

Advancing UC: Retaining Our Workforce

UC-Coro Systemwide
Leadership Collaborative

2021 Southern Cohort

UNIVERSITY OF CALIFORNIA



Imagine a UC...

Direct Quotes From Our Pulse Survey

“At UC, the reclassification and raise process is completely and utterly **painful**”

“...the process has a detrimental impact on staff **morale**”

“...feels **cumbersome** and **opaque**”

“Promotion and reclass is a who you know, not what you know”

“Reclassification and equity increase seem **arbitrary**”

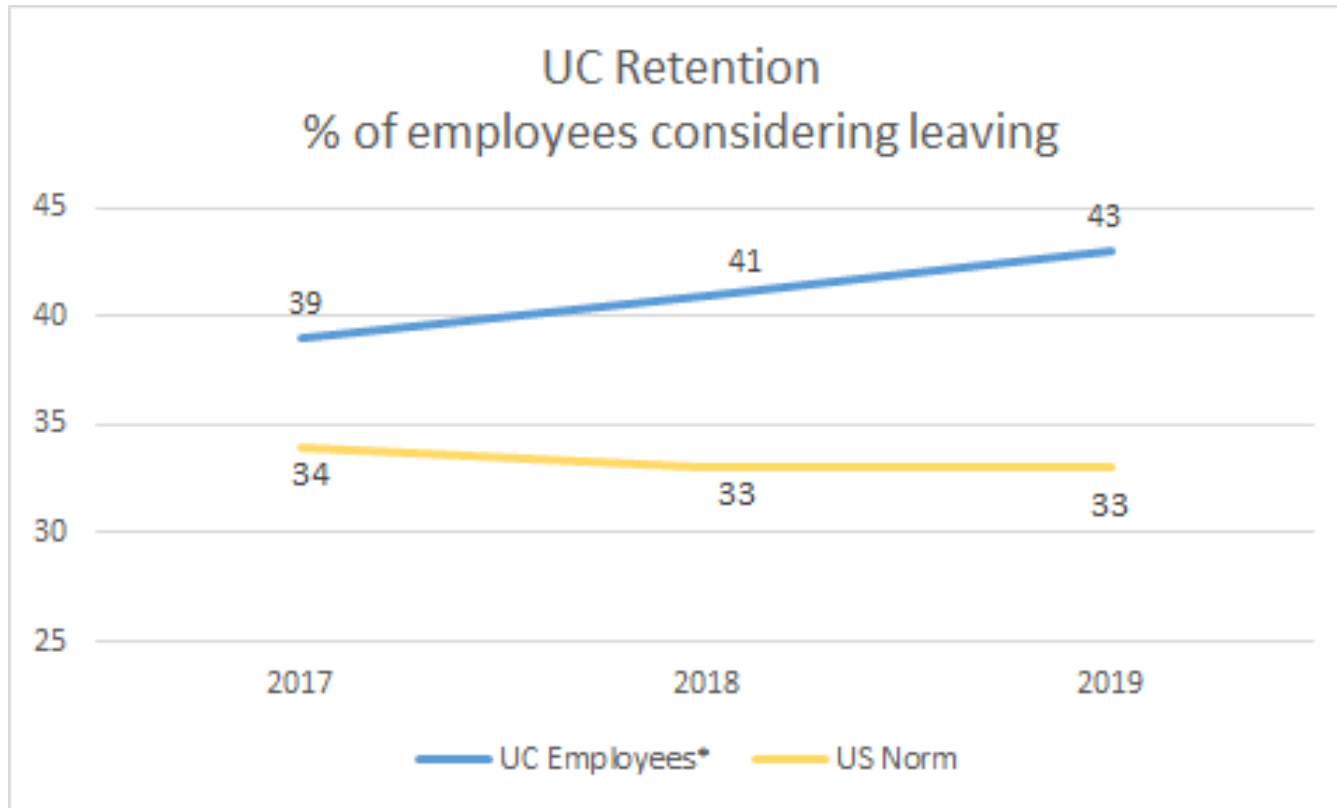
Purpose and Need

**Great people are leaving UC.
Our processes for retaining high
performers need to evolve to meet
our current challenges.**

Agenda

- Data & Literature Review
- Goals & Recommendations
- Planning Worksheet & Decision Tree
- Action Items for Leadership
- Future Considerations
- Acknowledgments

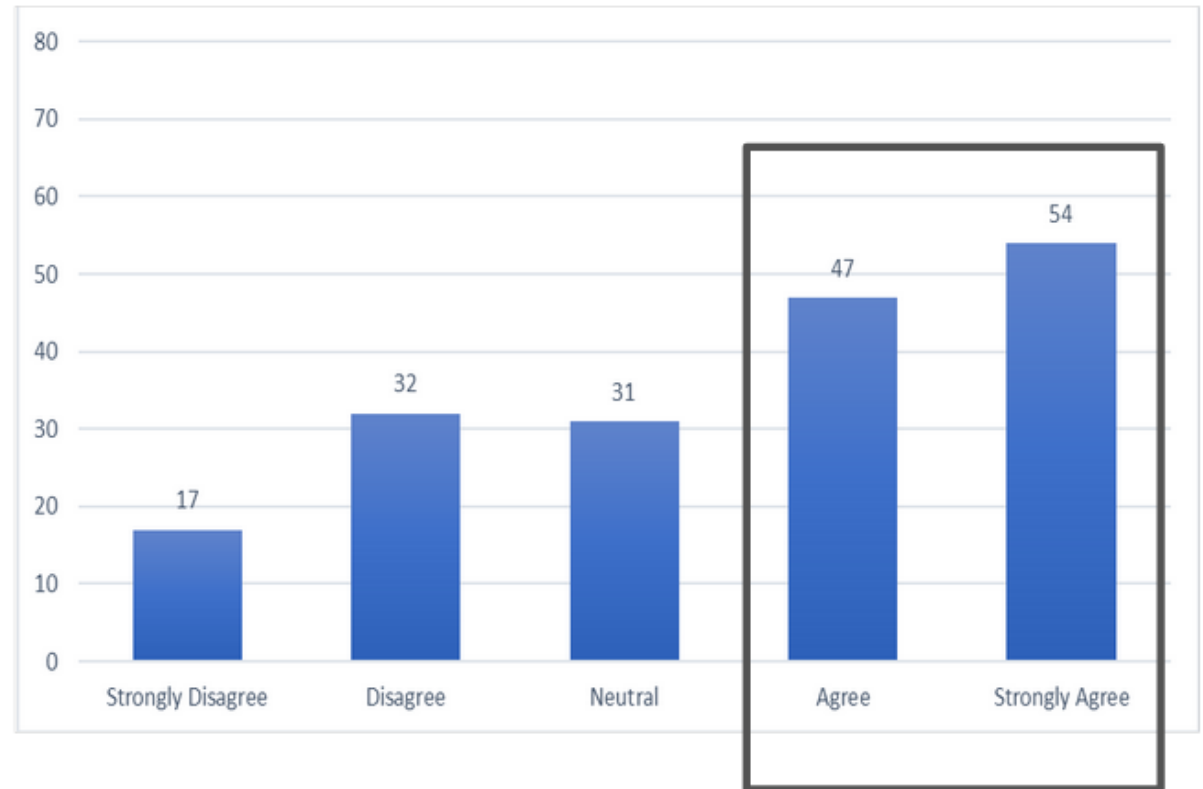
Going Somewhere?



*University of California Employee Engagement Surveys

Our department or unit has experienced challenges with staff retention within the last 3 years.

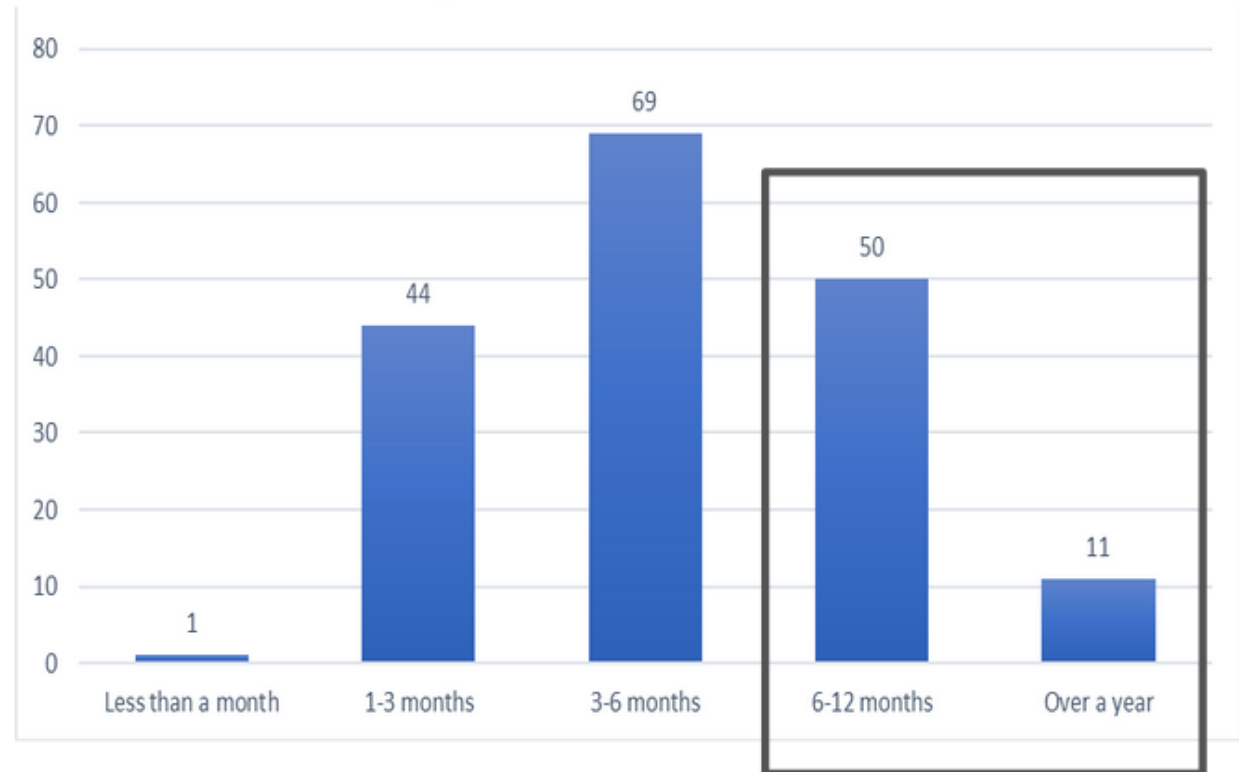
Almost 56% of respondents said that they agreed or strongly agreed



N = 181, All UC Locations | Collected 12/2021 and 01/2022

When positions have become vacant in your department or unit over the last 3 years, how long, on average, has it taken to fill them?

More than one-third (35%) of vacancies take more than six months to fill



N = 181, All UC locations | Collected 12/2021 and 01/2022

Themes: Literature & Pulse Survey

Career Advancement

Streamlined Processes

Relational Management Approach

Flexibility (NorCal Focus)

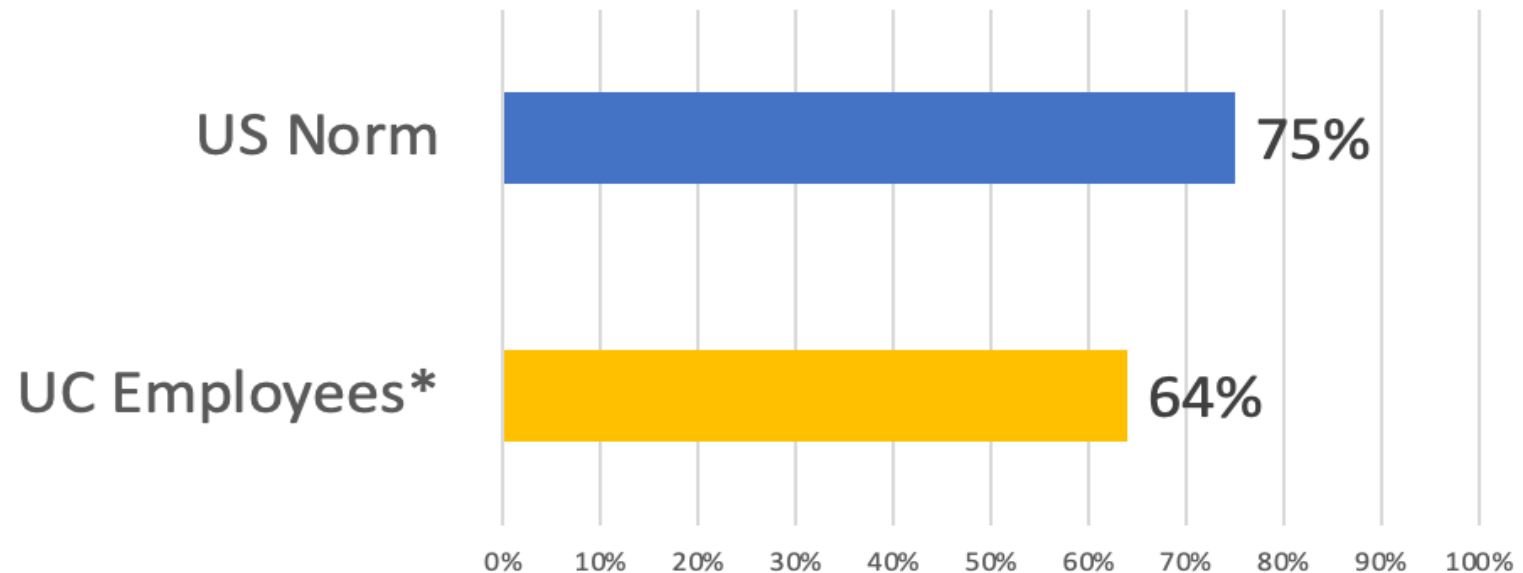
Competitive Compensation (Future Consideration)

**“Transparency is critical for equity.
Known to all and the same for all.”**

- Yvette Gullatt

*Vice President for Graduate and Undergraduate Affairs
Vice Provost for Equity, Diversity and Inclusion*

Survey Question: I am confident I can achieve my personal career objectives



*University of California 2021 Employee Engagement Survey (n=11,256 participants)

Goals

- Promote Strategic Partnerships
- Communicate Clearly and Apply Policies Consistently
- Empower Staff, Supervisors and Managers

Goal: Promote Strategic Partnerships

Recommendations

1. Increase engagement between supervisors, managers and human resources



Goal: Communicate Clearly and Apply Policies Consistently

Recommendations

2. Clarify terminology
3. Make internal recruitment and promotion procedures clear and accessible for all
4. Streamline internal recruitment and promotion procedures

The screenshot shows the University of California Systemwide Human Resources website. The header includes the University of California logo, the Office of the President, and navigation links for Jobs, People, Search, HOME, ABOUT, ORGANIZATION, and INITIATIVES. The main content area is titled "Systemwide Human Resources" and features an "OVERVIEW" section. A text block describes the Office of Human Resources' role in developing a vision and strategy. A policy document titled "PPSM-20: Recruitment and Promotion" is overlaid on the page, showing details such as the responsible officer (VP - Systemwide Human Resources), issuance date (4/21/2020), effective date (4/21/2020), last review date (3/18/2020), and scope (Positions in the Professional & Support Staff, Managers & Senior Professionals, and Senior Management Group personnel programs). Below the text, there are sections for "UNITS AND PROGRAMS" and "TOP RESOURCES" with various links and descriptions.

UNIVERSITY OF CALIFORNIA		Office of the President	Jobs People Search
HOME	ABOUT	ORGANIZATION	INITIATIVES

UCOP > UC Operations > Systemwide Human Resources

Systemwide Human Resources

OVERVIEW

The Office of Human Resources is responsible for developing a vision and strategy and environment to engage, empower and involve the university's human capital, in the present and onwards.

PPSM-20: Recruitment and Promotion

Responsible Officer:	VP - Systemwide Human Resources
Responsible Office:	SHR - Systemwide Human Resources
Issuance Date:	4/21/2020
Effective Date:	4/21/2020
Last Review Date:	3/18/2020
Scope:	Positions in the Professional & Support Staff, Managers & Senior Professionals, and Senior Management Group personnel programs.

UNITS AND PROGRAMS

- Systemwide Leadership and Immediate Office**
- Talent Management**
Helping align our human capital and mission.
- Programs & Strategy**
Enhancing the well-being of our employees and their families.
- Compensation Programs & Strategy**
Compensation policy and program design, tools and systems.
- HR Policy**
Oversees personnel policy, programs, guidelines and procedures.

TOP RESOURCES

- Strategic Plan 2015-2019
- Systemwide HR Fellows Program
- Integrated Talent Management
- Systemwide Job Site
- UC Managing Implicit Bias Series
- My UC Career
- Benefits on UCnet
- UC Retirement At Your Service (UCRAYS)
- SMG Coordinators by Location
- Compensation Reporting
- COVID-19 Related Documents
- Personnel Policies for Staff Members (PPSM)
- HR Policies and Policy Owners

UCI Internal Promotion Request Process



Goal: Empower Staff, Supervisors and Managers

Recommendations

5. Actively promote systemwide tools and resources
6. Encourage supervisors and managers to routinely evaluate roles and provide opportunities
7. Create a management series specifically on retention and talent management



Talent Planning Worksheet: Assessment



Assess

Assess

Succession Planning

1. On a scale from 1 to 10 (1 = least impact, 10 = greatest impact), rate the potential operational impact of the employee's departure.
2. Who are the potential interim or permanent successors?
3. What training and how much lead time does the potential successor need for a successful transition?

Talent Planning Worksheet: Communication



Communicate

Communicate

Plans and Timelines

Note: Proactive retention is an ongoing activity. What are your plans for the future?

1. When did you last have an engagement, stay or career development conversation with this employee?
2. What is the target date for your next engagement/stay/career development meeting with this employee?
3. What information do you hope to gather at this next meeting?

Talent Planning Worksheet: Measurement and Implementation



Measure/Implement

Measure/Implement

Implementation of Insights and Use of Campus-Based/Systemwide Resources

Note: What have you implemented in response to discussions with this employee? What insights are available from various campus and systemwide survey tools and other initiatives that might be relevant to this employee?

1. Based on the outcome of your last discussion with this employee, what items have been addressed and which need further attention during this period?
2. Have you considered how campus or systemwide resources (engagement surveys, climate surveys or other resources) may be utilized in your efforts with this employee?

Training Opportunities and Resources

Leadership and Bias/Diversity Program

- UC Systemwide
- UC Campuses
- Non-UC resources

UC Systemwide Management Training Series		
Program	Website	Framework/ Requirements
UC People Management Series	https://ucnet.universityofcalifornia.edu/working-at-uc/your-career/talent-management/people-management-series-and-certificate/index.html	16 core courses, plus 4 electives courses which include systemwide eCourses and locally identified online and instructor-led courses.

Training Opportunities and Resources

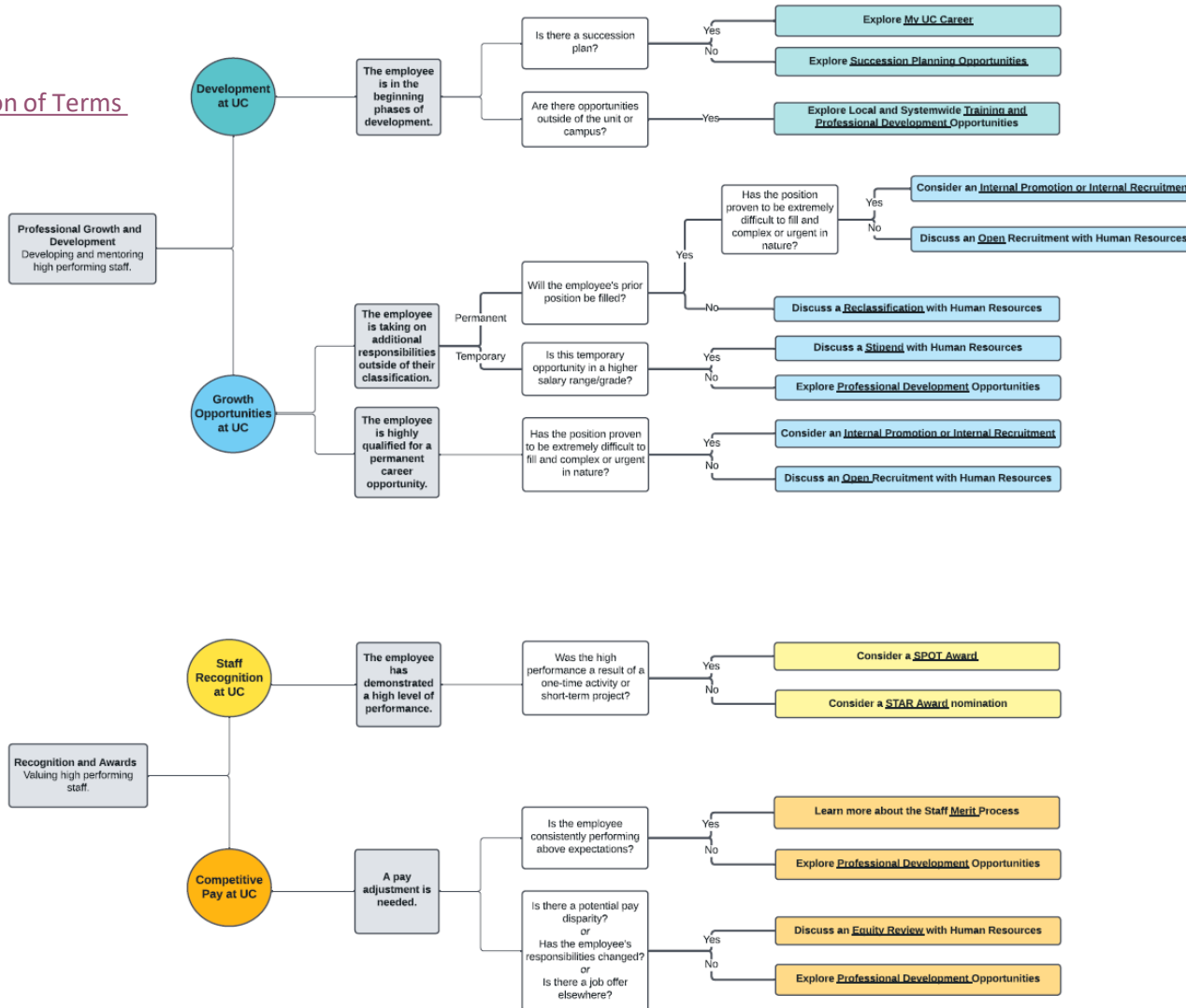
Leadership and Bias/Diversity Program

- UC Systemwide
- UC Campuses
- Non-UC resources

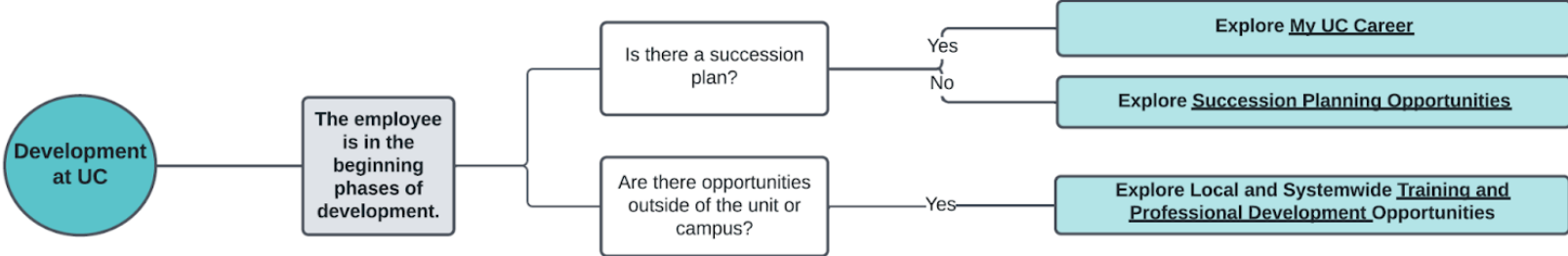
Non-UC Implicit Bias Series		
Program	Website	Framework/ Requirements
eLesson: by Microsoft	https://www.mslearning.microsoft.com/course/72169/launch	Free Incorporates quizzes throughout Transcript available

Career Advancement Decision Tree

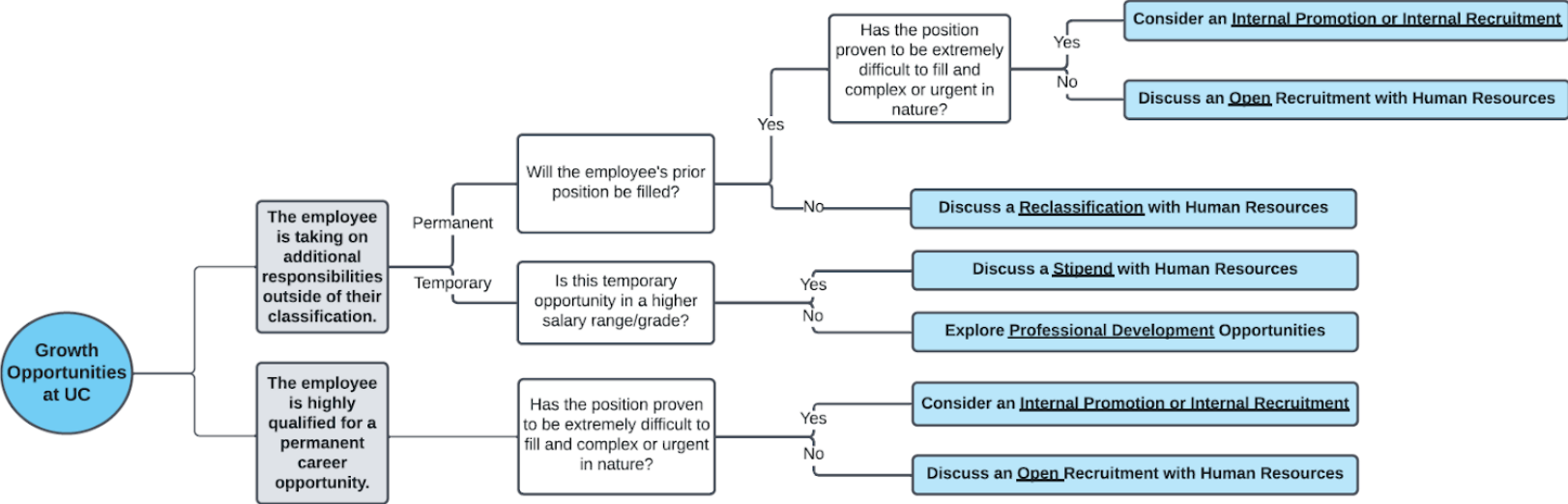
PPSM-2: Definition of Terms



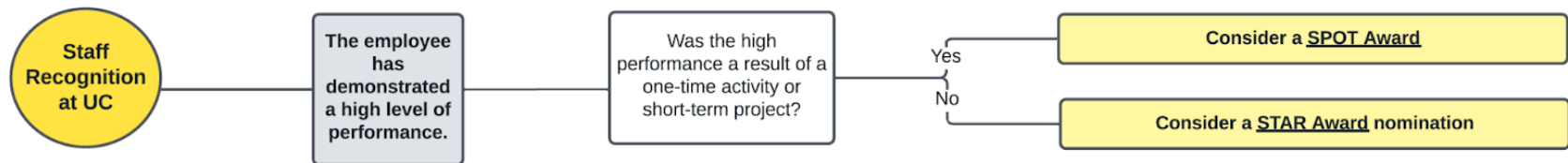
Development at UC



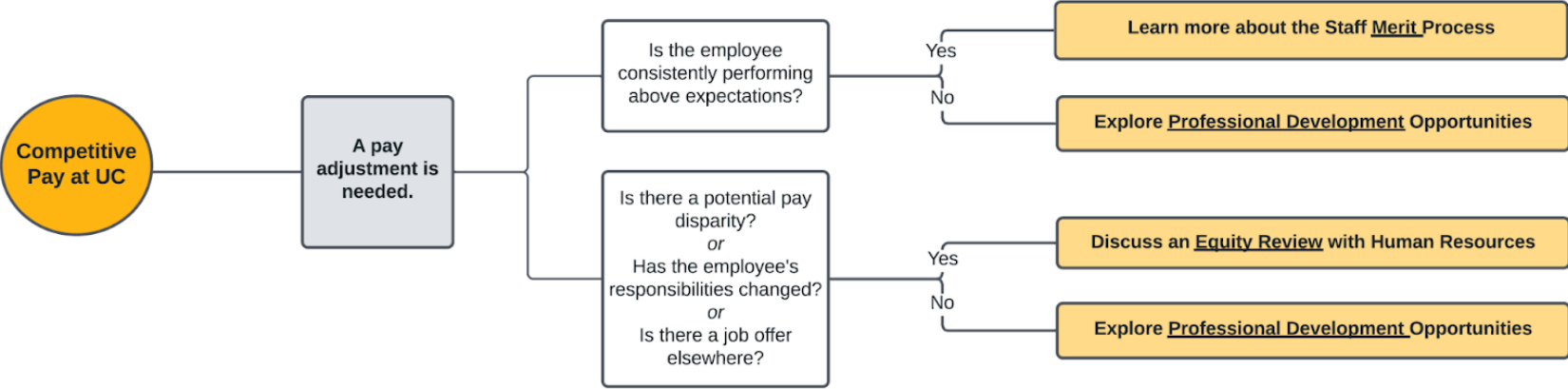
Growth Opportunities at UC



Staff Recognition at UC



Competitive Pay at UC



Summary of Recommendations

1. Increase **engagement** between supervisors, managers and human resources staff.
2. **Clarify** terminology.
3. Make internal recruitment and promotion procedures clear and **accessible** for all.
4. **Streamline** internal recruitment and promotion procedures.

Summary of Recommendations

5. Actively **promote** systemwide tools and resources.
6. Encourage supervisors and managers to evaluate roles and provide **opportunities**.
7. Create a management series specifically on **retention** and talent management.

What Can You Do Now?

Leadership

- Prioritize and share your commitment to employee experience
- Invest in modern end-to-end talent management and employee engagement platforms

Systemwide Human Resources

- Review and update policies to ensure terminology is defined and consistent

What Can You Do Now?

Chief Human Resource Officers (CHROs)

- Ensure all campus divisions and departments apply policies and procedures consistently
- Prominently display systemwide resources (Talent Management, My Career on UC Net) on campus website

Managers and Supervisors

- Use the Career Advancement Decision Tree and Talent Planning Worksheet

For Future Consideration

- Funding Competitive Compensation
- Healthy Turnover
- Revising Policies

Acknowledgements

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UC

Day-to-Day Project Sponsors



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Helps Advance the Premier Higher
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Thank You!