

# COM – VI – MHRM – II

## 4.2 Trends in HRM:

### ➤ Trends in Human Resource Management:

1. The changing role of the Human Recourse Organization
2. A focus on branding and the employee experience
3. Up skilling and the new talent pipeline
4. Fighting harassment and improving inclusion
5. Sexual orientation protections
6. Worker compensation and classification
7. State and local laws
8. Personalization of benefits delivery and communication
9. Ballooning employee debt and a focus on financial wellness education

### ➤ Employee Engagement:

**Concept / Meaning:** Employee engagement is defined as the emotional investment employees make in their organizations. It is the passion, involvement, and motivation they bring to work, which they use to guide their work. Engaged employees identify with the goals of the organization and align their own goals with the organization's goals.

An organization is the collection of a large number of individuals striving towards the accomplishment of a common objective. Ideally, every employee must work to their full potential to further the organization's reputation and interests, but however this is not the case in most of the companies. Thus, on the basis of the level of commitment, the employees can be classified into three categories:

### **Types of Employee Engagement:**

- 1) Personal Engagement
- 2) Organizational Engagement
- 3) Situational Engagement

## ➤ **Human Recourse Information System (HRIS):**

HRIS stands for Human Resources Information System. The HRIS is a system that is used to collect and store data on an organization's employees. In most cases, an HRIS encompasses the basic functionalities needed for end-to-end Human Resources Management (HRM). It has a system for recruitment, performance management, learning & development, and more. An HRIS is also known as HRIS software. This is a bit confusing as it implies that different systems can have different software running on them. However, this is not the case. The HRIS is, in essence, a software package. The HRIS can either run on the company's own technical infrastructure, or, what's more common nowadays, be cloud-based. This means that the software is running outside of the company's premises, making it much easier to update.

### **Benefits of HRIS:**

**1) Record-keeping.** An HRIS is a record-keeping system that keeps track of changes to anything related to employees. The HRIS can be seen as the one source of truth when it comes to personnel data.

**2) Compliance.** Some data is collected and stored for compliance reasons. This includes material for the identification for employees in case of theft, fraud, or other misbehaviors, first contact information in case of accidents, citizen's identification information for the tax office, and expiration dates for mandatory certification. All this information can be stored in the HRIS.

**3) Efficiency.** Having all this information in one place not only benefits accuracy but also saves time.

**4) HR strategy.** The HRIS enables the tracking of data required to advance the HR and business strategy. Depending on the priorities of the organization, different data will be essential to track. This is where the HRIS comes in.

**5) Self-Service HR.** A final benefit is the ability to offer self-service HR to employees and managers. This enables employees to manage their own affairs. When done right, the HRIS can

offer a good employee experience. Keep in mind that not all HRIS systems offer this in a user-friendly manner.

Working with an HRIS has multiple benefits for the organization, HR, and the employee. Using an HRIS becomes interesting when you have between 30 to 50 employees.

### ➤ **Changing Pattern of Employment:**

Changing patterns and levels of employment. Employment is the work that people do in an economy. Over time, patterns of employment change: some industries go into decline and jobs disappear while new types of industries and jobs develop. Employment levels too change over time due to many reasons.

Employment is the work that people do in an economy. Over time, patterns of employment change: some industries go into decline and jobs disappear while new types of industries and jobs develop.

Employment levels too change over time due to many reasons. It could be due to the effects of business/economic cycle that every economy goes through from time to time. It could be due to the changes to the demographics of the country. It could also be due to structural changes.

If we want to look at the changes to the patterns of employment, it will be easier to understand it if we look into a particular economy. For the purpose of this topic, let us look into the economy of Maldives.

#### **1) Women at work:**

Over the past 30 years, we have seen that more and more women choose to work and even take up careers which used to be done by only men. This could partly be due to flexibility and the rights given by the changes to the employment laws and regulations.

Other reasons for women in the skilled work force is due to increased opportunities for girls to achieve higher education. There was a time when Maldivian families used to give more importance to the education of boys rather than girls. However, this has changed due to increased awareness.

However, employment rate among men is still higher than women.

## **2) Rise of the service sector:**

Over the past 30 years, service sector has gained dominance in Maldives, largely due to the tourism sector. Other service industries like Banking, Insurance, Education, Private Healthcare and Consultancy has also increased in importance in the Maldivian economy.

## **3) Expatriate workers:**

Gone are the days when we used to see Maldivians working as waiters in the tea shops and cafeterias. Almost all the labour and odd-jobbing are now done by expatriate workers, mostly from Bangladesh. Other industries in which expatriate workers dominate are construction and agriculture. Tourism industry too has a big percentage of expatriate workers. The reason for this could be due to the availability of workers from neighboring countries who are willing to work at a lower wage rate than Maldivians.

## **4 More skilled workers:**

Over the past 40 years, skilled workers have been increasing among the Maldivian work force. This could be due to increased availability of education and training programs. Therefore more and more people are seen taking up professional careers.

## **5) Part-time workers:**

A huge increase in part-time staff has occurred again mainly due to more women being in the workplace and many only work part-time due to child care commitments.

The increase in students going to college and university has also resulted in a large temporary workforce available to work as receptionists, sales persons, cashiers, tutors and similar jobs.

## 4.3 Challenges in HRM:

### ➤ Challenges in Human Resource Management:

- 1) Technological Challenges
- 2) Workforce diversity – multi culture issues
- 3) Contextual issues
- 4) Change management – at par with technology
- 5) Outsourcing – noncore HR
- 6) Health and welfare – workplace safety and privacy concern
- 7) Recruitment and availability of skilled labour
- 8) Retention and succession planning
- 9) Restructuring – Process and services
- 10) Industrial relations –stress, target, personal issues
- 11) Employee compensation and rewards
- 12) Retirement

### ➤ Employee Empowerment:

**Meaning / Concept:** Empowerment is the process of giving employees in the organization the power, authority, responsibility, resources, freedom to take decisions and solve work related problems. In order to take such initiatives and decisions, they are given adequate authority and resources. This allocation of authority is not based on the concept of “delegation” based relationship. In empowerment it is a “trust based relationship”, which is established between management and employees. It is a continuous process.

The empowered employee becomes “self-directed” and “self-controlled”. Empowerment focuses on employees to make use of their full potential. On the other hand, empowerment means giving up control on employees and letting every employee make decisions, set goals, accomplish results and receive rewards. It means making a person able to manage by himself. It is a process for helping right person at the right levels to makes the right decision for the right reasons.

Empowerment is the process of shifting authority and responsibility to other in the organizational setting. Empowerment takes place when higher management transfers the power, authority, and responsibility to lower level employees. Shifting of authority and responsibility to the workers is made to take over the charge of the work they do.

The concept of shifting of power, authority is very simple in the sense that the person who has been doing some job for years together develops thorough idea, knowledge, and competence over the job and keeps everything under his grip. Now, if such person is given overall charge of the work he does, with adequate authority and responsibility he can take decision on his own for accomplishment of the job.

He performs quality work and at the same time he gets motivated and develops a sense of commitment and a ‘feeling to reciprocate in consideration of the power shifted.’ It generally occurs that most human beings desire recognition, power, status, authority, and responsibility and when they achieve they exert drives to utilize their full energy, abilities, and competencies to excel their performance.

Such people prepare their mind set to achieve, to perform, to win, to succeed and to strive their best to go ahead in that direction as projected. Empowerment is such a mechanism that helps to achieve individual goals, team goals and organizational goals through handing over the charge of the job to the jobbers to perform the job with authority to take decision on their own.

So empowerment relates to individual development and the development of organization as well. Empowerment as a process of passing authority and responsibility to lower level employees is introduced in organizations like GE. Medical Systems, Tata Information System, Asea Brown Broveri and others.

Employee Empowerment in work setting means giving employees the means, ability, and authority to do something. It involves efforts to take full advantage of organization’s human resources by giving everyone more information and control over how they perform their jobs. Various techniques of empowerment range from participation in decision-making to the use of self-

managed or empowered teams. Employees' empowerment is the process of sharing power with employees, thereby enhancing their confidence in their ability to perform their jobs, and their belief that they are influential contributors to the organization.

It has been observed that imparting power to employees enhances their feeling of self-efficiency and a sense of 'owning' a job. Empowered employees exude increased confidence while performing their jobs. It is the feeling of 'ownership and control' over their jobs which motivates employees to maximize their contribution in making the organization successful. In an age of increasing individualism, empowerment is what young job aspirants look for in organizations.

Many organization's follow team structures which have paved the way for empowerment of employees. Empowerment would be all the more necessary to speed up the process of decision-making, make use of environmental opportunities and to serve the customers and society better.

The purpose of empowerment is to free the employees from rigorous control and give them freedom to take responsibility for their own ideas and actions, to release hidden talents which would otherwise remain inaccessible. Empowerment offers a way of treating people with respect and dignity. It is a must for organizations that want to be successful in the competitive world.

Empowerment should not be confused with delegation of authority. Delegation is granting of authority by a superior to a subordinate for a specific purpose such as buying specific materials from a specified vendor. But empowerment has a wider scope because the subordinate is given adequate autonomy or freedom to select the type of materials from the vendor he thinks is the best.

### **Employee Empowerment – Need:**

The need for employee's empowerment arises because of the following factors:

(i) Increasing pace of change, turbulence of environment and the changing expectations of customers requires a speedy and flexible response which is incompatible with the old-style command and control model of organizational functioning.

(ii) Organizations are using new types of structures to achieve their objectives. The impact of downsizing, delayering and decentralizing means that the old methods of achieving co-ordination and control are no longer appropriate. Achieving performance under these circumstances require the employees to accept greater responsibility and authority.

- (iii) Organizations require cross-functional working and greater integration in their processes if they are to meet the customers' needs. Such cooperation can be achieved through empowerment.
- (iv) Employees now have greater awareness and are more concerned with the satisfaction of higher level needs. Empowerment can be used to satisfy such needs of employees and thus motivate them.
- (v) Empowerment can provide opportunities to the employees at lower levels to develop their competencies. Thus, it can be used as a source of managerial talent for the organization.

### **Features / Characteristics of Employee Empowerment:**

Most of the work organizations have a number of employees who believe that they are dependent on others and their own efforts have little impact on the performance. Sense of this powerlessness creates frustration in employees and they start developing a feeling that they cannot perform successfully or make meaningful contributions.

In order to overcome this feeling of employees and involving them in their jobs, the idea of empowerment has been introduced. In general, empowerment means "to give the means, ability, or authority." Thus, in a work organization, empowerment is the process of enabling employees to set their own work goals, make decisions, and solve problems within their sphere of responsibility and authority.

Organizations with high level of empowerment usually have the following characteristics:

1. Empowered organizations put emphasis on delegation, decentralization, and diffusion of power and information.
2. Their organizational hierarchy is flat instead of series of levels which command and control the one immediately beneath them.
3. They appoint fewer managers with wider responsibilities. The span of management is well above twenty in which a manager's role shifts from controller to coach and mentor.
4. They set unstructured guidelines so that the employees know their decision-making parameters.
5. Their employee-related core value is employee satisfaction.
6. They invest lot of time and effort to ensure that newly recruited employees are able to handle workplace freedom.

## ➤ **Workforce Diversity:**

**Meaning / Concept:** Workforce diversity means similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation. Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives.

Diversity in the workplace is vital for employees because it manifests itself in building a great reputation for the company, leading to increased profitability and opportunities for workers. Workplace diversity is important within the organization as well as outside.

### **Benefits of diversity in the workplace:**

- 1) Talents, skills, and experiences
- 2) It creates innovation
- 3) Language skills can open doors for a business
- 4) It grows your talent pool
- 5) Improves employee performance

## ➤ **Attrition:**

**Meaning / Concept:** Attrition is a gradual voluntary reduction of employees (through resignation and retirement) who are not then replaced. This means that attrition decreases the size. Attrition is a process in which the workforce dwindles at a company, following a period in which a number of people retire or resign, and are not replaced. A reduction in staff due to attrition is often called a hiring freeze and is seen as a less disruptive way to trim the workforce and reduce payroll than layoffs. Attrition is an inevitable part of any business. There will come a time when an employee wants to leave your company – for either personal or professional reasons.

But when attrition crosses a particular threshold, it becomes a cause for concern. For example, attrition among minority employee groups could be hurting diversity at your organization. Or,

attrition among senior leaders can lead to a significant gap in organizational leadership. Employee attrition occurs when the size of your workforce diminishes over time due to unavoidable factors such as employee resignation for personal or professional reasons. Employees are leaving the workforce faster than they are hired, and it is often outside the employer's control. For example, let's say that you have opened a new office designated as the Sales Hub for your company. Every salesperson must work out of this office – but a few employees cannot relocate and choose to leave the company. This is a typical reason for employee attrition.

But there are other reasons for attrition as well, including the lack of professional growth, a hostile work environment, or declining confidence in the company's market value. Weak leadership is another factor that often drives attrition among employees.

## **Different Types of Attrition:**

### **1. Attrition due to retirement:**

If two or three people have retired from your company this year, this is statistically too small an employee group to count under attrition. However, if a sizable chunk of your workforce retires at the same time, this can cause attrition.

Attrition due to retirement shouldn't be swept under the rug – your senior professionals may choose to retire early or become independent consultants due to factors other than age.

### **2. Voluntary attrition:**

This is the most common type of attrition, where employees decide to simply quit their jobs. There can be many reasons for voluntary attrition (more on that later) and most of them are in your control.

You should proactively try to curb voluntary attrition among high-value talent, as this can bring down your productivity over time. For example, if a company sees its marketing experts moving out of different business units, it's a clear cause for concern.

### **3. Involuntary attrition:**

In this scenario, it is the company and not the employee that initiates the exit. For example, the employee may have shown instances of misconduct in the workplace – a common reason for involuntary attrition. Structural reasons could also cause attrition. Mergers and acquisitions are often followed by a wave of involuntary attrition.

#### **4. Internal attrition:**

Here, employees are quitting their jobs in one department to join another department. In some cases, internal attrition is desirable, as it routes talent towards more profitable areas. It also ensures better employee-job fitment. But if a specific department has witnessed a high rate of attrition one year, it merits an investigation. Is there something missing in the job? Is the manager inadequately skilled? These are questions that HR needs to ask and find answers to.

#### **5. Demographic-specific attrition:**

This is a significant concern for progressive companies trying to build an equal-opportunities workplace. Demographic-specific attrition means that employees from a single group – women, ethnic minorities, and people with disabilities, veterans, or older professionals – are leaving the company in droves.

You need to immediately deploy employee surveys to identify the root cause of demographics-based attrition before it affects your workplace culture. A positive culture can be the antidote to the quitting epidemic.

### **Factors Affecting Employee Attrition:**

#### **1. Personal motivation:**

There has been a change in an employee's personal life that compels them to switch jobs. New parents might want to move to a city with better schools, a mid-career professional may want to return to school – these reasons are endless. By conducting detailed exit interviews, you can keep in touch with these employees and ensure that they consider your company in the future, whenever they have an opportunity.

## **2. Professional motivation:**

This is where HR could play a massive role in controlling attrition. An employee might leave because they felt there simply aren't enough opportunities for career progression in your organization. This is the case in several technology companies, where technical talent is forced to fight for managerial positions as they move up the ladder. Take inspiration from Microsoft, which created a long-term technical track to prevent professionally-motivated attrition.

## **3. Challenges with the workplace:**

This is another common reason for attrition. Challenges in the workplace can range from collaborative leadership to the lack of requisite tools for work.

This type of attrition is relatively easy to fix. Ask for regular feedback, listen to the voice of the employee, and address any gaps in their employee experience. Typically, someone who is happy with their job won't quit if most of their workplace requirements are met.

## **4. Poor employee-to-job fitment:**

We have all seen employees who join a company full of enthusiasm, only to leave a month or two later. This could be an indicator that the job was not right for that candidate, to begin with.

You can address attrition arising from this factor by fine-tuning your job descriptions as well as the onboarding process. Employees will know exactly what to expect, and you are less likely to witness new-hire attrition.

## **➤ Downsizing:**

**Meaning / Concept:** Downsizing is the permanent reduction of a company's labor force through the elimination of unproductive workers or divisions. Downsizing is a common organizational practice, usually associated with economic downturns and failing businesses.

### **Reasons for Downsizing a business**

- Economic Crisis
- Change in Management
- Excessive workforce
- Merging of companies
- Automation
- Outsourcing

### **➤ Employee Absenteeism:**

**Meaning / Concept:** Employee Absenteeism is the absence of an employee from work. Its a major problem faced by almost all employers of today. Employees are absent from work and thus the work suffers. Absenteeism of employees from work leads to back logs, piling of work and thus work delay.

### **Causes of Absenteeism in the Workplace:**

- Illness or Injuries Bullying
- Disengagement
- Low Workplace Morale
- Child or Elder Care Issues
- Stress
- Burnout
- Time Theft
- Lack of flexibility

### **➤ Work Life Balance:**

Meaning / Concept: Work–life balance is a term commonly used to describe the balance that a working individual needs between time allocated for work and other aspects of life. Areas of life other than work–life can include personal interests, family and social or leisure activities.

The Causes of Work-Life Imbalance. Both employers and employees play role in achieving work-life balance. When it comes to employers, policies and management practices may negatively impact the balance, as can workplace stress inducers like lack of planning or an authoritarian leadership style.

Suggestions to help improve work-life balance in your staff:

- Provide flex hours including seasonal hours
- Allow employees to work from home
- Less rigid lunch schedules
- Provide laptops and equipment to make working from anywhere possible
- Have a conducive office setup
- Encourage social activities

### ➤ **Sexual Harassment at work place:**

Meaning / Introduction: Sexual harassment at a workplace is considered violation of women's right to equality, life and liberty. It creates an insecure and hostile work environment, which discourage women's participation in work, thereby adversely affecting their social and economic empowerment and the goal of inclusive growth<sup>1</sup>. With this idea the legislature formulated the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013.

The need for such legislation was observed first time by the Supreme Court, in Vishaka v State of Rajasthan<sup>2</sup>. In the absence of any law at that time providing measures to check the evil of sexual harassment of working women, the Supreme Court, in exercise of power available under Article 32 of the Constitution, framed guidelines to be followed at all workplaces or institutions, until a legislation is enacted for the purpose. The Supreme Court incorporated basic principles of human rights enshrined in Constitution of India under Article 14, 15, 19(1) (g) and 21, and provisions of

Convention on Elimination of All Forms of Discrimination against Women (CEDAW), which has been ratified in 1993 by the Government of India. The guidelines laid down by the Supreme Court were to be treated as the law declared under Article 141 of the Constitution.

After 16 years of *Vishaka*, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 ("the Act") was enacted with the objective to provide protection against sexual harassment of women at workplace<sup>3</sup> and for the prevention and redressal of complaints of sexual harassment and for matter connected therewith or incidental thereto.

The Act defines sexual harassment as unwelcome acts or behavior (whether directly or by implication) namely, physical contact and advances, a demand or request for sexual favors, making sexually colored remarks, showing pornography, any other unwelcome physical, verbal or non-verbal conduct of sexual nature<sup>4</sup>. Any act of unwelcome and sexual nature shall be considered as sexual harassment. The Delhi High Court in *Shanta Kumar v/s CSIR* held that "undoubtedly, physical contact or advances would constitute sexual harassment provided such physical contact is a part of the sexually determined behavior a physical contact which has no undertone of a sexual nature and is not occasioned by the gender of the complainant may not necessarily amount to sexual harassment."<sup>5</sup>

The Act also provides the circumstances under which an act may amount to sexual harassment. These are:

- (i) Implied or explicit promise of preferential treatment in her employment; or
- (ii) Implied or explicit threat of detrimental treatment in her employment; or
- (iii) Implied or explicit threat about her present or future employment status; or
- (iv) Interference with her work or creating an intimidating or offensive or hostile work Environment for her; or
- (v) Humiliating treatment likely to affect her health or safety.

## ➤ **Domestic & International HR Practices:**

In an organization, if the HRM is concerned only with the interests of domestic employees, it can be termed as domestic HRM or simply HRM. On the other hand, if the HRM takes care of interests of global employees along with domestic employees, it is termed as International Human Resources Management (IHRM).

Difference between Domestic & International HR Practice:

The practice of HRM in the international context is different from its domestic counterpart in the following number of ways:

1. International HRM is responsible for a greater number of functions and activities such as the selection, training and management of international assignees. Domestic HRM deals with such functions only in the domestic context.
2. International HRM has to address issues like international taxation, foreign country employment laws, international orientation of the employees, etc. These issues are not applicable to domestic HRM.
3. HR managers working in an international environment have to deal with a highly diverse workforce as people belonging to various countries and multiple cultures work in the same office. Domestic HR managers deal with a less diverse workforce.
4. International HR managers have to get closely involved in the employees' personal life when posting them to foreign locations. Issues like relocation of the employee's family, ability of the employee to adjust to new environment, cost of relocation, etc. have to be dealt with. Problems regarding relocation of families are less severe in case of domestic HRM.
5. International HRM functions are impacted by foreign cultures and laws. Only the parent nation's culture and laws have to be considered in case of domestic HRM.

6. There are more risks involved in international HRM as compared to domestic HRM. These risks include health and safety of employees, protection of intellectual property rights, threats of terrorism, etc.

7. Compensation planning is more complicated in International HRM as compared to domestic HRM because a variety of allowances and adjustments have to be taken into account while fixing remuneration of international employees.

8. Training in International HRM includes aspects of pre-departure and post-departure cultural training, imparting knowledge of international taxation, currency fluctuations, diversity management, etc. which are not a part of domestic HR training.

### ➤ **Millennial (Gen Y) Competency Mapping:**

A rising tide of Millennial is changing the workplace, and it's a wave that has yet to crest.

Educated, ambitious, and mobile, this generation is rewriting the rulebook when it comes to attracting and retaining talent, and competency-based talent-management can help you create an organizational culture that appeals to young job seekers and employees.

Less than a generation ago, the millennial generation was barely represented, with only 6 percent of workers falling between the ages of 18 and 34. Today, this demographic accounts for approximately 35 percent of the North American workforce, and projections for the future suggest that Millennial will comprise anywhere from one-half to three-quarters of the workforce by 2020.

As Millennial increasingly dominate the talent landscape in every industry, talent-management strategies need to be adjusted to accommodate the expectations and preferences of this younger demographic.

Millennial are a mixture of typically youthful and uniquely generational traits. For example, young workers of every era—Boomers in the 70s, Generation X in the 80s, and today's Millennial alike tend to be more risk-tolerant and less safety-conscious. They're also less likely to have family

obligations, which means they prioritize upward mobility over job security. And they're generally more idealistic than pragmatic, so they gravitate towards companies with clear values and a purpose they can relate to.

But Millennial also possess a number of attributes that are unique to their generation alone. For example, while young people of every generation could be expected to be less concerned with stability and more open to new opportunities, Millennial aged 30 years and younger average three times as many job changes compared to Baby Boomers at the same age, and a recent survey from Mercer indicates that 44% of employees ages 18 to 34 are seriously considering leaving their current job, despite reporting high levels of job satisfaction.

Millennial are also more focused on finding work that continually offers new challenges than young people in previous generations. Instead of a fancy title, prestige, and perks, Millennial want to be plugged into work that's meaningful—something that's bigger than them.

And while they take their work and their careers seriously, they are not willing to sacrifice quality of life for job success. While both Baby Boomers and Generation X accepted that fulfilling big ambitions required some tough choices, Millennial refuse to compromise. They seek a work-life balance that enables them to commit fully to meaningful work, yet gives them space to cultivate a healthy lifestyle, healthy relationships, and adequate downtime.

### **Competencies for Millennial success:**

So how can organizations continue to attract and retain this restless, ambitious new contingent in the workforce? A competency-based approach to talent management can help to facilitate a shift towards a more Millennial-friendly culture in several ways:

Core competencies. One of the key Millennial attributes highlighted in Deloitte's Global Human Capital Trends 2015 report was the need to be part of something bigger than themselves. In a world where more than half of the workforce is inspired by a sense of a deeper mission, core

competencies can be transformative. Core competencies define the key values and strengths shared by the entire organization, and they become part of every employee's job profile.

While an organization's collective vision and mission can be difficult for employees to relate to their day-to-day performance, core competencies translate organizational strengths into job-level success metrics. By showing how job, at every level, helps make the organization great, core competencies help Millennial feel connected to the big picture.

Job-specific competencies. Job-specific competencies, which articulate the skills, knowledge, abilities, motivations, traits, and behaviors required for specific jobs within the organization, also have a role to play in engaging and retaining Millennial. A study of the Canadian workplace identified "quick advancement" as being essential to Millennial, and echoed by a global PwC study that named career progression as their top priority—ahead of compensation and any other consideration.

Competency-based career development programs enable organizations to align job competencies with targeted learning opportunities that enable Millennial to identify areas for improvement and identify the fastest path towards career progression or latticing within the organization. Competency-driven career development defines the competencies and proficiency levels for every job in the organization, makes that information available to every employee, and identifies the training path required to achieve different competency levels. It's an approach that gives Millennial the tools they need to visualize their career options, and it makes career progression a more transparent, accessible, and self-directed process.

To further align career development with millennial needs, make sure learning resources reflect their technological preferences. Millennial prefer tech-driven engagements over traditional, face-to-face training, and options such as self-paced e-learning also reflect their preference for flexible, unstructured engagements that enable them to fit learning into their busy schedules.

Leadership competencies. A survey conducted by virtually and WorkplaceTrends.com showed that the majority of Millennial gravitate towards transformational leaders—leaders that are focused

on people and purpose rather than profit alone. To attract this young and idealistic generation, organizations need to examine their current leadership competencies and determine whether they align with millennial expectations. To learn more about Millennial-friendly, transformational leadership, read “Leadership competencies for a millennial reality.”