



Building our future workforce Toyota's dealership career entry program for service professionals

Defining the Challenge:

Attracting new talent is a perennial challenge for many industries. The automotive service industry grapples with competing issues such as old stereotypes of "mechanics" and modern demands of complex and interconnected automotive systems.

Automotive service technician employment is expected to grow by 39,000 by 2024 to over 770,000 (BLS 2014 Outlook). These middle-skill jobs are expected to be plentiful with Toyota brand service centers providing well-paying careers for as many as 1,500 new individuals yearly as our service business regains strength and grows; however, students graduating today often lack the skills needed to immediately fill these positions.

Combined, Toyota and Lexus dealers employ 26,500 technicians. As a long-term business strategy, Toyota Motor Sales has made it a priority to seek out, recruit, train and place career oriented people on behalf of, and in cooperation with, our franchise new car dealers. Established in 1986, Toyota's Technician Training & Education Network (T-TEN) has been the center piece of these efforts. Augmented by Automotive Youth Educational System (AYES), they are effective tools to integrate with the US education system.

Mission:

T-TEN's mission is to provide a consistent source of talented, career minded, trained, certified and committed entry-level service technicians for our 1500+ Toyota, Scion and Lexus dealerships.

The Toyota Model:

T-TEN used a traditional business / education model for partnering with educational institutions from its inception through 2010. Toyota has since embraced a more structured and rigorous approach to qualify educational training partners. A standards based certification process is used to ensure that the highest possible quality training experience is being delivered to T-TEN students. The process is organized into three unique phases:

- **Assessment:** Toyota sponsored educational and business consultants evaluate the current state of a training program and cooperatively develop an action plan to re-model and update program features to current industry standards.
- **Program Development:** The longest part of the process, Toyota and the educational partner work together to develop curriculum and operational processes needed to successfully operate a T-TEN program at the level expected by Toyota and our dealership employers. In addition to Toyota's support, each educational partner is also supported by their T-TEN peer educators through their membership in the T-TEN Instructor community.
- **Certification:** Once program development is completed, Toyota conducts a last comprehensive review and grants certification to confirm the program meets all standards.

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This model is unique in the automotive industry and is sustained by ongoing reviews and updates supported by both Toyota and the T-TEN Instructor Community.



Recruiting:

T-TEN programs can produce completers that are only as good as their training, innate talent and their commitment to the career path chosen. Thus Toyota puts a great deal of focus on finding individuals for our T-TEN programs with high levels of success markers. Automotive Youth Educational system (AYES) and other NATEF accredited secondary automotive programs are used extensively to qualify and recruit individuals into T-TEN programs nationally. As part of our target recruiting philosophy, we seek out individuals willing to make commitments early to their “home town” dealerships. In 2016, Toyota began working with Project Lead The Way (PLTW) to recruit pre-engineering students interested in the automotive industry.

Results:

T-TEN has long been considered the benchmark program among Automotive Manufacturers. Since inception over 23,000 individuals have benefited directly from these partnerships with 10,600 completing all program requirements which lead to Toyota factory certified technician status.

Today, Toyota is partnered with 35 programs across the USA. In the last three years 1,200 individuals have completed all program requirements with 85% finding employment in one of our dealerships.

Toyota has benefited further from this effort as hundreds of T-TEN graduates have embraced our culture of continuous learning moving beyond the technician role and growing into advanced roles in our business from Dealership Service Management, to wholesale and manufacturing positions within our organization.

For more information:

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Where we are located:



- Lawson State Community College, Bessemer AL
- Gateway Community College, Phoenix AZ
- Citrus College, Glendora CA
- Cypress College, Cypress CA
- San Diego Miramar College, San Diego CA
- Universal Technical Institute, Sacramento CA
- Ventura College, Ventura CA
- Atlantic Technical Center, Coconut Creek FL
- Miami Lakes Educational Center, Miami FL
- Mid Florida Technical, Orlando FL
- Kirkwood Community College, Cedar Rapids, IA
- Universal Technical Institute, Chicago IL
- IVY Tech Community College, Indianapolis IN
- Jefferson Community and Technical College, Louisville KY
- Massachusetts Bay Community College, Ashland MA
- The Community College of Baltimore County, Catonsville MD
- Dunwoody College of Technology, Minneapolis MN
- Ranken Technical College, St. Louis MO
- Forsyth Technical Community College, Winston Salem NC
- San Juan College, Farmington NM
- Columbia Greene Community College, Hudson NY
- Monroe Community College, Rochester NY
- Suffolk Community College, Selden NY
- Stark State College of Technology, North Canton OH
- Oklahoma State University Institute Of Technology, Okmulgee OK
- Umpqua Community College, Roseburg OR
- Universal Technical Institute, Exton PA
- Eastfield College, Mesquite TX
- San Jacinto College Central, Pasadena TX
- Texas State Technical College, Waco TX
- US DOL Job Corps Program, Clearfield UT
- Tidewater Community College, Chesapeake VA
- Clark College, Vancouver WA
- Shoreline Community College, Shoreline WA
- Spokane Community College, Spokane WA