

# Talent Cultivation and Career Development



In response to Wistron's commitment to becoming a sustainable organic entity, Wistron not only aims to increase its business profits, but also emphasizes the importance of shaping its culture. Moreover, talent development and cultivation is the cornerstone of business sustainability; therefore, elite cultivation and talent turnover rate are listed as key management indicators. Thus, employees can grow in synchronization with the company. The content and practice of Wistron's training programs and career development are described as follows.

## Comprehensive Training Framework

Wistron endeavors to assist its employees in growing with the company and to create a positive environment where employees can continuously learn and improve themselves. We established a complete training framework, in which training courses of various domains are offered to employees to help them plan their career path. We have divided our training program into 7 distinctive categories in three modes of "On-the-job learning", "Off-the-job learning" and "Self learning", considering different courses to use different modes and achieve better learning result.

While operating the seven training systems, except those routine training courses, we will list 1 to 3 key training courses based on the needs of company operation. For example, since 2005, the Six Sigma has been identified as one of the key training courses. Over 700 employees among Taiwan Offices have completed the course, 19 internal instructors were added, and over 100 training projects have been implemented. The average return on investment for each project is NTD 15 million in savings.

No	System	Description
1	New Employee Orientation Training	Mainly offered to new employees to help them better understand and identify with Wistron.
2	Professional Skills Training	Provide different training courses based on the unit's professional skill requirements; aim to promote the functioning of professional knowledge and skills; including marketing, research development, manufacturing, materials, marketing, finance, etc.
3	Management Training	Training for general employees, new managers, mid-level managers, senior managers, line supervisors and group leaders to establish culture of consensus and management skills.
4	Quality Training and CS <sup>2</sup> R Training	For CS <sup>2</sup> R-related employees and managers that have a direct impact on product quality, provide training on quality problem solving and customer satisfaction training, CS <sup>2</sup> R -related training; establish company-wide quality process improvement and CS <sup>2</sup> R concept.
5	ERP & IT Training	For employees making direct use of Enterprise Resource Planning (ERP) systems, familiarize them with ERP systems and ensure they are capable of using work related software applications.
6	Internal Train-the-trainer Training	Provide internal train-the-trainer training to managers or employees with professional skills and selected by managers to facilitate the transmission of experience and knowledge within the company.
7	Advanced Education Training	Available for all employees located in Taiwan; the main purpose is to improve employees' capability in engineering technology, management skills, and language proficiency.

## E-Learning Platform

To assist our employees in achieving fast, systematic and real-time learning, Wistron has introduced an electronic learning management system. Through this e-platform, we are able to provide digital e-Learning courses to every employee. Within this e-platform, there are currently 11

new employee courses, and 34 R&D courses in Taiwan. The CS<sup>2</sup>R training, including labor safety education, environmental hazardous substance, test report reading, and process for green project courses, has also been launched, aiming to ensure that all Wistron's employees are equipped with the relevant knowledge. With an e-learning platform, employees could learn online independently outside of their working time, and when needed, they could revise what they learned online whenever they desire.

In addition to the digital courses provided on e-learning platforms for internal employees, we also established a cloud learning platform in 2015, providing our key part suppliers with online courses regarding Wistron's operating process and SOPs to help them understand Wistron's quality and shipment requirements. We also train suppliers' employees so that they could produce products that conform to our specifications. This approach not only helps increase manufacturers' product yield rate and reduce the costs of product returns, but also facilitates reducing our incoming inspection times and workforces, creating a mutually beneficial outcome for both parties.

### ■ 2015 Statistics of Training Courses

Category		No. of Courses	Hours	Attendance (person)	Total Employees (person)	Training Hours per Person
Employee Category	Direct	10,840	343,122	439,597	28,530	12.03
	Indirect	11,134	58,440	260,392	15,781	3.7
Gender	Male	18,626	291,740	444,867	28,737	10.15
	Female	17,357	179,609	230,888	15,574	11.53

[ Note ] Training hours per Person = Hours / Total Employees

## Internal Speakers Sharing their Experiences and Supervisor Responsibilities

Each year, Wistron plans numerous training courses, holding over 80,000 digital and training courses for a total of 390,000 hours, training up to 690,000 employees on average. Particularly, 99% of the training courses were held by internal employees as speakers. For example, the number of internal speakers each year always exceeds 150 in Taiwan. Internal speakers are invited to encourage internal experience sharing. Moreover, high-level supervisors of each business division are invited to teach supervisor management courses, enabling them to serve as role models and share their experiences.

## Elite Training Future Business Reams and Leadership Training

In response to the needs of nurturing future talent and outstanding leadership, we introduced the Management Core Competency Analysis, and applied it to management training courses. Courses such as Targeted Selection, Coaching for Empowerment and individual development plan (IDP) were all conducted by using the core competency approach. In addition, we have integrated the core competency with actual work content and assisted our employees in applying what they have learned during training to actual work practice.

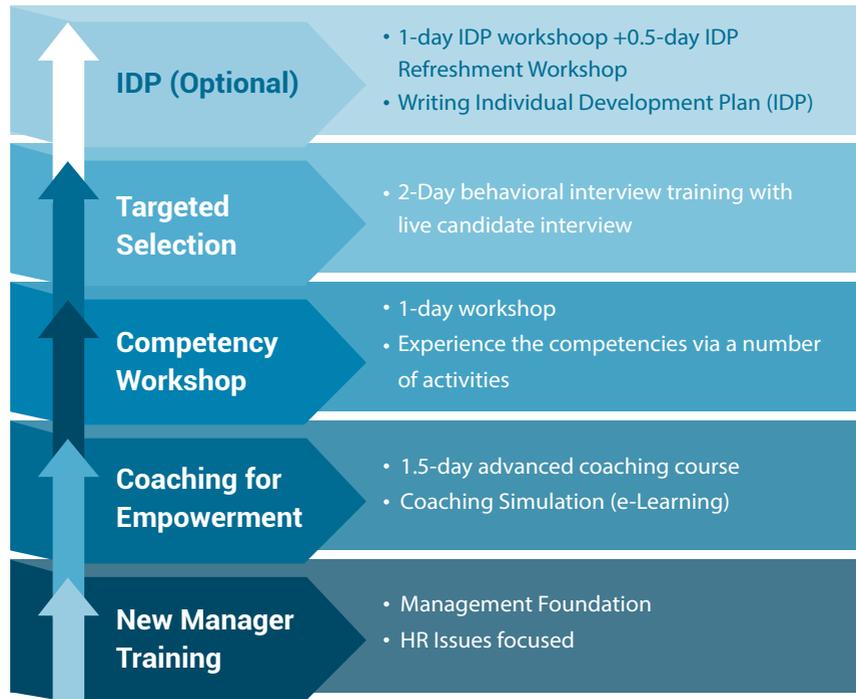
Since 2007, Wistron has been nurturing future business teams and leaders by devising individual management skills development plans for supervisors of all business units according to organizational and job demands and the personal strengths and potential capabilities of key personnel. To date, Wistron has completed five phases:

- Phase I (2007/2–5): Confirmed business needs, developed goals, and conducted talent evaluation and inspection
- Phase II (2007/6–2008/4): Introduced external senior coach and improved the ability of supervisors to train employees
- Phase III (2008/6–2009/4): Established a successful BG & BU Head paradigm, extending it to BU One Down personnel development, and designated BU Head to serve as internal training coach
- Phase IV (2009/5–2010/6): Continued to promote the BU One Down personnel development and introduced CEO/COO to execute the Executive Mentor Program for BU Head
- Phase V (2010/8–Present): Extending the implementation plan to Global Site GM/chief and deputy chief of Wistron's plants, System Technology Manager, and Corporate Function Heads

Thus far, we have achieved the following outcomes:

- Following training, almost 10 people have completed training and were being promoted to a new position.
- A corporate talent database was established, which facilitated reserving the bench depth of business group leader teams and preparing for future recruitment of young employees to the organization.
- Developed a systemized training model that expedites the implementation of talent cultivation.

■ Management Training Roadmap



## Employee Turnover Rate: Actualizing Supervisor Instructional Skills

Employee training and cultural shaping are closely related to the ability of a supervisor to guide his/her subordinates. After training, if there is no follow-up tracking measure in place, the results will usually not last long, and the investment in learning and development will be wasted. Therefore, in our planning for training, we will integrate classroom training with real

job assignments and managers' daily coaching all together to establish an interconnected working and training environment. During this process, managers' coaching to their subordinates becomes very important. Therefore, when managers are receiving the Coach for Empowerment training, they will need to go through the following four-step assessment process.



After eight years of implementation, employee satisfaction with managers' coaching in Taiwan region has improved from 4.02 points in 2008 to 4.19 points (out of 5 points) in 2015, showing that times of coaching and the quality of interactions between managers and employees have been improved and indirectly achieved the goal of talent retention.