



“With increasing competition, we will have to ensure that our best people have a variety of growth opportunities within the company. We cannot afford to have any of them leave us or to stagnate in traditional, functional - silo based roles.

A global leader in wines & spirits, about their need for a career development framework.

Kelsa’s Diagnosis

Kelsa recognized that although the organization was operating in a comfortable leadership position in India, market forces were capable of changing the situation overnight. Also, during an employee engagement survey, it emerged that career development was a concern for several employees across levels. The verticalized nature of the functions was placing a constraint on the organization’s ability to move people across a variety of roles. The organization was in a vertical growth trajectory necessitating building a robust leadership pipeline.

Action

Kelsa developed a framework that would provide graduated opportunities for employees to move across contiguous functional areas. The mechanism of identifying such areas and roles for each employee was created and integrated with the organization’s performance feedback process. Each function was mapped for existing roles as well as anticipated future roles. The competencies needed for these roles were described, which then fed into the creation of career streams. These career streams were designed in a such a way that employees had options of growing both within and across functions.

As a process of implementing this Career Development Framework (CDF), Kelsa prepared a roll-out plan which incorporated clear first level movement options, with both back-up and cross-stream alternates. In order to manage the CDF, Kelsa also identified career counsellors who would support reporting managers by engaging in career discussions with employees to help them choose options for moving to the next role. Process maps and policy guidelines for implementation were also detailed and

provided. The roll-out of the CDF is being supported by training all people managers on their CDF-related roles.

What We Achieved

The implementation of the CDF has given the organization a platform to have a meaningful dialogue with their employees about the career choices available to them. Since these are within a planned structure, the organization will be able to leverage this as a distinct element of the overall employment value proposition. With the system of career counsellors supporting the reporting managers, the emphasis on building careers within the organization will be demonstrated very strongly, thereby increasing retention levels.

