

# On the Learning Edge: Training and Development Trend

Philadelphia SHRM

Webinar

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# Agenda

- ❖ Training and Development Trends
- ❖ Leadership Development Maturity Model
- ❖ Key Components of Leadership Development
- ❖ How Learning Happens
- ❖ Experiential and E-Learning vs. Instructor Led Training
- ❖ Aker Philadelphia Shipyard----Apprenticeship Program



# Training and Development Trends

1. Strengthen Overall Leadership Skills
2. Adapt to Virtual Leadership and Team Roles
3. Faster On-Boarding and Ramp Up
4. Develop and Retain High Potential Employees
5. Build Teams
6. Effective Use of Social Learning, Informal Learning and E-Learning
7. Better Measurement and Connection to the Bottom Line



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# Leadership Development Maturity Model \*

- Level 1      Inconsistent Management Training
  - Little or no management support
  - Provide a course catalog
  - Sink or swim mentality
- Level 2      Structured Leadership Training
  - Some management support
  - Define a set of core competencies
  - Program is structured to build core competencies

\* Bersin & Associates



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# Leadership Development Maturity Model \*

- Level 3      Focused Leadership Development
  - Management embraces activities
  - Develop organization not just leaders
  - Focus on preparing for the future
- Level 4      Strategic Leadership Development
  - Management support is strategic
  - Content is aligned with the business strategy
  - Comprehensive learning format

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26% of  
companies  
at Level 3  
and 4

\*  
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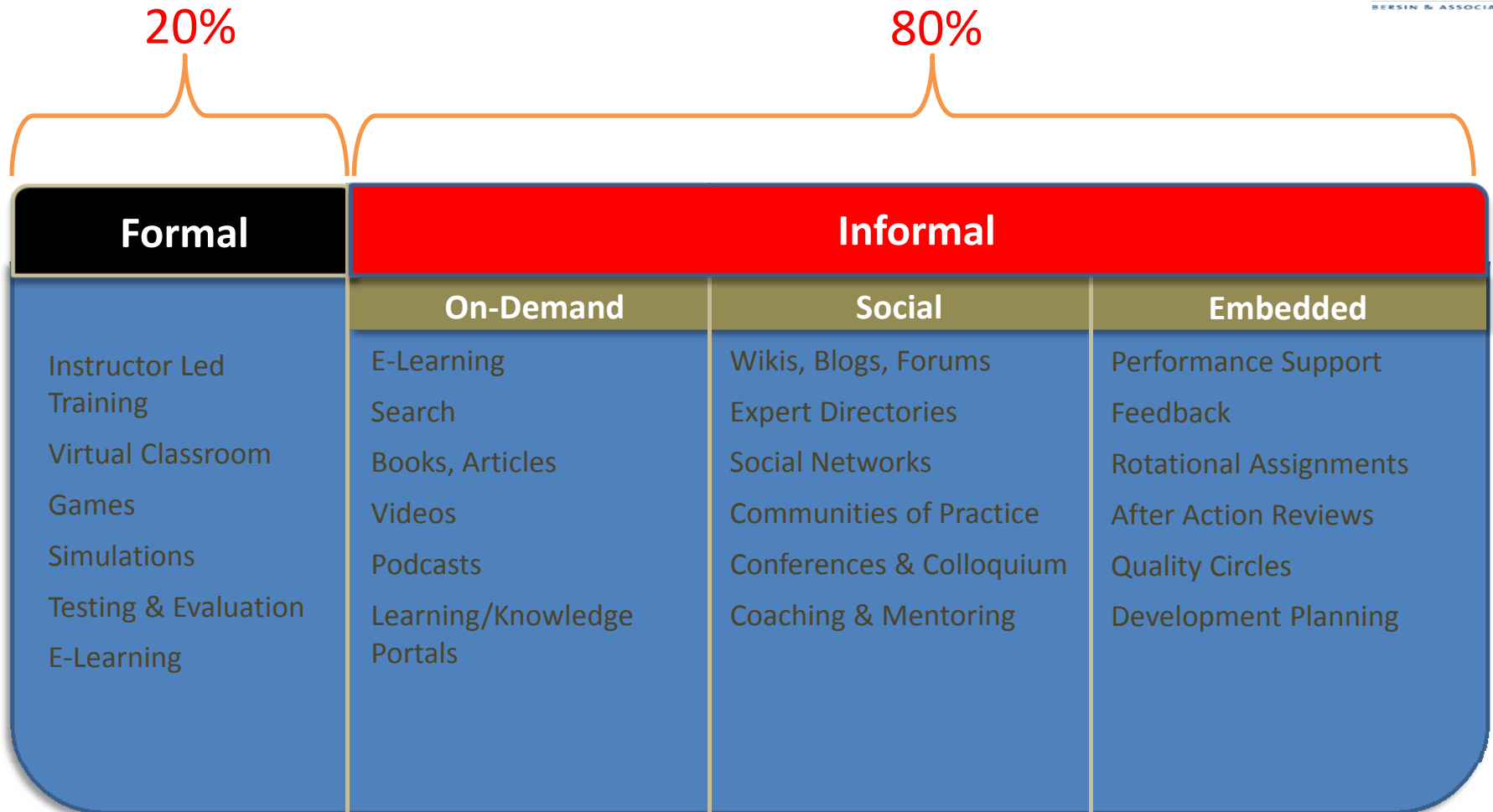


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# Key Components of Leadership Development

- ✓ Maintain strong executive engagement
- ✓ Define leadership competencies
- ✓ Align with business strategy
- ✓ Target all levels
- ✓ Integrate with talent management strategy
- ✓ Apply a comprehensive program design

# How learning happens in the enterprise



# Essentials of Leadership Program (ELP)

VWR Leadership Development 2011

Kristin Haines, Director of Talent Management & Learning  
VWR International, LLC

Decorative blue wavy lines at the bottom of the slide, consisting of several overlapping, flowing bands of varying shades of blue, creating a sense of movement and depth.

# About VWR International, LLC

*Enabling Science Since 1852*

- Global leader of scientific supplies & equipment with worldwide sales of 3.7 billion annually
- Customers include the world's top pharmaceutical, biotech, industrial, educational, and governmental organizations
- 6,800 employees worldwide
- International operations in 25 countries
- Headquartered in Radnor, Pennsylvania



# Leadership Development – Current Challenges

- **Majority of Development is Event-Based**

- Learning is isolated from work

- No structures/processes to drive behavioral change

- Dependence on instructor led vs virtual delivery

- Very little experiential developmental assignments

- **Availability is Limited**

- New leaders get trained after they are in role for 1 to 2 yrs

- Majority of offerings/resources are ILT focused (corporate population only)

- **Learning Culture – Still Evolving**

- Very few dollars/resources invested in learning and development

- Low attendance to live learning events and weak LMS usage

- Very little reinforcement from direct supervisors post training event

- **Costs are High**

- Travel costs and time away from office for ILT programs

- Heavy dependence on corporate for support and budget

- Need to align offerings to business outcomes to demonstrate ROI

# VWR's Leadership Development Program

## Based on Hewitt Model

### Experienced Based

(60% of focus)

- On the Job Learning
- Special Projects/Rotations
- Action Learning - Simulations
- P&L Responsibility
- Communities of Practice
- Expat Assignments
- Full Job Change

### Feedback Based

(20% of focus)

- Assessments (360, Potential, Personality)
- Coaching
- Mentoring
- Project Assignment Debrief
- Development Discussion

### Education Based

(20% of focus)

- Classroom - ILT
- eLearning
- Self-Managed Learning
- Accredited Programs
- Certifications
- Seminars & Conferences

# Leadership Development - New Program



## Essentials Of Leadership (ELP)

- ✓ **Level I – Online Manager Orientation** (*required for all new managers*)
  - Company overview, policies, programs and leadership basics delivered via LMS
  
- ✓ **Level II – Coaching for Business**
  - HRBP delivered one day workshop, online simulations, action planning, cohort webex follow up, mobile media reinforcement,
  
- ✓ **Level III – Assessment & Coaching for Key Talent** (target top 50)
  - Provide Hogan, MBTI and 360 assessment to top 50 and provide follow up coaching sessions (group and one and one).
  - Work with coach/area leadership to create development and business action plans
  - Executive and peer mentors assigned
  
- **Level IV – Leadership Speaker Series for Executives & Key Talent** (target top 50)
  - Director level and above and key talent attend
  - Offered face to face and via webex to field
  - Internal and external speakers
  - Leverage Community of Practice Model

# Summary of Program Best Practices

## Maintain Strong Executive Development

- ✓ Not just support, but engagement and financial commitment

## Target Future State Leadership Competencies - Differentiators

- ✓ "What got you here may not keep you here"
- ✓ Align competencies to business strategy and review regularly
- ✓ Select competencies that set you apart from your competition
- ✓ Build skills that enable your company's unique value proposition

## • Identify Key Technology and Learning Trends

- ✓ Don't underestimate the value of informal learning (collaborative interaction, social media, webcast technology, simulation tools, and blended learning)
- ✓ New technologies deepen and increase the flow of information across organizations
- ✓ New trends support the changing needs and expectations for learning on part of new generations of employees

# Philadelphia SHRM

## On the Learning Edge: Training and Development tools

Aker Philadelphia Shipyard  
Apprenticeship Program  
3/18/2011

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part of Aker

# Aker Philadelphia Shipyard Apprenticeship Program

## ■ Background

- Centuries old process involving ‘handing down’ craftsmanship
- First Legislation in US > 1911 / Fitzgerald Act 1937
- Aker started to investigate apprenticeship programs in 2002/2003
- Driver was to create a future workforce of skilled craftsmen

# Aker Philadelphia Shipyard Apprenticeship Program

## ■ Why Apprenticeship?

- Chronic shortages of skilled shipyard workers; inability to recruit and retain from local area
- Required APSI to bring in contract workers from elsewhere in U.S., despite strong preference for developing local workforce
- More than 50% of original APSI workforce either retired or moved since 2000, when shipyard began operations
- Average age of shipyard worker was 49 in 2004
- New shipbuilding technologies and methodologies require enhanced skills, combined academic, technical and industrial aptitude

# Aker Philadelphia Shipyard Apprenticeship Program

## ■ Management Direction < >

- Union Involvement
- Consider a Register Program with BAT
- Costs > budget numbers
  - Salaries and related expenses
- Justification

# Aker Philadelphia Shipyard Apprenticeship Program

- JAC, Joint Apprenticeship Committee
  - APSI and PMTC jointly developed comprehensive four year apprenticeship program in 2003.
  - Program design incorporated:
    - rigorous entry requirements and expectations of achievement
    - academic regimen combined with “hands on” shipyard work on current projects in the shipyard
    - wages, benefits and college credits from start
    - opportunity to earn Associates Degree and beyond
    - employees from day one

# Aker Philadelphia Shipyard Apprenticeship Program

## ■ Starting Point

- Produce highly skilled, safety conscious, production workers
- Have them perform successfully in High Performance Work Organization
- 8000 hour program > 90% of time spent with skilled workers rotating throughout the yard
- 600 hours classroom / 250 hours independent study

# Aker Philadelphia Shipyard Apprenticeship Program

## ■ First Steps

- APSI and PMTC jointly developed comprehensive four year apprenticeship program in 2003.
- Items to address:
  - registered program
  - implementation plan with timeline
  - selection process / recruitment strategy
  - related instruction > internal vs. external
  - apprentice numbers > how many? when?
  - prepare budget numbers

# Aker Philadelphia Shipyard Apprenticeship Program

- Significant Support

- Aker Production Manager
- Philadelphia Area Office, U.S. DOL, Bureau of Apprenticeship & Training
- Collegiate Consortium for Workforce and Economic Development
  - Pre-employment exam
  - Related instruction provider

Building the Future



# Aker Philadelphia Shipyard Apprenticeship Program

- First class started July 2004
- Currently have 14 classes
  - 7/04 Graduated 7
  - 5/05, 9/05 Graduated 19
  - 4/06, 7/06, 10/06 Graduated 37
  - 2/07, Graduated 12 (6/07, 9/07)
  - 1/08, 5/08, 9/08
  - 2/09, 6/09

Building the Future



# Aker Philadelphia Shipyard Apprenticeship Program

- Today

- 77 apprentices active, graduated 75
- Retention rate of 71%, post probation

- 2009 Recruitment effort

- 550 applications distributed
  - 169 returned / sent invitation for pre-employment exam
  - 151 candidates sat for exam
  - 59 passed
- Top 40 interviewed
  - 15 started 2/09
  - 15 started 6/09

# Aker Philadelphia Shipyard Apprenticeship Program

- JAC Involvement with Apprentices
  - Apprentices get a coaching review every three months
  - Every six months a money review
    - Must have 1000 clock hours to receive raise
    - Eligible 5% based on performance
  - All reviews include the following:
    - Safety
    - Attendance
    - Related instruction average / progress
    - Work Evidence Record reports (shop supervisors)
    - Other (+ - )

# Aker Philadelphia Shipyard Apprenticeship Program

## ■ Results

- Average age from 49 is now 42 in 2010
- Additional skilled workers for year to come
- Group of top 10 graduates progressing through management training to become future leaders of the yard
- Change the lives of 172 people

# APSI Today



*Aerial taken CV and Tanker*

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# Vessels Delivered



MT-46 Tanker (11 Delivered,  
12<sup>th</sup> April 2011)



CV2500 Containership (1 Delivered)



CV2600 Containership (3 Delivered)

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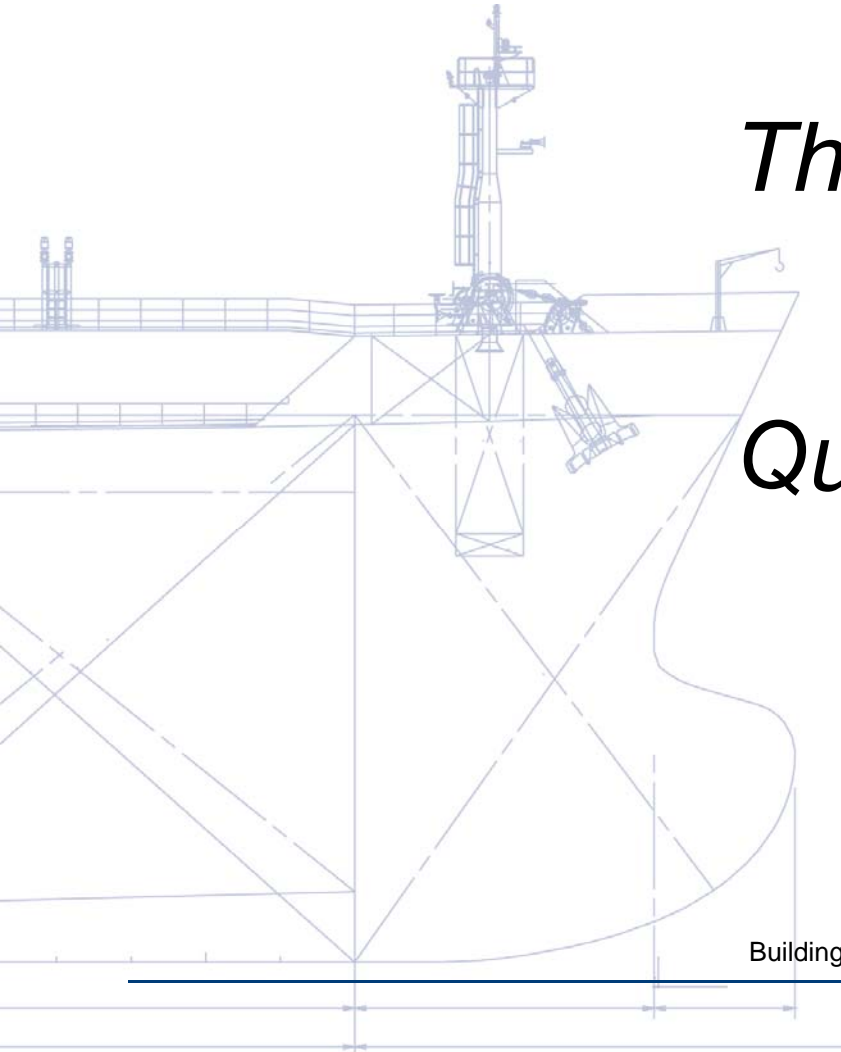


part of Aker

# Aker Philadelphia Shipyard Apprenticeship Program

*Thank you!*

*Questions*



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