

## Competency Modeling

### Observations

- No formalized, consistent process of executing talent management programs.

### Goals

- Job descriptions and job families contain identified competencies.

## Career Paths

### Observations

- Lack of defined career paths for unclassified professional's leads to a perception that career opportunities are limited to one's own current department's structure, and that movement across the university is somewhat rare.

### Goals

- Identify the career paths, tracks (families/subfamilies), streams, critical roles and job structure.
- Identify tools and programs to support employees and supervisor in creating and implementing career paths.

## Performance Management

### Observations

- Each department or college is left to design its own performance evaluation process and tools for faculty and unclassified staff and these are often inconsistently applied. A standard performance evaluation process for university support staff does exist, but it is often not liked.
- There is no formal training conducted for managers of unclassified professionals and faculty in conducting effective performance assessments, and so effectively managing issues of poor performance was reported as being lacking.
- There are significant gaps that exist programmatically that affect faculty, unclassified professionals, and in some cases, university support staff including: the lack of clear policies pertaining to unclassified professionals; and talent management programs and processes including performance management and leadership development for all roles.

### Goals

- Develop standardization and best practices for unclassified professionals and university support staff performance review and evaluations.

## Career Development

### Observations

- The skills and experience associated with the design and development of learning experiences (both classroom and non-classroom) is quite scattered across the university, with a lack of sufficiently dedicated staff to perform these functions.

### Goals

- Identify tools and programs to support employees and supervisor in creating and implementing employee development plans.
- Establish programs to support employee development, i.e. succession management, 360 feedback assessments.