



## Mentoring Program Committee

# Mentoring Guidebook

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# MENTORING GUIDEBOOK



## Key Information for Mentors and Mentees



# ACKNOWLEDGEMENTS

This is to acknowledge the following people who contributed to the development and construction of this guidebook

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## INTRODUCTION

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**SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

**FROM THE DIRECTOR'S DESK****Dear UCSD Community Members:**

Annually, UCSD is recognized as one of the top ten (10) public universities in the United States. We all agree it is notable that a young institution like UCSD has attained such a high level of recognition within a short time. We also agree that this status was accomplished through the hard work and commitment to excellence on the part of our supervisors, managers, faculty, and staff.

Critical to sustaining a high level of excellence are supervisors and managers who are charged with retaining, training, motivating, and developing staff. One of their leadership strategies has been to encourage staff to pursue professional growth opportunities such as those provided by UCSD Career Connection - a comprehensive career development program.

Career Connection offers Tools For Success, Career Planning and other related workshops at accessible sites on campus, School of Medicine, Scripps Institution of Oceanography, Library, Auxiliary & Plant Services and Healthcare facilities. At these workshops, information on other career development resources is provided such as Staff Education and Development, Accommodation Counseling and Consulting Services, and financial assistance for training. Other Career Connection services include mentoring, individual career consultations, internships, and informational interview referrals.

We attribute much of the success of Career Connection to the feedback and suggestions provided by supervisors, managers and staff. It is important that we represent the community of interests at UCSD, so please continue to contact us via phone at (858) 822-0507 or e-mail at [career@ucsd.edu](mailto:career@ucsd.edu) with your thoughts.

Again, we sincerely appreciate your continued support of Career Connection and encourage you to attend workshops for resource information.

Paula Doss  
Director, Equal Opportunity/  
Staff Affirmative Action

**HOW TO BEGIN**

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**SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

To: Mentors and Mentees

This is the recommended process to follow when beginning to meet with your mentee/mentor.

After you have registered on [://mentor.ucsd.edu](http://mentor.ucsd.edu), you will be matched with a mentor/mentee. Next you will be sent the **Mentoring Guidebook**. Please begin the process by reviewing the **Mentoring Guidebook**. Exchange relevant contact information and call your mentee/mentor to discuss the most suitable times and places for getting together, i.e. lunch, after work, before work, at your location or at his/her work location.

**Mentees:** Prepare for meeting with your mentor. Have a copy of your most current resume and Career Development Plan (CDP). Make a list of your interests, experiences, and career objectives to discuss. Your career objectives are very important because that is where your focus and resources should be directed.

**Mentors:** Go over the Career Connection workshop schedule, other Staff Education resources and encourage your mentee to pursue any workshops that will assist them with their CDP. Use the log provided to identify career development resources and any workshops that would enhance your mentee's skills/knowledge to help them reach their career objectives here at UCSD.

**Mentors and Mentees:** Be available to each other for progress meetings, working sessions, and follow-up activities. It is important that you value this process and grow in a positive direction.

Please feel free to contact me if you have any questions or concerns during your mentoring experience. You may e-mail me at [@ucsd.edu](mailto:@ucsd.edu) or call (858) 822-0506.

Jorge Rios  
Mentorship Coordinator  
Equal Opportunity/Staff Affirmative Action







### **ROLE OF THE COORDINATOR**

UCSD Career Connection has a steering committee that reviews all levels of workshop and program services on the part of staff. One of the committee members is assigned the task of coordinating the mentoring component, which involves:

- Reviewing the list of people who have registered to be a mentee.
- Identifying a mentor who most closely fits the mentee's occupational goals and objectives.
- Taking every opportunity to recruit mentors in staff associations, UCSD departments or those identified by staff as possible participants.
- Providing orientation workshops for potential mentors from various staff associations.
- Calling both the mentor and mentee regarding the match. At this time, they are advised of a forthcoming e-mail, which officially records the match.
- Sending out official notice to the mentee and mentor regarding the match, including a Mentoring Guidebook.
- Compiling information in a mentor/mentee database.
- Coaching for mentors regarding their mentee or program issues.
- Encouraging mentees to become a mentor to others.
- Recognition of the mentors by sending them a copy of an official letter that is sent to their respective Vice Chancellor each year of participation.

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

**You Have Been Matched!**

You have been matched up with someone who requested your specific background and/or experience. Your role starts with sharing your professional background and/or experiences with your mentee, so they can appreciate what you have had to encounter and overcome. Through this, you develop and establish rapport, trust, and insight into how diverse our society and community has become. Sharing yourself is critical in helping others grow closer to their dream and what they are capable of being. Share your observations of positive behaviors and attitudes that are important in the workplace. It is important to keep in mind that through respect and support, your talent, knowledge, and ideas make a difference in another person's professional growth and development.

As a mentor, you will find yourself being a guide, a demonstrator of new skills and a coach by reinforcing positive accomplishments. You have the opportunity to encourage and guide a fellow employee in a direction that will enhance their career. This interaction will allow your mentee to learn. There may be an opportunity for you and your mentee to expose each other to cultural aspects of UCSD: theater, concerts, cultural fairs, ethnic foods and various staff associations. These are just a few ideas.

We recognize that it takes commitment to guide a fellow employee in aspects of career development. The process of mentoring within a relationship of trust and respect can be mutually beneficial.

In the final analysis, you will see your mentee grow, develop and become self-actualizing.

**Thanks to You.....**



**UCSD Career Connection Mentorship Model**

How to start the mentorship program

<b>Start</b>	<b>Middle</b>	<b>End</b>
Enroll in Career Connection	Attend workshops	Career plan & Development
Mentorship training	Mentoring Guidebook	Expected behaviors
Selection of mentor/mentee	Frequency of meetings	Meeting commitments
Relationship building	Rapport & modeling	Confidentiality & trust
Goal setting	Measurable & attainable	Soft/hard & qualitative
Career Development Plan	Accessing resources	Follow up
Platform consultation	Technical support	Confidentiality
Satisfaction survey	Evaluation of services	Retention/promotion
Alliance building	Promoting mentorship	Maintaining contact

**SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

## The Meaning of Mentoring

**M**onitoring  
**E**ducation  
**N**etworking  
**T**aking the Initiative  
**O**pportunities to Excel  
**R**eaching Out  
**I**nch by Inch by Inch  
**N**ew Horizons  
**G**iving a Hand

The Meaning of Mentoring

What is your meaning of mentoring using the letters M through G?

**M**      -----  
**E**      -----  
**N**      -----  
**T**      -----  
**O**      -----  
**R**      -----  
**I**      -----  
**N**      -----  
**G**      -----

### MENTOR/MENTEE AGREEMENT

**SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

UCSD Career Connection provides career development workshops that focus on participants developing strategies for success at UCSD. Participants are provided with a Career Development Plan (CDP) to use in identifying attainable goals and objectives and in tracking their success. Concurrently, Career Connection offers role models (mentors) who provide encouragement and motivational assistance to fellow employees (mentees). Supervisors are encouraged to promote career development for their employees through participation in Career Connection and its mentoring component.

The following are basic agreements and commitments that a mentor and mentee may elect to follow in pursuing career development objectives:

**AGREEMENTS:**

Mentees will attend 4 of the 6 core workshops: *Tools For Success, Career Planning-Getting Started, Career Planning-Goal Setting, Assessing Your Transferable Skills, Personalizing Your Career Path, and On Line Resume Application.*

Monthly: mentor/mentee agrees to discuss openly the mentee's CDP

Monthly: mentor/mentee will be diligent in keeping scheduled appointments

Monthly: mentor/mentee will be professional and straight forward at all times

Monthly: mentor/mentee agrees to keep personal and work discussions confidential

Mentor will provide feedback on CDP goals and objectives to help keep them attainable.

Mentor's Signature \_\_\_\_\_ Date\_\_\_\_\_

Mentee's Signature \_\_\_\_\_ Date\_\_\_\_\_

**Optional**

I am supportive of this employee's attendance at UCSD Career Connection workshops and meetings with his/her mentor. I agree to provide feedback on CDP goals and objectives if asked by this employee.

Supervisor's Signature \_\_\_\_\_ Date\_\_\_\_\_

**MENTORING SIX- MONTH LOG**

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**SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

This is a log for both the mentor and mentee to use for meeting in person or by phone and for scheduling follow-up activities.

Date	Time	Monthly Meeting(s)	Follow-up Activities
1.			
2.			
3.			
4.			
5.			
6.			

**Notes:**



## **ROLE OF THE MENTOR**

### **DIVERSE ROLES OF A MENTOR**

#### **ASSESSOR**

- Assess skills, interests, and motivations for advancement
- Provide feedback about observed behaviors and skills
- Identify strengths to be maximized
- Identify areas for improvement

#### **INFORMATION PROVIDER**

- Inform about options, barriers, politics and methods
- Give printed information
- Share personal opinions and experiences
- Provide continuing assessment information

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

**REFERRAL AGENT**

- Refer to others who can assist
- Refer to books, videos, classes, etc.

**GUIDE**

- Encourage focus on attainable goals
- Provide reality testing
- Help move around in political structure
- Help with "outer" career (job advancement)

**COACH**

- Encourage development of specific and appropriate goals
- Encourage action steps
- Assist in how to avoid barriers
- Act as role model about workplace conduct

**DEVELOPER**

- Encourage innovation
- Provide challenging assignments
- Be a public relations person for your mentee

**MENTORING PRACTICES**

- The mentor relationship is one in which a person sees the potential for the growth and development of another and assumes the responsibility for nurturing this potential.
- Mentoring occurs when a more-experienced professional gives significant career assistance to a less-experienced one during a period of transition.
- Mentoring is hard work. Mentors who expect to walk in and waltz out as heroes and miracle workers are in for a surprise. In many cases, mentoring is an endurance test.
- A mentor must be able to see the mentee as a separate person with different needs and goals and must be comfortable with those differences.

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**SUSTAINING A BEST PRACTICE MENTORING PROGRAM**



- The mentor suggests standards of performance, usually high ones, and gives the mentee assistance and self-confidence in reaching them.
- Mentors should be honest, committed, respectful of their mentees and willing to share themselves.
- Effective evaluation is a significant trait of a good mentoring relationship.
- A mentor should assist their mentee in assessing their strengths and their weaknesses, encourage them to take risks and to learn from their mistakes.
- One of the most significant contributions a mentor may make is to help the mentee develop a life's dream and to move toward the realization of this dream.



### **STRATEGIES FOR EFFECTIVE MENTORING**

- Positive attitude: Encourage the mentee to approach life and goals with enthusiasm and to be accepting of self and others.
- Valuing: Encourage a person to examine beliefs and ideals in an effort to establish personal values and goals.
- Open-mindedness: Encourage a person to keep open to new ideas.
- Interrelations: The interactions between mentor and mentee should be situations of sharing, caring and empathizing.
- Creative problem solving: Encourage the mentee to use a creative problem solving process.

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

- **Effective communication:** Encourage a person to be an attentive listener and an assertive questioner.
- **Discovery:** Encourage the mentee to be an independent thinker.
- **Strengths and uniqueness:** Encourage a person to recognize individual strengths and uniqueness and to build on them.
- **Confidence:** Assist a person in developing self-confidence.
- **Awareness:** Stress that an individual be aware of the environment, be intuitive, be problem sensitive, and be ready to make the most of opportunities.
- **Risk-taking:** Encourage a person to be a risk-taker and an active participant, not a spectator.
- **Flexibility:** Share with a mentee the importance of being flexible and adaptable in attitudes and actions, looking for alternatives, and seeing situations/persons from different perspectives.



### **TIPS FOR GUIDING CAREER DISCUSSIONS**

- Schedule meetings with your mentee thoughtfully. You will be more effective by meeting in a different area and setting aside special meeting times. Agree on your agenda or topic in advance.
- Maintain realistic expectations of your mentee. Recognize your mentee as an individual. Progress may not come as quickly as you prefer.
- Ask questions to encourage thought and discussion. Encourage your mentee to become an independent thinker.
- Follow your mentee's train of thought. Be flexible enough to drop your own train of thought when it is not appropriate in the conversation.

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

- Be an active listener. Clarify your mentee's feelings. Recognize and honor differences in values, opinions, ideas, cultures, etc.
- Give direct feedback. Be honest in your evaluation of your mentee's skills and talents necessary for a particular career move.
- Present alternatives for consideration. Provide your mentee with a fresh perspective about concerns and questions.
- Summarize the important points that were made during your meeting. Review your plan of action to make sure it is clear and means the same to each of you.
- Be aware of the tension that is part of the mentor-mentee process. Recognize that change is uncomfortable and be patient.
- Follow-up on commitments made to each other.
- End the meeting only after all the important issues have been covered. Agree on goals for the next meeting. Record your commitments and accomplishments on the Mentoring Monthly Log.



### **What Mentors Are Not!**

Mentors are not a:

- Parent
- Stockbroker
- Social worker
- Financial advisor
- Matchmaker
- Police person
- Social advisor
- Marriage counselor
- Medical doctor
- Lawyer
- Real estate agent

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

Personal valet

Mentors should not:

- Break promises
- Condone negative behavior
- Talk down to a mentee
- Force the mentee into anything
- Be inconsistent
- Become a crutch
- Cause friction
- Break confidentiality  
(except in cases of potential harm to the mentee or other people).



### **WHAT A MENTOR DOES FOR MENTEES**

#### A MENTOR BOOSTS SELF ESTEEM

- Believes in you
- Renews your self-confidence
- Reflects confidence in you to others
- Assists you during a crisis or turning point

#### A MENTOR SHARES YOUR DREAMS AND ENLARGES YOUR VISION

- Believes that your dreams are worthwhile
- Helps you expand your horizons
- Encourages you to have a “think big” perspective
- Helps you map out a plan of action
- Helps you design firm, clear, and realistic goals

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

**A MENTOR SUPPORTS YOUR EDUCATIONAL AND CAREER GOALS**

- Provides exposure to career professionals, administrators, and other staff
- Broadens your contacts on campus and in the community

**A MENTOR INTRODUCES YOU TO THE ORGANIZATIONAL STRUCTURE, ITS POLITICS AND ITS PLAYERS**

- Teaches you the language of the system
- Helps you become a part of the system
- Shares the philosophy and values of the system and those running it
- Gives advice on which contacts to develop and how to use them

**A MENTOR PROVIDES ADVICE, COUNSEL AND SUPPORT**

- Supports and encourages you
- Alerts you to blind alleys
- Provides "inside information"

**A MENTOR GIVES FEEDBACK ON YOUR PROGRESS**

- Gives you feedback on your progress
- Provides perspective on how others see you
- Gives you opportunities for taking on additional responsibilities

**A MENTOR TEACHES BY EXAMPLE**

- Teaches a code of behavior
- Teaches the value of confidentiality



## ROLE OF THE MENTEE

### *Never Stop Dreaming*

*“It must be borne in mind that the tragedy of life does not lie in not reaching your goals; the tragedy lies in not having any goals to reach. It isn’t a calamity to die with dreams unfulfilled, but it is a calamity not to dream. It is*

*not a disaster to be unable to capture your ideals, but it is a disaster to have no ideals to capture. It is not a disgrace not to reach the stars, but it is a disgrace to have no stars to reach.”*

Dr. Benjamin E. Mays

**About the Author:** Dr. Mays was the president of Morehouse College, Atlanta, at the time when Dr. Martin Luther King Jr. did his graduate studies in sociology. Influenced by Dr. Benjamin E. Mays, Dr. Martin Luther King Jr. decided in his junior year to be a minister of the gospel of Jesus Christ. At Morehouse, King was most inspired by Dr. Mays and thought of him as a mentor who told him the ministry could be a force for ideas and social protests.



### **ROLE OF THE MENTEE**

The UCSD Career Connection Mentoring Program has established a group of mentors at all levels that are willing to assist other UCSD staff pursuing career development. A mentor is a person who can provide invaluable career counseling, job coaching and tips on how to work successfully at UCSD.

Participants of Career Connection are encouraged to request a mentor who is in their occupational field of choice or interest. Tips to remember when assigned a mentor are:

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

- Keep your appointments with your mentor.
- Permit your mentor to review your Career Development Plan (CDP) and make recommendations regarding professional goals and objectives.
- Contact your mentor for assistance in the review of your application and or resume for promotional positions.
- Contact your mentor for assistance in developing your network, for example: identifying information interview contacts.

Career Connection participants are asked to attend the following workshops and take advantage of the services that focus on enhancing and developing career strategies for success:

Tools for Success

Career Planning

Assessing Your Transferable Skills

Personalizing Your Career Path

Goal Setting

Job Interviewing Skills

Online Resume Application

Career Information Panels

Career Consultations

Internships



### **RESPONSIBILITY OF THE MENTEE**

- Meet with your assigned mentor at least once a month over a period of six months.
- Participate in career development workshops offered through Career Connection.
- Fill out the Career Development Plan as you attend the workshops.

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**



- Develop realistic and obtainable goals.
- Share the Career Development Plan with your mentor for guidance and feedback.
- Schedule and conduct informational interviews in areas of occupational interest.
- Follow-through on monthly goals and objectives.
- Attend mentor/mentee training programs.
- Take advantage of networking opportunities by participating in any of several staff associations at UCSD.
- Learn the University corporate culture for purposes of promotion and retention.
- Maintain a high degree of participation in Staff Education and Development classes or equivalent training to increase skills and knowledge of UCSD procedures.
- Commit to continuous professional growth and development.





## **BENEFITS**

### **MENTOR BENEFITS**

UCSD employees who participate as mentors have shared the following list of benefits:

- Feeling of being useful to someone else
- Satisfaction from helping someone
- Feeling of being trusted
- Became a better listener

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

- Gained ideas
- Became more outgoing
- Reinforced professional identity
- Increased patience
- Feeling of pride in seeing mentee learn and focus on goals
- Ability to lead mentee to a higher level of thinking
- Mentor training and other resource information on new career development programs
- Develop personal contacts throughout the University by attending the Career Connection Annual Recognition Event
- Recognition by Career Connection with a certificate of appreciation
- Visibility with a letter from Career Connection to my Vice Chancellor acknowledging my contribution to UCSD staff development and retention efforts



### **MENTEE BENEFITS**

UCSD employees who participate as mentees have shared the following list of benefits:

- Self-motivation, self-discipline, goal setting
- Increased interpersonal skills
- Greater awareness of value systems

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

- Critical evaluation of what works, what does not work
- Acquisition and implementation of new knowledge
- Greater awareness of trust
- Increased decision-making skills
- Enhanced leadership skills
- Successful transition in completion of educational goals
- Enhanced atmosphere of trust and respect
- Guidance, direction, advice and encouragement from a mentor as a professional confidante
- Formal and informal networking opportunities
- Development of an effective credential package for that desired job or career
- Recognition by Career Connection with a Certificate of participation



### **UCSD BENEFITS**

- UCSD employees who participate as a mentor or mentee support UCSD's staff retention and promotion program
- Increased participation in Staff Education and Development workshops
- Increased job performance level throughout all departments
- Positive University-wide response to the mentoring program

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

- Increased participation of mentors and mentees
- Increased staff career development planning
- Increased supervisory and employee agreement on career goals and objectives
- Enhanced customer service skills on the part of mentees
- Increased self esteem on the part of the participants to take on leadership roles
- Increased participation in staff associations, leading to increased networking and contributions to cultural diversity
- Increased awareness of the *UCSD Principles of Community* and Core Values





## **CAREER CONNECTION PROGRAM OVERVIEW**

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## **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

## CAREER CONNECTION PROGRAM - AN OVERVIEW

**Career Connection** is a comprehensive career development program comprised of the following components with associated workshops and services. The following model is designed to aid participants in effectively managing their career. Career Connection offers a number of services to assist staff members in each of the following categories.

### CAREER DEVELOPMENT MODEL



#### 1. ASSESS INTERESTS AND QUALIFICATIONS

- Assess skills and abilities
- Determine interests
- Evaluate knowledge/education
- Assess preferences/personality traits
- Explore work values



#### 2. EXPLORE CAREER OPTIONS

- Gather career information
- Set Objectives
- Research individual departments
- Develop a career plan
- Informational interviews
- Research position opportunities



#### 3. TAKE ACTION

- Negotiate for accommodations
- Develop a network
- Reassessment of professional objectives
- Build an online resume/application
- Apply for opportunities
- Interview preparation and execution
- Identify a mentor




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## SUSTAINING A BEST PRACTICE MENTORING PROGRAM

### CAREER DEVELOPMENT MODEL WITH CORRESPONDING WORKSHOPS & SERVICES



#### 1. ASSESS INTERESTS AND QUALIFICATIONS

- Tools For Success
- Career Planning
- Goal Setting
- Assessing Your Transferable Skills
- Personalizing Your Career Path
- One-On-One Career Consultations
- "My Career At UCSD" Web portal



#### 2. EXPLORE CAREER OPTIONS

- Informational Interviews
- Career Information Panels
- Mentorship Program
- One-On-One Career Consultations
- Internships
- Networking Tips
- Risk Taking



#### 3. TAKE ACTION

- Job Interviewing Skills
- Negotiating Your Environment
- Online Resume Application
- Videotaped mock interviews
- One-On-One Career Consultations
- Mentorship program
- Internship program
- Promotion Project
- Informational Interviews





## **Career Connection Workshops**

### **Tools for Success**

This workshop will provide an introduction to the UCSD Career Connection workshops, programs and services offered by other Human Resources divisions and UCSD departments.

### **Career Planning**

This workshop provides an orientation to personal, professional and organizational values that play into one's career planning process. You will receive a Career Development Plan (CDP) that will assist you in short-term and long-term goal setting. The CDP can be worked on individually or with one's mentor.

### **Assessing Your Transferable Skills**

This workshop incorporates a series of exercises using cards to identify your strong skill sets, and those skill sets you want to develop to enhance your current position or to move to a new position. Participants will also learn about their burnout zone.

### **Personalizing Your Career Path**

This workshop will help you identify and learn your personality type through the Keirsey Temperament Sorter Test. It will point out a variety of careers which people with similar personality types might find satisfying. You will learn about considerations arising from personality that might affect your career plan strategies.

### **Goal Setting**

This workshop will help you focus on the essentials of smart goal setting. You can become a goal setter who writes, thinks and talks about your goals. When you set goals, you can develop direction and a focused energy that helps you achieve higher levels of success in your professional and personal life.

### **Online Resume Application**

This workshop is designed to provide information on resume preparation with particular emphasis on the UCSD online resume process. There will be opportunity for resume review for those who have a resume draft.

### **Job Interviewing Skills**

This workshop is intended for job seekers who would like to enhance their interviewing skills. Participants will receive advice in preparing for a job interview, get helpful presentation tips, and review a variety of interview formats and sample questions. Videotaped mock interview practice may be scheduled upon request.

### **Career Information Panels**

A panel consists of three UCSD employees with related job titles who will provide information about their job group, position, how they got there, skills needed and additional advice for those interested in pursuing similar careers. The informational interview is also introduced as a means of conducting research about a position.

### **Your Attitude Can Make a Difference**

The purpose of this workshop is to help UCSD employees recognize their attitude, understand the effects of their attitude and learn how to enhance their attitude. This interactive workshop will allow participants to gain a step towards personal growth and also use what they learn about attitudes to become more effective in the workplace.

### **Networking Tips**

In this workshop you will discover how to increase your professional and personal network. You will learn how to set networking goals, ask for referrals, make networking opportunities, and take the steps needed to increase the effectiveness of your relationships.

### **Risk Taking**

Gain self-confidence by understanding the value of taking risks and the practical aspects of risk assessment. In this workshop you will reflect on questions regarding risk, change, and decision making.

### **YOUR DREAM CAREER**

The objective of this workshop is to assist you in identifying the steps needed to reach your dream career. These steps will include efforts and changes you are willing to make to identify what YOUR dream career is. This workshop will also assess your work and lifestyle values and analyze whether your current career is congruent with these personal values; if not, this workshop will assist you in understanding what is getting in the way of achieving your dream career. Finally, you will develop an action plan with specific steps to make your dream career an extraordinary reality.

## **Mid Career Workshop Descriptions**

### **MID CAREER PLANNING**

Participants are shown the importance of mid career planning strategies and discovering career opportunities. Participants will receive a Career Development Plan (CDP) that will assist them in short-term and long-term goal setting with their career. The CDP should be taken to related workshops for enhancement.

### **TRANSFERABLE SKILLS TUNE UP**

This workshop incorporates a series of advanced card sort assessments to assist participants in identifying skills and career objectives that may be used to enhance their current position or desired position.

### **ATTITUDE READJUSTMENT**

Explore ways to improve your attitude. This workshop will help you recognize your attitude, see the effects of it and fix any aspects of it that you want to improve.

### **NEGOTIATING YOUR ENVIRONMENT**

This workshop begins with a review of the UCSD Principles of Community and Core Values, and how these principles can help employees effectively negotiate their work environment. This workshop consists of exercises and discussions on how to identify and avoid terms and casual statements that can be disruptive and politically incorrect.

### **SETTING MID CAREER GOALS**

This workshop is for employees interested in acquiring the fundamentals of goal setting for mid-career change.

### **REVVING UP YOUR CREDENTIALS PACKAGE**

Designed for UCSD staff interested in having an influential cover letter, resume, and reference list for today's competitive market. Learn how to format your cover letter to make an impact. Get tips on how to market yourself to upper management through your resume. Follow the coveted steps on how to list your important references

## **Boomers: Planning for the Future Workshop Descriptions**

### **GOAL SETTING FOR BOOMERS**

Participants will discover the connection between their goals and values. Topics include: determining clear, focused, and written goals, and learning ways to best achieve goals.

### **JOURNEY OF DISCOVERY: CREATING YOUR NEW LIFESTYLE AND STEPS TO MAKING IT HAPPEN**

This workshop is designed for UCSD boomers interested in finding out what "*Phase 3/Phase Gold*" means in their future. This workshop will assist participants to discover possibilities, envision and embrace a different lifestyle, and explore options while carefully developing a well thought-out plan for personal fulfillment. Topics will include: adjusting to change, retaining meaningfulness and life balance, and developing a personal map of choices and options.

### **ASSESSING SKILLS AND INTEREST FOR THE FUTURE**

Participants will learn about phased retirement. A series of card sort assessments will assist them in identifying their skills and interest. Topics include determining skills sets, developing skills sets for phased retirement and identifying specific interests for the future

### **WHAT'S NEXT? PROGRESSION PLANNING FOR PHASE GOLD**

Provides an overview of progression planning and to ease into phase gold. Topics include: Career Plan (phase gold), personal and professional values and paid and volunteer opportunities.

### **BOOMERS: MARKETING ONESELF IN A MULTIGENERATIONAL WORKPLACE AND COMMUNITY**

The workplace has always consisted of many generations working at one time. But today's diverse workforce has a new twist: The older generation is working past retirement age. This interactive workshop will provide participants with the necessary tools to update and enhance their resume, develop essential interviewing skills, and ultimately market oneself successfully in this growing, diverse, multigenerational workplace.

## **Career Connection Services and Additional Career Development Opportunities**

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## **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

**The Promotion Project** is an employee development program designed to maximize promotional opportunities for qualified applicants currently in the career staff workforce and to assist in promoting diversity at UCSD. Through the availability of training funds (up to \$1,000.00), departments are encouraged to promote and train UCSD career employees into selected classifications as openings occur.

**The Internship Initiative** creates valuable internship opportunities for employees, while offering support for their career development. Interns receive training to build the skills needed for career enhancement and to increase their competitiveness for upward mobility. Departments interested in sponsoring an internship are encouraged to contact Human Resources-Equal Opportunity/Staff Affirmative Action. Internships are offered throughout the year.

**One- On- One Consultations** are for Career Connection participants who would like to receive additional assistance in moving forward with their career development. One-on-one consultations may be scheduled upon request.

**Managing Transition** is a referral program to obtain information on how to deal with work-related change.

**Information Interviews** provides referral assistance to connect with UCSD staff to acquire career information.

**Additional UCSD Career Development Opportunities:** Video Mock Interview  
Lab Tech Training Program  
Outreach Community Fairs

**Management Skills Assessment Program (MSAP)** - The Management Skills Assessment Program is a University wide management development program designed to assess and improve on-the-job performance and to enhance competitiveness for management positions. The MSAP is open to entry-level managers, first-line supervisors and professional support staff at the \_\_\_Assistant III level and above.

**Scholarships through the Staff Equal Opportunity Enrichment Program (SEOEP)**- Individual scholarship awards are available for career development training courses and activities. The maximum annual award is \$500 per person. Funding is provided for training needed for career changes or career advancement at UCSD when identified as part of an employee's career plan.

**Mentoring** is a component of Career Connection which provides an opportunity for a seasoned career employee (or retiree) to be matched up with a Career Connection participant. Employees may register to be a mentor or mentee at <https://mentor.ucsd.edu>. Participants are encouraged to fill out a Career Development Plan delineating their career objectives, professional goals, and specific steps needed to implement their career strategies. This Career Development Plan is discussed with their mentor once a month for about an hour over a period of approximately six months. At the conclusion of this six-month time frame, mentees (those individuals matched with a mentor) are encouraged to help others by participating as a mentor in the future. The "graduation" of mentees to mentors permits this program to continue to help other aspiring UCSD employees by meeting the ever-growing demand for mentors.

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## **WHAT YOU NEED TO KNOW ABOUT CAREER DEVELOPMENT**

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### **SUSTAINING A BEST PRACTICE MENTORING PROGRAM**

*There must be clarity in these areas:*

1. Technical or job-specific skills
2. Transferable skills
3. Personality aspects - preferences, attitude, behavior under stress, etc.
4. Career and work values
5. Career and work interests
6. Preferred work style

*There are several possible career options:*

- Promotion                   *(moving up)*
- Enrichment                 *(adding tasks)*
- Status Quo                 *(staying put)*
- Transfer                    *(lateral move)*
- Rotation                    *(moving around)*

## **CAREER PLANNING**

*Career goals should be SMART:*

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**ealistic
- **T**angible

*A Career Development Plan addresses these questions:*

- **WHAT** is my specific goal?
- **WHY** is this my best goal?
- **HOW** will this goal be pursued?
- **WHEN** will each step occur?
- **WHO** else is involved?



## APPENDIX

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### SUSTAINING A BEST PRACTICE MENTORING PROGRAM

**UCSD HUMAN RESOURCES OFFICES****[Blink.ucsd.edu/go/people](http://Blink.ucsd.edu/go/people)**

- **EQUAL OPPORTUNITY / STAFF AFFIRMATIVE ACTION**  
(858) 534-3694  
Fairness in employment and contracting
- **EMPLOYMENT AND COMMUNITY OUTREACH SERVICES**  
(858) 534-9897  
Community outreach, staffing and employment opportunities information and recruitment assistance
- **STAFF EDUCATION AND DEVELOPMENT**  
(858) 534-4890  
Education and learning opportunities
- **ACCOMMODATION COUNSELING AND CONSULTING SERVICES**  
(858) 534-6744  
Counseling and disability management services for employees and supervisors
- **TEMPORARY EMPLOYMENT SERVICES**  
(858) 534-4604  
Temporary job placement University-wide
- **BENEFITS**  
(858) 534-2816  
Health and welfare benefits, retirement, and savings
- **FACULTY AND STAFF ASSISTANCE PROGRAM**  
(858) 534-5523  
Personal and family assistance and counseling
- **EMPLOYEE RELATIONS, POLICY DEVELOPMENT AND WORK/ LIFE**  
(858) 534-4115  
Conflict resolution, advice and consultation, policy interpretation
- **LABOR RELATIONS**  
(858) 534-2810  
Administer collective bargaining agreements and process grievances

**OTHER UCSD RESOURCES**

- **CROSS CULTURAL CENTER**  
(858) 534-9689  
Creating a multi-ethnic, culturally-conscious university by providing a network of services and programs
- **UCSD WOMEN'S CENTER**  
(858) 822-0074  
Fosters women's educational, professional and personal development and provides a safe environment for women and men of diverse backgrounds
- **LESBIAN, GAY, BISEXUAL, TRANSGENDER RESOURCE CENTER**  
(858) 822-3493  
Provide a safe environment for exploring sexual orientation and gender issues, as well as resources that enhance cultural diversity
- **OFFICE OF SEXUAL HARASSMENT PREVENTION AND POLICY**  
(858) 534-8298  
Provides advice and assistance in investigating and resolving complaints of sexual harassment
- **THE UCSD OMBUDS OFFICE**  
(858) 534-0777  
Provides a voluntary channel for dispute mediation and resolution services
- **UCSD BOOKSTORE**  
(858) 534-7326  
Provides students, faculty and staff with quality merchandise, textbooks and University apparel
- **UCSD LIBRARIES**  
(858) 534-3336  
Provides students, faculty and staff with a state of the art research library
- **THE IDA AND CECIL GREEN FACULTY CLUB**  
(858) 534-0876  
Provides faculty and staff with a venue that offers fine cuisine for special events
- **UCSD RECREATION**  
(858) 534-4037  
Provides students, faculty and staff with recreation classes, Health and Wellness Programs, and various sports facilities throughout campus

**LIST OF UCSD STAFF ASSOCIATIONS**

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**SUSTAINING A BEST PRACTICE MENTORING PROGRAM**



**AMERICAN INDIAN FACULTY AND STAFF ASSOCIATION**

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John Will (858) 534-0151 [jjwill@ucsd.edu](mailto:jjwill@ucsd.edu)

**UJIMA NETWORK**

Pamela Fruge, Chair (858) 534-4875 [pfruge@ucsd.edu](mailto:pfruge@ucsd.edu)  
Paula Doss, Vice Chair (858)534-3694 [pdoss@ucsd.edu](mailto:pdoss@ucsd.edu)

**UCSD LGBT STAFF AND FACULTY ASSOCIATION**

Fred P. West, Chair (858) 822-2709 [fwest@ucsd.edu](mailto:fwest@ucsd.edu)  
Sandra Pesante, Vice Chair (858) 534-1395 [spesante@ucsd.edu](mailto:spesante@ucsd.edu)

To obtain more information regarding each of the listed resources,  
please visit the Blink Website: <http://blink.ucsd.edu>



**The UCSD PRINCIPLES OF COMMUNITY**

The University of California, San Diego is dedicated to learning, teaching, and serving society through education, research, and public service. Our international reputation for excellence is due in large part to the cooperative and entrepreneurial nature of the UCSD community. UCSD faculty, staff and students are encouraged to be creative and are rewarded for individual, as well as, collaborative achievements.

To foster the best possible working and learning environment, UCSD strives to maintain a climate of fairness, cooperation, and professionalism. These principles of community are vital to the success of the university and the well being of its constituents. UCSD faculty, staff, and students are expected to practice these basic principles as individuals and in groups.

We value each member of the UCSD community for his or her individual and unique talents, and applaud all efforts to enhance the quality of campus life. We recognize that each individual's effort is vital to achieving the goals of the university.

We affirm each individual's right to dignity and strive to maintain a climate of justice marked by mutual respect for each other.

We value the cultural diversity of UCSD because it enriches our lives and the university. We celebrate this diversity and support respect for all cultures, by both individuals and the university as a whole.

We are a university that adapts responsibly to cultural differences among the faculty, staff, students, and community.

We acknowledge that our society carries historical and divisive biases based on race, ethnicity, gender, age, disability, sexual orientation, religion, and political beliefs. Therefore, we seek to foster understanding and tolerance among individuals and groups, and, we promote awareness through education and constructive strategies for resolving conflict.

We reject acts of discrimination based on race, ethnicity, gender, age, disability, sexual orientation, religion, and political beliefs, and, we will confront and appropriately respond to such acts.

We affirm the right to freedom of expression at UCSD. We promote open expression of our individuality and our diversity within the bounds of courtesy, sensitivity, confidentiality and respect.

We are committed to the highest standards of civility and decency toward all. We are committed to promoting and supporting a community where all people can work and learn together in an atmosphere free of abusive or demeaning treatment.

We are committed to the enforcement of policies that promote the fulfillment of these principles.

We represent diverse races, creeds, cultures, and social affiliations coming together for the good of the university and those communities we serve. By working together as members of the UCSD community, we can enhance the excellence of our institution.

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**SUSTAINING A BEST PRACTICE MENTORING PROGRAM**



UNIVERSITY *of* CALIFORNIA  
SAN DIEGO  
MEDICAL CENTER

## Our Core Values

### Our Mission:

The mission of UCSD Healthcare is to provide the highest quality, cost effective health care to improve the health of the community while supporting the clinical, educational, and research activities of the School of Medicine.

### Our Vision:

To shape the future of healthcare through innovation, research and education and by creating a premier quality-driven healthcare system benefiting all segments of the community.

### Our Core Values:

- Quality** Excellence in patient care and other work performed.
- Caring** Commitment to valuing differences and respecting the well-being and dignity of each person.
- Integrity** Honesty and trustworthiness
- Creativity** Enhancing knowledge, discovering and sharing new ways to do things
- Teamwork** Commitment to working together to achieve our goals.

# CAREER DEVELOPMENT PLAN

## Key Steps Toward Your Career Development

### Step 1. Workshops

<p><b>Tools For Success</b> (Core workshop)</p> <ol style="list-style-type: none"> <li>1. Career Connection workshops</li> <li>2. Services</li> <li>3. Resources</li> <li>4. Financial incentives</li> </ol>	<p><b>Career Planning-Goal Setting</b> (Core workshop)</p> <ol style="list-style-type: none"> <li>1. Goal - work</li> <li>2. Goal - community</li> <li>3. Goal - personal</li> <li>4. Goal - educational</li> </ol>
<p><b>Career Planning- Getting Started</b> (Core workshop)</p> <ol style="list-style-type: none"> <li>1. Work values</li> <li>2. Personal values</li> <li>3. Introduction to skill identification</li> <li>4. Decision making</li> </ol>	<p><b>Job Interviewing Skills</b></p> <ol style="list-style-type: none"> <li>1. Informational interview</li> <li>2. Knowing the job</li> <li>3. Interview questions</li> <li>4. Follow-up</li> </ol>
<p><b>Assessing Your Transferable Skills</b> (Core workshop)</p> <ol style="list-style-type: none"> <li>1. Proficiency skills</li> <li>2. Career development skills</li> <li>3. Burn out zone</li> </ol>	<p><b>Online Resume Application</b> (Core workshop)</p> <ol style="list-style-type: none"> <li>1. Follow-up job search</li> <li>2. Online resume and cover letter</li> <li>3. Using the applicant toolkit</li> </ol>
<p><b>Personalizing Your Career Path</b> (Core workshop)</p> <ol style="list-style-type: none"> <li>1. Work type</li> <li>2. Personality type</li> <li>3. Supervisory/co-worker types</li> <li>4. Organizational climate</li> </ol>	<p><b>Networking Tips</b></p> <ol style="list-style-type: none"> <li>1. Join a staff association</li> <li>2. Volunteer for a project</li> <li>3. Internship opportunities</li> <li>4. Mentorship matching</li> </ol>

*A Certificate of completion will be issued after attending 4 of the 6 core workshops.*

**Step 2. Record Workshop Findings**

<b>Tools for Success</b>	<b>Goal Setting</b>
<b>Career Planning- Getting Started</b>	<b>Job Interviewing Skills</b>
<b>Assessing Your Transferable Skills</b>	<b>Online Resume Application</b>
<b>Personalizing Your Career Path</b>	<b>Networking Tips</b>

**Step 3. Accessing Other Important Services**

<p>Career consultation</p> <ol style="list-style-type: none"> <li>1. Resume review</li> <li>2. Credential package review</li> <li>3. Occupational interests</li> <li>3. Career plan review</li> </ol>	<p>Managing transition (contact FSAP)</p> <ol style="list-style-type: none"> <li>1. Reorganization</li> <li>2. New supervisor</li> <li>3. New co-worker</li> <li>4. New procedures</li> </ol>
<p>Videotaped mock interview</p> <ol style="list-style-type: none"> <li>1. Review credential package</li> <li>2. Dressing for the interview</li> <li>3. Panel vs. one-on-one interview</li> <li>4. Review the video interview</li> </ol>	<p>Promotion Project (up to \$1,000 in training funds)</p> <ol style="list-style-type: none"> <li>1. Position applying for</li> <li>2. Eligibility for funds</li> <li>3. Department requesting funds</li> <li>4. Administration of funds</li> </ol>
<p>Internships</p> <ol style="list-style-type: none"> <li>1. Application process</li> <li>2. Selection</li> <li>3. Review of milestones</li> <li>4. Completion of internship</li> </ol>	<p>Mentoring (6 months/1 hour per month)</p> <ol style="list-style-type: none"> <li>1. Role of the mentor</li> <li>2. Role of the mentee</li> <li>3. Career plan</li> <li>4. Goal setting</li> </ol>
<p>Career Information Panel by job series</p> <ol style="list-style-type: none"> <li>1. Administrative Series</li> <li>2. Information Systems</li> <li>3. Student Affairs</li> <li>4. Contracts and Grants</li> </ol>	<p>Skill Scan</p> <ol style="list-style-type: none"> <li>1. Online computer access</li> <li>2. Skills identification</li> <li>3. Occupational direction</li> <li>4. Skills development</li> </ol>

**Step 4. UCSD Jobs/Career Options**

List UCSD job titles that are compatible with your values, interests, and skill sets.

<p>Jobs/Career Options</p> <ol style="list-style-type: none"> <li>1. Administrative Series</li> <li>2. Student Affairs</li> <li>3. Information Technology Series</li> <li>4. Trades</li> <li>5. Research</li> </ol>	<p>Jobs/Career Options</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>
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**Step 5. Career Goals**

What career goals did you select?

<p>Career Goals</p> <ol style="list-style-type: none"> <li>1. Budgets</li> <li>2. Payroll</li> <li>3. Student Advisor</li> <li>4. Painter</li> </ol>	<p>Career Goals</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>
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Why is goal # 1 the best selection for you?

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Why is goal # 2 the best selection for you?

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Why is goal # 3 the best selection for you?

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Why is goal # 4 the best selection for you?

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### Step 6. Goal Selection

How did you come about selecting each goal?

Goal Selection 1. Career Connection workshop 2. Career Connection consultation 3. Family 4. Friend(s)	Goal Selection 1. 2. 3. 4.
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### Step 7. Setting Goals

Goal 1: \_\_\_\_\_

How will I achieve this goal? Use action words.	When will I get started and what are the steps that need to occur?	Who else is or should be involved in my plan? (Supervisor, co-worker, family)
1. Write out a plan 2. Talk to my mentor 3. Talk to my manager	Dates that I can get started. 1. 2.	Who and why?
1.	Step 1. Step 2.	Who and why?
2.	Step 3. Step 4.	Who and why?

Goal 2: \_\_\_\_\_

How will I achieve this goal? Use action words.	When will I get started and what are the steps that need to occur?	Who else is or should be involved in my plan? (Supervisor, co-worker, family)
1.	Dates that I can get started. 1. 2.	Who and why?
2.	Step 1. Step 2.	Who and why?
3.	Step 3. Step 4.	Who and why?

**Step 7. Setting Goals (cont.)**

Goal 3: \_\_\_\_\_

How will I achieve this goal? Use action words.	When will I get started and what are the steps that need to occur?	Who else is or should be involved in my plan? (Supervisor, co-worker, family)
1.	Dates that I can get started. 1. 2.	Who and why?
2.	Step 1. Step 2.	Who and why?
3.	Step 3. Step 4.	Who and why?

Goal 4: \_\_\_\_\_

How will I achieve this goal? Use action words.	When will I get started and what are the steps that need to occur?	Who else is or should be involved in my plan? (Supervisor, co-worker, family)
1.	Dates that I can get started. 1. 2.	Who and why?
2.	Step 1. Step 2.	Who and why?
3.	Step 3. Step 4.	Who and why?

How am I going to reward myself when I finish each one of my goals?

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Who will I acknowledge helped me reach my goal? What would I like to say about her/him or the Career Connection Program?

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