



## TenStep Supplemental Paper

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### Targeted Employee Development Program

"Targeted Employee Development Program" (TEDP) is a mentor-team program. It is a combination of mentoring and succession planning that is designed to cultivate the key managers and technical leaders that will be required for the future of the organization. The program process targets potential leaders and coaches for the development of critical leadership and technical skills. Senior management carefully monitors the progress of the participants and helps them recognize their importance to the future of the organization, which results in their desire to be part of the organization for a long period of time.

The program is more than just a succession plan designed to groom future leaders - it has strategic importance too. Each top team member is given a specific responsibility, i.e. the HR professional is responsible for assuring that individual development matches organizational goals. At times, developmental activities for TEDP participants represent a second job with no immediate rewards.

Participants in the TEDP must be managed by developmental progress with a focus on continual improvement rather than on traditional ratings based on operational measures alone. Participants formally meet with their mentor teams every six months to review progress. At the annual meeting, together they set new goals and possibly a new developmental plan.

TEDP was developed by a company that employs a high concentration of specialized engineering professionals. The retention and development of technically skilled managers were critical priorities of this organization, but in the early 90's, the organization's employee turnover rates reached 20% per year. Leaving employees took with them skills, talent and experience, and meant a lost investment to the organization. It was then that top management gave serious thought to the problem and developed a human resource strategy called "Targeted Employee Development Program" (TEDP).

Within just three years of implementing of the program, the organization's turnover rate came down to less than 2%. The uniquely vigorous mentor-team approach not only stopped the brain drain but also became a way of life in the organization. Today, the participants of the program themselves act as mentors for TEDP aspirants, developing leadership skills that focus on Human Resource development. As part of the TEDP, an intensive 12-week orientation program allows the participants to meet newly hired professionals on a regular basis and establish themselves as mentors to guide the employees during their first two years with the company.

The combination of HR management and the features of TEDP and the level of team participation in individual development of the organization can vary. Some features include:

- The senior management team conducts quality reviews of the development program and progress of the each TEDP participant. These reviews allow senior managers to understand each participant better and help in their development.



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- The process is openly communicated to all employees and is managed from the top to ensure that team members spend quality time in individual development.
- Participants are allowed to choose between the two approaches to development - one focuses on technical skills while the other focuses on people management skills.
- Performance assessment focuses on the next step in the individual's growth rather than on past performance and helps participants match their interests and goals with organizational requirements.
- Professional development of the participant is projected to the individual as a corporate asset and a strategic business goal.