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Pathways for Employees

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Pathways for Employees

Creating a pathway for employees is one of the reliable ways to retain them in the organization. A path is a process allowing the workers to learn new ideas through training and evaluations, among others, making them progress while in the company. Research was conducted by Andrew Chamberlain and Morgan Smart, where over 5000 job transitions were assessed to determine what motivates workers to remain in a company. The scholars claimed that stagnation is a common issue, referring to whereby employees stay in certain positions and salary brackets for long, making them demotivated and thus increasing turnover (Osborne & Hammoud, 2017). The development of a pathway was suggested as a reliable way to retain them, as motivation, engagement, high productivity, and better results are attained. The literature describes an actionable plan the human resource department would consider to develop a pathway for employees so to retain them in the organization.

HR should consider the first action in creating a pathway for workers' development in evaluating the organizational goals. Here, both short and long-term objectives need to be assessed to guide the department in understanding the place's requirements. It is a vital step because the milestones established for the employees must be in line with the general purpose of the company to be successful (Osborne & Hammoud, 2017). An example of a business goal would be expanding and opening new stores across the region. The need means more leaders would be needed, and particular skills shall be needed. As a result, the understanding of these aims would make the leadership direct the workers to attain the skills required, filling the gaps when the new stores are opened. Assessing the business goals would be done by the department consulting other managers, so both short and long term aims are formulated and understood by all leaders. It is necessary to help and support the activities implemented by HR in creating a pathway.

After understanding the business' objectives, the second action is talking to the workers. The pathway intends to benefit the workers, so they remain with the company. Interacting with them is needed to understand their skill levels and aspirations. The managers should not assume to know their goals as it would lead to the establishment of a milestone that is not in line with their goals. Instead, the leaders must talk to each worker; know their goals, challenges, and perceptions about them (Atwood, 2020). Some employees would have developmental goals that need support from the company, while others may not be concerned about their roles. The difference demands the leaders talk to them individually and understand their developmental needs. The interaction guides the managers to determine the activities that would benefit most of the workers, thus bringing satisfaction and retention. Besides, the communication would be done face to face in case the company is small or online, where the number involved is large. The need for talking, therefore, understands the workers' skills levels and aspirations.

The third step in this process comprehends the potential versus readiness of the employees to develop. Potential is where the workers can move to another position and perform well, while preparation is the willingness to move. Some employees would have the potential to grow based on educational levels or experience but may not be ready to be promoted because of the responsibilities expected. For example, they would be moved to the managerial level where sacrifices on time, among others, may be demanded while the employees feel unready for it. The process is vital in creating a pathway to avoid resistance from the workers, which would lead to the failure of the retention goal. Here, the leaders need to let the employees know of the goals to be achieved and assess them if they are prepared for the amendments. It results in consensus that the managers know the exact needs of the employees while the latter do not feel forced into responsibilities. On the other hand, those ready and have the competency get the chance to grow and develop.

The other action is the consideration of the types of training and development needed for the workers. In this phase, the information collected in the second and third steps is vital in helping the leaders determine what to prioritize. Notably, training programs are expensive and time-consuming, indicating they cannot be implemented at a go (Atwood, 2020). The management makes a list of what is urgent and starts with it. It is also in this phase; the tools to be used in training are identified and availed. Depending on the type of needs, the company would apply lectures or online classes. The physical lectures are used when the training involved is a new concept that demands a lot of explanations, consistency, and supervision. Digital training, on the other hand, is utilized when the workers need to schedule the learning time and would easily navigate the information.

The last action is establishing a plan to control the activities before, during, and afterward. The program should be simple, informative, timely, and easy to assess. For instance, if the workers are trained in team building, the plan should define the activities implemented, the tools needed, the period taken to learn, and measures to evaluate the success. At this stage, the workers must be informed on the need for the events, expected outcomes, and the benefits for their careers or positions in the organization (Osborne & Hammoud, 2017). After the activities are implemented, the workers should be guided on integrating the learned knowledge and skills in their roles. Besides, the company ought to present opportunities for them so to apply the new ideas.

Therefore, the creation of a pathway for development is a reliable technique to ensure employees' retention. In doing this, HR should define the general business goals, talk to the workers to understand their aspirations, differentiate potential and readiness, plan training, and later implement it. Notably, the steps create a milestone for the employees to learn new ideas, apply them in the business, measure success, and make changes whenever necessary. As a result, motivation is improved and thus retaining them in the company.

References

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- Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), 4.

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