

Cathy Hennes

Case Study

6/6/13

I currently work as the Product Life Management (PLM) Coordinator for Ridge Tool Company. Basically, what this means is that I am the gatekeeper for all of the documentation processes for the products we make internally or buy from external vendors. Never look at a product catalog again the same. When a product is given a catalog number, there is a process involved in creating that number. I am in charge of that process. At the same time, I am also responsible for training the company (and developing said training) for the entire technology system used in this process. Two major issues are in play for this planning process. First, there has never been any official training for these technology systems. The employees just muddled through the process, never really understanding why they are doing what they do. Then, being the company is a manufacturing company, they follow ISO standards. ISO is short for International Organization for Standardization. To be certified ISO, the company must follow specific guidelines or be penalized. Training is on the list.

Being brought into the Product Engineering Department for this position, the company and department has been able to capitalize on my ability to develop and deliver programs. I have been training adults since 1996, however, this is the first time I have actually had been tasked to build an entire curriculum.

Beyond the two issues above, the company has been considered a global company for many years. They are now becoming and transforming into a true global company, with engineering, marketing, production planning departments in multiple international locations. For any training being designed for the US locations, consideration needs to be placed on the international locations as well. Everyone must have the same training. Everyone must follow the same processes, no matter where in the world they are.

Due to the nature of the location of individuals, the stakeholders will be global in nature. The training board would include the following individuals:

1. Product Engineering Vice President (past and present as past is still working contract for the company)
2. Product Engineering Group Leaders-US Based (4 individuals)
3. Product Engineering-Globally Based (1 from each Regional Location: China, Romania, India)
4. Quality Assurance (1 individual)
5. Manufacturing Engineering (1-2 individuals)
6. Production Control/Inventory Control (1 individual)
7. Packaging Engineering (1 individual)
8. Technical Service (1 individual)
9. Manufacturing (1-2 individuals)
10. Customer Service (1-2 individuals)
11. Cost Accounting (1 individual)
12. Marketing (1 individual)
13. Sourcing & Procurement (1 individual)

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14. Materials Engineering (1 individual)

15. Sales (1 individual)

For each of these groups, they will be required to attend specific training events, be trained on specific portions of the system. The system, as I am aware, is currently comprised of the following technology systems:

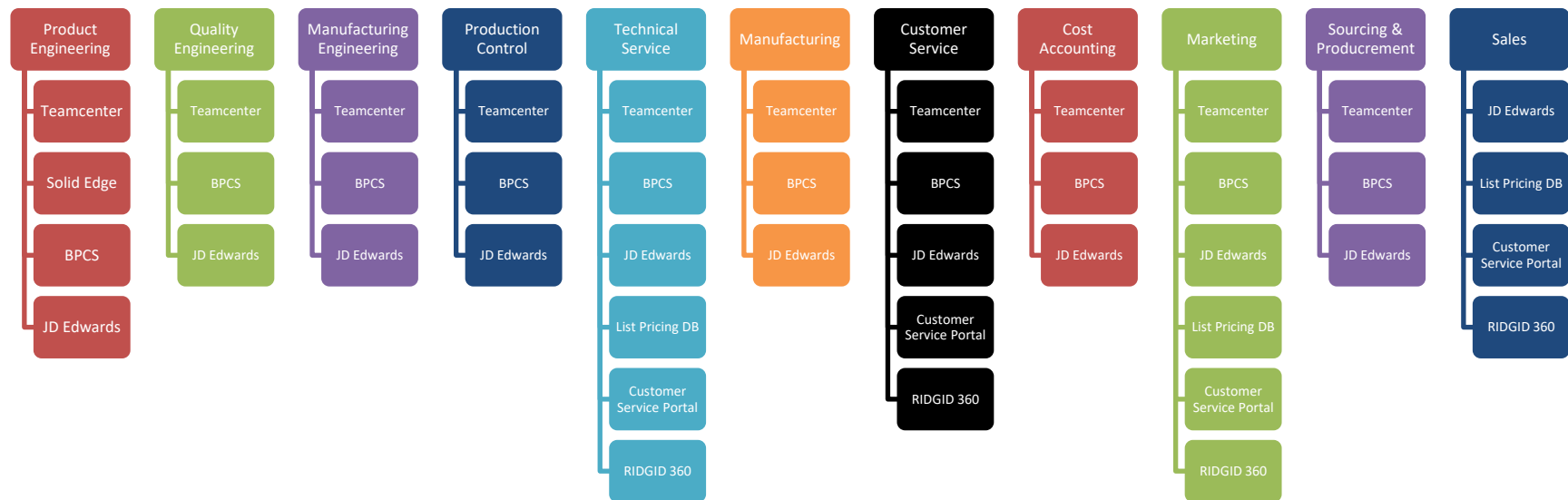
1. Teamcenter (Siemens Product)
2. Solid Edge (Siemens Product)
3. BPCS (AS/400)
4. JD Edwards (Enterprise Resource Planning/Customer Relationship Management)
5. List Pricing DB (Access DB)
6. Customer Service Portal
7. Ridgid 360 (Company-Specific Web site)

For each of the stakeholder departments above, they all require training of the systems listed. Below is the chart listing how each of the departments will need training. And, within each of the software systems listed above, program planning has been in process to develop specific training opportunities. While all of this program planning is required, to be perfectly honest, I have not used nor will I ever use all of the systems mentioned above. I will never draw CAD (computer aided design) drafting files. However, at the same time, I do need to understand how the technology between Teamcenter and Solid Edge (the CAD software) talks to each other. This will enable me to train the individuals who use the Solid Edge software, in using the system processes better. So, not only am I a training developer and trainer, I am also a student learning the software.

As the Company Program Planner and Trainer, I have to be aware and understand how to use all of the systems to accurately train all of the employees.

The company breakdown for training could resemble something like this:

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Let's take, for example, the Teamcenter Training section. For everyone, they need to know at a minimum, Teamcenter Basics (Beginner) level. For Product Engineering, they must know the software at an Advanced User Level. I am working on multiple training modules for Teamcenter alone that include Beginner, Intermediate, and Advanced Level.

1. Product Engineers located in Elyria will always get Instructor-led Training opportunities where I will stand before the class and present the training live, followed-up by reference materials and me as the trainer located in the headquarters office. Product Engineers need to understand the Advanced Level of training.
2. Product Engineers located ANYWHERE else around the globe will be involved with Instructor-led Training opportunities through the use of Microsoft Live Meeting and Phone Conference where they will be able to either train with me live through the use of the Internet or through video playback (yet to be developed) of the training presented. They will also have follow-up capabilities by reference materials.

Each department who is involved with the product life cycle process will need to be reviewed and training built appropriately.