



Unlocking Potential: Career Ladders and Professional Development for Health Center Staff

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YOUR SPEAKER



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LEARNING OBJECTIVES



1. Understand the concepts of career ladders and lattices and their significance in fostering professional growth within health center environments, including the benefits of providing clear pathways for advancement and skill development for all staff.
2. Explore effective strategies for designing and implementing career development programs to empower health center staff to enhance their skills, knowledge, and expertise.
3. Learn best practices for creating a culture of continuous learning within health centers, including methods for promoting ongoing professional development, fostering a supportive learning environment, and encouraging staff engagement and ownership in their career progression.

TODAY'S AGENDA



- Designing & Implementing Career Development Programs
 - Career Paths, Lattices, & Development
- Succession Planning
- Creating a Culture of Continuous Learning
- Q&A



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WORKFORCE DEVELOPMENT

Justice, Diversity, Equity, & Inclusion (JEDI)



A health center's development strategy should:

- Meet the needs of *diverse* staff
 - BIPOC, underrepresented, and historically marginalized groups
- Provide mentorship and talent development opportunities focused on the needs of each group
- Acknowledge inequities in workplace advancement
- Ensure access to leadership positions for *all* staff
 - Experience is as important as education





DESIGNING & IMPLEMENTING CAREER DEVELOPMENT PROGRAMS

The only way to prepare your organization for the future of work is by putting skills at the center of your strategy.

Source: [Gloat](#)



DESIGNING CAREER DEVELOPMENT

Continuous Process



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Build Career
Pathways



Create Career
Ladders &
Lattices



Develop
Policies &
Procedures



Create a
Communication
& Promotion
Plan



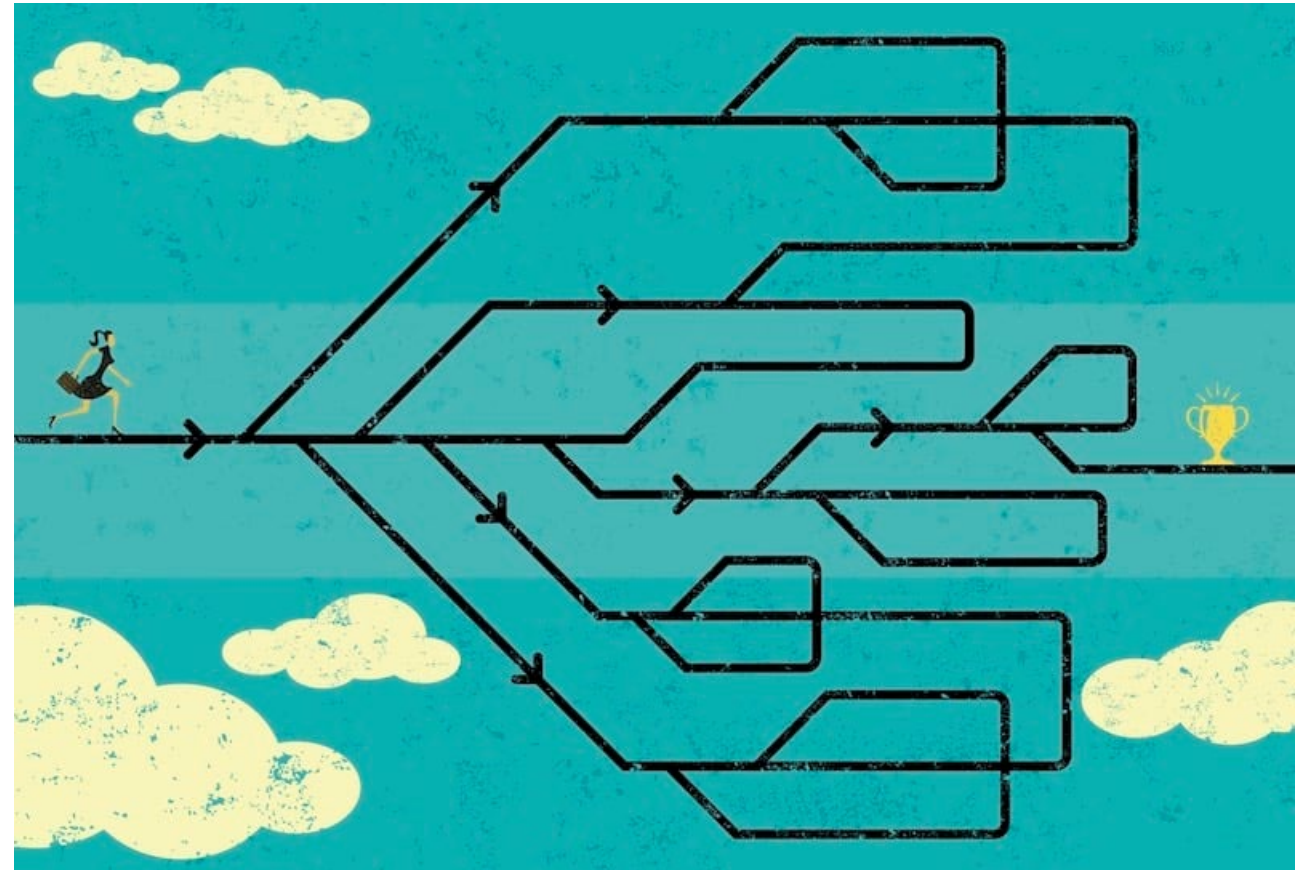
Work with
Community
Partners

BUILD CAREER PATHWAYS



A career development system offered by workplaces healthcare field ideally has these characteristics:

1. Aligns with the skill demands for the healthcare sector in the local and state economy
2. Prepares an individual to be successful in educational experiences
3. Provides academic and career coaching to support an individual in achieving their educational and career goals
4. Provides, as appropriate, concurrent and accelerated program designs
5. Helps an individual enter or advance within a specific occupation or occupational cluster



CAREER PATHS VS. CAREER LADDERS



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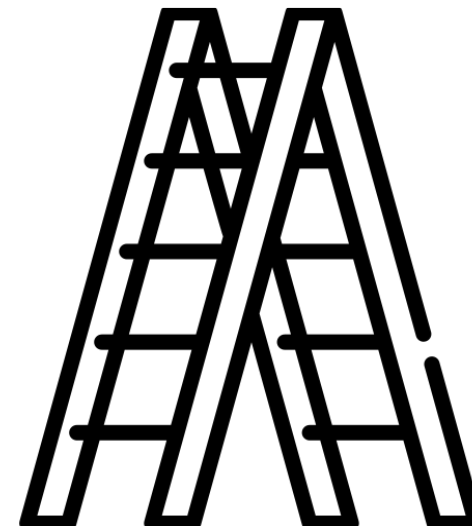


Definitions



Career paths encompass varied forms of career progression, including the traditional vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization and encore careers.

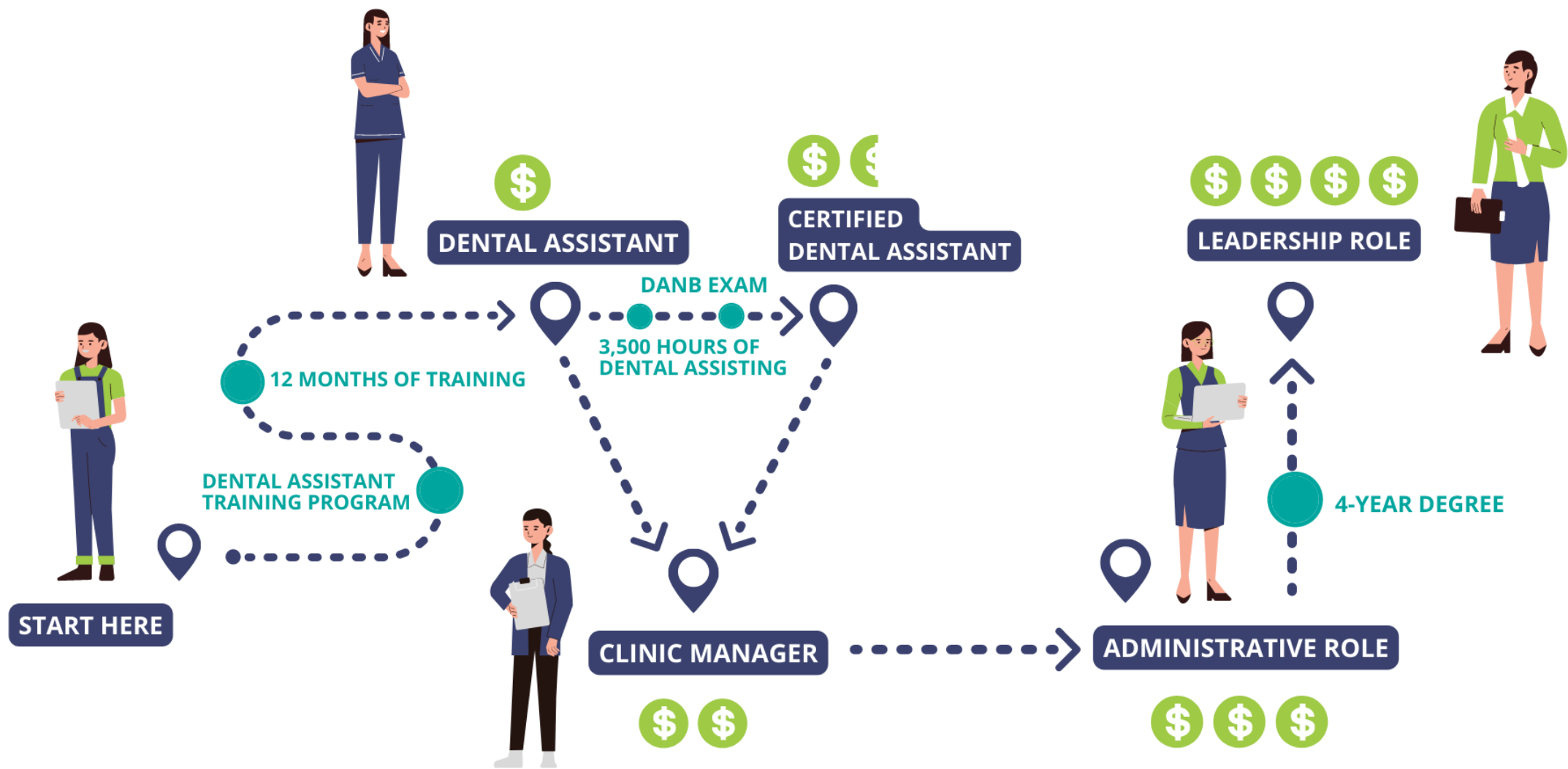
Career ladders are the progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay.

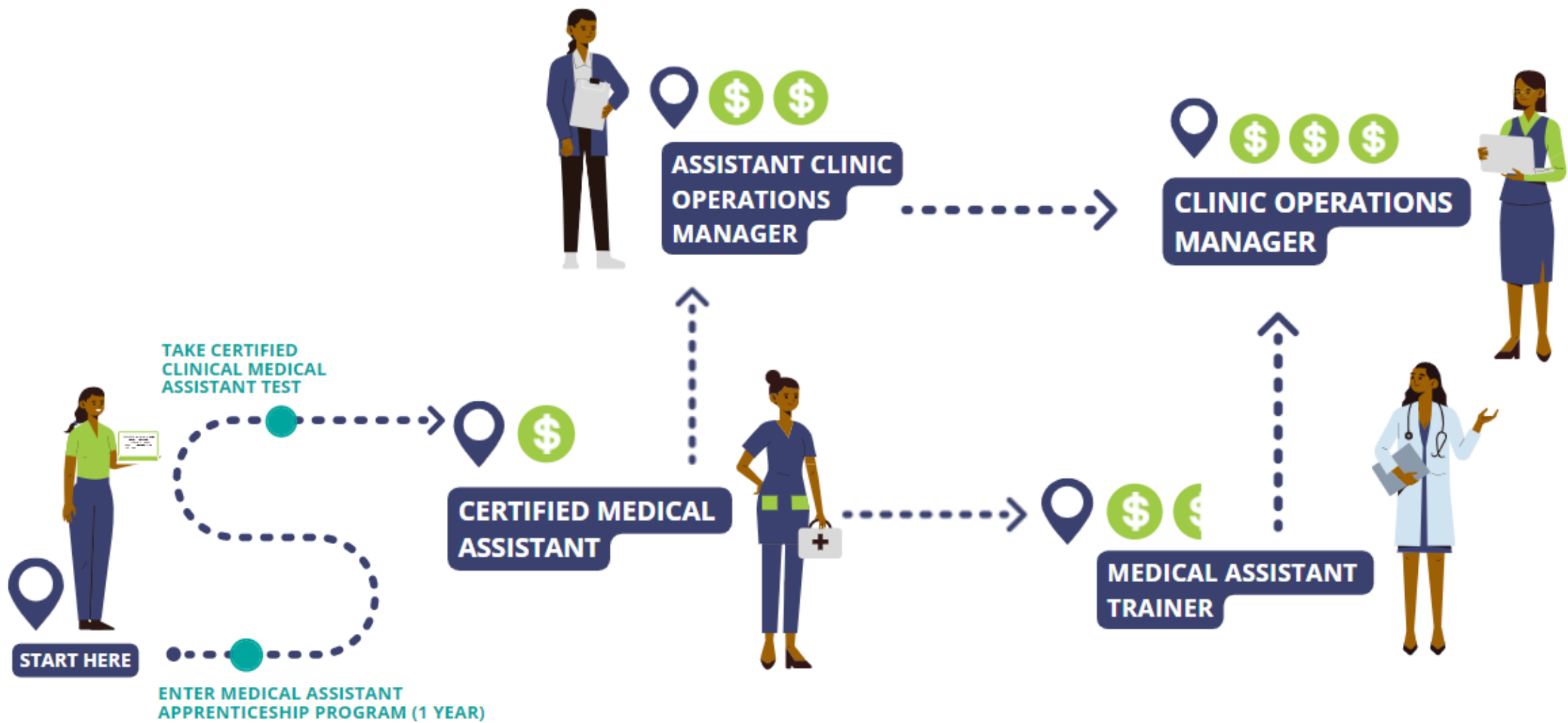


Source: [SHRM](#);
Images: [Flaticon](#)

Share out:
How did you
come to be in the
position you're in
now? What was
your career path?







CAREER PATHS

Make Them Available and Accessible



A career pathway is an organized approach to finding and pursuing vocational interests, determining education and training needs (e.g., degrees, certifications, continuing education units, specialized job training), and charting an action plan for reaching career goals.

Staff are often more likely to stay with an organization if there are opportunities for **professional growth and advancement**.

CAREER PATHS

Key Steps



Disclose skills- and competency-based career paths

Determine the required skills and competencies to reach various roles or career stages

Identify available training and professional development resources for employees to gain those skills

Clearly and consistently communicate that information to employees

DEVELOPMENT STRATEGIES



- Provide professional development, continuing education, and mentorship
 - Ensure it meets the needs of BIPOC individuals and other underrepresented/diverse groups
- Remember, experience is as important as education
- Invest in career ladders that train a diverse and inclusive group of employees for the successful and equitable achievement of leadership positions



UPSKILLING

CROSS SKILLING

RESKILLING

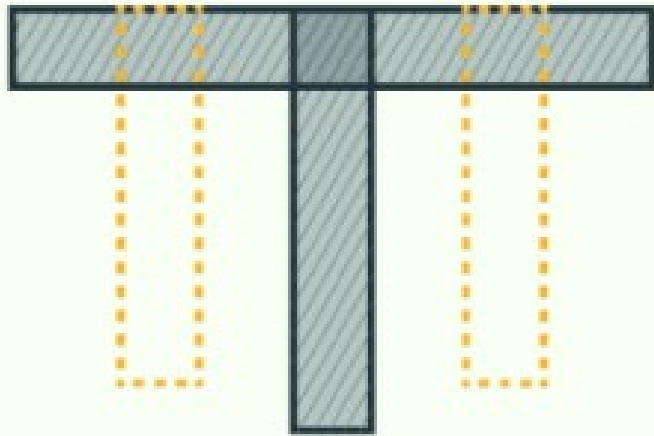


UPSKILLING, CROSS SKILLING, & RESKILLING

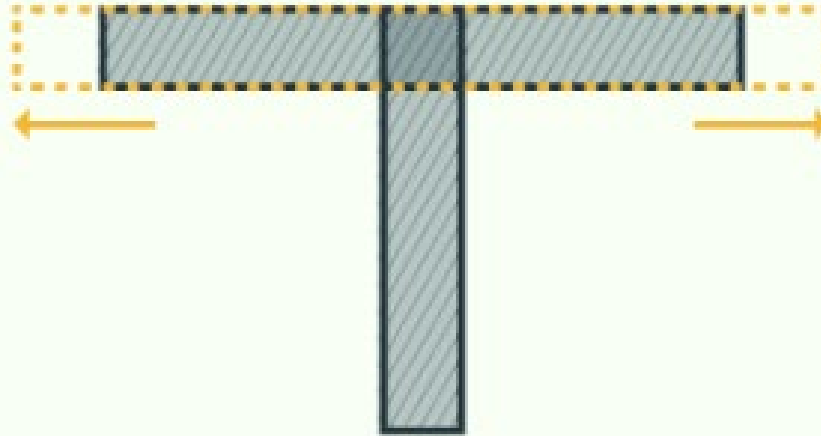
Exploring Different Skill-Building Strategies



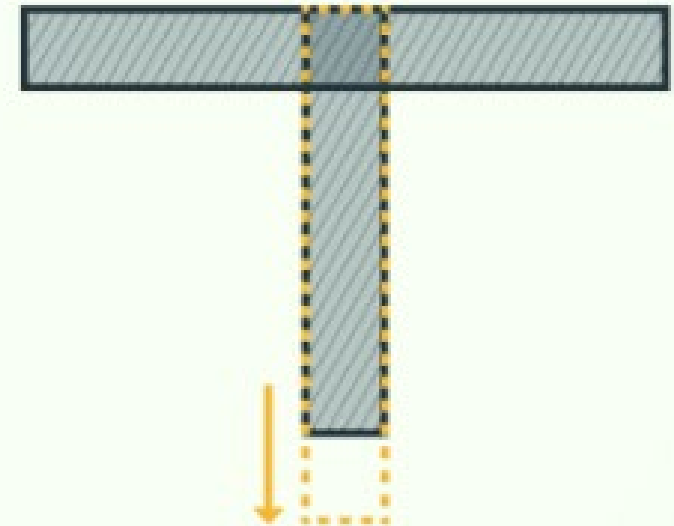
Reskilling



Cross-Skilling



Upskilling



DEVELOP POLICIES & PROCEDURES

Questions for Developing Policies



- What career opportunities are available?
- Who is eligible for these opportunities?
- Is there a specific amount of time employees must be in their jobs before being eligible?
- What are the costs in terms of time and money?
- Who may apply for positions available within the organization?
- What compensation is connected to a job change, advancement, or career move?
- When and how will a supervisor be involved in an employee's internal career opportunities?

DEVELOP POLICIES & PROCEDURES

Procedures to Address

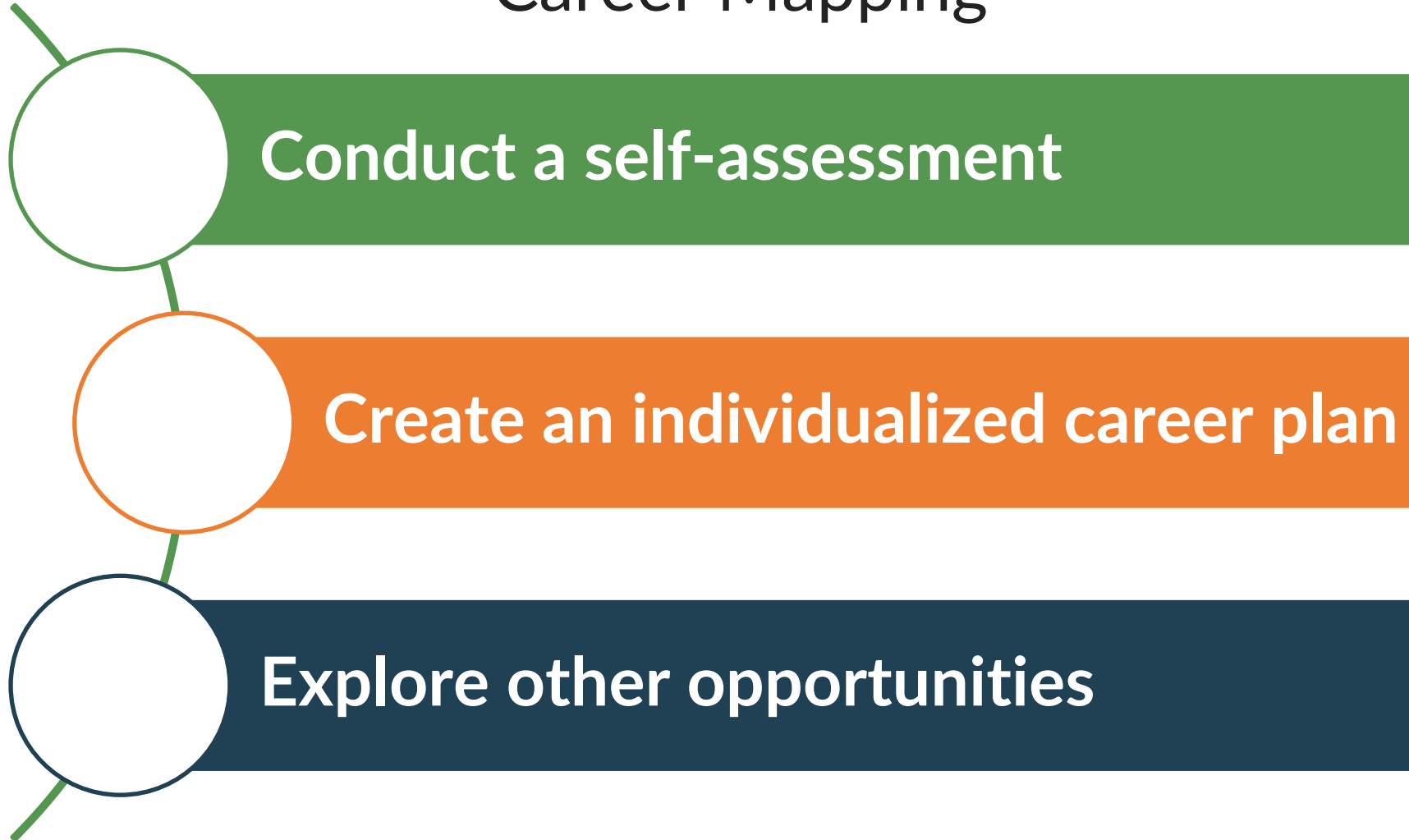


- How the organization provides career development information to employees
- How the organization promotes internal or external job opportunities
- Which staff or department oversees the career development system (e.g., human resources)
- How internal career moves are handled
- How to ensure confidentiality as people seek new opportunities
- Needed forms (e.g., applications for jobs or career development opportunities, forms to record career development progress)

CREATE A COMMUNICATION & PROMOTION PLAN



Career Mapping



Source: [ECLKNC](#)

WORK WITH COMMUNITY PARTNERS

Procedures to Address



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If your health center does not already work with outside groups to provide career development services to parents and employees, you are encouraged to explore the resources available in your community. Also look for opportunities for your center to collaborate with other groups to enhance the career development opportunities for your staff.



Source: [ECLKNC](#)



SUCCESSION PLANNING

SUCCESSION PLANNING

Things to Consider

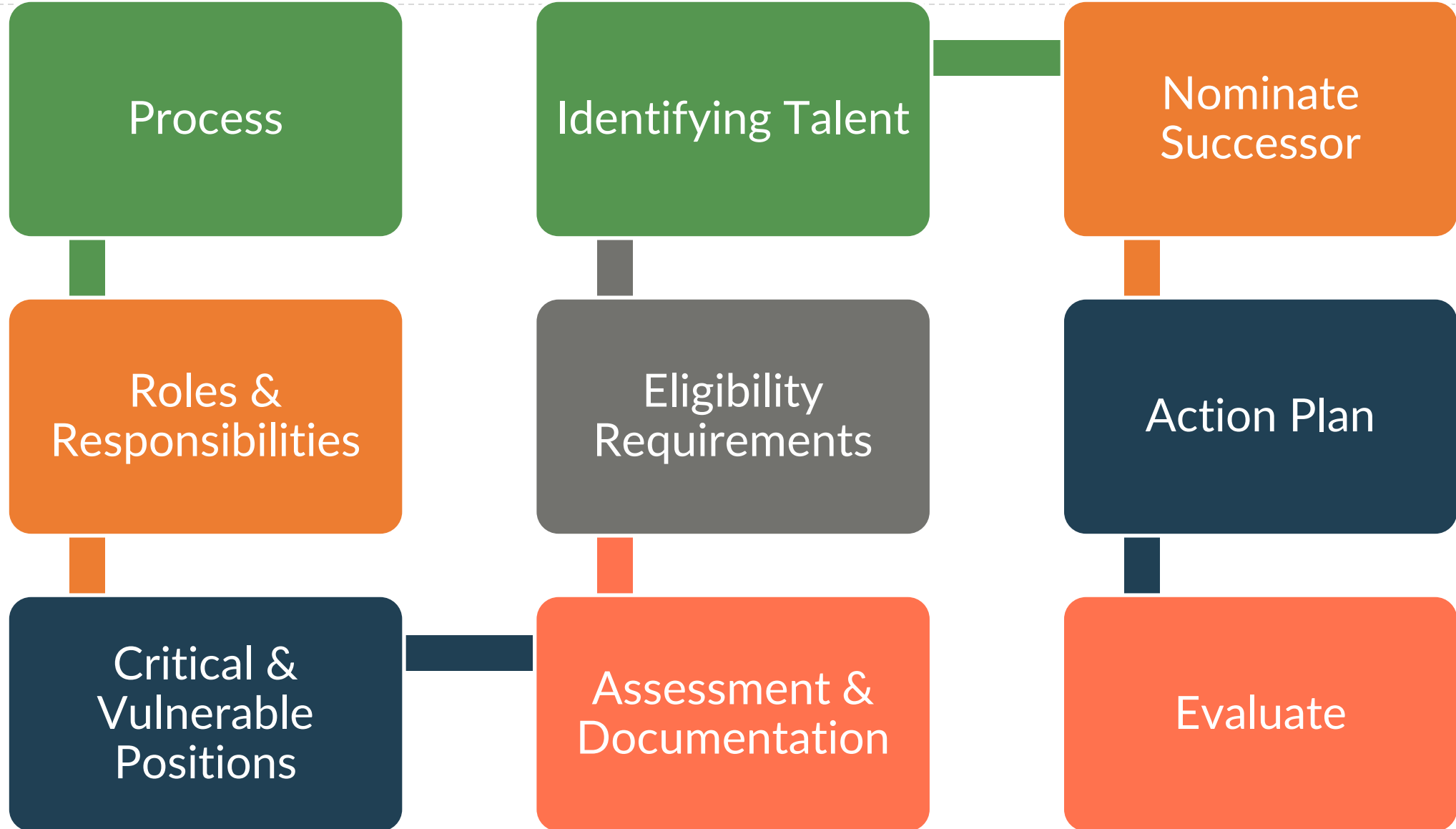


- Regularly communicate with staff about plans
 - Life changes
 - Retirement
 - Schedule adjustments
- Be proactive
- Be comfortable with letting go
- Prepare staff
 - Leadership training
- Look internally
- Think broadly
- Use a diversity, equity, and inclusion (DEI) lens



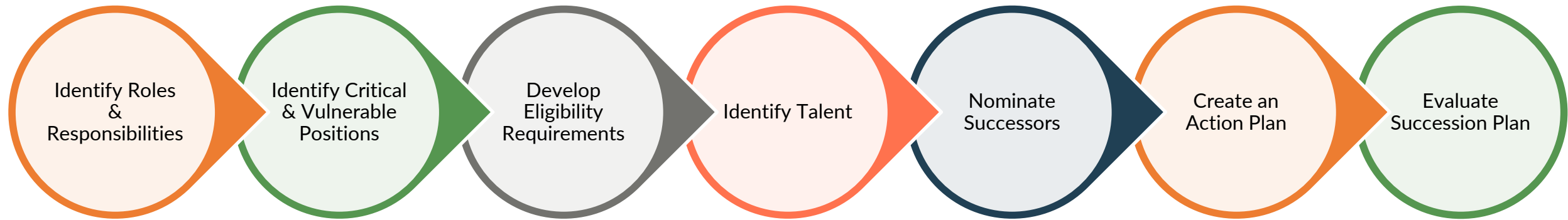
SUCCESSION PLANNING

Key Elements



SUCCESSION PLANNING

Process



Source: [NIH Succession Planning: A Step-by-Step Guide](#)

SUCCESSION PLANNING

Assessment & Documentation



Staff Member Name	Department	Role in HC	Staff Member Age Range			Over Age 50		All Ages	
			<50	50-65	>65	Discussed Retirement (Y/N)	Planned Retirement Age	Major Leave Plans	FTE Changes
				*document the department to help keep track of staffing needs, not just by position or role, but also by department					*if there is other pertinent information from the succession planning discussion with the employee add it to this column

Source: [ACU STAR² Center Health Center Comprehensive Workforce Plan](#)



CREATING A CULTURE OF CONTINUOUS LEARNING

WHAT IS A CULTURE OF CONTINUOUS LEARNING?

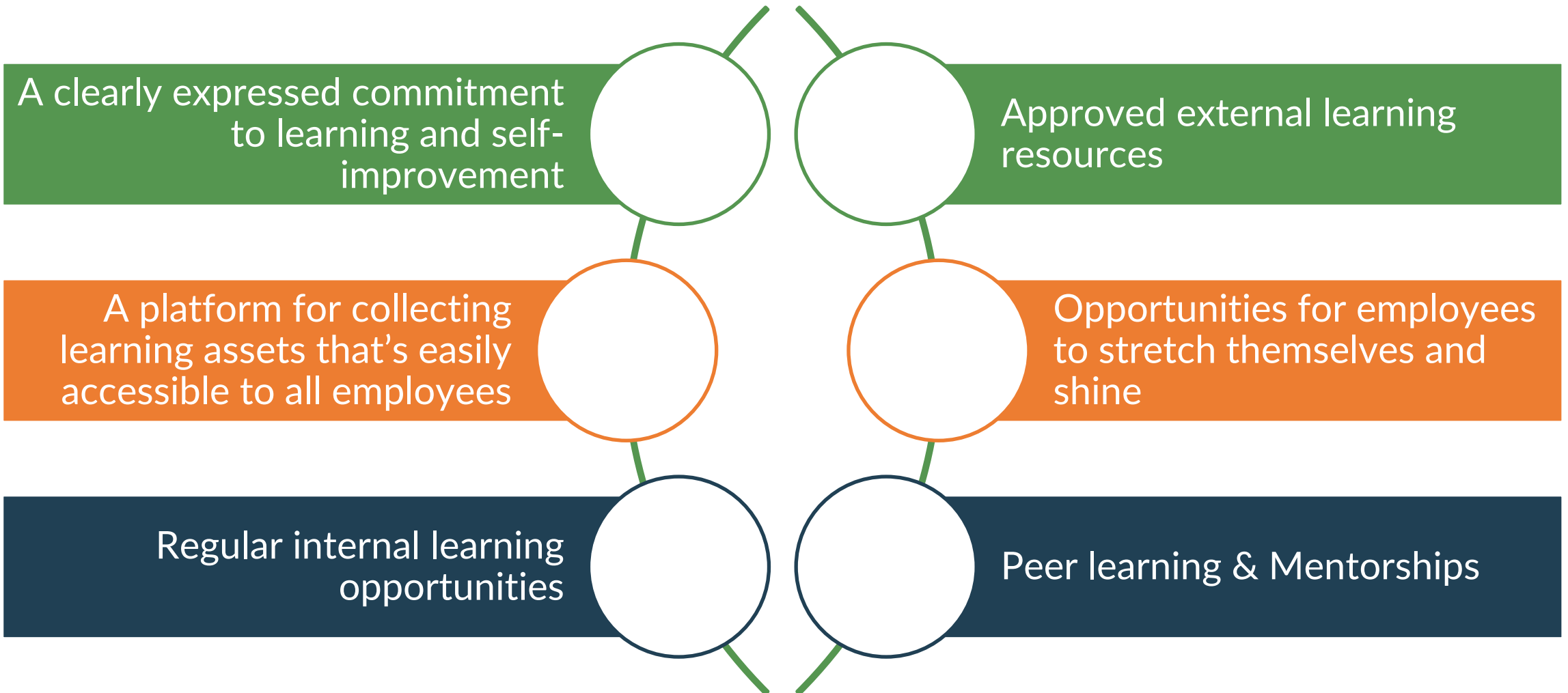


A continuous learning culture is all about recognizing that organizations and people need to remain committed to growth and development amid constantly changing markets and industries.



Source: [Insperty](#)

ENABLING A LEARNING CULTURE TO FLOURISH



Source: [Insperity](#)

CULTIVATING LEARNERS IN THE WORKPLACE



- Tie the mastery of certain skills to salary increases and promotions. After all, many people want more money and status at work. For these employees, the issue really boils down to: *Do you want to move up or not?* Eliminate any blind spots employees may have about what it takes to advance to the next level of an organization.
- Encourage the employees to reminisce about how they obtained the skills they have now. What was that initial learning process like for them? Try to use that experience to get them excited about learning something new – it can lead to new opportunities they may not have considered and will help them remain competitive.
- Explain to them why your organization values a learning culture and how it benefits the company for employees to continually develop.
- Get to know your employees on a deeper level. Assess each employee's learning style. Find out what motivates and excites them. Help them to identify learning opportunities that are a good match.

CULTIVATING LEARNERS IN THE **WORKPLACE**



- In job interviews, discuss your company's commitment to continual learning. Through their responses, consider whether prospective new hires share your values.
- Ask creative interview questions that can help you decipher a candidate's eagerness for learning. For example:
 - What's the last leadership book you read?
 - What was your last learning opportunity, and what did you learn?
 - Can you describe a time when you taught a new skill to a teammate?
- Listen for candidates' questions about growth potential and their career path.



Q&A

QUESTIONS



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