

CAREER Pathways



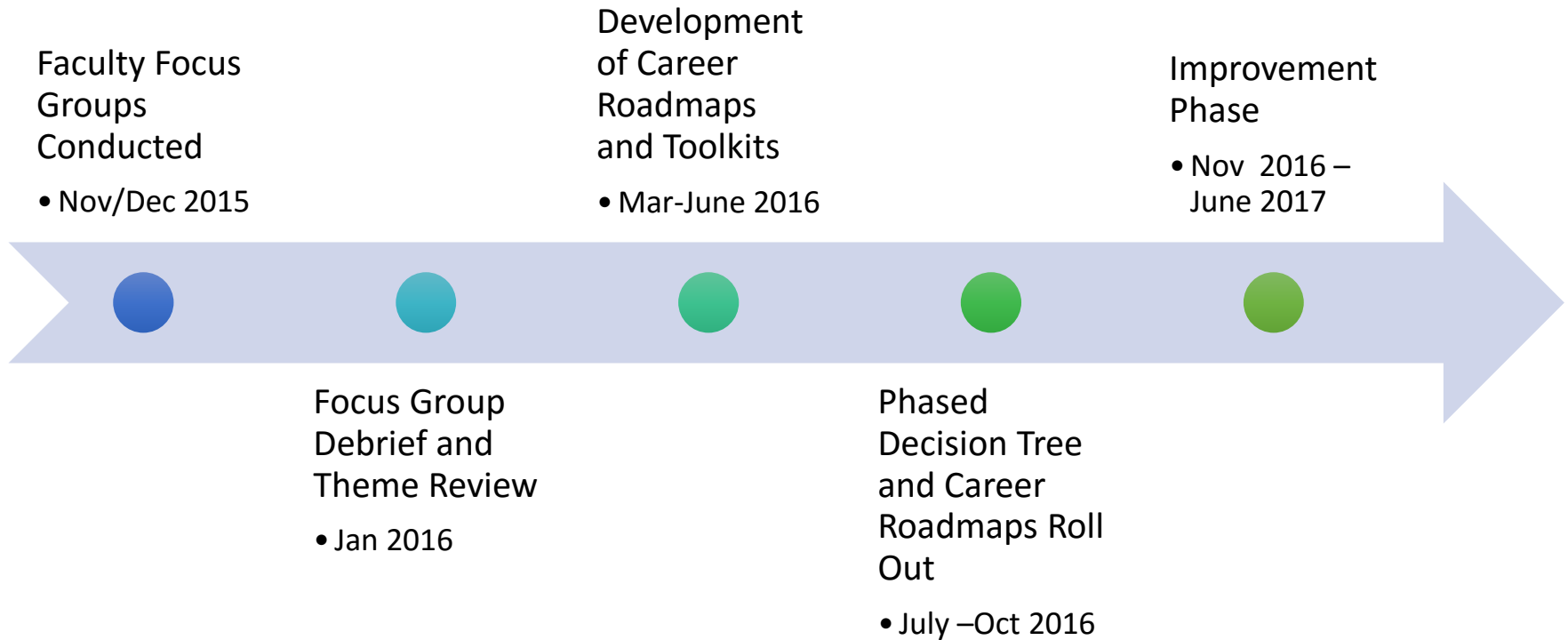
myCareer
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Department of Pediatrics Career Roadmaps Operating Initiative Goal

To define career roadmaps in all areas of our mission, balancing the needs, skills, expectations, and satisfaction of potential faculty with University guidelines, Department needs, and Institution goals through:

- Collecting information from junior faculty regarding their career expectations and determinants of satisfaction,
- Designing career roadmaps and pathways related for all areas of our mission that are aligned with our strategic and operational plans, and
- Developing a plan for interventions to drive satisfaction.

Timeline



Mandatory Promotion Tracks

Clinical Educator (Standing Faculty):

New faculty who plan to spend the majority of their time in clinical practice or practice related activities over the course of their careers but, will also participate in or conduct clinical/translational research, and teach, generally should be in the Standing Faculty - Clinician-Educator Track. The mandatory review for the Clinician-Educator Track comes in or before the ninth year.

Tenure Track (Standing Faculty):

New faculty with clinical responsibilities who plan to spend the majority of their time in extramural-funded research, and who will teach. The mandatory promotion review for this track takes place in or before the ninth year. New faculty without clinical responsibilities who plan to spend most of their time in research and teaching activities also belong in the Standing Faculty (Tenure Track), but with a mandatory review in or before the sixth year.

Research (Associated Faculty):

Research scientists who will not teach or care for patients belong in the Research Track of the Associated Faculty. The mandatory review for promotion in the Research Track takes place in or before the ninth year.

Clinical Tracks

Academic Clinician (Associated Faculty):

New faculty who plan to spend most of their time in clinical practice or practice related activities and who will also teach. Appointment at the Assistant Professor level of the AC Track will generally be for three years. Individuals, following review and approval by the COAP, may serve as Academic Clinicians at the Assistant Professor level without limit of time through successive three-year appointments.

Penn Medicine Clinician (option with Clinical Assistant Professor Track):

Primary role is to provide health care services on-site at CHOP or in any of the designated satellite locations. The Penn Medicine Clinician will not be required to maintain a title within the academic support staff or the Clinical Track of the Associated Faculty of the Perelman School of Medicine. For those who are engaged in teaching more than 50 hours a year, a secondary appointment in the Clinical Track may be recommended by the department. Retaining a current faculty appointment will continue to require demonstration of high quality teaching activity. Members of the Associated Faculty, including the Clinical Track are not eligible to acquire tenure.

Focus Groups

Data Collection

Eight faculty focus groups held grouped by faculty track.

67% of Clinical Divisions Represented

Number of years at CHOP range from 1.5 to 8 years

Attendees

- AC - 23
- CE/Tenure - 11
- CHOP Doc – 2



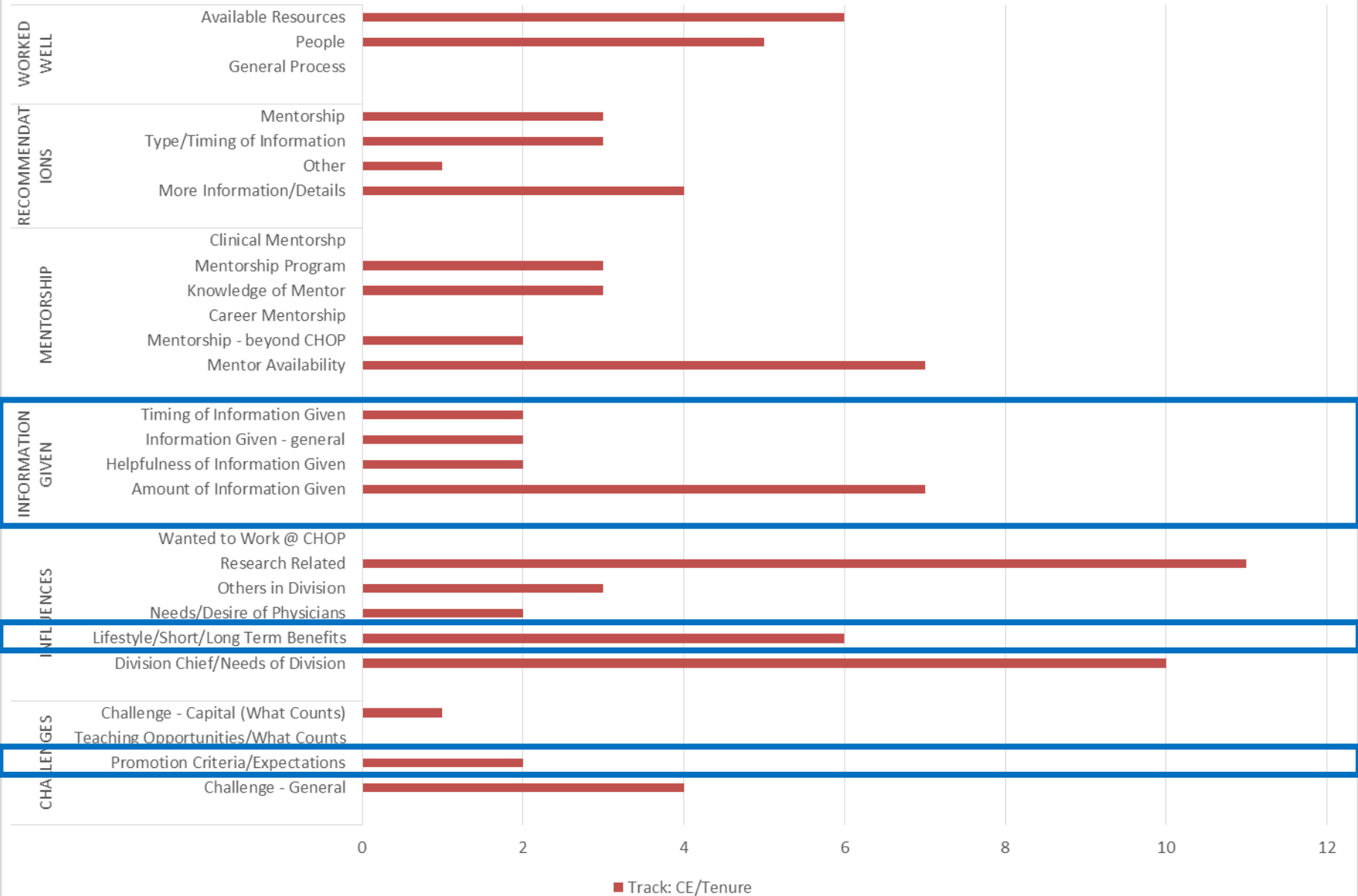
Focus Group Questions

1. What information/factors most influenced your decision to take your current career path at CHOP/Penn?
2. What addition information would you have like to have had when making this decision?
3. What are the most important factors to you in terms of optimizing your experience on this path? How does that match with your experience to date?
4. What information do you wish you would have had? What we could do better?



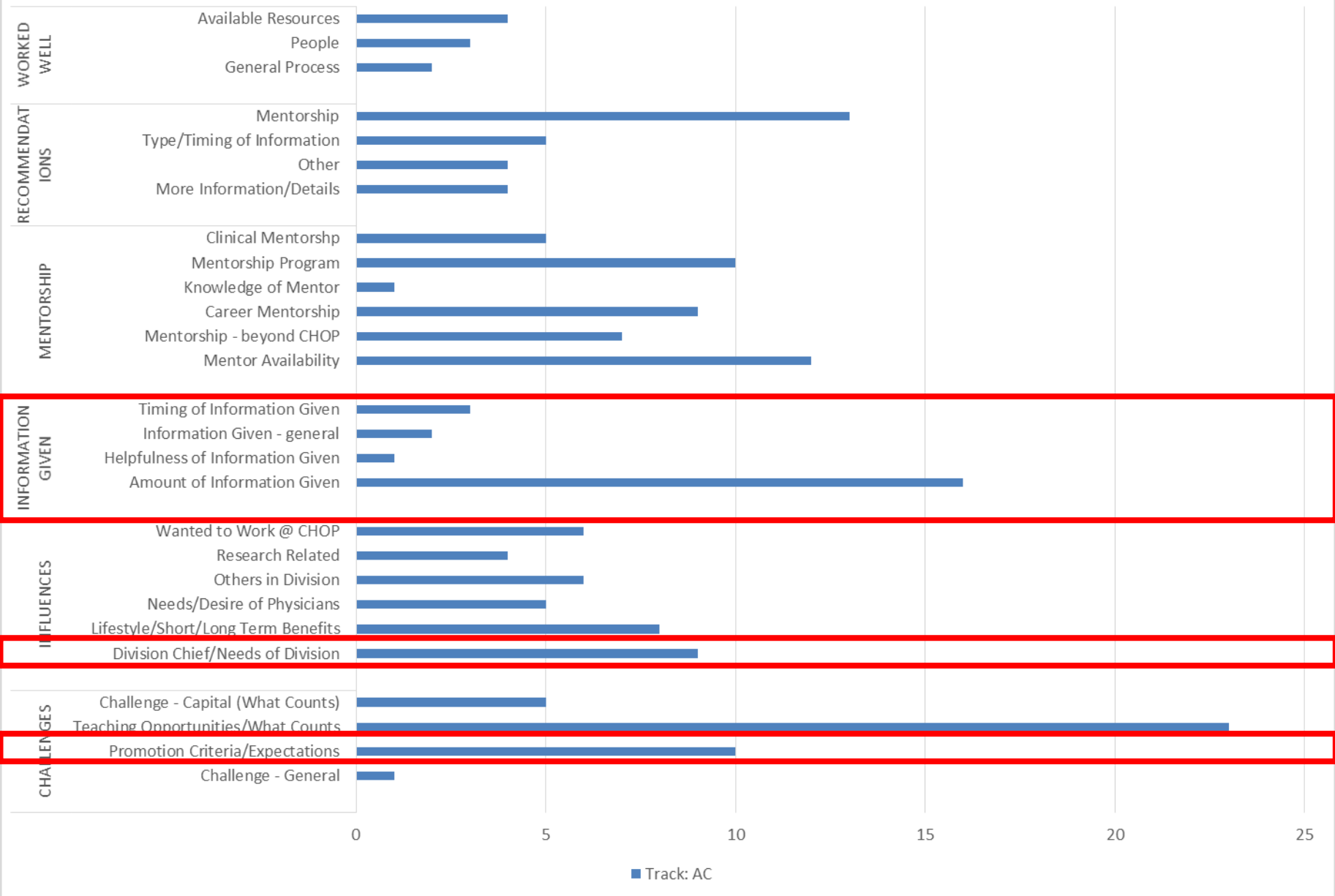
CE/Tenure

Career Pathways Focus Groups - Theme Codes (Non-Normalized)



Academic Clinician

Career Pathways Focus Groups - Theme Codes (Non-Normalized)



Focus Group - Overall Themes

Challenges:

- Confusion regarding the difference between Tenure vs. CE tracks
- Lack of clarity regarding the benefits of CHOP Doc vs. AC tracks
- Promotions criteria referred to as “lure” or “mystery”

Recommendations:

- Information regarding:
 - the differences between tracks and the pros/cons as well as promotion criteria
 - how to get promoted/move forward within the division
 - how to switch tracks
- A more prescriptive pathway to success - dissemination of a distinct timeline for promotion

Target Audience

- Division Chiefs
- Mentors
- Advisors
- Existing Faculty
- Incoming Faculty



Career Roadmaps ONLINE Toolkit

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In FY16, the Career Pathway operating plan initiative had 3 central goals:

- Collecting information from junior faculty/attendings about their career expectations and determinants of satisfaction in their roles.
- Designing career roadmaps related to all areas of our mission that are aligned with our strategic and operational plans.
- Developing a plan for interventions/improvements to drive satisfaction in FY17.

Data collection to inform the work occurred through 8 faculty/attending focus groups held in November and December of 2015. There were 45 participants (who were recently appointed as attendings and/or faculty) representing 12 divisions. Key recommendations that emerged from the conversations included:

- The need for reminders/information about promotional requirements and staying on track for promotion
- Dissemination of timeliness, ie, "this is what you need to do at this time" for promotion.
- Clarification of promotional criteria, which were referenced as "lure" or "mysterious."

This important feedback led to the Departments creation of a Career Pathways Toolkit.

For more information contact, [Kristi Ettien](#).

Career Pathway Decision Tree

This document is designed as a discussion guide and advising resource. It should be used to facilitate conversation between potential faculty candidates and the Division Chief/Mentor/Clinical Leadership to help guide appropriate choice of track. It starts with 2 key questions to inform the conversation, "What am I passionate about?" and "What job is available?"

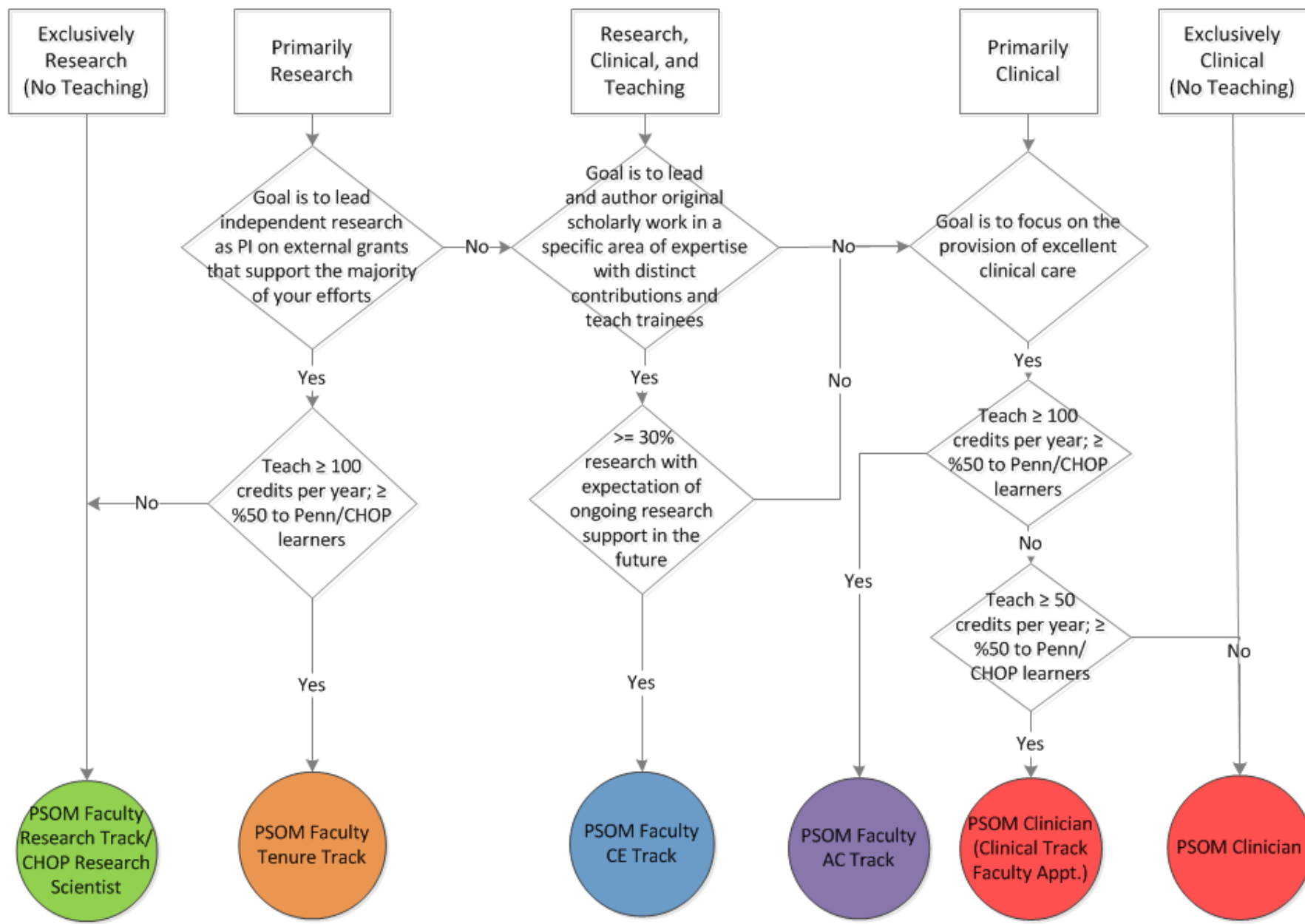
- [Decision Tree](#)

Career Tracks

These tools are designed as discussion guides and advising documents. It should be noted that there is substantial variability in the milestones that different faculty members achieve on their career trajectory on the way to promotion. It is a very individual process, and assessment of success also includes an external evaluation by peers, that is not captured in this document.

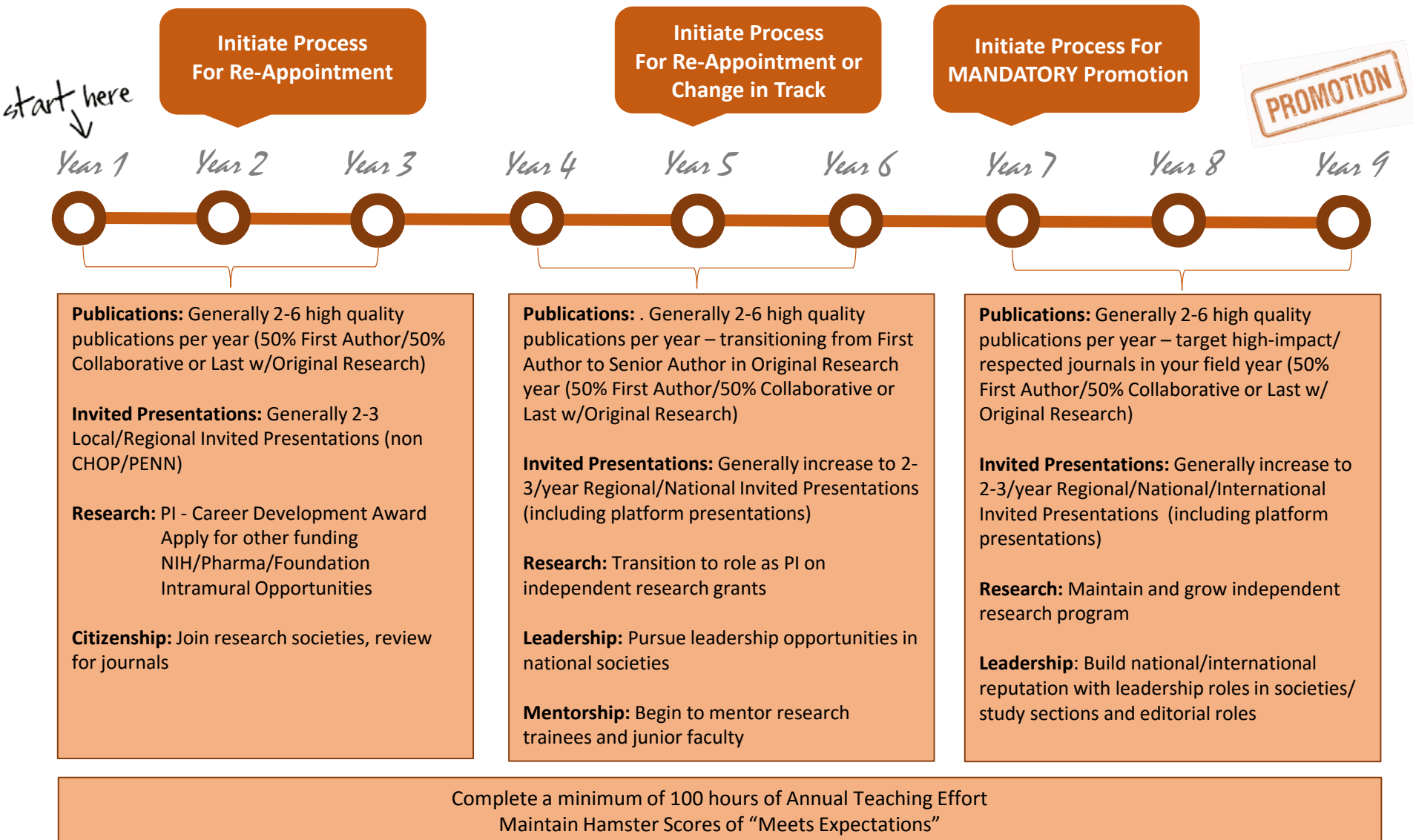
- [Clinician Educator \(Standing Faculty\)](#)
- [Tenure Track \(Standing Faculty\)](#)
- [Research \(Associated Faculty\)](#)
- [Academic Clinician \(Associated Faculty\)](#)

What am I passionate about? What job is available?



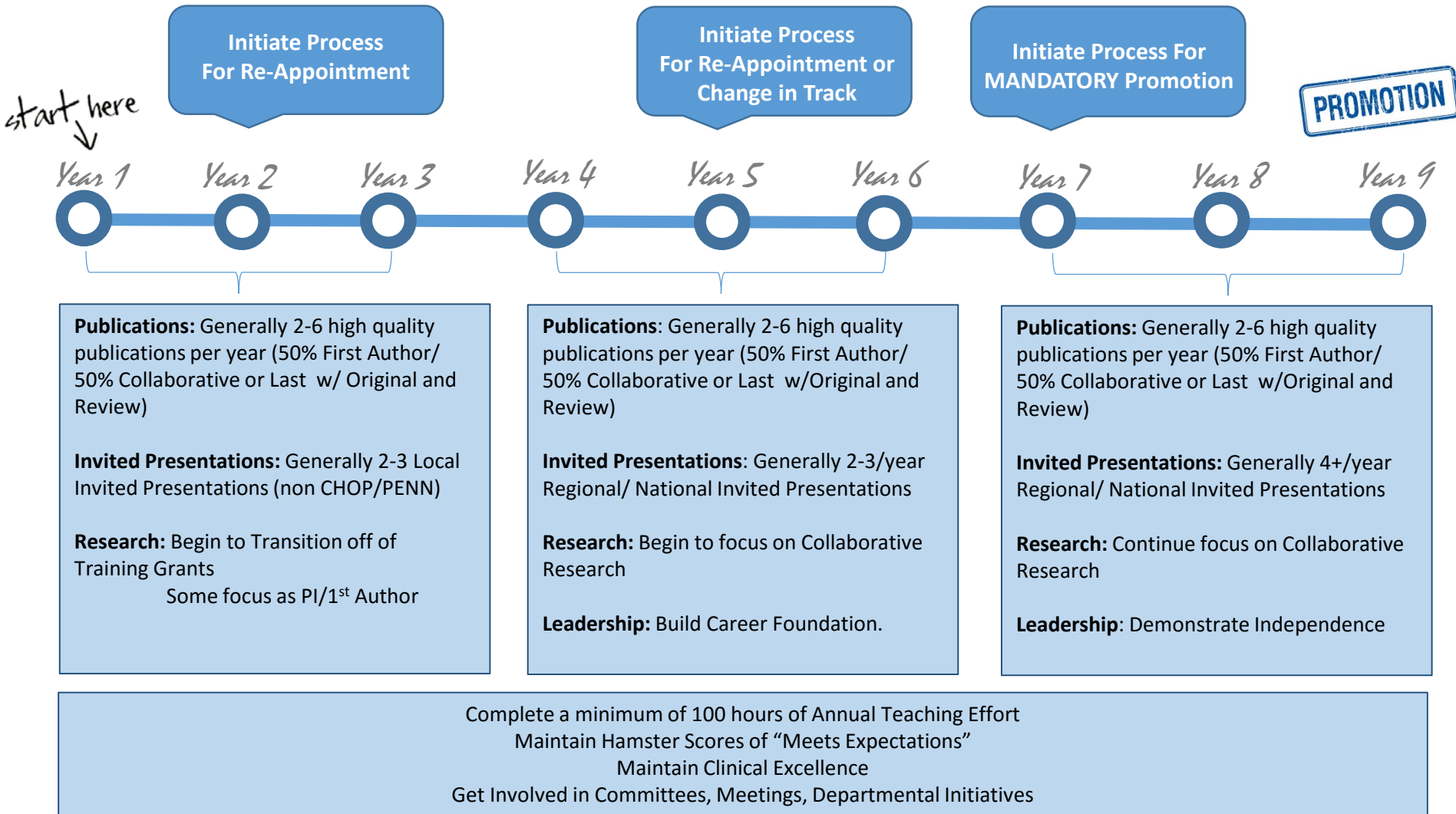
Tenure Promotion to Associate Professor

Important Guidelines



CE Promotion to Associate Professor

Important Guidelines



Videos



Acknowledgements: Career Roadmap Review Group

Department of Pediatrics: Associate Chairs

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