

## Appendix 3: Career Grades – Manager Support

### Career Grades – Manager Support

The following are suggestions for the type of support managers should provide to employees for the successful and timely achievement of professional / job competencies:

1. A **Development Plan** which could include:
  - a. clearly defined objectives for development
  - b. Suitable learning and development opportunities including:
    - Formal training / qualification courses
    - In house / external short courses
    - Work Shadowing
    - Mentoring / coaching
    - Job rotation
    - Secondment
    - Supervised practice
    - Project work
    - Research / Theoretical learning

Each activity should specify the outcome and new skill, qualification or experience acquired.

2. The **allocation of work** which reflect the current level within the Career Grade.
3. Regular **supervision, review and appraisal of progress**, against the set criteria / objectives identified in the Career grade Roles. (Where necessary reasonable adjustments may be made to support individuals to achieve and to respond to unforeseen personal circumstances). This will include identifying strengths and weaknesses and providing constructive feedback on progress.