



Improving Qualification Programs for Front-Line Leadership

Peggy McGee

Manager, Learning Programs
American Axle & Manufacturing

Eliza Wiseman

Human Resources Generalist
American Axle & Manufacturing

Company Overview

COMPREHENSIVE SOLUTIONS

from engine to driveline.

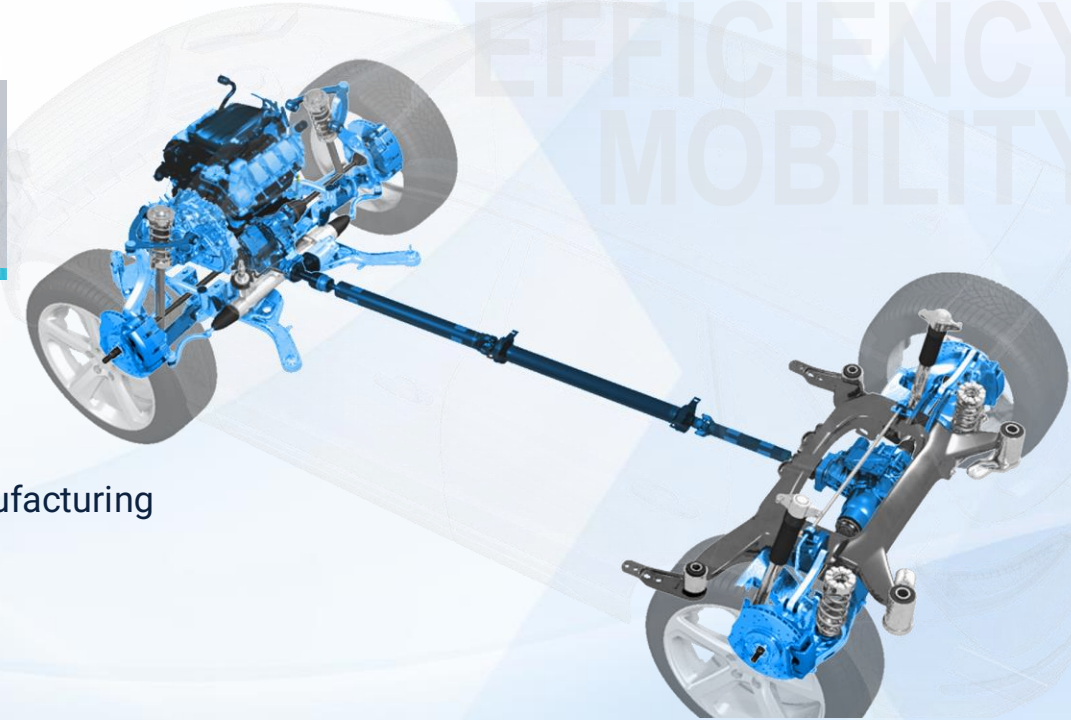
Global tier 1 automotive supplier

Headquartered in **Detroit, Michigan**

World-leader in design, engineering and manufacturing of automotive systems and technologies

Focus on **quality, operational excellence** and **technology leadership**

AAM delivers **POWER** that moves the world.



About AAM

\$6.08B

2023 SALES

20,000

APPROX. ASSOCIATES

400+

CUSTOMERS

18

COUNTRIES

80

APPROX.

LOCATIONS

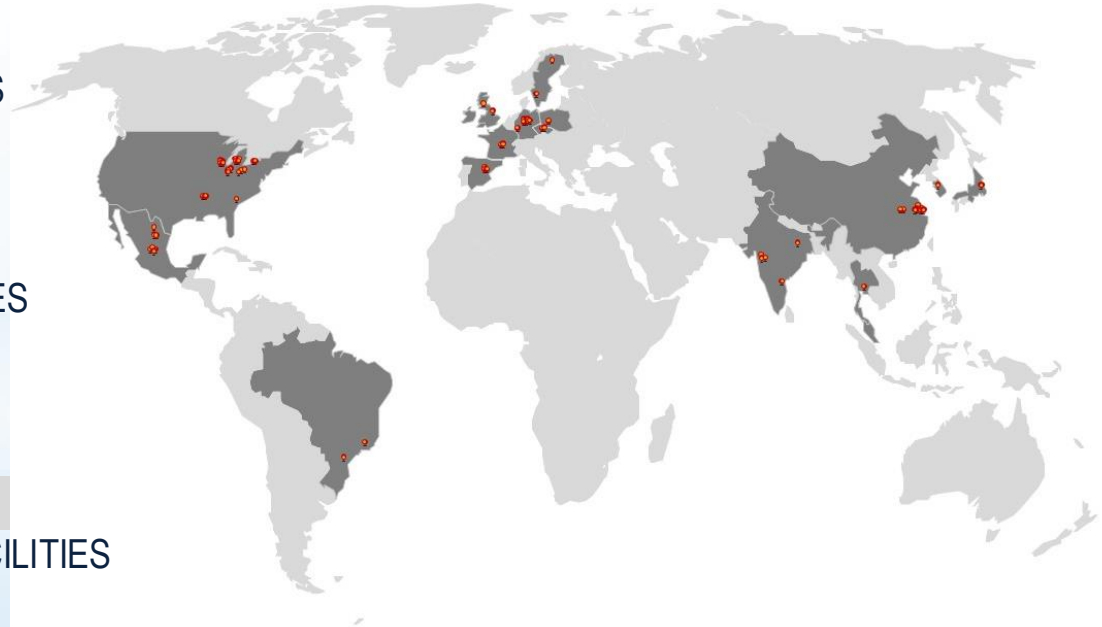
65+

MANUFACTURING FACILITIES

14

ENGINEERING

CENTERS



Facilitating Career Growth and Development

Peggy McGee

Manager, Learning and Development

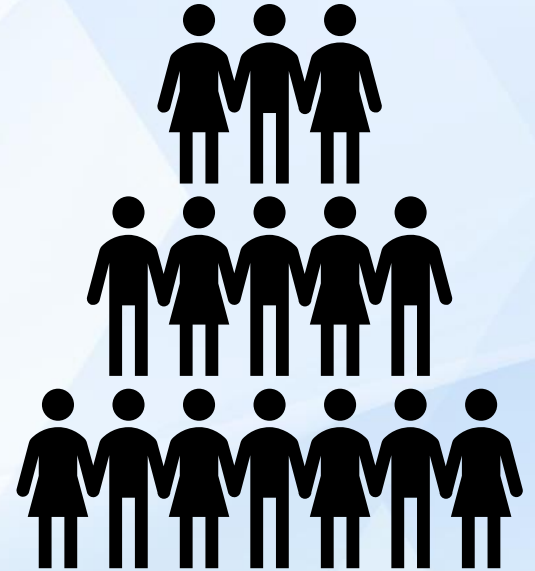
American Axle & Manufacturing
World Headquarters
Detroit, MI



Developing Talent Builds Bench Strength

Helping people grow today
to prepare for future roles

Developing and Engaged
Talent = Retained Talent



Replacing Talent is Costly

Average time commitment to fill a salary position is **20+ Hours**

Depending on the field, it can take **45-60 days** to find, interview, offer, and hire a new person



Career Growth

- Level Up: development and growth program for all Associates
- All salaried Associates create a development plan



LEVEL
UP

AAM's Level Up program includes all activities related to growing and developing our Associates.

70-20-10 Model

Experiences: 70%



Learn
by doing

Feedback: 20%



Learn
from others

Classes:
10%



Learn through
courses

Operational Excellence: Pay For Knowledge Program

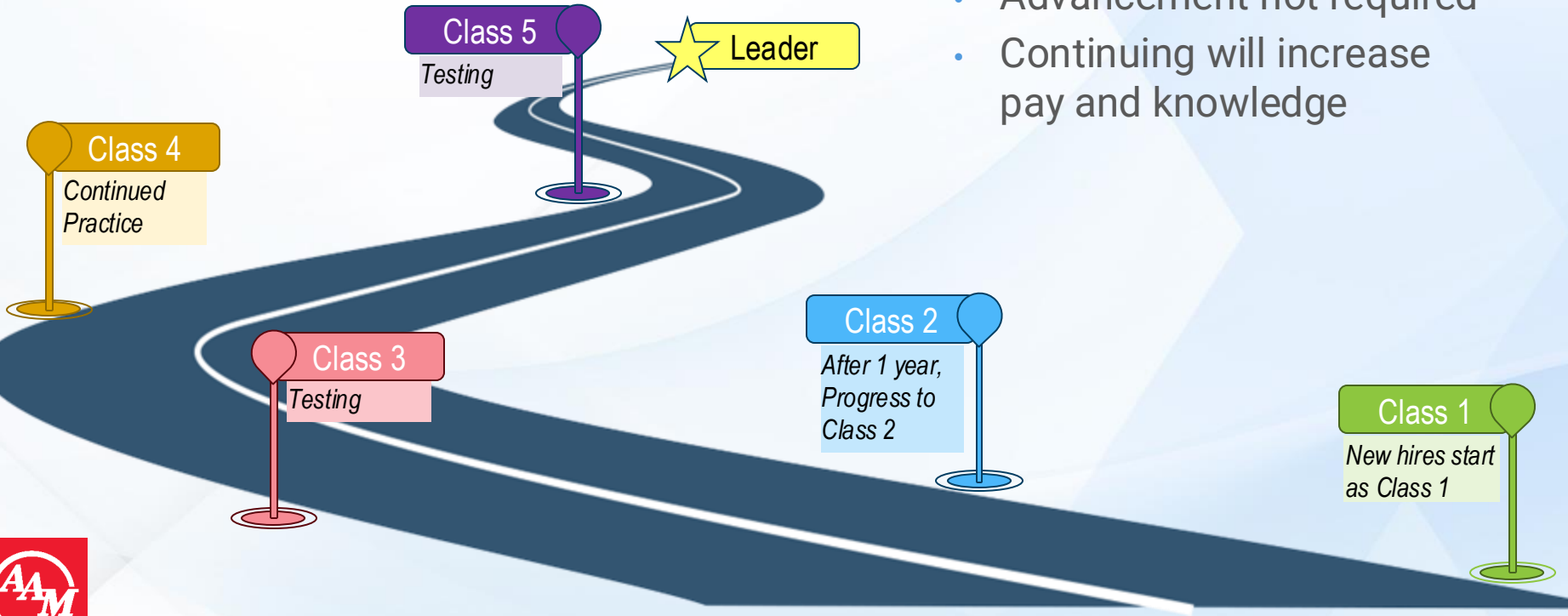
Eliza Wiseman

Human Resource Generalist

American Axle & Manufacturing
Oxford Manufacturing Facility
Oxford, MI



Development Path



- Advancement not required
- Continuing will increase pay and knowledge

Class Levels

Class 1

- New hire

Class 2

- One year anniversary, automatically move up in pay and class level

Class 3 – PFK testing is required...

- If the Associate would like to increase their pay again

Class 4

- Automatically move up in class level if the Associate has passed class 3 PFKs

Class 5 – PFK testing is required...

- If the Associate would like to increase their pay again

Class Leader – PFK testing is required...

- Only One leader per shift per team

Program Components

Experiences: 70%

Feedback: 20%

Class:
10%



Demonstration
checklist



Written tests



E-Learning
coursework

Example Program

| HPO Class 3 PFK Tracking Sheet | |
|--|-------|
| Name: | Date: |
| PFK Needs to be completed by: | |
| Written Test A Passed: | |
| Written Test B Passed: | |
| Written Test C Passed: | |
| Demonstration Checklist Passed: | |
| 5S Overview 151 (workday) | |
| Team Leadership 160 (workday) | |
| Stop, Look, Think before you act (workday) | |
| Essentials of Communication 120 (workday) | |
| Harassment & Discrimination 215 (workday) | |

Each testing class has a higher difficulty and quantity of material

| HPO Class 5 PFK Tracking Sheet | |
|--|-----------------------|
| Name: | Date: |
| PFK Needs to be completed by: | |
| 18 WorkDay Classes Completed: | |
| Written Test A Passed: | |
| Written Test B Passed: | |
| Written Test C Passed: | |
| Demonstration Checklist Passed: | |
| | |
| Workday Classes | Date Completed |
| Fire & Safety Prevention 181 | |
| Bloodborne Pathogens 161 | |
| Personal Protective Equipment 120 | |
| Lockout/Tagout Procedures 141 | |
| Machine Guarding 140 | |
| Hand & Power Tool Safety 201 | |
| Flammable/Combustible Liquids 191 | |
| SDS & Hazard Communication 160 | |
| Noise Reduction & Hearing Conservation 170 | |
| Powered Industrial Truck Safety 221 | |
| Lean Manufacturing Overview 130 | |
| 5S Overview 155 | |
| Total Productive Maintenance Overview 150 | |
| Math: Fundamentals 101 | |
| Math: Fractions & Decimals 111 | |
| Basics of Tolerance 121 | |
| Blueprint Reading 131 | |
| Basic Measurement 101 | |



Content Example

| HPO Class 3 PFK Tracking Sheet | | | |
|--|--|-------|--|
| Name: | | Date: | |
| PFK Needs to be completed by: | | | |
| Written Test A Passed: | | | |
| Written Test B Passed: | | | |
| Written Test C Passed: | | | |
| Demonstration Checklist Passed: | | | |
| 5S Overview 151 (workday) | | | |
| Team Leadership 160 (workday) | | | |
| Stop, Look, Think before you act (workday) | | | |
| Essentials of Communication 120 (workday) | | | |
| Harassment & Discrimination 215 (workday) | | | |

TOOLINGU | sme 5S Overview 151
Five S: Introduction
Define Five S.

1. Five S: Introduction Back Page 1 of 16 Next

Five S (5S) is an organizational method that consists of five sequential steps. The idea for 5S originated in Japan. Nevertheless, a variety of organizations and companies worldwide have adopted 5S. As a result, the 5S steps are often now described using words that are the English equivalent of the original Japanese terms.

5S Sort
Set in Order
Sweep
Standardize
Sustain

5S is designed to make companies and processes more efficient while promoting safety and quality. It can be implemented in almost any workplace, including those outside of manufacturing. 5S is effective in both the production and administrative areas of a manufacturing environment.

The 5S steps are: Sort, Set in Order, Sweep, Standardize, and Sustain. In addition, another 5S approach, known as **5S plus 1 (5S+1)**, includes a sixth step: Safety.

Resources



Demonstration Checklist

Associates demonstrate task proficiency

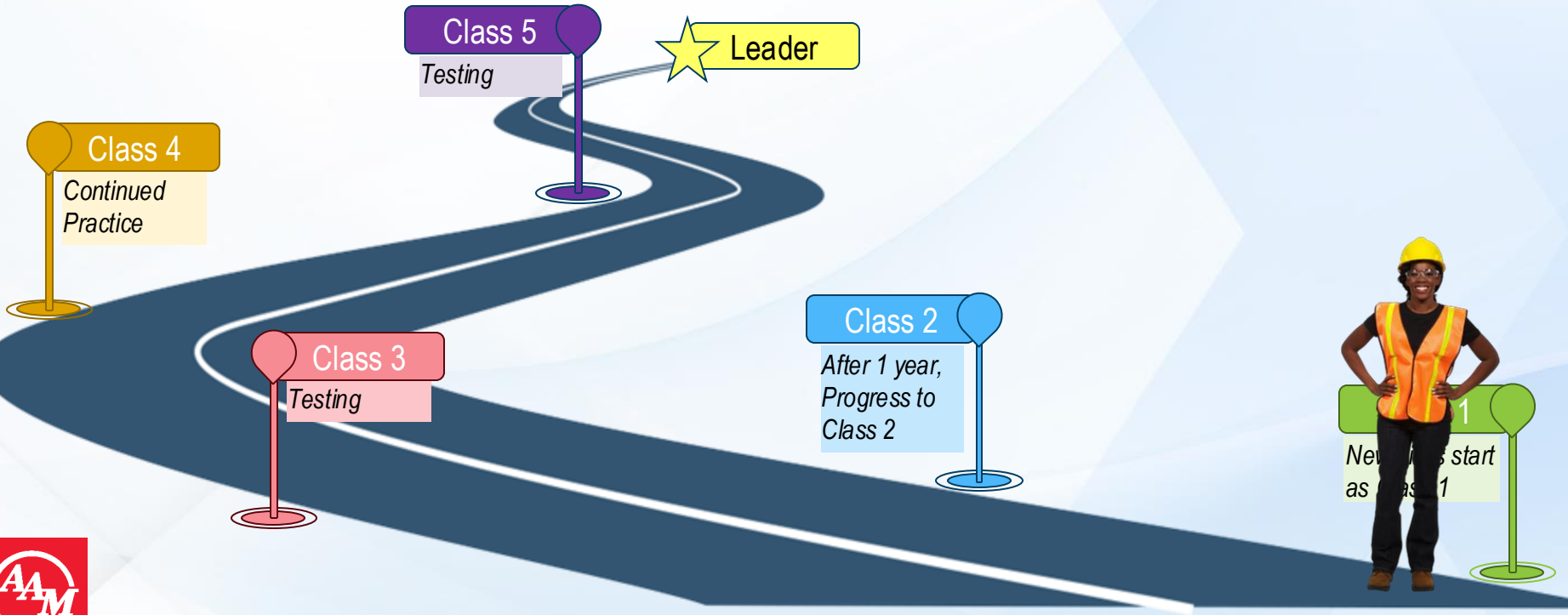


| | | | | | |
|--|--------------------------|---|--|-------|--|
| Associate Signature: | | Emp ID # | | Date: | |
| Supervisor Signature | | Emp ID # | | Date: | |
| HPO Class 3 Demonstration Checklist | | | | | |
| Associate must demonstrate the ability to do each item on this checklist with a designed expert. | | | | | |
| Pass | Fail | Associate should be able to take the designated expert to the location of the Emergency spill response kit for their building and identify the equipment inside. | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Comment: | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Associate should be able to take the designated expert to the location of the battery disposal container in their building. | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Comment: | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Pit waste removal procedure. Associate needs to demonstrate that they can properly pump a press pit. | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Comment: | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Associate needs to take the designated expert to the location of the Emergency Medical Response Boxes in their building. They need to familiarize themselves with the items inside the kit. | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Comment: | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | The associate should indicate on a part print a few of the Spec numbers and then be able to relate those spec numbers to the DCP. | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Comment: | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Demonstrate the ability to read a traditional style micrometer. The associate should be able to use a traditional barrel micrometer to measure at least 3 dimensions on a piece of ground tool steel. | | | |
| <input type="checkbox"/> | <input type="checkbox"/> | Comment: | | | |



Development Path

- Meet Samantha! Hired in 2019
- Started as a Class 1



Development Path

- Promoted to Class 2 in 2020

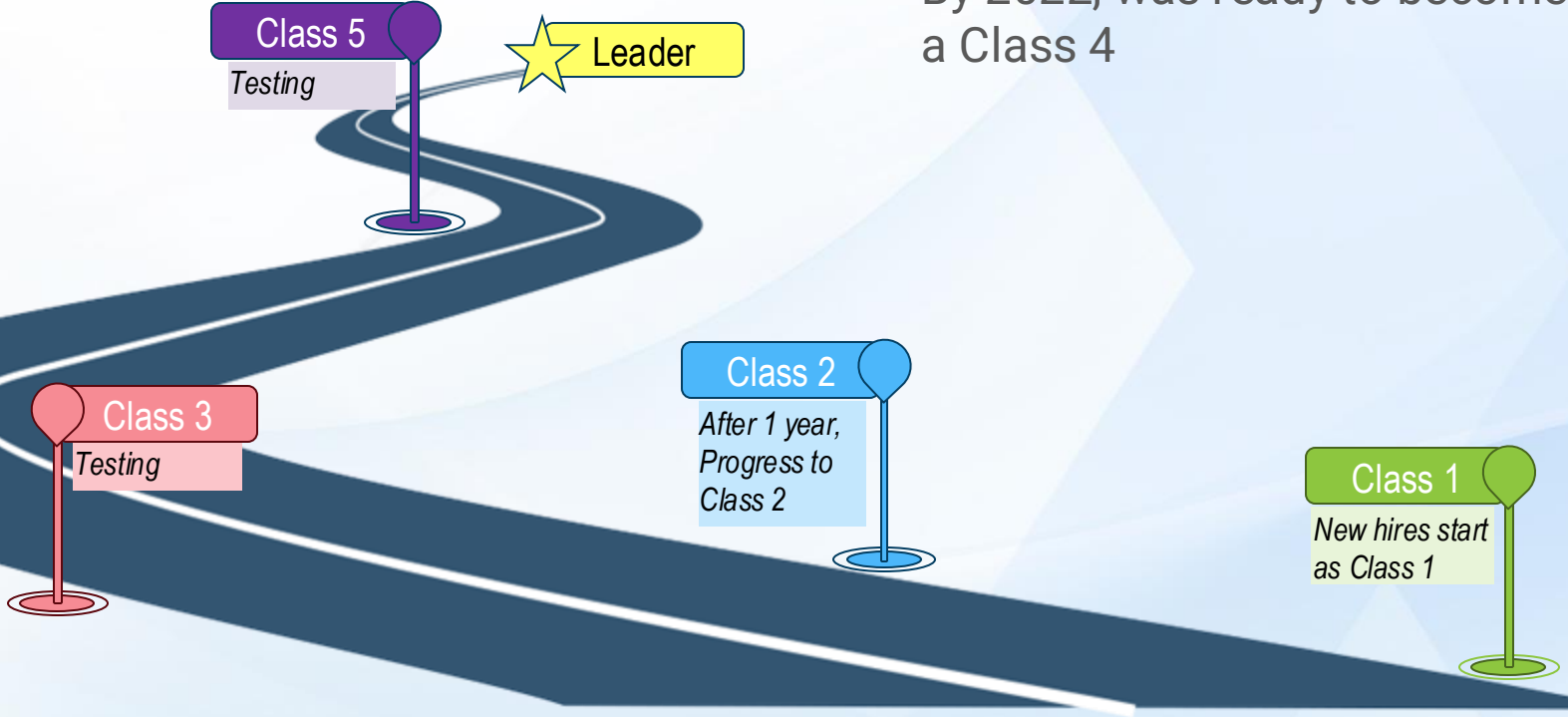
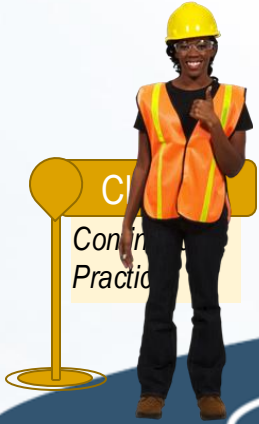


Development Path



- Completed required testing in 2021 and was promoted again

Development Path



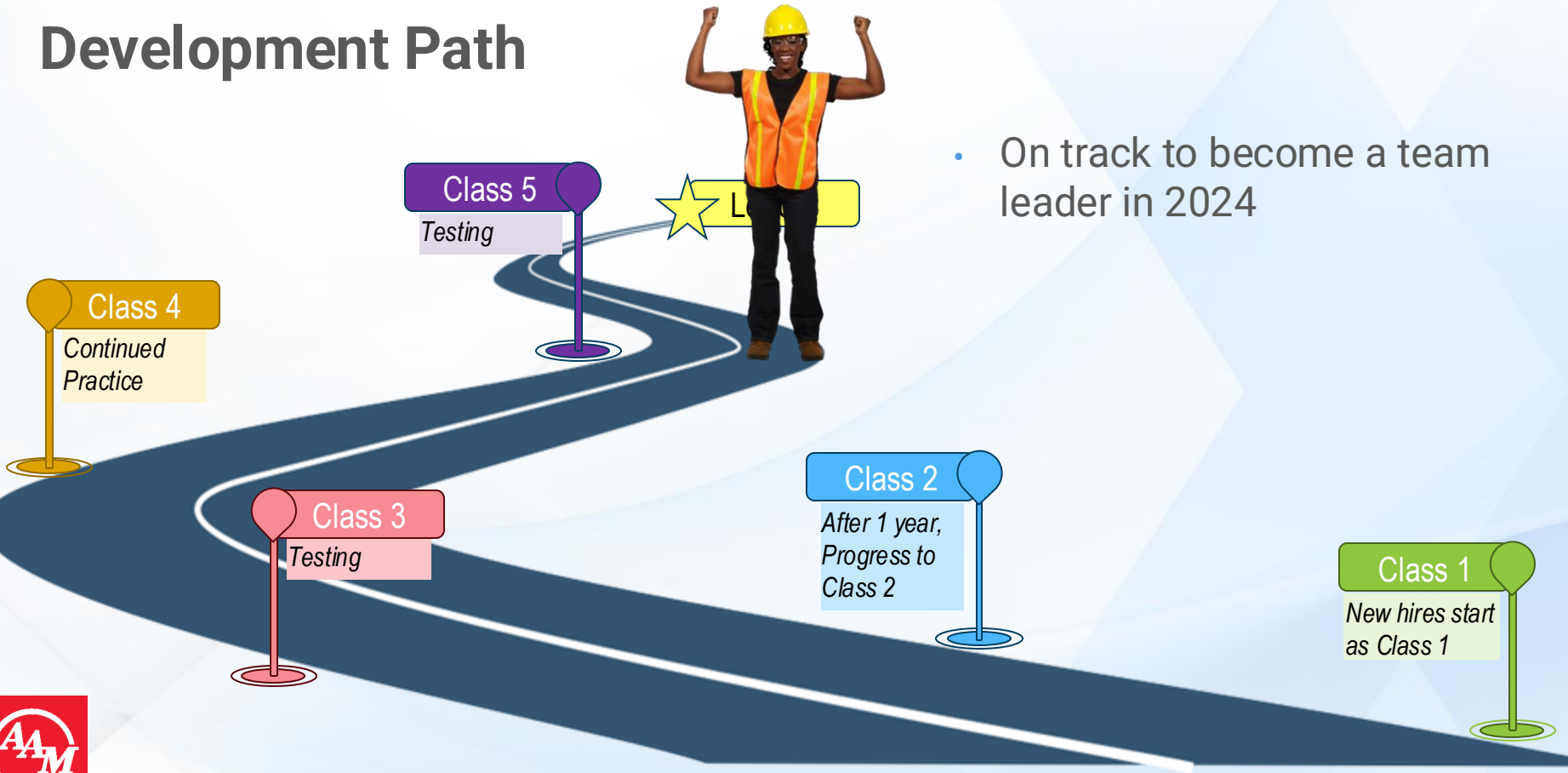
- By 2022, was ready to become a Class 4



Development Path



Development Path



- On track to become a team leader in 2024



Development Path

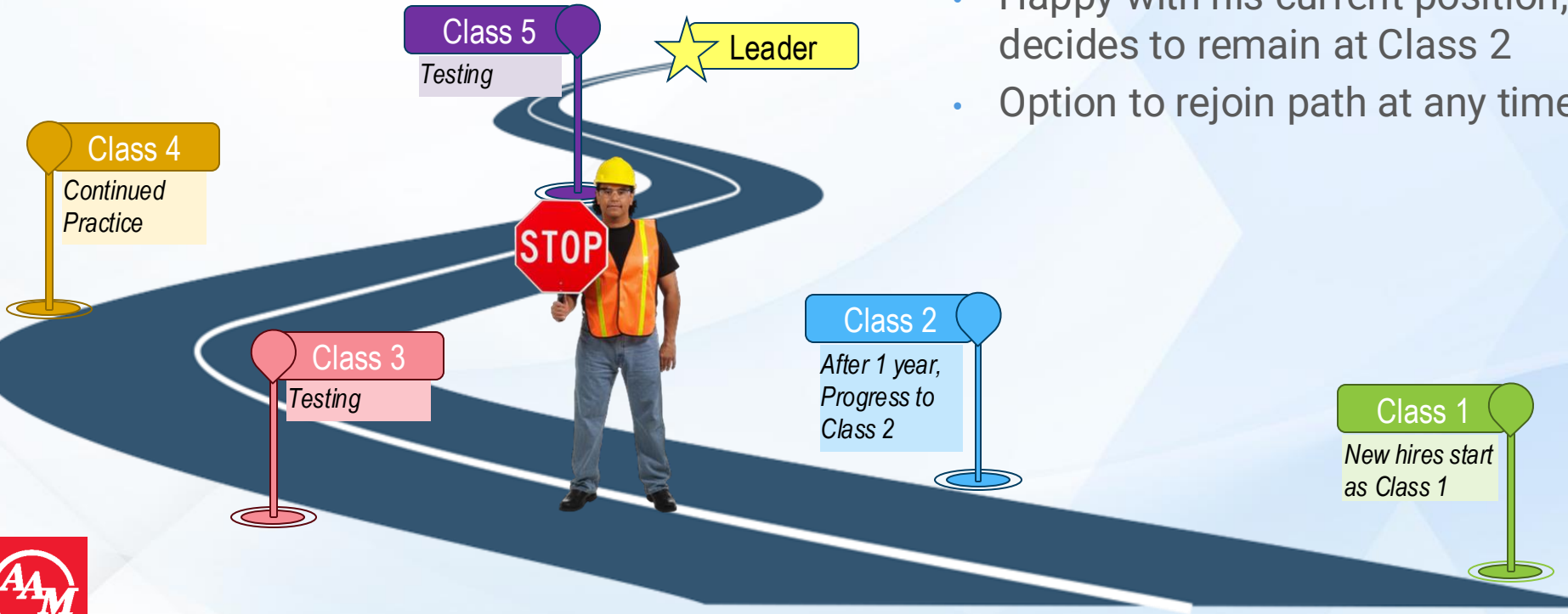


Development Path



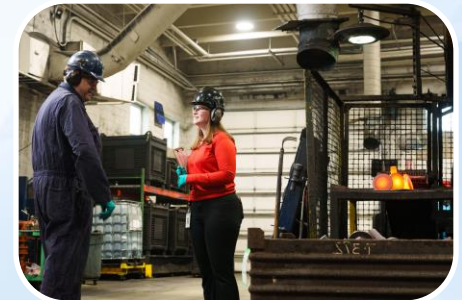
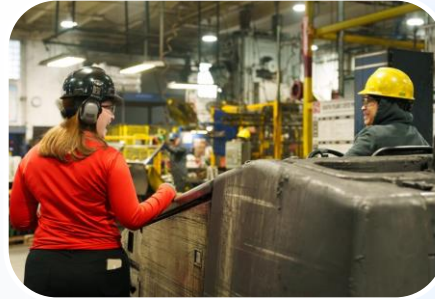
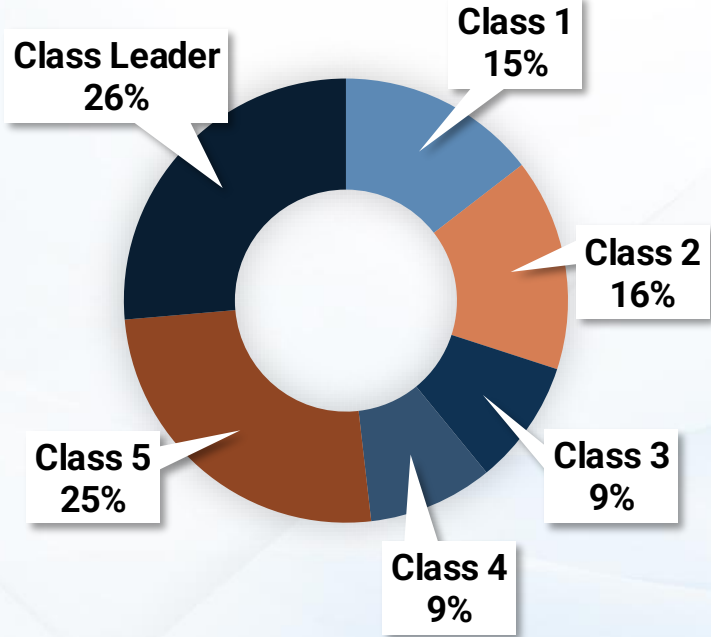
- After a year, Richard was promoted to Class 2

Development Path



- Happy with his current position, decides to remain at Class 2
- Option to rejoin path at any time

Impact



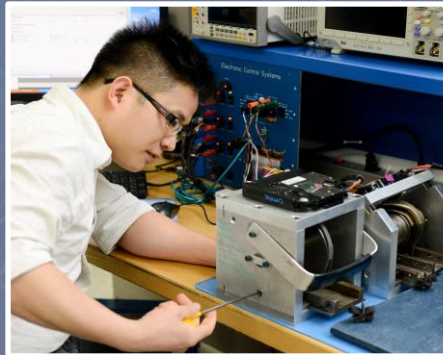
Participant Feedback



"I like that the next step is clear"



"Classes are easy to find"



"Knowledge is power!"



"I can progress at my own speed"

Key Takeaways



Allows team to be intentional about development



Program is well-established and integrated with HRIS system (Workday)



Makes career growth visible and attainable