

Retention. Career development. Education

Mgr. Dagmar Halová

Today's topic

- Employee stabilisation planning
- Career development
- Education



Employee stabilisation planning

Factors influencing employee stability

- Age and career preferences (career growth vs. Stability)
- Part-time vs. full-time
- Image of the organization;
- Effectiveness of recruitment, selection and deployment - giving people a job that suits them;
- Management style - people come into the organisation and leave managers;
- Training and career opportunities;
- Recognition and reward for performance.

Holbeche's (1998) research revealed that factors that helped stabilize and motivate high performing and promising individuals included stimulating work and opportunity for success, collaboration with mentors, realistic self-assessment and feedback.




Analysis of the risk of employee departures (Bevan et al., 1997)

The likelihood that employees will leave,

The severity of the impact of the loss of staff on the organisation,

The difficulty and cost of replacing the loss of staff.



The analysis of the risk of employee departures should provide information on the reasons for employees leaving elsewhere, for example:

higher pay,

more promising careers,

greater job security,

opportunity for further training,

a more interesting job,

more favourable working conditions,

better working relationships,

personal reasons,

disagreements in values and ethical principles.



Measures aimed at stabilising employees

Career planning
and fair
promotions

Onboarding

Self-actualisation

Education

Competitive
remuneration
system

Support for the
development of
social ties

Work-life balance

Appropriate
leadership style

Enforce anti-
bullying and anti-
harassment
policies

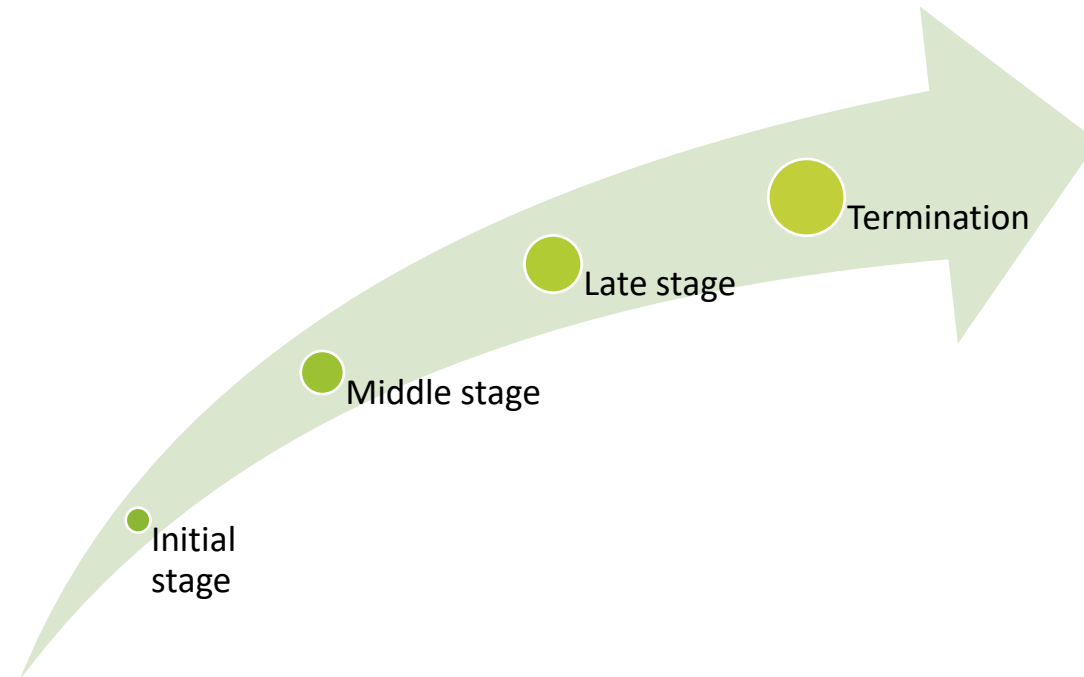
Career development



Career management objectives

- 1) Provide employees with the guidance and support to enable them to realise their potential in the organisation and achieve a successful career in line with their talents and ambitions;
 - 2) To provide employees with a sequence of training and development activities to give them the knowledge and experience to handle whatever level of responsibility they can achieve given their abilities.
-

Stages of career development





Career development strategies

- A policy of promoting from within whenever possible;
 - Career paths that allow talented people to move up to the next level or at the same level in the organisation, with regard to their development and job opportunities;
 - Personal development planning as part of the performance management process to develop individual capabilities, knowledge and skills;
 - Systems and processes to enable the sharing and development of knowledge (especially tacit knowledge) across the organisation;
 - Multidisciplinary project teams, with changing composition, to provide development opportunities for the widest possible range of staff.
-




Career management activities

- Posting internal job opportunities,
 - Formal training as part of career development,
 - Performance appraisal as a basis for career planning,
 - Career advice provided by the manager,
 - Moving up the levels in the organisation to broaden horizons,
 - Career advice provided by the HR manager,
 - Retirement preparation programmes,
 - Succession planning,
 - Formal mentoring,
 - Common career paths,
 - Parallel career paths for selected employees,
 - Books or leaflets on careers,
 - Written personal development plans,
 - Assessment centres,
 - Peer reviews,
 - Career workshops,
 - Evaluations by subordinates.
-



Education



Reasons for education and development

- Better performance of individuals
 - Better quality of employees
 - Better flexibility
 - Higher loyalty
 - Support for change management
 - Positive company culture
 - Better quality of products or services
-



Strategies for creating a learning culture

- Development of vision
 - Support for wider powers of employees
 - Conditions supporting education
 - Coaching
 - Leadership for achieving goals and feedback
 - Managers as a positive example
 - Support for knowledge sharing
 - Lower bureaucracy
-

Analysis of education gaps

Current stage

Education gap

Optimal stage

the actual level of
performance,
knowledge and
skills



required level of
performance skills,
knowledge

Promoting workplace learning



RECRUITMENT OF NEW
EMPLOYEES



EXPERIENCE PLANNING



COACHING



MENTORING



E-LEARNING



PERFORMANCE
MANAGEMENT AND
INDIVIDUAL
DEVELOPMENT

Planning and implementation of training programmes



ANALYSIS



PROPOSAL



DEVELOPMENT




APPLICATION



EVALUATION




Summary



What have you
learned today?



Homework



Design a training programme for your organisation

Thank you for your
attention

dagmar.halova@mvso.cz