



2012 UC CUCSA Staff Engagement Survey
Recommendation Report Summary
Career Development

January 13, 2014

Career Development

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Approach

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Recommendations

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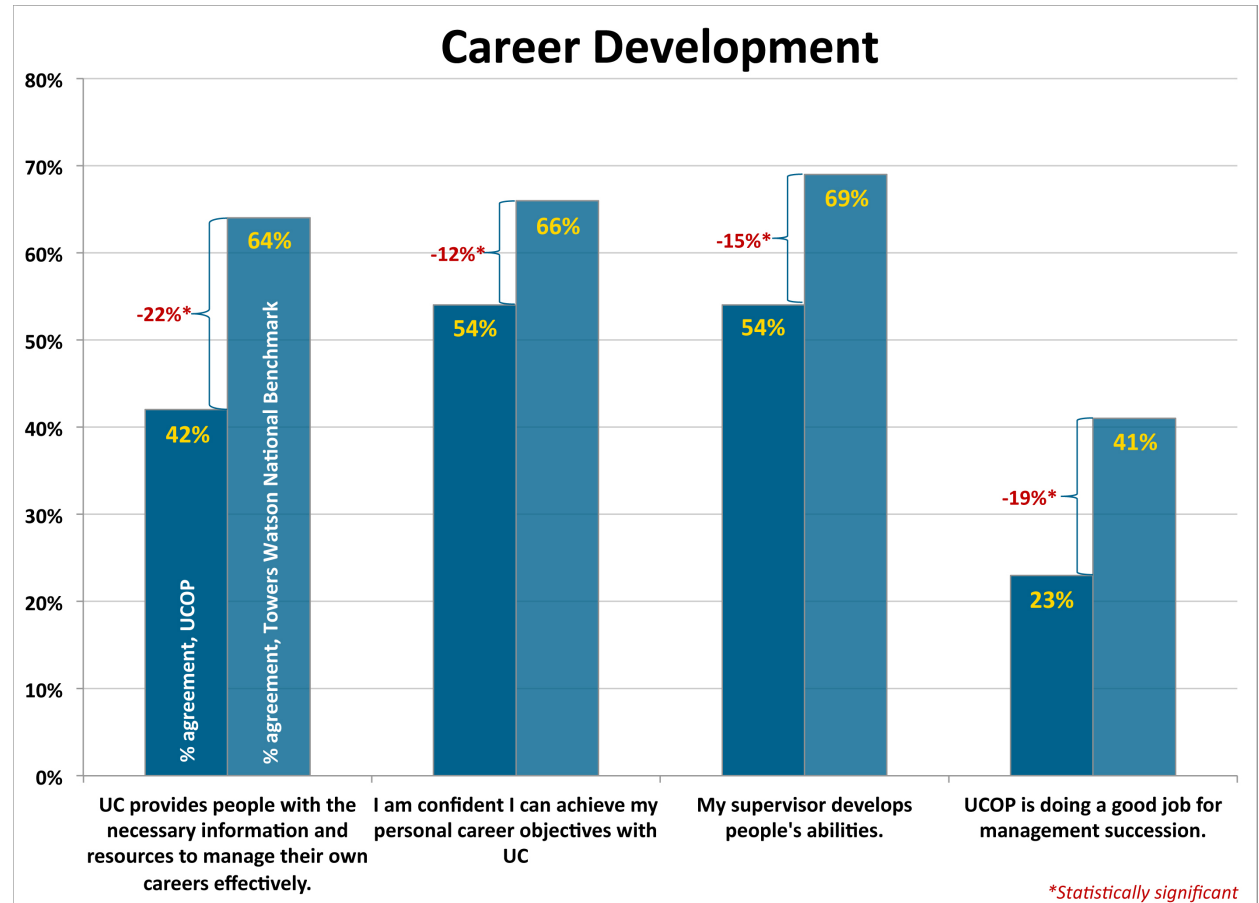
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We initially decided to utilize a variety of approaches to gather more information before discussing ideas and options. Listed are some of the methods used to collect data, best practices and opinions:

- 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)

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- 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

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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.

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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

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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.

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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