

Career Development in Fleet Management



CAREER DEVELOPMENT *in the past*



OBJECTIVES



The purpose is to identify the most effective way to attract, develop and retain the most high-performing fleet managers.

AGENDA



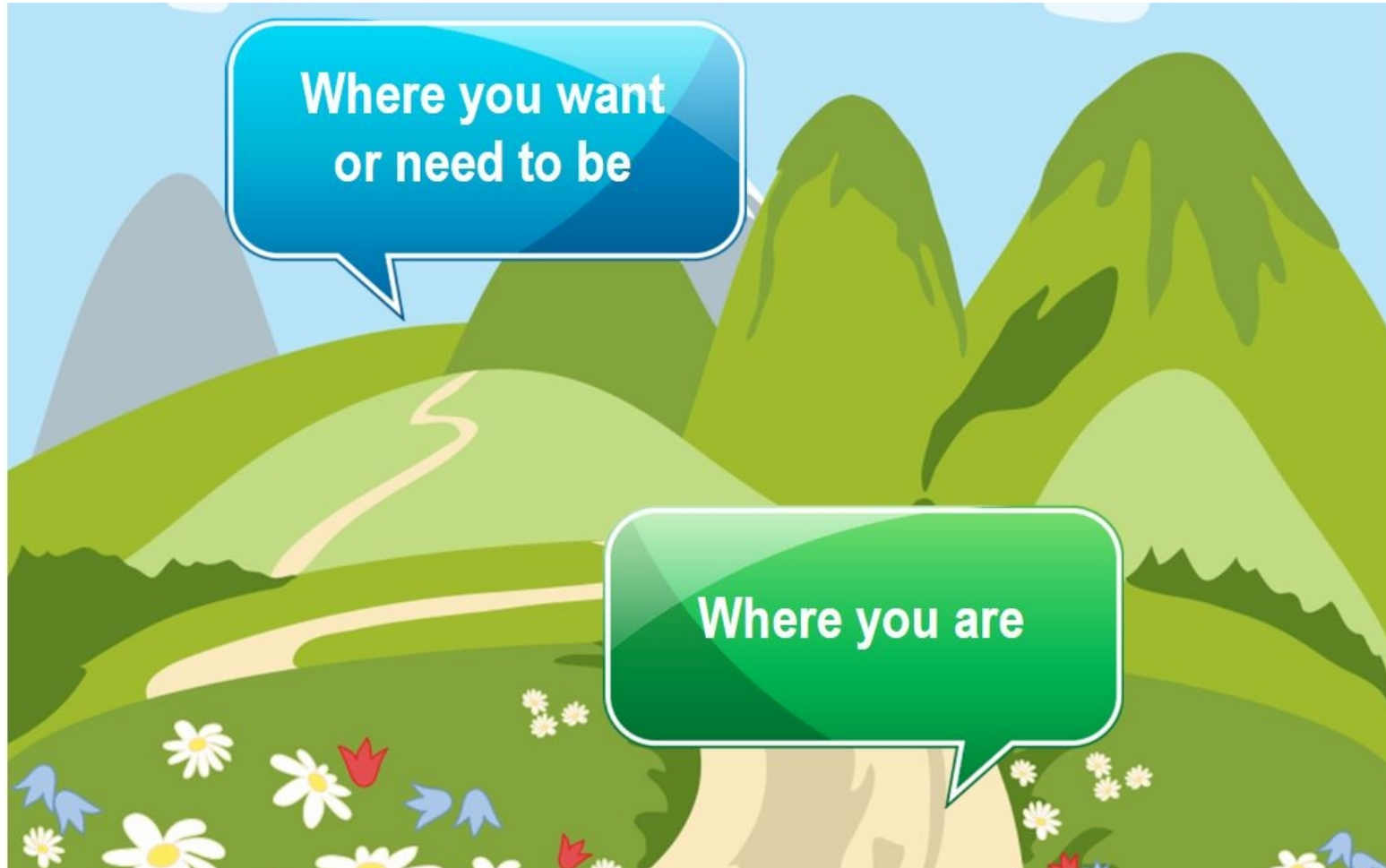
- Career Paths / Plans and Employability
- Career Development at UPS
- “New Career Paths” in a Growth-Based Culture



Career Paths / Plans & Employability



CAREER PATHS / PLANS



EMPLOYABILITY





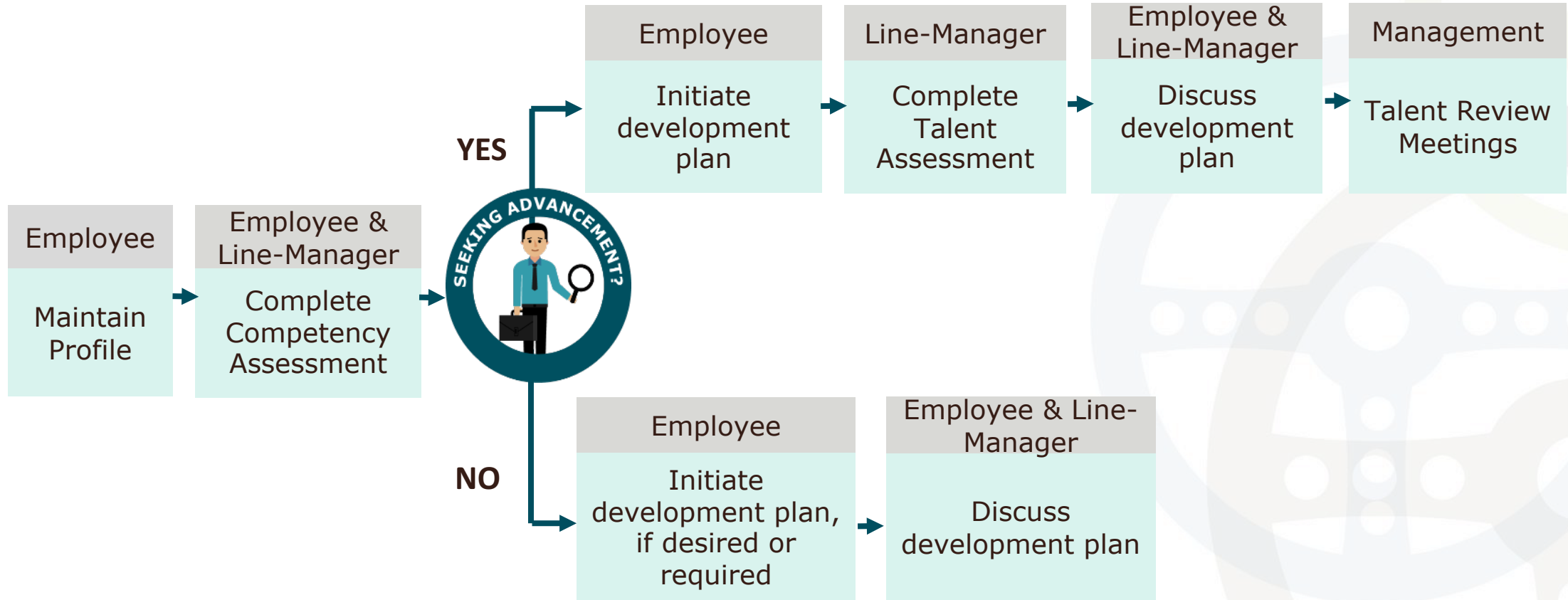
2018 Annual
Conference
*6 & 7 June
Copenhagen*



Career Development at UPS



CAREER PROCESS





Competency Assessment


- Leadership Competencies
- Int'l Job-Specific Competencies
- Job-Specific Competencies

Talent Assessment

- Strengths & Development Areas
- Employee Fit
- Potential
- Flight Risk
- Development Recommendations
- Succession Planning

TALENT REVIEW



| Jane Casey (028081907) | | Position Fit | | Education | |
|--|--|--|--|--|---|
|  | Job Title: O105 – Business Manager | Current Position: Level 1 Fit | | Bachelors: Business Administration | Masters: Business Administration |
| | Job Group: 84 - Mid Manager | Next Higher JobLevel: Level 2 Fit | | | |
| | District: 02 – Example District | Function: OPS - Operations | H155 - Hub Manager Level 1 Fit 4771 – Country Pkg Division Mgr Level 2 Fit 9943 – Country Manager II Level 3 Fit | | |
| Location: Example Center | Manager: Dave Divmanager | Performance | | Potential | |
| | | 2017 Annual Performance Indicator Strong Performance | | Strong Potential | |
| | | Overall Performance Rating (Overall is Average of previous 3 years) Strong Performance | | | |
| Strengths | | Development Needs | | Career Preferences | |
| <p>Employee: Strong leadership presence, ability to inspire and motivate others, keeping organizational and people individual interests in the center of my approach; extensive market and organizational knowledge, applying strong business acumen to make well informed business decisions and foster collaboration; I act decisively and calmly in challenging situations.</p> <p>Manager: Jane is highly motivated, a quick and agile learner with strong communication skills. She is very confident in dealing with customers and has a great attention to detail. She has excellent problem solving skills and is a natural leader driving her team and facility to strong business results.</p> | | <p>Employee: Lack of Freight Forwarding and Contract Logistics knowledge, experience and network.</p> <p>Manager: Needs to learn more about the business outside of SP and Operations. In order to advance to the next level, Jane needs to get acquainted with the Committee structure and processes. While she has the theoretical knowledge and understanding, Jane would especially benefit from more experience in customer facing areas, like Sales.</p> | | Relocate: Yes Travel: Yes Int'l Assignment: Yes Special Assignment: Yes | |
| | | | | Job Interests | |
| | | | | 9943 - Country Manager II 3989 - Director of Program Management 4771 - Country Pkg Division Mgr | |
| | | | | Languages | |
| | | | | Dutch, English, Russian, Swedish | |

TALENT REVIEW



| Breadth of Perspective | | | |
|--|--------------------------------------|------------|-----------------------|
| <p>(SAMPLE EDUCATION) Increase knowledge of other jobs, functions, business units and/or geographies by completing training and shadowing in an area other than current area of responsibility. Apply lessons learned to future situations.</p> | In Progress <input type="checkbox"/> | 6/29/2018 | Education or Training |
| <p>(SAMPLE EXPOSURE) Participate on a committee made up of employees from different work areas and different demographical backgrounds. Through interaction and professional networking with other committee members, note how others think and approach work differently. Reflect on how different perspectives contribute to a more effective organization or work product and apply similar lessons to your work.</p> | In Progress <input type="checkbox"/> | 8/31/2018 | Exposure |
| <p>(SAMPLE EXPERIENCE) Increase job responsibility outside your usual duties or undertake a challenging task that requires learning and applying new knowledge and working with others with whom you normally do not work. Apply lessons learned from the experience to future situations.</p> | In Progress <input type="checkbox"/> | 10/31/2018 | Experience |

| Customer Focus (Internal and External) | | | |
|---|--------------------------------------|-----------|------------|
| <p>Connecting Customers and Solutions</p> | | 5/31/2018 | Course |
| <p>(SAMPLE EXPOSURE) Observe or listen to a conversation of someone handling a customer issue well. Note demonstrated behaviors that promote Customer Focus and apply similar behaviors in your customer interactions.</p> | In Progress <input type="checkbox"/> | 7/30/2018 | Exposure |
| <p>(SAMPLE EXPERIENCE) Identify the needs and expectations of an internal or external customer, cultivate and maintain a relationship with that customer, and interact regularly to assess how you are meeting their needs. Apply lessons learned from the experience to future situations.</p> | In Progress <input type="checkbox"/> | 9/30/2018 | Experience |

| Development Orientation | | | |
|-------------------------------|--|-----------|--------|
| <p>Developing Your Career</p> | | 6/29/2018 | Course |
| <p>Developing People</p> | | 8/31/2018 | Course |

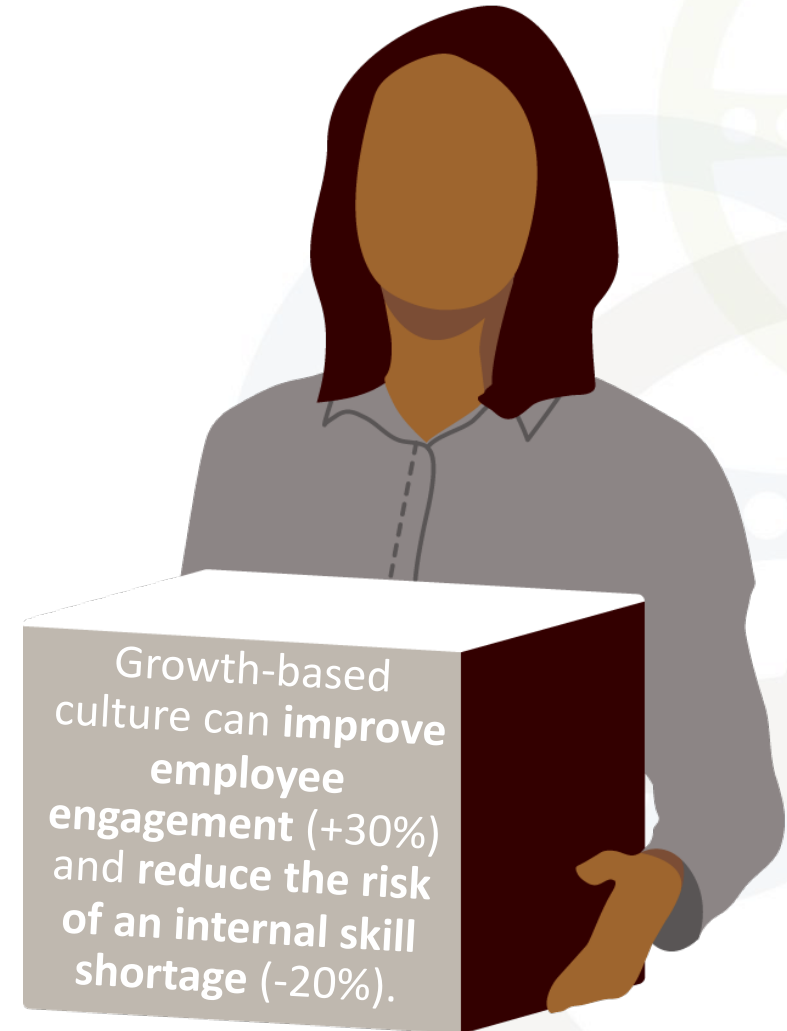
“Career Paths” in a Growth-Based Culture



GROWTH-BASED CULTURE



- Design careers around experiences.
- Motivate employees with employability.
- Use push marketing strategies to build awareness to internal opportunities.
- Create a talent brokerage for managers to share talent.



WE SUPPORT



- Be constructively dissatisfied.
- Keep management responsibility.
- Do good and talk about it.
- Stay informed.
- Make yourself promotable.

You take the
wheel





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Summary & Check out



- ✓ Career Paths / Plans and Employability
- ✓ Career Development at UPS
- ✓ “New Career Paths” in a Growth-Based Culture

CHECK OUT



- What have you learned?
- What inspired you?
- What still puzzles you?



THANK YOU



We Support the Development of our People.

UPS Policy Book

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