects, including analysis, designing a future state training organization, customizing career progression modeling, building curriculum, creating training materials, and much more.

Each approach aligns with company goals and technical needs, providing a high-impact and sustainable solution that improves retention, time to qualification, quality, and productivity.



To find out how Tooling U-SME can help your company create a world-class training program, call 866.706.8665 or email info@toolingu.com



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