

## Improve Hiring Strategies & New Employee Training

With hiring picking up, new types of apprenticeships emerging and the increasing demand for competent workers with documented abilities, small to mid-size metalformers face new challenges—challenges of renewed growth, competition for employees and the need for quick time, cost effective training and advancement strategies. PMA's *WorkingSolutions* can help. *WorkingSolutions* offers PMA members an efficient way to improve new-hire selection strategies, develop individual skill standards and competency records, and strengthen the teaching abilities of on-the-job trainers, coaches or anyone who has to teach a person a new job.

The first activity involves a review of the pre-hire search, screening and evaluation methods. This involves three steps: reviewing local resources that can assist in the search for new employees; strengthening in-house, new-hire benchmarking practices and assessment processes (job postings, applications, position descriptions, skills/aptitude testing, interviewing practices and existing training systems); and developing a legally defensible behavior-based interviewing program, which is essential to finding the right people and placing them in the right jobs.

The second phase is to develop *Performance Achievement Records*. These logbooks (or skill checklists) set forth critical and core competences

required for successful job performance. They serve as a competency-based portfolio for each worker. They allow users to organize their training approach and track, manage and acknowledge the abilities and accomplishments of employees (operations, setup, maintenance, quality or die repair). *Performance Achievement Records* are ISO and QS/TS compliant and are typically considered "controlled" documents.

The final activity is to improve the on-the-job teaching skills for those individuals who will be responsible for hands-on, equipment-specific instruction on the shop floor. Just because a person is a job expert does not mean he will be an effective trainer and communicator. *WorkingSolutions* will work with company trainers and demonstrate how to prepare and present structured on-the-job training, using one-on-one instructional techniques that really work – meaning trainees learn it right the first time!

This three component workforce development investment typically takes only seven project days for small to mid-size companies – four of those days on-site working with job experts, supervisors and the HR manager. For more information about this project or other services of *WorkingSolutions* (such as pay-for-skill, multi-skill, test development and job analyses), contact Bruce Broman at 216/901-8800 or [bbroman@pma.org](mailto:bbroman@pma.org) or visit [www.workingsolutions4u.org](http://www.workingsolutions4u.org).

## PMA Educational Foundation Grant Opportunities

*"To create the means to educate and motivate the current and future workforce of the North American metalforming industry."*

Key to the mission of PMA's Educational Foundation is to promote training and education in the metalforming industry. One avenue for accomplishing this goal is providing worthy companies and organizations with grant funding to support causes that enhance industry workforce development. Since 1997, the PMA Educational Foundation has contributed nearly \$500,000 in grants to workforce development causes.

The Foundation's Grant Distribution

Committee invites worthy applications from member companies, districts and educational institutions that work with PMA member companies. Grant proposals are accepted by the Educational Foundation throughout the year and awarded in two grant cycles, one in the spring and one in the fall. The deadline for the current cycle is October 31, 2005. Applications can be downloaded through the PMA Educational Foundation's website at [www.pmaef.org](http://www.pmaef.org).