



Grow Your Career

Employee Career Development Program at John Abbott College

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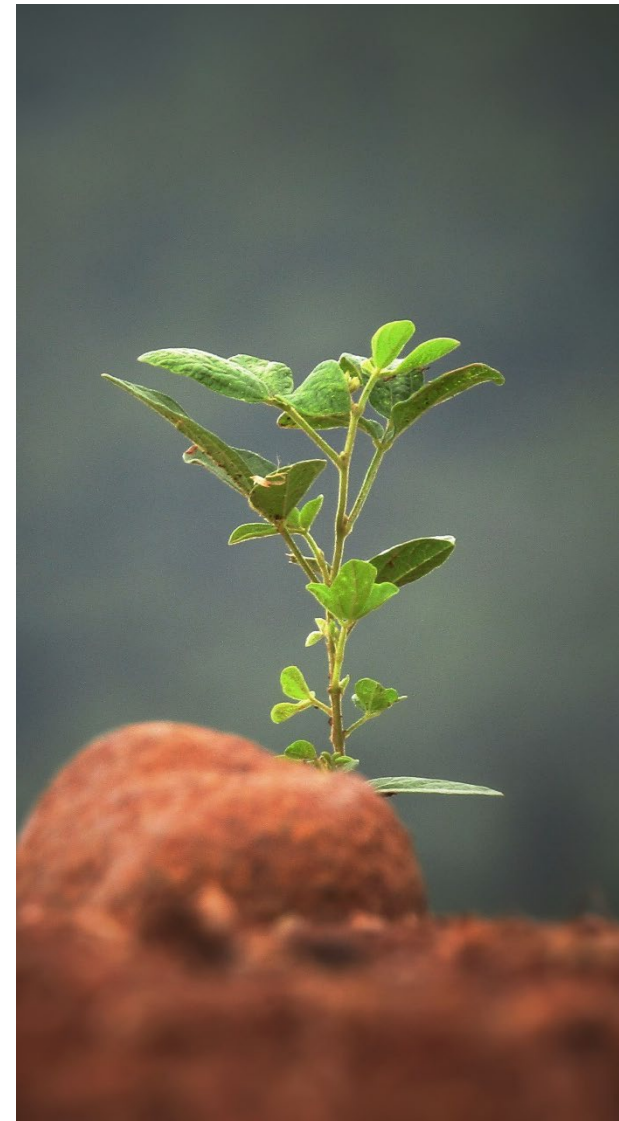


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HI

Introduce Yourself



Your name, your profession, and current city

Name a major challenge to implementing such a program

Do you have an employee career development program in your organization?



Introduction





Workshop Objectives

- Communicate Employee Satisfaction Survey and Career Development Focus Groups Results
- Present employees' concept of career development
- Examine potential challenges to implementing career development programs
- Implement *Career Development Learning Paths*
- Align employee career development efforts with professional and organizational goals



Where we were

- Career Conversation during performance review time (1-2x/year)
- At times, inconsistent career conversations and follow through
- Unaware of options to suggest to employees
- Employees may be unclear about career options
- Employees independently consult Professional Development for funds



Starting the Career Development Discussion

Summary 2018 Employee Survey Results

Response rate: 48%

Strengths

- *Employees are enthusiastic and engaged in their work*
- *Their workload is manageable*
- *The JAC work environment is very positive*
- *92% would advise a friend or family member to apply for a position at JAC*

• Opportunities for Improvement

- *They would like more support with their career advancement goals*
- *The performance appraisal/faculty evaluation process is not effective*
- *The range of PD activities does not meet expectations*



Key Changes between 2016 and 2018

- **Has improved:**
 - Feeling that their supervisors/department chairs value their input
 - % of staff that would advise a friend or family member to work at JAC
 - Feeling that the physical work space has improved
 - Increased appreciation for college team-building events
- **Has waned:**
 - Fewer employees see themselves spending their entire career at JAC
 - They feel the college is less flexible relative to work-life balance
 - The performance appraisal/faculty evaluation process is less valuable

Overview

Question	% of employees that responded...	2016	2018	Trend ($\Delta > 2\%$)
A – I feel my workload is manageable	<i>extremely, very, or moderately manageable</i>	84.7%	83.7%	→
B – When making decisions I feel my supervisor/department chair values my input	<i>a great deal or a lot</i>	70.2%	74.5%	↑
C - I find my work at John Abbott to be truly engaging	<i>agree or strongly agree</i>	88.8%	89.9%	→
D - I am absorbed and enthusiastic about my work	<i>always or most of the time</i>	91.0%	89.6%	→
E - I would advise a friend or family member to apply for a position at JAC	<i>definitely or probably</i>	88.8%	91.7%	↑
F - I take positive actions to further JAC's reputation and interest	<i>always or most of the time</i>	89.4%	90.2%	→
G – I see myself staying at John Abbott College...	<i>a long-term period or my entire career</i>	84.6%	82.5%	↓

Question	% of employees that responded...	2016	2018	Trend ($\Delta > 2\%$)
H - My interactions with other members of my department are...	<i>extremely or moderately positive</i>	93.3%	92%	➡
I - Overall, I feel that JAC's general work/school environment is...	<i>extremely or moderately positive</i>	89.4%	89.3%	➡
J – With respect to my family responsibilities I feel the College is...	<i>very or somewhat flexible</i>	93.6%	90.5%	⬇
K - I feel that I am provided with guidance and support with my career advancement goals	<i>agree or strongly agree</i>	53.5%	51.8%	➡
L - I believe that the performance appraisal/faculty evaluation process provides me with the information I need to develop	<i>agree or strongly agree</i>	45.2%	39.9%	⬇
M - I believe the range of professional development activities available provide me with the resources needed to maintain motivation and required skill levels	<i>agree or strongly agree</i>	56.4%	54.3	⬇



Employee Focus Groups Fall 2019

Objectives

- Gathered employee feedback
- Created a safe space for career conversations with employees
- Validated our assumptions and learning objectives for the Career Development program we wanted to design.

Focus Groups Questions

Open-ended Questions:

- How is your career development currently being supported at JAC?
 - Are there any key people/departments/groups that support your career development? (friends/colleagues/managers) How?
 - What resources are already available to make career related decisions?
- How do you think JAC could deliver better support to your career development?



Focus Groups Questions

Group Activities:

- List ideas of career development activities/services that you think would be helpful for you and your colleagues here at JAC.
- If you were to join a career development program here at John Abbott, what topics would you want to cover in the program?
- Identify any potential challenges or considerations for implementing a CD program...or advancing in your career?



Quick Results

Open Ended Questions

- Employees currently feel supported but there are limitations
- Need for better communication of potential support and offerings
- Interest in having one-on-one career advising



Quick Results

Top 5 Career Development Skills Development

1. Transferable Job Skills
2. Management & Leadership Skills
3. Soft Skills
4. Wellness & Mental Health
5. Information Technology Training



Quick Results

Career Development Program Suggestions

- Career counselling (one-on-one)
- Career counselling program / workshops
- CV writing, Interview skills, Cover letter writing, Social Media Presence
- Job shadowing
- Peer Mentoring
- Career transition planning



Limitations

- Available Funding
- Unionized Educational Institution
- Not many internal positions – many lateral moves
- Challenges with “performance” management
- Job allocation based on seniority
- Limited outreach due to sub optimal intranet system
- Time, resources, personnel...



- Based on what we have shown and in your own experience, what recommendations do you have for us?



Change is
Good!

How we are making it better...

- Safe space for career conversations
- Increase staff in the Professional Development Office and within HR
- Revamping our Employee Performance Appraisal Process to include a Career Conversations portion
- Designated staff as Career Counselling Practitioners
- Offer more training for employees



Implementation: Career Development Learning Paths

Path 1: Career Counselling

- One-on-one with a member of our Professional Development Team
- “Quick Career Advising”: email or telephone requests on demand

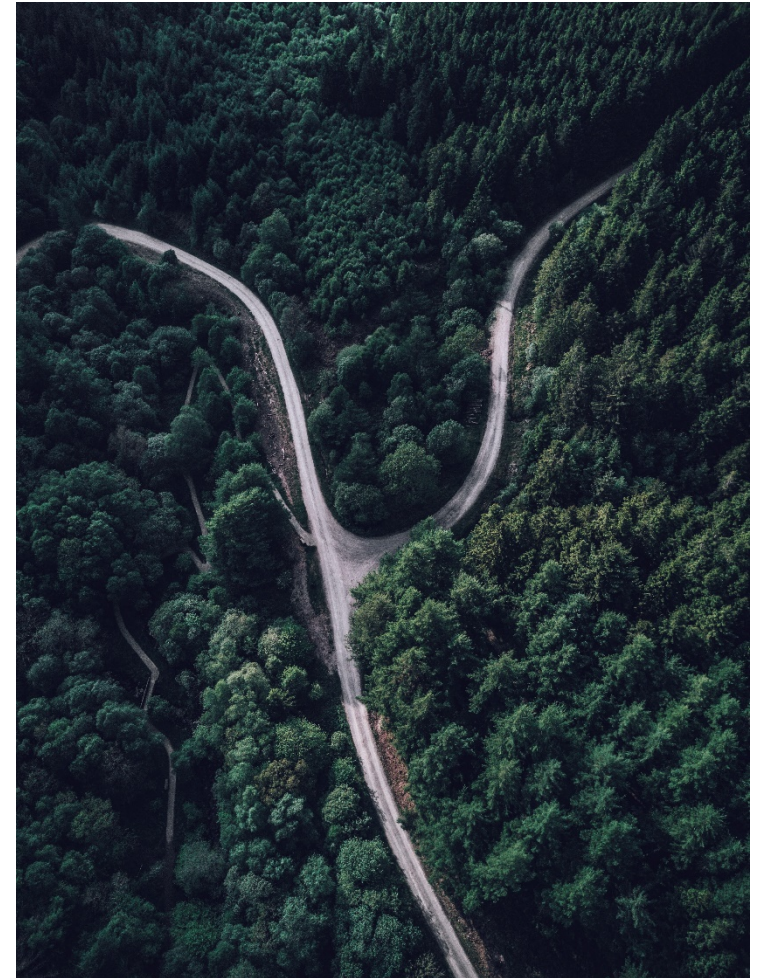


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Implementation: Career Development Learning Paths

Path 2: Career Development Workshops

- Job Crafting, CV Upgrade, Interview Skills, Cover Letter Review and Revise, Social Media Presence

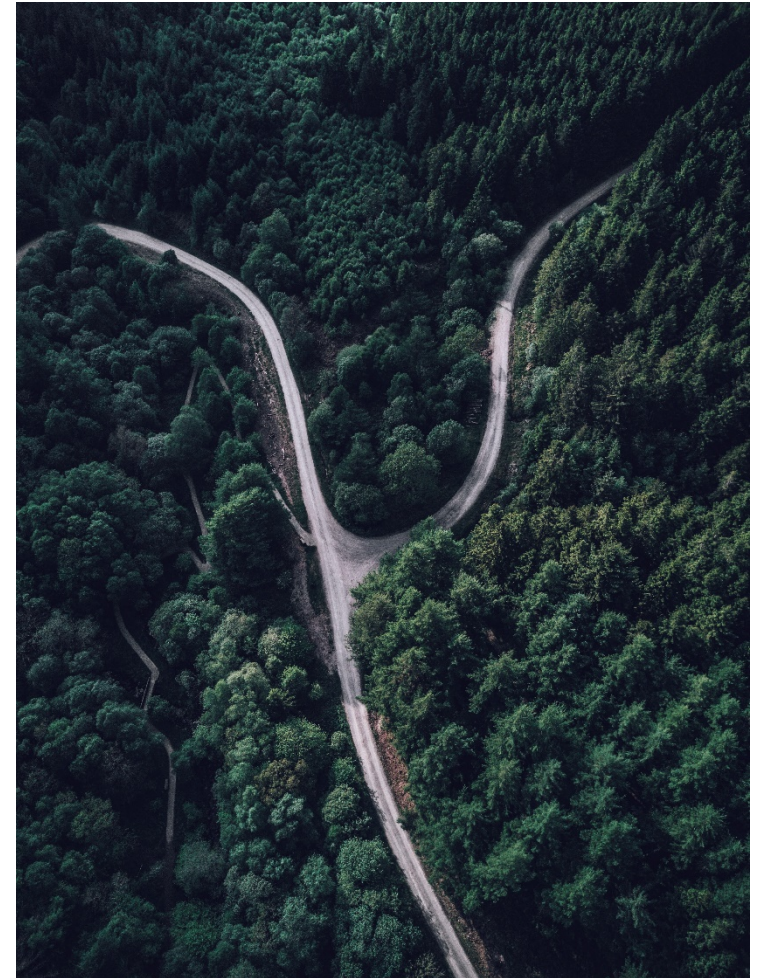


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Moving Forward

Career Development Initiatives

- Increase publicity and diversify outreach strategies
- Coach employees how to articulate their career needs during performance appraisal discussion and increase managers' involvement in the process
- Implement a well researched and vetted job shadowing program for our employees



Moving Forward

Career Development Initiatives

- Facilitating Internal Transitions
- Succession Planning Program
- Career Development Co-Development Program

Future CD Program

Program Objectives:

- Understand how working style, values and motivators shape one's engagement and success at work.
- Determine how to access information and support to help meet career development needs
- Practice career transition preparation
- Decide how you would like your career portfolio to look in the future



Future CD Program

Employees who participate in this course will leave with a greater self-understanding, be able to clearly identify their employability skills and competencies and to recognize the skills and competencies they must develop to prepare for a future career transition

Module 1	Overview	Introduction to the course, understand the college’s philosophies and protocols around career development, overview of Job Crafting Exercise (theory)	In class
Module 2	Job Crafting	Career Development Theories, Professional Identity and Discover career goals and aspirations, align aspirations with priorities/goals	In class
Module 3	Goals	Evaluate the impact of job crafting to determine if it will change the meaning of one’s work and one’s professional identity and whether or not it will lead to career enhancement opportunities	One- on-one
Module 4	Exploration (co-development process)	Crafting a fulfilling job and bringing passion into work – reviewing case studies and review new strategies that affect employees engagement, satisfaction and performance	In class
Module 5	Learning and Planning	Reflect on personal, professional and organizational goals and the results of the career exploration process.	Asynchronous
Module 6	Putting it together	Creating career transition and/or advancement goals and objectives and prepare short-term and long-term action plans to achieve career advancement goals	One-on-one
Module 7	Extend (co-development process)	Reflective conversation on shared experience as continued professional development for participants	In class



Questions?

Contact us

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