



## **CAREER MANAGEMENT CHECKLIST**

- Is career advice and guidance available to all your employees, not just key staff? Which employee groups may have problems in accessing information?
- Are messages about prospects for career development within the organisation honest and realistic?
- Are all employees encouraged to form a realistic impression of their potential? What information do they have to draw on? Is it reliable?
- Is information provided to all employees about different career opportunities in the organisation and the sorts of skills required?
- Are employees given the opportunity to discuss possible options for career development such as promotion, secondments and job moves?
- Are employees' personal career ambitions and mobility preferences taken into account in organisational resourcing decisions? Are they documented anywhere?
- Have you considered that some types of employees may need additional advice in managing their careers?
- Are managers aware of the business benefits of investing in career management and are they encouraged to give career management activities sufficient priority?
- Have issues relating to managers' time and resource constraints on involvement in career management activities been considered?
- Are managers skilled in identifying and addressing the development needs of their staff?
- Are managers equipped to have discussions with employees about their development and career progression in the organisation? Have they been given training in providing meaningful & effective feedback? Have managers been given training in skills such as coaching, counseling, and managing poor performance?

Based on: CIPD "Reflections: Trends and Issues in Career Management" 2003

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