

LEGAL VPU CAREER GUIDE

**NAVIGATING YOUR LEGAL
CAREER ACROSS WORLD BANK**



WORLD BANK GROUP



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WELCOME



We Partner.
We Innovate.
We Deliver.

Dear colleagues,

I am excited to share with you our new comprehensive guide on career development in the Legal VPU! As a result of several months of intensive work, involving current and former colleagues in all LEG units and on all levels, we have designed a Career Framework that equally addresses our changing business model and your own aspirations as staff.

First of all, I want to thank all who have contributed to this career framework by taking time to participate through focus groups, interviews, retreats, and gallery walks. This framework is the result of excellent team work by the LEG VPU, together with our colleagues from HR who supported us along the way.

In essence, this new framework consists of three elements:

Career Principles - First, we established our career principles to guide us not only through the development of this framework, but also through its consistent implementation in our VPU.

Career Streams - Second, we present two distinct career streams in LEG, the Counsel career stream and the Legal Operations career stream. The Counsel career stream highlights key experiences and paths that Counsels can follow in their career journey as a

World Bank lawyers - in LEG and beyond. The Legal Operations career stream covers Legal Analysts, ACS and other non-lawyer staff and provides them with new opportunities beyond their current grade levels ("lifting the ceiling") while meeting the business needs of the VPU.

Enabling Environment - The third element is the enabling environment to create a culture of growth and development, which is key to bringing this new framework and all its other elements to life. The right environment to make the best use out of this new framework is an environment of shared responsibility, where the Management Team as a collective, each individual manager, and each individual staff member, commit to sharing the responsibility for career management and embrace a growth-based career approach.

We believe that this approach of growth mindset paired with an increasing breadth of experiences will not only enable us to deliver on our mandate in the World Bank Group in the best possible way, but also lead to highly rewarding and joyful career experiences for staff.

Best wishes,

Sandie

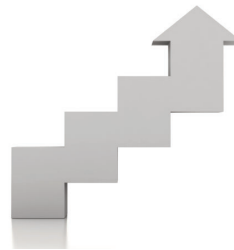
INTRODUCTION TO THE NEW CAREER PARADIGM

Global organizations are redefining career growth beyond the traditional upward progression within a single function or specialty area. In these organizations, career growth is about building a diverse portfolio of experiences across the organization that keep staff skill sets relevant to clients' needs in a rapidly evolving and increasingly complex business environment. Career moves to deepen and broaden skills are a crucial aspect of growth, with many more opportunities to move laterally than there are through promotions alone.



A Growth-Based Career Culture Supports Employability

Staff who continuously build skills, gain diverse experiences and broaden their impact are more valuable internally and externally, and thus, more likely to achieve successful careers.



A Career Culture Solely Based on Promotions is not Sustainable

Organizations are flatter and there are progressively fewer positions at the top. Additionally, more complex business environments require cross-functional experiences.

EXAMPLES OF CAREER DEVELOPMENT APPROACHES

Examples of Individual Objectives	Examples of Learning and Career Development Approaches
On the Job Learning	
Build confidence	More demanding allocation of tasks based on strengths
Increase skills in a specific area	Specialization in an assigned area within function
Demonstrate ability to take on additional complex responsibility	Stretch assignment
Enhance client engagement skills	Invite team members to client meetings
Build exposure to client and country context	Enhanced role in mission planning, execution, follow-up
Build breadth, exposure, and networks	Coordination role with HQ, hub, other offices or teams
Supplementary Work on Projects, Networks or Cross-Support	
Broaden perspective, exposure, and networks	Assign to department, VPU or corporate project
Build breadth and broaden global perspective	Provide cross-support to another office
Increase depth and broaden networks	Provide support to a Knowledge Forum or Community of Practice
Test new career interest, broaden or deepen specific skills, or broaden exposure and perspective	Talent Marketplace opportunity
Development Assignments	
Test interest in and/or prepare for new role, broader exposure	Developmental assignment
Explore new areas of career interest, develop targeted skills	Swap assignment
Knowledge transfer	Short-term assignment to help set up a new office, train new staff
Peer Learning, Mentoring and Coaching	
Learn from others	Share and learn in communities of practice or via online social networking
Gain feedback and insight to accelerate skill development	Skills-focused or peer mentoring or apprenticeship
Increase self-awareness and interpersonal or leadership skills	Coaching by a more experienced staff
Broaden exposure to perspective/challenges several levels up	Shadow arrangement with a more experienced staff
Formal Learning	
Develop skills needed for successful career management	Career skills training
Develop technical/operational capabilities	Technical/operational learning
Professional development (e.g. communication & business skills)	Gain self-awareness and develop new leadership skills
Business skills programs and career development programs	Leadership training
Gain breadth and broaden technical perspective	Workshops, seminars and lunch & learning events
Gain credentials that validate expertise, strengthen reputation and broaden visibility	Train-the-trainer

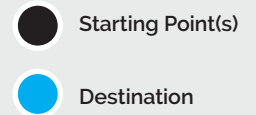
CAREER PRINCIPLES FOR LEGAL VPU

The Career Management approach in LEGAL VPU follows four main principles.

These principles guide our efforts to build sustainable careers for Legal Staff at the World Bank Group (WBG), develop our talent strategically and increase job satisfaction of staff.



CAREER PRINCIPLES FOR LEGAL VPU



PRINCIPLE 1

**CAREER OPPORTUNITIES ALIGN BUSINESS NEEDS
AND STAFF CAREER GOALS**



PRINCIPLE 2

**CAREER MANAGEMENT IS SHARED RESPONSIBILITY
BETWEEN STAFF AND MANAGERS**



PRINCIPLE 3

**CAREER DEVELOPMENT INCLUDES TECHNICAL DEPTH
& BREADTH OF EXPERIENCE**



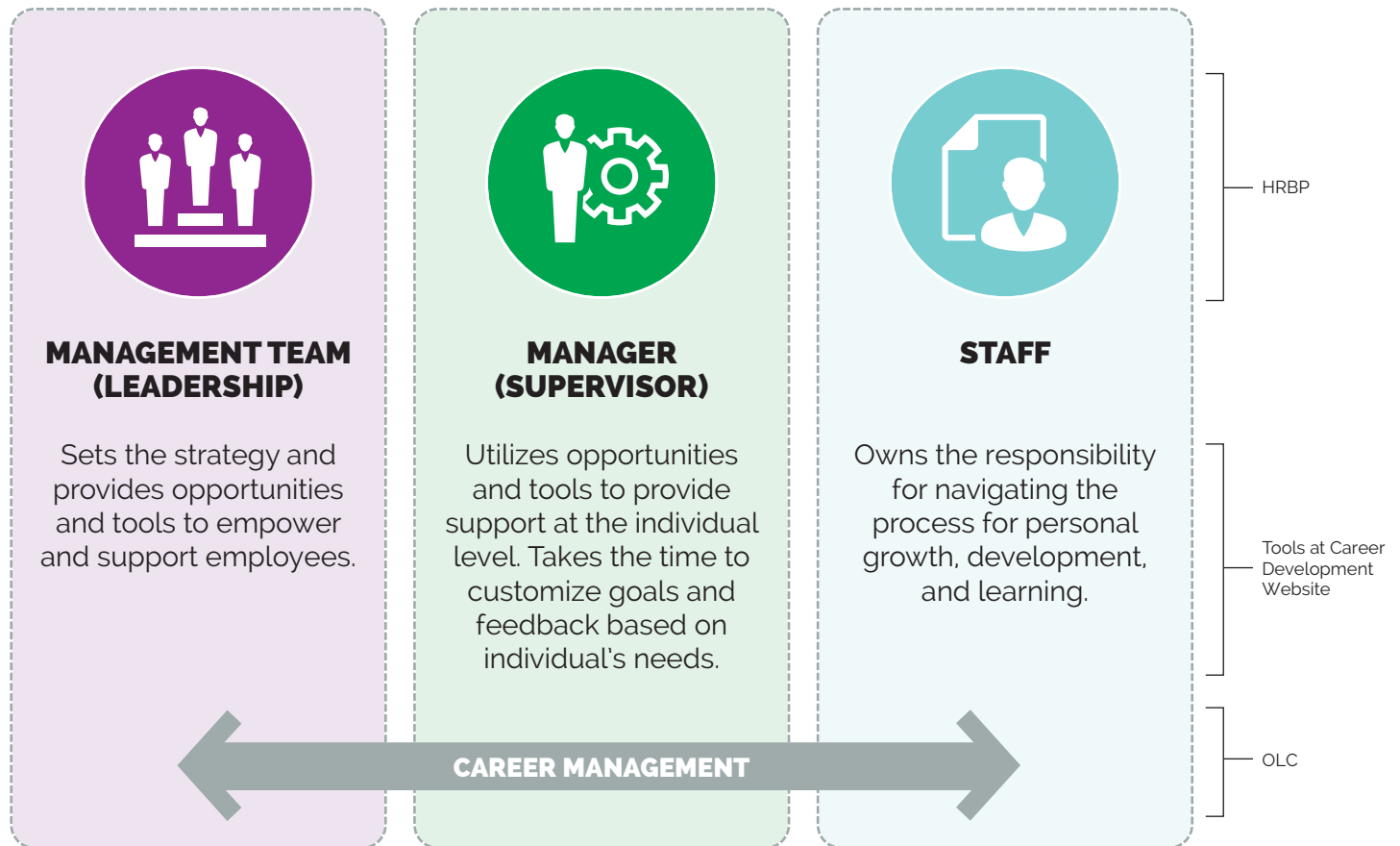
PRINCIPLE 4

**STAFFING PLANS BLEND STRATEGIC BUILD
OF INTERNAL CAREERS & EXTERNAL HIRES**



FAIRNESS & TRANSPARENCY

SHARED RESPONSIBILITY MODEL



" WBG work is very interesting and fulfilling. The environment cannot be replicated. There are a wide variety of diverse opportunities to learn and grow if you are open to lateral career experiences."

LEAD COUNSEL, HQ

WHY CAREER BREADTH IS ESSENTIAL

Career breadth means to have a wide range of knowledge, skills, and abilities in addition to technical expertise (career depth). Career breadth is important for a number of reasons:

Increasing importance of talent agility

- > Fast-changing environment for WBG requires ability to shift resources with minimum disruption and delay
- > Individuals' ability to adapt to new demands allows WBG to leverage existing talent

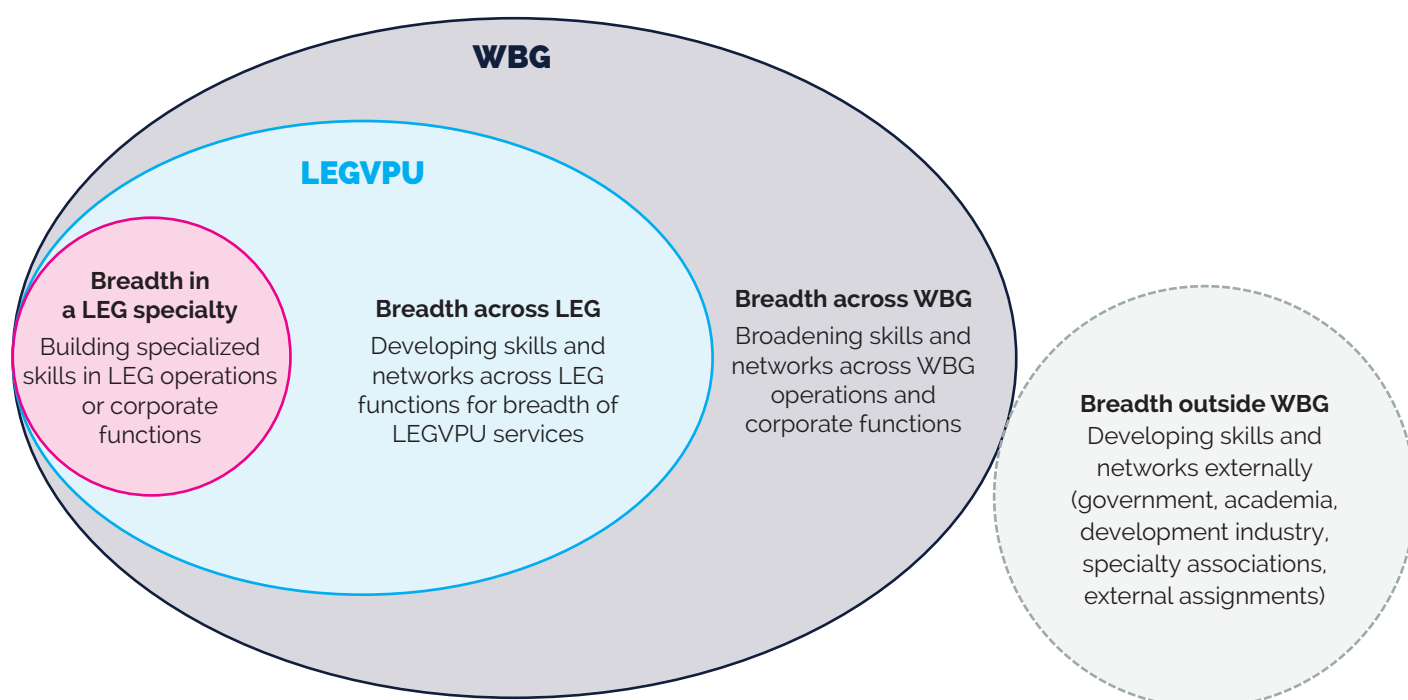
Focus shift from unit work programs to flexible teams

- > Increasing need to organize in cross-functional teams for cross-cutting approaches (MFD, FCV, Climate, Disruptive Technologies)

Changing nature of work

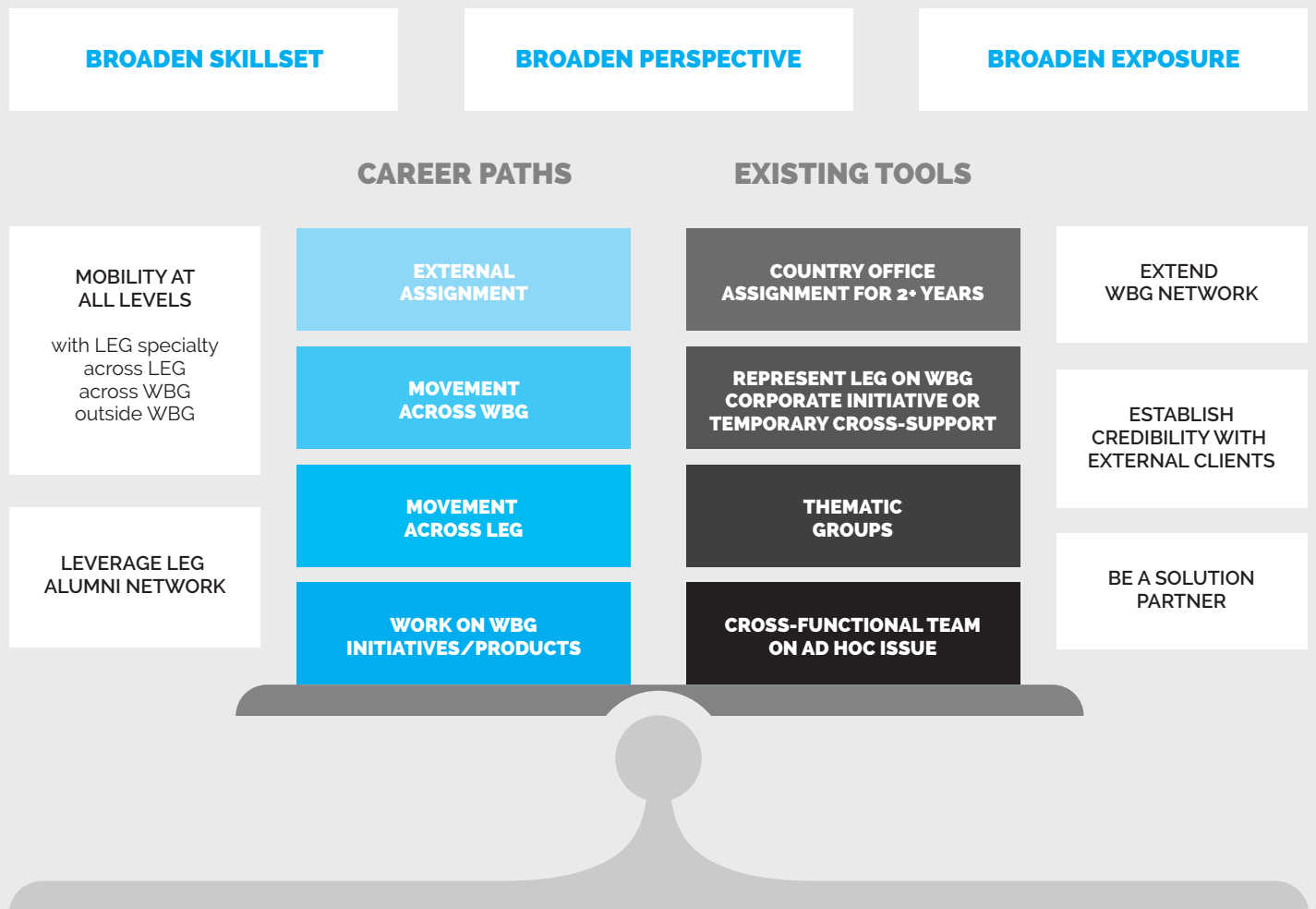
- > Lifetime employment in one organization is increasingly rare
- > Individuals' long-term economic security should be bolstered by employability in the broader labor market
- > Career architecture is shifting to a less top-heavy, pyramid structure
- > There are several opportunities for lateral growth

MULTIPLE WAYS TO ACHIEVE CAREER BREADTH



HOW TO BUILD CAREER BREADTH

Career breadth can be achieved in many different ways. One way to gain breadth is by stepping outside one's current job, whether through a temporary assignment or a full change of position, as demonstrated on the left below. Gaining breadth is also possible while staying on the same job through cross-functional work or participation in corporate initiatives, as demonstrated on the right below.



BREADTH BUILDING CAREER PATHS

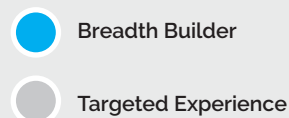
- > Identify broad career goal (e.g., Legal management, Legal specialist, WBG Operations role, WBG Corporate role)
- > Consider competitiveness factors specific to the identified broad career goal
- > Identify targeted experiences that can be gained in current role
- > Identify breadth building experiences that will increase competitiveness for future opportunities

"When decentralized, you are completely immersed in day-to-day-operations, clients' needs, a unique set of issues and management of staff. In this environment, leadership skills probably develop at a faster rate."

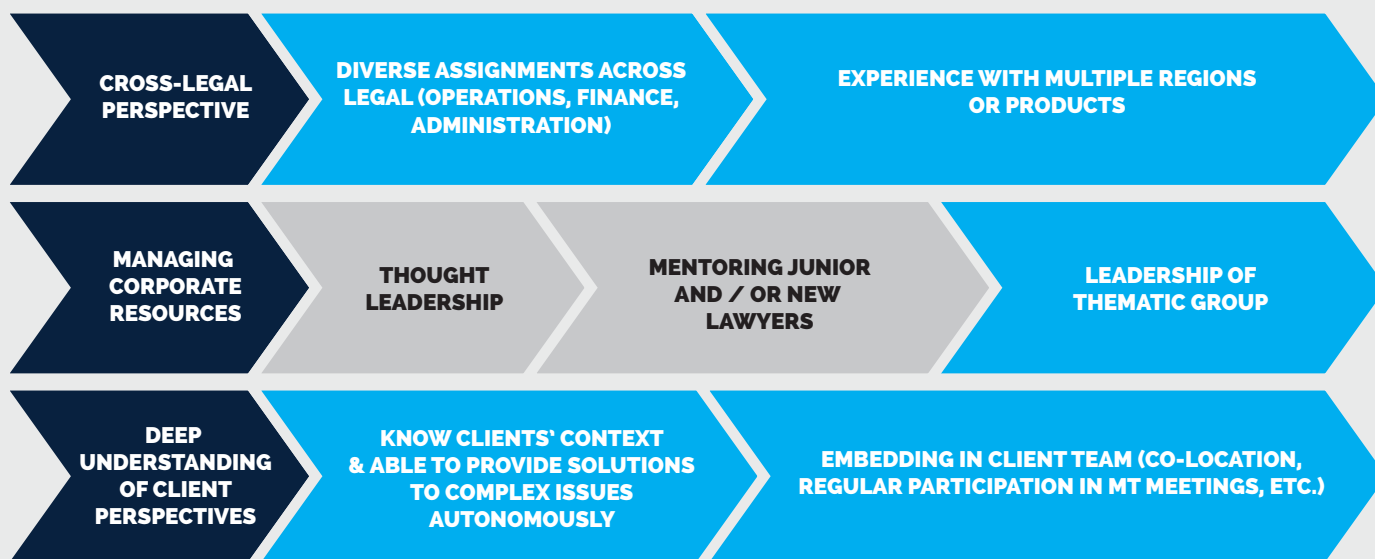
SENIOR COUNSEL, COUNTRY OFFICE

WAYS TO ATTAIN CAREER GOALS

IF YOUR GOAL IS TO GROW INTO A FUTURE LEGAL MANAGEMENT ROLE

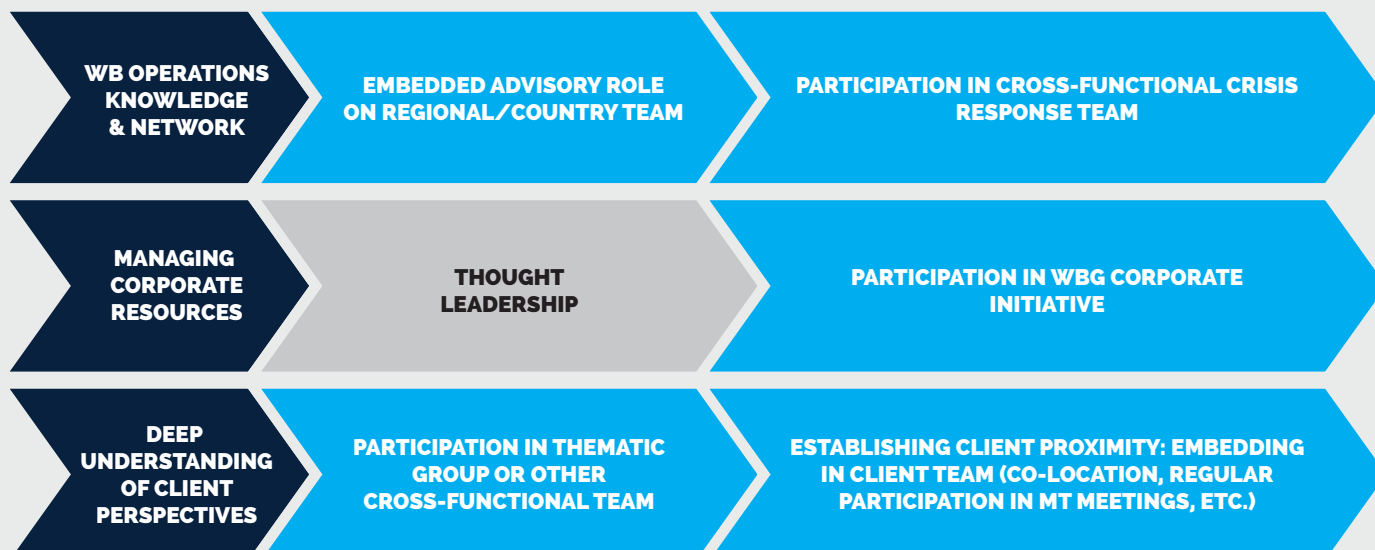


Competitiveness Factors



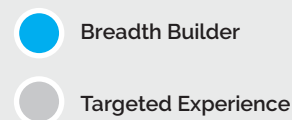
IF YOUR GOAL IS TO GROW INTO A LEGAL OR WB OPERATIONS ROLE

Competitiveness Factors

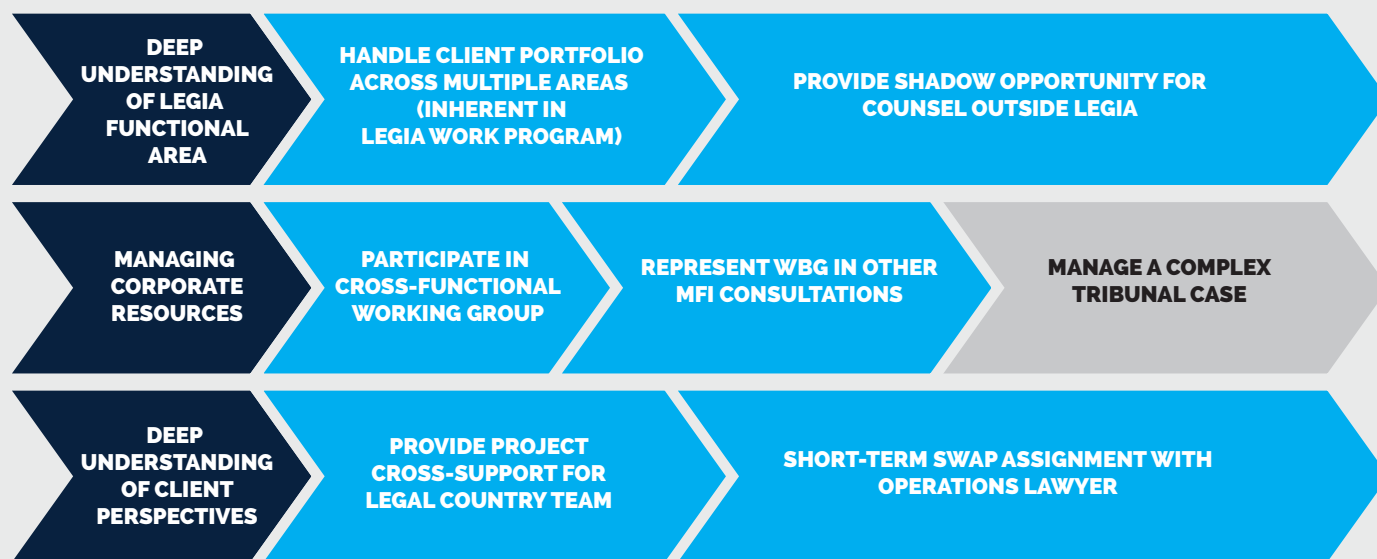


WAYS TO ATTAIN CAREER GOALS

IF YOUR GOAL IS TO GROW INTO A LEGAL SPECIALIST (LEGIA)

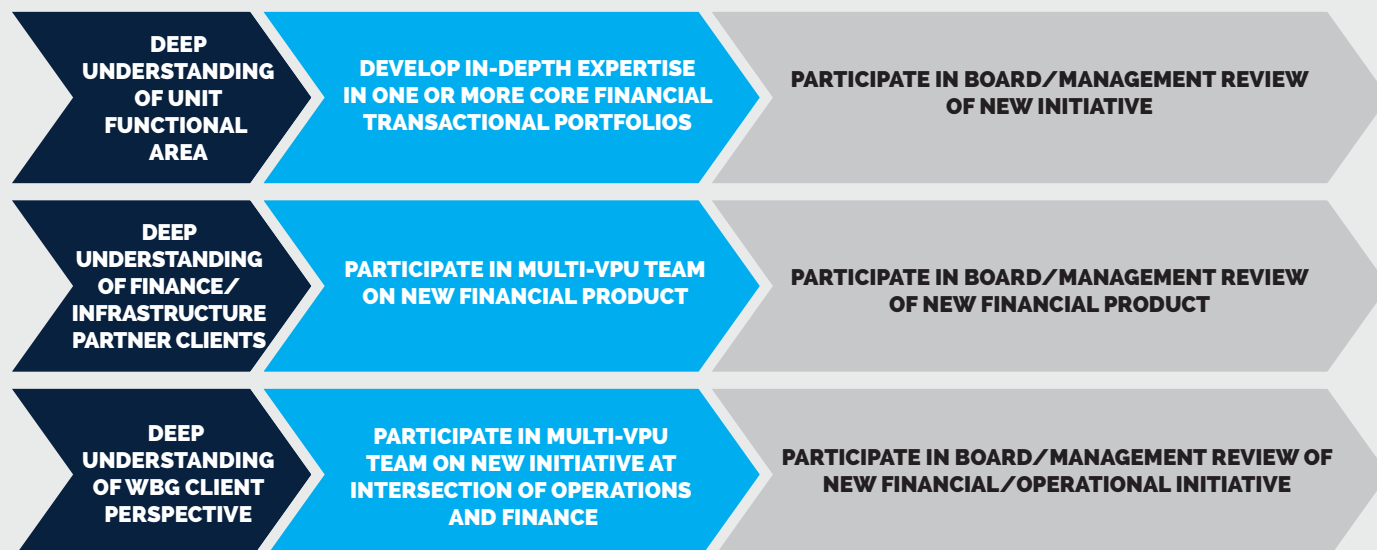


Competitiveness Factors



IF YOUR GOAL IS TO GROW INTO A LEGAL SPECIALIST (LEGFI, LEGSG)

Competitiveness Factors



VALUABLE CAREER EXPERIENCES TO GAIN BEFORE JOINING LEGAL VPU

1. Law Firm/In-house counsel

- > Drafting
- > Transactional work
- > Conflict resolution
- > Consulting skills
- > Private sector experience

2. Country experience

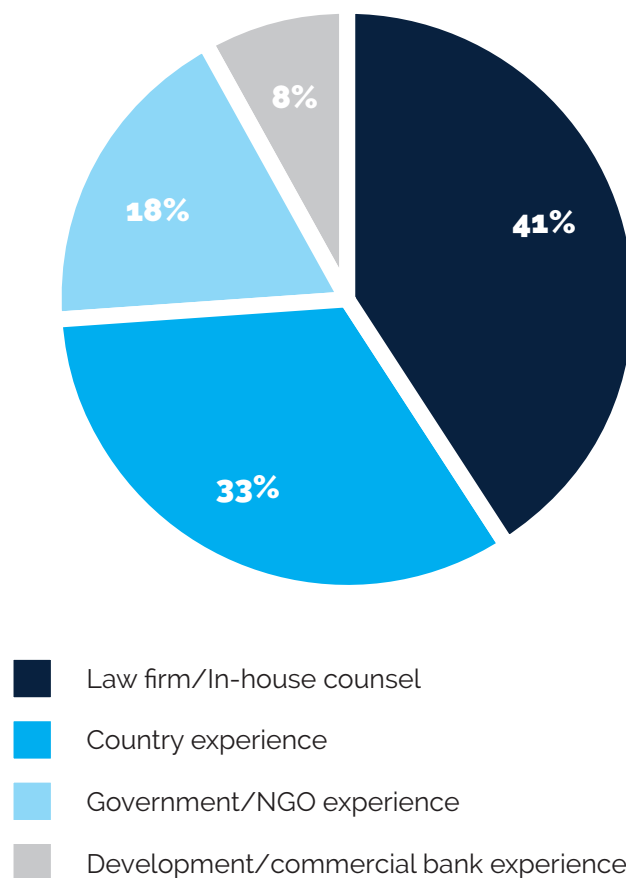
- > Understanding country context and borrower needs

3. Government/NGO experience

- > Understanding cultural nuances, negotiation skills, and politics
- > Understanding public sector operations
- > Transactional and drafting experience

4. Development/commercial bank experience

PRE-BANK EXPERIENCES OF CURRENT LEGAL STAFF



"You need to get out of your comfort zone to grow"

**MANAGER, OPERATIONS
(FORMER LEAD COUNSEL)**

VALUABLE CAREER EXPERIENCES TO GAIN AS AN ASSOCIATE COUNSEL AND A COUNSEL

1. **Developing knowledge of WBG products and processes**
 - > Learning organizational structures: WBG products, loans, offers, who is who, etc.
 - > Cross-support with OPCS/DFI and other relevant Bank units
 - > Task Team experience
2. **Leveraging pre-Bank experiences**
 - > Drafting, transactional work
 - > Project management
 - > Consulting
 - > Industry experience/knowledge
 - > Developing a niche/specialty
3. **Volunteering to support key initiatives as a way to observe and raise visibility**
 - > Law Justice and Development Week, Diversity and Inclusion Advisors, Recruitment Committee, Legal Reform Project
 - > Cross-support with OPCS
 - > FCV projects
4. **Representing Legal in Country Office team with GG/GH colleagues**
 - > Building relationships/increasing visibility
5. **Seeking opportunities to gain experience in other areas of Legal**
 - > Shifting from Finance/Treasury/Development Finance to Bank Policy/Operations
 - > Shifting between regions
 - > Field work
6. **Building experience with government clients**
 - > Field work
 - > Task Team experience

EXPERIENCE & SKILLS

VALUABLE CAREER EXPERIENCES TO GAIN AS A SENIOR COUNSEL

1. Advisory/Negotiations
 - > Advising client on increasingly complex issues autonomously
 - > Advising government partners autonomously
 - > Participating/contributing in critical government negotiations in a difficult country (For example: During restructuring, reforms, post-crisis, post-conflicts)
2. Transactional Work
 - > Being a very effective writer: Summarizing and presenting difficult patterns/terms articulately
3. Specialty Expertise
 - > Deepening and continuing to build upon expertise in original specialization area
 - > Building expertise and visibility via participation in a high profile or critical project
 - > Leading critical portfolios successfully and independently
4. Leadership
 - > Mentoring junior lawyers
 - > Leading the development of a new process or instrument (For example: Initiating and implementing a new training program for the staff)
 - > Taking responsibility/volunteering within the LEGVPU and/or in the Board (For example: Audit committee, budget committee)
5. Operational Expertise
 - > Building operational breadth by working in multiple regions or country offices
 - > Applying operational experience to policy advisory role and vice versa
 - > Building expertise and visibility by taking responsibility in a critical field location / region
 - > Participating in a cross-functional partnership with VPU client (For example: Cross-organizational steering committee; IFC finance project; WDR)
 - > TTL experience

EXPERIENCE & SKILLS

"It's very important to have a mentor or a role model whom you can look up to and visualize your career trajectory"

LEAD COUNSEL, HQ

IMPORTANT SOFT-SKILLS TO OBTAIN AND DEVELOP

1. Taking Initiative/Being Proactive

- > Seek opportunities, challenges
- > Create, improve, build, collaborate
- > Do your own job crafting

2. Building Trust

- > With clients and colleagues

3. Client Orientation: Solution Oriented Mindset

- > Don't be perceived as the gate keeper
- > Sincerely engage with clients and understand their perspectives and problems
- > Provide creative solutions

4. Open-Mindedness

- > Be open to new offers, opportunities, and challenges even if they seem to divert from personal career aspirations

5. Leadership/Supervisory Skills

6. Appreciation and Pride for the Institution and Opportunities

7. Emotional Intelligence

- > Sociability
- > Tactfulness
- > Diplomacy
- > Healthy Assertiveness

8. Being Accountable

- > For own performance, career, and deliverables
- > For team's mission and development

9. Autonomy

10. Self-Awareness

- > Know how and when to balance life
- > Know limitations and strengths and adjusting accordingly

11. Honesty

"Diversity of experience makes you a better lawyer"

LEAD COUNSEL, HQ

SOFT SKILLS

THE JOURNEY OUTSIDE THE LEGAL VPU

THE DIASPORA POINT OF VIEW

To develop the Legal Career Framework, we spoke to several people who started their careers in Legal VPU and moved to other parts of the Bank, and we asked about their transition experiences.

WHY DID THEY SEEK DIASPORA EXPERIENCE?

- > To increase breadth and alternative paths for promotion
- > To better understand clients' needs and perspective
- > To better understand the Bank's operations and functions
- > To maintain/develop their original specialty area: water, finance, etc.
- > To be more involved in the Bank's operations: project management, etc.
- > Did not seek a position outside Legal VPU but client relationships led to an invite and did not want to turn down

HOW DID THEY MAKE IT HAPPEN?

- > Working as an operational lawyer: Building relationships with TTLs, clients, governments
- > Decentralized experience working with other units
- > Taking responsibility in a novel/innovative project working with other VPUs
- > Being led/supported by a manager
- > Improving relationships/networking: DAIS, BBLs, etc.
- > Rotating often, developing diverse set of skills, taking many lateral career moves
- > Accumulating solid policy knowledge
- > Gaining trust, credibility among clients and colleagues

"Find what works for you and do what you love. I have special interest in institutional history. I voluntarily present and teach my knowledge at WBG"

LEAD COUNSEL, HQ

LEGAL OPERATIONS CAREER PATHS

The career paths for the Legal Operations career stream laid out in the following pages, are designed to:

- > illustrate how different job roles can provide valuable experiences that prepare staff for key positions,
- > enable staff to navigate their way through the organization by providing illustrative career paths to key roles,
- > show several examples of strategic career building moves and are designed to open thinking and stimulate discussion.

The Legal Operations career stream requires certain cross-cutting skills for all roles.

These include:

- > Team and Project Management
 - Coordinate the efficient delivery of specific tasks in a timely manner
 - Resolve conflicts among team members
 - Set measurable goals, supervise the implementation of tasks, and evaluate performance of a specific legal task
- > Exemplary Communication Skills
 - Build positive, nurturing relationships within team
 - Establish effective and professional communication channels within team and with outside stakeholders

- > Knowledge Management
 - Take responsibility to effectively capture, manage, and facilitate task-relevant knowledge
- > Risk Management
 - Anticipate issues that may jeopardize the success of a task and recommend and implement proactive solutions
- > IT Interface
 - Provide support and leadership on the implementation of new IT solutions
 - Evaluate and test new systems
 - Train legal team and recognize user experience



ILLUSTRATIVE CAREER PATHS TO LEGAL OPERATIONS

PORTFOLIO & RISK

GF

Prospective GF role (based on business need and budget) for Management Team support on monitoring portfolio, improving LEG operational effectiveness, and managing risk

GE

Continue to broaden experience and knowledge of LEG clients and services in all aspects of Bank project work and Operations policy and procedures

GD

GC

- POSITION OUTSIDE LEG VPU
- LEG POSITION
- EXTERNAL POSITION
- UNIT CHANGE

Switch to corporate programs for broader view of Bank projects; find potential ways to leverage prior experience to improve business process

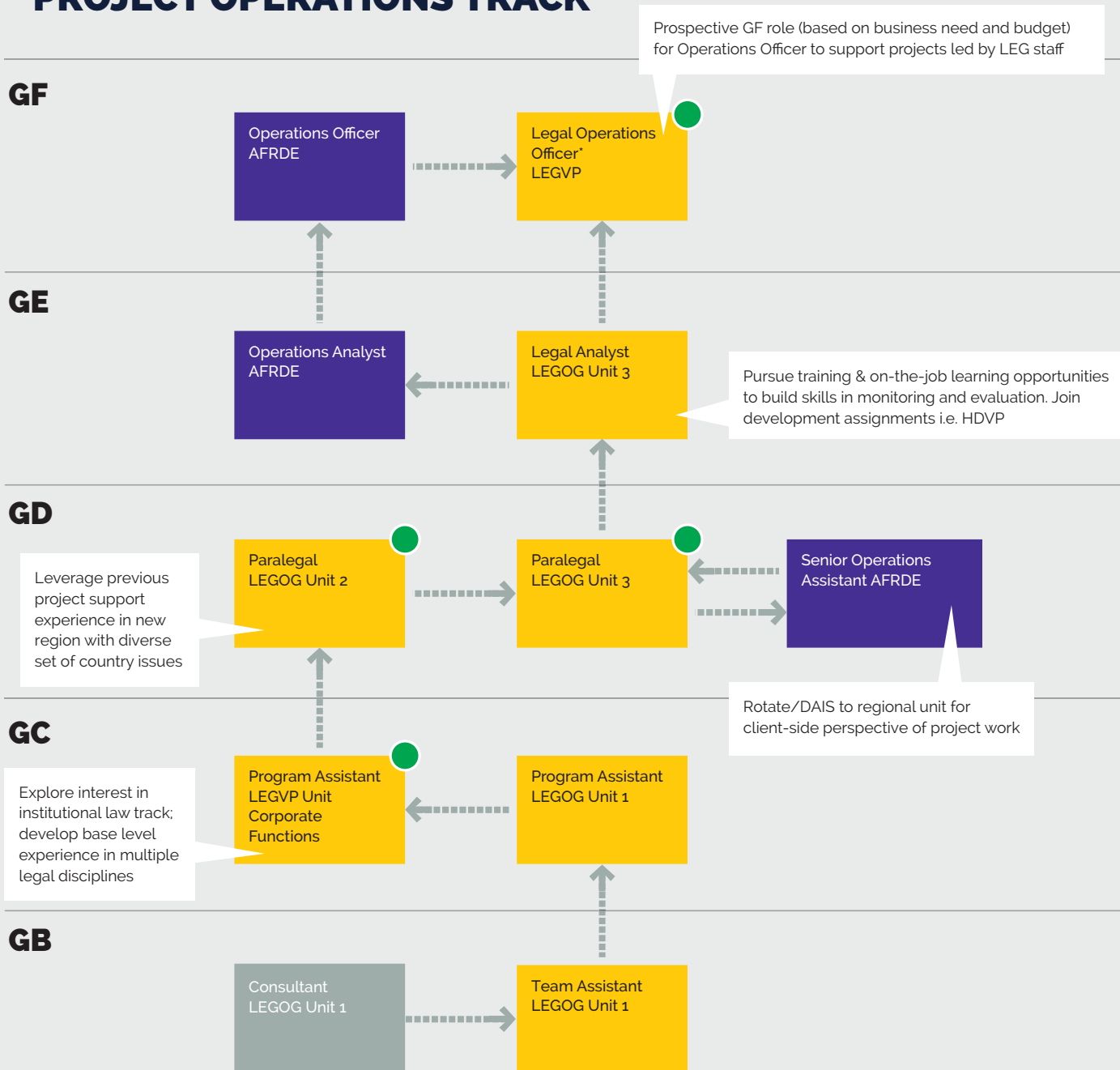
Progression is based on business need & successfully demonstrating required criteria/experiences

LEGVPU

- LEGFI:** Corporate Finance
- LEGIA:** Institutional Administration
- LEGKL:** Knowledge & Learning
- LEGRL:** Records and Library
- LEGOG:** Operations Group
 - ICOIO:** Conflict of Interest
 - LEGAM:** Africa/MENA
 - LEGES:** EAP/SAR
 - LEGDF:** Development Finance
 - LEGLE:** LCR/ECA
 - LEGEN:** Environmental & International Law
 - LEGSG:** Structured Finance & Guarantees
 - LEGOP:** Operational Policy

ILLUSTRATIVE CAREER PATHS TO LEGAL OPERATIONS

PROJECT OPERATIONS TRACK



- POSITION OUTSIDE LEG VPU
- LEG POSITION
- EXTERNAL POSITION
- UNIT CHANGE

Progression is based on business need & successfully demonstrating required criteria/experiences

- LEGVP**
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ILLUSTRATIVE CAREER PATHS TO LEGAL OPERATIONS

SPECIALIST TRACK

*This illustrative career path applies to all speciality areas.

GF

Legal Operations
Officer
LEGFI

Prospective GF role (based on business need and budget) for non-legal finance role requiring specialized education and/or experience

GE

Participation in LEG
Thematic Group

Legal Analyst
LEGFI

GD

Develop holistic view of LEG work and LEGFI's place in the whole; gain understanding of LEGFI contribution to complex issue; interact at a substantive level with peers and lawyers in other parts of LEG

Paralegal
LEGFI

Deepen understanding of internal client perspective and practices; raise visibility and build credibility with client

Cross-VPU working group with TRE

GC

Consultant
LEGFI

Program Assistant
LEGFI

Program Assistant
LEGFI

DAIS/Swap

Program Assistant
MNA

- POSITION OUTSIDE LEG VPU
- LEG POSITION
- EXTERNAL POSITION
- UNIT CHANGE

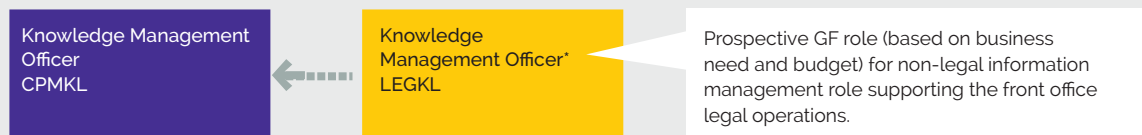
Progression is based on business need & successfully demonstrating required criteria/experiences

Work with manager to arrange a DAIS or swap assignment in LEG to explore area of professional interest

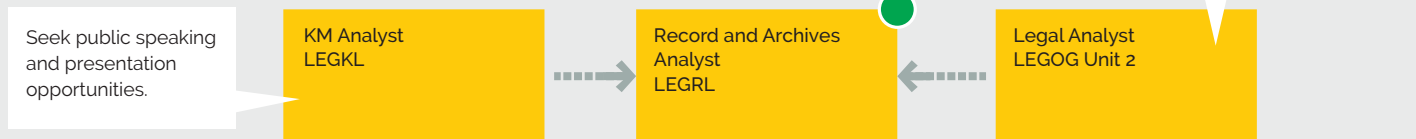
ILLUSTRATIVE CAREER PATHS TO LEGAL OPERATIONS

KNOWLEDGE MANAGEMENT

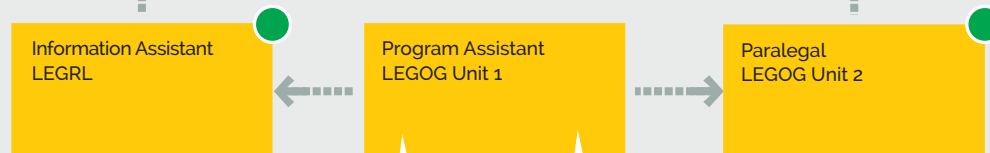
GF



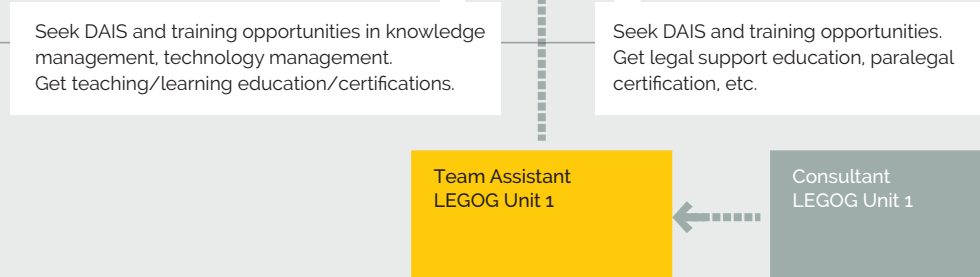
GE



GD



GC



- POSITION OUTSIDE LEG VPU
- LEG POSITION
- EXTERNAL POSITION
- UNIT CHANGE

Progression is based on business need & successfully demonstrating required criteria/experiences

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ILLUSTRATIVE CAREER PATHS TO LEGAL OPERATIONS

WBG ADMINISTRATIVE TRACK

GE

Board Operations
Analyst SEC

GD

Multiple lateral moves can ultimately position you for growth opportunities in specialized corporate units

Senior Executive
Assistant
GTD

Senior Executive
Assistant
LEGVP

Senior Executive
Assistant
MD Office

Special Assistant (DC)
SEC

GC

Explore the possibility of blending admin work with project support, expanding options for future growth in Operations

Leverage Front Office network and high-level corporate view to move to a role that will expand your visibility and contacts

Program Assistant
LEGVP

Program Assistant
LEGOG Unit 1

GB

Consultant
LEGOG Unit 1

Team Assistant
LEGOG Unit 1

- POSITION OUTSIDE LEG VPU
- LEG POSITION
- EXTERNAL POSITION
- UNIT CHANGE

Progression is based on business need & successfully demonstrating required criteria/experiences

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CAREER EXPERIENCE MAPS OF LEGAL COUNSELS

In this section, we have developed illustrated experience maps of the current legal staff who have navigated across Legal VPU and WBG to build their breadth and depth of experience. These career experience maps were developed based on interviews and consultations with current counsels.

CAREER PATHS FOR OPERATIONAL LAWYER ROLES

This map illustrates the past experiences of current counsels and not prescriptive. The Breadth-Building Blocks on Page 8 are designated to help staff plan their own career paths that may be similar or different from the map below.

1. Rotate across units within the LEG VPU
2. Experience more than one region/group/specialty
3. Seek country experience
4. Take responsibility in cross-functioning teams

GH

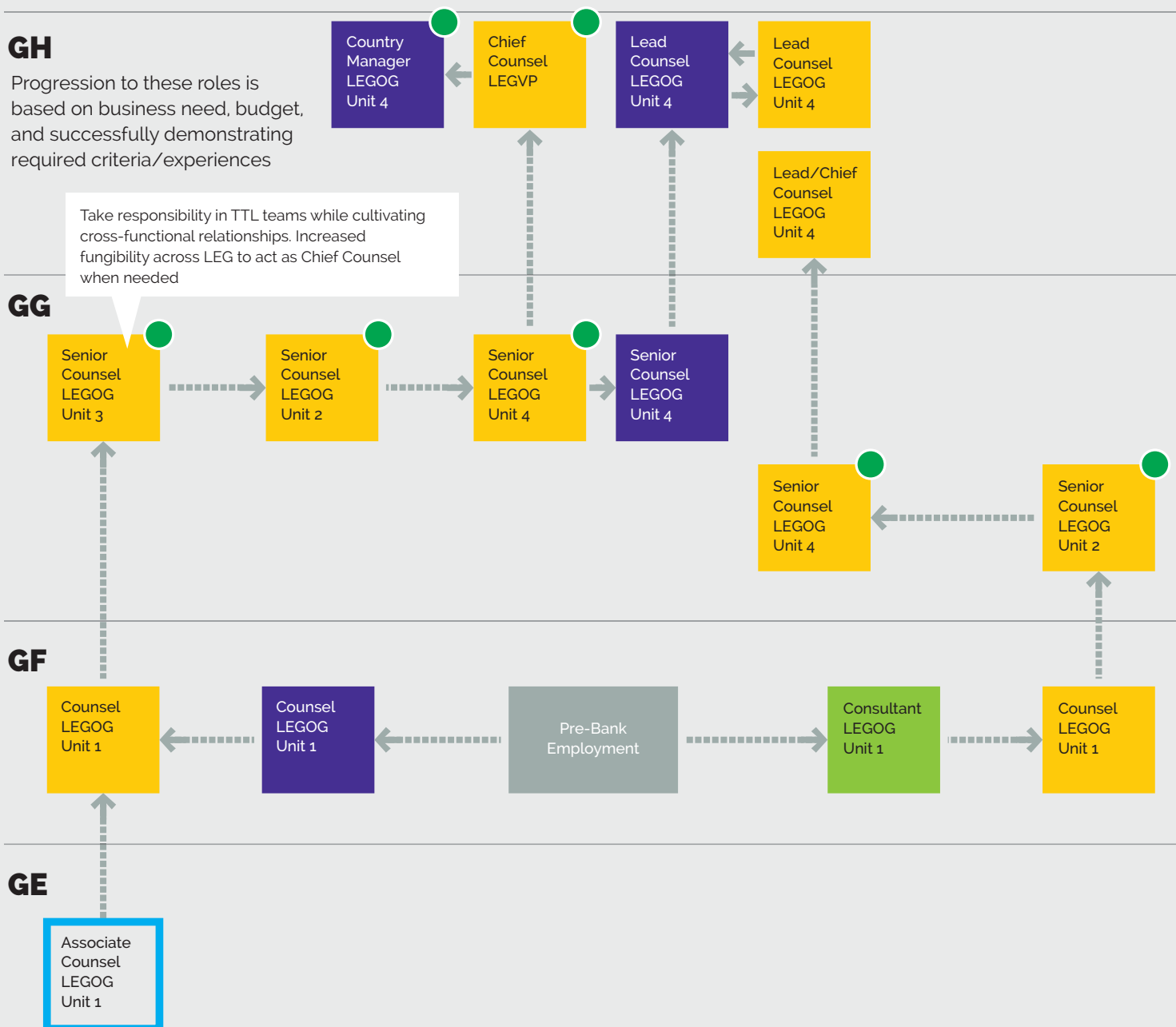
Progression to these roles is based on business need, budget, and successfully demonstrating required criteria/experiences

Take responsibility in TTL teams while cultivating cross-functional relationships. Increased fungibility across LEG to act as Chief Counsel when needed

GG

GF

GE



FIELD POSITION

HQ POSITION

CONSULTING POSITION

EXTERNAL POSITION

DEPARTMENT CHANGE

VPU CHANGE

MOVE ACROSS INSTITUTIONS
IFC, IBRD, MIGA

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CAREER PATHS FOR LEGAL CORPORATE FUNCTIONS

This map illustrates the past experiences of current counsels and not prescriptive. The Breadth-Building Blocks on Page 8 are designated to help staff plan their own career paths that may be similar or different from the map below.

1. Master operational policy knowledge
2. Experience regional operations
3. Take responsibility in a cross-functional team with institutional administration
4. Seek country experience to understand full project cycle and gain managerial experience

1. Master operational policy knowledge
2. Take responsibility in a cross-functional team with Institutional Administration
3. Combine Development Finance specialty with operational policy knowledge

GH

Progression to these roles is based on business need, budget, and successfully demonstrating required criteria/experiences

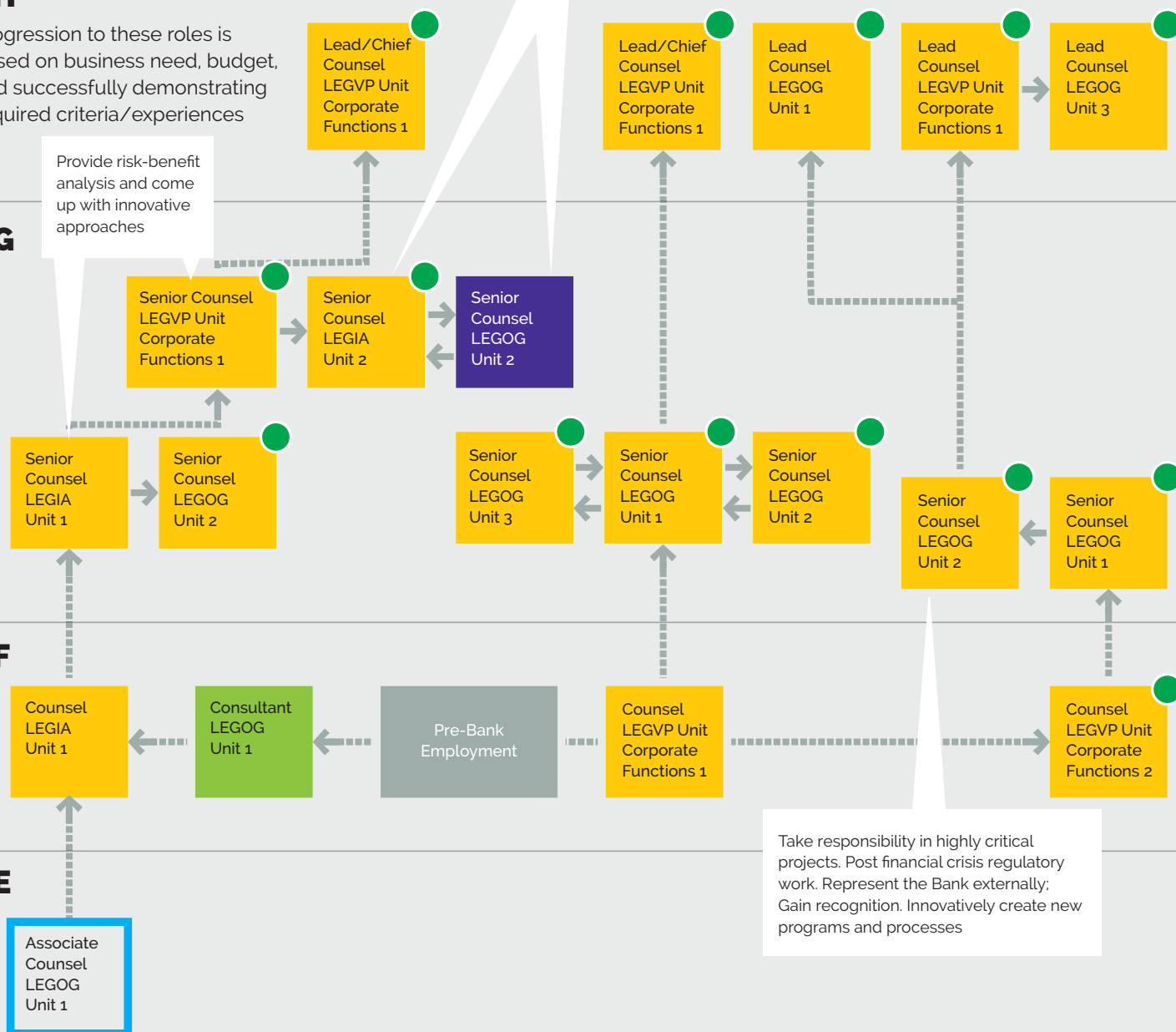
GG

Provide risk-benefit analysis and come up with innovative approaches

High risk, high visibility responsibility during post-conflict restructuring with novel issues in a country

GF

GE



- FIELD POSITION
- HQ POSITION
- CONSULTING POSITION
- EXTERNAL POSITION
- DEPARTMENT CHANGE
- VPU CHANGE
- ◆ MOVE ACROSS INSTITUTIONS IFC, IBRD, MIGA

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CAREER PATHS FOR WORLD BANK CORPORATE FUNCTIONS AND BACK TO THE LEG VPU

This map illustrates the past experiences of current counsels and not prescriptive. The Breadth-Building Blocks on Page 8 are designated to help staff plan their own career paths that may be similar or different from the map below.

1. Rotate across units within the LEG VPU
2. Cultivate your specialty/niche within your department while networking with other units/departments requiring the same technical skills
3. Seek DAIS

GH

Progression to these roles is based on business need, budget, and successfully demonstrating required criteria/experiences

Facilitate pre-Bank specialty to support other units or create a new department/tool/procedure in the Bank, e.g. interrogation, investigation

GG

GF

GE

FIELD POSITION

HQ POSITION

CONSULTING POSITION

EXTERNAL POSITION

DEPARTMENT CHANGE

VPU CHANGE

MOVE ACROSS INSTITUTIONS
IFC, IBRD, MIGA

LEG VPU

LEGFI: Corporate Finance
LEGIA: Institutional Administration
LEGKL: Knowledge & Learning
LEGRIL: Records and Library
LEGOG: Operations Group
ICOIO: Conflict of Interest
LEGAM: Africa/MENA
LEGES: EAP/SAR
LEGDF: Development Finance
LEGLE: LCR/ECA
LEGEN: Environmental & International Law
LEGSG: Structured Finance & Guarantees
LEGOP: Operational Policy

Upon mastering Bank's legal framework seek external experiences to gain perspective

CAREER PATHS FOR WORLD BANK OPERATIONS

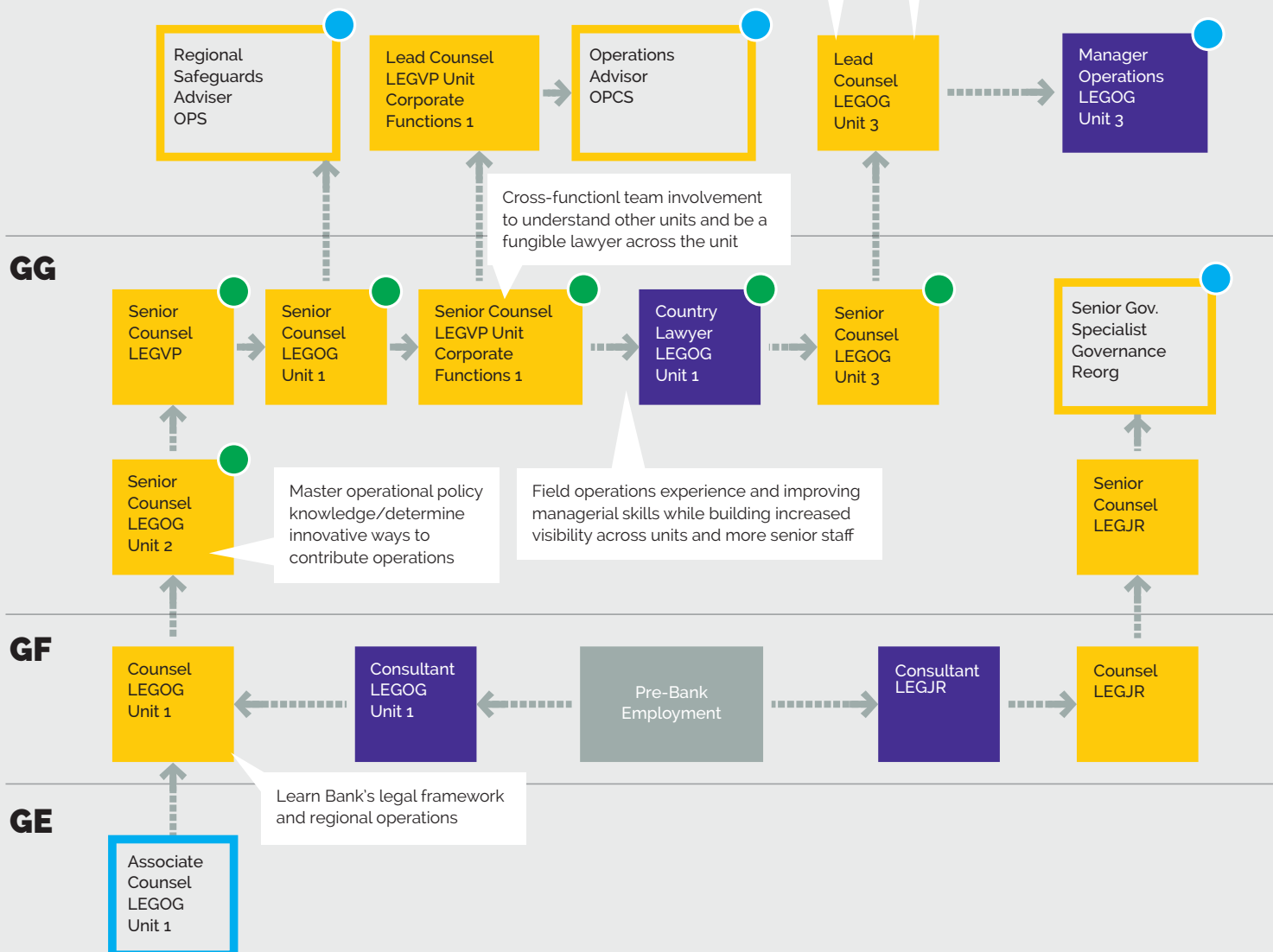
This map illustrates the past experiences of current counsels and not prescriptive. The Breadth-Building Blocks on Page 8 are designated to help staff plan their own career paths that may be similar or different from the map below.

1. Rotate across units within the LEG VPU
2. Experience more than one region
3. Get country experience
4. Build credibility with clients by adding solution focused value
5. Seek DAIS

Chief Counsel Path:
Demonstrating fungibility, leadership, engagement and commitment by leading cross-functional teams, volunteering, training and mentoring

Demonstrating institutional and operational breadth in innovative ways in challenging tasks

GH Progression to these roles is based on business need, budget, and successfully demonstrating required criteria/experiences



- FIELD POSITION
- HQ POSITION
- CONSULTING POSITION
- EXTERNAL POSITION

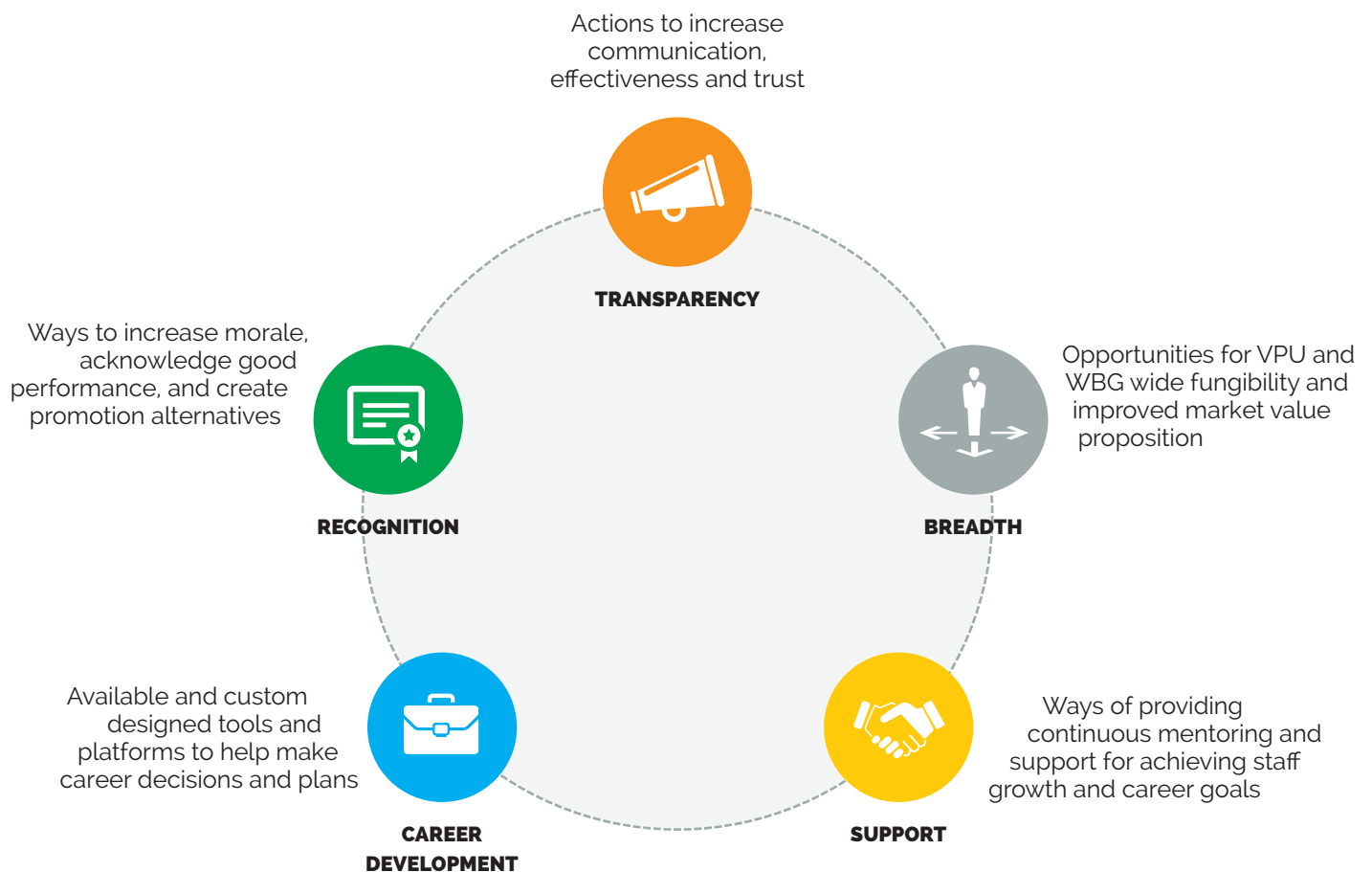
- DEPARTMENT CHANGE
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- LEGVPU**
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CREATING THE ENABLING ENVIRONMENT FOR CAREER DEVELOPMENT AT THE LEGAL VPU

BUILDING PILLARS

To support the successful implementation of the Legal Career Framework, the Legal VPU is committed to creating the necessary enabling environment focusing on the following five pillars:






ENABLING ENVIRONMENT BUILDING PILLARS



TRANSPARENCY



ACTION	DESCRIPTION	 MANAGEMENT TEAM (MT)	 MANAGER	 STAFF
PERIODIC COMMUNICATION (i.e. Newsletter)	Provide periodic communication from LEGVP clearly stating business needs and budget in relation to career mobility actions (promotion, lateral moves, DAIS, cross-support, etc.) across LEG. Share updates on promotion/selection decisions.	✓	✓	
TALENT MARKETPLACE	Post talent opportunities to the online platforms to demonstrate fair dissemination of opportunities.	✓	✓	
CAREER GUIDE	MT to emphasize the shared responsibility for career management. Use the Career Guide whether as a MT, Manager, or staff member to inform and identify next assignment planning for staff member to maximize staff development (e.g. gaining more breadth across LEG, depth in a LEG unit or movement outside of LEG).	✓	✓	✓
SEEK FEEDBACK (i.e. Surveys, Focus Groups)	Be open to and seek input from all stakeholders in the unit.	✓	✓	
CONTINUOUS CAREER CONVERSATIONS	Emphasize the communicated VPU goals and needs. Provide customized feedback for what that means for the staff and provide guidance on what to focus on, what to learn, etc.		✓	
EFFECTIVE CAREER CONVERSATIONS	Take ownership to follow up with the manager for candid conversations. Ask questions. Share goals. Seek opportunities.			✓

ENABLING ENVIRONMENT BUILDING PILLARS



BREADTH



ACTION	DESCRIPTION	MANAGEMENT TEAM (MT)	MANAGER	STAFF
FRONTLINE PARTNERSHIPS	Build relationships with other VPUs in WB Operations and LEG Diaspora leadership to encourage future career mobility for LEG staff. Invite LEG Diaspora to Legal Week, Town Halls, training opportunities. Organize LEG networking sessions with Senior Leadership across WBG; Panel discussions with LEG alumni to share their career journeys.	✓		
TALENT MARKETPLACE	As part of Performance objectives, set an objective for all LEG Managers to post Talent Marketplace opportunities in the online platform to show transparency of career opportunities and to help LEG staff and Diaspora build breadth. Encourage frontline partners to reciprocate opportunities.	✓	✓	
STAFF MOBILITY STRUCTURE	Provide opportunities and options for staff to move around the LEGVPU and country offices.	✓	✓	
STAFF MOBILITY	Provide customized feedback for mobility options within the VPU and country offices. Provide support and flexibility to attain these developmental goals.		✓	✓
JOB CRAFTING	Take responsibility in researching possibilities, expanding networks, making use of opportunities to grow new skills, understand necessary competencies, and create a career map for development.			✓
NETWORKING	Actively seek and build relationships to create volunteering, on-the-job learning, and mobility opportunities.			✓
THEMATIC GROUPS	Share opportunities and encourage participation by providing work schedule balance to support staff in having time to join these groups.	✓	✓	✓

ENABLING ENVIRONMENT BUILDING PILLARS



SUPPORT



ACTION	DESCRIPTION	MANAGEMENT TEAM (MT)	MANAGER	STAFF
TALENT REVIEW GUIDANCE	Provide orientation to and encourage managers on how to listen to staff's career aspirations, give guidance, and support to help balance current work load.	✓		
TALENT REVIEW	Walk the talk of the Career Principles. Take the time to learn and understand staff individual career goals, aspirations, and provide support and guidance. Provide candid and clear feedback to the alignment of VPU goals and staff aspirations. Invest in talent development by sharing feedback from talent discussion with staff.		✓	
MENTORING	Assign more tenured or outstanding performers to provide regular mentorship to staff with their career goals. Use this role as a way to recognize Senior staff as well.		✓	✓
JOB CRAFTING	Own responsibility in building relationships, sharing career goals and aspirations with the manager and colleagues.			✓



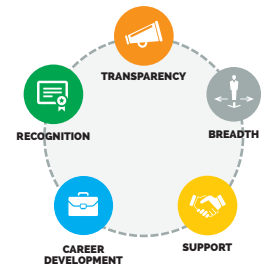
CAREER DEVELOPMENT

ACTION	DESCRIPTION	MANAGEMENT TEAM (MT)	MANAGER	STAFF
STAFF MOBILITY	Provide incentive to managers who successfully develop their staff and grow talent that the VPU can leverage.	✓		
LEARNING AND DEVELOPMENT SUPPORT	Contribute actively to staff development. Provide honest feedback (also increases transparency) and allow staff to participate in learning experiences and development activities.		✓	
JOB CRAFTING	Utilize the guide, opportunities, and networks to build own career trajectory.			✓
LEARNING AND DEVELOPMENT	Seek and be open to honest feedback and use it as lessons learnt. Develop skills actively and seek opportunities to learn and grow.			✓
GROWTH MINDSET	Embrace a growth mindset rather than a fixed mindset and seek continuous learning (i.e. experiential, academic, etc.) opportunities.			✓

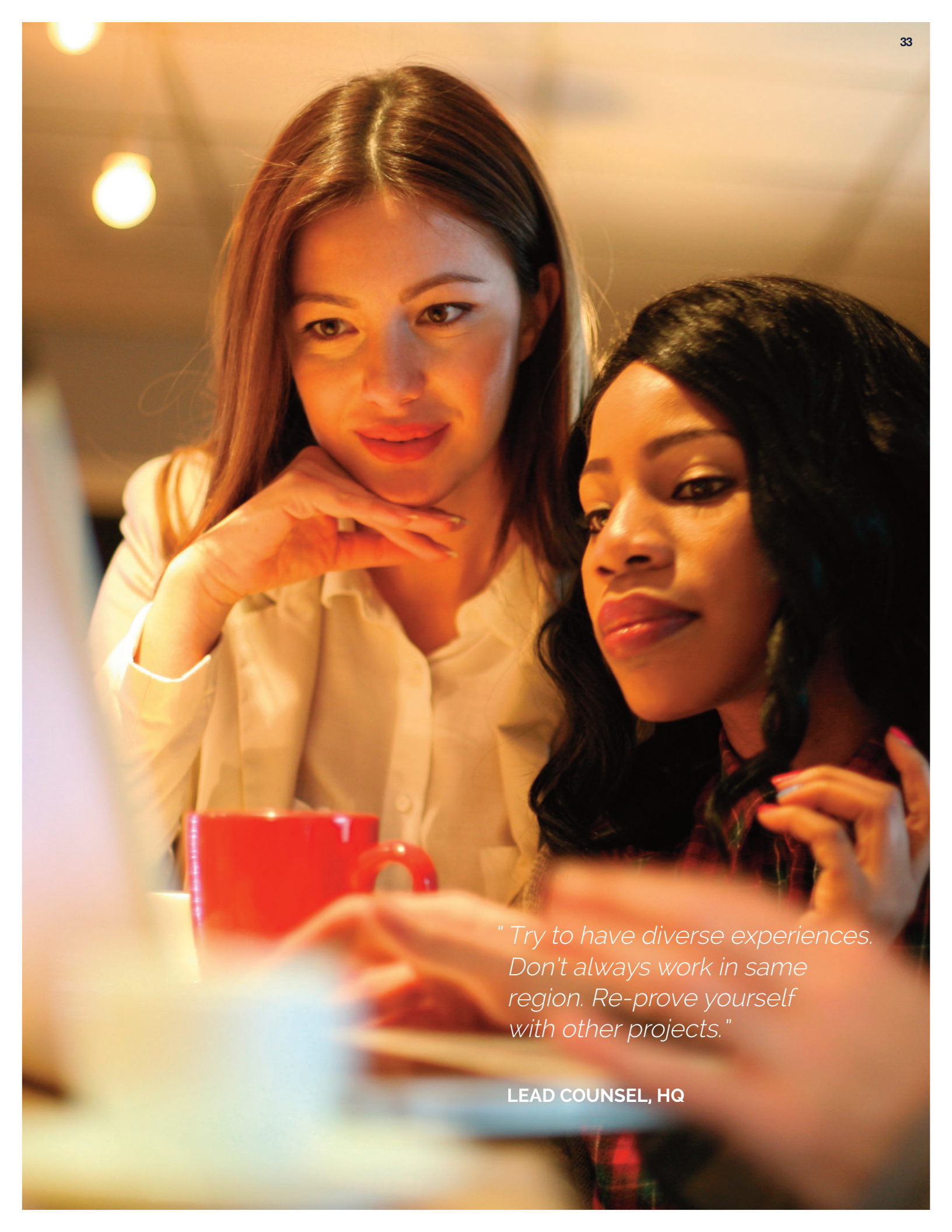
ENABLING ENVIRONMENT BUILDING PILLARS



RECOGNITION



ACTION	DESCRIPTION	MANAGEMENT TEAM (MT)	MANAGER	STAFF
PERFORMANCE REVIEW PREPARATION	Include language in managers' performance objectives to ensure they prioritize staff career development. This may involve ensuring all managers have career conversations with their staff; have their staff complete career preferences and development plans in the new Compass module. Staff with Manager input to identify key areas for professional development in the Annual Performance Review. Managers need to have career conversations with their staff prior to Talent Review to ensure they have most recent career goals discussed and agreed upon (as relevant and business aligned) with their staff.	✓	✓	
AWARDS	Recognize outstanding performance with certifications, announcements, and added responsibility. These announcements could be part of LEG Townhalls and quarterly newsletters.	✓	✓	
ACKNOWLEDGE	Recognize managers who encourage and support talent development. Acknowledge staff who take on breadth types of assignments.	✓	✓	
PERFORMANCE REVIEW	Acknowledge and weigh "breadth" experiences when evaluating performance. Empower and provide guidance for diverse experiences.		✓	
NEW ROLES (i.e. Frontline Partnerships Manager)	Designate a LEG staff member to lead the effort to connect with WBG Senior Leadership and develop relationships for future career mobility of LEG Staff.	✓		
RECOGNIZE HIGHEST PERFORMING STAFF	Differentiate recently hired staff from tenured and high performing staff by providing added responsibilities and leadership roles.	✓	✓	

A photograph of two women in a professional setting, likely a meeting. The woman on the left has long brown hair and is wearing a white button-down shirt, resting her chin on her hand. The woman on the right has dark curly hair and is wearing a plaid shirt. They are both looking towards the camera with slight smiles. A red mug is visible on the table in front of them. The background is softly blurred with warm, bokeh-style lights.

"Try to have diverse experiences. Don't always work in same region. Re-prove yourself with other projects."

LEAD COUNSEL, HQ

OTHER WAYS TO DEVELOP YOUR CAREER

Here are some ideas for you to consider when thinking about experiences and opportunities that will help you to prepare for your next role or how to continue to grow and develop in your current role:

- Special or short-term projects to apply and develop strengths and areas of interest
- Stretch assignments
- Expanded responsibilities
- Corporate assignments
- Joining working groups or task forces
- Involvement in communities of practice
- Greater exposure to different functions or clients
- Meeting with others who are in roles, global practices and other units of interest
- Mentoring
- Coaching
- Education/training courses and conferences for development and growth
- Certifications
- On-the-job Training
- Cross-support
- Rotations
- Secondment
- Developmental assignments
- External assignment

ADDITIONAL RESOURCES

Career management is a journey, and it starts with an understanding of what career management looks like at the World Bank Group and how individuals own their careers. Throughout this journey, managers can actively support career management and the professional development of their staff in partnership with staff and taking into account the corporate needs of the organization.

- Career Conversations workshops for managers and staff to develop skills in preparing for and having meaningful career conversations.
- Career Management seminars (<https://Careerdev>) are open to all WBG staff. These services are designed to help staff build new skills and provide tools to help move their careers forward. Topics include relevant career development issues such as how to craft a sustainable career, personal branding, CV/resume development, networking, using social media for career management, interviewing essentials, and job search strategies.
- Career Advisors are our external career development professionals who provide confidential one-on-one career coaching to staff. You can reach them to set up an appointment at careerseminars@worldbank.org.
- Talent Marketplace – an existing tool that enables staff and managers across WBG to identify and post opportunities for short-term and 'part time' support to work programs, providing for enhanced career experiences <https://talentmarketplace>
- Learning paths for Staff <https://spark.worldbank.org/groups/staff-learning>
- WBG Mentoring Toolkit for Mentors and Mentees at <https://spark.worldbank.org/groups/mentoring>

GLOSSARY

Term	Definition
Career Principles	<p>The World Bank Group has defined three core career principles that underpin its Career Framework.</p> <ol style="list-style-type: none"> 1. Promote shared responsibility for career management through increased partnership between staff member and manager 2. Recognize value of both depth and breadth of expertise in career development 3. Develop a more systematic approach to acquiring and building skills
Career Breadth	<p>A person with career breadth has worked across a variety of business areas, country contexts, practice groups, or job types. They have developed a broad view of how the various parts of the World Bank Group – and the development field – operate together to serve our clients.</p>
Career Depth	<p>A person with career depth has mastered a specific area to a recognized level of expertise that positions the staff member to train and coach others in the specialty area. Career Depth implies a level of specialization, such as deep knowledge of procurement practices or event management.</p>
Career Paths	<p>Illustrate how different job roles can provide valuable experiences that prepare staff members for key positions. Career paths are not prescriptive; they show several examples of strategic career building moves and are designed to open thinking and stimulate discussion.</p>
Career Skills	<p>The ability to define and communicate your specific value and job fit to a hiring decision maker. Career skills training focuses on (1) helping staff members identify their best career fit and opportunity, and (2) working with staff members to develop a coherent strategy to communicate their strengths in a hiring situation. This includes guidance on career branding, improving CVs and Statements of Interest, and honing interview skills.</p>
Career Stream	<p>A career stream is a grouping of jobs that share common knowledge and skill requirements and work focus as well as contiguous career progression. To grow within a career stream implies increasing depth of specific knowledge and skills over time. Some job streams can be quite specialized (IT, for instance), with skills that may be difficult to transfer to other specialized streams.</p>
Developmental Assignment	<p>Temporary reassignment to a different unit that is usually 6 months to 1 year, and extendable to 2 years. Costs of the developmental assignment are generally covered by the sending unit (as a staff development cost), though this can be negotiated when the receiving unit has a substantial business need and adequate budget to cover the cost. Developmental Assignments are defined by their Terms of Reference, which explain the development goal of the assignment and the metrics that will be used to evaluate performance and successful growth.</p>

Term	Definition
Enrichment	Refers to opportunities that incorporate interests and exercise strengths in daily work. Focus on enrichment is continuously looking for ways to find meaning and purpose in the work performed, staying stimulated with new challenges, and ensuring talents are being well used to make contributions to the organization.
HRBP (Human Resource Business Partner)	A designated HR representative who provides VPU-based advice on all HR-related questions and needs.
OLC (Open Learning Campus)	Learning programs offered at the Bank are made accessible through the OLC platform which is the go-to destination for WBG learning for both staff and clients (https://olc.worldbank.org/staff-learning).
Stretch Assignment	Temporary assignment of tasks and responsibility outside of one's normal job responsibilities. Stretch Assignments should be time-bound and specific to ensure that staff member is not working in an improperly-graded role.
Talent Review	A process comprising of a forward-looking exercise for managers to identify/assess internal talent and to ensure staff professional development and deployment is aligned with the strategic needs of the business. The process focuses on staff member's potential, record of performance over a number of years, development needs, and career interests in the context of future business needs.
Talent Marketplace	A single destination for short-term/part-time assignments that provide work program support while enhancing career experience.

"I have been with the bank for 16 years and I still learn something new in what I do and in my industry every day. It's all about continuous learning and adaptability"

LEAD COUNSEL, HQ

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