



Employee Development

SPG Personnel Management
System

Personnel Management System

- SPG is committed to the delivery of World Class quality and service. To enable the Company to achieve this, it aims to develop a co-operative working environment where employees are committed, involved, and recognized for their contribution.
- One of the critical success factors for the future development of SPG is the strength and caliber of the management teams across the business.
 - Strength can be achieved through the depth of experience and the spread of complimentary skills within each team
 - Caliber comes from the individual skill set of each team member and their ability to grow in terms of personal development
- The CEO and his Executive Team must ensure that both the strength and caliber of the Management Teams are sufficient to meet the strategic and operational challenges.

Personnel Management System, cont.

- Objectives
 - Provide an inventory of our management resources for top positions, including succession planning
 - Identify and agree upon development plans for managers
 - Identify risk positions among the management teams
 - Identify and agree on high potential team members and supporting action plans
 - Review the organizational structure against strategic business plans and measure our capability to meet them
 - Develop a people resourcing plan
- Process
 - An effective Personnel Management System can only add value if it is a dynamic process that enhances decision-making and progressively renews the organization. The aim is open discussion and debate about key people and positions to ensure the organizational structure and people are in place to deliver our required performance
- Scope
 - The CEO, his direct reports, and their direct reports

Personnel Management System, cont.

- **Personnel Management System consists of:**
 - **Personal Development Reviews (PDRs)**
 - **Training Matrix**
 - **Succession Planning**

Personal Development Reviews (PDRs)

- Starts with Operational Roadmap from Investment Partners.
- Cascades throughout the organization beginning with PDR of CEO.
 - Creates/Conducts PDRs for his direct reports
 - CEO's direct reports create PDRs for their direct reports, and so on
- “Final” or previous year PDRs completed in January.
 - Review performance and achievement of any key objectives set last year
 - Identify effectiveness in present job, highlighting areas for improvement
- “Preliminary” or new year PDRs completed in February.
 - Agree on key objectives for the employee for the forthcoming year
 - Some objectives may be specific projects, which should be given a target date, others may be on-going

Succession Planning

- Succession Planning requires consideration of four distinct time-frames.
 - Emergency Cover – who would cover immediately, but not necessarily permanently, for a position immediately vacated due to ill-health or other unforeseen cause
 - Short Term – who would be ready within 12 months to take on the position
 - Medium Term – who would be available within two (2) to three (3) years to take on the position
 - Long Term – who would be available within three (3) to five (5) years to take on the position
- The succession planning aspect also requires consideration of the impact of the loss of existing job-holders and the likelihood of losing them, as well as indication of their current performance in their roles.

Training Matrix

- The development of our employees is essential to ensure the ongoing success of the company.
- We aim to advance our knowledge, skills, and professionalism in all we do.
- The development initiatives outlined in the Training Matrix have been developed to assist in the achievement of these aims following feedback from each of our facilities on their management development requirements.
 - These management development requirements are met by three (3) development initiatives:
 - Management Development Programs
 - Educational Assistance
 - Advanced Plastics Extrusion Training (APEX)

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Training Matrix, cont.

- Management Development Programs – SPG offers two management development programs:
 - Management Development Program I
 - For first line Managers
 - Management Development Program II
 - For experienced Managers who have responsibility for a team, function, business unit, or company
- Educational Assistance
 - Tuition Reimbursement for tuition and textbooks or additional training related to current or future role.
- APEX
 - SPG's Advanced Plastic Extrusion Training Program provides a structured employee training and development program for those seeking a successful career as an Extrusion Operator

Management Development Program I

Who Should Attend

- First Line Managers

Course Contents

Foundation Course ♦ Foundation Module Part Two ♦ Leadership ♦ Finance for Non-Finance Manager ♦ Performance Management ♦ Personal Effectiveness ♦ Project Presentations

Program aims and objectives are to help delegates to:

- develop a solid foundation of management skills
- understand their own interpersonal style and be aware of the effect it can have on others
- develop, build and lead a productive team
- create a team working climate
- identify different approaches to working with others
- delegate effectively; develop and motivate staff
- understand their duties and responsibilities for health and safety at work
- deal with people performance problems
- understand the financial implications of their plans and decisions
- identify acceptable standards of performance
- understand operating budgets, cash flow, profit and balance sheets
- know how to manage the performance of the 'star', the 'plodder', the 'peaked' and the 'poor' employee
- develop influencing techniques
- foster a customer and profit driven approach to business
- develop personal effectiveness

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Management Development Program II

Who Should Attend

- Experienced Managers who have responsibility for a team, function, business unit or company
- The emphasis is to build upon the MDP I foundations. However, there will be a brief refresher of the core skills covered in MDP I for those delegates who have not taken MDP I due to their current level of responsibility and training within the company

Course Contents

Strategic Issues ♦ The Corporate Arena ♦ The Leader as Coach and Mentor ♦ Budgetary Management ♦ Negotiating Skills and Techniques ♦ Team Project Presentations

Program aims and objectives are to help delegates:

- Develop a clear understanding of the link between strategic management and strategic planning
- Think strategically in decision-making
- Effectively manage manpower and develop succession plans
- Effectively manage change
- Understand the implications of corporate responsibility and their own role in the processes
- Understand their duties and responsibilities for health and safety at work
- Acquire the key skills for effective coaching and mentoring
- Understand the purpose and importance of budgeting and cash planning
- Gain a clear understanding of budget preparation and how to use budgets as a management tool
- Understand SPG's key business drivers
- Develop negotiating skills and techniques

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Educational Assistance

SPG recognizes the value of continued education and will participate, within limits, in assisting employees in their endeavors to obtain an education **that will be beneficial to the individual employee and the Company**. Company assistance will be limited to the reimbursement of specific costs associated with those courses and/or degree programs which are approved by the Company in advance and successfully completed by the employee while employed with SPG.

Inasmuch as the needs of the Company change from time to time and affect demand for degreed candidates, both undergraduate and graduate, the Company reserves the right to limit the number of employees allowed to enter degreed programs (with Company assistance) at any given time.

Assistance for undergraduate degree programs will be considered for those eligible employees who have chosen a field of study which will have a direct impact on his/her current position or a future position in which the employee has a reasonable expectation to obtain upon completion of the degree program. Requests for degrees or courses that do not have a direct correlation to work will be denied.

Entry into advanced degree programs will be more restrictive than undergraduate degree programs. Approval for advanced degree reimbursement will require prior review and approval by the Sr. Management team. Projected benefit to the Company and potential for advancement are among the factors to be carefully reviewed prior to approval.

Any employee who is denied access to Company educational assistance may:

- Re-apply, in the future, as Company needs are assessed and/or the rate of current participation declines
- Continue into the degree program without Company assistance

Approval for Company Educational Assistance is not guaranteed. Decisions regarding approval or denial of educational requests will be made based on overall performance, length of service, cost, projected Company needs, and potential for advancement. Decisions will not be made based on race, sex, national origin, religion, marital status, handicapped status, veteran status, etc.

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Educational Assistance, cont.

IT SHOULD BE CLEARLY UNDERSTOOD THAT ALTHOUGH ADVANCEMENT POTENTIAL IS AN IMPORTANT FACTOR IN THE APPROVAL PROCESS, DISAPPROVAL DOES NOT MEAN THAT THE EMPLOYEE WILL NOT BE CONSIDERED FOR PROMOTION; CONVERSELY, APPROVAL DOES NOT OBLIGATE THE COMPANY TO ADVANCE OR PROMOTE THE EMPLOYEE.

Full time employees who have completed six (6) months of service are eligible to apply for assistance within this program for Degree courses or workforce training.

All approved courses must be started and completed while the employee is on the active payroll.

Reimbursement will only be made for those courses which are completed with a grade of C or better, or (P) Pass in a pass/fail system.

The Tuition Reimbursement/Training Assistance Agreement must be signed by the employee prior to the beginning of any course(s).

The Company reserves the right to request additional information from the applying employee regarding comparable costs for other local colleges or universities, specific details regarding classes, and/or degree programs, breakdowns and itemization of costs, etc. It will be the responsibility of the employee to provide any/all requested information. Failure to provide such in a timely manner may result in a delay or denial of requested assistance or actual payment.

Courses may not be taken on Company time.

Advanced Plastics Extrusion Training (APEX)

- The intent of the APEX Training Program is to establish extrusion operators in each respective manufacturing facility in efforts to operationally support key strategic business objectives as SPG grows both organically and through acquisition. Participants must be employed with SPG for at least six (6) months.
- How it works--- This certificate training program combines e-learning technology with production floor experience. Paulson's web based interactive lessons will be used to introduce participants to each new training module and to establish a knowledge base of the current teaching topics. Participants will take the knowledge gained from the Paulson lessons to the production floor where they will have an opportunity to learn, practice, and master each task in a "real-life", "hands-on" environment.
- Participants will be paired with mentors during different phases of the training that will assist in individual development.
- Pay Structure---SPG is dedicated to providing APEX Training participants with an accelerated compensation structure based upon successful completion of each training module. Participants who demonstrate completion of position specific training matrices and passing scores on Paulson lesson exams will be eligible to progress to subsequent training modules.

SPG continuously looks for ways to support our employees' development and growth and provide access to the people and tools that will help them do so. Employees are encouraged to focus on growth by creating development plans, having career conversations with managers, and taking action to build their skills and broaden their experiences.