



## Introduction

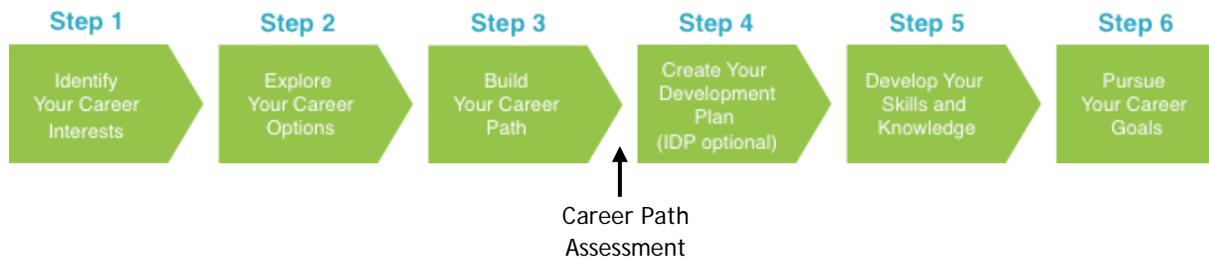
This assessment process will help you identify developmental priorities for your Individual Development Plan (IDP) for pursuing your career goals.

Although you may complete this process by yourself, you are encouraged to work with a mentor or supervisor to provide guidance and an alternative perspective of your developmental priorities.

### Are you ready?

The six-step career development process provides a structured approach to career development (see figure below). The Career Path Assessment is part of this process and occurs after you have built your career path.

### Assessment Process



The Career Path Assessment should be regarded as a continuous effort. Over time, your knowledge and skills will grow, and your interests and career goals may evolve. Therefore, it is important to re-assess every year or two.

The assessment process consists of four steps:

#### 1 Self-reflection

Consider your interests and strengths, and how they contribute to your career goals.

#### Assessment

2 Complete a self-assessment to identify your strengths and development needs. Invite a supervisor or mentor to rate you as well. Compare results to help identify what you should do to prepare for your career path.

#### Discussion

3 Prepare for and conduct a discussion with your mentor or supervisor to discuss career development goals.

#### Create Plan

4 Seek out more information about the positions you wish to pursue; speak with other employees who serve in these positions and are familiar with their challenges. Create an Individual Development Plan to help you reach your goals.



### Step 1: Self-Reflection

Reflect upon your current knowledge and skills. Then determine how your strengths and interests support your career goals.

<p><b>Preferred Working Conditions/Activities</b>            What projects, activities, and/or people have motivated you to succeed? What activities/projects have brought out the best in your performance?</p>
<p><b>Preferred Knowledge and Skills and Alignment to Career Path</b>            What are your greatest strengths (knowledge and skills)? That is, what knowledge/skills do you use most frequently when performing your best work? Indicate <i>up to</i> 10 strengths in the section below.</p>
<p><b>How will you apply your strengths in your desired career path?</b></p>



<b>What are your short- and long-term career goals?</b>	
Short-term	
Long-term	
<b>Contribution to Long-term Plan</b>	
In what ways do your short-term goals contribute to your long-term career goals?	
<b>Obstacles and Challenges</b>	
What obstacles and challenges do you expect you will face as you pursue your goals? How will you overcome them?	
Examples of obstacles and challenges:	
<ul style="list-style-type: none"> <li>• <i>There are very few job openings for this position; the selection process is competitive.</i></li> <li>• <i>Advanced mathematical skills are required for solving engineering problems.</i></li> <li>• <i>The target position requires the ability to lift 70 lbs.</i></li> </ul>	



## Self-Assessment

Indicate your desired career path below. Next, download the Career Path Details from the ATO Career Planning Tool. This information can be found in the Career Path Explorer or Career Path Builder modules.

<i>Origin Position (your current position)</i>	<i>Destination Position (position you want to pursue.)</i>

Next, identify your strengths and development needs related to your career path.

### Knowledge Strengths

**Strength:** This knowledge is a strong asset which you can apply in the desired position. Your strength in this area may exceed standards and is not a developmental priority.

Indicate knowledge areas you perceive to be strengths

### Knowledge Developmental Needs

**Development Need:** This is an area that you wish to improve in order to meet the demands of your desired career path.

Indicate knowledge areas you perceive to be developmental needs



**Skill Strengths**

*Strength:* This skill is a strong asset which you can apply in the desired position. Your strength in this area may exceed standards and is not a developmental priority.

Indicate skills you perceive to be strengths

**Skill Developmental Needs**

*Development Need:* This is an area that you wish to improve in order to meet the demands of your desired career path.

Indicate skills you perceive to be developmental needs

**Development Activities—Experiential Learning**

In this section, identify the on-the-job experiences that may help you address key development needs (i.e., knowledge and skills).

Experiential Learning



**Development Activities—Formal Training**

In this section, identify formal training activities that may help you address key development needs (i.e., knowledge and skills). And indicate when you would like to complete the training.

Training	This Year	Next Year

**Invite a Rater (Optional)**

To help you identify development priorities, you are encouraged to seek out the perspectives of others (e.g., mentor, supervisor). To engage an alternative rater in this process, you are encouraged to provide them with the career path details document and a blank rating form (see Appendix B).

This step is optional. You may skip this step and continue to **Step 3 (Discussion)**.



### Discussion

Discussing your career development goals with others can be a very beneficial exercise; they can:

- Help brainstorm potential career options.
- Share their own experiences and challenges.
- Provide alternative perspectives regarding development priorities.

Prior to conducting your career development meeting with your supervisor or mentor you should devote time to prepare specific ideas, questions, and objectives. Not only will this help ensure you gain the information you seek, but it will also help the supervisor/mentor help you, and demonstrate your level of interest and initiative.

Guidance to help you and your supervisor/mentor prepare for this discussion can be found in **Appendix A**.

In addition, take time to review your self-assessment ratings, as well as the ratings provided by your supervisor/mentor.

- Identify areas of agreement/disagreement.
- Seek specific guidance regarding key development areas and activities.
- Consider follow-up questions to clarify ratings.

Example questions:

- Can you give me examples of how I may need to improve with regard to my knowledge of Air Traffic Management Procedures, Practices, and Principles?
- Can you provide some examples of how I can gain experience and/or demonstrate my skill in managing conflict?



### Create Plan

After you conduct your career development discussion, your next priority should be to *create your plan* by:

- Learning more about the position.
- Preparing an Individual Development Plan (IDP).

#### Learning More

During this time, you should learn about qualifications that may be required and speak to employees who serve in that role or have completed the same career path.

- Ask them how they prepared.
- Discuss obstacles and challenges.
- Learn more about what the position is really like, and compare that against what interests you.
- Identify the knowledge and skills that are most critical (e.g., what do you need to have to be selected into the job, and what you will need to develop once you are on the job).

This step is particularly important if your supervisor/mentor is less familiar with your desired career path.

#### Create an IDP

As you identify developmental priorities you are encouraged to formalize these plans by developing an Individual Development Plan. This will allow you to seek training in identified areas and track your progress.

Talk to your supervisor/mentor to determine specific goals you would like to have that help you develop critical knowledge and skills.

- Develop goals related to specific knowledge and skills.
- Identify learning activities that support the goal (consider experiential learning and formal training).
- Consider the timeframe you intend for the goal to be met.
- Create an IDP to formalize goals and track progress.

**Important:** Career development is an ongoing effort. You are encouraged to repeat aspects of this process as you gain additional information and develop new knowledge and skills. Try to conduct career development discussions with your supervisor/mentor on a routine basis and update them on your progress and evolving intentions.



### Appendix A: Discussion Preparation (Employee)

This document is intended to help you prepare for a discussion with a supervisor or mentor about your career development. This is an important step to help reaffirm your career goals and to prioritize developmental activities.

#### Before the meeting:

Before meeting with your supervisor/mentor:

- Review your answers to the self-reflection questionnaire.
- Review the guidance associated with your desired career path (including specific training courses).
- Review your career path assessment results and self/other comparison. How do the responses differ? How are they similar?

Make sure you have a clear purpose for the meeting. Prepare questions and be prepared to discuss what you want and why. Consider the following questions:

- What are my objectives for meeting with my supervisor? What outcomes do I wish to accomplish from this meeting?
- What are my preliminary career goals (e.g., stay in current job for near future, seek new job in same occupational group, seek new career path in different occupational group,)?
- What are my greatest strengths (knowledge and skills) that prepare me for this career path?
- What knowledge and skills do I need to develop the most to be successful in this career path?
- What are my main developmental goals for the next 1 - 3 years?
- What experiences or training would help me achieve these developmental goals?
- What information or assistance could my supervisor provide to help me meet my developmental goals?
- Why do I want to pursue this path?

#### During the meeting:

- Listen carefully to your supervisor's or mentor's assessment of your strengths and development needs. If he or she does not provide this information, request it.
- If your supervisor's assessment differs from yours, think about why this might be the case. Ask questions to better understand your supervisor's perspective.
- Share your development ideas and ask your supervisor or mentor for his/her input. Remember that training is only one of many development options. Consider on-the-job experiences such as shadowing a co-worker, rotating responsibilities for a short period



of time, leading a committee or task force, reading relevant books and journals, taking on new assignments, and teaching new employees.

- Seek additional information about the position you seek, try to verify that your perception is accurate. Ask your supervisor if he/she agrees that the position aligns well with your strengths and interests.
- Take notes during the discussion so you can remember as much as possible.

### After the meeting

- Review and refine your notes immediately following the discussion.
- Identify the knowledge and skills you plan to develop. Brainstorm how you might develop each of these.
- Follow-up with your supervisor/mentor if you think of additional questions or need clarification.
- Create a draft Individual Development Plan then review it with your supervisor or mentor.



## Appendix B: Supervisor/Mentor Assessment

Indicate the employee’s desired path in the section below. Next, download the Career Path Details from the ATO Career Planning Tool. This information can be found in the Career Path Explorer or Career Path Builder modules.

<i>Origin Position (employee’s current position)</i>	<i>Destination Position (position employee wants to pursue.)</i>

Next, review the knowledge areas and identify the employee’s strengths and development needs.

### Knowledge Strengths

**Strength:** This knowledge is a strong asset which the employee can apply in the desired position. The employee’s strength in this area may exceed standards and is not a developmental priority.

Indicate knowledge areas you perceive to be strengths of the employee

### Knowledge Developmental Needs

**Development Need:** This is an area that the employee may improve in order to meet the demands of the desired career path.

Indicate knowledge areas you perceive to be developmental needs of the employee



**Skill Strengths**

*Strength:* This skill is a strong asset which the employee can apply in the desired position. The employee's strength in this area may exceed standards and is not a developmental priority.

Indicate skills you perceive to be strengths of the employee

**Skill Developmental Needs**

*Development Need:* This is an area that the employee may improve in order to meet the demands of the desired career path.

Indicate skills you perceive to be developmental needs of the employee

**Development Activities—Experiential Learning**

In this section, identify the on-the-job experiences that may help the employee address key development needs (i.e., knowledge and skills).

Experiential Learning



**Development Activities—Formal Training**

In this section, identify formal training activities that may help the employee address key development needs (i.e., knowledge and skills). Indicate when you recommend the employee complete the training.

Training	This Year	Next Year

**Discussion**

- The next step recommended in this process is to conduct a career development discussion with the employee. Notify the employee you have completed this assessment and provide your ratings.
- Schedule a time to meet with the employee and discuss career development plans. Please review the guidance below to help prepare for the career development discussion.



### Appendix C: Discussion Preparation (Supervisor/Mentor)

This document is intended to help you prepare for a discussion with your employee/mentee regarding career development. This is an important step to help confirm his/her career goals and to prioritize developmental activities.

Your role is to provide a comfortable environment for the employee to openly discuss their career goals, their current situation, and what they need to do to achieve their goals.

#### Before the meeting:

Before meeting with your employee/mentee:

- Review the guidance associated with the employee's desired career path (including specific training courses).
- Review career path assessment results (if available, from the assessment tool)
- Think about the employee's accomplishments on the current job that prepare him/her for the career path.
- Think about the employee's greatest strengths that you have seen the employee demonstrate related to the career path.
- Think about the areas the employee needs to develop most related to the chosen career paths.
- Think about the most important knowledge and skills for entry to the employee's desired job.
- Think about the most important knowledge and skills for successfully performing in the employee's desired job.

Consider ways you can support the employee:

- What information, guidance, resources, or assistance can I provide to help the employee progress in his/her development?

#### During the meeting:

The career development meeting is intended to be an employee-driven activity. Avoid dominating the conversation. You can help them get the most from the meeting by:

- Reassuring the employee that discussion is focused on development, not performance evaluation.
- Demonstrating willingness to help employee achieve goals.

You may help lead the discussion but allow the employee to speak 80% of the meeting time. Listen and take notes.



Help your employee think through their priorities and interests. Consider the following discussion topics:

Ask:

- Why have you chosen this career path(s)? What excites you about those jobs? Were there other paths you considered?
- Explain why you think you would be a good fit for this path.
- What are your greatest strengths related to the career path you would like to pursue? In what ways do you think you have applied or demonstrated these strengths?
- Do you think your strengths are recognized by others? What feedback (formal or informal) have you received?
- How do your strengths fit with the career path and with our mission and strategic goals?
- Where do you think you need to develop yourself in order to excel in the career path?

Provide guidance:

- Describe specific knowledge and skills needed for the career path and why the employee needs to develop in those areas - provide specific examples from the employee's performance on the job to help explain deficiencies.
- Discuss any differences between the employee's self-assessment and your assessment of the knowledge and skills that need to be developed.
- Discuss differences in high-priority developmental activities.
- Direct the employee to internal resources (experiences, training) to help with development.

After the meeting

- Review and refine your notes and keep them for reference when you review the employee's Individual Development Plan (IDP).
- Seek out development activities for the employee. Consider how the employee can develop on the job through experiences such as shadowing a co-worker, rotating responsibilities for a short period of time, leading a committee or task force, reading relevant books and journals, taking on new assignments, and teaching new employees.
- After about 2 weeks, ask the employee how their IDP is coming along. Offer to meet with the employee to discuss it.
- Meet with the employee at least every quarter to review the progress made on the IDP and provide feedback and guidance.