



# Career Pathway Capability Assessment Tool<sup>®</sup>

This resource can be used as tool for generalized organizational self-reflection or as the first step in identifying gaps or areas for growth to be addressed using the Implementation Planning Tool.

The Assessment Tool can be completed individually by an administrator with working knowledge of all aspects of organizational capacity; by a range of staff, depending on their institutional knowledge; by consensus during a meeting with strong staff representation; or by individuals across the organization, with responses aggregated.

As with any assessment, this survey can be readministered quarterly or annually to better capture progress and identify ongoing needs.

**Directions:** Pick the level(s) where you think your organization currently falls. This will allow you to look at the next level practices to identify where you want to go.

## Career Pathway Programming Implementation Planning Tool

Complete only the portions of the Implementation Planning Tool (see page 3) that reflect the gaps or areas for improvement identified in the Capacity Assessment. Use the Implementation Planning Tool to prioritize, discuss, assign, and schedule actionable steps, and to identify short- and long-term goals for program development. A best practice is to address only a few prioritized goals first and then move on to others.

Implementing change offers a meaningful opportunity for including staff input and contributions across all tiers of your organization.

**Directions:** This implementation planning tool is designed to move you in the direction of Level 4 best practices. You may not be able to achieve this in 12 months but think about what it will take to move you toward the next level.



## Career Pathway Capability Assessment Tool

Initially Developed 1	Partially Developed 2	Well Developed 3	Fully Developed 4
<ul style="list-style-type: none"> <li><input type="checkbox"/> Those initiating career pathway programming have the support of some key leaders and recognize the need for accountable management</li> <li><input type="checkbox"/> Career pathway process is clearly defined and communicated primarily during supervision</li> <li><input type="checkbox"/> Career pathways are not linked directly to employee development and are offered mostly via traditional approaches (vertical career ladders)</li> <li><input type="checkbox"/> Career pathways are defined and mapped for essential positions and made available upon request</li> <li><input type="checkbox"/> Career programming has little or no formal budget</li> <li><input type="checkbox"/> Those initiating career programming recognize the need to incorporate technology</li> <li><input type="checkbox"/> Those initiating career programming recognize the need to develop an assessment tool</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Career pathway programming is sporadically implemented and, though supported by leadership, lacks consistent management</li> <li><input type="checkbox"/> Career pathway process is defined and communicated during some onboarding and supervision</li> <li><input type="checkbox"/> Career pathways are usually referenced within employee development, mostly via traditional approaches (vertical career ladders)</li> <li><input type="checkbox"/> Career pathways are well defined and mapped for essential positions and made available to selected staff</li> <li><input type="checkbox"/> Career programming has a tentative budget to allow for supporting education and training</li> <li><input type="checkbox"/> Career programming uses minimal technology to increase engagement</li> <li><input type="checkbox"/> Career programming is informally assessed by some staff to inform ongoing program development</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Career pathway programming is a shared responsibility designed and implemented with the support of leadership</li> <li><input type="checkbox"/> Career pathway process is well defined, and communicated during recruitment, onboarding, and through supervision</li> <li><input type="checkbox"/> Career pathways are usually referenced within employee development, including traditional (vertical career ladders) and non-traditional (e.g., job rotation, career lattices) advancement approaches</li> <li><input type="checkbox"/> Career pathways are well defined and mapped for all positions and employees and are communicated with selected staff</li> <li><input type="checkbox"/> Career programming has a limited budget that supports high priority education and training and some in-house promotion</li> <li><input type="checkbox"/> Career programming includes some accessible and supported technology for engagement</li> <li><input type="checkbox"/> Career programming is assessed annually by most staff to inform ongoing program development</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Career pathway programming has an identified individual accountable for engaging leadership and overseeing program design and implementation</li> <li><input type="checkbox"/> Career pathway process is standardized, well defined, and emphasized during recruitment, onboarding, and through supervision</li> <li><input type="checkbox"/> Career pathways are embedded within employee development, including traditional (vertical career ladders) and non-traditional (e.g., job rotation, career lattices) advancement approaches</li> <li><input type="checkbox"/> Career pathways are well defined and mapped for all positions and employees and communicated with all staff</li> <li><input type="checkbox"/> Career programming has an annual budget to support education, training, and in-house promotion</li> <li><input type="checkbox"/> Career programming integrates appropriate, accessible, and supported technology for flexible engagement</li> <li><input type="checkbox"/> Career programming is anonymously assessed annually by all staff as foundational to ongoing program development</li> </ul>



## Career Pathway Programming Implementation Tool

Best Practice: Level 4	Key Activities to Move Toward Level 4 Best Practice	Lead/Contributors/Stakeholders	Timeline			
			Within 3 months	Within 6 months	Within 12 months	More than 1 year
<input type="checkbox"/> Career pathway programming has an identified individual accountable for engaging leadership and overseeing program design and implementation						
<input type="checkbox"/> Career pathway process is standardized, well defined, and emphasized during recruitment, onboarding, and through supervision						
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<input type="checkbox"/> Career pathways are well defined and mapped for all positions and employees and communicated with all staff						
<input type="checkbox"/> Career programming has an annual budget to support education, training, and in-house promotion						
<input type="checkbox"/> Career programming integrates appropriate, accessible, and supported technology for flexible engagement						
<input type="checkbox"/> Career programming is anonymously assessed annually by all staff as foundational to ongoing program development						