



Career Conversations Overview

What are Career Conversations?

Career Conversations are structured discussions between employees and their supervisors that are designed to support employee success through reflection, planning, problem solving, and honest and constructive feedback. Career Conversations begin when employees reflect on significant accomplishments, key strengths, and plans for the future.

Why is the University moving to this approach?

During 2015 and 2016, Human Resources sponsored gatherings with more than 300 employees and supervisors to collect feedback about the University's current performance management approach. Both employees and supervisors expressed interest in a more honest, practical, forward-looking approach that would enhance performance and support positive working relationships.

What is the value of honest, direct and regular feedback?

- ▶ Better performance and higher productivity
- ▶ Stronger teams and work groups
- ▶ More trust
- ▶ Greater job satisfaction
- ▶ Early alerts about performance concerns

Why do Career Conversations address strengths?

We do our best work and are most engaged when we are encouraged to use our individual strengths. Conversations about strengths may provide employees and supervisors with the opportunity to offer or modify responsibilities in alignment with interests and areas of mastery.

What kinds of strengths should be noted?

The Strength Examples list included in this guide may help employees think about the strengths they bring to their roles.

How should the *do more, do less, start, stop, or change* section be completed?

We asked several employees for examples of items they plan to include in this section to create a list of **Do More, Do Less, Start, Stop, or Change Examples**, which you will find at the end of this guide.

What if a supervisor disagrees with the key accomplishments, strengths, or plans for the future an employee has reported?

We encourage supervisors to be honest and share their perspective. Supervisor may note these disagreements in writing or invite the employee to revise their content based on the Career Conversation.

What if an employee disagrees with the supervisor's comments?

We appreciate it can be difficult to express disagreement with a supervisor, but honest conversations make for better working relationships. If the supervisor chooses not to change the comments, the employee may document the disagreement on the Career Conversation form.