Presentation

Mechanisms for Employees to Reach a Hopeful Career State in Covid-19: A Systems Perspective

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Essential
Workers

Remote
Workers

Outgoing
Workers

Displaced
Workers

Employee Career Development Integration Model (Yoon, Elanwer, and Chang, 2020)

35 Interventions for Employee Career Development

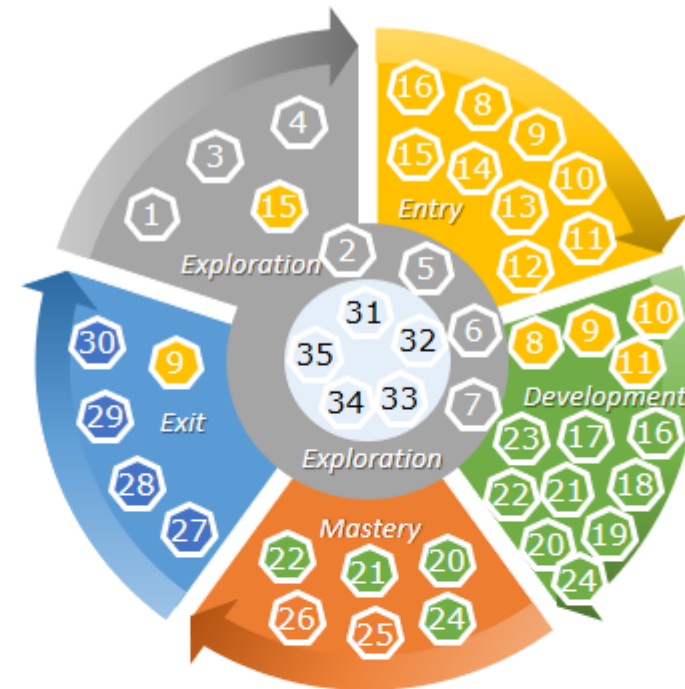**Outcomes Benefiting Organizations (15)**
- Knowledge retention, loyalty, organizational citizenship behavior, organizational commitment, organizational ownership, performance, positive work attitudes, prevention of negative outcomes, promoting visibility, promotion of positive outcomes, recruitment, retention, support for others, talent attraction, decreased turnover

Outcomes Benefiting Individuals (26)
- Career aspiration, career commitment, career competencies, career growth, career success, decreased gender inequity, employee development, higher compensation, hope, increased visibility and power, job satisfaction, meaningful work, mobility - boundaryless career, network establishment, personal learning, personal satisfaction, promotion and career progression, protean career, recognition, salary, self-awareness, self-efficacy, self-esteem, sense of purpose, well-being, work and life balance

Outcomes Benefiting Both (6)
- Engagement, gender equality, job performance, knowledge, leadership, motivation

To learn more, watch this: http://bit.ly/35ECDI

No.	Name of Practice	No.	Name of Practice	No.	Name of Practice
1	Job Posting System	12	New Employee Orientation	24	Promotion
2	Internal Labor Market Information (LMI) System	13	Affinity Group	25	Assessment Center
		14	Career Pathing	26	Succession Planning
3	Win-Win Recruitment	15	Job Shadowing	27	Part-time Contracts
4	Realistic Recruitment	16	Apprenticeship	28	Phased Retirement
5	Networking	17	Training and Development	29	Outplacement Service
6	Career Planning	18	Mentoring	30	Encore Career
7	ePortfolio	19	Coaching	31	Career Portal
8	Career Coaching / Counseling	20	Job Crafting/Enrichment	32	Compensation
9	Career Workshop	21	Stretch Assignment	33	Benefits
10	Career Assessment	22	Job Rotation	34	Telecommuting
11	Individual Development Plan	23	Performance Management	35	Flexible Work Hours

Ideas to Support Employee Career Development During COVID-19

	Org/HR interventions	Leadership practices	Individual practices
Essential Workers	• Safety equipment (PPE) • Workplace protocols • Reskilling • Psychological support • Consideration to family's safety • Modifications in work related protocols and regimen	• Motivation and support • Open communication, response and feedback system • Frequent monitoring, check-ins, and follow-up • Psychological First Aid (PFA) • Employee recognition	• Adherence to personal precautions standards • Work and family balance • Online learning platform • LinkedIn Learning Certificate, increased 600% • Seeking mental health support
Remote Workers	• Flexible work arrangements* • Equipment • Performance management* • Reskilling • Encourage Synchronous communication, establish the rules of engagement • Rewards* and incentives for remote engagement • Peer support system • Job redesign • Remote learning/training	• Job rotation/restructure • Promote employee participation using polls, Meeting-sphere or other interactive programs for group decisions/Ongoing conversation • Providing timely feedback through online platform such as email, Remote Check in • Coaching* • Meaningful support and mentorship*	• Time management • Work life balance, getting workers to disconnect • Create boundaries between work and life • Make yourself visible at work, stay connected • Develop interpersonal Skill • Be optimistic about advancing career • Skill development class beside work
Outgoing Workers	• Outplacement services* • Maintain company alumni networks • Career counselling and coaching* • Career planning* • Career workshop* • Succession planning* • Learn about Rapid Response Services • Phased retirement	• Exit interviews • Assign peer buddies to stay contact • Networking • Career coaching • Look for successors • Look for future employees	• Job search • Understanding unemployment benefits • Self-directed learning activities • Learn about Rapid Response Services • Networking • Exploring virtual events
Displaced Workers	• Win-win recruitment* • Job posting system* • Retraining* • Career guidance • Hope-action based interventions	• Look for successors • Look for future employees through their network	• Career planning and job search • Apply for unemployment insurance through a state office. • Use career resources, such as https://www.careeronestop.org/ • Seek help from career service providers • Take advantage of the Trade Adjustment Assistance Program • Registered apprenticeship

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Ideas to Support Employee Career Development During COVID-19

Essential Workers

Org/HR interventions	Leadership practices	Individual practices
• Safety equipment (PPE) (Merry, 2020) • Workplace protocols • Reskilling (Agrawal et al., 2020) • Psychological support • Considering family safety • Modifications in work related protocols and regimen	• Motivation and support • Open communication (Katerian, 2020), response and feedback system • Frequent monitoring, check-ins, and follow-up • Psychological First Aid (PFA) (Benhamou & Piedra, 2020) • Employee recognition (Merry, 2020)	• Adherence to personal precautions standards (Adams & Walls, 2020) • Work and family balance • Online learning platform (Lauren, 2020) • LinkedIn Learning Certificate (Lauren, 2020) • Seeking mental health support (Greenberg et al., 2020)

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Ideas to Support Employee Career Development During COVID-19

Remote Workers

Org/HR interventions	Leadership practices	Individual practices
• **Several communication option** (City, 2020; Hickman & Robinson, 2020; Kane, 2018) • Flexible work arrangements* (Gurchiek, 2020; SHRM, 2020) • **Provide necessary Equipment** (Adam & Robinson, 2020). • Performance management* (Wigert, 2020) • **Reskilling** (Agrawal et al., 2020) • **Encourage Synchronous communication with engagement rules** (City, 2020;Harter, 2020; Kelly, 2020) • Rewards* and incentives (Jackson, 2020; Nelson, 2020) • Peer support system (Kyriakou, 2020) • **Job redesign*** (SHRM, 2020) • Remote learning/training (Washington, Aug. 5, 2020)	• Job rotation/restructure (Nink, 2020; SHRM, 2020) • **1 to 1 mentoring*** (Nelson, 2020) • Provide emotional support (City, 2020) • **Promote employee participation** using polls, meeting sphere or other interactive programs for group decisions/Ongoing conversation (Wigert & Barrett, 2020) • Providing timely feedback through online platform, Remote Check in (White, 2020; Kane, 2020; Adam &Robinson, 2020) • **Provide coaching*** (Adam & Robinson, 2020) • Provide agile and clear goals and objectives (Lipman, 2020; Strauss, 2019, Richard, 2020; Wigert & Barrett, 2020) • **Meaningful support and mentorship*** (White, 2020) • **Be available** (Gurchiek, 2020)	• **Time management** • Work life balance, getting work life to disconnect (Richard, 2020; White, 2020) • **Make yourself visible** at work, stay connected (Munro, 2020) • Develop interpersonal Skill (Gotian, 2020) • Be optimistic about advancing career (Gotian, 2020) • **Skill development training beside work**, e.g. LinkedIn certificate training (Lauren, 2020)

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Ideas to Support Employee Career Development During COVID-19

Outgoing Workers

Org/HR interventions	Leadership practices	Individual practices
• Outplacement services* • Maintain company alumni networks (Lindor, 2019) • Career counselling and coaching* • Career planning* • Career workshop* • Career assessment* • Succession planning* (Lilenfeld et al., 2020) • Learn about Rapid Response Services (Employment and Training Administration, n.d-a.) • Phased retirement	• Exit interviews • Assign peer buddies to stay contact (Lindor, 2019) • Networking • Career coaching • Look for successors • Look for future employees	• Job search • Understanding unemployment benefits (U.S. Department of Labor, 2020) • Self-directed learning activities (Andriotis, 2017) • Learn about Rapid Response Services (Employment and Training Administration, n.d.-a) • Networking (Dill, 2020) • Exploring virtual events (Dill, 2020)

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Ideas to Support Employee Career Development During COVID-19

Displaced Workers

Org/HR interventions	Leadership practices	Individual practices
• Win-win recruitment* • Job posting system* • Retraining* • Career guidance • Hope-action based interventions (Amundson et al., 2018)	• Look for successors • Look for future employees through their network	• Career planning and job search (Niles et al., 2020) • Apply for unemployment insurance through a state office. • Use career resources, such as https://www.careeronestop.org/ • Seek help from career service providers • Take advantage of the Trade Adjustment Assistance Program (Employment and Training Administration, n.d.-b) • Registered apprenticeship (U.S. Department of Labor)

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