



Creating a More Capable and Mobile Workforce

2022

In this research summary, you will learn:

1

How organizations rate themselves in terms of career development maturity

2

The usage of technology to assist in career and skill development

3

The most common restraints on developing a more capable workforce

4

How often organizations are able to link business objectives with career development programs

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Executive Summary

Employees are increasingly being trusted to manage their own schedule and workload, and so it should come as no surprise that they also expect some self-direction when it comes to personal and professional development and advancement. Organizations must explore dynamic and multiple pathways for employees to advance, but also stand to gain by discovering and assessing skills across the enterprise, accelerating skill and competency development, and motivating their employees to advance.

Organizations can achieve these goals by taking a three-pronged approach: using employee-centric technology adapted for

a mobile workforce, building processes that allow for more employee self-service in skill development and career progression to improve engagement, and applying robust data collection and advanced analytics to create a more proficient and unbound workforce aligned with organizational goals.

The near future will only require more adaptability and self-reliance on the part of all employees: in-office, remote, or hybrid. Organizations that seek to create a more capable and mobile workforce should enable their employees to become more adaptable, which will only increase their own organizational agility.

KEY QUESTIONS INCLUDE:

What resources, in terms of time and budget, can be allocated to improving employee skill development and mobility?

Who is accountable for maintaining and improving employee capabilities and internal movement?

What technology exists within the organization to help improve employee skill development and mobility?

How will the future needs of the workforce affect the skills and capabilities being developed for today?

Which metrics are most useful when determining the effectiveness of employee skill development practices?

Current State

Both the workforce and workplace have changed drastically in the last few years. Organizations must explore new and sometimes untested ways to allow their employees to advance even in this new environment. Although the fundamental concepts of discovering and assessing skills across the enterprise are still at the core of creating a more capable and mobile workforce, new ways of accelerating skill and competency development are now being used.

However, most organizations (61%) are still in the early stages of creating more formalized career development program:

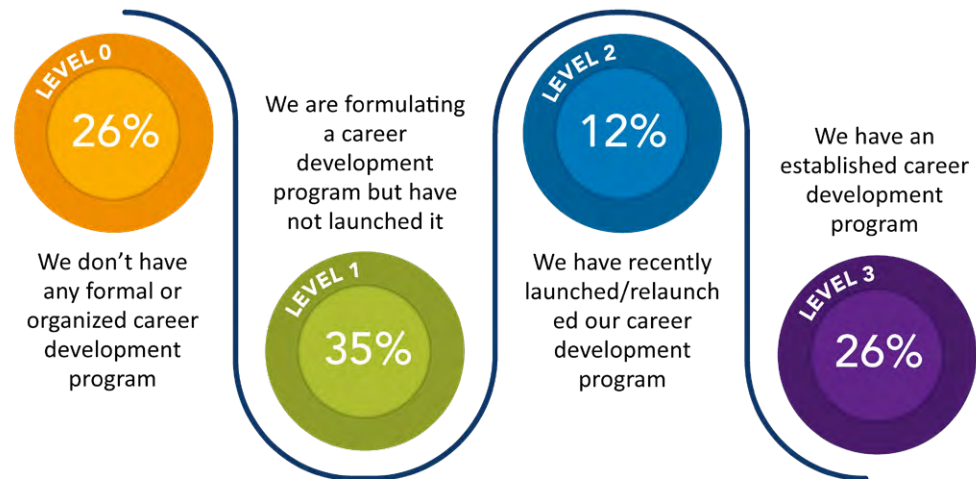
1 in 4

organizations (26%) are at Brandon Hall Group's **Level 0**: "We don't have any formal or organized career development program."

1 in 3

organizations (35%) are at **Level 1**: "We are formulating a career development program but have not launched it."

Which of the following best describes the overall maturity of career development at your organization?



To what degree do you use HCM technology to support your career development program?

15%

Fully support

62%

Somewhat support

23%

Do not support

Source: Brandon Hall Group

Complexities

Aside from the most common obstacle (a lack of budget/resources), two major other complications plague organizations looking to increase the capabilities of their workforce:



a lack of
career paths



a lack of
career coaches

These two obstacles, a lack of options and a lack of internal or external support, show that increasing employee capabilities is not a high priority in many organizations.



Organizations must make internal mobility a priority, and one of the ways to do that is to improve access to coaching, mentoring and peer-to-peer feedback, which one in four organizations (24%) rated themselves as very poor at doing.

One in five organizations (21%) felt they needed to drastically improve their ability for employees to experience potential roles through stretch assignments, job rotations, and participating on teams, all of which are excellent ways of overcoming other resource challenges.

Please indicate the barriers to improving your employee skill development and mobility programs



Which best describes your organization's current situation as it relates to investing in your skills development technology?



Source: Brandon Hall Group



Consequences

Creating a highly-skilled, mobile workforce should not be an aspirational goal, instead it should be seen as a necessity to compete in the current global market.

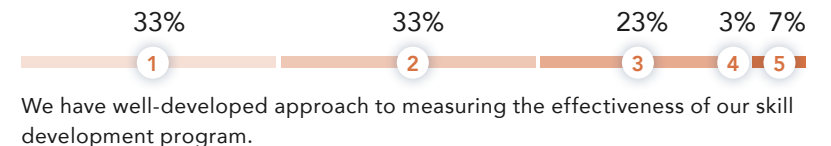
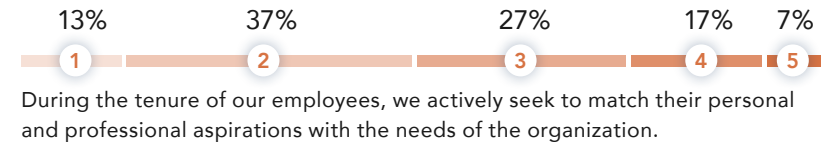
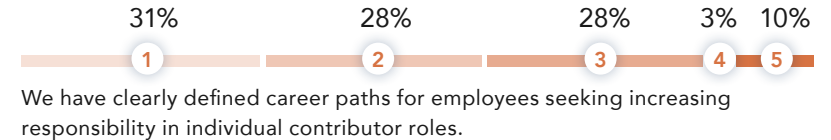
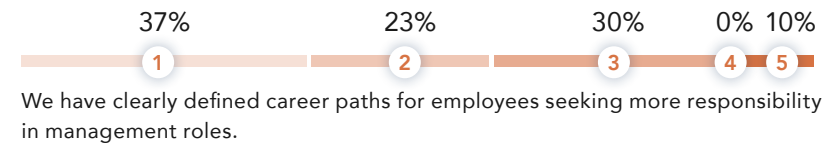
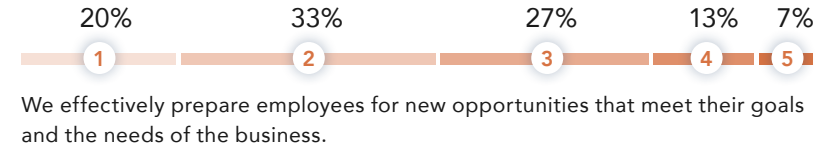
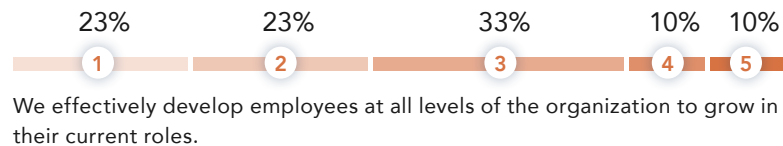
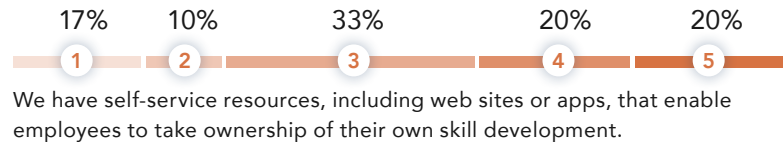
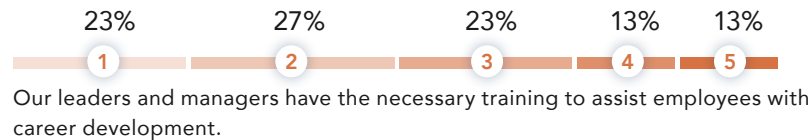
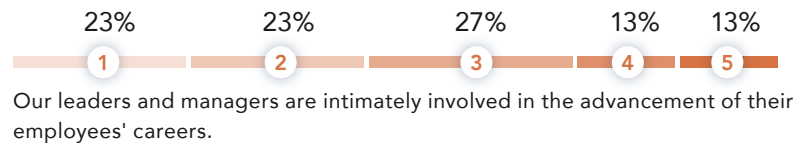
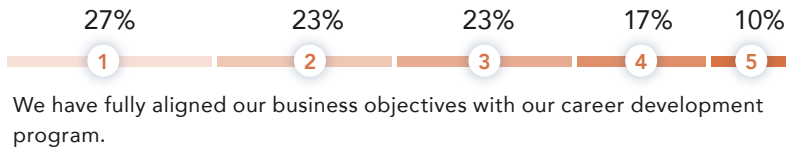
As it stands now,
<1 in 10
organizations

believe that they effectively prepare employees for new opportunities that meet employee goals and the needs of the business.

Creating a more capable workforce is about more than retaining employees, its helping to engage the workforce with meaningful work, and again less than 10% of organizations actively seek to match their employee's personal and professional aspirations with the needs of the organization.

Please indicate your level of agreement with the following statements regarding career development on a scale of 1 to 5

1 Strongly disagree Strongly agree 5



Source: Brandon Hall Group

Critical Questions

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Brandon Hall Group POV

Think creatively when it comes to career pathing

Personal and career growth are top drivers of employee engagement, according to Brandon Hall Group research. During times of disruption, it's easy to emphasize getting work done to the extent that employees are not provided needed opportunities to grow in their jobs and their careers.

The fix for this problem is to give your employees opportunities to help self-select their career-pathing and to give employee-driven learning more importance in your organization. The last few years have taught us all to be more self-reliant and employee development is no exception.

Create more opportunities for coaching, mentoring and peer-to-peer feedback

Coaching and mentoring have emerged as critical tools to improve individual and organizational performance. Organizations see better business results where coaching and mentoring are valued and encouraged and practiced from the top leadership on down, according to Brandon Hall Group research.

Look for ways for employees to develop and learn new skills that may fall out of traditional promotion or fast-track programs.

Make use of specialized technology designed for modern skill development

Organizations can help increase the capabilities by using HCM technology adapted for a mobile workforce; building processes that allow for more employee self-service in skill development and career progression to improve engagement; and applying robust data collection and advanced analytics to create a more proficient and adaptable workforce aligned with organizational goals.

Demographics:

2022 Brandon Hall Group Study: Creating a More Capable and Mobile Workforce

42 Respondents

62% **SMB**
(less than 5,000 employees)

38% **Large**
(5,000+ employees)

Top Industries: Education,
Technology/Software, Finance,
Manufacturing and Government



Geographic Distribution:

33% Organizations with multiple locations across the globe

38% Organizations located in one country with multiple locations

17% Organizations located in one country with some global distribution

12% Organizations located in one country in one location

Authors and Contributors



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About Brandon Hall Group

With more than 10,000 clients globally and 28 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.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Excellence Awards

Two annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

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SOME WAYS WE CAN HELP



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



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