

Performance Management,  
Professional & Career Planning  
(An Employee Perspective)

*By Jimena Ugaz & Cires HR TEAM*

# Objectives of this Workshop

- Help you become more self-aware of your professional passions, goals & path.
- Help you discover how you can support your team's and organization's strategic goals through your functional expertise, strengths and interests.
- Help you identify areas for future development and improvement.
- Invite you to create a plan for managing your own performance and advocating for your own professional development: Employee Accountability.
- Complete a quick ASA goal review to remind yourself of objectives for this current cycle.
- Invite you to review requirements and timeline for promotion to next career track level.

# Putting It All Together

*The objective of this workshop is to offer guidance so that you can better leverage your own strengths and passions to continue to develop your competencies, in order to help your organization maximize its capabilities and achieve its mission.*

*We propose that your best contributions will be the result of an active involvement in your own performance management with basis on a clear, yet adaptable, professional plan.*

# Know Yourself: Be Reflexive & Define Your Direction

The goal of your professional self-reflection is to identify as early as possible:

- What your interests are
- What you are good at (in order to maximize strengths)
- What your weaknesses are (areas for improvement)
- To understand your duties, your function and the connection between

Your role => Your Team=> The Organization => the broader Profession

- *How is that profession shifting? What can you anticipate about the future so that you can remain relevant through continuous development?*

# Employee Accountability: Performance Management

- Recognize Performance Management as an empowering planning and performance improvement tool.
- Check-Ins/ Meetings: If your supervisor, Science Advisor and/or mentor are not calling those one-on-ones or group meetings along the way and you need them, please reach out for consultation.
- Goals (ASA season and year-round):
  - => Your active participation in goal-setting will determine your level of engagement.
  - => Consider non-technical goals such as leadership skills or DE&I objectives.
  - => Balance: Goals should aim at supporting both your unit deliverables and your professional advancement.
  - => Hold yourself accountable for progress towards your objectives. It is not as important to set goals as it is to work to achieve them.

# ASA Goals and Promotion Clock:

**Activity 1:** Let's go to InsideCires's Home/ ASA:

Find the goals in planning section for your past ASA (2021-2022)

- The current ASA cycle runs July 1, 2022 through June 30, 2023:
- About 25% of the year has passed.

=>What is the completion rate on the goals you identified?

=> Is there any course correction needed to remain on target?

*Please review these objectives through frequent self check-in (you have to be accountable for your own progress).*

# Your Next Promotion Opportunity

2) **Activity 2:** Let's go back to InsideCires/Home & Career Track Information:

- Identify your career track responsibilities and expectations for your next career track level: focus both on requirements and timeline.
- Moving forward: Use monthly performance management strategies and goal setting as a road map to your next successful promotion.
- *Reminder:* Waleed Abdalati and Christine Wiedinmyer (with support of HR team) will be presenting on the Promotion process in early November. You will receive communications and reminders about that training. This session will focus on timeline, on sub-tracks, on writing a strong narrative, instructions for your letter writers and other important details.

# Learning and Professional Development

The Center for Creative Leadership states that:

- 70% of professional development occurs on the job (meaningful duties and stretch assignments).
- 20% of professional development occurs through our professional relationships: colleagues, supervisors, advisors, mentors, and coaches.
- Only 10% of your development occurs through formal learning settings (classroom, specialized certifications, webinars).

# Learning on the Job (70%)

**Activity 3:** Please find your job description in InsideCires and focus on the duties section, OR make a quick list of your main responsibilities (4):

- ⇒ How does your function add value to your team/ organization?
  - ⇒ Can you think of additional ways in which you would both increase your contributions to your unit and at the same time grow professionally?
  - ⇒ Focus on colleagues with more seniority than you in your same team: Are they performing similar duties to yours, but are more experienced and independent or is the nature of their duties itself more complex?
  - ⇒ What are the needed competencies you need to acquire or further develop to be able to operate at their level?
- => *Can you identify stretch assignments for yourself (maybe with the help of your supervisor?)*

# Learning on the Job (70%) (Continued)

**Activity 4:** Think about a task or project you completed which resulted in new skills, learning, development:

*What were the elements present in such learning experience?*

Who Was Involved: Individual vs. team?

Supervision: Who set the direction and/or offered feedback?

Structure: Creativity and freedom vs. rigid and planned?

⇒ How can you replicate this learning experience?

*Please write down the steps of that process.*

# Learning Through Relationships, Mentoring and Coaching (20%):

- Mentoring (general focus; longer- term career advisor):

At CIRES, we have a robust [Mentoring Program](#) through which you can participate in the capacity of mentor, [mentee](#) or both:

- It will force you to repeatedly reflect on your career, and plan out your professional objectives through readings, sessions with guest speakers, and the professional relationship with your mentor/mentee and the larger mentoring community.
- Coaching (specific performance or skill-centered; defined period):
  - *Can you coach anyone or be coached by someone else in order to develop specific skills? Are you interested in developing leadership skills? Can you encourage someone else to become a more effective communicator, so that they may confidently present at AGU next year?*

# Formal (or Virtual) Classroom Learning (10%)

- Be strategic about selection and completion of specific courses or certifications: Will it benefit you and your team? What is its future applicability? Return on Investment?
- Professional certifications (Microsoft, Google, Coursera)
- CU college courses
- LinkedIn Learning modules
- Webinars or in-person seminars
- Trainings through [CU's Human Resources' Learning and Development](#)

# Elements and Areas Related to Your Career

- Your job (function, collection of duties, competencies needed to do the work):
  - What does success look like for your role at different CT levels?
- People: Who are the key stakeholders who benefit from the work that you do? Are they mostly in your team at CIRES, are they federal employees at NOAA, are they at CU but in other departments, are these colleagues dispersed in other US cities or abroad, is it the general public?  
Are you maximizing your opportunities for collaboration by creating a broad professional network?
- Culture of your organization:
  - How does it define the work that you are doing?
  - Does it afford you opportunities for cooperation, collaboration and innovation which could benefit your development?

# Elements and Areas Related to Your Career (2)

What is your #1 professional goal?

Do you want to lead a team, help others grow through mentoring, become a Subject Matter Expert?

Consider the relationship of your role to your team and the Institute:

- Think outside your organization
- Think of competitors or others doing similar work
- Think about the future relevance of your position

***How do you optimize or convert on your potential?***

# Homework: Work on your *Professional Career Plan*

- Review your ASA goals and plan out the rest of this cycle until June 30 2023.
- In consideration of your promotion clock, write a plan that will insure your promotion is successful (year-by-year objectives).
- If you are already at the senior level, write a plan with professional interests/ goals and challenges for the next 1,2, 3 years.

# Questions and Comments

# Feedback

***Whether you attended the 9/21/2022 virtual workshop or you watched the video on your own, we would appreciate you offering feedback on this training so that we can continue to improve and to address your interests and needs!***

3 questions = 3 minutes!

(You may need to copy the link into a new window)

[https://cuboulder.qualtrics.com/jfe/form/SV\\_2ax4SlefTJbcmAS](https://cuboulder.qualtrics.com/jfe/form/SV_2ax4SlefTJbcmAS)