

## On-the-Job Professional Development Activities

The following tables contain potential development activities associated with key job level descriptors (organizational impact, leadership/talent management, problem solving/complexity, and communication/influence) for executive, management, professional, administrative support, and police/fire/skilled trades staff. Our list of development activities are not all-inclusive; instead, they provide statements that can help the supervisor and employee consider potential development possibilities. [If a supervisor and/or employee is seeking job specific development ideas, please click here to access the Career Path Maker Tool to view individual job details.](#) Supervisors and employees seeking additional guidance on how to grow their careers or manage the careers of others should [click here to register for a DevelopMe for Supervisors session](#) or [click here to register for a DevelopMe for Employees session](#).

	<b>Job Level Descriptors</b>				<b>Development Activity</b>
	<b>Organizational Impact</b>	<b>Leadership and Talent Management</b>	<b>Problem Solving and Complexity</b>	<b>Communication and Influencing</b>	
<b>Executive</b>	✓		✓	✓	1. Consider a first-time assignment associated with leading a strategic initiative and/or implementing strategies that have long-term (3-5 years) and mid-term (2 years) impact on business results
			✓	✓	2. Consider a first-time assignment associated with leading activities that demonstrate the ability to negotiate, strike compromise, and influence senior executive leadership to influence the strategic vision of the University
			✓	✓	3. Lead the successful resolution of complex problems that affect multiple business units, Job Families, and/or multiple sections of the organization
		✓		✓	4. Consider expanding the capabilities of a workforce to achieve results, build and nurture talent, and advance innovation affecting multiple business units, job families, and/or multiple sections of the organization

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	<b>Organizational Impact</b>	<b>Leadership and Talent Management</b>	<b>Problem Solving and Complexity</b>	<b>Communication and Influencing</b>	
<b>Management</b>		✓		✓	1. Consider expanding capabilities of the workforce to achieve results, build and nurture talent, and advance innovation affecting departments, units, sub-families, and multiple teams
	✓			✓	2. Provide strategic, operational, and tactical direction to departments, units, job families, or multiple teams
			✓	✓	3. Consider a first-time assignment associated with leading the investigation, analysis, and successful resolution of complex problems and issues
			✓	✓	4. Consider a first-time assignment associated with communicating, persuading, explaining, and influencing executives and others to accept practices, procedures, and approaches

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<b>Professional</b>			✓	✓	1. Consider a temporary assignment that will expand and strengthen a staff member's ability to communicate, negotiate, and influence compromise regarding policies, practices, and procedures
	✓			✓	2. Consider a temporary assignment that will increase a staff member's level of involvement in strategic and operational planning with short- to mid-term (1-2 years) impact on the university, department, and/or unit. This might include the development and implementation of new products, processes, standards and operational plans
			✓	✓	3. Consider a temporary assignment that will increase a staff member's level of involvement in contributing to the resolution of complex and moderate multi-dimensional problems
		✓		✓	4. Consider a temporary assignment that will increase a staff member's level of involvement in coaching, reviewing, and delegating work to others

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<b>Administrative Support</b>	✓			✓	1. Consider a temporary assignment that will expand and strengthen a staff member's knowledge of operations and/or the ability to lead aspects of the daily operations
		✓		✓	2. Consider a temporary assignment that will increase a staff member's ability to train, delegate, and review work of others
			✓	✓	3. Consider a temporary assignment that will increase a staff member's analysis and resolution of routine and/or non-routine problems
			✓	✓	4. Consider a temporary assignment that will increase a staff member's Influence inside and outside the department and area regarding practices, procedures, and policies

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<b>Police/Fire/Skills Trades</b>	✓			✓	1. Consider a temporary assignment that will expand and strengthen a staff member's knowledge of operations and/or the ability to lead aspects of the daily operations
		✓		✓	2. Consider a temporary assignment that will increase a staff member's ability to train, delegate, and review work of others
			✓	✓	3. Consider a temporary assignment that will increase a staff member's analysis and resolution of routine and/or non-routine problems
			✓	✓	4. Consider a temporary assignment that will increase a staff member's Influence inside and outside the department and area regarding practices, procedures, and policies