DataNow®
Powered by: Brandon Hall GROUP

2018 Career Development Study

June 2018

About this DataNow® Snapshot

DataNow® Snapshots provide highlights of Brandon Hall Group research and illustrate how the data can be filtered by organization size, revenue, corporate performance, and more, using DataNow®, Brandon Hall Group's proprietary HCM research tool. This Snapshot features data from the 2018 Career Development Study.

2018 Career Development Study

Most organizations are in the very early stages of their evolution in improving career development, according to the 2018 Brandon Hall Group Career Development Study:

- Half of organizations have less than 10% of their employees on clear and well-communicated career paths.
- Less than half of organizations align the career paths they have developed with any type of competency.
- Less than 20% of organizations support their career and competency development programs with technology.

But a well-designed, well-executed career development program can have a significant impact on business results. Almost two-thirds of respondents said their career development framework helps with talent retention and employee engagement; 57% said it provides a stronger employee value proposition — and this includes organizations whose programs are not optimally developed.

The top barriers to creating career frameworks and career paths for employees are: lack of clear communication in matching competencies to career opportunities (59% of organizations); absence of competencies tied to career paths (51%) and lack of technology or integrated technologies to support career development efforts (46%).

Organizations with career paths aligned with at least one type of competency (core, functional, leadership etc.), are twice as likely to see increased year-over-year employee engagement.

Career coaching can also have a big impact on career development efforts. The research shows that organizations with some sort of career coaching (formal, informal, or both) are more than 3 times more likely to see increased employee engagement than organizations that do not provide career coaching.

The study, conducted April-June 2018, drew 330 valid responses from 32 industries. Two-thirds of responses came from the U.S. and Canada and 22% from EMEA nations.

DataNow™ provides full and unedited responses to most of the survey questions comprising the quantitative study. Question responses can be filtered by company size, revenue, and geography, industry segments and business performance. For more information or assistance, please contact us at **success@brandonhall.com.**

For more information on DataNow® and how to subscribe, visit http://datanow.brandonhall.com/

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Demographics - 2018 Career Development Study

330 Total Responses

39 Countries

- **67%** US/Canada
- **22%** EMEA
- **8%** APAC
- **3%** Carribean/South America

32 Industries

Top 5: Technology/Software (11%), Manufacturing(10%),Education(10%), Consulting(7%), Health(6%) Government(6%)

Small, Mid-Size, and Large Organizations

34%
Less than 500 employees

30%
501-4,999 employees

36%
5,000+ employees

- **27%** Learning/Leadership Development Professional
- **16%** Head of Learning/Leadership Development
- **14%** HR/Talent Management Head
- **14%** HR/Talent Management Professional
- **12%** Executive/Senior Leadership
- **9%** Non-HR/Individual Contributor
- **3%** Technical/Production Role
- **3%** Business Unit Operations Management
- **2%** Talent Acquisition Head or Professional

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Definitions -
2018 Career Development Study

*Small Organizations: Under 500 employees
**Mid-Size Organizations: 500 - 4,999 employees
***Large Organizations: 5,000+ employees

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Research Highlight

These research results, downloaded from DataNow®, are available online and can be filtered by organization size, revenue, industry segment, and geography. Some filtered results are shown in the following slides.

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Questions - 2018 Career Development Study

- How often do you review your career development framework?
- Lease indicate the talent processes that are driven by your career development framework.
- Please indicate the impact your career development framework has on business results.
- Please indicate the elements of a career development framework your organization utilizes.
- Please indicate the goals of a career development framework in your organization (Select all that apply)
- **Please indicate the biggest barriers to creating career frameworks and career paths.**
- **What percentage of your current employees do you believe have clear advancement paths and these paths have been well-communicated?**
- **Please indicate whether career paths are aligned with any of the following competencies (Select all that apply)**
- Has your organization designed ways in which employees can move into different career streams or career levels based on changing personal and professional priorities?
- What types of opportunities do you provide for employees to grow in their current positions?
- **Please indicate the level of career coaching at your organization.**
- Is your cycle for promotion based primarily on an annual performance review?
- What is the average tenure of your employees?
- On average, how long do average employees stay in their current roles?
- What is your organization's annual voluntary turnover rate? (Your best estimate)
- What percentage of your employees identified lack of advancement opportunities as their major reason for leaving?
- During the recruitment process, how would you rate your efforts in matching potential new employees' personal and professional goals with career opportunities within your organization?
- During the tenure of your employee, which best describes how you assess employees' personal and professional goals and how they match with career opportunities within your organization?
- To what extent do you believe that your career development program offers the same level of advancement with respect to age, race, ethnicity, gender, sexual orientation?
- Please indicate which of the following are supported by technology. (Select all that apply)

The data from the questions highlighted in green are featured on the following pages. Each Brandon Hall Group research study contains a standard set of demographic questions used to filter and segment data. For more information on how to access this entire study, e-mail **success@brandonhall.com.**

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Percentage of Employees with Clear, Well-Communicated Career Paths

	Overall	Large ***	Mid-Size **	Small *	High-Performing[1]	Organizations with increased Y-O-Y Employee Engagement
Less than one-tenth	42%	31%	39%	54%	25%	23%
One-tenth to one-fifth	20%	26%	17%	18%	16%	17%
One-fifth to two-fifths	25%	30%	32%	12%	33%	35%
More than two-fifths	13%	13%	12%	16%	26%	25%

[1]High performers are shown through survey results to see overall improvement across these criteria: Employee engagement; Customer satisfaction; Organizational revenue/performance; Voluntary turnover; Organizational productivity.

Descriptors for the data segments can be found on page 4.

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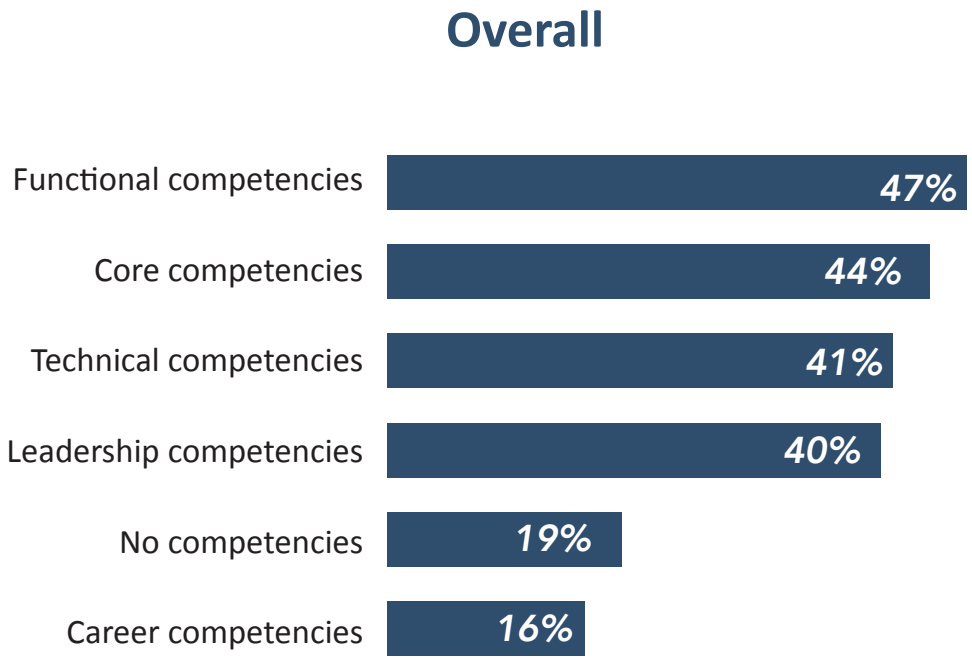
Percentage of Organizations with Career Paths Aligned with Competencies



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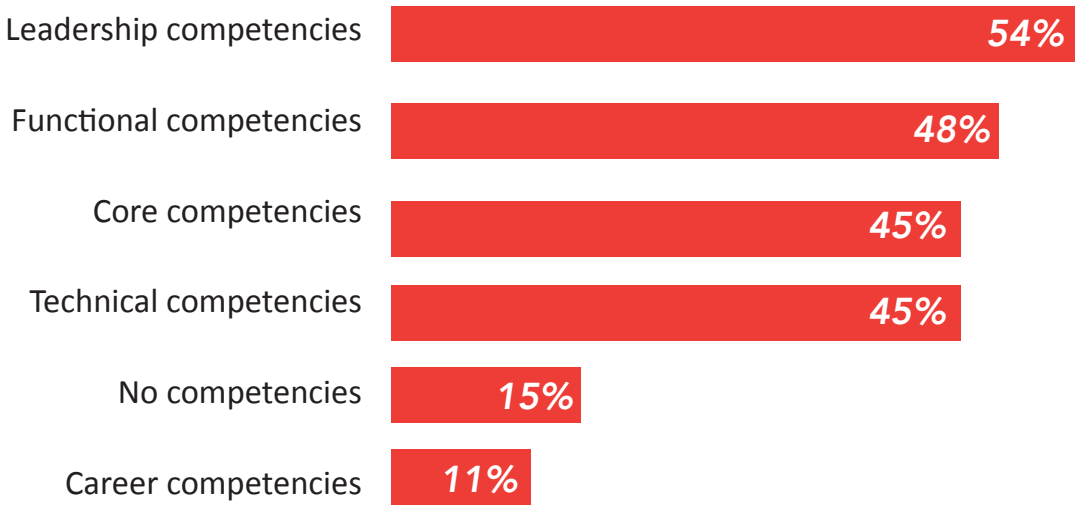
Percentage of Organizations with Career Paths Aligned with Competencies

Large Organizations***



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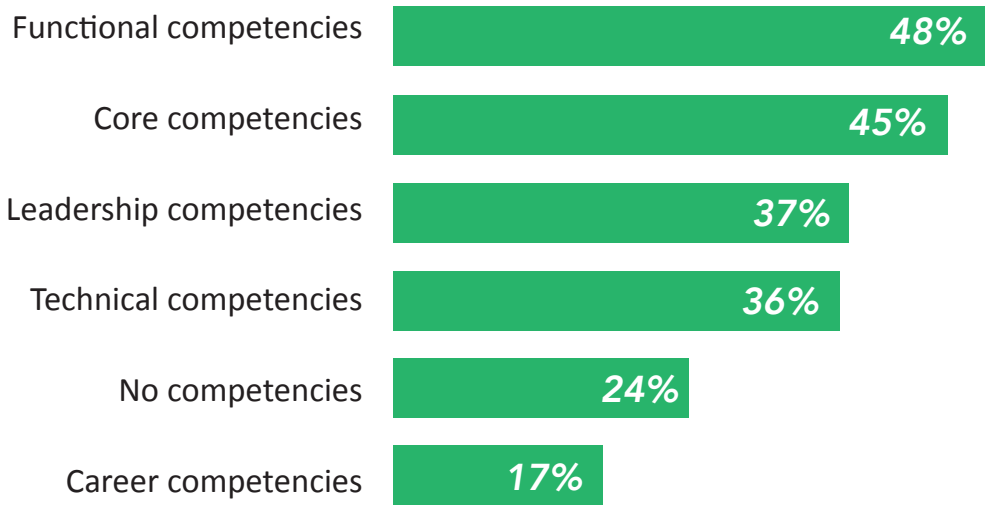
Percentage of Organizations with Career Paths Aligned with Competencies

Mid-Size Organizations**



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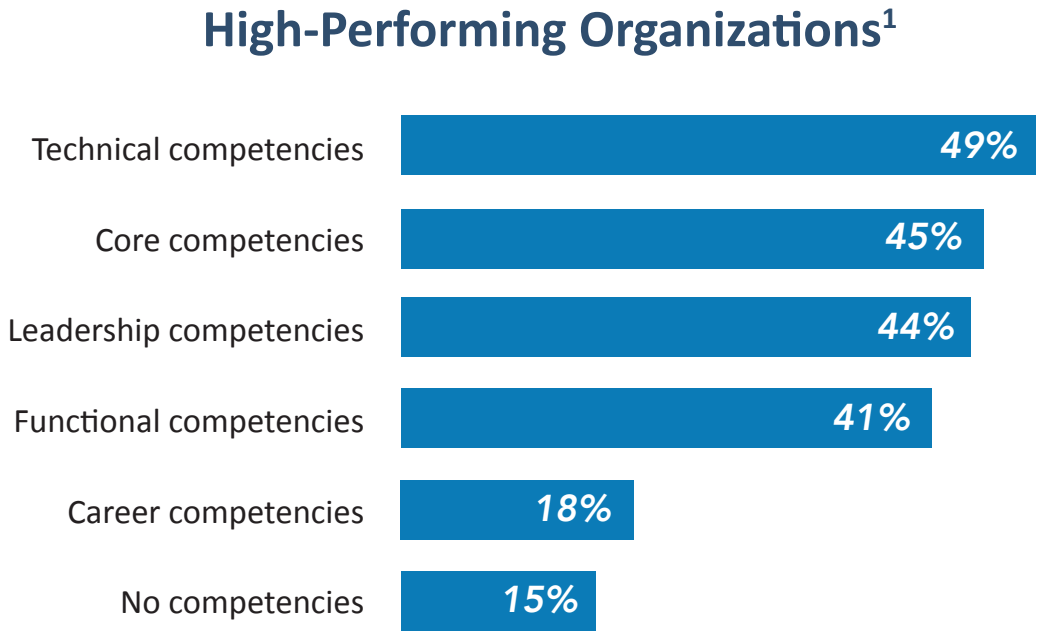

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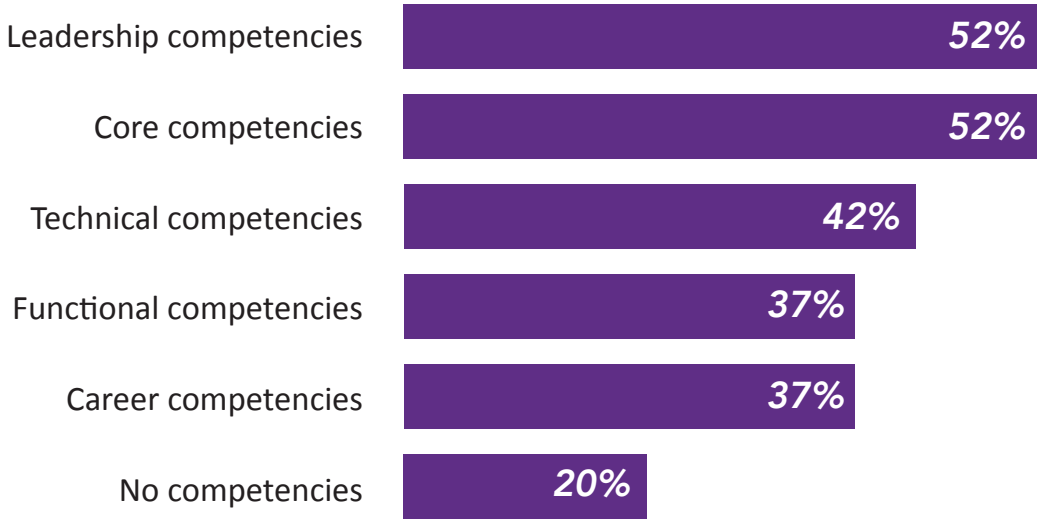
Percentage of Organizations with Career Paths Aligned with Competencies

Organizations with Increased Y-O-Y Employee Retention



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Percentage of Organizations Officer Various Levels of Career Coaching

	Overall	Large ***	Mid-Size **	Small *	High-Performing[1]	Organizations with increased Y-O-Y Employee Engagement
No career coaching	32%	25%	33%	36%	19%	14%
Informal career coaching	48%	52%	46%	47%	48%	49%
Formal career coaching	5%	8%	5%	2%	10%	12%
Formal and informal career coaching	15%	15%	16%	15%	23%	25%

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Biggest Barriers to Creating Career Frameworks and Career Paths

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Biggest Barriers to Creating Career Frameworks and Career Paths

Large Organizations***

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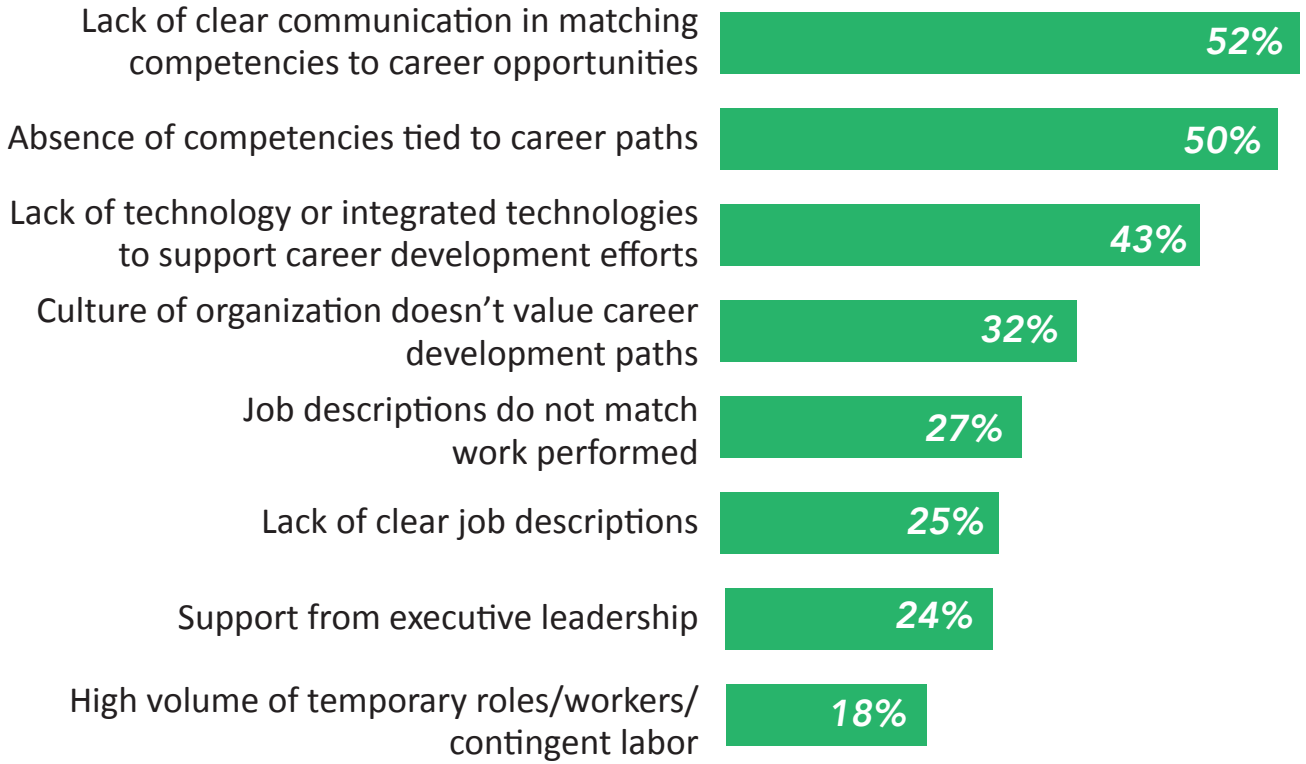
Biggest Barriers to Creating Career Frameworks and Career Paths

Mid-Size Organizations**



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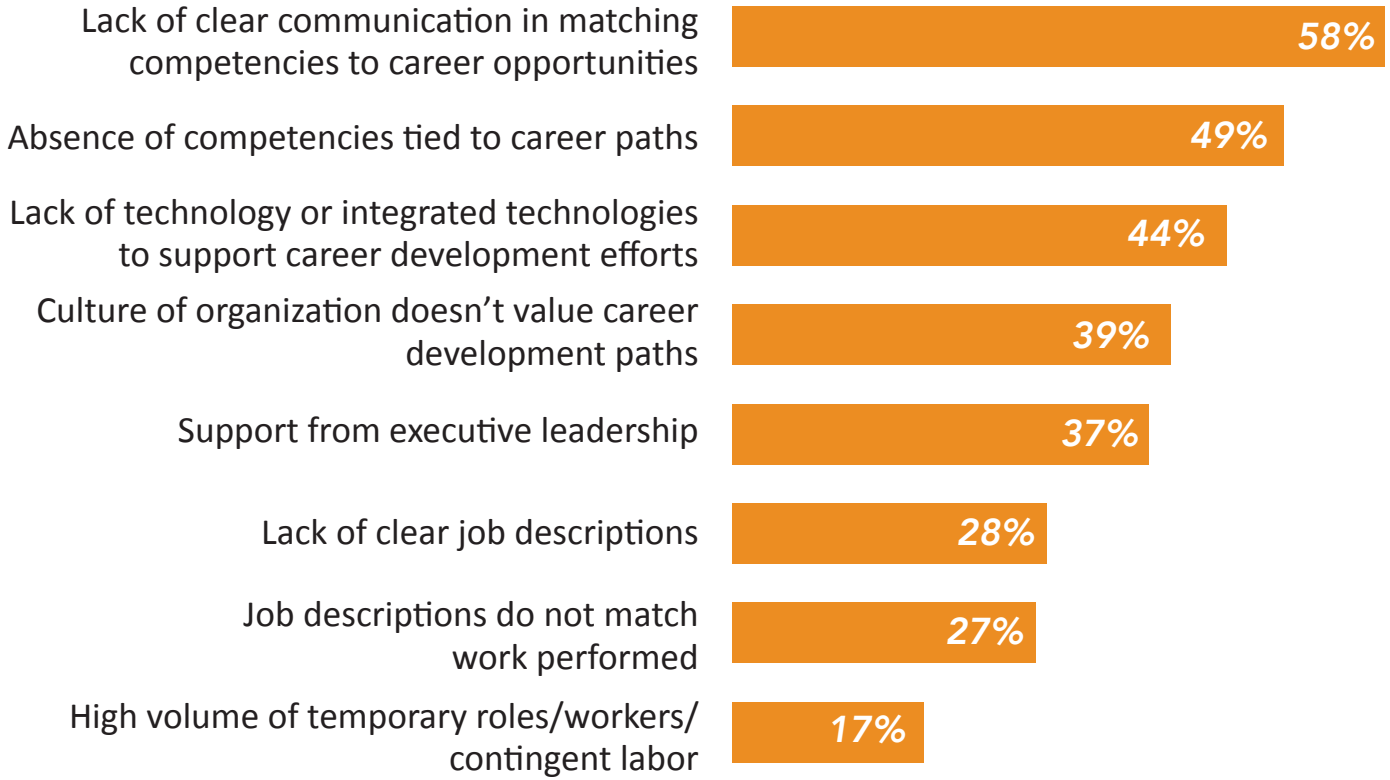
Biggest Barriers to Creating Career Frameworks and Career Paths

Small Organizations*



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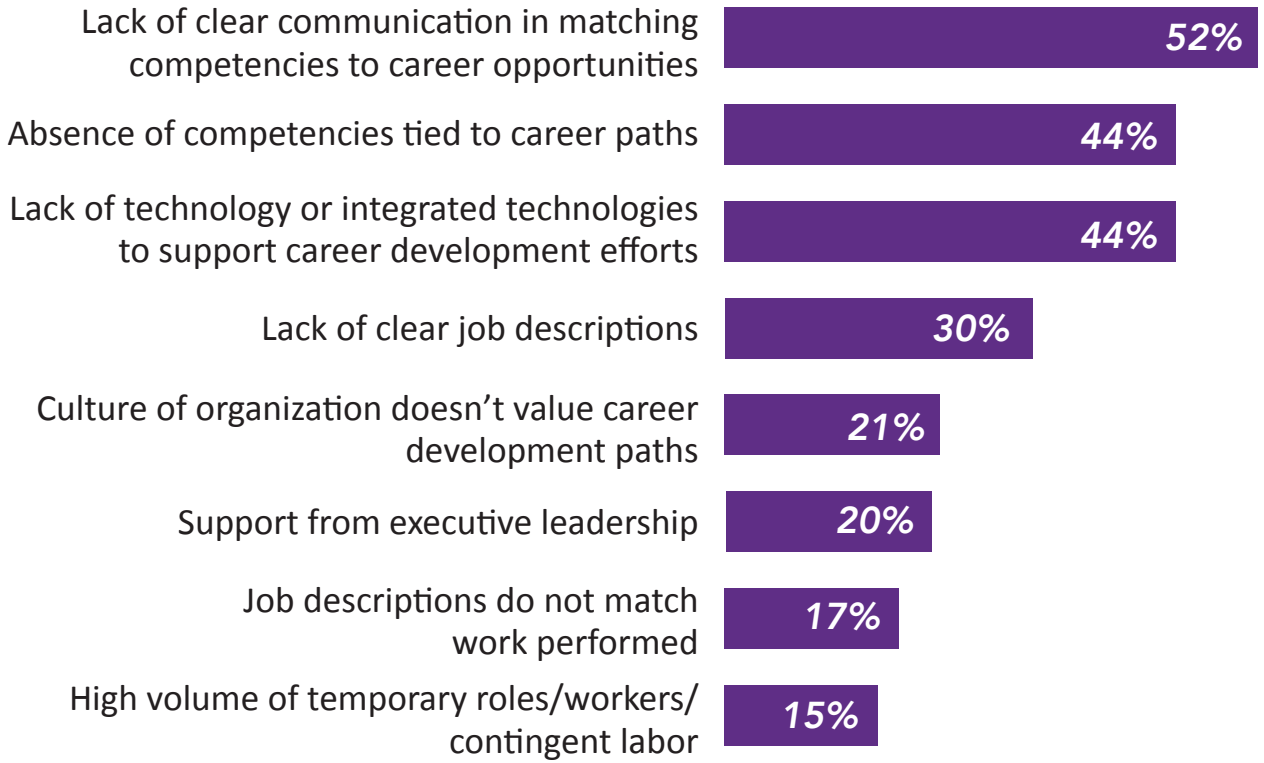
Biggest Barriers to Creating Career Frameworks and Career Paths

High-Performing Organizations[1]



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Brandon Hall Group's Research Methodology

Evaluation of Business and Talent Landscape

We study current trends to hypothesize about how they might influence future events and what effect those events is likely to have on your business. We then prepare a project outline and circulate to executives and practitioners in the particular field for feedback and insights before our research survey is developed.

Quantitative Surveys and Qualitative Interviews

To test our hypothesis, we gather empirical insights through formal and informal surveys. To check assumptions generated from surveys and to add context to the empirical survey data, we talk to Executives, Chief Human Resources Officers, VPs of Talent and other business leaders as well as HR, Learning and Talent Leaders and employees.

Scholarly Reviews and Expert Resident Knowledge

We study and analyze renowned academic research comparing and contrasting their findings to our own and again engage in rapid debate to ensure our findings and analysis stand the tests of business usability. New perspectives are shaped and added as appropriate. Our quantitative and qualitative findings are also shared within our internal research community and rapidly debated in peer review sessions to test validity and practicality.

Market Testing and Emergent Trends

We fortify and validate our initial findings, leading practices and high impact processes within the analyst environment, our own Advisory Board and select other clients and prospects that offer fair assessment of the practicality and usability of our findings, practices, and processes. After studying and analyzing all collected data, we see and document patterns emerging within high-performing companies.

Analytics-Based Reports and Tools Publication

After verifying our position internally, in alignment with scholarly research, and the market and completing rigorous peer reviews, our findings, leading practices and high impact processes are documented and published, made available to our members, in the form of reports, tools and online searchable databases.

Client-Centered Business Goals

Employer Brand	Business Performance	Client Loyalty	Market Leadership

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About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and almost 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insigts for execcutives and practitioners responsible for growth and business results.

Our vision: To inspire a better workplace experience.

Our mission: Empower excellence in organizations around the world through our research and tools each and every day.

Contact us at success@brandonhall.com

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Our Services

GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today's volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization's growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.

GET HELP WITH YOUR HR SERVICES MANAGEMENT & DELIVERY

As described in the employee lifecycle, processes are linked to employee transactional processes (e.g., compensation, benefits, compliance, contingent workforce management, etc.) via workforce planning and analytics.

- Policies/Process/Procedure
- Payroll
- Expense Management
- Benefits & Compensation
- Contingent Workforce Management
- Compliance
- Time & Labor Management

GET CONSULTING HELP WITH…

- Strategy and Planning
- Governance & Business Alignment
- Executive Management
- Team Development
- Measurement & Analytics
- Program Design & Deployment
- Technology Selection, Management & Integration
- Organizational Structure
- Measurement & Analytics
- Change Management
- Budgeting & Forecasting

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