

Website Manager’s Guide

This document provides managers with practical tips, sample questions, and recommended approaches for integrating USC’s career development hub into meaningful career development conversations with employees. It is designed to help managers strengthen engagement, support growth, and encourage shared ownership of career development.

Why Use This Website

The career development hub is a centralized resource that helps employees:

- Assess their skills, interests, and values
- Identify growth areas and development options
- Access tools for goal setting, coaching, and planning
- Help employees visualize potential career trajectories

Managers can use the site to:

- Prepare for development discussions
- Guide employees to reliable, consistent career tools
- Encourage proactive and ongoing career exploration
- Reinforce a culture of continuous growth

Integrating the Hub into Career Conversations

Before the Conversation:

- Explore career paths and opportunities
- Assess their skills, interests, and values
- Identify growth areas and development options
- Access tools for goal setting, coaching, and planning

During the Conversation:

Use the site as a shared reference. It can help you:

- Anchor discussions in clear expectations and competencies
- Explore career directions with the employee
- Identify specific skills and development activities
- Co-create an actionable development plan

After the Conversation:

- Follow up with links to specific tools or pages.
- Schedule check-ins to review progress and revisit the site as needed.

Example Conversation Flow:

- Start with the employee’s reflections (using assessments or tools from the site).
- Compare their interests/strengths with available career paths or competency models
- Identify development gaps or growth areas.
- Discuss resources available on the site to support next steps.

Simple Questions Managers Can Use

Here are natural ways to encourage employees to use the site without it feeling directive or overwhelming:

Questions to Explore Interests and Aspirations:

- “What aspects of your current role do you find most energizing?”
- “What types of work do you want more exposure to?”

Questions to Identify Skills and Growth Areas:

- “What skills did you notice in the competency descriptions that you’d like to strengthen?”
- “Which development resources from the site stood out to you?”

Questions to Support Planning:

- “What short-term development goals feel realistic based on what you saw on the site?”
- “What experiences or stretch assignments might support these goals?”
- “What tools or learning modules from the site can help you get started?”

Questions to Encourage Ongoing Development:

- “What’s one new skill you’d like to try this quarter?”
- “How can I support you in exploring opportunities listed on the site?”
- “What progress have you made using the development plan tool?”

How Managers Can Recommend the Site

Here are natural ways to encourage employees to use the site without it feeling directive or overwhelming:

In 1:1 Meetings:

- “Have you had a chance to look at the career management site? I think you’d find the skill assessments and development suggestions really useful.”
- “Would it help if we walked through some of the tools together during our next 1:1?”

When Giving Feedback:

- “There are some useful development tips on the site related to project leadership. Want to look through them and talk about what might work for you?”

While Assigning Work:

- “This stretch assignment connects with the development areas you’ve been exploring on the site. Let’s use the planning tools there to outline a SMART goal so we can track your progress clearly.”

In Performance and Development Cycles:

- “As you prepare your development goals, the site has templates and examples that can help you write a strong plan.”

Best Practices for Managers

- **Make career development a shared responsibility:** Support the employee’s exploration rather than steering them toward a specific path.
- **Use the website as a neutral, consistent resource:** It helps ensure fairness and transparency in development conversations.
- **Encourage ongoing use—not just annual check-ins.**
- **Celebrate growth:** acknowledge when employees use tools, complete assessments, or take steps in their development plan.
- **Stay curious:** Ask questions, listen deeply, and let the employee lead their own career journey.