

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 44: Career Planning and Development
(Contd.)

Okay so welcome to the 4th session of this week and that is 9th week and here we are discussing about issues related to career planning and development now when we are talking about issues related career planning and development we must understand some of the basic concepts related to career planning and career management of career development that we have already talked about and then we moved to discuss about different stages of career that a person has to go through in his life cycle.

And then we also discuss that we need to identify our strength and weakness when it comes to planning our career, so that we get into the right kind of career and do not rigid at a last test right so after discussing these things.

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Session 4

Organizational Career Planning

We have to see that what are the efforts that is made by the organization to plane a your career see has a individual you are responsible to make your career right and you take initiatives you develop your strategy and then you try to see that you develop your career within the organizing system okay.

But at this same organizations also equally responsible to ensure your career growth and development in the organization in the process what happens that you have to see that weather you are going to match the requirement of the organization in terms of competencies skill and knowledge based at a particular level in which you want to go right.

So it is very important to see that your career plane is aligned with the organizational career plane well organizations have fixed career plane in the since that they have career paths from starting from the lower end to higher end and you keep on moving from one stage to another stage in the hierarchy, now when we keep on moving in hierarchy so you required defined set of skills and experience to move to the next level in the hierarchy.

Now when we are talking about that you require this so weather organization on his end is going to make any effort or initiative to ensure that you are able to develop those set of skills and you have those experiences through this HRD interventions, so that you are able to move without any problem right and that is where HRD has a very important role to play the HRD professionals should be responsible to look into these issues and see that what needs to be done in order to see that people have those set skills and experiences to move ahead in the career.

Now when they are going to discuss about these issues this is what is very much often to the top management HRD professionals and line managers right in addition to when we are talking about individuals and they are goals and objectives so far as careers concern being a line with the organizational career planes or organizational systems right, so this is what we are going to discuss in this session is related to what you call organizational career plane. So when we are going to talk about this organizational career plane we also need to see that what needs to be done.

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Summary of Career Management Activities

- Career exploration
- Awareness of self and environment
- Goal setting
- Strategy development
- Strategy implementation
- Progress toward goal
- Feedback from work and nonwork sources
- Career appraisal

So see what are the various activities that is taking place in the name of career planning activities okay see these are some of the activities that has to be taken up by both the individual as well as the organization right so we start with say career explanation so what individual does in the process to start with he is trying to slow his career okay know that what kind of career is into this most suitable for him so in this process what is the role of the organization.

Organizations should festinate by providing has much information is possible to see to it that people are able to explore the right kind of careers right say when you are talking about being self aware it may so you go through self assessment process you are scan then I meant look at the constrains other the extends that is created by the environment and then you try to assess yourself

in terms of strength your weakness in the kind of the opportunity is that too is going to be available to you.

Here also organization can help you okay then can provide or facilitate this process of assessment by making available those tools and techniques which can be used by you to assess yourself right similarly sometimes it is not possible for you set goals for themselves because you are not competent enough are you are not able to visualize what kind of career depending up on knowledge and skill would be suitable for you right or where you want to go.

Even in realization of your goals it is very important that when you set the goals the management are supervisors and the managers come forward to see to it that when you are going to set the goal they also facilitate this process right similarly when it comes to strategic development we have you remember we talked about these points but what we are going to discuss here is that hat is the role of HR positions in the picture.

And how management are line managers are going to help you to see to that you are able to go through these process right weather it is career exploration assessing of self setting the goals or when it comes to strategy development so may be line managers can facilitate this process to help you to see that how you are going to develop a strategy, so what kind of actions plan should plan because senior managers are experienced enough.

So he might appoint when to say a mentor for you so the mentor is going to guide you and see to it depending upon your interest and these kind of see that this is how you can go about it okay these are the activities that you need to take up right okay so once you develop these strategies then you have to implement these strategies to achieve your career goals okay and then organization can develop a mechanism to see that you are able to impalement those strategies and there also HR can felicity this process when I am saying that HR can felicitate the process what does it mean.

It means that HR is going to see to it that it is provided you all kind of a nailing factors starting with systems structure okay a defined role a process right kind of culture and leadership that is required commitment and resources that is required so that when you try to implement these strategies are actions plane to develop yourself in the career you are able to do it means see you are at particular level and now you want to go to the next level.

So you required defined set of skills and experiences so how do you gain these sets of experiences and as skills that is your senior managers and mentors can help you to defined these kind of things and they also go and guide you that how do you go about so that you are able to implement those strategies similarity when it comes to progress monitoring your progress towards the goal that you set your set for yourself, now when it comes to monitoring your goal what is the thing that is required.

Yes what you need to do is that you have to feel that as a line manager or HR professionals or from the management side you are going to develop a mechanism of feedbacks so you have a feedback system in place which is going to tell the person that how far he has gone what kind of as skills he has developed what kind of skills he yet to develop to take over the positions at the next level right so this feedback has to come from various sources may be from the you can go for assessments interest or you can go for 360^o feedback to check whether the person is able to realize his goal properly or not.

Because if you do not provide this kind of feedback at the end of day probably he would not be in a position to say whether he has reached to this goal or not but if you tell him or give a regular feedback continuous feedback probably would been a better position to know how will he progressing okay so you need provide feedback from different sources so better strategy would be to go for 360^o feedback okay and then you also facilitate the process of evaluating career okay.

And then you once you go for analysis of the career in terms of achievement it is goals and objectives you see to it that how the person is going to evaluate his career what kind of facilities are there which facilitated what are the things which ended the process what are the barriers what needs to be done in the order to outcome and then again the static has to be repeated wider the person is not able to move to these goals and objectives right.

So that is where in all kind of career management activities you will be find that organization has a very important role to play.

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Organizational Career Planning

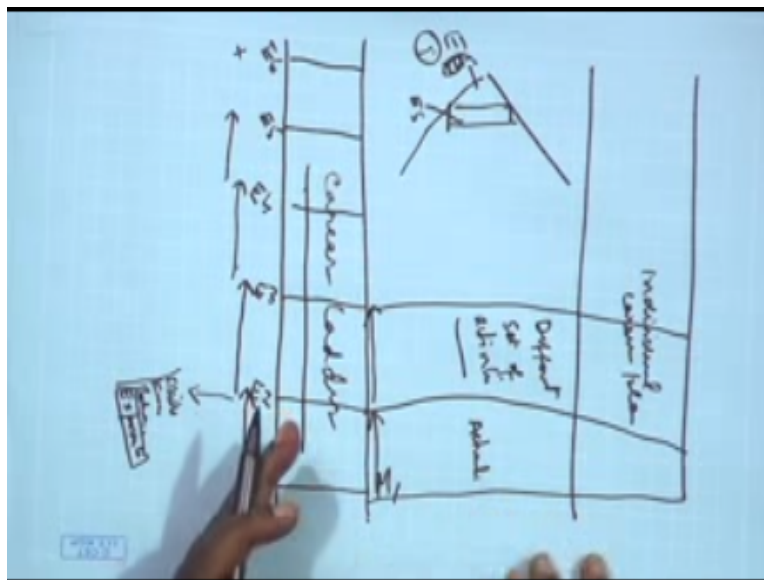


- Begins with placement into entry-level job at orientation
- Ongoing process
- Must closely parallel individual career planning



Now if you look at this session you will find that organizational career plane is very important okay because it is you once you enter into the system at a particular level then you move a head so is a ongoing process it is not that once you move from one level to another level it is starts it stuff so suppose this is the career leader or career path and these are the different levels.

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Else okay in the organization which you are going to move say starting with E1, or able to or a manager M1, E2, E3, E4, E5 E6 now when you have these thing with you what I want to tell you that it is not that you are moving from this place to this place only from E1 to E2 it means there

is an entry level for each one so you are moving from here, now again you have to move from this place to this place okay, in the hierarchy so this is the what you call career ladder okay, and you need to progress continuously and at each stage you require skills, knowledge and behaviors plus experience also.

Because you know that certain organizations have non state okay, unless you have definite set of experiences or you have certain number of years of experiences that you will not be able to move even if you have those skill state and knowledge base you will not be able to move it, so sometimes that is also considered so whether it is skill or say knowledge behavior or experience all these four things matter, okay.

For you to move from one place to another place, unless you have this it is not possible for you to do it right, so it is ongoing process so keep on moving from one place to another place unless you reach to the top and since this is hierarchical system it is very difficult to move to after certain levels so suppose you have moved to up to 5 since E6 will have only 1% at the top E6 so more or less you stop here it means that your growth and development can happen to only up to certain level, right.

Now there is an organizational career path now you have the individual career plan okay, so individual career plan which include with the number of activities like identifying your career goals, then developing strategy that how to achieve it then implementing them and then working towards that so that you are able to do it, so you have to see that what kind of activities you are going to plan at this level, right.

So you need to plan those activities at here so they are able to move from here to here then similarly you have to form plan a different set of activities okay, so these different set of activities will help you to move from here to this place next level of the organization right, so what I want to say is that if you look at the organizational career plan and the individual career plan they must be aligned with each other instead survey so that you move as per your expectations and grow ahead and develop yourself in your career as per the organizational norms and values, right.

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Organizational Career Planning



- Begins with placement into entry-level job at orientation
- Ongoing process
- Must closely parallel individual career planning⁴

Now when we are talking about organizational career plan it means that you have to develop very close systems of individual career plan and organizational career plan and they must be aligned in such a way so that you are able to develop yourself. Now moving to the next part where we are going to discuss about what are the various models that is available.

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The Individual's Role

- Knowing What
- Knowing Why
- Knowing Where
- Knowing Whom
- Knowing When
- Knowing How

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Now if you look at this.

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Roles in Career Management

- Who is responsible for career development?
 - Individual
 - Manager
 - HRD professional/career counselor
- **For all, it is a cyclical and continuing process**

Who is responsible for career development our people in the organization, okay so there could be a number of stakeholders, individual we have already talked about that, that how individual go for career planning and development activities what are the various activities that they want to do in the previous session. Then line managers since they directly concerned with their growth and development and also their performance they should be equally responsible, then HRD professionals or career counselors sometimes HRD professionals also act as career counselors and they responsibility to see to that people going in their career development.

And as we have discussed already that it is a cyclical process it is continuous process where you keep on going from one place to another place you have to define the role of different set of people in the process separately so we move on to discuss about the roles of the individual to start with then we will talk about the role of the managers and HRD professionals in the process. Now if you look at the role of the individuals okay, so if you do so say there could be lot of questions and from the individual side, okay.

So they must understand what is, what do you mean by career, what is the career goals, why they have to go for this kind of things they have to from which place to which place right, who they need to approach in terms of getting some kind of facilitation, learning like they could be supervisors, they could be mentors or they could be top management or sometimes even unions also because they are going to facilitate at this process, right and then I have to they, you also need to ensure that one they are going to take the right kind of mode right, because now that is

all the time they are going to have this kind of things okay, and then the most important thing that they should know how to move from one place to another place, okay. So for that if they are.

Going to develop their own strategy okay they have to have their own thing roles and objectives so far as career is concerned right and they should know what to do and why they are going to do it so they must understand what is the objective of doing these things as a part of the career development which they should do it and from where they should start who is going to help in the process when they should be started and how they will be doing it.

So basically individuals who is actually responsible for his growth and development has to be facilitated by a number of stakeholders in the process it could be senior managers there is line managers are even had information as we talked about, so now each one has a distinct and separate role to perform in the life of the individual where it comes to career involves and now individual should be appraised about it and they should understand okay this is the process through which they can go to develop themselves so apart from the individual role next in that we are going to discuss is.

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Manager's Responsibilities

- Coaching
- Appraising
- Advising
- Referring



What is the responsibility of the managers okay so since managers are going to facilitate this process okay with the support and the sources that is provided by the top management so they are going to coach suppose you do not know how to perform your job effectively right then they are going to coach you on the job right they are going to evaluate to tell you that okay what is this is what is your level of performance and this is the level of performance have that you have to achieve in order to move ahead in your career right.

They can also advise you that okay these are the kind of activities that you need to perform in order to perform well right, so that you can move and again also for you to somebody else and they I mean you can also take help of the mentors who would be responsible for your personal professional worth, so they are going to provide lot of win sides experiences they would share it with you and then probably that would help you okay so managers have lot of responsibility in terms of planning certain interventions.

For growth and development and sub training development are learning development activities coaching, mentoring right or sometimes when counseling also referring that refers to counseling because sometimes your performance may not be by at because this knowledge and skill but because you lack motivation interest and these kind of things and that is where you need to be refer to the counselors to ensure that you perform well and can grow well right, so managers have lot of responsibility.

Because ultimately they are going to supervise they are going to monitor they are observe all your activities at the work place okay so since the mangers are in direct interaction with the individual concern they mean understand much better an individual right so with these kinds of things probably they take the responsibility at the owners to see that what needs to be done in order to see that their people grow and develop in the organization and that is where managers responsibility comes into the picture now apart from managers responsibility also need to look into the responsibility.

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Organization Potential Assessment

- Assessing individuals to ensure they are available and qualified to fill key positions when they become vacant
- Assesses promotability of employees
 - Managerial
 - Professional
 - Technical
- Assessments of organizational potential
 - Potential ratings
 - Assessment centers
 - Succession planning



Of the organization okay so what organization kind help you in what organization can help the individuals right, so basically when you are looking at career and development and growth from the organizational prospective so they are they want to see to in that you have all the request knowledge the skill and experiences which is required to be performed effectively at a given level right it means that you need to be resist to ensure that you are available and you if qualify to fill in the position.

Right what I mean to say by qualify to fill the position that you must have all the request knowledge skill and experiences to perform effectively at that particular level right, so how they do know that you have all that requirements in terms of knowledge skill and experiences so that you can perform well right so one idea is that they are going for your assessment they are going

to assess your evaluate you to see that whether you have those qualifications are not okay and they are going to assess.

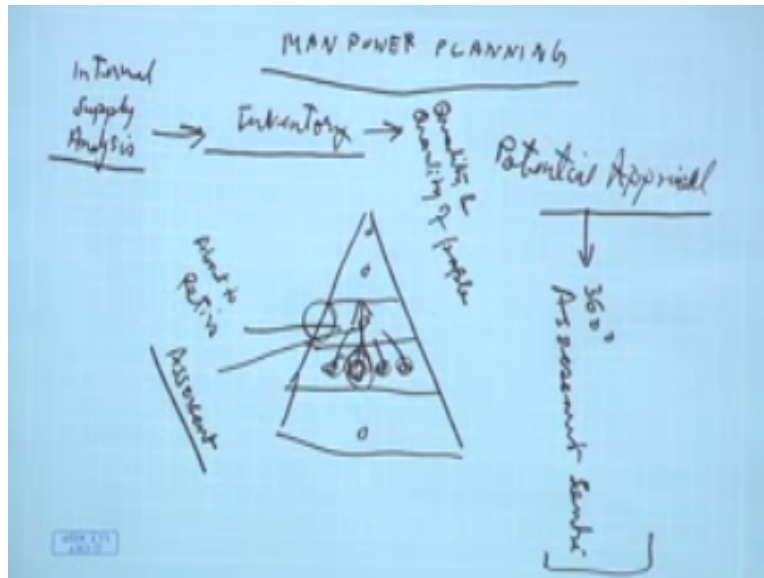
Whether you can be really promoted are not okay, so whether a promotable or not and this is a part of what you called their work force planning are what you call as a part of the man power planning.

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Exercise so this man power plan exercise they try to see that they have the right can number of people right kind of people okay and the right time and right place, so they want to see you that all positions are filled up whether right kind of people as it is required right and for that they conduct lot of exercise, they go for forecasting, they use lot of tools and techniques to ensure that they had the requisite number of people. If that requisite number of people is not there then they go for other activities alternative activities, like recruiting are doing something else. So as a part of their man power planning exercises they also prepare.

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An inventory of the people that is the part of what you called the internal supply analysis, so as a part of the internal supply analysis are going to say that what are the quality and the quantity of the people that is available within the organization. And this is basically communicated to the inventory of the people that is quality and the quantity of the people that you had right. so once you that this is the quality and the quantity of the people that you have, so different levels in the organization okay in the hierarch.

So you know that there is going to be a person who is going to retire at this particular level, suppose about to retire. Now this position is going to be vacant, if somebody those who are working at this particular level, suppose 4 people are there, then who needs to be promoted and for this they are going to have some kind of assessment. Assessment related to your potentials okay in terms of, different kind of ability that is required, it can be related to your managerial capabilities.

Technical capabilities, professional capabilities right, so you are going to assess the probability of the employees, you also look at the performance of the individual and based on this assessment, you can decide out of these 4 people who are working here, who is going too promoted. And now based on this assessment of various activities, so you think this person is going to move to this person right and this assessment has to be made by the organization to ensure that this person is going to be promoted.

So you move ahead in that career, now those who are left out they would think that okay, this is the set of things that they need to have in order to get promoted. So that will also give message to others that what needs to be done. So when you are going to assess the potential of the employees, this entire process is known as potential appraisal, so this potential appraisal helps you to identify the potential of the employees in various competencies that the person has, and whether he could be promoted or not.

So this is one exercise that could be carried out on the part of the organization, to ensure that your potential is assessed and this assessment of potential could be done through 360 techniques, it could be also done through assessment centers right and this can help you in the process of appraising the potential and then based on the potential it ratings you can decide who is the person who is going to be promoted to the next level now moving further we will also see some of the examples.

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Career Development Strategies: Examples

Ernst & Young (India)

The global consulting firm uses the same career development methodology in India that it uses elsewhere. Primarily, it seeks to align individual aspirations with organisational, business and functional goals, using the formal assessment system to check for skill gaps and career potential.

While designing training tools, things that are given serious attention are past performance, future potential, the individual skill sets and competencies of each manager, and the need of the company.

The firm often takes the assistance of professional trainers brought from E&Y offices worldwide, or relevant institutions to design self training programmes for different categories and levels of manag



Organizational examples that they do when it comes going for career development okay, so what I am going to discuss here some case examples, especially to career development and here we are going to see that how companies actually develop the strategies or plan their strategies when it comes to career planning. Now I am taking the 1st example of understanding India, you that is the global consulting firm and their strategies is especially is very clear.

So they try to see certain things that first of all they try to see that individual goals and organizational goals are aligned with each other, they have the formal assessment system to check, the potential of the career right and when they are going to design the certain tools, they try to examine your previous performance, your potential okay and the kind of skill set in competency that you have and whether it is matching with the requirement of the organization are not right.

And these companies also take up the professional trainers to see that how they are going to take it up right. So Ernst and Young India is one such example that I can give you that they have a very clear development strategy and they follow it regress to see that they are able to align individual goals and objectives, the competencies that they are going to develop is going to fulfill their requirements of the organization.

And they are going to access you not only the past performance, but also look at your future potentials to see that whether you develop those competencies through training and development activities to grow and developing the career.

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Career development strategies: Some Examples

Hyundai Motor (India)

Most executives working for this South Korean car-maker, which started operations in India relatively recently, are middle-level recruits from different industries who have been chosen on the basis of their track record—a factor whose influence pervades the company's career development system.

The company aims to convert these managers into 'achievers' for Hyundai, with attributes like mental toughness, professional competence, and an ambition to advance.

The HR department devises interventions keeping these goals in mind. The HR functionaries are expected to look at the development process holistically. The company also conducts a three-day process lab where the system is discussed using case studies.

Seagram (India)

The Canadian liquor major has a career development system that hinges on speedy induction.

Among the inputs given during the induction programme, fitting in with the organizational culture is critical. The aim is to enable the new entrant to hit the ground running in terms of performance.

The programmes also includes sessions on the history of the organization, product portfolio, and operations. The programme includes visits to markets and bottling units and sessions with each functional head.

Now another example Hyundai Motor okay. Now you know that is a South Korean company okay, and it has now established business in India and it offers cars okay. So you will find that if the kind of things that they do so far as career is concerned like they identify at high potential employees and they are called achievers okay. And then they try to see the kind of attributes they have like their mental toughness, competence and ambition to advance okay.

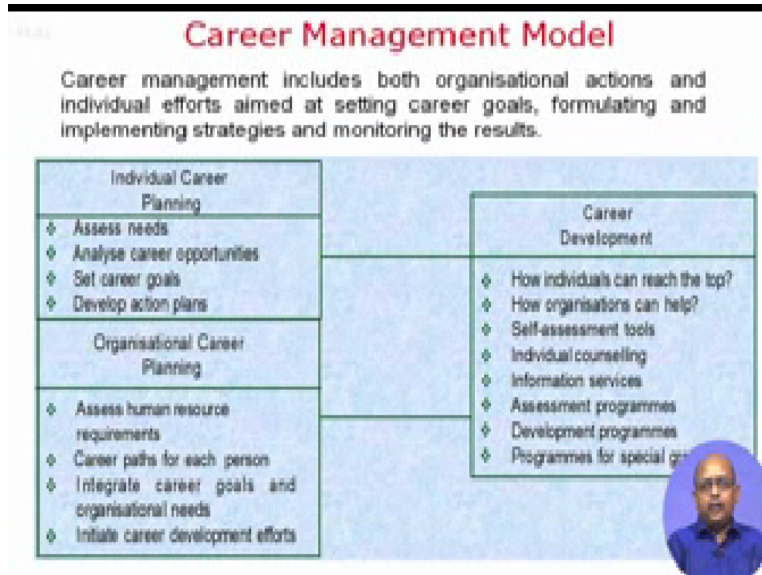
Now it is the responsibility of the HR department to design interventions keeping these goals in mind okay. So HR department has a responsibility to design the development process in a very holistic way which is going to help you to see that you are able to develop these achievers okay, and that is the part of the career development system right. Now I have taken another example it is a Seagram, it is a Canadian liquor and has bring in India also.

Now what they do basically they are starting with the induction program another thing, they try to make sure that there are number of enabling factors which is going to help you to grow and developing the organization right. So they start good induction program and then they try to see that you have all the information that is required. And then in the beginning itself you have made very clear that this is how you can grow and developing the career.

And what kind of skill set is required at different levels that is communicated very clear, and they have also communicate that is if you really work hard and if you perform well, you can grow and develop in your career in this organization, and you can may save of this organization right. So and this is very clearly communicated and then they have a very objective system of evaluation

of performance and they also have assessment centers to see to it that what this to be done. Now what we have done, we have looked into some of the examples of Indian companies.

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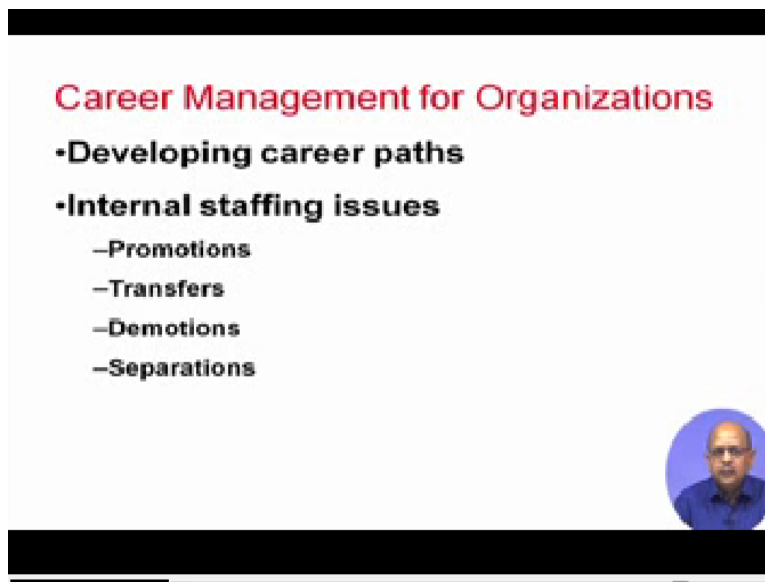
And their career developmental strategies to supplement about the organizational career planning path. Now if you look at all kind of activities that individual are going to do at the organizational is going to do, especially related to career development. So both, if it is a tracking about individual career plan or organizational career plan right. Both are going to align their activities in such a way so that they could take up activities related to career development that we have discussed right.

Like individual, when we are talking about the individual career plan you have to access your need, look at your opportunities, set career goals right, and you also develop a strategy and implement it. Organizational career they are going to access your potential they are going to see to that available in the organization and they try to see that you career goals are going to fulfill organizational requirements also right and then they try to organize your shops and seminars okay through managers and HR managers peoples to communicate you what are the various careers.

Now as a part of this career development process you will find and integrate individual career plan with the objective career development of them so you tell them okay what are the assessment tools that are available right whether you need counseling or not what kind of


required okay how you can be assessed what kind of development plan can be assessed for you
sable to develop yourself in the career right.

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Career Management for Organizations

- **Developing career paths**
- **Internal staffing issues**
 - Promotions
 - Transfers
 - Demotions
 - Separations



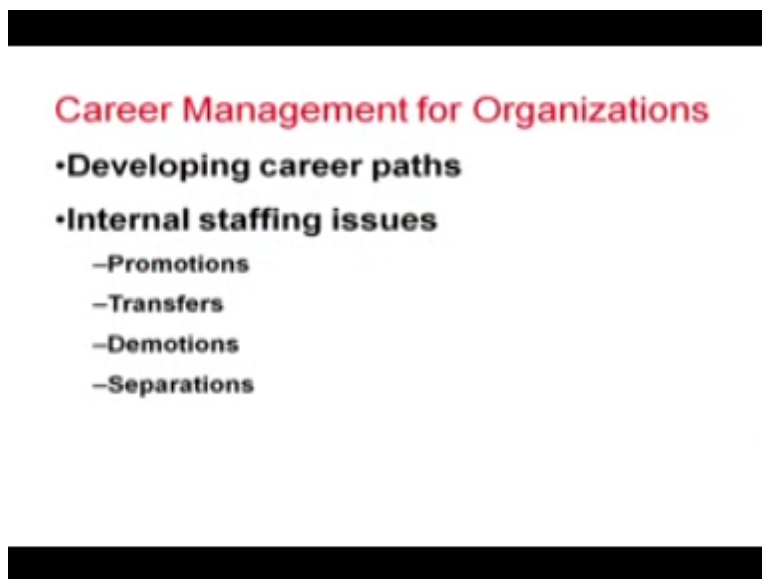
Next to it we will see that the idea of having a career management system for the organization is developing a career path especially within the organization so if you look at something internal staffing issues it include promotion transfers and devotions and separations right so it is something like this okay you are here I think I have in the hierarchy at the particular level so if you are moving to next level it means that is promotion right what is transfer you are transferred to different department if same department if this is different department if suppose this is different department.

So if you are going to be in different department you are not suitable for this job that is here so you are going to be transferred in a different department where knowledge and skill could be

effectively utilized okay so you could be here instead of here because your knowledge and skill set does not match with the job requirement at this place so you could be clear right so you could be transferred may be upwards or it could be at the same level in a different department right so if it is upwards it is basically a promotion.

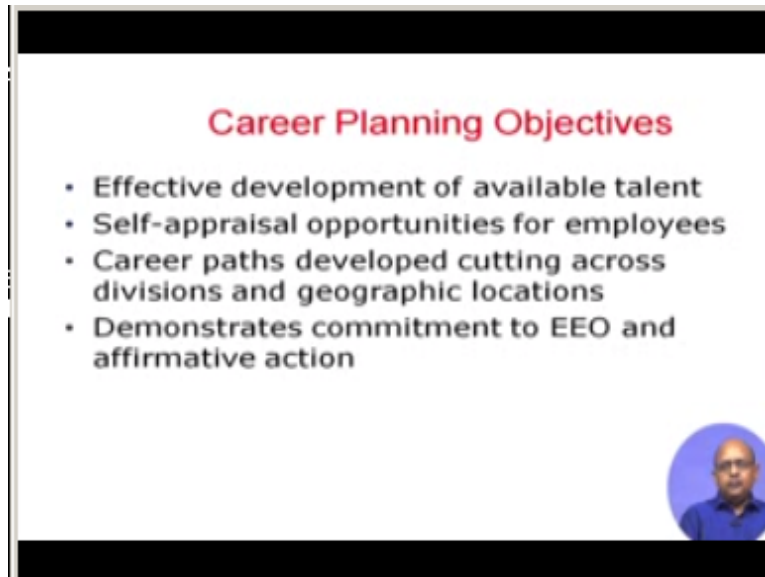
So if it is same then we have to call it is a transfer at a similar level right that you what you call lateral it is not a original move right it could be two things like it could be promotion or it could be de promotion suppose constantly you have not been able to perform in the management finds that you are not able to perform well then you could be deported also at a lower level where it is it can be found at where you are going to work effectively at this level provided you are not able to perform well right and ultimately if you are not able to perform at this level or margin filed that you are not fit for this level then there could be separation means that either you are suppose to quit the job either you are going to do it on your own or within the management sides and if you like so these are the stopping issue.

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That needs to be looked into especially when it comes to career management because they have to say or ensure that you are in the right kind of so your skill set is matching with the requirement of the organization at any given level in any department and that is why these kind of activities are taken care by the organization related to career management right.

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Career Planning Objectives

- Effective development of available talent
- Self-appraisal opportunities for employees
- Career paths developed cutting across divisions and geographic locations
- Demonstrates commitment to EEO and affirmative action



Now the idea is basically that you can effectively utilize and develop talent at different levels okay you also provide a opportunities to the employees for self appraisal to see that whether they kind of okay across individual send geographic locations right and then you also make sure that everybody has equal opportunities so you go for some kind of primitive accents those not applied in their but it could be done where you have commitment to see that you going to develop themselves.

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Career Planning Objectives (Continued)

- Satisfies employees' specific development needs
- Improves performance
- Increases employee loyalty and motivation



So in addition to that you will also find that is the career management activities initiated by the organization is going to satisfy the employees specific development needs in terms on the growth and development similarly he is able to improve his performs even at the next level not at the level at which is performing that is very important and if he is regularly developing himself and moving ahead in the career then one thing can happen that is you can expect better loyalty.

And commitment and motivation for the individual to perform well because he knows all that if he work start he is going to know the next level so this actually kind of rain force or a motivator for him to do and perform equally right and then on the basics of these assessments you can also identify its requirements so these are the different activists I am going to fascinate to ensure that people are able to achieve their goals and objectives.

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Organizational Career Development Practices and Activities

- Developmental programs
 - Job rotation
 - Mentoring
 - Assessment centers (used for both evaluating potential *and* developing employees)



Right as a part of that you know that sometimes they also look into the markets like the post jobs they tell you what are the career paths they also go through exercise of skills inventory that we have already talked about so these are the various activities that can be taken up okay and as a part of the development program they can go for rotation different kind of skills you are provided a mentor so that you are able to grow and develop under the skill guidance of a senior people professional and then you are performs is evaluated using a assessment center so that you come to know where you are in where do you stand and what needs to be done right.

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Adding Value to Your Career

- Workers view themselves as independent contractors who must constantly improve their skills
- Workers are managing own careers





Then the idea is that you have to add value to your career and in the process not only you are going to add value to the career but how organizations are going to add value to your career right so if you are thinking that you are an independent person who must continuously improve your skill and that is organization is going to help you right similarly also on your own you are going to see that how are you going to manage your career and how you going to integrate in a line obviously career plan and individual career plan to ensure that both of them succeed and grow together it is not only individual that is going to grow and succeed but also organization so it a mutual commitment met on both sides okay.

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Demotion

- A more realistic option today
- Some workers have no desire to change as technology changes
- Might open up clogged promotional path
- Senior employee can escape unwanted stress without being a failure



And then a important issues is that exploded you are not able to perform at that particular level then you are not going to move literally but originally not upward but downwards and then sometimes you do not have a capability to perform at third level it is because there are certain changes so it became very difficult for you to perform at that level then management can think about devoting you at a lower level where you can perform effectively right so that would be less for you because would be think you would not able to perform for might job so it is better to get promotional because that is compiles right so these kind of activities are also taken by the organization thank you very much.