

Supporting Your Team in Their Career Development

Where to Begin?

- Meet with your direct reports to draft and discuss their individual career development plans and encourage them to do the same with their teams
- Create programs and activities to foster career development, such as job rotation, cross-training, mentoring, internships, coaching, and career strategy groups
- Consider providing support and/or release time for staff members' professional development beyond their current jobs
- Serve as a role model by participating in career and professional development opportunities
- Support lateral moves within your organization
- Create job vacancy listings that allow for the most diverse applicant pool while honoring transferable skills

Your Role As...

COACH: Help employees identify strengths, weaknesses, interests, and values by maintaining open, effective communication:

- Encouraging two-way dialogue
- Showing employees how to identify their skills, interests, and values
- Scheduling uninterrupted career development discussions

CONNECTOR: Help employees meet their goals through contacts with people and resources:

- Formulating development plans and consulting on strategies
- Providing opportunities for experience, exposure, and visibility, such as committees
- Using personal resources - who you know and what you know - to create opportunities

ADVISOR: Provide organizational information, realities, and resources to employees:

- Helping employees develop realistic career goals based on your department's needs and their individual career development plans
- Helping employees understand the current opportunities and limitations on the campus
- Advising employees on the feasibility of various career options

APPRAISER: Evaluate performance in an open way and relate to potential opportunities:

- Providing frequent feedback in a way that fosters development
- Conducting performance appraisals that define strengths, weaknesses, and career development needs

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