

Assessing Your Career Development Program

Tool to Use



Brandon Hall Group Research Team

Table of Contents

Demographics - 2018 Career Development Study	3
Overview	4
Career Development Framework	7
Alignment between Competencies and Career Development Framework	8
Career Coaching	9
Matching Employee Goals with Career Opportunities	10
Employee Development Opportunities	11
Online Self-Service Career Center	12
Elements Used in Career Development Framework	13
Career Paths	14
Career Development Technology	15
Career Development Governance	16
Brandon Hall Group Career Development Maturity Scale	17
About Brandon Hall Group	18
Authors and Contributors	18

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

Overview

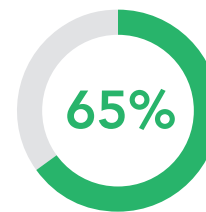
Career development is a vitally important journey for employees and employers.

For employees, career development defines their work identity and income potential, and significantly impacts their lifestyles.

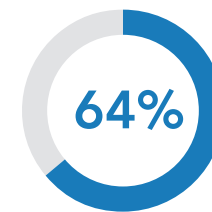
For a majority of employers, career development impacts employee engagement and retention, and the strength of their employee value proposition, according to Brandon Hall Group's 2018 Career Development Study. It also drives key talent processes such as learning and development, performance management, talent management and career pathing.



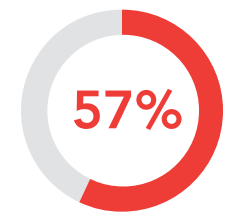
Biggest Impact of Employers' Career Development Framework on Business Results



Higher talent retention



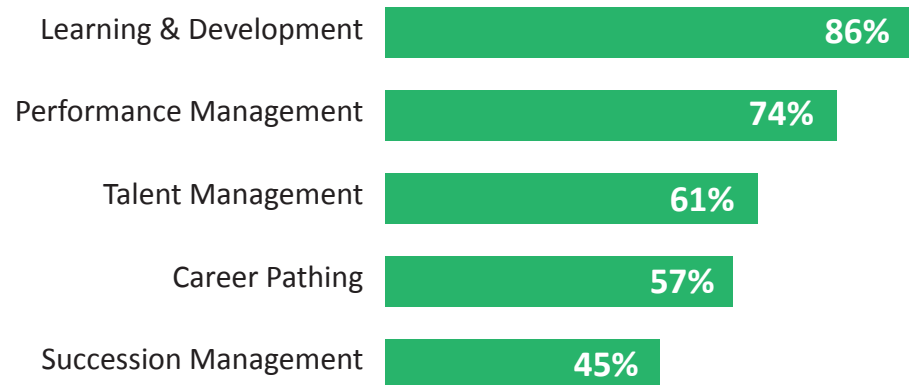
Higher employee engagement



Stronger employee value proposition

Source: 2018 Brandon Hall Group Career Development Study

Top Talent Processes Driven by Career Development



Source: 2018 Brandon Hall Group Career Development Study

Importance is usually accompanied by complexity, and that is certainly the case with career development. While career development is often considered a single subject, it is actually a collection of conditions, strategies and processes that must work in harmony to be effective. These include:

- A framework that defines and describes job roles, job families, career levels and career streams.
- Clear, flexible and well-communicated career paths.
- Competencies aligned with career paths.
- Performance management aligned with competencies and career paths.
- Coaching and mentoring.
- Enabling technology.
- Workforce planning.
- High-potential development and succession management.
- An assessment program.
- Rewards and recognition.
- A supportive corporate culture that embraces diversity and inclusion.
- A recruiting and onboarding program aligned with all of the above.

This, of course, is difficult to achieve. While 70% of organizations have a formal career development framework of some kind, many organizations do not use all elements of the framework.

Use of Career Development Framework Elements



Job/Role

A specific point in a career journey, characterized by a combination of job-specific requirements within a job family, career level and career stream



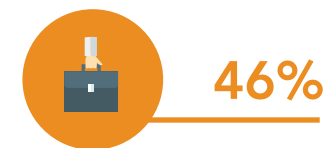
Job Families/Sub-families

Major professional areas (i.e., Sales, IT, Finance, Operations)



Career Levels

These are the hierarchical position of jobs within a career stream. It describes the major changes in job scope and responsibilities and should be consistent across job families.

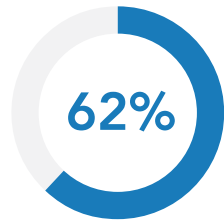


Career Streams

Career types characterized by unique responsibilities. They typically include Executive, Management, Professional, Technical, Support.

Source: 2018 Brandon Hall Group Career Development Study

Most organizations have only a small percentage of employees with clear, well-communicated career paths:



of organizations have less than one-fifth of employees with clear career paths.



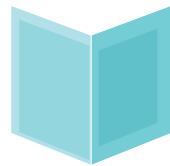
of organizations have more than half of employees with clear career paths.

Most organizations have the best of intentions for career development and many offer a variety of opportunities for employees to grow:



66%

Cross-functional team/project work



54%

Support formal education outside the workplace



52%

Stretch assignments



42%

Job rotations



40%

Certifications

But without a complete career framework and well-defined, aligned strategies, it is difficult to create and sustain a career development program that consistently drives employee engagement and retention. This tool, developed based on results from the 2018 Brandon Hall Group Career Development Study, helps organizations assess the maturity and effectiveness of their career development program in comparison to organizations in the research study. Take the self assessment on the following pages and then add up your score to see how you are.

Question 1

How often do you review your career development framework?

We don't have a career development framework. 0	We don't regularly review our framework 1	We review our framework at least once a year 2	We review our framework at least twice a year 3	As often as necessary depending on business needs 4
--	--	---	--	--

Highest Possible Points

4

Points for Question 1: _____

What the Score Means

Among organizations that have a career framework, an annual review is most common. Through our research, Brandon Hall Group believes that the framework should be reviewed as often as necessary to stay aligned with the business. Annual might be fine if there are no significant changes in the business, but if there is a strategy change, acquisitions, divestments, layoffs or other significant events, the best practice would be to work to adjust the framework as needed.

Question 2

Which of the following competency types is your career development framework aligned with?
(Select all that apply)

There is no competency- framework alignment (because we don't have a framework or there is simply no alignment)	0	Career competencies.	1	Core competencies	1	Function and/ or technical competencies	1	Leadership competencies	1
Highest Possible Points					4				

Points for Question 2: _____

Cumulative Points: _____

(Add points from Questions 1,2)

What the Score Means

The research shows that organizations that align career frameworks with competencies get the best business results. The more competency types that are aligned with the framework, the better the career development process works.

Question 3

What level of career coaching does your organization provide? *(Select all that apply)*

We do not provide career coaching of any kind 0	We provide informal career coaching 1	We provide formal career coaching that is one-on-one in-person 1	We provide formal coaching that is virtual either through an internal or third-party provider 1	We provide live formal coaching in a group setting 1
--	--	---	--	---

Highest Possible Points **4**

Points for Question 3: _____

Cumulative Points: _____

(Add points from Question 3 to points from Questions 1,2)

What the Score Means

The best approach to career coaching, according to the research, is provide it both formally and informally. The data shows the career coaching is vitally important to employee engagement, retention and business metrics. So the more an organization can integrate coaching into its career development program, the better.

Question 4

To what extent do you assess employees' personal and professional goals and match them with career opportunities within your organization? *(Select the answer that best matches your situation)*

Never/seldom 0	On an ad hoc basis as we have time or a situation presents itself 1	At least annually during the performance management process 2	Once or more annually in a meeting/discussion separate from the performance appraisal process 3	On a regular basis in coaching or continuous performance development conversations 4
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Highest Possible Points

4

Points for Question 4: _____

Cumulative Points: _____

(Add points from Question 4 to points from Questions 1-3)

What the Score Means

The research shows that career development can improve an organization's Employee Value Proposition. But for that to happen, employees need to feel they have opportunities and that the organization is focused their development. So the more communication between organization and employee on personal and professional goals the better, so we award the most points here for organizations that have these kinds interactions/conversations on a regular basis.

Question 5

What types of opportunities do you provide for employees to grow in their positions?
(Select the answer that best matches your situation)

We don't offer any type of organized activities beyond their normal work	0	Job rotations	1	Stretch assignments	2	Certifications	3	Cross-functional team project work	4
--	---	---------------	---	---------------------	---	----------------	---	------------------------------------	---

Highest Possible Points

4

Points for Question 5: _____

Cumulative Points: _____

(Add points from Question 5 to points from Questions 1-4)

What the Score Means

Learning is best when it is contextualized and personalized, so organizations that offer a variety of learning opportunities to match employee preferences and various situations get the most points.

Question 6

Do you have an online self-service career site where employees (and external job candidates) can explore career paths and development opportunities?

<p>We don't have such a site and have no plans for one</p> <p style="text-align: right;">0</p>	<p>We have just launched one or are about to launch one within the next 3-6 months.</p> <p style="text-align: right;">1</p>	<p>Yes, but it does not get a lot of traffic</p> <p style="text-align: right;">2</p>	<p>Yes, and it has been up and running for more than 1 year and traffic is high</p> <p style="text-align: right;">3</p>
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Highest Possible Points

3

Points for Question 6: _____

Cumulative Points: _____

(Add points from Question 6 to points from Questions 1-5)

What the Score Means

The employer should not be fully responsible for career development. Employees must take ownership of their own careers, but to do that they must have tools in place, such as a self-service career site where they can explore career paths and learning opportunities. Organizations that have a well-developed site show a stronger commitment than those that don't.

Question 7

Please indicate the elements of a career development framework your organization utilizes.
(Select all that apply)

We do not have a career framework	0	Job/role (Specific point in a career journey with specific job requirements)	1	Job families (Sales, IT, Finance, etc.)	1	Career Levels (VP, Director, Manager, Individual Contributor, etc.)	1	Career streams (Executive, Management, Professional, Technical, Support, etc.)	1
Highest Possible Points						4			

Points for Question 7: _____

Cumulative Points: _____

(Add points from Question 7 to points from Questions 1-6)

What the Score Means

Our research shows that most organizations have some sort of career framework, but only have certain elements, not a fully developed framework that includes job/role, job families, career levels and career streams. Organizations with more framework pieces in place have a more mature development process.

Question 8

What percentage of your current employees do you believe have clear advancement paths and these paths have been well-communicated?

None	0	1-10%	1	11-20%	2	21-30%	3	More than 30%	4
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Highest Possible Points

4

Points for Question 8: _____

Cumulative Points: _____

(Add points from Question 8 to points from Questions 1-7)

What the Score Means

The research showed that even the organizations with the strongest commitment to career development only report that 40-50% of their employees had clear and well-communicated career paths. That shows that employers have a lot of work to do in this area. We award more points for having more employees with clear and well-communicated career paths.

Question 9

Does your organization use a technology solution - either as part of a suite or as a point solution - to manage career development?

No 0

Yes 1

Highest Possible Points

1

Points for Question 9: _____

Cumulative Points: _____

(Add points from Question 9 to points from Questions 1-8)

What the Score Means

The research clearly shows that organizations that use a technology solution to manage career development get stronger results, both in terms of clear career paths for more employees and increased business metrics such as employee engagement and retention. The research shows that only 23% of organizations utilize this type of technology.

Question 10

Do you have a governance team that actively plans and coordinates career development services, including alignment with learning opportunities, performance management, high-potential identification, competencies, leadership development, diversity & inclusion, hiring/onboarding, rewards/recognition, and/or other talent processes?

No

0

Yes

1

Highest Possible Points

1

Points for Question 10: _____

Cumulative Points, Q1-10: _____

What the Score Means

Career development does not exist in a vacuum. There should be alignment with business goals, competencies, learning opportunities. It drives performance management, succession management, and more. To effectively manage career development of employees, an organization must have some sort of governance structure that involves a diverse array of stakeholders .

See next page to see where your organization sits on the Brandon Hall Group Maturity Scale.

BRANDON HALL GROUP CAREER DEVELOPMENT MATURITY SCALE

0-12 points

Lagging. No strategy around career development. Few, if any, tools in place for employees to understand their career opportunities and develop their skills. Low employee engagement and retention is likely.

13-21 points

Emerging. Has some programs in place to help employees understand career opportunities and develop their skills, but mostly on an ad hoc basis.

22 to 27 points

Developing. Has developed a career development strategy, has a career framework in place and is working toward a fully developed program that includes clear development paths for employees and tools to help them reach their goals.

28 to 33 points

Leading. A fully formulated career development strategy, aligned with business goals, in which a larger than average percentage of employees have clear career and well-communicated career paths aligned with competencies and tailored learning opportunities. Some sort of career coaching program is established.

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 insights for executives and practitioners responsible for growth and business results.

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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.



PLAN



ATTRACT



DEVELOP



PERFORM



RETAIN



OPTIMIZE

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