Campus Life Services encourages employees to develop in ways that link to the strategic objectives of the department and campus. Career management is a partnership between the employee, the supervisor, and the University.

* **Employees** are responsible for actively managing their careers, increasing their skills and experience, and maintaining a high level of performance.
* **Supervisors** are responsible for actively encouraging and supporting staff in their career planning, using the available tools and processes to help employees find the best match between their talents and the needs of the campus.
* **The University** is responsible for creating and providing opportunities for growth based on performance excellence, talent, and potential, and for encouraging mobility between job families and departments.

**How to Get Started on a Career Development Action Plan**

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| **Summarize Your Self-Assessment Information and Career Development Needs** | Summarize the information you presented in your [Optional Employee Self-Assessment](http://campuslifeservices.ucsf.edu/upload/insideCLS/files/Optional_Employee_Self_Assessment_and_Devel_Plan_Sample_form.docx) phase of your performance evaluation, or complete it if you have not done so already. Completing a [Self-Assessment on competencies](http://learning.ucsf.edu/sites/learning.ucsf.edu/files/Self_Assessment.pdf) will also help you communicate your strengths, interests, preferences, and values to your supervisor, as well as your career development needs. |
| **Talk with Your Supervisor** | Completing your Career Development Action Plan is a joint effort between you and your supervisor. Share the summary of your self-assessment and ask for feedback from your supervisor about your strengths and areas for development. Your supervisor should be able to enhance your understanding and awareness of the organization's needs, strategic direction, technology changes, program plans, etc. |
| **Set Career Goals** | Considering the information you have clarified and the awareness you have gained from your conversation(s) with your supervisor, think about your current position and the positions to which you aspire. With your supervisor, decide on the short-term (1 year) and medium-term (2-5 year) goals that are the best fit for you, your position, and the organization. You can also discuss your long-range (5+ years) career goals and how you can work towards those goals. |
| **Create Roadmap for Development Activities** | Using your career goals as guides, identify the skills and competencies that you need to develop. Together with your supervisor, map out the on-the-job learning and leadership activities and/or trainings – the CLS [Career Development page](http://campuslifeservices.ucsf.edu/bts/services/great_people_development/career_development_program) will assist you in identifying resources to develop those skills and competencies. Brainstorm the resources (money, time, support relationships, etc.) that will be needed for success with your supervisor or peer mentoring groups. Write out the action steps that will be needed to complete the activity/ies. |
| **Create Milestones and Timelines to Measure Your Success** | This is the most important step. In order to develop a skill or improve your competency in a certain area, you have to practice what you have learned and have an opportunity to build your competence. Decide together with your supervisor what will be the milestones of progress toward successful acquisition of skills and the target completion dates for each milestone. Set a schedule of check-in meetings with your supervisor so you are able to give status reports and receive feedback and advice from your supervisor throughout the career development activities. |
| **Review Career Development Action Plan Regularly** | Upon completion of a development activity, review with your supervisor the skills you have acquired and the ways in which you want to use those skills to enhance your job performance and how they can be used to help you grow in the future. Set new goals and revise or adjust action steps and timelines as necessary. |

**Tips for Success with Career Development Action Plans**

* **Set SMART goals.** Use the SMART model when setting development goals/activities -- make sure they are: ***S***pecific; ***M***easurable; ***A***ction-Oriented; ***R***ealistic; ***T***imebound.
* **Prioritize.** Identify development areas that will add the greatest value and make a difference.
* **Implement Something Every Day.** Chip away in small bite-sized pieces. Spending even five (5) minutes a day will make development a part of your daily discipline.
* **Seek Feedback and Support.** Learn from others. Ensure that feedback is relevant to your development priorities.
* **Face your Barriers.** Development isn’t easy. Address any barriers that may keep you from your development priorities.
* **Involve Others.** Find people who can help you in your development by soliciting ideas and reactions from them and who will provide specific, candid feedback on both your strengths and areas for improvement.

**Development Opportunities** (Remember: Development can occur in many ways, not only by taking a course!)

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| **On the Job Opportunities**   * Take on new projects or assignments * Replace people on vacation or temp assignment * Assume lead role responsibilities * Improve a process or procedure | **Committees**   * New ideas/programs/issues * One-time events * Presentations |
| **Off the Job Opportunities**   * Join/lead community groups * Try a new skill in a volunteer organization * Give presentations to civic groups | **Assignments**   * Rotational * Stretch/temporary * Job shadowing |
| **Formal Training/Development**   * Professional * Technical * Certification * Leadership * Executive | **Cross-Moves**   * Change business lines/organizations * Change functions * Line/staff shifts * Work with new people |
| **Self-Development**   * Readings, Self-Study * Professional Organizations * College/University Programs * Seminars | **Startups**   * Start a new brainstorming team * Stay current with information from startups and other enterprises |
| **Develop in Place**   * Seek a mentor or a coach * Establish a peer mentoring group * Shift in size of job * Individual projects * Perspective building * Tough challenge | **Other ideas & resources**  Visit CLS’ [Career Development page](http://campuslifeservices.ucsf.edu/bts/services/great_people_development/career_development_program) for more development opportunity ideas |