

CAREER DEVELOPMENT OF EMPLOYEES

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Abstract

All employees are career conscious. Organizations, however, need to answer: 'Is employee career development a part of their HR vision?' If yes, the organizations will be able to drive performance, retain people and breed contentment.

What is career development?

In simple terms it means 'Providing employees an opportunity to grow', especially to those employees who deliver performance.

Growth means, to an employee, one or more of the following:

- i. Climbing up the ladder in the organizational hierarchy.
- ii. On-going increase in remuneration.
- iii. Acquiring higher level skills & competencies.
- iv. Occupying higher level Job positions.
- v. Having an opportunity to avail of some exclusive benefits (perks & privileges).

Career development is not a mere management responsibility. It is a composite organizational process which involves people, addresses their ambitions, assigns them roles & responsibilities commensurate with their potential, evaluates their performance, and creates Job positions to accommodate growth ambitions of employees. In the career development cycle, a number of actions have to take place at different levels as outlined below:

Employees

- ▲ Decide what they want from their careers now and in the future.
- ▲ Examine individually, or along with their Supervisors, their interests & ambitions.
- ▲ Create 'Development Plans' by obtaining inputs from the Supervisor, to meet the requirements of the current Job and to cater for the long term perspectives.
- ▲ Work with the Supervisor to identify on the job learning and training opportunities and other avenues for professional development.

Managers/ Supervisors

- ▲ Identify the job-related knowledge, skills, competencies and experience needed for an employee to be effective in that position.
- ▲ Help subordinates to define their short and long term development needs which support organizational objectives and employee's career goals.
- ▲ Support Employee Development Plans by indicating specific steps that need to be initiated to accomplish the learning goals.

- ▲ Help the employee in understanding the type of Jobs which will be best suited for his/ her career growth.

Organization/ Management

- ▲ Provide a job and compensation structure that support the organization's as well as individual's growth & development perspectives.
- ▲ Enrich job-positions to create more challenges in the work-environment.
- ▲ Provide time and funds for employee development activities.
- ▲ Create processes to utilize the knowledge, skills and abilities of each employee, aligned fully to the organizational goals.
- ▲ Undertake pro-active man-power planning to meet future staffing needs.
- ▲ Evaluate employees & create succession pipe-lines for vital job positions in the organization.
- ▲ Identify & nurture talent and reward performance in a transparent manner.

Systems Approach

Career development requires a systems approach.

- ▲ This implies Institutionalization of processes to automatically capture essential data about each employee at the time of recruitment or induction.
- ▲ It also includes maintenance, over the service span history of employment, of the following details:
 - ➔ training details,
 - ➔ performance statistics,
 - ➔ awards & recognitions,
 - ➔ special skills & competencies,
 - ➔ promotions,
 - ➔ pay increments and
 - ➔ many other fields which depict the capability profile of an individual.
- ▲ If these details are available to the management on an 'Employee Dashboard', career planing can be managed as a part of the HR Vision.

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