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.

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

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

From the company’s perspective, the failure to motivate employees to plan their careers can result in:
- a shortage of employees to fill open positions
- lower employee commitment
- inappropriate use of monies allocated for training and development programs

From the employees’ perspective, lack of career management can result in:
- frustration
- feelings of not being valued by the company
- being unable to find suitable employment should a job change be necessary due to mergers, acquisitions, restructuring, or downsizing.
Career motivation refers to:
- Employees’ energy to invest in their careers
- Their awareness of the direction they want their careers to take
- The ability to maintain energy and direction despite barriers they may encounter

Career motivation has three aspects:
- Career resilience
- Career insight
- Career identity

Career resilience – the extent to which employees are able to cope with problems that affect their work

Career insight involves:
- How much employees know about their interests, skill strengths, and weaknesses
- The awareness of how these perceptions relate to their career goals

Career identity – the degree to which employees define their personal values according to their work

The Value of Career Motivation

Components of Career Motivation

- Career Resilience
  - Company Value
  - Commitment to company
  - Pride in work

- Career Insight
  - Employee Value
  - Be aware of skill strengths and weaknesses
  - Participate in learning activities
  - Cope with less than ideal working conditions
  - Avoid skill obsolescence

- Career Identity

What Is A 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

Comparison of Traditional Career and Protean Career:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Traditional Career</th>
<th>Protean Career</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Promotions</td>
<td>Psychological success</td>
</tr>
<tr>
<td>Psychological contract</td>
<td>Security for commitment</td>
<td>Employability for flexibility</td>
</tr>
<tr>
<td>Mobility</td>
<td>Vertical</td>
<td>Lateral</td>
</tr>
<tr>
<td>Responsibility for Management Pattern</td>
<td>Company</td>
<td>Employee</td>
</tr>
<tr>
<td>Expertise</td>
<td>Linear and expert</td>
<td>Spiral and transitory</td>
</tr>
<tr>
<td>Development</td>
<td>Know how</td>
<td>Learn how</td>
</tr>
</tbody>
</table>

Different generations of employees have different career needs and interests:

- **Millennium** (0 to early 20s)
- **Generation X** (mid-20s to early 40s)
- **Baby Boomers** (mid-40s to mid-50s)
- **Traditionalists** (late 50s to early 80s)
A Model of Career Development

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 career management process:

1. Self-Assessment
2. Reality Check
3. Goal Setting
4. Action Planning

Components of the Career Management Process:

- Self-Assessment
  - Use of information by employees to determine their career interests, values, aptitudes, and behavioral tendencies
  - Often involves psychological tests
- Reality Check
  - Information employees receive about how the company evaluates their skills and knowledge and where they fit into company plans

Components of the Career Management Process: (2 of 2)

- Goal Setting
  - The process of employees developing short- and long-term career objectives
  - Usually discussed with the manager and written into a development plan
- Action Planning
  - Employees determining how they will achieve their short- and long-term career goals

Design factors of Effective Career Management Systems:

1. System is positioned as a response to a business need or supports a business strategy
2. Employees and managers participate in development of the system
3. Employees are encouraged to take active roles in career management
4. Evaluation is ongoing and used to improve the system
5. Business units can customize the system for their own purposes
Design factors of Effective Career Management Systems: (2 of 2)

6. Employees need access to career information sources
7. Senior management supports the career system
8. Career management is linked to other human resource practices such as training, recruiting systems, and performance management
9. System creates a large, diverse talent pool
10. Information about career plans and talent is accessible to all managers

Elements of Career Management Websites

<table>
<thead>
<tr>
<th>User Access</th>
<th>Website Features</th>
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<tbody>
<tr>
<td>Self-assessment tools</td>
<td>Jobs database</td>
</tr>
<tr>
<td>Training resources</td>
<td>Employee profile database</td>
</tr>
<tr>
<td>Job data</td>
<td>Matching engine</td>
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<td>Salary information</td>
<td>Tools and services – Assessment, online</td>
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Employees’ Role in Career Management

- 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

Managers’ Role in Career Management

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<td>Clarify concerns</td>
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HR Manager’s Role in Career Management

- 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

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Company's Role in Career Management

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

Evaluating Career Management Systems

Career management systems need to be evaluated to ensure that they are meeting the needs of employees and the business.

Two types of outcomes can be used to evaluate:
- Reactions of the customers (employees and managers) who use the career management system
- Results of the career management system

Evaluation of a career management system should be based on its objectives.