

Enhancing Career Value

Career and Workforce Development Workshop
Laying the Foundation for the Future of Aerospace

Tuesday, 5 January 2010

Presented by Matthew J. Angiulo

Agenda



- **What is Career “Value”**
- **Understanding Your Company Structure**
- **Know Your Company’s Process**
- **Identify Barriers and Roadblocks**
- **Know How Are You Being Judged**
- **Top Reasons Why Engineers Fail**
- **The Importance of Visibility – How to get it.**

What is Career “*Value*”

- Job loss, program cancellations and job search is nothing new to the Aerospace business.
- It's NOT always:
 - How well you do your job.
 - Your tenure with the company.
 - How well liked you are.
 - Who you know.
- What truly matters is “real or total worth or value to the company”.
- Career Value is the basis for true staying power as well as bargaining power when being promoted or changing opportunities.

Observation from Gerry Lutz of the CWDC looking back on his 50+ years in the aerospace industry.

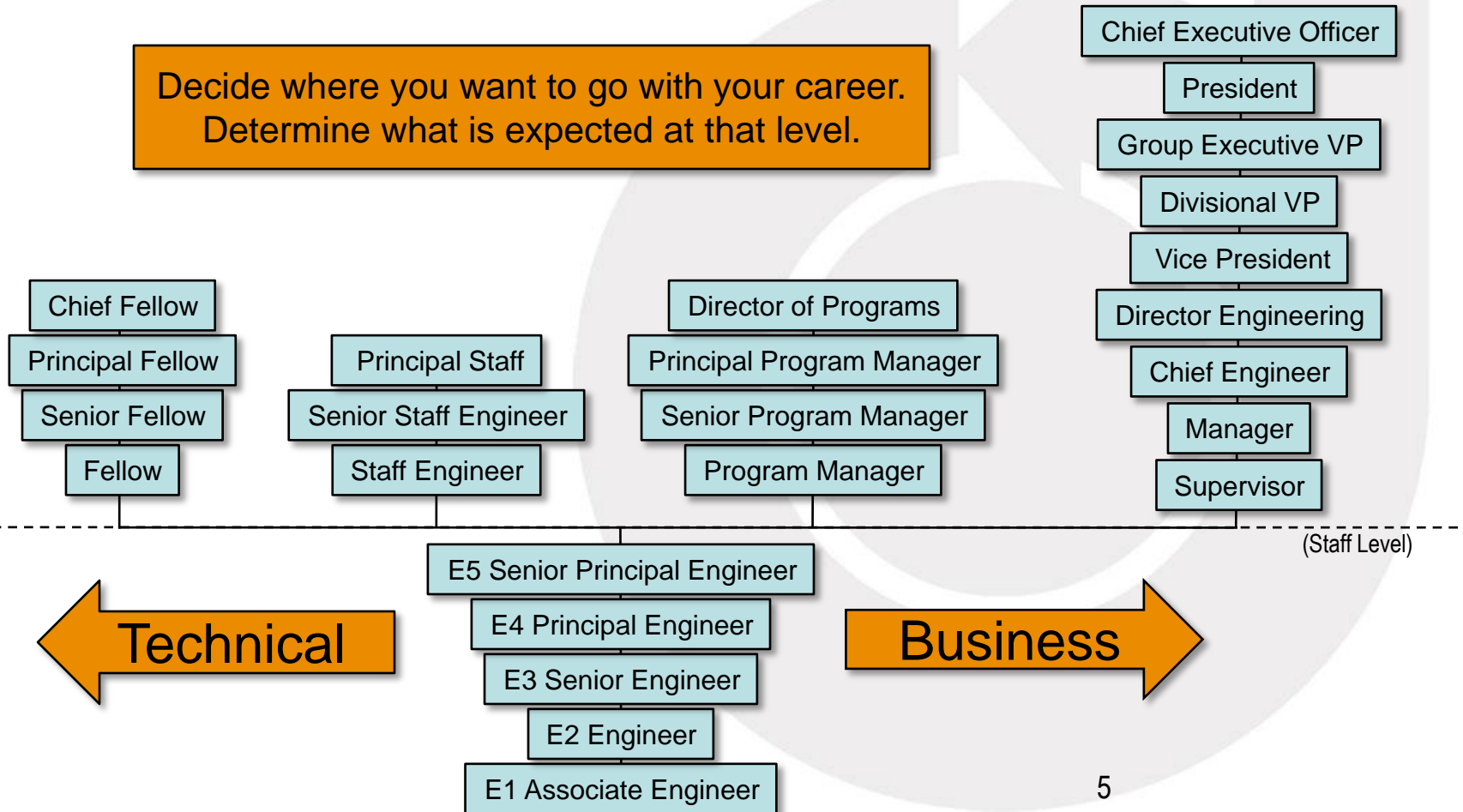
Understanding Your Company Structure

- Knowing the company hierarchy and reporting structure is essential for career development.
- To take control of your career you must:
 - know where you are.
 - know where you want to go.
 - Understand what it takes to get there.
- Studying company structure will help determine the path you must follow.

Understanding Your Company Structure

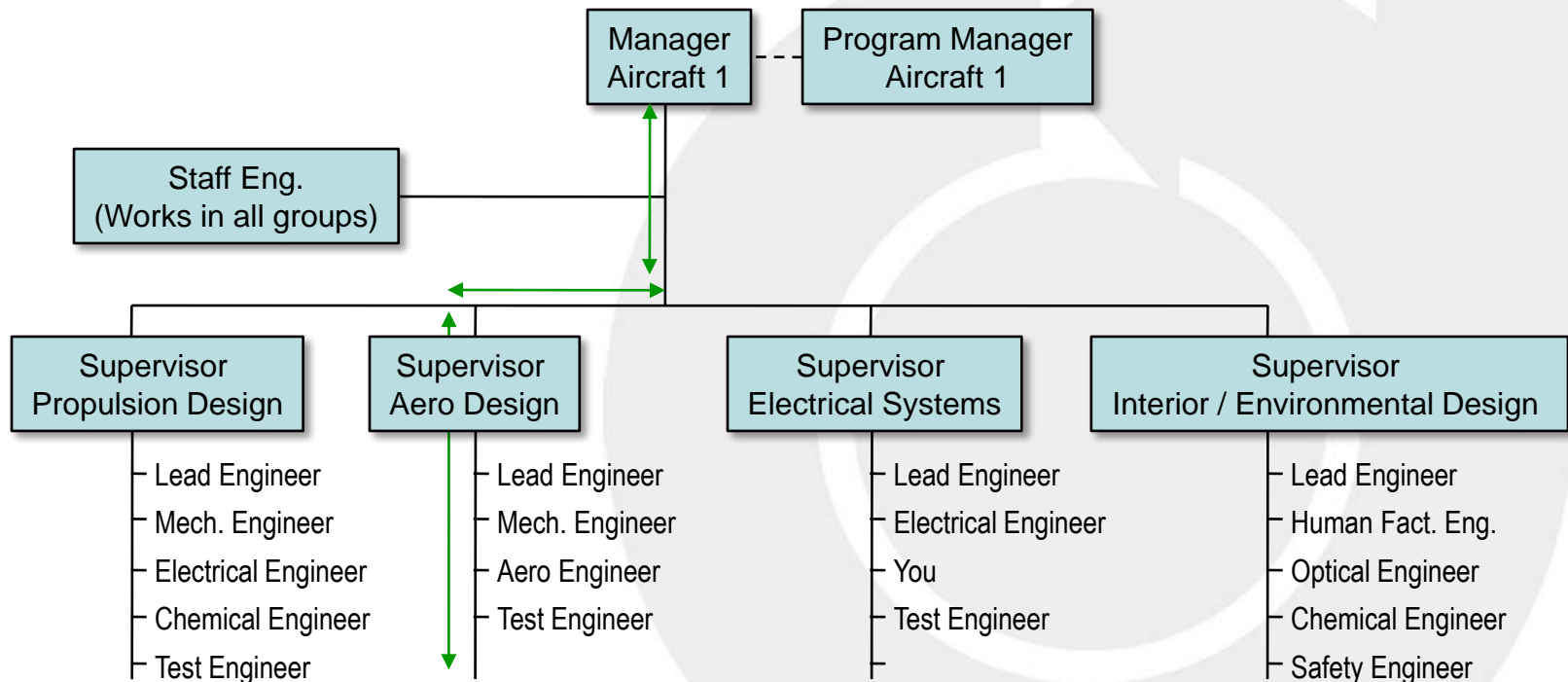
- A Typical Engineering Career Path Structure

Decide where you want to go with your career.
Determine what is expected at that level.



Understanding Your Company Structure

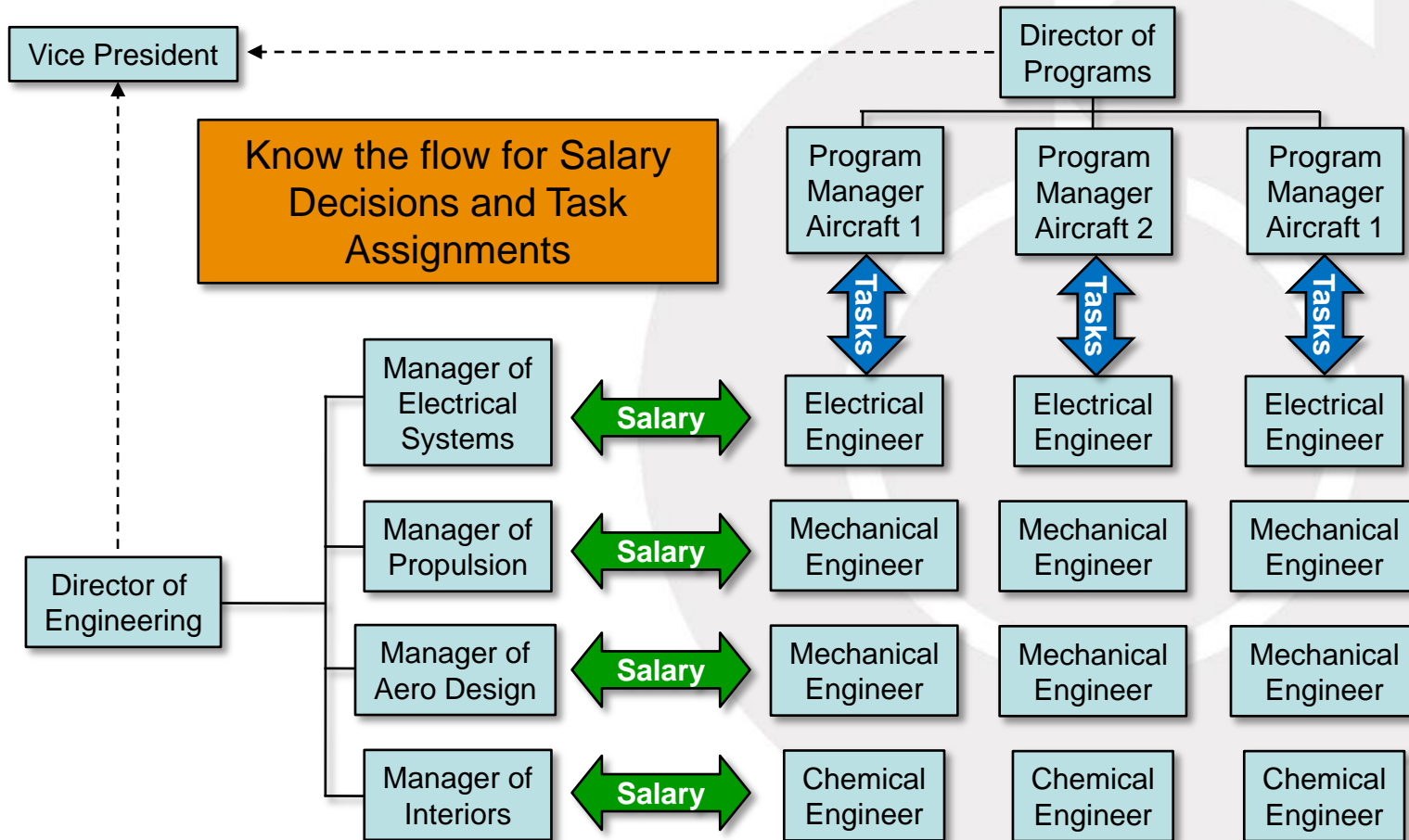
- Product-Oriented Organizations



Know the flow for Salary Decisions and Task Assignments

Understanding Your Company Structure

- Functional-Matrix Organization



Know Your Company's Process

- Research how your company produces its products and makes money.
 - Identify the critical path and get on it.
 - Determine what products, functions, and departments are critical to the company's success.
- Learn as much as you can about other departments and functions.
 - Makes you more productive and successful.
 - Good business requires a cooperative effort.
- Develop interpersonal skills to work with engineers outside your discipline.
 - 95% of the work is done outside your department.
 - Key to getting people to support you is through win-win situations.

Identify Barriers and Roadblocks

- Every level has different expectations and responsibilities.
- Your company's Job Opening System can be used to help you identify what you need to do to make it to the next level.
 - Identify educational barriers.
 - Research what education is needed for which engineering levels
 - Is your department hiring? Which divisions are hot?
 - What positions are available?
 - What do they pay?
 - How well do you fit into that next level?
 - What training do you need?

Know How You Are Being Judged

- If you don't know the criteria by which your supervisors judge your performance, you'll only succeed by blind luck.
- Understanding the formal and informal criteria can help direct you to the path of quickest ascent.
- Formal Criteria:
 - Job performance Review Process
 - Job Performance Criteria and Guidelines
 - Promotion Review Process
- Informal Criteria:
 - Communication
 - Appearance
 - Neatness of Office

Know How You Are Being Judged

- Understand your companies review process.
 - How often are review conducted?
 - When is your next review?
 - What paperwork is produced?
- Carefully study the process for clues as to what your supervisors find important.

Read this section carefully. See what your supervisor finds important. See what is left out. Who needs to approve?

PERFORMANCE COMMUNICATION PROGRAM			
RATING FORM			
EMPLOYEE NAME & JOB TITLE	EMPLOYEE'S NUMBER	GRADE	YEARS/MONTHS IN GRADE
DIVISION/DEPARTMENT	APPRAISAL DATE	PERFORMANCE PERIOD FROM TO	
WHEN COMPLETING THIS FORM REFERENCE THE BASELINE AGREEMENT AND DISCUSSION QUESTIONS			
PERFORMANCE CHANGE RATING			
<input type="checkbox"/>	1	GROWING RAPIDLY IN GRADE - EMPLOYEE IS DEMONSTRATING RAPID IMPROVEMENT IN PERFORMANCE & CAPABILITIES TO HIS/HER PAST PERFORMANCE & OTHERS IN GRADE.	
<input type="checkbox"/>	2	PROGRESSING WITH GROWING IN GRADE - EMPLOYEE IS DEMONSTRATING IMPROVEMENT IN PERFORMANCE COMPARED TO PAST AND OTHERS IN GRADE.	
<input type="checkbox"/>	3	PROGRESS LESS/DECLINING IN GRADE - EMPLOYEE PERFORMANCE IS UNCHANGED WITH NO GROWTH OR HAS DECLINED COMPARED TO PAST & OTHERS IN GRADE.	
JOB REQUIREMENTS RATING			OVERALL RATING *
<input type="checkbox"/>	1	CONSISTENTLY EXCEEDS JOB REQUIREMENTS	_____ * (PERFORMANCE CHANGE + JOB REQUIREMENTS) / 2
<input type="checkbox"/>	2	MEETS/OCCASIONALLY EXCEEDS JOB REQUIREMENTS	
<input type="checkbox"/>	3	DOES NOT MEET JOB REQUIREMENTS	
CAREER DEVELOPMENT			
I WANT A CAREER DEVELOPMENT PROGRAM DISCUSSION WITH MY SUPERVISOR <input type="checkbox"/> YES <input type="checkbox"/> NO			
REMARKS, SUMMARY, STATEMENTS, ETC.			
SIGNATURE INDICATES A PERFORMANCE COMMUNICATION DISCUSSION BETWEEN EMPLOYEE & SUPERIOR HAS OCCURRED			
EMPLOYEE	SUPERVISOR	MANAGER	

Know How You Are Being Judged

- Ask for a copy of your company's performance guidelines.

GRADE LEVEL	TECHNICAL REQUIREMENTS	TECHNICAL JUDGEMENT	TECHNICAL CHALLENGE	LEADERSHIP & WORK DIRECTION	MANAGEMENT OF COST & SCHEDULE	INTERACTION
I	Supportive of Project 4 to 5 Yrs Engr. Training	Evaluate & Recommend Technical Solutions	Applies Known Techniques	Can Explain & Coordinate Work with Individuals of Same Grade	Performs Assigned Tasks within Specified Cost & Schedule	Customer Contact Not Normal Coordinates with Own Group
II	Perform Basic Engr. Tasks Perform Analytical Prediction of Results	Evaluate & Recommend Effective Solutions Justify Solutions Based on Facts	Technical Precedent Usually Defined Defines Tasks to Be Performed	Can Explain & Coordinate Work with Individuals of Same or Lower Grade	Performs Required Tasks within Cost & Schedule Estimate Supporting Goods & Services Required	Coordinates with Other Departments & Projects Infrequent Customer Contact
III	Experienced Performer in a Speciality Capable of Performing in Broad Range of Assignments	Evaluate Alternatives & Select Technical Approach Justify Alternative Selected	Can Identify Tech., Cost, & Schedule Constraints Can Apply Original Approaches Based on Established Precedents	Can Direct a Small or Specialized Team in Pursuit of a Task Objective	Accomplish Task/Team Objectives within Cost & Schedule Anticipates Problems and Initiates Action	Regular Supporting Role in Customer Contacts Usually Limited Technical Exchange
IV	Experienced Leader in His/Her Field Has Depth of Knowledge in Related Fields Demonstrated Ability	Select & Implement State-of-the-Art Solutions Precedence May or May Not Exist	Technical Precedence Not Established Original or Creative Approach May Not be Required Makes Tech., Cost, & Sched. Judgements	Can Organize & Direct a Small or Specialized Team in Pursuit of Project Objectives	Accomplish Project & Team Objectives within Cost & Schedule Cost & Schedule Implications Typically Have Significant Project Impact	Regular Tech./ External Contact with Customers Normally Has a Limited Role for Tech. Interface Communication & Judgement Key to Success
V	Recognized Authority Grad Work or Adv. Work in Field Advice Solicited by Mgmt. & Customers	Technical Opinions are Respected Internally and by Customer Technical Decisions Typically Reviewed by Results Only	Technical Solutions Beyond Industry Precedents Assimilates Complex Problems & Interactions Has Tech. Solutions	Can Define the Need for & Direct the Work of a Group Concerned with a Variety of Engineering Disciplines	Accomplish Project/ Team Objectives within Cost & Schedule Select Alternatives Involving Cost, Sched., & Tech Trade-offs	Regular Ext. Customer Contact Lead Role in Customer Interface & Tech. Solutions Key Individual to Ensure Project Success

Typical Engineering Grade Level Performance Guideline¹

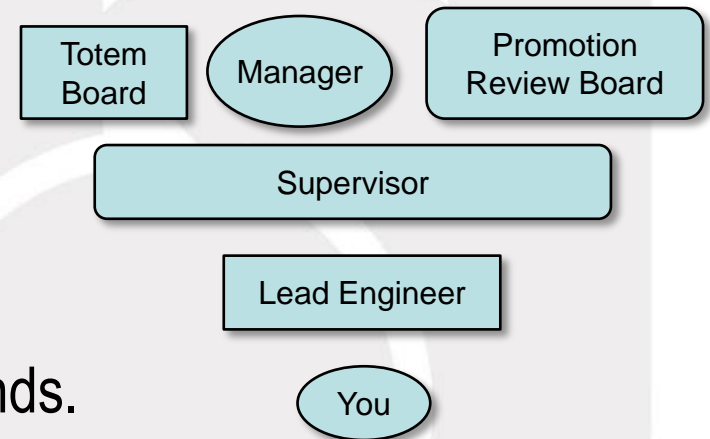
Know what is expected of each engineering level.

Rank your skills to find areas of improvement.

You're ranked based on your lowest level of performance

Know How You Are Being Judged

- Get a clear understanding of your company's Promotion Review Process.
 - Who are the key players?
 - What are their levels of influence?
 - How do you relate to each of them?
 - How are you ranked against others?
- Know when the process begins and ends.
- Make sure you have appropriate visibility.
- Know who your key customers are and what they want from you.



Know How You Are Being Judged

- Neatness or Appearance
- Neatness of Office
- How Do You Present Information to Your Supervisor?
 - Verbal or Written
 - Graphically
- Are you People Oriented or Results Oriented?
- Are you a planner or a late responder?
- Are You a Cowboy or Are You a Settler?
 - Do you shoot from the hip?
 - Do you move slowly, plan, and collect a wealth of information before proceeding.

Top Reasons Why Engineers Fail

- Inept or poor communication skills
- Poor relations with the supervisor
- Inflexibility
- Poor and lax work habits
- Too much independence
- Technical incompetence.

Failure can be:

- Termination
- Removal from a team
- Stagnation at the same level.
- Failure to solve problems.
- Pigeonholed into one job.
- Minimal Raises
- Trivial Duties
- Undesirable Jobs

The Importance of Visibility – How to get it.

- Managers promote people they *know* and people who have *demonstrated good performance*.
- Technical Visibility:
 - Writing technical reports
 - Presenting new work or methods.
 - Filing for patents
 - Publishing papers
- Social Visibility:
 - Behavior in crowds
 - Self-image or self-appearance
 - Team leadership
 - Progress reporting
 - Resolution of team/customer conflicts
 - Presentation and speaking skills

**Stand Out
You're either remarkable
or your invisible.**

Conclusion

- Be in control of your career. Life is competitive and success won't happen by accident.
- Make a career plan and know what your company requires to get there.
- Keep yourself on your company's critical path.
- Identify your deficiencies early and constantly work to build yourself as an engineer/person.
- Let your company's performance review process to work for you.
- Be remarkable not invisible.

References

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4. Yuzuriha, Todd. How to Succeed As an Engineer: A Practical Guide to Enhance Your Career. Vancouver, Wash: J&K Pub, 1998.

