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WORKFORCE PLANNING

**CAREER
PLANNING**



FUTURE



Workforce Planning

- Workforce planning is a core function of human resource management and it is related to the systematic identification and analysis of what an organization is going to need in terms of the size, type, experience, knowledge, and skills of its workforce to achieve its objectives.

Workforce Planning Stages

- Determine business strategy – organisational strategy, operations plan, people strategy.
- Analyse and discuss available data – input information from data collection exercise, input resourcing information from HR business partners and business managers.
- Agree objectives of the plan – review labour supply data, both internal and external, review workforce capability to deliver the plan.
- Determine actions and implement plan – agree assessment and evaluation criteria, regularly review outcomes.

Concept of Career

- Career is a sequence of job and work related activities over a person's life time. Career may be individual centred or organizational centred.

What Is Career Planning?

- Career planning is the personal process of planning one's life work. The process results in decisions to enter a certain occupation, join a particular company, accept or decline job opportunities (relocations, promotions or transfers, etc.) and ultimately leave a company for another job or for retirement.

CONT. What Is Career Planning?

- Some companies have responded to employee desires for assistance in career planning by introducing formal programs. These programs typically include: — career counselling by personnel staff or by supervisors — group workshops to help employees evaluate their skills, abilities and interests and to formulate development plans — self-directed workbooks aimed at guiding career planning and analysis by the individual — communication of job opportunities through job posting, videotapes, reading materials, publications, etc.

Advantages of Career Planning in Organisations

- Help employees conduct their own career planning by raising questions that need to be answered and providing information on available opportunities and resources
- Guide employees in taking advantage of systems available for career development, such as job posting, performance reviews, training and educational assistance programs
- Increase employee confidence in the company's career management and demonstrate to outside parties that the company is concerned with career development particularly for minorities and females.

Risks

- Some of the employers feel that career planning raises individual expectations and puts additional strains on personnel systems such as training, educational assistance, internal placement and job posting, and increases employee anxiety about future work in relation to personal interests, abilities and goals.
- Some are concerned that career planning will increase their workloads by requiring them to provide counselling and on-the job development. Many already feel burdened by other personnel programs (appraisals, employee interviewing and selection procedures, job descriptions, etc.) and other administrative demands (budgeting, salary administration, etc.)
- It is also feared that raised expectations may increase employee anxiety. Fundamental questions regarding individual strengths, weaknesses and goals sometimes are raised for the first time. Group workshops, workbooks and counselling rarely equip an individual to deal adequately with these issues.

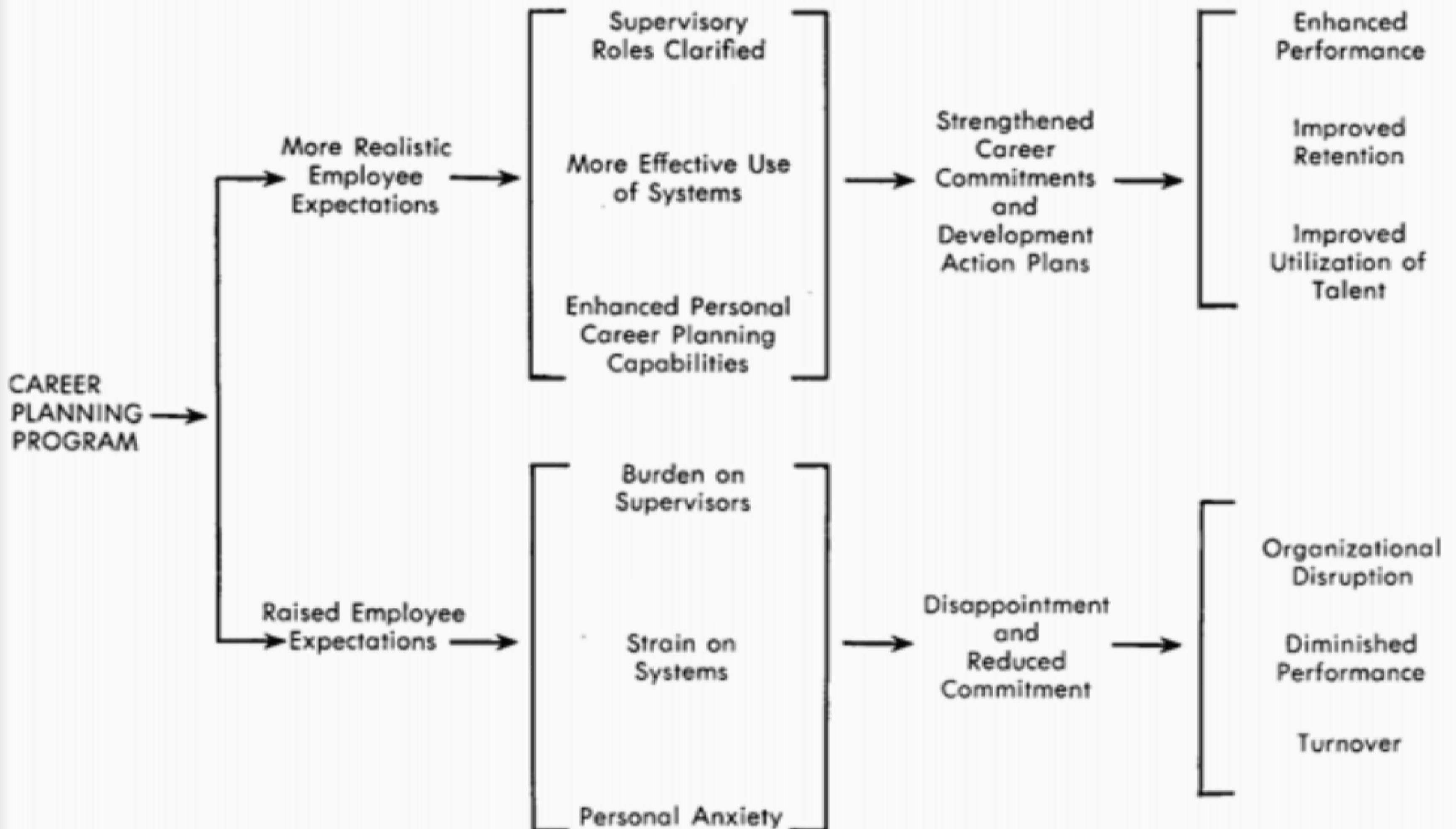
Why Get Involved?

- High-talent candidates often give preference to employers who can demonstrate that career advancement opportunities do exist.
- Women, employees in mid-career and college recruits in particular are asking for career planning assistance. Popular publications have raised employee awareness of the need for career planning.
- Company growth and changing staffing requirements necessitate individual career development to help assure that needed talent will be available.

- Career planning can be useful, yet at the same time risky, as shown in Figure One. Companies that have pioneered in introducing career planning, including such major corporations as IBM, General Electric, Xerox, TRW and General Motors, have sought to minimize the risks of "rocking the boat" while obtaining the desired benefits.

Figure 1

FIGURE ONE
The Effects of Career Planning



A Suggested Strategy for Implementing Career Planning Program

Implementing A Career Planning Program

I. **Define Needs and Develop Strategy**

II. **Develop Necessary Resources**

Support Systems
Career Opportunities Data
Workbooks

III. **Pilot Introduction**

Evaluation
Refinement

IV. **Full Introduction**

Inform Managers
Communicate to Employees
Establish Resource Center

Conclusion

- Effective career planning should help employees come to grips with what they want out of their working lives and translate their wants into realistic action plans that get results with the support of company resources. At the same time, career planning should not disrupt the functioning of the organization. It is one thing to force employees to analyse personal needs and set personal goals. It is another to make personal career plans fit into the company's organization plans, needs and ways of doing business. To avoid rocking the boat and at the same time fully achieve its objective—increasing employee confidence in the company—career planning needs to be a broadly based program.