

A team member says they do not know what it takes to advance

Area of work: Workforce equity and the employee lifecycle

The situation

In a stay conversation, a team member says they have never been told what the next classification requires, that visible projects go to the same two people, and that they are considering leaving.

What to notice first

- Advancement requirements are unwritten and therefore unequal.
- Visible work is assigned by habit.
- This is a pattern with an owner, not a personal failing.

Questions to ask before acting

1. What does the next step actually require, and is it written anywhere?
2. Who has had a stretch assignment in the last year, and how did that come to be?
3. What can you change this month, and what needs HR or labor relations?

Practical next moves

- **Pay, classification, and advancement** — program page </resources/pn-pay-classification-advancement>
- **Mentoring, sponsorship, and reverse mentoring** — program page </resources/pn-mentoring-sponsorship>
- **Stay conversations** — program page </resources/pn-stay-interviews-and-retention>

Who to involve

Classification and pay questions go to HR and labor relations. Sponsorship and visible work are yours to change now.