

Engaging Careers

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Available at:

<http://www.cipd.co.uk/research/managing-careers-organisational-capability>

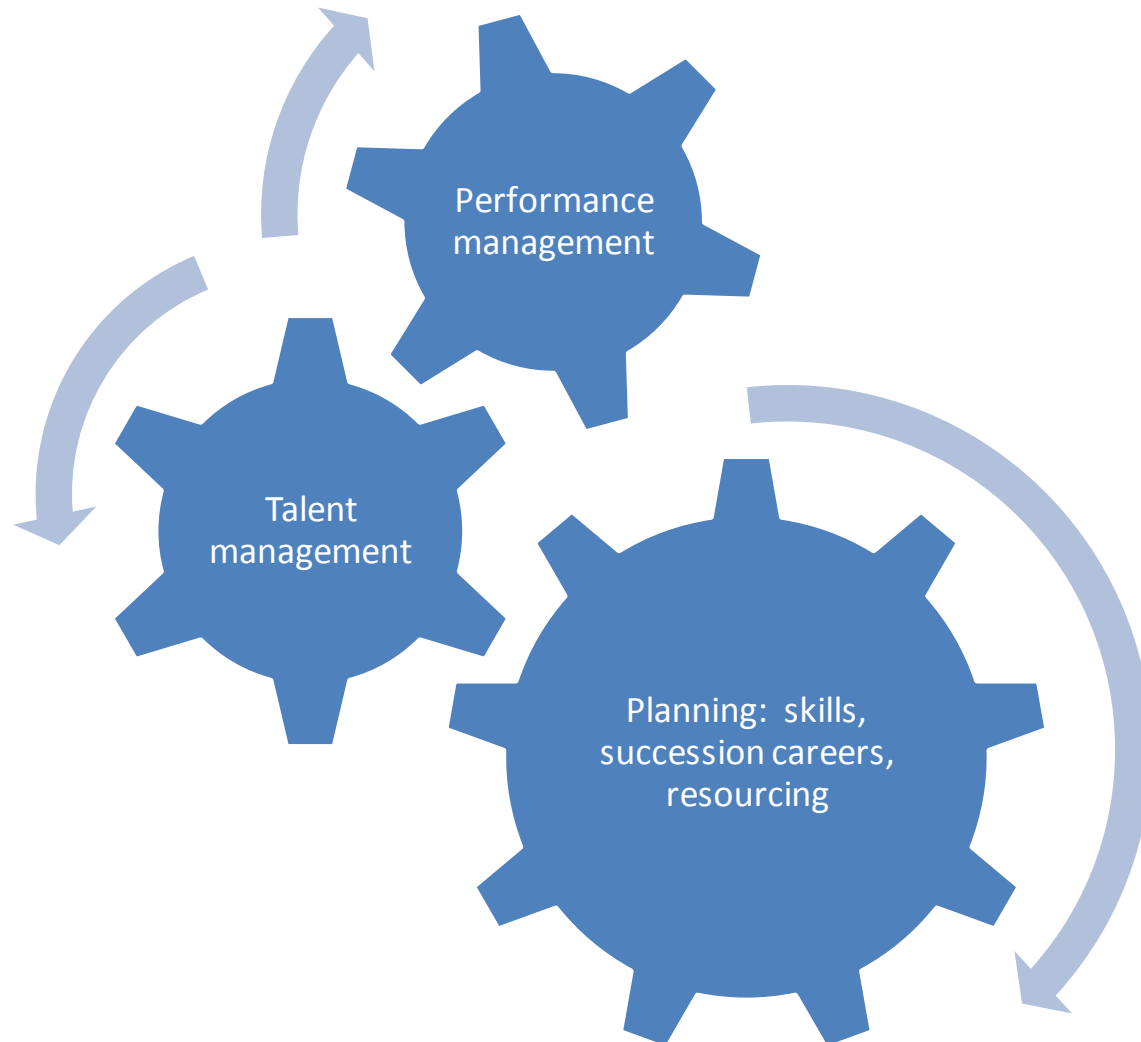


Research insight
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Managing careers for organisational capability

Sustaining talent



Career management research objectives

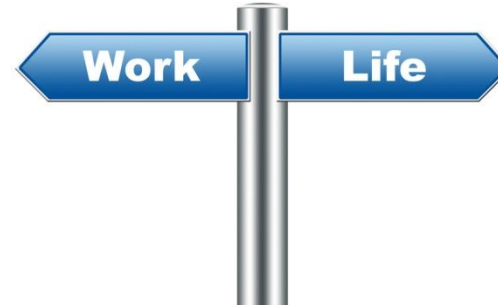


- To identify how career management relates to talent management, learning and development and performance management
- To understand how individuals view career management in terms of their employability and the impact this might have on change management
- To understand the implications of the practice of career management to capability building both within organisations and within wider economy

Objectives of career management



Career Expectations



Expectations influenced by job market
experience of family and friends

Only 25 % of young people expect to remain
in their current job more than a year with
pay, career opportunity and job satisfaction
the most common reasons for moving.

Evidence that people might be prepared to
sacrifice an element of career progression
for career sustainability

Managers do not always fully
understand the career expectations
of workers, particularly the young
which can lead to frustration and
low retention.

Career management and Change



Managing change a key objective

Large minority of senior managers fail to recognise the role career management can play



Capability building requires employability

Young people are more willing to develop skills than they are always given credit for

Positive Career Factors



- Broad range of experience
- Specific experience in the field
- Gaining extra relevant qualifications
- Taking on extra work responsibilities
- Working in a number of business areas

Negative Career Factors



- Taking a long period of sickness absence
- Declining a promotion
- Taking a career break
- Having an unconventional career history
- Needing time for family responsibilities

Utilisation of skills



- 30% 18-24 and 20% 35-30 years olds trying to move to a job using new skills
- Recruitment and job design still heavily task focussed
- Employers are now always good as specifying their requirements
- Impact of talent management
- Impact of “strengths based” recruitment and job design
- Impact of the employability issue

Key Findings



- Effective career management is broad based
- Evidence of under utilisation of skills
- New attitudes and a new landscape is creating new and diverse career paths
- Capability through career management has implications for job design and skills development
- Organisations need to bridge the gap between employability and employment
- Good career management drives engagement bad career management breeds dissatisfaction

Questions?

Thank you