

Career Development in Organizations

Unit 3 - Career Development Systems in Organizations

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Objectives

At the end of this unit, you will be able to:

- Explain how needs assessment for a CD system is conducted
- Discuss benefits of a CD system.
- Explain how to implement action plans to support career development systems.



Career development system

- An organized, formalized, planned effort to achieve a balance between the individual's career needs and the organization's work-force requirements

Leibowitz, Farren and Kaye, 1991



Why the need for career development systems?

- Several demographic, technological, social, and economic concerns contribute to today's necessary focus on careers.
 - A shift in the age distribution of the working population
 - A slowing of the early retirement trend
 - A shift in values
 - New technology



Benefits of a Career Development System

Managers/ supervisors	Employees	Organization
<ul style="list-style-type: none">•Increased skill in managing own careers•Greater retention of valued employees•Better communication between manager and employee•More realistic staff and development planning•Productive performance appraisal discussions•Increased understanding of the organization	<ul style="list-style-type: none">•Helpful assistance with career decisions and changes•Enrichment of present job and increased job satisfaction•Better communication between employee and manager•More realistic goals and expectations•Better feedback on performance	<ul style="list-style-type: none">•Better use of employee skills•Increased loyalty•Dissemination of information at all organizational levels•Better communication within organization as a whole

Principles in Developing a Career Development System

- Needs
 - Defining the present system
- Vision
 - Determining new directions and possibilities
- Action plan
 - Deciding on practical first steps
- Results
 - Maintaining the change



Assessing Needs and Current Systems

- Needs assessment: Why?
 1. Identifying needs problems and opportunities in an organization will provide the leverage required to bring about any changes
 2. NA data that document such problems or opportunities provide a vital and basic tool for challenging the status quo
 3. NA provides information required to customize a career development program
 4. To ensure the important problems and needs that surface are broad enough to warrant extensive intervention
 5. NA involves key people and departments of an organization



Strategies and techniques for designing a Needs Assessment

- Look at existing data
 - Attitude surveys, personnel records, exit interviews
- Ask questions
 - Use multiple methods eg. Questionnaire, interviews etc.
- Narrow down
 - Select top 3 issues



Key target groups

- Different target groups have unique needs and problems that must be identified
- Can be done through focus group interview
- Probe the concerns and issues of the target group
 - Look at career transition (transition model – task change, position change or occupation change)
- Obtain data by questions designed to uncover issues and concerns of specific groups



Selecting Effective Employee Interventions

- What targeted employees need? (4 Critical Questions)
 - Who am I ?
 - Identify values, interests, strengths & skills
 - How am I seen?
 - Feedback on performance and potential
 - What are my alternatives and goals?
 - How can I achieve my goals?
 - Developing career development plan



Employee Interventions : Possibilities

- Group activities :
 - Interventions to learn about and plan for career development
- Support-oriented activities :
 - Interventions in which one individual is assisted by another in career development planning and implementation
- Self-directed activities :
 - Interventions in which career development activities can be undertaken by an employee working strictly alone



Involving managers

- Essential skills : The Four-Role Model
 - Coach → Listens, clarifies, probes, defines concerns
 - Appraiser → Gives feedback, clarifies standards, clarifies job responsibilities
 - Adviser → generates options, helps set goals, recommends/advises
 - Referral Agent → Links employee to resources/people, consult on action plan



Linking Structures to the Four Critical Questions

Career Development Questions	Supporting HR Structures
Who am I ? (self-statement)	Skills inventories Job descriptions
How am I seen (reality check)	Performance appraisal
What are my alternatives and goals? (Goal setting)	Job posting Strategic planning Forecasting Succession planning Career paths
How can I achieve my goals? (Action plan)	Training, development and education Recruitment, transfer and promotion policies Compensation and benefits



New possibilities

- Job rotation or work experience programs
- Project assignment program posting systems
- Utilization committees
- Competency assessments
- For current, accurate career information, employees and managers may use
 - Career fairs
 - Future forums
 - Career advisers or functional representatives
 - Videotapes



Implementing Action Plans

- Gaining the support of Top management
- To “sell” the vision means anticipating the needs and the fears of the managers.
- Characteristics of saleable projects, Kanter (1983) :
 - *Testability* – can the vision be demonstrated in a pilot program?
 - *Reversibility* – can the organization easily go back to the old way or method?



Implementing Action Plans

- *Concreteness* – will results be discrete, tangible, and easy to see?
- *Familiarity* – is the vision in line with the successes from the past?
- *Congruence* – does the vision fit the current direction of the organization?
- *Publicity value* – will successes be seen and recognized?



Implementing Action Plans

- Use advisory groups to build broad support and participation
- Advisory groups normally consists of 6 to 12 key people, representing different groups and levels within the organization.
 - Brought together not for their technical expertise but for their knowledge of diverse parts of the organization.



Pilot program

- Start small
- Review each action and build slowly on past achievements.
- “Test run” atmosphere allows further revision and experimentation.
- Pilot programs
 - Act as transition structures to the career development system of the future.



Institutionalizing the CD system

- A CD system
 - Organized, formalized, planned effort that achieves a balance between individual career needs and organizational work-force requirements.
- Integrates a series of components and activities that involve the employee, management and the policies and procedures of the organization.
- **Ongoing program** rather than a one-time event.



- A CD system
 - Utilizes multiple activities and events
 - Features activities that focus on all groups in the organization whose support and involvement are desired
 - Works within the current organizational structure, while seeking to bring about significant change within that structure



- A CD system
 - Emphasizes long-term goals and progress
 - Encourages individual responsibility fro continuing progress
 - Utilizes theories of change as a conceptual framework from which activities arise
 - Seeks links to ongoing organizational strategies and activities
 - Brings new, ongoing formal structures into the organization



How to Shift to a System?

- Utilize preprogram preparation
- Integrate acquisition of special skills
- Assign project work
- Build support groups and networks
- Promote mentor relationships



Keeping the Organization Informed

- Publicity!
 - Providing information
 - Encouraging commitment
 - Building momentum
 - Developing responsibility
 - Increasing employee visibility
 - Increasing organization visibility



Designing a Publicity Plan

- Start early
- Publicize both the concepts and the activities
- Formalize the process
- Get participant participation
- Name the program
- Name the people
- Sell success
- Target audience
- Consult the experts



Assessing the Effectiveness of the Career Development Effort

- Describe the effectiveness of a career development program in the language of business
 - Essential in order to convince the organization of the program benefit's
- Evaluation of HR programs has often been neglected or poorly done.
 - HR professionals are not familiar, or comfortable with QUANTITATIVE techniques & subjectivity
 - HR professionals are too busy designing and running programs to even evaluate its effectiveness.



Assessing the effectiveness of the Career Development Effort

- HR functions must be measured in the same terms as the rest of an organization.
- CD needs to be accountable.
- HR professionals must be held accountable for their results and efforts.



Creating an Evaluation Plan

- Measuring results help to..
 - Focus on important issues
 - Clarify expectations
 - Involve, motivate and foster creativity
 - Bring human resources closer to line department



Key question in creating an evaluation plan

- Who needs what data for what purpose?
 - Managers may consider the program successful if it provides them with tools and resources to better manage and develop their people
 - Employees may consider the program a success if it helps them revitalize their current jobs.



Key questions in creating an evaluation plan

- How does the evaluation plan relate to the program's vision and objectives?
- What data will be collected and how?
 - Reaction data → attitudes, feelings and impressions
 - Gathered by questionnaires, short interviews with sample group.
 - Learning data → to measure the extent to which CD participants have acquired key concepts, principles, facts and techniques
 - Gathered by pre-post programs questionnaires and simulations.



- Behavior data → measure changes in behaviors and actions, focusing on what participants do after they take part in a CD activity
 - Collected after 3 to 6 months or through several samples collected
 - Gathered by combining approaches such as follow-up questionnaires to both participants and their managers or co-workers
- Results data → measure the ROI, reduction in turnover, absenteeism and grievances, increases in quality and quantity of production and cost savings
 - Results gathered 6 months to a year after the CD activity.
 - Gathered from current records and data and from savings

Thank you

