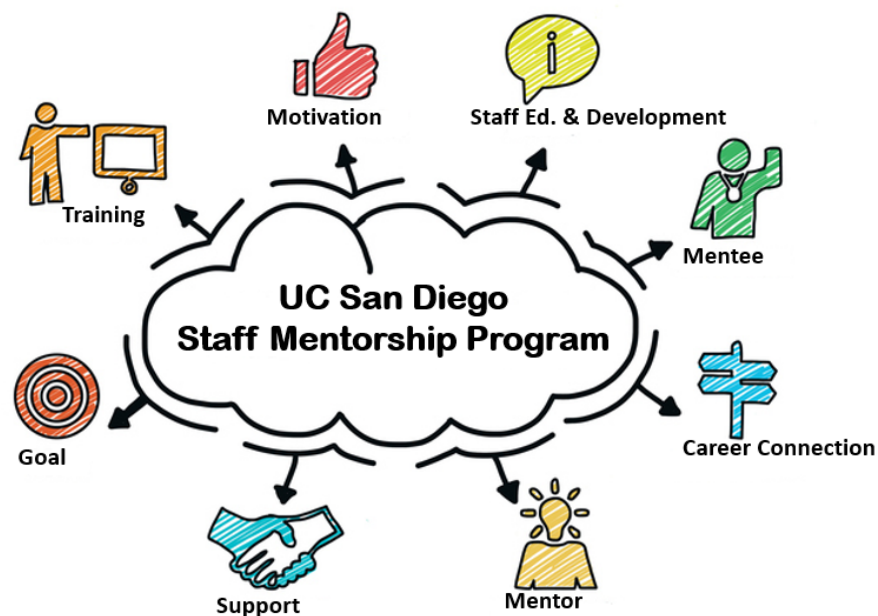


STAFF MENTORSHIP PROGRAM GUIDEBOOK



Key Information for Mentors and Mentees

ACKNOWLEDGEMENTS

This Guidebook is a collaboration between the Campus HR units of Equal Opportunity Services and Staff Education & Development, who regularly update it together.

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UC San Diego Human Resources

SUSTAINING A BEST PRACTICE MENTORSHIP PROGRAM

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INTRODUCTION

Dear UC San Diego Community Members:

Annually, UC San Diego is recognized as one of the top ten (10) public universities in the United States. We all agree it is notable that a young institution like UC San Diego has attained such a high level of recognition within a short time. We also agree that this status was accomplished through the hard work and commitment to excellence on the part of our supervisors, managers, faculty, and staff.

Critical to sustaining a high level of excellence are supervisors and managers who are charged with retaining, training, motivating, and developing staff. One of their leadership strategies has been to encourage staff to pursue professional growth opportunities such as those provided by UC San Diego Career Connection - a comprehensive career development program.

Career Connection offers Tools For Success, Career Planning and other related workshops at accessible sites on campus, School of Medicine, Scripps Institution of Oceanography, Library, Auxiliary & Plant Services, Health System facilities, and online. At these workshops, information on other career development resources is provided such as Staff Education and Development, Disability Counseling and Consulting, and financial assistance for training. Other Career Connection services include mentoring, individual career consultations, internships, and informational interview referrals.

We attribute much of the success of Career Connection to the feedback and suggestions provided by supervisors, managers and staff. It is important that we represent the community of interests at UC San Diego, so please continue to contact us via phone at (858) 822-2633 or email at career@ucsd.edu with your thoughts.

Again, we sincerely appreciate your continued support of Career Connection and encourage you to attend workshops for resource information.

Staff Mentorship Program Team
Campus Human Resources

HOW TO BEGIN

To: Mentors and Mentees

This is the recommended process to follow when beginning to meet with your mentee/mentor.

After you have registered on <https://mentorship.ucsd.edu/>, and have been matched with a mentor/mentee, please begin the process by reviewing this **Staff Mentorship Program Guidebook**. Exchange relevant contact information and call your mentee/mentor to discuss the most suitable times and places for getting together, *i.e.* lunch, after work, before work, at your location or at his/her work location.

Mentors: Please provide your Mentee with a daytime phone and schedule of your time availability to take calls or meet. If possible get together for lunch meeting. This is always a good icebreaker.

Mentees: Prepare for meeting with your mentor. Have a copy of your most current resume and [Individual Development Plan \(IDP\)](#). Make a list of your interests, experiences, and career objectives to discuss. Your career objectives are very important because that is where your focus and resources should be directed.

Mentors: Go over the Career Connection workshop schedule, other Staff Education & Development resources (available online at <http://uclearning.ucsd.edu>) and encourage your mentee to pursue any workshops that will assist them with their Individual Development Plan (IDP). Use the log provided to identify career development resources and any workshops that would enhance your mentee's skills/knowledge to help them reach their career objectives here at UC San Diego.

Mentees: Please be willing to accept constructive feedback from your Mentor related to your resume and career goals and objectives.

Mentors and Mentees: Be available to each other for progress meetings, working sessions, and follow-up activities. It is important that you value this process and grow in a positive direction.

Please feel free to contact the Career Connection Program Coordinator at career@ucsd.edu or (858) 822-2633 if you have any questions or concerns during your mentorship experience.

MENTOR/MENTEE AGREEMENT

UC San Diego Career Connection provides career development workshops that focus on participants developing strategies for success at UC San Diego. Participants are provided with a Individual Development Plan (IDP) to use in identifying attainable goals and objectives and in tracking their success. Concurrently, the Staff Mentorship Program offers role models (mentors) who provide encouragement and motivational assistance to fellow employees (mentees). Supervisors are encouraged to promote career development for their employees through participation in Career Connection and the Staff Mentorship Program.

The following are basic agreements and commitments that a mentor and mentee may elect to follow in pursuing career development objectives.

AGREEMENTS:

Mentees will attend 4 of the 6 core workshops: *Tools For Success, Career Planning, Goal Setting, Assessing Your Transferable Skills, Personalizing Your Career Path, and Resume and Application Process Tips.*

Monthly: mentor/mentee agrees to discuss openly the mentee's IDP

Monthly: mentor/mentee will be diligent in keeping scheduled appointments

Monthly: mentor/mentee will be professional and straight forward at all times

Monthly: mentor/mentee agrees to keep personal and work discussions confidential

Mentor will provide feedback on IDP goals and objectives to help keep them attainable.

Mentor's Signature _____ Date _____

Mentee's Signature _____ Date _____

This agreement is between the mentor and the mentee, and does not need to be returned to the Staff Mentorship Program office.

Optional

I am supportive of this employee's attendance at UC San Diego Career Connection workshops and meetings with his/her mentor. I agree to provide feedback on IDP goals and objectives if asked by this employee.

Supervisor's Signature _____ Date _____

MENTORSHIP SIX-MONTH LOG

This is a log for both the mentor and mentee to use for meeting in person or by phone and for scheduling follow-up activities.

	Date	Time	Monthly Meeting(s)	Follow-up Activities
1.				
2.				
3.				
4.				
5.				
6.				

Notes:

THE MEANING OF MENTORING

- M aking a new friend
- E njoying a fresh perspective
- N urturing self esteem
- T raining for life
- O pening doors of opportunity
- R ewarding efforts
- I nstilling pride
- N aming and achieving goals
- G rowing together

What is your meaning of mentoring? Identify your meaning using the letters M through G:

M
E
N
T
O
R
I
N
G

UC SAN DIEGO STAFF MENTORSHIP PROGRAM MENTORSHIP MODEL

How to start the Staff Mentorship Program

Start	Middle	End
Enroll in Career Connection	Attend Workshops	Career Plan & Development
Mentorship Training	Staff Mentorship Program Guidebook	Expected Behaviors
Selection of Mentor/Mentee	Frequency of Meetings	Meeting Commitments
Relationship Building	Rapport & Modeling	Confidentiality & Trust
Goal Setting	Measurable & Attainable	Soft/Hard & Qualitative
Individual Development Plan	Accessing Resources	Follow Up
Platform Consultation	Technical Support	Confidentiality
Satisfaction Survey	Evaluation of Services	Retention/Promotion
Alliance Building	Promoting Mentorship	Maintaining Contact

ROLE OF THE COORDINATOR

UC San Diego Career Connection has a steering committee that reviews all levels of workshop and program services on the part of staff. One of the committee members is assigned the task of coordinating the mentorship component, which involves:

- Reviewing the list of people who have registered to be a mentee
- Identifying a mentor who most closely fits the mentee's occupational goals and objectives
- Taking every opportunity to recruit mentors in staff associations, UC San Diego departments or those identified by staff as possible participants
- Providing orientation workshops for potential mentors from various staff associations
- Sending out official notice to the mentee and mentor regarding the match, including a Staff Mentorship Program Guidebook
- Compiling information in a mentor/mentee database
- Coaching for mentors regarding their mentee or program issues
- Encouraging mentees to become a mentor to others
- Recognition of the mentors by sending them a copy of an official letter that is sent to their respective Vice Chancellor each year of participation

MENTORSHIP RESOURCES AVAILABLE ON



How to Log in to SkillSoft:

- Go to the Blink main page: blink.ucsd.edu
- Select “SkillSoft eLearning” from the Personal Tools drop down menu
- Enter your single sign-on credentials (user name and password)
- Type the title into the search box

Ecourses - accessible via the UC Learning Center	For Mentees	For Mentors
<i>Fostering Mentoring Relationships</i> (22 minutes)		√
<i>Finding and Nurturing a Mentor Relationship</i> (19 minutes)	√	
Ebooks - accessible via SkillSoft eLearning		
<i>Modern Mentoring</i> by Randy Emelo (2015)	√	√
<i>9 Powerful Practices of Really Great Mentors: How to Inspire and Motivate Anyone</i> by Stephen Kohn and Vincent O'Connell (2015)		√
<i>Mentoring Pocketbook, 3rd edition</i> by Geof Alred and Bob Garvey (2010)		√
Quick Evideos - accessible via SkillSoft eLearning		
<i>Coaching & Mentoring: Find the Guru</i> with Sujaya Banerjee (7 minutes; 2012)	√	
<i>Mentorship: Identifying Skills to Develop</i> with Paul Levy (4 minutes; 2018)		√
<i>Getting the Most from a Mentor</i> (4 minutes; excerpt from the e-course <i>Finding and Nurturing a Mentoring Relationship</i>)	√	
<i>Mentoring Benefits: Mentees, Mentors, and Organizations</i> (3 minutes; excerpt from the e-course <i>Fostering Mentoring Relationships</i>)	√	

ROLE OF THE MENTOR

MENTORS - YOU HAVE BEEN MATCHED!

You have been matched up with someone who requested your specific background and/or experience. Your role starts with sharing your professional background and/or experiences with your mentee, so they can appreciate what you have had to encounter and overcome. Through this, you develop and establish rapport, trust, and insight into how diverse our society and community has become. Sharing yourself is critical in helping others grow closer to their dream and what they are capable of being. Share your observations of positive behaviors and attitudes that are important in the workplace. It is important to keep in mind that through respect and support, your talent, knowledge, and ideas makes a difference in another person's professional growth and development.

As a mentor, you will find yourself being a guide, a demonstrator of new skills, and a coach reinforcing positive accomplishments. You have the opportunity to encourage and guide a fellow employee in a direction that will enhance their career. This interaction will allow your mentee to learn. There may be an opportunity for you and your mentee to expose each other to cultural aspects of UC San Diego: theater, concerts, cultural fairs, ethnic foods, and various staff associations. These are just a few ideas.

We recognize that it takes commitment to guide a fellow employee in aspects of career development. The process of mentoring within a relationship of trust and respect can be mutually beneficial.

In the final analysis, you will see your mentee grow, develop, and become self-actualizing.

Thanks to You.....

WHAT A MENTOR DOES FOR MENTEES

A MENTOR BOOSTS SELF ESTEEM

- ❖ Believes in you
- ❖ Renews your self-confidence
- ❖ Reflects confidence in you to others
- ❖ Assists you during a crisis or turning point

A MENTOR SHARES YOUR DREAMS AND ENLARGES YOUR VISION

- ❖ Believes that your dreams are worthwhile
- ❖ Helps you expand your horizons
- ❖ Encourages you to have a "think big" perspective
- ❖ Helps you map out a plan of action
- ❖ Helps you design firm, clear, and realistic goals

A MENTOR SUPPORTS YOUR EDUCATIONAL AND CAREER GOALS

- ❖ Provides exposure to career professionals, administrators, and other staff
- ❖ Broadens your contacts on campus and in the community

A MENTOR INTRODUCES YOU TO THE ORGANIZATIONAL STRUCTURE, ITS POLITICS, AND PLAYERS

- ❖ Teaches you the language of the system
- ❖ Helps you become a part of the system
- ❖ Shares the philosophy and values of the system and those running it
- ❖ Gives advice on which contacts to develop and how to use them

A MENTOR PROVIDES ADVICE, COUNSEL, AND SUPPORT

- ❖ Supports and encourages you
- ❖ Alerts you to blind alleys
- ❖ Provides "inside information"

A MENTOR GIVES FEEDBACK ON YOUR PROGRESS

- ❖ Gives you feedback on your progress
- ❖ Provides perspective on how others see you
- ❖ Gives you opportunities for taking on additional responsibilities

A MENTOR TEACHES BY EXAMPLE

- ❖ Teaches a code of behavior
- ❖ Teaches the value of confidentiality

DIVERSE ROLES OF A MENTOR

ASSESSOR

- Assess skills, interests, and motivations for advancement
- Provide feedback about observed behaviors and skills
- Identify strengths to be maximized
- Identify areas for improvement

INFORMATION PROVIDER

- Inform about options, barriers, politics, and methods
- Give printed information
- Share personal opinions and experiences
- Provide continuing assessment information

REFERRAL AGENT

- Refer to others who can assist
- Refer to books, videos, classes, *etc.*

GUIDE

- Encourage focus on attainable goals
- Provide reality testing
- Help move around in political structure
- Help with "outer" career (job advancement)

COACH

- Encourage development of specific and appropriate goals
- Encourage action steps
- Assist in how to avoid barriers
- Act as role model about workplace conduct

DEVELOPER

- Encourage innovation
- Provide challenging assignments
- Be a public relations person for your mentee

MENTORING PRACTICES

- ❖ The mentor relationship is one in which a person sees the potential for the growth and development of another and assumes the responsibility for nurturing this potential.
- ❖ Mentoring occurs when a more-experienced professional gives significant career assistance to a less-experienced one during a period of transition.
- ❖ Mentoring is hard work. Mentors who expect to walk in and waltz out as heroes and miracle workers are in for a surprise. In many cases, mentoring is an endurance test.
- ❖ A mentor must be able to see the mentee as a separate person with different needs and goals and must be comfortable with those differences.
- ❖ The mentor suggests standards of performance, usually high ones, and gives the mentee assistance and self-confidence in reaching them.
- ❖ Mentors should be honest, committed, respectful of their mentees, and willing to share themselves.
- ❖ Effective evaluation is a significant trait of a good mentoring relationship.
- ❖ A mentor should assist their mentee in assessing their strengths and their weaknesses, encourage them to take risks and to learn from their mistakes.
- ❖ One of the most significant contributions a mentor may make is to help the mentee develop a life's dream and to move toward the realization of this dream.

STRATEGIES FOR EFFECTIVE MENTORING

- Positive Attitude
Encourage the mentee to approach life and goals with enthusiasm and to be accepting of self and others.
- Valuing
Encourage a person to examine beliefs and ideals in an effort to establish personal values and goals
- Open-Mindedness
Encourage a person to keep open to new ideas
- Interrelations
The interactions between mentor and mentee should be situations of sharing, caring, and empathizing
- Creative Problem Solving
Encourage the mentee to use a creative problem solving process
- Effective Communication
Encourage a person to be an attentive listener and an assertive questioner
- Discovery
Encourage the mentee to be an independent thinker
- Strengths and Uniqueness
Encourage a person to recognize individual strengths and uniqueness and to build on them
- Confidence
Assist a person in developing self-confidence
- Awareness
Stress that an individual be aware of the environment, be intuitive, be problem sensitive, and be ready to make the most of opportunities
- Risk-Taking
Encourage a person to be a risk-taker and an active participant, not a spectator
- Flexibility
Share with a mentee the importance of being flexible and adaptable in attitudes and actions, looking for alternatives, and seeing situations/persons from different perspectives

TIPS FOR GUIDING CAREER DISCUSSIONS

- Schedule meetings with your mentee thoughtfully. You will be more effective by meeting in a different area and setting aside special meeting times. Agree on your agenda or topic in advance.
- Maintain realistic expectations of your mentee. Recognize your mentee, as an individual; progress may not come as quickly as you prefer.
- Ask questions to encourage thought and discussion. Encourage your mentee to become an independent thinker.
- Follow your mentee's train of thought. Be flexible enough to drop your own train of thought when it is not appropriate in the conversation.
- Be an active listener. Clarify your mentee's feelings. Recognize and honor differences in values, opinions, ideas, cultures, *etc.*
- Give direct feedback. Be honest in your evaluation of your mentee's skills and talents necessary for a particular career move.
- Present alternatives for consideration. Provide your mentee with a fresh perspective about concerns and questions.
- Summarize the important points that were made during your meeting. Review your plan of action to make sure it is clear and means the same to each of you.
- Be aware of the tension that is part of the mentor-mentee process. Recognize that change is uncomfortable and be patient.
- Follow up on commitments made to each other.
- End the meeting only after all the important issues have been covered. Agree on goals for the next meeting. Record your commitments and accomplishments on the Mentorship Six-Month Log.

WHAT MENTORS ARE NOT!

Mentors are not a:

- Parent
- Stockbroker
- Social worker
- Financial advisor
- Matchmaker
- Police person
- Social advisor
- Marriage counselor
- Medical doctor
- Lawyer
- Real estate agent
- Personal valet

A MENTOR SHOULD NOT:

- Break promises
- Condone negative behavior
- Talk down a mentee
- Force the mentee into anything
- Be inconsistent
- Become a crutch
- Cause friction
- Break confidently (except in cases of potential harm to the mentee to other people)

ROLE OF THE MENTEE

Never Stop Dreaming

"It must be borne in mind that the tragedy of life does not lie in not reaching your goals; the tragedy lies in not having any goals to reach. It isn't a calamity to die with dreams unfulfilled, but it is a calamity not to dream. It is not a disaster to be unable to capture your ideals, but it is a disaster to have no ideals to capture. It is not a disgrace not to reach the stars, but it is a disgrace to have no stars to reach."

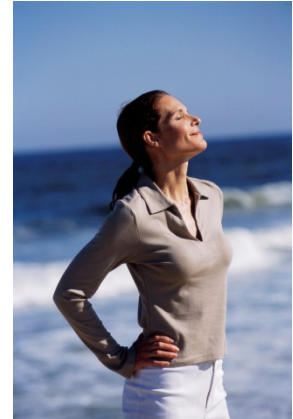
Dr. Benjamin E. Mays

.....

About the Author: Dr. Mays was the president of Morehouse College, Atlanta, at the time when Dr. Martin Luther King, Jr. did his graduate studies in sociology. Influenced by Dr. Benjamin E. Mays, Dr. Martin Luther King, Jr. decided in his junior year to be a minister of the gospel of Jesus Christ. At Morehouse, King was most inspired by Dr. Mays and thought of him as a mentor who told him the ministry could be a force for ideas and social protests.

ROLE OF THE MENTEE

The UC San Diego Career Connection is a program designed to establish a University wide network of staff at all levels willing to assist current UC San Diego employees seeking comprehensive career development services for the purpose of excelling and/or promoting within UC San Diego. One such mechanism by which persons are encouraged to pursue career development is by participation in the mentoring component of UC San Diego Career Connection program. Staff persons who register as mentee are provided a caring mentor who will assist in areas of career counseling, job coaching and acclimation strategies. Concurrently, participation in a series of Career Development workshops, which focus on enhancing or developing strategies for success.



In addition, there are responsibilities and expectations of a mentee which include the following:

Attending the following UC San Diego Career Connection workshops:

- Career Planning
- Assessing Your Transferable Skills
- Personalizing Your Career Path
- Resume and Application Process Tips
- Job Interviewing Skills
- Career Information Panel(s)
- Overcoming Obstacles: Risk Taking
- Networking Mixers

Provide your mentor with the name of your supervisor, work schedule, work location, mail code, phone number and e-mail.

Keep your appointments with your mentor at a mutually designated location.

Permit your mentor to review you Career Plan and make recommendations regarding professional goals and objectives.

Make a list of your interests, experiences, and career objectives to discuss.

Contact your mentor for assistance in the review of your application and or resume for promotional positions.

Contact your mentor for assistance in the scheduling and preparing for informational interviews.

Contact your mentor for assistance in notifying a potential supervisor regarding your strengths.

RESPONSIBILITY OF THE MENTEE

For the UC San Diego Staff Mentorship Program to work optimally, registered mentee's must commit to:

- ❖ Participating in career development workshops offered through Career Connection
- ❖ Filling out the Individual Development Plan within a reasonable period of time
- ❖ Sharing the Individual Development Plan with your Mentor for guidance and feedback
- ❖ Developing and setting realistic and obtainable goals
- ❖ Scheduling and conducting informational interviews in areas of occupational interest
- ❖ Following through on monthly goals and objectives
- ❖ Meeting with your assigned mentor at least once a month over a period of six months
- ❖ Attending mentor/mentee training programs offered and mixers for the purpose of networking
- ❖ Learning networking skills by participation in one of several staff associations
- ❖ Learning the University corporate culture for purpose of promotion and retention
- ❖ Maintaining a high degree of participation in Staff Education and Development classes or equivalent to increase skills and knowledge commensurate to the needs of the University
- ❖ Work on oneself for continuous growth and improvement in work skills and values in order to increase quality of life

DON'T QUIT

When things go wrong, as they sometimes will,
When the road you're trudging seems all uphill,
When the funds are low and the debts are high,
And you want to smile, but you have to sigh,
When care is pressing you down a bit,
Rest, if you must, but don't you quit.

Life is queer with its twists and turns,
As every one of us sometimes learns,
And many a failure turns about,
When he might have won had he stuck it out;
Don't give up though the pace seems slow--
You may succeed with another blow.
Often the goal is nearer than
It seems to a faint and faltering man,

Often the struggler has given up,
When he might have captured the victor's cup,
And he learned too late when the night slipped down,
How close he was to the golden crown.

Success is failure turned inside out--
The silver tint of the clouds of doubt,
And you never can tell how close you are,
It may be near when it seems so far,
So stick to the fight when you're hardest hit--
It's when things seem worst that you must not quit.

BENEFITS

MENTOR BENEFITS

UC San Diego employees who participate as mentors have shared the following list of benefits:

- Feeling of being useful to someone else
- Satisfaction from helping someone
- Feeling of being trusted
- Became a better listener
- Gained ideas
- Became more outgoing
- Reinforced professional identity
- Increased patience
- Feeling of pride in seeing mentee learn and focus on goals
- Ability to lead mentee to a higher level of thinking
- Mentor training and other resource information on new career development programs
- Recognition by Career Connection with a certificate of appreciation
- Visibility with a letter from the Staff Mentorship Program to my Vice Chancellor acknowledging my contribution to UC San Diego staff development and retention efforts



MENTEE BENEFITS

A survey of UC San Diego Staff Mentorship Program mentees identified the following benefits mentees received from the mentoring process:

- ❖ Self-motivation, self discipline, goal setting
- ❖ Increased interpersonal skills
- ❖ Greater awareness of value systems
- ❖ Critical evaluation of what works, what does not work
- ❖ Acquisition and implementation of new knowledge
- ❖ Greater awareness of trust
- ❖ Increased decision making skills
- ❖ Enhanced leadership skills
- ❖ Successful transition in completion of educational goals
- ❖ Enhanced atmosphere of trust and respect

UC SAN DIEGO BENEFITS

A survey of UC San Diego Career Connection managers and supervisors identified the following institutional benefits received from the mentoring process:

- Increased staff retention rates
- Increased participation in Staff Education and Development classes
- Increased job performance level of participants
- Positive University wide response to mentoring program
- Increased institutional budgetary support
- Increased participation of mentors and mentees
- Increased career development planning
- Increased supervisory and employee agreement on career goals and objectives
- Increased customer service skills on the part of mentees
- Increased self-esteem on the part of the participants to take on leadership roles
- Increased participation in staff association, leading to increased networking and contributions to cultural diversity.

CAREER CONNECTION PROGRAM OVERVIEW

CAREER DEVELOPMENT MODEL

Career Connection is a comprehensive career development program comprised of the following components with associated workshops and services. The following model is designed to aid participants in effectively managing their career. Career Connection offers a number of services to assist staff members in each of the following categories.



1. ASSESS INTERESTS AND QUALIFICATIONS

- Assess skills and abilities
- Determine interests
- Evaluate knowledge/education
- Assess preferences/personality traits
- Explore work values

2. EXPLORE CAREER OPTIONS

- Gather career information
- Set objectives
- Research individual departments
- Develop a career plan
- Informational interviews
- Research position opportunities



3. TAKE ACTION

- Negotiate for accommodations
- Develop a network
- Reassessment of professional objectives
- Build an online resume/application
- Apply for opportunities
- Interview preparation and execution
- Identify a mentor



CAREER DEVELOPMENT MODEL WITH CORRESPONDING WORKSHOPS & SERVICES

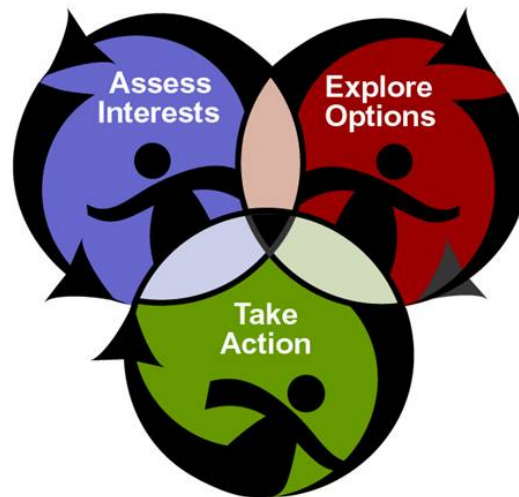


1. ASSESS INTERESTS AND QUALIFICATIONS

- Tools for Success
- Career Planning
- Goal Setting
- Assessing Your Transferable Skills
- Personalizing Your Career Path
- Individual Development Plan Consultation
- My UC Career Web Portal and SkillsScan Drive assessment

2. EXPLORE CAREER OPTIONS

- Informational Interviews
- Career Information Panels
- Staff Mentorship Program
- One-on-One Career Consultation
- Internships
- Networking Tips
- Overcoming Obstacles: Risk Taking



3. TAKE ACTION

- Job Interviewing Skills
- Negotiating Your Environment
- Resume & Application Process Tips
- Videotaped Mock Interviews
- One-on-One Career Consultation
- Staff Mentorship Program
- Informational Interviews



CAREER CONNECTION SERVICES & ADDITIONAL CAREER DEVELOPMENT OPPORTUNITIES

Career Connection workshops are designed to help you with all phases of your career development and planning - please join us at the ones that will help you! Find details of all the workshop by searching for "Career Connection" in the UC Learning Center, or access the workshop list at blink.ucsd.edu/go/ccworkshops.

The Internship Initiative creates valuable internship opportunities for employees, while offering support for their career development. Interns receive training to build the skills needed for career enhancement and to increase their competitiveness for upward mobility. Departments interested in sponsoring an internship are encouraged to contact Human Resources-Equal Opportunity/Staff Affirmative Action. Internships are offered throughout the year.

For more information, visit blink.ucsd.edu/go/internship.

One-On-One Consultations are for Career Connection participants who would like to receive additional assistance in moving forward with their career development. One-on-one consultations may be scheduled upon request.

For more information, visit [/blink.ucsd.edu/go/careerconsultation](http://blink.ucsd.edu/go/careerconsultation)

Informational Interviews provides referral assistance to connect with UC San Diego staff to acquire career information.

For more information, visit <http://blink.ucsd.edu/HR/training/career/CC/index.html#Informational-Interview>.

Mock Interviews are an excellent way to prepare for an upcoming interview.

For more information, visit <https://blink.ucsd.edu/HR/training/career/CC/index.html#Mock-Interview>.

Management Skills Assessment Program (MSAP): MSAP is designed to strengthen the engagement and preparation of UC supervisors, managers, and professionals. The 3–day, 2–night, off-site program is based on extensive research in the fields of management and organizational behavior and is comparable to other, more costly assessment programs. The MSAP is best suited for individuals who have demonstrated a management career path through education and/or experience. Eligibility factors: one or more years of service at UC (past probation, career status), supervisor support, and __Assistant III-Supervisor, equivalent or above.

For more information, visit <http://blink.ucsd.edu/go/msap>.

Scholarships through the Staff Equal Opportunity Enrichment Program (SEOEP): Individual scholarship awards are available for career development training courses and activities. The maximum annual award is \$500 per person. Funding is provided for training needed for career changes or career advancement at UC San Diego when identified as part of an employee’s career plan.

For more information, visit blink.ucsd.edu/go/seoop.

The Staff Mentorship Program is a component of Career Connection which provides an opportunity for a seasoned career employee (or retiree) to be matched up with a Career Connection participant. Employees may register to be a mentor or mentee at <https://mentorship.ucsd.edu>. Participants are encouraged to fill out an Individual Development Plan delineating their career objectives, professional goals, and specific steps needed to implement their career strategies. This Individual Development Plan is discussed with their mentor once a month for about an hour over a period of approximately six months.

At the conclusion of this six-month time frame, mentees (those individuals matched with a mentor) are encouraged to help others by participating as a mentor in the future. The “graduation” of mentees to mentors permits this program to continue to help other aspiring UC San Diego employees by meeting the ever-growing demand for mentors.

WHAT YOU NEED TO KNOW ABOUT CAREER DEVELOPMENT

There must be clarity in these areas:

1. Technical or job specific skills
2. transferable skills
3. Personality aspects- preferences, attitude, behavior under stress, *etc.*
4. Career and work values
5. Career and work interests
6. Preferred work style

There are several possible career options:

Promotion	<i>(moving up)</i>
Enrichment	<i>(adding tasks)</i>
Entrenchment	<i>(staying put)</i>
Transfer	<i>(moving out)</i>
Rotation	<i>(moving around)</i>

CAREER PLANNING

Career goals should be *SMARTER*:

- Specific
- Measurable
- Accountable
- Realistic
- Time-frame
- Evaluate
- Record

A Individual Development Plan addresses these questions:

What is the specific goal?

Why is this the best goal?

How will the goal be pursued?

When will each step occur?

APPENDIX

CAMPUS HUMAN RESOURCES

blink.ucsd.edu/go/people

- **EQUAL OPPORTUNITY SERVICES**
(858)534-3694
<http://blink.ucsd.edu/sponsor/hr/org-chart/EOSAA.html>
Fairness in employment and contracting
- **STAFF EDUCATION & DEVELOPMENT**
(858)534-4890
<http://blink.ucsd.edu/sponsor/hr/org-chart/staff-ed/>
Education and learning opportunities
- **TALENT ACQUISITION AND DATA ANALYTICS**
(858)822-4112
<http://blink.ucsd.edu/sponsor/hr/org-chart/empl-community-outreach.html>
Community outreach, staffing and employment opportunities information and recruitment assistance
- **FACULTY AND STAFF ASSISTANCE PROGRAM**
(858)534-5523
<http://blink.ucsd.edu/sponsor/hr/org-chart/fsap.html>
Personal and family assistance and counseling
- **EMPLOYEE RELATIONS AND WORK/LIFE**
(858)534-4115
<http://blink.ucsd.edu/sponsor/hr/org-chart/emp-relations-worklife/>
Conflict resolution, advice and consultation, policy interpretation
- **BENEFITS**
(858)534-2816
<http://blink.ucsd.edu/sponsor/hr/org-chart/benefits.html>
Health and welfare benefits, retirement, and savings
- **DISABILITY COUNSELING AND CONSULTING SERVICES**
(858)534-6744
<http://blink.ucsd.edu/sponsor/hr/org-chart/disability-counseling-and-consulting.html>
Counseling and disability management services for employees and supervisors

CAMPUS HUMAN RESOURCES - continued

- **COMPENSATION**
(858)534-0896
<https://blink.ucsd.edu/sponsor/hr/divisions-units/compensation.html>

Responsible for policies and programs related to pay, job classification, and employee records for staff employees

- **RETIREMENT RESOURCE CENTER**
(858)534-4724
<http://blink.ucsd.edu/sponsor/hr/org-chart/retirement.html>
Starting point for information for all UC San Diego retirees
- **TEMPORARY EMPLOYMENT SERVICES**
(858)534-4604
<http://blink.ucsd.edu/sponsor/hr/org-chart/TES.html>
Temporary job placement University-wide
- **LABOR RELATIONS**
(858)534-2810
<http://blink.ucsd.edu/sponsor/hr/org-chart/labor-relations.html>
Administer collective bargaining agreements and process grievances

HEALTH HUMAN RESOURCES

hhr.ucsd.edu (login required)

UC SAN DIEGO STAFF ASSOCIATION AND STAFF AFFILIATE GROUPS

staffassociations.ucsd.edu

Creating community, championing staff interests, and providing opportunities for professional networking and development. Membership in the UC San Diego Staff Association and all Staff Affiliate Groups is open to all employees.

CAMPUS COMMUNITY CENTERS

- **CROSS CULTURAL CENTER**
(858)534-9689 ccc.ucsd.edu
Creating a multi-ethnic, culturally-conscious university by providing a network of services and programs
- **WOMEN'S CENTER**
(858)822-0074 women.ucsd.edu
Fosters women's educational, professional and personal development and provides a safe environment for women and men of diverse backgrounds
- **LGBT RESOURCE CENTER**
(858)822-3493 lgbt.ucsd.edu
Provides a safe environment for exploring sexual orientation and gender issues, as well as resources that enhance cultural diversity
- **RAZA RESOURCE CENTRO**
(858)822-0072 raza.ucsd.edu
Offers activities, events and resources to connect, students, staff, faculty, and alumni
- **BLACK RESOURCE CENTER**
(858)534-0471 brc.ucsd.edu
Serving everyone at UC San Diego while emphasizing the Black experience - promoting scholarship, fostering leadership, and cultivating community
- **STUDENT VETERANS' RESOURCE CENTER**
(858)534-5080 students.ucsd.edu/campus-services/organizations/veterans/
Supporting military-affiliated students during their transition to campus life, and in their progress toward completing their academic degree; open to all community members
- **INTERTRIBAL RESOURCE CENTER**
(858) 822-0048
itrc.ucsd.edu Meeting the unique and diverse needs of American Indian/Alaskan Native/Indigenous students and developing positive relationships with our local tribal communities.
- **ASIAN PACIFIC ISLANDER MIDDLE EASTERN DESI AMERICAN (APIMEDA) PROGRAMS & SERVICES**
(858) 822-0525
apimeda.ucsd.edu/ Encourages community development, enhances coalition building with and within the APIMEDA students, staff and faculty, fosters greater visibility for the diversity within the APIMEDA community.

OTHER UC SAN DIEGO RESOURCES

- **OFFICE FOR THE PREVENTION OF HARASSMENT AND DISCRIMINATION**
(858)534-8298
blink.ucsd.edu/HR/policies/sexual/OPHD.html
Provides advice and assistance in investigating and resolving complaints of sexual harassment
- **UC SAN DIEGO OMBUDS OFFICE**
(858)534-0777
ombuds.ucsd.edu
Provides a voluntary channel for dispute mediation and resolution services
- **UC SAN DIEGO BOOKSTORE**
(858)534-7326
bookstore.ucsd.edu
Provides students, faculty and staff with quality merchandise, textbooks and University apparel
- **UC SAN DIEGO LIBRARY**
(858)534-3336
libraries.ucsd.edu
Provides students, faculty and staff with a state of the art research library
- **THE IDA AND CECIL GREEN FACULTY CLUB**
(858)534-0876
facclub.ucsd.edu
Provides faculty and staff with a venue that offers fine cuisine for special events
- **UC SAN DIEGO RECREATION**
(858)534-4037
recreation.ucsd.edu
Provides students, faculty and staff with recreation classes, Health and Wellness Programs, and various sports facilities throughout campus

THE UC SAN DIEGO PRINCIPLES OF COMMUNITY

The University of California, San Diego is dedicated to learning, teaching, and serving society through education, research, and public service. Our international reputation for excellence is due in large part to the cooperative and entrepreneurial nature of the UC San Diego community. UC San Diego faculty, staff, and students are encouraged to be creative and are rewarded for individual as well as collaborative achievements.

To foster the best possible working and learning environment, UC San Diego strives to maintain a climate of fairness, cooperation, and professionalism. These principles of community are vital to the success of the University and the well being of its constituents. UC San Diego faculty, staff, and students are expected to practice these basic principles as individuals and in groups.

- We value each member of the UC San Diego community for his or her individual and unique talents, and applaud all efforts to enhance the quality of campus life. We recognize that each individual's effort is vital to achieving the goals of the University.
- We affirm each individual's right to dignity and strive to maintain a climate of justice marked by mutual respect for each other.
- We value the cultural diversity of UC San Diego because it enriches our lives and the University. We celebrate this diversity and support respect for all cultures, by both individuals and the University as a whole.
- We are a university that adapts responsibly to cultural differences among the faculty, staff, students, and community.
- We acknowledge that our society carries historical and divisive biases based on race, ethnicity, sex, gender identity, age, disability, sexual orientation, religion, and political beliefs. Therefore, we seek to foster understanding and tolerance among individuals and groups, and we promote awareness through education and constructive strategies for resolving conflict.
- We reject acts of discrimination based on race, ethnicity, sex, gender identity, age, disability, sexual orientation, religion, and political beliefs, and we will confront and appropriately respond to such acts.
- We affirm the right to freedom of expression at UC San Diego. We promote open expression of our individuality and our diversity within the bounds of courtesy, sensitivity, confidentiality, and respect.
- We are committed to the highest standards of civility and decency toward all. We are committed to promoting and supporting a community where all people can work and learn together in an atmosphere free of abusive or demeaning treatment.
- We are committed to the enforcement of policies that promote the fulfillment of these principles.

We represent diverse races, creeds, cultures, and social affiliations coming together for the good of the University and those communities we serve. By working together as members of the UC San Diego community, we can enhance the excellence of our institution.

Your Guide to Individual Development Planning

Introduction

A commitment to continuously learning and developing knowledge and skills that are valued by the University opens the door to career options and makes you a more valuable employee. Ultimately, the responsibility for your professional development lies with you but the support of your manager or a mentor can foster the process. This guide explains your role in creating and directing your professional development and provides you with the tools to create and launch your Individual Development Plan.

The Individual Development Plan (IDP) is a tool to organize and target your professional and personal development. Its primary purpose is to help you reach short- and long-term career goals, as well as strengthen current job performance by providing a structured approach. IDP's demonstrate intentional learning that is aligned with specific competencies, such as the UC Core Competencies, or with the mission, goals and objectives of an organization. With goal setting at its heart, a professional development plan organizes your ideas into a cohesive plan with defined timeframes and expected results. The UC San Diego IDP form is structured in such a way that will prompt you to identify learning activities that are experiential, social and classroom focused so that your development is well-rounded.

The Individual Development Planning Process

The individual development planning process is directed by you, in partnership with your manager or mentor, to enhance your professional growth. Two of the most common uses of the IDP are to help you advance in your career, or develop an increased level of competency in your current position. The annual performance appraisal meeting is typically the time when employees and their supervisors discuss IDP's but they can be created at any time and should be reviewed and updated often.

The steps in the IDP planning process are:

Identify – Assess – Plan – Act – Evaluate

Identify

The first step in the IDP process is to have a clear picture of your career goals. This process is called career planning and it involves self-reflection and career exploration that help you identify the career that will bring you the most job satisfaction. Once you've identified your career interest, you'll be able to identify the related knowledge, skills, and competencies you need to develop in order to reach your career goal. The Career Connection program, sponsored by the UC San Diego Human Resources Department, provides a comprehensive suite of workshops that lead you through this process: <http://blink.ucsd.edu/go/careerconnection>. UC San Diego also makes available to all staff a free online assessment tool called SkillScan Online which provides a skill assessment to help you identify skill strengths and development opportunities: www.skillskan.com/corp.ucsd.edu.

Assess

Once you've identified the knowledge, skills, and competencies required of your career goal, you'll need to assess your current competency in those areas. Again, the SkillScan Online assessment tool can help (www.skillscan.com/corp.ucsd.edu). You may also want to review past performance appraisals and feedback you've received from your supervisor or others. Don't forget that skill strengths can also continue to be developed.

Plan

The next step is to create the Individual Development Plan. The *Completing the IDP* section of this Guide provides the step-by-step process for creating the IDP. Once you've created your plan, you need to share it with your supervisor or a mentor. You should lead the conversation about your development goals but the plan should be mutually agreed upon by you and your supervisor or mentor. If you need help planning the conversation with your manager, contact Staff Education and Development, at (858)534-4890 or staffeducation@ucsd.edu, for guidance.

Act

Once the plan is in place, it is time to get busy completing the learning activities by the deadlines you've identified. Individual development often involves changing behaviors in addition to learning new ones. Research suggests that desired change is more likely to be successful when:

- *The desired competency is specifically defined*
- *There is a commitment and motivation to the behavior change*
- *An action plan is shared with others (sharing your IDP with your supervisor or mentor)*
- *An analysis is made of the reason for potential lack of success*
- *Other people support your behavior change*
- *The behavioral outcomes are visible and can be measured*

Use your calendar to highlight deadlines and schedule time with yourself each week to carrying out the learning activities in your plan. A minimum of 30 minutes a week is recommended. Address barriers as they arise and make adjustments to the plan as necessary.

Evaluate

Finally, you need to receive feedback on your progress and evaluate your success in meeting your development milestones. Set follow-up meetings with your manager or mentor. The duration and frequency will depend on specific needs but as a general guideline, a 30 minute meetings every 3 months is recommended.

Completing the Individual Development Plan

Once you have identified your career or professional goals and assessed your skills and knowledge on the related competencies required to meet the goal, you are ready to create your Individual Development Plan.

Step One – IDP Worksheet Part One

Research shows that you increase your likelihood of obtaining a goal if you write it down and if it is written in a specific format. Part One of the IDP worksheet provides you with a structure for documenting your career or professional goal and your developmental goals. Write your developmental goals in the SMARTER style: Specific - Measurable - Accountable - Realistic - Time-frame - Evaluate - Record.

A developmental goal should have at least 2-3 developmental activities that you are able to complete in about 12 months. Start small, perhaps with just one developmental goal, to insure that you are successful in completing all your selected developmental activities.

Step Two – IDP Worksheet Part Two

This worksheet helps you structure the development activities that will build the skill, knowledge or competencies you have identified in our developmental goal. Research indicates that most learning in the workplace occurs on the job, not in the classroom, so resist the urge to devote 100% of your development to classroom or online learning. An effective IDP includes development activities that include learning by doing, learning from others, and classes, e-learning and readings. Staff Education and Development has resources to assist you in finding on-the-job development activities. Career Connection has programs that can connect you with mentors and internships.

Step Three – UC San Diego IDP

Complete the IDP by transferring the information from Part One and Two of the IDP Worksheets as appropriate. Add the following information:

Outcomes/Results: In detail describe what the successful completion of the developmental activity looks like. How will you know when the learning you have identified has been accomplished?

Support: Sharing goals with another person increases your likelihood of accomplishing the goal. Share your IDP with someone that can support you in your efforts by checking-in with you on a regular basis and providing you with feedback. Your supervisor is typically your best source of support but a mentor or coach can serve in the role as well.

Target Dates: This is a key part of the SMARTER goal style. Set reasonable target dates for completion of developmental activities so that you do not become unmotivated or overwhelmed. Start small and enjoy small successes.

Status: Use this area of the IDP to note completion of activities or identify potential barriers to completion that should be discussed with the individual supporting you with your IDP.

Record the date you discussed the plan with your supervisor, mentor or coach and set a date for a follow-up meeting. It is important to refresh your IDP often as goals change or new skill opportunities present themselves.

Should you need assistance in completing the UC San Diego IDP, please contact Staff Education and Development at staffeducation@ucsd.edu or (858)534-4890.

UC San Diego Individual Development Plan Worksheet – Part One

Complete Part One and Two of the UC San Diego IDP Worksheet and then summarize the information in the UC San Diego IDP form.

Name:	Payroll Title:	Date:
<p>Purpose for the IDP</p> <p><input type="checkbox"/> New to Role</p> <p><input type="checkbox"/> Increase Competency in Current Role</p> <p><input type="checkbox"/> Change Role</p> <p><input type="checkbox"/> Other, please describe:</p>		<p>Experience</p> <p>Number of years at UC:</p> <p>Number of years in current role:</p> <p>Number of years doing current type of work:</p>
<p>Career/Professional Goals</p> <p>State your desired career or professional goal. It is not necessary to have a goal for each timeframe.</p> <p>Immediate:</p> <p>Short-term (1-2 years):</p> <p>Long-term (3-5 years):</p> <p>How will these goals meet the business needs of your division or unit?</p> <p>If interested in a new role, list 2-3 potential next positions:</p>		
<p>Development Goals</p> <p>Based on your research of the required skills, knowledge, and competencies required for the career/professional goal indicated above, state your development goals in the SMARTER style.</p> <p>Development Goal One:</p> <p>Development Goal Two:</p>		

UC San Diego Individual Development Plan Worksheet – Part Two SAMPLE

Research indicates that the most learning in the workplace occurs on the job, not in the classroom so resist the urge to devote 100% of your development to classroom or online learning. An effective IDP includes development activities that include learning by doing, learning from others, and classes and e-learning. Staff Education and Development has resources to assist you in finding on-the-job activities that will help you develop the desired knowledge, skills, and competencies. Career Connection has programs that can connect you with mentors and internships.

Type	Development Action	Description	Resources
On-the-Job Development Learning by Doing:	Complete a Special Project	Complete a stretch assignment of special project to broaden skills	Work with your supervisor to identify assignments
	Join a Committee or Workgroup	Enhance your networks and develop leadership skills while making a positive impact on the campus.	UCSD Staff Association
	Complete an Internship	AA/EEO offers an internship program that can provide you with exposure to different working environments, tasks, and networks	AA/EEO
Learning from Others	Take a 360-degree feedback instrument	A 360-degree feedback instrument provides you with valuable information about how your behaviors are perceived by customers, direct reports, peers, and manager.	Contact Staff Education and Development
	Find a mentor, coach, subject matter expert or role model	Consult with a specialist to discuss and enhance specific work-related knowledge and broaden your perspective	Select a person or contact the appropriate professional organization. Use the employee directory.
	Receive cross-training	Learn a job that is different from yours through cross-training	Work with your supervisor
	Job Shadow	Observe the day-to-day work of another employee	
	Training classes and programs, formal education	Attend classes, programs, professional conferences to develop new skills and networks	UC Learning Center Staff Education and Development
	Readings	Stay current in your field or learn from experts through subscriptions and books	Skillsoft Books 24/7 Professional journals
Classes, E-learning, Education, Readings	Online training/e-learning	Just-in-time learning, when it is convenient for you	UC Learning Center Skillsoft

Resources for 70:20:10 Development Activities (for IDP Individual Development Plan Worksheet - Part Two)

“Career Architect Development Planner,” by Michael M. Lombardo and Robert W. Eichinger

A “big book” with hundreds of suggestions for 70:20:10 activities

- Learning by Doing
 - Learning from Others
 - Classes, E-Learning, Education, Readings
- by career path/type

can be accessed at:

[Staff Education and Development](#)
(858) 534-4890
staffeducation@ucsd.edu
Torrey Pines Center- South, Suite 265A

Career Development Workshops from Career Connection - a certificate of completion will be issued after attending 4 of the 6 core workshops. A complete list of Career Connection workshops can be found on the [UC Learning Center](#) (search “Career Connection”) or on the Career Connection Blink Page blink.ucsd.edu/go/ccworkshops (PDF).

Additional Resources

Tools For Success

(Core workshop)

1. Career Connection workshops
2. Services
3. Resources
4. Financial incentives

Goal Setting

(Core workshop)

1. Goal - work
2. Goal - community
3. Goal - personal
4. Goal - educational

Career Planning

(Core workshop)

1. Work values
2. Personal values
3. Introduction to skill identification
4. Decision making

Resume & Application Process Tips

(Core workshop)

1. Follow-up job search
2. Online resume and cover letter
3. Using the applicant toolkit

Assessing Your Transferable Skills

(Core workshop)

1. Proficiency skills
2. Career development skills
3. Burn out zone

Personalizing Your Career Path

(Core workshop)

4. Work type
5. Personality type
6. Supervisory/co-worker types
7. Organizational climate

One-on-One IDP Consultations

Staff Education and Development offers assistance creating Individual Plans. Contact staffeducation@ucsd.edu to arrange a consultation.

Learning Road Maps

Staff Education and Development has developed Learning Road Maps to help you navigate its resources and activities.

blink.ucsd.edu/HR/training/roadmaps/

SkillsScan Online

An interactive and engaging process for identifying transferable skills and applying the results to career planning, career change, professional development, and self-marketing for the job search.

blink.ucsd.edu/go/skillscan

Skillssoft Web-Based Training

UC San Diego has contracted with Skillssoft to offer faculty and staff a wide variety of free Web-based courses, books and videos available anytime, from any location, for Windows, Mac and some mobile devices.

blink.ucsd.edu/HR/training/resources/web/skillssoft.html

UC San Diego Individual Development Plan Worksheet – Part Two

Research indicates that most learning in the workplace occurs on the job, not in the classroom, so resist the urge to devote 100% of your development to classroom or online learning. An effective IDP includes development activities that include learning by doing, learning from others, and classes and e-learning. Staff Education and Development has resources to assist you in finding on-the-job development activities. Career Connection has programs that can connect you with mentors and internships.

Developmental Goal Number:		Skill, Knowledge, Competency to be Developed:	
Type	Development Activity	Description	Resources
On-the-Job Development Learning by Doing:			
Learning from Others			
Classes, E-learning, Education, Readings			

UC San Diego Individual Development Plan SAMPLE

<p>Name: Sandy Staff</p> <p>Current Position: Principal Analyst</p>				
<p>1. State your development goal using the SMARTER style.</p>		<p><i>By the end of the fiscal year, I will increase my competency in creativity and innovation by re-designing a current business process and applying strategies and insights gleaned from my development activities. I will be supported in this goal by my supervisor and my goal success will be determined by the level of increased efficiency gained by the re-designed process.</i></p>		
<p>2. Select the skill, knowledge or competency to be developed.</p>		<p align="center">Creativity and Innovation</p>		
Development Activities List 2-3 learning activities (From IDP Worksheet Part Two)	Outcomes/Results State what the successful completion of the development activities looks like	Support List those that will support you with your development activities Who else will be involved?	Target Dates State when each development activity will be completed or major milestones	Status Note completion, potential road blocks and strategies
Attend the Design Thinking Workshop	Successfully complete the workshop by understanding all material presented.	Staff Education	October 2015	Need to get approval for the cost of the workshop
Attend the “UCSD Continuous Innovation Series” networking events	Make at least three contacts that are willing to listen to my ideas about process improvements	Contacts from the networking event	November 2015	
Apply the concepts from the workshop to the business process	A more efficient process as measured by	Supervisor Team members	December 2015 – June 2016	

UC San Diego Individual Development Plan

Using the information you complete in Part One and Two of the IDP Worksheet, complete the Individual Development Plan. Remember to start small by selecting one, or at the most, two areas to develop and no more than two to three development activities for each area.

Name:		Current Position:		
1. State your development goal using the SMARTER style. (From IDP Worksheet Part One)				
2. Select the skill, knowledge or competency to be developed. (From IDP Worksheet Part Two)				
Development Activities List 2-3 learning activities (From IDP Worksheet Part Two)	Outcomes/Results State what the successful completion of the development activities looks like	Support List those that will support you with your development activities Who else will be involved?	Target Dates State when each development activity will be completed or major milestones	Status Note completion, potential road blocks and strategies
Date discussed with supervisor or mentor:		Date of follow-up meeting (at least once every three months):		