

SESSION 4 – CAREER DEVELOPMENT FOR ADULTS AT WORK

NOTES

TABLE 1

- No policy in Botswana is a need for a policy to mandate employers to facilitate career development. Even if it is only at the awareness level, it is useful. Could also use the media to promote awareness.
- Some countries required by law to have employment development conversations in public sector units. Sometimes gets watered down. Need a format ← Denmark. Research into these conversations shows a wide range of models done in difficult ways. Showed responsibility between career counsellor and the worker.
- New law in Poland – Training fund to be maintained by all companies.

Main issues

- Shared Responsibility
- Suitability for the job to be examined.

TABLE 3

- Pro-active 'EAP' in partnership with government – government to provide incentives where necessary.
- "Understand papermill"
- Career development as "reward" – retention and attraction / employer of your choice.
- Reality / improve motivation.
- Skills and interests audit for planning / succession management / talent management.
- Increased workforce flexibility.

Comments on Hirsch

- People don't necessarily know what needs to be done in a little firm. Depends on culture.
- In big firms performance management can be done by external people as well as training. HR staff playing an independent role in change management.
- What she is describing is Organisational Psychology!

- Organisational development.
- What is in it for the employers? Until labour market shortages force us to.

Hirsch

- Incentives to train.
- Training guarantees legislation.

Question 1

- Roles and
- Linkages between career counseling and organizational development need exploring and strengthening
- Implications for content of training
- Responsibilities- managers need training
- Unions- train a person in career development
- Train career counselors in business
- If we are talking about HR/Org development – why should career development community get involved?
- (Australia)
- Bring different perspective
- Lifelong/developmental counseling
- HR are so busy and administrative task- lost time to develop people
- Succession planning is something that career development specialists can do to identify need to get an organizational perspective
- If people want businesses to succeed business needs to be interested in human capital
- We need to evaluate our career interventions to make the business care

TABLE 4

Question 1

- -need to consider the nature of work, how do you service part-time, precarious workers?

- -two perspectives:
 - career developers as an external resource available to workers
 - an internal resource focusing on career management
- Focus could be on employability; good labour market information is key
- Access to external career development services puts the ones on individual responsibility
 - -it's fine but the individual should not be left alone
- Career management is the responsibility of the employer
- Individuals don't know where to go to support their life long learning
- Low skilled workers face particular issues; the first to go
 - -public response is to place them back into a job, any job
- Focus on career development services needs to be sensitive to economic cycles
- A disappearing middle- focus will end up being on low and high skilled labour; need to place efforts on the middle as well

Question 1

- Need to define employed worker eg F/T, P/T, casual
- Focus
 - -will it be from external perspectives eg. contracted career development
 - -or will it be from internal perspective?
- Career **management** responsibility of the enterprise, but career **development** responsibility of the individual. State should support the individual when seeking development opportunities.
- What about the mid-qualified people? Will they diminish?

TABLE 5

Question 1

- Adult employees- Issue with ongoing career development. In Finland, **trade unions** are providing this service and working with employers to help develop careers of employees.
- Is there too much emphasis on non-employed?

- Another suggestion is with the government pushing employers into employee career development by **tax incentives**. This needs to be regulated and very targeted (specifically focused) to ensure it is not abused.

TABLE 6

Question 2

- Identify how employers see their needs (eg. Retention)
 - -use their language
- Career development can make linkages/provide information to “careers of choice”
- Highly publicized websites (eg. Ireland’s portal; 280 000 hits after TV spot), bus signs, TV shows, radio shows
 - -planting ideas (eg. Parents concerned about kids but do parents also have career needs?)
- Provide good quality service- grows demand (eg. Ryan Air, McDonalds)

TABLE 7

- Successful planning at work
- Career development address policies of companies
- Is a responsibility for employers
- Increasing productivity
- Career development support retention
- Career development practitioners need to develop the skills of a consultant

TABLE 9

Question 2: Business case

- Need to relate to bottom line
- Should we make the business case (is this where the maximum return to public \$ lies)
- Interested in parties
 - -individual, employer and state; need to relate contributions to returns. All 3 have interests and shall make contributions
- In drawing up corporate plans- consultation drives recognition of career development need
- Cannot make the business case if speaking at odds with other parts of sector- role for state in “banging heads together”

- Maybe this exists already- private sector market in training needs analysis, change management

TABLE 11

- Focus on key issue(s) facing the organization, followed by designing appropriate interventions and implementing these accordingly
- Public policy has to decide whether its role is to stimulate the market (career development for individuals/career development for employers) and/or regulate (protection of public good).
- Public policy focus on two key variables i.e. alignment of individual goals and alignment of organizational goals by facilitating fora and key stakeholders i.e. bringing employers and career specialists together to build shared agenda linked to LMI and career resilience

UNKNOWN

- Empowering employers to manage better their own workforce by better deployment of existing workers
- By providing career opportunities. Create better engagement of workers- loyalty, motivation etc.
- Find out what needed before sell a solution