



IndiCaM@ICT Project
Individual Career Management Tool in the Work Place,
for Increased Mobility, Adaptability to Change, and Equal Opportunities in the ICT Sector

Needs Analysis for Online Career Management for Small to Medium Sized Enterprises within the ICT Sector

Results of Employer/Manager and Employee Survey



Education and Culture

Leonardo da Vinci

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IndiCaM@ICT Needs Analysis

Executive Summary

The IndiCaM@ICT Pilot Project has been funded by the Leonardo da Vinci European Community programme and was set up to develop and test an innovative online tool in the ICT sector intended to support the provision of individualised career management in the workplace by offering self-administered career-management opportunities to each individual through upgrading of skills and knowledge. The first Work Package of the IndiCaM@ICT project examined the needs of employers and employees in relation to career management and in relation to the viability of an online career management tool. Interviews with 45 employers and 141 employees from small and medium ICT companies were carried out in 10 countries between March and July 2004.

Employers' Needs

Although some of the companies participating in the survey came from a wide range of sectors, 60% came from the ICT, software and internet sectors. Despite the fact that they were predominantly small companies, the majority had already engaged in a range of career management activities, the most common of which were educational programmes, personal training programmes and traineeships. However, fewer employers saw the need for additional career management activities. Employers perceived that the current activities they engaged in were beneficial – these benefits included the ability to improve manpower utilisation, having a more employable workforce and ultimately improving company success. However, there was also a fear that providing extensive career management services or activities might encourage employees to leave the company, thereby creating problems of replacement. Notwithstanding these concerns, two-thirds of employers thought that a career management tool would be of interest. They cited many functional requirements on such a tool, but in strategic terms they felt that the tool should be accessible to both employer and employee, that it should be adaptable to all sizes of enterprise, that it should be able to be tailored to all industry sectors and that it should support all aspects of career planning from the employers point of view.

Employees' Needs

The sample of n141 employees were drawn from the institutions that had participated in the employers' survey. The majority (85%) of respondents were below the age of 40, and two-thirds were male. Less than half had a career plan. Though there were some differences between people who were employed in marketing, IT or administration, large majorities of all groups recognised the value and utility of career planning. Moreover, large majorities felt that it would be useful to have more information about career paths. However, significant numbers of employees felt that their employers were not very good as providing such information, especially in relation to opportunities outside of the organisation. A majority of employees felt that they would be likely to consult a career manager, especially if they were external to the organisation.

Conclusions

The findings of this small-scale research project indicate a good level of demand for career management services and tools amongst both employers and employees. Employers offer a limited range of career management activities, seeing the value in doing more and in having a tool to support these activities. Employees also perceive value in career management and consider workplace support in order to either develop or monitor their career plan would be useful. Nevertheless, the findings identified that there is a potential conflict between the interests of employees and employers in relation to career management. Employees are interested in career development, but not necessarily with their current employer, while employers are generally interested in retaining their current workforce while at the same time developing them. It is concluded that employees may be more comfortable using the services of external career managers and that the functionality of the tools which might be designed to support career management would need to be different for employers and external career managers. It is considered that further research is required to determine precisely how to overcome these tensions.

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Introduction

Career Management is a term often used for many career related activities that has emerged as a response to the changing relationship between the workers and the world of work. The aim of career counselling in the workplace it is intended to assist individual employees acquire self-awareness with regard to their career prospects, and/or to change attitudes or behaviours. It is intended to enable employees' to take responsibility for their career development in order to achieve career ambitions, with a supporting framework of advice, guidance and information provided by the employer.

Career Management is still a relatively new concept in Europe and the IndiCaM@ICT Pilot Project has been funded by the Leonardo da Vinci European Community programme to develop and test an innovative online tool in the Information Communication Technology (ICT) sector aimed at supporting the provision of individualised career management in the workplace, offering self-administered career-management opportunities to each individual through upgrading of skills and knowledge. This report focuses on a European needs analysis, which was carried out to determine whether employers and individual employees within Small to Medium Enterprises (SMEs) in the ICT sector would find the use of an online career management tool useful for making strategic career decisions.

For the purposes of this report, ICT SMEs were defined as follows:

- Small company 10-50 employees
- Medium company 51-250 employees

This report represents part of the first IndiCaM@ICT Work Package (WP1 Needs Analysis) and examined the needs of employers and employees in relation to career management and in relation to the viability of an online career management tool. It conveys the results from the survey and interviews carried out with employers and individuals/employees in Small to Medium Sized Enterprises (SMEs) in the ICT sector between March and July 2004.

Each of the 17 participating partners in this project interviewed at least five ICT SMEs per country and three to four employees in each of these companies. The guidelines for the selection of the companies to take part were that it should be based on organisations that were more or less representative of the ICT sector in the respective country. The employees interviewed were drawn from three occupations, i.e. marketing, IT and administration. Prior to carrying out the needs analysis, interview guidelines and questionnaires had been developed by the IndiCaM@ICT Project Partnership for collecting the employer and individual data.

The aim of these interviews was to gain further understanding of career management in the workplace. From the employer's interview, the objectives were to ascertain the need and level of interest in an Online Career Management Tool and to see if employers were receptive to idea of employees managing their own careers. The objective of the individual interview was to gain insight into career management in the workplace at the level of the individual employee.

Part 1 presents the results from the employer interview and Part 2 presents results from the individual/employee interviews.

Part 1: Results from Employer Interviews

Overview of Company Interviews

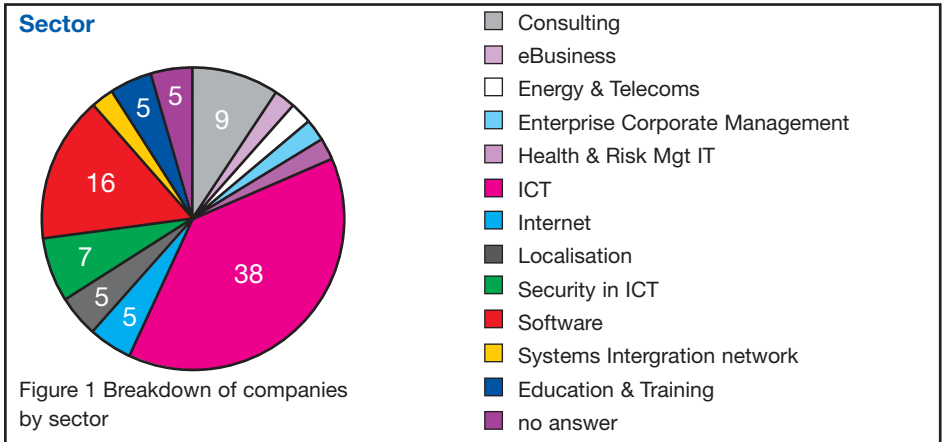
The results of a total of 45 company interviews from 10 countries are included in this report. In addition, 141 individual questionnaires were received.

An overview of the interviews is contained in Table 1.

Summary of interviews 8th July 2004			
Country	Company/Employer Interviews	Individual staff interviews (marketing, IT, Admin, Other)	Total
Germany	5	18	23
Greece	4	11	15
Ireland	4	9	13
Italy	4	16	20
Netherlands	7	22	29
Poland	5	15	20
Slovenia	4	12	16
Spain	2	6	8
Sweden	6	12	18
UK	4	20	24
TOTAL	45	141	188

Respondents' Profile

The majority of companies interviewed or 48.9% were classified as "small" companies, i.e. between 10 and 50 employees. 20% were large (251+), and just over 15% were either medium (51-250) or micro (3-9 employees). Most companies or 76.9% were not multi-national companies. Respondents had their HQ in either Europe (17.9%) or the US (5.1%).



The above figure shows all respondents' companies broken down by sector. The top three sectors were ICT, software and Internet, though most companies, i.e. 17 out of 45 were from the ICT sector. The person responsible for career management in the companies interviewed was more than likely to an owner/managing director (32.4%), or from human resources or a manager (29.4%) Other people responsible for career management included the board of management or partners.

Employees' Career Purpose and Direction

Career Manager, Support, Advice and Career Management Activities

Only one in every five companies reported having a career manager and the person most likely to have responsibility for career management was the Owner/Managing Director (32.4%), followed by Human Resources (29.4%), Managers (29.4%), Board of Management (5.9%), or Partners (2.9%).

Support for employees' career management was provided either by the interviewee or by the company in more than 50% of cases.

Support for career management took the form of coaching, mentoring, training, discussions with HR (individual), planning for employee career development, performance management, appraisals, information, library, face to face meetings, personal career plans with funding provided, budget for training and development, ownership of the company, and job rotation. A full list of respondents' actual answers is contained in Appendix 1. Also for 'small' companies there was a feeling that they

could easily discuss career aspirations and goals particularly if discussions coincided with company developments.

81.3% of companies of those companies who didn't provide career management support said it would be useful to do so.

48.8% of companies offer advice to employees to make career decisions and 51.2% of companies do not.

Respondents were asked to indicate current and future career management activities which would be useful and the results are described in the tables below. Personal training programmes and educational programmes ranked within the top three for both existing and future career management activities although HR Information Systems would be the most helpful activity with 33.3% support.

Career Management Activities	Existing
	Yes %
Educational programmes	55.6
Personal training programmes	48.9
Traineeships	42.2
Exit counselling	26.7
Coaching systems	26.7
Mentoring programmes	22.2
HR Information Systems	17.8
Out placement	15.6

Table 1: Existing Career Management Activities

Career Management Activities	Helpful
	Yes %
HR Information Systems	33.3
Personal training programmes	33.3
Educational programmes	31.1
Coaching systems	31.1
Mentoring programmes	22.2
Traineeships	22.2
Exit counselling	20
Out placement	2.2

Table 1: Existing Career Management Activities

Budget for Career Management Activities

The budget for career management, performance reviews and work/life balance is increasing in 14 companies, remaining the same in 23 companies and decreasing in only 2 companies. 6 companies did not answer this question. Performance reviews occur on a regular basis in 68.2% of companies (n30). However, work life balance policies or programmes exist in only 21.4% of companies (n9).

Employees' Career Purpose and Direction - Possible Future Scenarios Value in career management taking place in companies

82.9% of companies see value in career management taking place in their companies. The value they saw in career management related to offering opportunities to companies for improvements in sales, logistics, knowledge and management, as well to better use of the skills and talents of its employees. For some companies, it helped to solve the retirement problem, for others it helped with retention, or in increasing staff motivation or professional development. The Table below has grouped respondents' answers into seven distinct categories.

<p>Company – improvements, knowledge acquisition</p>	<ul style="list-style-type: none"> • Possibilities to improve knowledge and management of organisation • Improving company management • Development for the company • Increase in sales, Increase in technical expertise • Better Logistics • To improve the yield and the organisational design of the company • To take advantage to the maximum of the capacities and competences of every employee • Increasing quality of our 'product' education • Better manage existing skills and talents • More optimum use of resources • Increase labour satisfaction
<p>To solve the retirement problem</p>	
<p>Increasing motivation</p>	<ul style="list-style-type: none"> • Increasing motivation for the job done. Positive impact on participation on developing the business. More enjoyable time during job hours • To motivate employees about their possibilities of promotion in the company • If the employees are in a position where their strengths can be used in an optimal way, the employees are satisfied and will provide optimal work qualification of the employees, motivation
<p>Retention</p>	

Professional development	<ul style="list-style-type: none"> • Developing staff to take up more responsible positions Promoting from within. Improving staff satisfaction • Professional development is enhanced • Qualifications. Outplacements. Job Rotation • Step by step project progress evaluation could be useful for employees • Development of new talents • Fresh attitudes in doing things • Fairness (promotion of competent staff)
As an extended function of HR	<ul style="list-style-type: none"> • Matching needs and skills
Personnel talks with supervisor	<ul style="list-style-type: none"> • A structured approach would be valuable in terms of visibility, openness and general employee happiness

Table 3 Ways in which respondents saw value in career management taking place in their companies

For respondents who did not see value in a career management tool there reasons were predominantly to do with company size or lack of budget. Also in many small companies there are limited career progression opportunities so invariably if an employee wants career progression he/she must look externally. In Sweden, however, the workers’ trade union has programmes for its members if internal career progression options are not an option.

All answers by country on value in career management can be found in Appendix 2.

Monitoring career changes in companies

67.4% and 16.3% of companies see either some or a lot of value in monitoring career changes. (In addition, a further 81.4% agree or strongly agree that career management can be considered as a form of quality improvement. Finally, 72.1% agree or strongly agree that career management provides a manager with an overview of the development potential of employees. Only 4.7% disagree.

Advantages of Company-Based Career Management Provision

Respondents were asked to comment on the positive impacts or organisational advantages career management can have in a company. The answers from all 10 countries are grouped to various common themes in the Table below. The full answers provided by country are contained in the Appendix 3.

Company success	<ul style="list-style-type: none"> • Forge new pathways to professional and organizational success • For identifying new strategic directions
Increase employability	<ul style="list-style-type: none"> • More flexibility, more quality, keeps personal happy • Flexibility, handling quick changes
Quality	<ul style="list-style-type: none"> • Quality improvements • Improves output • Quality of work
Clear overview over the project process improvements	<ul style="list-style-type: none"> • Increase in sales, Increase in technical expertise • Better Logistics
Increase in productivity	
Employee Satisfaction	<ul style="list-style-type: none"> • Personal satisfaction of each member • Increased employee job satisfaction. If we know of employees interests, we may be able to develop their skills in that area if projects allow. • Staff satisfaction levels improved. • Satisfied and motivated employees --> optimal results of their work • Employees are committed to the company. Employees get a position of his strengths, where he/she has most fun and where he/she is most motivated. Unsatisfied employees leave the company • Staff working to full potential • Highly motivated work force
Career Paths	<ul style="list-style-type: none"> • Provide career path design to employees • It would provide a clear path for all employees, where they can get to if they want to and what is required of them. The danger of not having a career path is that employees expect things after spending a fair amount of time at an organisation without possibly earning them. As mentioned above, openness in terms of career progression would be helpful from a manager's or individual's perspective. • People know what their future can be, to stay or leave • Presentation of opportunities. Indication on who wants to be in the game! • Adapting profiles for each job or role • There would be improved enormously the knowledge of the possibilities of every employee. It might organize better the company based on these capacities

	<ul style="list-style-type: none"> • Understand human capital and people's potential • Insight in why you are working here and also insight in why its is better to leave • Cataloging the goals of the employees.
Promotion	<ul style="list-style-type: none"> • Promotion of employees increases motivation, assists the identification with the company and prevents undesired leaving the company • Internal promotions
Retention	
Skills	<ul style="list-style-type: none"> • I believe that we could use our skills competence in a more effective way. • Dynamic not stagnant skills pool. • Identify skill gaps
Employee development	<ul style="list-style-type: none"> • Bridge Work life and Workplace Ideals • Vocational training, engagement, intention to perform, competition • Good motivation • Commitment

Table 4 The positive impacts of career management

Employees Lifelong Planning

Lifelong career planning is used (yes or sometimes) as an element of recruiting new employees by only 42.8% of companies, although 55.9% of companies think it is necessary (yes or sometimes) to use lifelong career planning as an element of recruiting new employees.

Respondents were also asked to if they provided support or thought it necessary to provide support in relation to lifelong career plan, attitudes to career change, etc. The following table presents the results.

	Support provided for employees to develop (yes answers)	Support Necessary to support employees to develop? (yes answers)
A lifelong career plan	24.4%	35.6%
Positive attitudes towards career change	37.8%	53.3%
Positive attitudes towards organisational change	53.5%	66.7%
A better knowledge and understanding about the skills fit with job requirements	77.8%	82.2%
Better job qualifications	73.3%	77.8%

Table 5 Employer support: provided or necessary to provide?

Acknowledgement of the Career Context

Employers provide information to employees, mainly on external training opportunities and internal career paths, but also consider it necessary to provide information to employee on these two topics. Information about external career paths appears to be a low priority.

	Current scenario Provide employees with information on: (yes answers)	Possible future scenario: Necessary to provide information? (yes answers)
Career paths in your company	70%	84.2%
About careers paths outside your company	23.1%	17.6%
Labour market	37.5%	40.5%
External training opportunities	86%	90%

Table 6 Employers providing information on external/internal paths, etc.

Informal, i.e. face to face, and formal i.e. team meetings and email were the principal three methods used by respondents to inform their employees about skills gaps or job opportunities.

Communication methods	Used (yes)
Face to face	84.2%
Team meetings	84.2%
Email	55.6%
Other	40%
Advertisements	37.9%
Newsletters	17.9%

Table 7 Communication methods used to inform employees of skills gaps/job opportunities

Individual vs. Organisational Interests

Companies were asked if the career development structure was transparent for all employees in their company. 45.5% responded positively. However, for 54.6% of respondents the structure is either not transparent or respondents don't know.

42.5% of companies in the sample provide training in career development skills for their employees.

Respondents were asked to comment on the ways in which they provide or do not provide employees with training in career development skills. The table below lists respondents' comments.

45.5% of respondents offer training opportunities in career development skills to employees whilst a marginal majority of 54.5% do not.

Internal expert on work/life balance	<ul style="list-style-type: none"> • Supporting them in testing their skills when they are applying for new roles. With aid of an internal advertiser expert in balance of work and life time
Training	<ul style="list-style-type: none"> • Participation in training programmes and branch fairs • External and internal training • One day seminars • Technical and sales seminars • Career Development Seminars • Training on the job • Training/coaching • Education, training personal coaching
Determination of personal objectives, Self- Management and Time-Management	
Internal Newsletters	
Just when there is an individual request	

Table 8 Ways in which companies provide employees with training in career development skills

Respondent companies cited the following reasons for not provide training in career development skills:

<p>Small enterprise</p>	<ul style="list-style-type: none"> • In a small company there are not many career opportunities • We are an SME • We are a small company and the career options in-house are limited.
<p>Lack of resources</p>	<ul style="list-style-type: none"> • No time, lack of HR resources • No budget • Lack of time, other priorities • Not a priority
<p>Not an issue/priority</p>	<ul style="list-style-type: none"> • Has not been necessary yet • Low priority for management • Has not been considered necessary • It is simply not something we focus on or devote a lot of energy to. • We have no such implementation • HR function being developed, not yet ready for career progression
<p>Horizontally structured SME We think this task is covered by the supervisor Handled individually We use interviews</p>	

Table 9 Reasons for not providing training career development skills

All respondent answers by country for individual vs. organisational conflict can be found in Appendix 5.

Matching Needs between Individual and Organisational Interests

In the majority of companies there doesn't appear to be a method for matching individual professional aspirations with organisation needs (53.5% no, and 46.5% yes (n20)

60% of respondents did not think that there is a conflict between individual interests and organisational interests in the field of career management whereas 40% did. For those respondents who did think that there is conflict between individual and organisational interests in career management, the following reasons were cited:

Human Resources	<ul style="list-style-type: none"> • In a small company HR management responsibilities can be limited to share between several persons
Expectations	<ul style="list-style-type: none"> • If the objectives of the employee don't match to these of the company. If the employee assesses his strengths in another way like the company. • It comes down to expectations. By offering the service employees may feel that they should have access to all areas of career progression. The conflict arises when the expectations of the employees in terms of career progression do not align to the organisation's expectations of the employee. Different estimations/expectations, not enough adequate positions • Sometimes the employees would like to occupy positions but the company believes that they even are not qualified • Sometimes employee expectations are unrealistic or do not match programmed of work • Sometimes, because there is no space in our organisation for some aspiration and expectations, so we risk losing our employee after we trained him/her.
Company size	<ul style="list-style-type: none"> • Career opportunities / aspirations may be limited by size of company.
Individual	<ul style="list-style-type: none"> • Depends on individual interests • Person fit • Employees are not frank enough to express their wishes. • Could be, if the individual interest is more about getting a nice CV than developing the current business.
Company has no interest to offer external jobs	
Less opportunities	

Table 10 Respondents' reasons for conflict between individual and organisational career management interests

Providing information

Most respondents (74.4%) would agree that there is a need to provide employees with information on the career development structure and on career development skills and training facilities (79.1%). In addition, there is widespread agreement of the usefulness for managers to have information about employees' professional aspirations and matching individual aspirations to organisational needs.

Creating a vision of a career management tool (CMT)

Is there a need for a career management tool?

Most respondents consider a CMT to be of interest and it appears to be most interesting for the respondent themselves, followed by the company and his/her employees. 36.6% don't know if it would be interest to employees and 27.9% expressed a similar opinion for the company. However, it would appear to be of clear interest to the respondent directly.

Would a career management tool be interesting?	Yes	No	Don't know
For you?	65.9%	25%	9.1%
For your company?	51.2%	20.9%	27.9%
For your employees?	41.2%	22%	36.6%

Table 11 Need for a career Management Tool

General requirements of a career management tool

Respondent answers have been summarised to produce the following list of requirements for a CMT:

- Easy to use - all levels, self-explanatory, satisfactory to the user
- Accessible to all - independent of location
- Clear
- Purposeful
- Efficient - minimum input for maximum output
- Complex to suit level/size of a company/business
- Adaptable
- Confidential
- Interactive
- Flexible
- Simple
- Comprehensive
- Transparent
- Wide appeal
- Logical structure
- Contribute to the development of the company
- Must not be a wish list
- Industry/profession specific
- Organisation specific - tailored
- Work area specific

Specific requirements

Tools must have the following functions/capabilities/resources:

- Clearly identify professional possibilities inside a company at all levels
- Informs senior levels of the professional needs and concerns of employees
- Reporting, e.g. on top areas most accessed, etc.
- Feedback on usefulness of tool for management and individual
- Fast query response
- Assessment
- Resource/library - include specialist articles
- Match individual and organisation requirements and propose career options available
- Identify skills gaps at senior levels
- Analysis of strengths and weaknesses
- Support employee to reach identified/proposed career objectives
- Cater for individual employee
- Include wizards
- Outline company individual set-ups of relevant questions and specific needs
- Career and life planning
- Career coaching
- Organisational career development systems

All respondent answers by country for career management tool requirements can be found in Appendix 6.

Functions that would be useful in a career management tool

A career management tool should provide users with the following:

Functions	<ul style="list-style-type: none"> • Search facility • On-line feedback - immediate • Plug and play • Competency based
Functions: Company / Manager	<ul style="list-style-type: none"> • Strategic Human Resource planning • Future expected skill shortages/surpluses • Aim at company's development • Ability to map choices from a manager's perspective for specific employees • Ability to track progress of employees compared to the track they have selected • That allows management to define and to easily modify the career plan professionals in the company
Functions: Employee	<ul style="list-style-type: none"> • Roles definition • Testing and Assessment • Qualification advice • Qualification requirements • Employees must be capable of using the tool for their own planning

	<ul style="list-style-type: none"> • Ability to enter and change resume, company specific skills, projects worked on • Individual career paths design, i.e. for each employee • Alternative options, suggestions • Analysis-tool for potential • Be able to recognise potential/wishes of the employees, status and planning of internal and external training • Beginner's guide to careers in ICT - career paths from beginners to advanced ICT • Filtering finding • Help to design career paths within company • Job-fit-instrument to compare profiles of job-offers to external and internal employees/applicants. • Retrospective analysis of choices made • Straightforward skills sets / job skills requirements. • Succession path • Coaching platform • That is a simple and dynamic environment that invites the users to use it to define his/her professional career in the company • Time scale predictions
<p>Functions: HR information repository</p>	<ul style="list-style-type: none"> • Job descriptions and salary levels • Efficient support for the processes of personnel selection and management. (Management of the applicants, organisation of training, e-learning platform, management of personnel talks, workflows of human resource department: holidays, times absent, cafeteria systems, to provide information about the company) • Salary expectations • Skills base

Table 12 Useful functions in a Career Management Tool

All respondent answers by country for useful career management tool functions can be found in Appendix 7.

Acceptance of employees managing careers

Whilst 67.4% of respondents accept the idea of employees managing their careers in the workplace the remainder either don't know (23.3%) or reject the idea (9.1%). With regard to the future planning of career development, the majority of respondents have no plans and 9.3% don't know if they wish to plan, to provide career management support in the company through appointing either an internal or external career manager. Only 13.9% (6 companies in total) would either wish to or definitely plan (1 company) to provide in-house career management support through appointing either an internal or external career manager.

Although 44.2% of respondents say that an online career management tool would be of help in organising career management in their company, almost 40% don't know and 16% would not.

Concerning the notion of making an electronic tools supporting career management in the workplace available, 37.2% (16 companies) of organisations agreed that they would be willing to do so, whereas 44.2% don't know and 18.6% would not. The same picture emerges for the interviewee being asked whether he/she would personally make an electronic tool supporting career management in workplace available in his/her company. 44.2% report yes and 55.8% report no or don't know (39.5%).

Thus, amongst the companies interviewed, it appeared that an online career management tool for employees would not be made an organisational priority.

Part II Report on Career Management for Individuals

Overview of Individual Interviews

An overview of the individual interviews from 10 partner countries is provided in Table 13 below. Results received later than 8th July 2004 will be analysed separately.

Summary of Interviews: Individual 8th July 2004					
Individual Interviews	Marketing	IT	Admin	Other	Total
Ireland	1	4	4	0	9
UK	4	13	3	0	20
Poland	5	5	5	0	15
Sweden	4	8	0	0	12
Italy	4	9	3	0	16
Spain	2	2	2	0	6
Germany	1	9	0	8	18
Slovenia	4	4	4	0	12
Netherlands	5	12	5	0	22
Greece	4	4	3	0	11
Totals	34	70	29	8	141

Table 13 Summary of Interviews

Interviewees' Profile

Age

The majority of interviewees or 55.3% (n78) were aged between 30 and 40 years. 29.8% (n42) were less than 30 years, 12.1% (n17) were aged between 40-50 years and 2.8% (n4) aged less than 50 years.

Gender

67.4% of interviewees were male and 32.6% female.

Job tenure

67.4% (n95) of interviewees have been employed for between 1 and 5 years with their current employer. 21.3% (n30) worked between 5 and 10 years and 5.7% (n8) worked either less than 1 year or 10 years and longer.

Career Plan - present, past and future

43.7% of interviewees have a career plan and 56.3% do not.

Career plan by age

Of those interviewees who said that they had a career plan their age profile is as follows:

- 50% of the under 30s have a career plan
- 41.1% of 30-40 year olds
- 41.2% of 40-50 years olds
- and 25% of the over 50s have a career plan.

Usefulness of having a career plan and employer support

When asked if it would be useful to have a career plan, 71.2% of interviewees report that it would. However, 21.2% of interviewees do not know if a career plan would be useful. 66.9% of interviewees would consider it useful to have support in their workplace in order to develop or monitor a career plan. Only 33.6% (n45) of interviewees said that they have been offered career advice in the past from anyone within their company compared with 51.1% (n70) who said that they feel that they need career advice for future progression. A further 25.5% (n35) don't know.

Information about future career progression would be useful for 76.4% (n107) of interviewees. These results indicate that there is indeed a need for career advice and information about future career progression and career possibilities amongst the majority of interviewees.

Usefulness of having the opportunity at work to assess skills for lifelong learning, career planning, etc.

Between 80% and 91.5% of interviewees would find it useful to have the opportunity at work to assess their skills for lifelong learning, career planning, understanding professional needs, understanding their status in the organisation, and how their role fits in the organisation.

The table below provides a breakdown of answers by occupation in response to whether respondents would find it useful/very useful to have the opportunity at work to assess a range of skills, etc. For all three occupational groups understanding professional needs would be the most useful although there is obvious support for understanding their role and status in the organisation as well as support for skills for lifelong learning and for career planning.

Useful/very useful	Marketing	IT	Administration
Skills for lifelong learning	93.5%	82.7%	66.6%
Skills for career planning	93.6%	77%	85.1%
Understanding professional needs	100%	88%	92.6%
Understanding status in organisation	93.5%	86%	85.2%
Role in organisation	90.3%	88%	80.7%

Table 14 Opportunity at work to assess skills for lifelong learning

Need for more information on career paths/career options, both internally and externally

Interviewees report mixed views on whether they consider their employers as being good at informing employees about internal career opportunities. For example, 42.2% consider their employers to be either good/very good or almost the same percentage, 41.4% do not consider their employers as being very good at keeping them informed. The remainder 16.4% don't know.

Interviewees would like to have more information on career paths inside their own companies and on career options in other companies (85.1% of interviews would find it useful internally and 81.5% externally).

Table 15 provides an overview of results by occupation as to whether interviewees would find it useful to have more information on career paths in their organisations and career options in other organisations, and whether their respective organisations are good at informing employees about career opportunities within their organisations.

'Useful/very useful' to have more information about:	Marketing	IT	Administration
Career paths in your organisation	90.3%	80%	92.2%
Career options in other organisation	87.1%	80%	76.9%

Table 15 Usefulness of having information about career paths and internal career opportunities

All three occupations would find it useful/very useful to have information about internal career paths and for marketing and administration having information about external career options is useful/very useful to a lesser degree. For IT on the other hand, having information about internal and external career paths/options is equally useful/very useful.

In a separate question, respondents were asked to rate how good their organisation is at informing employees of internal career opportunities and 51.7% of marketing employees rated their organisations either good/very good. The results for IT were 42.7% and only 7 administration employees or 26.9% rated their organisation as either good/very good at informing employees of internal career opportunities. There were a considerable number of employees across all 3 groups who rated their organisations as being 'not very good'. These results are presented in the next table.

'Not very good' at informing employees of career opportunities within organisation	Marketing	IT	Administration
Career opportunities	32.3%	41.3%	53.8%

Table 16 Informing employees of internal career opportunities

Employers' provision of training opportunities for career development

Interviewees are better informed about training opportunities for career development inside their company than outside.

Inside the organisation

Most interviewees report being either fairly well/very well informed about training opportunities for career development by their employer (65.2%) although nearly 30% report not being informed at all and 5% don't know.

Marketing (74.7%) and IT (61.3%) are fairly well or very well informed about training opportunities for career development in their existing organisations, although there is a relatively high percentage of marketing employees who are not informed at all (35.5%) and IT 21.3%. In addition, administration employees on the other hand do not consider themselves to be well informed (48.1% not informed at all) and a further 11.1% don't know.

Outside the organisation

The results differ when interviewees were asked the same question in relation to opportunities external to the company. For example, just over 46% of interviewees consider that they are either fairly well/very well informed. 46.4% of interviewees report being not at all informed about training opportunities for career development and 7.1% don't know.

61.5% of administration employees report the highest levels of 'not being informed at all' compared to IT (44%) and marketing (38.7%). Marketing employees are the most informed (either fairly well/very informed) about external training for career development by employer at 58.1%, followed by IT at 49.3% and Administration at 26.9%.

Contractual options and support for workplace problems

Being informed about contractual options is fairly/very important for 84.1% of interviewees although for 12.3% it is not at all important.

For administration employees it is either fairly/very important (92%) to be informed about contractual options compared with 86.7% for marketing and 80% for IT.

Workplace support for problems (redundancy, conflict, unfair practices, etc.) is also important for 87.1% of interviewees.

Across all interview types, it is either fairly important or very important for all respondents to have workplace support for problems (redundancy, conflict, unfair practices, etc.). Marketing 90.3%, IT 85.3% and Administration 84.6%.

Decision-makers for career development and promotion

Interviewees appear to be fairly well/very well informed about who the decision makers are for career development and promotion (87.1%). A separate question asked about how useful it would be for interviewees to be informed about who makes career development and promotion decisions in their organisations and 85.4% would like to be informed about who makes these decisions.

The individual breakdown by interview type reveals the same results as above, i.e. greater than 80% of marketing, IT and administration reporting the same results as the entire sample.

Likelihood of consulting a workplace career manager / independent career consultant and organizational climate and monitoring

Respondents were asked to rate how likely they would be to consult a workplace career manager or independent career consultant and 32.9% (n46) of interviewees said they would be likely to consult an internal/external career manager/consultant. 19.3% (n27) said they would be very likely, 28.6% (n40) of interviewees said that they would not be likely, while 19.3% (n27) said they don't know.

Of all employees, marketing employees (58.1% n18) would be the most likely to consult an internal/external career manager/consultant, followed by IT, Administration and Other each on ~50%. IT employees were most unlikely to consult internal/external expertise at 33.3% followed by Administration 26.9% and Marketing 16.1%. The highest don't knows came from Marketing at 25.8%, Administration 23.1%, IT 16% and in the 'Other' category, 12.5%.

Organisational Culture

Organisational culture according to 84.1% of respondents, allows employees to freely discuss career aspirations and ambitions. This feeling was expressed by 93.6% of marketing employees, 85.4% of IT and 68% of Administration. 24% of administration employees did not feel at all free to discuss career aspirations and ambitions unlike their marketing and IT colleagues.

55% of interviewees consider their organisations to have effective monitoring procedures for career progression. However, 30.7% of interviewees do not consider their monitoring procedures effective and a further 14.3% don't know.

73.3% of marketing employees consider their organisation's monitoring procedures to be effective either to some extent or to a great extent. For IT employees the results for 'to some extent' and 'to a great extent' are 53.4% and for Administration employees 44.4%. For administration, more employees find their organisations' monitoring procedures to be either not at all effective (29.6%) or don't know (25.9%).

Summary of Individual Interviews

Respondents were predominantly male (67.4%) and the majority of respondents had been employed for between 1 and 5 years with their current employer.

The usefulness and importance of having a career plan is recognised by 71.2% of employees although less than half of the sample actually have a career plan. Of those who have a career plan the majority (50%) are less than 30 years although a significant number (just under 42%) of 30-50 year olds also have a career plan and 25% of the over 50s have one.

Organisational culture, according to 84.1% of respondents, allows employees to freely express their career aspirations and ambitions. However there were some differences between occupations with just under a quarter of Administration employees unlikely to express their career aspirations and ambitions freely. More than half of the respondents consider their employers to have effective career progression monitoring procedures with the majority of marketing employees considering these procedures effective to either some or a great extent (73.3%)

Improvements however are required as approximately 30% of respondents do not consider these procedures as effective and a further 14.3% don't know. Only 44% of Administration employees view their in-house monitoring procedures as effective and a further 29.6% view them as not effective at all and 25.9% don't know.

In relation to workplace support, respondents would consider it useful to have support in order to either develop or monitor their career plan. Career advice and information is

also required as well having opportunities in-house to assess skills for lifelong learning, career planning, role, status in company and understanding professional needs.

Information on career paths/career options available inside an organisation could be improved according to approximately 40% of employees. Information on external career opportunities would also be useful for employees as well as contractual options and support for workplace problems.

In terms of employer provided training opportunities for career development, respondents seem to be aware of these opportunities. They are less aware of external opportunities.

Generally respondents know who makes career development and promotion decisions in their organisations.

Finally, nearly 53% of respondents said they would consult a workplace career manager or an independent career consultant whilst 28.6% said they would not and 19.3% said that they don't know. Of the three occupational groups, marketing would be the most likely to consult a workplace career manager or an independent career consultant followed by IT, Administration and Other.

Conclusions

The findings of this small-scale research project reveal that there is to be a good level of demand for career management services and tools amongst both employers and employees. Employers already engage in a limited range of career management activities and they would see the value in doing more and in having a tool to support these activities. Employees also see the value in career management and consider workplace support in order to either develop or monitor their career plan would indeed be useful. Furthermore, it was thought that career advice and information is also required, as well having opportunities in-house to assess skills for lifelong learning, career planning, role, status in company, and understanding professional needs. However, the report identified that there is a potential conflict between the interests of employees and employers in relation to career management – employees are interested in career development, but not necessarily with their current employer, while employers are generally interested in retaining their current workforce while at the same time developing them. In practical terms, this conflict means employees may be more comfortable using the services of external career managers and that the functionality of the tools which might be designed to support career management would need to be different for employers and external career managers.

Appendices

Appendix 1: Support for employees on career management

Country	Respondents were asked to describe the ways in which their company provides or they themselves provide career management support to their employees
Italy	<ul style="list-style-type: none"> • We plan possibilities of career development and timing management and we deal with them with our employees, in order to match company and worker needs • Hub is a co-operative and its small size allows us to discuss all together career management, because it often coincide with company development • We inform our employees about possibilities of career development and timing management into our enterprise
Sweden	<ul style="list-style-type: none"> • Via individual human resource development discussions (on regular basis) • eMBA program
UK	<ul style="list-style-type: none"> • Regular appraisals take place, at which career direction, interests etc. may be discussed if the employee wishes • 6 monthly appraisals during which we set personal and company-based goals. The personal goals quite often relate to career management. • Coaching. Regular goal-setting / appraisals. Regular self-assessment
Ireland	<ul style="list-style-type: none"> • Sort of through HR • Coaching and evaluating skills of employees. Listening to what employees' needs are, e.g. project management, sales. Research and development
Slovenia	<ul style="list-style-type: none"> • ownership of the company • Personal advice
Germany	<ul style="list-style-type: none"> • Regular (2 times per year) personnel talks with an analysis of strengths and weaknesses. If possible, wishes for changes of the employees will be fulfilled • Methodology for the development of the employees. Personnel talks leading to mutual agreement of objectives. Feedback about skills and social competencies. Vocational training academy. Training: determination of personal objectives • Personnel talks • 9
Greece	<ul style="list-style-type: none"> • ROTATION • TRAINING • PERFORMANCE APPRAISAL • Seminars, Certificates • Informing about Career Opportunities within the Company • Informing about external training opportunities

	<ul style="list-style-type: none"> - seminars, in-house and external - company library available to staff - subscribing to specialist journals and publications - knowledge sharing /regular meetings of SIGs - mentoring policy (mainly induction of new members)
Netherlands	<ul style="list-style-type: none"> • Together with business unit manager set individual goals/strengths en weaknesses evaluate them at regular time intervals. Training in-house and extern • If people need education (technical or personal skill development) they have to indicate this and the company pays for the training. Review the employee can indicate his/her wishes regarding career development. The company is in the process of setting up an internal coaching program. When a senior/manager identifies a need for a specific training from which more people would benefit this is arranged by the company. • Coaching, face to face meetings, assessments • Regular meetings with manager, personal career plans with funding • Loopbaanontwikkelingssysteem met functionering, beoordeling en carriere planning gesprekken, Opleiding en training Coachingen individuele begeleiding • Personal Development Program, budget for training and development

Appendix 2: Respondents' views on value of career management taking place in companies

Country	Description of respondents' perceptions of value of in-house career management provision
Italy	<ul style="list-style-type: none"> • Possibilities to improve knowledge and management of organisation • Improving company management • Development for the company
Sweden	<ul style="list-style-type: none"> • See p.12 • To solve the retirement problem • Increasing motivation for the job done. Positive impact on participation on developing the business. More enjoyable time during job hours • Step by step project progress evaluation
Poland	<ul style="list-style-type: none"> • Could be useful for employees
UK	<ul style="list-style-type: none"> • A structured approach would be valuable in terms of visibility, openness and general employee happiness • Developing staff into more responsible positions. Promoting from within. • Improving staff satisfaction. • Qualifications. Outplacements. Job Rotation.
Ireland	<ul style="list-style-type: none"> • As an extended function of HR • Better manage existing skills and talents. • More optimum use of resources

Spain	<ul style="list-style-type: none"> • Professional development is enhanced
Slovenia	<ul style="list-style-type: none"> • To motivate the employees their possibilities of promotion in the company • To improve the yield and the organizational design of the company • To take advantage to the maximum of the capacities and competences of every employee
Germany	<ul style="list-style-type: none"> • If the employees are in a position, where their strengths can be used in an optimal way , the employees are satisfied and will provide optimal work qualification of the employees, motivation • Personnel talks with supervisor. Philosophy, that the employee shall cover a position according to his strengths, and where he/she is satisfied • Internal changes are favoured against external employment. • External vocational training
Greece	<ul style="list-style-type: none"> • Promotion of employees increases motivation, assists the identification with the company and prevents undesired leaving the company • Development of new talents • Fresh attitudes in doing things • Fairness (promotion of competent staff) • Increase in sales, Increase in technical expertise • Better Logistics • In matching individual professional aspirations with organizational needs
Netherlands	<ul style="list-style-type: none"> • We are a small company and the career options within the business are limited. Therefore it is essential to know and manage the expectations and wishes of your personnel. We are small but a flexible and knowledge intense business and we can to some extent shifts the business to the talent and grow wishes of the employees • Don't know yet. • To stay in the company • Overall increasing of job flexibility increasing quality of our 'product' education, increase labour satisfaction
Sweden	<ul style="list-style-type: none"> • We are too small a company, and wanting another career means to go outside this company. For this, there is the workers Union "SIF", which have quite nice programs for its members.
Slovenia	<ul style="list-style-type: none"> • SME, no budget • We are SME
Italy	<ul style="list-style-type: none"> • Because of small size of our business organisation

If respondents did not see value in a career management tool there reasons were predominantly to do with company size or no budget. Also in many small companies there are limited career progression opportunities so invariably if an employee wants career progression he/she must look externally.

Appendix 3: Respondents' comments on positive impacts and / or organisational advantages of company career management

Country	Respondents were asked to comment on the positive impacts/ organisational advantages career management can have in a company
Italy	<ul style="list-style-type: none"> • Improving of quality • Personal satisfaction of each member • Increasing of productivity
Sweden	<ul style="list-style-type: none"> • Cataloging the goals of the employees. • I believe that we could use our competence in a more effective way. • Presentation of opportunities. Indication on who wants to be in the game! • Clear overview over the project process improvements
Poland	<ul style="list-style-type: none"> • Do not know • Provide career path design to employees
UK	<ul style="list-style-type: none"> • Increased employee job satisfaction. If we know of employees interests, we may be able to develop their skills in that area if projects allow. • It would provide a clear path for all employees, where they can get to if they want to and what is required of them. The danger of not having a career path is that employees expect things after spending a fair amount of time at an organisation without possibly earning them. As mentioned above, openness in terms of career progression would be helpful from a manager's or individual's perspective. • Staff satisfaction levels improved. Internal promotions. • Staff working to full potential. Retention of staff. Highly motivated work force. Dynamic not stagnant skills pool.
Ireland	<ul style="list-style-type: none"> • Identify skill gaps • Understand human capital and people's potential • For identifying new strategic directions
Spain	<ul style="list-style-type: none"> • Adapting profiles for each job or role • There would be improved enormously the knowledge of the possibilities of every employee. It might organize better the company based on these capacities
Slovenia	<ul style="list-style-type: none"> • Quality of work, employee development • Company success • Employee satisfaction
Germany	<ul style="list-style-type: none"> • Satisfied and motivated employees --> optimal results of their work • Employees are committed to the company. Employees get a position of his strengths, where he/she has most fun and where he/she is most motivated. Unsatisfied employees leave the company. • Vocational training, engagement, intention to perform, competition.

Greece	<ul style="list-style-type: none"> • Promotion of employees increases motivation, assists the identification with the company and prevents undesired leaving the company • Increase in sales, Increase in technical expertise • Better Logistics • Forge new pathways to professional and organizational success • Bridge Work life and Workplace Ideals
Netherlands	<ul style="list-style-type: none"> • Good motivation • Commitment • Insight in why you are working here and also insight in why its is better to leave • Improves output • People know what their future can be, to stay or leave more flexibility, more quality, keeps personal happy • Flexibility, handling quick changes, Increase employability • Increasing quality of our 'product' education, increase labour satisfaction

Appendix 4: Ways in which companies provide or do not provide employees with training in career development skills

Country	Ways in which companies provide employees with training in career development skills	No training provided - comments / reasons.
Italy	Supporting them in testing their skills when they are applying for new roles. With aid of an internal advertiser expert in balance of work and life time	<ul style="list-style-type: none"> • Small enterprise
Sweden		<ul style="list-style-type: none"> • Don't understand the question. • We have no such implementation • No time, lack of HR resources • Has not been necessary yet • In a small company there are not many career opportunities
Poland	Participation in training programmes and branch fairs	
UK		<ul style="list-style-type: none"> • Lack of time - not a priority • It is simply not something we focus on or devote a lot of energy to.

		<ul style="list-style-type: none"> • Low priority for management • Has not been considered necessary • HR function being developed, not yet ready for career progression
Spain	<ul style="list-style-type: none"> • External and internal training 	
Slovenia		<ul style="list-style-type: none"> • Horizontally structured SME • We are an SME • No budget
Germany	<ul style="list-style-type: none"> • Determination of personal objectives, Self- and Time Management • One day seminars 	<ul style="list-style-type: none"> • We think, this task is covered by the supervisor • Lack of time, other priorities
Greece	<ul style="list-style-type: none"> • Technical and sales seminars • Career Development Seminars 	<ul style="list-style-type: none"> • It's handled individually
Netherlands	<ul style="list-style-type: none"> • Training on the job • Training/coaching • Internal Newsletters • Education, training personal coaching • Just when there is an individual request 	<ul style="list-style-type: none"> • We are a small company and the career options • In-house are limited. • We use interviews

Appendix 5: Conflict between individual interests and organisational interests

Country	Yes, which way
Italy	<ul style="list-style-type: none"> • Sometimes, because there is no space in our organisation for some aspiration and expectations, so we risk losing our employee after we trained him/her.
Sweden	<ul style="list-style-type: none"> • Could be, if the individual interest is more about getting a nice CV than developing the current business. • In a small company HR management responsibilities can be limited to share between several persons
UK	<ul style="list-style-type: none"> • Sometimes employee expectations are unrealistic or do not match programmed of work • It comes down to expectations. By offering the service employees may feel that they should have access to all areas of career progression.

	<p>The conflict arises when the expectations of the employees in terms of career progression do not align to the organisation's expectations of the employee.</p> <ul style="list-style-type: none"> • Career opportunities / aspirations may be limited by size of company.
Ireland	<ul style="list-style-type: none"> • Person fit • Depends on individual interests
Spain	<ul style="list-style-type: none"> • Sometimes the employees would like to occupy positions for those the company believes that they even are not qualified
Germany	<ul style="list-style-type: none"> • If the objectives of the employee don't match to these of the company. If the employee assesses his strengths in another way like the company. • Company has no interest to offer external jobs. Employees are not frank enough to express their wishes. • Different estimations/expectations, not enough adequate positions
Netherlands	<ul style="list-style-type: none"> • Less opportunities

Appendix 6: Respondents' requirements for an online career management tool

Country	Yes, which way
Sweden	<ul style="list-style-type: none"> • Form wizards to outline company individual setups of relevant questions and specific needs... and more but I'm running out of time in answering this questionnaire! • Clearness, purpose and easiness of use
Poland UK	<ul style="list-style-type: none"> • Should be satisfactory for the user • Ease of use. Low time required for maximum output. Tailored to organisation) Easily accessible to all levels of staff from anywhere, i.e. web.) Reports on who uses and what areas are being accessed the most. 3) Ability to marry up individual requirements with company requirements and see what options you may have. 4) Some form of feedback as to usefulness of tool from management and individual perspective. 5) Access to specialist articles / respondents • Appropriate level of complexity for level/size of business. Ease of use for staff. • Industry / profession specific. Confidential. Interactive
Ireland	<ul style="list-style-type: none"> • Appeal to all levels. Not a wish list. Identify skills gaps for senior levels. Each person will view tool differently and from their own perspective
Spain	<ul style="list-style-type: none"> • EASY TO USE, FAST QUERY RESPONSE

	That allows to define with clarity the professional possibilities inside the company. That is of easy handling for the executives and employees. That offers simple and transparent hardware of consultation for the employees. That allows to the direction to attend and to understand easily the worries and professional needs of the employees.
Slovenia	<ul style="list-style-type: none"> • Never think about it.
Germany	<ul style="list-style-type: none"> • As-is analysis of strengths and weaknesses. --> according to the results of this analysis propose possible career objectives and support the employee to reach this objective • Logical structure, flexibility, usability, contribution to the development of the company • Flexibility, usability, self-explanatory, comprehensive
Greece	<ul style="list-style-type: none"> • Career and Life Planning • Career Coaching • Organizational Career Development Systems
Netherlands	<ul style="list-style-type: none"> • Adaptable for our specific work field • Easy to use, easy reporting tool, assessment • Toegankelijk, helder, gebruiksvriendelijk, volledig, aan te passen aan eigen systemen • Easy to use

Appendix 7: Functions that respondents' felt would be useful in a career management tool

Country	Functional Use
Sweden	<ul style="list-style-type: none"> • If using the tool online- immediate feedback would be nice
Poland	<ul style="list-style-type: none"> • Aim at company's development • Help to design career paths within company • Career paths design individual for each employee
UK	<ul style="list-style-type: none"> • Job descriptions and salary levels. Straightforward skills sets / job skills requirements. Alternative suggestions. Search facility) Retrospective analysis of choices made.) Ability to map choices from a manager's perspective for specific employees. 3) Ability to track progress of employs compared to the track they have selected. • Competencies base. Skills base. Roles definition • Qualification requirements. Qualification advice. Time scale predictions. Alternative options. Salary expectations. Future expected skill shortages / surpluses.

Ireland	<ul style="list-style-type: none"> • Beginner's guide to careers in ICT - career paths from beginners to advanced ICT • Succession path
Spain	<ul style="list-style-type: none"> • FILTERING FINDING • That allows to the direction to define and to modify easily the plan of professional careers in the company. That is a simple and dynamical environment that invites the users to use it to define his professional career in the company
Slovenia	
Germany	<ul style="list-style-type: none"> • Job-fit-instrument to compare profiles of job-offers to external and internal employees/applicants. Analysis-tool for potential. Coaching platform. Efficient support of the processes for personnel selection and management. (Management of the applicants, organisation of trainings, e-learning platform, management of personnel talks, workflows of the human resource department: holiday, times absent, cafeteria systems, to provide information about the company) • Plug and play • Be able to recognise potential/wishes of the employees, status and planning of internal and external trainings
Greece	<ul style="list-style-type: none"> • Testing and Assessment • Strategic Human Resource Planning
Netherlands	<ul style="list-style-type: none"> • Ability to enter and change resume, company specific skills. Projects worked on • Employees must be capable to use the tool for their own planning

Appendix 8: Working Definitions and Terms in Use

Term	Definition
Career Management	A term often used for many career related activities that has emerged as a response to the changing relationship between the workers and the world of work
CMT	Career Management Tool
Leonardo da Vinci	European Community programme
ICT	Information Communication Technology
SMEs	Small to Medium Enterprises

IndiCaM@ICT Project Partners

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