





Learn how to discover the career path that is right for you



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INTRODUCTION

The Department of Human Resources is pleased to offer this guide to current and prospective County of Los Angeles employees as a resource from the Succession and Workforce Planning Program. We are committed to providing outstanding service to you as you begin or progress in your career.

What do we mean by "career"?

A career is the series of jobs you hold across a significant period of time in your life. The period of time does not need to be consecutive, and the jobs do not need to be within the same field, be with the same employer, or have an upward trajectory. Your career is the portfolio of every job you hold and job-related decision you make that forms your professional identity.

What is the purpose of this guide?

This guide provides information and guidelines on how to plan your career. Specifically, this guide will help you

- understand what career planning is.
- recognize how career planning can benefit you.
- engage in an effective career planning process.
- find resources for planning a career with the County of Los Angeles.

A career is more than just the job you have now or the next job you attain.

Who should use this guide?

This guide is intended primarily for those who are just beginning their careers. However, it may be useful to anyone who wishes to take another look at their career choices or existing career plans.

Although this guide presents useful information, reading it does not guarantee that you will be successful in planning your career. By using this guide, you consent to understanding and agreeing with this disclaimer.

CAREER PLANNING OVERVIEW

What is career planning?

Career planning is the process of setting your career goals and outlining the steps to achieve them. It involves self-discovery, reflection, and learning to ensure your career goals align with what is right for YOU.

Career planning is not merely choosing your field or occupation. It is about planning the directions you will (and will not) take within your chosen field or occupation at any point of time to help ensure you are fulfilled and successful throughout your work life.

Likewise, career planning is not merely the short-term activity of job searching. It is about making job-related decisions that help you achieve your longer-term, "big picture" vision for your career.

Career planning is the process of putting yourself in the best possible position to carry out activities such as these:

- Choosing your field or occupation
- Searching and applying for jobs
- Finding ways to shape or modify your current job (if allowed)
- Changing the way you perform or approach your current job
- Evaluating job-related opportunities (e.g., projects, assignments, education, training)
- Preparing yourself for a future job

Do careers really need to be planned?

Yes! In fact, most people engage in career planning, whether deliberately or not. Thinking about where you are professionally and where you want to be is a common activity for most people. Following a purposeful career planning process can make these efforts more effective.

Who is responsible for career planning?

You are! Others can certainly help you by providing their guidance and support, but the career path you take is ultimately yours to direct. As in all situations, you are responsible for the decisions you make for yourself.

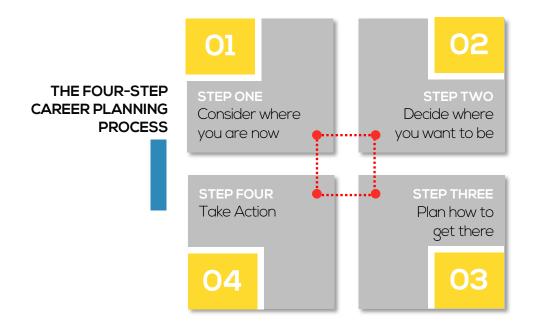
You could choose to let your career just "happen" and unfold as it may. But choosing to actively engage in career planning is choosing to actively invest in yourself.

According to the Bureau of Labor Statistics, the average workday is about 7.6 hours long. This means that if you work 5 days a week, 50 weeks a year, for 35 years, you will spend a total of 66,500 hours of your life at work.

Thoughtful career planning can contribute to making this significant piece of your life as fulfilling as possible.

THE CAREER PLANNING PROCESS

There are four main steps of the career planning process. Each step builds upon the previous step and impacts the overall success of the process.



As you will see on the next few pages, this process can be accomplished by answering 10 specific questions. But before you begin, please keep the following recommendations in mind:

- **Be practical**. Try to strike a balance between what is ideal and what is realistic.
- Take your time. When done correctly, the career planning process can be somewhat lengthy. The amount of time and effort spent at any one step varies from person to person, but you should expect that the entire process will not be completed in just one sitting.
- **Be open-minded**. You may uncover unexpected information about yourself and/or job options during this process.

The big career mistake most people make is not having a real destination or goal in mind.

Jeff Weiner, Former LinkedIn CEO



The first step in the career planning process requires you to take an introspective look at yourself and your career as it currently stands. To approach this step, ask yourself these questions:

What is my objective?

Decide what you are trying to figure out with your career planning effort. Are you unsure of where to start in your job search? Thinking about switching your field? Trying to decide what your next career move is? Whatever the objective may be for you, it is important to be clear about it at the very onset of your career planning process. It will frame your thinking during the steps that follow, and you will need to periodically return to it as a reminder of why you are engaging in the process.

What is my job situation right now?

Take some time to assess where you are presently in your career. Are you working? Not working? If you are, what are you doing and for whom? What knowledge and skills are you using as you perform your work? Are you generally satisfied with the major aspects of your job? Your answers to these questions form your current career profile. This profile is your description and general opinion about your present job situation. Reflecting on your current career profile can help you evaluate whether you want to continue traveling along your current path, change lanes, or launch an entirely new direction.

What are my VIPS?

Being self-aware is critical to making wise decisions about jobs and job-related opportunities. Build your self-awareness by identifying your **VIPS**:

Values – the characteristics about a job that you consider most important. You are likely to be more committed to a job when it supports your values.

Examples: Accomplishment, Contribution, Integrity, Power, Recognition, Status

Interests - the subject areas, topics, and activities that you enjoy. You are likely to be more motivated by a job when it engages your interests.

Examples: Construction, Data Analytics, Marketing, Working with tools/machines

Preferences - the ways you naturally function and process information. You are likely to be more comfortable in a job that suits your preferences.

> Examples: Focusing on completing a task versus how it is done; working alone versus with others; learning by talking and doing versus reading and reflecting

Strengths – the knowledge, skills, and abilities you possess and enjoy using. You are likely to be more successful in a job that enables you to build upon your strengths.

Examples: Customer service, putting things together, public speaking

There are a variety of methods that you can use to identify your VIPS. These methods include taking formal assessments or simply thinking about "who you are."

Note that there are many more assessments available, and some have a fee and/or require consultation with a professional. Use good judgement when deciding whether to take or base decisions on the results of any assessment; it may or may not provide true, valid, or useful information about your VIPS.

It is important that you are honest with yourself. Otherwise, you will undermine your planning efforts.

Finally, as you take this introspective look at yourself, it is important to reflect on who you really are, rather than who you would like to be. There are no "right" or "wrong" VIPS. So be honest with yourself during this step - it only stands to help **YOU** in the long-run!



The second step involves exploring options that align with what is important to you and creating your vision for your career. To approach this step, ask yourself these questions:

What options exist?

Begin gathering as much information as you can about fields, occupations, employers (e.g., County departments or work units within a department), and/or jobs. These options should be related to the objective(s) you set out to achieve for your career planning effort in Step 1. There are many avenues for conducting this research, and a few are described below:

- Go to the professionals. Explore resources offered by professional associations, either by attending conferences, reading articles, or participating in webinars.
- **Get the inside scoop.** Conduct informational interviews with people working in a particular job or for a particular employer that seem interesting. You can start by making a list of the people you know and the jobs they hold or have held. Review the list and ask yourself if any of those jobs seem interesting to you. If so, reach out to those individuals to get their opinions of their jobs, whether they think a similar job would be right for you, and what job(s) they think would be good for you.

Additionally, assess whether there are people on your list who made a career decision that you admire and are contemplating for yourself (such as moving from a higher-level to a lower-level position). If there are, reach out to them to get their perspectives on the decision, their outcome, and advice for you if you decide to make a similar decision. They can provide valuable insight to help you learn about available options, and also serve as your role models and mentors at later points in your career planning process.

- Shadow someone. Using the list of contacts you created (the people you know and individuals from the professional associations), identify someone you can shadow onthe-job so you can actually observe the job first hand.
- Check the Internet. Visit websites that provide occupational, wage, and other labor market information. Two good sources for information are websites for the U.S. Department of Labor, Bureau of Labor Statistics (http://www.bls.gov/ooh) and U.S. Office of Personnel Management (www.mynextmove.org).
- **Test the waters.** Take on part-time, internship, or volunteer work to build experience, expand your network, and serve as a reality check on whether you really enjoy a particular type of job.
- Take a course. Take advantage of free or low-cost education (such as community college courses and Massive Open Online Courses) to learn more about an area of interest.
- **Recollect.** Think back to a younger version of yourself and what you wanted to be when you "grew up." The authenticity of your imagination then could point to a career option that you should explore now.

In addition to knowing where and how to gather information, it is equally important to know what information to gather when researching fields, occupations, employers, and/or jobs. Provided below are several key pieces of information to gather:

- Daily tasks
- Education or training required
- Knowledge, skills, and abilities required
- Starting salary, salary range, and benefits
- Work schedule, environment, location, etc.
- Future career paths and directions the option could open up
- Future outlook for an industry, occupation, or employer
- Mission, vision, and strategic goals
- Other factors you deem to be important

Which of the options is most appealing to me?

Whether it is a specific field, occupation, employer, or job, now is the time to turn a career option into a career decision. To begin narrowing your focus, consider your objective, current career profile, and VIPS in relation to each career option you explored. Evaluate the risks of each option and whether you want to take those risks to achieve an expected benefit to your career. Risks can include the following:

- sacrifices you would have to make
- impact on your other priorities and responsibilities
- time, resources, and support you would need
- possibility of failure and its consequences

If your research does not point to an option that is right for you, do not give up. This simply means that you may have to exercise some creativity to design your own alternative option. For example, you could follow a path that is non-traditional (but increasingly popular) by moving around the career lattice as opposed to up the career ladder. The appendix provides a more detailed definition and useful illustration of this option.

What is my career vision?

With your newly-found decision in mind, describe where would you like your career to be in 5, 10, or 15 years. Imagine yourself at the height of your success, and describe what you have accomplished. That is your career vision.

Similar to the vision statement that many organizations have, your career vision is a concise declaration intended to focus your efforts and inspire you. Whether it is a single sentence or a short paragraph, it defines your aspirations for the future. It will ground the milestones you later set as your immediate and short-term goals.

Sample career vision statements are provided below. As you review them, remember that this process is unique to you. You may find that a sample statement articulates something appropriate for you, but we recommend using it as a springboard to spark your own ideas.

Things often start to fall into place once you have a career vision. The people you meet, the opportunities you recognize, and the situations you find yourself in become reflections of it.

Jeff Weiner, Former LinkedIn CEO

My career vision is to become a well-known and respected public defender, revitalizing the ways legal services are provided to underserved constituents.

My career vision is to conduct cutting-edge mental health research. I will achieve this vision by completing multiple residencies and learning from the world's leading experts on mental health issues.

I will become a diversity expert in my department. I will accomplish this vision in part by publishing a book about the role of diversity in the workforce.

Be persistent as you construct your career vision. You may need to make several attempts to shape the statement into something meaningful for you. And after you have finished, post it in a place where you will see it often. This visual reinforcement can help keep you on track.



The third step requires you to establish goals and actions that will lead you to achieve your vision. The following questions relate to approaching this step:

What goals will help me achieve my career vision?

Ultimately, the selection of appropriate goals will be a personal choice based on what you are willing and able to commit yourself to doing. However, use the following list of major career goal categories to initiate your thinking. Note that this list is not exhaustive. You may have career goals that do not fit neatly into any of these categories.

- **Autonomy** (goal to obtain more or less freedom to carry out work)
- Change in Responsibilities (goal to increase or decrease a work element)
- **Enhancing Expertise** (goal to learn or develop)
- **Expanding Network** (goal to build relationships)
- Growth (goal to advance in level of development or level of position)
- **Increase in Salary** (goal to earn greater compensation)
- **Outcome** (goal to achieve an output like a degree or work product)
- **Security** (goal to obtain stable employment)
- Work Factors (goal to change required travel, location, commute time, etc.)
- **Work-Life Balance** (goal to secure certain level of work-life balance)

Following the recommendations below can help you to drill down from these broad categories to further specify your career goals.

- Assess your current career profile. Evaluate what you like and do not like about your current job. Think about the elements of the job that contradict or do not contribute to your career vision, and how you can adjust those elements to be more aligned.
- Go back to your research. The information you gathered in the previous steps is a resource. Evaluate the requirements of the options and/or creative alternatives that shaped your career vision. The requirements that you do not currently meet or satisfy are the goals you should set for yourself.
- Keep it simple when you can. Sometimes, the selection of an appropriate goal will be obvious. For example, if your career vision involves eventually becoming a Lead Social Worker, then an appropriate career goal would be to earn a degree in Social Work.
- Seek feedback from others. If you truly cannot determine appropriate career goals, ask for input from the people you know and trust. You may also consider seeking the assistance of a professional career coach.

Have I constructed my goals effectively?

There are many ways you could structure an effective career goal. One of the most effective ways is to follow the S.M.A.R.T. model which is described below.

S.	M.	A.	R.	T.
Specific	Measurable	Achievable	Relevant	Time-bound
Clearly state	Define how you	Ensure that it is	Check that it	Describe your
what you want	will know you	something you	relates to your	deadline for
to accomplish	accomplished it	can accomplish	career vision	completion

Example:

Career Vision: To become a Lead Social Worker and enhance the practice of social work among a team of social workers

S.M.A.R.T. Goal: By June of next year, complete the remaining 8 units I need to earn my Master's degree in Social Work, including the 3-unit Social Work Leadership Practicum & Seminar.

Additional career goal examples are provided in the appendix.

Do I have the right number of goals to achieve my career vision?

Even though there may be many steps on the path toward achieving your career vision. trying to focus on too many can overwhelm you and jeopardize your success. You may be able to prevent these moments by allowing yourself to focus on one or two goals at a time. If you have more goals than that, evaluate the relative importance of each one to establish your priorities, and then tackle them incrementally.



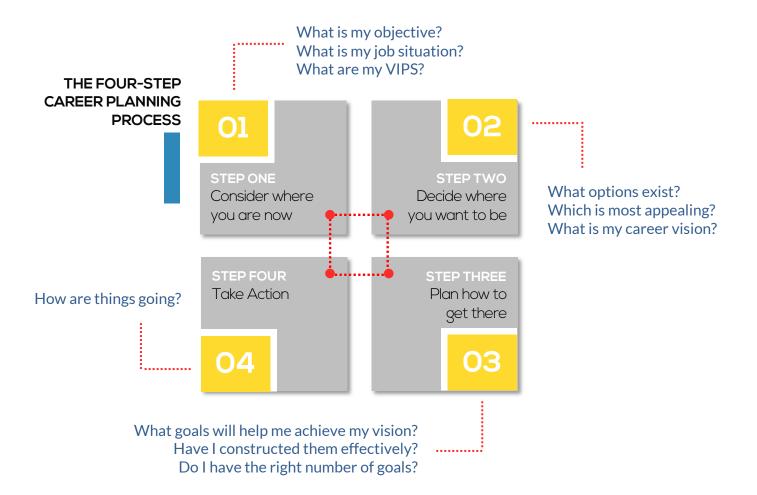
The fourth and final step is where you implement your plan and evaluate your progress. The following question relates to this step:

How are things going?

The most direct and important way to answer this question is to check whether you have actually started implementing your plan! We acknowledge that getting to the point where you have specific career goals established is hard work. Allow yourself a moment to breathe before launching into tackling them. However, be careful to not allow them to become stagnant. Try to move forward with your plan as soon as possible to keep your momentum.

Lastly, as you proceed with your plan, periodically review your progress. The frequency depends on what is best for you, but be sure to take the time to celebrate your successes and make adjustments in areas that are not going as planned. Because situations and priorities change, you may need to reconfigure your career vision and/or goals.

Below is a summary of the career planning process that highlights the ten questions you ask yourself as prompts for the actions of each step.



A sample of this process "in action" is provided on the next page.

Example:



What is my objective? What is my job situation? What are my VIPS?

Kim's objective was to figure out her next career move. She was working for a dry cleaner. She liked that it allowed her to interact with a lot of people. It required her to be friendly to customers and log information into a computer system. Her boss wanted to train her to handle the bookkeeping, but she knew that wasn't for her.

Kim discovered that she values job stability most. She enjoys helping people and is interested in a job that allows her to do that. She prefers work that allows her to use past experience to solve problems and have an observable impact on others. Although she has been told that she is good with numbers, she feels public speaking is her top strength.



What options exist? Which is most appealing? What is my career vision?

Kim explored job opportunities in marketing, public relations, and human resources, and she decided that human resources had the best occupational outlook that would enable her to stay in Los Angeles. She researched the website for the Private Sector HR Association and the website for the Society for Public Sector HR. She also interviewed her neighbor who is an HR trainer and video chatted with a friend who just received a certificate in HR management.

Kim decided that the best option for her was a public sector HR job. Her vision for her career was to become a trainer.



What goals will help me achieve my vision? Have I constructed them effectively? Do I have the right number of goals?

Based on this vision and the information she gathered about available options, she established the goal to obtain an entry-level job with the County of Los Angeles within the next year. She also set the goal to enhance her presentation skills by joining Toastmasters next month.



How are things going?

Kim subscribed to receive an email when the County began accepting HR trainee applications. She submitted her application and used the online test preparation to study for the exam. Her Toastmasters practice enabled her to answer questions and present herself well during the interview. She ended up being hired by the Training Division. She was thrilled to have met her goals, which brought her closer to achieving her vision. With her new job, she decided it was time to revisit her career plan and set new goals for herself.

DOCUMENTING YOUR CAREER PLAN

A critical component of career planning is documentation. You have amassed quite a bit of valuable information, and organizing it in a structured manner will make it easier to refer back to later on.

Although there are many ways to document a career plan (e.g., by keeping a journal, preparing a report, filling out a form), they all aim to synthesize key details from your career planning process and make you more invested in working toward achieving your career vision and goals. A recommended structure for documenting your career plan is provided below, and a template is included in the appendix.

Part One: Vision

This section presents your career vision.

Part Two: Process

This section describes the background information you used to derive your vision and goals.

- Your career planning objective
- Your current career profile and VIPS
- The tools and resources you used to better understand yourself
- Specifics about the options you explored, including any perceived risks

Part Three: Goals

This section describes your career goals.

- List of specific goals, separated by major timeframes for completion (e.g., immediate, short-term, or longterm based on your individual standards for what those timeframes mean)
- Description of why those goals make sense for you
- Analysis of any resources you might need to accomplish your goals
- Evaluation of challenges you may face in meeting your goals and how to overcome them
- Outline of when and how you will check your progress

Part Four: Reflection

This section describes your general thoughts about your current and future career planning efforts.

- Evaluation of your motivation and level of commitment to your plan
- Analysis of significant factors that may impact future career planning efforts (e.g., finances, support, other personal commitments)

Often times, the difference between those who achieve their goals and those who do not is that those who succeed know what they need to do to get there.

They set specific goals and develop strategies to achieve them.

PLANNING YOUR LOS ANGELES COUNTY CAREER

Los Angeles County is a unique organization. Virtually every field and occupation is represented among our 2,000+ job titles, and the diversity of work environments is unmatched. As you engage in your career planning process, we invite you to research what the County has to offer.

- Learn about the County's history, structure, services, programs, and projects. For links and information, visit http://hr.lacounty.gov/about-the-county/.
- Learn about each department's mission, and how the department measures success, recognizes achievements, and supports career growth. Many departmental websites have Director's Messages, annual reports, newsletters, and other resources that can directly or indirectly help you get a sense of these factors. Visit http://hr.lacounty.gov/departments-overview/ for links.
- Review online employee testimonials at http://hr.lacounty.gov/faces-of-los-angeles-county/.
- Visit https://www.governmentjobs.com/careers/lacounty to peruse the listing of current job opportunities with the County. There are many, so dig in!
- Do a keyword search for an area of interest within our job descriptions system and see what options you find! Visit https://www.governmentjobs.com/careers/lacounty/classspecs for links.
- Explore actual career paths taken by County employees using the Career PathFinder tool at https://career-pathfinder.hr.lacounty.gov.

CONCLUSION

In this guide, our goal was to provide you with useful recommendations for planning your career. Career planning should be an ongoing process. New needs and experiences - whether job-related or in other parts of your life - will influence your career plan. It changes as you and your circumstances change.

There are many online learning resources that can help you plan your career. If you have a County of Los Angeles Public Library card, you can access LinkedIn Learning (formerly Lynda.com) and other online learning resources by visiting http://www.colapublib.org/learn/. If you are a current County employee, you can access resources offered by *Udemy.com* by exploring http://lacounty.udemy.com.

Lastly, remember that your career plan is yours. Each one of us travels a different path, and you should base your career decisions on what is right for YOU. Do not be guided by the speed or direction of others.

The County of Los Angeles wishes you the best in achieving a fulfilling career. As we progress in life, we learn to appreciate the unique and remarkable integration of our values, interests, preferences, and strengths that make each of us who we are.

We begin to see how important it is to find career paths that best complement this unique sense of identity.

And, in time and with change, we find ourselves in careers that truly fit.

-myplan.com

APPENDIX

Career Lattice Illustration

B.

Career Goal Examples

Career Plan Template

D.

Sources

E.

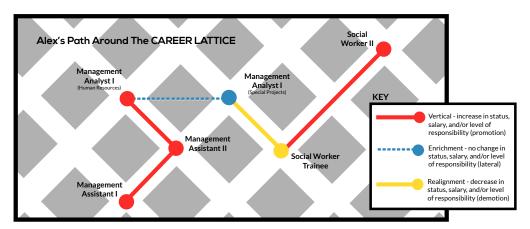
Authors

Appendix A

Career Lattice Illustration

Sometimes to move forward, you need to sidestep or take a step back to accommodate a career goal or personal commitment that has priority. These types of movements characterize the concept of a career lattice. In contrast to the career ladder where each career move must be "up" to be considered positive, the career lattice acknowledges that movements to different positions at the same or lower level can also be considered positive.

The example below illustrates how Alex maneuvers the career lattice as he progresses in his career.



After earning his undergraduate degree in psychology, Alex acquires a Management Assistant I position in the human resources unit. One year later, he is promoted to Management Assistant II. He is then promoted to Management **Analyst I** one year later. After two years pass, Alex decides that he is ready to promote again, but there are no vacancies in the human resources unit for Management Analyst II. So Alex decides to make a lateral move to Management **Analyst I** in the special projects unit to continue growing professionally.

Over the next two years, Alex works on special projects involving technology, social work, and procurement. He finds that he is truly engaged by the social work projects and decides to make social work the focus of his future career path. He wants to promote, but he knows he needs more specialized education. So with his supervisor's support, he takes a voluntary demotion to Social Worker Trainee to enable him the work/life balance to pursue a Master's degree in Social Work.

Three years later, Alex earns his Master's degree. Because he has this degree and possesses some relevant higher-level work experience from when he was a Management Analyst I, he is able to advance more quickly than the typical Social Worker career path. After just one year, he promotes to **Social Worker II**.

Alex's overall journey during these 10 years involved much change. He was able to find success and continue moving forward in ways that did not always involve moving "up."

Appendix B

Career Goal Examples

Provided below are several example career goals that are tied to example career vision statements. As you review each goal, consider how it follows the S.M.A.R.T. model.

Example 1 (Early-Career Career Planner)

Career Vision

To become a manager in my department. I will accomplish this vision by working my way up the ladder and proving my determination and expertise to management while gaining the respect of my co-workers.

Goal 1 Work in all three divisions within my department over the next 5 years.

Reason

I get bored easily once I have mastered something, and it is important to me to have a well-known profile in the department.

Action Steps

- Ask to attend staff meetings for different divisions on a monthly basis.
- Reach out to my supervisor to discuss possible crossdivisional work projects.
- Subscribe to receive email alerts when a transfer opportunity becomes available.

Goal 2 Promote every 2-3 years.

Reason

It is important to me to have tangible, recognizable markers of my work success and achievement.

Action Steps

- Maintain a portfolio that describes every significant project and accomplishment I have earned.
- Seek out projects and assignments that will help me develop the knowledge and skills needed for the higher-level position.

Example 2 (Mid-Career Career Planner)

Career Vision

To become a recognized XYZ consultant who serves as an expert witness on XYZ issues and provides XYZ services to clients on a project-oriented basis.

Goal 1

Move into an XYZ lead analyst role in my department by June 30 of next year.

Reason

It is important to me to be recognized for expertise in one area, and I am not interested in becoming a supervisor.

Action **Steps**

- Set aside at least four hours each week to review articles in XYZ professional journals
- Attend the XYZ annual conference in six months.
- Identify and enroll in an XYZ certification program.
- Request to enroll in LA County University's Emerging Leader Program.

Goal 2 Pursue a job that allows me to work more independently.

Reason

I execute tasks better when I can decide how I perform them.

Action **Steps**

- Reach out to the current XYZ senior analyst to get her perspective on the role and whether this is possible.
- Conduct a keyword search for jobs in the County that require use of independent judgement.

Example 3 (Later-Career Career Planner)

Career Vision

To promote to executive secretary and retire in the next five years. To earn my promotion, I will initiate and author a much-needed secretarial handbook that will transform and professionalize the secretarial function within the entire organization (and also serve as my professional legacy after I have retired).

Goal 1

Modify the tasks and responsibilities of my position over the next two months.

Reason

I have performed the same tasks for longer than I realized, and it is important to have varied work experience, especially if I am to promote.

Action **Steps**

- Further refine what type of tasks would make me more promotable.
- Reach out to my supervisor to find out if my job can be re-configured.
- Identify ways to show my supervisor that I can handle different types of tasks.

Goal 2

Propose a new work responsibility to my supervisor in the next six months.

Reason

I have amassed quite a bit of knowledge during my years working as a secretary, and it is important to me to document my knowledge, especially when it can help other secretaries understand and perform their jobs better.

Action **Steps**

- Take the Better Business Writing Skills course offered by Udemy.com.
- Create a proposal that outlines the need for the secretarial handbook and why I am the best person to author it.

	Appendix C			
Career Plan Template				
Par	rt One: Vision			
	rt Two: Process			
A.	Objective The career question(s) I am curr career plan.	ently facing th	nat led me to cr	eate/revisit my
	 What type of job should I sea What type of organization shead of the Should I pursue further eduction? Should I seek a promotion? Should I inquire about a dem Should I change my occupati Other: Other: 	nould I work for ation/training otion?		
B.	<u>Current Career Profile</u> A description of where I am at tl	his point in my	caroor	
	Employed (fill in section below)			
	LITIPIOYEU (JIII III section below)			
	Employer		For how long?	Generally Satisfied? ☐ Yes ☐ No
	Industry			Yes No
	Job Title			☐ Yes ☐ No
	Supervisor			☐ Yes ☐ No
	Salary		-	☐ Yes ☐ No
	Schedule			☐ Yes ☐ No
	Location			Yes No
	Role & Tasks			☐ Yes ☐ No
	Knowledge & skills used			☐ Yes ☐ No

C.	Assessments The tools and resou	urces I used to better understand myself.
	Other example:	
D.	<u>Findings</u> My most important	values, interests, preferences, and strengths (VIPS).
	Values	
	Interests	
	Preferences	
	Strengths	
E.	Career Exploration The tools and resou	n Methods urces I used to research and investigate career options.

F. Options Explored Specifics about the options I explored, including risks			explored, including risks
Pa	rt Three: Goa	als	
G.	<u>Immediate (</u>	<u>Goals</u>	
	Goal 1		
		Reason	
		Reason	
		Action	
		Steps	
	Goal 2		
	Goal 2		
		Reason	
		Action	
		Steps	
Н.	Short-Term	<u>Goals</u>	
	Goal 3		
		Reason	
		Action	
		Steps	

	Goal 4		
		Reason	
		Action	
		Steps	
l. <u>L</u>	ong-Term (<u>Goals</u>	
	Goal 5		
		Reason	
		Action Steps	
		эсерэ	
		<u> </u>	
	Goal 6		
		Б.	
		Reason	
		Action	
		Steps	
J. <u>R</u>	<u>Resources</u>		an liab and an alla
ı	ne resource	es I need to accor	npiisn my goais.

K.	<u>Challenges</u> The challenges I may face in meeting my goals and how I will overcome them.
L.	Check-points When and how I plan to check my progress in meeting my goals.
Pa	rt Four: Reflection
М.	Motivation My motivation and level of commitment to my plan.
N.	Factors Significant factors that may impact future career planning efforts (e.g., finances, support, other personal commitments).

Appendix D

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Appendix E

Authors

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Marc holds an M.S. in Industrial/Organizational Psychology and professional certificates in Human Resources Management, Project Management, Technical Writing, and Business Management. He has earned a SHRM-SCP certification. Marc has over 21 years of experience in public, private, and consulting organizations. His areas of practice include succession and workforce planning, selection research and test development, strategic organizational initiatives, workforce analytics, organizational surveys, coaching, training program development, recruitment, career guidance, workforce reduction, compensation administration, and other human resources activities. He has presented at regional and international conferences and has been published in professional journals. Marc was a recipient of a 2018 GCN Government Innovation Award.

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