

Mapping Your Career Path

Video Transcript

Okay. Welcome, everyone. My name is Alan Abbott.

I'm with Central HR Learning and Development.

And I'm here to introduce a dynamic and deeply experienced leader in the field of human resources, Adrienne Howarth-Moore.

Adrienne currently serves as the associate vice chancellor for human resources and chief

human resources officer at the University of Colorado Anschutz Medical Campus,

joining the campus's senior executive team in June of 2023.

Before joining CU Anschutz, Adrienne was the associate vice president and chief human resources officer at the University of Texas at Austin.

There, she led a team of 70 HR professionals supporting a workforce of over 20,000 employees.

What sets Adrienne apart is the rare combination of strategic leadership and clinical expertise.

She brings a background in nursing alongside a deep experience in health and welfare, benefit plan design, retirement programs,

worker's compensation, DEI strategy, anti-discrimination policy, workplace safety, threat assessment, and employee and privacy law.

Adrienne holds a bachelor's degree in nursing from the University of Texas at Austin and an MBA from Texas Women's University.

She is a licensed registered nurse and has held certifications as both an occupational health case manager and an occupational health nurse specialist.

So she's done a couple of things. Please join me in welcoming a professional who's commitment to employee wellbeing,

operational excellence and human development continues to make a profound impact.

Adrienne. Okay.

Now the pressure is to actually live up to your introduction.

So that was amazing, Alan. So thank you. Um, I am so excited to be here.

First of all, get yourself a gold star. Those of you here in the room, those of you online watching because it is our Earth Day celebration today.

And outside in the Bonifil circle, there is food trucks and there is celebration.

And you are all here in a lecture hall listening to me.

So again, you guys deserve the gold star. So, um, I'm excited because I think what that really means is that you're interested in your career.

Uh, you're interested in the career of others.

I know some of you here are maybe career advisors for both our students as well as you may be in an HR professional role.

And so you are a career advisor to the employees that you serve.

So whether you're here for yourself or whether you're here for the students and the employees that you serve, I'm so glad that you are here.

Um, in terms of this presentation. And look, be right there.

Clearly, Alan did not say, uh, high tech was one of my skill sets.

Uh, because I'm looking to just make sure that we can switch over any problems that we are.

There we go. All right. So we are going to talk about Mapping Your Path A guide to Career growth here at CU Anschutz.

But I also want you to think about this as career growth, not just within CU and Toots, but also within the CU ecosystem.

I am a proponent of the fact that the CU ecosystem is large enough that you can acquire a job here post education,

whether that's high school education, whether that is bachelor's education or graduate level education,

that you can acquire your first job here and that you can retire here in the CU ecosystem.

We have so many different types of jobs and work, and we have four amazing campuses.

So selfishly, I want you to stay here. It's you and choose.

But I will say that if a career opportunity opens up at one of our sister institutions,

I would much rather you stay in the CU ecosystem than go off into the world beyond.

So, uh, so I hope that this presentation helps to lend itself to you and you.

But I also hope that you really think about staying within the CU ecosystem.

If for some reason, what we start talking about today leads you to explore opportunities at our sister institutions.

So with that, what are we going to explore? So in our short time today we are going to talk about identifying your strengths and interests.

We're going to talk about navigating the internal resources that we offer to you as an employee of CU.

How to take proactive steps towards new responsibilities, how to leverage the career ladder, which is different than a career ladder.

And we'll talk a little bit about those differences. Understanding promotional opportunities here at CU and sheets.

And then lastly, I want to leave plenty of time for questions because your insight and your questions,

I think, are equally as valuable as what I'm going to share with you, because you can learn from each other.

So we want to give, um, ample time for that. So without further ado, let's talk about identifying your strengths and interests.

So this is really know thyself. I really think that this is one of the key elements in career progression and development,

is knowing yourself and taking the time to be thoughtful about learning about yourself.

And yet, in the busyness of our world, whether it's paying the bills, taking care of an elder parent, taking care of children, taking care of neighbors, whatever it is, we tend to not put that emphasis on ourself.

But I really believe that if you want to find a fulfilling career path, you need to understand yourself.

So take that time to do that self-reflection.

And it's not a one and done because different seasons of your life, you will explore different elements of yourself.

That will be true at this moment in time, but won't be true five years from now.

And so think about your own life journey in season, and so what may be appropriate for your career right now,

or what makes fit for your career right now, may not be what you can do five years from now, depending on your season of life.

So again, this is not a one and done, but it does require thoughtful reflection of yourself.

So then how do you do that reflection. Well, I really think think about what you enjoy doing.

And please don't limit yourself to thinking about job talent.

That's important. Think about what you enjoy doing in your current job.

But it's also important just to think about what you enjoy doing.

Do you enjoy reading? Do you? Do you enjoy eating? I do it so.

Um. And so how can you leverage what it is that you enjoy?

Is it music? Is it the arts? Is it something creative in its nature that maybe you don't think lends itself to your career?

But in many ways, it can lead you down a path that really will give you a more fulfilling experience in your job.

And so think about what you enjoy and think about what you're strong in.

What are your strengths?

I think for many of us, especially maybe those of us who are of a certain age, I want to share that I consider myself mid-century modern.

And so there was a time when I was starting in my career where there was a heavy

focus on what are your weaknesses and how can you make your weaknesses better.

How can you improve on their weaknesses? And what we know through research is where you have weaknesses.

When you put all of your energy and strength into making those weaknesses better.

You really don't gain as much as if you had.

Instead, focus on your strengths. Put that energy into developing your existing strengths, and then you can become an expert in those strengths,

and you can leverage those strengths in a better way than you could ever leverage the weakness.

So I'll just share with an example. I love music. I love to listen to all kinds. And I really do mean that. Whether it's opera, whether it's bluegrass, whether it's rap.

I listen to all genres. I am horrible, horrible at singing.

I cannot keep a tune rhythm just.

It escapes me. I'm that person, you know? I'm a person of faith.

I go to church and thank goodness they play that music loud because I'm the person who's clapping completely off set.

But I love it. No amount of practice will make me expert in music, right?

I can listen to it really well, but no amount of practice.

Now, can I get incrementally better? Yes. Maybe I will learn with a metronome to maybe keep playing better.

But I will never be flourishing in music, right?

And so that's how you want to think about your weaknesses and your strengths.

All of us. If you have a weakness that's below performance level right, you need to get it to at least meets.

Right. Do you do need to elevate it so that you're at least need it?

But once you've met it, then forget, right?

You're meeting. Now focus on your strengths. Right. So what are your strengths?

Do you know what your strengths are? Well, I encourage you.

There are tools and assessments that you can take to help you better identify what your strengths are.

So I've listed just out smattering here. Many of you may have taken the Myers-Briggs personality test.

Some of you may have taken the disc personality test. So these are personality tests to help you identify your natural leanings in your personality.

But then for talent assessment tools, there is strength finders. And there's also Net online. So strength finders which is also known.

Now that's Cliftonstrengths. It's by Gallup.

You can go and you can take an assessment to help you identify your natural leanings and strengths.

You can then use that to go into Onet which is completely free.

It's provided by the government, at least for me.

Um, and so you can go there and you can enter in your strengths, your natural abilities, you can enter in your educational preparation,

you can enter in your work style preferences, and it will provide you a list of jobs that lean towards your strengths.

If you're not currently prepared for those jobs, it actually lists what preparation you need to have those jobs.

It will tell you what the average salary is for those jobs. It will tell you regionally where those jobs are located.

And hopefully many of them are right here at CU, aren't you? So this is just a great way to do that self-exploration.

And another way that I'm going to talk about a little bit later, but really just making sure that you leverage LinkedIn learning LinkedIn learning,

if you have not leveraged it yet,

is another tool where online resources are available to you 24 hours a day with experts from across the nation and in fact, across the world.

These are professors that are expert in their field, or they are business individuals that are experts in their field,

and they teach classes, and we have access to that at no cost.

And you can go in there and learn about how to identify your strengths, how to develop a career path or a career plan.

And you can do that at your time when it makes the most sense for you to do it.

So another way that you can identify your strengths is to get feedback. Talk to your friends. Talk to your coworkers.

You know, usually during performance appraisal you're going to already hear some of this from your manager.

So it's not that manager input is not important. It's just I'm I'm making an assumption you're going to get that.

But I really think it's important for you to reach out to your peers and to your mentor group.

And we're going to talk a little bit about mentors later, because I think mentors are so important.

But I'm actually not a fan of formal mentorship programs. So we'll talk about that in a little bit.

So. What I was talking about with Annette.

I just went ahead and put a sample.

This was just a smidge of what you can do in O-Net, but I went ahead and just put in there selective attention as a strength.

This person that I was identifying has selective attention. Now, that may be a weakness for some jobs, but it can be a real strength for others.

So by putting in selective attention, it immediately starts listing different jobs where selective attention is important.

Air traffic controllers.

They need to be able to focus on what's going on in front of them, regardless of the noise and the chaos that's occurring around them.

Emergency room nurses. They need selective attention. Same thing.

No matter the chaos happening in the emergency room, they need to be able to focus on that patient.

So it lists the jobs it highlights for you.

Which ones are hot jobs based on the Bureau of Labor Statistics, new job postings.

And you can click on each of those jobs to identify what educational preparation, certifications and skills that you need to acquire that position. Right. So this is just one example. But again you can search by your abilities, your interests, your skills, your knowledge and your work style.

So the next thing I want you to think about is to balance your passion with practicality.

So again, remember my biases.

I want you to have a job here at CU Anschutz. But I want to be realistic with you and transparent with you.

If your absolute love is to studies Roman history.

Right from 700 A.D. to, I don't know, the 1800s.

And that is passion. That's what you want to do day in, day out.

It may be hard to find a fulfilling career for you here so you can choose.

I will never say impossible, but it may be hard.

And so you need to balance what it is that you are going to be passionate about with what are the strategic needs of see you and you.

So we are always going to have a strategic need for faculty, for researchers, for health care clinicians.

That doesn't mean that my job as an HR professional is not valued.

It is. Or else you wouldn't have hired it.

But do I need to acknowledge and recognize that for this campus researchers, clinicians, and faculty are a priority?

I need to acknowledge that. And so that's something that again,

part of that self-reflection is that there may not always be a clear career path for your interests developed here at CU, aren't you?

That's where you have to be the best guide for your own career adventure.

So think about what you love. Think about what is the strategy priority for you.

And you also think about the practicality of what it takes to become whatever it is that you're interested in.

So does it require more education? And don't assume that more education always means an additional degree.

And I'm just going to use this example from my prior employer.

I met with a cohort, uh, student advisors that were um, and I'll just be, again, very transparent.

They were underpaid to market. We knew that.

I knew that I was working with the CFO to try to identify additional funds to bring them up to market.

But even when we were successful in doing that, I had some very dissatisfied student advisors.

And part of that was I was amazed at the educational preparation for that student advising community.

Many of them had chosen to pursue a PhD in educational administration.

So because they had chosen that path for themselves to prepare educationally.

There was an assumption in their mind that they would automatically have some type of promotion or salary difference because of that degree.

That degree was not required for the job. Nowhere in the job description was that degree required.

I'll be honest. It wasn't even in the preferred. A masters was in the past, but not a doctorate.

They chose to do that, and I think that that was wonderful.

If their goal was to professionally develop themselves, they had an interest in that work.

They wanted to potentially go and become a faculty member and teach educational administration.

I think that that would have been amazing for them. But they chose to do that thinking that it was going to give them more income.

In their current role as a student advisor. So when I had to explain to them that this is the student advising work that we have,

and it lets you become the director of this group, of which there was only two.

So that's a very narrow number of people.

Unfortunately, your additional educational preparation does not result in additional compensation.

Does it make you a better adviser? Quite possibly.

Right. But it's not necessary for the job. So think about that when you're doing your career exploration.

What is necessary? What is a requirement? Look at those requirements in job postings.

Look at those requirements. And oh now and again this is not to dissuade you from advanced education.

It's to help you level set what to expect if you pursue advanced education.

I'll just use myself as an example. I have an MBA.

My role does not require an MBA. I chose to pursue that at my prior employer, but I thought carefully about it.

I, even without the MBA, knew that there needed to be a return on investment of me paying for that tuition at my prior institution.

The business school was ranked in the top ten in the country. To pursue an MBA was \$85,000 and it was not covered under tuition assistance.

Did. I think that pursuing an MBA in the convenient location of my own employer was going to net me enough money to repay an \$85,000 loan?

No. It's public higher education.

It's not Apple. It's not Google. It's not Amazon. Right.

I had to factor that into my decision. I chose Texas Women's University.

It meant I had to drive every weekend. Houston. I had an amazing cohort.

I absolutely love that experience. But it was \$17,000.

That's the difference. That was something that I knew that I could repay and likely recoup in terms of my career progression.

So you have to make those smart choices and level set. So that's what I mean about balancing your passion with practicality.

Right now I will say here, CU has much better tuition assistance than UT Austin.

So there's a recruitment plug just for you. So you know, so we actually have a great tuition assistance program.

So the career lattice versus the career ladder. So again the career ladder is the most common term that people think about.

And this is where you have a vertical progression model where you are just moving up the ranks.

I will share with you that this is actually quite a challenging model.

Um, and so and it is less and less leverage.

It doesn't mean it's bad and it doesn't mean it doesn't exist.

It just means that I want you to think about exploring a career lattice concept

and introduce that into your career path as you're thinking about opportunities,

because the career lattice means that it's more flexible and that you may move laterally.

In some cases, you may move down in order to go up later, because by moving down,

you can acquire skills that you currently don't have to prepare you for a future opportunity.

Now I'm practical. Remember the previous slide?

Financially, you may not be able to move down. So I recognize that, right?

But I want you to just open your mind to think about that lattice concept,

because sometimes moving down or to the side will enable you to move up better than thinking that the only way up is a hierarchical,

linear career ladder. A. So visually, what does that look like?
So again, career ladder is pretty linear. So you're just moving up.

Moving up through the ranks. And in some cases departments are large enough that they actually have a career series.

We're going to talk about career series a little bit later in this presentation.

But especially for larger departments, a career series may exist, but for smaller departments or it's the type of work that you do is more niche.

It may be very difficult to have a career ladder where the career lattice may be much more practical for you.

Okay. So accepting lateral challenges.

How do you incorporate them as learning opportunities? When I think about learning opportunities, it can be a class, it can be a course,

it can be a semester tuition assistance, but it can also be accepting challenges that are not normally part of your job.

But it's going to teach you new skills and it's going to prepare you and what I call future proofing your career.

As we continue to move forward as I continues to come on board.

As organizations continue to shrink and do more with less, employees that have a broader breadth of skills help to futureproof themselves.

So again, I'm just going to use myself as an example. Prior to working in higher education, I worked in the private sector.

I worked for a very large global employer, 135,000 employees globally.

I worked in an occupational health setting, and so I was doing that work and I was busy.

Um, I remember early, very early on, I said that I like to eat.

Right. That's a strength for me. I like to eat. I also like to talk. So I was attending an event and I met our government relations person,

and we were just chatting it up, and I was asking her about her job and her career.

I found it fascinating. And she was, you know, lamenting to me about how many events she has to go to every night.

So she had a full day of work. She has a family. And then every night there is some event that she was having to go to, meeting with the city council,

meeting with community members, engaging with philanthropy organizations.

So I just offered up, you know what? I love to eat, and I love this company.

And I'd be happy to talk positively about our company and some of the initiatives we're doing.

If you ever need a backup and you cannot make it to one of those events, let me know.

Well, I didn't hear from her for about a month or two,

and then all of a sudden I heard from her and she was like, hey, I have an American Heart Association event.

I remembered your nurse. I think you'd be a great fit. Can you represent our company at the American Heart Association event in Gallup?

I was like, you bet it took my dad got him a tux. It was fun. We did bingo and raised the money, and I represented our company.

She loved the fact that I did that. She heard good response.

And from that point forward, any of the philanthropy and community events that involved anything to do with health, she sent me.

I was able to meet with city council members. I was able to meet with legislators in the state.

I was able to learn different business networks and connections.

I was able to talk to other people about their jobs and their careers,

and it just gave me a network I would have never had had I not gone to that
one event and offered my skill of eating and eating well.

So. So think about again what you enjoy and doing things that may seem
different.

I won't lie to you. My husband was like, what are you doing?

Where are you? Why are you doing this? Why was Motorola, why is
Motorola sending you here?
Here, here. And I'm just, like, going.

Because, honey, you know, I know how to eat, and I can talk to a wall and
make a best friend with the wall, so that's why.

So, you know, he used to always ask me these questions.

Somehow or another, I got trained in how to clean up, and that's what, like,
that was crazy during the whole 9/11 situation.

I was certified level A certification, and I was the person who went and
cleaned up all the white powder incidents.

I said, yes, I know I said yes.

It was one of those things where it wasn't in my job description, but I figured, I know infection control, I can learn,

I can do this never knowing that later when I took the job at UT Austin, when the Ebola scare hit and we had our first case of Ebola in Texas,

in Dallas at Presbyterian Hospital, Austin had to prepare if we were going to start getting Ebola patients, and all of a sudden the nursing school had no idea how to teach nursing students how to put on level eight suits, how to do on and off PPE.

I knew how to do it, so I started to train and go teach as an interim kind of, uh, lecturer, if you will,

in the School of nursing, something I would have never thought I would have a use for again.

So take on the opportunities.

My wise father told me one time, if your employer asks you to do something and it's not legal and it's not unethical, say yes.

Learning? Yes. Now, I'll throw in the caveat because I am someone who believes in balance and well-being.

You have to still understand your boundaries. And again, those things are.

I was able to do those things at that season of life.

I wouldn't necessarily be able to take on some of those extra duties now because I'm caring for aging parents, right?

So you have to know yourself and know what you can take on.

That might be additional workload for you.

But if you can say yes and it's within your realm to say yes, I encourage you say yes to those opportunities.

So seek them out. Join task force. Join committees. Look for additional duties.

If there's a vacancy in your department. Talk to your manager. Sticker out the 3 or 4 things that you're the.

The person who's left may have done that interest you.

Talk to your manager and say, hey, can I pick up that slack and learn that skill and add it to your repertoire?

Hey. So creating a career development plan.

So identify career milestones. Create a vision board.

Do something fun with it. It doesn't have to be a boring career plan. You can think of fun things.

Put a trip on there. Hey, I want to do this with my career. I want to acquire these skills.

And if I do that, I'm going to treat myself to this.

So create your career path. Assess your needed skills.

Look to see how you can acquire them if possible, at no cost.

Leveraging RCU benefits. Um, update your resume even if you're not looking for a job.

Now, as an HR person,

I say this knowing that some of my other executive leaders are cringing right now that I'm saying that because they're like, what?

Are you encouraging my employee to prepare their resume? So don't tell only the 200 of us listening now.

Um, but yes,

I am encouraging you to do that because it is a thoughtful exercise where you can start to assess what you have done already in your career,

and you can put to words the skills that you already have and have acquired.

If you haven't put together a resume in 510 years.

Don't be nervous. Remember, you're not applying for another job. It's much better to prepare your resume when you're not looking for a job,

than having to scramble to put one together, because you have to do it because you're looking for a job.

Leverage Copilot. That is our AI tool here at CU Anschutz.

And so go into copilot, put in what it is that you do in your job, and ask copilot to come up with really nice language for a resume.

You can ask copilot to make it more succinct. You could ask copilot to make it more friendly.

You could ask copilot to make it more formal, depending on how you want your resume to look right.

So go in there and use that as an exercise to prepare yourself in terms of your career plan.

And then I want you to identify an organic mentor.

So again, I am not a fan of formal mentorship programs because through my years I haven't actually seen one that works.

I've seen many. I've seen lots of commitment to do them, but I haven't seen one that has been sustainable.

They've launched, they've started, but they tend to peter out.

That said, I think mentors or amazing talent, but I think that they are best found when you find them organically.

So think about mentors, not just people above you.

Think about your coworkers. How are they living their life?

How are they doing their career? Do you look at them and go, wow, they seem to have it together?

Your coworker can be your mentor. Someone below your title can be your mentor.

In fact, one of my mentors is coming to visit me this weekend and I'm so excited.

Her name is Susan. She is my former employee at UT Austin.

So she was my subordinate. But the way that she just lived her life and the way that she managed her career had a profound impact on me.

And I was envious of how she navigated. So she became my mentor, despite the fact that she was my employee.

And so we have continued to engage when I accepted this role here.

And so she was so excited. So she's coming to to visit me so that she can see Colorado for the first time.

Um, and so I encourage you, seek out mentors and don't assume they have to be someone with a title greater than yours.

Often our best lessons are learned from people that are doing the same work as ourselves, or are actually our employees.

So build yourself a reputation for continuous growth.

Again, we've already talked a little bit about this, but expand your responsibilities.

Take on lateral opportunities. Volunteer on committees.

Staff Council is here. We have affinity groups here. They all need people to serve on committees.

So go ahead. If you have the bandwidth to step in.

You will learn about people all across this campus. First you'll learn about the departments that excite you and interest you.

But you'll also maybe learn about departments that you go through. Yeah.

No, I don't think I'll work there. Right. I'm being real.

So it is a way to introduce yourself to others on campus that you might not otherwise interact with.

So volunteer if you can actively seek those professional development opportunities and be visible.

I don't know about you guys, but, um, I love to read the elevators.

So I work in the Fitzsimmons building, and my gosh, the elevators are just chock full of fliers.

I know other buildings across campus have them to read the fliers, have your camera ready, take pictures of them.

Oh my gosh. I have been to choir events. I have been to the, uh, musical events.

I have been to, um, I events. Again, I'm not an AI tech person, but I went to the AI conference because I was like, vaccines.

Interesting. And I have met amazing people on this campus as a result of going to those events.

And another tip, they usually have free food. And if it's in the institute's health science building, there's usually cocktails.

Um, so again, I'm just saying again, remember straight. I like to eat.

So um, so take advantage of those opportunities.

They are networking. It's beyond just going for fun.

It is going because you're building your network. So inline promotions versus competitive promotions.

So there are some jobs here at CU and that we consider a series.

So this is an inline promotion. This is more think about that traditional career ladder.

So using an example an administrative assistant can progress to an administrative associate.

And eventually their career goal may be to become an executive assistant.

That is an inline career series promotion assistant director to associate director

to director to senior director to executive director in line in series promotion.

I have some aspects there that I'm going to explain in just a bit.

But these are the types of inline promotions that may be available in your department,

especially depending on one the size of your department and to the budget of your department.

Then we have competitive promotions.

So these are promotions that often involve you applying for jobs outside of your department, outside of the normal work that you're doing.

So you're moving into a new department. And so this is where you are competing with others to see if you have the qualifications needed.

And if you are a fit for that position, the focus is on demonstrated skills, competencies and your future potential.

Whereas an inline promotion is based on your current performance and your tenure in the role.

Right? So examples of this, you're an individual contributor today and you're applying for a promotion to be a manager of people.

Right. So that's kind of the differences. Now I do want to call out though again back to the size and budget issue.

When you look at those inline promotions, why I say it's important to think about the size and the budget of a department.

If I am in a very large department with an adequate budget.

I'm going to use the example of accountants. There may exist.

Accountant one, accountant two. An accountant three. So you can in fact progress through that.

But if I'm in a small department and there is one accountant total that is it.

And I was already hired in at, let's say, the accountant to level.

There may not be budget or the breadth of work toward the full series to exist there.

Okay. So you may receive raises related to merit raises, but there may not be a promotional opportunity available in that role in that department.

Okay. So that's where you have to think. Am I doing this work at this season of life?

And if you are great, continue to develop your skills, prepare yourself for the next opportunity, and be happy and satisfied doing that work.

But if you know that you want to progress in your career to a different level, it may mean that you have to move to a different department because your department only has 1 or 2 of that type of role, right?

So that's just something to think about and just ways to think about how you can progress and see you.

So doing a quick time check. Okay, I'm doing it. So navigating internal resources.

So I've already mentioned LinkedIn learning. I want to highlight Coursera as well.

These are courses taught by top universities across the country.

We have access to it for free. The regular public.

If you want to take a class at Harvard, you got to pay. So we through Coursera you can take classes at institutions including CU at no cost to you.

You can acquire certifications. You can become a certified project manager for free.

So this is a great resource and tool to leverage. So while it is not an additional degree,

they are additional certifications that you can acquire or coursework that you can add to your resume as a skill set.

So think about LinkedIn learning for that. Think about Coursera for that.

We also do have the traditional tuition assistance program. So take advantage of that. And in fact some of our previous toolbox series we've covered these topics.

So our learning and development team has covered LinkedIn learning and Coursera and how to leverage those professional development opportunities.

And just recently I want to say it was just two months ago.

We had our UT system colleagues come and do an entire talk for toolbox series on the tuition assistance benefit.

Those are both online and available to you.

So if you want to rewatch them, if you hadn't, uh, if you previously watched them and want to catch up or if you never saw them, they are available.

Just look for CU Anschutz a toolbox series and you will see the links for those previously recorded sessions.

Air learning and development. We have created some career pathways that are on there.

So there are some for managers, there's some for HR professionals.

Our newest one is for administrative and executive assistance.

And so it's where we have already curated classes for you in LinkedIn learning to help you identify classes that may benefit you and your career.

So there are more of these pathways that are coming soon, but for the ones that are there, take a look at them and leverage them.

And then the last one I wanted to call out is our CEO Excellence and Leadership Program, which is a cross campus program sponsored by UT system.

We have participants from our campus that do that,

and so that's a wonderful opportunity for people to join that cohort and learn about all four campuses,

uh, that are part of the CU system of institutions.

And there's one that I did not put on this list. I was just that and forgot to list it.

But I do want to verbally share it. And that is, as a state agency, we participate with our state employee assistance program,

and a lot of people think about employee assistance as only related to counseling,

confidential counseling for mental health, for mental wellbeing issues.

But what they also provide is three career coaching sessions per year at no cost to you.

So if you have been unaware of that benefit and you are wanting to do some career exploration,

you can reach out and request to have a career coaching session and meet with a

licensed professional that can help you think through how to develop that career plan.

So that's free and no cost to you. And again, you receive three coaching sessions per year at no cost.

So let's recap. Reflect on your strengths and interests.

Utilize CU's internal resources to your best advantage.

Take advantage of. Please please please, please, please. While you're here with us, I want you to enrich your skills as best as you can.

Selfishly, it helps your departments. So I want you to do it for that reason.

But I know again, I'm no dummy.

I know that we cannot compete with the private sector in all things, right?

So we cannot offer you stock options,

but we most certainly can offer you an enriching career experience where you have access to amazing professional development tools.

So while you're here with us, selfishly, take these, uh, take advantage of these to make us have a better employee,

but also take advantage of them so you can add them to your resume and you can prepare yourself for your next career step.

Embrace the career ladder idea. Don't just think about the career ladder.

Remember, the top of the rung isn't always the best job.

Um. And then make sure that you understand an inline promotion versus a competitive promotion

and where your department is so that as you're thinking about your career journey,

you can already start to contemplate. Can I do it here in my own department?

Or will I need to explore other options? So before we move over to questions, I just wanted to highlight because I just thought it was really cool.

My, um, one of my former colleagues, her name is Tara Trower.

She's an amazing woman. Um, she's a black woman.

She's a single mom of a child with disabilities. She is a former reporter.

She is a former chief of staff for a CFO of a major public research institution.

And just this week, she became the chief operating officer of a community health care center that serves the underserved in Austin, Texas.

So I just think her career journey is amazing, and it's a perfect example of a career lattice.

And so just wanted to read, uh, to you kind of her most recent post, and she says life is not a dress rehearsal.

Well, that's only partly true. Sometimes you just don't know if it's the real deal or if it's actually just preparing you for what's ahead.

I think about my various careers and all of my experiences,

from being an earnest high school newspaper editor to defending my decision to publish a controversial newspaper article about HIV and Aids in 1991,

in Texas, to joining the University of Texas and learning all about higher education, and now to leading the community health care system in Austin.

I'm glad I prepared well.

I'm glad I always gave 100%, and I'm glad that I followed my meandering career path from journalism to higher education to health care.

You never know where you will wind up. So I want you to think about being kind.

I want you to think about being curious. And I want you to take advantage of all the benefits that we have here for you.

Because I think if you do those three things, you will prepare yourself for the next part of your career journey.

You are the master of your career path. You know it better than anybody else.

Your supervisor cannot chart it for you. You need to think about what it is that you want to do and then make it happen.

So with that, I'm going to turn it over to questions. And for those of you online, we're running around just to make sure that we have the mic.

So you might have a little bit of delay if you're listening online. Actually.

Uh, I just wondered where you can get. Where I can get a copy of the slides from your presentation today.

I believe that those will be available on our toolbox Series website, as well as a recording of this presentation.

So you'll have both the slides as well as the recording. Uh, I wanted to ask, uh, in regards to finding mentors more organically.

Uh, can you talk a little bit about the differences between, uh, cold and warm approaches and,

uh, you know, if you're not going through a formalized mentorship program, what the best ways to begin establishing those connections, especially if you are approaching someone who is above you.

Right. Great. Great question. Um, I think that so I am a firm believer in leveraging LinkedIn.

So and I never suggest sending a cold invite to LinkedIn.

I always say, if you don't know the person, send a little note.

LinkedIn allows you to send a note and say, hey, I notice you work at CU, aren't you?

So do I. You're in a career area that are really interested in. I thought it would be great to link up using LinkedIn.

So there's one strategy attending events.

Um, I do again, I'm a firm believer in networking, so attending events if you can,

because you will oftentimes come across people that you wouldn't have even thought about as being a mentor.

And you meet them at those events and you meet them organically.

You're you're just having conversation and dialog and being curious about what it is that they do for a living.

And then within your own department, again, participating on committees and different project initiatives.

I think it gives you that warm approach because you're already working on a team,

uh, in a team setting, a committee setting or based around a project.

So I think that that those are just some ideas.

Um, it is, uh, I, I don't want to minimize it can't be unnerving to just go up to a complete stranger and say, hey, would you be a mentor?

And I and I don't think I would actually recommend that because just because someone is in a certain role,

you don't know if your personalities will click. And I think that the best mentorship relationships are ones where you respect the person.

They respect you. And you do click because if it's forced or if it's just because you think they have a job title that you're interested in.

I don't think it's going to be fruitful. Um, and so that's why, again, I encourage mentoring laterally below as well as above.

Looking for any more. Uh, so while the university not, uh, necessarily on a hiring freeze, per se, we are, um,

pausing all the, uh, non-essential hires and roles that are not clinical or as critical.

Excuse me. Um, what kind of recommendations you have? You know, if you can't make those, uh, those moves interdepartmental.

Uh, should we prioritize in the meantime to try to help our group anyway?

Yes, I that's an excellent point. We are in the middle. I call it a hiring chill.

Right. Um, a true hiring freeze, uh, which I have been a part, um, uh,

especially in the private sector where you literally took down your career site like it didn't exist.

You couldn't apply. That's a hiring freeze. We're in a hiring chill.

Um, as we all know, the federal transition is challenging,

and we're needed to prepare ourselves financially to just make sure that we can be sustainable.

Um, going into, uh, into the rest of the year. That said, this is an excellent time to do that career exploration work, to take this opportunity where there may be less job applications that you can apply for,

but you can do that self-exploration, you can go to LinkedIn and take classes.

You can go to Onet and find out what job interests you have, and look to see what skills you need to acquire to garner those, uh, skills.

And because there is a hiring chill. Um, again, I always like to say this are none of us.

And so first, if you're in this room and you're a clinician ou clinical heroes, if you're faculty who you're faculty, we know you're critical, right?

So you're getting your jobs are still moving on. But for those of us who may be in administrative or support roles, our jobs are still important.

They're still valuable. It's just that they're not critical.

And so during this time, there may be vacancies in your department that cannot be filled immediately.

And so it may be a few months while that vacancies there.

So think about again what can you do to suggest to your supervisor, hey, can I pick up these three duties that I'm interested in.

And then that way you can acquire those skills, make yourself more futureproof,

where you're branching out and showing your manager that you have additional capabilities and a different and different,

uh, skill sets for your department.

Um, so that's how I would leverage this time and still know that we do have job postings because some of our administrative roles are critical.

And so, uh, don't forget to look to see what jobs are out there, because while we have pulled many, there are still many posted.

You picked a skinnier guy. Thank you.

Um, Shelly Leng, uh, sit on staff council, so.

Yes. Please volunteer. Join us there. That's my plug to that.
Um, but also, are you prioritizing posting positions internally first?

Um, or are they. Is there preference between internal and external postings?

Could you recap how people apply to those internal postings?

Yeah. So there is uh, really the the preference is on the part of the department.

And so the department does choose whether or not they want, um,

a job to be posted for you and only or whether or not they want the job to be posted more globally,

where it would just go out to the general public as well as internal.

Um, and so our uh, talent acquisition site, which is called Tulloch Careers.

So if you go to see your careers and you click on see You and shoots and you look for the jobs,

there is an internal CU Anschutz, um, uh, career site as well as the one that's general.

So you can always apply for the general ones because those, again, are public.

And then departments have that choice. If it is a queue and shoots only posting, that means that you're competing against a narrower pool, right?

So you're only competing against other CU Anschutz employees.

Sub departments will choose that option if they believe that the talent can be acquired here locally,

if they um, and they want a faster recruitment because they, they and I'm just going to use an example.

We have some unique legacy systems here at CU Anschutz that very few people in the outside world know how to do.

And so if a department needs to fill something quickly, they may choose a queue.

And it's only posting because they know the people already have that skill set.

Other times the department believes, you know what? We need fresh ideas.

We need new ways of thinking. And that is exactly why they want to post more broadly.

So I hope that answered your question. Yeah. So, uh, to get to the internal one, is that through the portal then?

Yes, it is. And I'm looking to see, um, yes.

Megan, my my much smarter employee is is acknowledging that.

Yes. That's true. Any other questions?

Is there any online? I can also just holler.

Uh, so, uh, in terms of, you know, we're a university and obviously our alumni are an amazing field and all doing amazing things.

Uh, so in terms of building those networks, uh, are there any good resources on campus for building connections with, uh, more alumni of the university who may have left the ecosystem or moved on to Boulder or somewhere else?

Uh, but, you know, are still doing amazing things in the field and could still be really valuable networking resources.

Right. Um, I am not aware of a CU Anschutz alumni network.

I know from a, um, a giving perspective,

our our advancement folks definitely have contacts within the alumni world because many of them do contribute and donate back to our institution.

But, um, because we are a medical campus, I do think we're a little bit different than some like a CU Boulder,

where I think alumni networks are much more active and engaged on campus.

Again, I'm going to go back, though, to LinkedIn. LinkedIn.

Um, if you've never explored some of the features,

you can go and look and do a search by CU Anschutz and see who has either worked here before or who is a graduate here.

Um, and you can do that for all of the CS. You can just put in University of Colorado, and then you can kind of see.

And sometimes even if you don't want to link in with someone, you can follow them, especially if they're prolific in their postings.

And so that's just another way to connect with alumni and connect with, uh, whether it's alumni because they're a former employee or they're alumni because they actually graduated here.

Um, you can follow people without actually linking in with them so that you can kind of monitor their career again.

My friend, now we are linked together,

but I follow her and and so because she I think that she always posts very insightful things about the state of health care, um,

especially with because of her background, she's very engaged with legislative, um, updates because she used to one of her beats was she would follow the legislature.

So, um, I find her very fascinating to follow.

So think about who you can follow. And, and sometimes that's a really easy way to to network.

I'll call you next, Brian. Either way. Can you hear me?

Um, okay, I have a question. And I'm not trying to disagree with, like,

picking up the extra tasks might be a skill or connection you don't know you need, but you love having leaders.

But I'm curious how you think about OKC. Picked up a few things you've been doing that you've been doing them.

You're not really getting paid for them. They're not your job description.

At what point do you say, I really need to be paying for these things?

I don't know, I don't know how to think about that.
Like how long do you do the extra without the compensation before you think a change needs to happen, right?

So again, that's a very valid question. I think it's an important question to ask.

Um, so just for those of you who might not have heard it,

it's talking about if you pick up additional duties, at what point might you expect additional compensation?

And sometimes that comes in the form of temporary additional duties okay. And so, um, I think it is a couple ways to think about it.

So first, think of it as if you were taking classes in courses, you wouldn't be compensated for those, right?

You're doing that for your own professional development. So think of those additional duties.

Is that professional development for myself? Is that an internship?

Is that helping me with my career? Think about it that way. But also think about it in terms of compensation.

Remember back to seasons of life. If the bandwidth is not there and you're picking up additional duties and it's an extended period of time.

I think that that is an opportunity to have an honest dialog with your manager around one temporary additional do these pay?

How long do they anticipate this vacancy existing? How much of that workload are you picking up?

Are you picking up three tasks? Are you picking up the full workload of an FTE.

So those are honest conversations to have with your manager.

Sometimes within a budget they have the ability to give temporary additional duties pay.

Um, because that vacancy exists, they're not paying that salary per month.

And they can offset and give temporary additional duties.

It depends on how many vacancies there are and for how long they anticipate those vacancies existing.

So I think it's an honest dialog to have and it's appropriate to have.

So don't be scared to have it. Um, uh, but like I said, think about it in those in those ways.

I'm on line. Yes. Um, this is a good one.

Uh, what advice do you have for how to handle a situation when a supervisor is limiting and restricting growth opportunities?

Learning. You have to tell them that.

Come have coffee with me. Um, no, I'll be much more serious.

So for those in the room that might not have heard Brian,

it's an online question about what do you do if you have a manager who does not appear to be supportive of growth opportunities?

Um, again, I always want to be transparent and honest with you guys.

I know this exists because I hear this. I want you to know that I push against it every time I hear it.

Um, I throughout my career, I have heard leaders say things like, well, I don't want to send them for this class,

because once they're really well trained, they'll just lead my organization.

It's exhausting sometimes. I will say that leadership development over the last, I think,

10 to 15 years has really put a spotlight on that being an antiquated leadership thought,

and that leaders who themselves are going through leadership development are learning that that is not an effective way to retain employees.

I can tell you with certainty that is not how I coach our leaders here.

But do I think it still exists? You bet I do.

So how do you approach it? I think first, again, look at the tools you have available to you.

There are many tools that you can take advantage of on your own time.

It doesn't require a supervisor to approve you to take a LinkedIn learning course, right?

You don't need a supervisor to approve Coursera so you can do those activities on your own, at your own choosing when it's convenient for you.

Um, when it comes to applying for another job.

Again, I'm being honest with you,

there is nothing that says that you need to tell your manager that you're applying right then and there when you're setting the application out.

Now, if you're getting close to being chosen for like a second or third round interview,

I am telling you, I think it is absolutely in your best interest to let your manager know,

because if they find out through a back channel, that can then potentially erode the relationship and the trust so that if you don't get the job, that's now a relationship you're going to have to manage.

So I think it is important to be honest with your supervisor that you're looking, but you don't have to say you're looking when you apply.

So when you get to that point where you're at that second or third interview stage or where you believe you might be a finalist,

I would definitely encourage you to have that honest dialog and share with them why you're interested in that work.

Let them know that, um, have dialogs during your annual performance appraisal about your career interest and your career goals.

But again, I don't want to make light of the fact that it can be challenging for some of those managers to accept that.

And at the end of the day, again, who is the best guide for your career?

You, so you will decide if that strategy is not retaining you.

That strategy's not retaining you. Right. So and just know that we are pushing to make sure that, uh, our leadership and I and I will tell you, I work with the highest level of our leadership on this campus.

And I have heard tremendous support from our Chancellor on down to the goal of keeping talented employees in the Q and chutes ecosystem.

And we would much rather you accept a job. I'm just going to throw up in the school of dentistry than accepting a job at Google.

Right. So we want to keep you here and from the top of our leadership down to that executive level.

They are all committed to that. We just know sometimes in that middle management level we got to do some work.

I know that there's let me get one more online and then we'll come up here.

Gotcha. Um. You shared a slide on inline promotions and how they are based on timing, position, and skill acquisition.

Are there any kinds of general guidelines related to what defines at a certain level,

is expected to be eligible for advancement or and does this scale by position level?

And is it based on individual school department or is managed at the central HR level?

It's managed at the department level. Um, again, it goes back to that budget decision.

Some departments will have the budget availability.

Um, so I'll just use an example. You might be an auxiliary department where you generate income.

And so you're able to predict in a way in which you can say, hey,

we have a career series and you can expect that in two years you receive this update.

But for other departments, the budget is not there.

And that timing may look different because they have to wait for someone to leave a position that might have been at a higher salary.

So they can repurpose that salary in order to make that promotion happen.

And so it's it is variable and it's going to be based on your department and the department's budget.

I just wondered about more about the hiring chill. Does it professional research assistants and research managers.

It affects all employees, and so each department proposes their justification for why that role is necessary.

So I'll just say, for example, it may be that I'm just gonna use an HR professional.

An HR professional in this department may not be considered critical, because that department has three other HR professionals that can do the work.

Even though there's a vacancy, everybody's going to pick up a little bit and they can they can push through for the next 2 to 3 months.

Another department that only has one HR professional and that HR professional has left.

That role is critical because they have no one to do the work.

So it's not so much just based on because of a job title that it's critical or not critical.

It really is looking at the holistic nature of the work that needs to be done, and that departments putting together their proposal of why that job is critical during a hiring chill.

I think. And I know where at time.

I know we've had several people that have needed to exit. So I think we'll take one more question.

Brian, did you have one from online? This?

Um. What do you recommend to assess, assess which are the most respected, well-regarded certifications within Coursera or LinkedIn?

Uh, catalogs. You know, for example, there's several project management related.

Certainly. So that's a really easy question, right?

Um, I think, uh, one way is to again, I'm going to tout, uh, copilot I let's make I do some of this workforce.

Right. So you can go into copilot and you can ask copilot.

Here are three different professional organizations that provide project management certification based on current job postings in the U.S. market.

Which one of these certifications is the best?

And see what copilot says, because copilot can do this amazing search on your behalf and identify based on job postings that are out there,

which certification has maybe been listed by employers as a preferred certification.

So leverage, uh, Copilot to do some of the work for you.

All right. Well, thanks everyone for your time. If you have time, go go to the sustainability fair.

It's still outside and it's fun. So take care everyone.