Career Paths

Business Case

The Client's organisational climate data revealed that employees do not consider that career development and career growth are an organisational priority. This had significant negative impact in talent attraction and retention, with constraints reaching from weak EVP perception, high turnover rates, low 'intention to stay' from top talent, and potential reputational damage.

Deliverables / Outcomes

- Job catalogue optimisation (an upstream requirement)
- Job Profiles update (an upstream requirement)
- Organisation-wide portfolio of career paths
- Retention rate at 6-18months increased from 65% to 87%
- Top talent intention to stay increased 10pt., to 82%
- 'Perceived employability' increased from 2.7 to 4 out of 5

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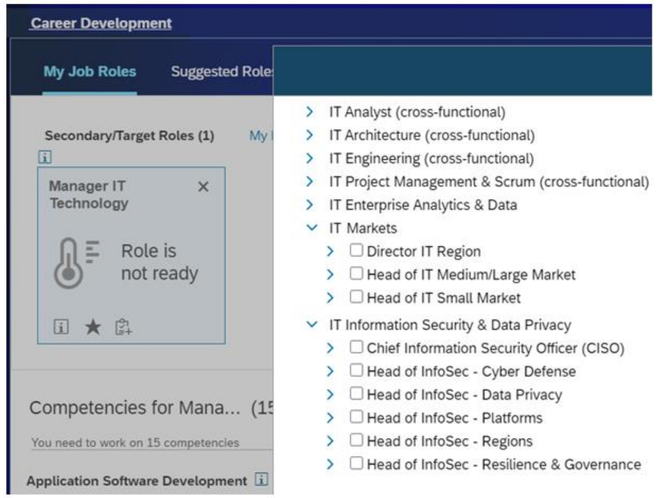
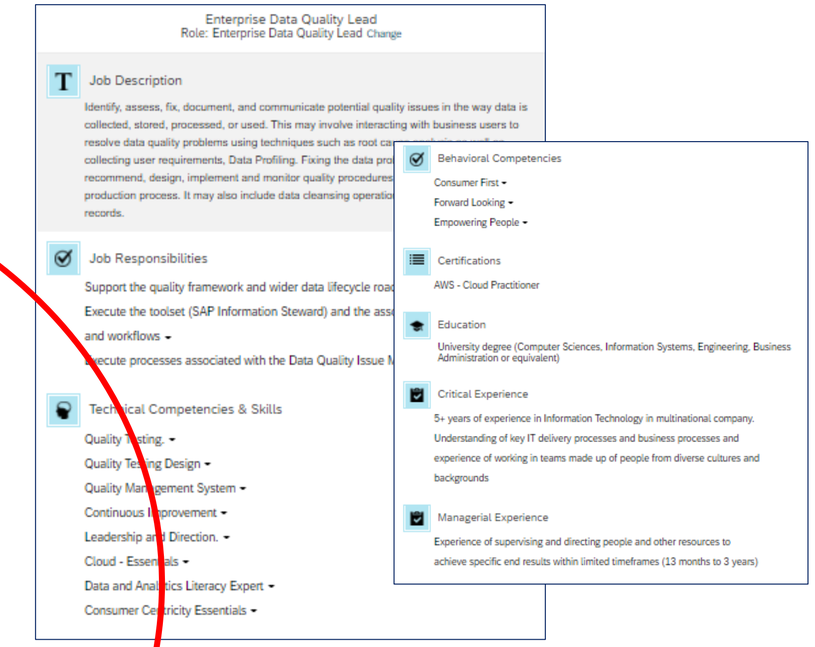
(Work sample; please read sergiosousa.org website's Terms of Use)

Creating an up-to-date Job Catalogue for each Function



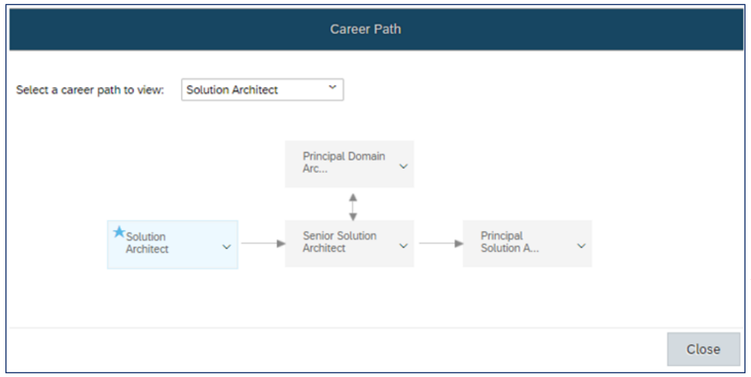
Career Paths Design Process

Updating Job Profiles, for an accurate view of role requirements



"What good looks like": the competencies, skills and qualifications

Career Paths integration & HRIS uploading

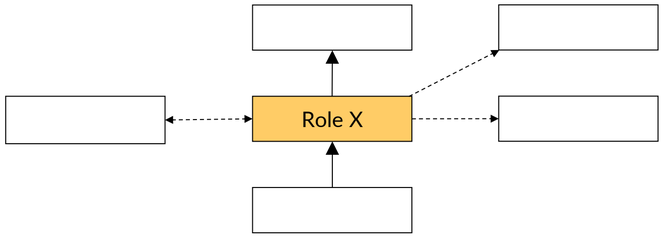


The career paths become multi-Function thus employees can visualise potential movements across the full organisational structure (examples on pages 3-5)

Co-creation with Function's SMEs

SME meetings

Meetings with Subject Matter Experts (SMEs) to identify each Function's potential career pathways, per department and role (or group of roles)



The career paths display information about potential vertical or lateral moves

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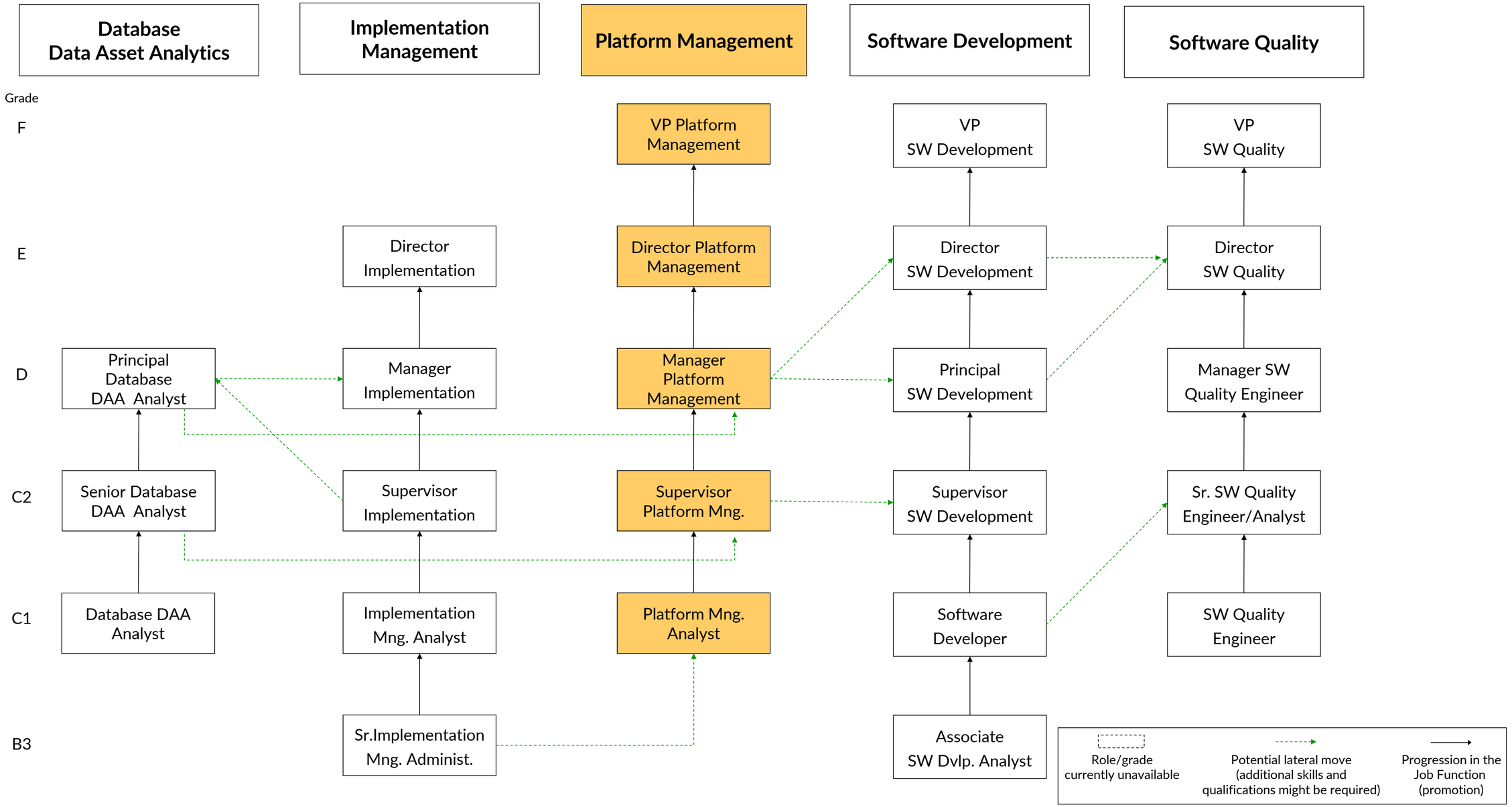
Platform Management - Career Development Paths



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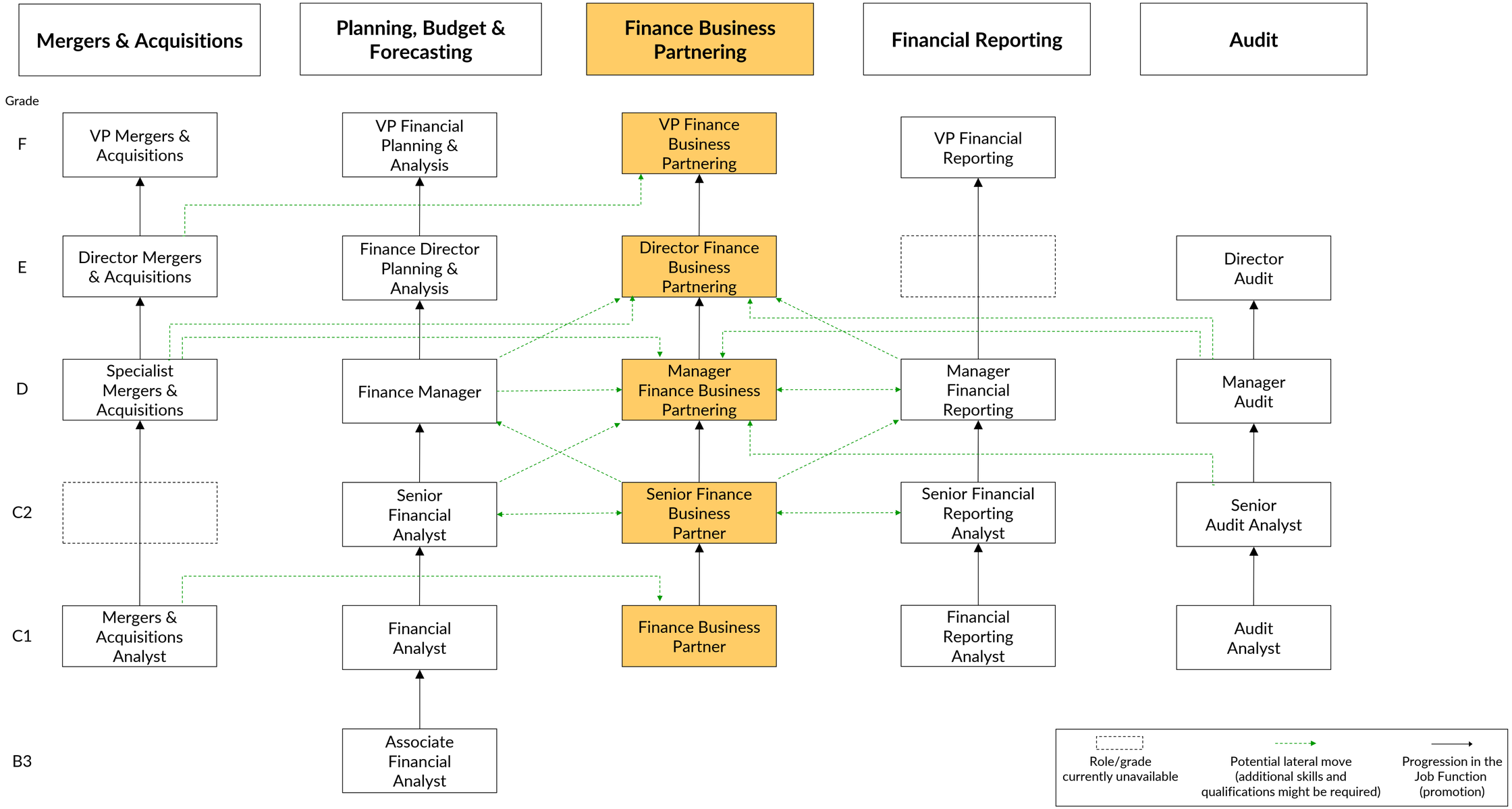
(Not all Technology Function depts. are identified, only the ones SMEs considered more relevant regarding 'Platform Management')

Finance Business Partnering - Career Development Paths



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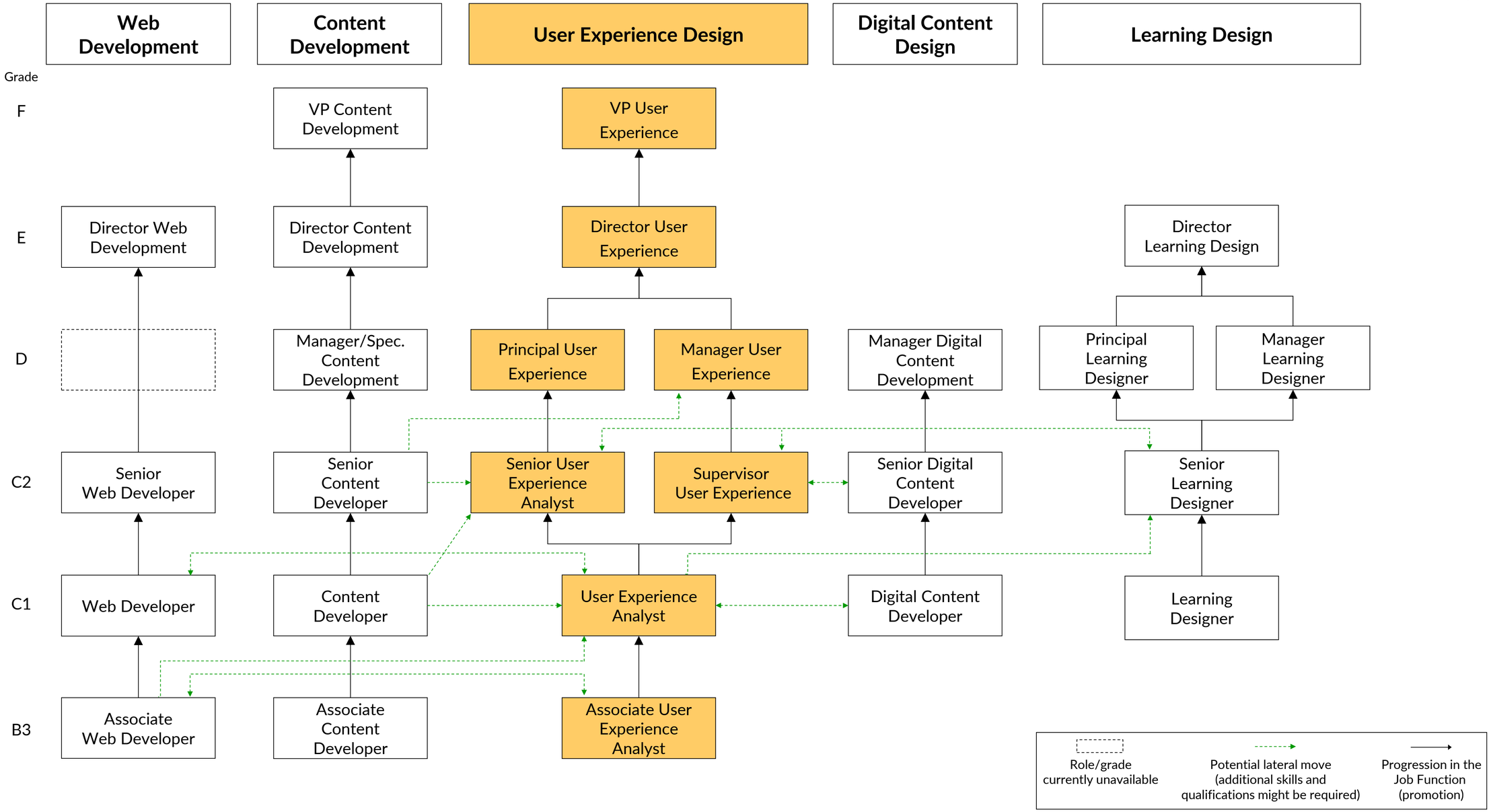
(Not all Finance Function depts. are identified, only the ones SMEs considered more relevant regarding 'Finance Business Partnering')

User Experience Design - Career Development Paths



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(Not all Global Product Function depts. are identified, only the ones SMEs considered more relevant regarding 'User Experience Design')