



Innovative and Emerging Trends Advancing Training and Development

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STIHL Inc. – Upskilling Through Apprenticeship



- STIHL Inc.
- #1 supplier of professional handheld power equipment in the USA
- Approx. 3000 employees at our US headquarters in Virginia Beach, VA

How do we **attract, upskill, and retain** an industry leading workforce in a labor market with misaligned skills and shrinking demographics?

The answer? Apprenticeship.

STIHL Inc. – Rebuilding Apprenticeship

- How to rebuild and implement a world class apprenticeship program in place of one that became neglected over the past several years.
- Creating an **integrated** apprenticeship upskilling program incorporating multiple internal and external stakeholders.



Lessons Learned – What to Do/Avoid

- Never “assign” a program to an individual
- Don’t view the apprenticeship in a vacuum
- Avoid thinking of apprenticeship as self-sustaining or similar to one-off training
- Don’t go it alone
- Track appropriate metrics
- Combine apprenticeship training efforts with other trainings
- Train your mentors

Program Detail – What is *Integration*?

- Incorporate HR at all levels (job descriptions, evaluations, expectations)
- Trust your SMEs
- Explore all RTI options (online, college, 3rd party, internal)
- Partner with workforce boards, industry associations, etc.
- Work with K-12 schools (pre-apprenticeship, recruiting)

LESSONS LEARNED



- Programs with limited oversight struggle
- Management at every level needs to be fully on board
- Registration (when pursued) is not the end of the road, it's the beginning
- Don't forget about supervisors/managers



- Pilot cohort
- New occupation development – complete pathway
- Continuous improvement initiatives – surveys, completion rates, metrics improvement

Summary / Conclusion

- Apprenticeship isn't easy – but it's easier than the alternative
- Think across your entire organization
- Find and incorporate external partners
- Be skeptical of pre-packaged solutions – customize!

Thank You!