An exploratory study on employee assistance program for career development counselling

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Abstract: The human resources development strategies are required in terms of strengthening the company’s competitiveness in a highly volatile and rapidly changing business environments, occupational structures and labour market structures these days. In this vein, the paper tries to emphasise introduction and activation of career counselling system within companies through an exploratory study on career development/career counselling noting the importance of career development, especially, career development counselling as a tool for human resource development within the organisation. To this end, first of all, the paper examined the existing studies on the concepts and contents of employee assistance program (denoted as EAP) within companies, career counselling and career development. In addition, the paper attempted to propose a career development counselling model and present the effects of the model by introducing counselling cases utilising the counselling model. The paper will propose that EAP career counselling system is one of the practical and affordable institutions for human resource development strategies within the organisation as a long-term sustainable process of companies considering the current situation that relevant career development counselling system or institutions are not implemented properly in most of Korean companies except a few large enterprises or foreign companies.

Keywords: employee assistance program; EAP; career counselling; career development; career development counselling.


Biographical notes: Jin-Young Lee is a Doctoral student at Sookmyung Women’s University, Korea and she has been working as an outplacement service consultant. She conducted numerous counselling for employees of private companies. Her main research areas include employee assistance program, corporate counselling, and career management.
An exploratory study on EAP for career development counselling

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1 Introduction

With the increasing pace of change in knowledge and technology in rapidly changing business environment and infinitely competitive environments, it is becoming more difficult for individuals to sustain a professional life without continuous learning and career developments. As the individual values are changed along with these social changes, individuals may prefer jobs suited to their competence and expertise to a life-long employment in a company; furthermore, they venture to transit seeking works and jobs where they can realise their own potentials.

There are such kinds of various backgrounds behind the increasing interests of the workers in career development, especially, career development counselling. Kim (2003) points out two environmental changes as factors driving the necessity of career development. One is the external environmental changes such as intensifying competition, changes in the values of society, seeking quality of life, increase in inter-organisational transfer, and the strengthening of the Equal Employment Act; the other is the internal environmental changes such as intensifying slow-down in promotion, changes in the working environments, decentralisation and increased individual participation in the organisation, and increase in female employees.

Career development is that individuals manage their career paths from entrance to retirement in long-term perspectives. Career development can enhance job satisfaction of employees and improve long-term performance of companies through individual’s self-fulfilment, career goals of employees, and organisational goals of the company developments. In other words, the purpose of career development is to balance individual needs and organisation needs through growth of individuals and maximisation of human resource developments of organisation (Schein, 1978, 1986). Therefore, career development is the fundamental strategic ways of human resource developments. By the way, the core process of employee career development is career counselling.

In this context, the study will mention a couple of important points that career counselling contains with regard to the career development through career counselling under employee assistance program (hereinafter referred to as EAP) which has been introduced mostly by large enterprises recently. Career counselling provides a foundation for individual’s self-fulfilment by enabling individual to manage their career visions systematically. In addition, career counselling plays the role of lubricants bridging the career planning to the feedback (Kim, 2003).
The paper will conduct an exploratory study on specific concepts, models, and effects of career development counselling through cases of career development by EAP career counselling which supports career development of workers on the company level, noting that career counselling is a continuous linkage process for balancing personal needs of employees and organisational goals. On top of that, the paper will introduce EAP career counselling and emphasise its necessity and activation considering the situation that the institutionalisation of EAP career counselling is very insufficient in most of Korean companies.

2 Theoretical background

2.1 Concepts and contents of EAP

EAP refers to the human resource management service in active sense which helps employees to productively cope with the various work inhibiting (stress) factors occurring in job performing process and a variety of personal lives. In the USA where the EAP is born, American Association of Social Worker (NASW) defines EAP as “the services that employers provide to help employees overcome the factor that may affect job satisfactions or productivity of the employees” [Baker, (1995), p.119]. Walsh (1982) understands EAP in terms of the services for evaluating the personal and emotional problems of the employed workers and responding to it; Kurzman and Akabas (1993) defines EAP as policies and procedures. The World Employee Assistance Professionals Association (EAPA) defines EAP as workplace-base programs for solving problems of employed workers enabling to find the solutions through observation and diagnosis of all the ranges of the problems of the employed workers that may affect the work performances and enabling the employed workers to keep healthy and bright career life; furthermore, enabling to bring the advancement of the companies through the best work performances.

While some differences are present in the service type of the EAP program between major advanced and countries and Korea depending on the operating model of EAP, a similar tendency is shown in many areas. EAP initially started for recovery and productivity improvements of the employees with alcoholism problems in the USA in 1970; lately EAP has been growing into a large area encompassing psychological and mental problems of workers, home and childcare counselling, and HR and career development. In Korea, EAP has been coping with mental and physical impediments by providing the services such as job stress, interpersonal relationships, communications, emotional problems, marital relation, parenting issues, sobriety, non-smoking and asset management, legal advice, career development, job transfer, job rotation, aptitude exploration, outplacement and so on.

2.2 Career counselling process model

Career counselling is the comprehensive process of providing the necessary information for the organisation members in the management circulation cycle of individual career planning, career management, and career assessment and supporting individuals to proceed towards the career path they desire to pursue (Kim, 2003). Therefore, the systematisation is required for career counselling to be conducted effectively. Guerriero
and Allen (1998) proposed a process model noting that career counselling is the dialogue process that the counsellor and the client proceed to solve the problems in collaboration regarding the career-related issues of the client. They emphasise that career counselling should go through a total 29 procedures throughout six stages from foundation build-up to follow-up stage without exception.

Table 1 specifically presents the core contents which should be dealt with in each procedure as well as the procedures for each stage. The model emphasises that career counselling process is requiring the complicated process because the career problem of an individual is the accumulation and results of the development process which have progressed over the long periods starting from before the counselling.

**Table 1  Career counselling process model**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Topic</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Foundation build-up</td>
<td>1 Identifying the reason for requesting the counselling</td>
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<tr>
<td></td>
<td></td>
<td>2 Determining the event for promoting counselling</td>
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<tr>
<td></td>
<td></td>
<td>3 Describing the counselling process</td>
</tr>
<tr>
<td>2</td>
<td>Diagnosis</td>
<td>1 Identifying the career problems</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 Securing the career-related history data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 Interpreting the diagnosis data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 Organising the diagnosis data file</td>
</tr>
<tr>
<td>3</td>
<td>Feedback</td>
<td>1 Feedback on the diagnosis results</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 Confirming diagnosis results validity mutually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 Linkage between diagnosis conclusion and client requests</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 Extracting the likely action alternatives</td>
</tr>
<tr>
<td>4</td>
<td>Goal setting</td>
<td>1 Enumerating career alternatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 Determining the priorities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 Establishing career goal</td>
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<tr>
<td></td>
<td></td>
<td>4 Establishing strategic action plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 Securing client consents</td>
</tr>
<tr>
<td>5</td>
<td>Resolving resistance</td>
<td>1 Executing the action plan/identifying the obstacles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 Assessing source of resistance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 Resolving resistance properly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 Those not helpful in plan implementation/connected to the information</td>
</tr>
<tr>
<td>6</td>
<td>Follow-up</td>
<td>1 Transferring the responsibility of career management to the client</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 Checking the implementation process of the action plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 Counselling effectiveness assessment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 Extending counselling schedule if necessary/determining whether to</td>
</tr>
<tr>
<td></td>
<td></td>
<td>re-conduct the counselling</td>
</tr>
</tbody>
</table>

They expected that the model they presented will need six to eight sessions of meetings (60 to 90 minutes to be taken per session). They present the compressed model which shortened the sessions from six to four times if inevitable due to the time limitations. If the agreement is present regarding the premises that career development can facilitate the
human resource development, at least the counselling using the shortened model should be conducted if necessary for the organisation members who suffer from a serious distress due to career problems.

2.3 Theoretical foundation for career development

Career can be viewed as “patterns of work-related experiences over the lifetime” [Greenhaus et al., (2000), p.9] and career development can be considered as activities of career planning, formation, and management. That is, career development consisting of career goal, career planning, development activities refers to the activities that individuals set their career goals, establishing career plan to achieve the goals, and develop their own career in the ways to match their needs to the needs of the organisation; career developments in individual aspects are focused on the individual career planning while career developments in organisational aspects are focused on career management.

Greenhaus et al. (2000) defined career development as personal and sustainable development process proceeding through a series of stages consisting of each stage featuring unique themes, contents, and tasks. Kim (2003) sees career development as “the process that an individual continues to improve their job-related attitudes, skills and performance through the experiences that he/she gets in relation to works over the lifetime”, valuing the process that an individual’s career path, mainly involving the process posterior to an individual’s career choice, that is, the process of working life, from entrance to retirement in terms of management science is being planned and managed by both the individual and organisation in collaboration whereby the individual’s needs and organisational objectives can be achieved simultaneously; in addition, valuing the process of matching the needs of individuals to the necessities of organisations through training, work experience, feedback, transfer, coaching, etc., as specific activities for career developments; and emphasises human resource development for these (Schein, 1978; Von Glinow et al., 1983).

Existing theories of career development can be classified on the basis of two criteria (Kim, 2001). The first criterion classifies the theories depending on whether the theories address personal perspectives or organisation/social perspectives. The second criterion classifies the theories depending on whether the theories are centred on the structural content or focusing on the process associated with the procedures between the time changes or the procedures between related factors.

Firstly, the content theories addressing personal perspectives are focusing on the impacts of an individual’s personality and characteristics on career development. The studies in this area include career choice theory (Holland, 1973) claiming that individuals choose careers suited to their values and aptitudes and work adjustment theories that individuals can adapt themselves when engaged in the works suited to their abilities (Dawis, 1996). In addition, as with an anchor securing a boat not to shake in the storm, there is a career-related gravity centre in an individual’s life journey, which was named as career anchor by Schein (1978, 1986).

Secondly, the process theories addressing the personal perspectives are the studies that clarified the existence of stages in career development. Studies in this field have elucidated career stages of individuals and presented important agenda and psychological
issues for each stage. As representative one, life stage theory of Erikson shows the changes in social/psychological needs over the progression of the stages. Career stage theory of Feldman (1976) is a model that can be applied to ordinary workers, which presents tasks and psychological issues for each career stage. Dalton et al. (1977) proposed a career stage model that can be applied to professionals.

3 Design of career development counselling model

Because individuals are not able to control the structural career situations of organisation directly on their own, they focus on the career planning perspectives in which they suit a variety of alternative career paths to their career goals for the implementation, accomplishment and preparation in order to set and accomplish their career goals independently by themselves.

Career exploration, awareness, goal setting, strategy development and implementation, etc., are included in the process of career planning. Exploration for career can be divided into self exploration process focusing on personal values, needs, aspirations, abilities, technology, etc., and environmental exploration process focusing on opportunities, duties, requirements, etc., regarding a specific job. Once went through these exploration processes, the next stage is recognition stage enabling the individuals to recognise their personal qualities and nature of the environments accurately. After this stage, goal setting shall be done, which is very important in the motivational aspects (Kim, 1994).

Table 2 presents sequential relationship between stages based on the prior studies on career development and the main topics and effects of the core contents to be taken at each stage. 5P career development counselling model is built on the purpose of finding a suitable job function by defining one’s strength and ability while setting the direction of career path with some degree of flexibility. It ultimately aids in the individual’s self-introspection by asking questions on major topics such as person, performance, place, possibilities, and plan.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Topic</th>
<th>Issue and content</th>
<th>Effects</th>
</tr>
</thead>
</table>
| 1     | Person| • What is my unique strength?  
      |       | • Identifying career prism, personality style, value, and expertise | • Building the awareness to understand and share company visions through their own competencies and values |
| 2     | Performance| • What is my ability?  
      |       | • Performance of an individual, reputation, network evaluation | • Preparing the foundation for creation of current and future competitiveness by grasping their own values through understanding what they can generate |
Table 2  5P career development counselling model (continued)

<table>
<thead>
<tr>
<th>Stage</th>
<th>Topic</th>
<th>Issue and content</th>
<th>Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Place</td>
<td>• How the work environments are changing? (Checking external environments and future change factors affecting the individual's career) • Identifying what they currently stand through specialty areas, industry, organization, job, etc.</td>
<td>• Recognising that the factors affecting careers are not simple problems of their own, but connected to the environments; recognition switch needed for future-oriented value creation in the various regions</td>
</tr>
<tr>
<td>4</td>
<td>Possibilities</td>
<td>• What are my goals? • Setting personal goals through organisational goals/job performance and establishing long-term/short-term objectives for contributing to the organisation (job expansion, new area development, job re-review)</td>
<td>• Establishing objective plan to enhance the organisation and job performance and building the foundation for advancing to a key personnel in the organisation as well as discovering the value of the individual and establishing the future plans to accomplish the plans</td>
</tr>
<tr>
<td>5</td>
<td>Plan</td>
<td>• What to do and how to do? • Establishing specific action strategies for improving individual competitiveness and contributing to the organisation (Preparing foundation for supports, learning plans, day-to-day practice, etc.)</td>
<td>• Letting the individuals and organisations to be aligned under the practice plan and levelling a grade up to key personnel through enhancing competitiveness</td>
</tr>
</tbody>
</table>

4  Case study

4.1  Case study 1

4.1.1  Subject

The subject of the study is a male worker in the late ‘30s at the position of deputy general manager who has been working in the HR department of a multinational corporation for about 13 years. The client had been losing the job satisfaction and involvements for the recent one year and applied for the EAP career counselling supported by the company. He appealed in the initial counselling that he lost his interests in his job with his passions cooled.

4.1.2  Counselling procedures and counselling methods

Counselling proceeded with the client in a relaxed atmosphere; a total five sessions were conducted once a week and 60 minutes per every session. Counselling was done in the counselling room after works; questionnaires and work-related psychological tests were conducted for the analysis of the career factors for career development. 5P career
counselling model of Table 1 was used to evoke self-introspection in the client while the counselling is underway.

4.1.3 Counselling procedures and contents

4.1.3.1 The first counselling

The objective is to identify the major complaints of the client and to set the direction of the counselling by identifying the expectation of the client through career counselling of the client. To the questions asking about the reasons that the client applied for the career counselling, he replied

“I have been losing interests in works from about a year ago. Might I have my passions cooled? I cannot concentrate myself in works for that reason…. I have not been satisfied with the way things are going or the results. So I applied for the counseling to know about why that happened and what to do to enjoy working as previously.”

On the other hand, to the question asking about the decreased job satisfaction and involvements, he replied

“In fact, I am accustomed to HRM job now. Hiring is my main task, but even though I am in the deputy manager position, I am not allowed to do works independently reflecting my thoughts or ideas in the department. I just do as directed by my boss. No changes. Always go that way. However, I haven’t thought about quitting my job yet despite that. I know that it is not easy for me to find such a good company as ours providing good environments in terms of compensation package and stability”.

4.1.3.2 Second counselling and third counselling

Regarding the level diagnosis of the client related to the topic of 5P career development, comprehensive check, analysis, and feedback was conducted through the questionnaires. Especially, to the question asking about the reason why the level of the network balance is lower in performance, he replied,

“I think that I have been so stuck in the company these days that I did networking only within the company. I knew the importance of the networking in the professional areas and industries, but I couldn’t do it easily since I have been immersed in the daily operation and day-to-day works. I know it. Networking is important in career management....”

4.1.3.3 The fourth counselling

He set his goals of work area expansion and work area development in the goal setting of the networking areas in performance category among career development factors. To the question asking about the possibility that work area expansion and work area development can be carried out, from the reply that

“I think that it will be impossible to carry out work area expansion or work area development within the company immediately for the time being. However, I have been interested in HRD and labor management. I often go to colleges to do recruiting briefing in recruiting season when I enjoyed lecturing or training. I think that it will be interesting to plan on training programs or to give lectures for internal staffs or newcomers...”
It was considered, if possible, to try to find the opportunities to expand his job scope to HRD within the company and communicate about the related issues with senior managers in the company.

4.1.3.4 The fifth counselling

Specific long-term and short-term career development plans with regard to the networking planning and work area development were established. In particular, specific plans on the learning plan and practice methods regarding exploration of the company’s possible supporting methods were established.

4.1.3.5 Counselling assessment

The client could recognise his needs and his preferred jobs and preferred organisational environments through the career development counselling; so the opportunity to resolve the problem was provided. In addition, he could set career plan regarding work area expansion and development in terms of the long-term career management; and prepare actions for learning and practice to accomplish the goals. Furthermore, the client gave the positive feedback that he came to know about the career development methods through the counselling process and he could proceed with the self-leading career development independently in the future.

4.2 Case study 2

4.2.1 Subject

The subject of this study is currently a manager at finance department of a multinational IT company. In his late 40s, he works as a country tax expert at an executive level. He envisions himself to work as a CFO at a large or medium-sized organisation or multinational company, thus wanted to measure the possibility and prepare for career development with such goal in mind.

4.2.2 Counselling procedures and counselling methods

Counselling proceeded with the client for a total five sessions. It took place once a week and 60 minutes per every session. Counselling was done in the counselling room after works; questionnaires and work-related psychological tests were conducted for the analysis of the career factors for career development. In addition, further analysis of career factors to examine competencies as a CFO and performance review was performed. 5P career development counselling model was used in order to encourage self-introspection of the client.

4.2.3 Counselling procedures and contents

4.2.3.1 The first counselling

The objective is to identify the major complaints of the client and to set the direction of the counselling by identifying the expectation of the client through career counselling of the client. To the questions asking about the reasons that the client applied for the career counselling, he replied
“I’ve been working as a tax expert at a multinational company for over 20 years. To be honest, I do have an opportunity and possibility to continue working as a tax expert at this company until retirement. It’s a pretty stable job. However, I started thinking that I am not satisfied enough. I want to expand my work and leadership role beyond tax and work as a CFO which will be a challenging yet exciting role.”

To the question about what the client wishes to achieve through counselling, he answered:

“I want to know if I really have the potential to become a CFO in the current job market. I also want to know what kinds of preparation I should do in order to make it possible. That is why I decided to get career counseling.”

4.2.3.2 Second counselling and third counselling

Regarding the level diagnosis of the client related to the topic of 5P career development, comprehensive check, analysis, and feedback was conducted through the questionnaires. Moreover, the client’s leadership competency, management style, and communication style were analysed via performance analysis. When analysing the client’s career, specific questions related to working as a CFO were asked in order to identify relevant work areas and achievement. His answer was as follows:

“Even though I am an executive at finance department, my company is a large-sized company so it’s difficult to be in charge of a larger role. Last year I explained this as a reason and requested an opportunity to work in operation or accounting, but my request was not accepted.”

In order to seek the possibility of working as a CFO, the client created a resume based on the data generated from the third counselling session. The resume is to be sent to a headhunter at an executive search firm.

4.2.3.3 The fourth counselling

In the fourth counselling, the client performed job analysis of CFO and set up a career development plan based on the information from headhunter. The plan entails required work experience, knowledge, certification, and other career factors for CFO.

Most of all, the client was able to recognise the critical importance of expanding his work ability and skills as a CFO.

To the question regarding how he could improve his employability, he replied:

“I am willing to take a position at a smaller company or even a lower salary if I can have the opportunity to expand my work as a CFO. It’s more important to have such opportunity. Another plan is to communicate with my current company again if I could expand my work from the current role. However, I doubt that it will be possible here.”

In the fourth counselling session, the goal was set based on horizontal movement in the current workplace or moving to a different industry in order to expand his current career completeness.
4.2.3.4 The fifth counselling

In a short-term, a plan to work at a different company where the client could expand his current role even at a smaller firm through human networking and target company marketing is valuable. Furthermore, each factor of career development (networking, expertise, performance management, etc.) was analysed to define areas for improvement. In a long-term, he plans to obtain an EMBA degree in order to gain knowledge and qualifications as CFO.

4.2.3.5 Counselling assessment

Through career development counselling, the client was able to recognise that his job satisfaction could be maximised when he works at a role which meets his needs and values. The client was satisfied that he was able to perform self and productivity analysis in order to achieve his career goal. He also appreciated the opportunity of self-introspection to improve himself in certain areas.

4.3 Case study 3

4.3.1 Subject

The subject of this study is in her late 40s and has been working as a senior researcher in risk management at a governmental organisation. Based on the client’s life plan, she wished to continue working after retiring from her current workplace. She wanted to participate in career development planning in order to prepare for a new job after retirement.

4.3.2 Counselling procedures and counselling methods

Counselling proceeded with the client for a total five sessions. It took place once a week and 60 minutes per every session. Counselling was done in the counselling room after works; the primary purpose of counselling was to develop employability in the job market. Especially, questionnaires for self-analysis (experience, strength, interest, ability, value) and work-related psychological tests were conducted in order to assist in career development after retirement. 5P career development counselling model of Table 2 was used to evoke self-introspection in the client during the counselling sessions.

4.3.3 Counselling procedures and contents

4.3.3.1 The first counselling

The objective is to identify the major complaints of the client and to set the direction of the counselling by identifying the expectation of the client through career counselling of the client. To the questions asking about the reasons that the client applied for the career counselling, she replied

“I’ve been working in risk management at a governmental organization over 17 years. My position is guaranteed at this organization until retirement, and I will have enough pensions to live a stable life after retirement. However, I wish to continue working after retirement, especially at a job that really fits me and one I can truly enjoy. I decided to receive this counseling in order to find a job that really suits me.”
4.3.3.2 Second counselling and third counselling

The career analysis and feedback were performed based on stages 1 and 2 of Table 2. Work-related psychological test was conducted in order to identify personality factors and explore her areas of interest. Moreover, career analysis was performed in order to identify the client’s strengths gained from her experiences.

To the question about the most critical factor to consider when deciding on career, she answered:

“After retirement, I really want to work that is for me. Something I could enjoy and exploit my forte. I think that’s most important.”

In the third counselling session, possibilities of new career were explored with the data gained from work-related psychological test and questionnaire. Through brainstorming with the client’s experience strength, talent, and interest, career alternatives after retirement were identified.

4.3.3.3 The fourth counselling

In the fourth counselling session, career alternatives identified in the third session were analysed and career goal was set via career goal setting matrix. Career goal was specifically set based on the client’s interest and strength.

“My favorite thing to do is watch soccer games. I go to the game or watch it on TV whenever I have chance. During vacation days, I go to England or Germany to watch games.”

To the question about writing as her competency, she answered:

“As a child, I was praised for my writing and even received awards. I still write in my journal nowadays.”

4.3.3.4 The fifth counselling

Through various types of self-analysis, the client has set her long-term career goal as ‘soccer columnist’ which combines both her talent and interest. Especially, she set up a plan to take a course in writing and expand her human network related to soccer.

4.3.3.5 Counselling assessment

The client was able to understand herself by participating in career development counselling. She was able to identify her interest, talent, and strength. She was also able to figure out the career development path in order to reach her desired future career.

5 Conclusions and suggestion

As pointed out in the introduction, the recognition on the necessity of the career counselling, especially career development counselling has been growing. In this regard, the study explored the concepts of career development, career development counselling model and counselling case among the career development counselling areas in EAP program. Extracting the meaning of the EAP career development counselling as a human
resource development strategy of companies through these studies and discussions, it is as follows.

First, career development of employees should be addressed in terms of supports rather than in existing management aspects. Based on the works and manpower characteristics which can alleviate the fear for career vision that most of the workers in Korea are bound to face at a certain time after employment at companies, the opportunities for setting clear goals should be designed and provided; and environments and institutions enabling career development for employees to grow as sustainable professionals should be prepared and activated. To this end, the attention and supports by the management is more essential than anything else.

Second, lots of considerations should be taken about how to manage or be prepared for the various challenges appearing in the development of career counselling. That is, answers should continue to be discussed and created regarding how to realistically set the career goals in order to satisfy both organisation and individuals simultaneously; how to get the organisation members accept the concepts that career development is not the same concept as promotion.

Third, the continuous strengthening requirements for the organisation competitiveness leads directly to the competitiveness of the human resources so career development of the employees should be made; as a way to achieve this goal, introduction and activation of the EAP career counselling system are required.

Fourth, when constructing and running career development counselling, the individual’s needs based on his or her career and life plan must be taken into account. The session must be differentiated based on one’s age, job level, gender and so on. Moreover, the development of career counselling experts who have knowledge in both human resource development and counselling must be nurtured.

References

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