



Tiffany Loner-Diemer

Senior Manager, Global Learning & Development
West Pharmaceutical Services

Introduction



Tiffany Loner-Diemer
Senior Manager, HR,
Global Learning & Development
West Pharmaceutical Services, Inc.

Company Background

West is a leading global manufacturer in the design and production of technologically advanced, high-quality, integrated containment and delivery systems for injectable medicines. We are a trusted partner to the world's top pharmaceutical and biotechnology companies—working by their side to improve patient health.



So, why apprenticeships?

Recent Industry Statistics and Trends

- “More than half of our team members identified career advancement and talent development as a critical area of need in an internally driven engagement survey in 2022, *Company Survey, 2022*”
- “According to the 2021 Pew Research survey, 63% of respondents said low pay and no opportunities for advancement were factors in their decision to leave.” ~ *People Keep, 2023*
- “For companies who experienced extended job vacancies, 81% reported it had a negative impact on their company.” ~ *Finances Online, 2023*
- “High-paid jobs requiring shorter and less expensive training are going unfilled....and also poses a real threat to the economy” ~ *NPR, 2023*
- “In manufacturing. 50% of operations-related teammates are set to retire in the next 7-9 years...” ~ *SEG, 2021*
- Regarding the second great resignation wave predicted, “Organizations need to start planning now for what happens when more employees leave... This includes cross-training new and existing employees, reskilling talent, diversifying recruiting efforts, and keeping an open mind about the transferability of skills.” ~ *Workforce Institute, 2023*

Why West needed to invest?

- Need to attract skilled candidates or upskill current team members for the needed job roles for future of business
- More baby boomers retiring and a lack of technical skills in current workforce
- Identified specific needs for a deeper understanding of robotics and automation, PLC programs, and fluid power
- A changing workforce and business strategy also means a changing leadership approach



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We needed to connect the pipes!



That is what Penn College of Technology and Apprenticeships

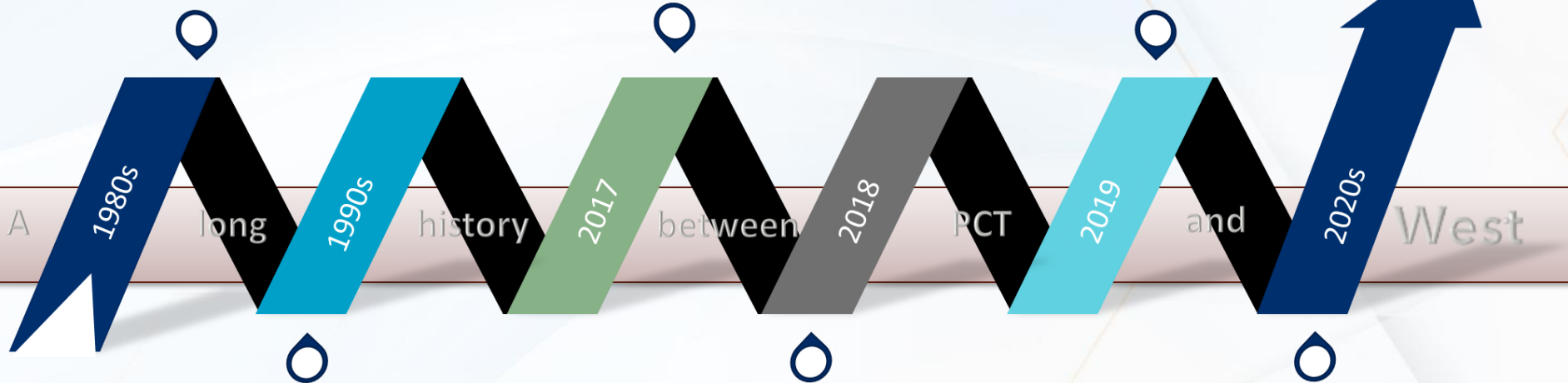
helped us do!

Forming partnerships is key!

The College partners with West to build a training program supporting the plastics industry using a Ben Franklin grant. West donates equipment to college to support training program –10 students graduate from the Plastics/Polymer program in 1986

An endowment scholarship fund established in the name of Herman O. West with College – First apprentices from Jersey Shore site register for 4-year Mechatronics apprenticeship program

West works with the College to establish a West US Apprenticeship program to include 7 unique programs. College partners with West to build a Robotics and Automation program to meet our industry needs



West partners with the college for recruiting of highly skilled team members with plastics degrees and sponsor local summer internships

College awarded an \$8 million federal grant to build and expand apprenticeship programs for industry and makes West team aware

Apprenticeship cohorts begin unique programs. To date more than 300 apprentices have registered or completed a program

Creating a global apprenticeship program – US focus



West Corporate Lead:

Tiffany L. Diemer - Sr. Mgr, L&D

West Corporate Sponsors:

- Vice President, Technical Ops
- Vice President, Global Operations
- Vice President, Contract Manufacturing
- Vice President, Human Resources

Penn College Sponsors:

- Beth Bittenbender
- Adam Yoder
- Alexa Boatman
- Sara Hills-Osby

West Local Site Leads

- Work with corporate lead for questions/issues/concerns
- Maintain Info/data on local programs and apprentices
- Participate and provide periodic updates on apprenticeship calls

West Corporate Lead

- Identify relevant site contacts and establish communication cadence
- establish best practices
- Maintain Info/data on entire apprenticeship program
- Act as a liaison to college

West Corporate Sponsors

- Socialize the program and its successes within the business
- Guide collaboration of the program, business, and sites
- Ensure sustainability of the program to meet business needs

Establishing roles and responsibilities is critical



L&D

- Help drive and encourage the programs at your site with SLT
- Act as a liaison for the apprentice and the college
- Provide mentoring support to the journey workers and mentors
- Proctor and help set up apprentice assessments



HR

- Help drive and encourage the programs at your site with SLT
- Complete apprenticeship agreement forms including wage increases
- Ensure apprentices receive regular wage increases as required by the individual apprentice agreement forms



Mentors

- Provide coaching, mentoring and specified on-the-job training to each assigned apprentice
- Complete and sign off all the required On-the-Job Training checklists for each assigned apprentice
- Ensure the apprentices have reached competence on required skills



Apprentices


- Set up time to meet with their mentors regularly
- Attend all classes (if any classes are missed – watch assigned video recordings)
- Ensure all required On-the-Job Checklists are completed in a timely manner
- Upon completion of a program, act as a mentor to new apprentices



College

- Report and input all apprenticeship info into the Federal RAPIDS database
- Coordinate and provide instructional learning classes to apprentices
- Provide college LMS and assessment support
- Provide state and federal program updates to West

Empowering the team to drive apprenticeship programs




Mentoring Support at Sites

- Created E-learning to provide base knowledge of how to mentor an apprentice and sites committed to meeting with mentors regularly through workshops and sessions
- All L&D Specialists Committed, L&D Manager & Supervisor Developed – Mentoring E-Learning,

	Questions
individual development	Where do you see yourself in the next 1 year, 3 – 5 years?
individual development	How do you see yourself helping to get you to meet this goal for yourself?
individual development	How do you see yourself advancing at West?
individual development	What's something you wish you could do more of/less of?
individual development/commitment	Have you taken any post-secondary courses through a college or technical program? Are you taking any classes now?
individual development/commitment	What do you currently know about the apprenticeship programs available?


Exploratory Team Member Development

- Created a short list of exploratory questions that L&D Specialists, HRBPs and managers can ask of their team members interested in going through an apprenticeship program
- L&D Specialists from Grand Rapids, Kearney, Jersey Shore, and Kinston Developed



Apprenticeship Review Council at sites

- Establish a formal process to request entry into an apprenticeship program, develop criteria for selection and a review panel to review each request to meet monthly
- St. Pete L&D Specialist, HR Manager and Site Director



Individual Development Plans:

- Commit to the strategy of developing into a new role
- Reviewed by supervisors/managers
- L&D Managers, L&D Supervisor and HR Director

Where are we today?

Success Data

Improvement of Retention

- More than 25% retention rate improvement for US hourly team members who registered in an apprenticeship program versus team members who were not

Program Completion Retention

- More than 90% of team members who completed a program are still with West

Improved Internal Promotion Rate

- Nearly 40% of those who completed a program were internally promoted driving a cost savings for the organization based on the current cost of hiring

Reduction in Maintenance Vacancies

- Reduced number of days for maintenance job vacancies by more than 35% due to the capacity to internally promote and upskill team members into maintenance job roles

This is great, but what is next?

There are more pipes to connect!

High School CTE and other related curricula/programs

Workforce development centers in local communities

Second-chance persons looking to gain credentials

Immigrants looking to secure well-paid jobs



**Pre-
apprenticeships
will help us
connect these
pipes!**

Work closely with the college to share ideas and needs

Setting up programs to directly hire apprentices into sites

Created a new role for "campus and community ambassadors"

Creating co-op, internships, and pre-apprenticeships



Gretchen Schultz

Director of Workforce,
Tooling U-SME



Beth Bittenbender

Executive Director, Operations
and Special Projects,
Workforce Development
Pennsylvania College of
Technology



Danielle Demirovic

Pre-Apprenticeship Supervisor,
Pennsylvania Department of
Labor



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