

Aspects Concerning the Opportunities of Career Development in the Human Resources Domain

Senior Lecturer. Maria Madela Abrudan, PhD
University from Oradea

Assistant Professor. Bianca Forsigan, PhD in progress
Agora University, Oradea

Senior Lecturer Horia Demian, PhD
University from Oradea

Ec. Marius Forsigan
Transylvania Bank, from Oradea

Abstract: The function of human resources is an unusual matter concerning the evolution of other functions of the organization. The enriching and changing process of its status determined, at the same time, a movement of its instruments and activities as far as all the departments and activities are concerned, so that it can ensure a true partnership with the personnel and to be closer to reality. Our step can't situate itself outside the new context of the evolution of the human resources function.

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One of the important tasks of human resources department refers to predicting and supervising the employees' career of the business organization. In order to achieve the adequate objectives, in the best conditions, it must be taken into account, simultaneously, the business organization's requirements, the employees' determination to develop their career, but also their individual potential.

The department of personnel/human resources, as an essential function in the business organization, is divided into two domains, Human Resources Management (RUM) and Human Resource Development (HRD). Even though many companies do not distinguish as separate domains, human resources management and human

resources development, it is important to understand and to remember that they are two main human resources domains – they are actually, the two major options in human resources career.

1. Human Resource Management (RUM)

Human Resource Management is the traditional direction of human resources activities that leads and supports the business organization staff, and it is assumed that every business organization has at least one person responsible for this domain.

Human resources management domain as the main activities include:

- The selection and the recruit
- The rewarding system
- Relations with the employees
- Health and safety.

The role of human resources management is to maintain human resources competent and also to be able to fructify them. Let's imagine what would happen if your business organization would stop paying salaries. The Human Resources Management has the responsibility to make the business organization to work well and the department of Human Resources Management has to intervene in order to discover what employees expect from their workplace. The Department of Human Resources Management is also responsible for the organization to function as a whole. These processes operation may cost a lot of money, and human resources management has the qualification to take decisions helping the company to save money and to ensure that the staff is well attended. In every important domain of human resources management process, there are prepared continuous assessments and also implement programs and new systems for better serving the business organization.

The following examples are relevant:

- The staff recruitment and strategy: recruitment management systems (RMS) or the applicants' identification system (AIS) are the one used in electronic management of managing the CVs flow during the recruitment busy times. The business organizations save money by accelerating the process of recruiting and involving a smaller number of personnel to manage employees' records.

- Working relationship with the employees: training the managers on topics like sexual harassment and rules at workplace which become increasingly common, in order to proactively reduce conflicts and pending lawsuits connected with the behaviour in the workplace.
- Work safety: while accidents are common in factories and on construction sites, specialists in human resources faced also a growing number of work accidents in the office. Many specialists in work safety proposed, for example, one approach to ergonomical office furniture. Although these sophisticated chairs and computer monitors for reducing the brightness are expensive, such investment could prevent future accidents and related costs.
- Rewards and Benefits: the outside benefits are a popular way to reduce the costs and the responsibilities for the business organization. Some of the departments that are responsible for the rewards and the benefits, contract outside companies that lead benefits programs, such as: a savings plan for employees. As soon as these specialized companies have the expertise and the necessary systems to run these programs, the companies are often saved from additional expenses.

Since online advertising based on jobs has become expensive, finding new ways of recruiting is an important solution to save money.

According to the studies on human resources management, an important part of the work consists in improving the way the employees are “attended”, so that in the past five years, one of the concerns was directed towards attend better “the customers”, the companies have achieved Intranet networks and the process of options and benefits, as all the personnel procedures and policies have become on-line without bureaucracy.

2. Human resource development (HRD)

Human resource development represents the second domain (by some specialists, much more limited) of the human resources department. The department of human resources development from a business organization focuses those activities that help the employees to progress. Many organizations refer, in a simplistic way, to develop human resources in terms of training or learning, but in reality it is much more than that. The department of human resources development includes:

- Training and learning
- The Development Program of the Organization, which includes:
 - planning the succession/development of the organizational career.
 - coaching
 - performance management.

Human resource development is the domain of the human resources that is increasingly developing in the recent years, as organizations recognize the need to do much more than simply lead the workforce. While smaller organizations often have a generalist in human resources who assumes responsibility for training among other tasks, the big companies have a component dedicated to fully develop human resources in the organization.

The department of human resources development may be responsible for certain activities - for example, training the staff in the sales department - or it can also offer as an internal consultancy service for some projects - for example, relating to the restructuring of the departments or the restructuring succession plan for the entire division). Other responsibilities of this department may also include: assessing the employee's performance; training the new employees, and helping the company regarding the changes resulting from the new programs, technologies, mergers or acquisitions.

The Department of career development is expanding every year. Training and development are areas that in the years to come they will know a broad development. This is due not only that jobs become increasingly complex, but also because of the numerous changes of technology, which requires much more training and processing development programs of the personnel.

What does this means for human resources?

Although the human resources development is not the only one which develops, it should be taken into account the fact that it is differently structured from one business organization to another. Human resource development should be seen as viable part of career, and it is very important to integrate it in the company's strategy. Organizations that have focused only on the training activity may not consider human resources development that important, as those who have a specific function of organization development.

The responsibilities of a DRU include:

- Internal Trainer
- Consultant Executive
- Specialist on development organization
- Training designer (who designs the training)
- Training coordinator

Leadership’s development and training have become increasingly important for a company to attract and keep talented people. Many companies turn to external consultants to help the executive to solve the issues related to the performance assessment that can prevent the promotion of objective criteria. Currently, many consulting firms have created divisions on the human resources development, on the basis that shortly, the human resources development will gain a great importance in most business organizations. The external consultant may work directly with the head of the compartment or the vice-president, helping them to achieve an effective work.

In many organizations, managers, executive directors employ young professional trainers to assist in problems regarding the achievement performance or other specific areas of development. There are Professional Training Programs at the consultancy firm “Capital One”, that is known in the human resources domain for its innovation of bringing closer leadership to coaching. Capital One has centralized the process, saving money and insuring that the coaching is used for practical reasons

Table no 1

	Specific steps in the chain of coaching values	Specific activities
Who identifies the need for coaching and how?	The identification of executive directors training needs	- Training needs for an executive director are often identified by the manager, by the executive or by the Human Resources consultant in discussions relating to management performance. -The executive Managers and the Training Program

		<p>Department assesses each training application to ensure that it is closely linked to the objective or business needs.</p> <ul style="list-style-type: none"> - Professional training is addressed to the executive at the director's level or at a higher level.
<p>Who selects a trainer for specific needs? How?</p>	<p>Identifying the trainer with the executive director</p>	<ul style="list-style-type: none"> - Use specialist trainers that collaborate with the organization depending on the level of applications. - The Department for the Executive Training Program identifies the specialist consultants, with the Executive Director, based on two criteria: the needs of executive development and consultants' preoccupation. -The leading council interviews two or three candidates as trainers, recommended by the Department of Executive Training Program, before making the final selection.
<p>What are the parameters of the specialized coaching commitment?</p>	<p>Management commitment to coaching</p>	<p>One typical cycle of counselling takes six months, during which the director may benefit up to 30 hours of counselling. Each counselling commitment is justified by a contract, between the trainer, manager and the counselled, that specifies the measurable goals of development. Every two or three months, the counselled, the trainer and the</p>

		direct manager will have a separate meeting to analyze the progress.
How to analyze the impact of coaching?	Results analysis and the effectiveness of coaching.	<ul style="list-style-type: none"> - After 6 months, the counselled, the trainer and the manager revise the progress and the effectiveness of consultants by comparing them with the goals specified in the contract. - The manager provides feedback on behavior changes that took place (or not) on the basis of their own comments and feedback on the team. - The manager, trainer and the counseled determine the future extension of the contract, and in some other cases it may mean to renew the commitment to yet another 6 months.

An example of the Professional Training Program. *The source*¹

Coaching is a phenomenon of modern management, which finds its place also on the Romanian market, especially on the multinational companies. Although the attempts to define its domain are numerous, the easiest way of seeing coaching is as a process that answers a need, namely, the need for performance management. The coaching relation often leads to unexpected good results for its beneficiaries. While many systems of personal and professional development have "legitimate parents," coaching does not have such a history. It appeared in the U.S. as a result of evolution that took a lot of techniques from different systems.

Management has as an essential dimension the leading idea: a person with authority that leads another person or a group in order to achieve a result. In coaching, it is emphasized the relation between two people as "equals". On the other hand, the specific coaching skills are absolutely necessary to managers. A good manager must

¹ www.homedepot.com

have the ability to treat their subordinates as equals at least at some moment of the activity in order to create team cohesion.

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*** The collection of "Ziarul financiar"

*** www.vault.com

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