Employee Life Cycle

The Employee Life Cycle is a Human Resources (HR) model that identifies the different stages an employee progresses through in an organisation. Managing employees through all stages of their life cycle is a crucial function for HR as it impacts an organisation's most important asset: its people.

Implementing an Employee Life Cycle programme provides employees with a series of steps to progress throughout their career within an organisation. Furthermore, employers can establish strategies to optimise employee engagement and retention, resulting in improved business performance.

We're about people

Stages of the **Employee Life Cycle**

The Employee Life Cycle encompasses all stages in an employee's career, starting with recruitment and ending with resignation, termination or retirement. A typical Employee Life Cycle model has five stages - Recruit, Onboard, Develop, Retain and Off-Board.

RECRUIT
All processes leading up to and including the hiring of a new employee. This stage may include psychometric testing.

ONBOARD
Employees have accepted the job offer and have joined the company. They are given information and tools to work efficiently and integrate into the company culture. Self-rated psychometric testing is becoming more widely used throughout this phase.

DEVELOP
Employees are given feedback through ongoing performance reviews, regular one-on-one check-ins and meetings. Multi-rated psychometric tools like 360° feedback assessments are commonly used for leadership roles.

RETAIN
The focus of this stage is on retention and employee development. Continuous evaluation, recognition and training are crucial for engagement and retention.

OFF-BOARD
The employee will leave the organisation due to a new job, retirement, redundancy, personal reasons or termination.

Psychometric Testing is increasing across the Employee Life Cycle

Psychometric tools are questionnaires or tests that help organisations select the right people; facilitate individual and team development; and increase organisational effectiveness. Traditionally these tools have been used in the pre-employment phase to measure an individual's:

- Intellectual Functioning (IQ)
- Personality Assessment
- Behavioural Assessment

"Companies that utilise psychometric assessment expect to make more reliable and less risky assessments of potential new employees during the recruitment phase. The proportion of employers using psychometric testing is stable and embedded - and yet, assessment of every level of employee and at every stage of the employee life cycle is on the up. Reflecting current practices, 13 per cent of organisations are now completing psychometric assessments during the onboarding phase."

- The Global Assessment Barometer 2015/16 20,000

when **experience** & **knowledge** count…

60% of companies within the corporate sector use psychometric tools, where the most important determinants of success are reported to be validity, reliability and third-party accreditation (The Global Assessment Barometer, 2016).

For more than 30 years, Team Management Systems (TMS) has been researching and working with organisations worldwide. With operations across Asia Pacific, the Americas, Europe, Middle East and Africa, TMS matches the in-depth knowledge and experience of our teams with the needs of individual clients.

TMS has become a trusted advisor to the learning and development industry, offering four work-based psychometric assessments including:

- The Team Management Profile (TMP)

- Opportunities — Obstacles Quotient Profile (QO$_2$™)

- Windows on Work Values Profile (WoWV)

- Linking Leader Profile (LLP|360)

TMS Profiles have been translated into 20 languages and are endorsed by the British Psychological Society. More than 20,000 TMS accredited practitioners have processed more than two million Profiles globally. The TMS Suite of Profiles have become a crucial element of Employee Life Cycle programmes in organisations worldwide.

TMP and the Employee Life Cycle

The TMP is an integral part of every stage of the Employee Life Cycle and can be integrated into existing HR and OD programmes and initiatives. Although many psychometric tools are designed to facilitate the pre-employment decision-making process, the TMP delivers significant value when it is introduced at the Onboarding Phase and continued throughout the entire employment journey.

Let's look at the TMP in the Life Cycle of an Employee through the lens of a fictitious employee, Peter Piper.

Seven years into his career Peter applied for a role as the Business Development Manager with Western Think Centre (WTC), a property development group. With tertiary qualifications in Sales & Marketing, Peter begun his career as a graduate in a small real estate company.

A history lesson before we unpack Peter's Life Cycle Journey….

Dr's Margerison and McCann developed the TMP to help individuals understand how to work best with others and to equip them with knowledge of the critical tasks that high performing teams consistently deliver to optimise performance. Whilst TMS does not recommend using the TMP as the 'sole' instrument for recruitment decisions it has been successfully used by organisations to recruit based on preferences and strengths into agile and project teams. The TMP can form 'part of' the recruitment process when all candidates receive a TMP Debrief of their Profile.

Margerison-McCann
Team Management Wheel

Peter's Life Cycle Journey

Recruitment

WTC's recruitment process included several interviews and a formalised marketing presentation. There were two preferred candidates, one being Peter Piper. The final selection process required both candidates to complete the TMP and both received a debrief by the WTC internal TMP Accredited Practitioner. The purpose of the candidates completing their TMP was to understand their work preferences and 'team fit'. As a result of WTC's recruitment process, Peter was the preferred candidate and he accepted the role.

Onboarding

WTC has a comprehensive three-month onboarding programme which includes monthly TMP training sessions. During this time, Peter learned how to effectively communicate with team members with differing preferences. He was introduced to the Online Activity Centre in The Hub where he gained access to 19 Applications including e-books, videos, interactive applications and quizzes. Peter was given three years unlimited access to The Hub which provided him with development tools to deepen his learning.

When Peter joined his team, they spent some time sharing their major roles on the Team Management Wheel. As an Explorer-Promoter, Peter would bring some diversity into the team in a way they had not experienced previously – as many of his new colleagues had a major role preference of Concluder-Producer.

Peter continued to share his work preferences with stakeholders during his three-month onboarding and he experimented with the Pacing Application in The Hub. This gave Peter tips on how to best Link with others and identify potential areas of conflict that could arise.

Developing

Throughout his career Peter made use of the Hub for 'just in time' resources to deepen his understanding of himself and others at work. His two favourite applications were the *Coach Me* and *Job Match* Applications.

Peter proactively used these applications and shared the personalised reports with his managers. Managers found these reports provided context for feedback, coaching and career development conversations. He was challenged to set goals, develop himself and set a clear pathway for career progression.

Over his 27-year career at WTC, Peter completed three TMP. Interestingly, these Profiles showed few changes in his work preference results, which mirrored the fact that Peter was working to his preference.

Retention

A variety of retention strategies were implemented during Peter's time at WTC, ranging from fiscal incentives to reward and recognition programs aligned to corporate values. Whilst appreciative of these, Peter was most satisfied when he was able to lead high performing teams and develop others.

Peter implemented the TMP as a core development programme for all teams he led at WTC. This simple tool provided Peter with a quick and deep understanding of the strengths and preferences for each person he worked with, which made leading these teams to high performance achievable.

Peter was highly regarded by the business and his colleagues for developing high performing teams. This provided him with career opportunities and challenging roles across different functions in the business. Throughout his career at WTC, Peter would often refer to his TMP to revise and remind himself of his strengths and areas for development.

Off-Boarding

The transition to retirement can be one of the most exciting and challenging times for an employee. And for Peter, this was no exception.

Peter retired from WTC as the Head of Marketing after an amazing career spanning 27 years. Whilst Peter was no longer going to be 'formally' employed he yearned for a passion to keep himself busy in retirement. Based on his many career conversations and the breadth of his experience, his decision to give back to the community was brought to life through his volunteer work promoting the importance of first aid skills in remote communities.

Even in retirement, Peter was practicing what he preferred as an Explorer-Promoter in his community.

Conclusion

For organisations to remain competitive they need to develop their organisational capability, understand the work preferences of each team member and leverage this information to maximise performance and success.

Employee life cycle management is at the heart of HR best practice and organisational development. The Team Management Profile is not a one-off initiative that HR Professionals deliver to individuals and teams. It is a simple, practical and well-researched psychometric tool that is a must have in any people management toolkit.

By introducing the TMP into your organisation you will unlock the true potential of your people, your teams and your organisation.

Give your organisation the edge over your competitors and invest in your biggest asset today – your people!