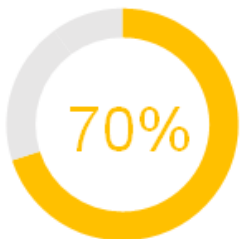




## Career Development Planning

Effective development plan consists of mixed methods of Experiences, Exposure, and Education. Consider the following options to help structure Career Development Goals and Individual Development Plans. Once the plan is designed, myPerformance can be used to document and track Career Development Goals as they are developed.

The purpose of this document is to outline various development options as employees and managers build Career Development Plans and Individual Development Plans (IDPs).



### Experience

**70%** of development should be achieved through work based learning, as it's the most effective form of development helping increase retention by putting learning into practice. This can include expanding current job responsibilities to learn new skills, job rotations, and special projects.



### Exposure

**20%** of development should be achieved through access, or exposure to other ways of working or self-directed learning. This can include methods such as engaging a mentor, expanding in internal/external networking, and shadowing a colleague in a different work area or at a more senior level



### Education

**10%** of development should be achieved through formal learning such as face to face training, professional qualifications, online learning (such as eLearn), or reading relevant business literature.



## Experience or On-the-job learning:

These development options focus on *'learning by doing'* and are most effective in supporting learning retention and should make up 70% of a Career Development Plan:

- **Job Expansion:** An increase in tasks and responsibilities to make the position more challenging. It is a horizontal expansion and the tasks that are added are at the same level as those in the current position.
- **Project:** A specific job from within a defined time. This may be within the team or part of a cross-divisional/cross-functional group. A great tool to help increase exposure and access to other areas of the business.
- **New Role:** A transition to a new role (not necessarily a promotion) can provide new opportunities for growth and help the individual develop a new skill set.
- **Delegation:** Delegating parts of your (or others) role with the appropriate level of support. The tasks considered should stretch the employee and give them experience outside of their normal job activities.
- **Job Rotation:** A move between multiple jobs in a planned manager over an extended period. The objective is to expose the employee to a wider variety of skills to enhance engagement and cross training.
- **Assignment:** A specific short-term piece of work, not normally part of the team members' role.
- **Secondment:** A short-term placement in a different role elsewhere in the business. It may be linked to their current role but the aim should be to develop in a new area.

## Exposure or Learning via others:

These development options focus on learning from others and should make up around 20% of a Career Development Plan:

- **Coaching:** This involves regular conversations, mostly between an employee and their direct manager, to focus on the employee and helping them solve problems and find answers for themselves. These can be ad-hoc or part of Check-ins and other ongoing performance conversations. Additional options include establishing a relationship with a professional coach.
- **Mentoring:** Involves collaborating with an experienced specialist in a particular area to help share knowledge. This can be someone who has a deeper technical expertise in the same field or in a different area in the business.



- **Networking:** Internal and external networks play an important part in development and forging relationships with colleagues in a senior or peer capacity is key to improvement. Look for opportunities to expand networks where possible.
- **Job Shadowing:** This involves the employee sitting with a suitable person who they think they can learn from to gain insight in to what they do.

## Education or Formal Training:

These development options focus on learning from instruction and should make up around 10% of a Career Development Plan:

- **Training Assets:** These can include internal Gallagher learning offerings, such as learning content accessible through [eLearn](#) to build skills or competencies, or even external job certifications. eLearn offers access to more than 35,000 assets across 18 languages and includes personalized course recommendations, a skills assessment feature, channels, live trainings, and career journeys. Learning content should complement current job related activities as well as future career aspirations.

We've also developed eLearn [playlists](#) to foster growth and development. These have been organized based on the Gallagher Behaviors.

- **Reading:** The most cost effective method of development and can include reading professional development, industry, and/or leadership literature and publications.
  - In [eLearn](#), you can access a comprehensive library of business and development books, book summaries, audio books, and audio book summaries.
  - You can search for both training assets and reading material either via eLearn's **Learning Search** functionality, accessible from eLearn's navigational menu, or by accessing Gallagher's **Business Skills Learning Portal** from the eLearn home page, which exclusively houses Gallagher's globally accessible web-based business skills content. View this [quick reference guide](#) to learn more about business skills content. Please direct any questions to [eLearn@ajg.com](mailto:eLearn@ajg.com).

## Career Development Resources:

The following link will launch step-by-step walk-throughs for the Career Development process:

[Create/Edit Career Goals](#)

Visit [Performance Training and Resources](#) for further guidance on Career Development