Department Chair Template: Career Development Discussion Tool

**Purpose:** Use this tool to make career development conversations productive and impactful.

**Directions:** To prepare for the conversation, leaders should complete the tasks and answer the questions in the white space on this template. Be prepared to share this information with the faculty or staff member during the conversation.

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| **Section 1: Where is this individual now? (Performance)** |
| **Identify strengths in current performance**   * Review job description, current goals/targets, and behaviors against expectations. * Reflect on the faculty/staff member’s main contributions and achievements over the last 12 to 18 months. (Include previous roles if less than 6 months in role.) |
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| **Identify gaps between current performance and job requirements**   * Review job description, current goals/targets, and behaviors against expectations. * Reflect on the faculty/staff member’s main contributions and achievements over the last 12 to 18 months. (Include previous roles if less than 6 months in role.) |
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| **Gather evidence about current performance and behaviors**  Gather feedback from the faculty or staff member’s collaborators, students, and patients, as applicable. Remember, evidence should always be based on facts, so ask people for examples of performance and behavior. You might suggest a 360° appraisal if appropriate. (If the faculty or staff member has completed a 360° appraisal within the last year, ask her/him to come to the meeting ready to discuss conclusions and next steps.) |
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| **Review progress made in current development plan**   * Review development goals and progress made in attaining these goals. * Review training attended’ implementation of new skills/knowledge, and any resulting increase in performance. |
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| **Summarize employee’s strengths and development needs** |
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| **Section 2: Where could this individual go? (Potential)** |
| **Is the faculty/staff member currently meeting or exceeding expectations?**  Is this individual fulfilling the expectations for the role? If not, why do you think this is? |
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| **What motivates him/her?**  What does this individual enjoy? When does he/she seem happiest or most fulfilled? |
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| **What evidence of potential have you observed? (See examples below.)**   * Does this individual accomplish work easily? * Does he/she look to contribute elsewhere, see the bigger picture, or show leadership potential? * Is he/she a quick learner? * Has this individual developed and leveraged strong internal and/or external relationships? * Does he/she show commitment to the department and organization? * Does he/she show initiative or ambition? |
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| **How can this faculty/staff member leverage his/her strengths?**   * What are this individual’s key strengths? * How could these be leveraged to greater effect within your department and/or the wider organization? * What skills might the faculty/staff member have used in a previous job (current CV)? |
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| **What is a potential next role (if appropriate)?**  Consider the individual’s transferable skills and future potential (scope for development). What possible next role(s) have you identified that may be a suitable fit, either within or outside your department? |
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| **Section 3: How could this individual get there? (Opportunity)** |
| **Development opportunities to help this person grow into next role (or current role)**  Identify learning opportunities, stretch assignments, special projects, work shadowing, new/enriched responsibilities, or experiences that will aid the employee’s development for his/her next role. |
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| **Building a network**  How will you help your faculty/staff member to build a network? Networks can help with increasing visibility; sharing knowledge; eliciting feedback, and coaching/mentoring. |
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| **Blockers**  What personal traits, attitudes, or behaviors might inhibit this employee’s development? Is the individual aware of them? If so, to what extent? (Self-awareness is an important factor in the development journey.) |
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| **Any other notes** |
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