

# BUILDING CAREER CAPITAL

A NEW LENS FOR UNDERSTANDING THE  
DEVELOPMENT OF THE VET WORKFORCE



**Work**

The changing  
nature of work

**Life**

The changing  
nature of careers

## Psychological contract:

*...a set of individual beliefs, shaped by an organisation regarding the terms of an exchange agreement between individuals and their organisation*  
(Rousseau, 1995, p. 9)

From secure employment for all... to...  
'opportunities' for those who are needed  
and are 'fit' for their job  
(Herriot and Pemberton 1995)



# Metaphors for 'new' careers

- Boundaryless (De Fellippi and Arthur 1996)
- Protean (Hall, 1996, 2002, 2004; Hall & Associates, 1996)



# Careers in VET

Careers shaped by changing workforce structures and changing nature of work in the sector (NCVER 2004; Harris, Simons & Clayton 2005, WA DET 2006)

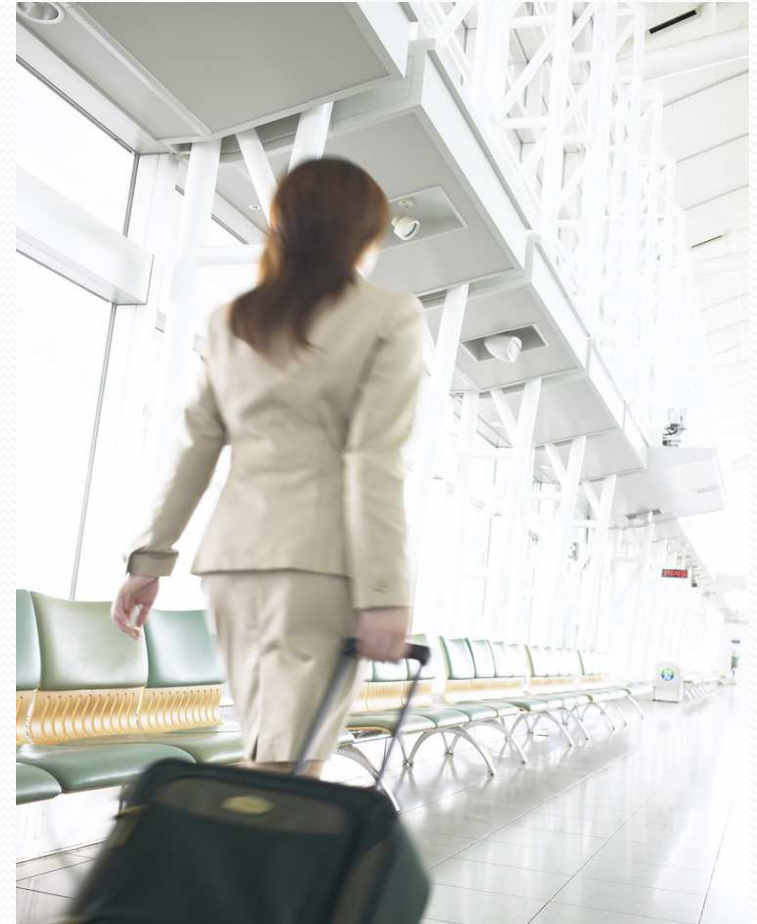
Careers – an interplay between individual and institutions (Walton and Mallon 2004)



# Perceptions of careers

Traditional and contemporary views held in tension

Redefining the 'boundaries'



# Careers in action

Careers are characterised by high levels of mobility and self-directed career behaviour that is directed to achieving two outcomes – job satisfaction and the attainment of security of employment



# Career Capital



- Part of the repertoire of strategies needed for the effective management of careers by individuals; and for organisations interested in developing their workforces
- Two forms of capital – individual and relational



# Career Capital (ii)



- Knowing why
- Knowing how
- Knowing whom
- Knowing what
- Knowing where
- Knowing when
- (De Felippi and Arthur 1996; Jones and Arthur 1996)

# Opportunities and Career Capital

- 'Opportunities' as a major tool of development
- 'Opportunities' – can create issues

What we can deduce from careers study:

- Different types of capital are valued - for example, most travelled pathway into management roles was via pathways inside training organisations (organisational knowing how)
- Direct recruitment into organisations brings different sorts of capital (for example industry know how and whom)
- Strong preference for domain specific knowledge in education/training as a foundation for a career in management (know how)

