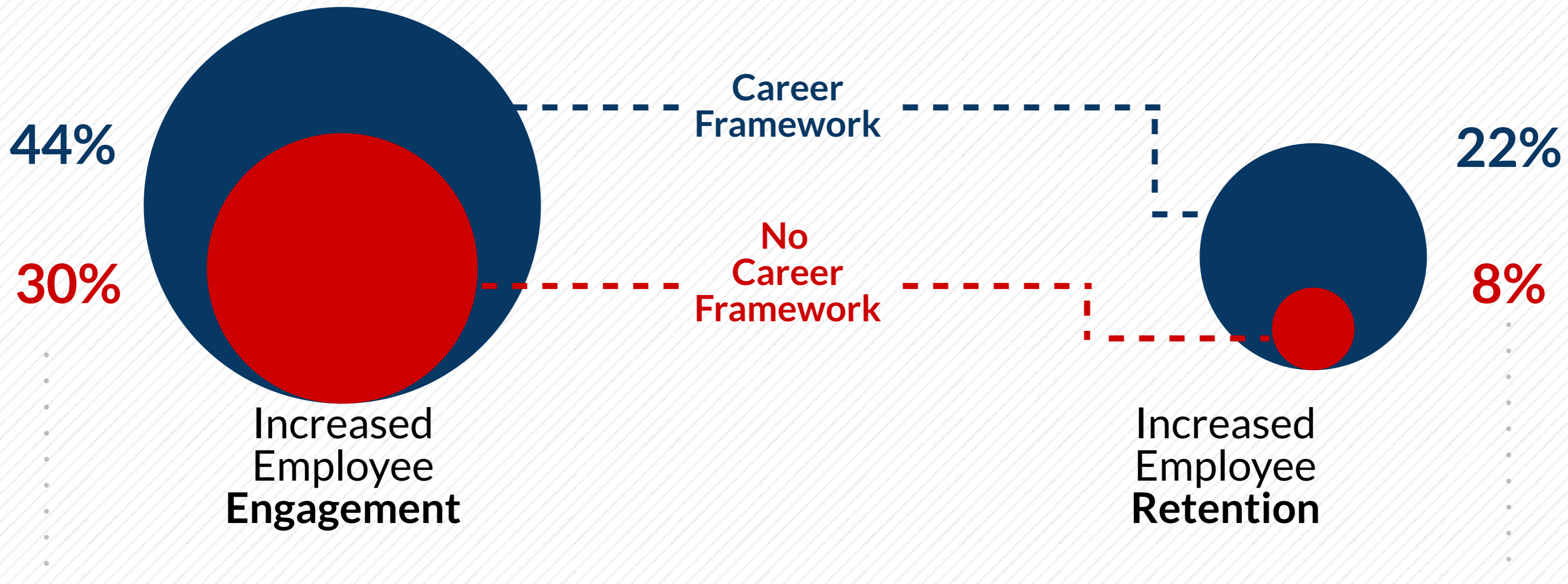


THE BUSINESS IMPACT OF STRONG CAREER DEVELOPMENT PROGRAMS

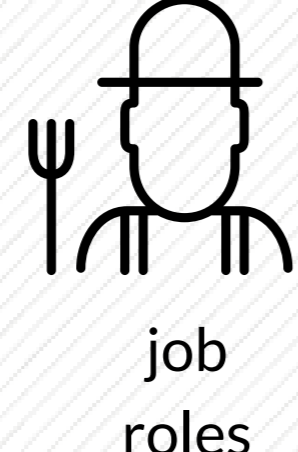
Organizations that manage career development with technology, offer career coaching and have more employees with clear career paths are more likely to see business benefits, especially increased employee engagement and talent retention.

70% of Organizations Use a Career Framework

They are twice as likely to see increased employee engagement and almost four times more likely to see increased employee retention than organizations without a career framework.



*A career development framework consists of four elements –



job roles



job families



career levels

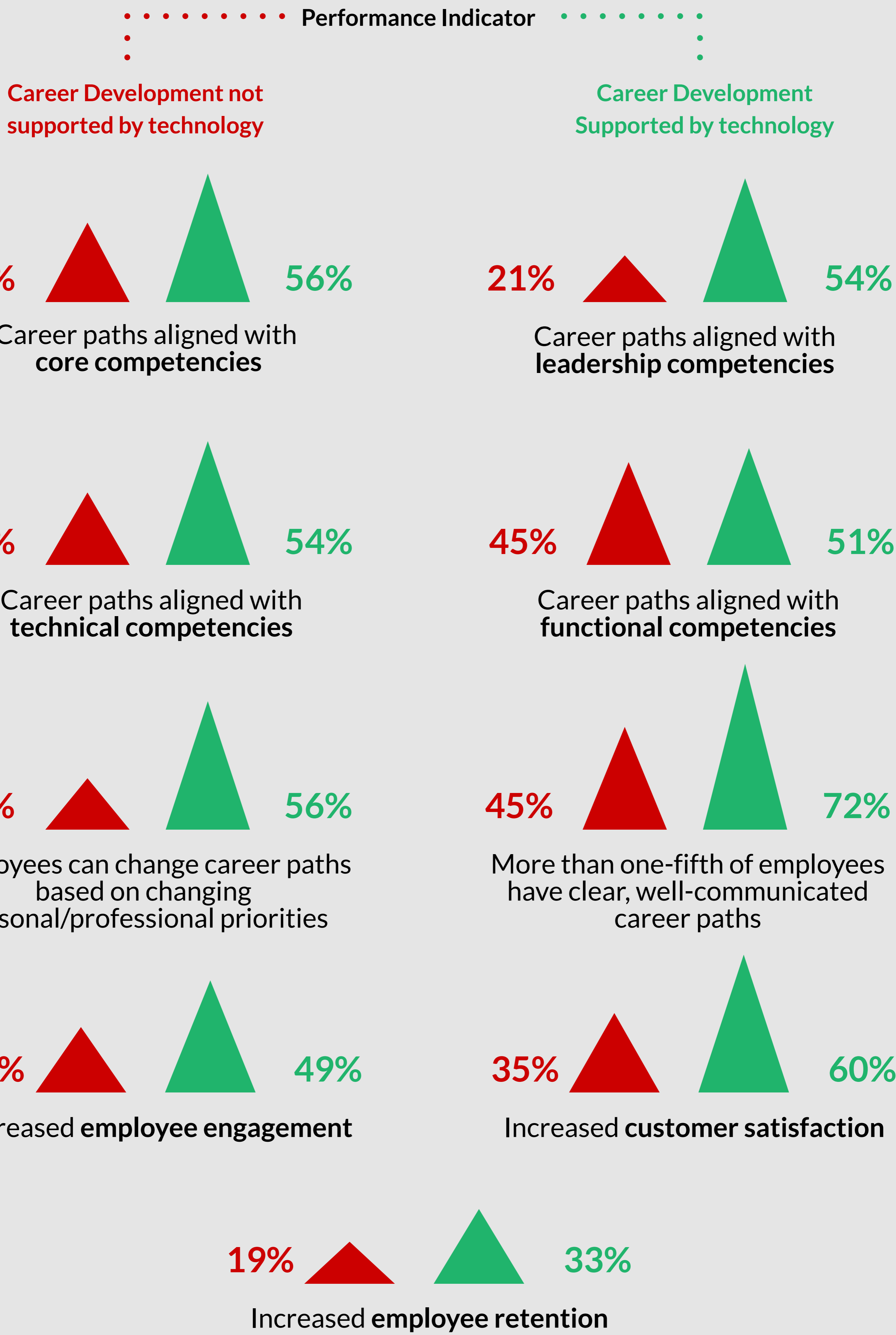


career streams

Most companies do not have all four elements working together.

About 23% of Organizations Use Career or Competency Management Technology

They are better able to align career paths with competencies, and offer flexible career paths based on employees' changing personal and professional priorities. They also have more employees with clear, and well-communicated career paths and are more likely to experience increased employee engagement and retention, and customer satisfaction.

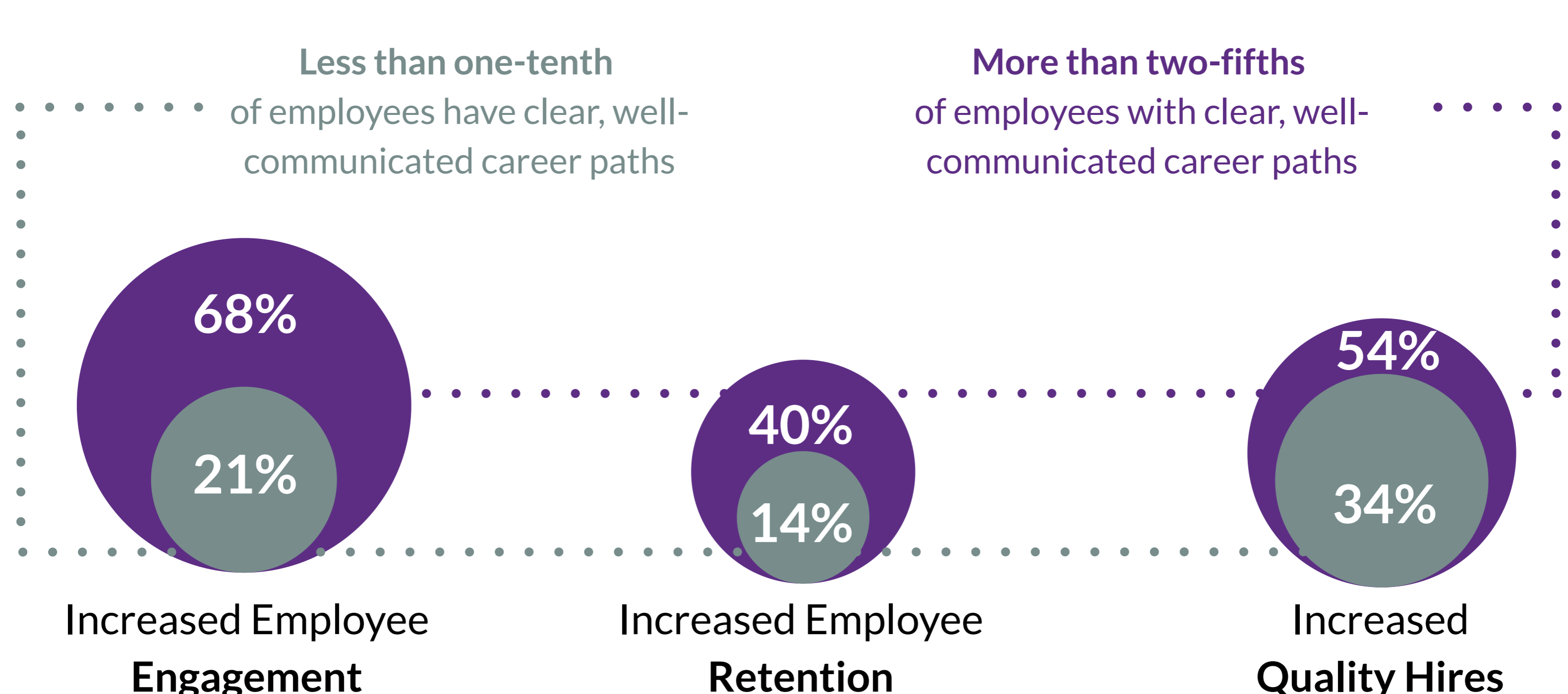


Most Employees Lack Clear, Well-Communicated Career Paths

42%

of organizations say less than one-tenth of their employees have clear, well-communicated career paths. Only 14% of organizations have more than two-fifths of their employees with clear, well-communicated career paths. But those organizations are two to three times more likely to have increased year-over-year employee engagement and retention, and 59% more likely to see a year-over-year increase in quality hires.

Employees with clear, well-communicated career paths



Career Coaching Influences KPIs, Employee Tenure

68%

of organizations provide some level of career coaching – though most of it is informal. But organizations with formal and informal coaching are more than three times more likely to see increases in employee engagement and retention and twice as likely to have an average employee tenure of more than 7 years.

