

Developing the person in the role

- Project experience: **develop** project management and team-working skills, gain more responsibility or exposure at a more senior or challenging level.
- Representation on groups and committees: gain more involvement in planning/decision making.
- Work shadowing: observe the work of others and potentially learn new skills.
- **Learning and development opportunities:** The University offers a wide range of [learning and development opportunities](#) for staff to develop their careers.

- **Task rotation:** experience different elements within the same area of work
- **Secondment:** gain experience in another role

Mentoring: becoming a mentor or a mentee

- **Coaching:** [being coached or coaching others](#)
- **Structured development plans:** help employees new to a role or preparing for a next role
- **University-led activities:** learn new skills by taking on additional duties eg joining a University Committee or taking on a role such as Departmental Computing Officer, Departmental Training Officer etc.

Career planning

Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfilment'.

Features of Career Planning and Career Development:

- It is an ongoing process.
- 2. It helps individuals develop skills required to fulfill different career roles.
- 3. It strengthens work-related activities in the organization.
- 4. It defines life, career, abilities, and interests of the employees.
- 5. It can also give professional directions, as they relate to career goals.

Objectives of Career Planning:

- To identify positive characteristics of the employees.
- 2. To develop awareness about each employee's uniqueness.
- 3. To respect feelings of other employees.
- ADVERTISEMENTS:
- 4. To attract talented employees to the organization.
- 5. To train employees towards team-building skills.
- 6. To create healthy ways of dealing with conflicts, emotions, and stress.

benefits of Career Planning:

- Career planning ensures a constant supply of promotable employees.
- 2. It helps in improving the loyalty of employees.
- 3. Career planning encourages an employee's growth and development.
- 4. It discourages the negative attitude of superiors who are interested in suppressing the growth of the subordinates.
- 5. It ensures that senior management knows about the calibre and capacity of the employees who can move upwards.
- 6. It can always create a team of employees prepared enough to meet any contingency.
- 7. Career planning reduces labour turnover.
- 8. Every organization prepares succession planning towards which career planning is the first step.

Career Planning Process

- 1. Self-Assessment.**
- 2. Research.**
- 3. Experimentation.**
- 4. Decision-Making**
- 5. Job Search**
- 6. Acceptance**

Career development

It is an on-going process that occurs over the life span; includes home, schools, and community experiences.

Planning for career development- 2 stpes

1 Step: Involves:

1. Self knowledge
2. Knowledge of the organization
3. Establishing clear cut goals and steps to attain these goals.

II steps: FATCTS

F- Fit

A – Advancement

C- Comprehension

T- Training

S- Site

Characteristics of career development

- It is an ongoing process
- It develops and shares transferability of skills and competencies.
- It aligns individuals goals with organizational goals for increased satisfaction of employees.
- It helps individual to develop skills and competencies required to fulfill present and future leadership roles within an organization.
- It strengthens professionally work culture in the organisations.

Objectives of career development

1. To understand career development from a developmental and multicultural perspective.
2. To devise intervention strategies for developing engaging rewarding and retrieving talented personnel.
3. To be able to discuss and apply models of career counseling that is appropriate for use in an organizational set up.
4. To identify developmentally appropriate and culturally sensitive strategies for addressing the career development needs of employees.
5. To understand the use of assessment procedures in career development interventions.

6. To understand how use of technology in career development interventions.
7. To plan, design, and implement life long career development program.
8. To evaluate the career development programme and use the results to effect organizational and employee improvements.

2. Vocational personalities and environments theory:

3. Socioeconomic theory

II. Developmental theories:

1. Super's theory

2. Krumboltz's social learning theory.

3. Decision making theories.

4. Cognitive theories.

Theories of career development:

I. Structural theories:

1. Traits and factor theory:

- (a) Traits : An accurate knowledge of self. (b) thorough knowledge of job specifications. (c) the ability to make a proper match between two.
- (b) Factor theory : (1) A clear understanding of self, aptitude abilities, interest ambitions resources, limitations. (2) a thorough knowledge of the requirements and conditions of success.(3) True reasoning on the relations of these two groups of acts.

Performance appraisal

Definition: It is a process of systematically evaluating performance and providing feedback upon which performance adjustments can be made.

Objectives of performance appraisal system:

1. To increase motivation and productivity.
2. To enhance transparency.
3. To establish meritocracy.
4. To retain top talents.
5. To develop employees.
6. To increase commitment.
7. To improve collaboration.
8. To ensure accountability and ownership.

Elements of Performance appraisal

1. Goal setting
2. Measures
3. Feedback
4. Performance rating
5. Performance pay

Purpose of Performance appraisal

1. Evaluation
2. Development.

Uses of Performance appraisal

1. Performance improvement
2. Compensation adjustment
3. Informational inaccurate
4. Placement decision
5. Career planning and development
6. Staffing process deficiencies

Potential Appraisal

It is fundamentally concerned with career enhancement possibilities of employees. Potential appraisal is used for developmental planning and placement decision because a progressive organization has to create new roles and responsibilities as a result of its growth imperatives.

Employee empowerment

Empowerment is the process of sharing power with employees.

Prerequisites :

1. Involvement
2. Quick decision making
3. Solving complex problems.

Types of employee empowerment:

1. Structured empowerment
 - (a) Close control. (b) Formals. © Set out clear boundaries. (d) Clear rules passes on through training.
2. Flexible empowerment:
 - (a) Certain boundaries set. (b) Expecting employees to use their experience/ common sense to make decisions. (c) Guidelines rather than rules.

Employee empowerment process

1. Identifying reasons for empowerment
2. Changing behaviour of senior management
3. Determining impact of employee decisions
4. Establishing work teams
5. Sharing information
6. Selecting the right employees
7. Providing training
8. communicating expectations.

Ways to empower employees

1. Increasing approval authority at all elvels.
2. Optimizing the rules
3. Assigning developmental work
4. Allowing independent decision making
5. Redefining jobs as projects
6. Allowing more access to resources.
7. Providing more freedom of access to people.
8. Optimizing procedural steps of approval.

Quality of work life

QWL refers to programmes designed to create a workplace that enhance employee well-being.

Objectives of QWL:

1. To attract and retain talents.
2. To prevent high levels of employees stress and burnout.
3. To facilitate effective integration of work and personal life .
4. to increase quality and productivity through higher job satisfaction

Ways to increasing quality of work life

1. Job rotation
2. Job enlargement
3. Job enrichment
4. Employee involvement

Determinants / Categories of QWL

1. Fair and equitable compensation
2. Safe and healthy workplace
3. Personal and professional development
4. Job security
5. Supportive work culture.
6. Constitutionalism.
7. Employee privacy issues.
8. Ethical organizational behaviour.