

Admas University
Graduate Studies
MBA and Project Management Programs

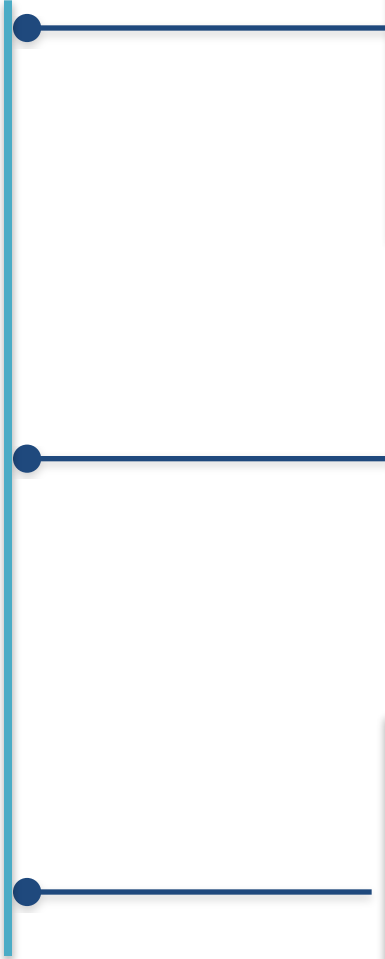
HRM Session6

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Part III: Developing the human resources

1. Employee training
2. Human resource development (HRD)
3. Career planning and development (CPD)
4. Employee empowerment

What is career?

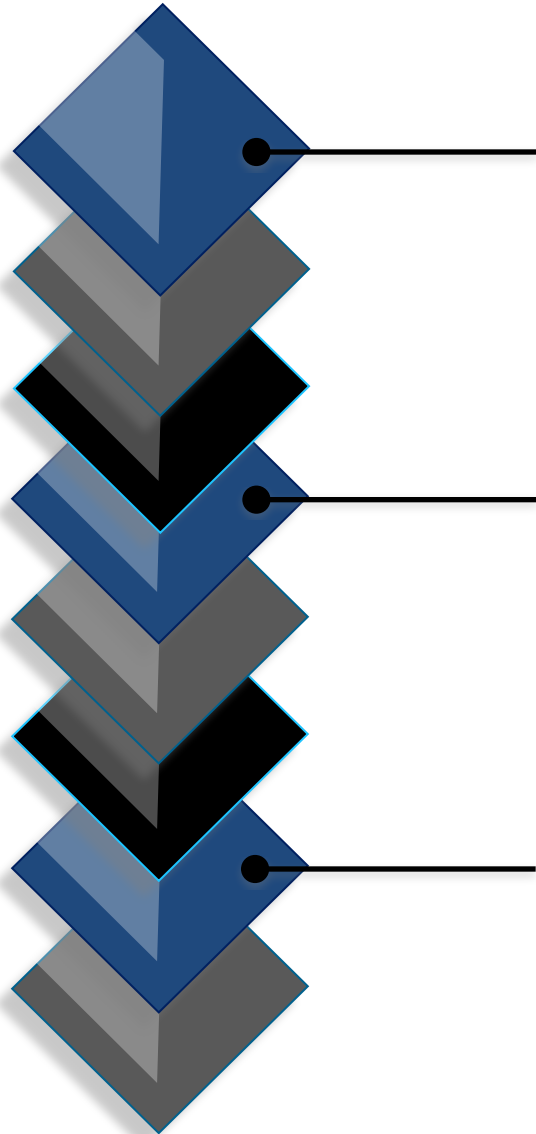


Career is an occupation undertaken for a significant period of a person's life and with opportunities for progress.

Career can be defined as 'a sequence of jobs that constitute what a person does for a living'.

A career is a pattern of work-related experiences that span the course of a person's life

What is career?



a) Career has

- a) goals (personal and organizational)
- b) objective indicators like jobs, skills, income
- c) subjective views of work like attitudes, values, expectations

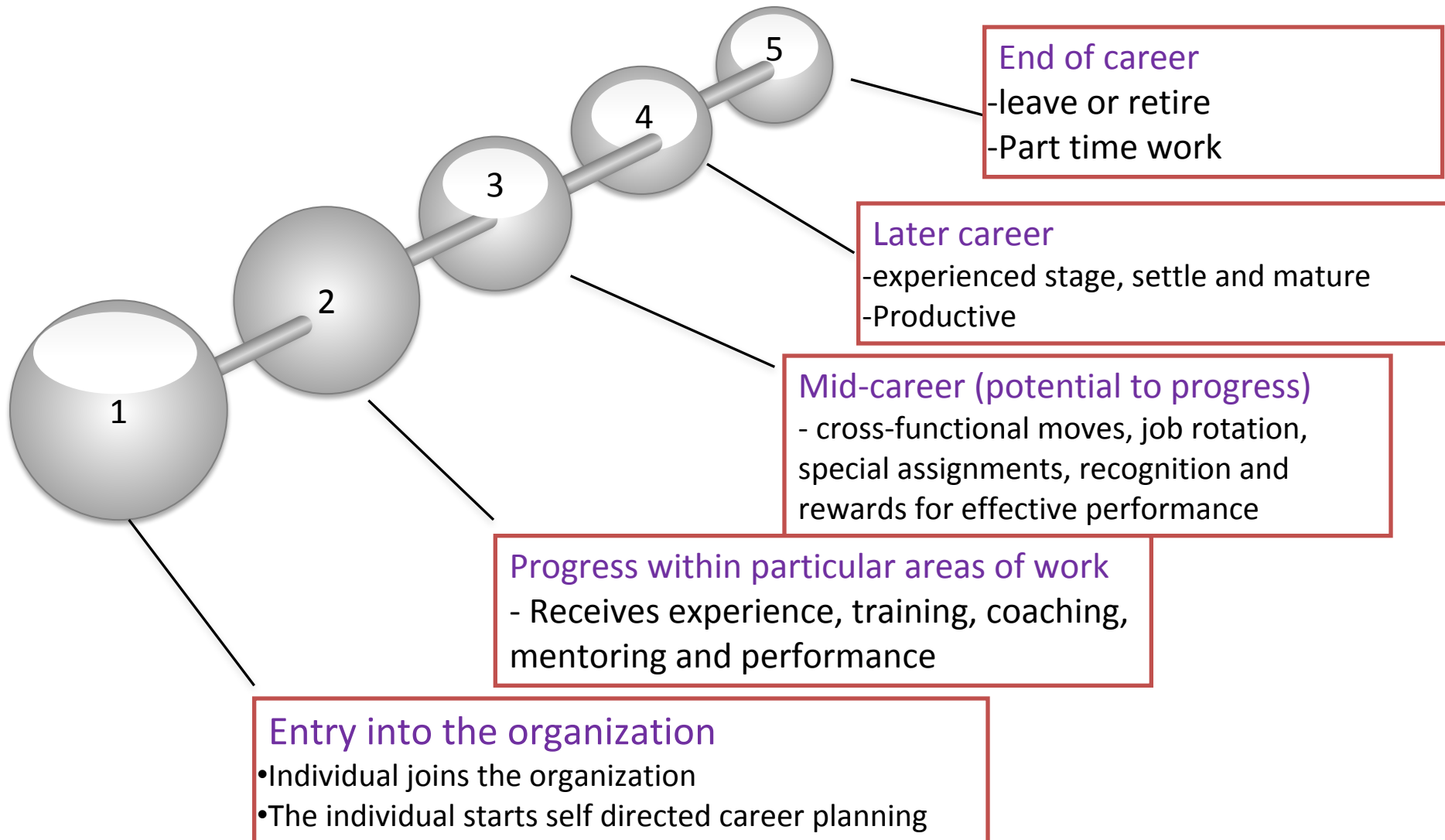
b) Careers

- a) develop over time
- b) have multiple work related paths and experiences

c) Career is shaped by

- a) individuals,
- b) organizations and
- c) the environment

Career Stages



Multiple careers



Linear – steady movement up the hierarchy



Expert – devotion to expertise within an occupation



Spiral – periodic moves across related occupations



Transitory – frequent moves across different jobs or fields

Career planning: meaning

- It is an important part of human resource development
 - It is a process of systematically matching of career goals and individual capabilities with opportunities for their fulfillment
 - It shapes the progression of individuals within an organization
 - It is the process of enhancing an employee's future value
 - **Career plan** is an individual's *choice of occupation, organization and career path*

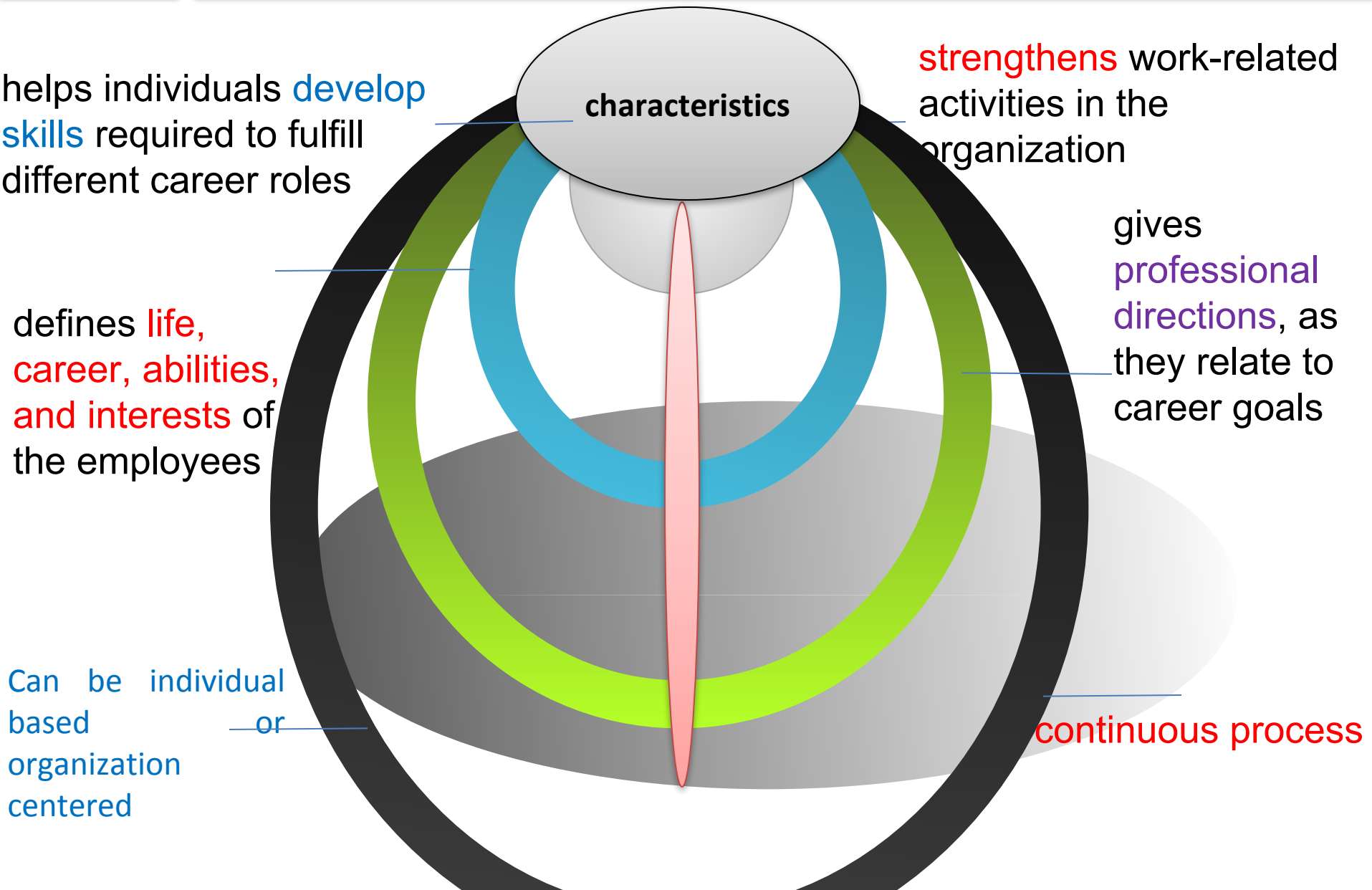
Career planning: process

- **Self-assessment**
 - examine personal interests, skills, values, and abilities.
- **Opportunity exploration**
 - Collect information on available job opportunities and organizations from family, friends, online, job boards, job fairs
- **Goal setting**
 - Decide which job/occupational opportunities fit both personal interests and skills/abilities.
 - Set specific target job objectives for a defined time period.
- **Action planning**
 - Specify all steps and activities to achieve the goals
 - formal training, internships, job search, strategy development, network building, further career exploration
- **Evaluation**
 - Review the progress to achieve the goals and the career plan

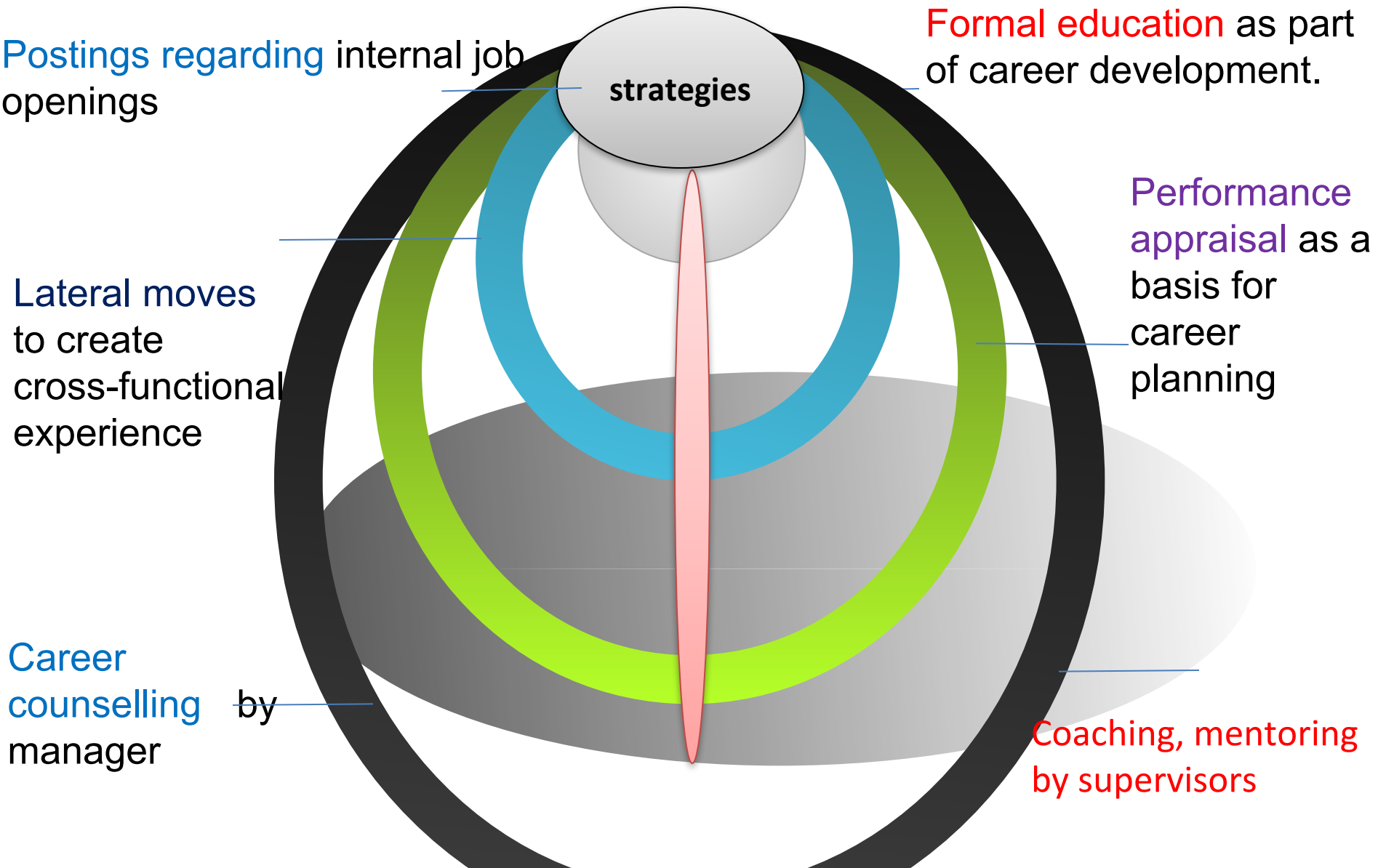
Career development

- **Career development** is “an ongoing process by which individuals progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks.” It involves:
 - Designing paths toward **improving professional growth, career trajectory and overall job satisfaction**
 - Determining employees’ **core values, strengths, weaknesses and desired path**
 - Cultivating a **positive emotional relationship with work**
 - Developing **meaningful professional ambitions**
- Career planning is an input for career development
- Career development is highly linked with human resource training and development

Career planning and development



Career planning and development



Career planning and development

Outcomes



Helps achieve organizational needs and employee interests
Helps identify ways to provide development opportunities.
Encourages an employee's growth and development
Promotes employee loyalty, reduces turnover and ensures stable supply of promotable employees
Helps managers know the human capital stock they have and, it is the first step in succession planning and talent management

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Employee empowerment: meaning

- ***Empowerment*** - giving employees **authority and responsibility** to make decisions about their work without **traditional managerial approval and control**
- **It involves**
 - Delegating employees an authority to make substantive decisions
 - Giving workers a greater voice in decisions about work-related matters
 - Valuing employees' capacity and achievements
 - Allowing employees receive information about company performance
 - Allowing employees receive knowledge and skills to contribute to the company goals.
 - Enabling employees understand the meaning and impact of their jobs.
 - Ensuring that employees are rewarded based on company performance.

Employee empowerment: benefits

- Proper employee empowerment has the following benefits
 - All employees view themselves as ‘owners’ of the business
 - Greater self-initiative, self regulated and controlled behavior
 - Improved productivity through increased motivation
 - Creativity & innovation
 - Customer-focus
 - Faster decision-making
 - Organizational learning
 - Making full use of human resources
 - “Engaging the mind of every employee”

Read more on:

1) Career development theories

2) Theories behind employee empowerment

Thank you