

Job Family Career Development Guide: Police, Fire and Skilled Trades 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 Dimensions 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
1. Organizational Impact Works to achieve day-to-day objectives with significant impact within the area. Work consists of tasks that are typically not routine. Works independently under limited supervision. Responsible for assisting and training lower level support employees. May be responsible for entire projects or processes within area.			
2. Leadership and Talent Management May be responsible for providing guidance, coaching and training to other employees within area. May manage projects, requiring responsibility for the delegation of work and the review of others' work product.			
3. Problem Solving and Complexity 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.			
4. Communication & Influencing Others Communicates with contacts within and outside the department on matters of moderate importance. Explains practices, procedures and policies in order to reach agreement. Works to influence parties at an operational level. May communicate to parties external to the organization.			
5. Knowledge and Experience Requires deep knowledge of trade or discipline. Typically requires high school diploma and minimum 4 years relevant work experience. Some job areas may require vocational or technical education in addition to prior work 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](#).