

Problem Statement: There are not enough opportunities for Career Enhancement

To begin to address this problem, the Team first developed a definition of what career enhancement is/is not. An action plan of issues the team will address was then developed. The causes/solutions leading to the action plan is attached.

Definition of Career Enhancement

Career enhancement is:

Making environment conducive for growth

Higher grade

More money

More responsibility

Opportunity to get into a new field

Dealing with "Topped out"

Career enhancement is NOT:

To further personal goals not in line with the Agency

Changing jobs because of performance

Management's total responsibility

Adding duties to existing jobs to increase the grade

Problem Statement: Not enough Opportunities for Career Enhancement

Causes

Solutions

<p>Cause A: Lack of details and cross training opportunities</p> <ul style="list-style-type: none"> - Supervisory approval (lack of/inconsistency) - Managing workload - Funding 	<p>Employees take responsibility for career</p> <p>Managers and employees consider details, temporary assignments and cross-training for mutual benefit</p> <p>Managers communicate when details are acceptable</p> <p>Employees work with managers on workload issues prior to going on assignments</p> <p>AFM develop its own succession planning program</p> <p>Managers and employees consider participation in career-enhancement training programs (i.e., leadership development)--IDP process</p> <p>Senior Staff team addressing staffing needs issues</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>Cause B: Training</p> <ul style="list-style-type: none"> - Training outside of Division's function is not a priority - Funding - IDP not properly utilized 	<p>Present AFM training on career planning opportunities</p> <p>Network with other Agencies</p> <p>Informal and formal mentoring (i.e., Beltsville Mentoring Program)</p> <p>Smart Center (obtain data to see if AFM utilizes)</p> <p>Utilize Training and Career Development Section</p> <p>Managers review IDP with employees during performance evaluation process</p> <p>AFM use IDP as a career-enhancement plan to map out employee career path</p>
<p>Cause C: Favoritism/Politics</p>	<p>Managers need to be aware of these perceptions and ensure that opportunities are fair and equitable</p> <p>Employees must take responsibility for seeking out opportunities</p>
<p>Cause D: Hiring Outside People</p> <ul style="list-style-type: none"> - Internal people not qualifying - Internal people not applying - Internal employee not best qualified - No AFM policy currently in effect on preference in AFM for hiring from within 	<p>Managers consider AFM employees first for career-enhancement opportunities when recruiting</p> <p>AFM Division Directors report as an accomplishment the number of vacancies filled as career enhancement</p> <p>AFM needs to strive to make their employees best qualified for positions</p>

<p>Cause E: Lack of Career Paths, i.e., trainee and bridge positions</p> <ul style="list-style-type: none"> - Management desire for trained people - Abolishing positions as a result of streamlining to meet staffing mandates and budgeting requirements - Lack of management awareness of career enhancement programs - Perceived low turnover at the top of AFM - FPL's and perceived low turnover 	<p>As vacancies occur, management consider filling with career enhancement opportunities</p> <p>Designate a certain percentage of AFM positions that will be filled via career-enhancement</p> <p>Review attrition rates to assess turnover</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

ACTION PLAN

Career Enhancement

1. AFM Management establish a policy that 3-4 positions (or a given % of total AFM vacancies) a year be identified as career-enhancement. Division Directors work as a group to determine which positions will be designated career-enhancement as vacancies occur. This can then be reported as an accomplishment.
2. Career enhancement training be presented twice a year (based on performance evaluation cycle).
3. AFM utilize IDP as a career-enhancement plan to map out employee career path.
4. AFM develop succession planning program in line with Agency LEAD program.
5. Encourage managers' continued participation with career-enhancement opportunities (i.e., SET, cross-training, detail opportunities, shadowing). Senior Staff team will address specifics.
6. Network with other Agencies regarding career-enhancement programs that could be utilized within AFM
7. AFM strive to make their employees best qualified for positions.