

**Training and Development**  
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**Module - 09**  
**Lecture - 42**  
**Career Development and Training**

Welcome to the course on Training and Development. We are on the session 9 where we are discussing about employee's development. In the module 9 we are on the lecture 2 today, where we will be discussing about Career Development and Training. Now, as we have discussed in the start of this module like employee development is focused towards either short term development, but majorly towards long term goal where the employees are focus is on not only developing the helping the employees to develop on their present skill set, but also preparing them to take up roles in future expected roles.

And the challenges and how the employees can be like trained enough, they can be like groomed enough to like take up those future roles. And this is a joint activity initiative which is taken both by the employer and employee together along with the facilitating environment provided by the organization.

Because here the employee needs to be willingly taking up certain development programs like the organization can facilitate the learning process no doubt, but the employee needs to like get adjusted to it, assimilate it, be willing to learn do some extra like work on it so, that they can get prepared for the future roles.

And what they are going to take up? What they are going to learn is not a decision solely taken by the employer or the organization, but it is also a decision taken by the employee based on their career objectives, based on their likings, based on their interest areas and many other things.

So, employee development is very much intricately related to career development. In today's session we are going to focus on career development and how training is related to it. So, the lecture session today is on career development and training in the module which we are talking of employee development.

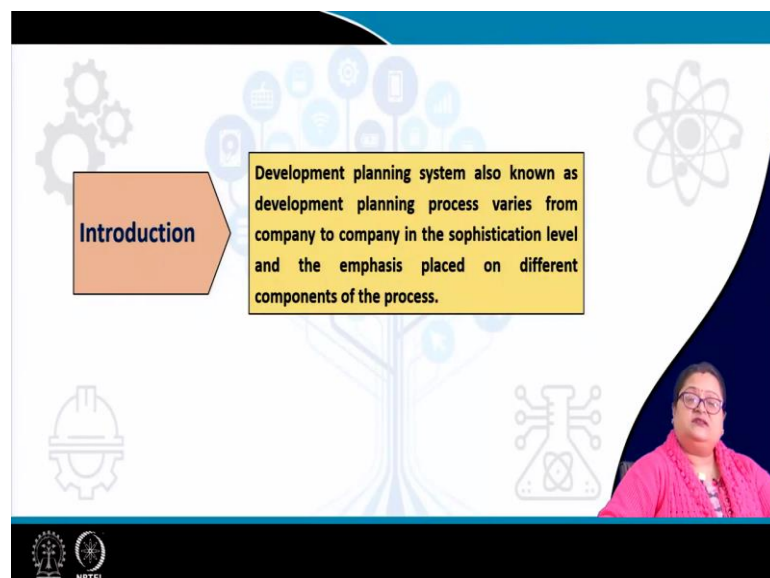
So, let us begin the flow of the lecture session for today is such that we will get to understand what is career we will understand like the different types of careers which are possible, we will understand also what is the difference between. And of course, the relationship between career development and career management and in all these things where training plays a role or where development has an important role to play. So, let us begin.

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So, this part of the lecture session will be held on the career development and training.

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Now, what is like the development plan, so, development planning system also known as the development planning process. It varies from company to company sophistication level and the emphasis that is placed on different components of the process.

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**Concept of Career**

- The word Career is often used to refer to a profession, occupation, trade or vocation.
- A career could define what people do for a living.
- A career could mean working as a doctor, lawyer, teacher, carpenter, veterinary assistant, electrician, cashier, teacher or hair stylist

The slide features a blue header and footer with the NPTEL logo. The background is white with faint icons of gears, a hard hat, and a molecular structure. A small video inset of a woman in a pink top is visible in the bottom right corner.

Now, what is career? The word career is often used to refer to a profession, occupation, trade or vocation. It could define what a people do for their living. A career could mean anything like working as a doctor, lawyer, teacher, carpenter, veterinary assistant, electrician, cashier, teacher or hairstylist.

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**Types of Career**

- **Traditional Career**
  - Sequence of positions held within an occupation
  - Context of mobility is within an organization
  - Characteristic of the employee
- **Protean Career**
  - Frequently changing based on changes in the person and changes in the work environment
  - Employees take major responsibility for managing their careers
  - Based on self-direction with the goal of psychological success in one's work.

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Now, as with the changing times; the definition of career is also changing. So, here we will first understand what are the different types of career. Now, there is a traditional career which is a sequence of positions held within an occupation. Context of mobility is within the organization and it depends on the characteristics of the employee.

Protean career - it is frequently changing based on the changes in the person and changes in the work environment. And here the employees take major responsibility for changing their career. It is based on self direction with the goal of psychological success in one's work.

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The slide features a central yellow box with a black border containing the following text:

- **Multiple Careers**
  - It can be concurrent (an worker has simultaneously two careers)
  - Or sequential (one after another career)
- **Portfolio Career**
  - A portfolio career, by definition, is one which consists of multiple part time jobs

The slide also includes a blue header, a white background with faint icons (gears, atom, hard hat, microscope), and a small video inset of a woman in a pink top in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

The types of career also like you have seen there could be multiple careers now. So, it could be concurrent where a worker has simultaneously two careers or sequential one after another. And a portfolio career which is by definition is one in which it consists of multiple part time jobs.

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The slide features a central yellow text box with the following content:

- Career development is the process by which employees progress through a series of stages
- Each stage is characterized by a different set of developmental tasks, activities, and relationships
- There are four career stages:
  - Exploration
  - Establishment
  - Maintenance
  - Disengagement

The slide also includes an orange arrow pointing right with the text 'Career Development', various icons (gears, atom, hard hat, circuit board), and the NPTEL logo at the bottom left. A small video inset of a woman is visible in the bottom right corner.

Now, when we have discussed on career and now we are going to see what other career development. Now, before we move on to it like whenever discussing career development as you have seen like the. There is different definition of the career is changing from being like there in one organization from the start to the end of the life cycle of the in employees, life cycle in the organization. That definition has got shifted towards like the people taking a multiple career together or like in successions and may be deciding on what to do for their own selves.

The role of ethical responsibility becomes very prominent here also in terms of like if you are going to take a multiple roles and like how it should be organized, can for which all companies we can take up these roles, your responsibility and your like loyalty to one of the role should not be contradictory to the like things that you have to do as a part of the other role. So, these come questions are becoming much more complex as we are moving towards more complex definitions of what is career.

Now, career development - it is the process by which employees progress through a series of stages. Each stage is characterized by a different set of developmental tasks, activities and relationships. There are four career stages which are exploration, establishment, maintenance and disengagement.

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**Why Career Development**

- Career development is important for companies to create and sustain a continuous learning environment
- The biggest challenge companies face is how to balance advancing current employees' careers with simultaneously attracting and acquiring employees with new skills
- The growing use of teams is influencing the concept of careers e.g., project careers

Now, why career development? Career development is important for companies to create and sustain a continuous learning environment to the biggest challenge companies face is how to balance advancing current employees careers with simultaneously attracting and acquiring employees with new skills. The growing use of teams is influenced and its influencing the concept of careers like project careers.

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**Why Career Development**

- Changes in the concept of career affect:
  - employees' motivation to attend training programs
  - the outcomes they expect to gain from attendance
  - their choice of programs
  - how and what they need to know

Now, the changes in the concept of career affect employee's motivation to attend training program. The outcomes they expect to gain from attendance their choice of

programs how and what they need to know. So, these are the some of the changes happening in the like concept of career and accordingly has an effect on career development.

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The slide features a central yellow box with the title "Factors influencing career development are as follows:" and a list of seven factors. To the left of this box is a blue arrow-shaped graphic containing the text "Factors Influencing Career Development". The background of the slide is white with various icons: gears, a lightbulb, a smartphone, a person, a hard hat, and an atom symbol. In the bottom right corner, there is a small video inset showing a woman with glasses and a pink top. The NPTEL logo is visible in the bottom left corner of the slide.

**Factors Influencing Career Development**

**Factors influencing career development are as follows:**

- Personality of employee
- Education, completed training and courses
- Behavior and self - presentation
- Job performance and evaluation of superior
- Performed job position
- Company situation
- Willingness to change performed job or employer

Now, what are the factors influencing career development? Of course, the personality of the employee, education completed training and courses, behavior and self presentation job performance and evaluation of superior, performance based job position, company situations and willingness to change performing the willingness to change the performed job or the employer. So, either you change the job or you change the employer as such.

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**Factors Influencing Career Development**

- **Personality of the employee:**  
Employee's personality and motivation is necessary prerequisite for working on certain job positions.
- **Education, completed training and courses:**  
Adequate education, completed courses and training programs are the basic factor with direct influence for career and for promotion.
- **Behaviour and self-presentation:**  
The behavior and the superior view of employee is sometimes more important than job performance.

Now, we will discuss each of these in details like personality of the employee. Employee's personality and motivation is necessary prerequisite for working in certain job positions. Education completed training and courses: adequate education completed courses and training programs are the basic factor that will direct influence for career and for promotion. Behavior and self presentation - the behavior and the superior view of employees is sometimes more important than job performance.

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**Factors Influencing Career Development**

- **Job performance and evaluation of superior:**  
Job performance and result attained at work should be one of the key factors which influence career.
- **Performed job position:**  
It must be in accordance with career goals if employee wants to build specialist career.
- **Company situation:**  
Situation at company has significant influence for employee career.
- **Willingness to change performed job or employer:**  
Sometimes it is necessary to change job position, department or employers for promotion or job career development.



The factors influencing career development: job performance and evaluation of supervisor or superior. Job performance and result attained at work should be one of the key factors which influence career. Performed job position: it must be in accordance with career goals if employees want to build a specialist career. Company situation: situation at company has significant influence over employee career.

Willingness to change perform job or employer: sometimes it is necessary to change job position department or employers for promoting or for job career development.

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The slide features a central yellow box with a black border containing the text 'Career development has following functions:'. To the left of this box is an orange arrow-shaped box pointing right, containing the text 'Functions of Career Development'. The background is white with faint icons of gears, a hard hat, and a molecular structure. In the bottom right corner, there is a small video inset of a woman with glasses and a pink top. At the bottom left, there is a logo for NPTEL.

**Functions of Career Development**

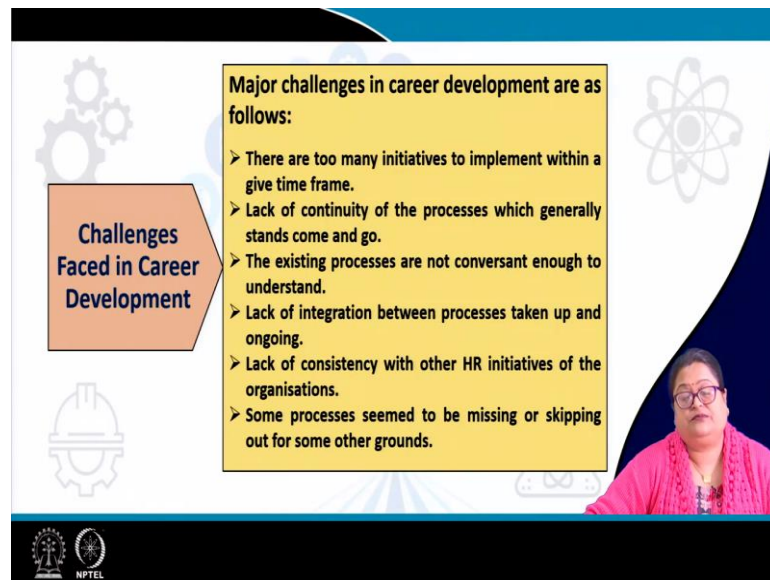
Career development has following functions:

- Assessment of skills, knowledge, attitudes and experiences,
- Collection of information on job options and required skills for those options.
- Planning for career and development by acquiring necessary skills and knowledges.
- Access to training and skill development for meeting the minimum requirement for career development.
- Access to other job as suitable for work experience and knowledges.

The career development has following functions: assessment of skills knowledge attitudes and experiences, collection of information on job positions and required skills for those options, planning for career and development by acquiring necessary skills and knowledge's, access to training and skill development for meeting the minimum requirement for career development.

And of course, areas like where we need to have access to other job as suitable for work experience and knowledge. So, these are the certain things where career development has to have the relation with these functions.

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**Challenges Faced in Career Development**

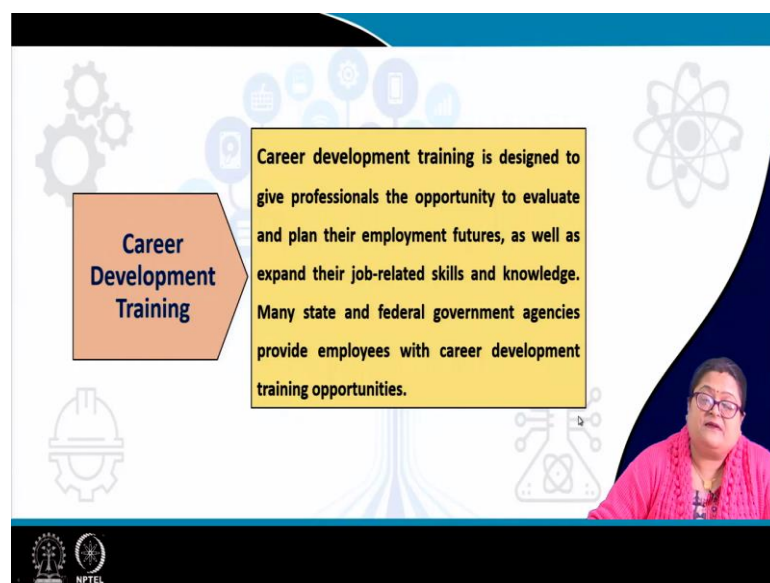
**Major challenges in career development are as follows:**

- There are too many initiatives to implement within a give time frame.
- Lack of continuity of the processes which generally stands come and go.
- The existing processes are not conversant enough to understand.
- Lack of integration between processes taken up and ongoing.
- Lack of consistency with other HR initiatives of the organisations.
- Some processes seemed to be missing or skipping out for some other grounds.

The slide features a blue header and footer with the NPTEL logo. The main content is on a white background with decorative icons of gears and an atom. A woman in a pink top is visible in the bottom right corner.

Now, there could be challenges in career development. So, major challenges are listed below. So, there could be too many initiatives to implement within a given timeframe lack of continuity of the processes which generally stands come and go. The existing processes are not conversant enough to yeah understood, the lack of integration between processes taken up and going, lack of consistency with other HR initiatives of the organizations, some processes seemed to be missing or skipping out for some other grounds.

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**Career Development Training**

Career development training is designed to give professionals the opportunity to evaluate and plan their employment futures, as well as expand their job-related skills and knowledge. Many state and federal government agencies provide employees with career development training opportunities.

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Now, what is career development training? Career development training is designed to give professionals the opportunity to evaluate and plan their employment futures as well as expand their job related skills and knowledge. Many state and federal governments and agencies provide employees with career development training opportunities.

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The slide features a central yellow box with a black border containing the following text:

Career development training classes build upon employees' existing knowledge and abilities and introduce new skills that will enrich their work experience. Topics covered in a career development training program might include:

- Communication
- Management
- Negotiation
- Writing and documentation
- Computer application and cyber security

To the left of the yellow box is an orange arrow-shaped graphic pointing right, containing the text: Major Areas of Career Development Training. The background of the slide is white with faint icons of gears, a hard hat, and a network diagram. In the bottom right corner, there is a small video inset of a woman with glasses and a pink top. At the bottom left, there are logos for NPTEL and other institutions.

Major areas of career development and training: career development training classes build upon employees existing knowledge and abilities and introduce new skills that will enrich their work experience. Topics covered in a career development training program might include communication management, negotiation, writing and documentation and computer application and cyber security. So, these we need to be careful about like while we are talking about like the topics to be covered in a training and development program.

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The slide features a central yellow box with a black border containing the text: "Career management is the process through which employees:" followed by a bulleted list of four steps. To the left of this box is an orange arrow pointing right with the words "Career Management" inside. The background is white with faint icons of gears, a hard hat, and a network diagram. In the bottom right corner, there is a small video inset of a woman with glasses wearing a pink top. The NPTEL logo is visible in the bottom left corner of the slide.

**Career Management**

Career management is the process through which employees:

- Become aware of their own interests, values, strengths, and weaknesses
- Obtain information about job opportunities within the company
- Identify career goals
- Establish action plans to achieve career goals

Specifically, computer and cyber security is very important topic while we are talking of again like online technology based learning programs. Career management: till now we have focused on career development. Now, we will be focusing on career management. So, it is not enough like we are talking of career development, but we need to understand like how to manage the career properly and it follows a series of steps.

The career management is the process through which employees becomes aware of their own interest values strengths and weaknesses. They obtain the information about job opportunities within the company identify the career goals and establish action plans to achieve career goals.

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The slide features a central yellow box with a list of five bullet points. To the left of this box is an orange arrow pointing right, containing the text 'Employees' Role in Career Management'. The background is white with faint icons of gears, a hard hat, and an atom. In the bottom right corner, there is a small video inset showing a woman with glasses and a pink top. The NPTEL logo is visible in the bottom left corner.

**Employees' Role in Career Management**

**Career management and employees' role:**

- Take the initiative to ask for feedback from managers and peers regarding their skill strengths and weaknesses
- Identify their stage of career development and development needs
- Seek challenges by gaining exposure to a range of learning opportunities
- Interact with employees from different work groups inside and outside the company
- Create visibility through good performance

Now, when we understand like in career management there needs to be an active involvement of the employer and employee both in the process of understanding the career, the priorities what we want to achieve how to achieve what could be the barriers. So, employers also employees have a major role to play. Now what is that role? First is to take the initiative to ask for feedback from managers and peers regarding their skills strengths and weaknesses.

Identify their stage of career development and development needs. To seek challenges by gaining exposure to a range of learning activities. Then interact with the employees from different to work groups inside and outside the company. Create visibility through good performance.

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The slide features a blue and white background with various icons including gears, a hard hat, and a molecular structure. A central yellow box contains the following text:

**HR Manager's Role in Career Management**

**Career management and manager's role:**

- Provide information or advice about training and development opportunities
- Provide specialized services such as testing to determine employees' values, interests, and skills
- Help prepare employees for job searches
- Offer counseling on career-related problems

A video inset in the bottom right corner shows a woman with glasses and a pink top speaking. The NPTEL logo is visible in the bottom left corner of the slide.

Now HR manager's role in career management: the career management and manager's roles provide information or advice about training and development opportunities, provide specialized services such as testing to determine employees values interests and skills. And it helps to prepare employees for job searches, it offers counseling on a career related problems.

These are HR managements role in career management. So, it is very important like they give some specialized services and help in the help to prepare employees for job searches because this point is very important in terms of the changing context now, where you may need to take an organizational decision where you feel like you may not be able to continue with all the people who are there now with you.

So, then, but it is a responsibility a gain of the organization to handhold support give given to the employees so that they do not feel left out. So, that they do not feel like some wrong has been done to them. And it is of course, your culture your call from within that you are responsible for the employee's development.

So, to help to prepare employees for job searches is also how the organization of the HR managers can help them to take correct decisions in career along with the counseling and on career related problems. Because in those cases many people may have based on the career stage that they are in will have problems conflicting decisions to be made for

resolving the conflicts which could be in the work domain or in the work life domain also.

And it may require the help of the mentor the manager to find out the correct answer to those conflicting situations.

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The slide features a central yellow box with the following text:

**Company's Role in Career Management**

**Career management and company's role:**  
Companies are responsible for providing employees with the resources needed to be successful in career planning:

- Career workshops
- Information on career and job opportunities
- Career planning workbooks
- Career counseling
- Career paths

The slide also includes decorative icons of gears, a hard hat, and a molecular structure, and a small video inset of a woman in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Company's role in career management: career management are in companies they are responsible for providing employees with the resources needed to be successful in career planning. They do that with the help of career workshops information on career and job opportunities, career planning workbooks, career counseling and career paths.

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So, these are certain of the references that we have used for this developing the slides on career and career development, career management and like training and development. What we understand from here like as a part of the career development and career management as we are focused to its own personal growth what is going to happen and how we are going to contribute to the organizations objectives.

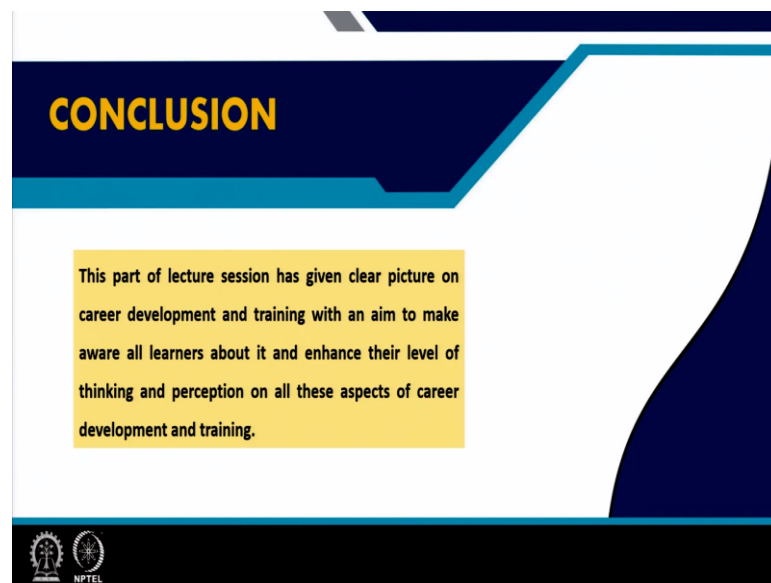
As you have seen from the session 2 like the module 2, it is a part of the strategic development training and development where individual goals are getting connected with organizational goals.

So, in that case it is very important that you link your personal goals with the organizational goals. And the organization the HR gives you hand holding support from to reach from where you were at present to become that individual, who can contribute more towards the organizational goal vis-a-vis the personal goal also gets fulfilled.

In that way the career objectives are met the employee's development takes place and organizational objectives are met also. So, that is how all these go these three concepts get linked together.



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And this part of lecture session has given a clear picture of the career development and training with the aim to make the all learners aware about it and enhance their level of thinking and perception on all these aspects of career development and training.

Thank you we will meet you in the next lecture session on the topic of career development.

Thank you for now.