



CURRENT PROMOTIONAL PRACTICES

Q: How do people get promotions?

Dr. Biswas: This is one area where industry practices have significantly changed. Years ago when I started working for a big computer company the promotion practices reflected the hierarchical and vertical nature of the organization. There were more opportunities to move up the ladder and there were two types of promotions – an organizational promotion and a growth promotion.

- In an organizational promotion, you would move from one career path to another, e.g. programmer to manager. These promotions usually carried a 10% increase to base pay.
- The growth promotion was basically moving from one job to the next higher level job in that career path, e.g. programmer to senior programmer where the increase was typically 5%.

Current promotional practices favor process & collaboration

Work is now done quite differently – in work teams with the focus on process with more collaboration involved. Organizational dynamics are so flexible, fast and nimble that defining and describing a job may be difficult. The role of technology on individual job performance is great. All of these factors make it difficult to create hierarchical career paths where promotions can be planned.

Career paths vs. Job descriptions

Career paths grades, job classifications and the HR systems associated with hierarchical bureaucratic organizations are being changed to accommodate the ever changing nature of business. The new system is based on the concept of broad career bands or paths as opposed to narrowly defined jobs or positions. People are being evaluated on what they contribute and not on their titles, rank or hierarchical position and therefore status. You will not see promotions not as frequently as before and promotions may be the result of changing companies.

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