

OPERATIONS EFFECTIVENESS – IMPROVING PROCESSES, TOOLS & HABITS

Developing Employees

Greater skill depth and breadth can generate real productivity gains

Development Planning

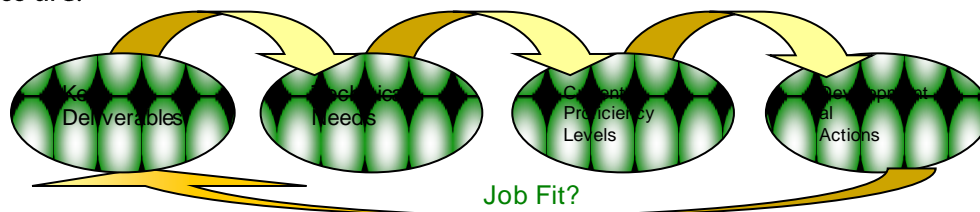
As companies look to change the size of their workforce, these fundamental questions should be asked: What's in my organizational tool box of knowledge? How do you know what skills are required to recruit? Who will no longer be retained if a reduction in force is just around the corner?

After working with many companies in a variety of industries a common theme is often uncovered... no concrete plan is in place.

Establishing a strong development planning process is beneficial in many ways, here are a few:

- Communicating to employees the skill requirements for the position
- Generating an operational frame work for management to mentor and coach
- Establishing expectations and results with employees
- Stressing continuous learning and proficiency

Now that the benefits have been recognized; how do you implement a dynamic development plan that inspires the employees and inventories the knowledge of the organization? Development plans may be used on the shop floor, within product development organizations, or within sales organizations. Simply put, any organization can use a development plan process. The pillars of a development plan process are:



Key Deliverables and Associated Technical Needs:

Determine your current and future departmental, program, and technical depth requirements. How do these needs relate to the organizations competency areas?

- List the top 3-5 responsibilities / outcomes that an employee will be accountable for delivering over the next 12 months.
- Using the chart below, score each competency area (0-5, with 5 being essential) as it relates to achieving that objective.

Key Job Responsibility ↓	Competencies															
	Technology Development	Requirements/Function	Target Setting/Cascade & Architecture	System & Component Creation, Integration & Package	Design, Feasibility & Materials	Development	Design Verification & Engineering Sign-off (Design validation)	Manufacturing Assembly & Production Launch	Production Validation	Tools & Methodologies	Supplier Management	Vehicle Architecture, System & Airframe Integration	Strategy, Business & Product Planning	6-Sigma	Quality, Robustness & Reliability Engineering	Quality Operating System

Current Proficiency Levels:

Reflect on the employee's history, including education and prior work experience. How do the employee's technical skills and abilities meet the organizations technical needs?

- Based on the technical needs that the employee identified in the previous exercise, list 5 critical competencies that are required to achieve the objectives (Departmental, Program, and/or PD).
- Determine the current proficiency level (Novice, User, Expert, or No Previous Experience) and provide rationale.
- Using Departmental Inventory 'Target Levels' and other assessments, list the needed proficiency levels.

Prioritized Critical Competency Area	Your Proficiency Level	Rationale For Self-Assessment Rating	Needed Proficiency Level

Developmental Actions:

Identify both short-and long-term actions that will close the gap and increase the employee's technical depth.

What resources (time, coaching, agreements, and job responsibilities) are needed to ensure developmental actions occur?

- Using the previous exercise, list each critical competency area where the employee has a proficiency level gap.
- For each competency, identify short-term actions (12 months) that the employee can take to begin closing the gap.
- In addition, identify long-term actions (1-3 years) that can be taken to continue to build the employee's proficiency.
- Determine what resources are needed for the employee's short-and long-term actions to be realized.

Critical Competency Area	Developmental Actions and Timing	Needed Resources

Developed Knowledge:

After collecting and assessing the skills of the employees', a finer level of detail is attained and fosters better decision making from management. Let's face it, better decisions by management accelerates the meeting and exceeding of company goals. This increased awareness and communication within the organization will aid in increasing moral, quality of service, and deliverables being executed on time and to task.