Career Path Tools in Federal Agencies

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- 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

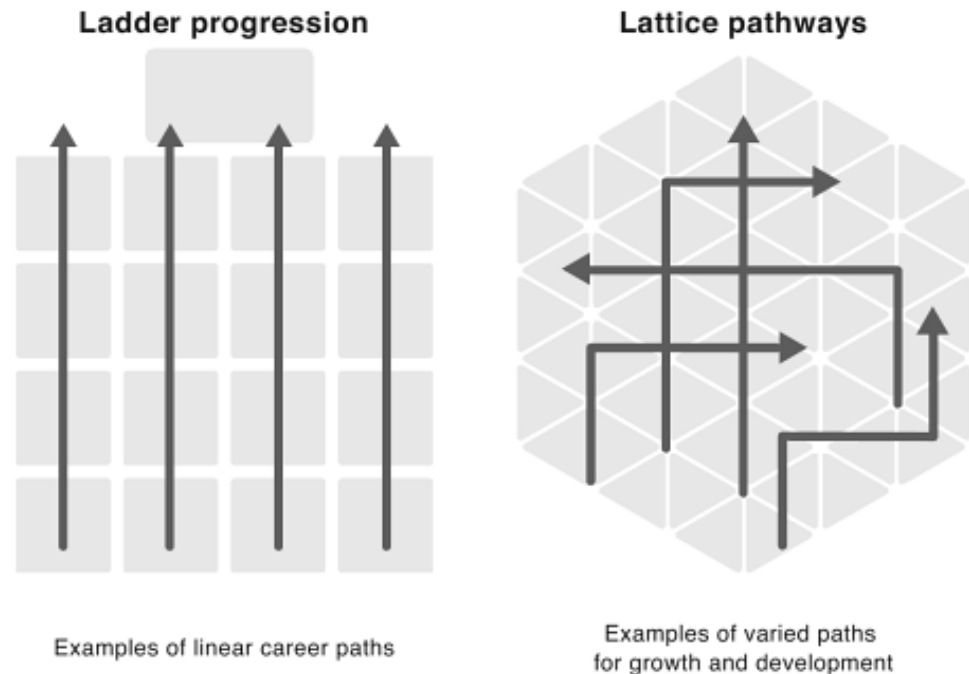| Career Path Model	Application/Website	Communication
• Career paths • Key areas of development • Developmental activities	• Disseminate career path guidance to workforce • Enable employees to explore career options, build a personalized career plan, and assess development needs	• Build awareness (internally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

- 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 be demonstrate employability (Fugate, Kinicki, & Ashforth, 2004)
- People change jobs more often (Becton, Walker, & Jones-Farmer, 2014; Lyons, Schweitzer, & Ng, 2014; Moses, 1997)

Comparison of ladder progression and varied lattice pathways

Ladder progression

Lattice pathways

Examples of linear career paths

Examples of varied paths for growth and development

(Benko & Anderson, 2013, p. 14)

- 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
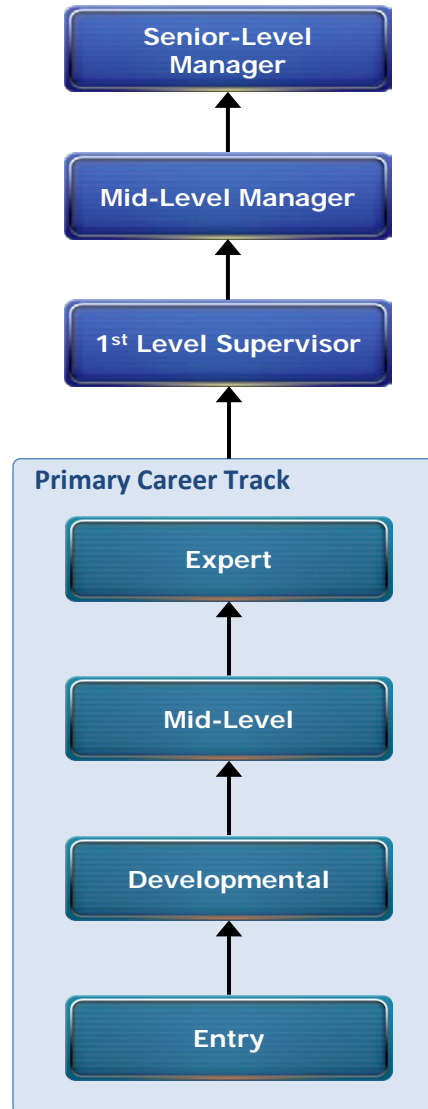 - Growing use of tools to facilitate management

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

What level of detail do you identify?

Senior-Level Manager

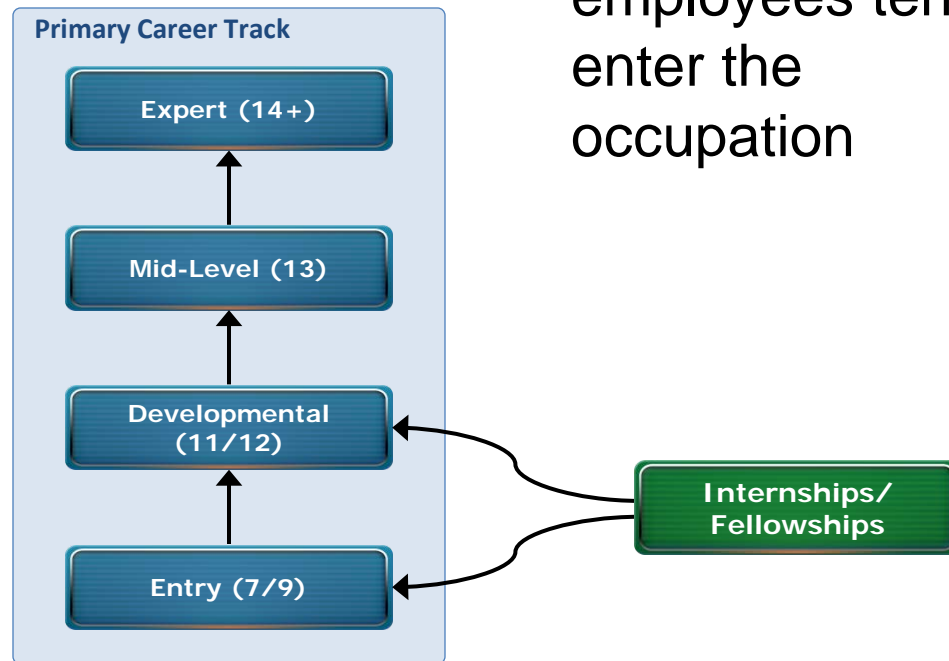Mid-Level Manager

1st Level Supervisor

Primary Career Track

Expert

Mid-Level

Developmental

Entry

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

Primary Career Track

Expert (14+)

↑

Mid-Level (13)

↑

Developmental (11/12)

↑

Entry (7/9)
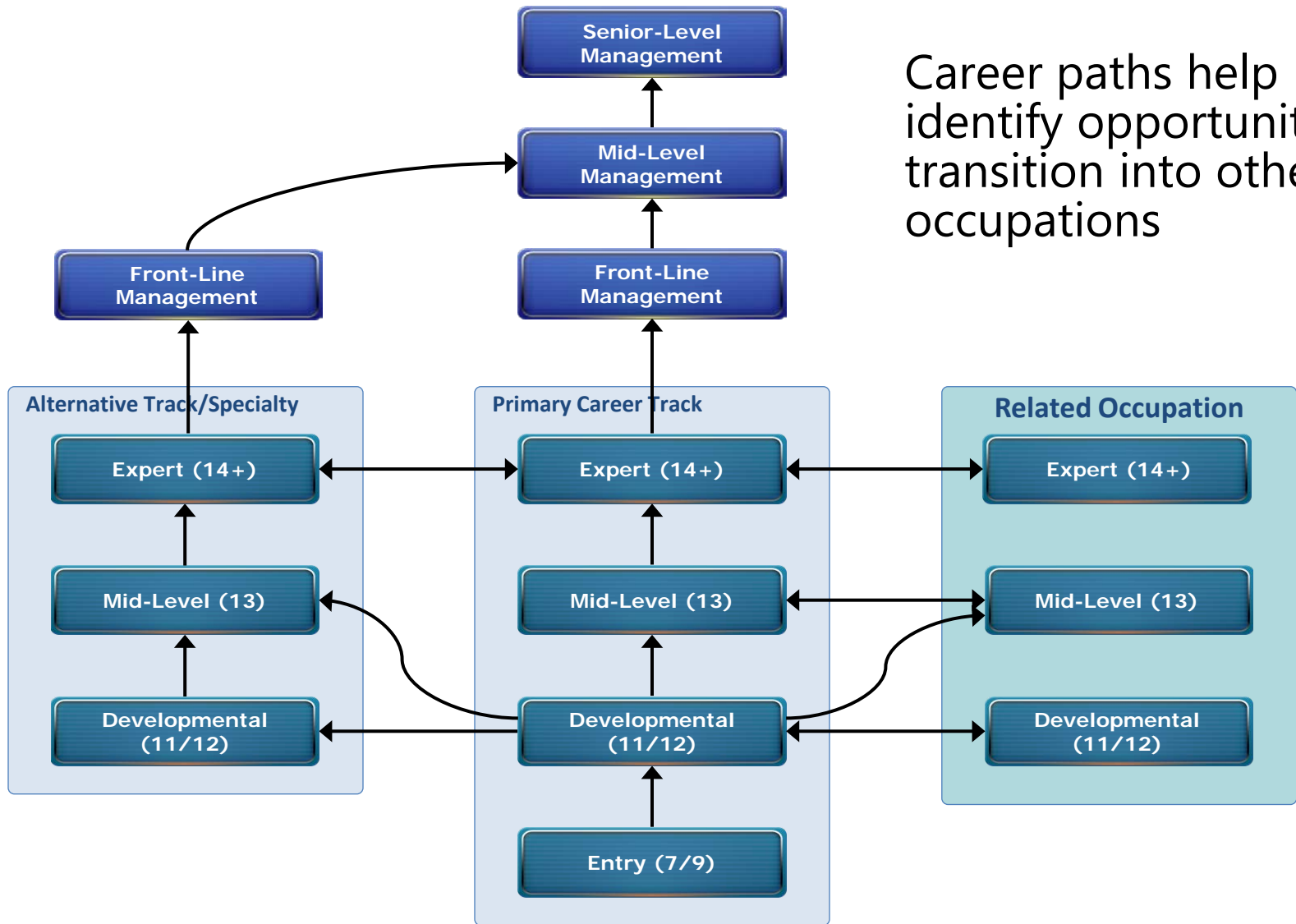
Internships/ Fellowships

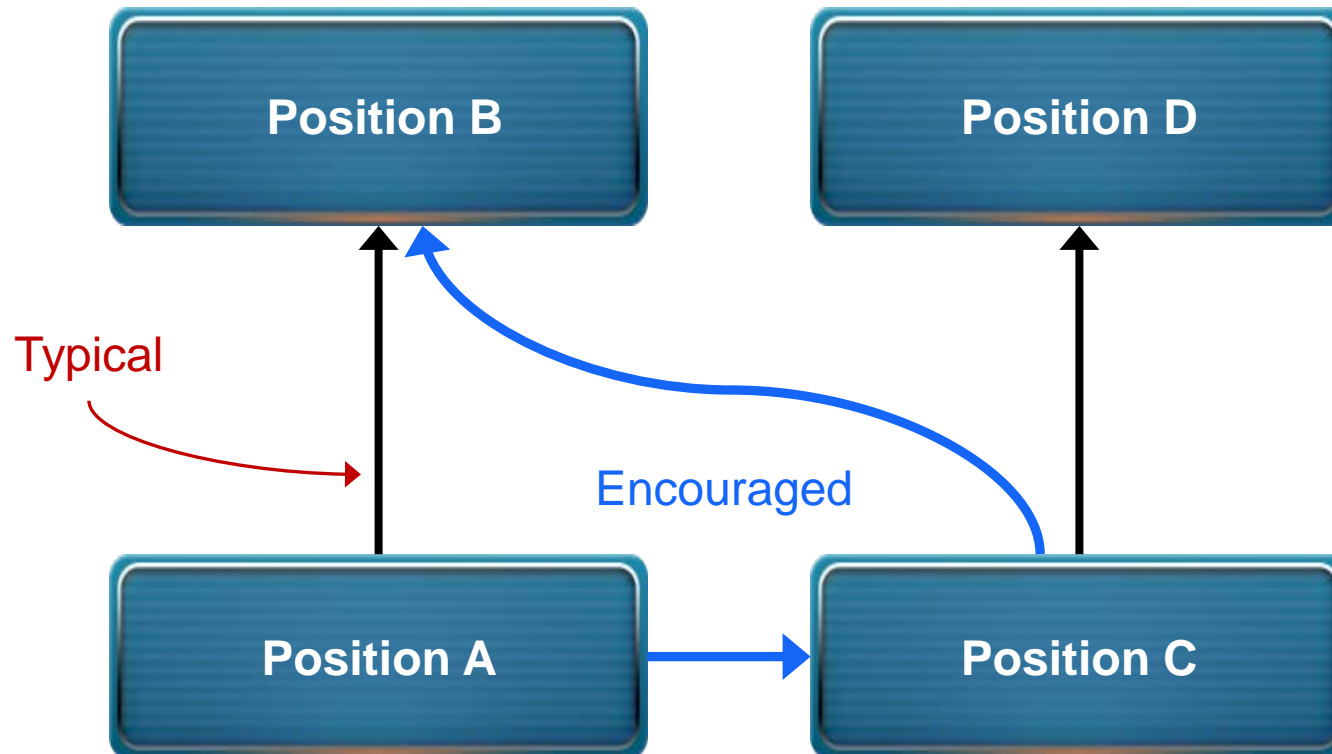# Career paths may depict alternative career tracks through which employees may advance
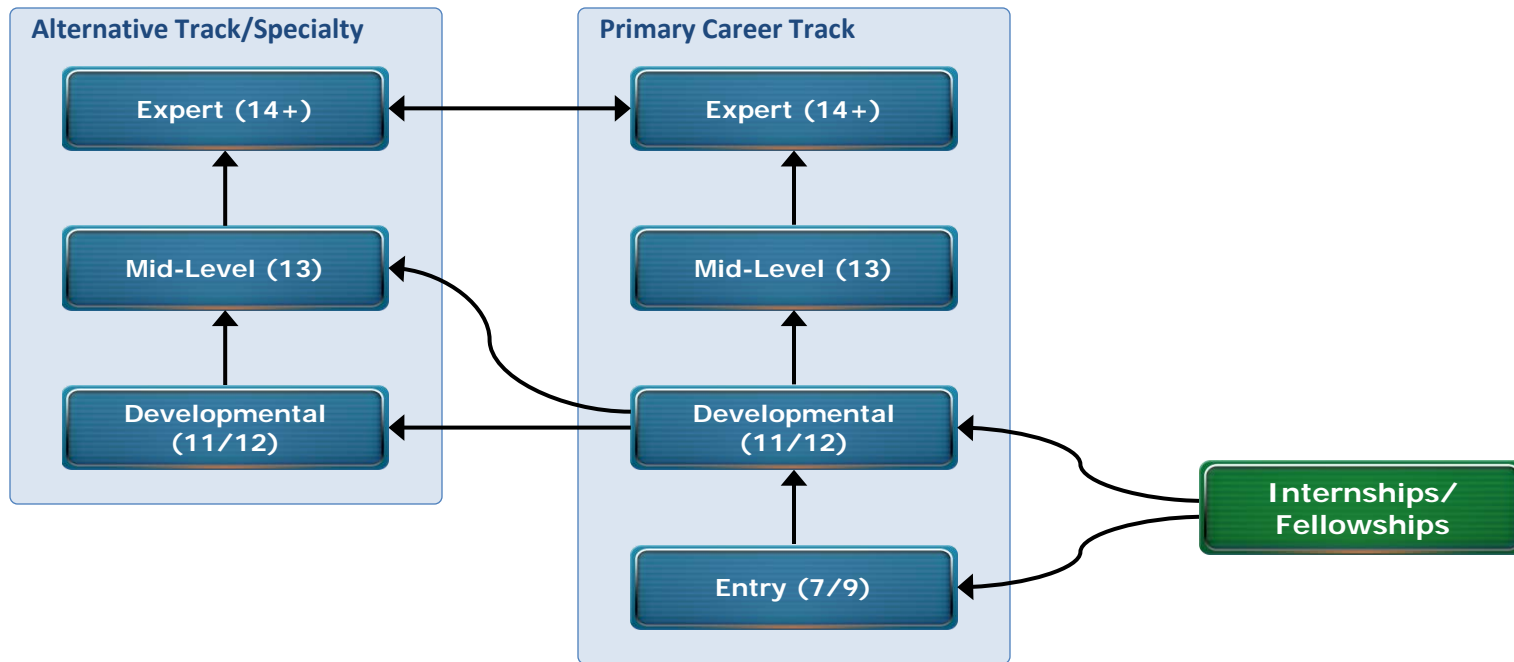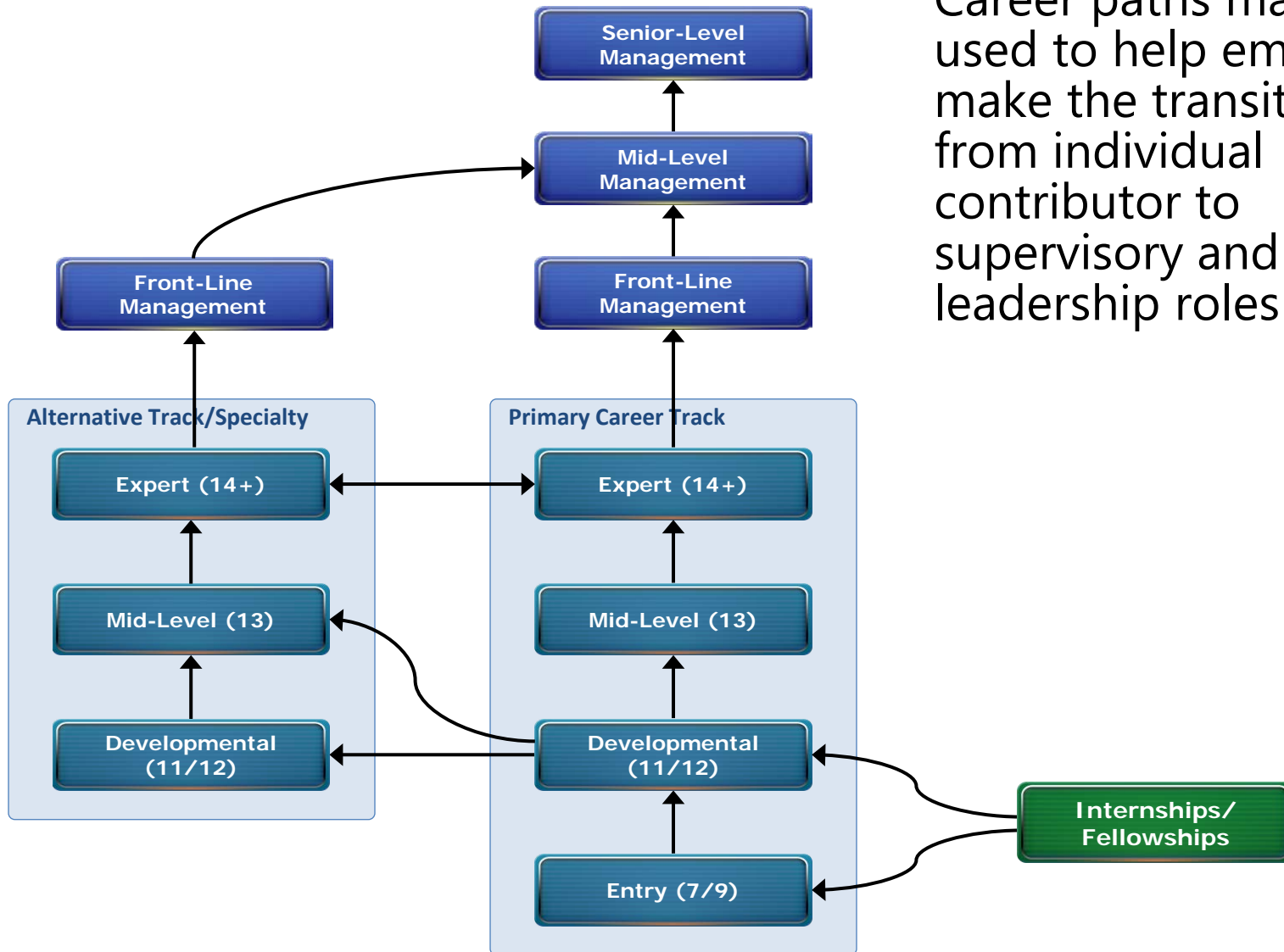
Career paths may be used to help employees make the transition from individual contributor to supervisory and leadership roles

Senior-Level Management

Mid-Level Management

Front-Line Management

Front-Line Management

Alternative Track/Specialty

Expert (14+)

Mid-Level (13)

Developmental (11/12)

Primary Career Track

Expert (14+)

Mid-Level (13)

Developmental (11/12)

Entry (7/9)

Internships/ Fellowships

Career paths help identify opportunities to transition into other occupations

Expert

Mid-level

Developmental

Position Summary

- Short, concise description
- Major duties and responsibilities

Expert

Mid-level

Developmental

Key Areas of Development
- Knowledge
- Skills
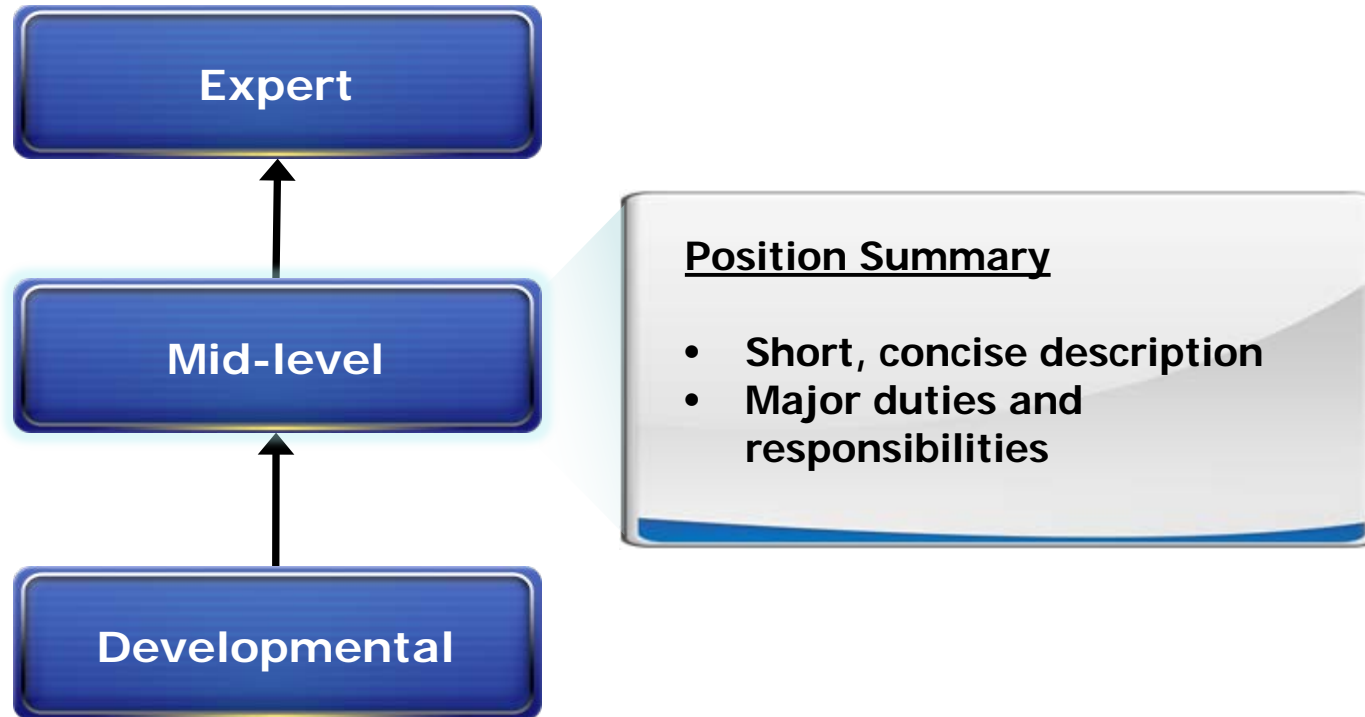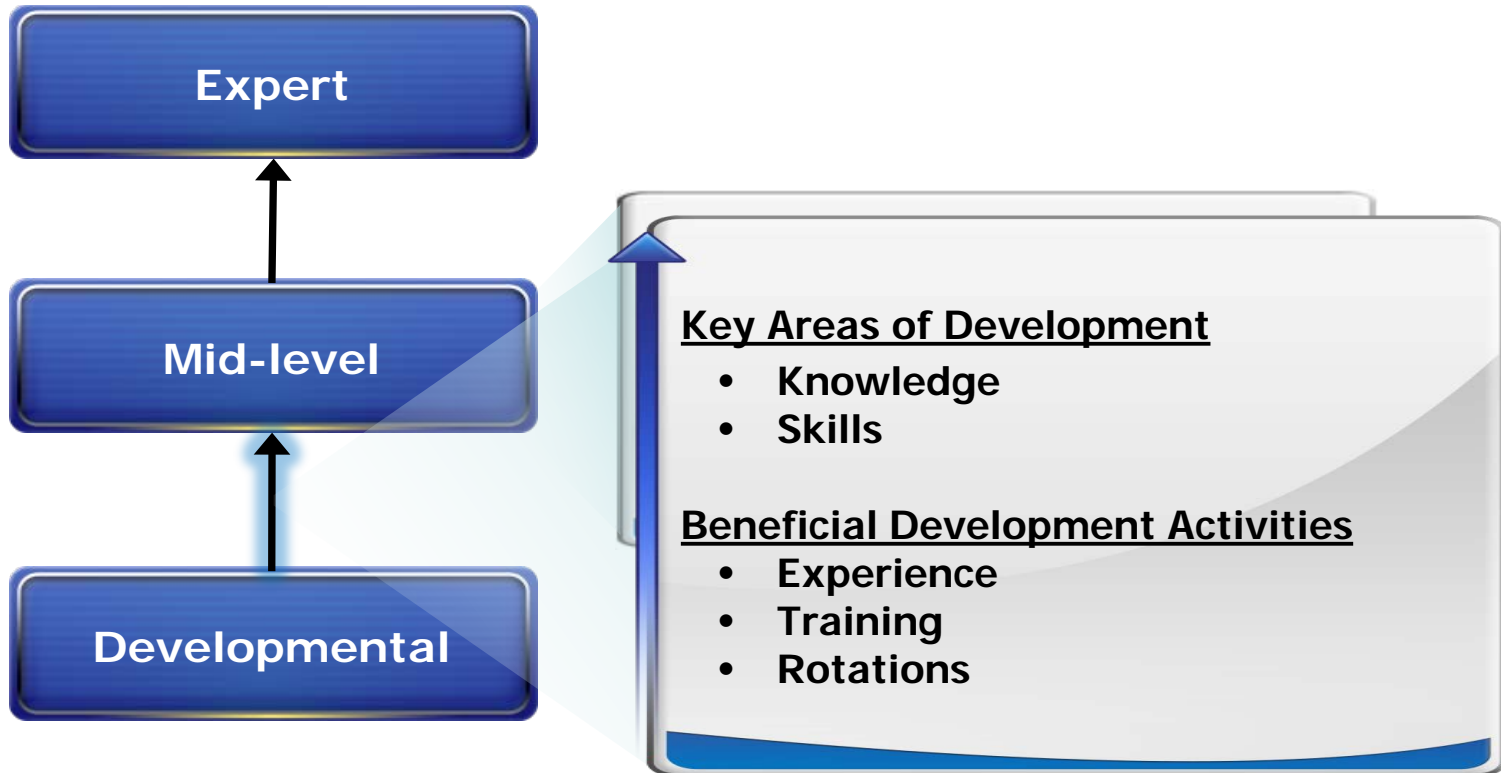
Beneficial Development Activities
- Experience
- Training
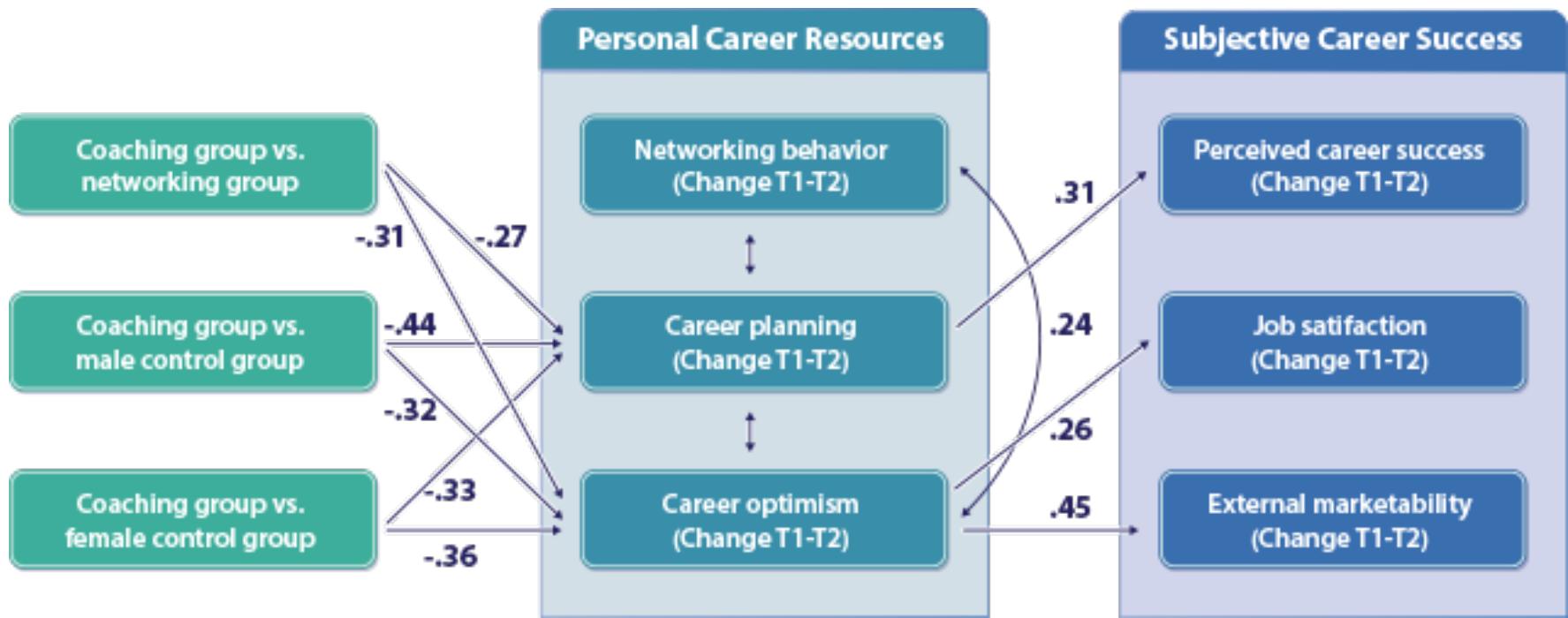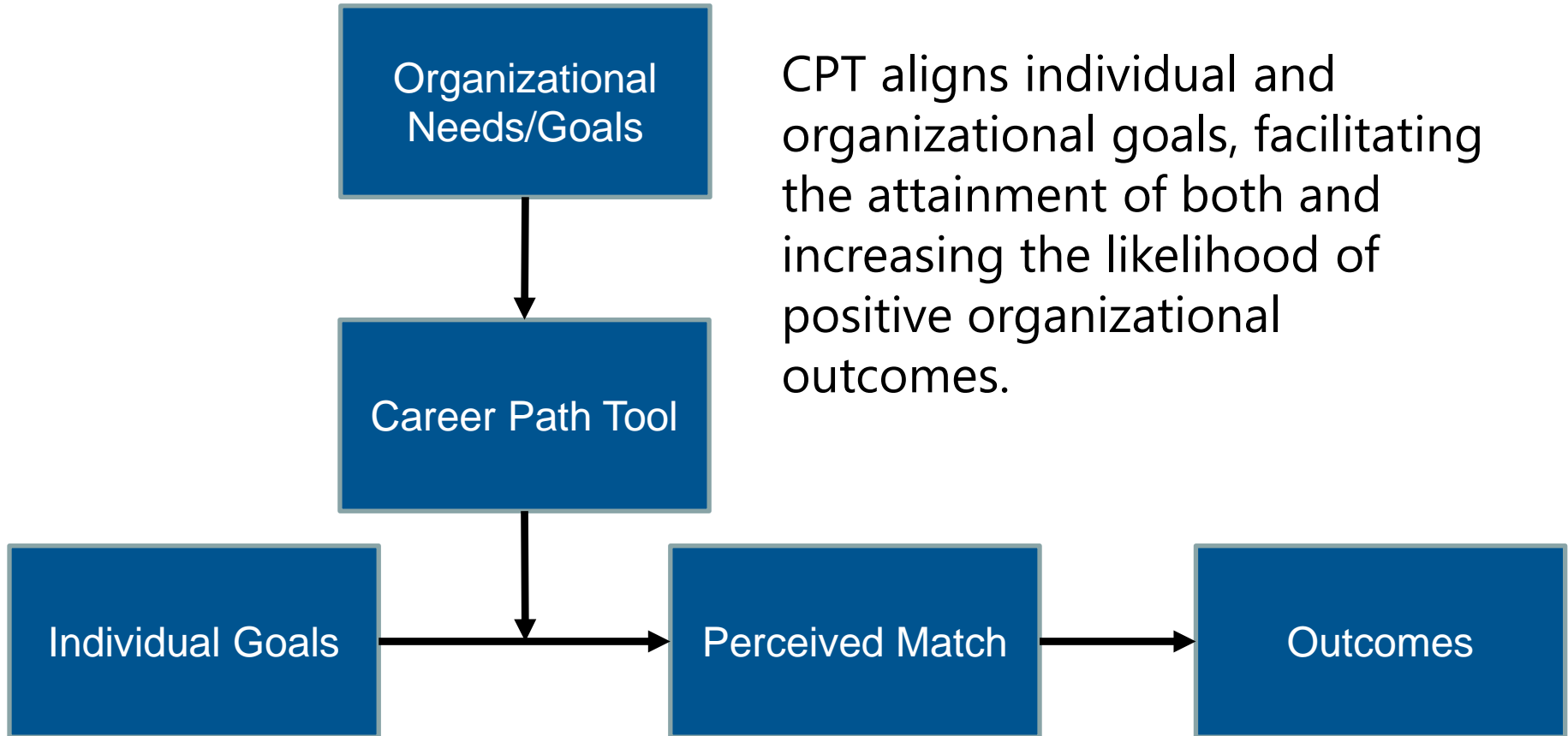- Rotations

- 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 marketability

(Spurk, Kauffeld, Barthauer, & Heinemann, 2015 p. 140).

Organizational Needs/Goals

↓

Career Path Tool

Individual Goals → Perceived Match → Outcomes

CPT aligns individual and organizational goals, facilitating the attainment of both and increasing the likelihood of positive organizational outcomes.

- Commitment
- Satisfaction
- Turnover
- Performance

|		
Jobs that increase employability	→ Job attraction	Pruijt & Derogee, 2010; Spurk, Kauffeld, Meinecke, & Ebner, 2015
Alignment betw ind and org opportunities	→ Retention	Bigliardi, Petroni, & Dormio, 2005; Garavan et al., 2006; Rasdi et al., 2009; Verquer, et al., 2003; Wong, 2007
Career opportunities	→ Reason to stay; Motivation to achieve	Bredin & Söderlund, 2013; Demers, 2001; Kraimer, Seibert, Wayne, Liden, & Bravo, 2011
Role Clarity	→ Job satisfaction; Job performance; Retention	Griffeth, Hom, & Gaertner, 2000; Igbaria & Guimaraes 1993; Tubre, & Collins, 2000
Opportunity to use skills	→ Goal setting; Transfer of training	Tajudin, Noor, & Mustapha, 2014
Skill gain	→ Job satisfaction	Berl et al. 1984; Pruijt & Derogee, 2010

Job Satisfaction	➔	Organizational Commitment; Retention	Glisson & Durick, 1988; Verquer, Beehr, & Wagner, 2003
Promotion	➔	Job Satisfaction	Griffeth, Hom, & Gaertner, 2000
Improved Person-Organization Fit	➔	Organizational Commitment; Retention	Chang, 1999; Garavan et al., 2006; Kristof-Brown, et al., 2005; Mathieu & Zajac, 1990; Rasdi et al., 2009; Wong, 2007
Perceived organizational support	➔	Job satisfaction	Ahmed, Nawaz, Ali, & Islam, 2015
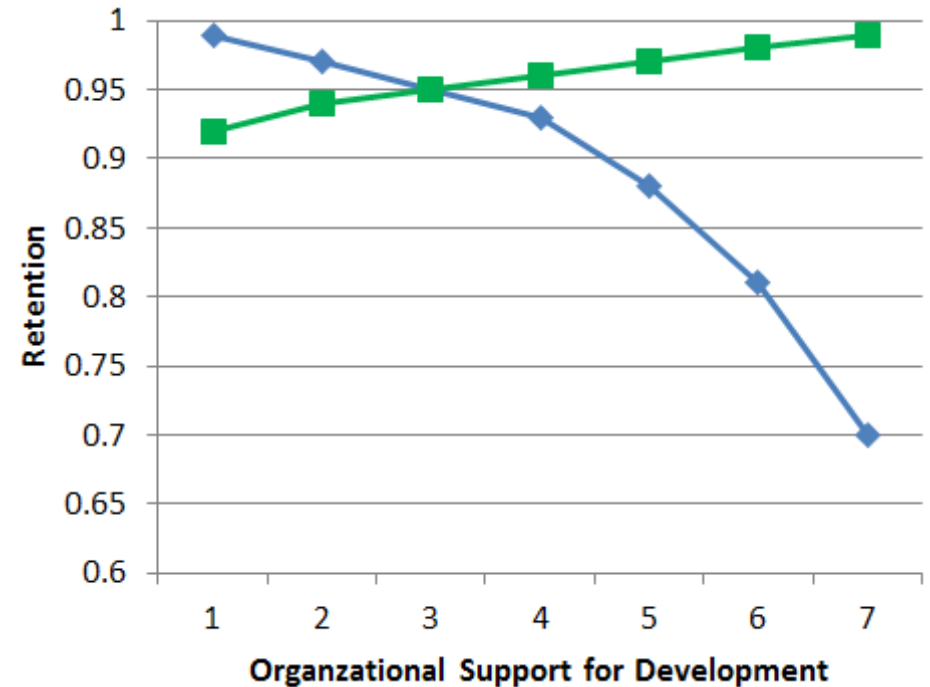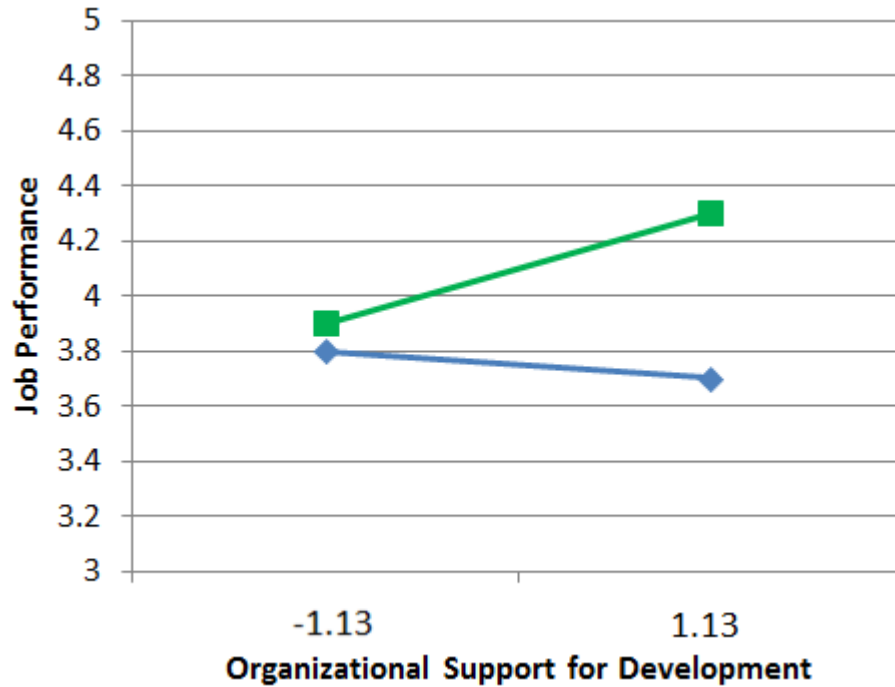
Organizational Support for Employee Development is most effective when Employees Perceive Career Opportunities (Kraimer, Seibert, Wayne, Liden, & Bravo, 2011, p.494).

- 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

- 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

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