

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 41: Career Planning and Development

Okay, so welcome to the next week class, and here basically we are going to take another important activity related to the HRD, and that is career planning and development.

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Module 9

**CAREER PLANNING AND
DEVELOPMENT**

Session 1
**Understanding Career Planning and
Management System**

And this career planning and development where we will be discussing about various issues related to career planning and development. If you remember when we are talking about the HRD activities in the beginning we say that, there could be different activities or scope of activities for the HRD professionals, especially the development learning and development professionals right.

And it starts with training and development activities right. So after training and development activities we also discussed some other HRD interventions starting with coaching, mentoring and counseling right. Then we discussed about the different approach to HRD and then as an alternative to what you call training and development activity and that is where we talk about the competency mapping okay, and that where you want to create a competency profile might be competencies of the people based on superior performance right.

So that first part is over, now in this part basically you know that HRD professionals are also responsible for managing careers in the organization. So we will discuss some of the issues related to different kind of activities, roles and processes which is adopted by the individual as well as the organization. And what are the various issues related to career development in this chapter right.

So we are going to start this module 9 which is basically related to what you call career planning and development okay. So we start with the basics of career planning and development, we were discussing some of the terms that is used, and how do we go about it, let us see it.

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What is a “Career”?

- The property of an organization or occupation
- Progression and increasing success
- Status of a profession
- Involvement in one’s work
- Stability of person’s work pattern

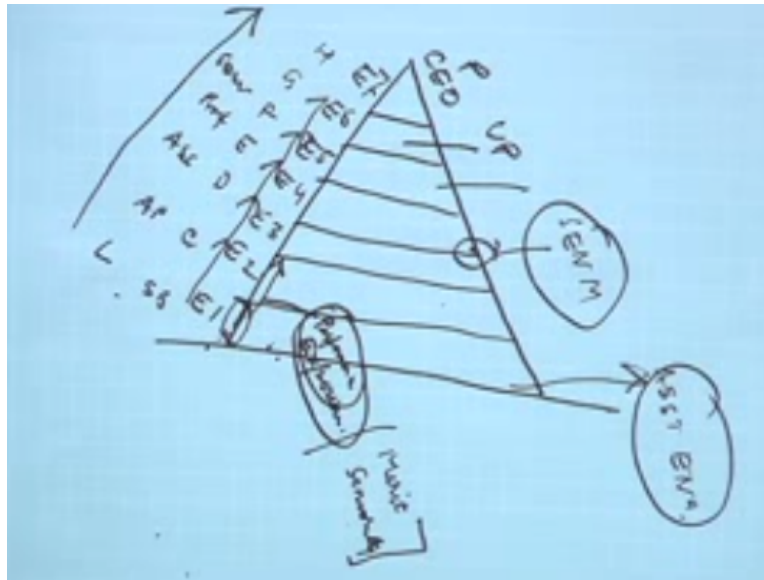
So we start with the first session, and we start first of all discussing about how do we define a career? Okay, many of you may not be aware that career does not mean that if you are in a job, that of course it is you have a career, but career is something that there is not available into short term okay, correct? So if you look at the first statement which suggests that the property of an organization or occupation, it means what?

It means the career is associated with an organization or with an association, it is the characteristics or property of an organization and occupation okay. Organization or occupation maybe different okay, irrespective of what kind of organization you work, you have a career there right. And when you are going to use career, you know that career means what, so if this term has been derived from carryout right, carrying.

Carrying means that moving ahead okay. So the idea is that talking about career in the organization, it means that you are going to move ahead in your profession or in your organization or occupation where you work, say job where you are working right. And that is why it is progressive in nature; it means that you are moving from one position to senior position.

And since you know that most of the jobs in organizations are hierarchical in nature right. So if your career at a particular point suggests that at what level you are working in the hierarchical something like this.

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So I am trying to create a hierarchy in the organization. And you will find that the hierarchy is something like this okay, these are different levels in the hierarchy okay. So suppose you join an organization in the beginning as a engineer you might be at E1 level then you move to a E2 level at 3, 3 level E4 level E5 level right E6 level E7 level right or if your scientist you know that wide as a scientist B.

So start with the you go to C then D then E then F then G and at the highest level you have 70 stage okay similarly in an academic situation you will join as a lecture then you become assistant professor then we can associate professor then you become professor then you become senior professor right.

So what is progressions source with this progression source that you are moving from a lower level position the hierarchy to a higher level position right okay and this is what I mean by progressions and the if this progression actually depends up on your success and that particular level so if you have been able to if you have been able to do well at this particular level at even level.

And your performance is satisfactory then you might move to the next level okay so this is the kind of progression that is made but in order to progress from E1 to E2 then you have to look at your performance okay because performance is the criteria which is could be used okay apart

from performance you can also use experience right so performance and experience and that is what we know as merit okay.

And seniority these are the two basic criteria that is used in promotion of the individuals either one of them or they are in a combination of them right so when you are talking about progression increasing seniority you are moving from one level to another level it means that your getting promotion your carrier right moving to a higher level the only thing is that number of job become less right once you move in the hierarchy.

For example there could be only one Co in a organization right there only one of a company similarly if you have only few vice presidents then you could have a number of general managers so the number of people at the down level you will find at the half if the hierarchy would be less compared to the senior level and that is why this is what we call as hierarchy okay hierarchy of positions or levels and then if you are moving successfully from 1 level to another level.

Then can be said that your successful in your carrier and if you are not able to move successfully in your say carrier it means that you have not been able to move to higher levels in hierarchy so carrier also suggest progression and increasing success on a timely bases right then that also suggest that what is the status of your profession say so at if you are at this level this we suggest that okay you are senior manager right.

At if this level it means that you a assistant engineer correct so this shows that this is the status or position of individual in an organization right and as a part of carrier particular level then you are going to involve in those activities which you are suppose to perform on that particular level okay and this also show stability of works pattern work persons work pattern it means that has you move you are going to perform at that level.

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What is a “Career”?

- The property of an organization or occupation
- Progression and increasing success
- Status of a profession
- Involvement in one’s work
- Stability of person’s work pattern

Okay you remain active and stable that level when you move through this level next level then this stability is gone for some time and then again you try to establish yourself right now if you look at this definition of carrier or this explanation of carrier it should be clear do you that carrier is something which starts when you join a profession but it does not end with your retirement okay because you might be having a second career and different kind of career may be after it have been divided by doing something else right.

So it is a life learn process it does not mean that once you retire your career is over right because you might be doing something else right so we will discuss these things at a lesser stage also.

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Career Planning and Development Definitions

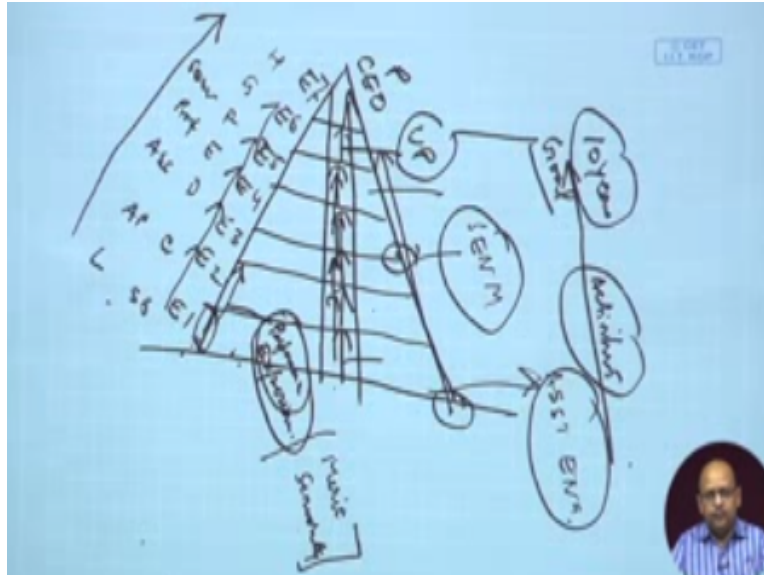
- **Career** - General course that a person chooses to pursue throughout his or her working life
- **Career planning** - Ongoing process whereby an individual sets career goals and identifies the means to achieve them
- **Organizational career planning** - Firm identifies paths and activities for individual employees as they develop



So now look at some of the differences that we have like for doing the career okay so it means that whatever you choose to do a person to do across your work life, so it is related to work life so far as you are working you have a career otherwise not so it is a general course that a person chooses to pursue throughout his working life and that is how we are trying to define careers right next level another term is career planning, so what do you mean by career planning okay so it is I am going to face where an individual sets certain goals for the careers and by means to achieve it.

It means that as a part of a career planning so size you set your goals that okay now the line 3 years 5, 10 years where you want to be right, suppose you are assistant manager okay and then you 10 years how land that okay you are those department a general manager of show a particular department it means that you are here at this particular level okay and.

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10 years on the line you say that you want at least you should be the vice president of the company okay so becoming vice-president could be your career role in a time bond mean that is 10 years down the line okay, so in order to move from this place as we become from an assistant engineer to vice-president of a company so we are going to in case various activities which will help you to see that you move that particular level right, so whatever activities that you are going to do will be a part of what you call your career planning activities right.

At the individual level now from individual level we are moving to organization level career planning, so what is organizational career planning you know that it is not individuals so you are going to plan their career in the organization okay organization is also identify care path and the activities that individuals should engage thus to grow and develop in this career right, so for example what you say here in this is a career path right moving from position to end up those one place to and that place okay.

So this is a career path as what you call career later also so this is the career line and from this you have to moved to this and according here and accordingly we move this place right, so you have to climb this career later and in order to claim at each stage you are going to perform certain activities okay it is not only your responsibility that you are going to do certain things okay at the individual level so that you take certain initiatives for your growth and development while your performance.

So that you move I had in the career but organizations are also responsible okay so that is why they plan certain interventions so as your growth and development the executive they organize development activities they groom you they mentor you they coach you so that you can move in the hierarchy so career development or career planning from the organizational set prospective would be do ensure that you in case in those activities to perform well and reach to higher level of positions are levels of positions.

In the hierarchy in the particular organization right so now these terms are clear to you that what is career, career planning in organizational career.

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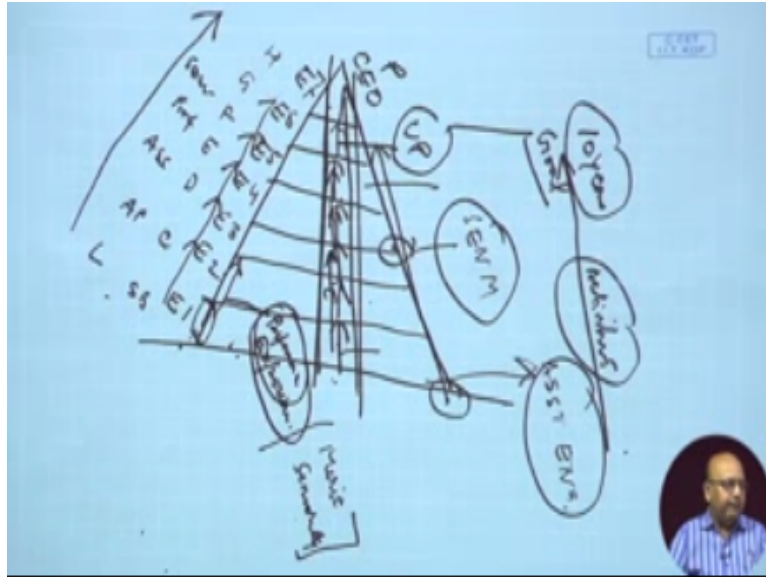
Career Planning and Development Definitions (Continued)

- **Career path** - Flexible line of movement through which an employee may move during employment with a company



Now they are certain other terms that we need to discuss since career path okay this career path is a line of movement through which an employee move okay during his employment we can any annoyance, so this is what I am discussing here.

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This is basically is the career path you are moving from one place to other right, so this is the career path and then you are moving from one place to another place okay in the hierarchy moving up in the career right, this is what career path is then we have another term which is more in career development okay.

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Career Planning and Development Definitions (Continued)

- **Career path** - Flexible line of movement through which an employee may move during employment with a company
- **Career development** - Formal approach used by the organization to help people acquire the skills and experiences needed to perform current and future jobs



Career develop means that any activity or any formal structured activity that is taken by the organization to help people to acquire new skills or experiences so that they are not going to perform only their current job on a effective basis. But also they could be considered for higher level jobs right, so organization also go for certain career development activities for the individual, for example they can sponsor you to go for higher education as a part of your career development activities okay, like you know the different organization send the engineers to go for higher studies for doing M take another kind of things, so that they could be groomed and developed to take future positions, right.

And that is the part of you can say or as an activity on the part of the organization to ensure better career development of the employs right, so when you go for this kind of education you are going to develop skills, you are going to have better experiences which would not only going to help you to perform your current job but also future identified job, right. So after discussing these terms I think it would be clear to you what are these terms?

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HRD and Career Development

- Understanding employee careers
- Influencing those careers
- Changing KSAOs to reflect changes in environment
- Assist employees in preparing for new work and enhance their employability



Now what is the role of HRD in career development, right so you remember about from training and development activities career development and planning is also an important activities that could be carried out by the HRD professionals right. So they have to understand that how they are going to design career development activities for the individuals so that they can grow and develop, right. So understanding employee career is very, very important so you have to understand their needs and expectations you need to see that you are able to assess them in terms of the strength and weaknesses.

You need to see that they perform well, so that they can grow in the career right, and then you have to see that how are going to influence these people to ensure their growth and development with the careers, right. So when I am talking about influencing those careers it means you are going to ensure and see you are going to plan certain activities in order to ensure whether it is relate to development or mentoring or question or whatever to ensure that people develop those qualities in order to get promotions, okay go ahead in the careers, right.

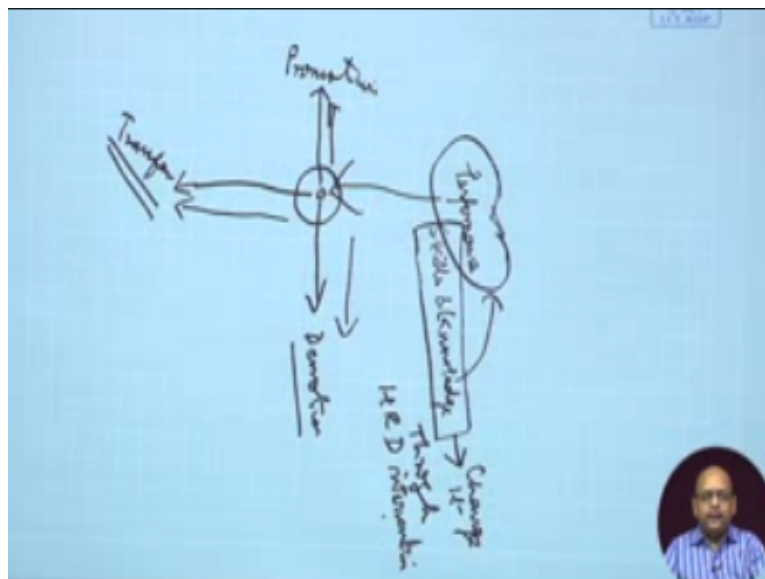
The idea is that an HRD professional since you are concerned with the development of the employee you have to see that what kind of changes would be required in the individual so far as their knowledge skill and behavior skills and okay, depending up on the requirement of the organization so that they can grow and develop right. So the idea here is that you need to plan interventions whatever interventions you are going to plan on activities relate should they

learning and development or training and education, development, coaching, mentoring whatever it is.

Which is going to help these individuals to change their knowledge skill and attitude okay, in the organization or in the person right, so you are responsible to bring about a change okay, because if they do not bring about a change in the behavior in terms of the knowledge and skill probably they will not be able to go ahead in a career okay, and that is why you will find that the two kind of people are not getting promotions okay.

Those who are do not perform well because they are lack knowledge okay, so instead of getting promoted they could be going down also, they could be demoted and that is also part of the career planning process that if you are not going to perform well you may be either held of this positions either could be transferred to a different kind of job you can perform well right or it could demoted so that three things that is related to this is this is what we called promotion.

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You are individual so get from want it or you can go for transfers or demotion all these are activities all this activities are part of what you call the career plain activities by the organization and it all depends upon the major important factor is your performance and whether you have the skill and knowledge or not I mean in terms of qualification experience to perform a job effectively at that particular level right.

So depending upon performance which is result of what you call your skill and knowledge okay so if it is downwards you are demoted if you are not suitable for the job then you have to find out he different job so you could be transfer to a different jobs if you are doing well then you might be promoted okay. So now the role of HRD professional is to ensure that the requires performance level is achieved by the individual by bringing about a change is an knowledge and skill base if you are not able to bring about a change in knowledge and skill base through HRD intervention.

So we are going to change it through HRD intervention okay so this skill and knowledge is to be change through HRD intervention so that he is meeting the performance criteria and he could be promoted right and that is a measure all so for a scaled planning is concerned of the HRD professional. So HRD professionals are concerned with learning and development activities which would help the individual to update is knowledge and skill base and if that happen you would be able to perform well and as the result he might get promotion in the career right.

So changing the knowledge skill and attitude is very important so that the person relevant it is not become absolute and outdates it so for skill knowledge is concerned so that he could be promoted right.

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HRD and Career Development

- Understanding employee careers
- Influencing those careers
- Changing KSAOs to reflect changes in environment
- Assist employees in preparing for new work and enhance their employability



And if you look at the last point that is where he is suppose to assist employs for preparing for new work and enhance their employability, so how we are going to increase the employability? By making sure that he has those sets of knowledge and skill which is required by the organize right so he has to see that his skill and knowledge level is matches with the requirement of the organization if it is not matching then his employability level goes down and if it is employs level goes down it is the responsibility of the HRD professional to ensure that people move to that employability level by updating their skill and knowledge skill base and that is where HRD professionals have big role to play in the career development of the people.

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HRD Professional's Responsibility

- Includes career development professional
- Recognize individual's career ownership
- Be a broker for career development (CD)
- Develop expertise in CD and assessment technologies
- Create support and info for individual efforts
- Promote work planning over career planning
- Promote learning through work
- Be interventionist
- Promote mobility and lifelong learner
- Use existing resources



Moving to the next part so what are the responsibilities that they have as a career development professionals okay so they are also career development professionals because they are suppose to do all this which we are discussed just now and they also need to ensure that people are going to take a some activities for their career development so it means that it is not only the organization which is responsible for your career growth and development but accordingly the individual also need to see that he needs a certain activities in order to ensure his career development.

So the ownership is to be taken by the individual for his career growth and development but the HRD profession is going to falsetto this process to ensure that you develop those sets and set of knowledge and skill which is required by the organization okay. And that is where you become a broker okay, so you are going to ensure you are going to motivate you are going to inspire you are going to conduct certain programs to ensure that people develop in the careers right.

So for that you can help individuals by looking in to their knowledge skill base what is strength and weaknesses so you are using certain assignment techniques to identify what are the things that is required by the individual in order to develop and grow right and provided all the support when individuals are taking certain activities right.

So you have to promote work planning work career planning it means that you say that okay you do those thing which helps you do develop the career because if you are able to perform a job effectively then probably you will be able to develop yourself and as well as result so the idea is to interviewing the process to ensured that it will perform those activities which helped in joined

develop okay so the idea is that you problem to promote mobility also and make sure that people continuously keep on moving up in the career and for that they continuously learn.

And grow and develop right and whatever resource that is located by the management has to be sued judicially by the HRD professional that kind of growth and development of the people so they have a major responsibility for career growth because they become the facilitator they are the advisers like how people can do encourage and develop the career right.

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Changing Employment Relationship

<ul style="list-style-type: none">• <u>OLD</u>– If competent and reliable, job for life– “Entitlement” mentality– Paternalistic companies– Loyalty expected up and down	<ul style="list-style-type: none">• <u>NEW</u>– No promise of<ul style="list-style-type: none">• Survivability• Nonacquisition• Room for promotion• Job until retirement• Money for your pension• Undying loyalty up or down
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Moving further we also discussed the changes that is happening in the environments you know that it looks that the kind of the relationship at the that is happening in the organizational changing right earlier you used to work in one organization you used to work for the life analyze you retired okay so you know that what you are going to be you know because you know that if in a job this is our entitlement in terms of facilities and these kinds of things and companies used to patronized people okay.

Because he they think that okay you are their people so it is their responsibility to take care of your needs and expectations right and that you had been loyal to the companies high commitment right now these things are changes because uncertain in environment which you are going to operated okay and you are company is after the liberalization process are going to lot of turbulences in terms of going to lot of changes you can say restructure okay.

Their beginning process reengineering activities right and then redesigning jobs okay which is really sorry dealing changing the jobs or design the jobs so these are the fine that these kind of things that is not existed today okay so are you really talking about career security or mean the new form of environmental relationship with this no promise of survival today you cannot say that even you are in particular job you are going to survive.

Simply survive because your job is secure okay because most of the government jobs are going to provide this actually used to think that okay if you are having government job is secure okay of course in private companies you are not secure at all unless you continue to perform perceptively okay and consistently right.

So survival is one issue for the companies okay most of the government organizations are not doing well so they have been diversity they have been doing for privatization you must have heard what is privatization of many Indian companies government organizations okay and now government is thinking of privatization in big place right.

And air lines Indian air lines even railways you might be privatized okay if that happens they are going to work on the objective of the profitability not in charity so there is no question of survival of people so if you have interval skills you are going to be there in the companies right and these are going to promoted if you are not going to perform well then leads to problems also.

And there is no guarantee of job because if the companies are not exist tomorrow then what about the job okay and people are more concerned about these kinds of benefits which may not be may tomorrow right similarly also find that loyalty is not there among the employees okay so people who are very frequently keeping their jobs extending their jobs.

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Job Security Versus Career Security

- **Job security** - Protection against job loss within company
- **Career security** - Development of marketable skills and expertise that helps ensure employment within a range of careers



So these kind of changes actually have basically brought questions of whether they are listen to the job security or career security right so you find that there is no job security but career security provide it you have those employ skills okay so issue here is job security versus career security right now if you look at this what is job security it means you are going to carry out your job with particular organization okay.

And you are not going to lose your job right but this career security it means that you have those marketable skills and expertise that helps you to ensure continuous employment within a range of careers so if you have the marketable skills you will find the jobs of this organization with other organization so today we are talking more about career security not job security right and that is more important to understand

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Job Security Versus Career Security (Continued)

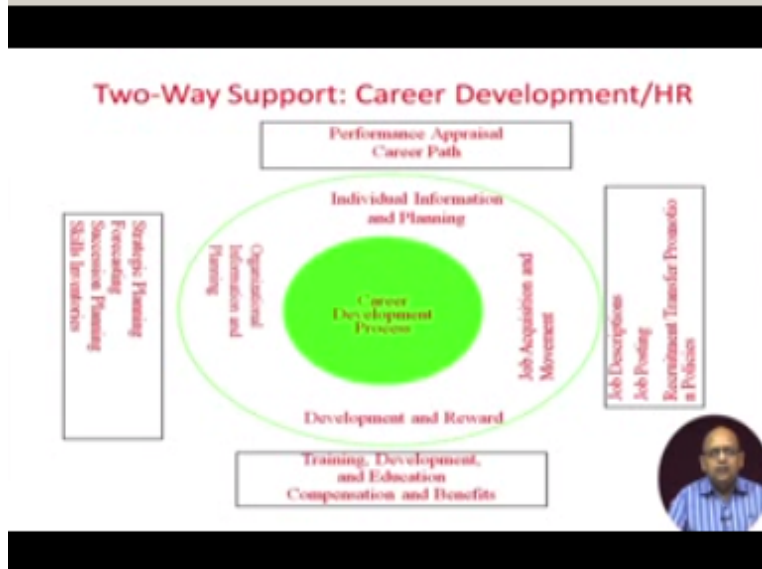
- **Job security** implies security in one job, often with one company
- **Career security** results from ability to perform within career designation even when working for more than one organization
- Employability doctrine



And certain other issues relate to this job security career security that you talking about and if you look at job security you know that employees security in one job with one company while career security means with different jobs with different organization not necessarily with one organization that is another different job security and career security so today we are more consent about career security not job security and that is why when you are going to plan our career we need to ensure that you have those marketable space.

So keep on changing your career skills keep on upgrading your knowledge skill as per the requirement of the organization so that you determine in plan okay so the basic objective is employability okay if you are employable if you have those knowledge results of skill which make you employable marketable then there is no problem your career but your job may not basically right.

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So look at this when you are talking about career development and the role of the challenging the process what they are going to do all this is related to what you call man power planning strategy planning and forecasting then succession planning and then they are supposed to go for exlaimed planning then based on performances of the project you are going to promote or not for individual okay you are going to see at which level or which stage are position in the career of the persons and here you also going to see that how are these job description posting and promotions transfers emotions also.

And then also look at what is your policy and finally you go for these kind of intervenes which could be linked with them basic and needs if you look at the career development process as such will discuss at later stage it means that you are going to consider these four things the first thing is that you need to ensure how individual are going to plan their career second thing how they going to get a job and move back in the career right then the next is show is what kind of development intervenes would be required to grow ahead.

And how it is with the reward and then ultimately you also need to see that what kind of activities organizations plan to see that you develop your career it means that the planning has to begin from both sides the individual as well organized I chatted business I have to design intervenes linked with the reward and people have to see how they are going to do certain things in order to wide in the career right so they have to provide support on both ways okay matching the requirements looking at the career paths see that the individuals career plan.

And organize the career plan is must they similarly they also need to ensure that intervenes are planned that people develop those set some knowledge history so that they could promoted in the career right and that is why if you look at this you will find that career development process involved multiple stake holders individuals organizations and HR professional along with line managers in the lope so that you can help people to grow in their career thank you very much.

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And finally this if you look at it means that you have a number of partnership stakeholders in the process who are basically responsible for the career.

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The Career Development Program

**MATCHING INDIVIDUAL
AND
ORGANIZATIONAL NEEDS**

<u>ORGANIZATIONAL NEEDS</u>	<u>INDIVIDUAL NEEDS</u>
<ul style="list-style-type: none">• Staffing• Development• Leveling off• Restaffing	<ul style="list-style-type: none">• Making career/job choice• Making contributions• Fitting into organization• Using experience

And this is how they are going to manage the requirements of the individuals and organization okay so look at the organizational needs as well as individual needs and then you go for matching them that is what we have been talking about matching individual organizational needs in the process so once you look at these needs and see that how could we managed we talked about that a little stage so that you know that how you go brought it to develop the career of individuals okay.

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Determine Employee Potential

- Career Planning Workbooks
 - Stimulate thinking about careers, strengths/limitations, development needs
- Career Planning Workshops
 - Discuss and compare attitudes, concerns, plans
- Career Counseling
 - Discuss job, career interests, goals



And then important activity is do plan intervenes are looking at imply development activities so that he develops close potentials okay so through work books through workshops another kind of things or cancelling you can help individual to ensure that he is ready to shape his career and that is how we are going to see that people are able to develop and do

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Creating Favorable Conditions for Career Development

- Management Participation
 - Provide top management support
 - Provide collaboration between line managers and HR managers
 - Train managerial personnel
- Setting Goals
 - Plan human resources strategy
- Changing HR Policies
 - Provide for job rotation
 - Provide outplacement service

And then you also need to create cultural systems and these kind of things so that people are able to develop it I used to develop from top management time management and chair mangers for these kind of activities and then you set goals for that develop a strategy in terms of career development activities that you are going to take and then you will see that it will be done right.

And then you need to make some policies so that people could be routed to the different jobs and also provide them in case as I said devotions out placement services can be provided so that they can find themselves careers and then let what is your philosophy or management policies related growth development right thank you so much.