



INSALA 2012
CAREER DEVELOPMENT
SURVEY REPORT



Career development programs vary considerably, continually influenced by a variety of factors. Some of which may include size of an organization, unique organizational goals, budgets, industry requirements, workforce and technology trends, and economic shifts to name a few.

Insala's 2012 career development survey endeavored to find out what organizations are doing in their career development programs (CDP). Current offerings and the acknowledged effectiveness for different groups are the core areas of exploration. Insala hopes to provide some insight into career development trends for companies who are just getting started or for those presently offering career development services to employees.

A key point that emerged from the survey is a shift toward a more collaborative, social learning context for career development programs. The data also identifies mentoring as one of the top most effective career development activities in the survey respondent's career development program strategy today.

Survey Respondents

Of the 320 survey respondents, 65% are businesses, 13% are government agencies, nearly 6% are educational institutes, and 10% declare themselves as other. The largest group, businesses, range in size by number of employees.

30% HAVE LESS THAN **500** EMPLOYEES

8% HAVE BETWEEN **501 - 1,000** EMPLOYEES

22% HAVE BETWEEN **1,001 - 5,000** EMPLOYEES

OVER 28% HAVE MORE THAN **10,000** EMPLOYEES



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Over 53% of respondents declare their current role or job function is HR – Organization Development/L&D/Talent and 12% are C-Level/Director/VP of HR.

Regarding their role pertaining to career development in their organization, 63% are involved in designing or implementing a CDP and 41% are the HR group or equivalent department implementing a CDP.

When asked the for the primary business reasons for employee career development 33% indicated employee engagement, 28% indicated succession planning and over 15% indicated employee retention.

One of the goals of the survey was to identify what offerings organizations currently provide for participating employees. We were able to find the top 10 offerings in CDPs overall.

top 10 CAREER DEVELOPMENT PROGRAM OFFERINGS

- 1 • Traditional training courses
- 2 • E-Learning
- 3 • Informal learning
- 4 • Performance driven coaching
- 5 • Continuing education with tuition reimbursement, MBA, EMBA
- 6 • Mentoring - 1 to 1
- 7 • Special projects or situational challenges
- 8 • Professional accreditation
- 9 • Networking events
- 10 • Career Coaching - general for all levels



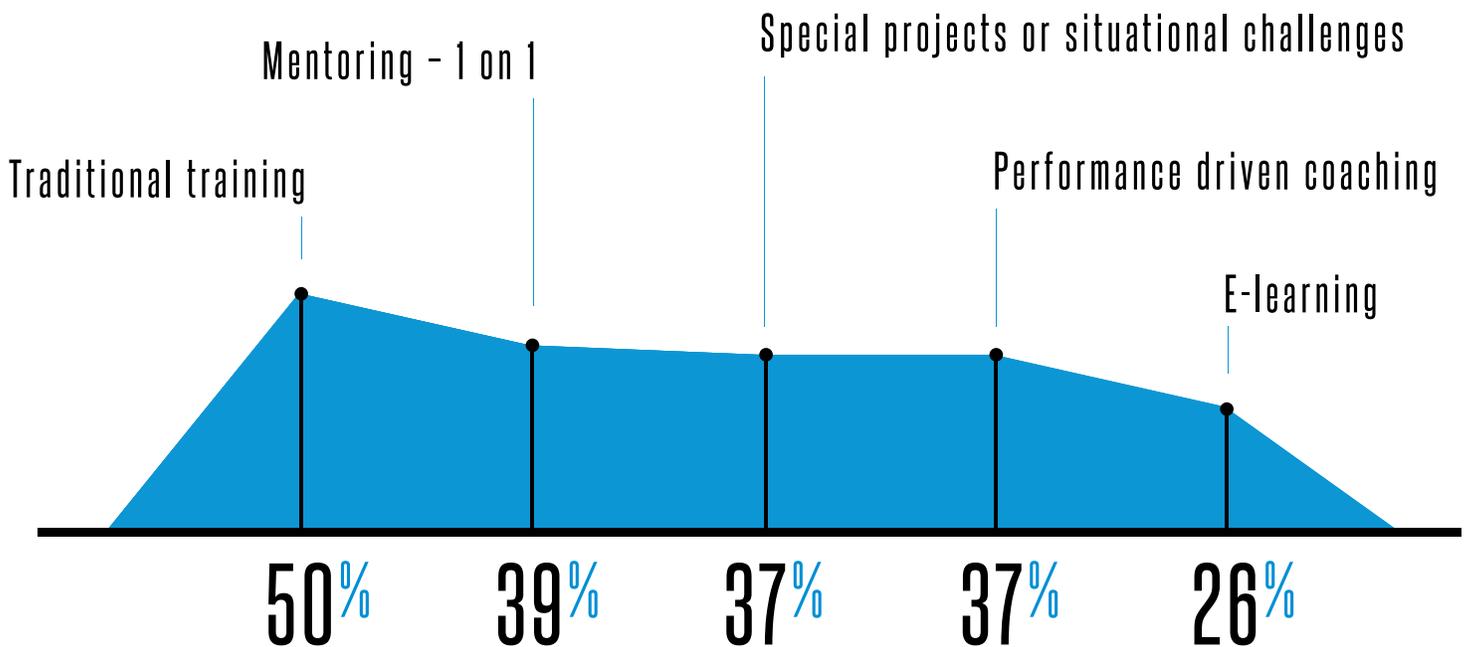
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Key information from the survey centers on effectiveness of CDP offerings and also the effectiveness for different groups of the organization. Survey respondents had an opportunity to indicate which offerings were most effective for two different groups - director-level and above, and for all employees below director level. Following are the most effective CDP offerings for directors and above:



The top three most effective CDP offerings - performance driven coaching, special projects or situational challenges, and 1 on 1 mentoring all point to the evolution towards more social learning opportunities where knowledge is shared 1 on 1 or in groups. These learning experiences occur within mentoring relationships, where one or more mentors have knowledge to share with one or more mentees.

For all other employees below director level, survey respondents were asked to provide the top three offerings within their organization that they find most effective for career development. Here are their responses:



While traditional training still plays a key role in career development for employees below director level, it is interesting that the 1 on 1 mentoring, special projects or situational challenges and performance driven coaching round out the top CDP offerings in effectiveness.

This collection of CDP offerings asserts the growing importance and acknowledged effectiveness of mentoring in various forms and demonstrates that organizations are looking internally for career development and learning opportunities with the use of mentoring relationships; that collaboration and learning and working together facilitates effective career development opportunities.

To define the wider scope of mentoring and underscore the collaboration and social learning aspect of mentoring, below are the definitions of the various types of mentoring relationships found in organizations today:

- **Distance mentoring** - a mentoring relationship that is not face-to-face.
- **Situational Mentoring** – often project-based where advice is given for learning or solving specific tasks.
- **Mentoring Circles** – everyone in the circle can be a mentor and a mentee, meeting regularly to share, discuss and learn.
- **Group or Team Mentoring** – one mentor with many mentees with common developmental needs or one mentee with many mentors where mentees benefit from many experts' shared knowledge.
- **Peer mentoring** – each individual plays the role of mentor AND mentee depending on area of expertise.
- **Reverse mentoring** – mentor is younger or in an earlier stage in their career than the mentee.

Technology & Career Development Programs

Technology plays an active role for almost half of the survey respondents, mostly in the use of a company intranet to communicate information about their CDP and its offerings. 23% of survey respondents indicate that their CDP is administered from a central “career excellence platform” while 41% say it is not.

Nearly a third of survey respondents use online technology or virtual meeting software to facilitate career development offerings that are traditionally conducted face-to-face. Over 32% say their organization integrates employee data to help complete employee profiles, while 30% have employees build their own profiles.

According to our surveyed group, traditional training takes the lead in effective offerings for employees below director level. However, the fact that 1 on 1 mentoring, special projects or situational challenges, and performance driven coaching closely follow in terms of effectiveness confirms a shift to a more collaborative approach with social learning in mentoring relationships taking place in CDPs.

For director level and above, performance driven coaching, special projects or situational challenges and 1 on 1 mentoring have been singled out as the most effective CDP offerings.

This shift to a more collaborative approach using social learning and mentoring relationships in CDPs bodes well for organizations that can properly define a mentoring strategy. The expectation is to use internal resources in the form of mentoring-ready talent, to further develop their knowledge base and talent, thus creating a more competitive and knowledgeable workforce.



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About Insala:

Insala is a leading global talent development technology and consulting provider for organizations implementing career development and mentoring initiatives.

We believe that the best career development activities are self-driven, whereby individuals use a career development process, provided by the organization to develop themselves in line with organizational goals and needs. Our solutions include consulting services to assist you in creating or improving that process and then creating an online solution that allows individuals to follow the process during their employment lifecycle.

Our mentoring solutions enable you to effectively match mentees with mentors and supports self-matching, should you need mentees to conduct their own matching.

We provide the tools for you to track the relationships within your mentoring programs and report on their outcomes. The solution includes content to guide participants, goal setting and communication tools, automated messaging alerts and survey feedback tools.

Our mentoring consulting services include strategic program planning workshops, customized training for mentors, mentees and managers/ supervisors delivered online and in workshop format. We also deliver mentor certification courses.

To learn more visit www.insala.com



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