

CAREER MANAGEMENT DEVELOPMENT

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Abstract: : This activity of career management and planning implies the aggregate of all the functional interdependences of the employees, organisational and career improvement planning.

Career is connected to work, in the broadest sense, and it also includes, apart from work experience, the personal lifestyle of the individual, because the extraprofessional life of any person plays an important role in his/her career.

The increase of experience and competition in any field of activity implies the permanent training and management of the employees, the management of their individual capacities; this is realised by taking into account the functional, technological and socio-cultural factors and also the stimulation system and promotion criteria.

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1. INTRODUCTION

The current stage in our country indicates that we will soon have to pass on to another type of economy, an economy based on knowledge and performances, this fact meaning the evolution of world economy.

Specialised literature in Romania¹ highlights the concept of career, its management approaching the career of the employee in general, that is theoretical concepts, without thoroughly studying career with all its aspects.

Studying career thoroughly may be achieved by taking into account the following steps:

- analysing the theoretic material of the career development of the superiors;
- analysing the internal and external factors that influence the career of the employee;
- analysing the variables that influence the career of the employee;
- highlighting the obstacles/ the inherent thresholds in the career of the employee and the modalities of avoiding them.

¹ L. Savga, A. Bârcă, L. Bilas, M. Băiesu, A. Bogus

By anticipating such an evolution, it is indispensable that great companies should insist on the development of a sector/ department that strategically manages the competences and abilities of its own staff – the management of their careers.

In other words, career management, by means of the Management Committees, represents “a person’s progression in the desired field of activity, in order to gain more money, more responsibility or to achieve more authority and more power²”. We can say that we are witnessing an endless fight for the achievement of one’s purposes or personal objectives.

Strategic management of careers stands for the aiming direction of the management of a company in substantiating the assembly of activities connected to the planning, recruitment, training, evaluation and remuneration of the employees, as well as to their protection and health³.

If it is correctly carried on, strategic management offers the following advantages:

- it allows a better understanding of the global strategic influence of the organisation on human resources, as well as of the influence of the employees’ activities on the respective strategy;
- it allows the identification of staff problems before they even occur, often under the form of short term or different periods of time crisis;
- a clearer image on the determination of the size of human resources, ensuring the achievement of the organizational objectives by structuring and distributing them;
- a more efficient usage and development of human resources, their planning so as to precede various staff activities, influencing their efficiency;
- organisations can anticipate the deficit or excess of human resources, as well as diminishing dismissals;
- recruitment is efficient, because the necessity for de human resources are anticipated and identified before the occurrence of some undesirable problems;
- reducing external recruitment, implying an intense activity of adaptation by means of programs of formation-qualification;
- maintains a flexible and competitive organisation of human resources;
- helps to comply with government regulations, mainly regarding the ensurance of equal employment opportunities.

2. OBJECTIVES

Competence management enters the category of managerial doctrine, which aims especially at implying the employees in an enterprise project. This asks for qualities with respect to cooperation and adaptation to the work process; it can be said that these approaches are not new at all! The source of novelty is the importance that they are given. The interest of competence management consists of the stimulation of the personal commitment of the employees, having as purpose a better reaction to the requirements for collective performance. Thus evinces the fact that increasing the individual competences is not an end in itself; the positive aspect is that of setting this

² J.M. Ivancevich, W.F. Glueck, Foundations of Personnel/ Human Resource Management, Business Publications, Inc., Texas, 1986, p.521;

³.Manolescu, Human Resources Management, Economic Publishing House, Bucharest, 207

individual effort at the service of a collective mobilisation whose intensity and quality is measured in terms of efficiency, of results and adaptation to change.

As a concept, **competence management** consists of stimulating the employees in order to increase their contribution to the collective performance. Out of this concept there arises a series of questions, the most frequent being the following: how can competences be organised and administrated in an enterprise?; in what way can it be ensured the equal treatment and mobility of the employees?; what effects can some managerial decisions based on the selection and promotion of the capacities may have on the employees? etc.

Management Committees for co-workers are meetings having as subject of discussion the possibilities of professional evolution of co-workers (“white collars”) within the company.

Types of Management Committees for co-workers:

Individual Management Committees (IMC) – there are proposed career evolutions for the co-workers without a leadership position and without the first level of management (CU).

Career Committees (CC) - there are proposed career evolutions for the other co-workers having a management position (CS/CA, CD) and potential substitutes.

Career is a succession of positions and roles that a person gains during the development of his/her professional activity; it also implies the associated knowledge and competences.

All the “white collars” co-workers have to participate to a Management Committee at least once a year.

The participants to the Management Committees are the hierarchic positions of the persons involved in the process, the meeting being organised by HR. The issues tackled during these committees are:

- Proposals for plans regarding career mobility and evolution for the co-workers, according to their performance and potential;
- Analysis of the situation of co-workers who have been on the same position for a long time;
- Analysis of co-workers who have not achieved their objectives and their attendance.

These issues are achieved by proceeding according to the following tracks:

- Objective evaluation of co-workers according to the results of the annual meeting;
- Establishing the evolution potential for co-workers;
- Establishing direction and mobility plans, also taking into consideration the preferences of the co-workers discussed during the annual meeting;
- Involving and encouraging co-workers in order for the decisions in the Management Committees to be brought into effect.

An aspect to which competence management pays special importance is that of **professional formation**. There is a tendency that the classic forms of consolidation and development of professional knowledge, such as courses organised outside the company, be replaced by those forms of training connected to the workplace. Professional formation is realised more efficiently, with respect to quality and lower costs, by training the employee in the actual work environment, this process being assisted by another employee with more experience, or by encouraging the concrete practice of the self-training procedures.

Competence management disposes of a major trump to support a dynamic of the collective mobilisation: this type of managerial practice promotes a greater flexibility in defining the contents of work and of the employees' responsibilities. It has as aim – together with stimulating individual employment – the achievement of a positive competence exactly at the level of the enterprise.

In specialised terms, it is talked about “organisations with qualification potential” (although their typological classification is not a precise one, approaching the dynamic of the enterprise from the perspective of competence management contributes to a positive transformation of the organisations and to the increase of economic performances).

Researchers who focused on this economic tendency previously mentioned highlight the fact that **competence management** is part of some reformation having an operational character, which is materialised within the large space of “work organisation”; reforms that the evolutions in the competence management field rather attend than cause. These reforms have in common the capacity of restructuring the production processes, developing cooperation relations among the services of the organisation, as well as regarding exterior entities. Under this circumstances, the reforms in the field of work organisation contribute to the consolidation of the interdependence among the constituents of the economic organisation and places the employees in the position of participants to the elaboration of the strategy of the company.

3. METHODOLOGY

Approaches on the career management process.

“People’s behaviour in business is not just a matter that has to be taken into consideration – it is the essence of any decision related to business”.

“If careful attention for the condition of the machines can produce beneficial results, who knows what we could obtain if we paid more attention to the employees – living “machines” that are built with even more artistry”⁴. Our people represent the most important resource we have. In spite of this fact, reducing workforce, redimensioning, is often the first measure taken in order to reduce costs, not the last one.

⁴ Robert Owen (1771-1858), British social reformer; initiator of the co-operative movement (see Performance Management, Aubrey C. Daniels, pag 15)

The role of management in the motivational process is, according to the majority of authors, that of reminding the employees in different ways that “they can do anything if they really want it”⁵.

Note: ... an important role in motivating the employees is that of the manager; his job is to follow, to find out the need(s) of his inferiors and if these needs have a positive influence on their performance, he should support them.

Although people are the most important resource, managers, who best know human behaviour, delegate the tasks of motivational creation and putting into practice to the staff with reduced abilities in this field, as they are themselves more interested in learning to decipher a “balance sheet”.

Analysing this fact, the following motives:

- psychologists, the persons who best know human behaviour, are not considered as having practical inclinations, consequently their advice is neglected by management. The majority of managers believes that personal reasonable solutions, are as good as those offered by any psychologist;
- although all managers say “correlation does not imply causation”, the decisions they take are opposed to this fact. If another company solves a problem, then the solution is adopted without any critical analysis, especially in the field of human behaviour (“if it worked for them, it has to work for us as well”);
- human performance, an issue that has a scientific explanation, is unknown in business world; “ my conviction is that only by using this systematic approach that is based on data regarding employee management will we succeed in bringing out the best in people and in increasing the potential of the organisation”⁶.

The lesson that American management inveterately refuses to learn is that a management system basen on emotion, perceptions or common sense cannot be called management at all. Superiors refuse to accept the fact that people, who are practically the engine of business, cannot be ignored or treated dispensable instruments. Human performance is not a factor in a complicated ecuation for business success; it is exactly the solution of this ecuation.

A lot of managers have a negative reaction when they are told that they have to study and to understand human behaviour. It is believed that this thing is not necessary in order to run one’s business efficiently. They could say that they do not believe in the law of gravitation... A hundred different managerial styles lead to confusion an inefficiency.

Innovation in management is not a wrong thing to do but innovation without information, management “by ear” or techniques of the type “let us try and see what happens” are too costly to continue being tolerated.

Note: Consequently, for a performant “competence management”, managers have to be the ones who best know human behaviour and its way of functioning; any

⁵ Aubrey C. Daniels; Performance Management: Bringing Out the Best in People; Polirom 2007

⁶ Idem 4, Aubrey C. Daniels

management system that was invented/ put into practice was meant to get maximum results from the employees, but “broke the basic rules of human behaviour”⁷.

“The best way of running a company is also the best way of treating people”⁸.

4. ANALYSES

European Career Management

This concept may be considered a direct consequence of the process of Europeanisation, the managers being the main promoters of the development tendency of a career at an European level, under the action of the two factors:

- the increase of human resources mobility in Europe;
- the increase of their willingness to work for some companies that activate outside the national boundaries and the extension of multinational companies in Europe.

Formative Management is manifested in what more and more specialists call the learning organisation or the organisation based on knowledge. The learning organisation defines that type of company that focuses on training the employees and/ or a company that systematically encourages them to improve performance⁹.

In other words, it is “the organisation that continuously develops its capacity of creating its own future, without limiting itself only to survival. Learning for survival, frequently known under the name of adaptive learning – important and necessary – is connected to generative learning, which substantially develops our capacity for creation”¹⁰.

The concrete modalities in which the formative character of modern enterprise management is manifested are very diverse:

- the head of the companies also sets as main objective, apart from the classic economic ones, the continuous upgrading of the professional level of the employees;
- founding the assembly of activities related to the professional level of the employees on an educational strategy of the company, by setting the formative objectives on a long term, under the form of appropriate educational policies, permanently providing the necessary workforce to the company, at a professional level that is continuously updated;
- organising a department specialised in the qualification and improvement of the professional level of the employees (testing and evaluating the employees, performing the qualification of the workers regarding the professions showing a

⁷ Aubrey C. Daniels; Performance Management: Bringing Out the Best in People; Polirom 2007

⁸ Sherman Roberts, Saïd Business School, Executive Education Centre, Egrove Park, Oxford, OX1 5NY, UK

⁹ Charles Handy, The Age of Unreason, Business Book, 2004

¹⁰ O.Nicolescu, Comparative Management, 2nd Edition, Economic Publishing House, Bucharest, 2001, p. 368 - Peter Senge, The Fifth Discipline: The Art and Practice of the Learning Organization, Doubleday, London, 190

deficit, organising programs for the instruction of managers, especially of those of inferior and medium level;

- structuring some complex systems of information and documentation for the employees, specialised in the problems specific to their field of activity; by providing the specialists with the novelties associated to the profile of the organisation;
- extending the superior and medium level managers' use of methods such as delegation, diagnostication, Delphi, the meeting, in participative perspectives, having considerable positive effects on the employees;
- taking into consideration, in basing and putting into practice the majority of important decisions in the company, the necessity of developing the knowledge level of the employees ;
- creating an authentic process of organisational learning, characterised by the quasi-permanent training of a considerable part of the employees.

5. CONCLUSIONS

In the process of strategic management it is necessary that the objectives regarding the human resources always be up to date and the measures deriving from these objectives be fulfilled successfully, by means of a corresponding involvement of all the employees of the company.

Managers have to actively participate in the process of strategy elaboration in order to ensure the acceptance as well as the increase of the managers' responsibility for elaborating them.

The contents of the strategies reflect both the contents of human resources management, and the intensity of manifestation of the other functions of the organisation regarding the employees.

The aim of strategic career management is that of making sure that the organisation disposes of the necessary number of employees for each appropriate qualification types at the right time, thus existing the possibility of avoiding lack of balances or major disproportions during crisis periods, as well as of the permanent adaptation of the employees and of the organisation to an external environment whose instability and unpredictability grow more and more.

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