



Management Forum Career Development and Career Pathing 24th July 2009

To achieve the vision of Career Pathing and Development for UVic, we need to use our collective wisdom about not only what the university can do but also what we as managers can do to move this vision forward. This calls for clear intention and commitment.

Along with knowing our vision and where we want to go, we must also be aware of our current state.

CONTINUE

What is already in place and needs to continue?

What are we already doing that support this vision – acknowledge and nurture.

- Encouraging our leaders
- Engage the unions
- Learning how to celebrate our own successes!
- Organizational Development work (HR)
- Performance reviews, feedbacks, touch bases
- Service plans 12-18 months
- Supporting learning environment through workshops
- Supporting staff moving across the university, bargaining units and divisions
- Talking inter-departmentally
- Talking to Human Resources Consultant



STOP

What do we need to Stop?

What are we currently doing that is a barrier to achieving this vision?

- Assuming \$ is an issue
- Assuming one size fits all
- Assuming people don't want to change
- Being selfish with your staff
- Culture of entitlement (perception)

- Fearing Professional Development
- Hiring for specific role
- Pre-judging people's abilities
- Thinking "this can't be done"
- Thinking in isolation – talk to others
- Thinking no time for process
- Thinking of Collective Agreement as barrier
- Thinking that you 'own' the employee and you get to hoard them
- Union differences around wages and classifications

START

What do we need to Start?

What do we need to put in place to support this vision?

- Build support in the "rules" (policies, benefit plans, collective agreements)
- Central fund to help with \$ barrier
- Changing language around position titles
- Communication re: outside the box - careering (both employer & employee)
- Creating transparent paths and assessment toward opportunities.
- Develop guidelines for managers (resources)
- Forums for other peer groups to share idea/successes
- Integrate systems/processes (e.g.: Pro-D, performance management, training)
- Internal career fair or secondment postings
- Learning other people's roles/responsibilities on campus (all employees)
- Publish job descriptions/JEQ's
- Re-institute systems training or have a resources database
- Setting up trusting environment so staff come to you when they want opportunities
- Start talking across departments (all employees)
- Voicing ideas/talking to people