



Upskilling and Reskilling Initiatives for the Future of Manufacturing

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Introduction

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**COMPONENT
REPAIR
TECHNOLOGIES, INC.**



Our workforce: 2019-2022

Component Repair Technologies, Inc. founded in 1985 provides repairs on gas turbine engine components using manufacturing processes.

- Recruiting challenges
- Stagnant headcount
- Over 27 unique processes under one roof
- Not traditional manufacturing- every repair is different



Business Challenge-Role of L&D 2019-2022



- **Attracting**, upskilling, and retaining talent

Solutions

- Internal Mechanical Engineering Technology (MET) Associates Degree
- Summer Bridge Program for Recently Graduated High School Seniors, SOAR (Student Opportunities in Aviation Repair)
- Partnerships with Local High Schools and Career Tech Programs
- Internal Leadership University (Leading Self and Leading Others)

Our workforce: 2023-

Component Repair Technologies, Inc. provides repairs on gas turbine engine components using manufacturing processes.

- Over 27 unique processes under one roof
- Not traditional manufacturing- every repair is different
- **42% of our employees have grown into another role within the company**
- **24% of employees have applied for an internal position in the past year**
- **76% of our leaders started in a production role at CRT**
- **34% of our leaders have only been in their position a year or less**

Business Challenge-Role of L&D 2023-



- Attracting, upskilling, and retaining talent
- Attracting, **upskilling, supporting, and retaining quality leaders and technicians**

Solutions

- **Internal Hiring is managed by the Learning and Development Team**
- Position-Specific Onboarding and Development Plans
- **Expansion of Leadership Development Program for leaders of all levels**
- Supervisor Resource Guide and Training Plan-Shift-Specific and Position-Specific
- **Position-Specific training records and evaluation forms**

Solutions Detail-Our Approach

Eliminating a “One-Size Fits All” Approach

Mechanical Engineering Technology (MET) Degree:

- MET students participate in internal internships that align with their career goals.

Student Opportunities in Aviation Repair (SOAR):

- SOAR exposes these employees to multiple areas of the business as well as supports their transition from school to the workforce.

Internal Mobility:

- Process that facilitates discussions of growth between L&D, employees, and leaders.
- L&D works with candidates and their manager to develop a customized development plan.

Leadership:

- Leadership program is expanded and includes both internal and external courses to continuously meet the needs of newer leaders as well as development for senior leaders.
- Implementation of a Supervisor Roundtable to cover important topics year-round.

Solutions Detail-Results

Mechanical Engineering Technology (MET) Degree:

- 60% of our MET graduates have been promoted

Student Opportunities in Aviation Repair (SOAR):

- 60% retention rate after 18 months
- 15% of SOAR participants have enrolled in our MET degree
- 22% of SOAR participants have been promoted in the past two years

Internal Mobility:

- 100% of our internal candidates have custom professional development plans to reach their career goals

Leadership:

- 100% of production supervisors have gone through or will go through leadership training in 2024

Solutions Detail-Leadership Series

Leading Self

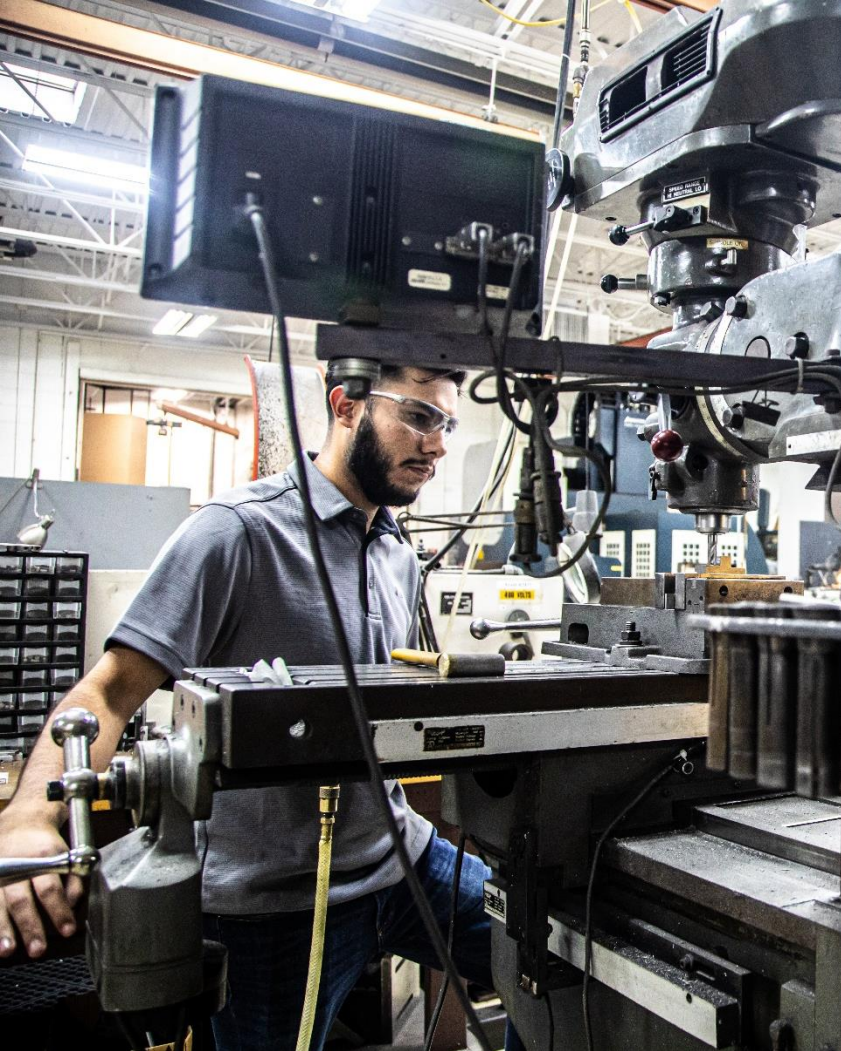
- Professionalism
- Communication
- Problem Solving & Decision Making
- Adaptability
- Emotional Intelligence
- Drive
- Ownership
- Technical Expertise
- Project Management

Leading Others

- Demonstrating Value
- Accountability
- Conflict Management
- Management vs. Leadership
- Emotional Intelligence
- Talent Evaluation
- Developing
- Leading Change
- Driving Results
- Goal Setting
- Planning
- Motivation
- Leadership Transition

Leading the Organization

- Professional Development Plans (PDPs)
- Aligning department goals to organizational goals



Meet Felipe

- First cohort of SOAR (Student Opportunities in Aviation Repair) in 2019
- On-the-Job Trainer
- Mechanical Engineering Technology graduate 2023
- Promoted to supervisor in 2023
- Spearheading initiatives to improve training data and succession planning in his department

Lessons Learned



- Experiment!
- Consistency vs adaptability
- Embrace the positive unintended results

Eliminating a one-size-fits-all approach

Summary / Conclusion

- **Adaptability**-Create programs that can easily be scaled or adapted to meet the needs of the business and the needs of the individual employee.
- **The Role of Formalized Programs**- Programs are just a steppingstone to retaining and upskilling talent.
- **Importance of Personalized Development Plans**-Professional Development Plans ensure that leadership and L&D understand their employees' professional goals and help them achieve these goals.

Thank You!