

# PROJECT SUMMARY FINANCIAL PRODUCTS DIVISION – HEAVY EQUIPMENT MANUFACTURER

## PROJECT TITLE: CAREER MANAGEMENT & SUCCESSION PLANNING PROCESS

**Project Overview:** CGN worked with a Fortune 100 client to create a visual career management and succession planning methodology.

### Business Objectives

- Seeing a pattern of low employee satisfaction, the client identified a need to improve their career and succession planning process. The primary objectives were:
  - Raise employee satisfaction with regard to career development
  - Develop a career management tool to provide supervisors and employees a means for planning career goals
  - Develop a process for managing career moves into and outside of the Financial Products Division, as well as across the functional areas within
  - Understand the demand for and improve the supply of talent via better alignment with growth patterns
  - Provide faster identification of qualified resources across the enterprise for succession planning purposes

### CGN Solution

- CGN developed a customized career management and succession planning tool and process that provides executives with easy visibility to available resources, enabling them to fill forecasted jobs in a timely manner. In addition, the visual tool facilitates the career planning process, illustrating career pathing options for individual employees based on career aspirations and goals
- CGN also provided the following implementation deliverables:
  - Support and training materials for end users to ensure that the process is carried out effectively and in a timely manner
  - Communication plan for rolling out the new tool and process
  - Recommendations regarding processes and metrics that will help better utilize the information captured in the client’s talent management system

### PROJECT DURATION:

May – June, 2005

### RESULTS:

**The career management and succession planning methodology provided benefits for employees at all levels of the organization**

#### Benefits for Executives & Managers included:

- Improved alignment of talent supply and demand
- Simple way to identify multiple qualified candidates for open positions and succession planning needs
- Reduction in time-to-fill open positions
- Facilitation of employee career and development planning
- More focused development planning, leading to improved enterprise expertise and performance

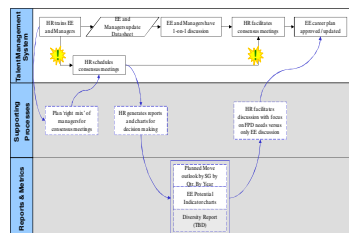
#### Benefits for Employees included:

- Allows employee to visually look at possible career pathing opportunities
- Empowers employees to plan and manage their own career
- Transparency and clarity with the process, resulting in higher engagement and satisfaction

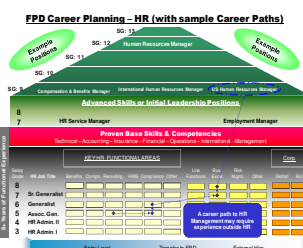
#### VOC RESULTS

<b>Strategic Needs</b>
<ul style="list-style-type: none"> <li>• Recruit at leading colleges</li> <li>• Hire best &amp; brightest</li> <li>• Total Rewards</li> <li>• Retain best people</li> <li>• Career planning is the enabler of business plans</li> </ul>
<b>Operational Needs</b>
<ul style="list-style-type: none"> <li>• Consistent Processes</li> <li>• Management Commitment</li> <li>• Complete sharing of resources</li> <li>• Effective forecasting</li> </ul>
<b>Individual Needs</b>
<ul style="list-style-type: none"> <li>• Work-life balance</li> <li>• Individual growth</li> <li>• Ownership of career</li> <li>• Awareness of all opportunities</li> </ul>
<b>Cultural Needs</b>
<ul style="list-style-type: none"> <li>• Fair &amp; logical process</li> <li>• Clarity of opportunities &amp; expectations</li> <li>• Management cares about their people</li> <li>• Career planning is just as important as business planning</li> <li>• Diversity</li> </ul>

#### PROCESS RECOMMENDATION



#### VISUAL TOOL (EXAMPLE)



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