CAREER MANAGEMENT

SYLLABUS

June 2021

Written & Delivered By:



ACADEMICS • LEADERSHIP • PUBLICATIONS

CAREER MANAGEMENT

Overview

Career management is the combination of structured planning and the active management choice of one's own professional career. Career management was first defined in a social work doctoral thesis by Mary Valentich as the implementation of a career strategy through application of career tactics in relation to chosen career orientation.

Career orientation referred to the overall design or pattern of one's career, shaped by particular goals and interests and identifiable by particular positions that embody these goals and interests. Career strategy pertains to the individual's general approach to the realization of career goals, and to the specificity of the goals themselves.

Two general strategy approaches are adaptive and planned. Career tactics are actions to maintain oneself in a satisfactory employment situation. Tactics may be more or less assertive, with assertiveness in the work situation referring to actions taken to advance one's career interests or to exercise one's legitimate rights while respecting the rights of others.

The National Association of Colleges and Employers defines career management as follows:

Identify and articulate one's skills, strengths, knowledge, and experiences relevant to the position desired and career goals and identify areas necessary for professional growth. The individual is able to navigate and explore job options, understands and can take the steps necessary to pursue opportunities, and understands how to self-advocate for opportunities in the workplace.

The purpose of this module is to develop the learner's understandings, knowledge, actions, and skills for career management.

<u>Learners</u>

The learners for this module are primarily 20-36 year old adults who are or soon will be entering the job market or contemplating a career change.

Professional Development Credits



Peregrine Global Services is recognized by the Society of Human Resource Management (SHRM) to offer Professional Development Credits for SHRM-CP[®] or SHRM-SCP[®].

Learner Hours: 12-15 **SHRM PDC:** 10

This module may also be relevant for Continuing Education Units/Professional Development Credits with other organizations to help satisfy professional development requirements.

Learning Outcomes

At the conclusion of this module, learners will be able to:

- 1. Understand what career management is.
- 2. Enter the workforce environment with a career management mindset.
- 3. Do their best and be accountable and responsible.
- 4. Avoid the workplace pitfalls.
- 5. Develop as an employee.
- 6. Understand the employer's perspective and expectations on career management.
- 7. Make career decisions.
- 8. Understand succession planning from an employer's perspective.
- 9. Understand employer banding and the employee's role in supporting that brand.

<u>Curriculum</u>

Section	<u>Topics</u>
Section 1: Introduction	Introduction to Career ManagementOverview of Career Development
	 Career Management Process Self-Awareness

		 Career Development Planning Career Exploration
		 Life-long Learning
		 Networking
		 Career Management and Planning
		 Career Management by Career Planning
		 Your Career Planning Goals and Your Employer's Goals
		 Why Career Management Is Essential Today
		 Jobs vs. Careers
		 The Benefit of Career Management
		 The Timing of Career Management
		 Your Goals vs. Your Employer's Goals
	•	Success Tips
	•	Learning the Business
	•	Being Part of a Team and Working with Others
		 Skills for a Healthy Team Climate
Section 2: The First 90		 Skills for an Effective Group Process
Days of Your Job		 Are We A Team?
	•	Supporting Your Supervisor
		 Ways to Support Your Immediate Supervisor
		 Building A Working Relationship with your Supervisor
	•	Understanding your Personal Strengths and Weaknesses
		 Writing Your Own Self-Improvement Plan
	•	Standing Out without Stepping on Others
		 18 Strategies to Stand Out in the Workplace
	•	Being Accountable and Responsible
		 Accountability Defined
Section 3: Doing Your		 Getting Positive Accountability
Best		 Making the Accountability Choice
		Internal Customer Service
		 Examples of Internal Customers
		-
		Being and Outstanding Employee
	•	Anticipating Needs and Being Proactive
		 Five Behaviors to be Proactive

	Avoiding the Pitfalls of Poor Customer Service			
Section 4: Avoiding the Workplace Pitfalls	 Avoiding the Pitfalls of Bad Attitude 			
	 Avoiding Emotional and Communication Pitfalls 			
	-			
	 Avoiding the Pitfalls of Bad Ethics and Poor Workplace Compliance 			
	Learning on the Job			
Section 5: Learning, Growing, and Continuous	 How to demonstrate your willingness to learn and 			
	grow			
	Coaching and Mentoring			
	 How to Be an Effective Workplace Coach 			
	 How a Mentor Can Boost Your Career Potential 			
	Performance Review and Appraisals			
	 The purpose of a performance appraisal 			
	 Benefit for organization 			
	 Benefit for employee 			
Improvement	 The performance appraisal process 			
	 Performance Appraisal Methods 			
	Being an Effective Self-advocate			
	 Know your strengths and weaknesses 			
	 Know your value to the organization 			
	 Work on your reputation 			
	 Be a team player 			
	 Evolve your self-advocacy 			
	Understanding Strategy			
	 What is business strategy? 			
	 Components of a business strategy 			
	 Examples of Business Strategies 			
	Articulating Your Employer's Mission, Vision, and Values			
Section 6: Understanding	 Why do they matter? 			
Your Employer	 Mission Statement Creation - What do we do? 			
	 Vision Statement Creation - Why are we here? 			
	 Values Statement Creation - Who are we? 			
	 Do Mission, Vision, and Value Statements Help? 			
	 Understanding Your Employer's Goals and Objectives 			
	 What are goals? 			
	 What are objectives? 			

		 Benefits of setting workplace goals and objectives
	-	
	•	Introduction to Career Decisions
		 Know About Yourself
		 Know About Your Options
		 Your Career Decision-making Process
		 Making Difficult Career Decisions
	•	Gaining Experience
	•	Managing Promotions and Transfers
Section 7: Career		 Making Promotion Decisions
Decisions		 How Should Compensation Be Measured
Decisions		 Is the Process Formal or Informal?
	•	Changing Employers
	•	Changing Your Career
		 The Benefits of Career Change
		 10 Steps to a Successful Career Change
	•	Handling a Termination
		 Actions You Should Take
		 Actions You Should Not Take
	•	Succession Planning Meaning and Importance
	•	Differences Between Career Planning and Succession Planning
Section 8: Understanding	•	Succession Planning and Your Career
Succession Planning	•	Creating a Succession Plan
	•	Your Organizational Chart and Your Succession Plan
	•	Developing Your Employer Brand
Section 9: Employer		 5 Steps for Implementing an Employer Branding
Branding Strategy		Strategy
	•	Employer Branding Strategies
		 A 15-step Guide to Building an Employer Brand
	•	Summary
		 Organizational Career Management
Section 10: Summary and Assessment		 Key ingredients for career management
		 Indicators of Effective Career Management
		 Benefits of Career Management
		 A Career Management Model
	•	Assessment

References & Resources

- 10 Business Strategy Examples. <u>https://www.indeed.com/career-advice/career-development/business-strategy-examples</u>
- 10 negative employee behaviors that undermine success. <u>https://exclusive.multibriefs.com/content/10-negative-employee-behaviors-that-</u> undermine-success/business-management-services-risk-management
- 10 Questions To Better Understand Your Company's Employer Brand <u>https://b2b.kununu.com/blog/10-questions-to-better-understand-your-employer-brand</u>
- 10 Steps to a Successful Career Change. <u>https://www.thebalancecareers.com/successful-</u> <u>career-change-2058452</u>
- 10 Ways To 'Find Brave': How To Rise Up, Speak Up And Stand Up Boldly For Yourself. <u>https://www.forbes.com/sites/kathycaprino/2016/06/15/10-ways-to-brave-up-how-to-</u> <u>rise-up-speak-up-and-stand-up-boldly-for-yourself/#b96fd5810931</u>
- 12 Essential Things to Do if You're Fired. <u>https://www.lifehack.org/articles/work/12-essential-things-youre-fired.html</u>
- 15 Ways to Set and Meet Customer Expectations. <u>https://www.plumvoice.com/resources/blog/15-ways-set-meet-customer-expectations/</u>
- 18 Powerful Ways You Can Stand Out in a Crowd. <u>https://www.inc.com/lolly-daskal/18-powerful-ways-you-can-stand-out-in-a-crowd.html</u>
- 20 Ways to Manage Your Boss. <u>https://www.cnbc.com/id/40531876</u>
- 25 Tips on How to be Proactive at Work. <u>https://www.thriveyard.com/25-tips-on-how-to-be-proactive-at-work/</u>
- 3 Steps to Help Employees Understand Your Objectives and Expectations. <u>https://www.entrepreneur.com/article/286366</u>
- 4 Easy Steps to Manage Your Employer Brand. <u>https://www.yoh.com/blog/4-easy-steps-to-</u> <u>manage-your-employer-brand</u>
- 4 Ways to Accurately Anticipate Customer Needs. <u>https://aveus.com/4-ways-to-accurately-anticipate-customer-needs-2/</u>
- 4 Ways to Gain Job Experience. <u>https://www.fastweb.com/career-planning/articles/the-4-ways-to-gain-job-experience</u>
- 5 Career Decisions That Can Backfire And Crush Your Success. <u>https://www.forbes.com/sites/kathycaprino/2018/02/13/5-career-decisions-that-can-backfire-and-crush-your-success/#351740c44616</u>
- 5 Signs You're About To Make a Bad Career Decision. <u>https://www.forbes.com/sites/melodywilding/2016/11/14/5-signs-youre-about-to-make-a-bad-career-decision/#6897dbc3207c</u>

- 5 Things Not to Do After Getting Fired From a Job. <u>https://www.topresume.com/career-advice/5-things-not-to-do-after-getting-fired</u>
- 5 Ways a Mentor Can Boost Your Career Potential. <u>https://www.topresume.com/career-advice/5-ways-a-mentor-can-boost-your-career-potential</u>
- 5 ways to eliminate bad customer service. <u>https://www.surveymonkey.com/mp/5-ways-to-eliminate-bad-customer-service/?program=7013A000000mweBQAQ&utm_bu=CR&utm_campaign=7170000006 4348497&utm_adgroup=58700005704021004&utm_content=39700052007397610&ut m_medium=cpc&utm_source=adwords&utm_term=p52007397610&utm_kxconfid=s4b vpi0ju&gclid=CjwKCAjw7-P1BRA2EiwAXoPWA8zHbN7fnU2_ACgY5Jc-LQOxmLTiEhhE5qXG7oUjpJ-gkkOvAjmvsRoCfQAQAvD_BwE</u>
- 5 Ways to Get Recognized as an Outstanding Employee. <u>https://www.inc.com/jeremy-goldman/5-ways-to-get-recognized-as-an-outstanding-employee.html</u>
- 5 Ways to Support Your Boss (Without Kissing Up). <u>https://letsgrowleaders.com/2013/02/13/5-</u> ways-to-support-your-boss/
- 5 Worst Side Effects of Bad Customer Service (and How To Avoid Them). <u>https://www.impactbnd.com/blog/5-dangerous-side-effects-of-bad-customer-service</u>
- 6 Customer Service Pitfalls and How to Avoid Them. <u>https://www.destinationcrm.com/Articles/CRM-Insights/Insight/6-Customer-Service-</u> <u>Pitfalls-and-How-to-Avoid-Them-130751.aspx</u>
- 6 Things New Hires Should Do in the First 30 Days. <u>https://www.softwareadvice.com/resources/6-things-new-hires-first-30-days/</u>
- 6 Ways to Advocate for Yourself at Work. <u>https://www.refinery29.com/en-us/how-to-advocate-for-yourself</u>
- 6 Ways to Impress Your Boss. <u>https://www.topresume.com/career-advice/6-ways-to-get-your-boss-to-notice-you</u>
- 7 Characteristics Of Highly Effective Employees. <u>https://www.vanderbloemen.com/blog/7-</u> <u>characteristics-of-highly-effective-employees</u>
- 7 Easy Ways to Support Your Leader. <u>https://www.lollydaskal.com/leadership/7-easy-ways-to-</u> <u>support-your-leader/</u>
- 7 Steps to Writing Your Own Simple Self-Improvement Plan. <u>https://facilethings.com/blog/en/7-steps-to-writing-your-own-simple-self-improvement-plan</u>
- 7 Things to Consider Before a Career Change. <u>https://www.themuse.com/advice/7-things-to-</u> <u>consider-before-a-career-change</u>
- 7 Things to Do Immediately if You Get Fired. <u>https://www.glassdoor.com/blog/things-to-do-if-you-get-fired/</u>

- 8 Simple Steps to Gaining Valuable Work Experience. <u>https://www.careeraddict.com/find-work-</u> <u>experience</u>
- 8 Simple Steps to Making Better Career Decisions. <u>https://www.careeraddict.com/make-career-decisions</u>
- 8 Steps to Bouncing Back After Getting Fired. <u>https://www.themuse.com/advice/8-steps-to-bouncing-back-after-getting-fired</u>
- 8 tips for improving your work ethic. <u>https://www.naturalhr.com/2017/04/25/8-tips-improving-work-ethic/</u>
- 8 Ways To Be Excellent In The Workplace. <u>https://www.vanderbloemen.com/blog/8-ways-to-be-excellent-in-the-workplace</u>
- 8 ways to manage promotions: How CIOs can deal with promotions. <u>https://www.cio.com/article/3521331/8-ways-to-manage-promotions-how-cios-can-</u> <u>deal-with-promotions.html</u>
- 9 Career Change Success Stories That Will Seriously Inspire You. <u>https://www.themuse.com/advice/9-career-change-success-stories-that-will-seriously-inspire-you</u>
- 9 Customer Service Pitfalls That Are More Common Than You Think. <u>https://www.canity.com/resources/9-customer-service-pitfalls-common-think/</u>
- Adverse Effects of a Bad Attitude in the Workplace. <u>https://smallbusiness.chron.com/adverse-effects-bad-attitude-workplace-18249.html</u>
- Are You Providing Your Manager with Enough Support? <u>https://www.monster.ca/career-advice/article/helping-your-manager-at-work-ca</u>
- Avoiding The Pitfall Of Poor Teamwork. <u>https://www.sbnonline.com/article/pitfalls-to-avoid-when-building-teams/</u>
- Be Proactive: Give Your Customers What They Need Before They Ask for It. <u>https://www.forbes.com/sites/bradbirnbaum/2018/08/07/proactive-service/#6cb8bc57795e</u>
- Beginner's guide to succession planning: Steps and processes. https://www.insperity.com/blog/succession-planning/
- Believe in yourself. <u>https://www.mentalhelp.net/health-policy-and-advocacy/being-an-effective-self-advocate/</u>
- Benefits Employees Are Entitled to after Termination. <u>https://www.hg.org/legal-articles/benefits-</u> employees-are-entitled-to-after-termination-31293

Besides Internship, here are 5 ways to gain work experience. <u>https://medium.com/@DavisKawalya/besides-internship-here-are-5-ways-to-gain-work-experience-bbf005c8149b</u> Better Promotion Management in 4 Steps.

https://www.dlsweb.rmit.edu.au/Toolbox/retail/toolbox/index.htm?unit_mm/concepts /mmc0204.htm

- Bribery and corruption: support employees to do the right thing. <u>http://www.ethicalcorp.com/business-strategy/bribery-and-corruption-support-</u> <u>employees-do-right-thing</u>
- Building Support for the Strategic Plan: Aligning Employees with Strategy. https://www.cssp.com/CD1001/AligningEmployeesWithStrategy/
- Career Decision Making. <u>https://career.fsu.edu/students/plan-your-career/career-decision-making</u>
- Career Development Overview. <u>https://www.managementstudyguide.com/career-</u> <u>development.htm</u>
- Career Management Meaning and Important Concepts. <u>https://www.managementstudyguide.com/career-management.htm</u>
- Career Management and Planning. <u>https://www.job-hunt.org/career-management/what-why-</u> <u>career-management.shtml</u>
- Career Management. https://hr.ucmerced.edu/training/careermanagement
- Career Management: Benefits, Career Management Model. <u>https://www.iedunote.com/career-management-benefits-career-management-model</u>
- Career Pathing Succession Planning. <u>https://talentguard.com/career-pathing-vs-succession-planning-understanding-the-difference/</u>
- Career Success Depends on Your Willingness to Learn.<u>https://www.businessnewsdaily.com/9256-career-boost-learning.html</u>
- Coaching to Engage: 12 Rules to Effective, Ongoing Employee Coaching. <u>https://www.quantumworkplace.com/future-of-work/12-rules-for-effective-employee-coaching</u>
- Common Customer Service Pitfalls To Avoid. <u>https://www.customerservice.ae/resources/featured/common-customer-service-pitfalls-to-avoid/</u>
- Companies that consistently attract the best talent get one thing right: Employer branding. <u>https://beamery.com/blog/employer-branding</u>
- Company Values: Definition, Importance and Examples. <u>https://blog.smarp.com/the-importance-of-</u> <u>company-values</u>
- Considering Switching Careers? 11 Steps for Creating a Plan. <u>https://www.livecareer.com/resources/careers/planning/career-change-mistakes</u>

Dare to Stand Out: 3 Ways to Let Your Unique Self Shine. <u>https://tinybuddha.com/blog/dare-to-stand-out-3-ways-let-unique-self-shine/</u>

- Decreased Productivity and Performance. <u>https://www.educba.com/bad-attitude-at-</u> workplace/
- Difference Between Career Planning and Succession Planning.

https://keydifferences.com/difference-between-career-planning-and-successionplanning.html

- Do These Things to Stand Out at Work. <u>https://www.fool.com/retirement/2020/05/10/68-of-retirees-may-be-in-for-a-huge-social-securit.aspx</u>
- Don't Panic: 7 Things To Do After. <u>https://www.forbes.com/sites/jeanchatzky/2016/07/18/dont-panic-7-things-to-do-</u> after-getting-fired/#588b84dc6302
- Employee Expectations in Modern Business. <u>https://blog.bonus.ly/employee-expectations-in-modern-business/</u>
- Employee Rights After a Job Termination. <u>https://employment.findlaw.com/losing-a-job/employee-rights-after-a-job-termination.html</u>
- Employer Branding Strategy in 5 Steps.

https://www.talentlyft.com/en/blog/article/117/employer-branding-strategy-in-5steps-infographic

- 'Employment at Will' Isn't a Blank Check to Terminate Employees You Don't Like. <u>https://www.shrm.org/resourcesandtools/hr-topics/employee-</u> <u>relations/pages/employment-at-will-isnt-a-blank-check-to-terminate-employees-you-</u> dont-like.aspx
- Feeling Frustrated? How to Advocate for Yourself at Work.

https://www.themuse.com/advice/feeling-frustrated-how-to-advocate-for-yourself-atwork

Five principles for avoiding ethics pitfalls on social media.

https://berc.centerforethicsinpractice.org/five-principles-for-ethical-social-media/

- Four (4) "Little" Things Successful People Figure Out During the First Week at a New Job. <u>https://www.themuse.com/advice/4-little-things-successful-people-figure-out-during-the-first-week-at-a-new-job</u>
- Four (4) Ways to Improve Your Relationship with Your Manager. <u>https://www.kinsa.com/2016/10/17/move-up-manage-up-executive-recruiters-food-beverage/</u>
- Getting a raise comes down to one thing: Leverage

https://www.freecodecamp.org/news/youre-underpaid-here-s-how-you-can-get-the-pay-raise-you-deserve-fafcf52956d6/

Guide to Succession Planning and Your Career. <u>https://www.indeed.com/career-advice/career-</u> <u>development/succession-planning</u> How Often Do People Change Jobs During a Lifetime?

https://www.thebalancecareers.com/how-often-do-people-change-jobs-2060467

- How to advocate for yourself on the job. <u>https://www.monster.com/career-advice/article/how-to-advocate-for-yourself-at-work</u>
- How to Advocate for Yourself Professionally. <u>https://www.planted.com/blog/how-to-advocate-for-yourself-professionally</u>
- How to anticipate your Executive's needs. <u>http://executivesecretary.com/how-to-anticipate-your-executives-needs/</u>

How To Avoid The Five Emotional Pitfalls Of A Job Search.

https://www.forbes.com/sites/kourtneywhitehead/2019/09/10/how-to-avoid-the-fiveemotional-pitfalls-of-a-job-search/#6b556d4c297c. How To Avoid The 4 Common Pitfalls That Will Derail A Difficult Conversation. <u>http://www.inspiringsuccess.com.au/how-to-</u> avoid-the-4-common-pitfalls-that-will-derail-a-difficult-conversation/

- How to Avoid the Pitfalls of the Peter Principle. <u>https://www.mindtools.com/pages/article/newTMM_68.htm</u>
- How to Be Proactive at Work: My 5 Step System. <u>https://eatyourcareer.com/2010/08/how-be-proactive-at-work-step-system/</u>
- How to Change Careers. <u>https://www.glassdoor.com/blog/guide/how-to-change-careers/</u>
- How to Engage Employees Through Your Company Vision Statement. <u>https://www.entrepreneur.com/article/290803</u>
- How to gain experience to get a new job. <u>https://www.thejobnetwork.com/gain-experience-get-new-job/</u>
- How to Get Experience in a New Field Without Starting at the Bottom. <u>https://www.themuse.com/advice/how-to-get-experience-in-a-new-field-without-starting-at-the-bottom</u>
- How To Handle A Bad Boss: 7 Strategies For 'Managing Up'. <u>https://www.forbes.com/sites/margiewarrell/2014/01/20/6-strategies-to-</u>hanhandldling-a-bad-boss/#6e3017866ea0
- How to Handle Getting Fired. <u>https://www.thebalancecareers.com/you-re-fired-how-to-handle-getting-fired-2063381</u>
- How To Make The Right Career Decision. <u>https://medium.com/the-mission/how-to-make-the-right-career-decision-ed4eb39cb718</u>

How to make tough career decisions. <u>https://80000hours.org/career-decision/article/</u>

How To Manage Your Boss -- Ten Dos And Don'ts. <u>https://www.forbes.com/sites/lizryan/2018/01/28/how-to-manage-your-boss-ten-dos-</u> and-donts/#5bca85203142

- How to Negotiate Your Salary. <u>https://www.glassdoor.com/blog/guide/how-to-negotiate-your-salary/</u>
- How to Realistically Change Careers When Your Current Job Totally Drains You. <u>https://www.themuse.com/advice/how-to-realistically-change-careers-when-your-</u> <u>current-job-totally-drains-you</u>
- How to Solve Problems at Work Before They Happen. <u>https://www.inc.com/john-boitnott/how-to-solve-problems-at-work-before-they-happen.html</u>
- How to Stand up for Yourself. https://www.wikihow.com/Stand-up-for-Yourself
- How to stand up to your inner critic. <u>https://ideas.ted.com/how-to-stand-up-to-your-inner-critic/</u>
- How to Succeed in Your New Job: The First Week, Month and 90 Days. <u>https://www.indeed.com/career-advice/starting-new-job/new-job-guide</u>
- How to Successfully Leverage Another Company's Offer When Negotiating.<u>https://hired.com/blog/candidates/how-to-successfully-leverage-another-companys-offer-when-negotiating/</u>
- https://www.roberthalf.com/blog/management-tips/effective-employee-retention-strategies
- Internal Customer Service vs. External Customer Service. <u>https://www.forbes.com/sites/micahsolomon/2018/08/01/internal-customer-service-vs-external-customer-service/#aefe0a03b3ed</u>
- Internal vs External Customers: How Are They Different?. https://www.bmc.com/blogs/internal-vs-external-customers/
- Is There a Difference Between Responsibility and Accountability?. <u>https://www.inc.com/sylvia-lafair/is-there-a-difference-between-responsibility-and-accountability.html</u>
- Learning Styles for Career Development.<u>https://www.indeed.com/career-advice/career-development/learning-styles-for-career-development</u>
- Managing Employee Performance. <u>https://www.shrm.org/resourcesandtools/tools-and-</u> samples/toolkits/pages/managingemployeeperformance.aspx
- Managing promotions and transfers. <u>https://www.citeman.com/9764-managing-promotions-and-transfers.html</u>
- Managing Promotions in an organization. <u>https://www.citeman.com/2546-managing-promotions-in-an-organization.html</u>
- Managing the Employee Promotions Process. <u>https://edwardlowe.org/managing-the-</u> <u>employee-promotions-process-2/</u>
- Mentoring and Career Development.<u>https://www.managementstudyguide.com/mentoring-</u> and-career-development.htm
- Mission, Vision, and Values. <u>https://courses.lumenlearning.com/wm-</u> principlesofmanagement/chapter/reading-mission-vision-and-values/.

New grads: How to get higher pay and not blow it for the future.

https://www.cnbc.com/2018/05/31/negotiating-salaries-and-benefits-can-leverageyour-future.html

- Performance Appraisal. <u>https://www.investopedia.com/what-is-a-performance-appraisal-4586834.</u>
- Responsibility vs. Accountability. <u>https://www.partnersinleadership.com/insights-publications/responsibility-vs-accountability/</u>
- Self-Advocacy. https://ldayukon.com/selfadvocacy
- Self-Assessment: 5 Tips for Writing Your Performance Evaluation. <u>https://www.businessnewsdaily.com/5379-writing-self-assessment.html</u>
- Self-Awareness and Personal Development. <u>http://www.wright.edu/~scott.williams/LeaderLetter/selfawareness.htm</u>
- Starting a New Job? 7 Tips to Ensure Your Success. <u>https://www.topresume.com/career-advice/7-basics-every-new-hire-should-know</u>
- Starting A New Job? Follow 'The 30/60/90 Plan'. <u>https://www.glassdoor.com/blog/starting-job-follow-306090-plan/</u>
- Strategic Compensation as a Competitive Advantage. <u>https://www.cfma.org/content.cfm?ltemNumber=2699</u>
- Succession Planning. <u>http://www.whatishumanresource.com/succession-planning</u>
- SWOT Analysis: How to Formulate a Self Improvement Plan. <u>https://www.wholelifechallenge.com/swot-analysis-how-to-formulate-a-self-improvement-plan/</u>
- Taking the long view. <u>https://www.personneltoday.com/hr/taking-the-long-view/</u>
- Talent Development-Coaching.<u>https://www.compasscareer.com/talent-development/coaching/</u>
- Teamwork Skills: Being an Effective Group Member. <u>https://uwaterloo.ca/centre-for-teaching-excellence/teaching-resources/teaching-tips/tips-students/being-part-team/teamwork-skills-being-effective-group-member</u>
- Ten Reasons Successful People Change Jobs More Often <u>https://www.forbes.com/sites/lizryan/2016/10/28/ten-reasons-successful-people-</u> <u>change-jobs-more-often/#640e10042eba</u>
- The 10 Things You Should Do In The First 30 Days of a New Job./ <u>https://learning.linkedin.com/blog/advancing-your-career/the-10-things-you-should-do-</u> <u>in-the-first-30-days-of-a-new-job</u>
- The 3 Phases of a Major Career Change. <u>https://www.themuse.com/advice/the-3-phases-of-a-major-career-change</u>

- The 30-60-90 Day Plan: Your Guide for Mastering a New Job. https://blog.hubspot.com/marketing/30-60-90-day-plan
- The First 90 Days in A New Job: Make Them Count. <u>https://www.clayton-</u> recruitment.co.uk/blog/the-first-90-days-in-a-new-job-make-them-count-72932014554
- The five elements of successful teamwork. <u>https://www.deakinco.com/media-</u> <u>centre/news/the-five-elements-of-successful-teamwork</u>
- The Hard Conversation You Need to Prep for if Your Job's on the Line. <u>https://www.themuse.com/advice/the-hard-conversation-you-need-to-prep-for-if-your-jobs-on-the-line</u>
- The Importance Of Internal Customer Service. https://valid.com/internal-customer-service/
- The Secret to Understanding Your Employer Brand's Target Audience <u>https://universumglobal.com/blog/the-secret-to-understanding-your-employer-brands-</u> <u>target-audience/</u>
- The Ten Qualities Of Outstanding Employees. <u>https://www.forbes.com/sites/lizryan/2017/08/20/the-ten-qualities-of-outstanding-</u> <u>employees/#186399ca738f</u>
- These Eight Employer Branding Strategies Use Storytelling to Inspire and Engage. <u>https://hiring.monster.com/employer-resources/recruiting-strategies/talent-acquisition/employer-brand-strategy/</u>
- Thinking About a Job Change? <u>https://www.monster.com/career-advice/article/thinking-about-a-job-change</u>
- Thirty (30) Ways to Improve Your Relationship with Your Boss. <u>https://www.thriveyard.com/30-ways-to-improve-your-relationship-with-your-boss/</u>
- Three Things You Can't Do Without—Mission, Vision And Values Statements. <u>https://www.cellainc.com/insights/blog/2013/02/19/three-things-you-cant-do-without-mission-vision-and-values-statements/</u>
- Tips for Keeping the Job You Have. <u>https://www.thebalancecareers.com/top-tips-for-keeping-your-job-2059785</u>
- Tips on Gaining Experience for an Entry-Level Role. <u>https://talentegg.ca/incubator/2019/11/25/tips-gaining-experience-entrylevel-role/</u>
- Top 10 Customer Retention Pitfalls to Avoid This Year. <u>https://www.business2community.com/customer-experience/top-10-customer-retention-pitfalls-to-avoid-this-year-02172733</u>
- Top 10 Things Not to Say or Do If You're Fired. <u>https://www.thebalancecareers.com/top-things-not-to-say-or-do-if-you-re-fired-2063942</u>
- Turn All Your Dreams Into Reality With A Personal Development Plan. <u>https://www.briantracy.com/blog/personal-success/personal-development-plan/</u>

Ways to Get Experience and Break into Your Career Field.

https://careerservices.erau.edu/blog/2014/05/01/ways-to-get-experience-and-breakinto-your-career-field/

- What does holding a job depend on? <u>https://medium.com/@sharmaanip/what-does-holding-a-job-depend-on-e838b9d4e1a</u>
- What Is a Company Mission Statement and Why Is It Important? <u>https://www.tinypulse.com/blog/what-is-a-company-mission-statement-and-why-is-it-important</u>

What is a Performance Appraisal? <u>https://www.valamis.com/hub/performance-appraisal</u>

- What is an employer brand, and how can we develop an employment branding strategy? <u>https://www.shrm.org/resourcesandtools/tools-and-samples/hr-</u> <u>qa/pages/cms_023007.aspx</u>
- What Is An Internal Customer? <u>https://customersthatstick.com/blog/customer-service-training/what-is-an-internal-customer/</u>
- What Is Employer Branding and How Can It Grow Your Business? <u>https://business.linkedin.com/talent-solutions/blog/employer-brand/2018/employer-brand/2018/employer-branding</u>
- What is excellent internal customer service?.

https://www.haleymarketing.com/2012/06/15/shareworthy-service-is-for-internalcustomers-too/

- What is Periodic Monitoring of Employee Performance? <u>https://www.synergita.com/blog/periodic-monitoring-employee-performance/</u>
- What Is Succession Planning and Why Is It Important? <u>https://www.yourerc.com/blog/post/what-is-succession-planning-and-why-is-it-important</u>
- What is succession planning? <u>https://www.roberthalf.com/blog/management-tips/7-steps-to-building-a-succession-plan-for-success</u>
- What Is the Difference Between Goals and Objectives? <u>https://www.indeed.com/career-advice/career-development/difference-between-goals-and-objectives</u>
- What Should You Achieve in Your First 90 Days at a New Job?. <u>https://www.monster.ca/career-advice/article/things-to-achieve-during-your-first-three-months-at-work</u>
- What to Do After Getting Fired. <u>https://www.indeed.com/career-advice/finding-a-job/what-to-do-after-getting-fired</u>
- What to do when you get fired. <u>https://www.monster.com/career-advice/article/you-just-got-fired-now-what-hot-jobs</u>
- Why are Goals and Objectives Important?<u>https://www.fastcompany.com/795028/why-are-goals-and-objectives-important</u>

- Work Experience and Your Career: Definition, Importance and Tips. <u>https://www.indeed.com/career-advice/finding-a-job/work-experience</u>
- Wrongful Termination Claims. <u>https://employment.findlaw.com/losing-a-job/wrongful-</u> <u>termination-claims.html</u>

Wrongful Termination: Was Your Firing Illegal? <u>https://www.nolo.com/legal-</u> <u>encyclopedia/wrongful-termination-was-firing-illegal-32282.html</u>

18

<u>Assessment</u>

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A module completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours for the module are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

Section			
Section 1: Introduction			
Section 2: The First 90 Days of Your Job			
Section 3: Doing Your Best			
Section 4: Avoiding the Workplace Pitfalls			
Section 5: Learning, Growing, and Continuous Improvement			
Section 6: Understanding Your Employer			
Section 7: Career Decisions			
Section 8: Understanding Succession Planning			
Section 9: Employer Branding Strategy			
Section 10: Summary and Assessment			
Total Hours	15		