

# Career Planning Policy

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*Effective Date: Adopted 4/94*

**§-I. PURPOSE** To provide a method whereby employees with management potential are identified by their department heads and afforded opportunities to increase their skill level, so that there is available within the county a pool of employees with managerial talent capable of assuming broader responsibilities at a higher level.

**§-II. SCOPE** All Employees.

**§-III. POLICY** Department heads will be responsible for:

- A. Identifying the key management positions in the department for which career planning programs will be developed;
- B. Obtaining approval of County Manager for positions so identified, and approval of the Board of Commissioners, if applicable;
- C. Hiring employees who are capable of assuming the positions so identified;
- D. Working with these employees and helping them develop by creating and following formal career planning programs.
- E. Reviewing career plans with their agency director and/or the County Manager.

## **§-IV. PROCEDURES**

- A. The department head will identify the key management positions in the department for which long term career planning programs will be developed.
- B. The department head will work with employees in these positions to help them acquire the necessary job-related education, training, and work experience by developing a career plan for them.
- C. As these key management positions become vacant, the department head will hire employees with management potential to fill the positions.
- D. The agency head may, once a career plan is approved by the County Manager, "underfill" a key management position (i.e., select an applicant who may not have as many years experience as another applicant) to allow development of the individual through assumption of the duties of the position in increments (as a learning process). The career plan document must include steps, time frames, and the incumbent must achieve in order to progress to targeted management position.
- E. The Human Resources Department will draft a temporary class specification for the underfilled job identifying it as a development classification. A copy of the career plan

document and any incremental pay increases approved by the agency head as provided in the career planning document will become of part of the employee's personnel file.

F. If the employee needs additional work experience or training to qualify for a higher-level position, the supervisor will help him/her determine ways to obtain such experience and training.

Techniques that could be used to increase an employee's knowledge/skill level and promotional potential include:

1. Encouraging affiliation with professional associations.
2. Encouraging/requiring involvement in self-development activities such as:
  - a. Attending job-related seminars
  - b. Reading management literature (books, journals, magazines)
  - c. Attending career planning and development workshops
  - d. Using self-assessment tools to determine potential, evaluate aptitude, or identify strengths and areas in need of improvement (e.g., surveys on management style, skills inventories, aptitude tests)
  - e. Pursuing job-related interests outside of work (e.g., enrolling an advanced degree management program, teaching management courses at a community college, volunteering to serve on business school partnership committees)
3. Job rotations (involve shifting or transferring managers among jobs so that they are exposed to and learn new responsibilities).
4. Committee assignments and task force memberships (expose promising employees to a wide range of organizational processes, issues, and problems; broaden knowledge).

G. If the employee needs additional outside education or training to qualify for a higher-level position, the department head will advise him/her of an appropriate academic program and the county's tuition assistance program.

H. After the career plan is developed, department heads under the direction of the Board of Commissioners will review developed career plans with their agency head and the County Manager.

I. The department head will be responsible for tracking the employee's progress and providing guidance as necessary.

J. If the employee fails to complete the development plan on schedule and as described, or if his/her personal career plans change, the employee would revert back to the position in which he/she has permanent status.