



# *Career Engagement across the Employee Lifespan*

## *Lighting the fire – one person at a time*

**“Aligning employees’ values, goals and aspirations with those of the organization is the best method for achieving the sustainable employee engagement required for an organisation to thrive”<sup>1</sup>**

The business case for increasing employee engagement has been build over the last few years by numerous local and global engagement studies. Consider the evidence from JRA<sup>2</sup> showing a ten percentage point engagement index increase associated with an increase of \$12,130 in earnings per employee. Global research supports these findings, linking engagement to productivity with organisations with low employee engagement showing a 44% below average shareholder return<sup>3</sup>.

Career engagement continues to be a key pillar in the engagement proposition, and a strategy for achieving significant business return. The following illustrates how critical an internal career engagement strategy is.

- The top engagement driver for employees is a **clear career path**<sup>4</sup>
- The top factor influencing job satisfaction is ‘More opportunities to do what I do best’<sup>1</sup>
- The top 2 reasons people stay are “My work. I like the work I do” and “My career. I have significant development of advancement opportunities here”<sup>1</sup>
- The top attraction driver for highly engaged sales people is opportunity for advancement with “my manager understands what motivates me” as a top 3 retention driver<sup>4</sup>.
- To retain the highly engaged customer services individual, career development is essential<sup>4</sup>
- Engaged employees stay because of the value they give and disengaged remain for the value they get<sup>4</sup>
- Nearly 30% of highly engaged employees are either leaving or open to other job offers<sup>4</sup>.

An adhoc feedback from various clients...

- Recent increase in employee turnover and approaches to staff from external organisations
- A continued business focus on increasing key engagement scores in the area of career development
- 30% of new hires leaving within one year
- Low engagement in key demographics eg. 25-29 year olds or 30-40 year olds
- Low development “engagement ratings” despite the fact that more than 60% of roles filled internally
- Need to accelerate careers of target demographics eg. Women
- Need to retain talent and expertise in older workers
- Change weary organisations, ready for a positive ‘feel good’ initiative that also delivers business results

## *Are you developing a strategy to manage career engagement?*

**Career Analysts would enjoy the opportunity to support you to develop a customised strategy and organisational tactics for your organisation that creates individual career engagement across the business.**

**Please call us to talk further.** Jo Mills, General Manager, Career Analysts, 09 356 9758 021 588 608

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<sup>1</sup> Employee Engagement report 2011: Blessing White, Inc.

<sup>2</sup> Employee Engagement ROAD TO SUCCESS, April 2011, JRA

<sup>3</sup> Hewitt Associates, Percent of Organizations with Falling Engagement Scores Triples in Tow Years, July 29, 2010 press release

<sup>4</sup> 2010 Aon consulting Engagement 2.0 Employee Survey – U.S