

The role of companies

Dr. Markus Tomaschitz, Vice President of Human Resources at AVL (Austria)

AVL List GmbH



AVL is the world's largest independent company for...

the development, simulation and testing of powertrain systems, their integration into the vehicle as well as new fields like ADAS/AD and Data Intelligence.

Enterprise Development Automotive

RESEARCH 10%
of turnover in-house R&D

INNOVATION 1500
granted patents

STAFF
11.000 employees
65% engineers and
scientists

GLOBAL FOOTPRINT

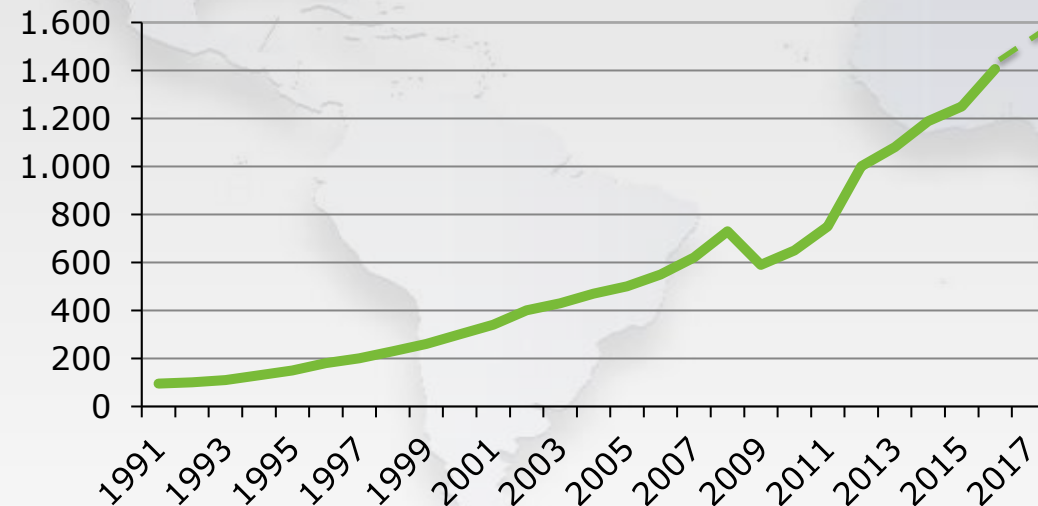
43 engineering locations in **26** countries

- **>230** testbeds
- Global customer support network

EXPERIENCE
70 years !

5 powertrain
elements

GROWTH



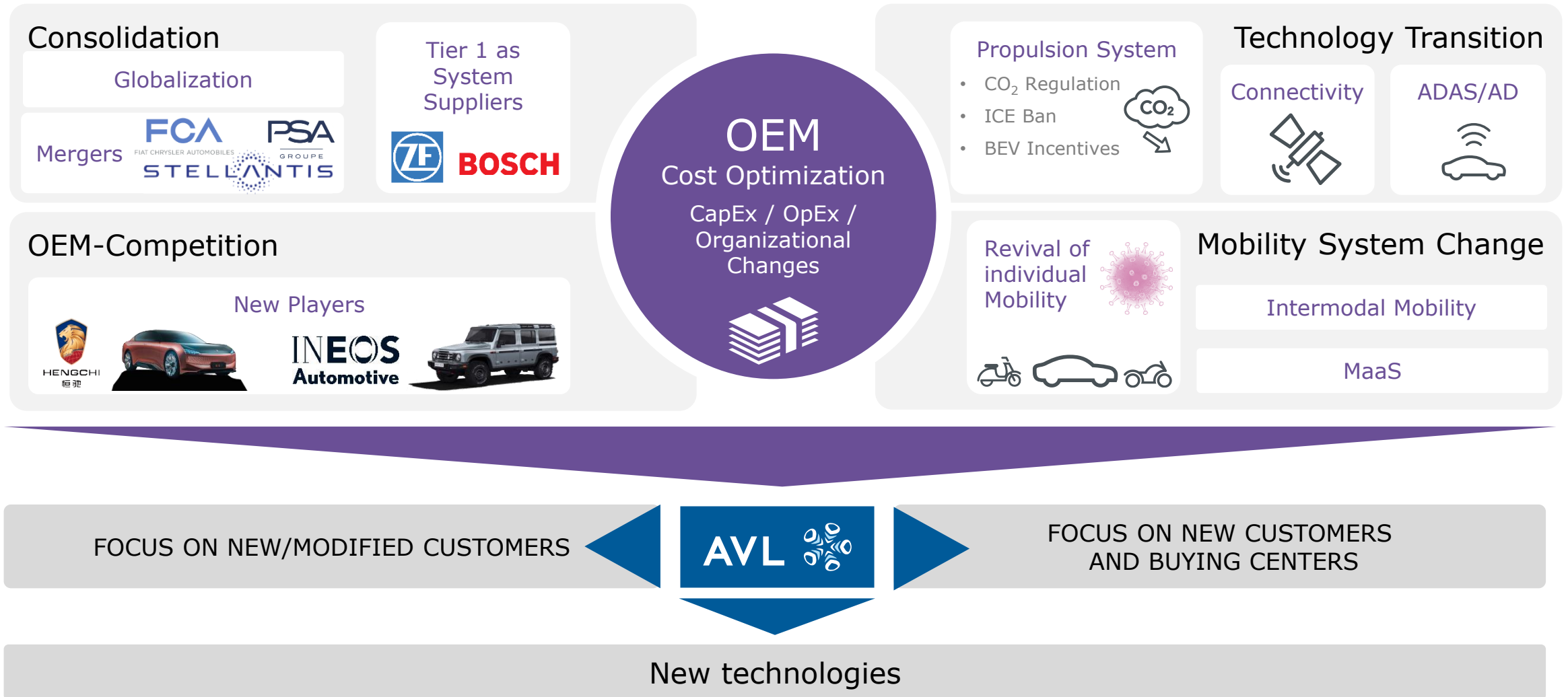
SALES

1995:
0.15 billion €

2020:
1.7 billion €

**ONE
PARTNER**

Changes in the Automotive Industry

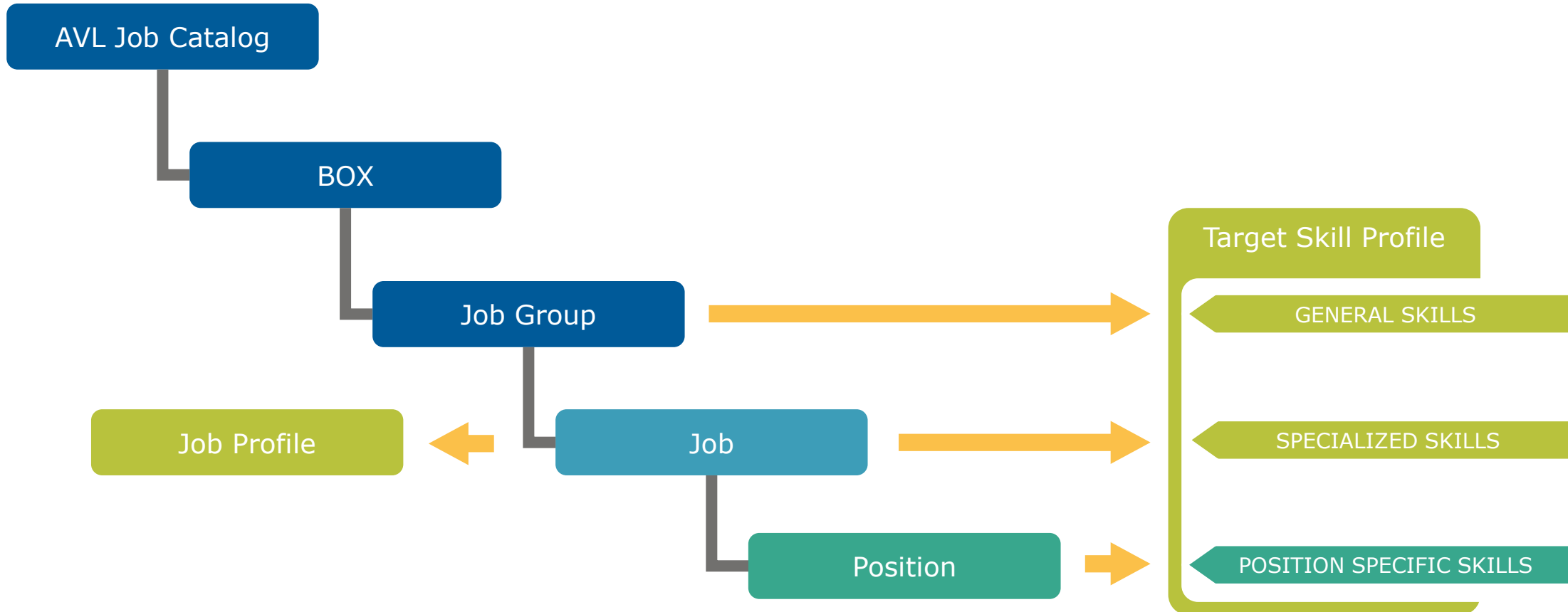


These changes call for a disruptive change

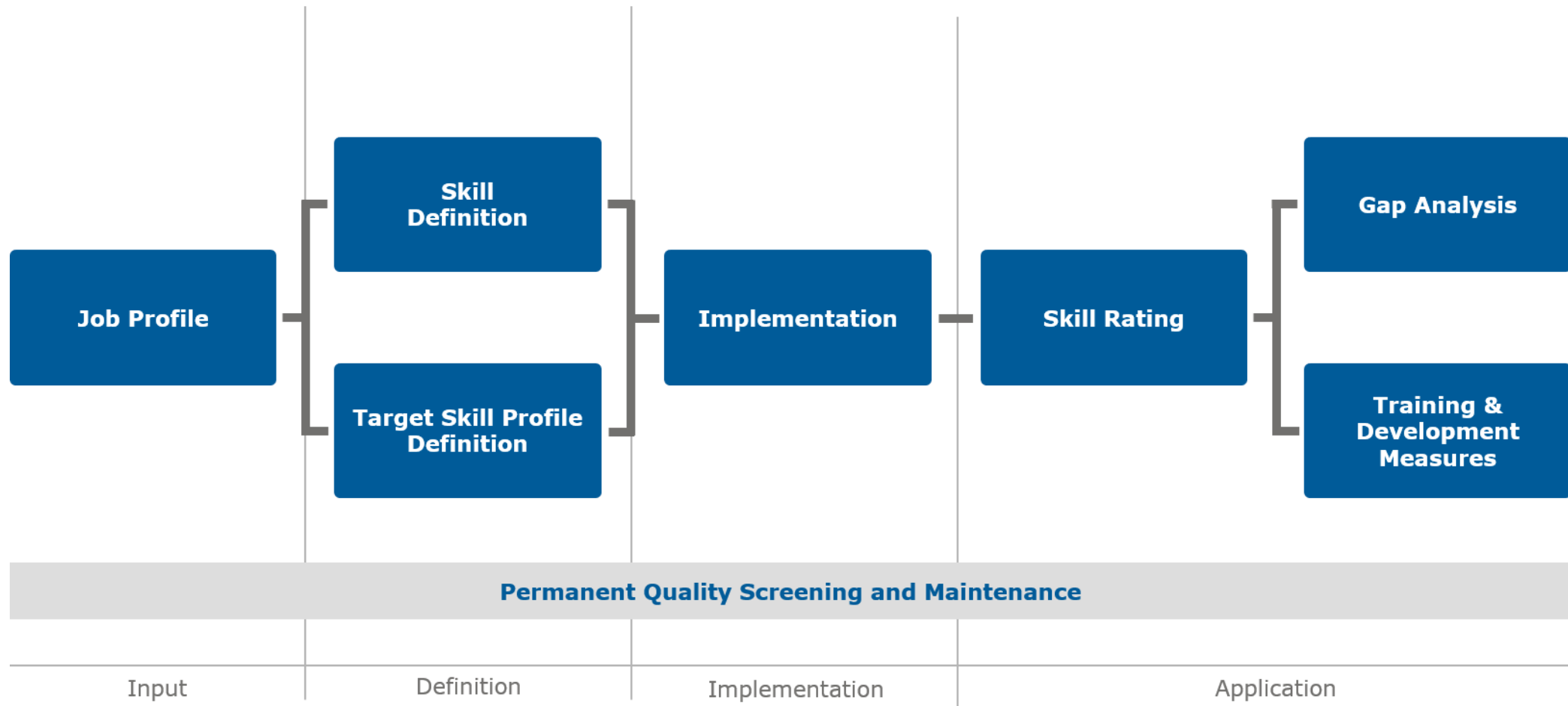
- AVL makes 50% of its turnover with new technologies – the urgency of addressing skill gaps is clear as **transformation** happens quickly
- 5 key actions to close skill gaps—hiring, contracting, redeploying, releasing, and **building skills** within the current workforce
- Skill building (more than hiring, contracting, or redeploying employees) is the best way to close those gaps
- We need to strengthen our efforts to reskill or upskill our AVL employees
- Basic digital skills have also become a clear priority
- We need large-scale, programmatic efforts to support skill building so that employees can adapt to fundamentally changing requirements of their current role or move into a new one.
- We as AVL HR assess the demand and need for specific skills in the future, designing a portfolio of initiatives to close skill gaps, and launching an organizational structure that is dedicated to learning

Global Job and Skill Management

Target Skill Profile Definition



Skill Management Process

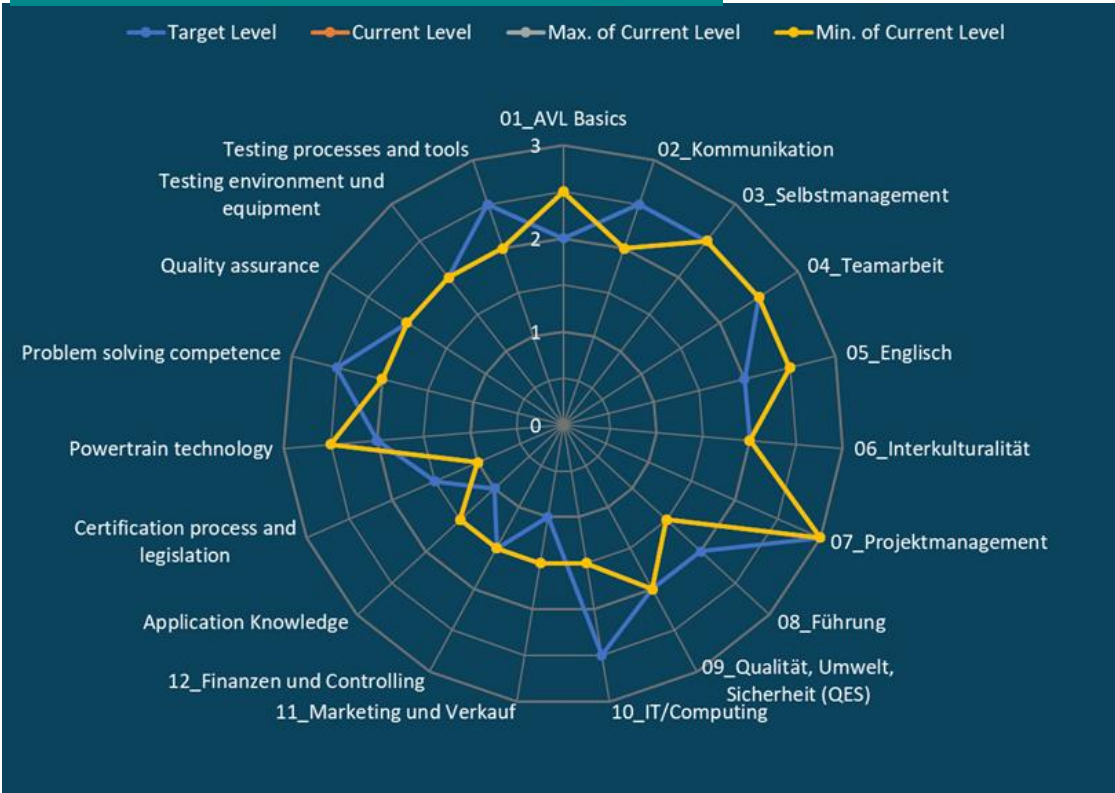




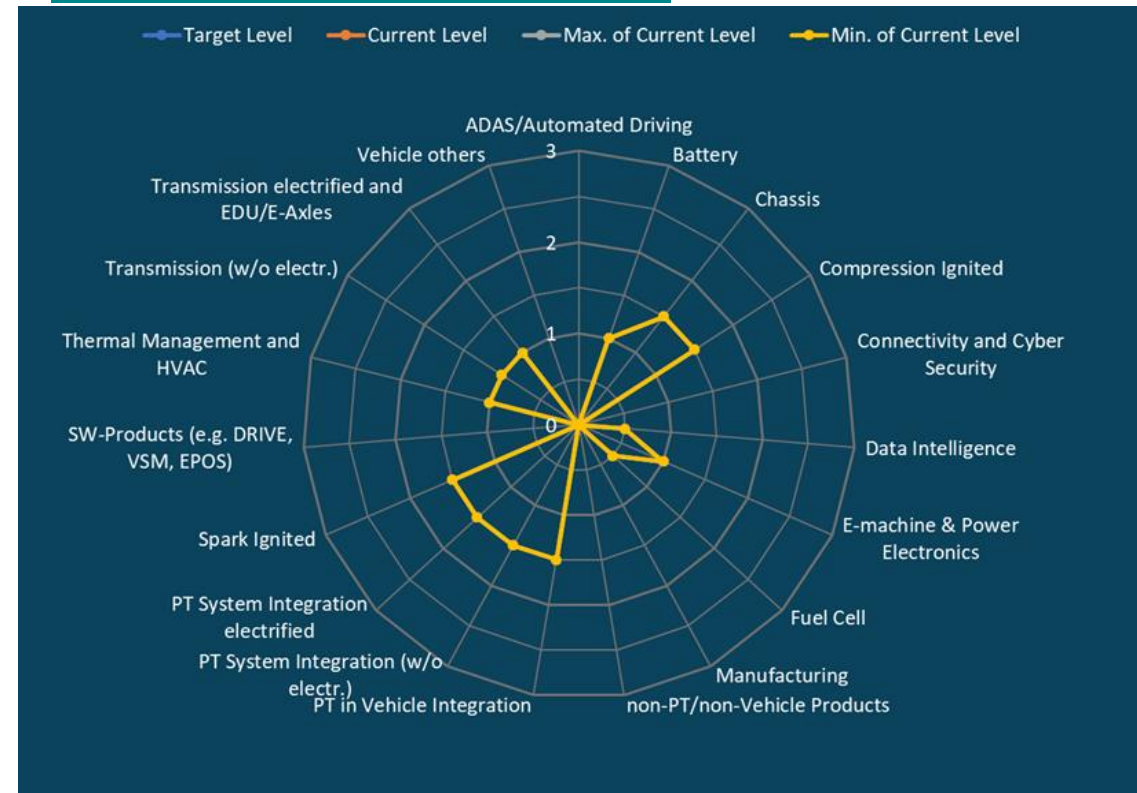
- Job: Project Manager Testing
- Organizational Assignment
- Employee classification
- Expert Career
- ...



General & Specialized Skills



AVL Product Know-how



Global Job and Skill Management

Gap Analysis - Skill Reporting

AVL Skill Management Dashboard



Organizational Filters

Affiliate: AVL List GmbH

Organizational unit: DFUA, DFUE, DFUM, DFUS, DFUV

Organizational unit: Assembly, Electrics & HV Systems, Engine Set Up & Comissi..., Machining, Unit Under Test Prepara..., Vehicle Preparation

AVL Job Catalog Filters

Job Group: Assistant, Machining/Mechanic Te..., Management R&D, Production Engineer, Testing PTE

Job: Assistant, CAD/CAM Programmer, CNC Machine Opera..., Commissioning Tec..., Engine- and Vehicle ..., Lead Engineer Testing, Lead Engineer Setup..., Measuring Engineer, Skill Team Leader R&D

Position: Assistant, CAD/CAM Programmer, Commissioning Tech..., Lead Engineer for El..., Lead Engineer Mach..., Lead Engineer UUT A..., Lead Engineer Vehic...

People Filters

Name of Manager: HIDDEN PERSONAL DATA

Name of employee: HIDDEN PERSONAL DATA

AVL Skill Catalog Filters

Skill Group: Automation, Data Management, Electrification/Electr..., Fuel Cell, General Skills, Measurement Techn..., Powertrain Technol..., Quality/Processes/L...

Skill: 01_AVL Basics, 02_Kommunikation, 03_Selbstmanagem..., 04_Teamarbeit, 05_Englisch, 06_Interkulturalität, 07_Projektmanag..., 08_Führung

Current Level: 0, 0,5, 1, 1,5, 2, 2,5, 3

Skill Gap: -2, -1,5, -1, -0,5, 0, 0,5, 1, 1,5

█ Target Level
 █ Current Level
 - - - Max. of Current Level
 - - - Min. of Current Level



HIDDEN PERSONAL DATA

EVERY ROW OF THE TABLE REPRESENTS ONE EMPLOYEE

General Skills

	01_AVL Basics			02_Kommunikation			03_Selbstmanagement			04_Teamarbeit			05_Englisch
	Target Level	Current Level	Skill Gap	Target Level	Current Level	Skill Gap	Target Level	Current Level	Skill Gap	Target Level	Current Level	Skill Gap	Target Level
1	1,5	1,5	0	1,5	2	0,5	2	2	0	1,5	2	0,5	1,5
2	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	1,5	0	1,5
3	1,5	2	0,5	1,5	1,5	0	2	2,5	0,5	1,5	2,5	1	1,5
4	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	2	0,5	1,5
5	2	2	0	2,5	2,5	0	2,5	2,5	0	2	2,5	0,5	2
6	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	1,5	0	1,5
7	1,5	1	-0,5	1,5	1,5	0	2	2	0	1,5	1,5	0	1,5
8	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	1,5	0	1,5
9	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	2	0,5	1,5
10	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	2	0,5	1,5
11	1,5	1	-0,5	1,5	1	-0,5	2	1,5	-0,5	1,5	1	-0,5	1,5
12	1,5	1	-0,5	1,5	1,5	0	2	2	0	1,5	1,5	0	1,5
13	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	2	0,5	1,5
14	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	2	0,5	1,5
15	1,5	1	-0,5	1,5	1	-0,5	2	1,5	-0,5	1,5	1	-0,5	1,5
16	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	1,5	0	1,5
17	1,5	1,5	0	1,5	1,5	0	2	2	0	1,5	2	0,5	1,5
18	1,5	1	-0,5	1,5	1,5	0	2	2	0	1,5	1,5	0	1,5
19	2	2	0	2,5	2,5	0	2,5	2,5	0	2,5	2,5	0	2
20	1,5	1,5	0	1,5	2	0,5	2	2	0	1,5	2	0,5	1,5
21	1	1	0	1,5	1	-0,5	2	2	0	1,5	2	0,5	1,5