

CUCSA Staff Mentoring Work Group Report 2003-2004

SUMMARY

More than 78,000 staff FTE (85,000 full time headcount) work together with faculty and academic administrators to maintain the University of California's reputation as the world's preeminent public research university system. Combined efforts of faculty and staff chart the course for the University's future and enrich the communities in which they live and work. One of the state's largest employers, UC values the efforts and dedication of its faculty and staff, and seeks to provide excellent employment benefits and opportunities for all UC employees. As such, it is critical that the UC invest, encourage and help to coordinate staff professional training and development programs and efforts. One element of professional training and development is mentoring. Human resource professionals, managers, and staff employees value mentoring programs as an affordable and available resource to improve personal and professional growth, as well as to create a vibrant and supportive work environment. Developing sustained staff mentoring opportunities and programs can enhance staff recruitment and retention efforts.

The case for mentoring is now more compelling than ever. Most staff, indeed, most people strive to improve themselves personally and professionally throughout their lives. Research indicates the mentored individuals perform better on the job, advance more rapidly in the organization, report more job and career satisfaction and express lower turnover intentions than non-mentored counterparts⁽¹⁾. Research from 2002 indicates that 35% of employees who don't receive regular mentoring say they plan to look for another job within twelve months⁽²⁾. As the University of California work force ages and staff and managers retire, it is critical that workplace knowledge be passed down to the next generation of workers. Mentoring is a demonstrated method of providing such training and exporting knowledge throughout an organization of institution. Showing real support for its staff and encouraging them to reach their maximum potential within the University of California is a best practice. There are numerous existing staff mentoring programs and activities within the UC System. Some of these efforts are formal and lead or promoted by the Human Resources departments; other efforts are less formal in nature. By publicizing the existence of such programs and efforts, it is hoped that the staff within the University can be encouraged to step forward to ask for mentoring opportunities. At the same time, it is cost effective for the University to promote mentoring programs as a meaningful tool for staff retention and improved quality of work-life for the individuals participating.