

CAREER DEVELOPMENT

Manpower planning should not be seen in isolation. It affects several areas, particularly career development, since both are concerned with the mobility and utilisation of people in organisations.

The reason why career planning is important both from the point of view of the organisation and the individual, is that it permits optimal integration of the individual's career development and the organisation's requirements and goals.

An organisation is in a position to help an individual plan his or her career simply because it can provide the opportunity to achieve personal goals through career growth. Although there are many jobs in an organisation the individual has only one career. Progress in this career is very important to the individual.. In planning for future manpower requirements,

organisations should make provision for career development. Organisations, through their planning, can predict how many and what types of job will be required in the future and what these jobs offer in terms of career opportunities.

The needs of the individual and the organisation frequently conflict. Four main factors which can produce conflict between the individual and the organisation are as follows:

- (a) There are often fewer positions available in an organisation than people aspiring to those positions. Some people may never achieve their career ideals, which to them spells failure. The application of a sound career

policy may help these people to achieve their goals and thus avoid frustration and despair.

- (b) Organisations tend to see their development programmes as a one-sided effort - what they can do for the individual. They are concerned that after the training and development which they give to the individuals, they may leave the organisation and take their new-found knowledge elsewhere.
- (c) Sometimes the individuals do not take advantage of the opportunities available to them. This is often because the individual is unaware of the opportunities and the organisation is unfamiliar with his/ her aspirations. This represents bad communication and it is the duty of the personnel department to prevent this obstacle.
- (d) Inadequate performance appraisal by the organisation may create a situation where promising individuals are overlooked for promotion, while individuals with low potential are appointed to positions which they cannot handle. Both situations result in a high turnover of labour and staff dissatisfaction.

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