2012 UC CUCSA Staff Engagement Survey Recommendation Report Summary Career Development

January 13, 2014
## Career Development Workgroup

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Career Development

Survey Outcomes

Approach

Emerging Themes

Recommendations

[Bar chart showing career development outcomes and recommendations]
Approach

We initially decided to utilize a variety of approaches to gather more information before discussing ideas and options. Listed are some of the methods used to collect data, best practices and opinions:

- Reading material regarding career and leadership development (survey, research reports, online articles)
- Review of current UCOP career development policies (e.g., PPSM 50 and PPSM 51)
- Informal interviews with a cross spectrum of UCOP employees including staff, managers, and department heads
- Interviewed OP Human Resources for attendance statistics and satisfaction with current development programs and classes
- Interviewed BRC payroll managers
- Researched other HR resources, such as CEB (Corporate Executive Board)
Emerging Themes

- More training opportunities – different programs, all levels
- More meetings on career development
- More check-ins by supervisors on staff career goals
- More flexibility to attend programs outside of current work assignment/online course availability
- More classes focused on certifications and degrees
- More focus on succession planning
- Review current offerings to ensure they fit the current need of OP
- Establish clearer descriptions on current offerings (better branding and visibility)
- More cross-functional work group opportunities (similar to the Staff Engagement work groups)
- Ensure equal access to training funds and opportunities for all OP units
UCOP should enhance the existing information, resources and branding of the learning and development opportunities available at UCOP to better manage career growth

- Establish a Career Development position/role.
- Broaden and deepen course offerings (certification programs, partner with UC Online) and communicate widely across the organization.
- Encourage cross divisional, cross system, job rotation and/or work groups across all employment levels.
- UCOP divisions and departments should specifically be allocated funds for career development opportunities to be used equitably across all levels of employees, to include continuing education, certification and training resources.
Supervisors should be active participants in the development of their staff

- UCOP should establish HR policy/procedures covering supervisory responsibilities to assist with career development for staff across all divisions and departments of UCOP, for all levels.

- A percentage of supervisors’ work time should be formally designated for supervisory responsibilities in policy and position descriptions.

- Supervisors should engage in regularly scheduled discussions with direct reports focused on career development issues, to include both goal setting and post-performance review.

- Mandatory training should be provided for supervisors on UCOP career development policies, guidelines and resources such as the following:
  - A demonstrated proficiency with existing programs such as Career Tracks
  - Knowledge of additional career development opportunities as available, such as work rotations, UCOP wide committee projects, mentoring programs and job shadowing.
  - Provide a comprehensive list of all networking opportunities at UCOP
Employees should be actively engaged in their career development

- Employees should talk to supervisors regularly about their personal and career development.
- Employees should develop their own goals and plans with the assistance of their supervisors.
- Employees should take advantage of available mentorship opportunities to develop their strengths with the guidance and support of a strong performer within the organization.
- Employees should take advantage of available training opportunities, such as on-the-job training, special projects, rotational assignments, job shadowing, etc.
Provide succession planning guidance and opportunities

- UCOP should review organizational readiness to identify candidates for talent pipeline.
- UCOP should communicate development path to leader or manager roles to all employees, without guaranteeing placement.
- UCOP should establish and roll out process for succession planning.
- UCOP should provide transparent and inclusive communications throughout OP on career development opportunities/training.