• Definitions
• Why Now?
• Typical Implementation and Variations
• Research Support
• Research Questions
• Recommendations
• **Career:** “process of development of the employee along a path of experience and jobs in one or more organizations” (Baruch & Rosenstein, 1992, p. 478)

• **Career paths:** “link between the individual's own career aims and the organization's actual talent requirements [resulting in] improved utilization of talent and less ambiguity in employee views of the employment relationship” (Walker, 1976, p. 6).
# Career Path Tool

<table>
<thead>
<tr>
<th>Career Path Model</th>
<th>Application/Website</th>
<th>Communication</th>
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</thead>
<tbody>
<tr>
<td>• Career paths</td>
<td>• Disseminate career path guidance to workforce</td>
<td>• Build awareness (internally and externally)</td>
</tr>
<tr>
<td>• Key areas of development</td>
<td>• Enable employees to explore career options, build a personalized career plan, and assess development needs</td>
<td>• Educate workforce on capabilities and intended use</td>
</tr>
<tr>
<td>• Developmental activities</td>
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</table>
Intended Benefits

• Give employee the opportunity to take charge
• Align employee development efforts with organizational needs
• Reinforce human capital goals and strategies
• Promote commitment to the agency or Department
• Enhance retention
• Organize or coordinate the use of existing employee development resources
• Lattice, not ladder (Benko & Anderson, 2013)
• To succeed, workers must demonstrate employability (Fugate, Kinicki, & Ashforth, 2004)
• People change jobs more often (Becton, Walker, & Jones-Farmer, 2014; Lyons, Schweitzer, & Ng, 2014; Moses, 1997)
• In the Federal Government
  – Opportunities to hire may be low
  – Concern about development and retention of employees
  – Expectation that employees take charge of their own career
  – Growing use of tools to facilitate management
Career paths depict how employees may advance through positions or roles within an occupation or organization.

What level of detail do you identify?
It is possible to expand to include a broader set of more specific roles.
We can also show where and how employees tend to enter the occupation
Career paths may depict alternative career tracks through which employees may advance.
Career paths may be used to help employees make the transition from individual contributor to supervisory and leadership roles.
Career paths help identify opportunities to transition into other occupations.
Typical Paths vs. Strategic Paths

Position A → Position B → Position C

Encouraged

Position A

Position B

Position D

Position C

Typical

Encouraged
Position Summaries

- **Expert**
- **Mid-level**
- **Developmental**

**Position Summary**
- Short, concise description
- Major duties and responsibilities
Developmental Recommendations

Key Areas of Development
- Knowledge
- Skills

Beneficial Development Activities
- Experience
- Training
- Rotations
Overview of Potential Variations

• Jobs included
• Number of paths
• Information provided
  – Competencies
  – Duties
  – Developmental Opportunities
  – Credentials
• Links and support to other programs
Longitudinal study: Career coaching explained 24% variance in perceived career success, 15% in job satisfaction, and 18% in external marketabilityability

(Spurk, Kauffeld, Barthauer, & Heinemann, 2015 p. 140).
CPT aligns individual and organizational goals, facilitating the attainment of both and increasing the likelihood of positive organizational outcomes.

- Commitment
- Satisfaction
- Turnover
- Performance
<table>
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<th>Research Support</th>
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<tr>
<td><strong>Jobs that increase employability</strong></td>
<td>Job attraction</td>
</tr>
<tr>
<td><strong>Alignment between and org opportunities</strong></td>
<td>Retention</td>
</tr>
<tr>
<td><strong>Career opportunities</strong></td>
<td>Reason to stay; Motivation to achieve</td>
</tr>
<tr>
<td><strong>Role Clarity</strong></td>
<td>Job satisfaction; Job performance; Retention</td>
</tr>
<tr>
<td><strong>Opportunity to use skills</strong></td>
<td>Goal setting; Transfer of training</td>
</tr>
<tr>
<td><strong>Skill gain</strong></td>
<td>Job satisfaction</td>
</tr>
<tr>
<td>Research Support</td>
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<tr>
<td><strong>Job Satisfaction</strong></td>
<td>Organizational Commitment; Retention</td>
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<td><strong>Promotion</strong></td>
<td>Job Satisfaction</td>
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<tr>
<td><strong>Improved Person-Organization Fit</strong></td>
<td>Organizational Commitment; Retention</td>
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</table>
Organizational Support for Employee Development is most effective when Employees Perceive Career Opportunities (Kraimer, Seibert, Wayne, Liden, & Bravo, 2011, p.494).
Questions for Future Research

• Do CPTs have direct impact on?:
  – Perceived alignment
  – Perceived career opportunities
  – Role clarity
  – Perceptions of organizational fit
  – Perceptions of increased employability

• How can we design them to maximize this impact?

• Then we can expect an impact on more distal outcomes
Recommendations

• Identify what level of career guidance is needed
• Gather information from stakeholders
• Tie it to other programs
  – Individual Development Plans (IDPs)
  – Learning Management Systems
  – Mentoring Programs
  – USAJOBS
• Dissemination of career guidance is important
  • Understand technical capabilities
  • Make it engaging and interesting
  • Emphasize usability
Recommendation: Strategic Communication
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