

## Job Family Career Development Guide: Professional Level 3

The purpose of the Job Family Career Development Guide is to help employees and supervisors quickly identify competencies required for success at a designated career stream level. If you are currently employed at the above level, or aspire to someday work at this level, **complete the following steps**.

1. Review the Competency Summary table below and mark your level of experience and training, from your perspective, and ask that your supervisor do the same. This will help you to identify developmental opportunities.
2. Reference the Development Dimension table below for potential development ideas and paths.
3. Upload your development plan into SuccessFactors ([watch how-to video](#)).

Competency Summary	Experience and Training		
	Limited Experience and/or Training	Moderate Experience and/or Training	Extensive Experience and/or Training
<b>1. Organizational Impact</b> Works to achieve day-to-day objectives with significant impact on operational results within area of work. Works independently under limited supervision. May be responsible for entire projects or processes within area. Typically responsible for coaching and reviewing the work of lower level professionals.			
<b>2. Leadership and Talent Management</b> May be responsible for providing guidance, coaching and training to other employees within job area. May manage projects at this level, requiring responsibility for the delegation of work and the review of others' work product.			
<b>3. Problem Solving and Complexity</b> Problems and issues faced are unclear and may require understanding of a broader set of issues, and may be difficult. Problems typically involve multiple issues, areas or specialties. Problems are typically solved through drawing from prior experience and analysis of issues. Has responsibility for making moderate to significant improvements of processes, systems or products to enhance performance of area.			
<b>4. Communication &amp; Influencing Others</b> Communicates with parties within and outside of own area. May have responsibility for communicating with parties external to the organization Works to influence parties within and outside of the area at an operational level regarding policies, practices and procedures.			
<b>5. Knowledge and Experience</b> Requires broad knowledge of area typically obtained through advanced education combined with experience. May have practical knowledge of program or project management. Typically requires a University degree or equivalent experience and minimum 4-5 years of prior relevant experience.			

*Optional:* [Click here to access on-the-job development ideas](#). If you are interested in colleague and stakeholder feedback, concerning potential developmental opportunities, consider launching a 360 Feedback Survey. [Click here to watch How-To video](#).