

TABLE 5-7

FridgeCo human capital plan

HR leader strategic talent recap

Strategic capability:

Manufacturing excellence

Strategic positions:

- Plant managers
- Area supervisors

Action plans:

- Exit moves and “careerists.”
- Hire developing talent.
- Hire and move “top talent” into 38 career-level / move positions.

HR PRACTICE ACTIONS

Work design	Selection	Development	Performance management	Rewards	Communication
<ul style="list-style-type: none"> • Redesign area supervisor positions to assume more of the plant managers’ roles earlier in their careers. 	<ul style="list-style-type: none"> • Get rid of or move at least 25% of career-level (CL) staff. • Move more of the developing manufacturing talent into the 37 CL/“move” area supervisor positions. • Hire at least 12 top-talent hires from the best schools or best-practice firms within next 12 months. • Reassign and replace at least one-half of CLs and move manufacturing staff incumbents. • Replace with top-talent hires or individuals designated as emerging talent elsewhere in the firm. • Initiate a manufacturing college recruiting program. 	<ul style="list-style-type: none"> • Develop a manufacturing leadership program for all new manufacturing hires. • Develop a manufacturing skill training program to update all manufacturing supervisors. 	<ul style="list-style-type: none"> • Add competency acquisition as a significant component in the appraisal of manufacturing supervisors. Weight as 25% of the evaluation of these individuals. • Evaluate all manufacturing staff in company-sponsored manufacturing training programs on their progress using a competency-development model developed by HR. 	<ul style="list-style-type: none"> • Develop a pool of “spot awards” to reward extraordinary competency growth by manufacturing talent (especially for area supervisors). • Develop productivity incentives as plantwide awards for all employees. 	<ul style="list-style-type: none"> • Communicate to all managers and supervisors in this area that they must significantly grow their manufacturing competencies annually.