



# How to Use Success Factors to Develop Employees' Skills

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## Career Planning for Managers

### **What are Success Factors and why are they important?**

Success Factors are the core behaviors that are expected of all employees at the university. They are a common point of reference to help direct us in how we should achieve our mission. The behaviors that are expected for each Success Factor depends on an employee's job group, or sub-function. There are five sub-functions: [Union-Eligible](#), [Support Task Expert](#), [Subject Matter Professional](#), [Management](#) and [Leadership](#).

### **How can you use Success Factors to help employees develop in their career?**

*They can guide your decisions.*

Because the expectations for each Success Factor change depending on employees' subfunction, they can help guide you when you are exploring possible career moves with employees. They can help you to determine where employees' specific skills currently lie and understand what they may need to develop to be successful at their current level or to advance to the next level.

Here is an example:

If an employee is currently in a Support Task Expert role, you can look at the Success Factors for that employee and see if the expectations for that level are met. If that employee wants to advance at the university, you can look at the Success Factors for Subject Matter Professionals to see which skills need to be developed in order to prepare that employee for the next level.

### **How can you best use the Success Factors to enhance employees' development?**

*Consider the following scenarios:*

Scenario 1: Clara is currently an Academic Advisor, which is in the sub-function of Subject Matter Professional, and she has told you that she wants to advance her career to the next level. You start by determining if she is meeting the expectations of her current role. When you look at performance data such as past performance appraisals and feedback from her coworkers and compare what you find to the Success Factors for Subject Matter Professional, you conclude that she is meeting expectations.

Next, you look at the Success Factors for Management, the next level up. You review the expectations that managers have in regards to collaboration with her and find out that she has had little experience working on formal teams. You then ask around for committee membership opportunities as one way she can work on developing her

collaboration skills. In the meantime, you suggest that she take one of the [suggested courses for Collaboration in myLearn](#).

Scenario 2: Daryl is currently in a Support Task Expert role as an Office Support Assistant. He has expressed interest in improving his communication skills so that he can perform well in his current position.

When comparing his past performance appraisals and other documentation you have with the expectations in the Communication Success Factor, you see that while he delivers messages well and in the appropriate format, he struggles with his listening skills. To help Daryl improve his skills, you refer to the [learning suggestions in myLearn associated with each Success Factor](#). You then suggest that he attend a training session on active listening.

### References and Links

- Learning Suggestions on myLearn  
([http://www.umssystem.edu/ums/hr/myPerformanceSuccess\\_Factor\\_Courses](http://www.umssystem.edu/ums/hr/myPerformanceSuccess_Factor_Courses))