Career Development

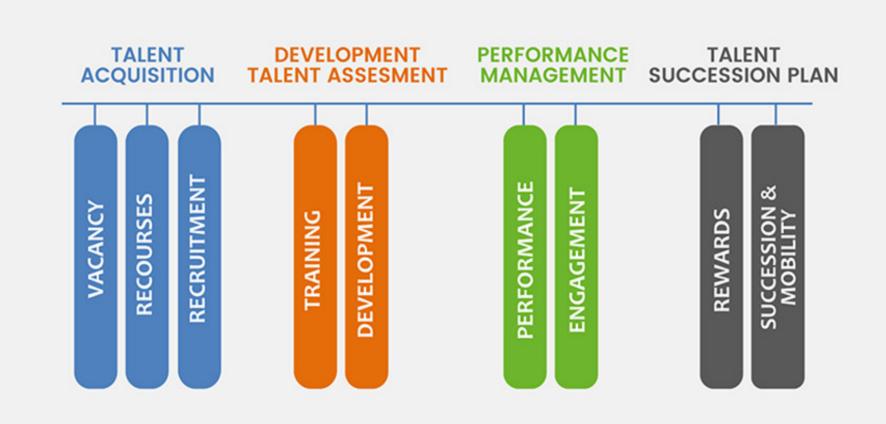# What is Career Development/Career Planning?

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Talent Management

By Total Talent Management

Modern HR and Career Development

- Historically, HR regarded as a support function.
- Recently, HR has taken on a strategic dimension with talented employees identified as a key source of competitive advantage e.g. professional HR strategist.
- Now, HR is an integral part of achieving organisational effectiveness:
  - Contributes to direction-setting,
  - directly responsible for achieving the right numbers, capabilities and mix of employees to achieve the wider strategic service delivery goals.

- Effectiveness requires HR to attract, recruit, select and retain the best candidates.

- HRM is a key element of the recruitment, retention and engagement process in career development

Need for Career Development

- Emerging workforce has different attitudes and expectations from the last generation.

- Growth of self-reliance, individuals are in charge of their own careers.

- Organisations need to change how they manage and nurture their workforce esp if made up of millennials (bn 1980 – 1996).

Case for Career Development

- Talent is the key to future performance;

- Global talent shortage is expected to last at least the next 15 years;

- Recruitment and other costs associated with the loss of a talented employee are at least twice their annual salary;

- Loss of talent damages organisational performance in the short term, and erodes organisational/institutional memory.

Select and Support Right People

Motivation is the key to career development:

- Recruit the right people in the first place;

- Enrich the work to challenge and maintain interest, especially for millennials (bn 1980-1996);

- Identify rewards for outstanding performance other than promotion to recognise effort and sustain motivation e.g. projects, more responsibilities;

- Use transfers and special projects as development opportunities.

Keeping good people

- Build loyalty;

- Fair treatment;

- Provide frequent constructive feedback;

- Provide mentors and coaches;

- Create 'learning sets':

  - e.g. tools used for **learning** new ways of working, collaborating, experience sharing, cross fertilizing learning for problem solving.

- Expose to senior managers regularly.

Checklist

- Recruit the best and plan long term career paths;
- Induct properly;
- Engage in continuous training (conferences, seminars, workshops, coaching, mentoring etc.);
- Use postings/social media (e.g. CoP) and transfers to expand knowledge, skill and experience;
- Provide meaningful work and remunerate accordingly;
- Facilitate **networking** opportunities.

Questions, Comments, Observations