"A Career is a sequence of positions occupied by a person during the course of a lifetime." (1) A career is a sequence of separate but related work activities that provides continuity, order and meaning to a person's life, which is shaped by many factors, including heredity, culture, parents, age level and actual experiences in one or more organisations. Therefore any work paid or unpaid, pursued over an extended period of time, can constitute a career. (2)

Career planning of employees carried out systematically and regularly provides valuable information on the extent of current and potential utilization of human resources and is an important input to manpower planning process. Although career planning, manpower planning and succession planning are synonymous, they are complementary and are interdependent for their effective working and implementation. All the three are essential for the organisational growth and development, effective utilisation of

Manpower planning provides an inventory of the skill and potential available within an organisation and the career plan provides a picture of the succession plan. The ability of an organisation to ensure optimum utilisation of its human resources depends on the extent to which it is able to meet the multiplicity of needs and aspirations of its employees. Organisations have, however, their own requirements and constraints which limit their capacity to meet the unique individual expectations. The changing expectations of employees and limits imposed by organisational constraints, usually create a situation of conflict. If this conflict is not resolved properly, the organisation will not be able to get the best out of the employees. Career planning provides a set of tools and techniques for productive resolution of this conflict between the individual and the organisation.

The relationship between an individual and an organisation could be long term or short-term depending upon whether the employment relationship is life long (i.e. till supernuation) or not. Where the individual feels that an organisation is not able to meet his career aspirations he has the option to
continue in employment or switch over to other
organisations. Individuals need to consciously and
continuously examine what they themselves ought to be
doing for their own career development rather than
merely wait for something to happen. Organisations on
their part, should invest time and effort to
improve aspects relating to job text and context in
planning and guiding people for careers. The organisations
which provide fair and reasonable opportunities for
satisfying careers will be able to attract, to retain and
motivate committed and industrious work force. Career
planning appears to be a good management technique for
promoting organisational growth and development and
effective utilisation of human resources, thus,
increasing the industrial and labour productivity. Career
planning may not be feasible due to rapid changes
in environment factors but up to a decade is certainly
possible. The young trainees would like to know their
prospects 5 or 10 years after recruitment.

A number of factors can make career
planning a success, and among them, the most important
is that of maintaining an age balance. This has to be
done in all types of career plans to avoid promotion
blocks. There should be fair balance between direct
recruits and elder promotees to the same level. The
problem of senior persons making a lateral entry from another company may also pose a problem of adjustment. A satisfactory solution of all these problems will have to be found if career planning is to operate successfully and not to be frustrated. What is most needed to make career planning a reality and success is strong and unflinching conviction of the top management is career planning and their ability to promote their enthusiasm down below. Once determined steps have been taken, the success will be seen lying ahead making the management effective and its human resources most productive, benefiting all in the organisation. An organisation will gain strength and vitality only when its employees are convinced that they will also stand to gain thereby, not only in financial and other tangible terms but also emotionally and mentally. One way to achieve all this is a well thought out system of career planning.

WHY CAREER PLANNING

Career Planning is not an event or an end in itself, but a process of development of Human Resources. It is an essential aspect of managing
people for achievement of optional results. It is the
discovery and development of talents, and planned
development and re-deployment of these talents. Some
described it as the regulation of "blue eyed jobs".
In short it is a process of synthesizing and harmonising
the needs of the organisation with the innate
aspirations of the employees, so that while the latter
realise self fulfilment, the organisational effectiveness
is improved. Organisations differ in terms of career
paths and opportunities that they can provide given
the reality of their internal and external environments.
The career systems available in organisations also depend
on their value system, growth potential, goals and
priorities. The difference between what the employees look
for in terms of their career progression and what
career growth opportunities the organisation is able
to provide, gives rise to a situation of potential
conflict between the individual aspiration and
organisational opportunities. The possibility of
conflict between the individual and organisation
objective call for career planning efforts which can
help identify areas of conflict and initiate such
actions as necessary to resolve the conflict. An
approach to effective career planning would involve the
undermentioned steps:

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- Analysis of individual skills, knowledge, abilities and aptitude.
- Analysis of career opportunities both within and outside the organisation.
- Analysis of career demands on the incumbent in terms of skills, knowledge, abilities and aptitude etc. in terms of qualifications, experience, training record etc.
- Relating specific jobs to different career opportunities.
- Establishing realistic goals both short-term and long-term.
- Formulating career strategy covering areas of change and adjustment.
- Preparing and implementing action plan including acquiring resources for achievement of goals.

A framework of career planning process aimed at integrated individual and organisational need is presented as per Fig. 6.1.

If the organisation is to survive and prosper in the changing environment, its human resources must be in a constant state of development. A planned programme of Internal Human Resource Development pays greater dividends than relying upon
A CAREER PLANNING PROCESS

- FEEDBACK

- INDIVIDUAL NEEDS AND ASPIRATIONS
- ORGANIZATIONAL NEEDS AND OPPORTUNITIES

- PERSONAL COUNSELLING AND ASSESSMENT
- SYNTHESIZING

- PERSONAL PLANNING AND CAREER INFORMATION
- COMPLEMENTING

- PROGRAMMES AND DEVELOPMENT
- FORMAL TRAINING

- OPPORTUNITIES AND NEEDS
- ORGANIZATIONAL

- CAREER PATH
- PLACEMENT ON

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chance. The employees are beginning to insist that the work demands should be effectively integrated with human need for personal growth, expectations of one's family and ethical requirements of society. It is rightly observed by John Leach - "It is ironic that what is most precious to the individual is so far as work is concerned, that is, the career, which is given the least attention by the organisation". With the growing work expectations, and aspirations of employees, career planning is now regarded as an essential prerequisite for effective man-management, organisational growth. Usually, when a person applies for any job, he does so after making necessary enquiries about the prospects of the job and soon after taking the job, he starts enquiring about the position he is likely to hold after certain period i.e. three/five or ten years. If he does not get satisfactory answers, he feels demotivated/frustrated and starts looking outside for some other job. This is particularly the case with persons in senior supervisory, executive and managerial positions. Various persons holding such positions are keen to know where they can rise in the organisation.
from their present position, and when for attracting competent and deserving persons for senior positions and retaining them in the organisation, it is essential that they are assured progressive careers. Career planning has become a must at least for manning an organisation with efficient supervisions, higher technical and managerial personnel and for presenting their leaving the organisation for lack of promotional avenues. Competent and good employees always prefer to seek careers rather than short duration jobs. With the effective career planning an organisation can reduce the employees turn over for lack of promotional avenues, can maintain and improve the morale and motivation of the employees, can help in ensuring performance of employees at satisfactory levels by meeting their needs and aspirations for growth. Over and above, can help in increasing utilisation of managerial reserves within the organisation. It is the need of the day to sponsor career development programmes which enables employees to achieve personal fulfilment and also ensure that the organisation plans the right people in the right place.
at the right time. Basically career planning is an individual's responsibility, whereas in the organisational context, it is the organisation's responsibility to guide and direct the employees to develop and utilise their knowledge, abilities and resources towards organisational development and effectiveness. Employees goals have to be achieved with organisational goals.

Organisations of late are becoming concerned about whether an individual's abilities and needs are really matched to the job. They are also now concerned with matching an employees needs to the rewards of the jobs, and have started accepting the fact that not all people want to be promoted or can be promoted. Such people should better be left to themselves to plan their own future in the organisation, develop and train themselves for meeting the needs of the organisation and justifying their retention in the position that they hold. Many organisations consider it the responsibility of the employees themselves to plan their own career and train and develop themselves to acquire necessary merits for advancing to higher positions in the organisation. The organisation may provide them some guidance or
counselling for planning their careers. The organisation must monitor the career development and to make earnest efforts in implementing the career plans and to integrate short/long term human resource needs for developing a career plan for each individual besides creating developmental strategies and to provide career counselling.

CARRIER PLANNING IN FOOD CORPORATION OF INDIA

Food Corporation of India lacks the system of Career Planning. There is no infrastructure build up to harness the talent from within the organisation. Whereas in a well conceived career system, analysis of employee aptitude and potential should be conducted soon after employment and followed at reasonable intervals with deeper appraisals. Although adequate to the job for which he was originally selected, an employee may have potential for different types of work which he can perform even better. This is not often a fact known to any one supervisor. Although trial on many jobs may be an ideal method to gauge a person’s prospects, it is not practical to sample more than a try fraction of the wide range of tasks usually available in public agency, and many positions require special knowledge or sleuths that can only be

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developed through training or substantial experience. It lacks a system of job training. It is more efficient to improve the skills of existing employees to an optimum level than to rely on initial recruitment to provide a hypothetical supply of the highest skilled available.

Revolution methods being adopted by the Food Corporation of India are worthless because they lack the full understanding, participation and acceptance of the employees being apprised. In fact, the most progressive thinking on the subject concludes that supervisor and employee should share in the evaluation process from start to finish. Productivity linked incentive has nothing to do with the particular performance of the individual in the Corporation, whereas when employees go beyond what the job requires, when their achievement is exceptional, performance is unquestionable outstanding, it is entirely consistent with the natural achievement motivation that they should expect some recognition of the fact. This recognition may take place in a considerable variety of ways, may be looked up favourably by their colleagues, may ultimately get promoted to new and higher responsibilities as a result. But such form of
recognition may not suit all cases or mayn't be feasible for reasons unrelated to employees performance. Consequently, there has grown up a substantial body of principle and practice that seeks to supply modes of recognition where they might not otherwise present or to emphasize.

The organisation also lacks in imparting proper training facilities to its employees. Management and employees share responsibility for the learning experience that are presumed to develop from training and management must help in setting the goals and to provide opportunities, employees must provide the initiative and persistence to pursuit their development to take place. At its elementary level, supervisor or a colleague advises, guides or assists an individual in doing his work. In more formal terms, it consists, of planned course, conferences, reading, drills, practice sessions, tours, surveys, task forces, home assignment, or any of a member of other organised techniques to generate the learning experience. There is no system for conducting refresher courses and also choice of selection of the employees for training the individual is faulty. No specific training is being imparted.
for the specific job assigned to the employees and there is no training to the employees at entry level. In service training is never fully accomplished, it is always in process. It seeks to keep employees abreast of development in their field of activity. It keeps to equip them for higher responsibilities or to diversify their skills. We must remind ourselves that employees grown and develop not just by use of formal training alone but also by living with an environment, with an attitude of management, permeating all operations, that makes growth and natural development, attractive and satisfying.

The promotion to the next higher post is based on seniority alone and no consideration or weightage is for higher educated and qualified personnel in the specific field. Under the prevailing circumstances the real talent/intelligence of the deserving staff has to face a severe set back, and ultimately decreased the productivity and development process. The prevailing system of promotion is like a system of fixing square nail in a round hole and vice versa. There is absence of promotion on merit basis, whereas, this way is important in improving the quality and administrative
capability of the organisation. This is especially important for highly talented personnel in public service. This system stimulates creative activities. The promotion should be based on seniority cum merit by introducing test system so that only highly talented employees with outstanding capabilities may come up by gaining experience as well. It is, however, important not to let the principle of seniority overshadow the principle of merit. Prior to instituting a career planning programme for employees, FCI must confront a number of important questions (Table 6.1) provides a listing of those questions. This includes concerns regarding the components of the programme, the employees who should be involve and the level of resources to be invested. All these questions deserve serious considerations before FCI commits its resources to a career planning programme.

CAREER MANAGEMENT

Carrier management involves both organizational actions and individual initiatives to ensure that when the career plans developed by the organisational requirements and individual aspirations undergo un-anticipated changes, they are managed
**TABLE 6.1**

**WHY DO WE WANT A CAREER PLANNING PROGRAM AND WHAT DO WE WANT IT TO DO FOR US?**

**FOR WHAT SPECIFIC GROUPS OF EMPLOYEES DO WE WANT TO PROVIDE CAREER PLANNING?**

**SHOULD A CAREER PLANNING PROGRAM BE MANDATORY OR VOLUNTARY FOR THESE GROUPS?**

**HOW DO WE IDENTIFY MEMBERS OF GROUPS FOR WHOM THE PROGRAM MIGHT BE MANDATORY?**

**VOLUNTARY?**

**SHOULD OUR PROGRAM BE GENERIC OR CUSTOM-TAILORED TO EACH SELECTED GROUP?**

**HOW MUCH RESPONSIBILITY FOR CAREER PLANNING SHOULD BE GIVEN TO THAT EMPLOYEE? HOW MUCH TO THE ORGANIZATION?**

**WHAT SHOULD THE COMPONENTS OF THE PROGRAM BE?**

**INFORMAL COUNSELING**

**REFERENCE ASSISTANCE**

**CAREER DISCUSSIONS**

**HOW MUCH OF OUR RESOURCES (PEOPLE, TIME, MONEY) ARE WE WILLING TO COMMIT?**

**WHO SHOULD HAVE THE PRIMARY ORGANIZATIONAL RESPONSIBILITY FOR A CAREER PLANNING SYSTEM?**

**WHAT CAREER PLANNING AIDS ARE NEEDED?**

**WORKBOOKS**

**CAREER PATH MANUALS**

**VISUAL AIDS**

**HOW CAN TRAINING BE PROVIDED FOR LINE MANAGERS AND HOW CAN LINE MANAGEMENT SUPPORT OF SPECIALISTS BE ASSURED?**

**HOW CAN WE LINK CAREER PLANNING TO OUR SUPPORTING PERSONNEL SYSTEMS?**

**PERFORMANCE EVALUATION**

**PROMOTION AND TRANSFER POLICIES**

**TRAINING AND DEVELOPMENT PROGRAMS**

**JOB ROTATION PLANS**

**HOW CAN WE TAKE ADVANTAGE OF NEW TECHNOLOGIES (TECHNOLOGY) IN HUMAN RESOURCES MANAGEMENT?**

**CAN WE ENSURE FOLLOW-UP ACCOUNTABILITY IN ORDER TO ENCOURAGE COMMITMENT AND DETERMINE DEGREE OF SUCCESS?**

appropriately on a continuing basis. The Fig. 6.2 illustrates the various components and processes of a career management model. As per model, organisational career planning and individual career planning must be integrated by designing individual career paths, creating developmental strategies and providing career counselling. The actions in turn lead to career development plans involving implementation of career plans, publicising job vacancies, appraising employee performance, off the job experience and evaluating career progression.

CAREER DEVELOPMENT

Career development programme refers to a set of programmes designed to match an employee’s needs, abilities and goals with current or future opportunities within the organisation. This programme require both individual and organisational actions such as assessment of career needs of employees, creation of career opportunities in the organization and adoption of various strategies for career management and career development. Career development looks at the long-term career effectiveness and success of the organisational personnel. A long term career focus should increase the organisation’s effectiveness in managing its human
CAREER MANAGEMENT MODEL

- Evaluate career progression
- The job experiences
- Employ development through on and off
- Appraise employee performance
- Publicize job vacancies
- Implement career plans
- Career development

- Career counseling
- Create developmental strategies and provide
- Career plans regarding individual career paths
- Integrate organizational needs and individuals

- A strategy to achieve career goals
- Opportunities set career goals develop
- Collect data about organizational
- Assess personal interests and abilities
- Individual career planning

- Develop a career plan for each individual
- Human resource needs
- Integrate short term and long term
- Organizational career planning
resources. More specifically, Positive results can be accrue from a well-designed career development programme as per illustrations in Fig. 6.3.

- Career development efforts are consistent with, and a natural extension of, human resource planning. Changing staff requirement over the intermediate and long term should be identified in human resource planning. Working with individual employees to help them better align their needs and aspirations with those of the organisation will increase the probability that the right people will be available to meet the organization’s changing staff requirements.

- Outstanding employees will always be scarce, and they usually find there is considerable competition to secure their services. Such individuals may give preference to employees who demonstrate a concern for their employee’s future. If already employed by an organisation that offers career advice, these people may exhibit greater loyalty and commitment to their employer. Importantly, career development appears to be a natural response to the rising concern by employees for the quality of work life and personal life planning. As more and more people seek jobs that offer
A MODEL FOR CAREER PLANNING AND DEVELOPMENT

FIG 6.3

- Dissatisfaction
- Development
- Performance
- Promotion
- Transferring, Upgrading
- Matching Individual and the Career
- Successful Progression
challenge, responsibility and opportunities for advancement, realistic career planning becomes increasingly necessary. Additionally, social values have changed so that a large segment of the workforce no longer look at their work in isolation. Their work must be compatible with their personal and family interests and commitments. Again, career development should result in a better individual organisation match for such individuals and lead to less turnover.

- Equal employment opportunities for all ensure growth for all employees.

- As the educational level of the workforce has risen, so has its occupational aspirations. A slowing of economic growth and reduced advancement opportunities always resulted into increased frustration by employees when they saw a significant disparity between their aspirations and actual opportunities. Career counselling can result in more realistic, rather than raised employee expectations.

**DIMENSIONS TO A CAREER**

Every individual's career has two components. One called the External dimension, is realistic and objective while the other, the internal
dimension, represents the individual's subjective perceptions. External dimension in a career represents the objective progression of steps through a given occupation. It may be very explicit, as it is for the physician who moves from an under-graduate programme to medical college, and then through an internship, residency, licensing, hospital affiliation or private practice, and so forth. But it need not be an upward progression. For instance, an automobile factory worker achieves visible progression, though not necessarily upward. He gets a higher rating, or classification, an increase in pay, greater seniority less physically demanding work, or the opportunity to train new employees. The relevant point is that each of these steps is objective and explicit.

The Internal dimension is a career is subjective concept of progression. This concept of a career may be very vague, as when one has the general ambition to "get ahead" of course, it might also be a very specific ambition of being a president of some good concern, making lac a year by the age of forty. Importantly, the internal and external dimensions may equate, that is, one's perceptions align with
reality. But the two frequently diverge. We have to recognize that the major influence on individual's attitudes and behaviour will not be objective reality, but rather their subjective perceptions of their career relative to their expectations. Complaining about one's work, demonstrating strong commitment, exhibiting high motivation, having a number of absences, or resigning from the organisation are frequently responses to one's subjective perceptions about work and career development. So, regardless of what an organisation may be objectively doing to develop the careers of its employees, successful career development demands that attention also be given to how employees perceive their career relative to their expectations. A career development programme must consider the aspirations of each employee and the organisational opportunities that realistically can be expected to evolve for each. Failure to match the internal career sought by the employee and the internal career offered by the organisation will result in suboptimal management of human resources. Since progression time-tables differ from organisation to organisation, the successful matching of internal and external careers should result in the more effective management of human resources.

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SUGGESTIONS FOR MORE EFFECTIVE ORGANISATIONAL CAREER DEVELOPMENT

The following are the methods/tools that managers can utilize to better match the career needs of their subordinates with the requirements of the corporation to achieve the goal accomplishments:—

I. CHALLENGING INITIAL JOBS

There is an increasing body of evidence indicating that employees who receive especially challenging job assignments early in their careers do better on later jobs. More specifically, the degree of stimulation and challenge in a person's initial job assignments tends to be significantly related to later career success and retention in the organization. Apparently, initial challenges, particularly if they are successfully met, stimulate a person to perform well in subsequent years.
II. UNDERSTANDING CAREER OPTIONS

Many employees lack any substantive information about career options. What they know is often a combination of myths and facts acquired through friends, co-workers, relatives and the popular media.

As managers identify career paths that successful employees follow within the organisation, they should make this information available. If, for example, the organisation prefers candidates for middle-management positions to have had some job exposure in the manufacturing side of the business as well as experience dealing with budgets and financial issues, this information should be disseminated. Such valid and reliable data will be of more help to the young, upwardly ambitious employee. Just as the openers and truthfulness in realistic job previews help increase the job tenure of new employees, managers increase the probability of keeping good employees by making available to them realistic information about the successful career paths that past employees have followed and that future employees should consider.
III  JOB POSTING

To provide information to all employees about job openings, managers can use job posting. The posting lists the abilities, experience, and seniority requirements to qualify for vacancies. Consistent with the idea that full information on vacancies is a good human resource practice, job posting provides a channel by which the organization lets employees know what jobs are available and for future reference, what requirements they will have to fulfill to achieve the promotions to which they may aspire. Additionally, a job posting system is tangible evidence that the organization is notifying as per prescribed reservations and minorities of the availability of more desirable jobs.

IV. ASSESSING PERSONNEL

Assessing personnel has relevance as a career development tool. By putting people through assessment centers one can obtain observable evidence of their ability to do a certain job. Additionally, and often overlooked, is the fact that this technique almost always uses internal supervisors and managers to do part of the appraisal. In this role
as assessor, individuals learn how to observe behaviour carefully, to make inferences from observations, and to give feedback to the assessee. This process will certainly help to built the managerial skills necessary for performance appraisal. It will make assessors more aware of what is involved in the process of development - and this awareness can definitely provide valuable insights into their own career development.

V. COUNSELLING PROGRAMME

One of the most logical parts of a career development programme is career counselling. This can appropriately be made part of an individual’s annual performance review. The career counselling process has the following four elements:

- The employees’ goals, aspirations and expectations with regard to his or her own career for the next five years or longer.

- The manager’s view of the opportunities available and the degree to which the employees aspirations are realistic and match up with the opportunities available.
- Identification of what the employee would have to do in the way of further self-development to qualify for new opportunities.

- Identification of the actual next steps in the form of plans for new development activities or new job assignments that would prepare the employee for further career growth.

If the employee expresses - realistic aspirations, the manager should be prepared to give a frank appraisal of where and how the individual falls short - an activity that is rarely enjoyable. The resulting dialogue may suggest that the employee needs further assessment and counselling, which should be offered by the organisation. However, the final outcome should be a mutual understanding between the employee should hold about a career within the organisation. The result, to the organisation, will be employee with fewer false hopes and expectations about career opportunities. The key, again, is honesty and conveying of the realistic data. If we err, it should be on the side of communicating too much information even if the possibility exists of "Turning Off" an employee who has his or her unrealistic goals deflated.

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VI. CAREER DEVELOPMENT WORKSHOPS

Management should consider the value of group workshops to facilitate career development. By bringing together groups of employees with their supervisors and managers, problems and misperceptions can be identified, and can be resolved. The development workshop provides the opportunity for groups of new employees and their supervisors to share their separate expectations.

Discussion can then focus on those areas where mismatches are identified, where incongruities are significant and not easily resolved, these entry workshops may be extended to work out procedures for reducing the differences by changing the employees expectations, organizational practices or both.

Mid career workshops can be offered to help individuals with similar background and length of tenure in the organisation to assess their career development. These workshops frequently include self-diagnostic activities for employees, diagnosis of the organization and alignment of separate diagnosis to identify potential mismatches. Where significant
differences are found that may create frustrations/obstacles for employees, solutions may take the form of emphasizing the need for individuals to alter their career aspirations, altering the organizations career development practices or some combination action. Finally, the organisation may provide late-career workshops. These would particularly useful for employees preparing for retirement. These can also be used to deal with frustration over unfulfilled career goals the responsibilities and role expectations of mentors, developing new life interests, or coping with young and ambitious co-workers.

VII. CONTINUING EDUCATION AND TRAINING

When development activities are carefully aligned with an individual's aspirations and anticipated future organisational needs, they become an essential element in an employee's career growth. The Education and training in an effective career development programme could include on the job-training, educational or skill courses offered by personnel within the organisation; or outside courses provided by training institutes or specialized consultants.
VIII. PERIODIC JOB CHANGES

In addition to encouraging employees to continue their education and training so as to prevent obsolescence and stimulate career growth, managers should be aware that periodic job changes can achieve similar ends. Job changes can take the form of vertical promotions, lateral transfers, or assignments organized around new tasks such as being made part of a special committee/task force. The important element in a job change that offers career development opportunities in the diverse and expanded range of experiences that new job tasks can provide. Varied experiences present new tests to the individual which if successfully surmounted built confidence and provide positive feedback that can encourage the understanding of further new challenges and greater responsibilities. Job changes also provide management with more varied information as to the employees' potential to move higher in the organisation. When four supervisors rate an employee as demonstrating high potential for promotion, management can be more assured it is receiving a reliable evaluation than such appraisal comes from only one supervisor.

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SUGGESTIONS FOR AN INDIVIDUAL CAREER DEVELOPMENT

Career development can be viewed from the perspective of the organisation or of the individual. What employees can do to better manage their own careers has to be identified. Individual career development requires people to become knowledgeable of their own needs, values and personal goals. This can be achieved through a three step self assessment process:

- To Identify and Organise Skills, Interests, Work-related Needs and Values.
- Convert these inventories into general career fields and specific job goals.
- Test these possibilities against the realities of the organisations or the job market.

It is important to be honest in covering each of these points. This is a self assessment exercise, and one has no reason to share it with others. If one is honest in step 1, only then he should have some genuine insights into his interests and abilities. What one has to do now is to look at how these can be...
converted into the kind of organisational field of
design where these will be a good match. Only then
one can become specific and identify distinct job goals,
when you are able to identify a limited set of
occupations that have interest to you, you can start to
align these with your abilities and skills.

The final step in this self
assessment process is testing your selection against the
realities of the market place. This can be done by
going out and talking with personnel specialists and
knowledgeable people in the fields, organisations, or
jobs you desire. This interaction should provide
reliable feedback as to the accuracy of self-
assessment and the opportunities in the fields and jobs
that interest you.

Career Development phenomenon are
a relatively recent phenomenon. Although still not
widely adopted by the Food Corporation of India. A career
plan for an individuals should be developed after
consultation with the employee involved. Efforts should
be made to unite organisational human planning with
individuals needs, capabilities and aspirations with the
opportunities and challenges available with the
corporation.

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