

## 4 Reasons Your Career Management Program Falls Short

Despite the high value that employees and employers place on career advancement opportunities, many organizations say their career management program efforts are falling short, according to a new survey from consulting firm Towers Watson.

### Why it matters

Thirty-seven percent of companies say their employees understand how they can influence their careers; just under half (44%) say that employees are actually able to achieve career advancement given the structure and tools currently in place. The findings are noteworthy, as the survey also reveals that employers say career advancement is the second-most cited reason that employees join an organization and lack of career advancement is the most often cited reason they would leave. Here are four reasons your career management program might not be measuring up:

#### 1. Poorly designed career paths

Only one out of three North American companies has defined vertical career paths, and fewer (25%) have dual career paths for managers and individual contributors.

#### 2. Ill-equipped managers

Only one in four respondents say managers are effective at providing career management support to employees.

#### 3. Ineffective use of technology

Even though two-thirds (67%) of organizations are already using technology to provide access to learning and development programs, less than half (44%) make effective use of this technology.

#### 4. Lack of metrics

Less than four in 10 (38%) monitor the implementation of career management programs to ensure they are consistent with their objectives and guidelines.