Career Pathing Strategies and Implementation Efforts

Panel Members:

Julia Leaman, U.S. Customs and Border Protection (CBP)

Ann Beacom, U.S. Customs and Border Protection (CBP)

Ashley Hoffman, U.S. Dept of Housing and Urban Development (HUD)

Jaqueline Deuling, Human Resources Research Organization (HumRRO)

Moderator:

Kevin Byle, U.S. Customs and Border Protection (CBP)

Kevin Byle (Moderator)

- Supervisory Personnel Research Psychologist at CBP

- Expertise in several areas of Industrial/Organizational Psychology including psychometrics, test development, survey development, and leadership assessment.

- Leads a branch responsible for development of promotional assessments, data visualization of hiring-related information, and career pathing at U.S. Customs and Border Protection.

Ann Beacom (Panelist)

- Personnel Research Psychologist at CBP

- Expertise in validating physical fitness requirements for law enforcement personnel, competency modeling, career pathing, and promotional assessment and selection programs.

- Other professional experience with leadership assessment and development, designing and implementing large scale selection systems, completing comprehensive occupational studies, and measuring organizational culture.

Julia Leaman (Panelist)

- Director of the Personnel Research and Assessment Division at CBP. Her team has been responsible for the development of career planning tools to include career roadmaps/paths for the large, diverse CBP workforce.

- Dr. Leaman's Federal career spans over 33 years and she has extensive experience in the areas of competency modeling, job analysis, survey design, skills gap tools, and physical fitness testing.

- A primary focus of her career has been the delivery of objective, merit-based selection tools for leadership selection at all levels.

Ashley Hoffman (Panelist)

- Personnel Research Psychologist currently working on Workforce Planning and Organizational Development initiatives at HUD.

- Has worked with law enforcement and transportation employees designing and implementing hiring assessment programs within and external to the Federal government space.

- Teaches I/O graduate students at the City University of New York (CUNY).

Jaqueline Deuling (Panelist)

- Currently a Senior Scientist at the Human Resources Research Organization (HumRRO) where she partners with organizations and professionals to turn their talent-related needs into evidence- and theory-based solutions.

- Worked at the Army Research Institute (ARI) Ft. Leavenworth research unit where she created and developed the Mapping Assessments to Competencies (MAC) process for the Army.

- Has 25 years of experience conducting research, has contributed to over 30 research publications and technical reports, and has given over 50 national and international conference presentations.

Session Overview

- Brief introduction to career pathing
- Panelists will address topics from several areas related to career pathing:
  - Needs Assessment
  - Development
  - ***Pause/Input/Questions***
  - Challenges
  - Future of Career Pathing
  - ***Additional Questions for Panelists***

Career Pathing Overview

- Documents how an employee's current role in the organization can lead to other roles either inside or outside of a job series or occupation.

- Promotes transparency and provide valuable information to workforce members seeking horizontal, vertical, and cross-functional roles or career changes.

- Encourages intra-organization position changes among employees in favor of losing valuable talent to other employers.

- Can be implemented as self-directed development tools or accompanied with mentor and supervisor assisted career planning for individual employees.

Career Pathing Overview

- Define the competencies, training and development activities, recommended key position assignments, and other career-related subject matter to help employees prepare and compete for future opportunities within their organization.

- Other career path tools focus on mapping progressive career ladders and job opportunities to show progression from one position to another.

Example:

- Recruiting
- Employee and Labor Relations
- Benefits and Retirement
- Classification

HR Specialist ➡ Full Perf HR Specialist ➡ HR Supervisor ➡ HR Manager ➡ HR Director

Career Path Needs Assessment

Question: How did your organization determine that there was a need for career path tools?

Career Path Needs Assessment

Question: What were the goals in developing career paths? What needs were you attempting to meet?

Career Path Development

Question: How were the career paths developed? What was the approach in relation to occupation needs and organization structure?
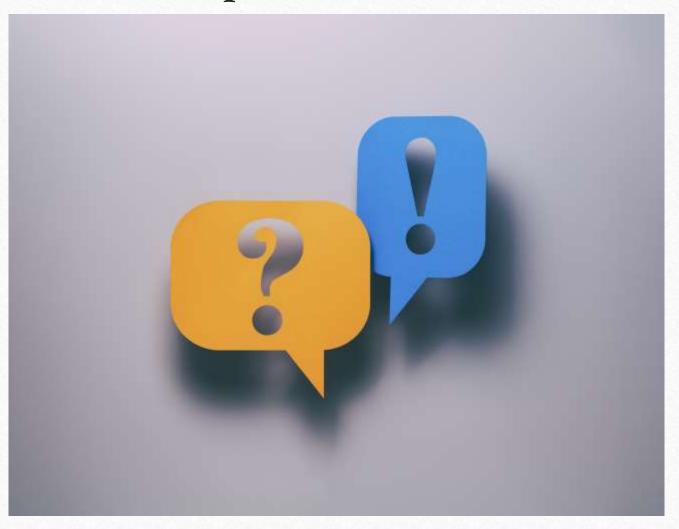
Career Path Development

Question: What information is included in the career path? How was it introduced to the workforce?

Career Path Development

Question: What strategies do you use to keep career path tools current? How often do you update your career path information?

Input/Questions

Career Path Challenges

Question: How do you measure career path usage and determine the return on investment for career path development efforts?

Career Path Challenges

Question: What are some of the barriers you faced in developing career paths?

Future of Career Pathing

Question: What do you think the future holds for career pathing?

Input/Questions

Contacts:

Jackie Deuling, HumRRO: jdeuling@humrro.org

Ashley Hoffman, HUD: ashley.j.hoffman@hud.gov

Julia Leaman, CBP: julia.a.leaman@cbp.dhs.gov

Ann Beacom, CBP: ann.beacom@cbp.dhs.gov

Kevin Byle, CBP: kevin.a.byle@cbp.dhs.gov