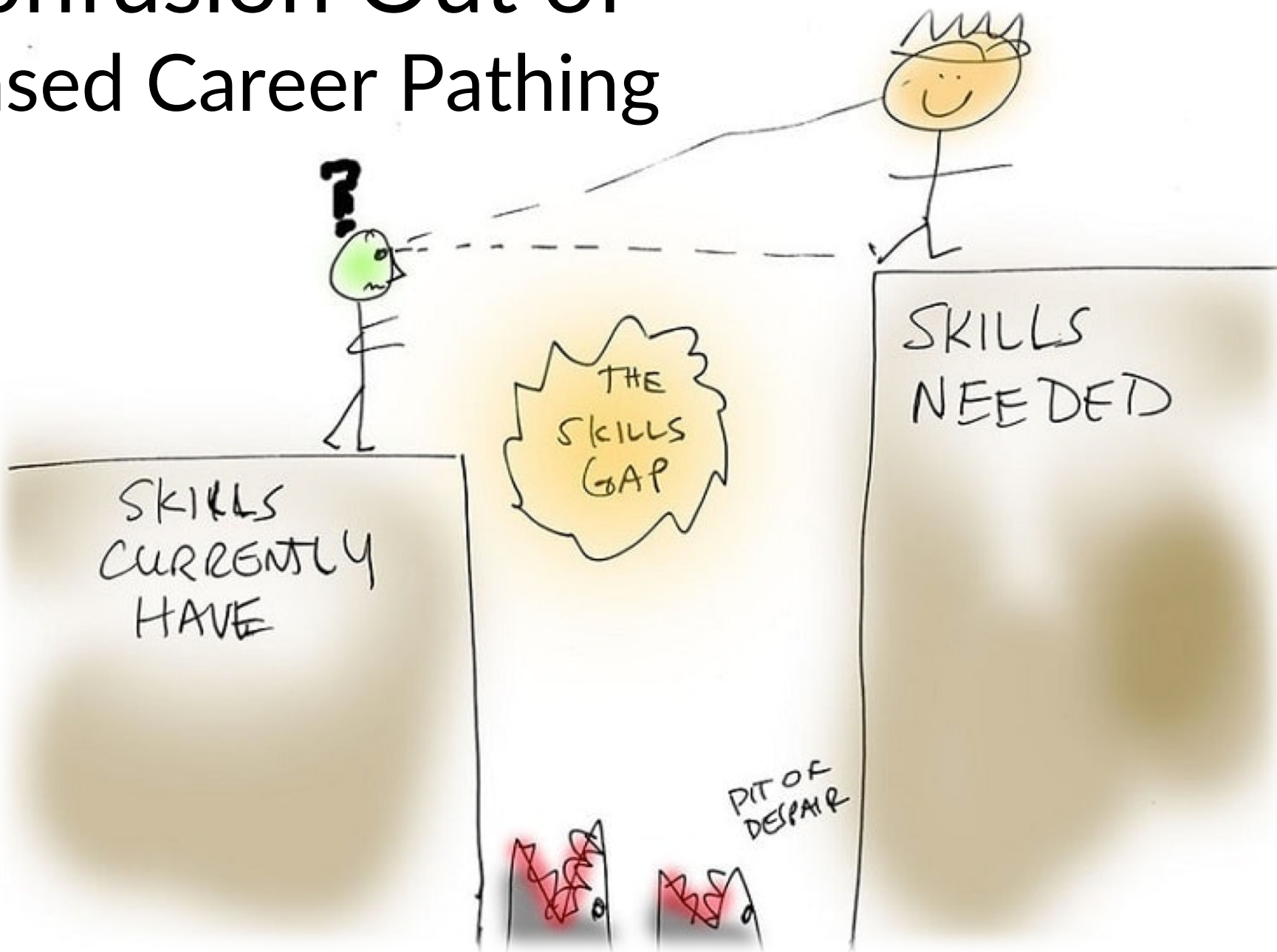


Taking the Confusion Out of Competency-Based Career Pathing



Your Presenter



Sandhya Johnson


VP of Solutions Consulting



TalentGuard

Sandhya has a PhD in Organizational Development from Fielding Graduate University, Santa Barbara, California.

She also has a Master's Degree in Organization Development from the same university and a MBA from Oral Roberts University.



Career Pathing.... Is there a business case for it?

Are there Companies that have done it well? How?

Wait... Did I just hear the word "competencies?" What does it have to do with Career Pathing anyway?

I want Jared's job. How will a Career Path help me reach my goal?

What role does Richard (my manager) play in my Career Development?



Definitions

1. Career Pathing
2. Competencies
3. Career Development

Career Pathing

Sequence of jobs along which one may be promoted within an organization as an individual progresses in one's career.



Competencies

A cluster of related knowledge, skills and abilities that enable a person to be effective in a job or situation.



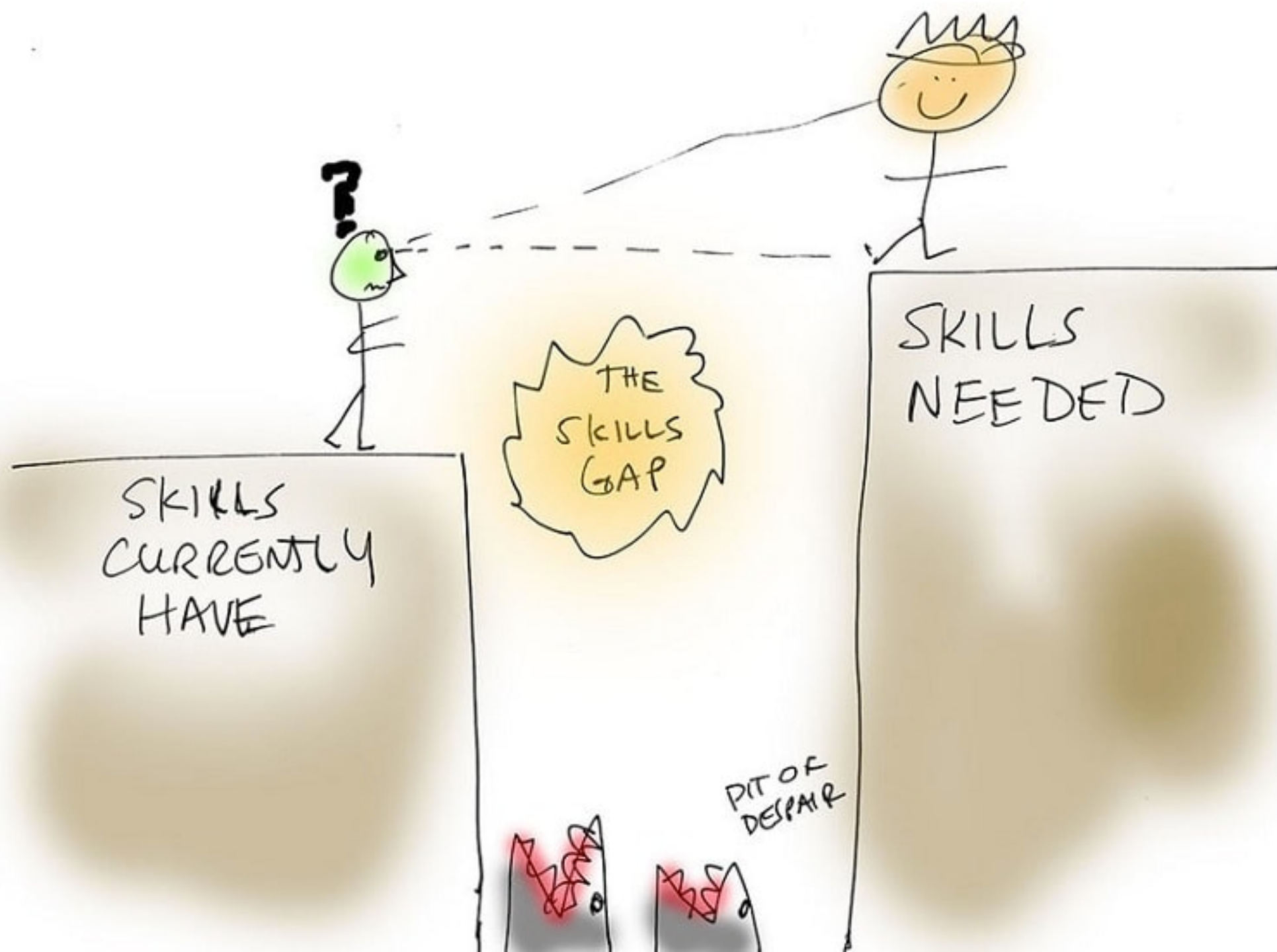
Career Development

The lifelong process of managing your or your employee's work experience within or between organizations.

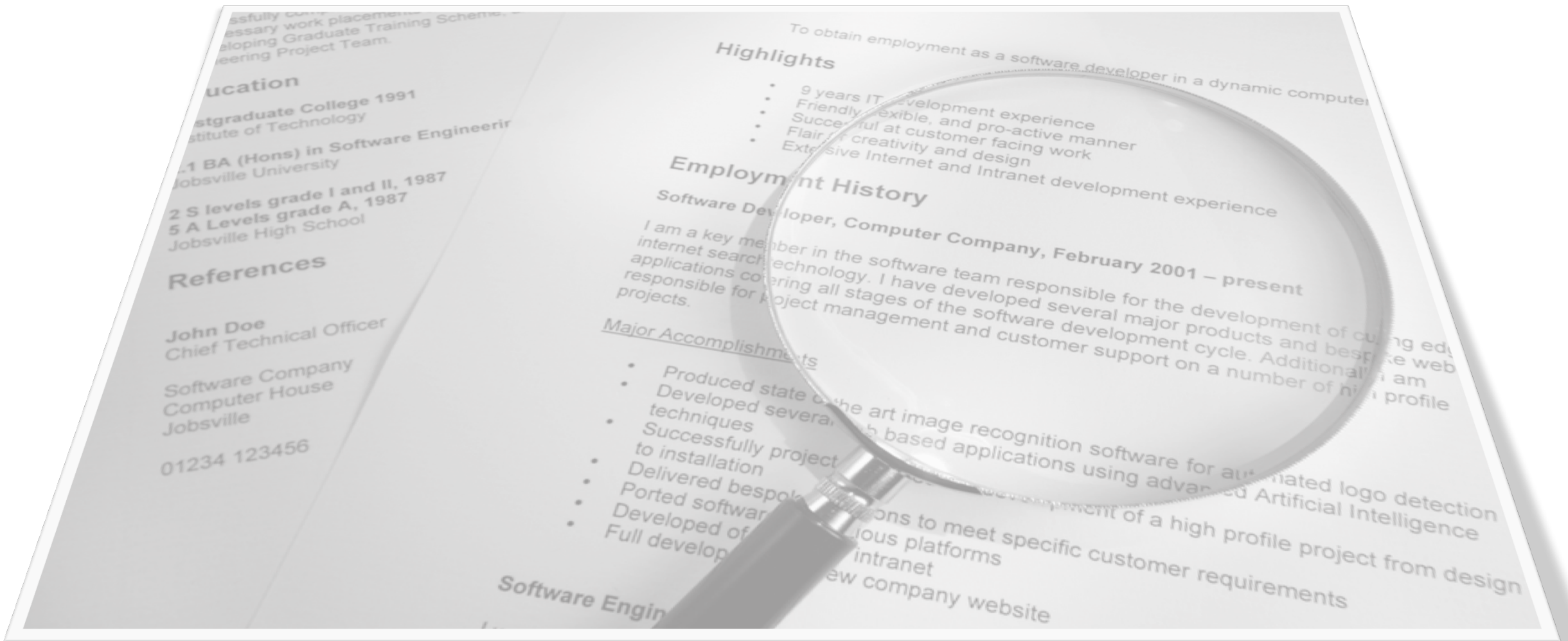


We Have A Global Crisis

“Unemployment’s up, but I still can’t find the workers I need! Sound familiar? It’s **the skills gap**—the gap between what employers need and what job seekers are offering.”*



Employees are not able to develop the skills and experiences required for future job roles due to a lack of transparency and visibility into employer skill expectations.





What does this have to do with Career Pathing?

The Modern Approach to Building a Skills Economy

What the Employer Needs

Definition of the Job

Universal Skill-Based Job Descriptions

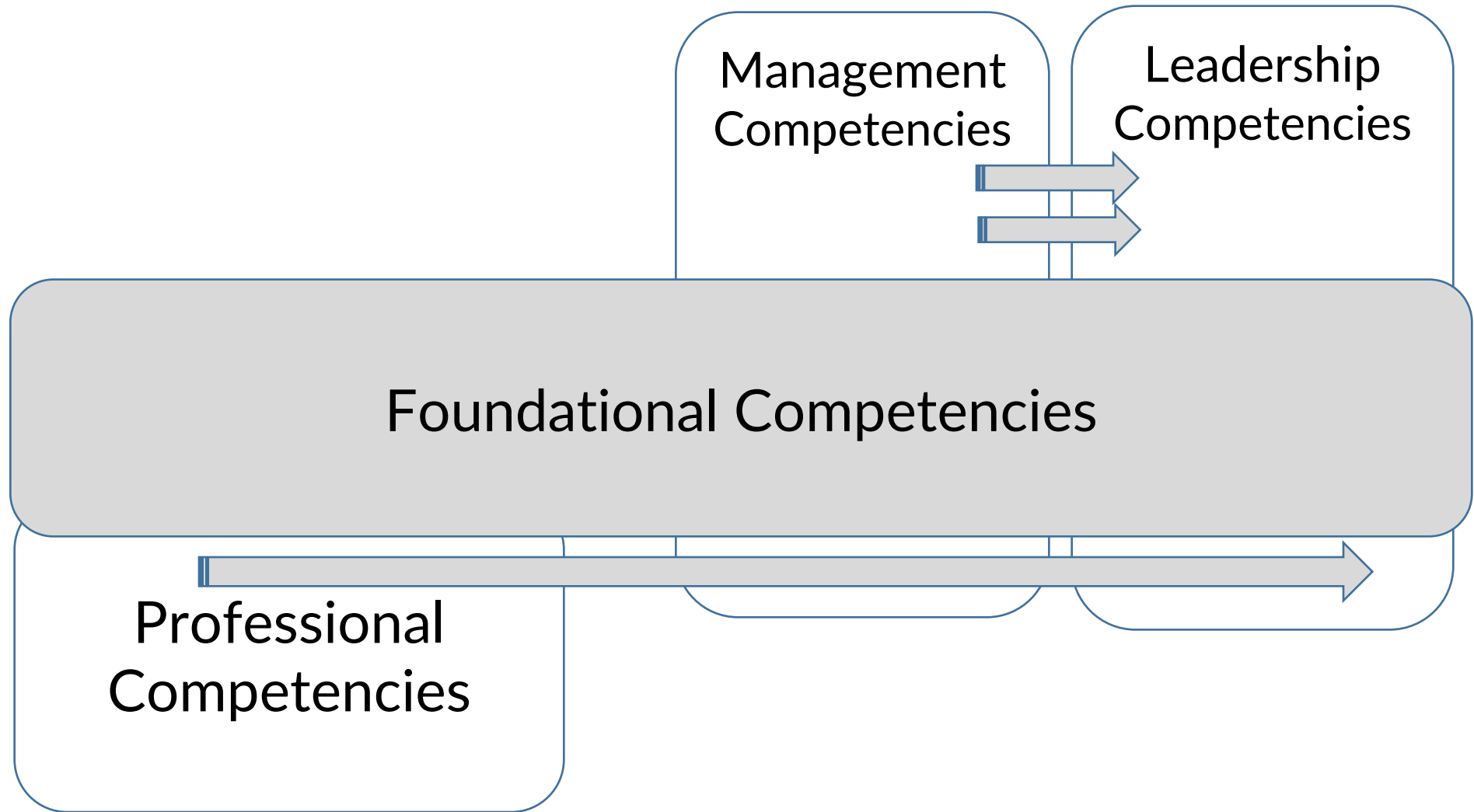


Verification of Skills

What the Candidate/Employee Has



You cannot travel along the career path if you don't have a common language!



10 Best Practices in Competency Modeling

- Use job analysis methods to develop competencies
- Link competency models to organizational goals and objectives
- Consider future-oriented job requirements
- Use competency libraries
- Use organizational language. Simplicity will enhance memorableness
- Include both fundamental (cross-job) and technical (job-specific)
- Achieve proper level of granularity (number of competencies and amount of detail)
- Define levels of proficiency on competencies
- Use competencies to align talent programs (Selection, Performance management, training & development, succession planning, reward & recognition)
- Use organizational development techniques to ensure competency modeling acceptance and use



Career Pathing... Is there a Business Case for it?

There is a statistically strong relationship between Career Development Planning and employee Intention to Leave...

...regardless of gender, age, level of education, ethnicity, time in current organization, time in field, and time in current position.



79%

of employees
leave due to a
lack of career
development



Career Pathing builds Loyalty..... When Done Correctly

Career Ladder vs. Career Lattice



Corporate Ladder

- Traditional, hierarchical structure
- Top-down authority; limited information access
- Linear, vertical career paths
- Work is a place you go to
- Separation of career and life

Corporate Lattice

- Flatter, often matrix structure
- Distributed authority; broad information access
- Multi directional career paths
- Work is what you do
- Integration of career and life

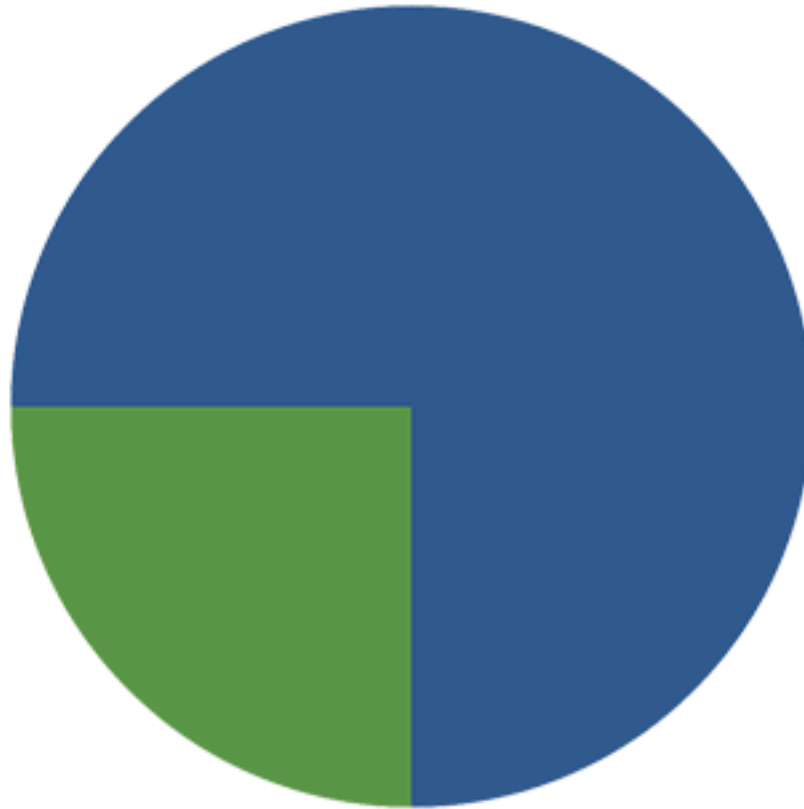
.....and loyalty increases productivity



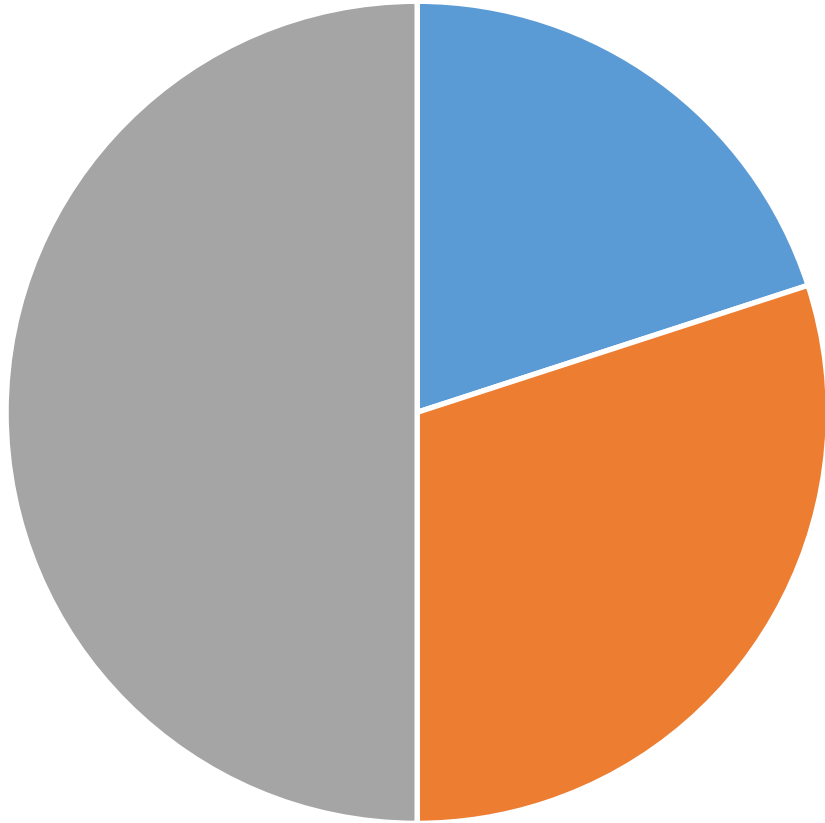
Demotivated Staff can be Costly!!

Gallup estimates that actively disengaged employees cost the U.S. \$450 billion to \$550 billion in lost productivity per year.

81% of employees feel their skill aren't being fully utilized at work



30% of employees are satisfied with the future career opportunities at their organizations



Career Pathing doesn't only serve the need to attract and retain talent. It can be the engine that fills the organization's pipeline to ensure a supply of future leaders.





25%

of organizations have a ready and willing successor identified for one out of 10 critical leader positions

Yet.. only 17%
of companies have
formalized career paths for
the majority of employees.

&

less than half of those
companies effectively use
technology to deliver career
programs.



Career Pathing Supports Talent Management

Expands the Pool of Prospective Employees

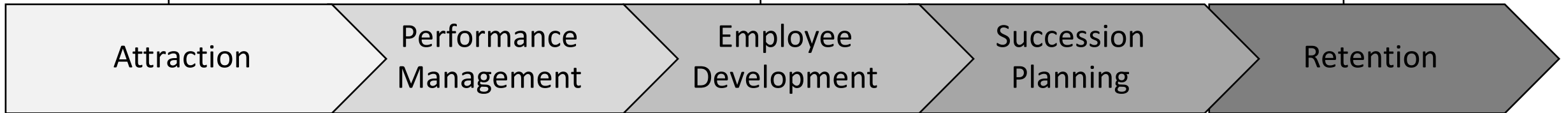
Career Pathing enhances the organization's attractiveness to new hires by up to **35%**, thereby expanding the sourcing pool of active and passive candidates.

Drives Performance by Promoting Fuller Employee Development

Roles that are aligned with employees' interests and strengths, and that allow them to develop themselves in meaningful ways can drive employee performance by **28%**.

Enhances Employee Retention through Transparency

Provides clear representation of available career paths for employees driving up employee commitment to 45% and decreasing probability of departure by up to 41%.

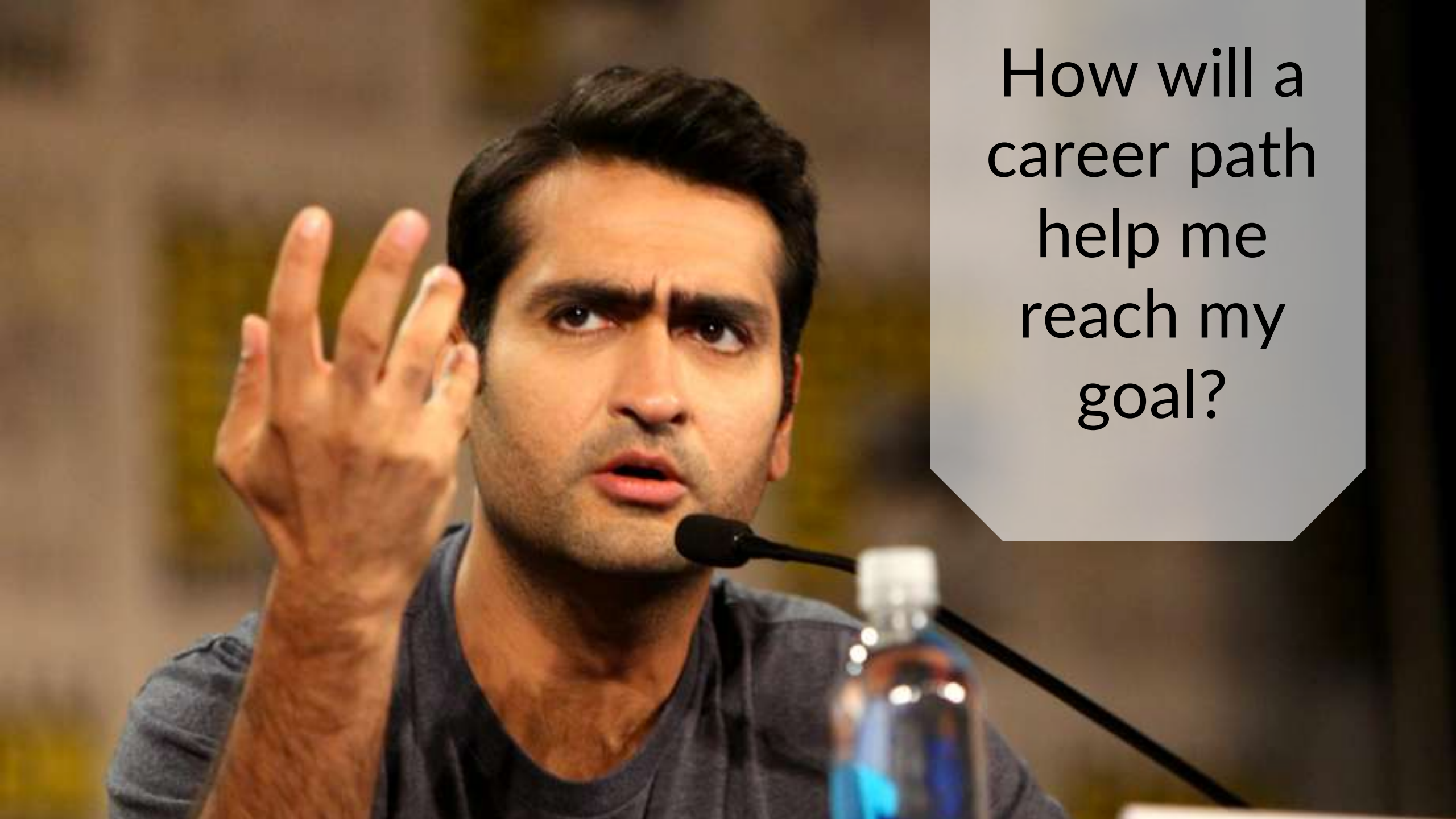


Improves Manager Feedback to Drive Employee Performance

Formal performance reviews that consider employee's long-term career prospects and offer advice for strengthening future performance can drive performance by up to **36%**.

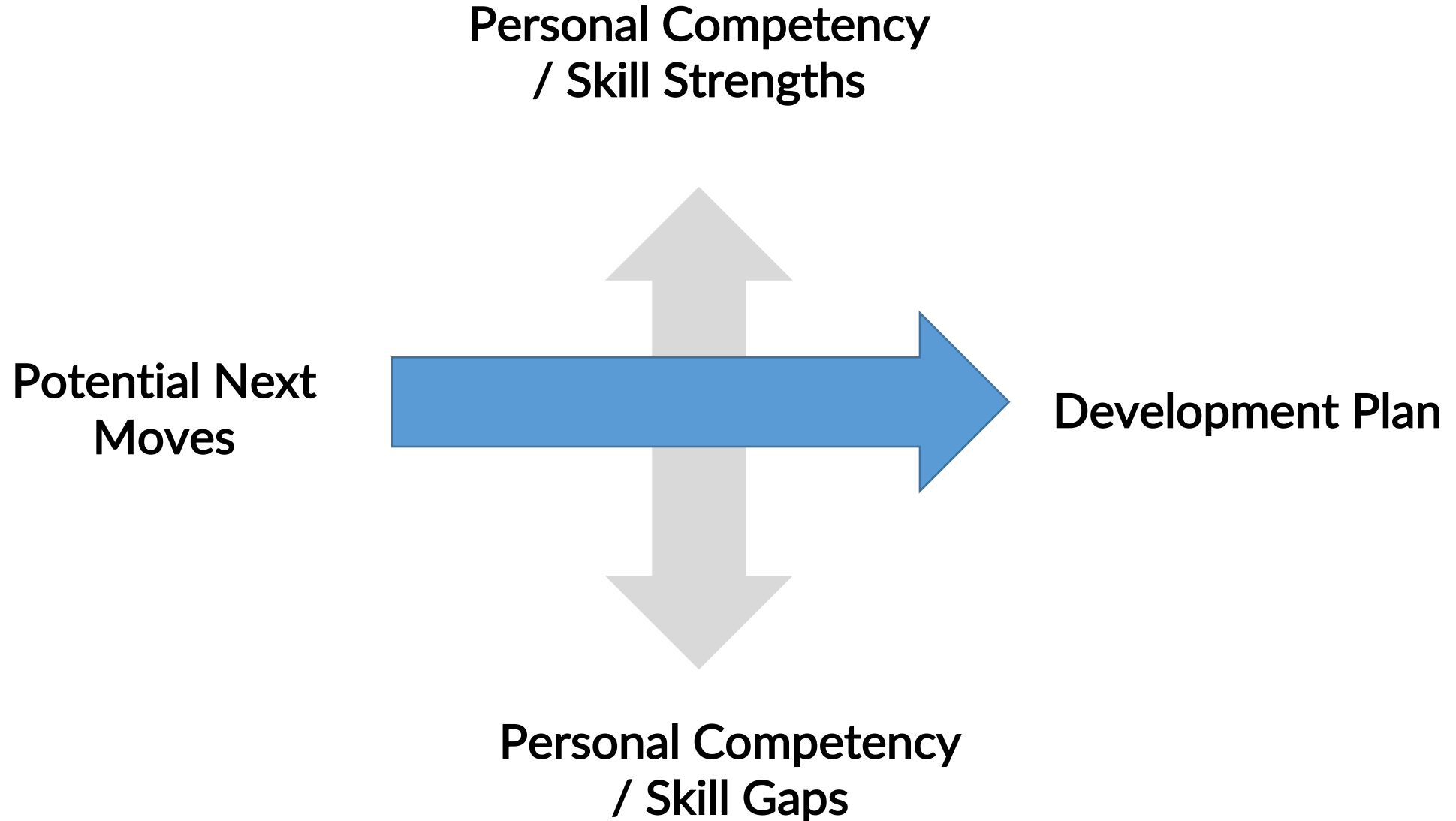
Gives Clarity to Promotion Decisions and Bench Strength

Research indicates that organizations with top-tier leadership pool's generate significantly greater shareholder returns and market capitalization relative to their peers.

A man with dark hair and a beard is speaking at a podium. He is wearing a dark blue t-shirt and has his right hand raised, palm facing forward. A black microphone is positioned in front of him, and a clear plastic water bottle is visible on the podium to his right. The background is blurred, suggesting an indoor setting like a conference or seminar.

How will a
career path
help me
reach my
goal?

Information Gained Through a Career Path



What role does
my manager
play in my
career
development?



Organizational Role	Manager Role	Employee Role
<ul style="list-style-type: none"> ▪ Define job roles in a consistent manner across the entire company. ▪ Seek input on what individuals needs 	<ul style="list-style-type: none"> ▪ Learn each team member's career aspirations by having regular, ongoing, high-value career conversations with each employee. 	<ul style="list-style-type: none"> ▪ Provide input and validation on level of skills. ▪ Initiate feedback.
<ul style="list-style-type: none"> ▪ Open communication, and awareness of career opportunities, in different functions / units of the organization 	<ul style="list-style-type: none"> ▪ Clearly articulate expectations at different levels. 	<ul style="list-style-type: none"> ▪ Communicate career aspirations openly.
<ul style="list-style-type: none"> ▪ Provide flexible career paths for individuals to move up/down/sideways. 	<ul style="list-style-type: none"> ▪ Facilitate and guide the employee in his/her search for learning opportunities to fill skill gaps. 	<ul style="list-style-type: none"> ▪ Make conscious career decisions in relation to balancing work-life and career stage.

The best organizations ask,

“How can we harness employee skills, interests and passions to create greater value for the firm?”

The best managers ask,

*“What are your career goals
and how can I help you achieve them?”*

The best employees ask,

“What can I do to add greater value for the firm while achieving my career goal?”

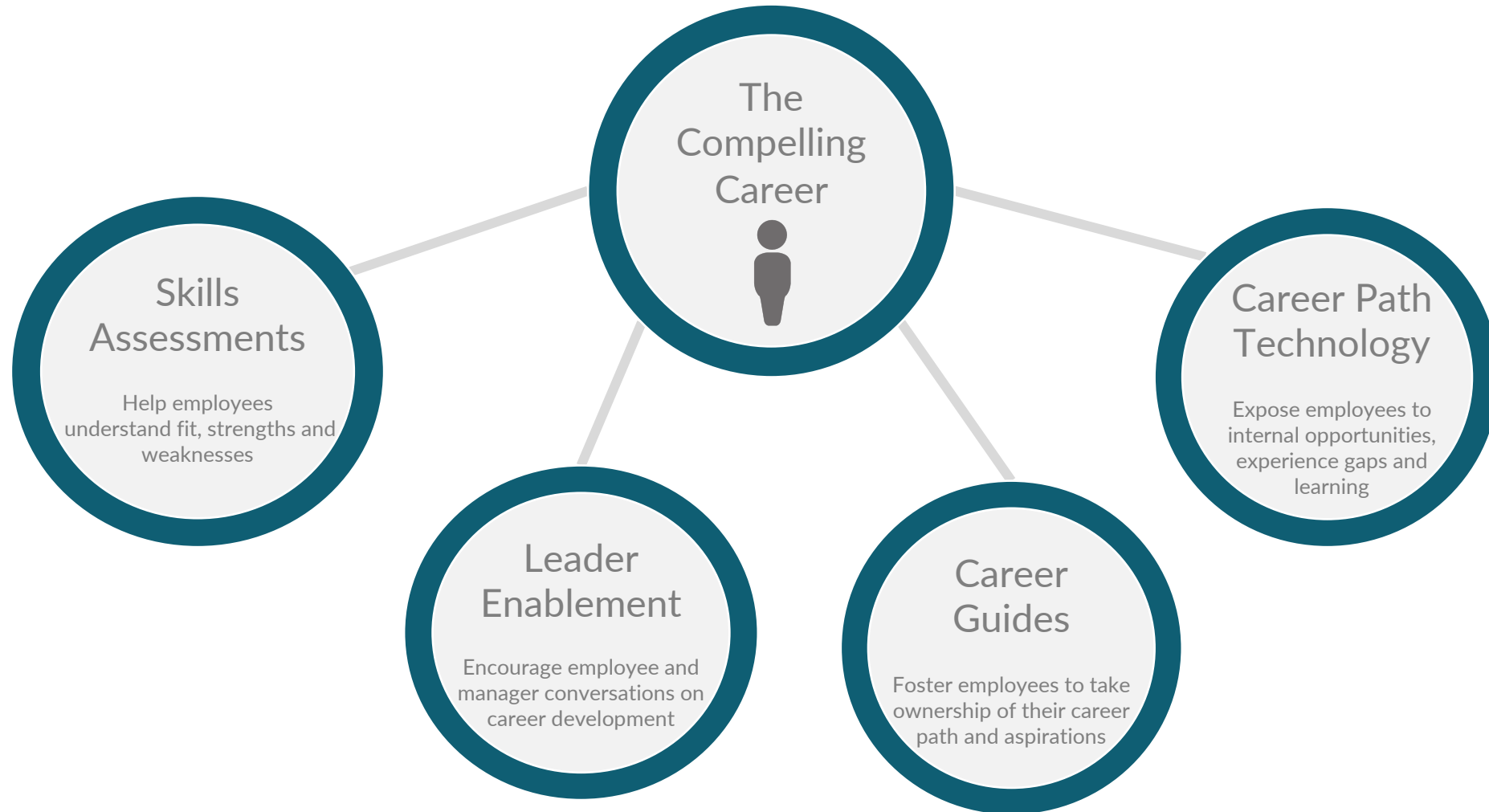
The Value of Creating a Compelling Career Model

“Eliminating an internal skills shortage generates an additional 5% to 8% annual increase in revenue and profit.”*



“Improved career satisfaction generates an additional 2% to 3% increase in revenue and profit by increasing engagement.”*

How Do We Close the Skills Gap?





Are there
companies
that have
done career
pathing well?

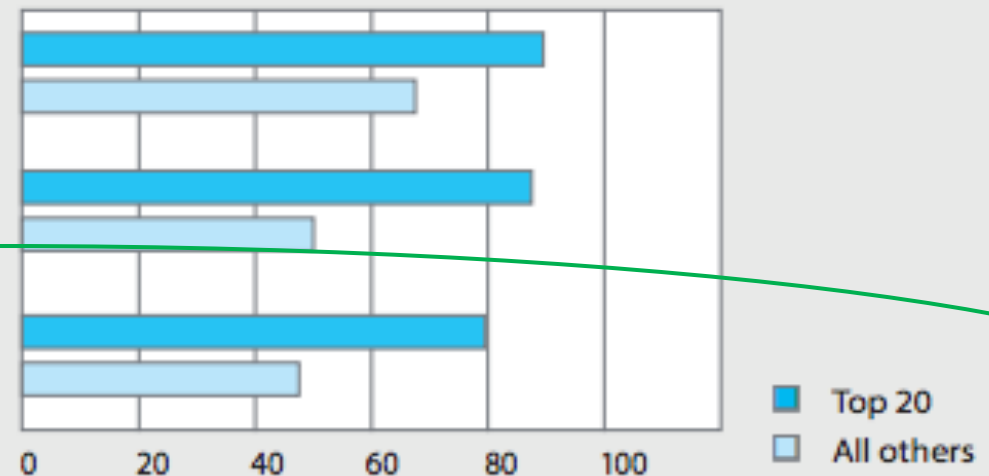
How?

The Best Companies take a structured approach to developing their people

People are promoted or transferred for developmental purposes

My organization actively manages a pool of successors for mission-critical roles

My organization has developed career paths and assignments to prepare people for the most important roles



Source: Haygroup

The 20 Best Companies for Leadership include: Procter & Gamble, GE, Coca-Cola, IBM, Unilever, Intel, McDonald's, Samsung, 3M, HP, PepsiCo, Toyota, Accenture, Siemens, Telefonica, BASF, Johnson & Johnson, Citigroup, Ikea, Pfizer

I am with Sprint

Assessments
Leader Enablement



Online Career Management Tool: includes a strategic roadmap for employees to follow along with assessments and activities that support career planning, including a career initiative assessment, mentoring, networking, talent sort and twenty-year journey activities.

Career Series Webcast: The "It's All About You" career series is a six-part career development webcast. It follows the Career Management Toolkit strategic roadmap. In addition to the live webcast, the sessions are also available for replay via SprintCast, Sprint's internal webcasting tool. Currently, it is one of the most watched webcasts with over 4,500 employee viewings.

Built for GM Employees, By GM Employees

Leader Enablement
Career Guides

Career Development and Advancement Group is a social collaboration forum within GM's internal network GM Overdrive. The team members follow trending career questions and topics and fine-tune career resources.

My GM Bucket List: is a one page resource that employees use to list 25 things they want to accomplish at GM.

Leaders in Cars: Series of Video Clips developed for people leaders highlighting simple ways to engage employees with their career development



Once you go to Rackspace, you never go Backspace

Manual Career Pathing

Technical Career Track (TCT) Program gives top-talent the opportunity to rise to executive-level leadership positions within the company, without having to manage people or give up their technical work. To be eligible for the TCT program, technical people need to have advanced through the typical career pathway in their area of expertise.

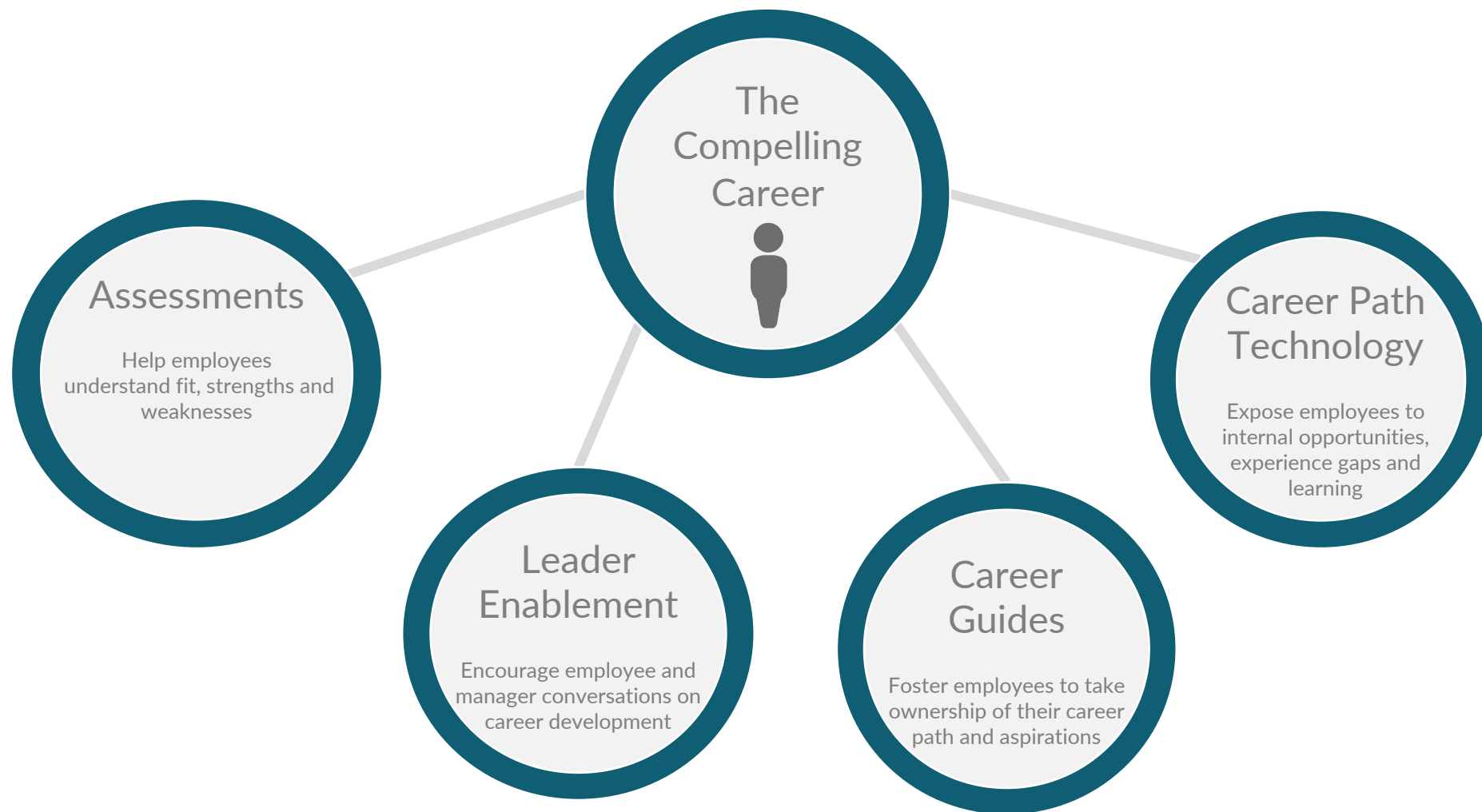


"We always thought that creating a technical career path was important, but it has had an unexpectedly large effect on the business as a whole, on our recruiting, retention, and our ability to execute."

Van Lindburg
(VP, TCT program)

TalentGuard Closes the Skills Gap

by Unifying the Entire Career Pathing Experience.



Automation. Collaboration. Intuitive Experience. Simple.

Relevant Tactics to Enable Successful Career Pathing

ROADMAPS FOR SUCCESS

Create an employee “Roadmap for Results,” a template that details timelines, rationale, and steps for completing career and performance measures

DISCUSSION FRAMEWORKS

Provide a discussion template to help employees organize their thoughts, frame the career conversation, and solicit actionable feedback

MANAGER INCENTIVES

Require managers to meet specific employee mobility goals, such as moving a certain percentage of employees within their department or into other roles

COMMUNICATION AND MARKETING

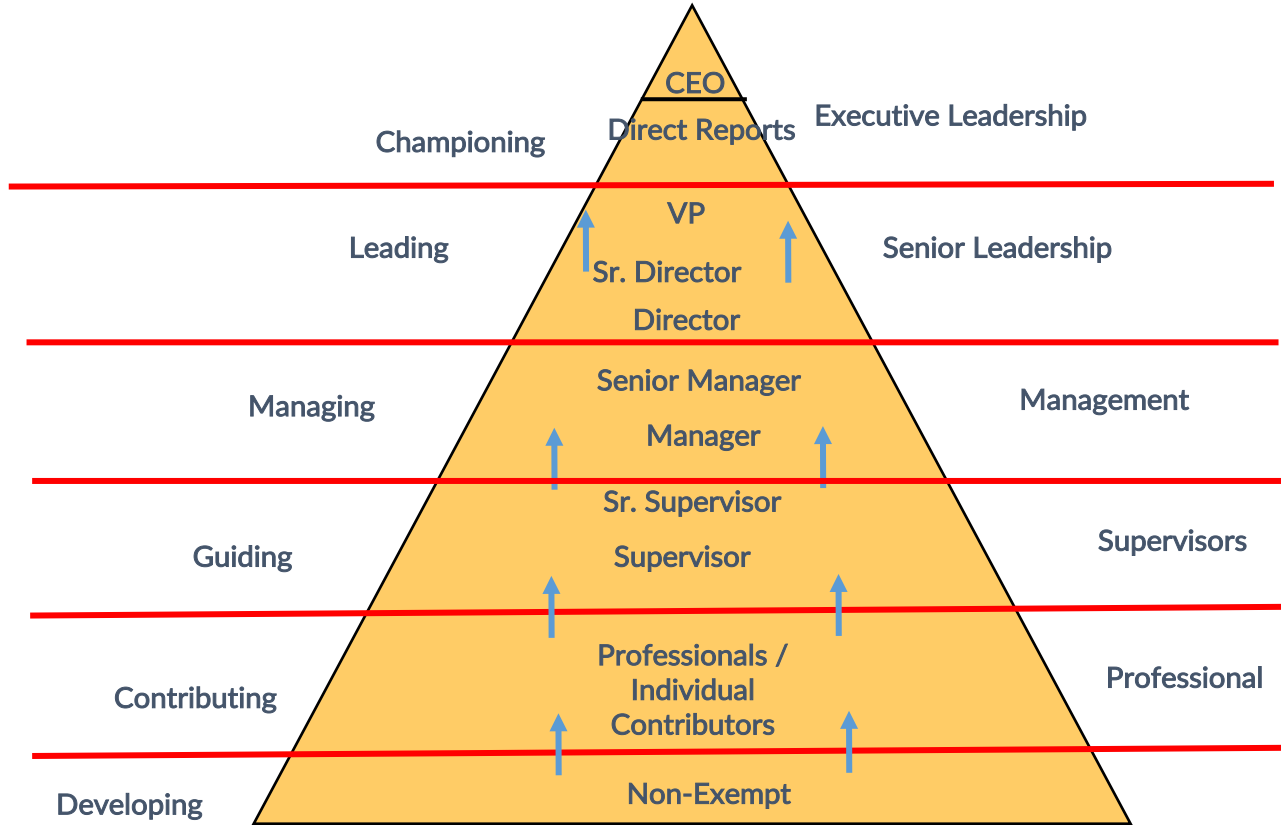
Promote the career pathing tool during employee orientation and communicate its effectiveness and advantages to managers during performance management communications



What are the steps to creating a Career Pathing program?



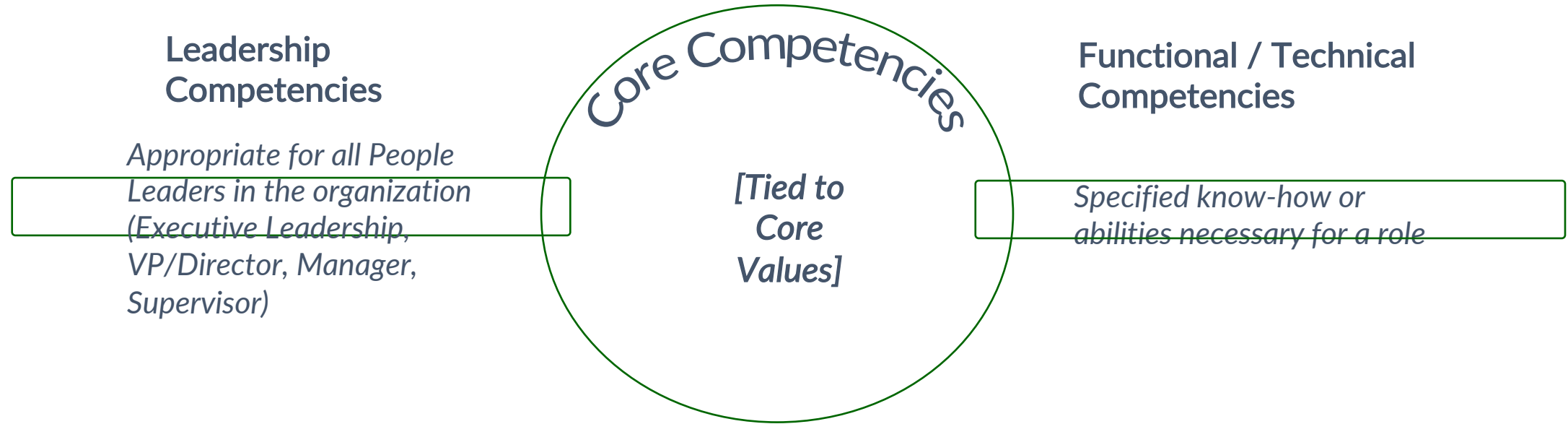
Step 1: Role Architecture



Human Resources

Level 1 Executive Leadership (CEO & Direct Reports)	Level 2 (VP, Sr. Director)	Level 3 (Director, Sr. Manager, Manager)	Level 4 (Supervisor)	Level 5 (Professional, Specialist)	Level 6 (Technician, Representative, Coordinator, Administrator)
VP Human Resources		Manager, Human Resources		Generalist, Human Resources	HR Administrator
		Manager, Senior Talent Acquisition		Talent Acquisition Specialist	
				Senior Specialist, Benefits & Compensation	

Step 2: Competency Framework



- **Core Competencies** - Reflection of Core values, Principles, culture, and vision that should be exhibited by all employees
- **Leadership Competencies** - Behavior indicators vary based on level and scope of responsibilities – i.e. Executive, Sr Leadership, Manager, Supervisor, Professional
- **Functional / Technical Competencies** - Specialized know-how or abilities required for employees to successfully perform their specific functional job role

Step 3: Target Competency Proficiency Level for Every Role

	Employee Relations						Talent Development					Talent Acquisition				Rewards and Recognition						Operational Excellence					
	Knowledge of the Business	Employee Relations Guidelines	HR Ethics and Compliance	Performance Assessment / Improvement	Progressive Discipline	Downsizing and outplacement	Training needs Analysis	Training Methods, Programs and techniques	New Hire Onboarding	Performance Management Methods	Succession Planning	Career Development / Coaching	Assess past and future staffing needs	Recruitment methods and sources	Interviewing techniques	Skills Assessment	Relocation Practices	Federal, State and Local Compensation & Benefit laws (FLSA, COBRA, etc.)	Job evaluation methods	Job pricing and Pay structures	Incentive and variable pay methods	Non-cash compensation methods (Service Awards, etc.)	Benefit Plans (health insurance, life insurance, pension, etc.)	Diversity and inclusion principles and practices	HR Metrics	HR Policies & Procedures	Technology and HRIS
HR Manager																											
Training & Development Manager																											
HR Generalist																											
PROFICIENCY LEVELS																											
Subject Matter Depth and Breadth	Individual has to be an expert in this knowledge, skill or ability.																										
Extensive Experience	High level of knowledge, skill or ability needs to be demonstrated; Evidence of this knowledge, skill or ability needs to be consistently observed and applied in different situations																										
Working Experience	individual needs to demonstrate good understanding of knowledge, skill or ability, but does not require as a strength																										
Basic Understanding	Evidence of this knowledge, skill or ability is needed but not essential																										

Step 4: Feeder Role and Next Potential Move

Role Title	Career Level	Minimum Education	Minimum Experience	Feeder Roles	Average Time in Role before Transition	Next Potential Role (Lateral Move, Promotion)
HR Manager						
Training & Development Manager						
HR Generalist						

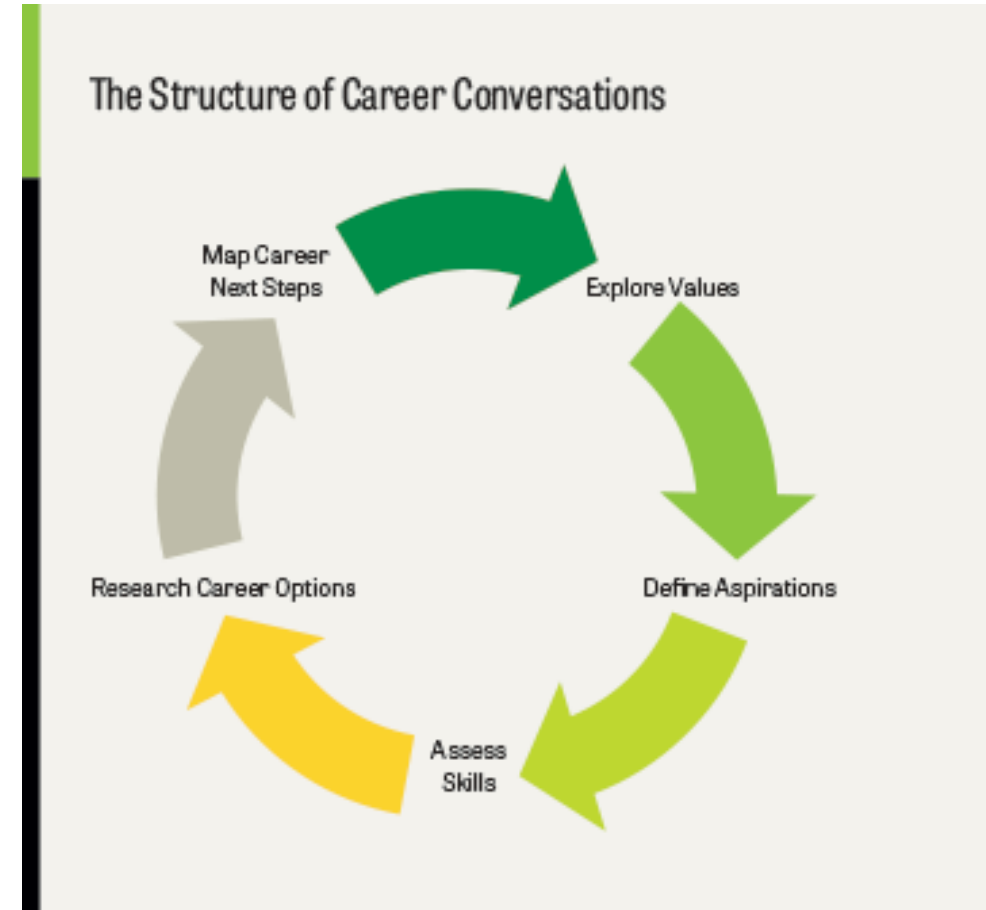


Career Level	Description	Description
1	Executive Leadership	Vision, policy, strategy and direction setting; Enterprise and industry view; Driving organizational goals
2	Senior Leadership	Strategy formulation; Vision implementation; Operational responsibility; Cost and risk management; Enterprise view
3	Management; Principal	Functional, technical or process leadership; Management of multiple teams; High complexity and ambiguity; Tactical responsibilities
4	First Line Management; Principal	Team or technical supervision; Expertise and experience with complex technical activities; Project management and consulting
5	Professional, Senior	Difficult technical tasks; Implementation experience; Self-sufficiency; Small project responsibility; Limited Technical supervision
6	Technician Trainee, Associate, Administrator	Routine technical tasks; Mostly self-sufficient, Operates under some supervision, Problem-solving

Step 5: Enable Leaders to deliver impactful Career Discussions

47% of organizations provide managers with career management training

41% of employees rate their managers as holding effective career management discussions.



Source: www.atd.org

Step 6: Automate and Empower Employees to Own their Careers

MyCo

JOBS MATCH PATH BUILDER PATH FINDER ROLE SEARCH

Location: All, Austin, Texas, New York, New York, Telluride, Colorado

Team: Accounting, Engineering, Marketing, Sales

Business Area

Job Grade

Match Selection: Job Role, Skills

Past Role:
Title: Marketing Assistant
Dept: Marketing
Skills Gained: 12
Time in Role: 2.5 Years
Rewards Attained: 220

2 Employees in Role (Snr. Product Manager)
Mayhem Winters
Gecko Wood

1 Vacancy
Marketing/Snr. Product Manager
IT/Snr. Product Manager

33% Match Analysis
Personal Effectiveness
Adaptability
Flexibility

Product Management
Competitive Analysis
Feature Analysis
Product Roadmap

Leadership Management
Integrity

Online - Chat with us

TalentGuard

Select Start Role Select End Role Select Filter Select a Path

PATHS FOUND BETWEEN LEAD CLAIM PROCESSING TECHNICIAN AND CLAIM PROCESSING SUPERVISOR

STEPS	DURATION	STEPS	DURATION	STEPS	DURATION
1	18m	3	48m	5	72m

PATH OVERVIEW

Title	Match %	Duration	Gap Report
Claim Representative	50 %	0 yrs 6 mths	
Senior Claim Representative	50 %	0 yrs 6 mths	
Claim Processing Supervisor	89 %		

Senior Claim Representative Claim Processing Supervisor

Lead Claim Processing Technician

SAVE PRINT DELETE

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TalentGuard

Cancel EJA as Flo Progressive

Career Advice

HOME

View all Assessments Career Development Series Career Discovery Career Pathing Coaching Compensation Competencies

Coworkers Diversity Employee Engagement High Potentials Human Resources Interviews Management Networking

Performance Management Personal Branding Resume Skill Development Succession Planning Work/Life Balance

Expand Your Knowledge and Talents
Report Six: Acquire New Skills To Become Proficient In Your Career
Career Development Series / By Linda Ginac

Develop a Career Roadmap
Report Five: Gain The Competencies Required For Success
Career Development Series / By Linda Ginac

Select the Perfect Career
Report Four: Select The Ideal Career Based On Research and Insight
Career Development Series / By Linda Ginac

Investigate Career Choices
Report Three: Open Your Mind To The World of Career Possibilities
Career Development Series / By Linda Ginac

Understand Career Possibilities
Report Two: Learn How Your Talents Fit With Different Careers
Career Development Series / By Linda Ginac

Identify Career Issues & Goals
Report One: Explore Issues and Factors Influencing Your Career Decisions
Career Development Series / By Linda Ginac

Crucial Conversations

Why Should You Invest in Talent Management?

Transition and Reflection

Online - Chat with us

To Sum it up....

1. Provide a compelling business case for why career management must be addressed.
2. Define what success should look like and use this vision to create new solutions.
3. Obtain sponsorship and the necessary supports (technology investments, manager and employee training, design of new career architecture).
4. Link the career pathing initiative to strategic workforce planning and anticipated pipeline gaps, especially for mission-critical roles.
5. Demonstrate and celebrate career development progress.





Learn More

TalentGuard's Career Pathing software changes the paradigm for career progression in the 21st century by enabling employers to establish clear strategies for how talent can grow from within.

- **Fuel employee enablement** by recommending career paths, job enhancement, vacancies and job rotations aligned to skills, goals and aspirations.
- **Empower leaders** by helping them coach and support employees with meaningful conversations as they navigate the organization.
- Build a workforce around **organizational engagement** which gives companies a competitive advantage.

info@talentguard.com