

Career Development Program – Leaders

What distinguishes great organizations is the fundamental belief in the importance of talent and the action organizations take to back-up that belief. Talented people are drawn to organizations that help them develop new skills and abilities and that offer them new challenges. An essential element in attracting and retaining strong talent is a Career Development Program. It allows employees to craft development plans around short and long term career goals that will help them successful achieve their goals. The Career Development Program for leaders is designed to:

* Provide strong development for our employees
* Assist employees in understanding and working toward short and longer-term career goals
* Build employee satisfaction and contribute to an overall Employee Value Proposition that will help us attract and retain strong talent

The elements of this program are:

* The guiding principles
* The overall process
* The personal development planning form
* Suggested menu of possible areas to consider when crafting a development plan

We hope you will take advantage of this program and that it will help you create strong development plans.



Career Development

**Guiding Principles**

Our Career Development Process begins with a set of guiding principles that create the foundation for the program. Following these principles you will move through a set of actions and supports that are designed to help you think about and craft your own career development plan.

* This program is only one of a number of complementary initiatives and must link to such fundamental activities as recruiting, development/retention, etc.
* Career Development connects individual career goals and broad College needs and provides the impetus for continued growth of both the individual and the College.
* Career development involves **personalized continuous career** **growth**, which is about being more effective in the current role as well as positioning individuals for future roles. This growth can take many forms – developing high performing skills, being well-qualified to compete for positions, becoming multi-skilled, etc.
* The focus of this program is to develop **our own talent first.** Our objective is to create an environment where individuals have the opportunity to realize their full potential and where building and developing our talent will help the College realize future success.
* The employee is accountable for his/her development. The role of the manager is to mentor the employee to help clarify goals and foster development. The employee and manager through consultation will reach agreement on the final plan. Assistance around career development is available through the HR Consultant – Staff Development.
* All employees are encouraged to develop a career development plan to help them be more effective in their current role and/or prepare them to compete for future roles. These development plans provide opportunities to become better qualified for the future. Career development is about creating opportunities, not about guarantees.

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**Process**

The Career Development process is voluntary and is initiated by you.

The following will assist you in completing this process:

* Guiding principles (benefits to the College and you)
* Individual Development Form (your development plan)
* Competencies (skills, knowledge, ability)
* Tools (list of development activities)

The most important skills are those skills needed by anyone in the College. Use them to help you determine your strengths and ongoing development areas.

**Step 1:**

Complete the **personal development form** attached**.** In completing this form, please think about your short and long-term career goals and shape your development plan to those goals. Also the form asks you to think about and capture what will motivate you to complete your development plan.

**Step 2:**

Once your personal development plan is completed, you might want to discuss it with a peer and ask for advice. Review this plan with your Manager to gain input and support.

**Step 3:**

Depending upon your career goals you have the option of discussing your plan further with the HR Consultant – Staff Development.

**Step 4:**

A formal review of your development plan should take place annually with your Manager to ensure your plan is still in line with your career goals.

Please feel free at any time to revise or update your plan and to talk to the HR Consultant – Staff Development about any professional developmental opportunities.

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Personal Development Plan

Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**School /Department:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

# Step I: Self assessment

Review the accompanying high performing competencies, (see list attached), and use them to assess you current level of attainment. Based upon your self evaluation, select two or three key strengths, (those qualities others would recognize and value). Also select two areas for development, (those areas where you feel you need to develop for current or future growth).

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| --- | --- |
| Areas of Strength  | Areas of Development  |
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**Step II: Career Goals:**

**Next, list what you believe to be your achievable career goals, and prioritise them. Examples might include: to develop particular skills and expertise in your current role, to develop skills and knowledge for a future role, to work more effectively in a team environment.**

Consider whether these goals are attainable in the short term or long term.

**Short Term (6-12 months)**

**1.**

**2.**

**3.**

**Longer Term (12 - 36 months)**

**1.**

**2.**

**3.**

## Step III: Creating a Development Plan

The Development Plan is designed to help address a need or expand an existing strength.

a) In the first column, list the areas for development you identified in Step II.

b) In the second, briefly describe the strategies that would help you to attain your goals. For example, work with a mentor, shadow someone, take a course, or use other Fleming employees as resources to answer your questions.

c) In column three, estimate the time frame for completion.

1. In the final column, identify any resource implications (e.g. technical support, access to software or hardware, financial).

You may choose to develop several parallel strategies or focus on one or two. Prior to completing the plan please consider the following questions.

What would bring more meaning/enrichment to your time here?

What would motivate you to complete this plan?

|  |  |  |  |
| --- | --- | --- | --- |
| **Focus Area** | **Development Strategies** | **Timeframe** | **Resources** |
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Once completed, you should review this career plan with your manager.

Depending upon your career goals you have the option of discussing your development plan with the HR Consultant – Staff Development. The discussion might identify additional supports to enhance your plan. If you are having difficulty completing the development strategies given your current role, feel free to discuss your plan with the HR Consultant – Staff Development.

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**Menu of Possible Areas to Consider when Crafting a Development Plan:**

The following are some possible action development steps that should help you to be specific when putting together developmental plans. When deciding upon the development strategies, it is understood that the strategies will not hinder or interfere with your normal duties and responsibilities.

**Possible Development Areas to Consider:**

* Job Assignments
* Development in Place/Job Enrichment – taking on a special assignment/project or role within your job
* Special Project(s)
* Step in’s for Manager – the opportunity to represent the person at meetings, conferences, etc.
* Temporary Assignment
* Coaching – asking for feedback around a particular topic
* 360 Feedback – the ability to get feedback from peers, manager, self
* Mentoring
* Secondments – if a College needs exists, the opportunity to take on a role for a set period of time
* Job Shadowing
* Taskforces/Committees
* Formal Training – internal or external
* Seminars
* Increased Visibility
* Special Presentations
* Community/off job experiences – consider time required and should be consistent with career goals as well as benefits to College

All of these suggested areas depend upon the skill being developed and the time required.