CAREER DEVELOPMENT

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Özet:

Günümüzde işletmeler rekabetin hat safhada olduğu bir ortamda varlıklarını sürdürmeye çalışmaktadırlar. Bu işletmeler için az sayıda, ancak kalifiye insan gücü çalıştırmak maliyetlerden tasarruf etmenin, dolayısıyla piyasadaki rakabet güçlerini koruyabilmenin bir yolu olabilir. Konuya bu açıdan yaklaştığımızda işgörenlerin kariyer planlamasının ve işgörenlerin kariyerlerinde ilerlemelerini sağlayacak geliştirme programlarının ne denli önemli olduğunu kavrayabiliriz.

I-INTRODUCTION

Today each business organization is operating in a very competitive environment in its sector. In order to keep their market share and make profit, companies are benefiting from new technologies, they are restructuring and sometimes they are downsizing. There is a trend in business world towards conducting business by minimum amount of workforce who are highly talented and mostly qualified. For that reason, companies are intensively implementing career management systems for the improvement of their employees.

Generally career means advancement, but if we speak of career in a narrower sense, it is the perceived sequence of attitudes and behaviors associated with work related experiences and activities over the person's life span. [3, p.4]

In fact we can say that career is both an individual and an organizational issue. At the individual side of the career process, we can talk about career planning which is the process of planning one's life work, evaluating abilities and interests, considering alternative career opportunities, establishing career goals and planning practical development activities. [7, p.9] As we can see from its definition, career planning is a long process, during which the individual has to follow some steps:

II-CAREER STEPS

1) NEED AROUSAL: This is the time that the individual perceives that he needs to give a decision related to his career. For example, a person coming towards the end of his school life has to make a career choice or an individual who is already working in an organization may give a decision to change his career due to many factors. Perhaps he is not happy with his present career or the (-) performance evaluation shows that his career is not suitable for him.

2) SELF-ANALYSIS: Each person who wants to be successful in his career must be able to analyze himself objectively. He must assess his skills, abilities, strong and weak points, his desires and expectations for future.

3) EVALUATION OF INFORMATION: The third point in the career step process is evaluating the careers in the outside world. When the individual is trying to explore the opportunities available for him, he must also analyze training, development and experience required for these career options.

4) MAKE CAREER CHOICE: Once the individual evaluates himself and available opportunities for him in the market, then he makes his career choice. This choice can be in several forms. For a person who is still continuing his university education, career choice can be in the form of choosing an occupation. For example, when a student in the business administration department comes to the third class, after doing his self-analysis and evaluating potential market and economical conditions, he may choose marketing major instead of finance major. Now at this point it is very clear that career planning can also be done before the individual begins his work life. Also an individual who has graduated from school twenty years before can suddenly see that his career choice at that time is not acceptable any more, so he can attend a training program and

update his knowledge and skills. As a result of this training, there will be new career options in front of him.

5) MAKE ORGANIZATIONAL CHOICE: After the individuals make their career choice, they implement their choices in the organizations. A new university graduate, who has chosen his occupation before, has to choose an organization to work. Also an individual, who is already working in an organization, may prefer to change his company.

6) SET GOALS FOR FUTURE: Career-planning process does not terminate when the occupation and organization is chosen, in fact the most important part begins. An individual working in an organization must continuously put short term and long term goals for himself. He must take p.∴t in every project and work assignment that will provide growth opportunities for him.

7) FOLLOW- UP : Individual on the way to achieve his goals, from time to time he has to top and check if he is doing right or not. At this step he may feel the need for further training or he has to change some of his behaviors.

As we have mentioned before, career is both an individual and an organizational issue. Career planning is the individual side of the career development systems in the organizations. On its organizational side, there are career management policies and strategies that the organizations use to promote employees' career development. These activities should function as a system designed to meet individu..l needs for job advancement, extension of skill or the improvement of human experience on the job. [8. pp.588-600] in recent years, organizations have become very interested in career development programs because of the benefits they can obtain from such attempts. These benefits include [4. pp. 5-24] [10, pp.58-61]

a) Improving the quality of work life by providing employee information regarding job options and strategies.

b) Attracting talented people who see the organization as interested in helping them attain their career aspirations,

c) Helping people anticipates work-related changes and identifies new skills that they will have to develop in order to succeed in the future.

d) Creating job satisfaction and reducing absenteeism and turnover,

e) Helping the organization meet equal employment guidelines by providing increased opportunities for women and minorities,

f) Improving the overall abilities and talents of the personnel by assisting those in dead-end or no-growth jobs to move into areas that are more in line with their talents and ambitions,

g) Improving profits and productivity.

Shortly individual career planning and organizational career management are the components of a larger system called employee career development inside the organizations. Usually employee career development activities are conducted by Human Resource Departments in the organizations.
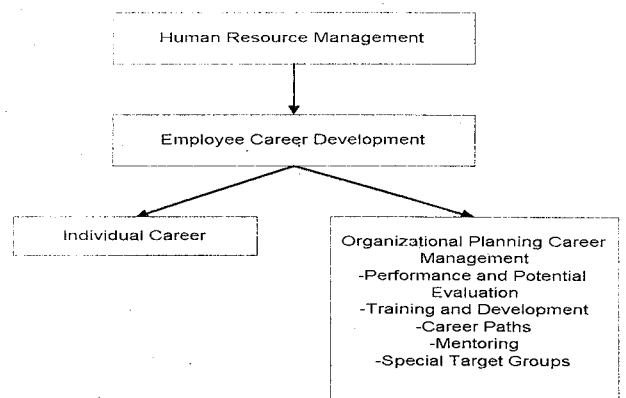

FIGURE 1: EMPLOYEE CAREER DEVELOPMENT [2, p.57]

III-ORGANIZATIONAL CAREER MANAGEMENT

1) PERFORMANCE AND POTENTIAL EVALUATION: The objective of organizational career management programs is to actualize the progress and growth of their employees. For that reason having feedback about the present job performance of the individual and his possible future potential is very important. This data about the strengths, weaknesses and possibility of the employee is obtained through routine performance appraisals done in the organization.

2) TRAINING AND DEVELOPMENT: Developmental programs consist of skills assessment and training programs that organizations may use to develop their employees for future positions. These programs can be internal and run by the Human Resource Staff of the company or can be offered externally by professional organizations.

We can say that among the training programs, assessment centers and job rotation serves best for developmental purposes. Assessment centers, although

they are quite expensive, are useful to help employees to better understand their strengths and weaknesses, for managerial jobs. On the other hand, job rotation programs enable employees to develop broader skills, because an employee after working in the various departments of the organization can have a broader perspective to look at the organizational matters.

3) CAREER PATHS: Career Patting is the process of identifying job assignment sequences by which a person can get from one position to another. [6. pp.56-60] Today organizations are using career patting in their career management systems to help their employees develop career plans for themselves. For example. how can a human resource specialist become a training manager in a professional training company? What route should that person take? This answer will change from organization to organization. but the superior and the subordinate can sit together and analyze the career paths available in that firm. The following figure shows a career path in a training company.
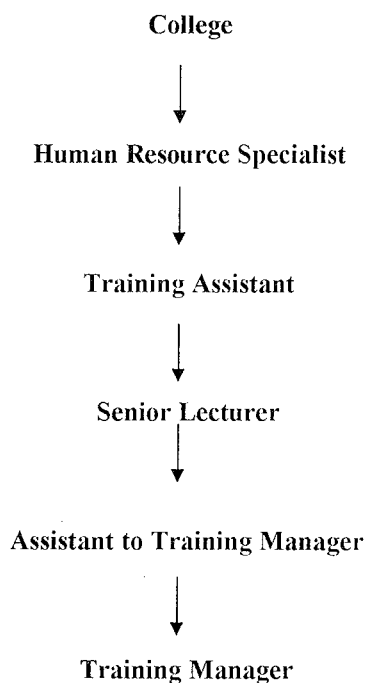
College

↓

Human Resource Specialist

↓

Training Assistant

↓

Senior Lecturer

↓

Assistant to Training Manager

↓

Training Manager

FIGURE 2: CAREER PATH

Career pathing is very beneficial for the individual employee. Because beginning from the entry to the company. he should be aware of the possible job moves and skills and training requirements of this job moves. If he wants to promote. he will willingly try to develop himself.

4) MENTORING: Mentor is a coach or an advisor who provides advice and assistance to the individual employee through his career. [9. pp.78-81]

The help of mentors to the junior employees is in the form of [11. pp.280-290]

a) Instructing the specific skills and knowledge critical to successful job performance

b) Helping employees understand the unwritten rules of the organization

c) Offering emotional support

d) Serving as a role model.

5)SPECIAL TARGET GROUPS: Career management programs can be offered to special groups within the organization. Preretirement programs are designed to help organization members to cope with midlife career crises. There are special programs developed for women. minorities and handicapped personnel to help them solve their special career problems. [5. p.29] Some organizations are trying to assist personnel in their career move from technical to managerial positions. Finally. in some companies. there are outplacement counselling programs designed for the employees. who are leaving the organization voluntarily or involuntarily. [1. pp.40-44] Especially if the employee is leaving the organization because he is fired these programs can be helpful to reduce the negative feelings of the employee towards the organization.

IV-CONCLUSION

In the preceding paragraphs we tried to stress upon the important issues about the management of careers in the organizations. because development of the employees and their improvement in their careers are very important for the well-being and success of the organizations. We discussed career management from two perspectives. We mentioned about the individual attempts of the employee to plan his work life and also stressed on the activities that the organizations perform to develop their employees in their careers.

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