

Example employee development program: SAM

<h3>SAM (Senior Architect Master Class)</h3>	
Description	<p>SAM ensures accelerated development of ASML's future technical leaders and enhances our ability to create high-quality solutions in parallel and complex programs.</p> <p>This program is of great strategic importance to us. Therefore we collectively create and guarantee a safe and stretching learning environment.</p>
Goal	<p>Accelerated development of System Engineering (SE) Architects and Development & Engineering (D&E) Functional Cluster Architects.</p> <p>The program focuses on growth in three areas:</p> <ul style="list-style-type: none"> • Leadership capabilities • Making maximum use of the possibilities ASML has to offer on all terrains: Facilities, (IT) Infrastructure, Smart colleagues, worldwide locations etc. • Technical knowledge and skills <p>The program consists of a mix of learning activities:</p> <ul style="list-style-type: none"> • Classroom trainings • 1:1 coaching and mentoring • Group assignments • Peer coaching • Tech talks • Talks from senior leaders <p>The classroom trainings are concentrated in nine modules spanning approximately a week (one module per quarter). Participants invest roughly 20% of their time into the program.</p>
Program objective/ Business benefits	<p>ASML operates in a highly technological environment. Our products have become increasingly sophisticated, while at the same time the design and architecture has become more complex. To enable our fast pace of innovation, it is crucial to have the right knowledge and skills at the right place and time to sustain future growth.</p> <p>This program helps us mitigate the risk of personnel shortages of first level SE Architects and D&E Functional Cluster Architects who have knowledge of the entire system overview and its technical depth.</p>
Quantitative impact	<p>a) Participants rate SAM with an average of 8.9 on a 10 point scale</p> <p>b) 32% of participants have been promoted over a four-year period, whereas the average promotion number in the larger architect community is 15%</p> <p>c) 16% of participants have moved into managerial roles</p> <p>d) Improvement in employee engagement, particularly on dimensions of growth and development and the ability to perform their jobs</p> <p>e) Greater internal career navigation and lower attrition</p>
% of FTEs participating in the program	6%
Background	<p>The SAM program is a yearly offering that starts in September, with a new group of 18 participants. Based on evaluations, the program will be adjusted as needed. The program's managers and faculty members are in close contact with each other during regular faculty meetings to discuss evaluations of the curriculum's separate building blocks.</p>