



Skills & Career Advancement

Provide opportunities and tools for workers' self-realization and advancement in their current jobs, within the organization, and outside it.

Strategies and Actions

Offer multiple ways for workforce members to gain skills and progress.

- Equitably—and transparently—offer skills training for increasing levels of competency.
- Respond to workers' personal needs and your organization's needs.
- Communicate clear, transparent career paths within the organization, along with the skills, competencies, and experiences needed to progress on those paths.
- Offer training opportunities that lead to industry-recognized credentials such as a certificate, license, or degree.
- Support organizational performance improvement and intelligent risk taking and reinforce ethical business practices.
- Expand position descriptions to reflect new responsibilities and roles.

Make skills building free.

- Offer scholarships or tuition reimbursement for local and online educational programs.
- Offer Registered Apprenticeship programs for new and incumbent workers.
- Establish paid internships and school-to-work programs as pathways to full-time positions.

Cross-train employees.

- Cross-train workers such that employees and managers have ownership and specialization over a specific department but can step in to help other departments when needed.

Provide ongoing performance reviews and promotions.

- Ensure that workers meet with managers at least twice per year to review their career paths and development areas.
- Establish clear and transparent promotion pathways that prioritize internal candidates.



Ensure performance management and development.

- Establish a performance management system that uses compensation, rewards, recognition, and other incentives to encourage high performance, intelligent risk taking, and a customer and business focus.
- Ensure that part-time work does not adversely impact career advancement.
- Create clear and transparent off- and on-ramps to full-time work.
- Evaluate the effectiveness of your learning and development programs.
- Examine learning outcomes with respect to worker engagement measures and key business results.
- Ensure that performance management development processes promote equity and inclusion for all workforce groups and segments.

Sample Resources

- [Baldrige Excellence Framework: 5 Workforce](#)
- [Good Jobs Diagnostic Tool](#)
- [Good Jobs Project](#)
- [Urban Institute: Five Elements of a Good Job](#)

