

# The Emerging Career Management Profession



CAREER MANAGEMENT

National Society of Career Management

White Paper

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**NSCM**  
CAREER MANAGEMENT

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# INTRODUCTION

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One of the most crucial issues facing management is preserving employee commitment to company goals and objectives despite organizational instability. We are experiencing a time of great organizational change led by overseas outsourcing, downsizing, global restructuring, and diminishing career advancement paths. Because of these changes, employees are less likely to rise up the ranks and more likely to change jobs or area of specialization often. With performance being a fundamental cornerstone to financial success, employers will need to implement career management programs and enable employees to acquire new skills in order to thrive. Those employers who shift the overall responsibility for career development onto employees will be less likely to cultivate loyalty and commitment.

At any time, a company's employees may experience career challenges that may seriously affect their success at the company. If these difficulties go unresolved for a period of time they are likely to impact the employees' ability to cope effectively on the job. For senior-level professionals, the impact can be even more devastating because their work usually has a direct impact on overall business strategy and direction. Career management is a strategic resource that employees can use and managers can rely on when work performance, career transition, personal conduct in the workplace, and/or culture fit becomes an issue. It provides a means for employers to encourage their employees to seek career assistance early to prevent small problems from getting out of hand and creating greater barriers to success. It is also a way to help key employees reach higher career aspirations so that they continue to add significant value to the company.

## **What Are the Benefits to the Employer's Organization?**

Employers use career managers not only as a cost-saving measure, but, more importantly, to "do the right thing" for both the employees and the organization. The benefits of having career managers in-house may include:

- Increase in employee productivity
- Increase in supervisory effectiveness
- Retention of valued employees
- Less time spent managing poor performers
- Increased quality in employee performance
- Improved employee morale
- Feeling that your organization cares about employee well-being
- Resource base for professional, experienced facilitators of training and staff development programs

## **ABOUT CAREER MANAGEMENT**

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The world economy is driving changes in nearly every job market, which has inspired or forced many professionals to transform themselves to remain competitive. The job market will continue to be in flux due to economic changes. This has caused the job search industry to grow into a billion dollar industry due to market demand for career services. Currently, it is estimated that 30,000 people call themselves career coaches and this number is expected to double every year for the next five years.

As a result of this growth, a host of career paths has emerged within the career management space. Traditionally this space was staffed with niche specialists, such as assessment coordinators, résumé writers, outplacement coordinators, networkers, and career counselors. These services are short-term and lack the vision required to help professionals envision, plan, navigate, and execute strategies for new roles, internal mobility, and external transitions. The need for strategic career services over the life span resulted in a new profession of career managers.

A career manager should be thought of as one's career strategist. Increasingly, career managers are stepping up to provide strategic career guidance that contributes directly to a person's entire life span. They have gone beyond being good listeners to providing long-term facilitation of decisions at the onset of career planning, and helping clients take the necessary actions to achieve goals.

While the demand for career managers is increasing every year, this growth creates opportunities and problems for the public. The career management profession is currently unregulated, which means that anyone can call themselves a career manager or coach, regardless of experience. No standard competencies exist to set the skills, expectations, quality, and consistency required of career managers. Low public confidence currently exists due to inconsistent service delivery. No widely accepted or proven methodology exists to train and certify career managers. Finally, there is a growing demand for career management services, and not enough qualified professionals to deliver these services.

It is for these reasons that the National Society of Career Management came into existence. NSCM worked collaboratively with academics and professionals within the career management space to define competencies for career managers to develop a comprehensive body of knowledge, train people for the Professional in Career Management (PCM) examination, and advocate for a code of ethics and conduct to ensure quality and consistency in the field.

## **ROLE OF THE CAREER MANAGER**

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Career managers have a broad focus and many find themselves balancing three distinct roles while working with clients and employees—strategic, facilitative, and actionable, as shown in the figure below. Increasingly, career managers are stepping up to provide strategic career guidance that contributes directly to a person's entire life span. They have gone beyond being

good listeners to providing long-term facilitation of decisions at the onset of career planning, and helping individuals take the necessary actions to achieve goals. A career manager can help people identify jobs and career tracks that work with their natural personality and behavioral style, develop a career road map to help them transition from one position to the next or advance up the career ladder, and prepare them to conduct successful interviews in the workplace. A career manager can also work with people to find work/life balance to promote healthy, happier lives.



### **Strategic**

The strategic role of career development requires a global and forward-thinking focus. The career manager focuses on broad issues related to one's entire career—the past, the present, and the future. Career managers have the opportunity to help create careers that clients are passionate about, and find the right culture in which they can perform work. Career managers should establish key business partnerships with HR departments, senior management, and managers to ensure that employee development meets business objectives. Career development activities that are strategic in nature include:

- Determining appropriate career paths and transitions, including new careers, job changes, industry changes, and complete transformations
- Administering and interpreting assessments and inventories to assess work values, interests, skills, and competencies
- Identifying alternative career options for people in transition that capitalize on individual knowledge, skill, and ability profiles
- Developing specific career paths with experience, knowledge, abilities, and skills defined
- Helping overcome issues such as lack of self-confidence, poor self-discipline, and fear of success/failure
- Creating career development plans to help people grow and learn
- Maximizing person/job/organizational fit and help kick-start a stagnant career
- Identifying and cultivating internal mentor and career advisor networks for personal career development
- Providing unbiased, objective career intervention/mediation/facilitation for people experiencing job stress, job loss, or transition during corporate reorganizations, mergers, or downsizing
- Managing outplacement strategies during times of transition

### **Facilitative**

The facilitative role of the career manager involves those day-to-day activities that are focused on managing clients. A variety of tasks, including motivating the client to do homework, following up on client assignments, and communicating with potential informational interviewers, are associated with day-to-day management. Some other facilitative activities include:

- Releasing and encouraging clients to use their imagination to dream about various options
- Allowing clients to employ their emotions as well as their intellects in the career exploration process

- Awakening or nurturing the client's voice and relating this to support provided by others
- Encouraging clients to integrate career as a concept that encompasses ALL work—paid or unpaid
- Providing unconditional positive regard to clients so that they can feel comfortable accepting wherever they are on the career exploration continuum
- Increasing the client's awareness and understanding of the world of work
- Examining the purposes of work beyond personal gains
- Maximizing career satisfaction

### **Actionable**

The actionable role of career development focuses on specific short-term activities that the career manager must perform in order to help the client achieve strategic and tactical goals. These include record keeping and a host of administrative duties that moves the client through the process. Some others include:

- Implementing a client's personal brand strategy in career tools, such as résumés, cover letters, and bios
- Evaluating job search programs and tools
- Defining content to post on social media sites, job boards, and online networking sites
- Preparing a step-by-step plan to help clients acquire new skills and competencies
- Dealing with dual-career issues in the home
- Developing a résumé
- Preparing mock interviews
- Teaching clients how to network
- Improving performance on the job
- Connecting clients with recruiters

## **WHO NEEDS A CAREER MANAGER**

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Many people benefit from working with a professional career manager. For instance, managers at many companies are expected to take on the role of "coach" without being provided proper training and guidance on the new role. In addition to individual coaching, the following parties also benefit from working with a career manager.

**Groups** Groups can often benefit from working with a career manager. The career manager does not direct the team, but rather aids the group in self-directed exploration. The dynamics of career management groups can be very beneficial, because groups provide support to tackle tough challenges that are present in the real world by providing feedback that can help change negative behaviors and inspire positive change.

**Executives** It is not uncommon these days to hear about executives having career managers or coaches to help them navigate their career. Executives are interested in assessing their talents to figure out how they can move up, down, and across the organization. They also require assistance in building development plans, and working

out behavioral problems that are limiting their growth. Career managers are a solid resource for executives experiencing various transitions such as mergers, acquisitions, and workforce reductions by helping them manage their stress and anxiety.

**Managers** Managers are usually stellar performers but have difficulty making the transition from individual contributor to leader of a team. Managers need assistance developing a plan to gain the people skills necessary to perform. Oftentimes, they also need help developing a roadmap that will help them gain the competencies they need to advance from manager to vice president in the most direct manner. Career managers can provide much needed guidance in developing the career action plan to help managers achieve their career development goals.

## WHAT MAKES A GOOD CAREER MANAGER

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An effective career manager understands how to communicate with clients in a way that gets results. Career manager's guide, inspire and empower clients to realize and develop his or her potential. A career manager has in-depth understanding of the field from fundamental skills to advanced career change strategies and tactics. Career managers may have personal experience with career change. They plan for the entire lifespan and not just for the next job move, know the challenges that accompany transition and provide a structured approach for clients to succeed.

While a great career manager knows a great deal about career management, (s)he must continue to learn and develop new training techniques. Staying up-to-date on new research and trends is a critical sign of a good career manager. They are also good motivators and have a passion for the field of career management. Their ability to motivate and inspire is a part of the formula for client success. Being very familiar with the clients behavior, interests, passions, strengths and weaknesses is also an important ingredient because the career manager understands how to keep clients focused on the end-goal and knows how to keep them on track. Lastly, the best career managers demonstrate a clear commitment to looking out for the best interest of their clients. In the end, it is all about their client's success.

Finding a professional career manager with the right experience, passion and dedication is difficult. The National Society of Career Management's (NSCM) Professional in Career Management (PCM) certification program has proven to train and prepare professionals to demonstrate all of the traits mentioned above and more. PCM's are:

1. Experienced in identifying and resolving career issues in a turbulent market, and/or has a background in or has had exposure to the field in which the client is seeking employment
2. Supportive of the client's unique career needs and dedicated to helping them overcome obstacles along their path
3. Consistent in following a proven methodology with a reputation for success
4. A realistic planner to assist the client in setting SMART goals now and in the future
5. An honest communicator who is willing to tell the client what he or she needs to hear
6. A professional who keeps current on the latest career trends and issues

# THE FOUR PILLARS OF A SOLID CAREER MANAGEMENT PROCESS

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The Career Development Model™ is a comprehensive system that enables clients to achieve strategic breakthroughs in their careers. The model facilitates strategic thinking and incorporates an integration plan targeted to enable clients to achieve key career goals. It is based on four vital pillars to ensure completeness, quality, professionalism, and value in all interactions. The pillars are comprised of:

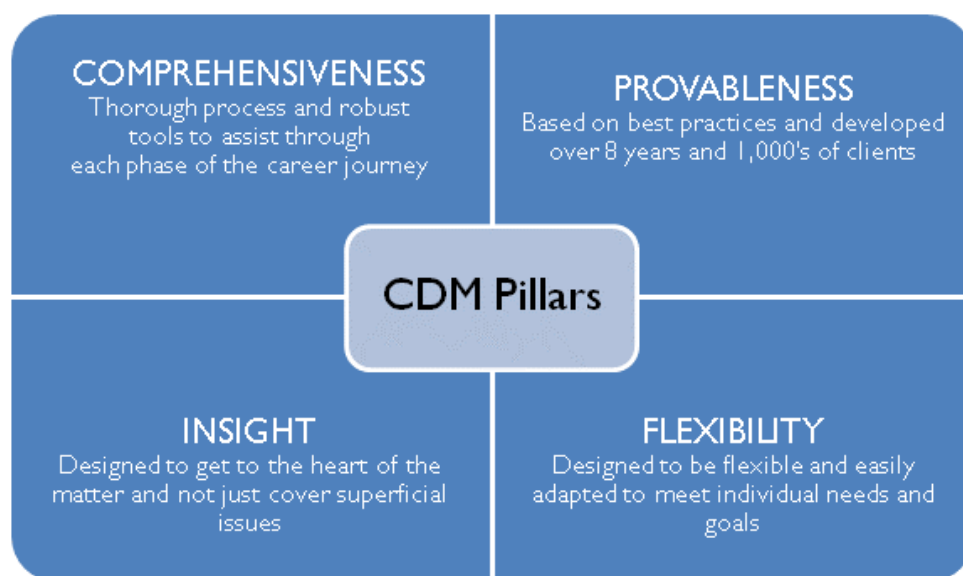
1. Comprehensiveness
2. Provableness
3. Insight
4. Flexibility

## Comprehensiveness

The Career Development Model lays out all of the steps clients will take to achieve their career vision from beginning to end—from exploring and identifying career goals to investigating new opportunities, securing a new role, managing career change, and accomplishing their dreams. The model outlines the activities that both the client and career manager will perform, as well as the tools they will use, as they proceed together through the career development process. Both parties will know where they are headed and what to expect.

## Provableness

The Ginac Group's methodology and tools blend robust career and adult development theories with business-based best practices and practical experience to support each client's desired results. The methodology was developed from the ground up and tested over eight years with thousands of clients. It represents the "best of the best" in career development and transition strategies and methodologies.



### **Insight**

The Career Development Model was designed to help career managers understand their clients' needs, goals, and issues at a deeper level in order to gain greater insight into what is "really going on." This approach helps clients achieve greater self-awareness and gain the most out of their experience instead of providing a "band-aid" fix.

### **Flexibility**

Rather than being a "one-size-fits-all" approach, the Career Development Model is flexible and easily adapted to meet individual needs and goals. The objective is to help people achieve their personal career vision, and career managers can support them in taking any number of paths to get there.

## **WHY IS STRUCTURE IMPORTANT**

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Highly effective career managers use a structured approach with clients. The journey that teaches fledgling career managers how to lead clients from a point of career "vision" or a "state of indecision" to a point of realizing and implementing their goals starts here. NSCM created the Career Development Model, which lays down the road map for both career managers and clients to follow in order to achieve change, accomplish the clients' career goals, and—for clients—to find greater happiness.

The Career Development Model offers many benefits, including the following:

- Creates an established process to execute breakthrough career change over a client's career life span by leveraging a planning and implementation system that is responsive and flexible, yet disciplined
- Communicates the client's vision as the starting point for all career planning, as well as communicating major shifts in career direction, career goals, and significant career issues
- Emphasizes a thorough analysis and understanding of reoccurring problems and themes; this helps ensure that new career goals are based upon a sound understanding of the client's current capabilities and opportunities for change
- Reinforces planning who will carry out the implementation between the client and the career manager; this helps ensure that the goals are understood, achievable, and "owned" by those who are responsible for achieving them
- Aligns both the client's and career manager's efforts throughout the relationship in support of career resilience; in this way many small achievements can complement each other to improve performance or to achieve a breakthrough

The Career Development Model is composed of two important components:

1. The Career Transition Matrix™, which is a tool for understanding the career transition path most appropriate for the client
2. The Career Development Framework™, which is a five-phase process for facilitating career change

The Career Development Model explains how to best prepare the client to understand the complexity of career transition. It also demonstrates a pragmatic approach to achieving change in a consistent and forward-looking manner. The model embraces the two main strands of the *Willing Client* and the *Career Manager*. This embracement is the cornerstone of positive, productive, and effective life-enhancing change.

The client must be willing and ready to engage in a change process for it to be productive and worthwhile. Since change is one of the most difficult things in life to deal with, it is often a major obstacle to achieving lasting results. People naturally want to stick to the things they know, and do things the way they have done them before. Clients must be able to quantify and qualify change in their mind before they become a willing client. They must have specific knowledge about the change process. Clients need to have an idea about where they will end up, and how long it will take to achieve their goals. They will want a specific formula to be able to problem solve over their career span. A deep and confident understanding of how career transition occurs is vital to them.

Clients may also need assistance understanding how to interpret, communicate, and apply strategies and tactics to facilitate positive change. Thus, the career manager's job is to lay out the model, which provides a structured context on which to build and evaluate strategies that foster the client's career development process. A primary way to accomplish this goal is to teach clients how to (1) reflect on their unique transition, (2) diagnose their own career status, (3) reflect on their actions, (4) consider multiple perspectives, and (5) generate various possible outcomes based on insight, research, and best practices. The model helps to make the concept of career transition move from the intangible to the tangible.

Gaining self-awareness is tough, and there are very few people who can accomplish this process with great success on their own. The Career Development Model is most valuable to the client when it is used in conjunction with a career manager, who:

- Is responsible for helping clients think soundly and to make change skillfully
- Is someone who can sit with clients, hear what they are saying, and also sense what is unspoken
- Is someone who understands how to dance around topics with insightful and pointed questions
- Helps clients reveal their innermost aspirations and goals
- Understands the delicate balance of providing introspection and empathy with actionable tasks that lead to achieving a positive outcome

The best career managers blend business context with counseling, marketing, and consulting skills to help clients. They will help clients withstand the emotional impacts that are inevitable with change and get them to focus on the results they desire.



	Current Career	New Career
Current Industry	JOB CHANGE	CAREER DEVELOPMENT
New Industry	INDUSTRY CHANGE	TRANSFORMATION

## DIMENSIONS OF CAREER CHANGE

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Many types of career changes exist in our changing world. Most career changes can be organized based on two dimensions: Industry and Career. These two dimensions offer four main strategic choices to implementing career change. These choices range from an incremental job change strategy, in which professionals maintain their current career in current existing industry, to a revolutionary strategy in which professionals change their careers and enter new industries. The four types of career transition are (1) Job Change, (2) Industry Change, (3) Career Development, and (4) Transformation. A description of each strategy is described in the following paragraphs.

### Job Change

A job change career transition occurs when a professional searches for the same or a similar career within his or her current industry of expertise. The career path remains unchanged and no new industry segments are pursued. Instead, the professional repositions existing skills, seeks new promotions, or tries to gain increases in salary by pursuing a similar job within an existing company or a new company.

A job change is the progression or modification within a current career or industry. The change could entail a promotion from individual contributor to manager, increased responsibility within a particular role, or increased salary due to changing companies or roles. For example, a marketing manager transfers from Dell to Hewlett-Packard, which are both computer manufacturers. The client did not change his or her role—marketing manager—nor did he or she change industries. Sometimes change within this category can be confused with career development. Sometimes a company might label similar jobs with different titles. In the case of Dell and Hewlett-Packard, one company might refer to brand managers while the other one refers to product manager. However, job responsibilities are nearly identical. In other instances, these two titles might represent very different job responsibilities and tasks. It is important to not only pay attention to job titles, but also to the associated responsibilities when making a career change.

### Industry Change

An industry change career transition occurs when a professional repositions or markets existing skills, experiences, and expertise to one or more new industry segments. The professional finds untapped verticals within a specific industry. The career manager may also explore new geographies or other new industries.

Industry change involves moving to a new market. A new market is defined in terms of the client's point of view, meaning that the market is new to the client, but not an entirely new industry segment as defined by analysts. The new industry could be any industry that finds value in certain skills, knowledge, or experiences. This type of career transition provides clients with a chance to use their existing career assets to foster further development of their career in new domains. For instance, a marketing manager working at Dell, selling computer equipment to the healthcare sector or other services sector, could make a change to Cardinal Healthcare. Cardinal Healthcare would benefit from having someone who has extensive business-to-consumer marketing experience combined with some knowledge of selling to the healthcare sector. This is considered an industry change because of the change from the computer manufacturing industry to the healthcare industry while leveraging an existing skill set.

### **Career Development**

A career development career transition involves finding a new career within an existing industry. A professional grows by acquiring new skills based on evolving interests or by utilizing untapped skills. The professional seeks to gradually replace old skills with new ones, and also leverages industry contacts and knowledge to gain entry into new careers within his or her existing company or a new company.

One way to create a new career is to move into a job that is similar to the current job. One example would be the marketing manager at Dell becoming a sales associate at Hewlett-Packard. Marketing and sales share some overlapping responsibilities and skills, including having the ability to understand customer needs as well as devising communications that persuade them to purchase a specific product or service. However, the method used by each professional to execute the task is different. A marketing manager typically performs general market research across customer groups, and develops value propositions and messaging statements that get distributed via collateral. Sales associates are expected to dissect customer needs in order to understand specific problems, customize value propositions to appeal to specific customers, and persuade them via formal meetings, presentations, and demos. The latter method moves the professional into an entirely new career with no prior knowledge or expertise. For example, a lawyer who specializes in working with high-technology start-ups joins a high-technology company as head of mergers and acquisitions. The lawyer has no prior experience as a corporate business development executive; however, the client may possess the general skills required of this job, such as critical thinking, analysis, and customer engagement.

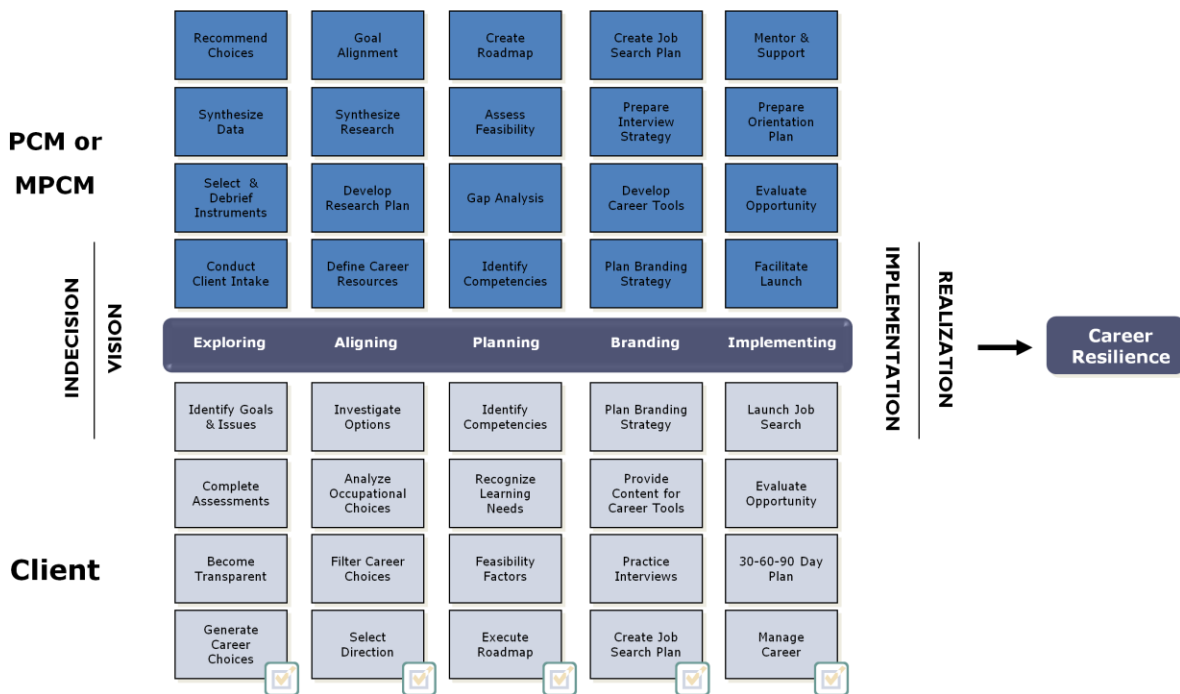
### **Transformation**

	<b>Current Career</b>	<b>New Career</b>
<b>Current Industry</b>	<b>JOB CHANGE</b> Marketing manager transfers from Dell to Hewlett-Packard	<b>CAREER DEVELOPMENT</b> Marketing manager at Dell becomes sales associate at Hewlett-Packard
<b>New Industry</b>	<b>INDUSTRY CHANGE</b> Marketing manager transfers from Dell (technology) to Cardinal Health (healthcare)	<b>TRANSFORMATION</b> Marketing manager in technology industry becomes audiologist (healthcare)

The transformation career transition entails the greatest risk for the professional, who acquires a new career in a new industry. The transformation strategy is different from the career development strategy in that it involves expanding into new market segments beyond the client’s original industry of expertise. This is almost always done through “reinvention of oneself.” The client seeks to develop new skills and knowledge to grow in areas that are often very different from his or her prior experience, education, and training. The client typically does not possess any expertise in either the career or the industry. Using the previous example, a marketing manager in the technology industry becomes an audiologist in the healthcare industry. The job responsibilities and skills for these two jobs are vastly different from one another. Another example would be a financial planning analyst becoming a high school science teacher.

# CAREER DEVELOPMENT FRAMEWORK™

This diagram shows the complete Career Development Framework, including both client and career manager roles. This provides a view from both perspectives.



### **Phase 1: Exploring**

- Identify and clarify career-related questions, issues, and concerns
- Gain a greater understanding of the client's personal strengths, abilities, and interests and the importance of managing "Career Assets"
- Investigate factors influencing career planning and decisions
- Reflect on past career choices and future career goals

Clients and career managers work together to identify career issues that are important to the client. They will then clarify and confirm the clients' goals for their career development program. In order to best help clients accomplish what they want, and gain the most out of their career program, the career manager will encourage them to consider their career in the context of life influences. The client and career manager will also consider any obstacles that may be impeding the client's progress. During this phase clients will complete personal and/or professional assessments to help them better understand their strengths, interests, work values, and career challenges.

### **Phase 2: Aligning**

- Explore and gain a greater understanding of potential careers and positions that match well with the client's strengths, interests, and work/life goals
- Research and identify the pros and cons associated with different career options
- Narrow options and create a road map that identifies outstanding questions and information about selected career path(s), and plans to address these gaps

After clients have identified their personal career assets and goals, they will spend some time exploring the different career options available to them. Clients will determine if they are interested in pursuing a completely new career, securing a job at a new company, or following entrepreneurial pursuits. This aligning phase will help to ensure that they make an informed decision. By investigating potential careers in a planned and organized way, clients can begin to explore the variety of options available to them. This affirms that clients will have made the right decision. However, clients may realize early on that they should change their direction. At the end of this phase, clients will have a solid plan in place that outlines their next steps to perform "due diligence" and pursue the career path(s) of their choice.

### **Phase 3: Planning**

- Confirm "career requirements"—the benchmarks clients will use to determine career path(s)
- Create a career plan based on the knowledge and skills needed to enter and progress in the client's preferred careers/positions
- Acquire the knowledge and skills needed to enter and progress in various careers
- Confirm and test decisions regarding the specific career path(s) clients want to pursue

Clients will identify and gather information that will help them assess what a given career or position is really like from an inside perspective. Any skill or experience requirements the client will need should be addressed. This includes “must have” requirements for any career/position, and which career path(s)/position(s) they want to pursue. Clients will also invest in resources and time to obtain the skills necessary to make a forward transition. At the end of this phase, they will be positioned to begin planning their transition approach based on the Career Transition Matrix.

#### **Phase 4: Branding**

- Research companies to identify which ones fit the client’s new career goals
- Define key messages used to highlight the clients’ value, and make them stand out from the competition
- Assemble the clients’ Career Toolset—all the tools they will need to launch and manage their job search, make a career transition, and/or manage change in their career
- Sharpen clients’ interview and communication skills and build their confidence to “wow” employers, land a job, make a career change, and achieve their career goals

Career branding involves developing the tactical tools that clients will need to ensure a successful transition. Clients will develop the tools they will need to make contacts, market themselves effectively, get in the door, and launch a plan that will lead them to achieve their career goals. During this phase, clients will create a Career Toolset. This toolset includes a marketing plan, résumé, job search plan, and networking communications. Clients will learn how to network and interview like a pro, build their confidence, and make a great impression. They will also gain greater self-awareness to be happily employed in a career that is meaningful to them.

#### **Phase 5: Implementing**

- Leverage the clients’ network of contacts to find hidden opportunities, make connections, and meet people who can help them achieve their goal(s)
- Negotiate and secure the client’s ideal opportunity, including compensation and vacation packages
- Prepare for success during the clients’ first 30-60-90 days on the new job or in their new role

After clients have successfully interviewed for a new position (or positions) or held discussions regarding their career options (e.g., going back to school, taking on a new role, etc.), they will want to evaluate and confirm which opportunity is the right fit for them and then secure the best offer possible. During this phase, clients will learn how to perform due diligence on potential employers, evaluate opportunities, and negotiate to obtain the best offer they can. They will also learn how to ready themselves for success in their new position. Clients will acclimate to a new organizational culture or work setting, a new work team, and/or new responsibilities by creating a **30-60-90 Day Plan**. This plan will help them kick start their new career and get off on the right foot.

## **ORGANIZATIONAL CAREER MANAGERS**

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Career managers are typically found by clients through friends, colleagues, and family. Managers or supervisors at companies can also be a referral method. The people doing the referring will probably be asked about their experience: What was their reason for hiring a career manager? What was their decision criteria? Were they pleased with their results and the relationship they established with their career manager? Once a career manager has been selected for a job, the next step is to schedule an initial meeting. The initial meeting will take several hours and clients can expect to discuss their background, education, and career goals in detail.

Organizational career managers typically sit on-site at the employer's place of business or work rather than work from a private office. Most people usually require 6–12 one-hour sessions, but this depends on the nature of the career initiative. People typically make appointments with the career manager and develop a meeting schedule based on availability. For services such as organization-level assessment and development of new or enhanced organization-wide processes and infrastructure, the approach for delivery of services and career manager's time on-site is usually determined on a project-by-project basis.

Career managers are usually hired on retainer by organizations and can expect to be paid between \$100 and \$500 per hour. Rates should be negotiated based on the number of days the career manager is on-site at the employer's facility and the duration of the contract. For example, one employer may pay \$3500 per month for 4 full-time days of service, while another employer may pay \$9000 per month for 12 full-time days of service. Many career managers also price using a fixed-fee model based on the project. For example, if an employer wanted to assess a department, a career manager may propose a total fee for the assignment. Employees are not expected to pay for the service when it is offered via their employer.

## **WHY PEOPLE HIRE PROFESSIONALS IN CAREER MANAGEMENT (PCM)**

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Your future in career development and planning will be filled with opportunities and challenges. Many Americans are now responsible for their own career direction and are looking to professional career managers for assistance. If you enjoy the prestige that comes from being the best in your field, then you will appreciate the professional advantages derived from attaining the Professional in Career Management designation.

The public is too often confused about how to select a career manager. As increasing numbers of people in the career development field call themselves "career counselors" or "coaches," career development professionals need a way to differentiate themselves and demonstrate quickly that they are competent and capable. That differentiation comes with the PCM designation awarded by the National Society of Career Management, and professionals around the nation already set

themselves apart in this meaningful way. The PCM designation makes you stand out as someone who has advanced skills in the delivery of career management services and use of the Career Development Framework. The designation allows you to:

- Be included in a respected group of professionals who have a proven commitment to ethical standards and integrity
- Demonstrate the highest level of excellence in knowledge, competence, and skill in helping clients achieve career resilience
- Improve your brand with a designation that represents depth of understanding and a commitment to excellence

The public is looking for career managers who have demonstrated a commitment to competency, and career development professionals want an established designation that sets them apart in a globally expanding career planning profession. Our research shows consumers increasingly rely on specialized training when selecting a career manager.

## **ABOUT THE NATIONAL SOCIETY OF CAREER MANAGEMENT**

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NSCM is a leading member-based organization in the career management industry. NSCM trains and certifies career managers through its leading and proprietary NSCM Learning System and certification program. NSCM conducts its training at its Austin, Texas training facility, through its college and university partners, on-site for large corporate and government customers, and online. Our training team is comprised of experienced career management professionals who are knowledgeable about both local and national career development trends.

