

Material 2.3.2m

EXPLORATION OF THE INTERSECTIONS BETWEEN HUMAN RESOURCE MANAGEMENT (HRM) AND CAREER GUIDANCE AND COUNSELLING (CGC)

Results of a survey executed by the Connect! Project Consortium

The first part of session 3 is based on empirical data collected by the international partners of the Erasmus+ project “Connect!” in 6 European countries: Austria, Germany, Greece, Italy, the Netherlands and Serbia.

(In unit 4, session 1 the intersections of HRM and CGC are considered from a more theoretical and critical view stating that explicit linkages are still rather weak and not adequately explored.)

In this session the focus is on discovering good practice at the intersections between HRM and CGC.

Summary of the executed survey

- Research questions: Which intersections exist between the activities of HRM and CGC practitioners -demanding cooperation? Are the two groups ready for cooperation? Which cooperation does already exist?
- Modes of data collection: Corresponding online questionnaires for HRM and CGC (standardized and open questions); supplemental interviews
- Target groups of data collection: The two target groups involved – HRM and CGC – exploring their experience and attitude concerning cooperation with view to enterprise-based career guidance and counselling

The persons addressed mostly have already experience with enterprise-based career work.

Background CGC.: Public Employment Service, Providers of Adult Education, Chambers, Trade Unions, Independent counsellors and consultants (and others)

Background HRM: Entrepreneurs, Personnel managers, Personnel developers, In-company trainers (and others)

- The sample: Altogether the partners collected 77 responses from the CGC sector and 79 responses from the HRM sector. The sample is rather balanced. No country is strikingly dominating.
- Character of the survey: It is explorative, developing hypotheses – not testing hypotheses. It is not built on a random sample, but on a selected sample collecting as much relevant experience as possible.
- Guiding model: “The professional Lifecycle” has been chosen for categorizing the roles and activities of HRM and CGC, exploring intersections. The model is derived from the concept “Life-Cycle-oriented personnel development” which has been discussed in the German literature since 1978 and has been revived by Antia Graf (2002): Lebenszyklus orientierte Personalentwicklung. In the survey provided by the Connect! Cosortium the following domains of the Professional Lifecycle have been considered: Recruitment, Integration of (new) employees, Development of professional knowledge and skills, Development of personal and social competences, Management of change, Dismissal, Retirement.

Key findings:

- Both CGC and HRM practitioners see their roles being important in the domains Integration of (new) employees, Development of professional knowledge and skills, Development of personal skills and competences, Management of change. For these domains, cooperation will be very constructive.
- Counselling and planning career promotion is evaluated as important activity as well by CGC practitioners as by HRM practitioners. There is multiple accordance between HRM and CGC concerning the reasons for career services in companies: achieving higher learning effects, increasing sustainability of learning, arising the commitment to the enterprise.
- HRM practitioners focus on different target groups than CGC. For HRM the most important groups are future managers, highly talented persons and new employees. CGC practitioners concentrate more on vulnerable groups as migrants, persons with disabilities, elder employees, employees threatened by dismissal.
- There is no much difference between HRM and CGC in the main issues of career counselling: further education & training, career planning, learning and performance problems. Only team problems weight stronger for HRM as well as personal problems.

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- There are various modalities being used in enterprise based-career counselling. Most common are one to one counselling, at the workplace, with internal counsellors. The HRM practitioners also stated counselling with external counsellors/coaches.
 - For their competence development HRM and CGC practitioners benefit from self-study and advice from peers.
 - CGC practitioners state a higher frequency of interaction and cooperation with HRM practitioners than HRM practitioners with CGC practitioners.
 - CGC practitioners expect more benefits from the cooperation than HRM practitioners. The HRM practitioners especially exchange of experience, learn about best practice examples and learning from each other.