

# MOTOROLA SUPERVISORY DEVELOPMENT PROGRAM

*a successful system  
based on  
individual needs*

In the fall of 1966, the Motorola Government Electronics Division in Scottsdale, Arizona, initiated a Supervisory Development Program. This program was developed to eliminate the "formal training gap" that existed when Motorolans were promoted to supervisor. Even though this development program is specifically aimed at the new supervisor, it is equally applicable to any first-line supervisor.

To be eligible for participation in the program, a supervisor must be nominated by his department head. At this point, the supervisor has a choice whether or not he wishes to participate. The feeling is that participation must be voluntary to be of real value.

Once he has been accepted, the supervisor plans a program to meet his specific needs (Exhibit C lists the minimum requirements to be met.)

*First*, he completes an Inventory Sheet which lists all of the requirements he has already met (Exhibit A). Full credit is allowed for courses previously taken in-plant, in college or with a previous employer.

*Second*, he meets with the training director to discuss alternate ways of filling in the gaps in his preparation and to complete a Plan Sheet (Exhibit B). The individual plan can be designed to include all in-plant courses or to include mostly courses at nearby Arizona State University. In fact, the ASU MBA pro-

Exhibit A SUPERVISORY DEVELOPMENT PROGRAM (INVENTORY SHEET)	
NAME _____	BADGE NO _____
LIST BELOW ALL COURSES OR PROGRAMS YOU HAVE ALREADY COMPLETED IN EACH CATEGORY (THIS WILL HELP YOU TO FILL OUT YOUR SUPERVISORY DEVELOPMENT PROGRAM PLAN SHEET AND WILL BE VERY HELPFUL IN ITS EVALUATION)	
<u>CATEGORY</u>	
I PRINCIPLES OF MANAGEMENT	_____
	_____
	_____
II HUMAN RELATIONS	_____
	_____
	_____
III MOTOROLA HUMAN RELATIONS POLICIES	_____
	_____
	_____
IV GENERAL BUSINESS KNOWLEDGE	_____
	_____
	_____
V COMMUNICATIONS	_____
	_____
	_____
VI KNOWLEDGE OF MOTOROLA	_____
	_____
	_____
VII JOB RELATED MANAGEMENT TRAINING	_____
	_____
	_____

WILBURN C FERGUSON  
*Director of Training*  
Government Electronics Division  
Motorola, Inc  
Scottsdale, Arizona

gram fits well and quite a number are working on their MBA's and the Supervisory Development Program at the same time. A good many courses may be taken at local junior colleges. Freedom of choice is the keynote. The supervisor is given information and then makes his choice.

*Third*, the supervisor meets with his department or section head and reviews his Inventory and Plan Sheets with him. This is probably the most important interview because the department or section head knows the person, his strengths and his weaknesses, and is able to counsel him better than anyone. He can better recommend additional courses to cover a weakness.

*Fourth*, the supervisor meets with the director of personnel who reviews the entire procedure with him. This provides a review by an impartial person. Also, a chance is provided to communicate the fact that top management is really interested in seeing supervisors develop.

#### PROGRAM OPERATION

Completed Plan Sheets are filed in the training office and when a requirement is met, this is noted. Then, every 12 months a copy of the Plan Sheet is mailed to the man and his department or section head. This is considered a progress report. At the present time, about 300 supervisors are in the program.

Courses in-plant are offered on a semester basis twice a year at no cost to the supervisor. Plan Sheets are an excellent means of knowing which courses to offer. The cost of college courses are refunded 100% under the company's Educational Assistance Program.

The time necessary to complete the Supervisory Development Program ranges from one to five years depending entirely upon the formal training that the individual needs to meet the minimum requirement. Average time is estimated at three years.

When training is complete, supervisors are awarded a desk plaque and a certi-

Exhibit B SUPERVISORY DEVELOPMENT PROGRAM PLAN SHEET	
NAME _____	BADGE NO _____
JOB TITLE _____	DATE RECEIVED TITLE _____
DEPARTMENT _____	IMMEDIATE SUPERVISOR _____
<u>CATEGORY</u>	<u>COURSE OR PROGRAM</u>
I PRINCIPLES OF MANAGEMENT	_____
II HUMAN RELATIONS	_____
III MOTOROLA HUMAN RELATIONS POLICIES	_____
IV GENERAL BUSINESS KNOWLEDGE	_____
V COMMUNICATIONS	_____
VI KNOWLEDGE OF MOTOROLA	_____
VII JOB RELATED MANAGEMENT TRAINING	_____
THIS PLAN FOR _____	
(SIGNATURE)	
PERSONNEL DIRECTOR	DEPARTMENT MANAGER
_____ TRAINING DIRECTOR	_____ DATE

cate. Reaction to this program has been excellent. In fact, it is the best received training program ever offered at the Government Electronics Division. Supervisors like it because it provides a plan to follow, is flexible and can be tailored to individual needs.

#### PROGRAM CONTENT

Exhibit C is a list of what is considered the minimum preparation for a supervisor at the Motorola Government Electronics Division. This list is used by the supervisor as a basis for developing a program.

**Exhibit C**  
**GOVERNMENT ELECTRONICS DIVISION**  
**Supervisory Development Program**  
**Basic Plan**

I	Principles of Management	At least one course
II	Human Relations	At least one course
III	Motorola Human Relations Policies	Motorola Human Relations Policies course (or good knowledge based on long time with the company or a study of the human relations manual)
IV	General Business Knowledge	Courses (or reading) in economics, accounting, finance, general business administration, marketing, etc
V	Communications	One course in each of four communications areas (reading, writing, speaking and listening )
VI	Knowledge of Motorola	Good knowledge of company based on long time with the company or reading of available materials
VII	Job-Related Management Training	Experience on job plus special courses where applicable

**ASTD MEMBERS JOIN  
U. S. COMMITTEES**

US Secretary of Labor J D Hoagson has appointed six ASTD members to manpower advisory committees

*C Hoyt Anderson* will serve on the Subcommittee on Training of the National Manpower Advisory Committee. A former ASTD national vice president, Mr Anderson is director, personnel recruiting and research, Ford Motor Company, Dearborn, Mich

Established in 1962 under the Manpower Development and Training Act, the subcommittee advises the Secretary of Labor on issues related to manpower requirements and utilization, training and skills development, labor mobilization and the upgrading and placement of underemployed and unemployed workers

A former National Manpower Advisory Committee member, *Ralph E Boynton* has been reappointed chairman of the

Western States Regional Manpower Advisory Committee. Mr Boynton is corporate manager, organization development, for Ampex Corporation in Redwood City, Calif

Including Mr Boynton, ASTD has members on five of the ten Regional Manpower Advisory Committees

**New England Region** *F Joseph Finsinger*, training administrator, Lycoming Division, Avco, Stratford, Conn

**North Atlantic Region** *George M Offerjost*, director, manpower planning and development, CIBA-Geigy Corporation, Summit, N J (Mr Offerjost is vice president of ASTD's Region 1 )

**Middle Atlantic Region** *George A Foy*, superintendent of training, Armco Steel Corporation, Baltimore, Md

**Mountain States Region** *Ernest P Mills*, director of education, Public Service Corporation of Colorado, Denver, Colo