

Intersections and differences between CGC and HRD

Status and the way forward

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Introduction

- What do you know about CGC in or near the world of work/ in enterprises?
- Which experiences and opinions do you have?

Our assumption: both worlds are separated in terms of

- Language & Knowledge
- Culture
- Disciplines
- Research & Practice



Goals of the project

- ▲ ■ *Connecting CGC in the context of HR-based career work*
- *Working with different target groups (VET participants, trainees, older employees, people with lower qualifications or special needs) and different formats (near the workplace, in groups, in distance/online)*
- *Reflecting the intersection of CGC and HR context in a critical and constructive way*
- *Identifying and developing different methods of CGC usefull in the HR context - especially working with SME*

Questions for the Workshop

- ▲ 1. Where in the HR Cycles, CGC can play a role? Are there Links to your practice?
- 2. What are the challenges, when integrating CGC into HRD?
- 3. Are there professional or ethical differences / tensions between CGC and HRD work?
- 4. Different Roles, different competencies - What competencies and knowledge are needed by different actors?
- 5. Our curriculum - feedback/reflections with reference to previously discussed expectations

Some key findings

- The connection of counseling in the company is still not very strategically oriented and rather instrumental.
- The subjects of counseling, both counselors and on the side of the target group (which groups of employees have access) are not clear or rather diverse for counseling in HRD.
- In terms of access, from an HR perspective, the focus is mostly on promoting particularly strong or talented groups of employees.
- Counseling services that are embedded in the company are often understood in a triangle between client, counselor or coach, and company, which leads to a different type of contracting

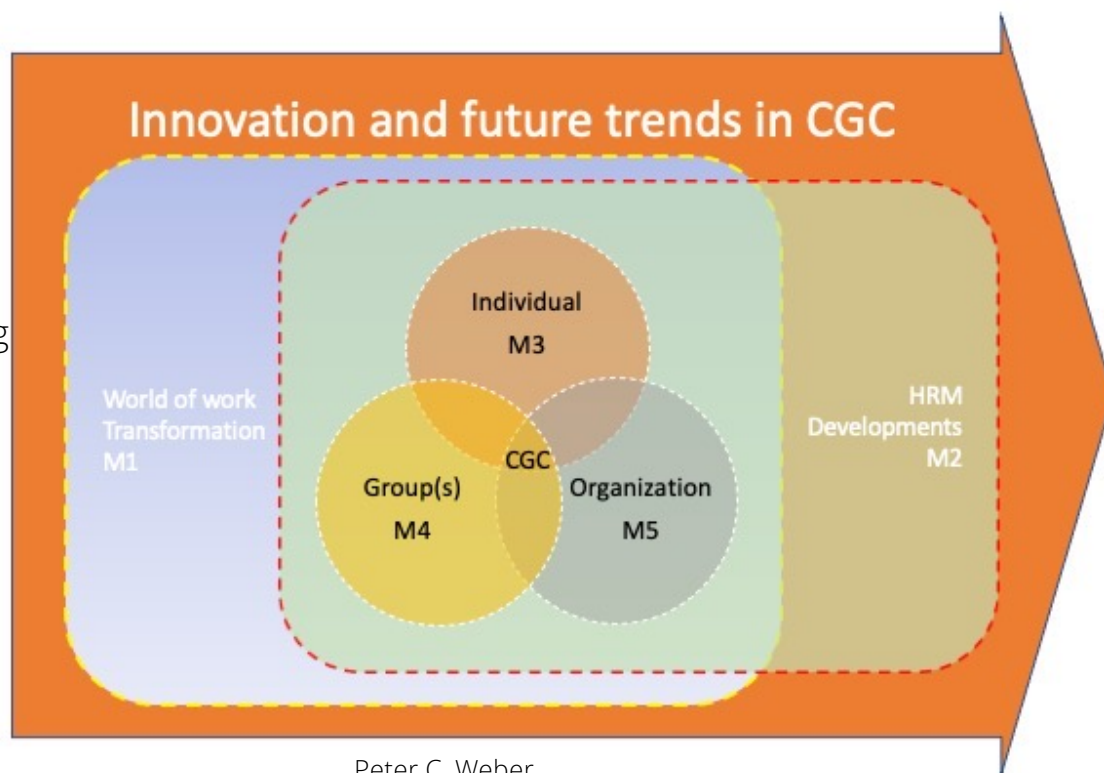


Key result: Conceptual Frame as base for discussion

Conceptual
Frame:

5 embedded
areas describing
a system to
conceptualize
the intersection
of CGC in the
HRD context

(Petermandl et al.
2022)



Peter C. Weber

1. WORLD OF WORK TRANSFORMATION

- Drivers and trends influence education, VET, companies and all field of society
- Transformation need to be reflected in training and practice e.g.
- "the future of work" in connection with organizational and technological change as well as the consequences of globalization, Covid.



2. Developments within HRD

The survey of both companies and consultants identified key developments in HR from which consulting needs arise (see IO3). These include.

- The need to find and permanently retain suitable employees
- To train and develop people
- To respond better to individual problems and wishes
- To find suitable offers through networking and to make them accessible to employees...

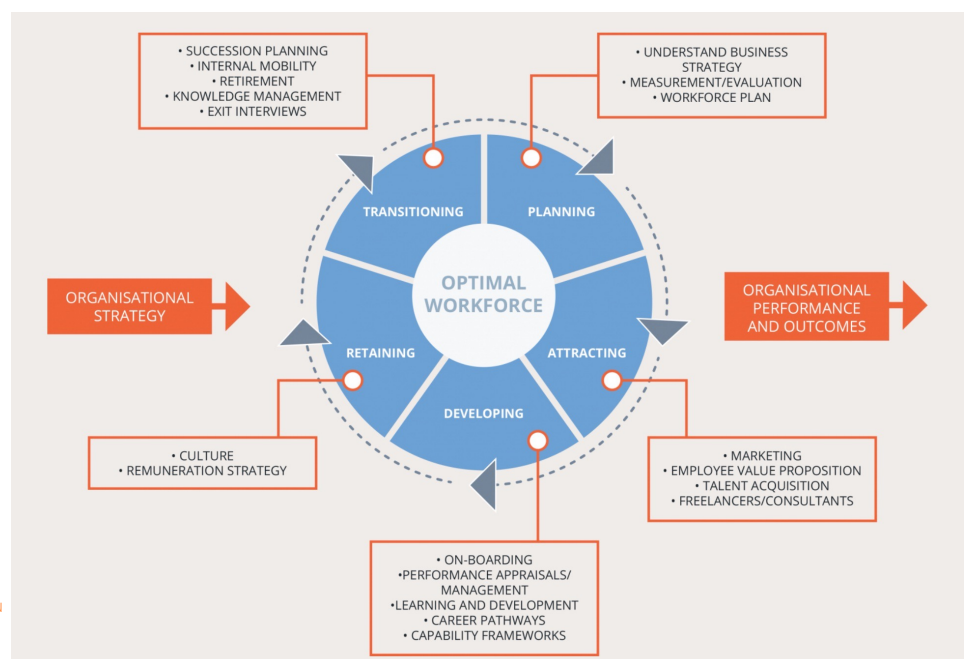


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HRD Cycle

The graph is showing the HRD cycle. It is linking personnel to major HRD activities.

We identified and discussed intersections between HR-Cycle and Career Counselling



First Groupwork

- ▲ 1. Where in the HR Cycles, CGC can play a role? Are there Links to your practice?
2. What are the challenges, when integrating CGC into HRD?

Please discuss the question in the Group – collect if you like some reflections in the CONCEPTBOARD

Link in the CHAT!



3 CGC for individuals in the company

- Also in the context of companies, CGC remains a intervention focusing on the individual, its aims, characteristics, biography, etc.
- In the company, these are embedded in the development needs and opportunities of the respective system of the organization.
- Nevertheless, consultants, counselors or coaches or HRD experts need knowledge of individual interviewing and consulting. They need methods and conceptual ideas on how to design career counseling.



4. CGC for specific target groups in companies

- While the number of companies offering a service to all employees - in our data - is small, we can identify good practices following a modernized HRD culture.
- For our frame it seem to be important, that CGC practitioners and HRD experts have a comprehensive understanding of the need of different target groups and ideas of how the target groups can be supported.
- Also in this context the cooperation between companies, public funders and supporters and private counsellors is of relevance.



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5. Developing the organization

- Linking CGC with HRD activities is an organizational task.
- Our research shows that, depending on size, strategy or industry specifics, as well as company tradition and the degree of professionalization, HR activities are very differently oriented in companies
- To better link CGC as an offer and strategic tool with HRD and to find suitable forms for each organization can be understood as a task of "system development".



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Second Groupwork

- ▲ 3. Are there professional or ethical differences / tensions between CGC and HRD work?
- 4. Different Roles, different competencies - What competencies and knowledge are needed by different actors?

Please discuss the question in the Group – collect if you like some reflections in the CONCEPTBOARD

Link in the CHAT!



Final Discussion

- ▲ 5. Our curriculum - feedback/reflections with reference to previously discussed expectations

Please discuss the question – collect if you like some reflections in the CONCEPTBOARD

Link in the CHAT!



Final thoughts

- We can summarize possible intersections between CGC and HRD
- Further discussion should reflect the critical points for stronger or qualitative better intersections of CGC and HRD
- CGC should describe and support innovative lines of development
- More research should investigate the intersection of CGC and HRD in a larger number of companies
- The outcomes of our model need examination in terms of outcomes



Key Literature

- Weber, P., & Siecke, B. (2021). *Connecting Career Counselling and Human Resource Development in Enterprises for Higher Education and Training in Practice* (Connect!). National Report, Germany. Connect Projekt. <https://connect-erasmus.eu/wp-content/uploads/2021/02/National-Report-Germany-IO1.pdf> <https://connect-erasmus.eu/de/projektertrage/> (2021-12-31).
- Weber, P. C. (2020). Zunehmende Individualisierung der Arbeitswelt: Beraterische Perspektiven im Human Resource Management (Individualization in the world of work. Counseling perspectives in Human Resource Management.). In *Zukünftige Arbeitswelten*, 255–279. https://doi.org/10.1007%2F978-3-658-28263-9_12.

**Thank you for
the Attention.**

Questions?, Reactions?

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