

# THE COMPLETE GUIDE TO CAREER MAPPING

THE MULTIPLIER

**PROXY**

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# DEFINING CAREER MAPPING

## *Defining Career Mapping*

Many workers between the ages of 35-44 are "career sleepwalkers" who don't know what their career path should be. Unfortunately, not having a detailed professional plan increases their chances of job dissatisfaction and lower performance. The term for this is a "treadmill going to nowhere." Businesses know this, which is why many are implementing Career Mapping. This strategy puts the employee in the driver's seat when it comes to their career.

## *A Set of Written Plans*

Career mapping, or career pathing, is a set of written plans that outline:

- Where an employee is at the present moment
- Where they would like to be in the 6 months, 1 year, or 5 years from the present moment
- What skills, experience and training they require to get there.

## *Opportunities*

First, businesses create an employee profile to identify which skills, talents, education and experience they currently have. This profile is matched against the skills and education that any specific position requires. At that point, it's easy to spot any coaching, mentoring, or additional training necessary to move the employee to the next level.

- Almost **54%** of workers say the opportunity for growth is more important than salary when looking for a job
- **44%** of employees cite lack of growth opportunities within their company as a leading source of job dissatisfaction

Simply put, if an employee can find opportunities within their current company, they are less likely to seek employment elsewhere.

## THIS WHITEPAPER WILL PROVIDE A FULL ROADMAP OF THE FOLLOWING:

- XX An overview of the most popular career mapping outlines
- XX The history of the development of career mapping
- XX Determining the need for career mapping
- XX Variables that impact your choice of a career mapping outline
- XX Steps for implementing career mapping
- XX Case studies on the effective use of career mapping





# OVERVIEW OF POPULAR CAREER MAPPING SYSTEMS

Each career mapping system works to accomplish similar goals, but each has unique strengths. The right one for your company depends on the opportunities you want to give your employees. The following are high-level benefits for each, but this section will reveal the intricacies of each:

## ***Job Redesign***

### **Providing New Opportunities**

Downsizing has led to fewer opportunities for advancement through promotion. Job design is another strategy for inspiring optimal job performance from employees. Job redesign can provide employees with new opportunities without an official promotion.

## ***Job Rotation***

### **A Better View of the Company**

By moving employees from one role to another within the organization, this can generate job enrichment for the employee. Job rotation can help prevent low-level workers from getting bored by giving them variety and a new take on a role. Job rotation can also involve a customized assignment that gives an employee a better view of the entire company.

## ***Dual-Career Ladders***

### **Alternative Career Paths**

A dual-career ladder allows an employee to advance without having to take on a supervisory position. This can help workers who have technical skills and education but no interest in the management track. This strategy is most common in medical, scientific, and engineering fields. A dual-career ladder allows a company to offer an alternative career path rather than a traditional promotion.

## ***Horizontal Career Lattice Strategy***

### **Skills in a New Area**

Financial constraints and low turnover can hamper a company's ability to advance all of its employees up the career ladder in a traditional sense. A horizontal career move can provide another way for an employee to stay engaged. Salaries aren't often affected, however, it's made clear to the employee that acquiring skills in a new area may require a step down, at least temporarily.

## ***Encore Careers - Baby Boomer Workers***

### **Work With a Social Purpose**

Purpose-driven work in the second half of life has become increasingly popular. An encore career allows someone to take on work with a social purpose after leaving their original job. Encore careers are often compared to women entering the workforce in the 1960s and 70s. Many nonprofits rely on Baby Boomers to take on part-time work with an honorarium, but with people living longer, this strategy holds little appeal for many.



# THE IMPORTANCE OF CAREER MAPPING

Career mapping holds immeasurable benefits for a company. A successful career map should be unique to the employee and realistic for the business. A good career map will have both short and long-term benchmarks.

Career paths are influenced by:

*Continuous Change*

*Evolving Environment*

*Non-Traditional Career Path*

*Outsourced Jobs*

*Less Clear Trajectories*

*Job Flexibility*

*Redesigned to Adapt*

Career ladders describe the upward mobility of jobs within a specific occupational field, from highest to lowest based on level of responsibility and salary. They're a traditional path to career development, defined by vertical movement within a traditional structure. When it comes to career mapping, career ladders still come into play, but they're influenced by a work environment where:

- There is continuous change in the workplace
- The organization of work is ever-changing and evolving
- The concept of a "traditional career path" is becoming less and less relevant
- Many jobs are outsourced
- Workers have less clear trajectories and are therefore harder to motivate
- Job flexibility and room for growth trump job security
- Work is being redesigned to adapt to virtual work, remote technologies and partnerships with global colleagues

All of these factors point to the importance and value of career mapping as a means of holding onto employees and supporting them in their professional aspirations.



# DETERMINING THE NEED FOR A CAREER MAPPING SYSTEM

There are clear warning signs that indicate a company is in need of career mapping:

## □ **Disengaged Employees**

Employees who don't feel valued lose motivation. When employers exclude staff from the creative process, fail to ask for input, and show a lack of interest in their ideas, it lowers staff morale and might inspire them to see new opportunities. People with an employee-centric culture take pride in their company.

## □ **Employee Demands for Greater Flexibility**

Workers increasingly demand greater work-life balance. Many workers have enjoyed the benefits of working from home—including less commute time and more quality time with family. However, many workers also miss the social element of the office. They want the best of both worlds. Post-pandemic, this will have a big impact on whether employees choose to stay at their current place of work or find a more flexible environment. Companies that recognize this and adapt to the "new normal" will find greater employee satisfaction and, therefore, loyalty.

## □ **Facing a Future of Remote Work**

The U.S. saw a 159% increase in remote work between 2005 and 2017. Remote work is strongly correlated with job satisfaction. Millennials place high importance on flexibility, location, and setting their own hours. The pandemic has converted a lot of skeptics. Businesses should sit up and take notice.

## □ **Trouble Retaining Talent**

It's essential that workers see the potential for career advancement within their company. Career development opportunities are a proven way to maintain employee satisfaction and loyalty. Business owners should identify the key employees within the workplace and work hard to help them meet their future goals.

## □ **Trouble Attracting Talent**

Employees' attitudes to work and development prospects have changed over the last several decades. Gen Y workers (born between 1980 and 1987) are more likely to put the potential to learn new skills over a pay increase. Randstad also discovered that this demographic values pathways to personal growth.

## □ **Multigenerational Workforce**

In HR studies of over 500 companies, 50 percent of managers find conflict among multigenerational workers. It's essential that companies foster communication and encourage collaboration across generations. Inspiring employees from different generations to learn from one another will lead to higher employee satisfaction on all sides. The more they can view one another as partners instead of a divided workplace, the more a company will thrive.



# DETERMINING THE NEED FOR A CAREER MAPPING SYSTEM (CONTINUED)

There are clear warning signs that indicate a company is in need of career mapping:

## □ **An Organizational Culture Change**

A culture change within an organization can mean a change in workplace values, beliefs, policies, as well as languages, aesthetics—even attire. Employees have to then internalize these new beliefs in order for their behavior to change. Before changing work culture, companies must first establish the culture that already exists. They achieve this by gathering information through surveys and interviews and observing employee behaviors.

## □ **Trouble Integrating a Salaried/Contractor Team**

Conflicts can arise between salaried employees and freelancers contracted for a specific project. Freelancers attract different personality types than do salaried positions. Consequently, freelancers and salaried groups tend to have different needs and future goals. This can impact the career mapping process.

### ***The Catalyst Approach Identifies the Four Kinds of Workers at a Company:***

#### **Climbers**

Climbers try to advance in their organizations by seeking a variety of assignments, putting in long hours, networking, and looking for greater visibility within the company.

- 31 percent of women
- 32 percent of men.

#### **Hedgers**

These employees use every possible career tactic to get ahead both in and outside of their organization.

- 26 percent of women
- 25 percent of men

#### **Scanners**

Scanners keep a trained eye on the job market and are prepared to change jobs or organizations as opportunities arise.

- 28 percent of women
- 24 percent of men

#### **Coasters**

This kind of worker does little to advance their careers.

- 14 percent of women
- 19 percent of men



# RETURN ON INVESTMENT

With these points in mind, how can we ensure that your choice of a career mapping system offers a substantial ROI?

A classic calculation of ROI simply compares the original investment with the return on investment. Equations vary by industry. Six Sigma's formula for determining ROI is based on the dollar-to-value rate of efficiency increases. It is calculated as follows:

$$ROI = [(Financial\ value - Project\ cost) / Project\ cost] \times 100$$

But we must take into consideration that every career mapping system will affect more than just the bottom line. Your ROI calculation should take also into account career mapping influences upon the following factors:

### ***Retention statistics***

The company will identify employees central to the company and, through the interview process, isolate their future goals and tailor a plan to help them get there. This will involve a combination of training, coaching and mentoring to name a few. This will improve the retention rate of key employees of the company.

### ***Attracting top talent***

By identifying the goals of key workers and implementing a realistic plan over a set period of time, the company will retain current employees and draw new ones attracted to their employee-centric environment and opportunities for growth. This could be measured by improved conversion rates among desired hiring targets and the key benefits they reference in onboarding surveys.

### ***Changing views of work and growth opportunities***

Every generation views work opportunities differently. Millennials and Gen Z workers put a higher premium on flexibility and work-life balance than on salary. Helping this demographic craft an achievable career map to future success that opens the door to remote work and flexible hours will ensure a company retains a high percentage of these workers—shown by the hire and retention rates.

### ***Develop opportunities over higher-paid jobs***

Implementing strategies like job rotation and job redesign will create new employee opportunities within the company without having to raise salaries, saving the company money overall. In order to gauge the success of these strategies, take a look at developing a structure for KPIs that measure employee engagement: Employee Health Index, turnover, retention rates, and Employee Net Promoter Score (eNPS).



## ***Investment***

There needs to be an entry paragraph in this stating how one builds a budget for this initiative. i.e.,

Invest in your employees, and you're making an investment into your organization or business. In order to determine how much you can and should put towards career mapping initiatives, you should work with a budget analyst. This expert will help you develop an upfront budget for any proposed programs you want to implement.

Your ongoing budget should be developed on a per-employee basis, allowing you to assess employees, determine the value of each position in your organization to your bottom line, and figure out what kind of training you can and should offer—and to whom.

The primary components of a program will include objectives, a framework, tools and systems to manage the process, and measurement metrics.

## **Assessment**

Assess where the employee is right now, including their happiness level, goals, skills, and objectives. It's important to do this before you start mapping.

## **Paying for training opportunities**

Once the company has ascertained an employee's future goals, it's imperative to seek out training opportunities that match employee goals. These training sessions are considered an investment in the employee and, therefore, the company.



Several factors specific to team structure should be considered before a company can begin the career map process. These include the following:

□ ***How remote is your team?***

Career mapping is more challenging in the absence of in-person meetings. The ability for remote workers to perform their jobs anywhere in the world makes in-person training opportunities challenging and can limit mentoring and coaching to a virtual environment.

□ ***How large is your team?***

Smaller companies lack the same career pathways available to larger companies. However, there are several options for smaller businesses to provide incentive:

- Create an entrepreneurial pathway that allows team members to pitch ideas and tasks that they can move forward.
- Advertise your company as a stepping stone. Offer an ambitious employee an opportunity to gain valuable experience and skills that they can then take to another company in the future.
- Implement job rotation
- Set out a realistic future growth plan

□ ***Average turnover rate***

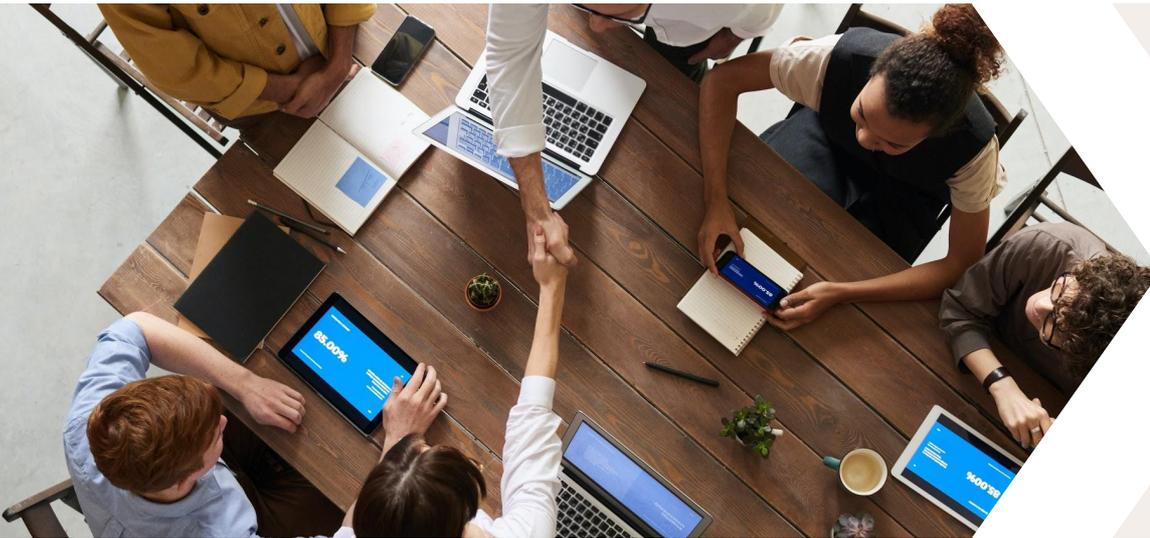
Certain companies have a high turnover rate by nature of what they do: e.g., the retail or restaurant industry. It can therefore be more difficult to implement career mapping. Businesses should isolate the most ambitious employees and create opportunities for them that fit the parameters of the company.

□ ***Multigenerational***

Employing workers from different generations can lead to heightened workplace conflict. In order for strategies like job rotation, job transition, coaching and mentoring to be effective among these two demographics, the two groups need to get along. Businesses need to find creative ways for workers from different generations to co-exist. Bonding over common interests and sharing skill sets will benefit both groups, and ultimately, the business.

***How quickly do you pivot?***

- Pivoting allows companies to expand revenue opportunities by isolating new potential and moving towards it. In order to pivot successfully, a company must first decide what's working and use data and research to help make decisions.



## ***How to Determine the Right Career Mapping System***

Career mapping is a lengthy and involved process. Proxy can help take the brunt of the load at every stage.

### **Quick Overview:**

#### **Phase 1: Collect Initial Metrics**

Proxy can represent you in the collection of employee metrics like information around workplace performance, skills, objectives and levels of satisfaction. Because they know your company, they can oversee employee and company self assessments too. Their adept handling of multiple-stage initiatives saves you time and allows you to focus on the more creative aspects of your strategy like mentoring, coaching, and one-on-one feedback sessions with employees.

#### **Phase 2: Establish Training And Development Programs With Timelines**

Proxy will establish a training and development program relevant to the employee to steer them toward their goal. It's important to keep in mind that where one worker wants to be on their timeline in a month, two months, five months—will differ between employees. It's also essential that the employee consider what can be accomplished in the immediate future versus the distant future. For example, an employee who wants to manage within five years will begin by taking on smaller projects in a controlled setting. The more organized this period, the more successful the transition.

#### **Phase 3: Continually Track Progress**

By tracking progress and ensuring the employee is receiving sufficient hands-on training, Proxy can adjust and course-correct if the current plan isn't going as expected. This can look like a mismatched mentor-employee combination, or the wrong kind of training. Receiving ongoing feedback from the employee and tracking progress will save time and money.



# EXAMPLES & CASE STUDIES

Companies that have implemented the right career mapping systems have experienced engaged employees, success in retaining talent, and greater flexibility. Let's take a look at a few real-world examples of companies that found success by implementing the right business operating systems!

## **Case Study 1: Con-way Freight**

Con-way Freight is a Fortune 500 company with more than 19,000 employees, who can make as much as \$90,000 a year plus benefits and bonuses.

But truck driving is a physically-demanding business with a constant shortage of drivers. Drivers can be away from their families for weeks and are held to high standards. Not only does the company need to maintain the crop of drivers they currently have, but they also need to continually grow despite a shortage of qualified drivers. To address this problem, Con-way Freight has created a long-range workforce planning that has proven highly successful.

### **Rebuild after recession**

Due to the recession in 2008, Con-way had to lay off approximately 2,300 employees and put a temporary freeze on wage increases and bonuses. Consequently, job performance suffered, and morale dropped. But with a change of leadership came a new approach defined by the company values of safety, integrity, commitment and excellence. The result has seen a spike in morale, engagement and revenue. The strategy was comprised of:

### **Refining workforce planning**

Over a two-year period, finance and management designed a forecasting model that allowed them to anticipate how many drivers they would need two to three months in advance. The model was based on:

- Monthly tonnage expectations
- Customer-demand productivity goals
- Scheduled and unscheduled absences

### **Hiring plans**

Recruiters assemble qualified drivers for a hiring manager's review. This approach delivered qualified candidates closer to required start dates.







## *Case Study 2: Mass Mutual (continued)*

### **Framework**

For two years, HR worked with senior management and 200 leaders to build the framework, which included:

- Job functions
- Job families
- Job titles

### **Introducing changes:**

MM knew the framework would provide opportunities and job progressions, but they were also aiming for greater transparency around pay. They took a market-based approach, which meant employees could see pay details and find out where their pay scale fell within the market.

### **Communication phase:**

The company communicated with managers 3 months before starting to interview employees. In addition, the company:

- Held in-person, mandatory training for managers to help them transition employees
- Armed managers with talking points for conversations
- Conducted role play, including possible solutions
- Provided managers with interactive guides

Consequently, managers felt prepared when talking to employees and were able to answer questions.

### **Buzz from employees:**

After just six months, the company was seeing signs of employee satisfaction:

- 3,926 visited the Career Resource Centre
- 2,139 used Career Explorer
- 2,068 took upgrading courses
- 438 completed mentoring tool profiles



## Case Study 3: Campbell's

Campbell's Soup is an internationally recognized brand with over 8B sales worldwide. Because of its demanding standards and high profile, Campbell's needs employees looking for long-term career goals and professional challenges.

### Challenge: Right people with the right mindset

HR wanted to help all employees build their careers internally through clearly defined professional opportunities. This entailed exposing them to vertical and lateral career paths around the world. Employment development focussed on two aspects:

1. Broad skills that can be applied to a wide range of jobs, including creative thinking, decision making and being a leader.
2. Narrow, specific skills necessary for job success

Identifying key competencies helped recruiters attract optimal candidates for future opportunities.

### Solution: Mapping the possibilities

HR identified the top hard-to-fill roles with the highest turnover rates in retail across North America. They defined "hard to fill" as a job that was on the market for more than six months and required specialized skills and education. "High turnover" meant turnover of 30 percent annually.

### Approach

Campbell's conducted competency assessments across all job roles to isolate gaps and similarities between the 15 core roles and other roles. As a result, they found over 20 lateral opportunities for each core role, along with additional opportunities springing from the lateral moves.

Since brand was a key component, the company was careful to weave it through all of its initiatives. The brand was integrated in several ways:

- Unique and highly branded visual career maps for all of the core roles outlining every possible pathway
- Wall-sized graphic for each all of the career maps to stimulate personal mentoring sessions
- Talent profiles spotlighting various success stories and the route each took- from early recruit to senior position

## Findings

**XX** Since the unveiling of the Career Path project, employees have isolated three areas of interest which they then honed before collaborating with managers on targeted development plans. HR received excellent feedback about the program, which is now being implemented across all departments in the company.

**XX** This allowed Campbell's to create a formal plan for future workers. And while the 12-month metrics are still in process, the outcome looks encouraging.



# GETTING STARTED



## ***Getting Started***

Career mapping can both increase retention at a company, and attract new employees— and Proxy can help. It's important that the process be conducted in the correct order, starting with soliciting employee feedback about current satisfaction levels and where they would like to be in 6 months to 5 years. Proxy can oversee employee and manager self-surveys itemizing core strengths and weaknesses. Devising an achievable game plan over a set time period is essential, and companies must invest in training, mentoring and coaching opportunities for their employees in order to see ROI. It's also important to identify the different kinds of workers and the ways that each seeks out new opportunities.

In the absence of a pay increase, companies can employ strategies like job rotation and job training in order to give employees a professional goal to work towards. Millennials are more interested in work-life balance than a pay increase, so factors like remote work and flexibility should also be considered in order to retain and attract the best talent. To find out how Proxy can help you with your career mapping initiative, contact us today.



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