

Case Study:

Lack of Development Driving Turnover

THE SITUATION: LACK OF DEVELOPMENT DRIVING UP TURNOVER

A high-growth tech company in the increasingly competitive Silicon Valley labor market was having trouble retaining employees. Rapid growth, driving the consistent need for new hires, was making employee turnover especially painful. Employee surveys consistently highlighted the need for development opportunities and career growth, which these highly sought-after employees were all too happy to look for elsewhere.

OUR APPROACH: STRUCTURED CAREER FRAMEWORKS

AIIR recognized two needs hidden within the lack of development opportunities. First, career levels and functional roles needed to be simplified and streamlined across the organization. Second, once in place, these functional roles needed to be clearly defined in a way that allowed aspiring employees to develop themselves for advancement.

Through a methodical process involving one-to-one interviews and focus groups, AIIR identified core leadership values across all job families and levels. Next, we identified a comprehensive profile of technical competencies and career experiences for each job family and level. The final output of this process entailed a clear career framework that could be scaled across the company.

RESULTS ACHIEVED: INCREASED MORALE, DECREASED TURNOVER

The results of this change manifested almost immediately in increased employee morale and a newfound rigor in the company's performance management process. Employees greatly appreciated the new degree of transparency with which their own roles and the roles they strived to attain were defined. They now had clear lines of sight to career growth stages and met work with a renewed sense of optimism.