

RISE 2030 | Strategic Plan Task Planning

4.3 Establish Career Pathways and Professional Development

Priority: Enrich the Employee Experience

Goal: Establish a Supportive Employee Culture

Strategic Action: *Begin the process of establishing defined career pathways that include aligned competencies and the self-guided or Waubonsee-sponsored professional development that will promote employee growth among these pathways.*

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STRATEGIC ACTION TASK PLAN

Phase 0: Complete Compensation Study

Phase 1: Define Career Pathways Framework

1. Research Best Practices
 - *Research peer institutions and industry standards for career pathways and professional development models.*
 - *Identify best practices in competency-based career progression.*
 - *Gather insights on successful self-guided learning programs and resources.*
2. Identify Core Job Families and Competencies
 - *Conduct an internal review of existing job roles and career ladders.*
 - *Engage department heads and HR to categorize job families based on function and skill requirements.*
 - *Align competencies with industry standards and institutional goals.*
3. Conduct Employee and Leadership Input Sessions
 - *Survey employees to understand their career aspirations and barriers to growth.*
 - *Hold focus groups with leadership to define key growth areas within the institution.*
 - *Identify skill gaps and areas needing professional development support.*

Phase 2: Develop Career Pathway Programs and Resources

4. Design Career Pathway Maps and Development Tracks
 - *Create clear career pathway progression guides for employees.*

- *Define learning modules for early-career, mid-career, and leadership tracks.*
- *Ensure pathways align with job families and advancement opportunities.*
- 5. Develop Self-Guided Learning and Professional Development Resources
 - *Establish a centralized career development portal (learning library, mentorship programs, career coaching, Cornerstone upgrade to Galaxy, list of college-approved badges and certifications for each job family).*
 - *Offer microlearning, skill-building workshops, and job shadowing opportunities.*
 - *Ensure development tracks are accessible to all employees, regardless of work schedule and exempt or non-exempt classification (salaried or hourly)*
- 6. Align Career Pathways with Performance Management and Leadership Buy-In
 - *Work with leadership to integrate career pathways into annual performance reviews and goal setting.*
 - *Introduce monetary incentive structure for employees engaging in professional development (e.g., certificates, promotions, recognition programs, badging, credentialing).*
 - *Secure leadership commitment to support career advancement initiatives.*

Phase 3: Pilot and Launch Career Pathways

- 7. Pilot Career Pathways in Select Job Families
 - *Select job families to implement the initial career pathway model.*
 - *Provide targeted training and development resources for pilot participants.*
 - *Gather real-time feedback from employees and supervisors.*
- 8. Refine Pathway Models Based on Pilot Feedback
 - *Identify successes and areas for improvement in pilot implementations.*
 - *Adjust learning modules and career progression structures based on employee feedback.*
 - *Address barriers to access or participation.*
- 9. Expand Pathways to the Full Organization
 - *Scale the successful pilot models to all job families.*
 - *Launch campus-wide career development awareness campaigns.*
 - *Provide ongoing training for supervisors to support career growth discussions and management.*

Phase 4: Evaluate and Optimize Career Pathways

10. Measure Impact and Gather Feedback

- *Conduct semi-annual employee surveys, focus groups, or open forums to assess program effectiveness.*
- *Track key performance indicators (KPIs) related to participation, satisfaction, and career advancement.*
- *Analyze promotion and internal mobility data.*

11. Optimize and Evolve the Program

- *Use data insights to refine career pathways and development offerings.*
- *Identify new learning opportunities and industry-aligned credentials.*
- *Expand formal career coaching and mentorship offerings based on demand.*

TEAM AND INVESTMENT

Action Teams should include individuals who bring the following perspectives and expertise:

- Support job family development and career mapping.
- Design and implement training programs.
- Provide input on job families, role-specific competencies, and advancement pathways.
- Develop the career development portal and marketing materials.
- Develop the career pathways.
- Develop the equitable compensation plan.
- Develop the longevity compensation plan.

Investment

- **Medium to High investment** for WCC providing:
 - Technology platform for career development, tracking, and self-guided learning
 - Budget for training resources and career coaching initiatives
 - Budget for compensation: Pay increases for employees completing career pathway steps.