

CAREER PATH AND CAREER MANAGEMENT IN THE GARDENING COMPANY FROM SME SECTOR

Okwiet B.*

Abstract: The concept of career is most commonly associated with large companies, corporations, where the newly adopted employee has the lowest position, gaining relevant experience and then “goes up”, taking higher position, sometimes ending up as president, director or board member. But career paths are also present in smaller enterprises. One such example is the career path that employees stay, from enterprise in Czestochowa, dealing with green areas. Despite the fact that the path is short, it represents a string of career path, beginning by the newly hired employee by the company.

Key words: enterprise, career, career path, career management, employee, team leader, supervisor.

Introduction

With the word "career" two terms, often found in management sciences, are related: career path and career management. Most often the term career is examined in two ways: in one career is seen as a structural property of an occupation or an organization (Forsyth, 2002). For example, one person thinks that the career path is a certain sequence of positions, which cover an initial apprentice, i.e. student law at a law firm. However, the career path can also be seen as a path mobility within a single organization or multiple employees (Carter et al., 2011), for example, in dealing with the trade-employed basis, a typical career will determine the following positions: sales Representatives, product manager, district sales manager, regional sales manager and divisional vice president of marketing. In another approach, the career is regarded as a property of the individual, personal trait than the term in this way the position in an organization (Bajdor, Grabara, 2011). This is due to the fact, that nowadays a typical professional path include many different positions, in many companies, carried a variety of duties which results in that people shaping their own career, regardless of the position at which the company operates and in which it is employed. Career is also a "pattern of work-related experiences that span the course of a person's life" (Butler, 2007). In other words, career is a collection of different positions, responsibilities and professional experience of the employee along with his subjective feelings and reactions. Very often the word "career" is interchangeable used with the word "career path", which usually is defined as a logical and coherent sequence of positions which cover employees in the company. The aim is to achieve a personal career goals, fulfillment of ambition, training to acquire new experience while meeting the expectation of the company (Brzeziński, 2012). The basic idea of the

* **Bartłomiej Okwiet, MSc**, Czestochowa University of Technology, Faculty of Management.

✉ corresponding author: bartokwiet@gmail.com

career path is gaining new skills and qualifications and not to acquire further diplomas or certificates.

The essence of career management

What then is the career management? The essence of career management is the management of employee's career, and its effectiveness is measured by high attraction if him for the organization (Greenhaus et al., 2009). In the 60's career management was seen as a way to help employees in achieving their objectives, by planning a career path or consultation with professional advisors. But in the 80's career management was defined as a tool used by companies to improve the process of planning and organizing training programs for groups of employees. On the other hand, in the 90's there was another change and career management today is seen as the alignment between both individual and business requirements (Boyes, 2010). Currently, the essence of career management is focused primarily on staff and achieving its objectives than on the goals the organization, although it is still an important issue for the success of the business by the company. Career management to bring concrete results, must meet a number of conditions (Grabara, 2006):

- Career management requires worker's deep knowledge about him with the exact image of the surrounding environment. Because some of them have a poor understanding of themselves. Lacking this knowledge, some people may have been lucky enough to take the job, that they will like and that will meet their expectations. However, in the long run no one should count on luck, career is based on a series of decisions made by the man and therefore in-depth knowledge about oneself empowers people to make the best decisions,
- Career management requires development of realistic conceptual and operational goals, which fits to someone's ability, interest, attitudes and values. Set realistic goals, matching skills, competencies and skills, will greatly increase the chances for their realization. The mistake here is, for example setting career goals that have been imposed by parents, for example, a person who does not like seeing blood, target of completion of medical studies and become a doctor, is imposed. The basis for effective career management is setting goals, that are in keeping with the character and abilities of the individual,
- Career management requires the development and implementation of appropriate strategies career. Along with identifying appropriate targets, it is necessary to design an appropriate strategy to achieve them. In this case, if the strategy is carefully designed and implemented appropriate, we can talk about career management, but if the goals are accomplished by accident, without any scheduled plan, it is more development management,
- Career management requires continual feedback process, which will allow for responding to the unforeseen circumstances or unexpected changes. This is all the more necessary, because we now live in a time of constant change, as that

no one has a complete knowledge of himself, an example may be people who, after say 15-year-old working in a corporate move out to the country and raise sheep. And these people also realize their career management and their ability to respond to change affects the efficiency of the process.

In addition to the concept of career management, very frequently employs the term career development. The difference between these two concepts seems to be purely semantic, career management, however, suggests a planned series of steps completed for a particular purpose. In contrast, career development is to seize the opportunity to acquire new skills or to further training. In other words, career management is more suitable for people that planned their career in details and fulfill it by including the next steps. In turn, career development better suited to people who would love to take the opportunity to further training or gain new skills, if such an opportunity arise. Another distinction between the two concepts lies in the fact, that career management is most often used by businesses, that wish to educate their employees and development management is more aimed at individuals. While in the case of career management, the responsibility for implementation of the plans shall be borne by the company, in case of development management - each employee is responsible for achieving the objectives. Another concept arising next to career management is a talent management. Basically talent management is the appropriate management of acquired abilities and skills, such as employee having high analytical skills will be improving only these skills. It can be said that talent management is simply a redefinition of modern career management.

Career path planning in the enterprise

Creating a career path within the company is to design a scheme for development of an employee in the company. First of all, way and direction to promotion are determined, with detailed criteria to be met by an employee to get promotion. However, the development path of the same design consists of several phases (Dima et al., 2012):

1. The first step is to look at the company "from the top" to define a group of positions, that exist in the company, it might be groups divided in terms of functions, roles and tasks. In the audited company, there are two groups of such positions - Administrative and Physical. Administrative positions are work performed in the office: accountant, Estimator, HR and health and safety. In contrast, physical ones are held by the employees who perform their work outside and are mostly do physical work.
2. The second step is a more detailed analysis of the separate groups of positions. Specifies how many levels occurs at a given position and identifies the needs and opportunities of promotion. In the studied company, provided administrative positions in the group, there are no levels, ie the person who is employed as an accountant shall exercise the responsibilities of accounting and will not it was connected with the possibility of promotion. Possible promotion for accountant will be leaving company and go to another company, that will

propose a higher position and higher salary. In the group of workstations there are 2 levels - from the physical to the employee's foreman, and the foreman to manager.

3. The next step is to determine the criteria for career paths, at this stage are simply determined criteria which employee must meet to reach the next level in this group positions. While in the case of the lowest position, the most common criterion for selection will be the employee 's education, without the requirement to have experience at the next level, next to education, required also the most experienced. In the audited company, the criterion for admission to work is the lack of it, and after the trial period is decided whether the employee is employed on a permanent basis or not. At the second level, knowledge of the work and responsibilities are required from the employee. Also, organizational skills, independence, accuracy and thoroughness are taken into account when the manager decides to give the employee the foreman function. However, in the case of the highest level, which is the supervisor, next to the above criteria, is also required many years of experience in the horticultural industry and very good, even excellent knowledge of the company.
4. When all the above information are already known, they should be collected in a single document as a guideline for future decisions. However, the company considered, due to the fact that it is a small business and also know that career path is quite short, not create any documents containing the collected information.

The next section of this article presents the characteristics of the examined companies, together with a detailed description of employees career path of the company.

Gardening enterprise – a case study

Presented in this article, enterprise operates in Częstochowa market, since 2002, currently serves more than 70% of green areas in the city. The main tasks carried out by the company include as follows:

- Comprehensive care of greenery,
- Establishment of green areas,

In the complex care of the greenery contain the following tasks:

- Lawn mowing, chemical and mechanical weed control, lawn renovation and fertilization,
- Shrub care: weeding, cutting and forming nourishing, fertilization and plant protection products,
- Care perennials and roses: weeding, cutting and forming nourishing, protection of plants against weather conditions and the use of plant protection products,
- Treatment of high greenery - trees, cutting and forming maintenance (without using the jack and - in the case of lifting up to 18 meters or more), protecting the trees against the weather - the performance of rigid and flexible bonds, improved static tree (change of focal points),

- Carrying out repairs at a small architecture, which features benches, sidewalks, curbs, bollards or playgrounds (in the case of the latter - these works rely on tightening the screws eg whether collateral),
- Cleaning up: removing small debris waste (mechanically or with the use of basic tools), to combat the slipperiness of the surface (using blades, plows, salt or chloride).

In contrast, the basic tasks in establishing green areas are:

- Planting shrubs and conifers: materials from the naked momentum, with root balls or material from a container,
- Planting of trees,
- Felling of trees: they are the work done from the ground or from lifting (up to 18 meters or more), or by climbing - employee, secured with ropes, enters the tree and felling carried out there. This method is used when you cannot enter the lift, or benches cannot be freely shed on, due to the close proximity of such valuable objects. At the same time to perform this work by climbing, the company uses the services of subcontractors or hires a person who does this on the basis of contract work,
- Ground work: site preparation (clearing debris, plants or construction debris),
- The establishment of lawns: the sowing of lawns established from the roll,
- The creation of small architecture: assembly of equipment incorporated in the landscaping.

Currently, the company hires three managers and foremen features 4-5 people, in total, the company employs 25 workers. Among office workers distinguished positions: accounting, human resources, health and safety (also deals with payroll, ZUS, US, employees personal files), Estimator (settlements with customers, ordering equipment and materials for the company).

The first step is the implementation of the newly adopted employee into daily duties, the aim of this implementation is to provide and explanation of all of his duties with the practical teaching of operating equipment used in the company. At the time of employment of a new employee, it is automatically assigned to an employee, previously employed, which performs its duties independently. Employee explains his duties, shows how to perform them, learning to use machinery and electrical equipment used in the company and oversees the work performed by a new employee. The newly arrived employee, working under the supervision of their "guardian angel" until he will learn with all mechanical and electrical equipment and after work, supervisors will not claim any observations to the accuracy of the work done. Only after the acquisition of practical skills in using all the tools, the employee begins to work independently. Also at the work of care, which sometimes do not require the use of any mechanical device, initially employee works under the supervision of another employee. After a thorough familiarization with the duties and smooth the handling of all equipment, the employee goes to the second stage, which is a stand-alone, even with the use of

specialized equipment, the only supervision is supervision of the manager, who performs the custody of all employees.

The next step is to obtain the employee's level of foreman, who supervises the work of 3-4 people group of employees. The function is not a permanent function assigned to the employee. The employee is appointed foreman group delegated to individual works. The foreman in the company is moving, and each employee (except those working under supervision) is appointed foreman to specific orders. Most feature foreman is appointed when the manager is not possible to supervise all the work, because it cannot be in two places at once.

The last step a career path in the enterprise is manager position, it is a fixed assignment. Director manages the group consisting of 15-16 people, among whom may work 2-3 foremen. What distinguishes the head foreman of the number of people employed and corresponding to the foreman (up to 4 people) and manager (for 16 people). The foreman can make decisions that need to be consulted with the manager, in this regard, the foreman never have full autonomy, also he does not deal with a comprehensive implementation of the project. Maybe they even consulted with the owner, but is not allowed to take their own. In contrast, the manager can make certain decisions independently, for example, decisions arising in the course of work. In addition, the manager may accept new orders from customers, provided that these are not new customers but customers, who have used or use the services of the company. However, in the case of new customers, the manager can accept the order, but before its final approval, it must be sent to the owner, who makes the final decision about acceptance or rejection of the order. The manager can become a person who can handle all the equipment and know how to perform all the tasks carried out by the company. The only exclusion applies to women managers: they do not have to handle highly specialized equipment, but they need to know when the work, using such equipment, is properly carried out. Both, the foreman and manager is carried out by persons, who at the beginning perform basic tasks, under the supervision of another employee. The foreman and manager must also have practical experience in gardening.

Since the hiring of the employee to the company, until the function foreman for the first time, passing an average of two years, only in the case of tree care, this period is extended to 4-5 years, related it is too complicated and too much work risks attendant care trees.

The current highest function in the enterprise is the position to which the owner should always be the last sentence is the final decision-making. However, he plans to that in the past two years, one of the managers will be appointed director. Thereby acquire almost 80% Director's duties, for example will be able to prepare a tender offer but eventually, it will be approved by owner (now acting as a director).

Summary

As follows from the presented case study, career path and career management are areas of management, used even in small businesses. Despite the lack of clearly defined paths or documentation relating to promotion in presented enterprise, there is a way realizing the path of professional staff. It can be assumed that in the future, with the development of the company, the increase in the number of employees, positions, proper career management strategy will be designed, that will be specified in more detail, career path based on the company's current activities in this direction. A big plus for the company is that, despite the small number of employees, it offers a certain degree, the opportunity to pursue careers without forcing employees to leave the company, which may also result in the loss of a good employee.

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ŚCIEŻKA KARIERY I ZARZĄDZANIE KARIERĄ W PRZEDSIĘBIORSTWIE OGRODNICZYM Z SEKTORA MSP

Streszczenie: Pojęcie kariery najczęściej związane jest z dużymi przedsiębiorstwami, korporacjami, w których nowo przyjęty pracownik ma najniższą pozycję, zdobywa odpowiednie doświadczenie, a następnie "pnie się w górę", zajmując wyższą pozycję, czasem kończąc jako prezes, dyrektor lub członek zarządu. Ale ścieżki kariery są również obecne w mniejszych przedsiębiorstwach. Jednym z takich przykładów jest ścieżka kariery, gdzie pracownicy zostają, z przedsiębiorstwa w Częstochowie, zajmującego się terenami zielonymi. Pomimo faktu, że ścieżka jest krótka, stanowi ona ciąg ścieżki kariery, rozpoczętej przez nowo zatrudnionego przez firmę pracownika.

Słowa kluczowe: przedsiębiorstwo, kariera, ścieżka kariery, zarządzanie karierą, pracownik, kierownik zespołu, nadzorca.

职业生涯路径和园艺企业从中小企业 —— 职业生涯管理案例研究

摘要：职业生涯的概念是与大型企业，企业，最常用关联新通过的员工在有的最低位置，获得相关的经验和当时'向上'，采取更高的位置，有时作为主席、董事或董事会成员结束。但职业生涯也是存在于较小的企业。一个这样的例子是，员工住宿，从琴，企业处理绿色领域的职业生涯路径。尽管路径很短，它表示字符串的职业生涯，开始由新雇用的员工由公司

关键词：企业、 职业生涯、 职业生涯路径、 职业生涯管理、 员工、 团队领导、 督导员