



## **POLICY AND PROCEDURE**

|                            |   |
|----------------------------|---|
| SUBJECT/TITLE:             | Employee Career Development                       |
| APPLICABILITY:             | All Staff   |
| CONTACT PERSON & DIVISION: | Workforce Development Coordinator, Administration |
| ORIGINAL DATE ADOPTED:     | 03/04/2020  |
| LATEST EFFECTIVE DATE:     | 11/05/2025  |
| REVIEW FREQUENCY:          | Every 5 years                                     |
| BOARD APPROVAL DATE:       | N/A   |
| REFERENCE NUMBER:          | 800-002-P   |

### **A. PURPOSE**

The purpose of this policy is to 1) provide insight to employees for career development and 2) outline the career development process for supervisory and non-supervisory employees alike. An employee career development policy sets out how an organization will support and encourage staff in building their skills, advancing in their careers, and aligning personal growth with organizational needs.

### **B. POLICY**

All Canton City Public Health (CCPH) employee career development meetings will be completed in accordance with this document. The intention of the career development process is to identify an employee's career growth goals and should be a positive experience for both the employee and their supervisor. Career development is intended to be performed annually, but can be more frequent if the employee requests.

If a supervisor believes an employee is performing their job duties exceptionally well, that employee may be considered as a candidate for recognition via the Employee Appreciation & Recognition Policy (800-025-P). Conversely, if an employee is performing below expectations, that should be addressed immediately as opposed to waiting for the next career development meeting in accordance with the Employee Discipline Policy (800-006-P).

### **C. BACKGROUND**

Colton City Public Health has set a goal of ensuring that every employee has a career development plan. In 2020, the Employee Career Development process replaced Annual Evaluations.

Data obtained through stay interviews conducted by the Workforce Development Team in 2024 showed that employees felt that the career development process wasn't as meaningful as it should be. Moreover, supervisory and non-supervisory employees alike felt that incorporating stay interview questions into the career development process would be beneficial for organizational retention and succession planning purposes. Therefore, in 2025, the Workforce Development Team began revising the Career Development policy.

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

**Career development:** An ongoing process assessing where employees are professionally now compared to where they want to be and creating a plan to get there (National Society of Leadership and Success, 2025).

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



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**Supervisor(s):** Can be the Health Commissioner, Division Leaders, Program Managers, or any other title that has staff directly reporting to them. For the sake of this policy, supervisor is defined as the person who will be involved in the career development process with their employee(s).

## **E. STANDARD OPERATING GUIDELINES**

### **1. BEFORE THE MEETING**

- a) Employees are responsible for preparing form 800-002-01-F Employee Career Development Worksheet, being sure to complete all sections indicated for employee completion, and submitting it to their supervisor by the date specified. Sections indicated as optional are not required to be completed, but employees are strongly encouraged to consider completing them. Note that it is preferred that the Employee Career Development Worksheet is completed electronically (i.e. through typing on Microsoft Word, PDF, etc.). Employees and supervisors can add or remove extra space for text, if needed.
  1. Fill in as much detail as possible prior to the meeting as revisions and additions can be made during meeting discussions.
    - a. See references below for career development resources to assist in completing the Employee Career Development Worksheet, including an article about creating SMART (Specific, Measurable, Achievable, Relevant, Timebound) career development goals, a University of Washington professional and personal career development tool, and a link to a Career Development 101 Reach course.
- b) Employees and their supervisor should review the previous year's career development worksheet, if applicable, and the employees most current job description. Newer employees may find it helpful to look back at 30-, 60-, and/or 90-day probationary period evaluations if they have not had a prior career development meeting.
  - i. Supervisors can browse the "Develop a Thriving Team" Reach Course for tips on how to support your employees through their career goals and bolster their career development.
- c) When a supervisor receives the employee's completed Employee Career Development Worksheet, they should review the document and begin filling out the sections indicated for supervisor completion. When a supervisor reviews the employee sections, they should note the following to discuss when the meeting takes place:
  - i. If an employee listed more than 5 goals, make sure they are not overburdening themselves and suggest they focus on up to two realistic goals at a time. They can always return to their other goals once they accomplish the first two.
  1. Help employees ensure that their goals are SMART (see reference below)
    - a. Supervisors should acknowledge that some employees do not wish for advancement and, thus, do not need to have professional development goals related to advancing. For these employees, consider goals for developing the skills necessary to remain effective in their current position as well as remaining effective in the evolving environment of public health.



- ii. As it pertains to employee skills/training needs and leadership goals, supervisors should, as much as possible, familiarize themselves with any available training and/or internal work opportunities (i.e. committee or work group availability, new duties) that may be relevant to the employee to discuss during the meeting.
- iii. While Career Development is intended to provide positive and encouraging guidance for employees, it is also important for the supervisor to address behaviors that need improvement. Section 9 of the Career Development Worksheet can be used for this reason and for supervisors to support and guide employees through any disciplinary action that may have taken place since the last Career Development meeting.
  - 1. Things like: Being more prepared for meetings, being on time, taking initiative, not waiting until the last minute, limiting time on/staying off personal devices, limiting time socializing, time management, improving computer skills, etc. are some examples of behaviors that may need improvement.

d) After the supervisor reviews the completed career development worksheet and includes their additions, the supervisor and employee should schedule a time to meet to review and discuss.

- i. Each employee's direct supervisor should schedule, no less than once annually, a one-on-one meeting to discuss the employee's career development, using the Employee Career Development Worksheet sections to facilitate discussion.

2. DURING THE MEETING

- a) Both the supervisor and employee should go over the Employee Career Development worksheet during the career development meeting. Supervisors should go through each section of the worksheet, having discussion, making updates or changes, and/or including additions to the worksheet if needed.
- i. Supervisor responsibilities and proper conduct during employee career development meetings include:
  - 1. Being clear with employees about the career development process and the purpose of the meeting. Supervisors should inform employees that career development is meant to help them identify, and subsequently plan to develop, the professional and/or personal skills that are necessary to remain effective in their current role or to move into the roles they would like to fill in the future.
    - a. While the Career Development Process provides employees space to share their desire for upward movement at CCPH, supervisors should make sure employees are aware that simply wanting upward movement does not promise a particular position or promotion.
  - 2. The meetings should be conversational, not confrontational.
    - a. The career development process may be an opportunity for the supervisor and employee to strengthen their professional relationship since the supervisor gets an inside look at the employee's professional desires and career goals.
  - 3. While employees are required to have at least one career development meeting a year, supervisors should keep in mind that employees may request meeting more often.



- a. For instance, an employee with leadership goals may need to meet more often than an employee who has already reached their career goals.
- ii. Employee responsibilities and proper conduct during employee career development meetings include:
  1. Being prepared for their Career Development meeting and ready to discuss their professional goals and growth.
    - a. Employees should come to the meeting with a goal-oriented mindset and focus on positive communication.

### 3. AFTER THE MEETING

- a) Following the end of the Employee Career Development meeting discussions, both the employee and their direct supervisor should sign and date a copy of the Employee Career Development Worksheet, which may have had additions or changes throughout the meeting discussions.
- b) While not required, it may be helpful to schedule the next career development meeting to ensure it has a placeholder on the supervisor and employee's calendars.
  - i. Consider scheduling career development meetings around the employee's work anniversary so that the timing is consistent each year.
- c) Supervisors should take the signed, dated, and completed worksheet, make a copy for the employee, and turn the original copy into the Fiscal Manager/VS Administrative Supervisor so it can be placed in the employee's file.
  - i. Employees are to keep their copy of the Employee Career Development Worksheet for their own records and are encouraged to revisit the worksheet as a guide in working through their goals.

## F. CITATIONS & REFERENCES

Develop a Thriving Team (Reach Library Course). 2025. <https://cantonhealth.reach360.com/login>.

Employee Appreciation & Recognition Policy ([800-025-P](#))

Employee Discipline Policy ([800-006-P](#))

LinkedIn Corporation. *How to Help Employees Set SMART Goals for Professional Development*. 2025. <https://learning.linkedin.com/resources/career-development/smart-goals-professional-development>.

National Society of Leadership and Success. *Career Development 101: A Complete Guide to Professional Growth*. 2025. <https://www.nsls.org/what-is-career-development>.

Take Control of Your Future: Career Development 101 (Reach Library Course). 2025. <https://cantonhealth.reach360.com/login>.

University of Washington. *Career Planning Resource*. 2025. <https://depts.washington.edu/podscan/qc/career-planning-resource-031424.pdf>.

## G. CONTRIBUTORS

The following staff contributed to the authorship of this document:



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2. Madisyn Smith, Workforce Development Coordinator
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#### **H. APPENDICES & ATTACHMENTS**

N/A

#### **I. REFERENCE FORMS**

800-002-01-F Employee Career Development Worksheet

#### **J. REVISION & REVIEW HISTORY**

| Revision Date | Review Date | Author  | Notes  |
|---------------|-------------|---|--|
| 7/18/2025     |             | Madisyn<br>Smith,<br>Workforce<br>Development<br>Team | Updating policy and processes, adding stay interview and NACCHO Joy in Work elements |
|               |             |   |  |

#### **K. APPROVAL**

This document has been approved in accordance with the "800-001-P Policy Development" procedure as of the effective date listed above.