

Department of Management Studies
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CAREER DEVELOPMENT

Career development involves those personal improvements that a person undertakes to achieve a personal career plan. Career management is the process of designing and implementing goals, plans and strategies to enable the organization, to satisfy employee needs while allowing individuals to achieve their career goals. The career development involves the process of conversion of personal career plan into action in order to achieve career goals. There are three key heroes who share responsibility for an employee's career development- the employee, the organization, and the manager.

Career development is indispensable for implementing career plans. It consists of activities undertaken by the individual employees and the organization to meet career aspirations and job requirements. An important requirement of career development is that every employee must accept his/her responsibility for development as all development is self-development. Career Development Model depicts that organisational career planning and individual career planning need to be integrated to design mutually acceptable career paths and formulate appropriate developmental strategies.

It is based on needs of human resource and skill and potential require by the man to perform on various jobs. The one of the important aspect of career development is that every employee must accept his or her responsibility for development. Many organization spend good amount of money on education and training of the employees and get the required talents and potential from within the organization only and there is no necessity to search such personnel outside the organization. The following are the career development actions.

1. Performance of the job- In career development progress an individual employee must prove that his performance on the job is upto the standard established.

2. Employee exposure- The employees interrupting in their career groups should expose it by their skills, knowledge qualification, achievement outstanding performance etc. to the staff members to take the decision about the career development elsewhere.

3. Resignation by the employee- The employees may resign the present job in the organization, when they get better career opportunities elsewhere.

4. Change the Job- Employees those who have better career prospects in some other job in the some organizations, such employees may change the job.

5. Career guidance and counseling- It provides full information, proper advice and encouragement to move from one career to other better career in the same organization or in some other organization where better career opportunities are available.

NEED FOR EFFECTIVE EMPLOYEES' CAREER DEVELOPMENT

i. Making Available Needed Talent:

Career development is a natural extension of strategic and employee training. Identifying staff requirements over the intermediate and long-term is necessary when a firm sets long-term goals and objectives. Career development will help organizations in putting the right people in the right job.

ii. Attracting and Retaining Talents:

There is always a scarcity for talented people and there is competition to secure their services. Talented people always prefer to work in organizations, which care for their future concern and exhibit greater loyalty and commitment to organizations where there is career advancement. As career development is an important aspect of work life as well as personal life, people prefer to join firms, which offer challenges, responsibility and opportunities for advancement.

iii. Reduced Employee Frustration:

Along with educational level and knowledge, the aspiration level of occupations is also increasing. When these levels are not met due to economic stagnation frustration sets in. When organizations downsize to cut costs, employee career paths, career tracks and career ladders tend

to collapse resulting in aggravation of frustration. Career counseling comes a long way in reducing frustration.

iv. Enhancing Cultural Diversity:

Fast changing scenarios in globalization reflects a varied combination of workforce representing different types of races, nationalities, religious faiths, ages and values in the workplaces. Effective career development programmes provide access to all levels of employees.

v. Improving Organizational Goodwill:

It is quite natural that if employees think their organizations care about their long-term well-being through career development they are likely to respond in kind by projecting positive images about their organizations. Career development does help organization in impressing image and goodwill.

STEPS CAREER DEVELOPMENT

- (1) Identifying career needs
- (2) Developing career opportunities
- (3) Integration of employees needs with career opportunities.
- (4) Regular monitoring

Step # 1. Identifying Career Needs:

Some large organizations have assessment centers or conduct career development workshops wherein a group of employees are brought together to undergo psychological testing, simulation exercises, and depth interviews. This process helps the employee to make a decision regarding career goals and the steps to be taken to put efforts to attain these goals. The HR manager also plays an important role of providing information and assistance in making decisions about the career needs of the employee.

Step # 2. Developing Career Opportunities:

Career opportunities are identified through job analysis. The manager should identify career path for employees in the organization. He/she should discuss with the employees what jobs are

available in the organizational hierarchy and at the same time find where the employee would want to go up in the organization in future. The employees should be provided information regarding job postings that are available in the organization and, for future reference, what requirements they will have to fulfill to achieve the promotion which they aspire.

Step # 3. Integration of Employee Needs with Career Opportunities:

It is necessary to align the needs and aspirations of the employees with career opportunities in order to ensure right people will be available to meet the organizational manpower requirements. Therefore, emphasis is placed on the training, on- and off-the-job, counseling and coaching by supervisor, and planned rotation in positions of varying functions and in different locations. The process is pursued further with the help of periodic performance appraisals. Training and counseling will be a wasteful exercise if the employee does not make progress along his/her career path.

Step # 4. Regular Monitoring:

It is necessary to regularly monitor the progress of the employee towards his/her career development plans and see that the support is being provided to develop those career plans. If there is a discrepancy, steps should be taken to reassign work as necessary to ensure that career development plans are met. In situations where career opportunities are not available due to influence of technology and economic factors, the organization should redesign jobs or make career shifts.

PROBLEMS FACES HR MANAGER IN CAREER DEVELOPMENT

1. Dual Career Families:

With the increase in career orientation among women, number of female employees is on the increase. With this, the dual career families have also been on the increase. Consequently, one of the family members might face the problem of transfer. This has become a complicated problem to organisations. Consequently, other employees may be at a disadvantage.

2. Changing Family Needs:

Interaction of career issues with the issues of life stages of the employee and his family, changing needs of employee throughout his life cycle complicate the career issues.

3. Low Ceiling Careers:

Some careers do not have scope for much advancement. Employees cannot get promotions despite their career plans and development in such jobs.

4. Declining Career Opportunities:

Career opportunities categories might reach the declining stage due to the influence of the technological or economic factors. Solution for such a problem is career shift. For example, career opportunities for 'Statisticians' declined due to computerisation. The existing statisticians could overcome this problem by acquiring skills in computer operations.

To handle the above problems, the management can take the following steps:

- (a) Improving human resource planning and forecasting systems,
- (b) Improving dissemination of career option information,
- (d) Developing effective internal and external assessment centres,
- (e) Supporting educational and training programs, and
- (f) Introducing more flexible reward and promotional systems.

ROLE OF HR TO MANAGE CAREER DEVELOPMENT PROBLEMS

In order to handle and manage the above stated problems the HR function of any organization has to play an instrumental role.

This could be achieved by the following strategies, namely:

- i. Improving Manpower planning and forecasting systems
- ii. Improving dissemination of career option information
- iii. Initiating career counselling programs on regular basis
- iv. Developing effective internal and external Assessment Centres
- v. Supporting educational and training programs on regular basis (e.g.- Learning and Development Cells in organizations like Dell)
- vi. Introducing more flexible reward and promotional systems