

# Further reading: Promotion and career path

Promotion and career are essential aspects of strategic HRM. The HR practice of promotion:

1. rewards an employee for years of service, professional performance and achievements, and the competencies the employee acquires
2. ensures the organisation makes optimal use of the skills and experience an employee develops
3. stimulates excellency in performance
4. stimulates individual professional development, i.e. higher levels of education, participation in training courses, and self-directed learning
5. Promotes commitment to the organisation.

Promotion means moving one or more steps up in the hierarchy of positions taking on more demanding responsibilities and tasks and acquiring increased authority and decision-making powers. Promotion also means a higher salary and, in some cases, additional benefits and privileges.

The sense of being on a career path with opportunities for aspiring to higher positions and grades is an important motivational driver for professional development and improvements in performance.

In many professional jobs an employee can choose between a) a professional career path, b) a managerial career path, and c) an academic career path. This also applies to the teaching profession.

Promotion to a managerial position will require demonstration of managerial skills and an aptitude for management. Continuing on a professional career path to higher positions and grades will require demonstration of professional excellence. Pursuing an academic career will require a high degree of subject interest and an aptitude for academic work, research and teaching at tertiary level.

This has been part of the rationale underlying the introduction of the *professional standards for teachers and school leaders* and the four levels on the competency ladder for teachers, i.e. *new teacher, proficient teacher, highly accomplished teacher, and distinguished teacher*.

For the teaching profession, and especially for school leaders with administrative experience,

there is also the possibility of moving from teaching into an administrative job in the teaching service, in TSC, MBSSE, or other organisations in the sector, or working with national, regional or international agencies engaged in education.

If applied optimally as a strategic HR tool, promotion can be a driver of reform and change. Teachers who strive for excellent knowledge and skills in teaching are a prerequisite for improving the quality of teaching in schools. School leaders who strive for good managerial competencies are a prerequisite for well-functioning schools with strong teams and a conducive climate for learning. Academic work and research of an international standard determines the quality and relevance of the school curriculum and the quality of teacher education.

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