

Aligning Workforce Strategy and Creating a Development Culture



Career Development in the Manufacturing Industry

A Need for a Unified Workforce Strategy

A leading global chemical manufacturing company, with 3,500 employees, was acquired several years ago, and post-acquisition, many development programs were put on hold. As senior leadership refined their strategic business direction, HR was tasked with developing a unified workforce strategy that was aligned with the business needs. The client was also experiencing a misalignment in the HR team structure which was hindering the ability to develop a unified workforce strategy. Increasing engagement through a strategic career development initiative was identified as a core component for achieving their unified workforce strategy, as the fragmentation in their strategy was fostering an inconsistent development culture across the various business units.

Creating a Career Development Culture

In order to address the need to construct a consistent focus for the client's workforce strategy, Right Management created a solution around HR Workforce Planning and Risk Assessment and developed a comprehensive Career Development and Mobility process. The client needed to create a development mindset within its culture, and through the Career Development/Mobility solution, Right Management provided a scalable, flexible program that equipped managers with processes and tools to guide employees through an effective development process. This process provided employees with a sense of accountability for managing their careers and an understanding of their skills, strengths, and areas for development, while providing a platform for managers to learn the necessary skills to conduct effective career and development conversations.

A Culture that Embraces Career

Right Management helped the client to create a new workforce strategy roadmap to achieve top line priorities that align with the client's long-term goals. They created an outline of the HR Team's priorities, capabilities, and how they support execution of the business strategy. Over a 3 year period, 1,200 employees and leaders have participated in the Career Development and Mobility process, and engagement has remained high. This process is sustainable because it is supported and championed by senior leadership. As a result of the active participation of managers and leaders, the quality of development discussions has been enhanced and the concept of development is being firmly embedded in the culture. New development opportunities are routinely being generated across the organization.

