



Training Needs Assessment

Conducted by: Sarah Mercado, Director of Strategic Initiatives, NIMS

Date Conducted: February – March, 2024

Company Representatives: Craig Freedman, CEO
Marisela Williams, Human Resource Director

Freedman Seating currently has 525 production employees, and 59 openings in production roles.

The company has identified that their On-the-job (OJT) suffered during the pandemic. While the company has many skilled veteran workers, they do not have a structured process to train new hires or upskill workers into higher paying roles. Such trainings are currently done by pairing up new hires with veteran workers to learn the role by shadowing. The challenges with this approach is that it is hard to tell whether a new hire has been trained properly and comprehensively, and their training experience can vary greatly depending on who they are paired with. While Freeman Seating has many options for entry level workers to move up, this unstructured OJT might be hindering retention and job progression. Furthermore, it makes it challenging for the general-public to understand the quality of employment opportunities and growth potential available at Freedman.

Company leaders expressed a particular need to structure OJT around Industrial Upholstery. These roles represent 15% of the production team, however there are no external training providers to help train workers in these skills. To retain workers, Freedman Seating already has a highly competitive compensation structure that allows for substantial career growth within this department.

Training Needs Forecast, March 2024-2025

NIMS Discipline	Company Role Title	Pay Range		New Hires Needed	Upskilling for 10% of current workers
Assembly	Assembler	\$17.90	\$19.95	13	9
Industrial Upholstery	Gluer	\$16.50	\$17.60	1	2
	Sewing Machine Operator	\$16.50	\$18.00	5	4
	Upholsterer	\$17.00	\$17.85	3	4
Machining	Machine Operator	\$18.00	\$22.05	10	4
	Machine Operator- Press Break	\$20.00	\$25.00	2	1
	Machine Operator- Tube Bender, Set Up	\$20.00	\$25.00	4	1
Material Handling	Material Handler	\$16.50	\$17.35	12	4
	Inventory Control Specialist	\$16.50	\$17.50	2	4
Robotics	Robot Operator	\$16.50	\$18.80	1	3
Welding	Welder- Intermediate	\$16.50	\$24.15	3	8
	Welder- Advanced	\$26.00	\$27.30	2	2

58

46

TOTAL TRAINEES **104**

Services Presented to Freedman Seating

Recruitment Services

- Engaging General Public
 - o Career Connector Hiring Events
 - Recruit for all open positions
- Pre-Employment Programs that recruit and train
 - o Manufacturing Renaissance, Young Manufacturers Association
 - Material Handling
 - Assembly
 - o JARC
 - Welding
 - CNC Machining

On-the-Job Training Services

- NIMS STS Software Subscription for 2 years
 - o Serves as digital twin of the company, and houses all the OJT training materials and performance evaluation tools.
- NIMS Leadership Training for OJT Leaders
- NIMS OJT Training Development Services
 - o Standards Development
 - o Role Development
 - o Performance Measure Development
 - o Trask Writing
 - o Training Material Development
 - o “Experience Me” Videos

External Technical Training for Incumbent Workers

- JARC
 - o Welding
 - o CNC Machining
- Are there other providers you'd like to use?
 - o IMEC
 - o Open to recommendations