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University Human Resources

# Supervisor Training
# Tuition Assistance
# Employee Engagement
# Career Pathways

**Staff Council**

Rachel Napoli, Organizational Effectiveness, December 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**

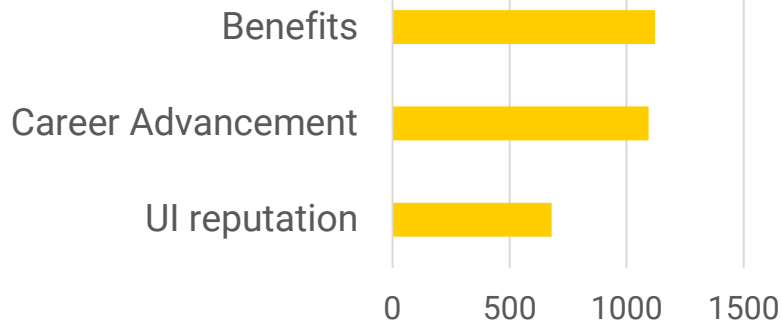Ensure access to training and professional development and clarify pathways to career advancement
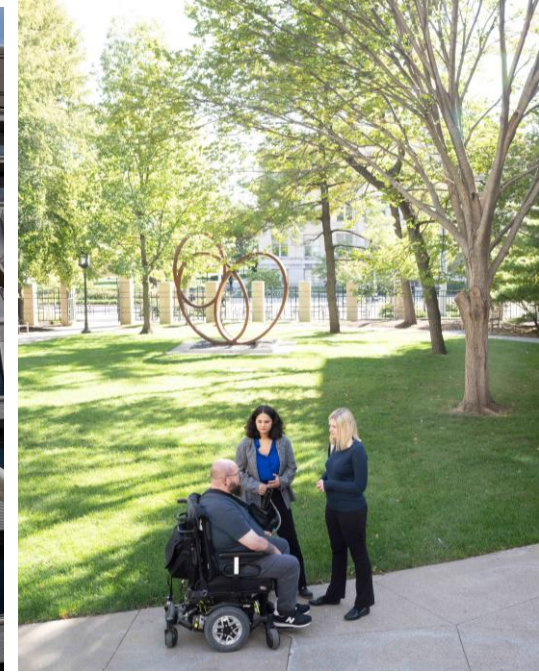
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# Current state: Case for change

**New Hire Survey:**

**Exit Survey:**

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

| | |
|---|---|
| Benefits | |
| Career Advancement | |
| UI reputation | |

0    500    1000    1500
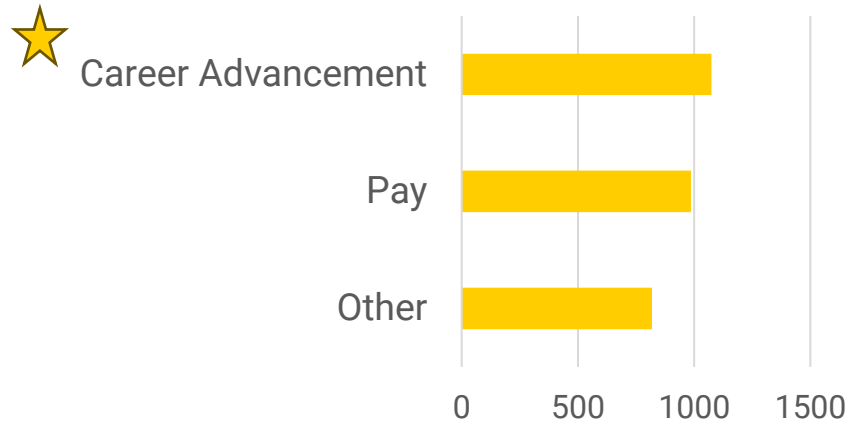
Total number of respondents: 1,886
(Up to 3 reasons)

*6/23/2024 - 12/3/2025*

Top 3 Reasons for leaving the University of Iowa

| | |
|---|---|
| Career Advancement | |
| Pay | |
| Other | |

0    500    1000    1500

Total number of respondents: 2,787
(Includes all factors, primary + up to 3 additional)

*4/8/2023 - 12/17/2025*

**Working at Iowa data: 22% of UI employees** <u>**disagree**</u> **that there are opportunities to pursue career goals at UI**

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# Career pathways: opportunities

Improved career satisfaction; drives recruitment & retention

Effective succession planning; stronger leadership bench

Increased internal talent mobility

Agility to adapt to changing skill needs

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A career at UI is the "Journey of a lifetime". The employee is in the driver's seat.

# Employee Lifecycle = Career Lifecycle



**Accepting the Job Offer**



**Onboarding**



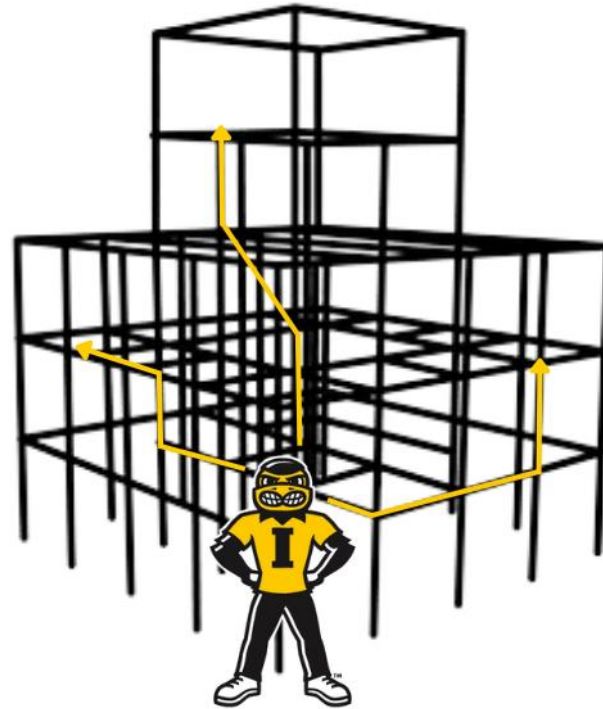**First Year at the University of Iowa**
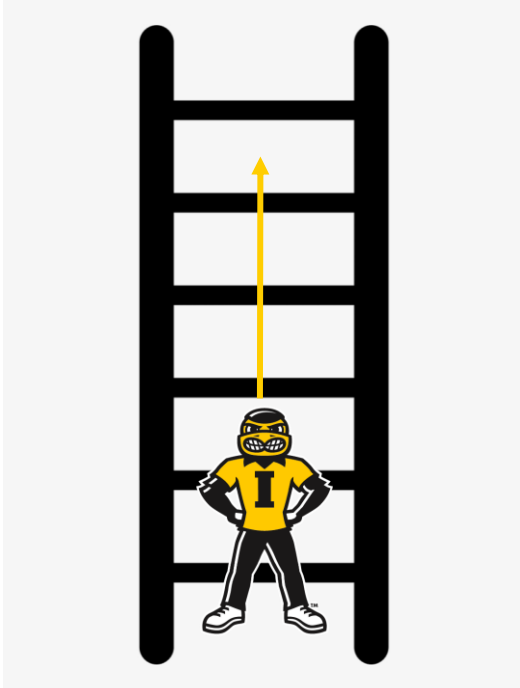


**Finding New UI Opportunities**
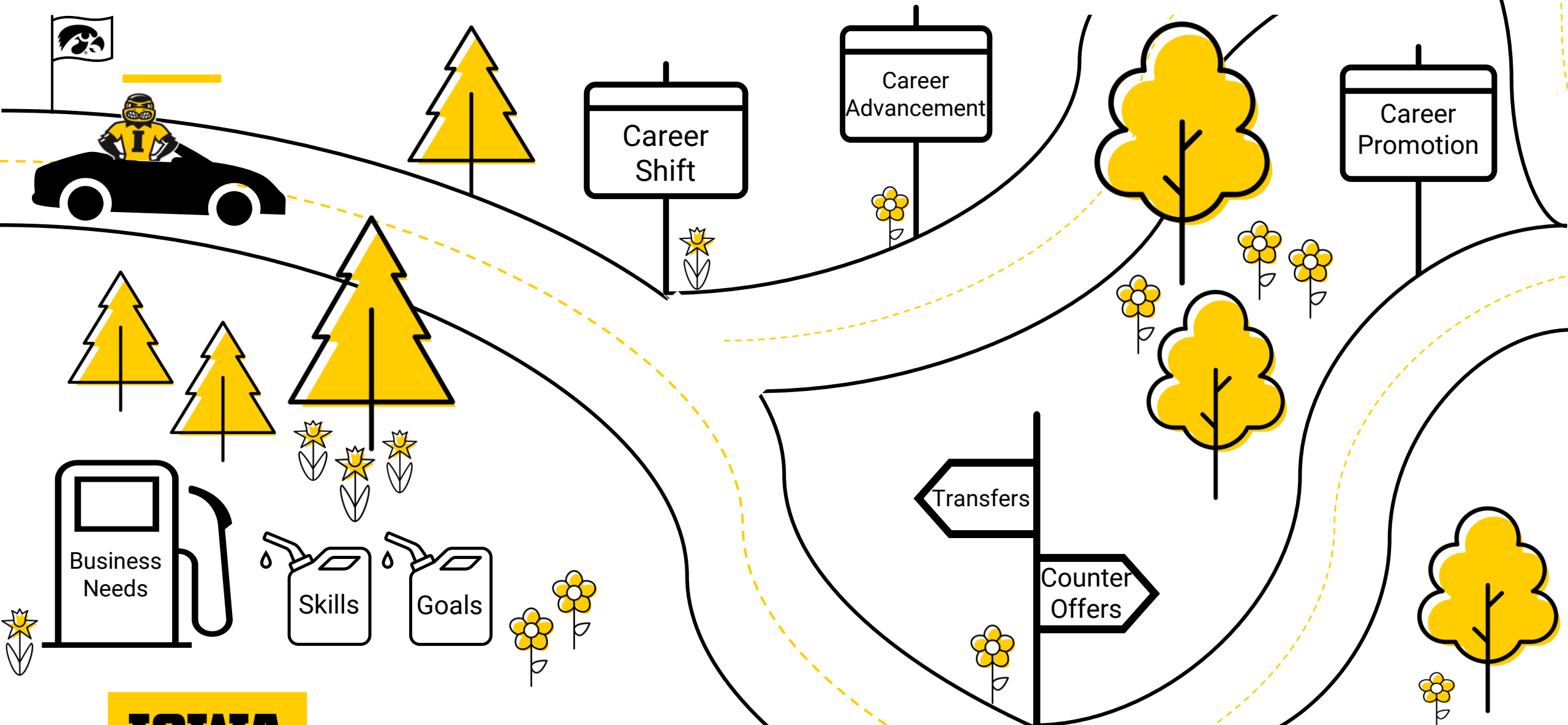


**Career Growth/ Becoming a Leader**



**Retirement/Exit**

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# Career pathways are not always linear

# Navigating the Compensation & Classification Highway

# CAREER PATHWAYS TACTICS

- Finalize career pathways website

- Develop structure for career pathways conversations, with guidelines and resources for employees and supervisors.

- Provide learning resources; pilot career skill building workshops; develop LinkedIn learning paths
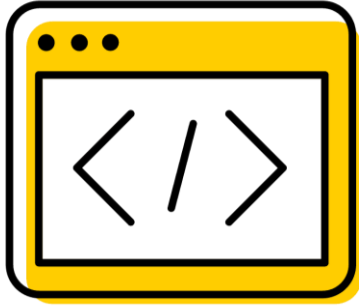


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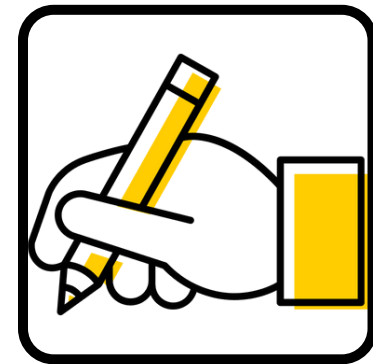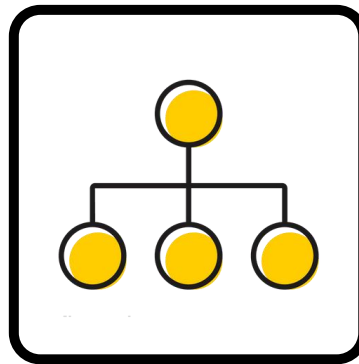
# CAREER PATHWAYS TACTICS

- Pilot career pathways map for ten job families; measure outcomes and explore implementation strategy.

- Build implementation team to leverage career pathways technologies

- Track internal mobility, career growth and employee perception KPIs

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# What's next

### Technology

Launch and implement technology website, and employee-facing tools

### Measurement

Track tool utilization and internal mobility trends using HRIS data, WAI survey results, and focus group insights.
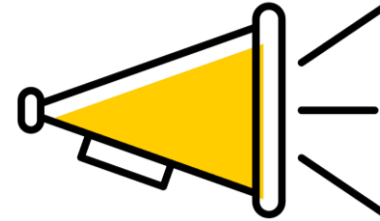
### Ongoing Communication

Maintain engagement and support change management

### Forward planning

Explore potential applications for workforce planning

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**Quick poll:**
*Are these actions moving us in the right direction?*

# Career pathways contributors

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- Amanda Johnston (UHR)
- Ashley Peters (Staff Council)
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- Courtenay Villhauer (Finance and Operations)
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# Career pathways resources

- My Career at Iowa: https://hr.uiowa.edu/careers/my-career-iowa

- Career Pathways Mapping and Aaron's Journey: https://hr.uiowa.edu/careers/my-career-iowa/career-pathways-mapping

- Employee Self-Service > My Career > Career Pathways



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# *Questions from Councilors*

1.  Multiple constituents have highlighted concerns about ineffective supervisors and a lack of meaningful accountability. Suggestions from councilors have included implementing upward feedback in annual reviews, strengthening Ombuds involvement, and ensuring consequences for repeated negative supervisory behavior. What are your thoughts about this and are there plans to create a system for this?

2.  How can we get consistency across the university and colleges in annual raises? Some areas tie it to performance reviews, and some don't. As one employer, what would be the best practice to make raises more consistent and equitable?

3.  Is there a plan to have all classifications be part of the career pathway?

4.  What has been the use of tuition assistance since the funding was permanently increased?

5.  Some units are experiencing high turnover tied to uncompetitive salaries. For departments that believe a market adjustment may be warranted, what is the recommended process for partnering with HR to begin that review? And what specific data is most helpful for HR when evaluating whether a market adjustment is justified?

6.  Many staff value tuition assistance, but the two-year payback requirement can feel restrictive and may discourage participation. Could you explain the rationale behind that policy and whether there has been any discussion about revisiting it?

7.  Are there plans to expand the current supervisory training? Could there be continuing education for supervisors that can be a compliance?

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# Questions?

→ **hr.uiowa.edu**

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