

# Enhancing Development Practices Through Career Path Modeling



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# Presenters

- Scott Button, PhD—  
Human Capital Practice Lead
  - Industrial/Organizational Psychologist with over 18 years of experience leading, designing, and implementing human capital projects
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  - Industrial/Organizational Psychologist with over seven years of experience developing and implementing human capital projects

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## Human Capital Team

### *Areas of Expertise*

- Job Analysis
- Competency Modeling
- Training Needs Assessment
- Program Evaluation
- Career Path Modeling
- Strategic Planning
- 360 Assessments
- Skill Gap Analyses



# Agenda

- What are career paths?
- What benefits do career paths offer?
- How are they developed?
- How might the implementation of career paths differ across agencies/organizations?
- How might career guidance be disseminated to the workforce?



# What are Career Paths?

- Illustrate career options within an organization or occupation
  - Identify potential paths employees may take in his/her career
  - Describe the work performed in each position
  - Demonstrate how employees should prepare
- Career path modeling has been labeled in many different ways
  - These efforts may have different organizational drivers, but tend to result in similar interventions



# Benefits

- Career Paths have become increasingly popular in recent years
- Allow employees to
  - Explore the range of career options
  - Select the option that best aligns to their goals
  - Increase accessibility



# Benefits (Cont'd)

- Benefits to the organization
  - Align employee development efforts with organizational needs
  - Support human capital goals and strategies
  - Promote commitment to the agency or Department
  - Enhance retention



# Discussion

- What is your organization currently doing to support career growth?
- List activities, efforts, initiatives
  - What needs do these efforts address?
  - What activities have been most successful?
  - What challenges did you face?
  - How is the information communicated to the workforce?



# HOW ARE CAREER PATHS DEVELOPED?



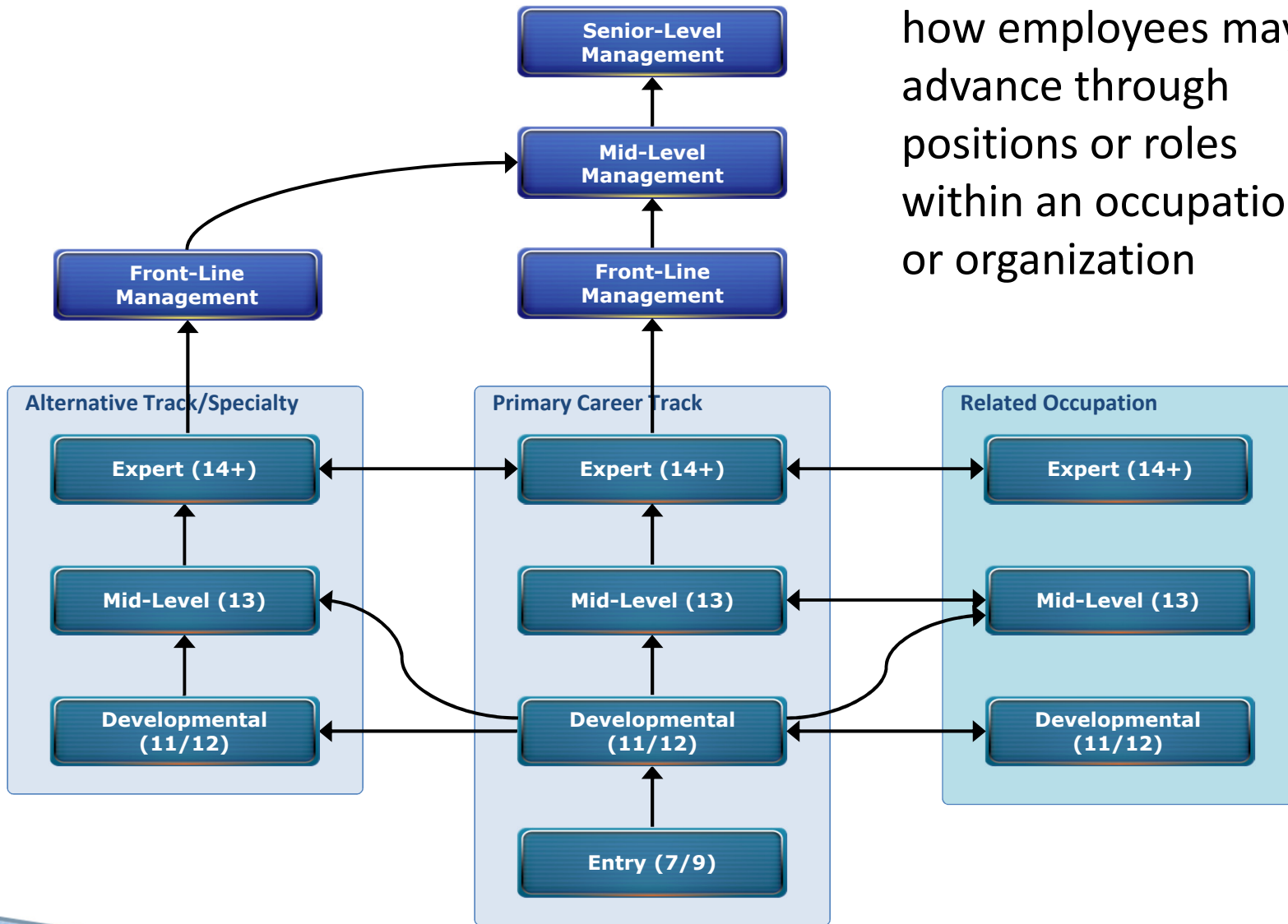


# Needs Assessment

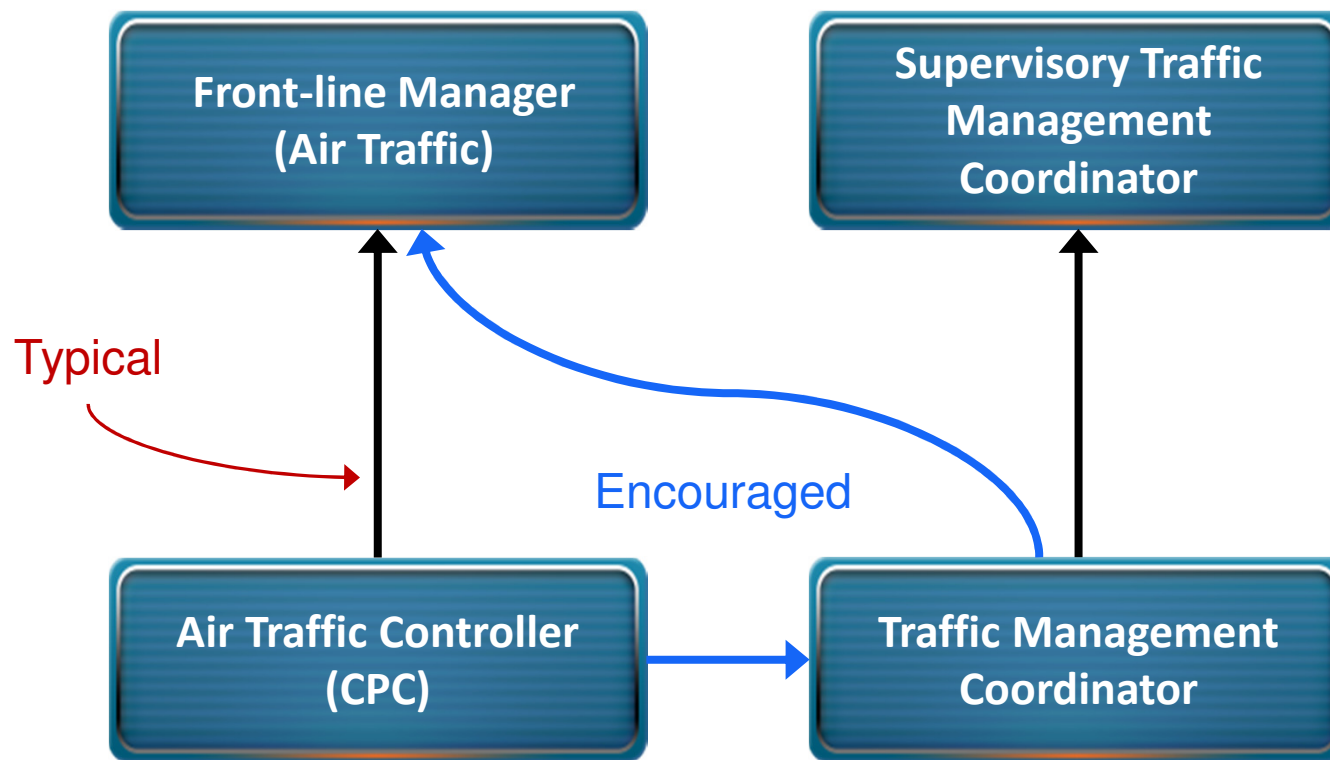
- Identify what level of career guidance is needed
  - What are intended goals and outcomes?
  - What works well? What doesn't?
  - What do employees need? Want?
  - How might career paths support human capital goals or initiatives?
- Gather information from stakeholders
  - Interviews with leaders
  - Focus groups with representatives of the workforce



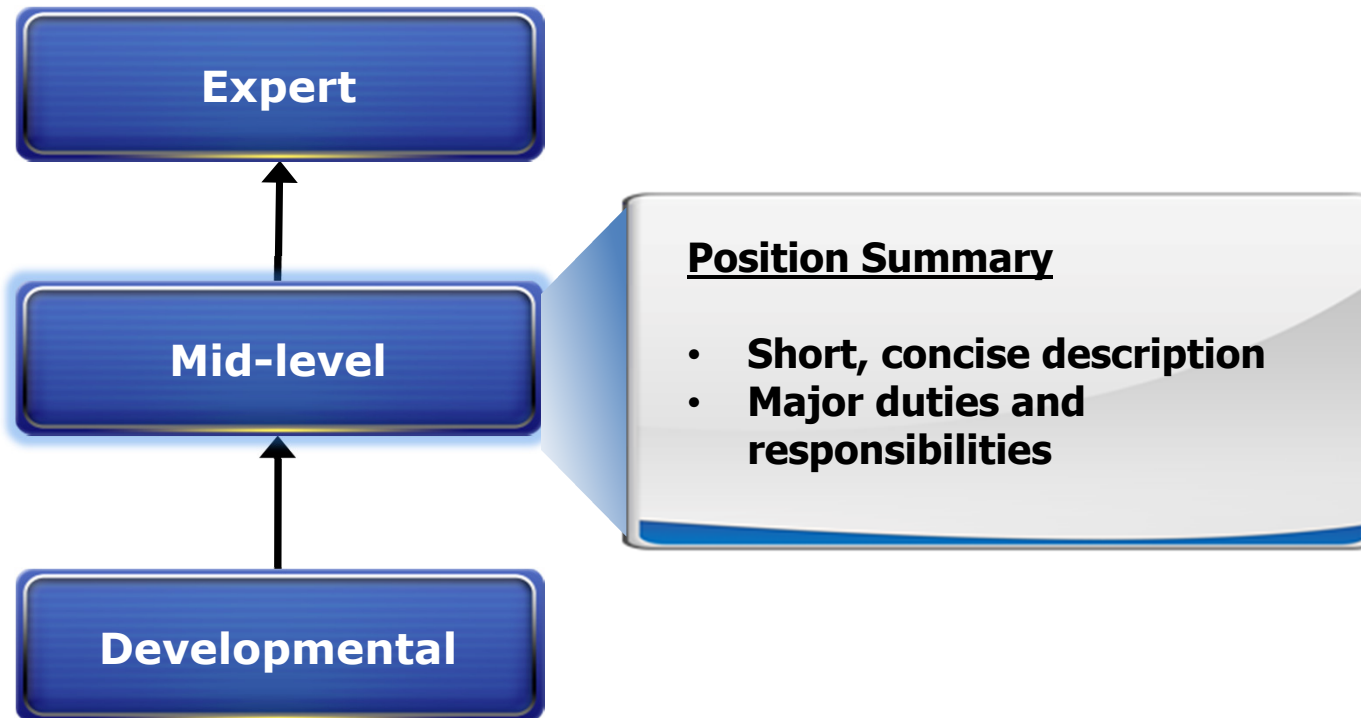
Career paths depict how employees may advance through positions or roles within an occupation or organization



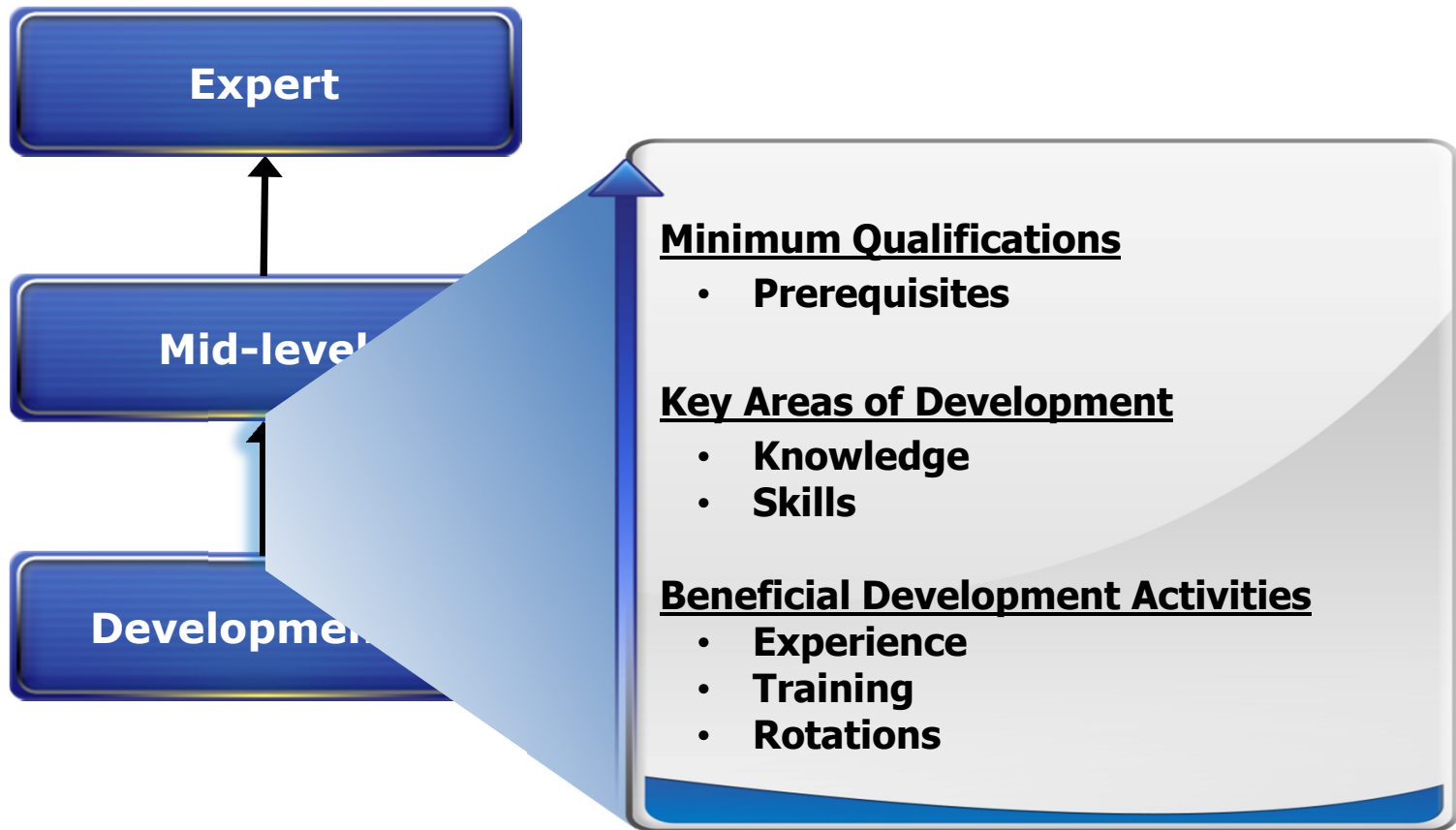
# Typical Paths vs. Strategic Paths



# Position Summaries



# Developmental Recommendations



# Additional Guidance

- Position information can be presented differently
  - Identify tasks and how they apply and/or evolve across career levels
- Career path guidance can be extended to include
  - Proficiency standards aligned to various career levels
  - Sequencing of certifications
  - Document a broader range of development activities (e.g., independent study)



# DISSEMINATING CAREER GUIDANCE



# Career Path Resources

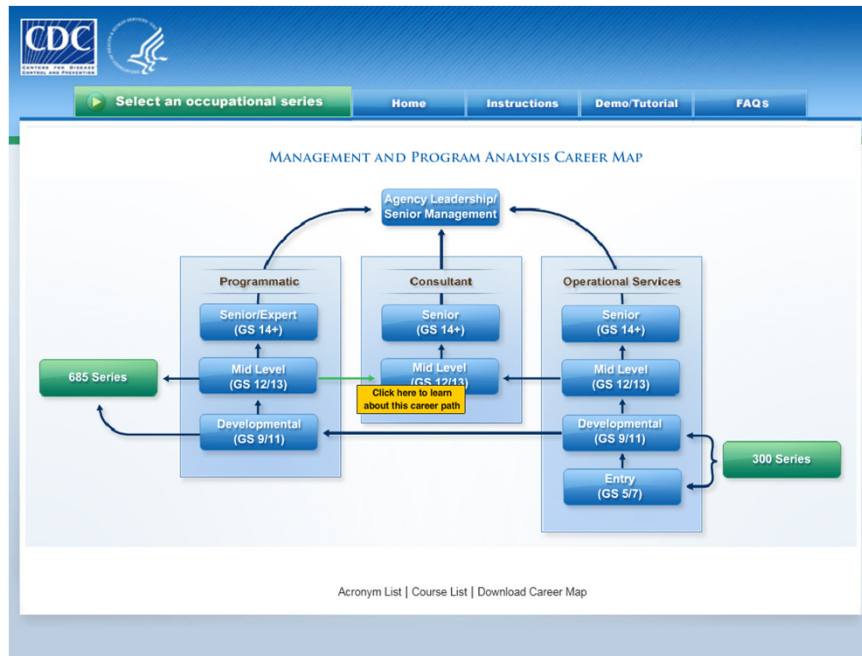
- Dissemination of career guidance is equally important to the actual content
- Conduct a needs assessment
  - Identify audience needs and wants
  - Identify capabilities
  - Align or integrate with existing processes
  - Promote commitment and follow-through





# Demos

## CDC Career Path Tool



## ATO Career Path Tool

MyFAA

MyATOCareer@FAA  
Career Planning Program  
Career Planning Tool

Home Career Path Explorer Career Path Builder Career Map Resources Help Feedback Admin Log Off

Logged in as Josh.CTR.Quist@faa.gov

ATO Career Planning Program  
[Switch to Accessible Version](#)

Just launched! The newly released ATO Career Planning Tool is intended to help ATO employees explore opportunities and plan their careers!

**Welcome to the ATO Career Planning Tool!**

Use this ATO Career Planning Tool to:

- BUILD YOUR CAREER at FAA/ATO
- Explore Career Options and build a path that is right for you
- Learn how to prepare for your desired career path

**Career Path Explorer**

- View the potential career opportunities, across the ATO
- Learn about the knowledge and skills you should develop
- View experience and training you should seek
- View Career Path Explorer Tutorial (Video)

**Career Path Builder**

- Build a customized career path
- Learn about knowledge and skills you should develop
- Plan the experience and training you should seek
- View Career Path Builder Tutorial (Video)

**Career Map**

- View over 130 diverse career options (more paths are in development)
- Look for cross-functional opportunities
- Download / print the map

**Career Planning Program Orientation (Video)**

**ATO Career Planning Tool USER GUIDE**

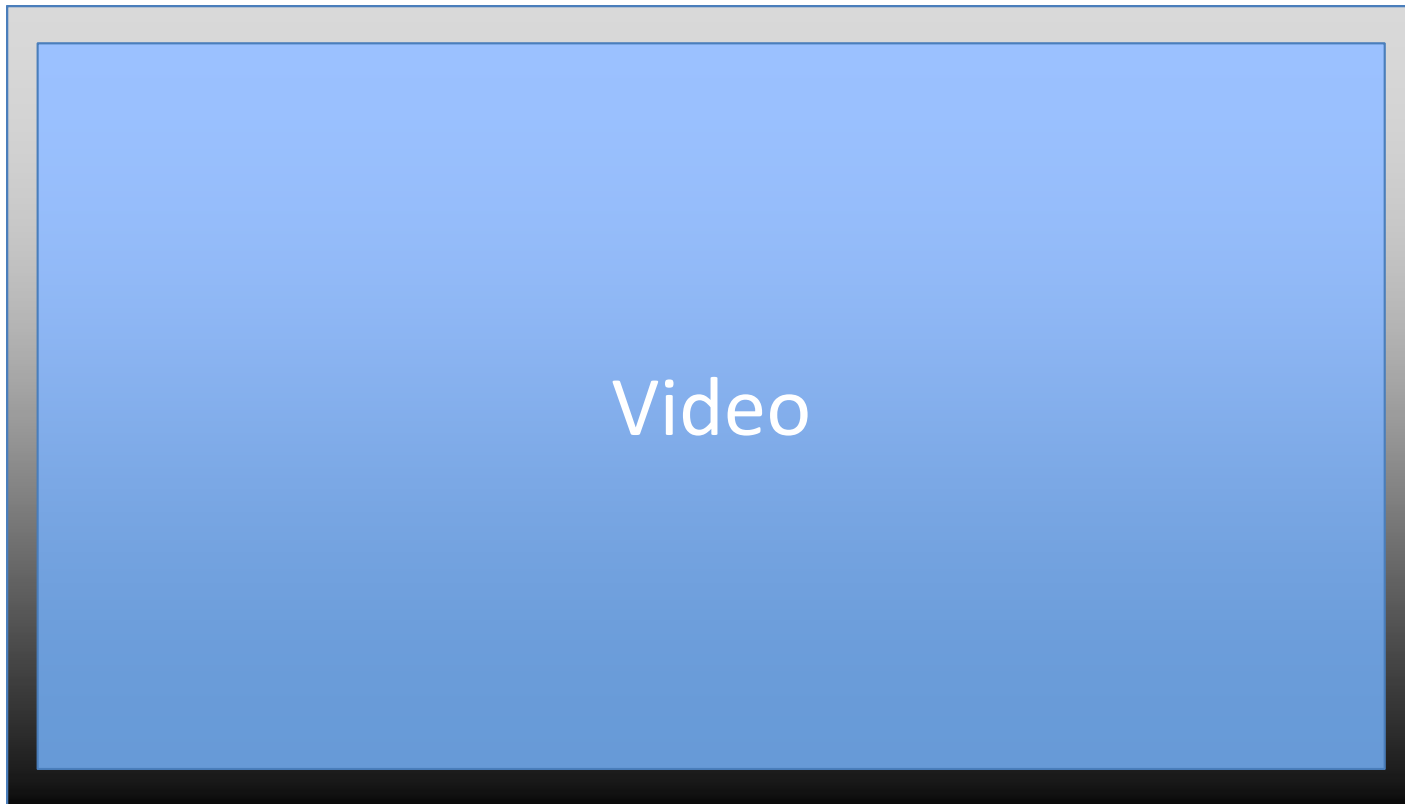
**How to Use the ATO Career Planning Tool (Video)**



# Supporting Implementation

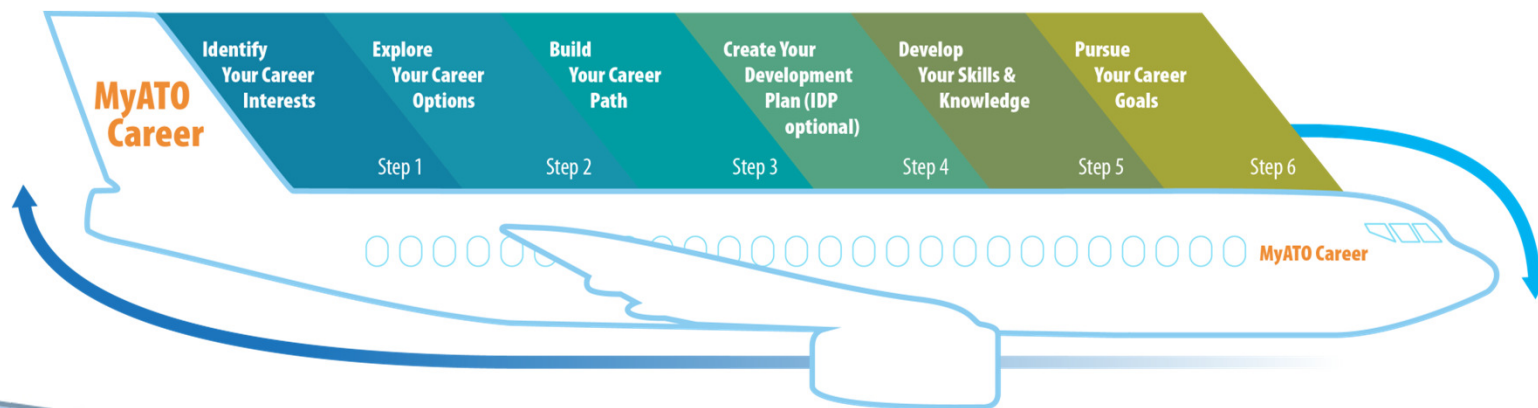


# Supporting Implementation (Cont'd)



# Additional Considerations & Directions

- Leverage mobile technology
  - Alerts
  - Reminders
- Integration with other processes
  - Individual Development Plans (IDPs)
  - Mentoring Programs
  - USAJOBS



QUESTIONS?



# Contact Information

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