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Medicine and
Health Sciences

Faculté de
médecine et des
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Career Development

Human Resources - Faculty of Medicine and Health Sciences

Agenda

1. Why career development is so important ?
2. Career stages
3. Career anchors
4. Career conversation
5. Benefits of the career conversation for the employee and the organization
6. Difference between performance dialogue and career conversation
7. How to build a career development plan
8. Example of professional activities
9. The next steps

From a working place to a growing place



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Why career development is so important ?

One of the most popular topics discussed at the HR 2023 Conference sponsored by the Ordre des conseillers en ressources humaines agréés was career development.

From an employee perspective, it's been shown that younger generations are hungry for progression and learning, while from an organizational perspective, companies have a vested interest in developing the talent of their teams to achieve their goals.

When generations Y and Z are asked to prioritize their expectations of a satisfying job: ***"the opportunity to train, progress, or obtain more professional responsibility" is in the top 3 most important elements in their eyes.****



[* Ce qu'on retient du Congrès RH en lien avec le développement de carrière – Kolegz](#)



94% of employees would stay longer in an organization if the company invested more in their training and development

Source : Etude LinkedIn, Workplace Learning report, 2019



Employees who have access to professional development opportunities are 15% more engaged

Source : Etude LinkedIn, Workplace Learning report, 2019



Retention rates are 34% higher among organizations that offer employee development opportunities.

Source : Etude LinkedIn, Workplace Learning report, 2019



58% of employees (62% Millennials and GenX) say professional development contributes to their job satisfaction, a major factor in retention

Source : Etude LinkedIn, Workplace Learning report, 2019



10 Career Stages

Stage 1. Growth, imagination and exploration

This stage begins in childhood and adolescence and helps to lay the **foundation for education and training** that will later be useful in their chosen profession. The concept of career has little meaning.

Stage 2. Education and training

This stage varies on the chosen profession. ***The education and training of certain career paths can take about 6 months to 20 years to complete.*** During this period, the professional objectives become clearer and it becomes defined by several choices.

Stage 3. Entering the career world

It is at this stage that personal learning begins and the person develops their own concept of work as they confronts their own talents, motivation and values with the reality of work. **This is a period of important adjustment as they are confronted with the realities of working life.**



10 Career Stages

Stage 4. Basic training and adaption to the group

This stage is entirely dependent on the career path chosen. The greater the responsibilities, the longer the period of adaptation to the group is long and intense. ***This is a very important stage as the individual learns the demands of the organization; and how they react to this demand will make their choice clear, whether they choose to stay in the job or leave.***

Stage 5. Access to membership status

Through varied tasks, assignments and training, the individual ***begins to feel like a collaborator within the team.*** Through constant effort, they slowly become aware of their talent, strengths and weaknesses. ***The moments in which challenge present itself, they are able to clarify their motivations and values.***

Stage 6. Consolidation of status and acquisition of permanency

After some time spent in the organization (roughly between 5 to 10 years) certain professionals can become tenured in an organization (in their positions). ***This essentially guarantees their future spot in the organization.*** This permanence is of course, linked to the maintenance of the position.



10 Career Stages



Stage 7. The mid-career crisis and re-evaluation

This stage is when the employee starts to re-evaluate their position in their career. Employees will be questioning themselves; ***did I choose the right career, did I achieve the goals I set for myself, what did I accomplish and was it worth it?*** This period is not only for self-reflection on how they view themselves in the organization, but also a period that might initiate a ***drastic change in their professional career, like career change.***

Stage 8. Maintaining the rhythm, new beginning or stabilization

This can be seen as the “solution stage”, answering questions asked in the previous step. Creating solutions to problems one may face in their own careers through stabilization or through ***work/life balance.***

Stage 9. The detachment

Nearing the last steps of the career path, so an ***employee may start decreasing their activities/tasks and start thinking out retirement.*** Some, on the other hand, will try and avoid the idea of retirement all together, and continue on with their tasks.

Stage 10. Retirement:

This is the last step in the career path. In everyone’s professional career comes a time when their organization can no longer offer them a significant role. ***This leads them to either pursue early retirement or continue in the same position for the rest of their career.***



Career Anchors

What are Career Anchors ?

From a study (conducted by Edgar Schein, a Sloan Fellows Professor of Management at MIT) done in 1961, it was designed to help us understand ***the evolution of an employee through their career***. It also was designed to determine the process by which people integrate the values and working methods of their organization.

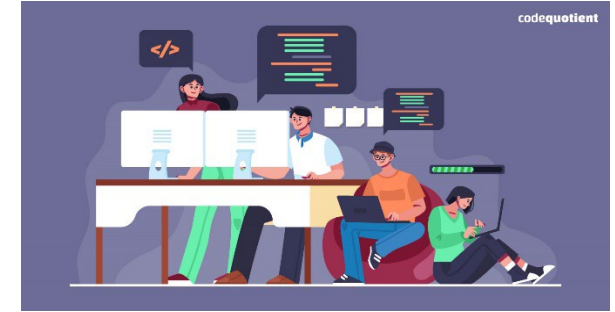
Career Anchors are ***the characteristics of a role, job or career that individuals are drawn to***. They usually align with an individual's underlying perception of their ***talents and skills, motives and needs*** and ***attitudes and values***.



Career Anchors Characteristics

TECHNICAL/FUNCTIONAL COMPETENCE

- Identity built around content of work – **the technical/functional skills** in which the individual excels.
- Challenging work that allows application of expertise rewards.
- Workers want to be paid according to skill level.
- **Opportunities for self-development** in a particular field.



GENERAL MANAGERIAL COMPETENCE

- High levels of responsibility. Challenging, varied and integrative work.
- **Leadership opportunities** that allow contribution to organization.
- Measures self by pay level – **desire to be highly paid.**
- **Promotion based on merit, measured performance or results.**
- **Promotion to a position of higher responsibility** – rank, title salary, number of subordinates and size of budget.



Career Anchors Characteristics

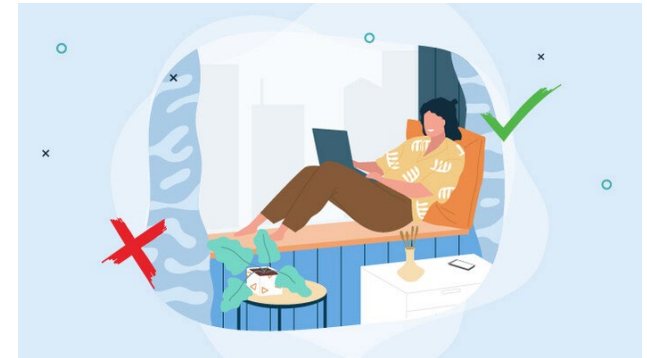
ENTREPRENEURIAL CREATIVITY

- Enjoys creating new products or services, building new organizations or by taking over an existing business and reshaping it in one's image.
- **Obsessed with the need to create, requiring constant new challenge rewards.**
- **Ownership.**
- **Freedom and power.**



AUTONOMY/INDEPENDENCE

- Clearly delineated time-bound kinds of work in area of expertise.
- Clearly defined goals which allow means of accomplishment to the individual.
- **Does not desire close supervision.**
- **Wants to be paid for high performance.**
- Desires a promotion system that values autonomy.



Career Anchors Characteristics

SECURITY/STABILITY

- **Stable predictable work.**
- Concerned about the context of the work and the nature of the work itself.
- **Prefers to be paid in steady, predictable increments based on length of service.**
- Benefit packages which emphasize insurance and **retirement programs rewards.**
- **Seniority-based promotions** systems with published ranks spelling out how long a person must serve in any given grade before promotion is preferred.
- Recognition for loyalty and steady performance.
- Assurance of further stability and steady employment.



LIFESTYLE

- Desires to integrate the needs elements of **flexibility, work-life balance, disconnection.**
- **Favors organizations that consider personal and family concerns** and makes negotiation of the psychological contract possible.



Career Anchors Characteristics

SERVICE/DEDICATION TO A CAUSE

- Works towards some important values for improving the world.
- Prefers helping professions (e.g., nursing, teaching and non-profit organizations).
- Fair pay
- Recognition for one's contributions.
- Opportunities to move into positions with more influence and freedom.

PURE CHALLENGE

- Pursues challenge for its own sake.
- **Jobs where one faces tougher challenges or more difficult problems** irrespective of the kind of problem involved.
- Highly motivated rewards.
- **Adequate opportunities for self-tests.**



Career Conversation



What is a career conversation?

- An *open discussion* to help a person explore their professional goals and plan actions to achieve them.
- It focuses on the *future*.
- Focuses on *skills, behaviours, interests* and predictive assessments.
- Concretely, it is a discussion on the future and the possibilities facilitated by the immediate manager and it leads to an individual development plan.
- The foundations of developing your potential are ***skills, motivation, and values = Potential***.
- Key elements to explore: employee's feelings about his/her current job, the skills and their comfort zones, and the values and issues related to work and personal life.



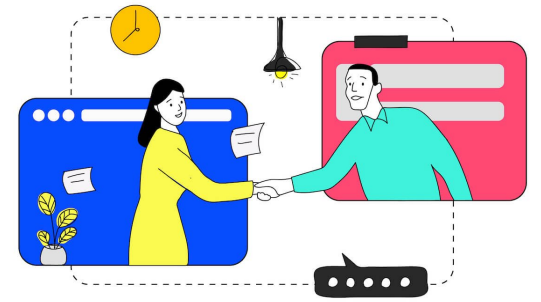
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Benefits of the career conversation



Benefits for the **Employee**

- Knows what actions to take to improve their job
- Creates a better work-life balance
- Helps make choices that are consistent with their interests, skills and values
- Helps prepare for promotion

Benefits for the **Organization**

- Identifying the employees that are ready for promotions
- Succession planning
- Increase employee engagement, motivation
- Maintain retention and attraction of high performing employees



Performance Dialogue VS Career Conversation

The **performance dialogue** (or performance review) delivers valuable insights to organizations regarding the *type of work done by employees* and the value created. *Give constructive feedback on past achievements in the current role.*

The **career conversation** (or career interview) focuses on *training needs, the professional development of employees* and, therefore, aligns with the employees' expectations with the strategic and HR needs of the organization. *Supports the continuous growth of the teams, both professional and personal* and remains a tangible proof of the organization's commitment to the progression of its talents.



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Career Conversation – Questions

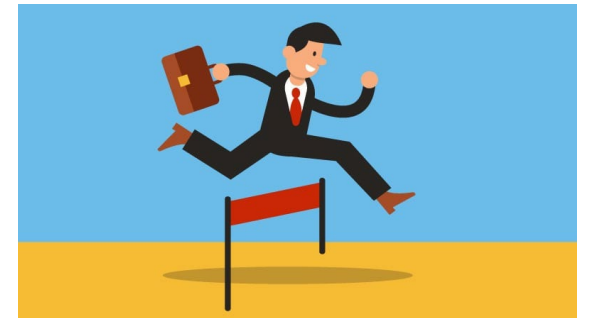
Exploration

- What are your interests?
- What are your main skills and comfort zones?
- What values guide your work?
- What are your main motivations at work?
- What do you look for in a job?



Objectives

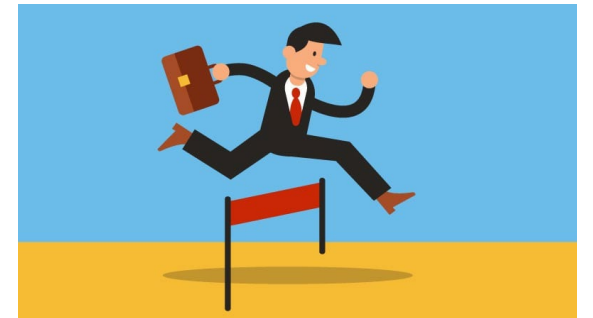
- What are your career goals in 5 years?
- What are your career goals in 2 years?
- What are your career goals in 1 month?
- What are the possible links between interests and career opportunities?
- What kind of position would interest you in the FMHS ?
- Which strengths do you possess naturally that prepare you for your career goals ?



Career Conversation – Questions

Obstacles

- What obstacles can hinder your career development?
- What are your pitfalls in achieving your goals?
- What organizational obstacles may be holding you back?



7 Behavioural Competencies of McGill

Behavioural Competencies provide a common language and frame of reference for attracting, retaining, developing and recognizing the best talent. They were identified through a series of interviews with McGill senior management, staff focus groups and benchmarking research, as the most vital behavioural competencies for the continuous growth of our institution:

1. Change Agility
2. Resourcefulness
3. Teaming
4. Managerial Courage
5. Self-Awareness and Management
6. Client Service Orientation
7. Performance Orientation

For more information visit OD website

[Behavioural Competencies | Organizational Development - McGill University](#)



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Career Development Plan

Professional Development Goals (max 3)	Competencies /skills to develop	Keys actions	Professional development activities	Commitment (deadlines)	Completed (yes or no)	Notes
Ex 1: Get my CPA designation	NA	- Look for the academic and experience requirements - Register to the program	- Online courses - Mentorship	1 year		



Career Development Plan

Professional Development Goals (max 3)	Competencies/ skills to develop	Keys actions	Professional development activities	Commitment (deadlines)	Completed (yes or no)	Notes
Ex 2 : Obtain a management position	<ul style="list-style-type: none"> - Leadership skills - Planning and strategy skills, - Communicatio skills -People management skills. 	<ul style="list-style-type: none"> - Registered to OD courses and LinkedIn Learning - Discuss the possibility of a developmental assigment 	<ul style="list-style-type: none"> -OD program Leardership skills for new supervisors -LinkedIn Learning -Mentorship -Co development 	1 year		



Examples of Professional Activities

Investing in their knowledge

Encouraging the employee to take classes or training that will help them acquire additional knowledge

- LinkedIn Learning
- Training from outside the organization
- OD workshops
- Professional designation or certification ex : CPA, CRHA



Encouraging networking

Why networking is important to your success ?

Networking is essential since it will help you develop and improve your skill set, stay on top of the latest trends in your industry, keep a pulse on the job market, meet prospective mentors, partners, and clients, and gain access to the necessary resources that will foster your career development.



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Examples of Professional Activities

Mentorship

Mentoring is a one-to-one relationship between a **mentor** (more experienced or senior person) and a **mentee** (newcomer or a less experienced person). Such relation proves to be beneficial for the mentee's career development as they are constantly guided by their mentor.

Note : The Talent Management team is working on a Mentorship program for the FMHS. More to come!

Co development

Led by the FMHS HR Director, the workshop consists of five to eight monthly meetings of two hours each. A trained facilitator-animator leads each meeting for five to eight peer participants.



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The next steps

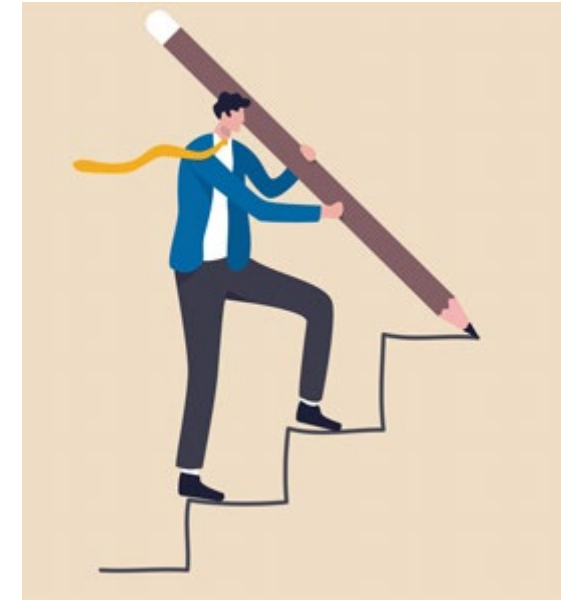
After the career conversation if the employee and manager have put together a career development plan, the manager must send it to the talent management team

talentmanagement.med@mcgill.ca

Marie-Hélène Thibault – Manager, Talent Acquisition and Management

Michelle Almeida – Talent Management Advisor

Frederic Somlith – Talent Management Advisor



What you need to know ...

- The career conversation is for MPEX employees.
- The career conversation is a new tool introduced by HR FMHS. While it is not mandatory, it is good practice and a different version used to be part of the Performance Dialogue. The employee may not have the desire for a career conversation, but it is good practice to offer one nonetheless.
- The Talent Management team will facilitate the career development plan, but this is really a collaborative work between the employee, manager and HR.
- There is no guarantee of a promotion. If the career conversation leads to a promotion, that's great, but it can also lead to a lateral move or a change in job category and it may take longer than expected. The career conversation leads to a career path. It is a journey!
- The career conversation should happen once a year but a stay interview can be also a good alternative.



[Admins Helping Admins \(AHA\)](#)


[Lunch and Learn](#)

[Presentations and Other Resources](#)


[Training Material](#)

Presentations and Other Resources

Stay Interviews Presentation, FMHS


 [stay_interviews_november_2022.pdf](#)

HR Presentation Employer Obligation vs Domestic Violence 2022

 [Presentation](#)

[It Takes All of Us: Creating a Campus Community Free of Sexual Violence](#)

Onboarding New Employees Best Practices

 [onboarding_presentation_fmhs_mgrs_2023_vf.pdf](#)

[Get the most out of LinkedIn Learning - Presentation By Jacqueline Beall, Senior Customer Success Manager at LinkedIn Learning \(June 6, 2023\).](#)



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- Tout savoir sur l'entretien de performance et de développement (elevo.fr)
- [Here's Why Networking Is Important to Your Success | TopResume](#)



Questions and comments

*Together, ensuring FMHS goes from
a working place to a growing place*



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