

**WORLD
EMPLOYMENT
CONFEDERATION**

The Voice of Labour Market Enablers



CAREER MANAGEMENT

Adding Value Throughout
the Work Life Journey



The world of work is changing, causing the world of HR services to evolve too. To help organisations navigate this complex and dynamic environment, the employment industry offers a range of career management services.

Adding value at every stage of the work life journey, career management solutions contribute to smooth labour markets and fulfilling work experiences; benefiting enterprises, individuals and society as a whole.

"Career Management" includes primarily services such as:

1. Outplacement and Career transition
2. Redeployment
3. Other development services designed to help organisations and individuals to manage changes in the practices, processes, conditions and bases of employment so as to minimise the adverse effects of such changes and to benefit from any new opportunities that are created (development activities).

Career Management firms operate under high-quality standards, including the World Employment Confederation's code of conduct and a strong commitment to respect confidentiality and protection of personal data.

STARTING OFF

Career Management actively and concretely promotes an integrated way to look at jobs, skills and business performance with a long-term perspective. It supports enterprises with a proactive approach to strategic workforce planning and provides businesses the tools needed to secure, retain and build teams with the right skills to remain competitive in a world of increasing skills shortages, where employee skills also need to evolve rapidly.

A compass to navigate complexity

For individuals, knowing which skills to develop will guarantee their long-term relevance in the labour market and ensure their competitive advantage. Using career management services provides organisations and individuals with a unique perspective of the job market and insights into which skills are in the highest demand. It helps aspiring workers set the foundations for a fulfilling working life by understanding their own aspirations, strengths and passions. Careers are no longer linear but take numerous twists and turns. Awareness and orientation support through career management solutions helps individuals to build self-confidence and take ownership of their professional lives, allowing them to create careers that fit their personal needs.



CASE STUDY

Adapting to change through career mobility

To cope with the rapid changes triggered by digitalisation and globalisation, a global financial institution with over 75,000 employees had to hire candidates to fill technical positions while also needing to eliminate some current positions. Aware of its existing internal talent, the company leadership committed to provide career mobility support to all of its impacted employees.

Right Management delivered group workshops, webinars and one-on-one coaching on personal change, resume development, interviewing, personal branding and networking. The team also provided support coaching related to retirement decision-making. A technology portal provided for supplementary expert resources, including a virtual interviewing tool, resume builder and career assessments.

Once employees have been through the program, employees got support to navigate the internal job search process. If new opportunities could not be found internally, Right Management provided outplacement services to support their external job search. The program has been successfully received within the company, with a 91% satisfaction rate for the services reported.

Why Career Management Services?

Providing career mobility support to its employees enabled the client company to demonstrate the respect it has for its employees and to protect its employer brand both internally and externally.

400

employees per year
supported in their internal
job search

50%

of participating employees
secured new jobs
within the organisation

CASE STUDY

Reintegration of long-term unemployed people through public-private cooperation

Some individuals end up very far from the job market, lacking the mental and physical resources to find their way back to employment on their own. In France, **Lee Hecht Harrison** partnered with regional public authorities to create the "Incubateur, accélérateur d'emploi" ("Incubator: boosting employment") to support individuals living with the RSA (minimum wage).

The project had a three-phase approach, starting with building up mental resources and motivation of job seekers and helping them acquiring knowledge of about a range of topics, from job search techniques, positioning, job market landscape, communication and strategy. In the second phase, the focus is on the job search itself, with training, orientation, collective mobilisation and contact with potential employers. Finally, as the support comes to an end, an assessment is done, linking back to the objectives defined.

Besides the benefits for the individuals involved, the project resulted in public savings by lifting people out of unemployment.

146

people supported
for a 12-months
period

54%

redeployed
in companies or
self-employment

35%

redeployed in companies
with a minimum of
6 months term

Why Career Management Services

While public employment services play an important role in supporting jobseekers to return to the labour market, firms offering career management services bring specific expertise that is essential in supporting vulnerable target groups, such as long-term unemployed people.

SAILING THROUGH

Career Management helps to build the resilience that organisations and individuals need to face the rapid evolutions in the world of work.

**A guide to
steer
sustainable
transformation**

In a globalized, on-demand economy, changes in activity patterns are unavoidable. During periods of uncertainty or transformation, Career Management helps enterprises to manage restructuring effectively and sustainably. It provides leadership and coaching solutions to manage the workforce in ways that fit expectations and strengthen employee engagement. It supports not only the organisation's people strategy but also its capacity to better adapt to change.

By promoting redeployment and reskilling as alternatives to layoffs, Career Management helps companies control the costs associated with such transformations and ensures longer-term competitiveness. It enables organisations to act in a socially responsible manner in times when their reputation is challenged, and it contributes to a stronger employer brand.



When undergoing transformations, Career Management allows workers to maintain opportunities and preserve both their financial and mental stability. Beyond times of crisis, it provides a professional and long-term boost to employees' development, which in turn can increase an employer's attractiveness. Career Management helps individuals secure their long-term relevance in the labour market by promoting learning ability, providing knowledge on potential opportunities, and offering guidance about future labour demand. Individuals are better equipped to face whatever the next stage in their working lives will be. This also has a two-fold, positive impact on public authorities' objectives: firstly, supporting inclusive employment through better, long-term integration of underrepresented workforce groups; secondly, reducing demand for unemployment services due to smoother and shorter labour market transitions.



CASE STUDY

Helping army veterans to transition to civil life

The Career Transition Partnership (CTP), a partnership between **Right Management** and the Ministry of Defence in the United Kingdom, has provided transition support to over 200,000 people leaving military service. The adjustment from military to the civilian world is a common challenge to all Service leavers. The resettlement process encompasses three main threads in the resettlement process - career transition, training and employment – and offers workshops, one-to-one support and development of a personal plan, vocational training to enhance qualifications or retrain, employment support through dedicated job board, a range of online tools and resources.

14,000

individuals accessing the support each year

93%

of Service leavers gaining a new role within 6 months of discharge

Why Career Management Services?

Using qualified career management consultants allows for targeted and personalised support in building a transition path that fits the Service leavers' aspirations and builds on the skills and experience they gained in the military. Career consultants are uniquely placed to advise on how to translate those skills and experiences into language appropriate for the civilian world of work and to connect Service leavers with potential employers.

CASE STUDY

Accelerating job transition through outplacement support



A telecom company losing both market share and revenues was in desperate need of restructure and needed to downsize its corporate structure. The layoff was of significant scale, with over 5,700 of the client's employees departing. Most of them were in one same location, therefore impacting greatly the local community.

Right Management was the company's outplacement partner in this process. Support started on the day that the layoff was announced with dedicated consultants on site to support both the client and its employees. Next, Right Management held virtual career fairs through its local job market experts, who leveraged the resources of companies they work with and marketed the employees to help them land a new position faster.

98%

of supported employees found a new job after 6 months (vs. 83% for employees who did not use the service)

71%

of former employees found either the same level or higher-level position

7.1

weeks to find a new position (vs. 17.1 for candidates who did not use the service)

Why Career Management Services

Career Management services help the career transition and enable laid off employees to land new opportunities faster. The client's brand and reputation as employer is protected while its productivity is maintained

TAKING OFF

As work experience shifts, Career Management is there to ensure transitions are dealt with effectively.

When layoffs are unavoidable, Career Management helps workers avoid or shorten their period of unemployment by opening up new possibilities and guiding them to find new meaning in their careers. The benefits are not only personal (greater mental stability to cope with the transition and an improved ability to process the separation) but also financial. Use of Career Management services cuts the time that elapses between termination of employment and entry in a new occupation by half. Offering new work prospects, instead of getting time-limited financial compensation, offers more security and sustainability to workers. Change becomes an opportunity, not a threat. Remaining employees also keep a positive spirit and maintain productivity when they see their employer acting responsibly.

A companion for the next destination

Maintaining the employability of individuals encourages less attrition and greater loyalty. Active labour market policies, that bring people quicker into new placement, secures greater social contributions, and as a result more funding for public finances. Indeed, lower unemployment benefits, additional social contributions, and more purchasing power create a positive spiral which can make government subsidies and funding opportunities cost neutral.

All the benefits of Career Management cannot be realised without peaceful social dialogue. Often, Career Management services act as a facilitator to bring employers and social partners closer, empowering them to collectively find innovative solutions to the rapidly evolving labour market.



CASE STUDY

Reinvigorating impacted economic areas

With the closure of a production site in France during a period of austerity, the displaced employees found themselves on a dried-out labour market. **Lee Hecht Harrison** supported the company in recreating the 262 jobs which went lost with the site closure. 300 new jobs were created within 3 years. The entire ecosystem benefitted from the approach: individuals, corporations, but SMEs.

24

companies creating 230 sustainable jobs in the area

113%

of the set objectives reached (296 jobs created vs. 262 planned)

Why Career Management Services?

The career management services firm offers knowledge of the labour market and ability to bring the different partners together within the employment ecosystem.

CASE STUDY

Accompanying outplacement on a global scale

A global organisation needed a partner that could deliver scalable programs with a consistent methodology worldwide and a centralized point of contact for each major geography (North America, Latin America, EMEA and APAC). The company also faced challenges in certain countries due to local labour laws on organisational reductions and the position of trade unions.

Right Management offered a customized solution that, alongside standard programming, programs "until landing" for non-executive employees in certain circumstances. It developed a customized candidate portal to overcome issues with providing contact information for former employees. The portal provided downloadable program descriptions, a pre-recorded webinar introducing outplacement services and an office locator.

Additionally, as periods of reductions in the organization progressed, facilitated Q&A sessions would be conducted live, then recorded and provided to impacted employees through the portal to increase awareness of the outplacement benefits. To address challenges when facing global labour unions, a global Career Management Consulting program was developed which focused on helping selected employees consider their career path, and whether or not they still fit within the organization's culture and vision. If the latter, employees were supported in finding their next career step in another organization.

87%

of employees feeling prepared for their job search after receiving the support (vs. 29% before program started)

Why Career Management Services ?

Global career management services firms offer broad expertise and allow for customized solutions, in respect of labour market regulations.

CAREER MANAGEMENT: THE WORK EXPERIENCE ENABLER

With the added value they bring throughout the work experience, career management services enable work, security, adaptation and prosperity. By building wings to weather the storm, not shelter from it, Career Management builds a more resilient and more socially responsible world of work; one that allows individuals to achieve fulfilling work experiences, enterprises to perform sustainably and society to flourish.

CASE STUDY

A certification to ensure quality services

Federgon, the Belgian federation for HR services providers, created "Certo", a certification body in order to deliver a quality label to career management firms fulfilling the following criteria:

- Abiding to a code of conduct
- Registered with the public employment service
- Testing the competences of outplacement counselors
- Participating in satisfaction surveys organized with candidates and employers
- Participating in complaint process

The certification is voluntary (firms must apply for the certification) but it is a clear differentiation factor for outplacement firms. The label is a helpful criterion to help employers select an outplacement company and to guarantee to workers that they will benefit from a quality service. protect its employer brand both internally and externally.

