

CAREER MANAGEMENT – SUSTAINABLE MANAGEMENT

Alexandru, GRĂDINAR¹ and Mihajlo, TRIPIC²

¹Academy of Economic Sciences, Bucharest, agradinar@yahoo.com

²University of Belgrade, mihajlotripic@gmail.com

ABSTRACT: Career management represents the sustainable management model of career planning and development. Career management may be subject to different considerations – initiation process, career plans implementation and monitoring, all reflective of specific stages and activities in career development. Human Resources Management must pursue employees' motivation and work interest. Career management allows an organization to optimally use employees' motivations, aspirations and interests so as to match company objectives. The matrix of career management portfolio is apt to prevent any negative effects by designing career development programs which include motivational aspects as well.

KEY WORDS: career management; human resources management; staff motivation; human resources portfolio; employees' career management portfolio; periodical staff review.

1. CAREER MANAGEMENT – SUSTAINABLE MANAGEMENT

In any modern institution, managers and employees work and communicate for their own and institutional good; career-wise, employees pursue proactive (never reactive) plans whereas managers support (never obstruct) their employees' evolution (Cole, 2000). The study of career design and development has a double relevance, both for the individual and organization. In other words, although any career is built individually, the most common framework for its manifestation and development is the organization. As such, both the person and organization can influence career development. The two types of actions, initiated by career pursuer on the one hand, and by the organization, on the other, are closely interrelated and are defined in specialized literature as career planning and career management.

Career management parameters Career management is defined as representing "the process of preparation, implementation and monitoring of career plans carried out either by individuals solely or individuals together with organization career systems" (Chișu, 2002). Consequently, all activities pertaining to career management are closely connected to those of career planning. Monitoring of career plans cannot be performed within an organization in the absence of the individual's lack of (public) plans. This approach to career management underscores the role that organizations play in assisting employees' career plans with a view to guiding and counselling their careers. To this purpose, organizations develop a wide range of techniques and tools, such as: individual career consolidation; briefings on institutional policies and procedures of promotion and review; development programs such as work shift and guidance; IT training programs, etc.

At its farthest, this perspective of approaching career management involves an activity carried out almost entirely by the organization. An example in this sense is provided by the so-called sequence planning (Schein, 1990), an activity performed secretly and exclusively by the upper management team, in order to decide on experienced qualified employees trainable to replace higher office positions. However, there is an additional complementary perspective of the career management concept. For instance, J. H. Greenhaus describes career management process by reference to all stages and activities specific to career development. In his opinion,

career management process is where an individual: (1) explores the environment; (2) develops a clear perception concerning the environment and acquires self-consciousness; (3) establishes his own career goals; (4) builds up a strategy to achieve the goal; (5) applies the strategy; (6) makes headway progress in reaching the goal; (7) obtains necessary feedback on his progress, both from sources directly connected to work and from external sources; (8) self assesses his career (Greenhaus, 2006).

Following this process, a person can get career and life satisfaction, hence, when one starts to build a career, one faces questions about oneself, the world around and referential institutions. The most difficult moment is when one does not know oneself and several, apparently inexplicable failures may arise from this. In 1995, V. Lefter and A. Manolescu stated that „any attempt to approach a specific field of management is, unquestionably, an act of courage” (Lefter, Manolescu, 1995). This statement is reflective of the multiple and complex significances attachable to management and its issues. This is the first book issued in our country to contain the syntagm 'management of human resources' in the title. Ten years since its publication, the volume of the published books in the field has doubled.

It might be interesting to know to what extent is human resources management correctly perceived by employees and employers alike. Undoubtedly, it has evolved throughout time and there are companies to have taken this on a natural and regular basis. There are professional managers but these represent one third of the existing potential. The issue in point regards flexibility and adjustment to change, not in a modernist sense but in a broader and responsive perspective. If, generally, management is perceived with difficulty, human resources management is even more difficult to muster due to "staff" old traditionalist mentality. The issue is not related to managers who may show intellectual openness and responsiveness, rather it pertains to the "human resources" direction which is still tributary to old mentalities. In any organisation, the preoccupations for Human Resources may be perceived by current or potential employees as a form of manipulation (in the negative sense of the word) of management team interests against employees' personal interests. What's even more worrisome is that this may really happen in a few isolate cases. The assertion that "management seeks to establish the convergence between personal and general interest" is wrongly understood by persons with obsolete viewpoints. In other

countries, this comes as natural and is part of respect for the human being. To them, there is no other way, as “managing people and giving everyone what is best is part of management”, which constitutes in fact the core of management in the human resources field as well.

Career management is not a distinctive activity of the human resources department to be carried out in parallel with some other activities rather, it is interdependent as it involves the individual with his needs and motivations, together with the objectives of the organization. Thus, within the organization, it is necessary to take into account the individual career in the processes of personnel planning and performance assessment and review. In personnel planning, one must consider both training and upgrading so that review results will be used not only in developing wage policies, but mostly in career development. Thus, any organization with a good system for career development and planning, based on individual motivation, has a very important advantage in maintaining personnel loyalty. Attention given to individual needs and aspirations becomes a much more effective way of attaining personnel loyalty than financial incentives.

To reach its goals, an organization must resort to people. To be efficient committed, people must be motivated and interested.

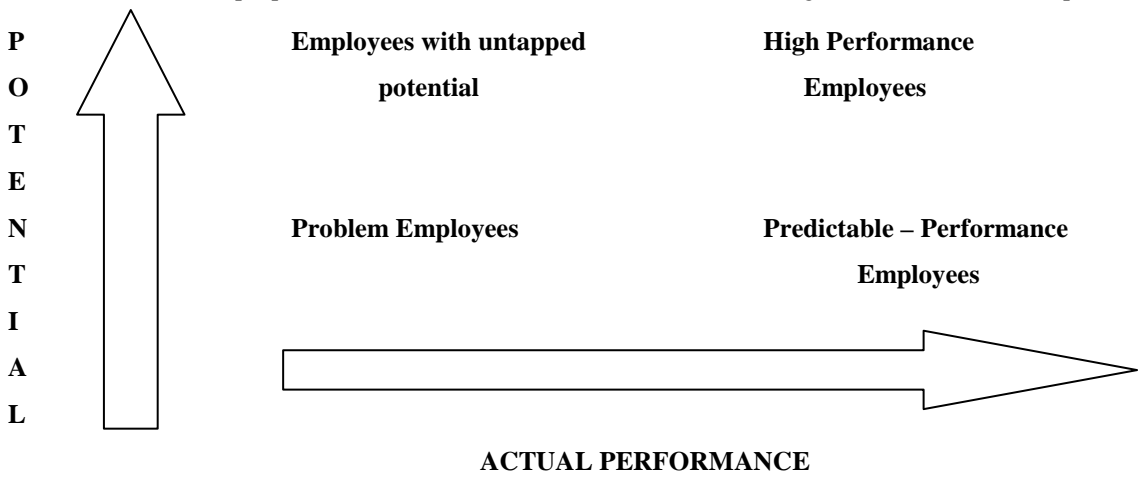


Figure 1. Human resources portfolio

Thus, if achievement of human resources strategies and policies depends on workers distribution in the four quadrants of figure 1 which allows focusing on specific directions of development, also indicating the emphasis on human resources recruitment and planning, the employees career management

Motivations can be different and the attitudinal-motivational structure of man is complex for man, like any other system, can not work if not properly supplied. Man's supplying sources may also be internal, even different, and this constitutes an enormous advantage to be dwelt upon in human resources activities.

Career management allows an organization to optimally use employees' motivations, aspirations and interests so as to match company objectives. An important aspect in career development is represented by the final stage of the development plan, which is the review/evaluation and feed-back on career development level. It is critical that periodic evaluations be made so as assess progress and timing of development plans. Their role is to set future goals and priorities for individuals and organization alike as changes, priorities, work and business strategies and variations may occur along. Evaluation requires special methodologies, allotted time slots and specialized staff.

Much like the human resources portfolio which is used for policies and strategies in the human resources field and which takes into account all employees for recruitment and planning strategies of human resources, a similar internal portfolio of human resources (diagram 1) can be created for employees' motivational aspects in management and career development (Popescu Neveanu, 2003).

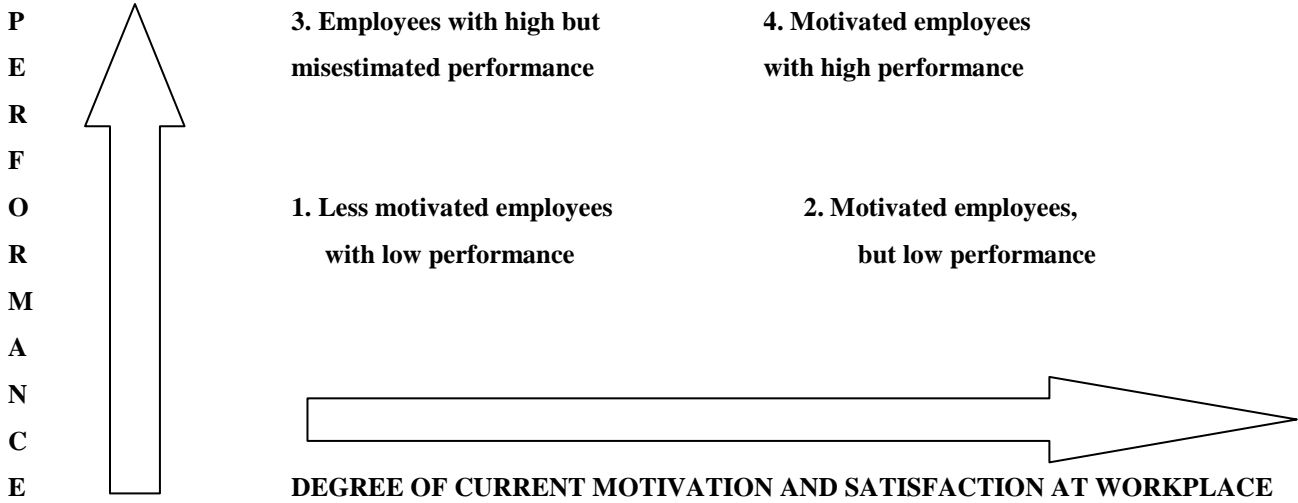


Figure 2. The employees' career management portfolio

Quadrants 2 and 4 from Fig. 2 indicate data on motivated employees, satisfied with working conditions and bonuses, whereas quadrants 1 and 3 reveal data on unmotivated,

dissatisfied employees at workplace. It follows from this, that motivated employees with high performance indicators (4) must be rendered worthy and to be maintained/retained within

organization whereas motivated, yet low performance indicators must be considered for training programs due to their high potential. Moreover, less motivated employees with low performance indicators (1) will be considered for organization restructuring needs (Popescu Neveanu, 2003). The most problematic situation occurs in quadrant 3, of employees with high but unappreciated performances. The risk in this case is that, not knowing their motivational structure and expectations, they will sooner or later show lack of interest, bad performance and absenteeism which results in personnel fluctuation within the organization. For the individual this means frustration, conflict and stress with an ultimate impact on both himself and organization. Such a matrix of portfolio management career can prevent these negative effects by organizing career development programs which must include motivational aspects as well.

2. CONCLUSIONS

Career training is the cornerstone of sustainable development of the individual's work life. Without a careful and precise planning, any employee is defaulted on their ability to manage their professional future. Career management - sustainable

management is a binomial that contributes to the sustainable development of both individual and organization or institution. Flexibility, commitment and employees' motivation are key elements in career development and planning. Sustainable development requires career simultaneous progress through its relationship with other systems, social status and condition for example, without diminution of long term potential.

3. REFERENCES

1. Chișu, A.V., (coord.) *Manualul specialistului în resurse umane*, Editura IRECSON, 2002
2. Cole, G. A., *Managementul personalului*, Editura CODECS, 2000
3. Greenhaus, J.H., Callanan, G.A., *Encyclopedia of Career Development*, Sage Publications (California), 2006
4. Lefter, V., Manolescu, A., *Managementul resurselor umane*, Bucuresti, Editura Didactică și Pedagogică, 1995
5. Popescu Neveanu, A., *Planificarea și gestionarea carierei profesionale în organizație*, Revista de Psihologie Organizațională, Vol. I, nr. 3-4/2003, Centrul de Psihologie Aplicată, Universitatea București, 2003
6. Schein, Edgar, H., *Career Anchors*, San Diego, 1990