Introduce quarterly career-growth conversations

Decivium • Powered by Ranx | Measurement & guardrail plan

Covers Decivium · Organization-wide · Owned by Talent development leader with manager enablement

Outcome / measure	Relationship	Baseline	Target	Cadence	Owner	Survey period	Status
Job satisfaction	A link in the survey	Confirm during review	Set during review	Quarterly	Talent development leader with manager enablement	One to three survey rounds	To confirm
Retention and commitment	A link in the survey	Confirm during review	Set during review	Quarterly	Talent development leader with manager enablement	One to three survey rounds	To confirm
Work engagement	A link in the survey	Confirm during review	Set during review	Quarterly	Talent development leader with manager enablement	One to three survey rounds	To confirm

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Guardrail	Monitor	Threshold / trigger	Escalation	Decision owner	State
Audit completion and conversation quality; never treat completion alone as proof of employee development.	Owner review	Any confirmed breach	Pause and review	Executive sponsor	Monitoring

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Rule	What to show	Action	Who decides	Recorded by
Continue	Delivery and results stay within the guardrails	Keep going with the plan	Executive sponsor	Record in Ranx
Adapt	Quarterly operating review The talent development leader with manager enablement convenes the review after each conversation round. Review reach, completion, quality, employee experience, employee and manager follow-through. See implementation brief for full detail.	Adjust delivery within the plan	Program owner	Record in Ranx
Pause	A guardrail is breached, or there is no longer enough to go on	Pause and review before going further	Executive sponsor	Record in Ranx

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Team	Manager support level	What people said	What managers do	Who decides
Everyone Decivium	Standard support	Across the organization, the practice runs the same way at Decivium.	Run the practice as designed.	The program owner decides changes for the whole organization; teams don't start separate programs.
Client Services › Customer Success › CS Growth Team	Extra support	“Your immediate manager cares about your development”: people here put more weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put more weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment.	Extra support on “You receive regular, constructive feedback on your performance”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Corporate BU	Extra support	“Your immediate manager cares about your development”: people here put more weight on this. “You receive regular, constructive feedback on your performance”: people here put more weight on this. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this.	Extra support on “You receive regular, constructive feedback on your performance”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.
Go-To-Market BU	Lighter touch	“Your immediate manager cares about your development”: people here put far less weight on this than the rest of the organization. “You receive regular, constructive feedback on your performance”: people here put far less weight on this than the rest of the organization. “You have opportunities for advancement or promotion at this organization”: people here put more weight on this.	Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Product & Platform › Engineering Dept	Lighter touch	“Your immediate manager cares about your development”: people here put far less weight on this than the rest of the organization. “You have opportunities for advancement or promotion at this organization”: people here put more weight on this. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization.	Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.
Application Engineering Sub-dept	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. “Your immediate manager cares about your development”: people here put less weight on this. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
Client Apps Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.
Platform Engineering › Core Services Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
6 teams Client Services › Customer Success › CS Enterprise Team; Client Services › Delivery › Delivery East Team; Client Services › Delivery › Delivery West Team; Client Services › Delivery › Solutions Team; Corporate › People Dept; Corporate › People › People Team	Most support	“Your immediate manager cares about your development”: people here put much more weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put more weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment.	Most support on “Your immediate manager cares about your development”: prepare managers first, and check in weekly until it runs smoothly.	The program owner decides changes; team leaders can adapt examples to their team.
5 teams Go-To-Market › Sales › Account Management Team; Go-To-Market › Sales › New Business Team; Product & Platform › Engineering › Application Engineering › Integrations Team; Product & Platform › Product › Design Team; Product & Platform › Product › Product Management Team	Extra support	“You have opportunities for advancement or promotion at this organization”: people here put more weight on this. Fewer responses here, so use your judgment. “Your immediate manager cares about your development”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put less weight on this. Fewer responses here, so use your judgment.	Extra support on “You have opportunities for advancement or promotion at this organization”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
4 teams Corporate › Executive Dept; Corporate › Executive › Executive Team; Corporate › IT Dept; Corporate › IT › IT Team	Standard support (too few responses)	There are too few responses here to compare, so these teams follow the standard approach.	Run the practice as designed; adapt examples to each team.	The program owner decides changes; team leaders can adapt examples to their team.
3 teams Client Services BU; Client Services › Customer Success Dept; Client Services › Delivery Dept	Lighter touch	“You have opportunities for advancement or promotion at this organization”: people here put far less weight on this than the rest of the organization. “Your immediate manager cares about your development”: people here put much more weight on this. “You receive regular, constructive feedback on your performance”: people here put more weight on this.	Lighter touch on “You have opportunities for advancement or promotion at this organization”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
3 teams Go-To-Market › Sales Dept; Product & Platform › Engineering › Platform Engineering › Infrastructure Team; Product & Platform › Product Dept	Lighter touch	“Your immediate manager cares about your development”: people here put far less weight on this than the rest of the organization. “You receive regular, constructive feedback on your performance”: people here put far less weight on this than the rest of the organization. “You have opportunities for advancement or promotion at this organization”: people here put more weight on this.	Lighter touch on “You receive regular, constructive feedback on your performance”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.
2 teams Corporate › Finance Dept; Corporate › Finance › Finance Team	Extra support	“Your immediate manager cares about your development”: people here put more weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Extra support on “Your immediate manager cares about your development”: brief managers, use practical examples, and check in more often.	The program owner decides changes; team leaders can adapt examples to their team.

Team	Manager support level	What people said	What managers do	Who decides
2 teams Go-To-Market › Marketing Dept; Go-To-Market › Marketing › Marketing Team	Lighter touch	“Your immediate manager cares about your development”: people here put less weight on this. Fewer responses here, so use your judgment. “You receive regular, constructive feedback on your performance”: people here put less weight on this. Fewer responses here, so use your judgment. “You have opportunities for advancement or promotion at this organization”: people here see this much like the rest of the organization. Fewer responses here, so use your judgment.	Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates.	The program owner decides changes; team leaders can adapt examples to their team.
2 teams Product & Platform BU; Product & Platform › Engineering › Platform Engineering Sub-dept	Lighter touch	“Your immediate manager cares about your development”: people here put far less weight on this than the rest of the organization. “You have opportunities for advancement or promotion at this organization”: people here put more weight on this. “You receive regular, constructive feedback on your performance”: people here put less weight on this.	Lighter touch on “Your immediate manager cares about your development”: fewer reminders and check-ins, with the same practice and dates. Talk to the program owner before changing the order or pace.	The program owner decides changes; team leaders can adapt examples to their team.

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Item	Details
What this is	The measurement & guardrail plan for Introduce quarterly career-growth conversations
Who it covers	Decivium · Organization-wide
Who owns it	Talent development leader with manager enablement
Review rhythm	Quarterly
First signal	One to three survey rounds
Prepared with	Ranx, from your survey results. Approvals, assignments and progress are kept in Ranx.

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Outcome	What we expect	When to look	Where to see the survey results
Job satisfaction	This initiative may help. It is an expectation, not a promised result.	Your next survey	In Ranx: Drivers, then Outcomes
Retention and commitment	This initiative may help. It is an expectation, not a promised result.	Your next survey	In Ranx: Drivers, then Outcomes
Work engagement	This initiative may help. It is an expectation, not a promised result.	Your next survey	In Ranx: Drivers, then Outcomes