



Your Guide To NUMMI's Career Development Program

Where Do You Want to Grow Today?

Supervisors's Guidebook



What is career development?

As a management member, it is important to understand the fundamentals of career development. Career development is a process undertaken by a team member to plan out their short and long term goals as they relate to their evolving job role. Career development is also a process of creating a whole life, one balanced between paid work (what one usually considers to be their "career") and other activities.

Career development programs have become more and more common in all industries over the past two decades. This is due to the fact that the nature of work in the United States has undergone drastic changes during this time period. Gone are the days when an individual could expect to remain with the same company, performing almost the same function for their entire work life. Now workers can expect to change companies a number of times during the span of their career and may very well change their job role as many times, if not more. The increasing pace of technological development further adds to the mix. Even if someone does stay in the same job role for an extended period of time, they will have to continually develop new skills to keep up with new technologies.

With so many changes in the workplace, companies are starting to realize the need to create comprehensive programs to help both retain and develop their team members. Without such programs in place, companies can find themselves with a less than competitive workforce or a sizeable percentage of team members who leave for a new company (one that is more committed to professional development or that provides an opportunity to take on a new role). If just for bottom line reasons, it's easy to see why



there is a strong trend towards promoting development programs within the corporate sector.

However, at NUMMI, we're concerned with more than the bottom line. Certainly making sure our team members are kept current in their training and stay motivated are important and have a direct impact on our profitability. Beyond our bottom line concerns are our core business values, one of which is that NUMMI's team members are its most important asset. So, what does one tend to do with it's most valued assets? One tends to want to develop them so they remain valuable, if not grow in value.

NUMMI's career development program is one tool that NUMMI is offering to help develop all salaried team members. This program (which will be described in more detail later) provides a framework for team members to take ownership of their career development at NUMMI. It also provides a framework for you to support your staff in such endeavors.

Why should I be concerned about career development?

As a management member, you have a responsibility to play an active role in the growth and development of your team members. This is as central to your job function as any other responsibility of yours. The development of subordinates is also one of Toyota's key principles. But why? Certainly this is a competency that is considered during your performance appraisal, but why should you be an active participant in the development of your staff? Read on for a list of what returns you can expect on your investment in your staff's development.





Program Overview

- **Improved morale/productivity** - countless studies have proved that employees who are satisfied with their work situation are happier and more productive. And, certainly, the converse is true. Career development programs are a key element to creating job satisfaction for employees. Employees who are continually growing their skills, working towards goals supported by their manager and company are happier and thus more productive.
- **Increased retention rates** - employees satisfied with their work situation are less likely to leave for another company. Voluntary attrition is incredibly expensive to companies both in terms of the money it cost to find and hire a replacement as well as the intangible cost of the productivity lost by an employee's departure.
- **Better prepared staff** - if you play a strong role in guiding your staff's development, then you can have some assurance that your staff will be developing skills that will help them contribute to your department or functional area's goals and objectives. Career development can and should be a strategic tool for management to utilize.
- **Keeping in contact** - making your staff's career development a concern of yours provides you with an opportunity to keep connected to them.



Program Overview

- **Reflects well on you** - employees who make the effort to truly own their development are consistently better performers than those who don't. The successes of your staff will reflect well on you, becoming your successes. While this isn't the most selfless reason for caring about your staff's development, it is nonetheless a reality.

Hopefully this has convinced you (or furthered your conviction) that professional development is truly important. If you still have concerns regarding this process, please feel free to discuss your concerns with program staff. Now it's time to learn more about NUMMI's career development program and how you can help your staff develop themselves through it.





Step-by-Step

What's NUMMI's approach?

NUMMI has created a comprehensive program to facilitate the professional development of salaried team members. This program is designed to provide team members with all the information, resources and support they need to take ownership of their development while at NUMMI.

NUMMI's career development program uses a four phase approach. Even though there are four phases, the program doesn't end once a participant completes phase four. This program is designed to continue as long as a team member is at NUMMI. S/he can cycle through the phases as often as necessary.

Phase I - Investigation

When a team member decides they wish to participate in the program they will begin by investigating their interests, attitudes, skills and options regarding their career. They will assess what most interests them in order to learn more about their career preferences. They will also investigate their general attitudes (hopes, fears, concerns) surrounding their career. Then they will assess their current skillset, eventually sorting out which skills and abilities they would like to improve, which they would like to use more, and which they would like to acquire. The purpose of all this investigation is to provide a foundation of information for the participant to use when formulating their career development plan.

Phase II – Planning

Using the information they gathered during phase one, program participants put together a career development plan. The planning process begins with the identification of a set of goals (both long and short term) for which each participant would like to aim. Development activities are



Step-by-Step

identified that will help the team member move towards his or her goals. Generally these activities are linked to skills or abilities the participant would like to strengthen. The activities may take the form of courses, seminars, self study, or perhaps on the job training or rotation. Participants work with their supervisor and program staff to outline goals and activities that are reasonable and achievable within the boundaries of their current work situation and NUMMI's current needs.

Program participants rely on their Career Development Plan (CDP) to capture the details of their individualized development program. This serves as a document to track their development. It can and should be changed as the participant's needs and situation changes. We recommend that participants select activities that can be completed within one year. We also suggest that participants break their long term goals into smaller, more short term goals.

Phase III – Implementation

Once the plan is complete, the participant actually starts to take action to complete their outlined activities. This means that they start to initiate the development activities identified in their career development plan.

Phase IV - Maintenance

As a participant completes development activities, it is important for them to regularly check in with themselves and their supervisor in order to assess their progress as well as make any changes to their plan. This ensures that each participant's plan develops along with them and that program participants maintain a developmental path that continues to fit both their and NUMMI's needs.





Program Roles

What is my role?

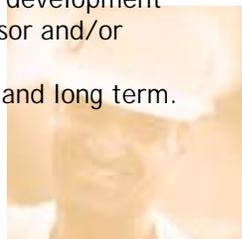
One of the core philosophies of NUMMI's program is that career development is the primary responsibility of team members themselves. They elect to participate and are expected to take an active role in owning their development. Of course, they are provided with a strong support system. At any time they can consult with program staff. However, their primary support person should be their direct supervisor. No one else is better prepared to provide input on their development as well as what will also help NUMMI meet its business goals. While every team member will have different needs where their development is concerned, here are a few key responsibilities that are common to all supervisors:

- Support the development and training of all team members, discussing career goals and plans with team members on a regular basis.
- Mentor and coach team members in their career development planning.
- Help team members identify their short and long term career goals.
- Help team members identify learning opportunities and other developmental resources.

What is my TM's role?

As mentioned earlier, it is the participant's responsibility to take ownership of their career development. Program participants are expected to:

- Assess their interests, skills, strengths and development needs, requesting input from their supervisor and/or program staff when needed.
- Determine their career goals for the short and long term.



Program Roles



- Prepare a CDP that reflects their goals and has specific steps (activities) outlined for reaching these goals.
- Work with program staff and their supervisor to identify and complete developmental activities to help them move towards their goals.
- Check in regularly with their supervisor and/or program staff.

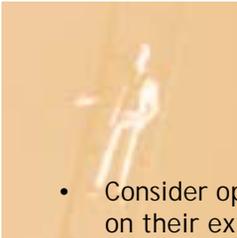
How do I provide support?

There are a number of relatively simple things you can do to provide support to your team members enrolled in this program. Certainly both the simplest and most beneficial thing you can do is to simply talk with your team members about their professional development. Sit down with your staff on a regular basis and find out how they feel about their current work situation. Ask them what has been going well or not so well. Find out what new skills they'd like to acquire or new experiences they'd like to have. Learn about their career aspirations. **Bottom line: learn about and get to know your staff.** Without this knowledge it is nearly impossible to support their growth as well as discover the best way to utilize your staff in order to help NUMMI meet its goals and objectives.

If you are keeping your staff's development in mind and speaking with them regularly about it, you're doing an excellent job of fulfilling your responsibility for NUMMI's career development efforts.

Here are a few other things that you can do to support your staff's development:





Program Roles

- Consider opportunities that will allow your staff to build on their existing skills or develop a new skill through on the job experience (new assignment, new responsibility) or formal training (in house or external).
- Think about what skills you feel are most essential in your staff members in order to help your section/ functional area meet its goals and objectives. Take this information and think about how your staff can gain these skills.
- Make sure your staff are given the time to develop themselves. This doesn't mean that they should be taking a day a week to devote to their professional development, but a reasonable amount of time devoted to their development is appropriate and necessary. Remember, much of the actual career development "work" can be accomplished on the job.

As we mentioned earlier, the most important thing you can do is simply talk with your staff, learn about their goals and aspirations and think about how you can help them grow at the same time as facilitating the development of a skilled team able to help NUMMI grow and meet its goals.

How do I get Support?

You certainly are not going to be left on your own. Career development program staff are available as a resource to you. They will meet with you as well as any of your staff members who are interested in the program before they begin the program. This will provide you and your staff with the opportunity to discuss the program, its process, and clarify any questions or concerns you may have. Additionally, program staff will be offering training sessions on effective methods for supporting staff development. Program staff can



Program Roles

also direct you to printed and online resources that may be of use and interest to you.

NUMMI is just as committed to providing supervisors with support as it is committed to supporting program participants. Please do not hesitate to contact us if you are in need of assistance - that's what we're here for!

