ROLE OF CAREER PLANNING AND DEVELOPMENT AS A BOOSTER TO HUMAN RESOURCES DEVELOPMENT

Abstract

Career management is successful when the firms utilize the abilities and knowledge of their workforce to the maximum and they feel motivated enough to achieve maximum results and are contended with their jobs. This helps the organization to reach its goals. The inability to motivate the workers by planning their careers may lead to impede the process of manning vacant posts, a cut of the employee involvement and a wasteful misuse of the funds allocated to training and development programs. The shortcomings of career planning may lead to frustration, ill feelings of not being appreciated by the firm. Non identification of the right position leads to job switch and / or the firm itself. Career planning involves both individual and firm responsibilities. In the modern business environment, career management responsibility vests more on the individuals themselves. Organisations need to have and keep a potent workforce, and are considered as the main resource for attaining competitive advantage. Most progressive firms envision and apply an integrated career management system.

Keywords: Career Management, Human Resources Development, Career Planning, Frameworks.

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I. INTRODUCTION

Ferret and Sullivan (2002) describe the major transitions from firm-based to boundary less careers. A change from longing for high salaries and job status to targets defined by individual interests and work-life balance. The second transition was from development of firm-specific skills to generic transferable skills that can be carried with the individual as the person transitions from a system to another. The third change is from loyalty to an organization to professional commitment. Career planning and development are inevitable aspects of optimizing human resources within firms. In today's hyper competitive employment market, potential employees seek avenues for growth, advancement, and fulfillment. To match up with these expectations, firms must initiate proactive measures that align personal aspirations with firm's goals.

This chapter provides strategic guidance on enhancing career planning and development practices. By adopting these strategies, firms can utilize the full potential of their human capital and create a healthy workplace environment. Career development is a continuing process of planning and directing the personal work and life goals. Development refers to growth, ongoing acquisition and enrichment of one's skills. Career development is the result of the individual's career planning and the firm's willingness to provide support and opportunities. We explore how effective career planning positively impacts employee motivation, engagement, and retention. Furthermore, we look into the benefits that organizations can get, including enhanced productivity, fruitful succession planning, and better talent acquisition.
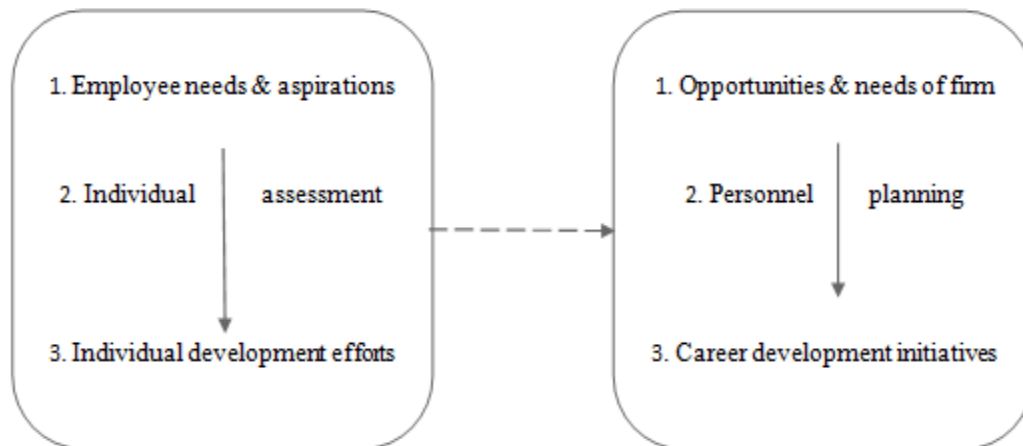

Figure 1: Harmony between individual and firm in career planning.

II. PROCESS STEPS IN CAREER MANAGEMENT

1. **Assessing Career Aspirations of Employees:** Decoding individuals' career aspirations is the first step in career development plans. Important assessment methods include competency frameworks, performance evaluations, and psychometric assessments. This step also identifies their strengths, interests, and career goals.

2. **Devising Career Building Programs:** Companies focus on creating career development programs nutriate the needs of diverse employees. Various approaches include job rotations, stretch assignments, and multifunctional projects that provide workforce with avenues to acquire new abilities and experiences. Additionally, it sees into the role of training, workshop, and certification in achieving career growth.

3. **Routing Career Paths and Succession**: Firms can ensure employee engagement and retention by advicing career paths and succession plans. This includes strategies for designing career ladders, skill pipelines, and succession planning models. It also explores the significance of performance management systems, talent reviews, and leadership development initiatives in ensuring emergence of future leaders.

4. **Imbibing a Culture of Learning and Development**: A culture that fosters continuous learning and development is critical for ensuring career growth. Strategies are deployed to ensure a learning organization where youthful employees get mentorship from senior professionals.

Table 1: How Career development activities boost Human resources development

Career Development Activities	HRD initiatives
Interactions with stakeholders Job assignments Meetings Team work On the job training	Develop a culture that emphasizes informal learning. Facilitate the reflection process of learning. Reflect on what, and how this learning should happen.
Trade associations Internal committees Society oriented organizations Formal and informal learning Internal and external learning	Flextime schedules Facilitate internal networks Advice regarding external networking opportunities.
Serve on nonprofit organisation Sponsor societal events Volunteering for society	Advocate for flextime so all employees can be involved in volunteer efforts. Serve as a resource bank regarding community based opportunities.
Peer mentoring Mentor networks Virtual mentoring	Digital tools for mentors if program is initiated internally. Provide necessary information and resources for farthering alternative forms of mentoring

III. FRAMEWORKS FOR CAREER PLANNING

The chance and luck model says that employee, to chance to get the wished for designation is based only on luck. Employee must be consistent and always be ready at the right time. The organization knows best model is based on the norm that the worker is moved from one position to another according to the organization needs. The self – oriented model provides prominence to the employees who are thriving for their own progression during their career, while having facilitation from organization too. At personal level, Hall (2002)

discusses four major determinants of career effectiveness viz tangible signs of success like sizeable salary, winning promotions etc, attitudes about one's career like own subjective evaluation, flexibility or adaptability, and identity like work life integration. The key is ability to identify how the system defines successful career-development, developing assessment methodologies to harness those criteria; career planning (Popescu Neveanu, 2003) must connect individual aspirations with needs and opportunities of firm.

The process further involves evaluating, advising its employees on career planning and alignment of individual development efforts with training and development programs of the firm.

IV. CAREER DEVELOPMENT & ROLES OF STAKEHOLDERS

1. **Role to be Initiated by Employees:** Welcome & ask for feedback from peers regarding the strengths and weaknesses of their abilities and act upon it. Identify the exact stage of own career and evaluate the development needs. Actively seek for opportunities to learn more. Interact with diverse work groups within and outside the organization.

2. **Role to be Played by Management**: The managers need to have a full picture of the purposes and goals of workforce as a whole and individually. The manager needs to talk with the employees and mutually agree on the prioritized next steps for development. Make sure that the employees understand the management perception in its real sense. Have an agreement with employees on how the employee' needs are or aren't satisfied with the current position. Earmark the resources needed to help the employees achieve the mutually agreed upon objectives set out in their discussion.

3. **Role to be enacted by the Organization**: Career paths shall be made clear. Organize career workshops and seminars on various topics like goal setting. Avenues for career counseling shall be made for the needy. Career information systems shall be in place whereby workforce could learn about job openings or training initiatives. Career planning guides including exercises, discussion and advice shall be distributed and performed.

V. CONCLUSION

What was discussed so far can serve as a resource for organizations seeking to boost their human resources through effective career planning and development. By implementing the strategies and insights presented in this chapter, organizations can create a culture of continuous learning, support employees in achieving their career goals, and ultimately enhance their overall talent management practices. Through proactive career planning and development, organizations can unleash the full potential of their human resources and thrive in an increasingly competitive business landscape. Every stake holder needs to play their roles towards the synergistic careers of human capital.

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