

CAREER PATHING

An Overview & Tips for Implementation

Talent management experts understand the importance of ensuring that top performers progress through their organizations to maintain a competitive edge. Great leaders understand the importance of employee engagement as a key driver of retention. Let's look at some facts:

- One study indicates that 70% of the factors that attribute to retaining top performance are related to **leadership** and **engagement** (2006, Human Capital Management).
- A recent Gallup Poll cited the need for employees to **have interesting job responsibilities** and a **clear growth pattern** as a driver of longevity.
- With job abandonment on the rise – one study showing 1 out of every 3 voluntary terminations in the quick service restaurant industry (People Report, 2006 SULEP) – leaders must be called upon to **clearly show employees the career opportunities** that exist within their organization and what it takes to achieve more responsibilities and career progression.
- Organizations with a **formal communication vehicle** for open restaurant management position had 18% less turnover than organizations with no formal communication (People Report, 2006 SULEP).

The solution leading companies have discovered is called Career Pathing. This dynamic process enables **leaders to engage** their employees in **interesting job responsibilities**, architect a **clear growth pattern**, and **show employees career opportunities** through **formal communication channels** how they can realize their future within the organization. This is a winning combination of many successful organizations.

What are the critical elements of Career Pathing?

- A visual map that communicates the career progression available to all employees
- Detailed, high definition competency models and behaviors that outline clear performance expectations
- Competency-based selection and development tools and processes
- Performance management and succession planning tools and processes to measure progress

What are key guidelines to create & implement Career Pathing?

- Ensure all career pathing tools and processes are aligned with the company vision
- Customize the career pathing map to the culture of your organization
- Identify specific, detailed behaviors for each position along the career path
- Include a variety of entry points and alternative routes along the career path
- Use an integrated approach to connect selection, development, performance management and succession planning
- Evaluate an individual's position readiness using benchmarked analyses
- Utilize validated, position-based assessment tools for your career pathing evaluations
- Create developmental plans to help propel individuals along your organizational career pathing
- Understand the types of experiences necessary to be successful in each role along the path
- Plan a comprehensive communications plan to introduce Career Pathing and educate managers on best practices

What are the benefits of a competency-based Career Path process?

- Engages and retains the best talent
- Creates a strong leadership pipeline
- Builds a culture of opportunity
- Creates a competitive advantage through talent

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