

Recruiting – Intern to Apprentice Model

The Intern to Apprentice Model is a hybrid of traditional and alternative practices. In this instance the recruiting is traditional, and the intern pool to apprentice process is alternative.

As implemented by Endress + Hauser, traditional recruiting is continuous throughout the year. It uses many sources, primarily the local high school network, connecting through counselors to the student pool that they are looking for. This network took three years to build with ICATT and the Workforce Development Director and is now established with a good reputation among its high schools. Current apprentices have also been a good source of referrals for their friends, family, or acquaintances.

Special recruiting efforts include:

- **Lunch & Learns** with each of the area high schools
- **Career Fairs** as needed besides those put on by the high schools, focusing on those students who have not picked a path to college and need guidance to a career path
- **Booth at our Fall CCEF** (Community Career Education Forum) that allows us to connect to parents of middle school aged students. This gives them a deep connection to potential candidates and answers parent questions early and often
- **Information Night** for parents and students to come to the manufacturing campus. This event is promoted at the lunch & learns, career fairs, on social media platforms, through flyers at the high schools, and widely shared emails through the high school counselors

This is where the process becomes alternative, with a series of deliberate interactions leading to apprentice selection. The process is similar to their regular hire process with the evaluation for skills and culture fit, and multiple rounds of interviews.

- **First Interview:** At the Info Night, we first give an informational presentation and then split the pool of applicants into groups. While one group is on a tour of our campus, the other group is interviewed by leaders and Human Resources representatives. The interview panel includes: Human Resources, Apprentices from all three active cohorts, Technical Managers, Work force Development Manager, and Operation Managers. This allows us to get to know the applicants and connect to them while completing an information sheet on each. Everyone goes through the experience regardless of age in high school.
- **Phone Interview:** Once they have applied through the application/resume process on the Company's Careers website, we reach out and conduct a phone interview with the Apprentice Program Manager.
- **Second Interview:** Once there is already an information sheet and the candidate meets the requirements, the candidate passes to the second interview stage with the campus team (face to face or through GoTo Meeting).
- **Intern Selection:** We then select eight candidates based on culture fit and aptitude for learning. These eight candidates complete a summer work rotation (six weeks) in which they

are evaluated based on self-management, enthusiasm, willingness to adapt, team skills, feedback, and culture fit.

- **Selection:** We will then select the final four candidates to the program. Candidates we did not offer a position in the Apprenticeship Program may be offered open positions in our production facility where they can continue to be evaluated and apply to the program the following year.

This model has a very specific timeline even though recruiting occurs throughout the year.

- January – Active recruiting in the schools
- February – Information Night
- March – Phone and second Interview, complete interviews by end of April
- May – Selection of the 8 candidates
- June – Summer 6-week evaluation of the 8 candidates
- late July – Final selection with acceptance of offer letters in for the 4 candidates.
- August – The 4 candidates are in school and the program is running for the new cohort.