4. Human Resource Planning

4.1 Recruitment

Recruitment refers to the process of attracting, screening, selecting, and onboarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an "employee offering".

The stages of the recruitment process include: job analysis and developing some person specification; the sourcing of candidates by networking, advertising, and other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates' motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and onboarding of new employees.[1]

Depending on the size and culture of the organization, recruitment may be undertaken in-house by managers, human resource generalists and/or recruitment specialists. Alternatively, parts of the process may be undertaken by either public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies.

Internal recruitment

Internal Recruitment refers to the process of a candidate being recruited within their current workplace, from another team or division of the same organization. An advantage of this is the organization's familiarity with the employee, their competencies (insofar as they are revealed in their current job) and their trustworthiness. It can also be quicker and lower cost-to-hire someone from another part of the same organization.

A temporary internal recruitment for a period of a few months, after which the employee would normally be expected to return to their previous job, is known as a secondment; someone on a secondment is said to be seconded to the new team. Secondments may also take place between related organizations.

4.2 Recruitment process

Job analysis

In situations where multiple new jobs are created and recruited for the first time, a job analysis and/or in some cases a task analysis might be undertaken to document the actual and intended requirements of the job. From these the relevant information is captured in such documents as job descriptions and job specifications. Often a company will already have job descriptions that represent a historical collection of tasks performed. Where already drawn up, these documents need to be reviewed or updated to reflect present day requirements. Prior to initiating the recruitment stages a person specification should be finalized to provide the recruiters commissioned with the requirements and objectives of the project.

Sourcing

Sourcing is the use of one or more strategies to attract or identify candidates to fill job vacancies. It may involve internal and/or external advertising, using appropriate media, such as local or national newspapers, specialist recruitment media, professional publications, window advertisements, job centers, or in a variety of ways via the internet. Alternatively, employers may use recruitment consultancies or agencies to find otherwise scarce candidates who may be content in their current positions and are not actively looking to move companies. This initial research for so-called passive candidates, also called name generation, results in a contact information of potential candidates who can then be contacted discreetly to be screened and approached.

Screening and selection

Suitability for a job is typically assessed by looking for relevant skills, knowledge, aptitude, qualifications and educational or job related experience. These can be determined via: screening résumés (also known as CVs); job applications; interviews. More proactive identification methods include performance assessments, psychological, aptitude, numeracy, physical and literacy testing. Many recruiters and agencies use applicant tracking systems to perform the filtering process, along with software tools for psychometric testing and performance based assessment. Performance based assessment is a process to find out if job applicants perform the responsibilities for which they are applying. In many countries, employers are legally mandated to ensure their screening and selection processes meet equal opportunity and ethical standards.

In addition to the above selection assessment criteria, employers are likely to recognize the value of candidates who encompass "soft skills" such as interpersonal or team leadership, and have the ability to reinforce the company brand through behavior and attitude portrayal to customers and suppliers. Multinational organizations and those that recruit from a range of nationalities are also concerned candidates will fit into the prevailing company culture.

Lateral hiring

"Lateral hiring" refers to a form of recruiting; the term is used with two different, almost opposite meanings. In one meaning, the hiring organization targets employees of another, similar organization, possibly luring them with a better salary and the promise of better career opportunities. An example is the recruiting of a partner of a law firm by another law firm. The new lateral hire then has specific applicable expertise and can make a running start in the new job. In some professional branches such lateral hiring was traditionally frowned upon, but the practice has become increasingly more common. An employee's contract may have a non-compete clause preventing such lateral hiring.

A lateral hire may also refer to a newly hired employee with no prior specific applicable expertise for the new job, and for whom a job move is a radical change of career. An example is the recruiting of a university professor to become chairman of the board of a company.

Recruitment approaches

There are a variety of recruitment approaches and most organizations will utilize a combination of two or more of these as part of a recruitment exercise or to deliver their overall recruitment strategy. There are five common models:

In-house or human resources personnel may in some case still conduct all stages of the recruitment process. In smaller organizations, recruitment may be done by individual managers or recruiters. More frequently, whilst managing the overall recruitment exercise and the decision-making at the final stages of the selection process, external service providers may undertake the more specialized aspects of the recruitment process.

Social Media Recruitment is the new trend which can implement in the current recruitment process. Social media helps to drive passive candidates and indirectly helps to create brand awareness about the company. A few tools commonly used by social media recruiters are LinkedIn, Facebook, Twitter, Google+, etc.

Outsourcing of recruitment to an external provider may be the solution for some small businesses and at times for large organizations.

Employment agencies are established as both publicly funded services and as commercial private sector operations. Services may support permanent, temporary, or casual worker recruitment. They may be generic agencies that deal with providing unskilled workers through to highly skilled managerial or technical staff or so-called niche agencies that specialize in a particular industrial sector or professional group.

Executive search firms recruit for executive and professional positions. These firms operate across a range of models such as contingency or retained approaches, and also hybrid models where advertising is also used to ensure a flow of candidates alongside relying on networking as their main source of candidates.

Internet recruitment services include recruitment websites and job search engines used to gather as many candidates as possible by advertising a position over a wide geographic area. In addition, social network sourced recruitment has emerged as a major method of sourcing candidates.

In-house recruitment

Many employers undertake at least some of their own in-house recruitment, using their human resources department, front-line hiring managers and recruitment personnel who handle targeted functions and populations. In addition to coordinating with the agencies mentioned above, in-house recruiters may advertise job vacancies on their own website and other job boards, coordinate internal employee referrals, target and headhunt external candidates (much like an external agency or search firm), work with external associations, trade groups and/or focus on campus graduate recruitment. Some large employers choose to outsource all or some of their recruitment process (recruitment process outsourcing), however a more common approach is for employers to introduce referral schemes where employees are encouraged to source new staff from within their own network.

Internal recruiters

An internal recruiter (alternatively in-house recruiter or corporate recruiter) is member of a company or organization and typically works in the human resources department. Internal recruiters may be multifunctional, serving in an HR generalist role or in a specific role focusing all their time on recruiting. Activities vary from firm to firm but may include, screening CVs or résumés, conducting aptitude or psychological testing, interviewing, undertaking reference and background checks,

hiring; administering contracts, advising candidates on benefits, on boarding new recruits and conducting exit interviews with employees leaving the organization. They can be permanent employees or hired as contractors for this purpose. Contract recruiters tend to move around between multiple companies, working at each one for a short stint as needed for specific hiring purposes. The responsibility is to filter candidates as per the requirements of each client.

Employee referral

An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and if the suggested candidate is hired, the employee receives a cash bonus. Job seekers may also be referred or recommended by a third-party affiliate within a particular field based on certain criteria resulting in a lead or interview with a potential future employer.

In some cases the organization provides the employee referral bonus only if the referred employee stays with the organization for stipulated time duration (most cases 3–6 months). Referral bonus depends on the grade of the referred employee, higher the grade then higher the bonus however, this method is not used for senior level hiring.

Outsourcing

An external recruitment provider may suit small organizations without the facilities to recruit. Typically in large organizations, a formal contract for services is negotiated with a specialist recruitment consultancy. These are known in the industry as Recruitment Process Outsourcing. Recruitment process outsourcing may involve strategic consulting for talent acquisition, sourcing for select departments or skills, or total outsourcing of the recruiting function.

On-Campus Recruiting

College recruiting may not be living up to its potential:

Companies may not be realizing full value from their recruitment programs.

Fewer than half of corporate recruiters receive training in the proper techniques for interviewing job applicants.

Recruiters tend to form a positive or negative impression about an applicant's qualifications in the first few minutes of an interview, which is hardly sufficient time to collect information on which to base a recruiting decision. Recruiters also tend to

spend more time talking with applicants they consider to be qualified and less time with applicants they dismiss on the basis of a superficial judgment. Often, recruiters do not follow the corporate script about:

1. The topics to be covered in an interview

2. Sometimes they fail to discuss important issues with applicants.

All these points reflect a lack of interviewing skills.

Employment agencies

Employment agencies operate in both the public and private sectors. Publicly funded services have a long history, often having been introduced to mitigate the impact of unemployment in economic downturns, such as those which form part of the New Deal program in the United States, and the Job Center Plus service in the UK.

The commercial recruitment industry is based on the goal of providing a candidate to a client for a price. At one end of the spectrum, there are agencies that are paid only if they deliver a candidate that successfully stays with the client beyond the agreed probationary period. On the other end. there are agencies that are paid a retainer to focus on a client's needs and achieve milestones in the search for the right candidate, and then again are paid a percentage of the candidate's salary when a candidate is placed and stays with the organization beyond the probationary period.

The agency recruitment industry is highly competitive, therefore agencies have sought out ways to differentiate themselves and add value by focusing on some area of the recruitment life cycle. Though most agencies provide a broader range of service offerings, at the two extremes are the traditional providers and the niche operators.

Traditional agency

Also known as employment agencies, recruitment agencies have historically had a physical location. A candidate visits a local branch for a short interview and an assessment before being taken onto the agency's books. Recruitment consultants then work to match their pool of candidates to their clients' open positions. Suitable candidates are short-listed and put forward for an interview with potential employers on a contract or direct basis.

Niche recruiters

'Specialized recruiters' exist to seek staff with a very narrow specialty. Because of their focus, these firms can very often produce superior results due to their ability to channel all of their resources into networking for a very specific skill set. This specialization in staffing allows them to offer more jobs for their specific demographic, which in turn attracts more specialized candidates from that specific demographic over time building large proprietary databases. These niche firms tend to be more focused on building ongoing relationships with their candidates as is very common the same candidates are placed many times throughout their careers. Online resources have developed to help find niche recruiters. Niche firms also develop knowledge on specific employment trends within their industry of focus (e.g., the energy industry) and are able to identify demographic shifts such as aging and its impact on the industry.

Financial arrangements operated by agencies take several forms, the most popular are:

A contingency fee paid by the company when an agency introduced candidate accepts a job with the client company. Typical fees range from 15% to 25% based on the candidates first-year base salary (fees as low as 12.5% can be found online). This type of recruitment usually has a rebate guarantee should the candidate fail to perform or leave within a set period of time (often up to a three-month period and as much as a 100% rebate).

An advance payment that serves as a retainer, also paid by the company, is non-refundable and paid in full depending on outcome and success (e.g., 40% up front, 30% in 90 days and the remainder once a search is completed). This form of compensation is generally reserved for high level executive search/headhunters

Hourly charge for temporary workers and projects. A negotiated hourly fee in which the agency is paid and then pays the applicant as a consultant for services as a third party. Many contracts allow a consultant to transition to a full-time status upon completion of a certain number of hours with or without a conversion fee.

Executive search firms or headhunters

An executive search firm or "headhunter" are industry terms for a third-party recruiter who seeks out candidates often once normal recruitment efforts have failed. Headhunters are generally considered more aggressive than in-house recruiters or may have existing industry experience and contacts. They may use advanced sales

techniques. They may also purchase expensive lists of names and job titles but more often will generate their own lists. They may arrange a meeting or a formal interview between their client and the candidate and will usually prepare the candidate for the interview, help negotiate the salary and conduct closure of the search. They are frequently members in good standing of industry trade groups and associations. Headhunters will often attend trade shows and other meetings nationally or even internationally that may be attended by potential candidates and hiring managers.

Headhunters are typically small operations that make high margins on candidate placements (sometimes more than 30% of the candidate's annual compensation). Due to their higher costs, headhunters are usually employed to fill senior management and executive level roles. Headhunters are also used to recruit very specialized individuals; for example, in some fields, such as emerging scientific research areas, there may only be a handful of top-level professionals who are active in the field. In this case, since there are so few qualified candidates, it makes more sense to directly recruit them one-by-one, rather than advertise internationally for candidates. While in-house recruiters tend to attract candidates for specific jobs, headhunters will attract both candidates and actively seek them out as well. To do so, they may network, cultivate relationships with various companies, maintain large databases, purchase company directories or candidate lists and cold call prospective recruits.

Headhunters are increasingly using social media to find and research candidates. This approach is often called social recruiting.

Executive research & resourcing firms

These firms are the new hybrid operators in the recruitment world, able to combine the research aspects (discovering passive candidates) of recruiting and combine them with the ability to make hires for their clients. These firms provide competitive passive candidate intelligence to support companies' recruiting efforts. Normally they will generate varying degrees of candidate information from those people currently engaged in the position a company is looking to fill. These firms usually charge a daily rate or fixed fee. Executive research can help companies uncover names that cannot be found through traditional recruitment methods and will allow internal recruitment and resourcing managers more time to deal with face to face interviews.

Internet recruitment services

Recruitment websites

Such sites have two main features: job boards and a résumé/curriculum vitae (CV) database. Job boards allow member companies to post job vacancies. Alternatively, candidates can upload a résumé to be included in searches by member companies. Fees are charged for job postings and access to search resumes. Since the late 1990s, the recruitment website has evolved to encompass end-to-end recruitment. Websites capture candidate details and then pool them in client accessed candidate management interfaces (also online). Key players in this sector provide e-recruitment software and services to organizations of all sizes and within numerous industry sectors, who want to e-enable entirely or partly their recruitment process in order to improve business performance.

The online software provided by those who specialize in online recruitment helps organizations attract, test, recruit, employ and retain quality staff with a minimal amount of administration. Online recruitment websites can be very helpful to find candidates that are very actively looking for work and post their resumes online, but they will not attract the "passive" candidates who might respond favorably to an opportunity that is presented to them through other means. Also, some candidates who are actively looking to change jobs are hesitant to put their resumes on the job boards, for fear that their companies, co-workers, customers or others might see their resumes.

Job search engines

The emergence of meta-search engines allows job-seekers to search across multiple websites. Some of these new search engines index and list the advertisements of traditional job boards. These sites tend to aim for providing a "one-stop shop" for job-seekers. However, there are many other job search engines which index solely from employers' websites, choosing to bypass traditional job boards entirely. These vertical search engines allow job-seekers to find new positions that may not be advertised on traditional job boards, and online recruitment websites.

Recruitment Agency Directories

The emergence of the Internet provided the functionality to provide recruitment agencies with a low-cost alternative to advertising. Unlike a standard directory, these niche directories have helped those searching for employment representation, a way to narrow down their requirements based on their own job-searching requirements.

Recruitment agencies are then able to showcase their services directly to those looking.

Social recruiting

Social recruiting is the use of social media for recruiting including sites like Facebook, Twitter, and LinkedIn. It is a rapidly-growing sourcing technique, especially with middle-aged people. On Google+, the fastest-growing age group is 45-54. On Twitter, the expanding generation is people from ages 55-64.

Mobile social recruiting is rapidly expanding. CareerBuilder ran a recent survey of the Fortune 500 companies and discovered that 39% of people in the United States uses tablet computers. Another recent survey done by Glassdoor.com revealed that 43% of candidates research company policy, culture, and history all within the fifteen minute time period before an interview begins. However, 80% of Fortune 500 companies fail to use mobile-optimized career sites.

Strategic Talent Acquisition

Talent acquisition is the targeted recruitment/acquisition of high performing teams for example; in sales management or financial traders into a company from a competitor or similar type of organization. Organizations requiring external recruitment or head-hunting firms are now employing "talent acquisition" specialists whose job it is to identify, approach and recruit top performing teams from competitors. This role is a highly specialized role akin to that of a traditional recruiter/headhunter specialist but carrying greater visibility and strategic importance to a business. In many cases the talent acquisition person is linked directly to a company's executive management, given the potential positive impact a company can benefit from by getting high-performance sales people into the business, whilst removing the same performing sales people from competitors.

4.3 Promotions

A promotion is the advancement of an employee's rank or position in an organizational hierarchy system. Promotion may be an employee's reward for good performance, i.e., positive appraisal. Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience. A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. The opposite of a promotion is a demotion.

Elements

A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. In many companies and public service organizations, more senior positions have a different title: an analyst who is promoted becomes a "principal analyst"; an economist becomes a "senior economist"; or an associate professor becomes a "full professor". The amount of salary increase associated with a promotion varies a great deal between industries and sectors, and depending on what parts of the hierarchical ladder an employee is moving between. In some industries or sectors, there may be only a modest increase in salary for a promotions; in other fields, a promotion may substantially increase an employee's salary.

The same is true with benefits and other privileges; in some industries, the promotion only changes the title and salary, and there are no additional benefits or privileges (beyond the psycho-social benefits that may accrue to the individual). In some not-for-profit organizations, the values of the organization or the tightness of funding may result in there being only modest salary increases associated with a promotion. In other industries, especially in private sector companies, a promotion to senior management may carry a number of benefits, such as stock options, a reserved parking space, a corner office with a secretary, and bonus pay for good performance. The degree to which job activities change varies between industries and sectors. In some fields, even after an employee is promoted, they continue to do similar work. For example, a policy analyst in the federal government who is promoted to the post of senior policy analyst will continue to do similar tasks such as writing briefing notes and carrying out policy research. The differences may be in the complexity of the files that the individual is assigned to or in the sensitivity of the issues that they are asked to deal with. In other fields, when an employee is promoted, their work changes substantially. For example, whereas a staff engineer in a civil engineering firm will spend their time doing engineering inspections and working with blueprints, a senior engineer may spend most of their day in meetings with senior managers and reading financial reports. In symphony orchestras, when a musician such as a violinist is promoted to the position of concertmaster, their duties change substantially. As a violin player, the individual played the music as part of the violin section. As a concertmaster, the individual plays solo parts, decides on the bowings and interpretation of the music, and leads the violins during performances. Different

organizations grant the hiring and promoting managers different levels of discretion to award promotions. In some parts of the private sector, the senior management has a very high level of discretion to award promotions, and they can promote employees without going through much procedures or formalities such as testing, screening, and interviewing. In the public sector and in academia, there are usually many more checks and balances in place to prevent favoritism or bias. In many Western public service bodies, when a manager wants to promote an employee, they must follow a number of steps, such as advertising the position, accepting applications from qualified candidates, screening and interviewing candidates, and then documenting why they chose a particular candidate. In academia, a similar approach is used, with the added safeguard of including several layers of committee review of the proposed promotion using committees which include members of other faculty and experts from other universities.

4.4 Training

Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

Job training and development

Some commentators use a similar term for workplace learning to improve performance: "training and development". There are also additional services available online for those who wish to receive training above and beyond that which is offered by their employers. Some examples of these services include career counseling, skill assessment, and supportive services. One can generally categorize such training as on-the-job or off-the-job.

The on-the-job training method takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. On-the-job training has a general reputation as most effective for vocational work It involves Employee training at the place of work while he or she is doing the

actual job. Usually a professional trainer (or sometimes an experienced employee) serves as the course instructor using hands-on training often supported by formal classroom training.

Off-the-job training method takes place away from normal work situations — implying that the employee does not count as a directly productive worker while such training takes place. Off-the-job training method also involves employee training at a site away from the actual work environment. It often utilizes lectures, case studies, role playing and simulation, having the advantage of allowing people to get away from work and concentrate more thoroughly on the training itself. This type of training has proven more effective in inculcating concepts and ideas. A more recent development in job training is the On the Job Training Plan, or OJT Plan. According to the United States Department of the Interior, a proper OJT plan should include: An overview of the subjects to be covered, the number of hours the training is expected to take, an estimated completion date, and a method by which the training will be evaluated.

Artificial-intelligence feedback

Researchers have developed training-methods for artificial-intelligence devices as well. Evolutionary algorithms, including genetic programming and other methods of machine learning, use a system of feedback based on "fitness functions" to allow computer programs to determine how well an entity performs a task. The methods construct a series of programs, known as a "population" of programs, and then automatically test them for "fitness", observing how well they perform the intended task. The system automatically generates new programs based on members of the population that perform the best. These new members replace programs that perform the worst. The procedure repeats until the achievement of optimum performance. In robotics, such a system can continue to run in real-time after initial training, allowing robots to adapt to new situations and to changes in themselves, for example, due to wear or damage. Researchers have also developed robots that can appear to mimic simple human behavior as a starting point for training.

4.5 Personnel Development

Personal development includes activities that improve awareness and identity, develop talents and potential, build human capital and facilitate employability, enhance quality of life and contribute to the realization of dreams and aspirations. The concept is not limited to self-help but includes formal and informal activities for developing others in roles such as teacher, guide, counselor, manager, life coach or

mentor. When personal development takes place in the context of institutions, it refers to the methods, programs, tools, techniques, and assessment systems that support human development at the individual level in organizations.

At the level of the individual, personal development includes the following activities:

improving self-awareness

improving self-knowledge

building or renewing identity/self-esteem

developing strengths or talents

improving wealth

spiritual development

identifying or improving potential

building employability or human capital

enhancing lifestyle or the quality of life

improving health

fulfilling aspirations

initiating a life enterprise or personal autonomy

defining and executing personal development plans

improving social abilities

The concept covers a wider field than self-development or self-help: personal development also includes developing other people. This may take place through roles such as those of a teacher or mentor, either through a personal competency (such as the skill of certain managers in developing the potential of employees) or a professional service (such as providing training, assessment or coaching).

Beyond improving oneself and developing others, personal development is a field of practice and research. As a field of practice it includes personal development methods, learning programs, assessment systems, tools and techniques. As a field of

research, personal development topics increasingly appear in scientific journals, higher education reviews, management journals and business books.

Any sort of development—whether economic, political, biological, organizational or personal—requires a framework if one wishes to know whether change has actually occurred. In the case of personal development, an individual often functions as the primary judge of improvement, but validation of objective improvement requires assessment using standard criteria. Personal development frameworks may include goals or benchmarks that define the end-points, strategies or plans for reaching goals, measurement and assessment of progress, levels or stages that define milestones along a development path, and a feedback system to provide information on changes.

The personal development industry

Personal development as an industry has several business relationship formats of operating. The main ways are business-to-consumer and business-to-business. However, there are two newer ways increasing in prevalence: consumer-to-business and consumer-to-consumer.

The business-to-consumer market

The business-to-consumer market involves selling books, courses and techniques to individuals, such as:

newly invented offerings such as: fitness

beauty enhancement

weight loss

traditional practices such as:

 yoga

martial arts

meditation

Some programs are delivered online and many include tools sold with a program, such as motivational books for self-help, recipes for weight-loss or technical manuals for yoga and martial-arts programs.

A partial list of personal development offerings on the business-to-individual market might include:

books

motivational speaking

e-Learning programs

workshops

individual counseling

life coaching

The business-to-business market

The business-to-business market also involves programs - in this case ones sold to companies and to governments to assess potential, to improve effectiveness, to manage work-life balance or to prepare some entity for a new role in an organization. The goals of these programs are defined with the institution or by the institution and the results are assessed. With the acceptance of personal development as a legitimate field in higher education, universities and business schools also contract programs to external specialist firms or to individuals.

A partial list of business-to-business programs might include:

courses and assessment systems for higher education organizations for their students

management services to employees in organizations through: training

training and development programs

personal-development tools

self-assessment

feedback

coaching

mentoring

Some consulting firms specialize in personal development but as of 2009 generalist firms operating in the fields of human resources, recruitment and organizational strategy have entered what they perceive as a growing market, not to mention smaller firms and self-employed professionals who provide consulting, training and coaching.

Personal development in the workplace

Abraham Maslow (1908–1970), proposed a hierarchy of needs with self actualization at the top, defined as:

… the desire to become more and more what one is, to become everything that one is capable of becoming.

Since Maslow himself believed that only a small minority of people self-actualize — he estimated one percent— his hierarchy of needs had the consequence that organizations came to regard self-actualization or personal development as occurring at the top of the organizational pyramid, while job security and good working conditions would fulfill the needs of the mass of employees.

As organizations and labor markets became more global, responsibility for development shifted from the company to the individual.[clarification needed] In 1999 management thinker Peter Drucker wrote in the Harvard Business Review:

We live in an age of unprecedented opportunity: if you've got ambition and smarts, you can rise to the top of your chosen profession, regardless of where you started out. But with opportunity comes responsibility. Companies today aren't managing their employees' careers; knowledge workers must, effectively, be their own chief executive officers. It's up to you to carve out your place, to know when to change course, and to keep yourself engaged and productive during a work life that may span some 50 years.

Management professors Sumantra Ghoshal of the London Business School and Christopher Bartlett of the Harvard Business School wrote in 1997 that companies must manage people individually and establish a new work contract.[31] On the one hand the company must allegedly recognize that personal development creates economic value: "market performance flows not from the omnipotent wisdom of top managers but from the initiative, creativity and skills of all employees".On the other hand, employees should recognize that their work includes personal development and "... embrace the invigorating force of continuous learning and personal development".

The 1997 publication of Ghoshal's and Bartlett's Individualized Corporation corresponded to a change in career development from a system of predefined paths defined by companies, to a strategy defined by the individual and matched to the needs of organizations in an open landscape of possibilities.[citation needed] Another contribution to the study of career development came with the recognition that women's careers show specific personal needs and different development paths from men. The 2007 study of women's careers by Sylvia Ann Hewlett Off-Ramps and On-Ramps had a major impact on the way companies view careers.[citation needed] Further work on the career as a personal development process came from study by Herminia Ibarra in her Working Identity on the relationship with career change and identity change, indicating that priorities of work and lifestyle continually develop through life.

Personal development programs in companies fall into two categories: the provision of employee benefits and the fostering of development strategies.

Employee benefits have the purpose of improving satisfaction, motivation and loyalty.[citation needed] Employee surveys may help organizations find out personal-development needs, preferences and problems, and they use the results to design benefits programs. Typical programs in this category include:

work-life balance

time management

stress management

health programs

counseling

Many such programs resemble programs that some employees might conceivably pay for themselves outside work: yoga, sports, martial arts, money-management, positive psychology, NLP, etc.

As an investment, personal development programs have the goal of increasing human capital or improving productivity, innovation or quality. Proponents actually see such programs not as a cost but as an investment with results linked to an organization's strategic development goals. Employees gain access to these investment-oriented programs by selection according to the value and future

potential of the employee, usually defined in a talent management architecture including populations such as new hires, perceived high-potential employees, perceived key employees, sales staff, research staff and perceived future leaders. Organizations may also offer other (non-investment-oriented) programs to many or even all employees. Typical programs focus on career-development, personal effectiveness, teamwork, and competency-development. Personal development also forms an element in management tools such as personal development planning, assessing one's level of ability using a competency grid, or getting feedback from a 360 questionnaire filled in by colleagues at different levels in the organization.

Criticism

Scholars have targeted self-help claims as misleading and incorrect. In 2005, Steve Salerno portrayed the American self-help movement—he uses the acronym SHAM: the Self-Help and Actualization Movement—not only as ineffective in achieving its goals, but also as socially harmful. 'Salerno says that 80 percent of self-help and motivational customers are repeat customers and they keep coming back whether the program worked for them or not'. Others similarly point out that with self-help books 'supply increases the demand...The more people read them, the more they think they need them...more like an addiction than an alliance'. Self-help writers have been described as working 'in the area of the ideological, the imagined, the narrativized....although a veneer of scientism permeates the[ir] work, there is also an underlying armature of moralizing'.