

Target's Southern California Training Center

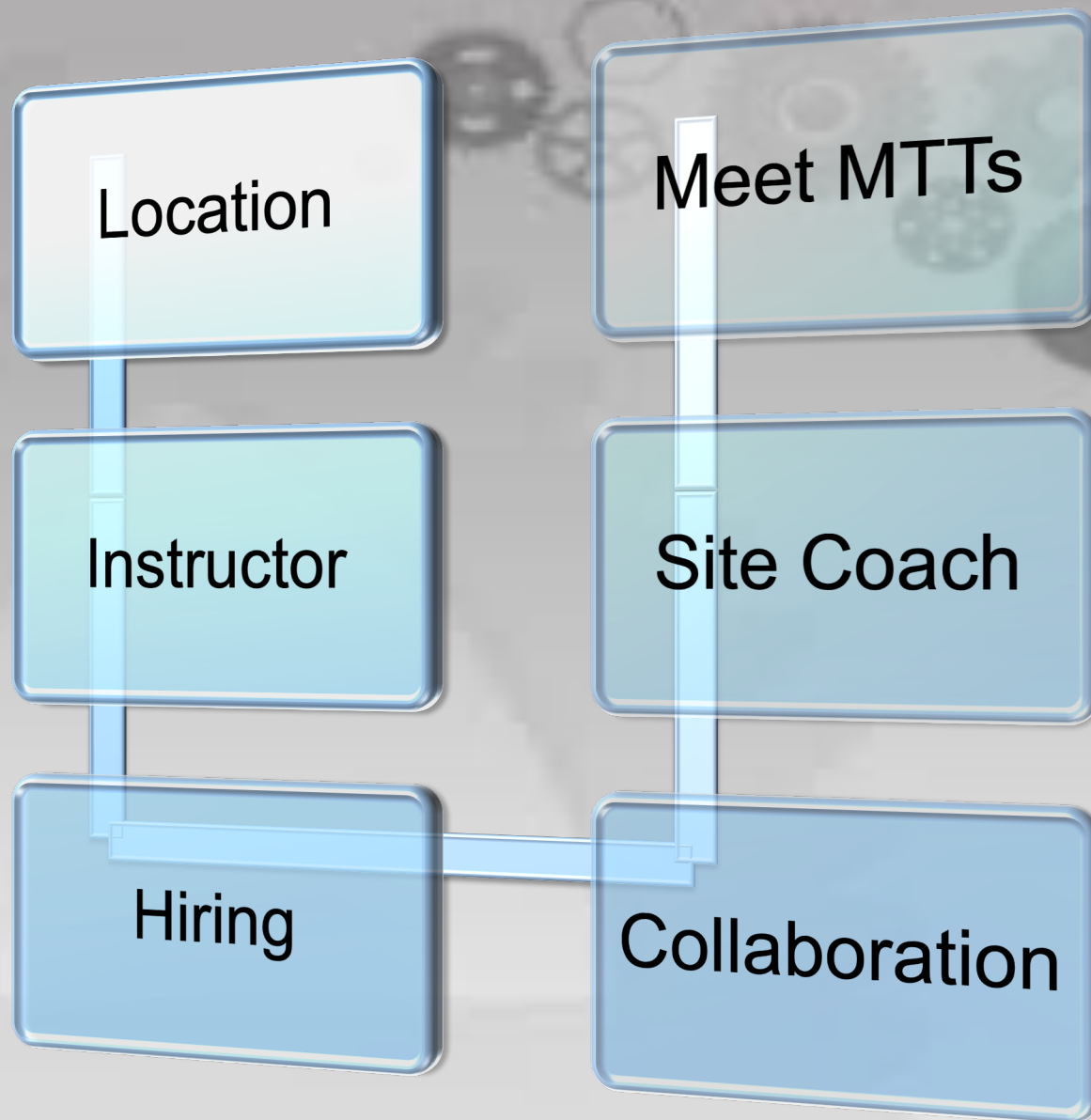
Preparation

Implementation

Improvement



MTT Program Pre-Work and Preparation



MTT Program Preparation: Location



Southern California Regional Distribution Center (T553 - Fontana, CA)

- **Supports several supply chain facilities within 15 miles**
- **Can support future market expansion opportunities**
- **Services technical developmental needs as a dedicated Training Center**
- **Dedicated 1,100 sq. ft. Training Room**
- **Serves as a continuous learning location for existing maintenance technicians and leaders**

MTT Program Preparation: Setting Up the Training Room



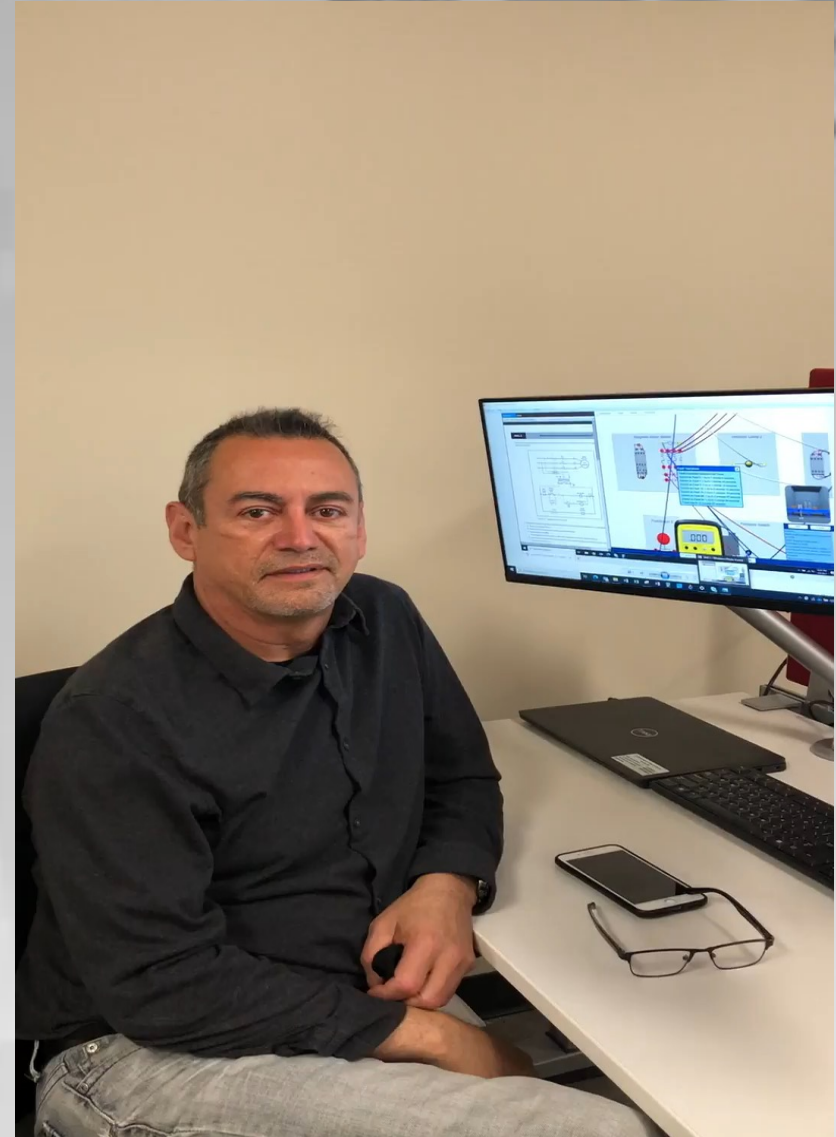
- Originally two adjacent, underutilized conference rooms
- Construction Engineering redesigned into purpose-driven training facility
- Seats 10 students, holds SBL, HMI/Fault Pro, instructional AV and leader desks
- Three-month construction effort



Target MTT Program: Meet the Instructor Javier Avila



- Engineer with Target for 6 years
- Certified with MSSC & Amatrol
- Supporting 2 cohorts in Fontana, CA with a total of 13 MTTs
- Works directly with MTTs Home Sites ensuring lesson plans are covered in the Field as part of the practical application.



MTT Program Preparation: Hiring Technician Trainees/Apprentices



Target MTT Program: Implementation



Target MTT Apprenticeship: Meet Javier (Coach)



Target Apprenticeship Model

1. E-learning instruction (CT-SCA modules)
2. Integrated Lab (Skill Boss Logistics)
3. Practical Application (Work at DC with MT Coaches using MT Training Roadmap)
4. Testing (SBL and Maintenance Technician Assessment)

Maintenance Technician Coaches

- Experienced MTs with desire to train
- Selected from MTTs home DC
- Bridges formal instruction with applicable on the job maintenance application
- Responsible for MTT safety
- Demonstrates/models what right looks like, works alongside the MTT, then observes and coaches



Target MTT Program: Meet Jade Grey (MTT)



Maintenance Technician Trainees

- Cohort of 5 due to Covid social distancing in training room
- Cohorts will expand up to 10 after Covid restrictions lifted
- Cohort selected competitively by application from TM base in DCs
- MTT is full time team member (40-hour week)
 - 20 hours (2 days) CT-SCA and SBL
 - 20 hours (2 days) work with coaches
- Work is on the clock for pay
- After successful testing of second CT-SCA module, promotion to Maintenance Technician



Target MTT Apprenticeship: Summary



Critical Learnings

- MTT Recruiting/Onboarding
- Dedicated site Coaches
- Network Strategy for MTTs
- Practical training foundation

Program Wins

- Setting up the Training Center with cameras to support virtual learning.
- Integrating continuous learning (CT-SCA 3rd module) for experienced Technicians to further their technical development and gain career progression.
- New maintenance technicians ready for field within 7 months