



Senior HR Directors are encouraged to drive engagement by being open and transparent about survey results as soon as possible. The three lowest scoring areas campuswide for the [2022 Working at Iowa Survey](#) were workload distribution, recognition, and promotion opportunities. The following questions will help you explore the root cause of a low score regarding promotion opportunities.

### **Q20: There are opportunities for promotion at UI**

#### **Clarify**

1. Is it clear to all employees, including those from marginalized or underrepresented populations, how to advance their career in the college or organization?

#### **Assess**

2. How do we currently identify skill gaps in our employees?
3. How do we identify employees who are ready for the next level?
4. Do we rely on employees to self-identify their interest in leadership development or career advancement, or do we have transparent development plans that consider bias?

#### **Support and Succession Planning**

5. How are we preparing employees for advancement?
6. What are we offering in terms of training, education, and support for employees? How equitable are we when we offer opportunities?

#### **Additional Resources**

Here are some additional resources as you continue your action planning process.

**Article:** [11 Career Development Questions You Need to Ask Your Employees](#)