

Training Evaluation: Nexius ACE Program

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“Emerging professionals enter the workforce with ambitious goals and an energetic drive to accomplish them” (Deacon, 2009). Many entry-level professionals aspire to find a position within an organization where it will allow him or her to begin a career that leads to success. “Young professionals with entrepreneurial ambitions know that they have shortage of experience and money; hence they attempt to join companies which provide training programs to prepare their employees for the betterment of the future” (Jehanzeb & Bashir, 2013, p.246). Professionals hope to find a position within an organization where they are also offered self-development opportunities, the chance to advance from within, and the help from proper training programs to develop further knowledge and skills. A leading telecommunications company called Nexius recognizes these dreams and aspirations, and has created a chance for entry-level professionals to join not only as just an employee, but also as an individual who can bring a variety of skills and expertise to further develop the future of the company. At Nexius, the company offers an opportunity for entry-level professionals to develop from the start of their career through a training program called ACE. The ACE Program stands for Accelerated Career Enhancement. The idea behind the program is bring on entry-level professionals to join the team as an associate. Nexius offers on the job training by providing a mentor to help guide entry-level professionals at the start of their career.

BACKGROUND

Nexius was founded in 2001 for the purpose of developing the future in telecommunications and wireless industry. “Originally founded in 2001, the company’s dedicated professionals have implemented innovative network deployment, technology and software solutions for some of the largest wireless network operators in the world” (Company, n.d.). Nexius provides quality service to their customers within the telecommunications industry.

“Accelerate our Customer’s wireless and business transformation through innovation in network delivery and data insight” (Company, n.d.). Over the years, Nexius has experienced rapid growth within the company. For example, Nexius has been named 103rd fastest growing business in America by Entrepreneur Magazine and has 58% average annual growth over the last five years (Company, n.d.). Due to the increase in business, many subject matter experts were hired to take on the quickly growing company. Many of the employees possessed several years of experience and have taken their career to higher levels. In order to continue on the path to becoming a larger company Nexius was experiencing, the company decided to attract entry-level professionals to join the team. Nexius was experiencing a large number of experienced professionals and wanted to diversify the company by recruiting a younger less experienced group. The company also wanted to start developing for the future as well. Therefore the management team of Nexius decided to create a training program for entry-level professionals in order to develop the ideal employees. The ACE Program started officially in the year 2012 but historically had taken chances on entry-level professionals and wanted to create a more structured program around the idea. The company wanted to leverage the large number of subject matter experts to help train and shape individuals into the ideal Nexius employee, therefore the ACE Program was created. Nexius also wanted to bring on young professionals who possessed passion and the drive to succeed in larger number.

The ACE program is designed to offer entry-level professionals looking to start a career to join the company as an associate and to offer the opportunity to learn, grow, and succeed with Nexius (ACE Program, n.d.). The ACE Program provides the chance for an entry-level professional to learn from experienced employees in order to help develop their career and will help give the associate the tools for success. For example, Nexius understands many entry-level

professionals will come onto the program with little experience. Nexius will provide resources for the individual to succeed such as a mentor and online courses. These resources are provided to help aid the associate and to allow the associate to grow and learn from within. Providing a mentor and courses can also help the associate understand the expectations and skills needed to contribute to the company and to also develop the associate's career. Not only will the associate develop and grow, the program will also provide benefits for the company. The idea of the program is to shape individuals into the ideal employees they want to have. The program allows Nexius to build a strong rapport with the associate, which causes a high retention rate for the company. "An effective design of training program can also increase retention among employees" (Jehanzeb & Bashir, 2013, p. 248). Retaining employees can benefit Nexius on a financial level as well as the future of success and growth for the company as a whole.

OBJECTIVES

The first objective for the ACE Program is to target and recruit recent college graduates or entry-level professionals that have zero to three years experience looking to join the telecom industry as an associate in order to jump start their career with the proper training. The target college graduates or entry-level professionals consist of all types of skills including engineering, accounting, project management, human resources, leadership, and more.

The second objective for the ACE Program is for entry-level professionals to learn and develop necessary skills and characteristics from the resources provided by the ACE Program such as a mentor, online courses given from Nexius employees, and learning from peers over a three to four month period depending upon the level of skills the associate will need to have in order to do the job at hand.

The third objective for the ACE Program is for entry-level professionals to also develop strong professional relationships amongst colleagues, and learn from subject matter experts on how to further their career in the duration of three to four months. Entry-level professionals will not be discouraged to ask questions to their fellow colleagues after a three to four month duration because Nexius encourages an open door policy at all times. Learning is and will always be encouraged throughout the entire company culture.

Finally, entry-level professionals will be able to complete daily tasks in which their job role entails on their own after a three to four month period. Then the ACE talent development lead, the manager, and the mentor will evaluate and determine if the associate will promote out of the ACE program or receive an incentive of higher pay for the position.

TARGET AUDIENCE

The target audience Nexius recruits for the ACE Program are recent college graduates or entry-level professionals with less than three years of experience to join the program. The ACE Program is also open to individuals who are making a career change. The skills and expertise of these individuals vary based upon the requirements of the positions. “We have a wide range of career opportunities for ACE candidates which include positions in software, technology, engineering, deployment, project management, field services, recruiting/human resources, finance, and marketing” (ACE Program, n.d.). Nexius looks for individuals who have a passion to begin their career in a specific area. For example, a recent college graduate who majored in accounting may be a good fit for the finance team due to his or her classroom experience. Nexius would like to find candidates in which the company will be able to shape the individual into the ideal Nexius employee.

A large number of the individuals that are brought onboard for the ACE Program are college graduates who are considered millennial generation or generation Y. Millennials are born between 1979 and 1994, and they consist of 80 million in the United States (Kuhl, 2014, p. 25). The workforce is seeing a high number of the millennial generation joining. “According to the Pew Research Center, millennials will be roughly 50 percent of the U.S. workforce by 2020 and 75 percent of the global workforce by 2030” (Kuhl, 2014, p.25). Nexius targets generation Y because the current college graduates are not only the future of the company, but also the future of our society. Hiring millennials also bring a number of benefits for the organization. For instance, the advantages for hiring a recent college graduates today are the types of characteristics they will contribute. Nexius stresses the importance of finding candidates who possess characteristics and values that contribute to the company culture. “It is important that an ACE have a good work ethic, respect, loyalty, commitment, trust, courage, and gratitude” (ACE Program, n.d.). One characteristic millennials possess is courage. For example, “their relative youth and inexperience may lower their level of fear, making them more willing to take on risky tasks and assignments”(Sullivan, 2011). In order for a company to grow, they must take risks. Having employees with no fear is a great advantage for Nexius to have in order to find more business and success. Another characteristic millennials display is passion. Recent graduates have a passion to continue to learn and develop on a personal level as well as a professional level. They also will work hard for an aspect they are passionate about. “Millennials are more concerned with the importance of their work than the salary attached to it... a shocking revelation to most” (Kuhl, 2014, p.28). Bringing a fresh mind and those that have the drive for success can benefit the company. The idea for the ACE Program at Nexius is to harness the individual’s passion and direct it towards the greater good of the company. “So, capitalize on this

passion to connect them with your company in a compelling manner that will ultimately connect them beyond your product and service to your customers and the company's impact" (Kuhl, 2014, p.28). Generation Y also displays high level of teamwork. "Fortunately, college hires these days are thoroughly experienced in teamwork and cross-functional teams" (Sullivan, 2011). The willingness to work in teams will help the future of the company by having employees collaborate together for a common cause. At Nexius, the culture displays importance of working together for the greater good. The culture will continue if Nexius continues to hire millennials who possess the characteristic of teamwork.

Another aspect millennials or recent graduates can bring to Nexius and the ACE Program is the type of work ethic they will contribute. For example, some companies are hesitant to hire millennials due to the stereotype that has been created around this age group. "So much of the literature and blogosphere discussion about millennials has been about their self-centeredness, narcissism, immaturity, deferred adulthood, and laziness" (Kuhl, 2014, p. 26). This is not the case at all. Generation Y individuals are focused on finding a work-life balance. Millennials do not like to work in a structured hour based job, but they would like to work within a position that allows personal development at anytime. This does not mean that individuals will not work hard. "The millennial generation is the first to be immersed in the 24/7 world of business. Smart devices and wireless Internet has extended the workday far beyond the hours when one are physically in the office" (Kuhl, 2014, p.26). Millennials like to work at their own pace but will get the job done in an efficient timely manner. Young professionals are always available for the company no matter the day or time.

Not only do the characteristics and values recent graduates can bring benefit the company, but they also can contribute other attributes to Nexius. For instance, recent graduates

can equal lower cost for labor. Due to the lack of experience, many recent graduates are looking for a company that will take the risk of hiring them even though they do not have many years of experience. This will then lead to lower salary expectations. “Most are willing to work for significantly less salary than “experienced” hires” (Sullivan, 2011). Recent graduates are looking for a position to where they can learn and grow. Millennials will take a lower salary only if they see a potential of growth opportunity within the company for the future. For Nexius and the ACE Program, the company must display actual results the program and how the program can offer personal growth as well as future career opportunities. Another attribute that contributes to the company by targeting Generation Y is fresh new ideas. Millennials can bring a whole new light to the company. For example, “they bring numerous new ideas that they’ve acquired from leading-edge thinkers and professors that continually challenge them to think differently” (Sullivan, 2011). Fresh new ideas will help subject matter experts to think outside of the box. Millennials’ ideas can also contribute to the keeping up with the constant change within in the wireless industry. Wireless continues to develop over the years. Because the millennials will be the majority of the workforce in the next five years, their new ideas will contribute to the future of the company. Millennials are also easier to manage for the company. “This is because they seldom have the level of entitlement, professional biases, and political awareness that experienced hires usually have” (Sullivan, 2011). Recent graduates are starting their career and have no experience with the business world. The lack of knowledge of how business should run or the opinions that come with decisions are of no knowledge to the recent graduate. They are still learning what it takes to develop and continue a successful career. Hiring someone with years of experience may come onto the team with their own opinions and do not see a reason to

change. “Because they are new, they are less likely to argue, play politics, or complain” (Sullivan, 2011). Millennials will listen and want to learn.

Generation Y can also benefit Nexius in the long-term aspect. For example, if the workforce is going to be made up of millennials in the next 5 years, therefore the management is more than likely to be run by Generation Y managers. The future of the company is in the hands of these individuals. The ACE Program is a great opportunity to mold and shape recent graduates to the ideal employee or manager they hope to have in the years to come. “Consistently hiring entry-level college hires allows you to promote the best into supervisory and management positions within five years” (Sullivan, 2011). The ACE Program is a great opportunity to teach millennials the vision and mission of the company in the years to come. The program is also helpful to instill the culture of the company in the future managers so that the culture is continued on for many years to come. “Millennials are the key to retaining your company’s legacy and core knowledge as well as trailblazing the path to future innovations” (Kuhl, 2014, p.26). Hiring millennials for the program also can have an advantage for the company in terms of recruitment. Because the ACE Program is looking to hire millennials or recent graduates, this will in turn attract other graduates to join. Companies who show they will hire graduates with little to no experience, and display they will in turn train the individual shows young professionals that they will have a chance to grow and develop a career. “Because almost no one is actively hiring large numbers on campuses these days, you could cherry-pick the very best if you are willing to act quickly” (Sullivan, 2011). Lastly, hiring millennials can also become a long-term asset for Nexius. “So with great retention and career development, they will continue to be an asset to your firm for up to 40 years” (Sullivan, 2011). The ACE program can target young professionals to join early

within their career and continue to develop and grow the individual for the future of the employee and for Nexius.

CONTENT

For the ACE Program to make an impact on the company and future hires, the management within Nexius must push for the objectives behind the program and promote the content in which the program instills. “Senior-level management must begin to make an effort to connect and include them immediately in future business strategy” (Kuhl, 2014, p.26). The ACE Program consists of four main components for entry-level professionals. These components are hands on training, mentor guidance, online courses given by Nexius University, and ACE Chatter group for discussions. “A perfect employee training and development program must be the mixture of knowledge, career development and goal setting” (Jehanzeb & Bashir, 2013, p.245). The content within the ACE Program must be created for the future of the associates. By implementing the four types of content, Nexius is able to give associates goals to reach and successful career paths. The first component within the ACE Program is the associate is given a mentor. “A mentor is defined as one of a network of helping relationships who provides emotional and career support and can serve as a role model”(Ensher & Murphy, 2011, p.254). This type of training approach is very common within organizations. “Approximately, 70% of Fortune 500 companies offer formal mentoring programs” (Ensher & Murphy, 2011, p. 263). At Nexius, the mentor is usually the manager of the position. By one month, if the associate feels they are not comfortable with the mentor they have been given, they have to option of finding a new mentor within the same type of career path. Nexius chose to provide a mentor for a numerous amount of reasons. These reasons benefit the mentor, the associate, and the company. For example, for the associate, the ACE program mentor can offer the opportunity to advance

with their career and become successful within Nexius. “Protégés with effective mentors earn greater compensation, are promoted more rapidly, and have greater career mobility than those with ineffective mentors or no mentoring at all”(Ensher & Murphy, 2011, p.254). The associate is also given valuable advice from employees with many years of experience. The ACE candidate can harness the knowledge from the mentor and contribute to real career related experiences. For example, Ryan Deacon (2009) of John Hopkins University states

“Mentors can provide you with invaluable insight into the way your specific company operates. They can assist you with a wide range of issues such as planning your career path, developing leadership or communication skills, resolving conflicts with colleagues, and establishing your professional network” (p.58).

Overall, associates are given an opportunity of a lifetime to learn from subject matter experts of the ins and outs of the specific job description and how to have a successful career. “It’s an effective way to give junior employees a window into the higher levels of the organization so that when mentees retiree, the younger generation has a better understanding of the business” (Meister & Willyerd, 2010, p. 70).

The mentor also can benefit from the relationship. “Mentors report a renewed sense of commitment and excitement to their professions and organizations as well as a sense of satisfaction at being part of the development and growth of their protégé” (Ensher & Murphy, 2011, p.254). By being a mentor, professionals are able to give back to others and also feel a sense of self-accomplishment. The mentors are also contributing to the company as a whole for the future. Having a mentorship program will also benefit the organization as a whole. The turnover rate will be low in number due to relationships amongst the associate and the mentor. “Organizations benefit as employees communicate more effectively, increasing their sense of

loyalty and organizational commitment, and turnover reduced” (Ensher & Murphy, 2011, p.254). The company is providing an opportunity to develop individuals into professionals to contribute to the company’s success for the future. The mentor program develops managers in the long run. The mentor program also creates an opportunity for the company to recruit others in large numbers. Many recent college graduates or entry-level professionals look to find a company that will provide the opportunity to learn from experienced managers within their scope of career interest. By seeing others become successful from a mentor program, the number of recruitment will increase as well as retention rates.

In order for the mentor process to have an effect on the associate, the mentor, and the company, all three need to contribute in certain ways. For example, many characteristics must be displayed for the process. “Most importantly, protégés need to demonstrate their trustworthiness so that their mentors will see them as committed” (Ensher & Murphy, 2011, p.262). The associate must be willing to learn from their mentor and the mentor must be willing to teach the associate. The relationship between the mentor and the associate must also have a sense of trust. The characteristic of trust with each other can play a huge roll into whether or not the use of mentoring is valuable for both the associate and the mentor. The company must also communicate the importance of having a mentor program in order for it to be successful.

The second part of the content within the ACE Program at Nexius is the hands on training an associate will receive. The type of learning and training associates will experience is defined as experiential learning theory. Nexius provides training through experiential learning by associates learning and performing tasks on the job. “Kolb defines experiential learning as a holistic integrative perspective on learning that combines experience, cognition and behavior” (Akella, 2010, p.100). The hands on training provided by colleagues and managers teach the

associates how to perform tasks to meet Nexius standards. Kolb's experiential learning theory is a great example of how associates at Nexius gain knowledge from performing tasks themselves.

"Kolb's four stage model is a simple description of the learning cycle which shows how experience is translated through reflection on concepts, which could be guides for active experimentation and the choice of new experiences" (Akella, 2010, p.101). Nexius strives to train those within the telecom environment. Nexius feels the best way to learn and to understand the industry is by performing the tasks and to learn as the associates go throughout the ACE Program.

According to Kolb, experiential learning is a four-step process. "The four stages which constitute the learning cycle are: concrete experience (CE), reflective observation (RO), abstract conceptualization (AC) and active experimentation (AE)" (Akella, 2010, p.101). The associates will experience each stage during their time of hands on training at Nexius. Kolb states the learner begins by having an experience (CE), she or he reflects on the experience from several perspectives (RO). Next, the student draws conclusions and relates them to theories and concepts (AC) that lead to experimentation and action (AE).

In the first stage the associate at Nexius will experience is the concrete experience itself. Within the stage, the associates will see task being performed at hand by others or the associates will be performing the task. "Lessons are learnt by individuals thorough adaptability and open mindedness rather than a systematic approach to the situation or problem" (Akella, 2010, p. 102). In order for the associate to develop from experimental learning, they must really consider the reflective stage. The reflective observation stage is the second stage the associate will enter after they have had the experience. "Reflection enables making sense of a situation, comprehending, understanding and answering questions, making necessary personal and social connections

thereby increasing knowledge and the overall learning effectiveness” (Akella, 2010, p.102). The associate must reflect on the success of the experience and learn from the failure the experience may bring. “Without reflection on experiences, students are in danger of making the same mistakes” (Akella, 2010, p. 101). The reason why the reflective stage is so critical is because the associate can develop bad habits for the job role. At Nexius, the manager must guide and coach the associate when hands on training is taking place in order for the associate to learn the correct way to perform a task. The third stage the associate will then transfer into is the abstract conceptualization (AC) stage. “Relates the observations and reflections made during the reflective observation stage to the theory or subjective concept. Students use logic and ideas as opposed to feelings to understand situations and problems” (Akella, 2010, p.102). The associate will gather what he or she has experienced as well as the reflections in order to make a decision about the experience. This stage is for the associate to put together why and how the task must be conducted. Finally, the last stage within Kolb’s experiential learning theory is active experimentation (AE). “During this stage students test the theories to make predictions about reality and then act on those predictions” (Akella, 2010, p.102). Within the last stage the associate will implement what he or she has been taught and put the knowledge into future use. It is crucial for associates within the ACE Program to create good learning habits from hands on training and implement Kolb’s experiential learning theory while on the job. Overall, Nexius ACE Program believes that by implementing experiential learning within the program will assist the associate with the knowledge they will need to succeed. Experiential learning or hands on training will provide the targeted associates to develop the tools that they will need to succeed within the program, the company, and the future of his or her career.

In order for associates to continue to learn more about the culture of Nexius and the role the company plays within the Telecommunication industry, Nexius also implements content by hosting an online course system called Nexius University. Currently Nexius University is accessible to all employees within Nexius but these courses are also encouraged for associates to participate in. Associates have the chance to receive an opportunity to learn from an executive or upper management about the wireless and telecom industry. These courses range from learning about what is happening in each department to developing personal skills such as organization in the workplace. For example, Nexius University will have a Vice President of Software Technology to teach employees within the company what Nexius is offering in the telecom industry, and where he or she sees the company in the future. This is a great opportunity for an associate to learn about the functions of the department and the goals within the software for the future. Nexius University is accessible at anytime, but only through the Nexius database system. Nexius University holds one-hour presentations at least three times a month. Each presentation is given on an online meeting website. Associates can log into the meeting and listen to subject matter experts lecture on a set time and day. The lectures are recorded and uploaded on the Nexius University page for review. Associates can view any recorded courses at anytime meaning if they could not make it to the live presentation, then the associates can view when they are available. Nexius University is great resource for all ACE associates. The online University is an opportunity for the associates to gather knowledge from those with more experience within the work place. Nexius University is also a chance for associates to learn the culture of the company and what factors drive the company.

Finally, the last component within the ACE Program is called ACE Nexius Chatter group. Chatter is an online social networking service for all employees of Nexius. The service

functions in line with the social media system called Facebook. You are able to post information about the company, the telecom industry, or even personal information. Chatter can only be seen by Nexius employees. Many groups have been formed within the social media tool such as groups in line with specific job roles or personal preferences. The ACE Nexius group is one of the many groups that have been created, and is private for ACE associates only. The group is used for associates to socialize with one another as well as learn from each other. The social media group is a great opportunity for associates to converse, ask questions they may feel comfortable only asking other associates, and learn from others that are experiencing a similar career experience.

According to Jeanne Meister and Karie Willyerd (2010), this type of experience is like group mentoring on a technology platform that allows employees to define learning on their own terms (p.71). Chatter is the technical platform for the associates to feel comfortable in learning from other associates. Other companies have put into effect similar training programs. For instance, the company AT&T uses a similar aspect with their employees called leadership circles. “The circles take advantage of platform features such as community forums, document-sharing spaces, group polling, and calendars that announce events and mentor availability” (Meister & Willyerd, 2010, p.71). Like AT&T leadership circles, ACE Nexius group on chatter offers different ways to learn from one another. For example, associates can reach out to one another about a specific task and how they each handled the situation. Associates can also go onto the Chatter ACE group page and post information they have used to help contribute to others. Nexius associates in past have posted information such as how to communicate with your team, how to prioritize your projects, or how to use different features within database systems to complete a task. The chatter group page is also used as a reminder tool for associates to sign up

for Nexius University courses or suggestions of outside webinars to complete. The main purpose of the Chatter ACE group page is to allow the associates to feel comfortable reaching out and communicating with other associates who may be experiencing the same job experience. It is also a good opportunity for associates to network with one another. Nexius is spread throughout the states and in other countries; therefore chatter is great tool for associates to use in order to develop professional relationships with other associates. Also many times associates may have projects spread across the country; therefore by having the connection with others, the associates can reach out for guidance and help from others who are within their work market.

Overall, the content offered within the ACE Program at Nexius will prepare associates to come aboard and be successful. The training program within Nexius will also offer development and growth for the individual on a personal level as well as a professional level. “Training and development program is a planned education component and with exceptional methods for sharing the culture of the organization, which moves from one job skills to understand the workplace skill, developing leadership, innovative thinking and problem resolving” (Jehanzeb & Bashir, 2013, p.244). Providing content in which works for the associate as well as the company will allow Nexius to continue to grow to be successful in the future.

TIME FRAME

The ACE Program has been stated that the duration of the program depends upon the manager and the progress of the candidate. The start of the ACE Program begins with the hiring process. The Nexius recruiting team looks for candidates who match the targeted description as well as characteristics in which will contribute to the Nexius team. Once a candidate is selected as an associate, they are brought on board. A mentor is assigned to the associate and our Talent Development Lead reaches out to the associate for introduction to the company. The training and

presentation of ACE Program is given on the first day of the job, and continues while the employee is still considered an associate. After the first month at Nexius, the Talent Development Lead reaches out to the associate to see how he or she is doing at Nexius. The conversation is a chance for the Talent Development Lead to justify whether or not the associate is receiving all resources needed in order to perform the job. It is also a chance for the associate to state whether or not they would like to change mentors, ask for additional help, or state how the associates feels they are doing within the program. The discussion is confidential therefore the associate can open up to the Talent Development Lead if an issue has come up or if they are uncomfortable with a current manager or mentor.

A performance evaluation is done on the associate at three to four months based upon the technical aspects of the position. For example, typically an ACE associate who is labeled an engineer will have a performance evaluation at the end of 120 days. The time frame for an engineering associate is longer than four months because of the skills the associate must develop. An ACE associate who takes on a position as say an associate financial coordinator would have a performance evaluation after 90 days. The skills for this type of position should be evaluated earlier due to the level of difficulty. Nexius also hopes for the associate to be able to do the job tasks on his or her own after a three to four month period. The time frame of the three to four month period is for Nexius to judge whether or not the associate is capable of the job at hand, if more training is needed, or if the associate is a fit for the company.

EVALUATION

In order to assess the progress of the associate within the ACE program, evaluations are made at the end of the duration of the program as stated in the time frame reference by the talent development lead, manager, and mentor. The manager has the option of

increasing the salary amount of the associate and removing “associate” from the employee’s title. The assessment is made within a 90-day or 120-day period. The Talent Development Lead oversees the ACE Program and will reach out to the manager and mentor of the associate at the end of the 90-day period or 120-day period. Input from the mentor will be given to the manager to consider for increasing salary and removing “associate” within the title. The manager will evaluate the progress of associate by considering a series of questions. The manager determines the set of questions given. The decision is determined based upon whether the associate is capable of completing tasks by his or her self. The manager will determine if the associate displays career adaptability. “Career adaptability is the readiness to cope with the predictable tasks of preparing for and participating in the work role and with the unpredictable adjustments prompted by changes in work and working conditions” (Murphy, Blustein, Bohlig, & Platt, 2010, p. 174). The decision will then be communicated to the Talent Development Lead, which then leads to communicating the decision with the associate. The ACE Program does not offer graduation from the program but it offers a fast track to advancement with his or her career. The incentive of receiving increase in salary is also a motivation for the associate.

CONCLUSION

In closing, the ACE Program is starting to develop and become a program for the future of Nexius. The program is fairly new to the company, and has the opportunity to grow. The responses from the associates have been positive and have made an impact on their careers. For example, an engineering associate states, “The best opportunity I’ve had was to join a project with a steep learning curve, great support and to be given responsibilities that boosted my confidence going forward” (ACE Program, n.d.). A

marketing associate also states “I love the relationship I have with my manager. She has been supportive and encouraging as I take on new goals and responsibilities within the company” (ACE Program, n.d.). These testimonials from associates are proof of the large steps ACE Program is making for young professionals. In the future, Nexius hopes to double the amount of associates being hired and continue to push for associates within every department of the company. The management team of Nexius hopes to push for additional content to add towards the training of the program in order to increase the knowledge and skills of the associates. A new development within Nexius University the online training system called “ACE mini-series” will launch in the future months for associates only to learn personal development skills as well as introduction knowledge to the telecommunication and wireless industry. The mini - series will be given on Nexius University. Nexius also hopes to continue recruiting for the program by making appearances to college career fairs and reaching out to relevant college groups and organizations. Overall, the idea behind the ACE Program of training the future benefits the organization, the current employees, and the associates. The future of the ACE Program is very bright due to the rapid increase the company is experiencing. The ACE Program is a great opportunity for individuals to develop successful characteristics and become an impact for the future. “We know you will work hard and exercise your creativity, which will help lay the foundation for a successful career at Nexius” (ACE Program, n.d.).

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