

G4-LA10

**PROGRAMS FOR SKILLS MANAGEMENT AND LIFELONG LEARNING THAT SUPPORT THE CONTINUED EMPLOYABILITY OF EMPLOYEES AND ASSIST THEM IN MANAGING CAREER ENDINGS**

- a. Report on the type and scope of programs implemented and assistance provided to upgrade employee skills.
- b. Report on the transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.

**GUIDANCE**

**Relevance**

Programs for skills management allow organizations to plan skills acquisition that will equip employees to meet strategic targets in a changing work environment. A more skilled and aware workforce enhances the organization’s human capital and contributes to employee satisfaction, which correlates strongly with improved performance. For those facing retirement, confidence and quality of work relations is improved by the knowledge that they will be supported in their transition from work to retirement. The goal of lifelong learning is to promote the development of knowledge and competencies that will enable each citizen to adapt to a rapidly-changing labor market and to participate actively in all spheres of economic life.

**Compilation**

Identify employee training programs that aim to upgrade skills. These include as a minimum:

- Internal training courses
- Funding support for external training or education
- The provision of sabbatical periods with guaranteed return to employment

Identify transitional assistance programs provided to support

employees who are retiring or who have been terminated.

These include as a minimum:

- Pre-retirement planning for intended retirees
- Retraining for those intending to continue working
- Severance pay
- If severance pay is provided, does it take into account employee age and years of service
- Job placement services
- Assistance (such as training, counselling) on transitioning to a non-working life

**Definitions**

See Glossary in *Implementation Manual*, p. 244

- [Career endings](#)
- [Continued employability](#)
- [Employee](#)
- [Lifelong learning](#)
- [Skills management](#)

**Documentation sources**

Potential sources of information include organizational procedures for termination of employment and employee records.