



**Public Health**  
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Canton City Public Health

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FINAL

<b>POLICY AND PROCEDURE</b>	
SUBJECT/TITLE:	Employee Career Development
APPLICABILITY:	All supervisors and management
CONTACT PERSON & DIVISION:	Executive Assistant, Vital Statistics
ORIGINAL DATE ADOPTED:	03/04/2020
LATEST EFFECTIVE DATE:	03/04/2020
REVIEW FREQUENCY:	Every 5 years
BOARD APPROVAL DATE:	N/A
REFERENCE NUMBER:	800-002-P

#### **A. PURPOSE**

The purpose of this policy is to provide guidelines to supervisors and management staff for how to complete an employee career development meeting.

#### **B. POLICY**

All Canton City Public Health (CCPH) employee career development meetings will be completed in accordance with this document. Sections noted as optional are not required but are encouraged. The intention of the employee performance evaluation is to identify an employee’s career growth roles and should be a positive experience for both the employee and the supervisor. If an employee is performing below expectations, that problem should be addressed immediately using the discipline policy rather than at an annual evaluation that may occur nearly a year later. Conversely, an employee who is performing exceptionally well should be considered as a candidate for recognition via the employee recognition policy.

#### **C. BACKGROUND**

Canton City Public Health has set of goal of ensuring that every employee has a career development plan. Additionally, annual evaluations were identified as an obstacle to productivity for both the employee and their supervisor.

#### **D. GLOSSARY OF TERMS**

**Division Leaders:** The division leaders are the head/leader of the division or unit.

#### **E. STANDARD OPERATING GUIDELINES**

##### 1. OVERVIEW

- a) Each employee’s immediate supervisor (who they directly report to) should schedule, no less than once annually, a one-on-one meeting to discuss the employee’s career growth goals.
  - i. Employees are responsible for preparing form 800-002-01-F Employee Career Development Worksheet prior to the meeting.
    - 1. Fill in as much detail as possible prior to the meeting, revisions can be made during the meeting.
    - 2. See Form Guidance below.
  - ii. Questions that a supervisor might consider asking an employee are:
    - 1. Where would you like to be in one year? In three years? Even farther?
      - a. What actions might you consider to achieve those goals?



- b. What actions can I, as a supervisor, consider taking to help you achieve those goals?
  - i. Supervisors should be careful not to over-promise.
  - ii. Making a commitment when you are unable to deliver could create a serious morale problem.
  - iii. If you are unable to commit to an action, it may be best not to set unrealistic expectations by saying "I'll try to" or "if the budget allows"
2. Have you had an opportunity to complete any of the actions that we discussed at your last career development meeting?
  - a. If no, were there barriers that prevented you from doing so?
3. If you could change your existing job description, what would that look like?
4. If you could write a description of your dream job, what might that look like?
  - a. Consider, is there a position similar to this already? If so:
    - i. Might a mentoring relationship be appropriate?
    - ii. Job shadowing?
  - b. If the dream job includes a supervisory role:
    - i. Is the employee a candidate as a mentor?
    - ii. Are there seasonal staff the employee might be able to supervise?
- b) Consider assisting an employee in not overburdening themselves with too many short-term goals. Focus on one or two realistic goals.
- c) Help employees ensure that their goals are SMART
  - i. Specific
  - ii. Measurable
  - iii. Attainable
  - iv. Relevant
  - v. Time-bound
- d) Guide employees toward concentrating on shorter-term SMART goals rather than only having "dream" goals.
  - i. Do not discourage employees from having stretch goals, but make sure they are aware of the difference.
- e) Consider your time in any commitment that you've made to assist an employee. A supervisor should not overburden themselves.
  - i. You are assisting the employee in their career development, not doing the work for them.
- f) Do not insist that employees need to have a goal to move on, but if an employee does not desire advancement then help them consider developing the skills necessary to remain effective in their position.
  - i. For instance, over the course of the last few decades all employees should have become proficient in word processing rather than continuing to use a typewriter.
- g) Be clear with employees about what is happening.
  - i. You are helping them to develop the skills that are necessary to move into the roles they would like to fill.
  - ii. You are not offering them the future promise of filling that role.



- h) Consider bi-annual or quarterly meetings when it would benefit the employee's career development.
  - i. An employee with leadership goals may need to meet more often than an employee who has reached their goal.
  - i) These meetings should be conversational, not confrontational.
    - i. This might also be an opportunity for the supervisor and employee to strengthen their professional relationship.
- 2. Form Guidance
  - a) Section 1
    - i. Goals from the last meeting should be entered here with an estimated percent of completion.
      - 1. If there was no previous meeting, leave this blank.
      - 2. If a goal is "off target" discuss proposed steps to "course correct" during the meeting.
      - 3. If a goal is "on target", discuss your next steps toward completion.
      - 4. If a goal has been achieved, how might you celebrate that achievement?
  - b) Section 2
    - i. Any new short-term goals will go here.
      - 1. Short-term goals will be goals that can be completed within a 6-month to 1-year timeframe.
      - 2. Goals are not required to be related to your existing position, but these short-term goals are more likely to be.
      - 3. Goals should be S.M.A.R.T.
        - a. Specific
        - b. Measurable
        - c. Attainable
        - d. Relevant
        - e. Time-bound
      - 4. Setting a realistic target date may help you complete your goals.
      - 5. These can be discussed, added and revised during the meeting.
  - c) Section 3
    - i. Long term goals will go here.
      - 1. Long-term goals will be goals that might take longer than 1-year to achieve.
      - 2. These goals do not need to be related to your current position and might be related to your ultimate career goals.
  - d) Section 4
    - i. Enter skills that you would like to develop here.
      - 1. These could be skills related to your current position or long-term career goals.
      - 2. You may have already identified some of these in section 2.
      - 3. Proposed action steps will describe how you plan to develop these skills.
        - a. For instance:
          - i. On-the-job training
          - ii. Classroom training
          - iii. Job shadowing
      - 4. Setting a realistic target date may help you complete your goals.



e) Section 5

- i. Enter any trainings that you would like to attend here.
  - 1. If your supervisor becomes aware of related trainings, they may let you know. Otherwise it is your responsibility to seek out these training opportunities.
  - 2. If there is a cost associated with a training, and the training is:
    - a. Related to your current position.
      - i. The department may be able to pay for the training, if the budget allows.
    - b. Not related to your current position.
      - i. Your supervisor may be able to help adjust your schedule to accommodate the training time.
      - ii. The department will not be able to assist with the cost or allow you to attend on paid work time.

f) Section 6

- i. The supervisor will enter any goals they have assigned related to your work or career development here.
  - 1. These goals are related to your current position and should not be viewed as optional assignment, unless otherwise stated.

**F. CITATIONS & REFERENCES**

N/A

**G. CONTRIBUTORS**

The following staff contributed to the authorship of this document:

- 1. Robert Knight, Vital Statistics Executive Assistant

**H. APPENDICIES & ATTACHMENTS**

N/A

**I. REFERENCE FORMS**

800-002-01-F Employee Career Development Worksheet

**J. REVISION & REVIEW HISTORY**

Revision Date	Review Date	Author	Notes

**K. APPROVAL**

This document has been approved in accordance with the “800-001-P Standards for Writing and Approving PPSOGFs” procedure as of the effective date listed above.