

Success is to invest in professional development

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Resume

Currently the labor market is lacking in companies that have well-defined career paths to attract and retain its professionals. This article aims to present the benefits generated by the investment in professional development, both for company and for its employees. The successful example here presented as good practice is the program adopted by the company Sotreq S / A, called TDR - Training, Development and Recognition.

1. Introduction

Professional formation and retaining talent are constant challenges for small businesses and even large organizations, a commonly adopted option to change this paradigm is to create and manage career plans for the development of its employees.

The career planning aims to promote self-development and professional growth of each employee, positioning them as the growth opportunities in the short, medium and long term.

It is essential that the career path is based on ethical principles of mission, vision and core values of the organization, and contribute effectively to the growth of the company and employee, reconciling the interests of the parties in determining the objectives and goals to be achieved in the course of implementing the plan.

2. The organization

The Society Tractors and Equipment - Sotreq, began operations in Brazil in 1941, signing an agreement with Caterpillar: the "Sales Agreement and Export Distributor Services" which included the resale of products, services and systems in the regions of Caterpillar Federal district and the states of Rio de Janeiro, Espírito Santo, Minas Gerais and part of the southern state of Goiás.

Along the way Sotreq has established itself as the largest Caterpillar dealership in Latin America, with a philosophy that is to create and maintain a company where employees enjoy working and their clients in negotiating with sound investments in strengthening its corporate values. (Sotreq Group, 2015)

3. The Caterpillar name

Caterpillar is the world's leading manufacturer of construction and mining equipment, natural gas and diesel engines, industrial turbines and diesel electric locomotives. It is also a leading provider of financial services through Caterpillar Financial Services.

With over 80 years of history, Caterpillar has been building the world's infrastructure, and the partnership of their representatives driving positive and sustainable change on every continent. The global Cat dealer network provides a competitive advantage, where customers deal with professionals who know and trust. The vast

majority of its dealers are independent and locally owned, many have relationships with their customers that last for at even two generations.

Caterpillar dealers meet the needs in equipment, services and financing to its customers in over 200 countries. (CATERPILLAR, 2015)

4. Professional Development Program

In order to develop and standardize a career path, Sotreq implemented the TDR program (Training, Development and Recognition) to promote the qualification of the technical staff of employees. This system was developed by Darr Equipment Company, the company that represents Caterpillar in the United States and adapted for the Sotreq for their areas Services and Human Environment.

The program is based on learning and continuous improvement of the technical skills of the operational framework of the company: through which the employee training, make sure every skill acquisition and becomes fit to horizontal and vertical growth predicted in his career.

Generally, program TDR is comprised as follows:

- For each position of the operational framework is a set of clearly defined skills, divided into three categories: prerequisites, basic and complementary. Inside the post there are four wage tracks, each track is composed of a number corresponding to the skills 25% of the total required.
- Through a continuous process of training, the coach gains experience in his job skills, making it fit for evaluation and certification. The skills certification is granted by an auditor or certifier, based on theoretical and practical assessment of skills, which will be performed in the workshops or in the field.
- As is certified and reaches the percentage of 25% of basic skills, technical achievement its horizontal growth for second range, and so on until completing 100% of the basic and complementary skills.
- Upon completion of the three categories of employee skills is submitted for evaluation to ensure that it is able to make the Engagement Assessment, which is conducted by the human resources department of Sotreq where the questions attendance, punctuality and safety are analyzed. If any deviation is identified in any of the three items, within the review period of six months and after going through the audit process, the technician is qualified and becomes eligible for vertical growth, that is, to move to the next office, which the cycle restarts and follows in the same way as in the previous post.
- Once you have obtained the certifications, technical receives assignments that require a higher level of complexity. Thus, the intention is that exposure to more complex jobs is part of an evolutionary process of learning and development professional.

Table 1 describes the composition of jobs and their skill categories.

Function	Skills			
Specialist	Prerequisites			Basic
Senior	Prerequisites		Basic	Complementary
Full	Prerequisites	Basic	Complementary	
Helper	Complementary			

Table 1: Functions X Skills

It is the role of manager’s scale and compose the operational framework of his team respecting the number of places provided for in the budget. The manager’s role in encouragement, motivation, planning and monitoring the results of your team is critical to the success of the program.

Therefore, the TDR is designed so that both the employee and the company will benefit by the results obtained. The official, by the constant development opportunity and know the ways of professional growth in the company, being constantly recognized and rewarded for their individual effort. The company, for sure have a skilled operational framework, enabled and updated on the latest Caterpillar equipment maintenance techniques, and can manage the growth of its employees in a fair and equitable manner. (TDR - TRAINING, DEVELOPMENT AND RECOGNITION, 2014)

5. Success story

In our study we use the application example of the TDR program and the positive results that have been achieved in the professional development of staff operating technicians.

5.1. Start of operation

In 2010 Sotreq resold a fleet of Caterpillar equipment to a Canadian mining company, to implement the expansion plan of its operations located in the country, specifically in the North of the State of Goiás. In parallel to the acquisition of 12 equipment fleet the client and the Sotreq signed a Contract Maintenance mode in MARC (Maintenance and Repair Cost) covering the supply of work of parts and labor to carry out all maintenance, planning and fleet tracking.

The need to create a structure able to meet the contract demands in its initial phase, the company moves a significant number of employees from other operations in the provisional transfer character to serve as a technical support and lead the team that will work on the site composed mostly of newly hired employees in the region.

In this initial phase the newly admitted employees from the region, entering the profession situated on the first stage of the function classified as Mining Mechanic I, and, from that point, the mechanics of career path is conducted through the TDR program.

Periodic training combined with practical in carrying out daily activities contribute effectively with technical development team, making them able to perform the tasks within the desired quality standards.

5.2. Data acquisition

The number of operating technical information were collected working in fleet maintenance, as well as the amount of equipment that are part of the contract scope at the beginning of its operation.

From the second year of fleet operations, new expansion projects of mineral extraction activities caused the company to acquire new equipment and the fleet reached the fifth and final year of the contract operation the total number of 27 machines, which corresponds to more than double compared to the beginning of the operation.

With the emergence of new demands for service to other customers in the same regional, strategically it was decided to transfer some employees, so the actual contract has been reduced by approximately 13 % over five years.

5.3. Parameters used

5.3.1. Fleet

It comprises the total number of devices that make up the structure expected to meet the Sotreq in MARC Agreement.

5.3.2. Headcount

Used as a corporate term refers to the number of people working in certain team or company.

5.3.3. Hour meter

It is a measuring instrument that records the number of hours that a device has been in operation. Commonly used in mining equipment for monitoring and planning of maintenance intervals, as well as monitoring the life of its components.

5.4. Performance indicators

To demonstrate the positive effects of the TDR program in the professional qualification of the team of mechanics, it was made an analysis of performance indicators of the Agreement and the growth history of employees.

5.4.1. Contractual physical availability (CPA)

Its concept is the relationship between the difference of the total number of hours to a period (timing hours) and the total number of hours of maintenance (predictive, preventive and corrective) to the total number of hours of the period, represented by the formula below:

$$CPA = \left[\frac{\text{Hourscalendar} - \text{Hourssevice}}{\text{Hourscalendar}} \right] \times 100$$

5.5. History growths career

The information was collected concerning the history of career growth obtained in the case study site, in order to verify the results obtained with the implementation of the career plan of the company. (INTEGRATED HUMAN RESOURCES, 2014)

Most new employees hired framed on the first level of their position, was instrumental in getting horizontal growth in the first two years. From the third year the first vertical growth was achieved, at which the operating technicians were promoted to the post office.

Figure 1 shows accurately the annual number of growths on the career and the total obtained at the end of the period, proving a constant evolution in the practice of TDR program.

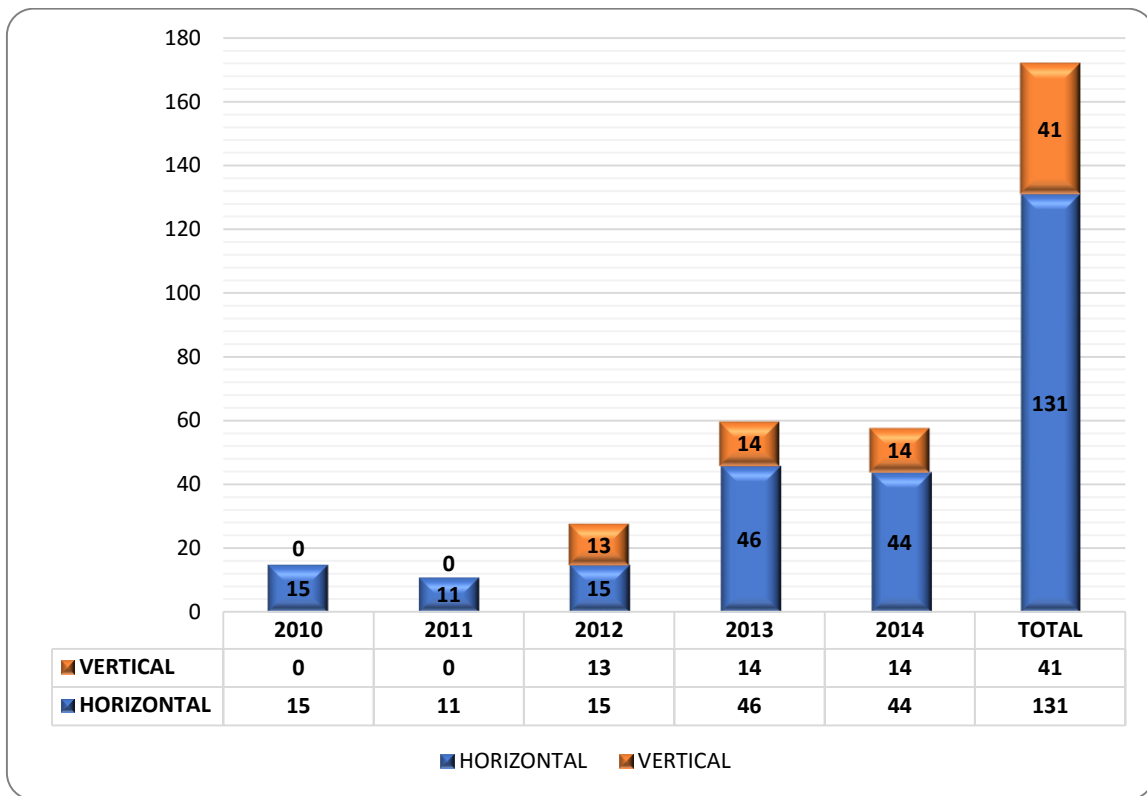
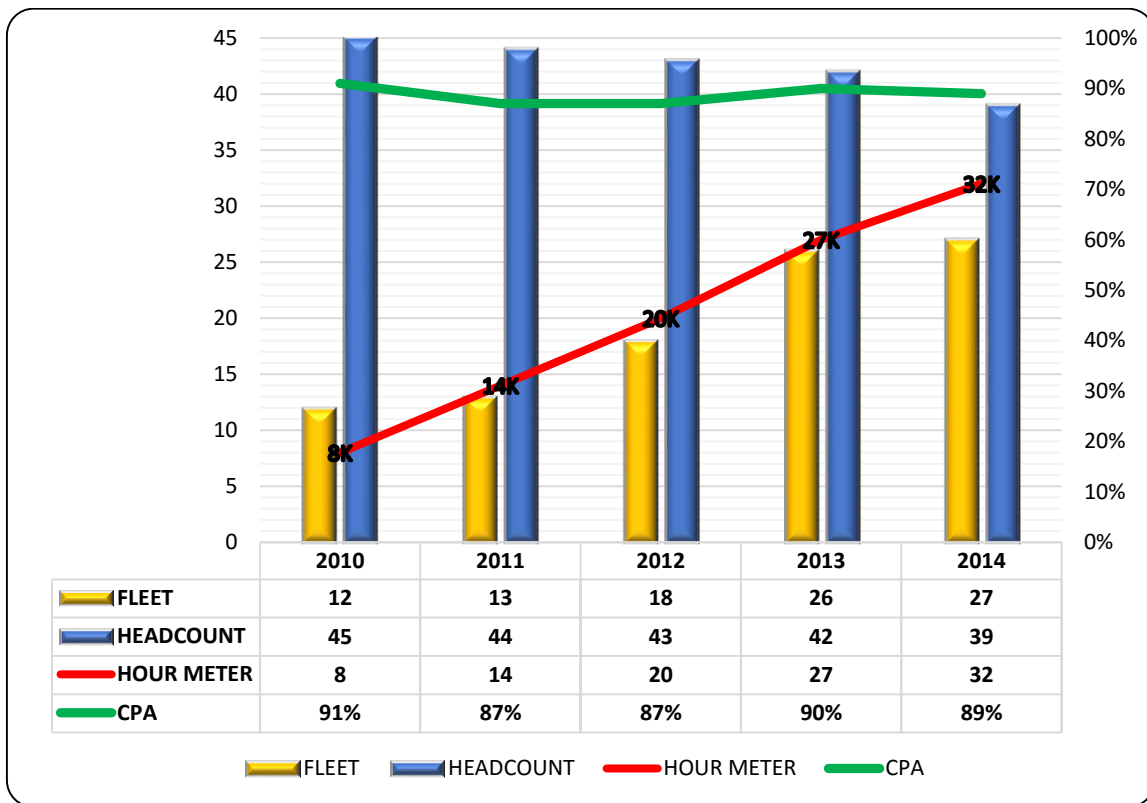


Figure 1: History Growths Career

5.6. Results

Graph 2 illustrates the performance of the MARC Agreement during the five years of operation, where there was a significant increase in the fleet due to the acquisition of new equipment, as well as relative stability in the number of employees who work directly in the execution of maintenance.

Online identified the annual average Contractual Physical Availability of the fleet, and also the evolution of hour meter equipment. (MAINTENANCE SYSTEM, 2014)



Graph 2: Performance of Maintenance

Importantly, to the extent that the hourmeter of the equipment increases in operation, more maintenance is required, because of its structure and components are constantly subjected to the impacts caused by the severity of operation and natural wear.

Despite the increase in equipment and an aging fleet Availability Contract Physical remained stable, proving the effectiveness of the TDR program professional training of operating technicians MARC Agreement.

5.7. Impact on organizational climate

In order to guide the company in relation to climate, organizational culture and employee engagement with the company and its strategic objectives, the Sotreq internally developed and applies an Employee Opinion Survey, aimed at encouraging business results, conditions and labor relations in alignment with its corporate values. The research is conducted in all branches of the company, following a predetermined period for data collection, through the provision of online questionnaires to fill individual, specifically addressing the categories listed below:

- Engagement
- Leadership
- Task Force Effectiveness
- Executive Management
- Security
- Exchange
- Learning and Development
- Communication
- Customer Focus

- Collaboration
- Recognition
- Responsibility for Results
- Strategy and Execution
- Inclusion
- Change

When completed the step response to the survey, reports are generated and sent to managers responsible for teams in order to provide consistent information to analyze the results and develop action plans with realistic goals short and medium term, to promote improvements the critical points identified in the survey.

At the end of the process the answers related to the categories mentioned above are analyzed and summarized in a corresponding percentage to four answers to one simple question, as shown in Table 2. (EMPLOYEE OPINION SURVEY, 2015)

Compared to last year, overall, my work environment	2013	2014
I am still new to the company to assess	15%	7%
It is worse	23%	9%
Remained the same	30%	24%
It is better	32%	60%

Table 2: Employee Opinion Survey Results

The results of the Collaborating Opinion Survey on MARC Agreement, signaling that the TDR program has been one factor that has contributed significantly to employee motivation in the workplace. The answers concerning categories Effectiveness Working Group, Learning and Development, Recognition and Inclusion were responsible for the most favorable score index in the search.

Clearly the evolution of levels of satisfaction with the survey conducted in the previous year, and the company believes that this trend will remain for years to come.

6. Conclusion

This article aimed to present the positive results with the creation and application of a stimulating and motivating career path, promoting systemically conducting activities that encourage lifelong learning of its employees, coupled with the company's business purposes.

It was noted the importance of establishing a career plan with clear and well-defined goals, contemplating feasible challenges involved in the process, directly impacting on the training of the workforce responsible for executing the work, consolidating excellence in performance and quality of their services.

Looking ahead, the company plans to continue with similar actions, aimed at sustainable practices covering a context based on continuous improvement and professional development.

7. References

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