

PROFESSIONAL DEVELOPMENT AND PLANNING IN ORGANIZATIONS

Dr. Amena Khatoon

Faculty in Commerce, Telangana Social Welfare Residential Degree College for Women, Khammam, Telangana, India.

ABSTRACT: In the public sector, succession planning is known to express itself at the level of executive personnel. Strategic plans, on the other hand, do not stress the importance of developing line staff to exercise succession planning or being familiar with management decision-making procedures that align with organizational goals. Employees in the public sector are promoted to supervisory roles without the necessary leadership abilities to keep up with the organization's needs. Simply put, the new supervisor gets promoted to fill a position. This study aims to investigate how other public agencies broaden the employee's skill set in order to satisfy the promotion and to continue developing the employee's leadership in order to practice succession planning.

KEYWORDS: Strategic Plans, Decision-Making, Succession Planning

I. INTRODUCTION

Professional development is important because it has the potential to open opportunities for career advancement, such as promotions. It can assist you in honing existing skills and in learning new ones. It can also help you stand out in a pool of applicants; showing that you have completed professional development programs or additional industry certifications on your resume can go a long way in showing your expertise in your field. Employees who show initiative in independent learning can signal to employers that you are open to new experiences and are enthusiastic about continuing to grow [1].

Professional development can help to bolster employees' confidence in their work.

Greater confidence can, in turn, translate into higher overall job satisfaction, employee performance, productivity, and overall morale [2].

Investing in professional development training programs also shows employees that their company is invested in their success and interested in cultivating their advancement. It can be challenging to find—and retain—talented employees. Offering professional development opportunities can help employers fill open positions by attracting and retaining skilled employees[3]. According to talent management platform Clear Company, 74 percent of employees say that a lack of professional development opportunities are preventing them from reaching their full potential. Additionally, 94 percent of employees would stay longer at a company if it invested in staff development. Employers offering these benefits are more likely to attract potential employees who are interested in striving for excellence and pursuing advancement.

Investing in professional development for employees can grow an existing team's skills and entice new talent to join with the incentive of a clear learning and development plan [4]. Succession planning simply put, it is a blue print to leave behind all the knowledge, skills, and problem-solving techniques to a group of individuals in the event of current leaders' retirement or unexpected departures. It should lead to stable performance of the organization

and continuity of leadership. This requires time, energy, careful consideration, and training of the possible candidates to be entrusted as the next leaders in line [5]. Succession planning addresses issues such as sudden loss of managerial staff, how well prepared in experience and knowledge are the successors, the availability of resources, forecasting future needs in technology, and fluctuations in the market to name a few. US workforce statistics suggest that succession planning poses an incredible challenge as the baby boomer generation retires and far fewer college-educated workers are prepared to replace them [6]. There is a loud call for leaders who can accommodate change personally and who can initiate and drive broad changes in their organization. It is important to note that to develop any succession plans, leadership development of employees plays a crucial part in this process. Leadership development is tied in with performance which happens to be an important building block of an organization and any factors contributing to high performance must be closely analyzed. Moreover, succession planning in any organization involves changing the workforce for future contingencies [7]. However, succession planning in the public sector becomes problematic due to the civil service rules. Which means, employees are required to apply for a job opening, take an examination, and be placed on a band based on the score attained. The higher the score, the more likely it is for someone to be considered for 2 interview and possible employment. This also means, that no employee can be given preferential treatment or be groomed for promotions.

From gaining confidence in your abilities to building potential for advancement, professional development offers employees many benefits for not only your career, but your personal goals as well. Through professional development, you may hone both hard and soft skills in your work. Hard skills pertain to job-specific knowledge you can obtain through formal training or education. Soft skills are personal competencies, such as effective communication or the skills that contribute to emotional intelligence.

Developing both types of skills is important to reaching your professional goals—and even some of your personal ones. Adding additional skills or certification from a professional development program to your resume is one way to boost your confidence in your skills and show your credibility to employers. Professional development opportunities can expose both new and experienced professionals to new ideas and expertise. Seeking out these opportunities shows ambition and the space to practice those new competencies.

A confident employee is also likely an enthusiastic employee. If you take the step to grow and develop your skills, the incentive to seek out additional opportunities can continue to expand along with it. If you are an employee who wants to advance your career but isn't sure how to do so, professional development can encourage you to put your hand up for leadership opportunities you may not have sought out otherwise.

II. LITERATURE SURVEY

M. A. Saadany, et.al [8] present study was geared to investigate the reality of Using Learning resource centers specialist for libraries and digital resources as a tool for continuing professional development "A Comparative Study between Egypt and Saudi Arabia" limitation of the study consisted of 120 Egyptian and Saudi learning resource centers specialist ,Who Charcot-mail in the questionnaire addressed to them, by using the descriptive method approach -- the way the causal comparison- Based on the conclusion that the difference

between specialists learning resource centers of both century of the application in their estimates of the reality of the use of libraries and electronic resource as a tool for professional development and substantial due to differences in demographic variable, where the result showed substantial convergence in the reality of use between specialists from both country of the application, and the great care of them to develop themselves professionally.

J. Zhang, et.al [9] Taking professional development of Secondary School English Teachers (SSETs) as focus, a case study is made in Shandong province. According to the analysis of the research, the non-optimistic state and imbalance of professional development to SSETs in different districts are revealed, and the common problems - time-limitation, non-systematic Continuing Professional Development (CPD) and non-guidance in professional development - are discussed. To change the situation and solve the problems, a feasible three-stage model of SSETs' professional development is established on the basis of the application of practical and effective information technology forms as blog, online chat, e-mail, hoping to provide some enlightenment to the education of SSETs professional development.

L. Berggreen and C. Kampf, et.al [10] introduce stage-gate project management communication processes, and focus on coordinating analysis from literature and CEO interviews. Findings demonstrate that in Stage-Gate Communication processes, technical communication is situated in what one organization called " The marketing circle," demonstrating a connection between technical communication, marketing, and understanding of business processes. We argue that technical communication, as a field, would benefit from understanding how technical communication and marketing communication processes are intertwined in Stage Gate Project Communication contexts. We suggest that a model such as the Marketing Circle can be useful for teaching project conception processes and introducing the practice of stage-gate decision models for both technical communication and engineering communication students.

S. T. Khan and W. A. Aziz, et.al [11] research papers have indirectly linked succession planning with engaged employees; however, there is a lack of sufficient research on Succession Planning in relation to employee engagement. The purpose of this research is to explore the succession planning practices being implemented within Bahrain's Oil and Gas sector, and their possible implications on employee engagement. The stratified sampling technique was employed to select a sample of 180 employees belonging to the participating organization operating in Bahrain's Oil and Gas sector. The results show that all succession planning practices have a positive relationship with employee engagement, career development, and Training had the most substantial positive relationship, while HR policy had the weakest. The results further revealed that out of the five variables, three (Human Resources Policy, Career development, and Training and Performance Appraisal) had a significant impact on employee engagement. In contrast, Promotion and Internal Recruitment and Mentorship and Apprenticeship did not have any impact on employee engagement.

Y. Lie, Sudyarti and B. Pardamean, et.al [12] Succession planning and career path are often used to develop the employee career path in the organization based on their interest and capabilities. The problem is a lack of integrated information system to help the company in finding the successors of vacant positions and in mapping out the employee career path. Several methods were used in this research such as questionnaire and benchmarking with literature review. The questionnaire method consists of 16 questions which were based on

Likert scale and literature benchmarking method that compared Evergreen Retirement Community, Boomers, and Brazilian Professionals to SME Sector. As for the information system design, Unified Modeling Language (UML) was utilized to produce use case diagram, sequence diagram, activity diagram, and entity relationship diagram (ERD) to help designing the user interface. The result of this research revealed an information system succession planning and career path model that is integrated and computerized to help companies in finding the successor for the vacant position and map out an employee career path.

III. METHODOLOGY

A qualitative exploratory research will need to be done to inquire on what has been done in the past in other public entities and compare them to Los Angeles County. Secondary data from three distinct public entities will be used to compare their implementation of succession planning strategies. For this research, the Los Angeles County Leadership development guide 2017, the Department of Consumer Affairs Professional Development Initiatives, and County of Ventura's Leader Excellence and Action Program (LEAP) will be used to compare similarities and differences. In addition to this, a series of 12 questions will be given to line staff case managers at the regional office in the city of Rancho Dominguez to inquire on their knowledge of succession planning and career ladder opportunities. Limitations to this research are as follows: by comparing secondary data, it does not show if these strategies are effective. It is unknown if any employees specially from line staff would have benefitted from succession planning strategies developed by each of these public entities. There are no benchmarking parameters that would assist in making conclusive statements or any indication that the input from managers in assisting with the professional development of employees is effective and continuous. This would require a longitudinal study of each employee to track their promotions if any or if they opted for another career path. Also, the availability of resources can limit as to what each public entity can do. With the same token, it is unknown what management skills-set from each of these entities have that can be 24 categorized as "qualified" skills needed to pass on to line staff employees that would strengthen their career path for the next promotion.

The professional world is becoming increasingly competitive and is constantly changing, so professional development and continual learning is more important than ever in being successful and achieving career goals. Technologies and best practices are evolving and progressing in every industry, making it crucial for both new and experienced professionals to continue developing their skills and honing their knowledge. Professional development refers to continuing education and career training after a person has entered the workforce in order to help them develop new skills, stay up-to-date on current trends, and advance their career.

Many fields require professionals to participate in continuing education and ongoing learning, sometimes as a prerequisite for keeping their job or to maintain their license, designation, or certification. In these cases, the field likely has specific continuing education (CE) or continuing professional education (CPE) requirements which must be completed through an approved continuing education provider.

Beyond continuing education, professional development can refer to many different types of educational or training opportunities relevant to the professional's work. Even when not

required, many professionals who want to excel in their career will voluntarily seek out professional development and learning opportunities.

IV. CONCLUSION

Research indicates that succession planning is typically implemented at higher levels of bureaucracy, as employees in upper management positions are familiar with the organization's functionality and previous experiences. However, in the public sector, tracking professional development for line staff is challenging due to limited resources and vacancies. The political and socio-economic environment also influences promotability, affecting both tangible and intangible resources. Despite the need for succession planning, it must be designed to avoid undermining civil service, unless civil service procedures are adjusted.

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