



## Taking an Active Role in Employees' Career Management

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### Career Planning for Managers

Why take part in your direct report's career management?

Managers can be key to an employee's career management process. Taking an interest in your direct report's professional life can encourage a positive and uplifting relationship. That relationship can, in turn, positively influence the employee's perception of their work, inspiring him/her to take it more seriously and invest more into the job. In addition, you may learn about skills or aspirations of your direct report that will help you with current and upcoming projects. By simply asking about their goals and aspirations, you can align their goals with yours.

Managing Direct Reports When Supporting Career Development

#### Be clear about expectations

Make sure to discuss with your direct report that while you will encourage and help them to seek out new experiences, you expect them to keep up with their current responsibilities and deadlines first. This is also a good time to go over the goals of the University so that your direct report(s) can keep that in mind as they start their career management process.

#### Be flexible

Working with direct reports to create time for career development can show them that you are supportive of their career aspirations. Be open to allowing them to participate in training, especially if the training can benefit your department in the short term. You could also allow task swapping between direct reports, which can show trust and create a more willing and knowledgeable team.

#### Stay in contact and up-to-date with them

Research shows that goals with periodic check-ins are more effective and make more of an impact than one-time pep talks. Touching base periodically with your direct reports can open the door for questions and advice. It's also another way to simply show that you care about seeing your direct reports develop. All in all, you have a higher chance of making sure that the goals you've set are achieved when you check in on occasion.

Memorizing most of your direct reports' individual career management plans is almost certainly an overwhelming task. Do yourself a favor and take notes on what you discuss

