

How-To Manual

Center for Professional Development & Mentoring

Nursing Career Development

University of Michigan Health System
Nursing Administration



Welcome to this on-line flash presentation. My name is Marietta Van Buhler and I am the Program Manager and developer of the Center for Professional Development & Mentoring. To advance through this presentation, click on the forward arrow at the bottom of the flash viewer when you are ready to proceed to the next slide.

Who We Are & How Did We Get Here

- Review CPDM module on website
- www.RNCareerDevelopment.com/CPDMflash.htm

If you have not yet had the opportunity to view the Flash module we developed to advertise our center, this may be a good time to do so as it gives a good comprehensive view of what exactly was developed under our HRSA funded initiative and serves to frame the content in this How-To manual. (If you click on the link - you will be able to see the 3 minutes module).

Power of One

HRSA Grant – Nurse Education, Practice and Retention: Career Ladder

- Awarded : July 1, 2005 – June 30, 2008
- \$708,000
- PI: Margaret Calarco, PhD, RN - Sr. Associate Director for Patient Care Services & Chief of Nursing Services & Associate Dean for Clinical Affairs, School of Nursing.
- Collaborative grant between UMHS and School of Nursing
- Established to impact Nursing Professional Development through advanced education and professional development assistance.



In 2005, Dr. Margaret Calarco of the University of Michigan Health System was awarded a grant from the Health Resources and Services Administration, Department of Health and Human Services.

Scope & Mission

- To develop a full-service career center including:
 - office
 - assessment tools
 - career coaching
 - virtual services, (website)

- Grant driven, nursing community (unique challenges)

There were many components of the funded grant; one of the primary objectives was to develop a Center for Professional Development & Mentoring. The following slides will take you through the process we embarked on in setting up our department and opening our doors. Our grant audience included: University of Michigan Health System, (UMHS), UofM SoN students, as well as those considering nursing as a career and those looking to re-enter the field of Nursing after an extended absence -- With this broad of a scope in our audience we had some challenges regarding a full range of appropriate services and ways in which to provide access to our center.

Time line

- First year - planning
- Second year - operational
- Third year - program enhancement and assessment

Our grant was funded for three years and the activities of developing and rolling out the program roughly fell into the time-line listed above.

Costs

- Difficult to pinpoint as facilities were provided by grant recipient as a condition of grant award.
- Outside of associated facilities, labor is the largest cost

It may be a point of interest to consider the total cost of launching such a venture as the CPDM, however, not all costs can be accounted for as items such as the actual facility were provided by the institution as a condition of the grant award. The largest cost is in labor, and in a bare bones approach -- it would be a good estimate to plan on 1 - 1.5 FTE for the daily operation of such a center.

Components

- Identify scope and mission
- Facilities & equipment
- Image
- Staffing
- Tools, (program and administration)
- Process & procedures
- Developing program content
- Develop website
- Marketing & communications
- Assessment & lessons learned

The following slides will take you through the progression of development outlined above.

Mission Statement

- It's all about connecting the possibilities in the dynamic profession of Nursing to fit your unique interests and goals as you navigate the stages of your career



Our first task was to settle upon a mission statement as it would serve to drive many of our later decisions.

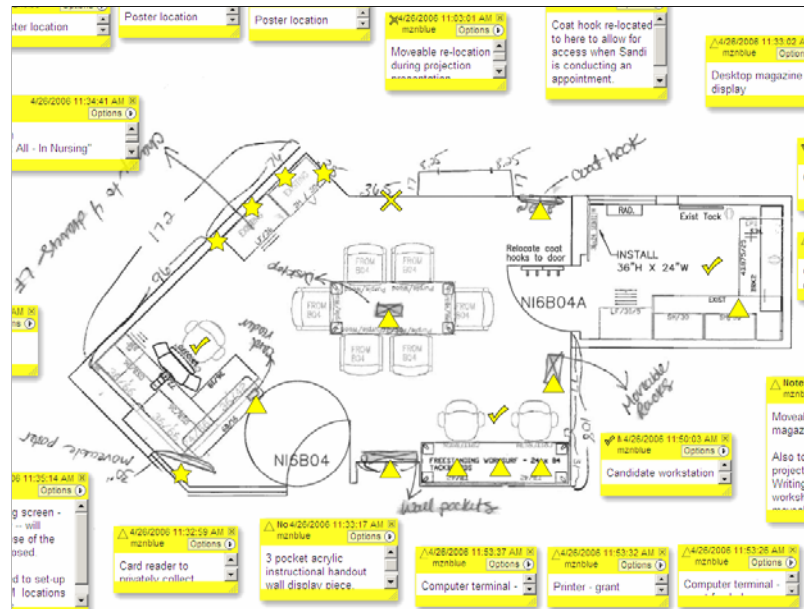
Facilities & Equipment

- Space provided by Nursing Administration
- Site re-modeled
- Office equipment:
 - 4 computer & 1 printer (\$4-5k)
 - Conference table
 - Moveable periodical rack/brochure pockets (\$600)
 - Open/Close sign (\$50)
 - Portable sign (dual purpose to identify our center when off-site) (\$200)
 - Brochure and business card holders (\$500)

Where possible, estimates for cost have been included.



This was the facility that we were given in order to open out center. The front window area served as a good open access point and furthered our mission to be approachable. We wanted to encourage walk-in candidates as well as scheduled appointments.



Here is a copy of the schematic we developed as we were identifying the location of service areas. Our use of moveable brochure racks and signage helped us allocate space on an as need basis, the intent being for the possibility of training classes. The office to the right had a closed door which was necessary in order to maintain privacy for career assessment and coaching appointments.

CPDM Office



Here is an outside view of our remodeled site. The posters in the back were borrowed from an advertising campaign developed by the Recruitment & Retention department. These posters served to facilitate the concept of our nurses seeing themselves within our department. We chose a variety of practice environments as well as gender, age and ethnic representations to be as inclusive as possible for our potential candidates.



After renovation:

- Computer work station
- Career coach office
- Outside signage

We developed a small computer work-station for those who could not find time on the job or at home to explore relevant information about nursing career tracks. This also served as a station in which resumes could be worked on. In the larger picture the moveable brochure rack is on the back wall and houses nursing periodicals -- many of which were donated by our nursing professionals, (a good example of recycling while maintaining costs). In the far back is a view of the coaching office with our coach preparing for an appointment. The outside view demonstrates the signs that helped communicate the purpose and mission of our center. The tall blue sign had a dual purpose for "road-trips" in which we could set up a satellite office to advertise our services in various parts of our hospital environment or for use at career fairs and classroom demonstrations.

Image

- Challenge perhaps unique to scope – needed to communicate “life-time” of career services
- Change career without leaving profession
- Developed “it” campaign – became part of signage, brochure and web site design

The signs viewed in the previous slide were the outcome of planned image. We had a challenge in that we had a wide scope in terms of our audience and we needed to communicate a yet familiar concept of a “life-time” approach to career planning. We also were focusing on our retention focus of our grant and needed to communicate the concept that one could change their career without leaving the profession -- this is in light of the surmounting need for educational positions in the future -- which may be impacted with those who chose to leave the profession all together, perhaps due to not realizing how they may be able to re-tool their nursing career when facing burnout in their current position.

We developed the “it” campaign that became a strong part of all of our signs, brochure, and our web site branding.

Image Products

- Flags – subtle messaging (\$50)
- Banner – message “about your career” (\$200)
- Message repeated in website header bar and in brochure (\$300/1 year)



Here you can see the flags that were designed to create a sense of excitement and to emphasize the cycles of career planning assessment carried by the following “it” statements: ***Create It, Plan it, Develop It, Master It, Evaluate It, Recharge It, Connect It, Share It and Teach It.***

The “it” concept was further carried in our large moveable sign in which we emphasized “***It’s about Your Career***”

Image Product Development

- Brochure



To view the full brochure, click on the link within the slide or visit our website to download this and other relevant outcomes/products of our grant: www.RNCareerDevelopment.com

Image Product Development

- Banner



Here is a larger view of our moveable sign. We wanted to keep this simple so that it would be easy to read from a distance as this also served as a way marker of both our site -- or if we were in a large arena such as a Career Fair.

Staffing & Training

- Career Coach, (PT)
- Program Coordinator/Receptionist
- Program Manager (PT)
- Initial visit and mini-training session provided by the Career Center
- Trained on privacy and compliance issues

It was decided to operate our department Monday through Friday with a full-time front counter position, and a part-time Career Coach. There was also the need for program development and overall management that took approximately two years at a part-time capacity. Once programs were developed and the staff fully trained, the need for ongoing program management should be re-assessed.

Our early focus was to bring newly hired staff up to speed in terms of understanding career development methods, approaches and philosophies as well as the inherent privacy and compliance issues created by the collection and storing of individual's personal career development initiatives.

Service Motto

- To provide ease of use of CPDM services in recognition of the effort that a visitor will make to utilize services and to ensure confidentiality/privacy out of respect for the personal nature of the interactions that our visitors will be entrusting our department with.



A service motto was the first order of business in orienting our staff. Not unlike the importance of developing our mission statement -- this served to orient and guide staffing functions and service expectations - as well as this served to become part of our communication to potential candidates as a way of engaging trust in our department -- a critical component when one embarks on very personal journeys such as is common with career exploration and professional development.



Our front counter person is assisting a walk-in candidate by providing them with an overview of services available and a brief explanation on how to capitalize on the resources within the center, such as the computer station or the professional library. This counter person may also point out documents and other handouts available on the wall next to the computer station.

Program Tools & Resources

- Self-assessment tool (license)
- Developed on-line modules to deliver tool
- Copied tool to CD's and built workbook packets for distribution
- Purchased small collection of books
- Asked for periodical donations from nursing professionals

The resources that were needed to operationalize the center around software tools and educational products. We searched and assessed tools and resources that would best meet the needs of our varied grant population. Additionally we sought office management tools that would allow us to coordinate our candidate data base and to secure confidential information. Other resources secured for our newly developed center included a small collection of books as well as professional nursing based magazines, newsletters and articles.

CareeRxel – Self assessment tool

- 1-2 hour module
- Available via CD or on-line
- Workbook component
- Generally required for career coaching appointment



The corner stone of any career development process is the use of a self-assessment tool. Given that our career coach was first and foremost an experienced nurse from the field and not a career development professional, our choice of a tool was to include some of the basic concepts of career counseling via our self-assessment module. At the time, Sigma Theta Tau had a product developed initially as a stand alone product that incorporated career counseling concepts combined with the process for self-assessment specifically for the nursing profession. We were able to purchase a limited license for the duration of our grant that allowed us to distribute the assessment module via a CD and a workbook. Because we were working with a limited staffing of our career coach function -- we initially required the completion of this product which resulted in the development of a career plan. This allowed the subsequent appointment time to be focused on assessment of the plan and steps for initiating action items.

Administration Tools - Candidate Files

- Resumate (database tracking system)
- Customized to fit needs
- Primary benefit - open memo fields for coaching appointment notes and career plan tracking

For our candidate database tracking tool we secured a recruitment product that offered an easy way to develop candidate files based on a current or recent resume. This product was ideal on several fronts, it was a very cost effective compared to similar products. It also provided an easy method for customization and the primary benefit was the use of searchable and open memo fields which allowed our career coach to input appointment outcomes and goals without any limitations on the amount of notes added.

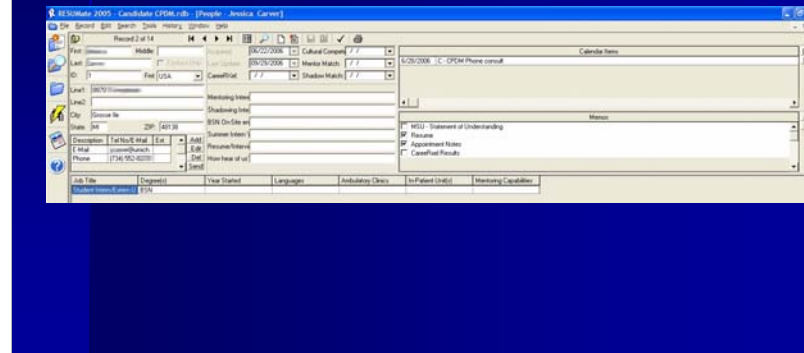
File Tracking

- Candidate & Mentor database
- Purpose
 - Metrics
 - Tracking
 - Mentor matching
 - Report generation
- How it works
 - Electronic resume from candidate opens file

The primary components of this product satisfied our need for file tracking and professional development file building, as well as the tracking of grant metrics. Additional features allowed us an easy way to communicate via e-mail group lists to our candidates.

File Tracking

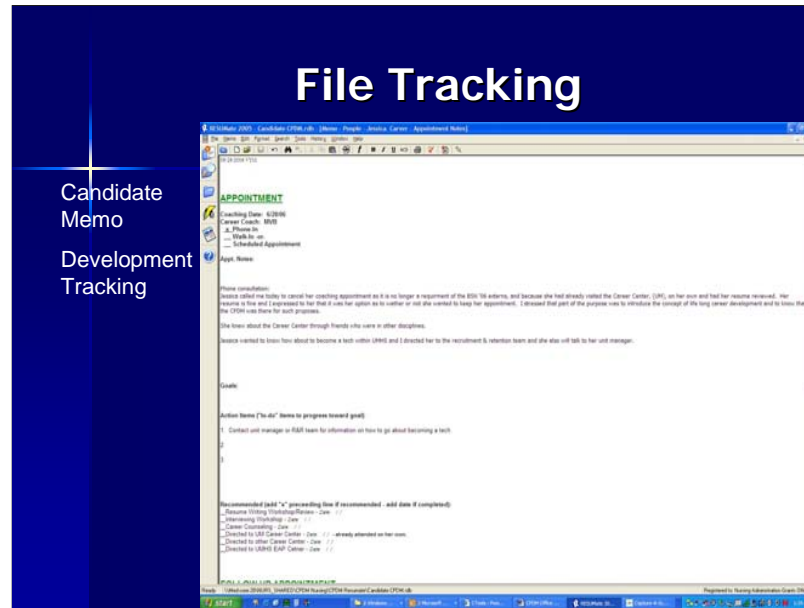
Candidate Record



This is a brief view how a candidate record would look.

File Tracking

Candidate
Memo
Development
Tracking



Also stores candidates resume and this demonstrates the open memo field area for each candidate file.

File Tracking

Candidate or Mentor Database List

The screenshot shows a software interface titled 'People List'. At the top, there is a search bar with 'Quick Find: Last Name' and a 'Degree With:' dropdown. Below this is a table with 11 records. The table has columns for Last Name, First Name, Middle Name, City, State, ID, Country, Address Line 1, Address Line 2, and Address Line 3. The records are as follows:

Last Name	First Name	Middle Name	City	State	ID	Country	Address Line 1	Address Line 2	Address Line 3
White	Jonathan	B	Getzville	ME	1	USA	8870 Sunnyside		
White	Jonathan	B	Ann Arbor	MI	2	USA	880 E. Lexington St. #1		
White	Jonathan	B	Ann Arbor	MI	7	USA	545 Park St		
White	Jonathan		Jackson	MI	11	USA	1813 Liberty Woods		
White	Jonathan	Dawn	Jackson	MI	3	USA	7824 Canton Rd		
White	Jonathan	A.	Ann Arbor	MI	4	USA	880 E. Lexington Apt #1		
White	Jonathan		Tyngboro	MA	6	USA	8817 Piedmonte Dr		
White	Jonathan	Michelle	Grand Lake	MI	8	USA	2001 Southern Road		
White	Jonathan	M	Ann Arbor	MI	13	USA	2824 Graham Circle		
White	Jonathan	Cher	Ann Arbor	MI	9	USA	4123 Grandview Dr		
White	Jonathan	A.	Livonia	MI	12	USA	16620 Riverchase		

Ability to conduct a "keyword" search for matching purposes

We can search our database on a variety of parameters, (customizable interface), which proved helpful when trying to identify skill sets for mentor matches, amongst other needs for quickly identifying target groups.

Administration Tools – Web Site

- 6 website domain names: (block names)
- Web server space (grant required)
- Web tracking service for metric acquisition

In order to develop our web presence we secured a block of names, (***NursingCareerDevelopment.com, RNCareerDevelopment.com, NurseCareerDevelopment.com***), as this was part of our image building and branding initiatives. Due to the need of making our grant outcomes accessible to the greater health care community, we also needed to secure web hosting services that were accessible by all. A web tracking service was also acquired so that we could track use and regional location of visitors for grant metrics.

Web Site Tools

Web site – Tracking/count software for metrics



This is a screen shot of the service used for web traffic: 123Stat.com. This service is useful in demonstrating the need/delivery of service and ensured that the site was fully functional, (we received an e-mail if and when the site was down).

Web Site Tools

Web site –
Tracking/count
software for
metrics



Administration Tools – Marketing & Assessment

- Adobe Ovation
- Adobe Captivate
- Adobe DreamWeaver
- Survey Monkey (annual subscription)

Additional products secured were primarily for the development of marketing and communication products. We also secured a subscription to Survey Monkey so that we could conduct customer satisfaction surveys to assess the impact of the center and program offerings.

Process & Procedures

- Departmental forms (next slide illustrates) with privacy statements for walk-in and scheduled appointments
- Setting up databases with guarantees for restricted access
- Developed departmental procedure manual for office opening, closing, candidate processing, security of resources, standards of office coverage, etc.

In developing our processes, a number of manuals and forms were created. You can click on the link above to see an example, (this link is also available on our website: www.RNCareerDevelopment.com). These forms ensured a standard of candidate processing for needed grant metrics as well as assisted in the confidentiality commitments we made in our service motto statement.

Candidate Appointment Form

**Center for Professional Development & Mentoring
Coaching Appointment**

Your privacy and confidentiality is a matter we take seriously. We collect the following information for your professional development file. We have departmental colleagues only trained staff within CPDM have access to our secure database. We will modify your contact information with what we have currently and update our database accordingly. On occasion we may contact you with department updates, information relevant to your professional development file, or to survey you for customer satisfaction. We use information collected within the CPDM for appropriate data reporting, (never individually identifiable), to the grant under which this initiative is currently funded, (see below), and to grantee management. We do not share your file or information about you with any other UMHS department or institution unless it is at your request or as required by law.

Name: _____ **Date:** _____

Address: _____

Phone: _____

E-mail: _____

How did you hear of us? _____

Reason for appointment: _____

Please check one:

UMHS Nurse Student Nurse - UM School of Nursing

other Student Nurse - other

We collect the following information to better identify our client population for appropriate future program planning. This is not a required for your appointment and is completely voluntary. We will not aggregate data to report annually the population served within the CPDM, but we do know and this data be presented or identifiable by the individual.

Age (please check appropriate range):

18 - 20 41 - 50

21 - 25 51 - 60

26 - 30 61 - 70

31 - 40 other

Cultural/Ethnic background: _____

The Center for Professional Development & Mentoring is supported in part through a federal grant from the Health Resources and Services Administration (HRSA) Grant #D65HP05254. Margaret Calvey, Ph.D., PIU, Principal Investigator.

A more visible copy of this document is available on our web site: www.RNCareerDevelopment.com.

Candidate Process

1. Call to make appointment or register on-line
2. Candidate eligibility is validated, (based on grant):
 - Student nurse
 - UMHS nurse
 - Or those considering becoming a nurse or returning to the field of nursing
3. Send resume electronically to create tracking file
4. Directed to CareerXel
 - Available on-line via MLearning -or-
 - CD mailed or available for pick-up

For the most part, the following steps ensured candidate eligibility and pre-information gathering in order to maximize a candidates use and and maximum benefit from the center.

Candidate Process

5. Bring results of CareeRxel self-assessment to appointment
6. Fill out appointment form (gather grant metrics and use to update candidate file if necessary with changed contact information)
7. Career plan developed and recorded in Resumate by Career coach (Professional Development File – PDIle)
8. Additional services determined based on need
 - Mentoring program, Nurse Shadow, Educational attainment considerations, etc.

Steps #7 and #8 were the culmination of what we set out to do initially in our grant -- that being the development of concrete candidate goals and objectives followed up with a trackable plan of action and the integration of services best suited for goal acquisition.

Program Development

- Career Coaching
- Mentoring Program
- Other services

Time was spent in developing the training component for our career coach so as to offer a full-service career center. This established career coaching goals and boundaries. A mentor program also needed development as outlined in the grant narrative.

Career Coaching

- Career coach trained on basics of career assessment and planning including mechanics of resume writing
- Career coach is trained on confidentiality compliance and appropriate methods of personal information gathering and storing (no S.S. #s, fact based statements, etc.)
- Career coach is advised where to refer a candidate when the needs exceed the boundaries of career coaching.
- Candidate can call or utilize an on-line appointment request form
(extended office hours available as are phone and on-line consultations)

Utilizing our mission statement as a compass in developing the parameters of our career coaching service the above components were developed and subsequent staff members were trained.

Career Coaching

- Coach validates candidate eligibility (based on grant eligibility - student, UMHS nurse, or other)
- Candidate file is created with candidate resume and appointment form
- Career Coach can review:
 - CareeRxel results / Career plans
 - Resume
 - Assess for additional career services
- Record goals in memo section of candidate file - use to track development and to make shadow or mentor placements if appropriate
- Career Coach can also provide site visits (units, classrooms)



More parameters of the career coach function.

Mentoring Program

- Developed based on 11 point mentor model
- Recruit mentors via a 'call to mentor'
- Mentors apply or are nominated on-line (self-identify areas of interest or specialty areas)
- Mentor training 1/2 day (3 CEs)
- Mentors required to take an on-line cultural competency module before being matched



Here is a brief description of the components that went into the development of our mentoring program, (more information is available on our website www.RNCareerDevelopment.com under the ***Mentoring Program*** tab).

Mentoring Program

- Mentor/Mentee matching coordinated by Career Coach based on unique needs and interests developed in career action plan
- Mentoring Statement of Understanding is mutually filled out by mentor and mentee and reviewed by Career Coach - this establishes the goals and boundaries of the relationship and is utilized to assess progress towards goals.



This describes how the developed mentoring program was integrated by the career coach as a potential outcome of a career coaching appointment and the development of a candidate's goal statement.

Other Services / Resources

- Shadow a nurse
- Computer work station for on-line career research
- Resource library
- Referrals to support services
 - Educational planning
 - Research
 - Publishing
 - Work/Life balance



Other services were also offered as needed based on the outcome of a coaching appointment.

Web Site



The website serves two purposes: 1). marketing and communication of who we were, where we were located and how to use our services as well as: 2). service distribution as we sought to have all of our services available 24/7 via a web interface. Again, this fulfilled our service motto of 'ease of use'.

Briefly, the components of the web site included:

- Our mission statement
- First page, map staff, location,
- Brochure PDF
- Links , (services, resources, mentoring program registration, appointment request)
- Cover on-line appointment registration
- Preview mentor section

Marketing & Communications

- Press releases
- Outreach – presentations
- Educational modules
 - To explain career development model
 - Navigate web site
 - Mentor training
 - Resume writing and Interviewing tips
 - Special interest populations (career changers, etc.)

A number of marketing and communication initiatives were developed in addition to the web site.

Assessment

- Surveys
- Metrics
- Lessons learned

We utilized a customer survey to assess elements of the development of our career center and as a way of developing further a 'needs assessment' for the continuation of such a center. The analysis of our metrics and outcomes as well as 'lessons learned' will be available on our website: www.RNCareerDevelopment.com

End Notes

- If you would like a printable version of this presentation - click [here](#) to download a .pdf document, or visit the web site at:

www.RNCareerDevelopment.com