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# P&S Lifecycle Mapping

Jan Waterhouse, Assistant VP – Employee Relations and Inclusion

Rachel Napoli, Executive Director – Organizational Effectiveness

Abigail Schaver, HR Specialist – Organizational Effectiveness

# Participation

## 23 Participants representing:

- 16 ORGs
- 23 employee classifications
- 9 pay levels

## Highly engaged group

### Structure:

- Lifecycle phase overview
- Priming activity
- Pod discussion
- Large group debrief & gallery walks



# Employee Lifecycle Phases



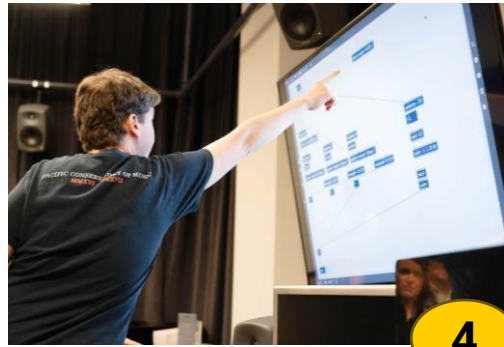
**1**  
Accepting the Job Offer



**2**  
Onboarding



**3**  
First Year at the University of Iowa



**4**  
Finding New UI Opportunities



**5**  
Career Growth/  
Becoming a Leader



**6**  
Retirement/Exit

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# What We Heard

# Accepting the Offer

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*What are candidates...*

**Thinking & Feeling:** Excitement, Relief, Confusion, Frustration

**Doing:** Waiting, Negotiating, Decision Making

**Main Pain Points:**



**Uncertainty & Waiting**



**Unclear Job Descriptions**



**Pay Equity and Fairness**

# Onboarding

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*What are new employees...*

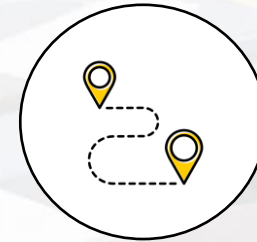
**Thinking & Feeling:** Excitement, Regret, Overwhelm, Lost, Fear

**Doing:** Navigating, Training, Completing Compliances, Job Shadowing

**Main Pain Points:**



**Process and Support**



**Orientation & Familiarization**

# First Year at the University of Iowa

*What are employees...*

**Thinking & Feeling:** Valued, Excited, Fortunate, Curious

**Doing:** Seeking Understanding, Defining Systems & Roles, Navigating

**Main Pain Points:**



**Role Clarity & Definition**



**Unclear Direction with No Compass**

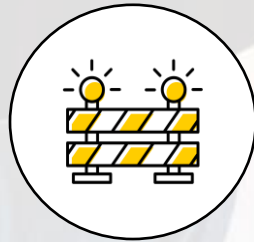
# Finding New UI Opportunities

*What are employees...*

**Thinking & Feeling:** Proud, Optimistic, Unsure, Nervous

**Doing:** Exploring, Building Skills, Evaluating

**Main Pain Points:**



**Navigating Internal  
Barriers & Dynamics**



**Personal Reflection &  
Decision Making**



# Career Growth/Becoming a Leader

*What are future leaders...*

**Thinking & Feeling:** Grateful, Comfortable, Burned Out, Stuck, Unsure

**Doing:** Engaging in Learning Opportunities, Building Skills, Completing Paperwork

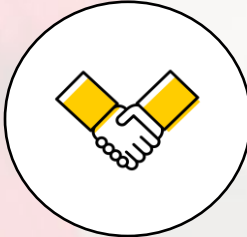
**Main Pain Points:**



**Nowhere to Go**



**Pros and Cons**



**Supervisor Advocacy**

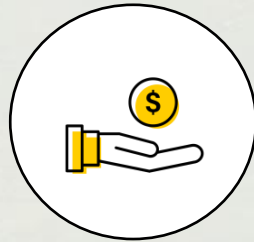
# Exit/Retirement

*What are exiting employees...*

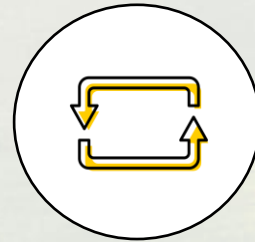
**Thinking & Feeling:** Excitement, Unsure, Fear

**Doing:** Planning, Mentoring

**Main Pain Points:**



**Pay & Supervisors**

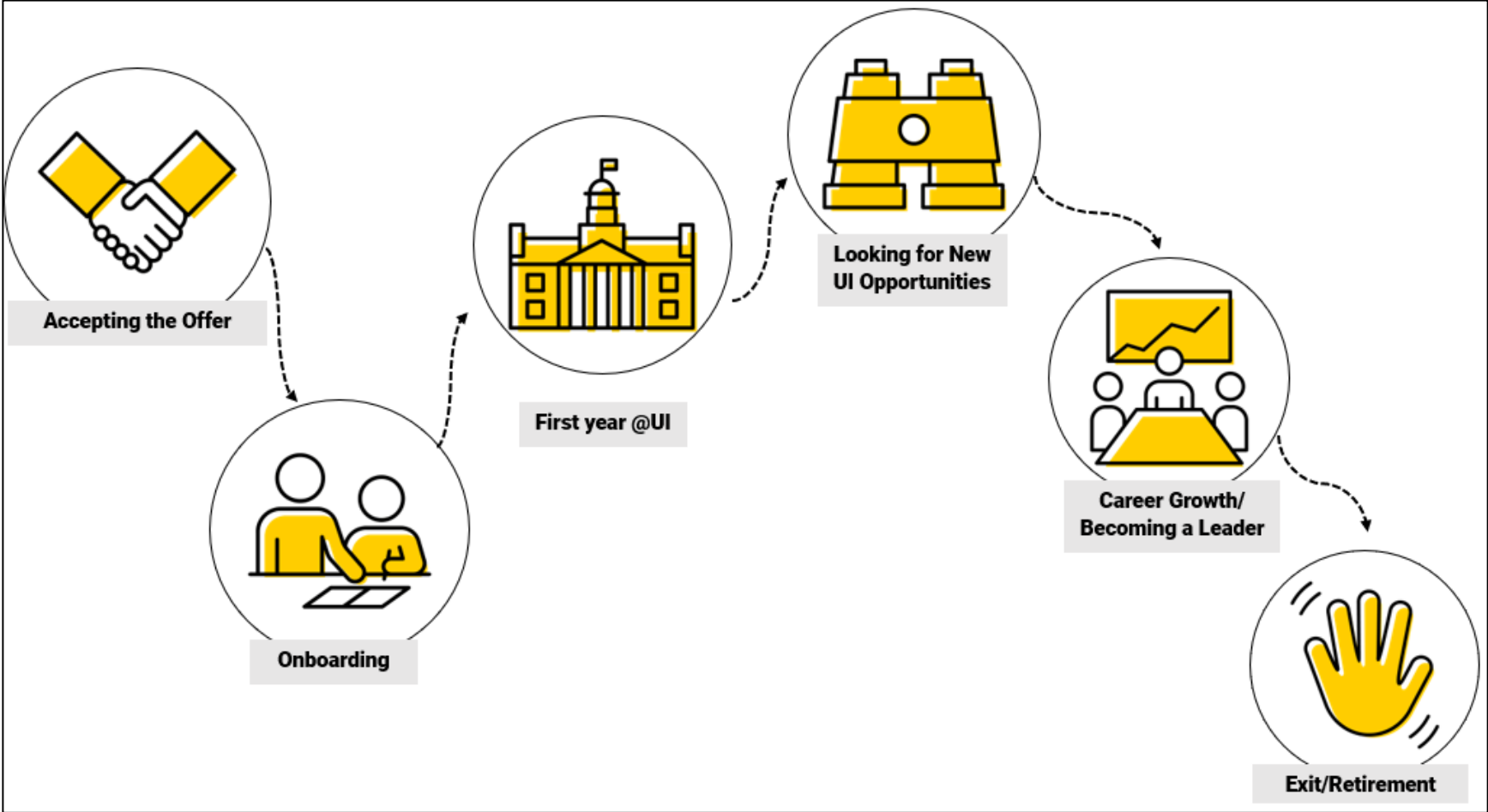


**Knowledge Transfer**



**Abstract Processes**

# Lifecycle Story - An Odyssey



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# Preliminary Recommendations

**Increase Transparency and Fairness**

**Minimize Uncertainty During Transitions**

**Facilitate Career Navigation**

**Enable Relationship Building**

# Increase transparency and fairness

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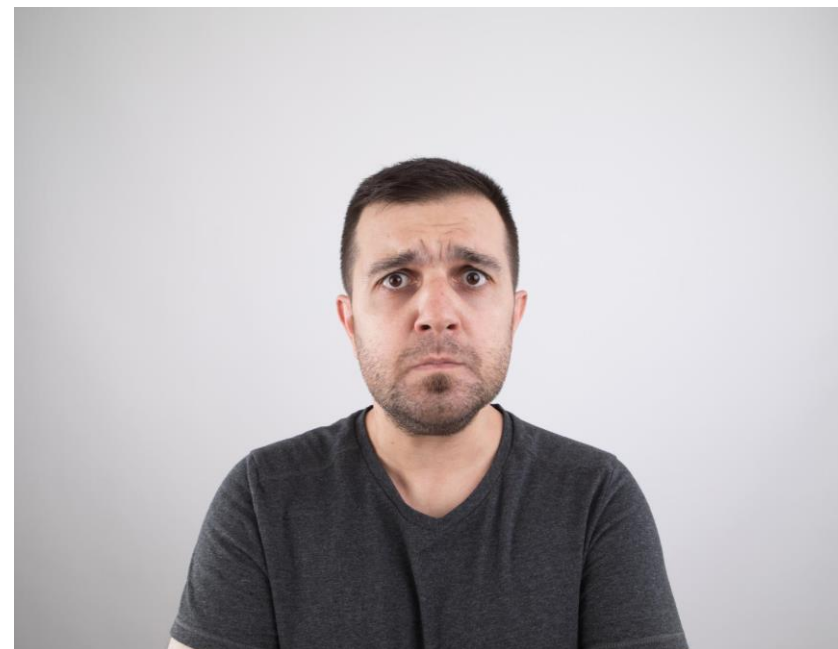
1. Provide salary range info during hiring
2. Awareness of career pathways and growth
3. Accessible and engaging web strategy to help locate info



# Minimize Uncertainty, Particularly During Transitions

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1. Clarify job descriptions; clear communication during hiring process
2. Improve onboarding process; balance 'high touch' with efficiency.
3. Develop knowledge transfer tools and process documentation
4. Provide accessible, timely retirement benefits information



# Facilitate Career Navigation

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1. Provide information about career pathways at time of hire and throughout lifecycle
2. Normalize internal mobility
3. Clarify compensation & classification terminology
4. Streamline Jobs@Iowa





## **Enable Relationship Building**

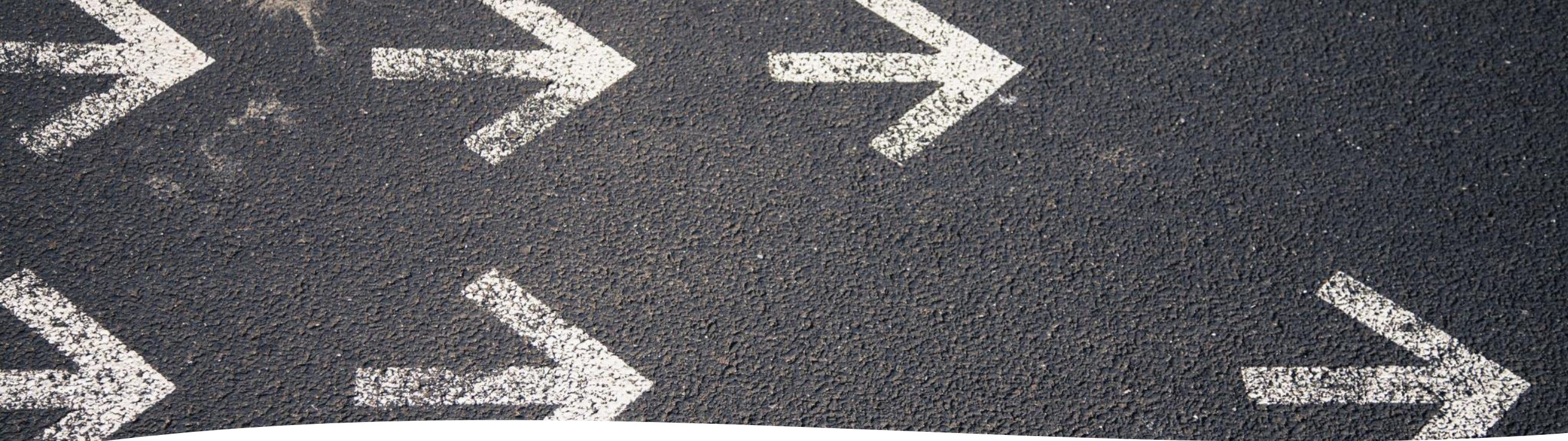
1. Prioritize Connection at Multiple Levels
2. Normalize Relationship Building





# Navigation:

To find their way, employees need a compass, a map and a guide



## **Next Steps**

- Select and prioritize actions based on recommendations
- Identify low hanging fruit
- Identify alignment with existing strategic initiatives
- Develop action plan using hub & spoke model

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# Questions?

→ [hr.uiowa.edu](https://hr.uiowa.edu)

Jan Waterhouse  
Assistant VP – Employee Relations and Inclusion  
UHR Administration  
[jan-waterhouse@uiowa.edu](mailto:jan-waterhouse@uiowa.edu)

Rachel Napoli  
Executive HR Director Organizational Effectiveness  
Organizational Development  
[rachel-napoli@uiowa.edu](mailto:rachel-napoli@uiowa.edu)