

New Flyer Institute: Framework for Workforce Development



NEW FLYER





Generational Learning Styles

- Requires considerable flexibility.
- Each generation has its own focus, perspective, and expectations about training.
- Mature/Baby boomers value traditional training such as classroom-based learning programs.
- Gen Xers are comfortable with different forms of business technology--such as personal computers, PDAs, and the Internet.
- Gen Yrs are more willing to adopt technology-based learning formats, such as e-learning, that provide them with greater flexibility. High value on group and team training

What kind of learning challenges does the multigenerational workforce present?

Comparing Generational Learning Styles

Table 1

Comparison of Previous vs. Current Learning Styles

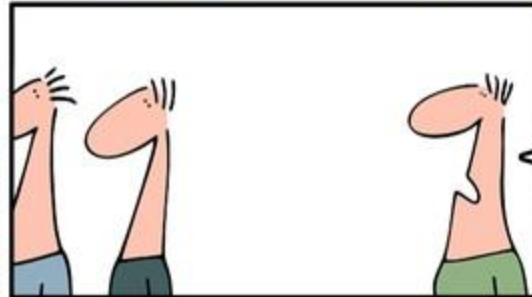
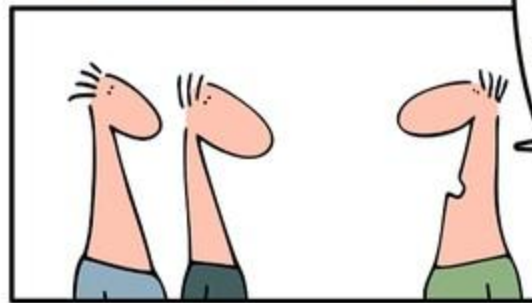
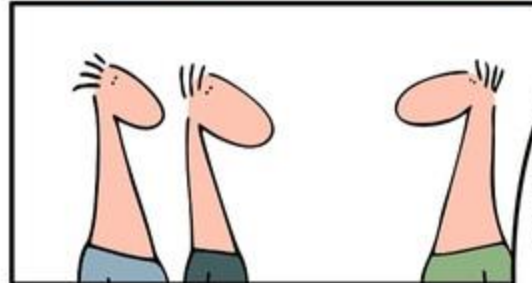
Characteristics, Dominant Learning Style of Previous Generations Digital Immigrants	Characteristics, Dominant Learning Style of Virtual Generations Digital Natives
Linear Acquisition of Information	Nonlinear (hyperlinked) logic of learning
Focused mainly on facts and knowledge acquisition	Focused more on deuterio-learning (learning how to learn)
Guided Learning	Autonomous learning
Learning in specified time periods	Learning 24/7
Face to face learning	Interactive virtual learning
Learning as Duty	Learning as Fun
Rote learning	Analogical learning





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INSTITUTE



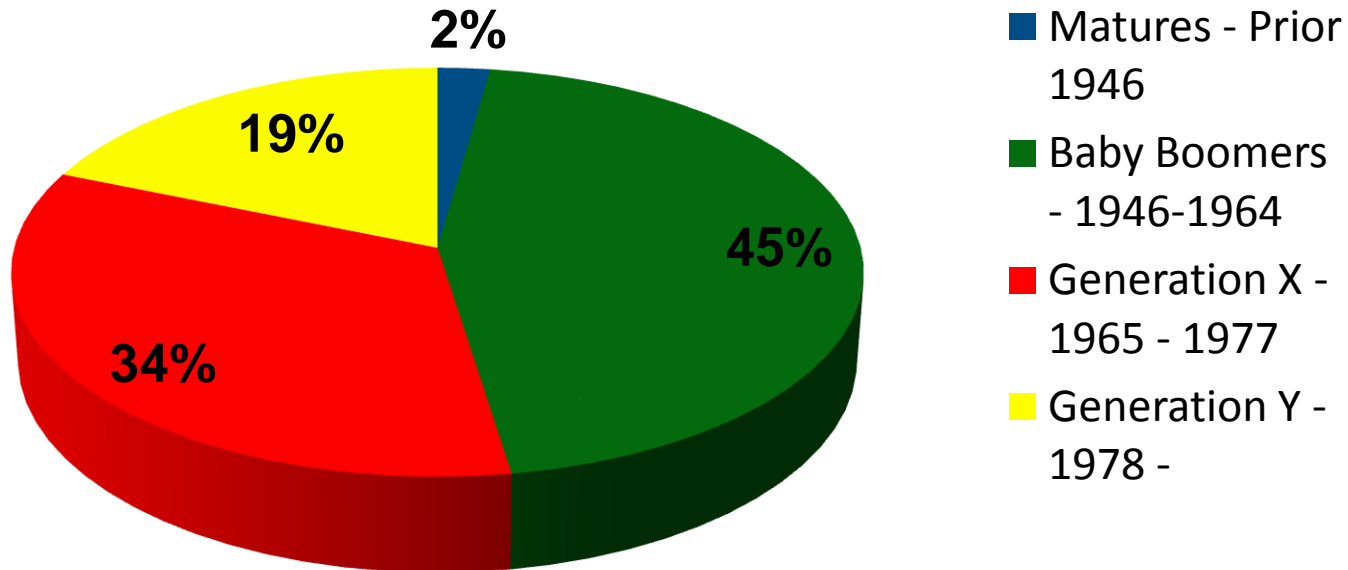
I HAVE THOUSANDS OF UNANSWERED EMAILS, I HAVE NOT TWITTERED TODAY, I HAVE TO WRITE MY MORE THAN THOUSAND FACEBOOK FRIENDS, I HAVE TO JOIN POWNCE, I HAVEN'T BLOGGED SINCE...

I HAVE NO TIME TO DRINK A BEER IN A BAR. I'M BUSY ENOUGH BEING SOCIAL

geek and poke



The Generations at New Flyer





What is the New Flyer Institute?

Training framework for all New Flyer employees and locations

- Leadership/Supervisory Development
- Professional / Administration
- Technical / Manufacturing



Migrating current training activities into global NF Institute structure

- In 2009, 10,806 employees attended training events (over 30,000 hours)
- 370 unique training courses/curriculum delivered
- Includes all NF locations
- Includes internal and external training activities

Adding new training programs/activities to address more needs

Establishing training labs/classrooms and alternative delivery approaches in all our facilities

Strongly aligned with needs of our employees, critical to Customer Service, Operational Excellence and Supplier Partnerships

Vision sessions were held with leaders and employees to define the key NF Institute outcomes we want.

Key Training Vision Outcomes

✓ **Employee Satisfaction**
 ✓ **Strong Safety Record**
 ✓ **Increase in Effective Leadership**

✓ **Customer Satisfaction**
 ✓ **Improved Product Quality**
Increased Profitability

Leadership Training Areas

- Communication
- Leadership vs. Management
- Change Management
- Negotiation Skills
- Motivational Skills
- Strategic Planning
- Delegation
- Stress Management
- Coaching Skills
- Performance Mgmt

Professional Skills Areas

- Communication Skills
- Public Speaking
- Conducting Meetings
- Telephone Etiquette
- Customer Service
- Team Building
- Conflict Management
- Pro Active vs. Reactive
- Team Work
- Listening Skills
- Writing Skills

Technical Training Areas

- Blue Print Training
- Computer Training
- Project Management
- Change Management
- Lean / Six Sigma
- Technical Writing
- Oracle Training
- Welding Specifications
- Tool Use
- CAD Training
- Safety
- Regulatory

The NF Institute course calendar and course descriptions are now available on iBus.

<http://ibus.newflyer.com/index/new-flyer-institute>

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Winnipeg

April

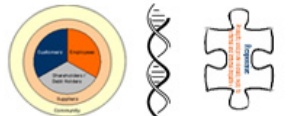
SUN	MON	TUES	WED	THUR	FRI	SAT
				1	2	3
4	5	Forklift Training 11:30am - 3pm	Order Picker 7 - 11am	8	Introduction to 5S 9 - 10:30am	10
11	12	Lean 101 Part 1 8am - 12pm	Lean 101 Part 2 8am - 12pm	14	Introduction to 5S 9 - 10:30am	17
18	19	Annual Safety Training 7 - 9am 9 - 11am	21	22	Leadership Camp 7:15 am - 8pm	Leadership Camp 7:30am - 12pm
25	26	27	28	29	30	

May



Get to know:
Wayne M.E. McLeod
Corporate Director and Chairman of the Audit Committee for New Flyer
[Click here to view biography](#)

New Flyer Strategy



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Calendars will be populated for all NF locations as course dates are confirmed.

The NF Institute course calendar includes course descriptions

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vflyer.com/index/introduction-to-5s-manufacturing

Introduction to 5S Manufacturing

Overview

5S is the foundation of all lean manufacturing principles and tools. This course will provide the participants with the basic principles of 5S, everything in its place.

The course will review the steps for implementing and sustaining a 5S program; Sort, Set in order, Shine, Standardize and Sustain. The participants will watch a 20 minute video that reviews the implementation of Lean Manufacturing at Boeing, including employee testimonials.

Objectives

Upon completion of this seminar, participants will be prepared to implement the 5S program and principles in their department.

Who Should Attend

Manufacturing employees that work in a department where 5S will be implemented.

Prerequisites

There are no prerequisites for this course.

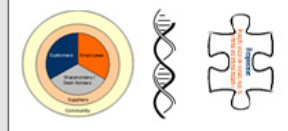
Facilitators and Location

	Facilitators	Training Room
Winnipeg	Pat Remillard	Training Room - 711 Kerhaghan
Crookston	Kelly Beckman	CAD Training Room – 214 - 5th Avenue S.W.
St. Cloud	Stan Voas	Expansion Room - 6200 Glen Carlson Drive

Special Instruction

Wayne... Corporate Director and Chairman of the Audit Committee for New Flyer. Click here to view biography.

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More course summaries will be added as the course schedules are set.



Final thoughts

- There is not a one-size-fits-all approach to training or meeting needs of these different age groups
- Design learning experiences that take into account varying learning styles inherent in all employees
- Development should be meaningful and aligned to organizational strategy.
- Institute viewed as key enabling strategy.
- Next steps: leadership/supervisory development programs for all NF leaders, mini training sessions on high priority customer and acceptance challenges