



# Career Path Feature Overview

2025

# **Value proposition / Problem Statement**

# Gaining Visibility into Your Career

## The Problem

Today's workforce is navigating constant change — yet traditional career development can be static, unclear, and disconnected from business needs.



Employees **lack visibility** into potential internal paths for growth, leading to disengagement and increased turnover



Career development is often **reactive**, not **strategic** and disconnected from future workforce planning



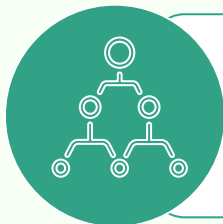
HR and Talent teams struggle to **identify, develop, and retain** internal talent due to limited and tools



Existing systems focus more on job history than future potential, making it hard to match talent with evolving needs

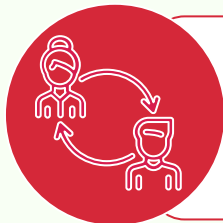
*Career Paths transform employees' development experience by aligning individual aspirations with evolving organizational priorities, enabling smarter, skills-based mobility.*

# Key Personas



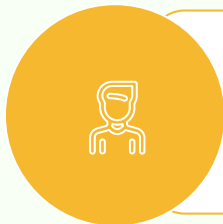
## Strategic Workforce Planners

Focus on **long-term workforce planning** and **transformation**. Use Career Paths to **align future roles** with **current talent** and decide where to build, buy, or redeploy skills.



## Human Resources & Talent Leaders

Drive **internal mobility**, **workforce resilience**, and **talent retention**. Need visibility into skill gaps and role readiness to reduce external hiring and **align development with business goals**.



## Business Leaders

Responsible for **performance** and **continuity** within their functions. Need tools to surface internal talent with the potential to step into **critical roles** and **avoid costly gaps**.



## The Employee

Want clarity on **where they can grow** within the organization and **how to get there**. Career Path gives them personalized role recommendations and a clear view of the skills they have vs. the skills they need, so they can **take control of their development**.

# What's in it for me?

## Strategic Workforce Planners

- **Support agility** by matching future roles with evolving skills
- **Create targeted strategies** to build or redeploy talent over time
- **Align future roles** with internal talent potential
- **Access data-driven insights** for workforce transformation planning

## Human Resources & Talent Leaders

- **Gain visibility into skill gaps** and readiness risks across the organization
- **Build proactive internal mobility** strategies to close critical gaps
- **Reduce reliance on external hiring** through internal pipelines
- **Improve employee retention** by aligning development with aspirations

## Business Leaders

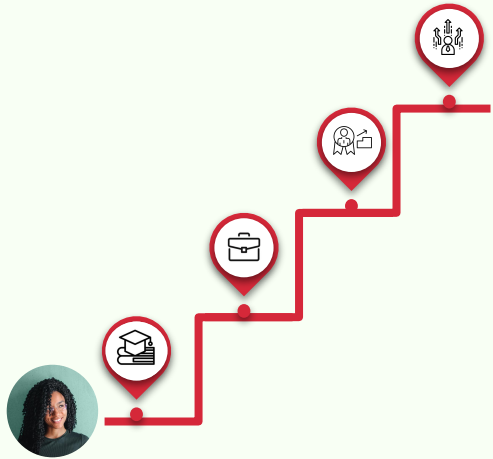
- **Equip workforce with insights** into internal growth opportunities
- **Minimize disruption** by building talent from within for critical roles
- **Empower teams** with tools to support their career growth
- **Strengthen business continuity** with ready-now pipelines

## Employees

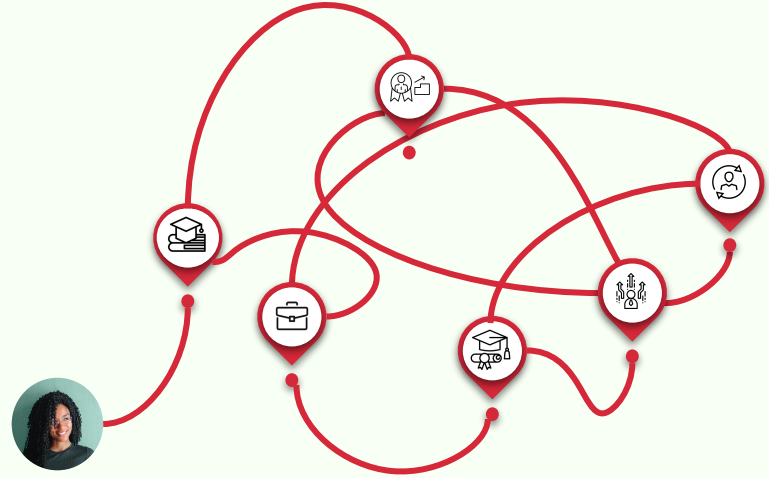
- **Discover personalized career paths** based on their unique skills and aspirations
- **Take ownership** of growth with clear, actionable insights
- **Understand skills gaps** needed to grow into a future role
- **Gain clarity and confidence** in career development

# Career Development Expectations

*Current versus reality*



**What current career  
development models look like**



**What actual career paths look  
like**

# Career Planning User Journey



# User experience



# How It Works

Your Career Paths suggestions are generated based on:

- Your **Profile** – current title, skills, and experiences
- Your development goals – desired skills, desired roles
- Organizational career structures – Job family, Job code
- AI-driven market insights from industry trends

To receive the most relevant suggestions, ensure your Profile is up-to-date with your skills, desired skills, experiences and career interests.



## View of My Profile page

Opportunities

Career Growth

My Team

Search

JT

James Thornton-Granville

james.tg@gloat.com

Last updated: Apr 7, 2025

Download profile

Personal info

Skills

Career

Experiences

Education

Mentoring profile

Networking profile

Availability

Skills

Top Skills | Showcase your top skills here

+ Add top skills

Other skills (5) | Get relevant opportunities based on your skillset.

Problem Solving

Project Team Management

Risk Management

Scheduling

Team Leadership

Add skills

Desired skills (5)

Adding skills you wish to gain will help you see opportunities for upskilling.

Process Optimization

Resource Allocation

Route Planning

Task dependencies

Trello

# Career Paths – Carousel

## Consider this Career Path

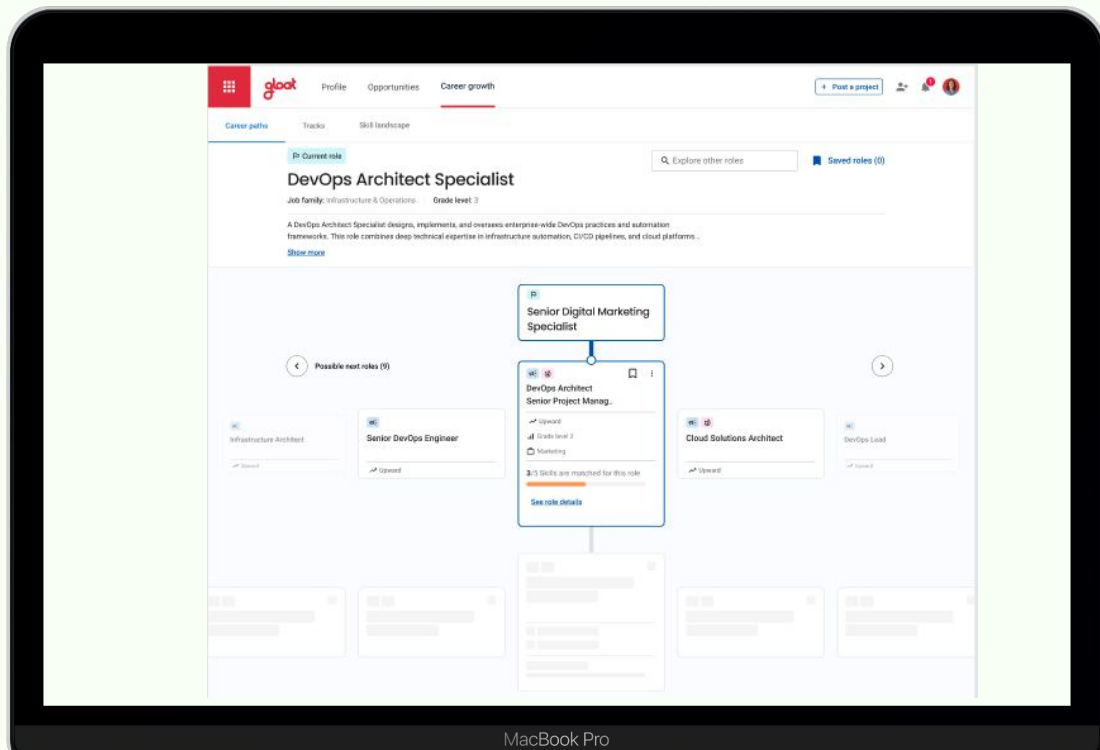
What career paths have others like you taken?—*Based on market data (Generic & Exploratory)*

## Desired Role Career Path

How can you reach your dream role(s)?—*Based on My Development page*

## Promoted Career Path

In which direction is your company encouraging you to grow?—*Designed by customer*



# Getting Started

To explore your personalized Career Paths:

- Go to **Career Growth**, then click on **Career Paths**
- Your current title and organizational description will be displayed (Contact your HR Admin if your name or title needs correction).
- Use the carousel navigation to explore options.
- Up to 3 roles will display in a carousel, use the left/right arrows to explore additional options.
- To save a role, click on the bookmark icon
- Click **See role details** for more information about any suggested role
- Click **explore next roles** to see suggested career moves

## Career Paths View

The screenshot displays the 'Career Paths View' in the Glook system. The interface includes a top navigation bar with 'Profile', 'Opportunities', and 'Career Growth' (the active tab). A 'Career Paths' link is highlighted in the left sidebar. The main content area shows the 'Current role' as 'DevOps Architect Specialist' with a job family of 'Infrastructure & Operations' and a grade level of '3'. Below this, a carousel of 'Possible next roles (9)' is shown, featuring roles like 'Enterprise Solutions Architect', 'Senior DevOps Engineer', 'Principal DevOps Architect' (highlighted), 'Cloud Infrastructure Architect', and 'Senior DevOps Engineering Manager'. Each role card includes an 'Upward' arrow and a 'See role details' link. A legend at the bottom explains the role types: 'Current role' (blue icon), 'Desired role' (pink icon), and 'Promoted role' (blue icon with a plus sign).

**Current role**  
DevOps Architect Specialist  
Job family: Infrastructure & Operations | Grade level: 3  
A DevOps Architect Specialist designs, implements, and oversees enterprise-wide DevOps practices and automation frameworks. This role combines deep technical expertise in infrastructure automation, CI/CD pipelines, and cloud platforms...  
[Show more](#)

**Possible next roles (9)**

- Enterprise Solutions Architect
- Senior DevOps Engineer
- Principal DevOps Architect**  
Upward  
Grade level: d  
Infrastructure & Operations  
3/5 are matched for this role  
[See role details](#)
- Cloud Infrastructure Architect
- Senior DevOps Engineering Manager

**Legend:**

- Current role**: Displays on employee's current role
- Desired role**: Displays on any role marked as "Desired" in the user's profile
- Promoted role**: Marks organizationally defined promoted transitions

# Viewing A Role

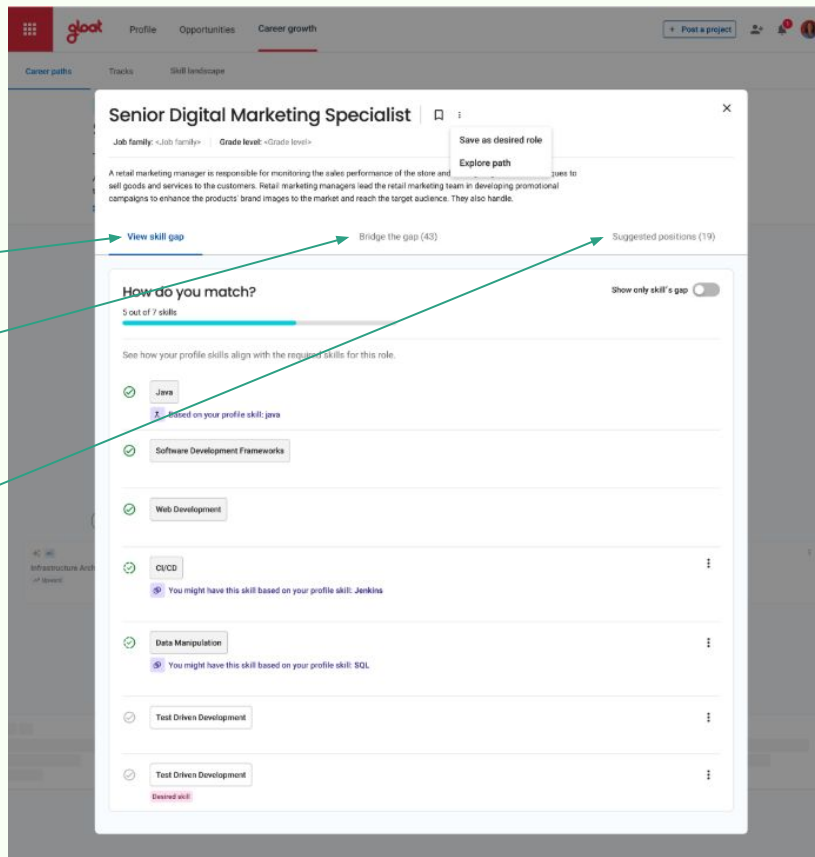
Clicking a role will open a description popup where you can: Save the role, Save as a desired role, or Explore the path further.

Clicking **See role details**, you will be able to:

- 1. View skill gap** – Compare the role's required skills with your current declared or inferred skills.
- 2. Bridge the gap** – Discover growth opportunities to help gain missing skills, such as mentors, learning, or part-time projects.
- 3. View Suggested Positions** – View open full-time job opportunities requiring those skills.



## Role Detail View



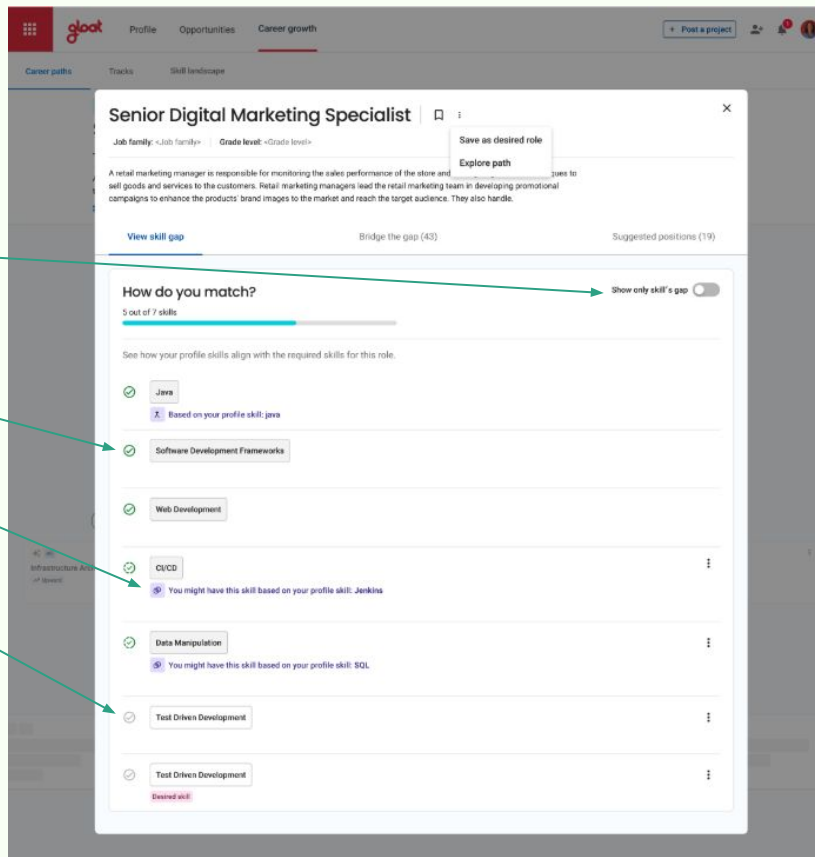
# Viewing How You Match

**1. View skill gap** - Compare the role's required skills with your current declared or inferred skills.

- Use the **Show Only Skill Gaps** toggle to highlight missing skills.
- **Current Skills** - Direct matches.
- **Inferred Skills** - AI-suggested skills based on your profile.
- **Missing Skills** - Not currently in your profile.



## View the Skill Gap



# Review Opportunities which will help you bridge the gap

2. **Bridge the gap** – Discover growth opportunities to help gain missing skills, such as mentors, learning, or part-time projects.

2. Click a specific skill to filter opportunities related to it.
3. Use the **Save**, **Share**, **Apply**, or **Decline** options for each opportunity, or click on the opportunity to learn more.

## Bridge the Gap View

The screenshot displays the 'Bridge the Gap View' on the Gloat platform. The top navigation bar includes 'Profile', 'Opportunities', and 'Career growth'. The main content area is titled 'Senior Digital Marketing Specialist' and shows a 'View skill gap' section with a 'Bridge the gap' tab selected. Below this, there's a section 'Opportunities to bridge the skill gap' with filters for '<Skill 1>', '<Skill 2>', '<Skill 3>', and '<Skill 4>'. The first filter, '<Skill 1>', is selected. The results are displayed in a grid of cards. The first card is for a mentor, 'Skylar Aminoff', a Marketing Director in London, with a 'SA' icon. The second card is for a learning opportunity, 'Creative thinking: techniques and tools for success', by Carter Korsgaard, with a 'Learning' icon. The third card is for a learning opportunity, 'Social Media Marketing Manager', by Donna Birk Brown, with a 'Learning' icon. The fourth card is for a mentor, 'Maria Hernandez-Lopez', with a 'MH' icon. Each card includes a description, duration, and top skills. The bottom of the screen shows a sidebar with 'Infrastructure And' and 'or more'.

# View Suggested Positions

**3. Suggested positions** – View open full-time job opportunities requiring those skills.

- Use the **Save, Share, Apply,** or **Decline** options for each position.
- Matching logic prioritizes exact job code matches and similar job titles within the same grade level.
- No positions shown if no match is found.

Suggested positions dependant on having an active ATS integration with Gloat



## Suggested Positions

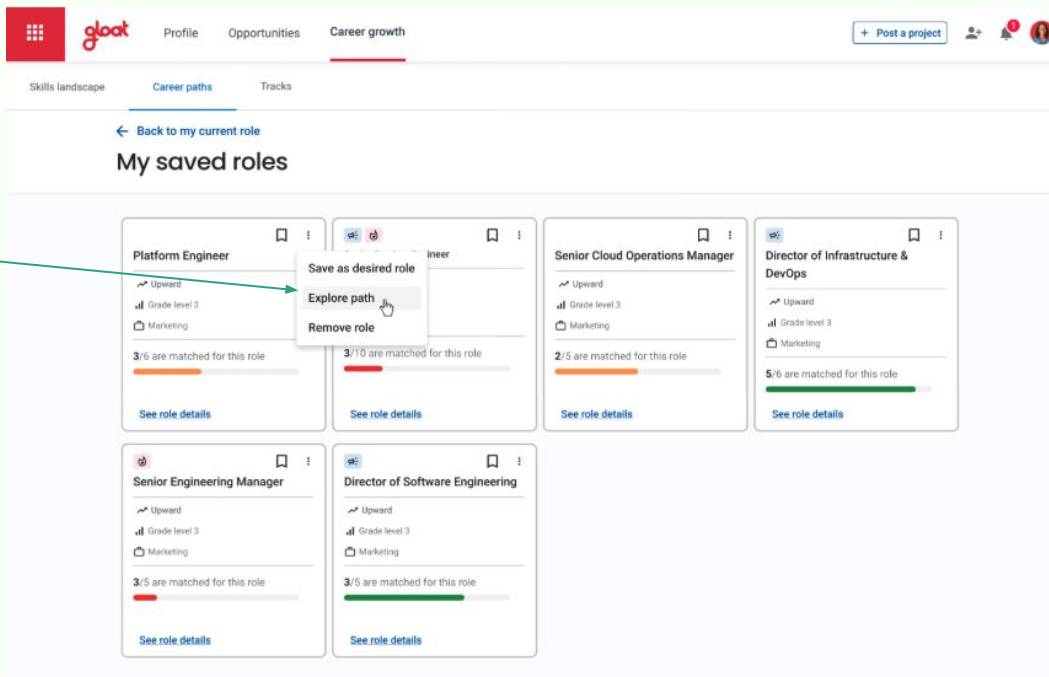
A screenshot of the Gloat 'Suggested Positions' interface. The top navigation bar includes 'Profile', 'Opportunities', and 'Career growth', with 'Career growth' being the active tab. Below this, there are links for 'Career paths', 'Tracks', and 'Skill landscape'. The main content area is titled 'Senior Digital Marketing Specialist' and includes a job family and grade level filter. A description of the role is provided. Below this, there are tabs for 'View skill gap', 'Bridge the gap (43)', and 'Suggested positions'. The 'Suggested positions' tab is active, showing a grid of job listings. Each listing includes a position title, a brief description, and a 'Gain skills important to your organization' button. The listings are: 'Project/position/learning title can take up to 2 lines.', 'Creative thinking: techniques and tools for success', 'Social Media Marketing Manager', and 'Brand Marketing Manager'. A green arrow points from the text 'Use the Save, Share, Apply, or Decline options for each position.' to the 'Apply' button on the first listing.

# Exploring a Path from a Saved Role

**To Save a Role:** Click the **Bookmark Icon** – saved roles appear in a dedicated section.

To explore paths from a saved role, Click the More options menu (⋮) and select **Explore path** from the dropdown to explore career opportunities based on your saved role.

## Saved Role View





# Types of career paths



## **Progression within the job family**

Provide next role suggestions for a straightforward path to level up within the same job family



## **Progression across job families**

Offer next role suggestions from a different job family, fostering cross-functional growth



## **Aspiration alignment**

Recommend the next role that aligns with an employee's aspirations and career goals



## **Promoted roles by the organization**

Provide a clear path and next role suggestions leading to positions recognized as promoted within the organization

# Setup & Implementation guide

New customers

# Collect Job Architecture

For new and implementing customers, the first step to setting up Career Paths will be to collect a Job Architecture file from them.

Product Experience Managers & Project Managers will own this process from start to finish.

**To ensure the customer is clear on what needs to be provided an overview of Job Architecture and how to load a file.**

- Provide the JA Template
- Provide training in UI - <https://help.gloat.com/v1/docs/administration>
- Helpdesk link - <https://help.gloat.com/v1/docs/career-paths>



# Collect Job Architecture

**When guiding the customer on building the JA file, IMs need to communicate:**

- a. Completed JA file must be received at least two weeks prior to when the customer would like to begin testing the feature
- b. There are two job title columns in the JA file: Job Title and Explicit Title
  - i. Job Title column will contain the official company job title
  - ii. Explicit Title column should contain “AI-friendly” job titles, meaning titles that do not use abbreviations or customer-specific titles
- c. Job titles should be in English. If a customer is rolling out multiple languages, a column should be created in the JA file for each language and the customer will need to translate the job titles
- d. The file should be free of duplicates. A duplicate is defined as a row with the exact same job code, job title, and grade level
- e. If a customer would like to provide skills associated with roles, they will need to add a Skills column to the JA file
  - i. These skills will be provided alongside the AI skills

# Set Up and Implementation Guide

Configuration guidelines - [Link](#)

## Config keys

Company config keys	PM Used	Description
<a href="#">GradeLevelsHierarchy</a>	Yes	List Grade Hierachy. 1 being lowest
<a href="#">allowedLanesGradeLevels</a>	Yes	Provides logic for career pathing grade moving
<a href="#">careerInsights/isOn</a>	Yes	Enables Career Pathing
<a href="#">careerPath/showGradeLevel</a>	Yes	Displays Grade in Career Paths
<a href="#">careerPath/showJobFamily</a>	Yes	Determines if Job family is displayed on career path cards
<a href="#">careerPath/version</a>	Yes	career path version. v1 - celery based. v2 - graph title based. v3 - graph skill based
<a href="#">careerPathBetaDisclaimer</a>	Occassional - default setting	Can be used to add a default text indicating this is a test feature
<a href="#">careerPathDashboard/isOn</a>	Yes	Enable the CP Dashboard in insights.
<a href="#">careerPlanning/isOn</a>	Yes	Enable new CP 3.0 skill gap
<a href="#">careerPlanning/skillGap/v3</a>	Yes	Enable new CP 3.0 skill gap



# Step 6

## Customer Testing



# Guide Customer Expectations when Testing

**Career paths are a tool for discovery and inspiration!**

**Employees see potential roles and career trajectories they *could* take internally**

**The AI will provide surprising or nontraditional transitions to broaden career aspirations**

**AI suggestions will continuously improve based on user actions and feedback**



# Customer Testing

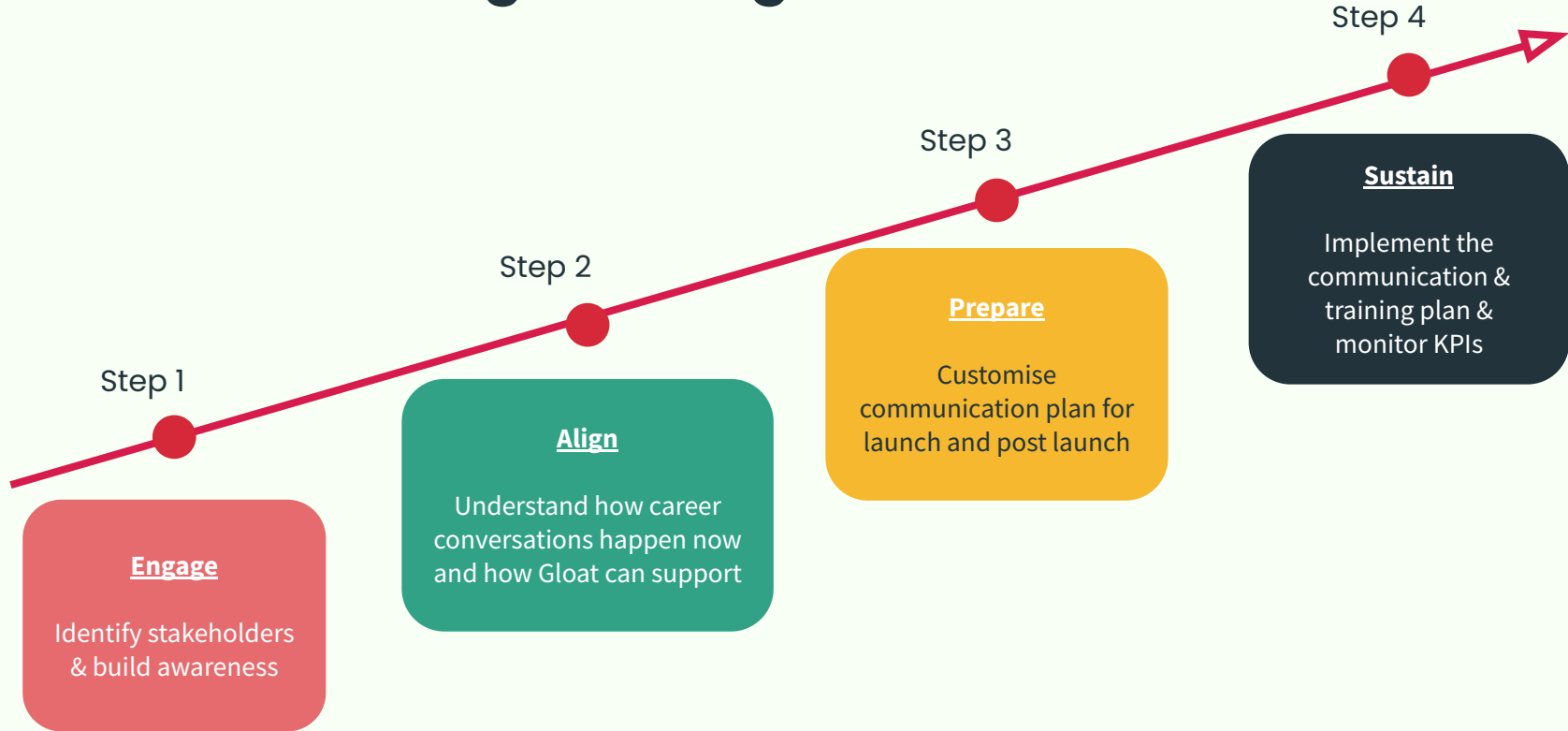
To guide customers through testing this feature, PMs will need to:

- Provide the customer with test scripts
- Emphasize again that this is an exploratory/discovery tool that will yield suggestions and inspiration rather than exact career progressions
- Help the customer distinguish between bugs and unideal paths
  - An issue is a **bug** when it is in conflict with the configurations. If users in grade level A should only see roles with grade levels A or B, but they are seeing roles in grade level C, that would be a bug



# Change Management

# Change Management Rollout Plan



## Step 1: Awareness

Share **Step 1: Career Planning Vision** with stakeholders and communicate the key points:

- Why Career Planning is critical to the business
- The benefits of enhancing current career conversations with the Gloat Talent Marketplace
- High level overview of the implementation plan and timing

Gather information on current career conversations to use in Step 2.



### Key Stakeholders to Inform

HR Leadership Team

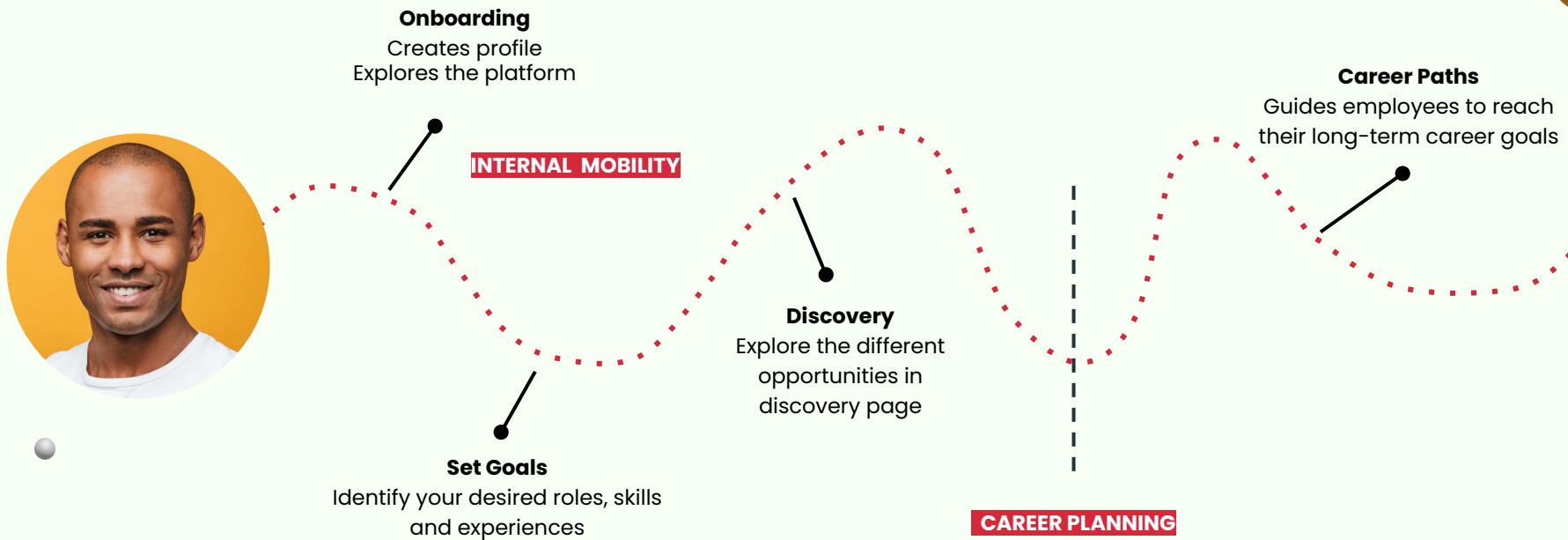
Learning & Development Team

Business Leaders of Impacted Populations

# Our Vision

Empower every employee with a uniquely curated **ecosystem of opportunities and tools** to develop meaningful careers and upskill for growth within their organization

# Our Talent Marketplace Innately Drives Career Development



## Step 2: Alignment

Review how Career Planning fits into existing development planning cycle.

- What are the meetings that take place and when do they happen?
- What documents/assessments do employees have to complete?
- What training materials exist to help employees & managers through this process?

Use **Step 2: Alignment Template** to help you plan how Career Planning can support & improve existing processes



# How do Career Conversations currently happen?

## Question

## Response

(To be completed by customer)

When do employees plan their development with their managers?

At the beginning of the Financial Year?  
At the same time as Goal Setting  
There is no current process?

Do employees have to complete any development plans currently? How complete are these plans?

Yes - about 50% employees complete them  
No - there are no formal development plans

How frequently do managers meet employees for One-to-Ones?

Monthly?  
Weekly?  
It Depends?

When do managers review performance?

Annually?  
Half-Yearly?  
Quarterly?













How do employees currently receive feedback about their development?

From managers in review meetings?  
From 180/360 feedback surveys?



# Sample: Your Career Development Calendar

Map out your Career Development Calendar & highlight where there could be alignment with Career Planning

	Q1			Q2			Q3			Q4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Goal Setting												
One-to-Ones	 						 					
360 Degree Feedback												
6 Month Review												

 Career Planning Alignment





# Sample: Supporting Existing Processes

Development Planning	One-to-Ones	Performance Review	Feedback
<p><i>Pre-Meeting: Career Pathing.</i> Employees explore potential career paths &amp; uncover skill gaps</p> <p><i>Post Meeting: Career Tracks.</i> Employees add development goals and find projects &amp; mentorships to help fill them</p>	<p>Employees keep managers up to date on development opportunities i.e. projects &amp; mentorships</p> <p>Managers remind employees to use the talent marketplace when they raise issues e.g. want to develop, build network etc. They share relevant opportunities with their team members</p>	<p>Evaluate the progress you have made against your Career Tracks</p> <p>Update your Gloat profile &amp; development page.</p> <p>Find new opportunities to fill remaining skill gaps</p>	<p>Employees ask project owners and mentors to provide feedback to managers to be included in performance reviews</p>

## Step 3: Preparation

Create a comms & training plan to announce the launch of Career Planning.

To sustain adoption post launch, we must link the use of Career Planning to existing career conversations. Use the information collected in the Alignment phase to build a plan to nudge employees at the right points e.g. before development conversations

See [Step 3: Comms & Training Plan](#) for a recommended plan



### Announcing the Launch

#### Teasers

Banners/Email Signatures/  
Zoom Background

#### Announcement

From Executive Sponsor

#### Social Media Campaign

Hashtag Challenge

#### Training Sessions

Global or Locally run

#### Manager Briefing

One pager to explain  
benefits

### Alignment

#### Nudges

Pre and post  
development planning  
& performance  
conversations

#### Add to training

E.g. Manager  
cheatsheet for 1-1s,

# Launch Comms & Training Plan



Socialise Teaser  
Content to  
Change Network



Launch Social  
Media Campaign



Send Manager  
Briefing



Remind Users to  
update Profile  
and save desired  
roles



Announcement  
from Exec  
Sponsor & Invites

Training Sessions



FOMO Comms

## Announcement Email

Email to announce the feature  
sent to all users on launch day

**Subject: Take the next step in your career!**

Do you know where you want to be in 10 years? How about your next role?

Now's the time to explore! Career Planning is LIVE on Gloat!

Log on now to view potential career paths, assess your skill gaps and turn your development plans into action

Want to find out more? Register below for a short training session:

(Add links to training sessions)

Good Luck!

The Gloat Team

# Manager Briefing

Note and one pager to help managers understand how to use Career Planning to develop their employees

## What's in it for me?



### Increase Engagement

A quarter of Gen Z and Millennials say learning is the number one thing that makes them happy at work.



### Hold onto top talent

70% of employees leave their jobs due to lack of career development.



### A Tool to support you

Directing your team to use Career Planning can help you have data driven development conversations

## How can Career Planning support my team?

### FUTURE

Career Paths

Career Paths will help employees answer the question - what are your long term career ambitions or where do you want to be in 5 years?

### NOW

Development Opportunities

Empower employees to explore development opportunities to bridge their skills gaps to their desired roles, putting them one step closer to achieving their dream job!

# Training Sessions

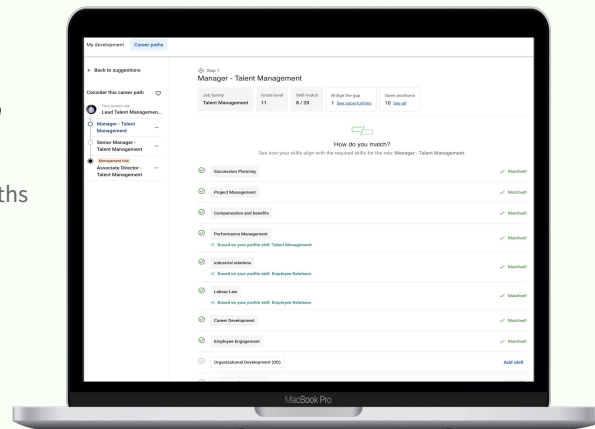
Employee Training Sessions to cover:

1. What is Career Paths
2. How does it work?
3. What's in it for me?
4. How can I use it?
5. What do I need to know as a manager?
6. Further resources

## Career Paths

*Discover, plan, and pursue meaningful opportunities within the organization*

- View personalized career paths
- Discover new roles
- Review skill gaps
- Uncover opportunities to bridge gaps

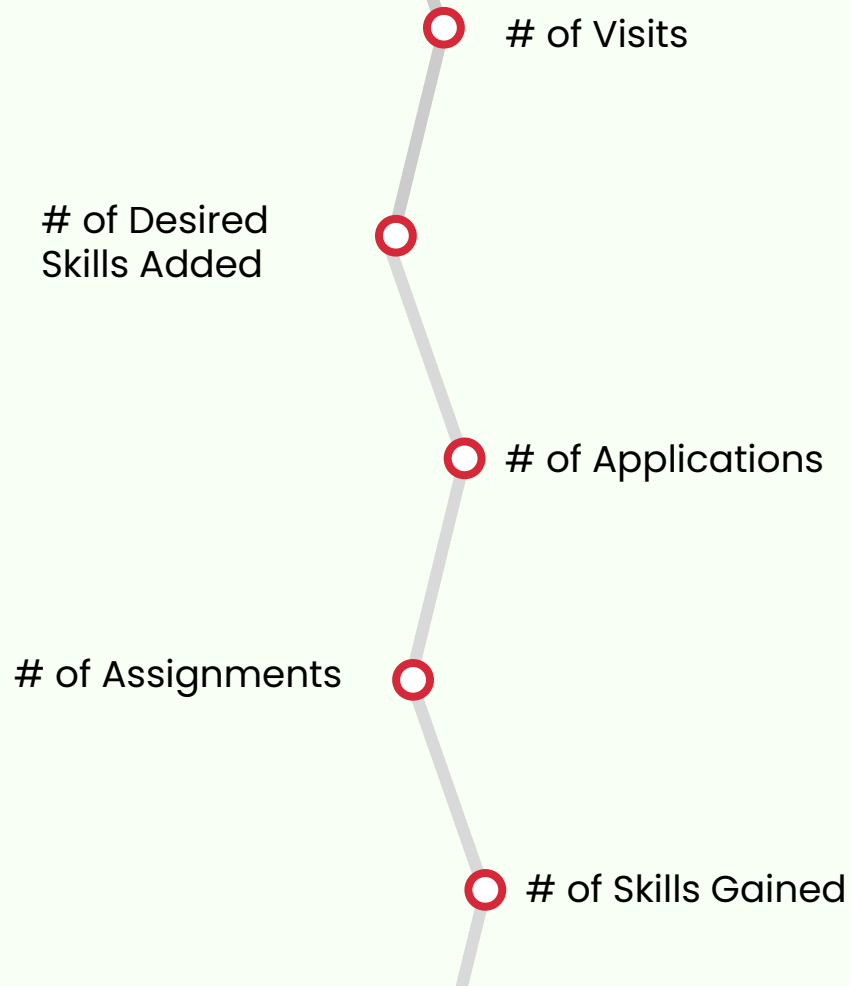


## Step 4: Sustain

Agree the KPIs to track the adoption of Career Planning.

Implement the Comms & Training plan agreed in Step 3 and monitor success using KPIs

If the KPIs show low numbers, plan to proactively intervene e.g. send a reminder email to users to remind them how to use action tracks for their development



# FAQ



**Thank you**

# Types of career paths



## **Progression within the job family**

Provide next role suggestions for a straightforward path to level up within the same job family



## **Progression across job families**

Offer next role suggestions from a different job family, fostering cross-functional growth



## **Aspiration alignment**

Recommend the next role that aligns with an employee's aspirations and career goals



## **Promoted roles by the organization**

Provide a clear path and next role suggestions leading to positions recognized as promoted within the organization

# Employee Title to Job Architecture (JA) Title Matching Algorithm

The platform employs a systematic approach to align an employee's title with the corresponding Job Architecture (JA) title.

The matching process follows these steps:

## **Job Code-Based Matching:**

- If a job code is provided for the employee:
  - a) Single Title Scenario: If there's only one title associated with the job code, that title is directly adopted.
  - b) Multiple Titles Scenario: If multiple position titles exist for the job code, the algorithm searches for a match using both the job code and the employee's current title.

## **Title-Based Matching (When Job Code is Unavailable):**

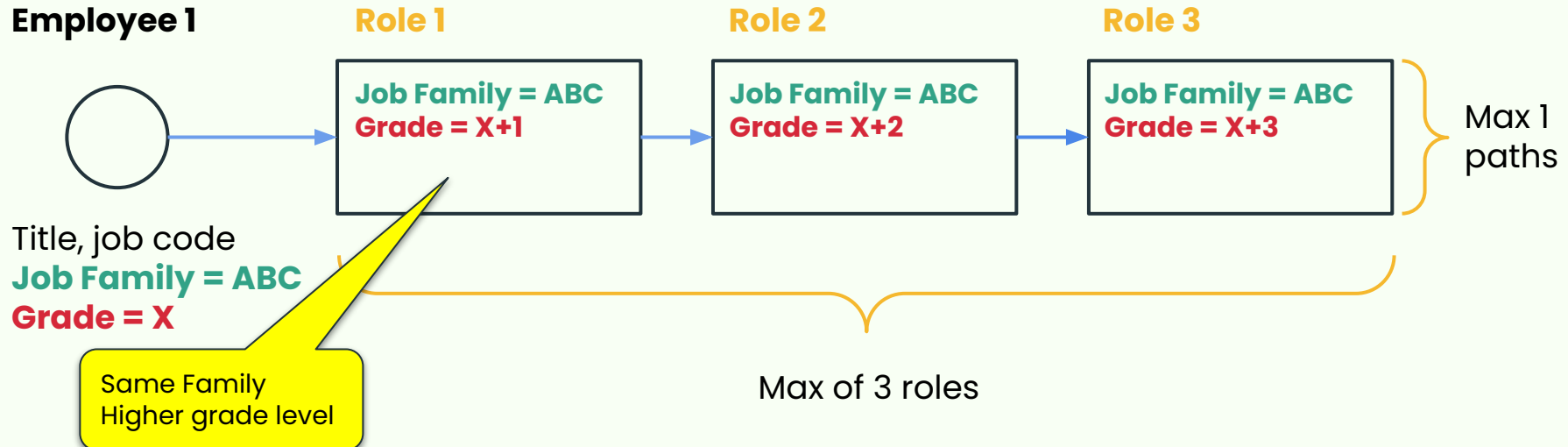
- If no job code is provided for the employee:
  - a) Exact Match: The algorithm searches for an exact match of the employee's title within their current grade level in the Job Architecture.
  - b) Skill-Based Match: If an exact title match is not found, the algorithm is unable to create a trivial career path. In this case:
- Career paths are suggested based on skill matches.
- The suggestions take into account the grade level hierarchy and the employee's profession.

## **Outcome Handling:**

- Successful Match: If a corresponding JA title is found through either job code-based or title-based matching, it is used for further career path suggestions.
- No Match: In cases where no suitable match is found, the platform relies on skill-based matching to suggest potential career paths, ensuring alignment with the employee's current grade level and professional domain.

# Strategy 1 – Trivial progression within the job family

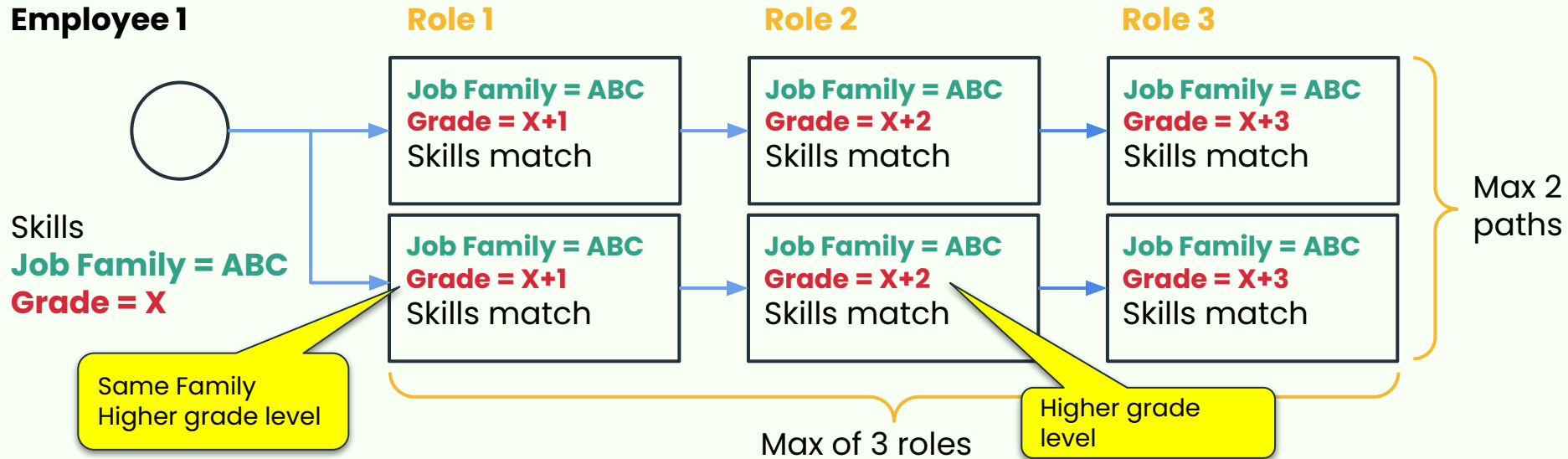
Career path roles will be matched based on the employee's job code and displayed only if the employee's job code is included in the Job Architecture provided by the customer. The system will then attempt to generate a career path within the same job family as the employee's current role. First role in the path would be with a higher grade level



## Strategy 2 – Progression within the same job family

Career path roles will be matched based on the employee's skill match. These will be displayed for employees even if their job code is not included in the Job Architecture provided by the customer. The system will attempt to generate a career path within the same job family based on skill match. First role in the path would be with a higher grade level.

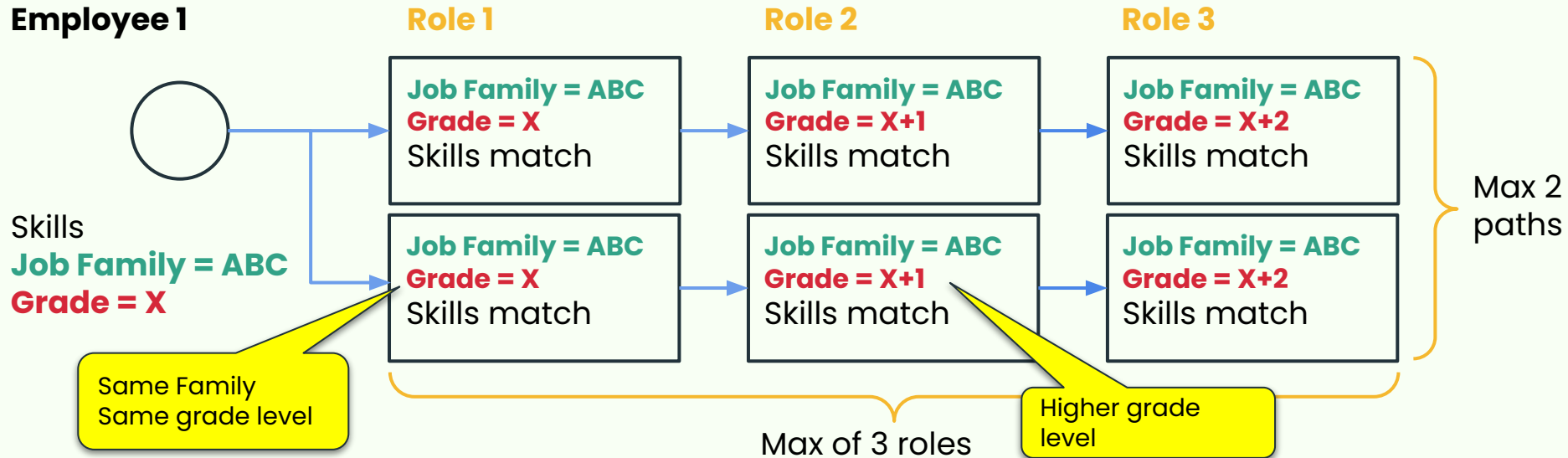
### Employee 1



# Strategy 3 – Lateral movement within same job family

Career path roles will be matched based on the employee's skill match. These will be displayed for employees even if their job code is not included in the Job Architecture provided by the customer. The system will attempt to generate a career path within the same job family based on skill match. First role in the path would be with the same grade level.

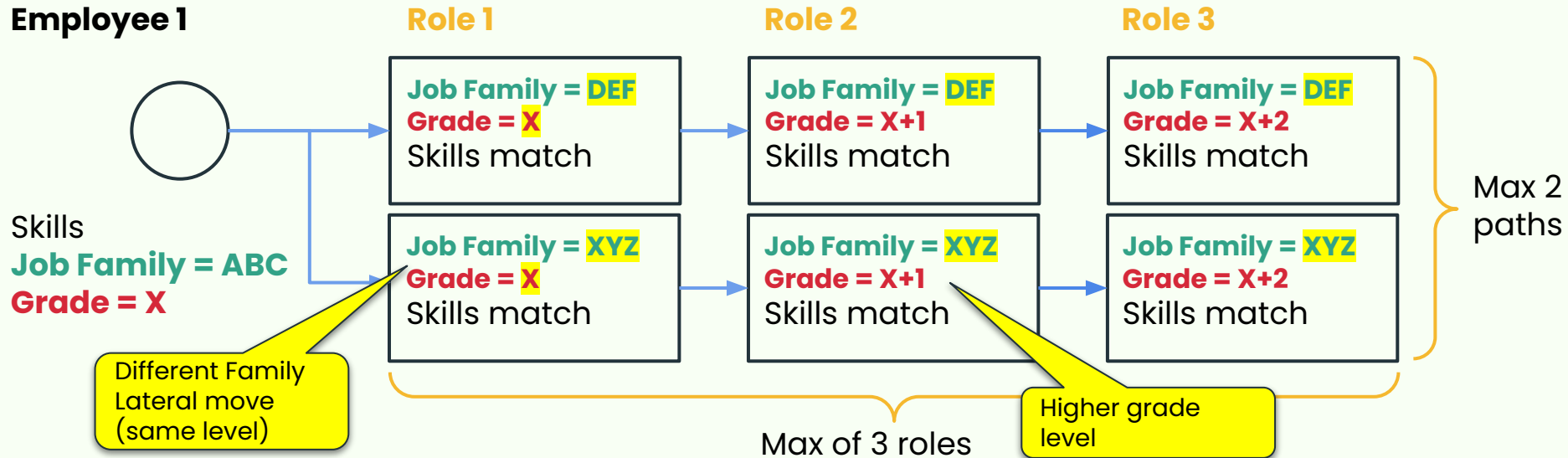
## Employee 1



# Strategy 4 – Lateral movement across job families

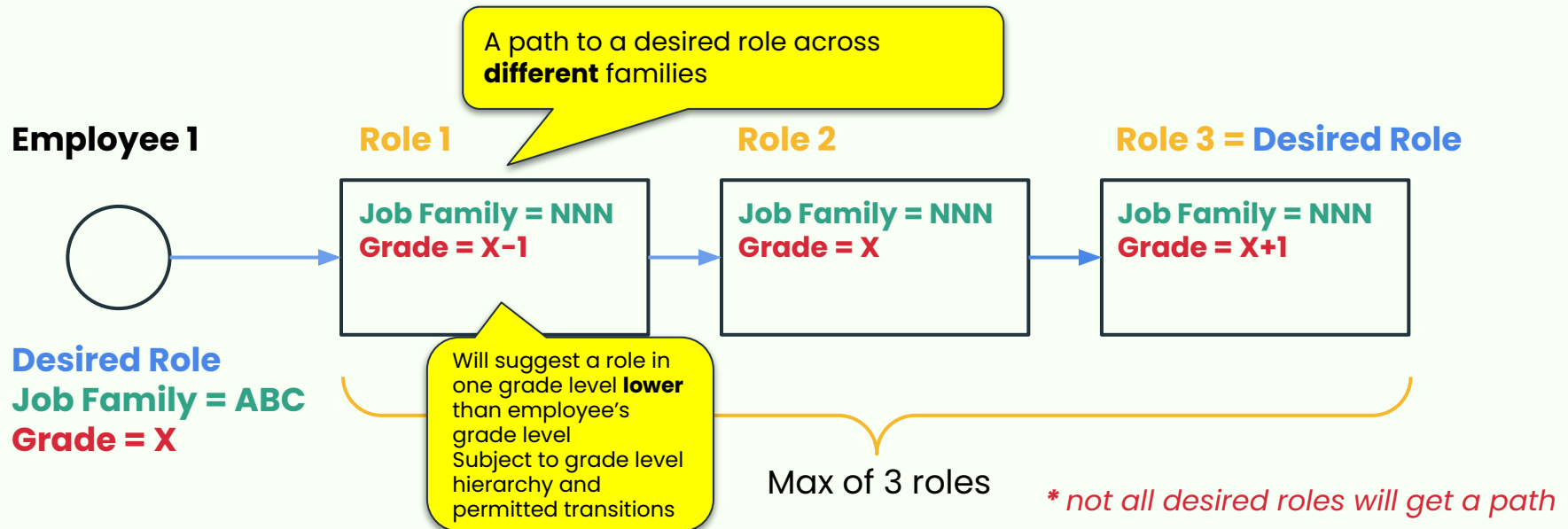
Career path roles will be matched based on the employee's skills. These roles will be displayed for employees even if their job code is not included in the Job Architecture provided by the customer. The system will attempt to generate a career path within the same job family based on skill match. First role in the path would be with the same grade level.

## Employee 1



# Strategy 5 – Path to desired role across families

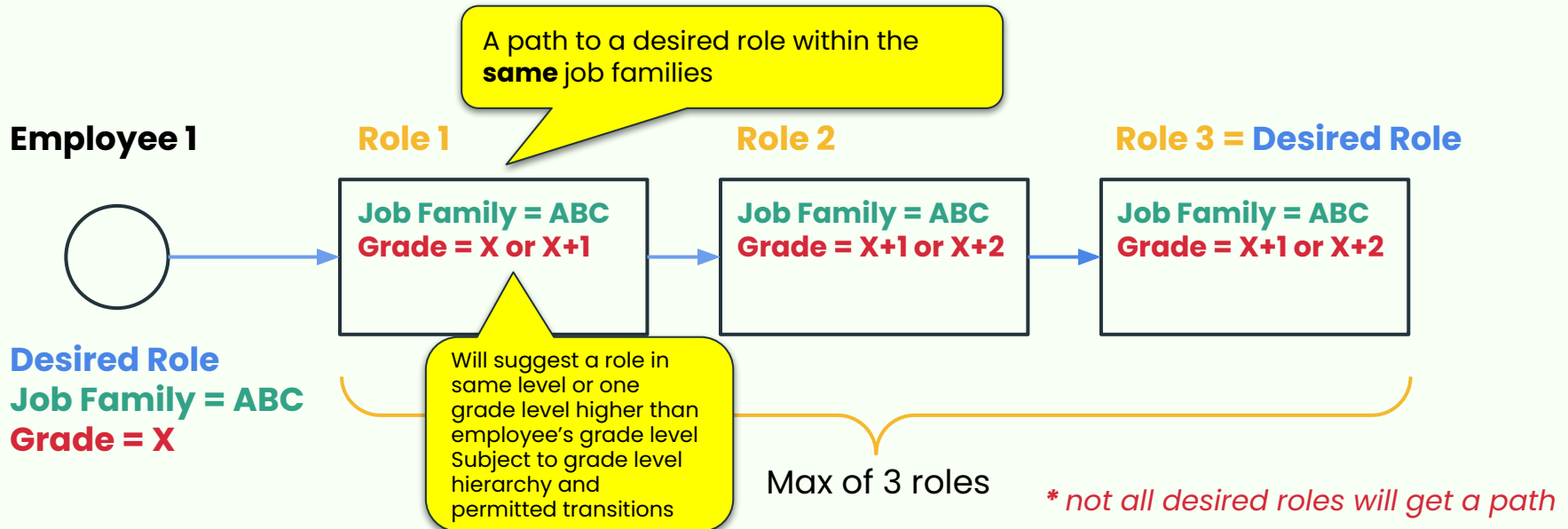
Career path roles will be matched based on the optimal path to a desired role. The system will attempt\* to generate a career path leading towards the role the employee has identified as a desired role. First role in the path would be with a grade level lower than the employee's grade level.





# Strategy 6 – Path to desired role in same job family

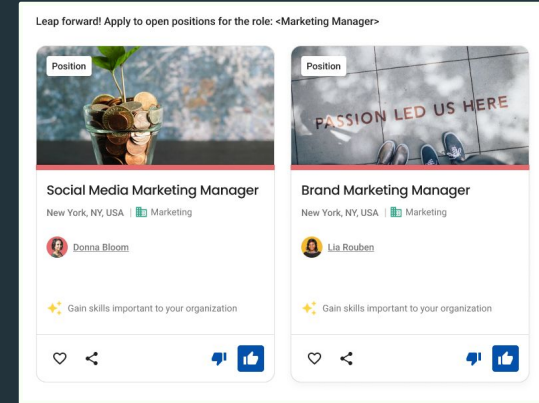
Career path roles will be matched based on the optimal path to a desired role. The system will attempt\* to generate a career path leading towards the role the employee has identified as a desired role. First role in the path would be with the same or higher grade level of the employee's grade level.



# Open Position Matching Algorithm for Career Path Roles

The platform employs an AI-driven algorithm to identify and suggest relevant open positions (requisitions) for career path roles.

1. **Eligibility:** Only active requisitions in the talent marketplace are considered.
2. **Primary Matching:**
  - a. The algorithm prioritizes exact matches between the requisition and the career path role based on:
    - a) Job code
    - c) Grade level
3. **Secondary Matching:**
  - a. If no job code is available for a requisition or the job code is not an exact match, the algorithm attempts to find similarities by comparing:
    - a) Job and Position Title
  - b. This comparison is still restricted to requisitions within the same grade level as the career path role.
4. **Result Handling:**
  - a. If matching requisitions are found using either primary or secondary criteria, they are suggested for the career path role.
  - b. If no matches are found, no open positions are displayed.
5. **Display Limitation:**
  - a. Open positions are only displayed for the initial role in the career path.
  - b. Rationale: This approach focuses on the employee's immediate potential next role, avoiding suggestions for positions that are not yet attainable through direct promotion.





# Thank you