

University Human Resources

Career Pathways: Cultivating Careers at UI

A conversation with Staff Council

Rachel Napoli, January 2025

Career Pathways: a staff success strategic initiative

Goal

Retain talented faculty and staff through professional development, recognition, and a culture of connection and employee value

Strategy

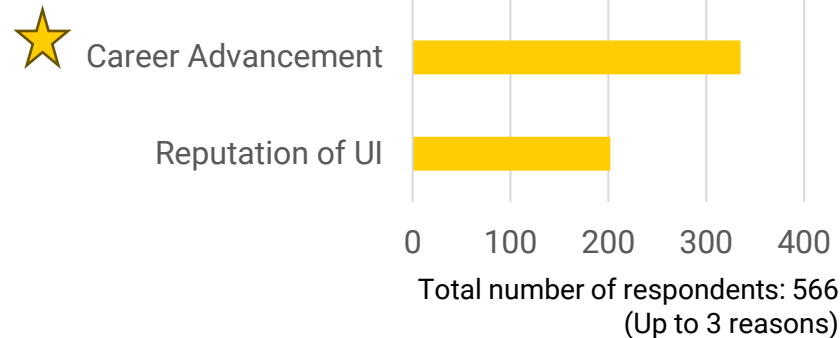
Ensure access to training and professional development and clarify pathways to career advancement



Current state: Case for change

New Hire Survey:

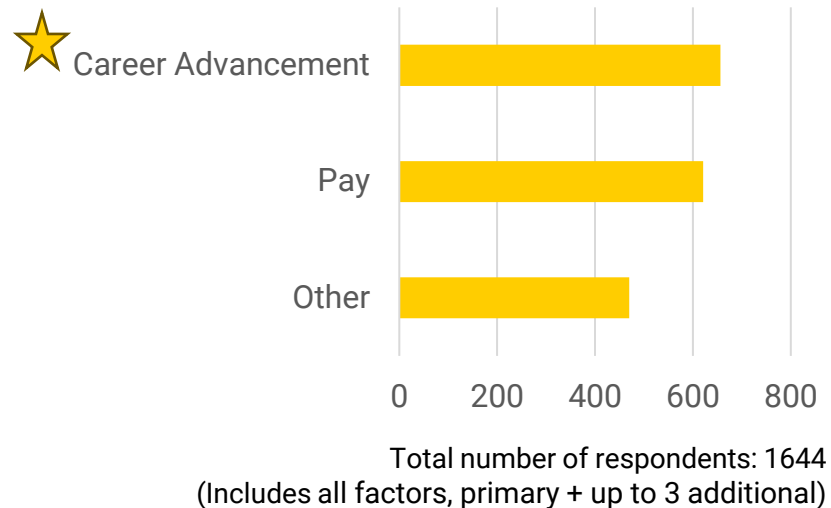
Top 3 Reasons for pursuing a career at the University of Iowa



6/23/2024 - 11/12/2024

Exit Survey:

Top 3 Reasons for leaving the University of Iowa



4/8/2023 - 11/12/2024

Working at Iowa:
30% of UI employees
disagree with the statement
“There are opportunities for promotion.”

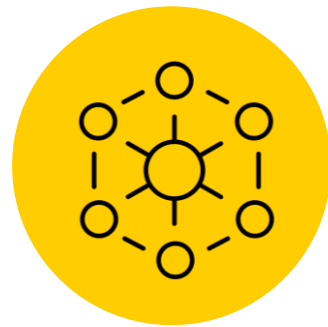
Career pathways perspectives



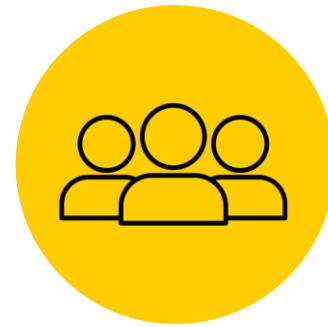
Strategic



Structural



Process



Cultural



Technology

Career pathways is a multi-faceted issue, interconnected with every aspect of campus leadership and human resources (recruitment, retention, performance, pay, workforce planning, learning and development).

Your turn!

Poll

question -

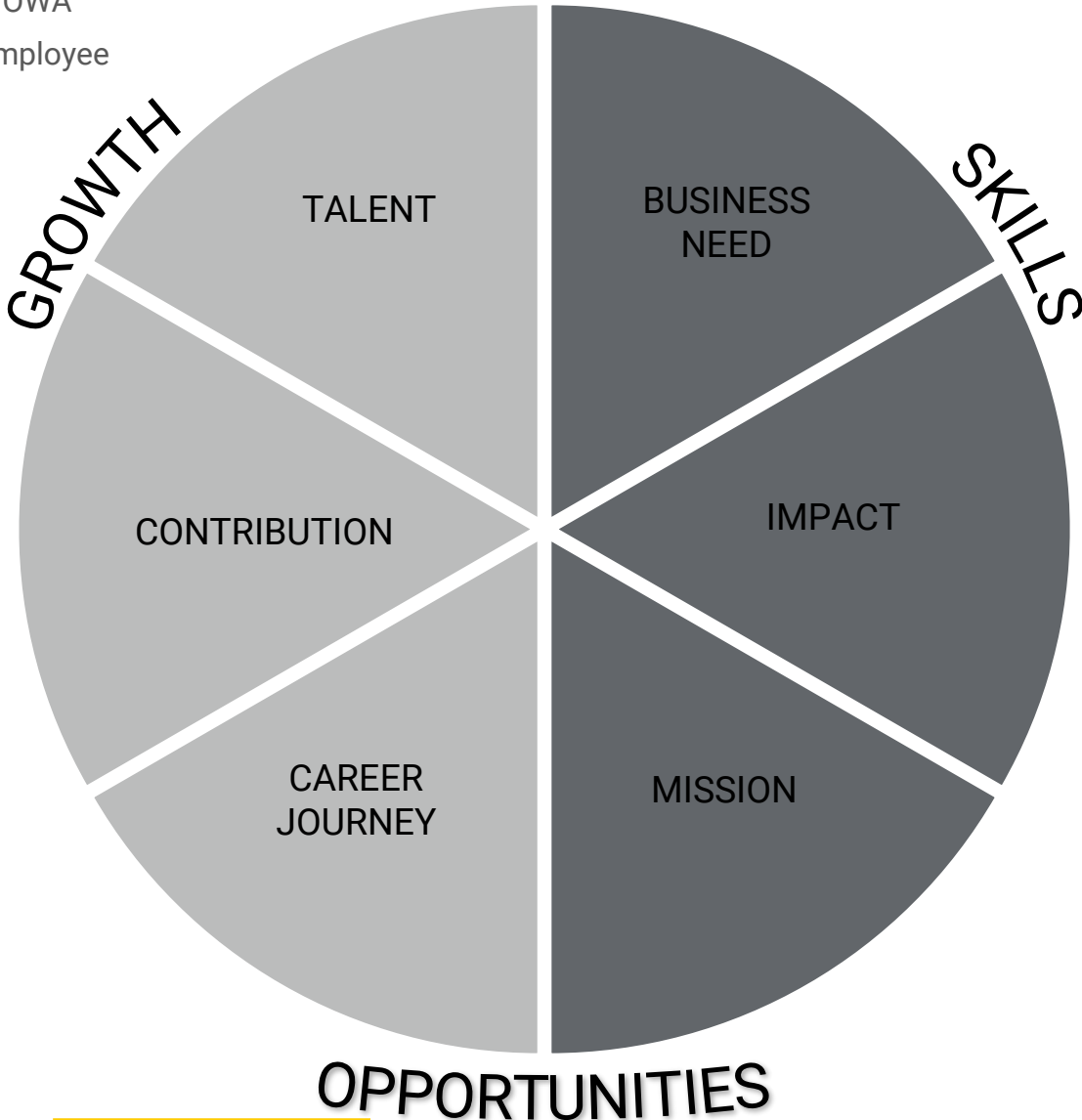
perspectives

Which of these perspectives resonates the most?

- Strategic
- Structural
- Process
- Technology
- Culture

Career pathways benefits

- UIOWA
- Employee



- ★ MOBILITY
- ★ BENCH
- ★ AGILITY
- ★ RETENTION





**A career at UI is the “Journey of a lifetime”.
The employee is in the driver’s seat.**



Making the Connection:
Employee aspirations and
Business needs

Employee Lifecycle = Career Lifecycle



Accepting the Job Offer



Onboarding



First Year at the University of Iowa



Finding New UI Opportunities

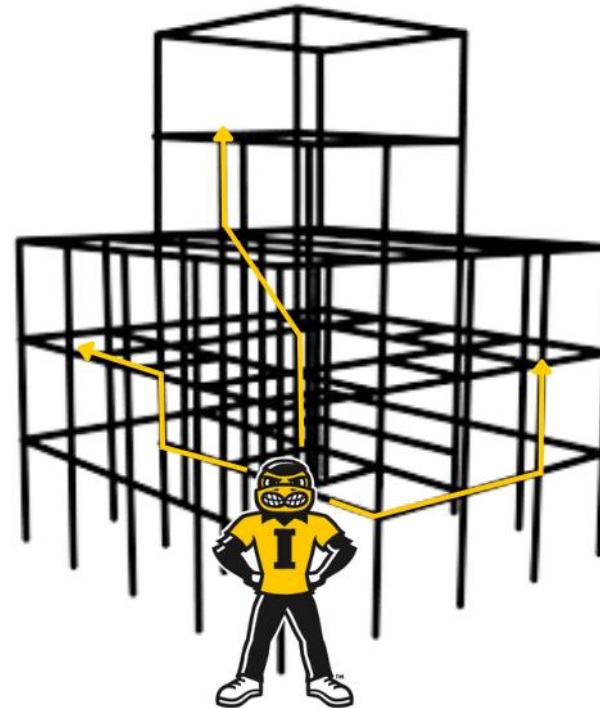
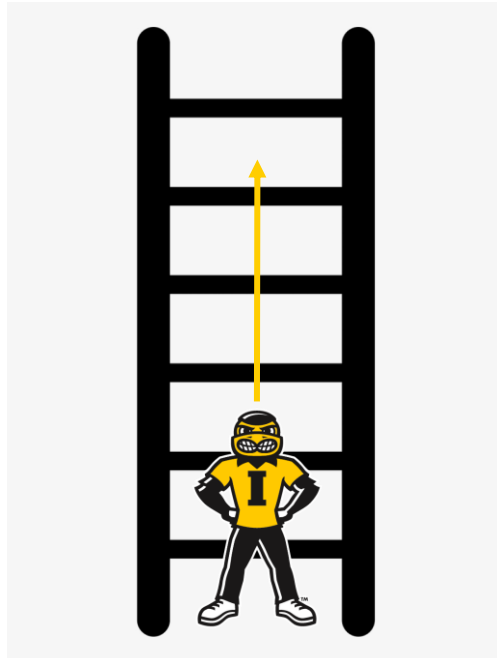


**Career Growth/
Becoming a Leader**



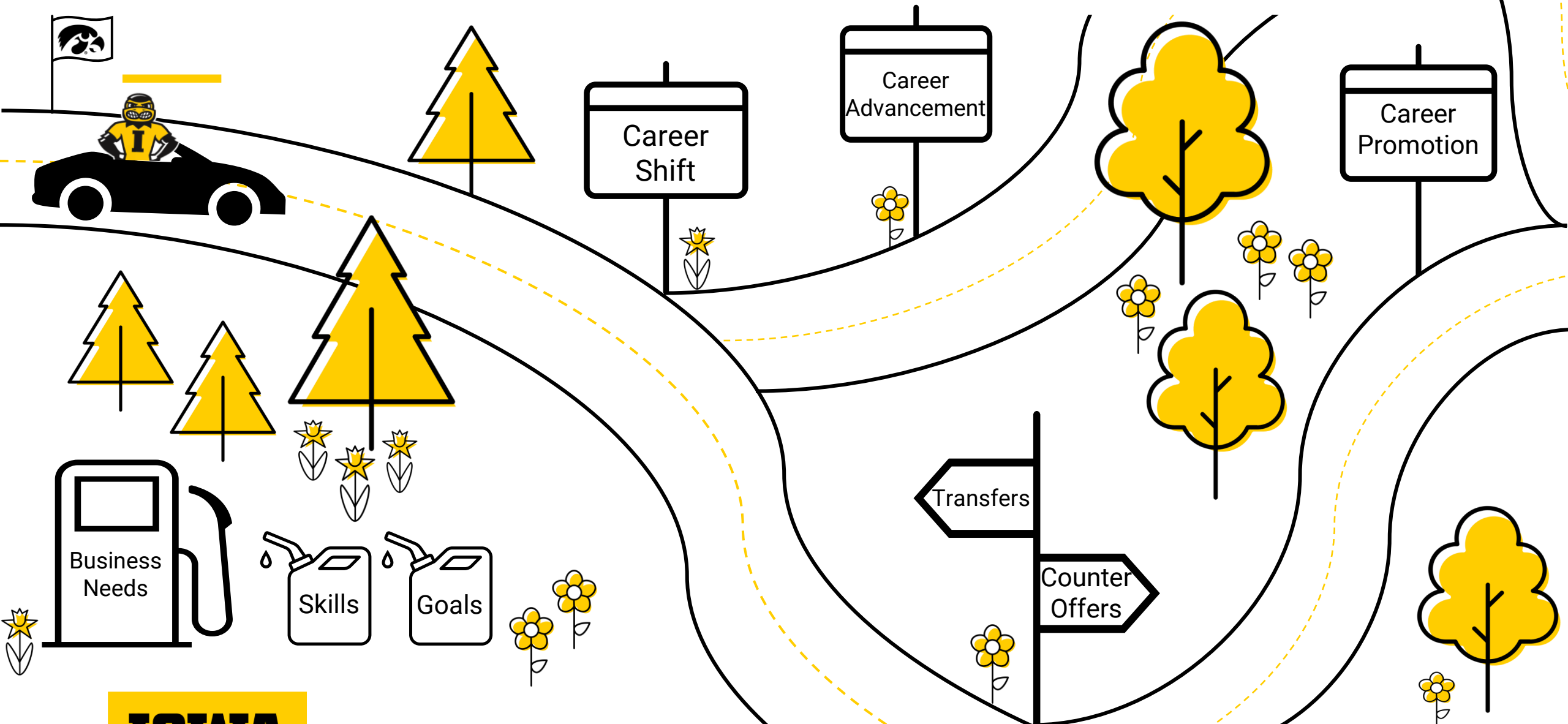
Retirement/Exit

Career mobility: ladder or jungle gym?



Career pathways are not always linear

Navigating the Compensation & Classification Highway



Roles: driver and pit crew



Employee Role

- Self Evaluations
- Goal Setting and communication with Supervisor
- Building Relationships and Exploring Options



Supervisor Role

- Articulate business need
- Talking with employees about their career and development.
- Providing ongoing feedback
- Partnering with HR



HR Role

- Articulating requirements for career progression
- Providing guidance and coaching to supervisors
- Reinforcing expectations



Your turn! Poll question – pain points

What are the biggest pain points for employees?

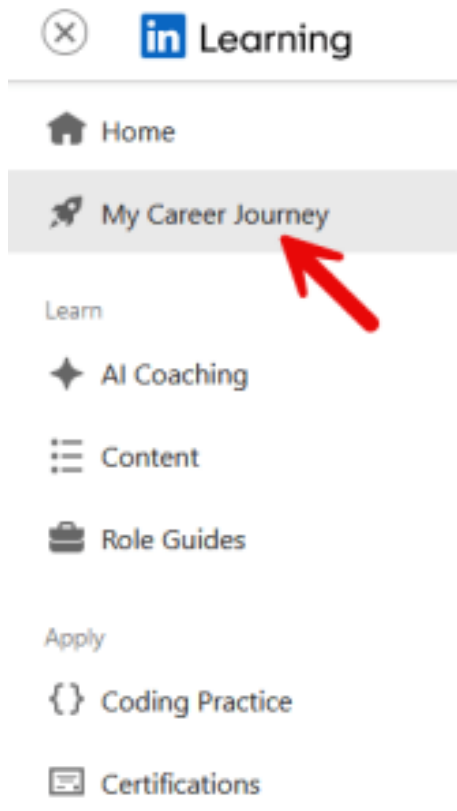
- No vacancy/position need for advancement
- Disconnect between employee and supervisor on employee's level/readiness
- Budget constraints
- Supervisor lacks knowledge about process
- Employee lacks knowledge about process
- Supervisors not equipped or expected to have career goal conversations
- Lack of visibility to career paths outside unit and/or job family

Approaches to explore



Approaches to explore/pilot - hub

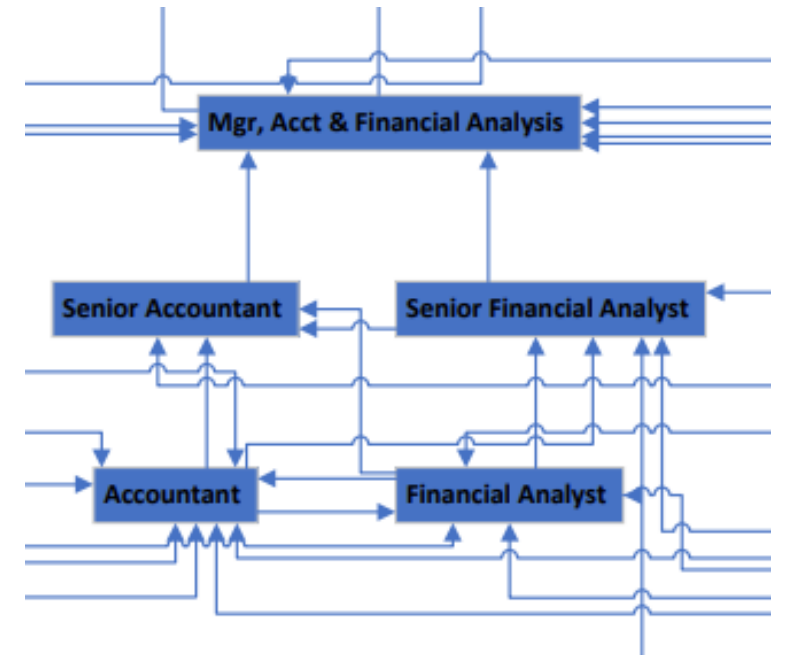
Promote My Career Journey



Add career goal planning question to performance evaluation



Develop career pathway map by job function

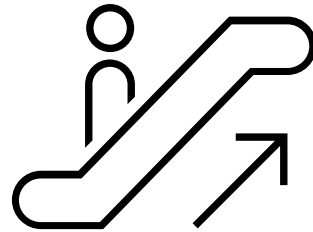


Approaches to explore & pilot - hub

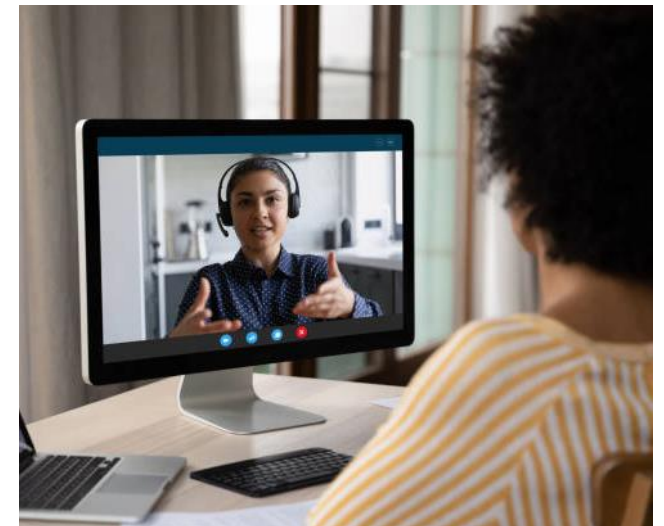
Offer networking resources & workshops



Define growth and career pathway within classification



Scale career exploration and career advising resources



Approaches to explore & pilot – hub & spoke

Possibilities:

- Mentorship
- Experiential learning: job shadow & job rotation
- Networking



Your turn!

Poll question

– top

approaches

What approaches would be the most impactful to employee career journeys at UI?

- Career pathways map by job function
- My Career Journey – LinkedIn learning
- Networking skill building workshops/resources
- Career coaching (scalable)
- Mentoring
- Experiential learning (job shadow, job rotation, gigs)
- Other

%0

%100



Work in Progress

Careers website

- New content
 - employee experience
 - career journey
 - resources for exploration & growth
- Clarification/simplification
 - structure
 - Process

Infographic by job family

- Merit experience pilot

IOWA

Timeline- FY 25 and beyond

October - December

- Gather stakeholder feedback
- Draft new web content & resources

January - March

- Build prototype career pathway map and start to explore technology solutions
- Implement scalable programs and resources (e.g. networking, LinkedIn Learning "My Career Journey")
- Build career planning question into performance evaluation

April - June

- Identify and engage target groups for small scale job family pilots (P&S)
- Continue to explore technology and scalable programs and resources that enable career pathing

FY26 & FY 27: Continue to scale, pilot, and implement technologies and best practices.

Career pathways contributors

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Questions?

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