Carnegie Mellon
Software Engineering Institute

Pittsburgh, PA 15213-3890

People Capability Maturity Model® (P–CMM®)

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Bill Curtis
TeraQuest Metrics, Inc.

William E. Hefley
Q-Labs

Sally A. Miller
Software Engineering Institute

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This report was prepared for the

The ideas and findings in this report should not be construed as an official DoD position. It is published in the interest of scientific and technical information exchange.

Norton L. Compton

FOR THE COMMANDER

Norton L. Compton, Lt Col., USAF
SEI Joint Program Office

Capability Maturity Model®	CMM Integration℠
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Career Development

A process area at Maturity Level 3: Defined

Purpose   **The purpose of Career Development is to ensure that individuals are provided opportunities to develop workforce competencies that enable them to achieve career objectives.**

Description   Career Development activities are designed to help individuals see the organization as a vehicle for achieving their career aspirations. The organization creates mechanisms through which individuals can increase their capability in their chosen workforce competency as well as their value to the organization. The organization's Career Development policy identifies the jobs, positions or competencies for which Career Development activities are appropriate.

Graduated career opportunities and promotion criteria are defined to motivate growth in the organization's workforce competencies. Graduated career opportunities represent an arrangement of positions or work responsibilities that require increasing levels of capability in one or more workforce competencies. Promotions are made periodically, based on defined criteria. Graduated career opportunities are periodically evaluated to determine if they need to be updated.

Individuals in competency communities affected by career development activities periodically evaluate their capability relative to the knowledge, skills, and process abilities defined for their workforce competency. Individuals in these identified categories create and periodically update personal development plans Progress against these plans is tracked and development opportunities are identified. Opportunities for training and other career-enhancing activities are made available. Individuals are encouraged to take an active role in defining and developing their competencies and career opportunities.

Individuals are periodically counseled about career options, and opportunities for advancement are communicated to them. An effort is

made to match work assignments with career objectives. Individuals are encouraged to take initiative in pursuing career opportunities. The organization evaluates how well progress in meeting personal development plans is providing the skills that the organization anticipates it will need in the future.

Goals

Goal 1   **The organization offers career opportunities that provide growth in its workforce competencies.**

Goal 2   **Individuals pursue career opportunities that increase the value of their knowledge, skills, and process abilities to the organization.**

Goal 3   **Career Development practices are institutionalized to ensure they are performed as defined organizational processes.**

Commitment to Perform

Commitment 1   **The organization establishes and maintains a documented policy for conducting its Career Development activities.**

Issues typically addressed by the policy include:

1. Career Development activities serve the business objectives and stated values of the organization.

2. Graduated career opportunities are designed to provide growth in the workforce competencies of the organization.

3. Job types, positions, or competencies in the organization affected by Career Development practices are defined.

> Not all individuals may be affected by the organization's Career Development practices. The use of the term "affected" implies that an activity is conducted only with those individuals in positions or job types who are covered in the organization's Career Development policy. Examples of individuals who might not be covered by the Career Development policy include the following:
>
> - Part-time or temporary workers
> - Contractors
> - Certain positions or job types identified by the organization
> - Individuals on performance improvement plans
> - Individuals affected by impending separation or retirement from the organization

4. Documented procedures are developed to guide Career Development activities. These procedures typically specify:

   ❏ methods for identifying career options within the organization,

   ❏ procedures for discussing career options with each individual, and

   ❏ frequency of discussing career options with individuals.

5. Career Development practices and activities comply with relevant laws, regulations, and organizational policies.

Commitment 2 **An organizational role(s) is assigned responsibility for coordinating Career Development activities across the organization.**

> Examples of individuals who might be assigned responsibility for coordinating Career Development activities include the following:
>
> - Members of the human resources function or other appropriate professionals
> - Members of the training or development functions
> - Organizational competency management group
> - Committee of representatives from ownership teams for each workforce competency

Ability to Perform

Ability 1   **Within each unit, an individual(s) is assigned responsibility and authority for ensuring that members of the unit participate, as appropriate, in Career Development activities.**

> Examples of individuals who might be assigned responsibility for various Career Development activities within a unit include the following:
>
> - The unit manager or other designated individual
> - A project or workgroup leader
> - A mentor or coach
> - A competency manager
> - A career counselor
> - An advisory group within a competency area
> - An empowered workgroup
> - A member of the training staff
> - A member of the human resources function or other appropriate professionals

Ability 2   **A responsible individual(s) coordinates the Career Development activities for each workforce competency.**

> Examples of individuals or groups that may be involved in coordinating Career Development activities in a workforce competency include the following:
>
> - Human resources or other appropriate professionals
> - An organizational competency management group
> - Responsible individuals housed within a functional unit devoted to a specific workforce competency (e.g., a center of excellence)
> - A group of experienced, capable individuals within the competency who form a competency ownership team

Ability 3 **Adequate resources are provided for implementing Career Development activities.**

1. When feasible, experienced individual(s) with expertise in supporting Career Development activities are made available.

> Examples of contributions that can be made by those with special skills in Career Development activities could include the following:
>
> - Designing graduated career opportunities
> - Developing career choice guidelines
> - Assessing development and career interests
> - Providing information about career opportunities and growth within the organization
> - Updating descriptions of graduated career opportunities to reflect changes in workforce competencies or advances in work processes, products, or technologies

2. Resources for supporting Career Development activities are made available.

> Examples of resources to support Career Development include the following:
>
> - Guidelines on career choices in the organization
> - Graduated career opportunity descriptions
> - Career interest inventories and scales
> - Other assessment techniques and materials

3. Support for implementing Career Development activities is made available.

> Examples of implementation support include the following:
>
> - Maintaining career development records
> - Maintaining graduated career paths
> - Maintaining listings of open positions

4. Funding to accomplish Career Development activities is made available.

5.   Adequate time is made available for participating in Career Development activities.

Ability 4   **Individuals responsible for Career Development activities develop the knowledge, skills, and process abilities needed to perform their responsibilities.**

1.   Those responsible for designing graduated career opportunities, developing promotion criteria, or performing career assessments have received the professional training necessary to perform their responsibilities.

2.   Those responsible for Career Development activities within a unit have appropriate training in the organization's graduated career opportunities in competencies relevant to the unit's workforce.

3.   Those responsible for providing career advice receive preparation in:
   ❏   assessing career interests and capabilities,
   ❏   providing career guidance,
   ❏   interpreting career guidance provided from other sources, and
   ❏   interviewing, listening, and advising skills.

Ability 5   **Individuals who participate in Career Development activities receive appropriate orientation in career development opportunities and activities.**

Examples of information that might be addressed in career development orientation include the following:

- Topics related to the strategic workforce plan regarding the future requirements of the organization
- Competency development planning information
- Graduated career opportunities and promotion criteria
- Evaluating personal capabilities in workforce competencies
- Setting career objectives
- Establishing and maintaining personal development plans
- Guidance on selecting learning and development opportunities
- How the individual can master new skills to grow in their competencies.

Ability 6   **The practices and procedures for performing Career Development are defined and documented.**

1. Practices and procedures are defined and documented at the organizational or unit levels, as appropriate.

2. Guidelines for tailoring the practices and procedures for use in different circumstances are documented and made available, as necessary.

3. The individual(s) assigned responsibility for Career Development activities across the organization ensures that defined practices and procedures are:

   ❏ maintained under version control,

   ❏ disseminated through appropriate media,

   ❏ interpreted appropriately for different situations, and

   ❏ updated through orderly methods.

4. Experiences, lessons learned, measurement results, and improvement information derived from planning and performing Career Development practices are captured to support the future use and improvement of the organization's practices.

Practices Performed

Practice 1   **The organization defines graduated career opportunities to support growth in the workforce competencies required to perform its business activities.**

> *Graduated career opportunities* represent an arrangement of positions or work responsibilities that require increasing levels of capability in one or more workforce competencies. Graduated career opportunities include not only upward promotion opportunities within the organization such as career ladders or paths, but also career lattices that provide broadening or lateral assignments to gain experience or increase the individual's capabilities in additional workforce competencies. Such opportunities may be in other units or in assignments to other organizations either in or allied with the company. An organization may have many combinations of graduated career opportunities.

> An example of a set of graduated career opportunities that involve both technical and management growth in software engineering might include a progression such as the following:
>
> - Support programmer
> - Software engineer
> - Senior software engineer
> - Software team leader or project manager
> - Software system architect or program manager
> - Senior consulting software engineer or division manager
> - Fellow or vice president
> - Chief scientist or executive vice president

1. The organization specifies the purposes to be achieved through establishing sets of graduated career opportunities.

Examples of purposes for graduated career opportunities include the following:

- Motivating individuals to develop the competencies required to execute the organization's current and future business activities

- Ensuring growth in the organization's workforce competencies

- Rewarding individuals for growth in workforce competencies

- Enabling individuals to expand their ability to serve the organization when their performance and capability justify greater responsibility or influence

- Deploying competent individuals or teams most effectively throughout the organization

- Preparing succession for positions requiring greater competency or experience

- Ensuring careers are aligned with business strategy and direction

- Steadily improving the organization's performance

2. Graduated career opportunities are designed to support business strategies or needs.

> Examples of business strategies or needs that may influence the definition of career opportunities include the following:
>
> - Current and future products and services
> - Standard business processes and methods
> - Organizational structure and architecture
> - Corporate culture and climate
> - Availability of individuals with knowledge and skills in the organization's workforce competencies
> - Nature of the customer and business environment
> - Workforce competencies of the competition
> - Professional practices within specific knowledge and skills areas

3. Several choices of graduated career opportunities are made available for career planning.

> Examples of choices among career opportunities may include the following:
>
> - Technical
> - Administrative
> - Managerial
> - Sales and marketing
> - A mixture of assignments across or within several career areas

4. Criteria for advancing through graduated career opportunities are documented and communicated to the workforce.

Examples of criteria for advancement through graduated career opportunities include the following:

- Knowledge, skills, and process abilities required at each graduated level

- Demonstrated performance or accomplishments required for each graduated level

- Potential to perform responsibilities successfully at each graduated level

- Characteristic working styles required at each graduated level

- Demonstrated impact on the group, unit, or organization required for each graduated level

- Potential for developing additional knowledge and skills that are required for advancement to each graduated level

- Potential to affect others through performance of responsibilities at each graduated level

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Practice 2   **Career promotions are made in each area of graduated career opportunities based on documented criteria and procedures.**

Documented promotion criteria and procedures for considering the promotion of qualified individuals are defined for each workforce competency, cluster of competencies, or other career area where graduated career opportunities have been defined. These promotional criteria and procedures may differ across workforce competencies or areas of career opportunity.

The promotion procedures typically specify:

1. The bases (i.e., frequency or other criteria) for initiating promotion activities within the area.

2. How individuals may apply or be nominated for promotion consideration.

3. How criteria for promotion are developed, approved, and communicated.

4. How and by whom nominated candidates are to be evaluated.

5. How and by whom promotion decisions are made and approved.

6. Which other workforce activities or practices are activated by the promotion decisions.

7. How appeals to promotional decisions can be made and how appeals are handled.

8. How often promotional criteria and procedures are evaluated for improvements.

Practice 3   **Graduated career opportunities and promotion criteria are periodically reviewed and updated.**

1. Graduated career opportunities and their associated promotion criteria are periodically reviewed to ensure they are aligned with the definition of workforce competencies, the business strategy of the organization, and other relevant considerations.

2. Additions, deletions, or changes in workforce competencies are analyzed as necessary to determine whether:

   ❏ affected graduated career opportunities and promotion criteria should be updated,

   ❏ new graduated career opportunities and promotion criteria should be defined, or

   ❏ obsolete career opportunities should be phased out or eliminated.

3. Action is taken to update, add, or phase out graduated career opportunities or promotion criteria based on the results of periodic or event-driven reanalysis.

4. Changes to graduated career opportunities are implemented and maintained under version control.

5. Changes in graduated career opportunities or promotion criteria are communicated to the workforce.

Practice 4 **Affected individuals periodically evaluate their capabilities in the workforce competencies relevant to their career objectives.**

> Examples of methods for getting periodic feedback on their capabilities in workforce competencies include the following:
>
> - Formal or informal performance feedback
> - Self-assessment materials or guides
> - Evaluation at the end of learning opportunities
> - Assessment centers
> - Reviews by peer or promotion panels
> - Standardized tests or evaluation techniques
> - Professional licensure or certification evaluations
> - Feedback from mentors or coaches

1. Opportunities are available to individuals for determining their capabilities in relevant workforce competencies.

2. In some instances, the organization may require an evaluation of an individual's competencies for promotion or assignment to specific positions.

3. Evaluations of an individual's capabilities on relevant workforce competencies are used as input for creating personal development plans and identifying relevant career options.

4. Individuals are made aware of any competency information that will be entered into promotion or staffing decisions.

Practice 5   **Affected individuals create and maintain a personal development plan to guide their training and career options.**

> Examples of information presented in a personal development plan include the following:
>
> - Career objectives
>
> - Career paths, assignments, or experiences to achieve those objectives
>
> - Knowledge, skills, and process abilities identified in Performance Management activities to enhance performance in the current assignment
>
> - Competencies and other capabilities needed to progress toward the career objectives
>
> - Potential next assignments
>
> - Competencies required for potential next assignments
>
> - Plans for developing the competencies required for potential next assignments
>
> - Other development activities, such as professional growth

1. The personal development plan is created jointly between an individual and the person responsible for their career guidance.

2. Career development objectives are based on the graduated career opportunities defined for the organization.

3. The personal development plan identifies training and other development activities needed to accomplish the career objectives of the individual.

4. Opportunities for personal development are identified and encouraged.

> Examples of opportunities to support personal development include the following:
>
> - Training
> - Activities to build new competencies
> - Certification or licensure
> - Temporary assignments
> - Involvement with task forces or committees
> - Work assignments that would support the individual's development needs
> - Other development activities, such as mentoring

5. The personal development plan is updated periodically as changes occur in:
   - ❏ the individual's career objectives,
   - ❏ the organization's business strategy or activities,
   - ❏ the definition of the organization's workforce competencies,
   - ❏ the knowledge, skills, and process abilities needed for potential future assignments, or
   - ❏ the career options available.

6. The personal development plan for some individuals may be based, in part, on succession planning objectives identified in succession planning activities.

> Refer to Practice 8 of the Workforce Planning process area for information regarding succession planning.

Practice 6 **Career options and development in the organization's workforce competencies are discussed with affected individuals on a periodic or event-driven basis.**

1. Affected individuals are made aware of the organization's graduated career development opportunities and relevant aspects of the organization's strategic workforce plan and associated competency development plans.

2. Affected individuals are counseled on how to prepare for the opportunities they wish to pursue.

3. Affected individuals periodically discuss career opportunities with those responsible for providing them with career advice.

> Examples of topics for career discussions may include the following:
>
> - Advice and discussion to help develop career objectives
> - Assessment of individual capabilities relevant to career objectives
> - The creation or updating of a personal development plan
> - Individual performance against personal development plans
> - The initiation, adjustment, or termination of career development activities

4. Those responsible for Career Development activities continually identify opportunities to increase the workforce competencies and other knowledge, skills, or other process abilities relevant to the career objectives of the individuals they advise.

5. Progress against personal development plans and the impact and results of development activities are discussed with affected individuals.

6. Alignment of personal development plans with the organization's strategic workforce plans and competency development plans are discussed with affected individuals.

Practice 7   **Affected individuals pursue training and development opportunities that enhance their career options and capabilities in the organization's workforce competencies.**

1. Affected individuals are encouraged to accept responsibility for developing their capabilities and careers. They should take an active role in:

    ❏   accomplishing the objectives set in their personal development plans,

    ❏   identifying opportunities for development experiences, and

    ❏   pursuing external activities or training that enhances their knowledge, skills, and process abilities.

2. Development opportunities are performed as planned in personal development plans.

3. Assignments outside of normal work responsibilities that support an affected individual's development needs are provided, as appropriate.

> Examples of assignments outside of normal work responsibilities that may support the individual's development needs include the following:
>
> - Special tasks and temporary responsibilities
> - Task forces or committees
> - Problem resolution teams
> - Time to pursue special interests or skills
> - Process or quality improvement activities
> - Professional activities

Practice 8   **Individual development activities are tracked against personal development plans.**

1. Those responsible for career discussions periodically review individual performance against personal development plans with each individual.

2. Progress against the personal development plan is discussed during periodic performance management, development, or career discussion sessions.

3. The impact and results of development opportunities completed are discussed to see if adjustments to individual development objectives need to be made.

4. When progress deviates significantly from the personal development plan, potential corrective actions are evaluated.

> Examples of corrective actions include the following:
>
> - Revising the schedule of planned development activities
> - Changing the development activities
> - Revising the career objectives or individual development objectives
> - Ensuring that development time is built into the individual's schedule

5. Individuals ensure that organizational competency records concerning their knowledge, skills, and process abilities are updated whenever they have completed significant development events or experiences.

> Refer to Practices 6, 7 and 8 of the Competency Analysis process area for information regarding the development of the organization's workforce competency information repository.

Measurement and Analysis

Measurement 1 **Measurements are made and used to determine the status and performance of Career Development activities within each unit.**

> Examples of measurements include the following:
>
> - Time and resources spent in defining and updating graduated career opportunities
> - Staff effort spent in career development activities
> - Frequency and timeliness of career discussions
> - Amount of training identified in development plans
> - Number of career development plans documented
> - Progress against personal development plans
> - Number of applications for promotion or candidates considered for promotion
> - Resources and effort spent on promotions
> - Timeliness of promotion actions
> - Number of promotions and rejections, and rationale
> - Percent of workforce undergoing promotion consideration
> - Rate of providing career development training

Measurement 2   **Unit measures of Career Development status are collected and aggregated at the organizational level.**

1. A historical database of Career Development data is maintained.

2. Career Development data are periodically analyzed to determine trends.

Measurement 3   **Measurements are made and used to determine the effectiveness of Career Development activities.**

> Examples of measures of the effectiveness of Career Development activities include the following:
>
> - Ability to attract or retain people in a workforce competency
> - Number of people at different graduated career levels compared to organizational needs
> - Rate at which people are progressing through graduated career levels
> - Capability and demonstrated performance of people at different graduated career levels

Verifying Implementation

Verification 1   **A responsible individual(s) verifies that Career Development activities are conducted according to the organization's documented policies, practices, and procedures; and addresses noncompliance.**

These reviews verify that:

1. Career Development activities comply with the organization's policies and stated values.

2. Career Development activities comply with relevant laws and regulations.

3. Career Development activities are performed according to the organization's documented practices and procedures.

4. Career Development activities are performed according to the unit's plans and selected methods.

5. Noncompliance issues are handled appropriately.

Verification 2   **Executive management periodically reviews the Career Development activities, status, and results; and resolves issues.**

These reviews verify:

1. Progress in career development across the workforce against the business needs of the organization.

2. Progress in performing Career Development activities.

3. Results from reviews of Career Development practices and activities.

> Refer to Verification 1 for information regarding reviews of Career Development activities to ensure adherence to the following:
>
> - Relevant laws and regulations
> - Organizational policies, practices, and procedures

4. Status of resolution of noncompliance issues.

5. Trends related to career options and growth.

6. Effectiveness of Career Development activities in achieving planned results.