ALWAYS INFORMATIVE(AI)

COMERICA BANK

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OUR CLIENT: COMERICA'S TEC PROGRAM

Comerica is one of the largest commercial banks in the United States. Comerica wanted us to help them with their TEC program. The **Technology & Engineering Collective (TEC) Program** is a two-year entry-level rotational program within functional areas of Comerica's technology department. The program is:

DESIGNED FOR RECENT COLLEGE GRADUATES
TO HELP THEM START THEIR CAREERS IN TECHNOLOGY & ENGINEERING
TECS DO 3 ROTATIONS IN 3 DIFFERENT DEPARTMENTS
WITH 8 MONTHS IN EACH ROTATION
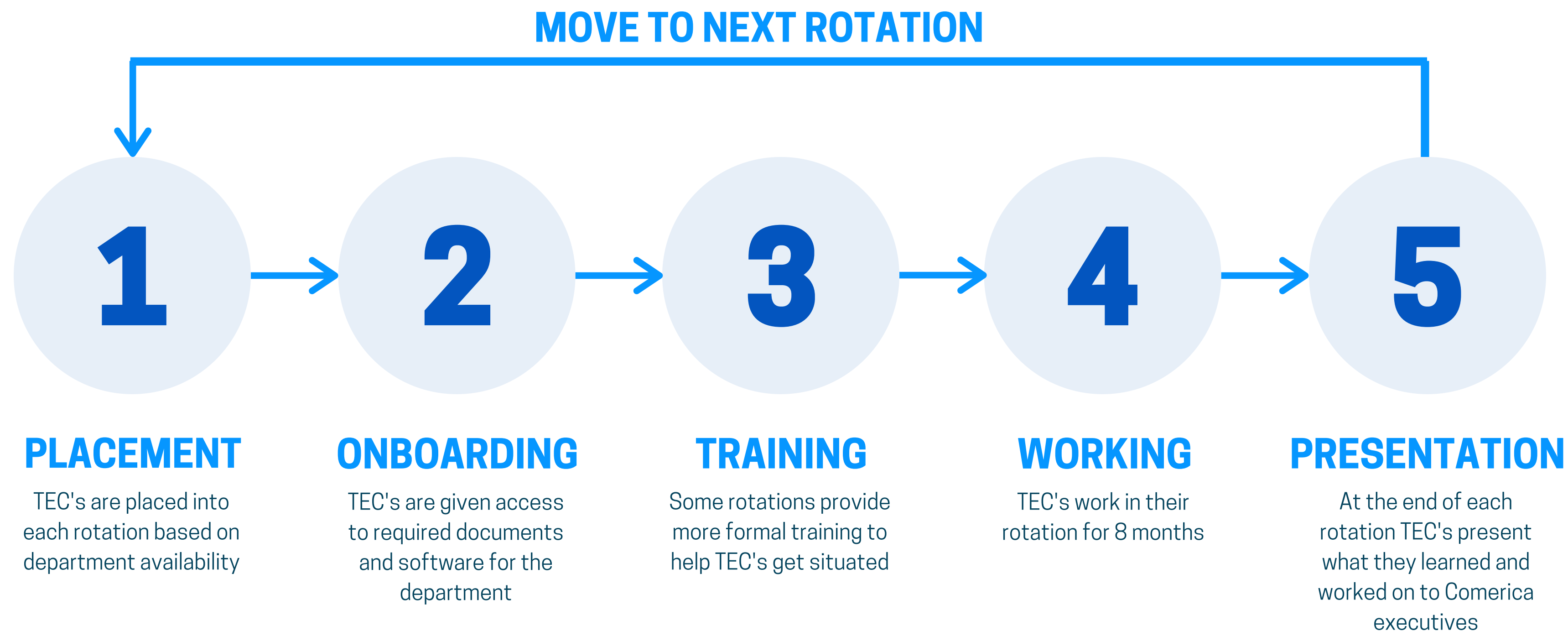
PROJECT GOALS

TEC PROGRAM ANALYSIS

Analyze the experiences of current TECs and former TECs to figure out ways to
- Make TECs feel more welcome
- Help TEC's start make contributions immediately after joining Comerica
- Improve the overall experience that TEC's have with the program

TYPICAL STRUCTURE OF EACH ROTATION

MOVE TO NEXT ROTATION

1

2

3

4

5

PLACEMENT

TEC's are placed into each rotation based on department availability

ONBOARDING

TEC's are given access to required documents and software for the department

TRAINING

Some rotations provide more formal training to help TEC's get situated

WORKING

TEC's work in their rotation for 8 months

PRESENTATION

At the end of each rotation TEC's present what they learned and worked on to Comerica executives

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KEY FINDING

The manner in which TEC's are assigned rotations is inefficient and not properly standardized resulting in varying levels of placement satisfaction.

MAIN ISSUES WITH PLACEMENTS

1 ## AVAILABILITY

Placements are based on department availability and not on the skills and interests that were indicated by TECs during their initial interview

2 ## DELAYS

There are delays in communicating where TECs will be rotating to next. Some TECs report being told less than 1 month before their next rotation.

3 ## MISMATCHES

There are no documents that help TECs understand what each department actually does before they indicate their preferences, so sometimes this results in TEC's getting placed in departments that are a bad fit

4 ## RESPONSIBILITY

Sometimes the responsibility falls on the TEC to figure out where they will be going for their next rotation

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"I wanted there to be more technical insight as to what each team does"
- Interviewee C2

"I did not want to rotate to my third rotation because I lost faith in the process"
- Interviewee C1

"I did not feel like I was a good fit for my second rotation because I did not have the technical background to contribute to the team"
- Interviewee C3

"I wish I had known more about the other departments and what they did"
- Interviewee C5

RECOMMENDATION

Create a standardized process by which TEC placements are made based on both the TECs' interest/skills and department availability

4 months before next rotation

Info Session + Q/A with managers from all available departments

- TECs can email or meet with managers to discuss any further questions
- TECs rank all available positions from most desired to least

3 months before next rotation

Coordinator and managers match TECs with rotations

- If there are issues with matching, meetings can be scheduled with managers and TECs

2 months before next rotation

Coordinator alerts TECs of upcoming placement

- TECs prepare for transition
- TECs meet with their next team to see if they could prepare in any way

ALTERNATIVES TO INFORMATION SESSION

CREATE DOCUMENTATION

There needs to be documentation for all of the teams, the types of projects they work on, and the technical skills that are required for the team

MONTHLY MEETINGS

Use monthly meetings to bring in 2-3 available managers so TECs can have more time to interact with different managers and learn more about what they do

NETWORKING SESSIONS

Have networking sessions throughout rotations for TECs to meet managers and departments on a more informal basis

QUESTIONS

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