Career Development
Toronto Collections Centre

April 2006

Agenda

➢ What is Career Development?

➢ Career Development Accountabilities

➢ Career Development Process

➢ Your Resume

➢ Reviewing Resumes

➢ Resumes Do's and Don'ts & Tips

➢ Interviews

➢ Video: More Than a Gut Feeling II

➢ Behavioural Focused Interviews

➢ Interview Tips & Handouts

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What is Career Development?

Career development is all about learning and growing, and is defined as a process that helps a person reach their full professional potential and meet their career goals.

Performance Management

> Today's Job Today

- Performance management
- Opportunities to augment current performance

Career Development

> Today's Job Tomorrow

- Anticipated development
- How is the job expected to change in the near term?
- How is the job expected to change in the long term?
- What are the implications for development?

> Future Job

- Employee's career aspirations
- Identification of gaps between current capabilities and future capabilities

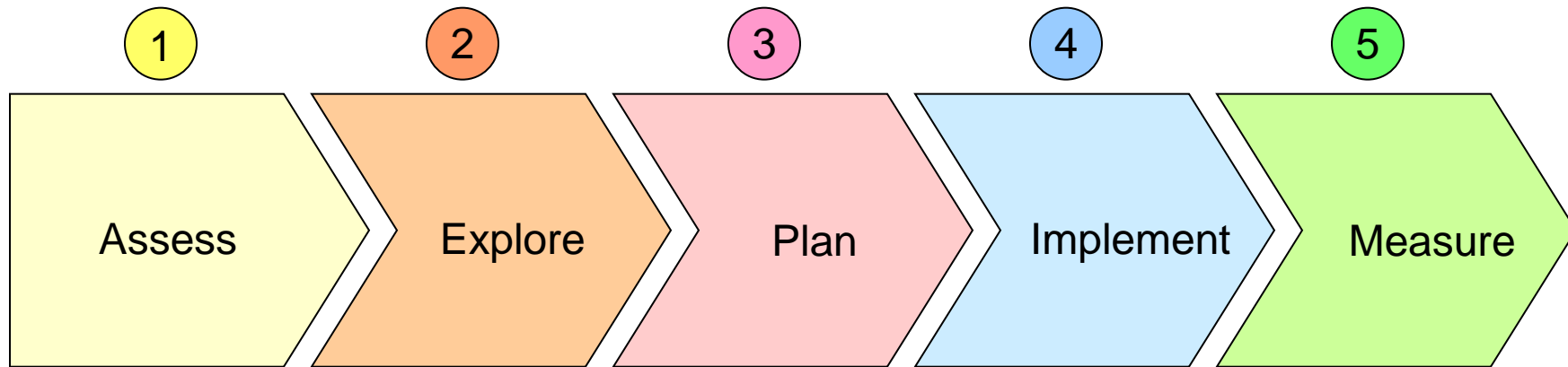**BMO Financial Group**

Career Development – Accountabilities

➢ As an employee, you are accountable for:

- ◆ Working effectively and with full commitment on the tasks assigned by your manager

- ◆ Asking for clarity and sufficient resources to achieve objectives

- ◆ Informing your manager when the task that has been agreed to be delivered may not be delivered as agreed

- ◆ Giving your manager your best advice

- ◆ In partnership with your manager, developing mutually agreeable expectations of key performance and development expectations from job and anticipated time-on-job

- ◆ **Initiating career planning discussions with your manager and enlisting their support in creating a Career Development Plan**

- ◆ Working collaboratively with team members according to vision/context set by your manager

- ◆ Staying within policy and regulatory requirements

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Career Development – Accountabilities

➢ As a manager, you are accountable for:

- Providing leadership to the team

- Setting context and defining performance expectations for employees' work

- Assigning and monitoring work

- Providing performance feedback and coaching

- Building a collaborative and capable team

- Selecting, orienting and redeploying employees

- Continually improving processes used by your team

- **Providing access to training and career development opportunities**

- Determining or recommending compensation and other performance consequences

- Deploying resources

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What is the Career Development Process?

	① Assess		② Explore		③ Plan		④ Implement		⑤ Measure
Focus	✓Employee self-assessment of personal and professional values, goals, career interests, knowledge, skills and capabilities		✓Exploration of desired career path, the roles involved, what the gaps are and how the employee can best close those gaps		✓Creation of career development plan that identifies employee's short- & long-term goals and how to work towards achieving them		✓Implementation of the employee's career development plan		✓Measurement of progress against achieving the short- and long-term goals in the employee's career development plan. Adjustments made as required.
How	✓Self assessment tools, performance reviews, other feedback, etc.		✓Discussions with manager, networking, research, etc.		✓Career Development Plan		✓On-the-job experience; courses; mentoring, etc.		✓Ongoing feedback (from manager, 360°, course grades, etc.)
Owner	✓Employee*		✓Employee*		✓Employee & Manager		✓Employee & Manager		✓Employee & Manager

*With assistance from manager, internal/external network, 360 feedback, mentor(s), etc. as required

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Step 1: Assess

➢Step 1 involves a comprehensive self assessment of your:

- ◆ **Personal and professional values**

    - What are your core values (examples: collaboration, equality, integrity, stability, accuracy, accountability)?

- ◆ **Career interests, preferences and goals**

    - What type of work interests and excites you? What type of work doesn't? Why?

    - If you could have any career, what would it be? Why?

    - What are your career goals?

- ◆ **Skills, knowledge, and experience**

    - What are your current skills, knowledge and experience? At what level are these?

- ◆ **Capabilities**

    - What capabilities do you current possess?

    - What additional skills , knowledge and experience could you obtain?

- ◆ **Strengths and development areas**

    - What do you consider to be your top 5 strengths and top 5 development areas?

    - What do others consider to be your top 5 strengths and top 5 development areas?

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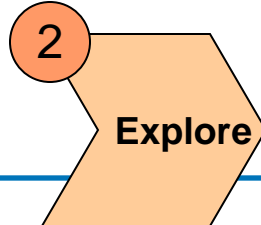
Step 2: Explore

➢Step 2 focuses on exploring:

- ◆ **Your desired career path**

  - What career paths best fit with your values and career goals and interests?

  - Is there the potential to move across different career paths?

- ◆ **The roles available within each identified career path**

  - What roles are included in the career paths?

  - Do these roles exist within your current group? Within BMO FG?

- ◆ **The gaps and how best to close them**

  - What skills, knowledge and experience are required? At what level?

  - How do your current level of skills, knowledge and experience compare against the role requirements?

  - Can the gap realistically be narrowed/closed? How?

  - What options exist to close the gaps?

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Step 3: Plan
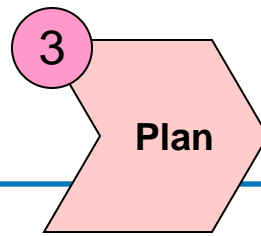
➢ Step 3 focuses on:

- ◆ **Creating your personal career development plan**
  - What are your short-term and long-term goals?
  - How are you going to achieve these goals? By when?
  - What support do you require and from whom?
  - How will you know you've been successful?

- ◆ **Reviewing it with your manager:**
  - How can your manager support you in achieving your career goals?
  - Have you articulated the business case for the development plan you're recommending?

- ◆ **Obtaining necessary approvals and buy-in**
  - Who are the key stakeholders helping you action your career development plan?
  - What policies and procedures are in place?

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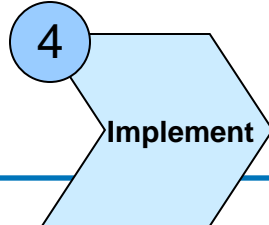
Step 4: Implement

➤ Step 4 involves the successful implementation of your career development plan:

- ◆ Focus on a maximum of 3 development areas concurrently

- ◆ Focus on enhancing 2-3 strengths at the same time

- ◆ Balance development activities with the day-to-day responsibilities of your current role

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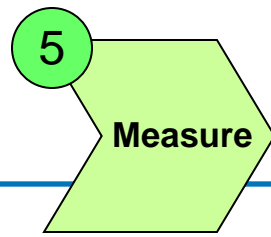
Step 5: Measure

➢ Step 5 focuses on the regular review and measurement of your progress in implementing your career development plan

- ◆ On a quarterly basis, take the time to:
    - Reflect upon the progress you've made
    - Gather feedback from others on your progress
    - Review your progress with your manager
    - Review your overall plan and update it as required
    - Celebrate your successes

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Additional Tools & Resources

➢ **HR Intranet:** http://hrcentral.bmogc.net/english/can/bmo/5lp.htm

➢ **Career Development Plan template**

➢ **Your manager**

➢ **Your coach and/or mentor**

➢ **HR Centre (Canada)**
   ◆ 1-888-927-7700 (English); 1-888-877-6464 (French)
   ◆ Monday – Friday from 8 am – 6 pm (EST)

➢ **Learning Connect***
   ◆ https://learningconnect.bmogc.com/ns-bin/docentnsapi/lms,docent-prod,2153/SVR%3Ddocent-prod%3A4001,SQN%3D-91528398/?CMD=GET&file=frameset.jsm
   ◆ Managing Your Career (course code: 104365)

➢ **Performance Planning & Assessment (PPA)**

*Requires Enterprise ID and password to access

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Career Development – Choices

➢ **There are many ways to move towards your career goals. Consider these different career choices as you think about personal growth and career planning.**

- ◆ Lateral Moves.

- ◆ Job Enrichment

- ◆ Downward Moves

- ◆ Upward Moves

- ◆ Exploration

- ◆ External Moves

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