What influences an employee’s perception of his or her job? One important aspect impacting one’s job perception is one’s opportunity for promotion and career advancement. An organization that focuses on promotions and career advancement instills employees with a sense of value from his or her organization, which cultivates an upbeat experience for customers. For the gaming industry, promotion and career advancement opportunities are in need of improvement. In the gaming industry, only 39 percent of employees feel that job promotions within their company are fair and objective. In addition, only 40 percent feel promotions within the company are based on performance. These statistics illustrate that many employees in the gaming industry are dissatisfied with the criteria that managers use to promote employees within the company. A commitment to promotion and career advancement in the workplace will enable steps toward the development of a collaborative organizational culture, ultimately raising the engagement of employees within this industry.

Not only is it important to follow best practices that support the idea of communicating promotion opportunities to employees, but it is also important to create initiatives that provide career development that will ultimately improve employees’ perception of promotion criteria and fairness. Managers can lead this initiative by following some simple, yet effective best practices. When a manager is stumped on how to help employees with career development needs, they should go directly to employees to develop ideas for programs that cater to their employees’ interests. Another best practice managers can use to enhance career development of employees is to craft action plans based on employee performance evaluations. During the evaluation process, employees should outline skills they would like to acquire that are necessary to attain professional, promotional and personal goals.

The gaming industry can gain insight from the healthcare industry regarding promotions and career advancement best practices. Over half of employees in healthcare feel job promotions in the workplace are fair and objective, which is more than ten percentage points higher than the gaming industry. In addition, 54 percent of employees believe that promotions are based on performance, 14 percentage points higher than employees in the gaming industry. One may wonder why this large difference exists and what can be done to close the gap. To improve, the gaming industry should focus on communication. Employees should be presented with opportunities to further their education, thus strengthening employees’ skill sets to receive consideration for promotions. Another best practice is to provide training opportunities for employees as well as offer feedback to increase their likelihood for future promotions.

<table>
<thead>
<tr>
<th>Survey Question</th>
<th>Gaming Industry Results</th>
<th>Healthcare Industry Results</th>
<th>Difference (percentage points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job promotions in this organization are fair and objective.</td>
<td>39%</td>
<td>51%</td>
<td>12</td>
</tr>
<tr>
<td>Promotions at this organization are based on performance.</td>
<td>40%</td>
<td>54%</td>
<td>14</td>
</tr>
</tbody>
</table>

While managers play an important role in improving these scores, managers are not fully responsible for creating a work culture that promotes career development. Employees must also strive to gain knowledge about their career opportunities by participating in programs that allow for development. Employees should take part in programs such as information sessions conducted by human resources or a member of senior management that highlight career development opportunities at one’s organization. These information sessions facilitate new measures an organization intends to put into place in regards to employee development; awareness regarding pre-existing job opportunities in their department and organization, as well as training opportunities, mentoring programs, career development center (a place where all levels of employees can share knowledge in specific areas of their career); and flexible scheduling to
accommodate employees’ training interests. Over time, employees will begin to appreciate these measures and become one step closer to a promotion.

“Oftentimes, gaming leaders are not focusing on being ‘Employee Developers’ as regularly as they should with their employees,” explained Chris Dustin, HR Solutions Inc. Executive Vice President of Sales and Consulting. “In fact, employees are less likely to believe that promotions are based on performance rather than a perceived favoritism if their leader is not working on a career development plan for his or her employees. Importantly, employees must accept ownership of their career development plan and work with

their leader to achieve their career development goals such that career growth is possible,” recommended Dustin.

Creating a positive outlook for the gaming industry regarding promotions and career development can be developed by approaching employees with feedback about the skills necessary to qualify for a promotion. These best practices are the keys needed for managers to develop a path for employees toward a promotion.

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