



Steelcase.com

## Summary of Initiative

Steelcase's Human Resources department proactively works to provide programs and processes that enable the company to tackle the skills gap in the United States head on. The company is committed to identifying people's total potential and providing opportunity for them to learn, gain hands-on experience and develop a transversal career that will be relevant as the workforce evolves into the future.

## The Need

McKinsey predicted a shortage of as many as 1.5 million managers and analysts with analytics skills by 2018. Similarly, a 2015 Deloitte report noted that over the next decade, nearly 3.5 million manufacturing jobs will open, but the skills gap is expected to result in 2 million of those jobs going unfulfilled. Steelcase is committed to connecting the right people with the right job opportunities and providing educational opportunities to ensure a smart, skilled workforce for the future.

## The Solution

**Phased Retirement Program:** This program enables employees to reduce their hours gradually before retiring, while imparting knowledge and expertise to the next-generation workforce.

- ⦿ Employees who have attained 76 points (age plus years of continuous service) are eligible to participate in the program.
- ⦿ The program is available for a minimum of six and a maximum of 24 months. All employees in the program will work a minimum of 16 hours and not exceed a maximum of 30 hours per week.
- ⦿ Employees' base pay is prorated based on the number of hours they are working. In addition to base pay, employees will receive a wage-loss supplement.

**Skilled Trades Apprenticeship Program:** This program educates employees who want to grow into roles as future machine repairpersons, electricians, and tool and die makers — traditionally difficult job positions to fill from outside the organization. It provides an opportunity for individuals who seek to develop the advanced skills needed to troubleshoot and repair complex machinery and tooling.

- ⦿ An apprenticeship requires 8,000 hours of on-the-job training while attending classes at a community college over four years.
- ⦿ At the completion of the program, the apprentice receives journeyman status from the U.S Department of Labor.
- ⦿ Steelcase pays for classes as long as grades are a C or better and provides reimbursement for the cost of books.

## Partnerships

- ⦿ Steelcase currently partners with local community colleges, including Grand Rapids Community College and Calhoun Community College, to educate apprenticeship participants.

## Outcomes/Benefits

- ⦿ The phased retirement program enables Steelcase to retain top performers longer and instill a strategic transition that offers knowledge sharing to the new employee(s).
- ⦿ The skilled trades apprenticeship program provides employees the opportunity to gain education and experience in a skilled trade role paid for and supported by Steelcase.



**Jim Keane**  
President & CEO  
Steelcase Inc.

“Our research about the future of work shows the nature of jobs is changing. We embrace technological advancements, globalization and other factors, preparing employees for tomorrow’s challenges and opportunities.”