

Career Planning and Development

Session 12
Semester II

Definition:

1. A career may be defined as ' a sequence of jobs that constitute what a person does for a living'.
2. According to Schermerborn, Hunt, and Osborn, 'Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment'.
3. Career planning is the process of enhancing an employee's future value.
4. A career plan is an individual's choice of occupation, organization and career path.

Career planning encourages individuals to explore and gather information, which enables them to synthesize, gain competencies, make decisions, set goals and take action. It is a crucial phase of human resource development that helps the employees in making strategy for work-life balance.



Features of Career Planning and Career Development:

1. It is an ongoing process.
2. It helps individuals develop skills required to fulfill different career roles.
3. It strengthens work-related activities in the organization.
4. It defines life, career, abilities, and interests of the employees.
5. It can also give professional directions, as they relate to career goals.

Objectives of Career Planning:

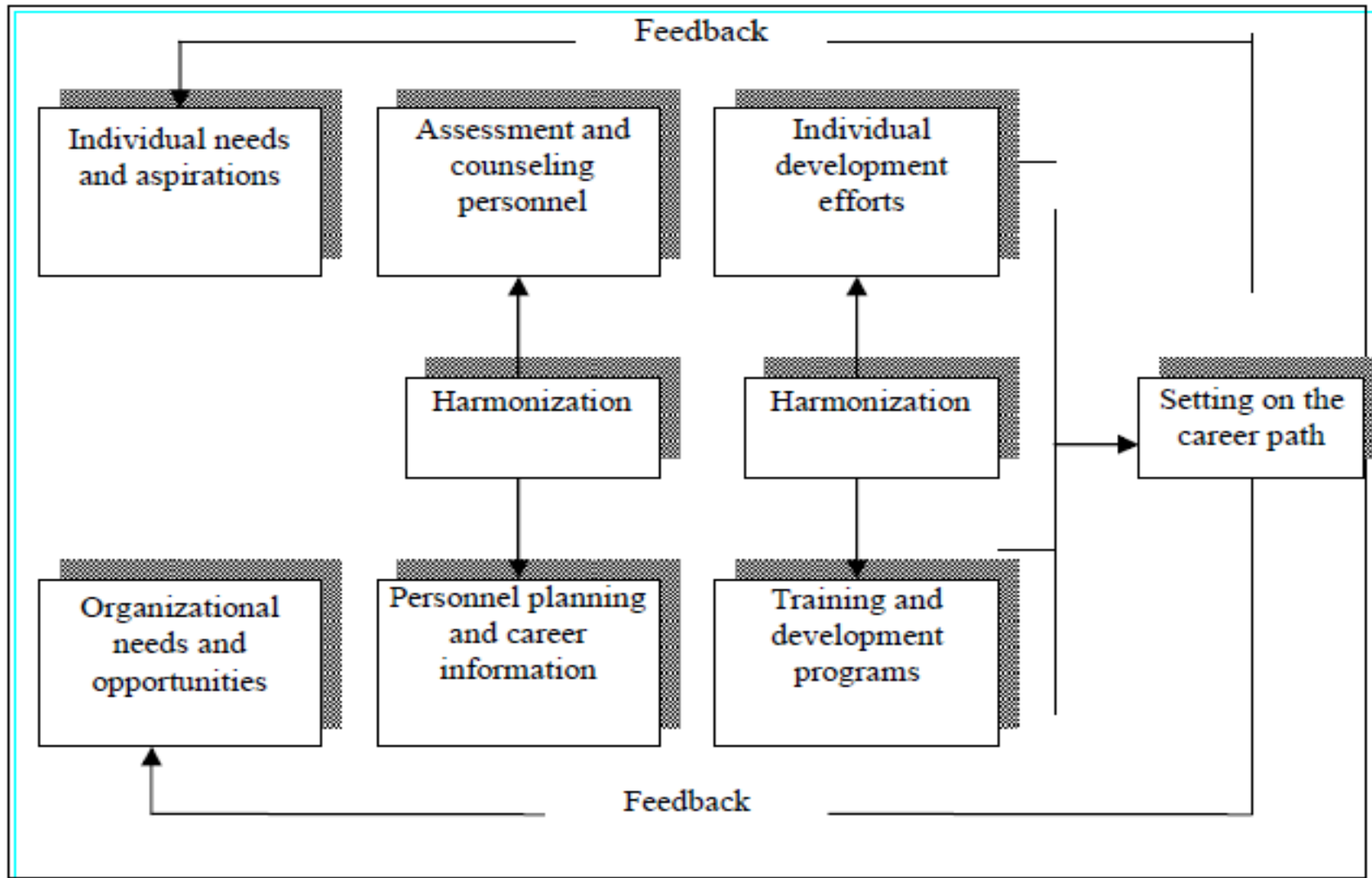
The major objectives of career planning are as follows:

1. To identify positive characteristics of the employees.
2. To develop awareness about each employee's uniqueness.
3. To respect feelings of other employees.
4. To attract talented employees to the organization.
5. To train employees towards team-building skills.
6. To create healthy ways of dealing with conflicts, emotions, and stress.

Benefits of Career Planning:

1. Career planning ensures a constant supply of promotable employees.
2. It helps in improving the loyalty of employees.
3. Career planning encourages an employee's growth and development.
4. It discourages the negative attitude of superiors who are interested in suppressing the growth of the subordinates.
5. It ensures that senior management knows about the caliber and capacity of the employees who can move upwards.
6. It can always create a team of employees prepared enough to meet any contingency.
7. Career planning reduces labor turnover.
8. Every organization prepares succession planning towards which career planning is the first step.

Career Planning Process:



Source: J.M. Ivancevich and W.F. Glueck, in Aurel Manolescu – Human Resource Management

Step 1: Analyzing employee needs and aspirations:

Sometimes, most of the employees do not know their career anchors and aspirations. Organizations also assume the career goals and aspirations of employees which need not be in tune with the reality. Therefore, first of all, an analysis of the employee career anchors, aspirations and goals must be done through objective assessment.

This assessment is based on personnel inventory. Since most employees do not have a clear idea of their career anchors and aspirations, they, therefore, need to be provided as much information about these matters as possible informing what kind of work would suit the employee most considering his/her skills, experience and aptitude into account.

Step 2: Analyzing Career Opportunities:

Once career aspirations and goals of employee are known, there is a need to analyze various career opportunities available to offer under prevailing career paths in the organization. Career paths indicate career progression. Here also, since many employees may not be aware of their own career progression path, this needs to be made known to them.

Sometimes organizations may offer career progression at a particular level for both young direct recruits and own older employees through promotions. Recognizing varying kinds of career anchors and aspirations of the two types of employees, organizations need to outline career paths striking a balance between those of internal employees with experience but without professional degree and those new recruits with excellent professional degree but lacking experience.

Step 3: Identifying congruence and in congruence:

At this stage, a mechanism for identifying congruence between employee career aspirations and organizational career system is developed. This helps identify specific areas where mismatch or in congruence prevails. This is done through relating different jobs to different career opportunities. Such a mechanism of match and mismatch between career aspirations and opportunities enables the organization to develop realistic career goals, both long-term and short-term.

Step 4: Action plans and periodic review

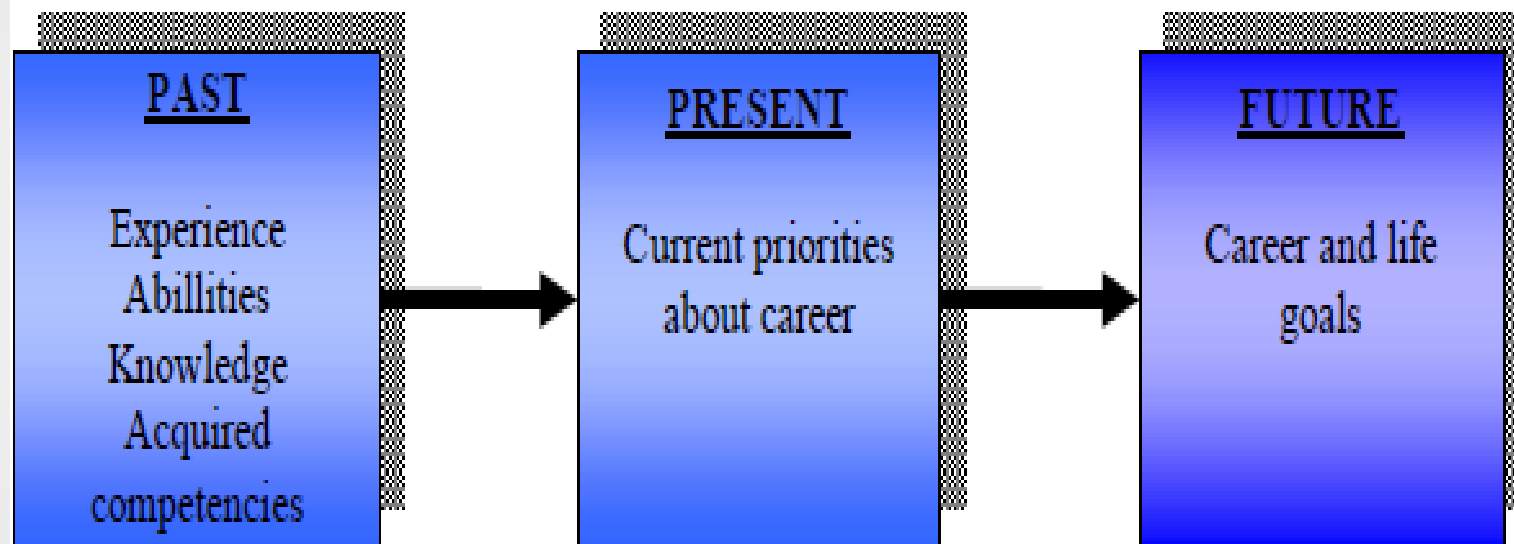
Having identified the mismatch, now it is necessary to formulate an alternative strategy to deal with the same.



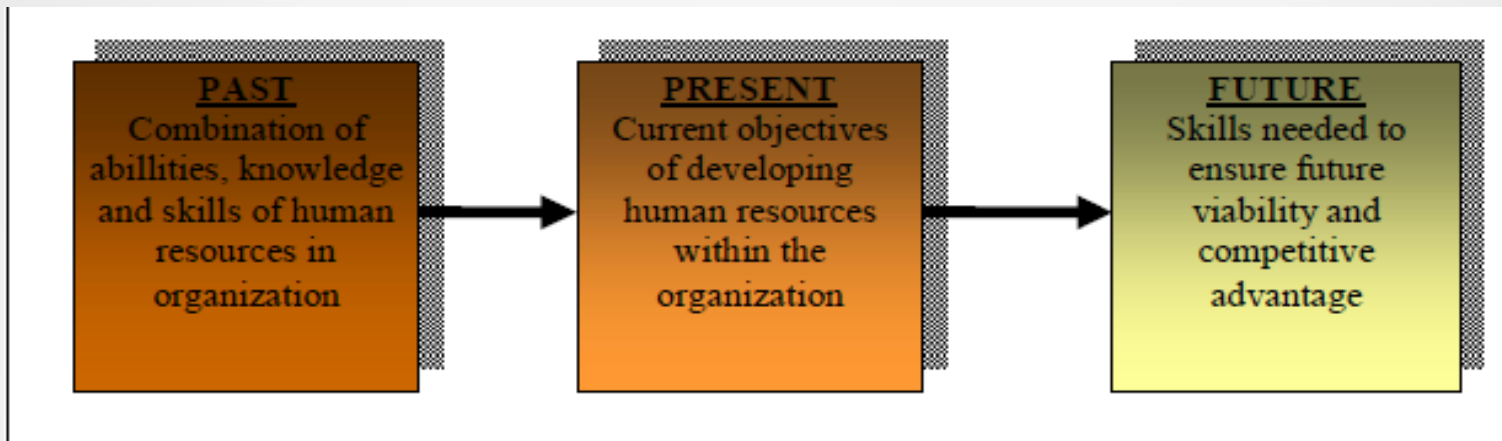
Individual career planning ((Zlate, 2004)) can browse through *five* steps:

1. *Self assessment* is the collection of information about yourself (values, interests, skills), continuous assessment and reporting to others;
2. *Exploring opportunities* involves gathering information about existing opportunities within but also outside organizations (training and other development methods);
3. *Making decisions and setting goals* on short and long term for training requirements, change of job / department etc.
4. *Planning* consists of determining ways and means of achieving goals, ordering their actions to achieve them, considering its consequences, setting deadlines and resource requirements.
5. *Pursuit of achievement goals*, action by the individual accounts for his successes and failures and make decisions to retain or change career course.

Individual's Responsibility on Career Planning:



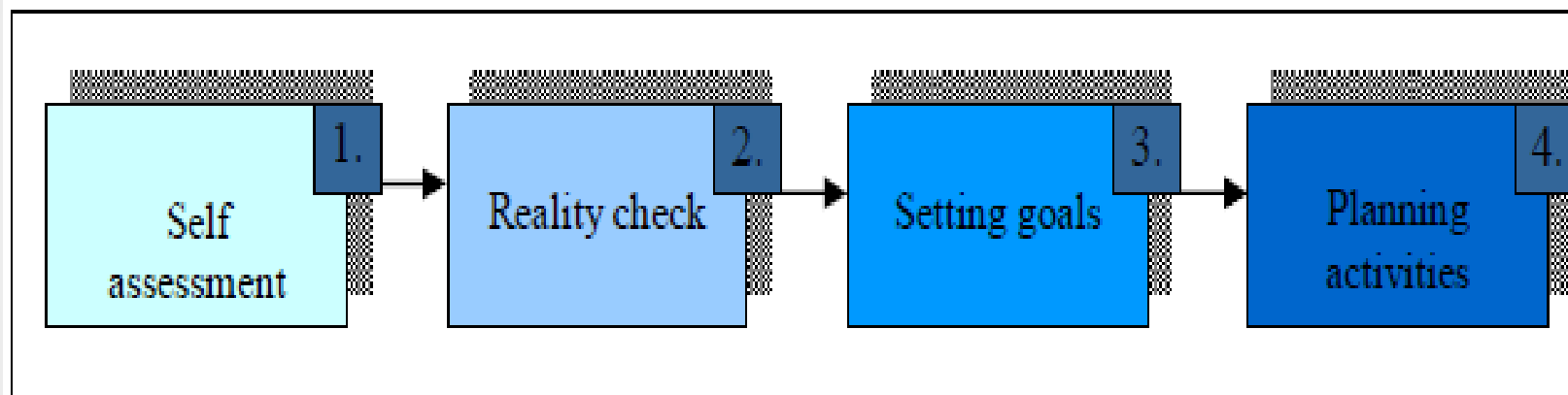
Organizational responsibility on career planning



To be viable, on short-term, or to maintain competitive advantage, in the long term, organizations must match employees with appropriate skills in the right positions. The type and skills of the employees are different, depending on the scope of the firm, economic sector, specific technology, consumer characteristics, etc..

Peculiarities of organization affects the jobs structure, the types of recruited employees for each job and the development ways on the job. Many employers offer numerous promote opportunities to certain types of positions (especially those involving unique skills to give value to the organization) and limited opportunities for others.

The main components of career management system:



THE ROLES OF THE EMPLOYEES, MANAGERS AND ORGANIZATION IN CAREER PLANNING:

The Employee's Role:

- The economic standpoint
- The psychological standpoint

The Manager's Role:

- Career development coaching

The Organization's Role:

- Career workshops
- Career centers or information systems
- Career planning guides
- Career counseling
- Career paths