

meaningful to employees. If steps are not taken, the organization with limited promotional opportunities risks turnover of good employees. Examples of steps to make work more meaningful include the following:

1. *Alternative reward systems.* Rather than basing pay increases on promotions, pay increases can be based on an individual's knowledge and skill acquisition and contribution to the organization as a team member. Research has shown that these programs are successful at encouraging employees to develop job-relevant skills.⁴
2. *Team building.* Greater challenge and autonomy in the workplace can be created by having employees work in teams where they are responsible for all aspects of work involved in providing a service or product, including self-management.
3. *Counseling.* Workshops, self-directed workbooks, and individual advising can be used to ensure that employees have a well-reasoned plan for movement in the organization.
4. *Alternative employment.* Arrangements can be made for employee leaves of absence, sabbaticals, and consulting assignments to ensure that workers remain challenged and acquire new knowledge and skills.

Mobility Policies

Mobility paths show the relationships among jobs, but they do not show the rules by which people move between jobs. These rules are specified in written policies, which must be developed and should specify eligibility criteria.

Development. A well-defined mobility path policy statement is needed for both hierarchical and alternative mobility paths and has the following characteristics:

1. The intent of the policy is clearly communicated.
2. The policy is consistent with the philosophy and values of top management.
3. The scope of the policy, such as coverage by geographic region, employee groups, and so forth, is clearly articulated.
4. Employees' responsibilities and opportunities for development are clearly defined.
5. Supervisors' responsibilities for employee development are clearly stated.
6. Procedures are clearly described, such as how employees will be notified of openings, deadlines, and data to be supplied; how requirements and qualifications will be communicated; how the selection process will work; and how job offers will be made.
7. Rules regarding compensation and advancement are included.
8. Rules regarding benefits and benefit changes as they relate to advancement are included.