

CALIFORNIA INSTITUTE OF TECHNOLOGY
STAFF PERSONNEL MEMORANDA

SUBJECT CAREER MANAGEMENT	MEMO NO. <u>30</u>
	PAGE <u>1</u> OF <u>5</u>
	DATE <u>10/1/80</u>
APPROVED <u><i>Be W. Monroe</i></u> , VICE PRESIDENT FOR BUSINESS AND FINANCE	

(This supersedes Memo 30, dated 3/1/67)

1. Policy

The Institute encourages and provides an opportunity for employees to participate in Career Management. Career Management is the process of identifying and assessing one's own capabilities, preferences, plans and options, and subsequently organizing and undertaking appropriate steps to attain career goals based upon realistic evaluation of the above factors.

2. Objectives

- a. Improve the ability of each participant to better manage his or her career in relation to the current and evolving needs of Caltech. It is expected that this will result in
 - (1) improved performance in the present position;
 - (2) self-initiated, better planned, more meaningful self-developmental efforts, directed toward a set of realistic, next-step job options.
- b. Provide for the development of staff members, especially women and minorities, for consideration for promotion into higher level positions.

3. General

The Career Management Program will be available to all staff members who have completed their probationary period with the Institute, whose overall performance is satisfactory, and who are not on disciplinary probation. Participation is voluntary, but because this is seen as a self-help program, participation should not be undertaken without a firm personal commitment to self-management. Staff members should also understand that participation in the program does not offer any special privileges or exceptions to regular Institute policies or procedures; nor does it make or imply any commitments about future placement.

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4. Responsibilities

a. The Staff Member (Program Participant)

It is the responsibility of staff members to

- (1) assume primary responsibility for initiating, developing and implementing their own career goals;
- (2) commit the time, effort, and personal resources required to effectively manage progress toward their desired career goals;
- (3) undertake the task of identifying and assessing their preferred skills, values, behaviors, work styles and environment, their transferable job knowledge, and their personal strengths and limitations.

b. The Manager and/or Supervisor

It is the responsibility of the staff member's manager or supervisor to

- (1) provide prompt and useful feedback to staff members about their current performance and how to improve upon their current performance. In addition, annual performance evaluations including comments regarding employee's productivity and effectiveness should be conducted;
- (2) provide informal career information, when called upon to do so, in the role of friend or former supervisor;
- (3) provide requested formal career-related information to supervised staff members about positions within the unit. This will include assisting the employee in identifying such things as organizational

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structure, career paths within their organization, minimum performance requirements, necessary capabilities, skills or experience, and education;

- (4) provide developmental opportunities to staff members within the unit. (e.g., cross-training - job enrichment, special assignments);
- (5) support staff member contacts with personnel advisors to obtain further information or assistance;
- (6) take into account career development efforts of all candidates when filling vacancies, whether those efforts were through formal or informal methods.

c. The Personnel Advisor

It is the responsibility of the personnel advisor to

- (1) act as a point of contact for staff members seeking information or assistance beyond the scope of the manager/supervisor's role;
- (2) provide career-related information, as available, to all interested staff members;
- (3) initiate enrollment procedures for staff members interested in the Career Management Seminars;
- (4) refer staff members, as appropriate, to other internal personnel services or to external resources for further assistance;
- (5) assist other advisors in their efforts to gather information needed to assist staff members;
- (6) maintain records of all career management contacts and provide information and feedback to the Director of Personnel about the program. It will be necessary to maintain appropriate confidentiality and release information only on a "need to know" basis.

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As may be inferred from the above, the personnel advisor is not in a position to

- (1) recommend career goals;
- (2) make commitments about future placement (unless to do so is in keeping with the division/department policy);
- (3) pass judgement on career goals, or
- (4) ensure that the staff member follows through on their plans.

5. The Career Management Seminar

It is the objectives of the Career Management Seminar to

- a. Provide a learning experience and information whereby staff members may improve their capabilities in
 - (1) identifying preferred, transferable, Institute-related skills, job factors, and content knowledge;
 - (2) assessing personal and technical skills;
 - (3) analyzing the current job;
 - (4) setting next-step career goals;
 - (5) planning strategies to accomplish the goals in a changing society;
 - (6) developing and practicing new success skills;
 - (7) recognizing and developing technical and personal resources for better career management.
- b. Present information about organizations in general and Caltech in particular which is needed for realistic career planning.

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- c. Demonstrate and discuss individual and group behavior patterns, how behaviors influence task completion and group member satisfaction levels, and how behavior repertoires can be altered and/or expanded to more flexibly accommodate the variety of situations encountered.

Priority enrollment of participants in the Seminar will be based upon various factors, such as:

- (1) demonstrated performance on the job;
- (2) progress at Caltech;
- (3) educational efforts, formal and informal;
- (4) other factors which will help the Institute to make a determination about an individual's initiative and their interest in self-development.

6. Related Educational Programs

Caltech pays for courses at approved schools providing the employee attains satisfactory grades. Conference and seminar fees and travel expenses are paid in accordance with Caltech's administrative procedures. Reimbursement of tuition and fees will be in accordance with Caltech policies and procedures.

7. Exceptions

Any exception to this policy requires the approval of the Vice President for Business and Finance or designee.