CASE STUDY #1602

Ingersoll Rand

"We really wanted to say, this isn't about changing where you fit in the organization. This is about your development and how can we help you grow and be the best you can be here in the company."

SR. MANAGER, GLOBAL TALENT MANAGEMENT

CASE STUDY #1602

Ingersoll Rand

41,000
NO. OF EMPLOYEES

Industrial Manufacturer
INDUSTRY VERTICAL

Global
REGION

Career Progress
SOLUTION BASIS

2016
YEAR JOINED FUEL50

With a history dating back to 1871, Ingersoll Rand and its family of brands represent a proven history in construction and mining, industrial and commercial markets.

Through acquisitions, innovations and customer focus, today's Ingersoll Rand offers market-leading solutions and services that enable customers to create progress through a variety of industries and markets that touch everyday life.

"**Our success is enabled by the commitment and dedication of our employees** globally.

To help our employees grow, we believe it's vital to strengthen their engagement and develop their skills and leadership capabilities."

Ingersoll Rand are proud to offer countless opportunities to build a successful and rewarding career.

BUSINESS CHALLENGE

Improving the employee career experience to increase the overall engagement of Ingersoll Rand's workforce and better recruit, develop and retain talent. Employees had communicated their desire for a greater focus on career development through the annual employee engagement survey.

SURVEY RESULTS

Growth and development areas that offered an opportunity to improve:

"I can achieve my career goals at this company."

"I am supported in taking advantage of available career opportunities."

"The company has effective processes for developing people."

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INITIATIVE

An enterprise wide initiative called **Career Progress** that introduced a new **Career Framework** and new Career Management resources including **Success Profiles** and **MY CAREER NAVIGATOR** (Fuel50 platform) to salaried employees.

THE VISION

- Provide an experience for employees that creates interest and excitement for flexible and mobile **career possibilities**
- **Empower employees** to manage their careers through information and tools they accessed via a world-class technology interface
- Enable managers to **coach their employees** through career conversations based on the solid foundation of a globally consistent job architecture that standardizes roles, levels, titles and rewards
- Give managers **autonomy** to manage employee rewards through informed and economically responsible decision-making

COMMUNICATION

FOR THE LEADERS

Overview presentations delivered at many different leadership and organisational meetings.

FOR THE EMPLOYEES

eCards, Emails, Intranet articles, Videos (animated, testimonial & training), Printed materials, Online training, Live Q&A calls.

"There has been ongoing communication through different channels to continue to educate employees and managers on how to optimize these resources to make the career experience at Ingersoll Rand best-in-class."

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SOLUTION

The core solution components of **Career Progress** include:

CAREER FRAMEWORK

Career Streams
Differentiate career types
Bands
Differentiate jobs based on scope, scale, accountability and complexity

Each employee is able to see the Career Streams and Bands for open positions. This enables more efficient movement of talent across functions, businesses and regions.

SUCCESS PROFILES

Outline the key experiences to be gained in a role, as well as the specific competencies needed for success.

Employees may assess their skill level and see common career moves into and out of different roles to help chart their course. This information allows them to enhance their proficiency in their current role, or prepare them for future roles.

CAREER NAVIGATOR

Employees can gather insights on their career journey, including assessing their talents, mapping development actions, preparing for career conversations and sharing insights with their manager.

24/7 access

Translated into 6 additional languages in June 2017

RESULTS

"It creates more clarity on how **jobs fit together at Ingersoll Rand**."

22,000 people

62 countries

INITIAL IMPLEMENTATION

67%

of employees have utilized the My Career Navigator tools and resources to help with their career development

2016 EMPLOYEE ENGAGEMENT SURVEY

there were increases in **all** key career and development-related survey items