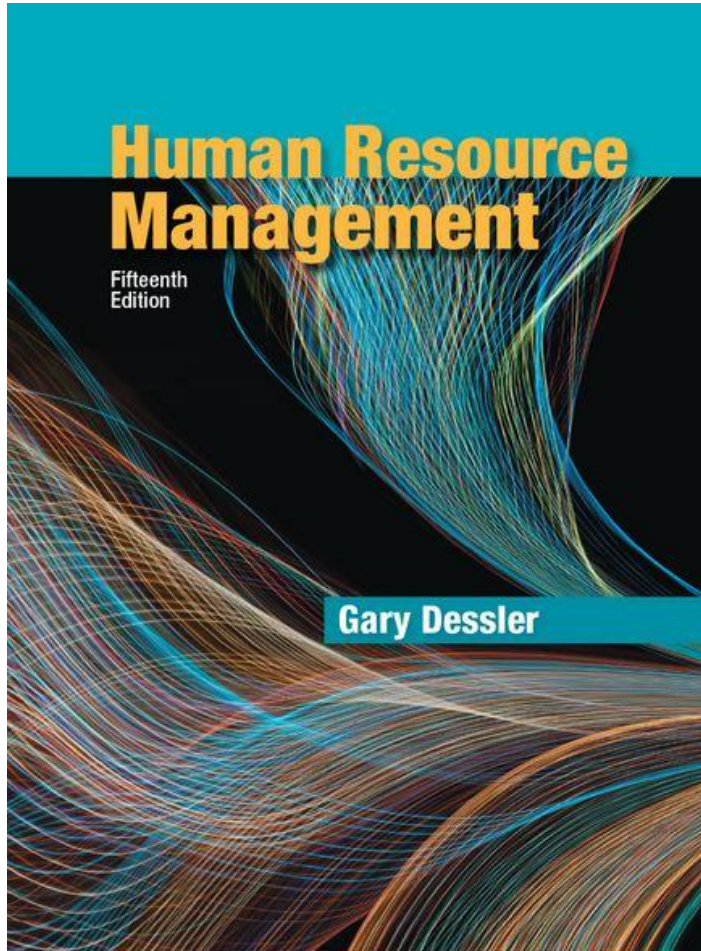


Human Resource Management

Fifteenth Edition



Chapter 10

Managing Careers and Retention

Learning Objectives (1 of 2)

- 10-1. Discuss what employers and supervisors can do to support employees' career development needs.
- 10-2. Explain why career development can improve employee engagement.



Learning Objectives (2 of 2)

- 10-3. Describe a comprehensive approach to retaining employees.
- 10-4. List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.
- 10-5. Explain each of the main grounds for dismissal.

I.

Describe what employers and supervisors can do to support employees career development needs.

Career Management

- Career
- Career Management
- Career Development
- Career Planning



Careers Today



The Psychological Contract



Employee's Role in Career Management

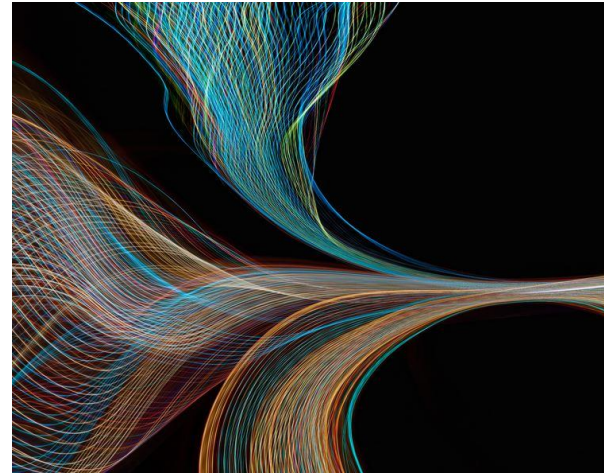


Employer's Role in Career Management



Employer's Career Management Methods

- Training
- Planning Workshops
- Career Coaches

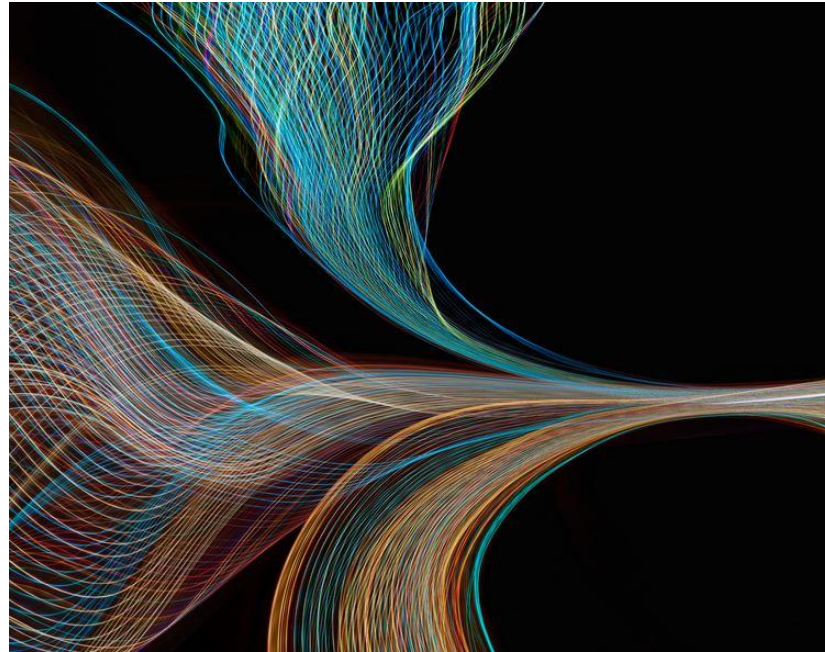


Improving Performance Through HRIS: Integrating Talent Management and Career Succession Planning

Integrated Software

Let's take a look...

Diversity Counts Toward Career Success



Diversity Counts (1 of 2)

Figure 10-2 Career Guideline Suggestions for Those with Disabilities

Strategy	Key Import of Strategy
Espousing a positive mind-set and demonstrating extreme persistence	Overcome worries and focus on tasks at hand
Sensitizing people to ability over disability: <ul style="list-style-type: none">• Signaling ability by learning new skills• Signaling ability by helping coworkers through newly gained skills• Signaling ability by trying to enhance performance through feedback seeking	Trounce stereotypes regarding competence

Diversity Counts (2 of 2)

Strategy	Key Import of Strategy
Engaging in disability advocacy: <ul style="list-style-type: none">• Awareness building• Influencing organizational policymaking with regard to accommodation	Sensitize others to performance potential of all PWD and help all PWD perform
Building, leveraging, and contributing to relevant networks: <ul style="list-style-type: none">• Forming networks comprising PWD• Seeking mentors who have a disability• Serving as role models or mentors to other PWD	Aid general adjustment and career growth of self and other PWD

Source: “Career Management Strategies of People With Disabilities,” Human Resource Management, May - June 2014, volume 53, number three, page 455-456. Reprinted by permission from John Wiley & Sons, Inc. Cleared via Copyright Clearance Center

The Manager as Mentor and Coach



Coaching and Mentoring

1. Set High Standards
2. Invest The Time
3. Actively Steer Protégés
4. Requires Trust
5. Professional Competence
6. Consistency
7. Ability to Communicate
8. Share Control



Improving Performance: The Strategic Context

Cognizant Corporation

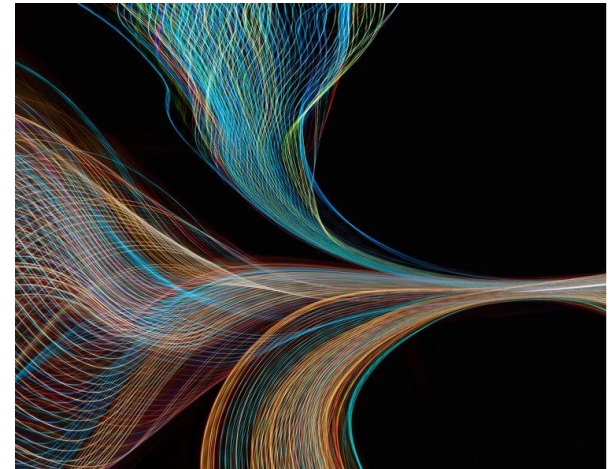
Let's talk about it...

II.

Explain why career development can improve employee engagement.

Employee Engagement Guide for Managers

1. Career Management
2. Commitment-Oriented Career Development Efforts



Improving Performance: HR Practices around the Globe

Career Development at Medtronic

Let's talk about it...

III.

Describe a comprehensive approach to retaining employees.

Managing Employee Turnover and Retention



Improving Performance: HR as a Profit Center

Turnover and Performance

Let's talk about it...

Managing Voluntary Turnover



A Comprehensive Approach to Retaining Employees

- Exit Interviews
- Attitude Surveys
- Open door / Hotlines
- Stay Interviews



Trends Shaping HR: Digital and Social Media

Employee Retention

Let's take a look...

Job Withdrawal



IV.

List and briefly explain the main decisions employers should address in reaching promotion and other employee life-cycle career decisions.

Employee Life-Cycle Career Management



Making Promotion Decisions

1. Is seniority or competence the rule?
2. How should we measure competence?
3. Is the process formal or informal?
4. Vertical, horizontal, or other?

Know Your Employment Law (1 of 2)

Establish Clear Guidelines for Managing Promotions

Let's take a look...

Diversity Counts The Gender Gap



Steps To Eliminate the Barriers for Women

1. Eliminate Barriers
2. Improve Networking and Mentoring
3. Break The Glass Ceiling
4. Adopt Flexible Career Tracks

Managing Transfers



Managing Retirement



V.
**Explain each of the main
grounds for dismissal.**

Managing Dismissals



Grounds for Dismissal

1. Unsatisfactory Performance
2. Misconduct
3. Lack of Qualifications for the Job
4. Changed Requirements of the Job
5. Insubordination

Fairness Safeguards

1. Allow a Full Explanation
2. Multistep procedure / Appeal process
3. Person who does the dismissal
4. Severance Pay

Severance Policies

Figure 10-3 Median Weeks of Severance Pay by Job Level

Severance Calculation Method	Median weeks of severance for Executives	Median weeks of severance for Managers	Median weeks of severance for Professionals
Fixed	26	6	4
Variable Amount by employment Tenure			
1 year	4	2	2
3 years	7	5	5
5 years	10	7	7
10 years	20	12	10
15 years	26	16	15
Maximum	39	26	24

Source: “Median Weeks of Severance Pay by Job Level”, in “Severance Pay: Current Trends and Practices,” from Culpepper Compensation Surveys & Services website, July 2007. Copyright © 2012 Culpepper and Associates, Inc., © 2012.

Know Your Employment Law (2 of 2)

Termination at Will

Let's take a look...

Avoiding Wrongful Discharge Suits

- **Wrongful Discharge** – (or termination) occurs when an employee's dismissal does not comply with the law or with the contractual arrangement stated or implied by the employer.

Security Measures & Supervisor Liability

The Exit Process and Termination Interview (1 of 2)

1. Plan the interview carefully
2. Get to the point
3. Describe the situation
4. Listen
5. Review the severance package
6. Identify the next step

The Exit Process and Termination Interview (2 of 2)

- Outplacement Counseling
- For The Employee
- Exit Interview
- The Exit Process



Layoffs & The Plant Closing Law

Adjusting to Downsizing and Mergers

1. The right people are released
2. Compliance with Law
3. Just and Fair
4. Security
5. Reducing Uncertainty



Chapter 10 Review

What you should now know....

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