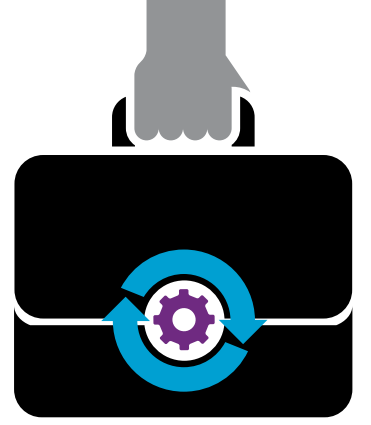


As the nature of work changes, focus on career enablement



The way work gets done is changing

As advances in technology make it possible to deconstruct jobs into tasks that can be dispersed both inside and outside the organization, **the use of nonemployee talent is increasing.**

25% growth in share of nonemployee talent is expected over the next three years.



24% of all managers say they manage at least one contingent worker on their team.

46% of all managers say they manage at least one contractor.



54% of companies have already or expect to change workforce activities because technology enables them to use more nonemployee talent.

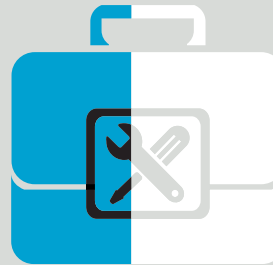
Implications for employers

To attract and retain talent in the new world of work, employers need to provide development opportunities to workers in both traditional and nontraditional employment relationships.

Career advancement continues to be a top driver of attraction and retention, and links to sustainable engagement.

Employees want more out of career management programs

Facing new work options and shifting talent requirements, employees place a premium on development opportunities and work experiences that will allow them to build new skills and remain relevant. Yet less than half of employees believe their employers are getting career management right.



44% of employees say their organization provides useful career planning tools.

43% agree that their organizations do a good job providing opportunities for advancement.

In fact, **44%** of employees globally feel they need to leave their current employer in order to advance their career; **42%** of top performers and **45%** of high potentials share this view.

To meet employee expectations, employers must prioritize career enablement

Employers have made progress in delivering elements of traditional career management. **But they must shift the emphasis of their programs from career management to career enablement.** This requires modernizing career programs to become a process of planning and building a portfolio of **work experiences** that facilitate capability building and support a dynamic professional life within a company or through alternate work relationships.

Many organizations are missing opportunities to deliver the more modern aspects of career enablement programs.



69% provide traditional career paths.



60% provide internal job boards.



70% provide on-the-job growth experiences (e.g., stretch assignments, special projects).

The components of our career planning and growth program include:

Defined lateral career paths (e.g., across job families or functions to expand skills)

37%

Integration within technology (e.g., HRIS, employee portal)

35%

Beyond-the-job enabling or growth experiences (e.g., job shadowing, rotational assignments)

33%

Employee self-service tools (e.g., development guide, job family matrix describing each level within a job family)

29%

Actions to enable a modern career experience



Build a foundation to support the changing nature of work. Create a work architecture that expands on your organization's job architecture and job leveling platform to clarify the skills required for different types of work.



Invest in technology. Provide employees and managers access to effective career management tools that are integrated in existing HR systems such as employee portals and HR information systems.



Prioritize manager training. Ensure your managers are trained to identify development opportunities and to have effective career planning discussions.



Move beyond traditional career management approaches. Offer employees career paths across job families or functions to expand skills and nontraditional development opportunities such as special assignments and secondments.



Consider adopting a marketplace model. This approach uses an online talent platform to connect employees with development opportunities best suited to their needs. To learn more, read "[The career marketplace: what the future of work looks like.](#)"

Source: Willis Towers Watson