

3rd HR Conference
Expanding HR Horizons
Attock Refinery Limited
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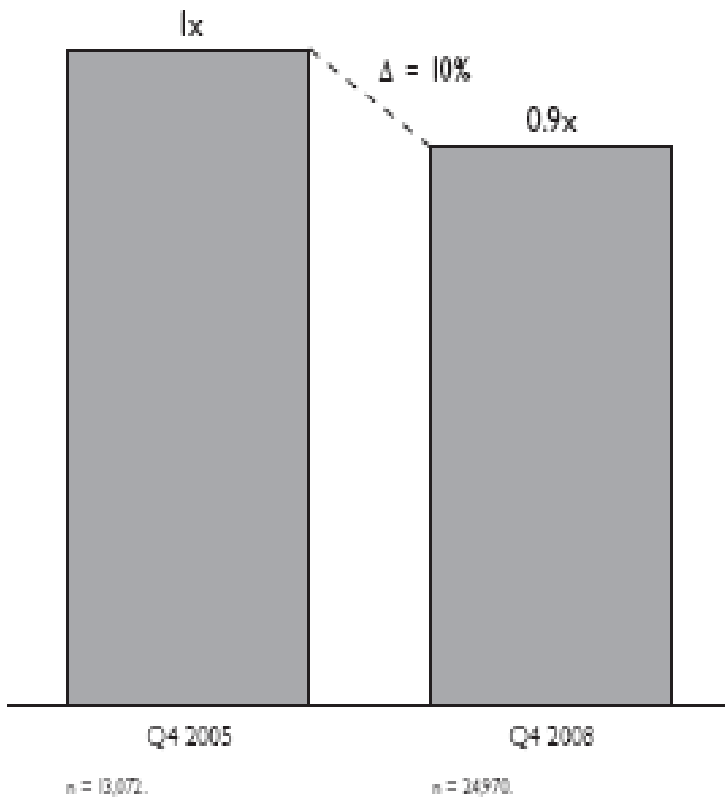
Careers! Isn't that what employees are concerned about? Are organizations paying enough attention to this critical element in job satisfaction and productivity of their employees?

Let's explore some ideas on...

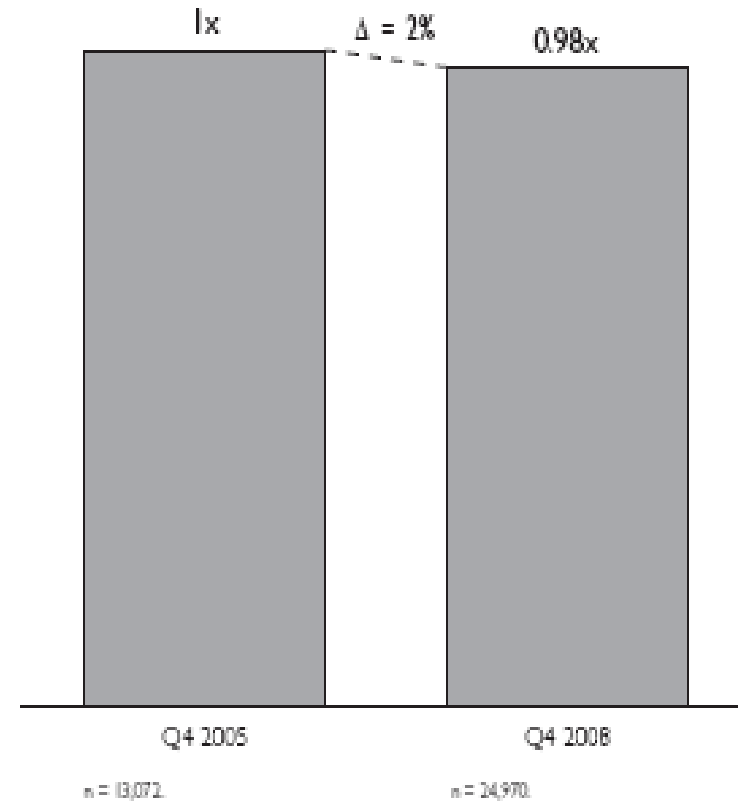
**Organizational
Career
Development
Framework**

A Declining Rational Commitment

Change in Average Level of Rational Commitment
Rational Commitment Scores



Change in Average Level of Emotional Commitment
Emotional Commitment Scores



Employee Engagement: A priority for Organizations

HEADS OF HR ARE INCREASINGLY PRIORITIZING EMPLOYEE ENGAGEMENT

Heads of HR worldwide are reporting improving employee engagement as one of their top concerns for 2009. In fact, more than 80% of a global sample of Chief Human Resources Officers indicated that employee engagement is a “high” priority for 2009. An additional 40% contend that employee engagement has increased in priority significantly from 2008, the greatest increase in importance out of ten items surveyed. The prioritization of engagement also reflects the increasing complexity of the engagement challenge, as organizations wrestle with the implications of workforce reductions, compensation changes, and economic and organizational uncertainty.



INCREASING IMPORTANCE

The percentage of Heads of HR indicating that these priorities have “significantly” increased in importance:

- 40%: Engaging Employees
- 38%: Creating Workforce Plans
- 36%: Developing Employees
- 36%: Managing Change
- 35%: Improving HRIS/IT Systems

Career Management Tools

- **Job Matching Systems**
 - Internal Job Postings
 - Skills Inventory Audit
 - Succession Planning
 - Quality Circles
- **Individual Counseling or Career Discussion with:**
 - Direct Supervisor
 - HR Unit
 - External Professional
- **Self Assessment Tools**
 - Career Planning Workshops
 - Retirement Planning Programs
 - Personal Development Plans
 - Career Development Website
 - Seminars/Training Sessions
- **Organizational Assessment Processes**
 - Assessment Centers
 - Interview Processes
 - Job Assignment
 - Promotability Forecasts
 - 360° Feedback
 - Performance Appraisal as a process for Career Development
- **Development Programs**
 - Job Sharing
 - Job Enrichment
 - Job Rotation
 - Job Enlargement
 - Mentoring
 - Career Counseling
 - Formal Education
 - Management Training Programs

Career Management Tools-Cont'd

- **Internal Labor Market-Active Management**
 - Career Information Handbooks
 - Career Ladders or Dual-ladder Career
 - Alternate Career Paths
 - Flexi-time
 - Temporary Assignments
 - Projects
 - Secondments
 - Cross Training
 - Sabbaticals
 - Work Shadowing
 - Phased Retirement

Gutteridge, Leibowitz and Shore (1993), and Baruch and Peiperl (2000).

Whatever You Do, It Sends a Message



	No Fixed Paths	Predetermined Paths
Employability	We will develop you & provide opportunity for Growth	We will train you & guide your career
Job Security	We will never lay you off! (even if you are a poor performer)	Your Growth is Guaranteed (regardless of your performance)

What Message Do you Want to SEND?

Focus: Increasing Employability

- Organizations need to focus on the competencies required for success
- Provide opportunities to its employees to develop these competencies
- Employees need to be aware where these competencies are applicable
- The Choice or Decision to rest with the individual employee

Competency Based Career Development Framework



A white, torn piece of paper with a rolled-up section, set against a dark blue background. The paper is positioned in the lower right quadrant of the frame. The top edge of the paper is jagged and torn, while the bottom edge is also irregular. The left side of the paper is rolled up into a cylinder, with the inner layers visible. The background is a solid, dark blue color with a subtle, mottled texture.

Thank You!