

## Onboarding

Employee development is a necessary component of a company's talent management efforts and can help enhance the company's competitive advantage. Development is important on many fronts:

- Development helps high-potential managers understand their strengths, weaknesses, and interests.
- Development shows managers how new jobs and expanded job responsibilities help meet their personal growth needs.
- Development helps retain valuable managers who might otherwise turn over.
- Development is key to ensure that employees have the competencies necessary to serve customers and create new products.
- Development can help increase employee engagement by showing employees that the company is interested in their skill development and by developing managers who can create a positive work environment.

Development planning systems vary in their level of sophistication and the emphasis placed on different components of the process and include:

- Self-assessment—identifying opportunities and areas for improvement
- Reality check—identifying what needs are most realistic to develop
- Goal setting—identifying development objectives
- Action planning—creating a plan to determine how goals will be achieved

Information on employee development should include the following items:

- Formal education
- Executive education
- Tuition reimbursement
- Assessment
- Personality tests
- Performance appraisals
- Job experiences
- Job enlargement
- Job rotation
- Transfers and promotions
- Temporary assignments

- Interpersonal skills
- Mentoring
- Coaching
- Succession planning

Onboarding helps promote early retention, job satisfaction, and performance. There is a wide variation in the types of onboarding programs, but onboarding typically covers four primary areas:

- Compliance—understanding basic legal and policy-related rules and regulations
- Clarification—understanding job and performance expectations
- Culture—understanding company history, traditions, values, and norms
- Connection—understanding and developing formal and informal relationships

Career Development = Employee Development

Career development is a highly personal issue and care must be taken to ensure that one is fully aware of the implications of staying in one's present field or profession versus changing to another and the resultant consequences of that choice.

It is not easy to delineate between the two concepts—career development and employee development. Conventionally, careers have been described in an assortment of ways:

- As an arrangement of jobs obtained in a firm or profession
- In the framework of movement in a firm
- As a characteristic of the employee—an employee's career consists of different jobs, positions, and experiences

Review the tabs to learn more.



Today's careers are often characterized as changeable careers. A changeable career is based on self-direction, whereby the employee's career is driven by the person rather than the organization. A key goal in protean careers is to achieve psychological success—the feeling of pride and accomplishment that comes from achieving life goals.

### Questions to Consider

Are there any primary reasons to change or stay?



Employees need to become proficient in new skills rather than static knowledge, skills, and abilities to be successful. The prominence of constant learning has changed the course and rate of movement for careers. Customarily, employees advanced through a direct order in the organization. Now, it is becoming more common to see career patterns across specializations.

## Questions to Consider

Are educational opportunities being undertaken to afford one the chance of promotions?



Careers, nowadays, are not contained by bounds. Employees focus more on the role rather than the company. The most suitable interpretation of today's occupations is that they are not bounds. This implies people categorize themselves more with a position or occupation than the employer. Many employees are not likely to remain at one company for their entire working career or even for a substantial portion. A career can also be considered boundless because career plans or goals are predisposed by individual demands and ideals.

## Questions to Consider

What are the advantages of the present role versus the advantages of other roles in other professions?



## Additional Materials

From your course textbook, *Employee Training and Development*, read the following chapters:

- Traditional Training Methods
- Technology-Based Training Methods
- Employee Development and Career Management
- Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges
- The Future of Training and Development