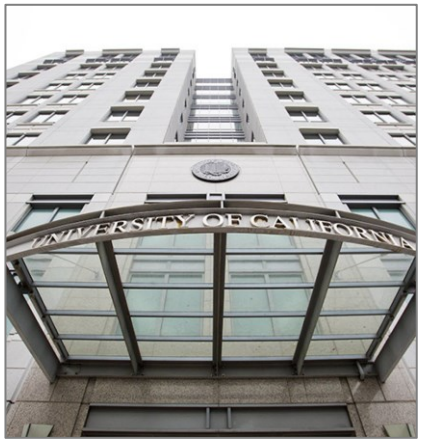
Advancing UC: Retaining Our Workforce



UC-Coro Systemwide Leadership Collaborative

2021 Southern Cohort

UNIVERSITY OF CALIFORNIA

Imagine a UC…

UNIVERSITY OF CALIFORNIA

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**"

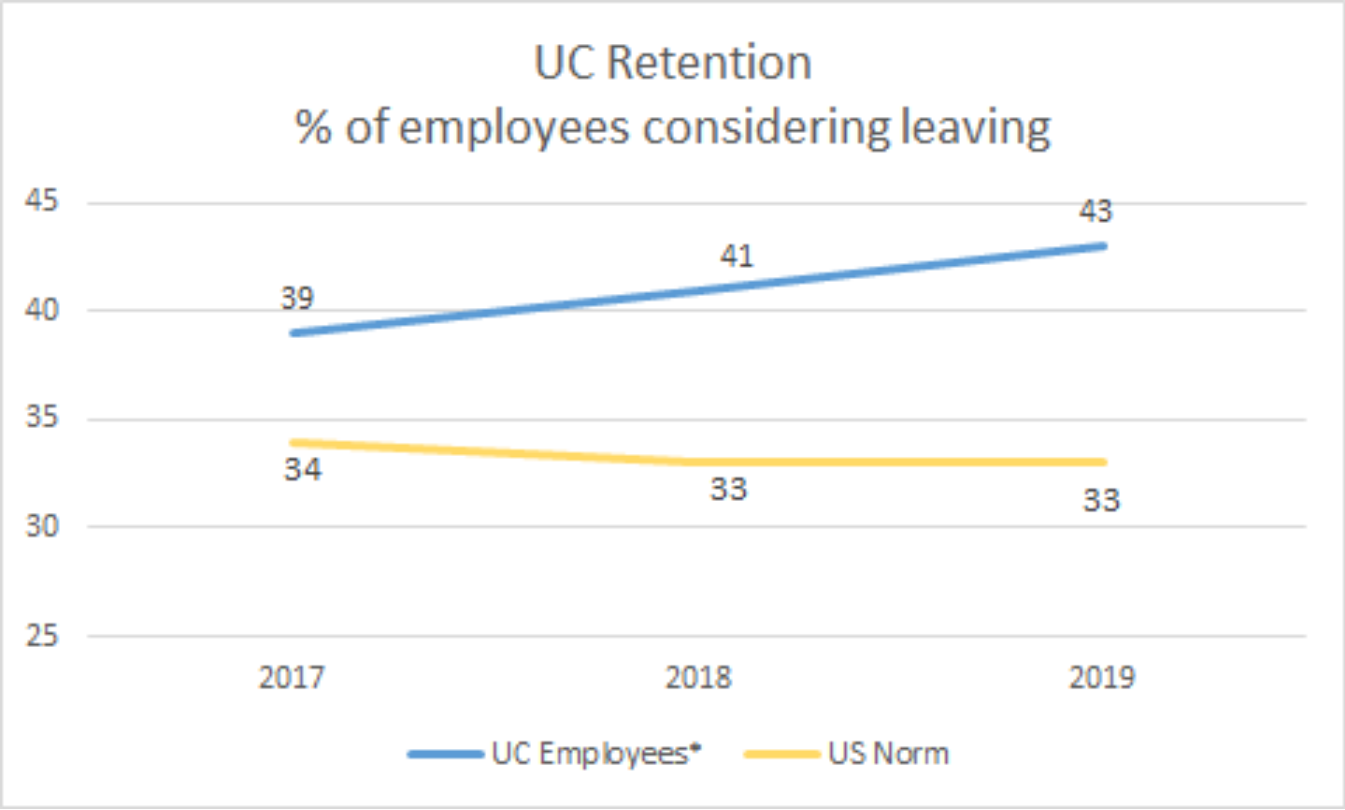
Purpose and Need

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

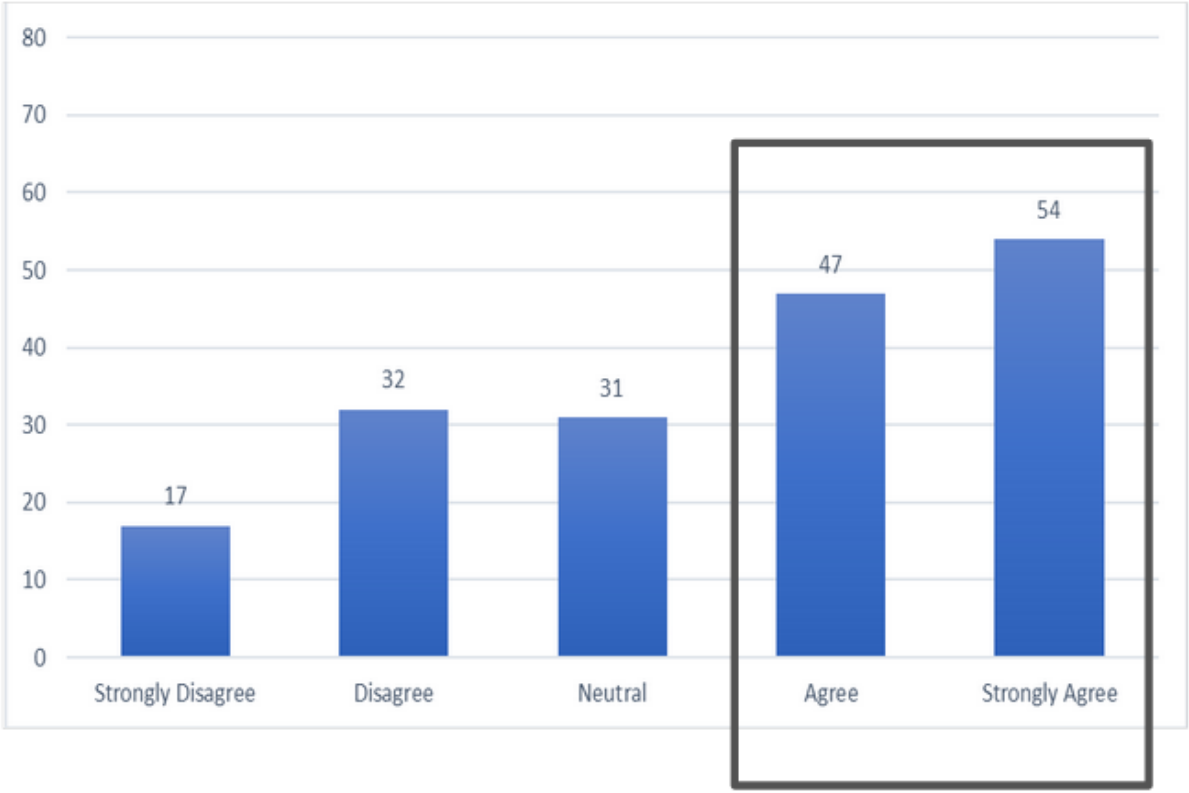
Going Somewhere?



*University of California Employee Engagement Surveys

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

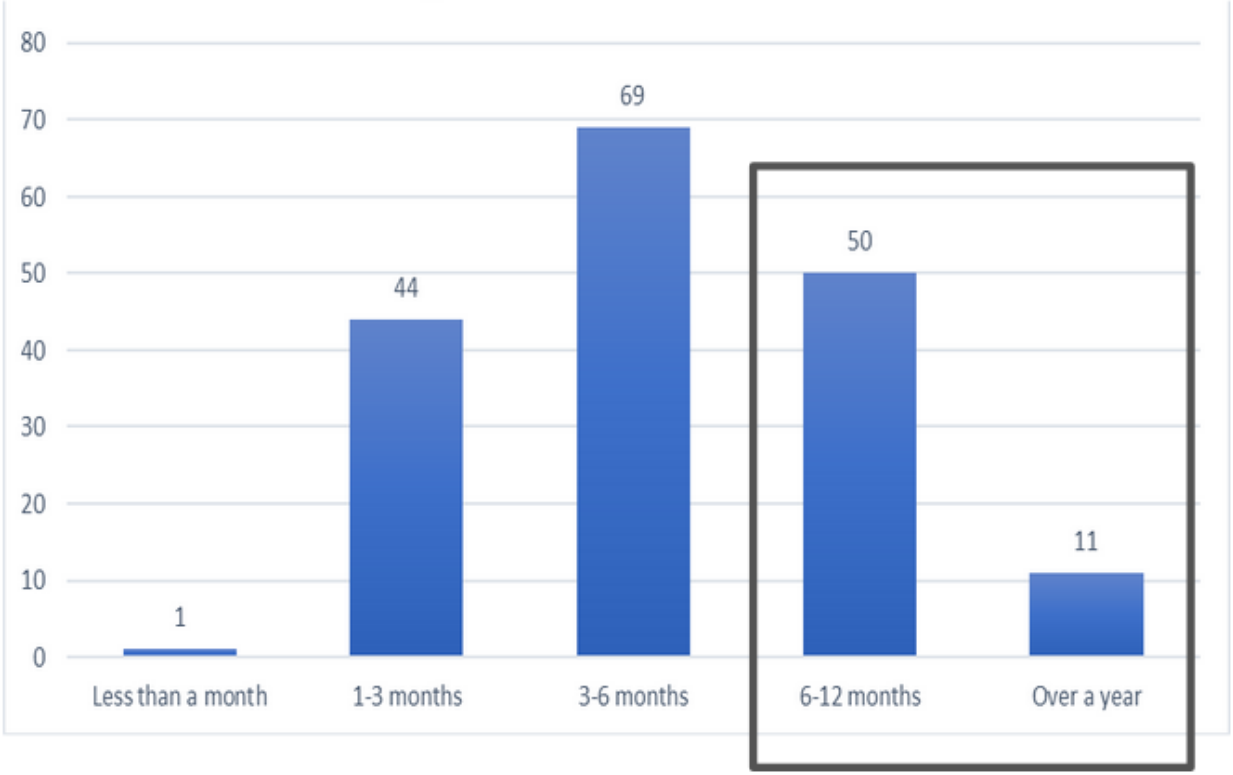
Almost 56% of respondents said that they agreed or strongly agreed



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)

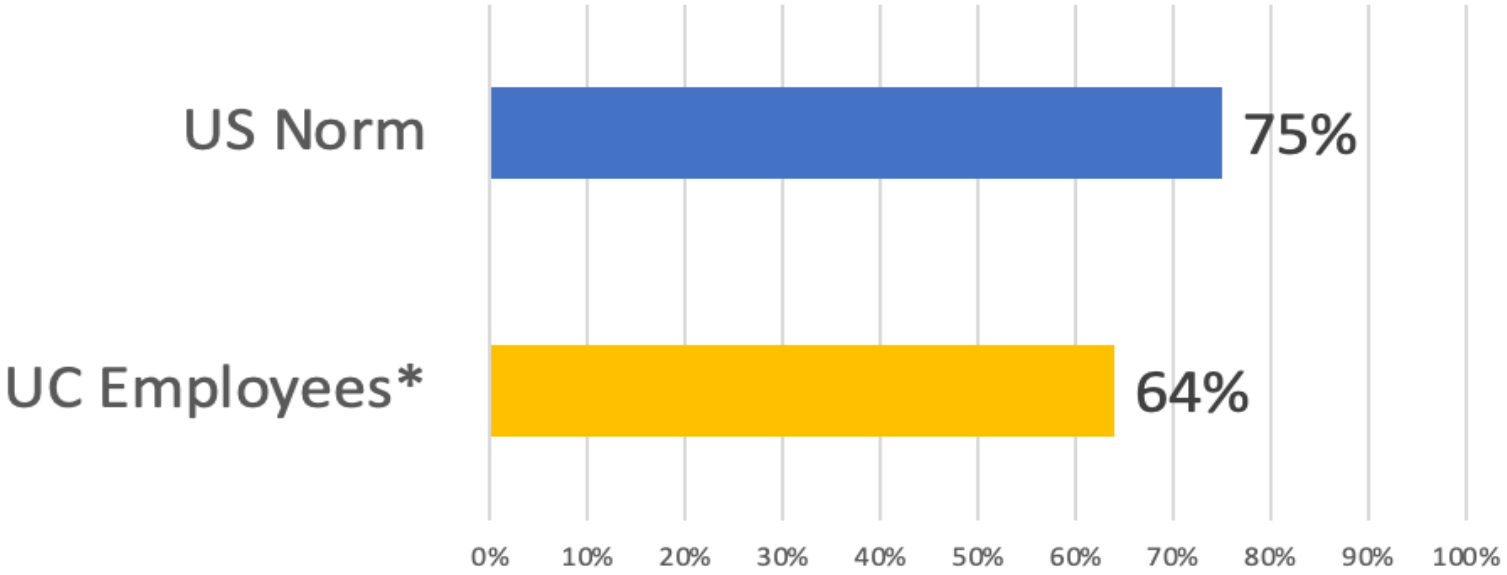
“Transparency is critical for equity.

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

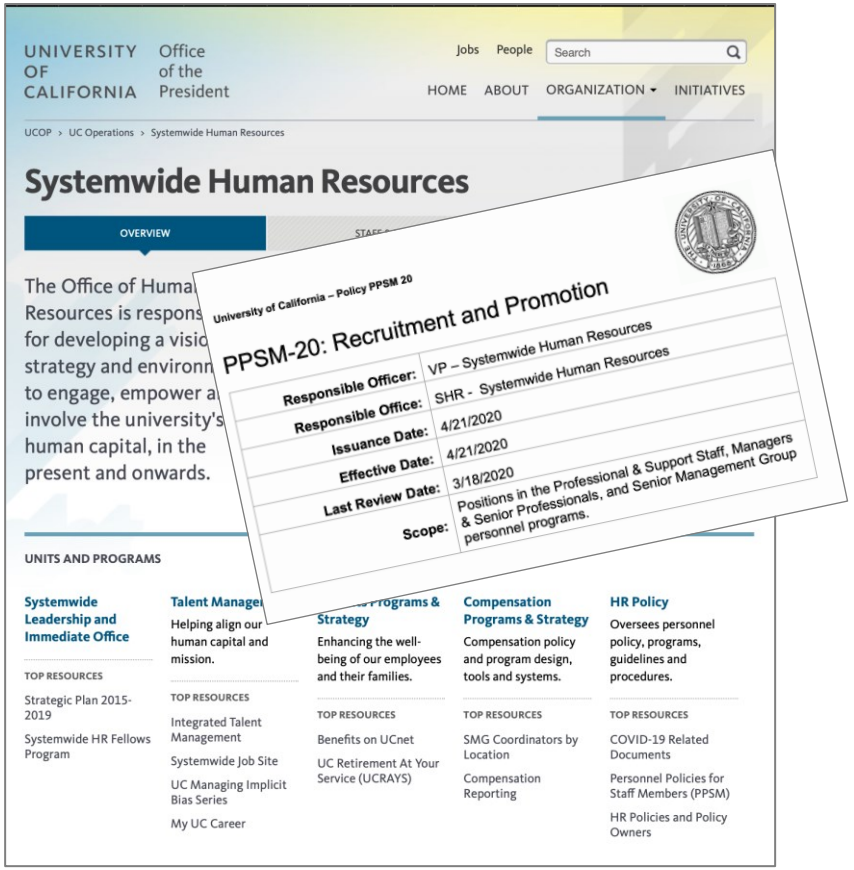
Recommendations

1. Increase engagement between supervisors, managers and human resources

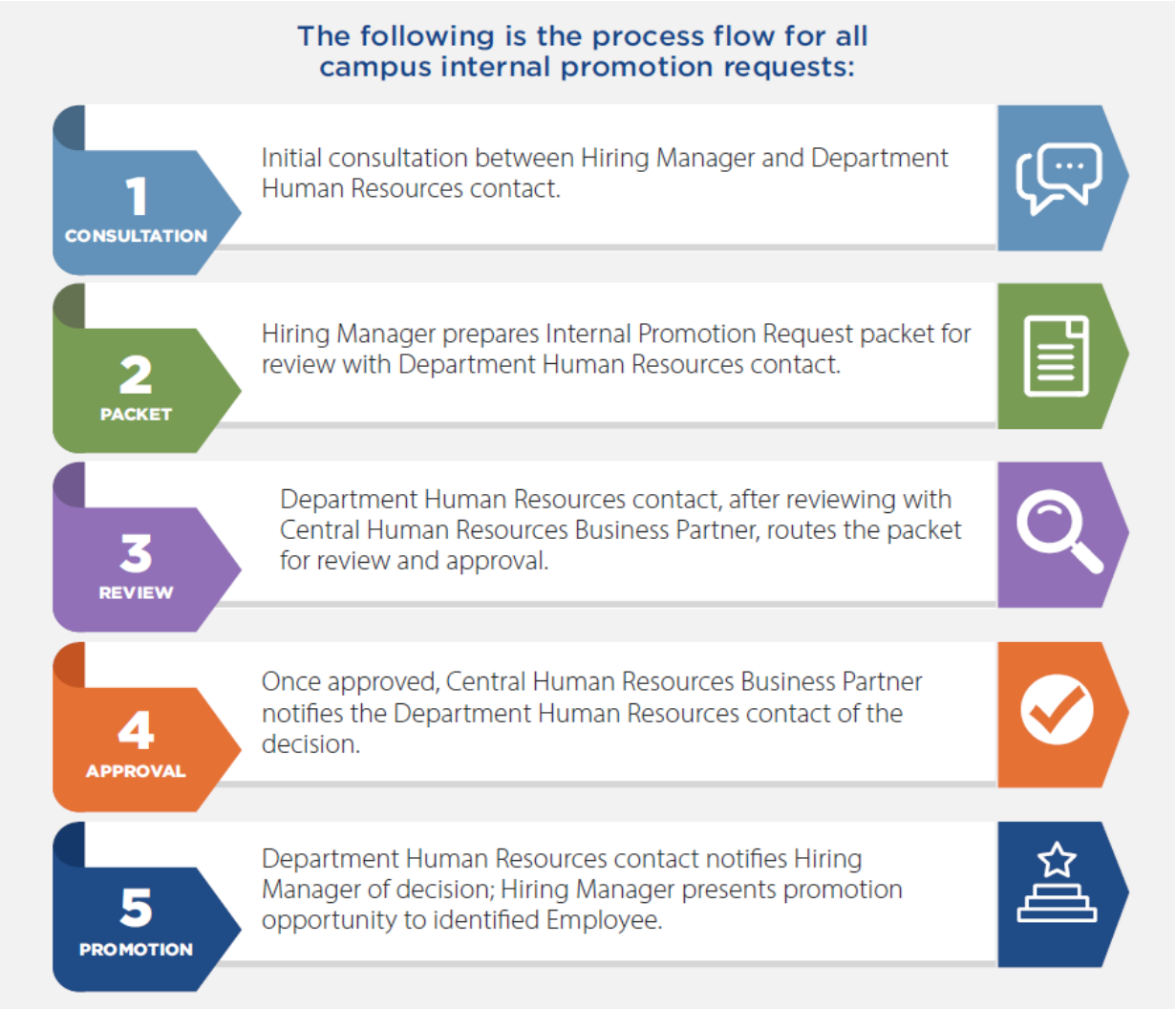
Goal: Communicate Clearly and Apply Policies Consistently

Recommendations

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



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

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

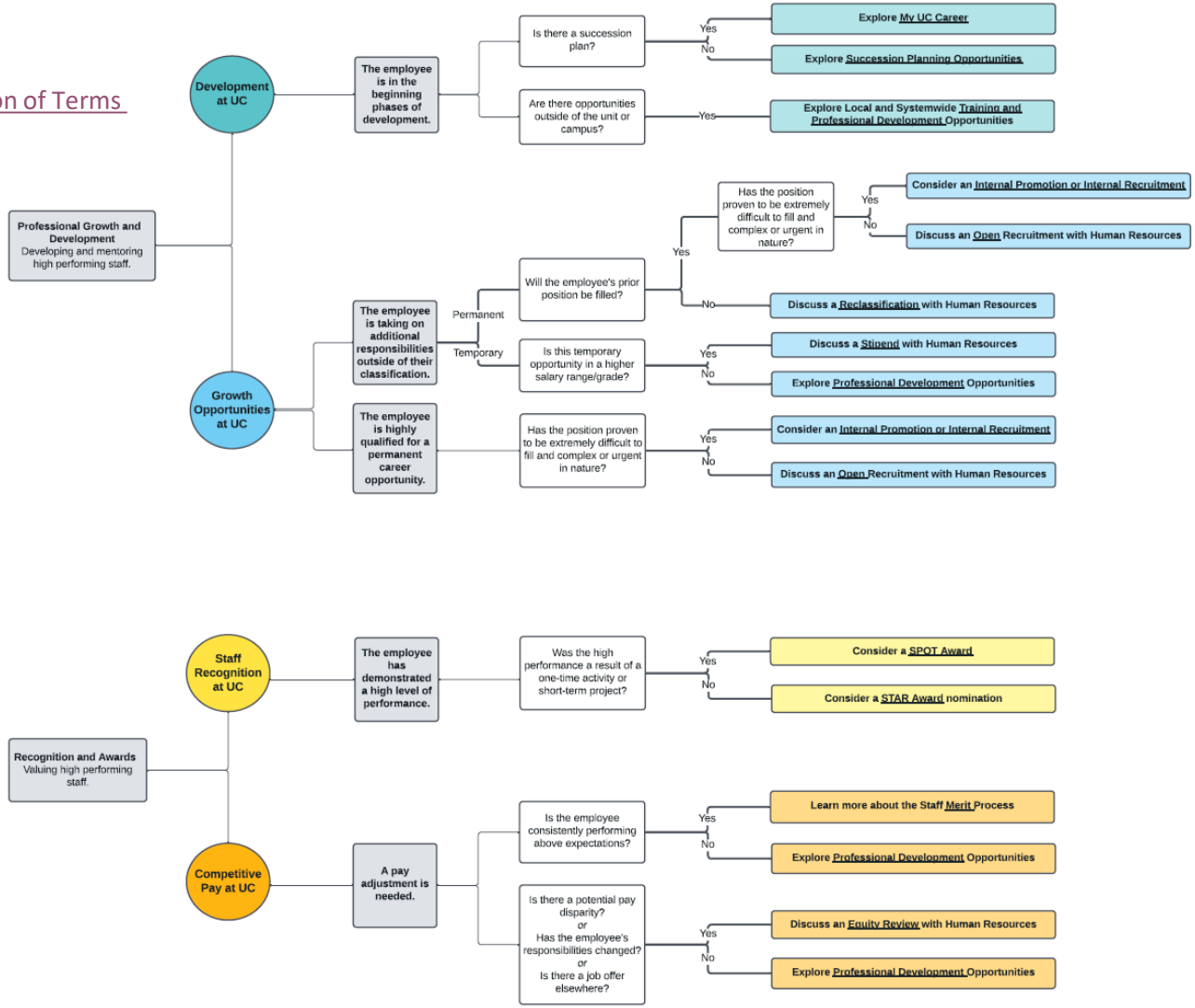
Leadership and Bias/Diversity Program

- UC Systemwide
- UC Campuses
- Non-UC resources

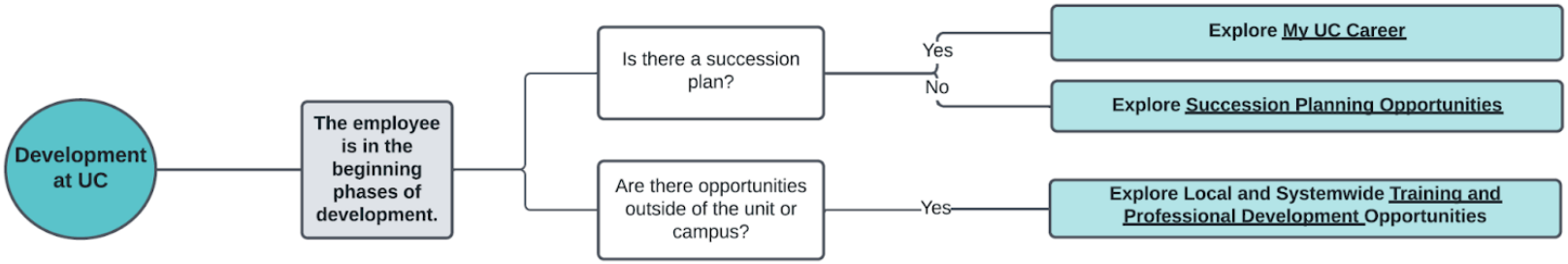
Non-UC Implicit Bias Series		
Program	**Website**	**Framework/ Requirements**
eLesson: by Microsoft	https://www.mslearning.microsoft.com/course/72169/launch	**Free** Incorporates quizzes throughout Transcript available

Career Advancement Decision Tree

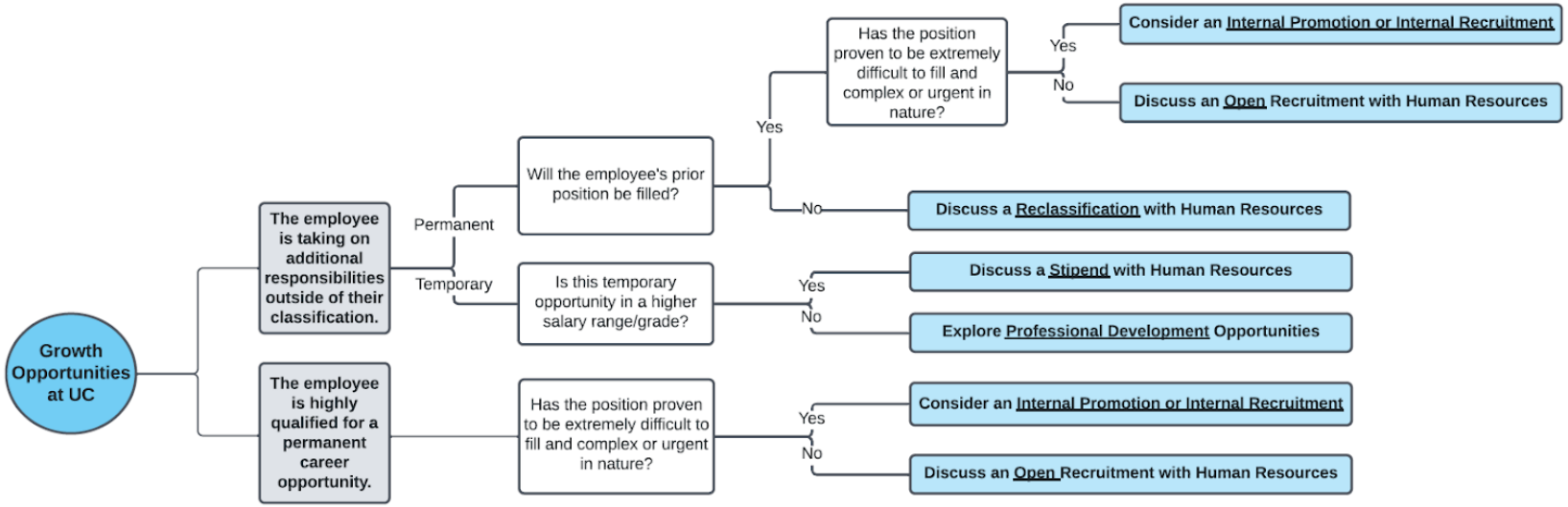
PPSM-2: Definition of Terms



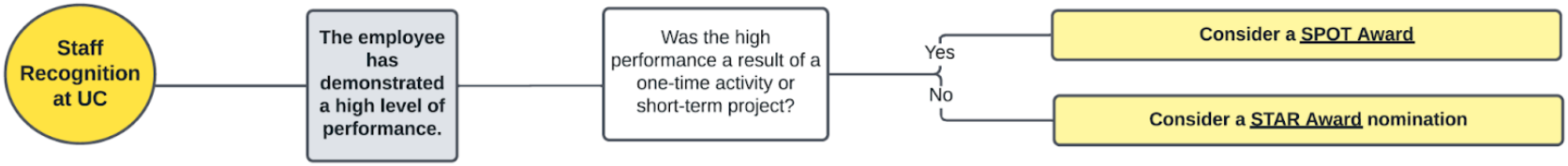
Development at UC



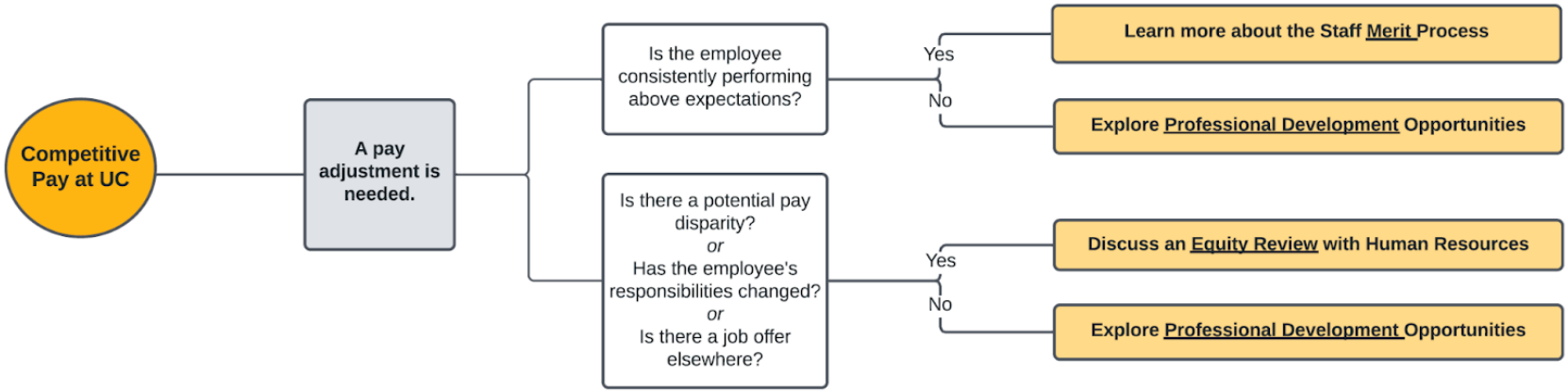
Growth Opportunities at UC



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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Thank You!