

Workforce Evolution Work Group 2004-05 Report

I. BACKGROUND

The CUCSA Workforce Evolution Work Group began its work with an informal study of recruitment, retention and advancement programs for new employees and employees beginning their careers at the University of California. The Work Group's initial goal was to identify best practices to inform the development and advancement of campus recruitment, retention and advancement programs.¹ However, upon review of the information gathered and comments received, the Work Group broadened its examination and goal. The Work Group's revised goal is to contribute to the University's succession planning process by providing research, analysis and advice on employee needs and interests, and best practice models and programs.²

The Work Group recognizes the complexity of the University's multi-generational workforce and believes that as we develop a better understanding of any part of the workforce, we develop a better understanding of the whole. Working from this perspective, the Work Group continued its study of programs for new employees or "the next generation of employees," complementing the efforts of UCOP Human Resources. (UCOP Human Resources is focusing presently on the needs and interests of continuing and retiring employees.) The Work Group considers this first year of study as phase one of a multi-phased project. Future Work Group efforts will explore best practices and cross-generational issues.

The Work Group's 2004-05 report summarizes the informal study conducted in phase one. The report provides a summary of issues identified, a synthesized list of programs offered across the UC campuses, UC campus program examples, and next steps for continued study.

Note: The information in this document was compiled from an informal review of University programs. It is not intended to be a comprehensive listing of issues and programs. The information provided serves as a starting point for continued study.

II. ISSUES

Generally, with the downturn in the economy, recruiting has been manageable and retention more stable. However, the recruitment and retention of employees for specific positions or at specific locations continues to be challenging given special job requirements, available applicant pools, cost of living and housing, and other factors.

¹ "Campus" refers to both University campus and laboratory sites.

² "Succession planning is defined as 'any effort designed to ensure the continued effective performance of an organization, division, department, or work group by making provision for the development and replacement of key people over time.'" (Definition from "Designing and Implementing Succession Management Systems" presented by Linkage Incorporated to UCOP Human Resources.)

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As the economy begins to turn up, we project that current and potential employees seeking job opportunities will begin to receive multiples offers once again, as they did during the last economic upswing. With this turn, the University must develop resources that attract and retain employees, both new and continuing.

Specific issues include –

- High turnover positions, such as administrative assistants
- Difficult positions to recruit, such as medical staff and scientific researchers
- Rapid growth in specific locations
- Competitive salaries and competitive merit increases
- Morale of long-term, continuing employees, when new employees are recruited at higher salaries
- Increasing costs of benefits and services (e.g., medical, childcare, parking)
- Impacts of local economy (i.e., high cost of living and housing) in some locations
- Meaningful work
- Advancement opportunities
- Challenges to internal promotions and reclassification proposals
- Managing a changing, cross-generational work force
- Supervisory support to participate in programs that support retention

The Work Group learned some interesting facts about the workforce from the presentation, “The Perfect Storm,” by Jay J. Jamrog, Executive Director, Human Resource Institute and Distinguished Lecturer, The University of Tampa:

- The long-term labor shortage continues to be a threat – 10 million-person shortage in U.S. by 2010, 40 million by 2015.
- 43% of the U.S. civilian labor force is eligible to retire in next decade.
- The half-life of an engineer’s knowledge today is only five years. In electronics, fully half of what a student learns as a freshman is obsolete by his or her senior year.
- Rapid changes in the job market and work-related technologies will necessitate increased training for virtually every worker.
- In the next 10 years, close to 10 million jobs will open up for professionals, executives, and technicians in the highly skilled service occupations.
- Achievement scores in subjects such as mathematics and science progressively fall for U.S. students as they move from lower into higher level grades.
- 35 to 54 year olds are the prime-age category.
- Every day 10,000 people turn 55.
- By 2015 there will be a 15% decline in 35-54 yr. olds, while demand increases 25%.
- 56% strongly disagree or disagree with the statement, “Workers of different generations blend as they work together; age is not a factor at work.” Only 33% strongly agree or agree with the statement.

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- Within the U.S. and Europe, regional differences, attitudes, incomes, and lifestyles are blurring as business carries people from one area to another.
- Intermarriage also continues to mix cultures geographically, ethnically, socially, and economically.
- Minorities are beginning to exert more influence over national agendas as the growing number of minorities in the U.S. is mirrored by the expanding population of refugees and former “guest workers” throughout Europe.
- In 75% of U.S. households, both partners will work full time by the year 2006, up from 63% in 1992.
- As late as the 1940s, the product cycle (idea, invention, innovation, imitation) stretched to 30 or 40 years. Today, it seldom lasts 30 to 40 weeks.
- Eighty percent of the scientists, engineers, and doctors who ever lived are alive today – and exchanging ideas in real time on the internet.
- All the technical knowledge we work with today will represent only 1% of the knowledge that will be available in 2050.

III. PROGRAM LIST

Using the information collected during the informal study, the Work Group created a synthesized list of the programs offered across the UC campuses. The list demonstrates the breadth of programs offered, which include recruiting activities, resources for new and continuing employees, and measurement and communication tools. Many campuses offer like programs, such as new employee orientation; however, not all programs are offered at all campuses. Each campus offers a unique package of programs to meet their campus’ special needs.

RECRUITING

- Annual workforce review and planning
- Employee referral programs and hiring programs
- Increased use of media (e.g., newspapers) and external web-based resources
- Participation in hiring consortiums (e.g., Higher Education Recruitment Consortium, a higher education employment web-site in Southern California)
- Targeted recruiting –
 - Recruitment brochures
 - Technical recruiters
 - University outreach to student organizations and specific departments
 - Business outreach (e.g., job fairs and professional organizations)
- Interview events for multiple positions with multiple candidates

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NEW EMPLOYEE RESOURCES

- General campus orientation: length varies from two hours to two days; participation may be optional or mandatory. Topics covered include –
 - Overview of site
 - Mission and vision
 - Principles of community
 - Work culture and ethics
 - Benefits
 - Policies and procedures
 - Safety and security
 - Benefits, services and resources
 - Fitness, recreational and social programs and activities
 - Groups and organizations
 - Community service

- Special orientation programs specific to departments, groups or skills, for example –
 - Orientation to academic department or administrative unit
 - Orientation for administrative staff
 - Orientation to business systems

- Web channel or page with links to comprehensive information and resources, such as getting started at work, how to sign up for benefits, getting to know the community, and general campus information

- Other new employee resources include –
 - New employee checklists for supervisors and employees
 - New employee orientation follow-up activities with onsite service providers
 - Special events to introduce new staff to senior administrators, faculty and other staff, such as a brown bag
 - New employee breakfast or lunch, “goodie bag”
 - Mentoring program or “point of contact” (resource person) for new hires
 - New employee networking group (employee sponsored)
 - New hire survey

RESOURCES FOR ALL EMPLOYEES

- Employee resource guide (print and web-based)
- Benefits orientation and counseling
- Financial planning
- Housing assistance: rental and purchase
- Task force on staff development and retention
- Education and training –
 - Job-related training activities: courses and workshops

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- Professional and career development and enrichment programs: certificate programs, internships
- Degree programs, fee reduction programs
- Career counseling
- Mentorship program: general and specific to department or field; volunteer and assigned
- Flexible work options, including telecommuting options
- Parenting and adult-dependent care services and resources, for example child care
- Fitness and health programs
- Award programs
- Spouse and domestic partner employment assistance for on site or in the community
- Redeployment assistance for employees in positions that are no longer funded

COMMUNICATION TOOLS

- Managers, supervisors, departmental representatives and advisory groups working directly with employees
- Hiring package, includes orientation instructions, check list, resource person and benefits information
- Web-based resources
- Electronic messages and on line newsletters (monthly)
- Paper newsletters, brochures, fliers
- Articles in campus/laboratory newspaper
- Training and development catalogue (annually)
- Employee fairs

MEASUREMENT TOOLS

- Tracking of user numbers and user satisfaction
- Program evaluations, paper and electronic. Evaluation components include –
 - Objectives met
 - Value
 - Effectiveness
 - Most useful
 - Recommendations for change
- Verbal feedback: employee and supervisor
- Tracking of participant career development
- Employee interest/opinion surveys, for example, every five years
- Exit/transfer surveys
- Assessment projects conducted by professional development teams or organizational task forces
- Benchmarking with major institutions

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IV. PROGRAM EXAMPLES

As part of the initial study, Work Group members asked University campus contacts to identify programs they felt were best practices in support of employee recruitment, retention and advancement. The following programs were identified by the campus contacts.

LBNL: Administrative Services Department (ASD) Academy (LBNL)

The ASD Academy provides a systematic approach to familiarize new administrative employees to the Laboratory, their matrix division, and the Administrative Services Department. Employees, recognized as subject-matter experts, develop and deliver training courses. Outside experts are brought in as appropriate (<http://asd.lbl.gov/academy/index.html>). A key feature is the “buddy program.” The program tracks new employees for the first six months of employment.

LLNL: New Employee Orientation and website

New Employee Orientation maintains a face-to-face connection and promotes a welcoming environment. The program provides an overview of the Laboratory and the website provides links to comprehensive resources, including the *Employee Guide*. Employees may access and use the information whenever they need it.

LANL: Just in Time (JIT) Interview Events

Just in Time Interview Events are conducted based on the Laboratory’s hiring needs for both business and technical positions. Top candidates are brought together to interview for multiple positions. Hiring officials dedicate time to the event and are encouraged to make choices quickly. Time to hire and the quality of hires has improved tenfold with this program.

LANL: Redeployment Program

The Redeployment Program is designed to help employees in positions that are no longer funded to find another position within the Laboratory. Employees are screened for performance: Poor performers are placed on a “Performance Action Track”; solid performers are accepted into the program. Employees in the program are funded for a limited period while they conduct a job search; they are provided assistance with resume writing and networking. This program is a wonderful tool for boosting morale, as it shows employees they are valued and that the Lab will do its best to assist them when they are displaced.

UCD: New Employee Orientation

UCD was the first UC campus to conduct a full-day orientation program. The program covers four components: overview of campus, principles of community, work culture and ethics, and benefits. The program also includes information on campus community activities, such as committees, volunteer opportunities, and groups/organizations. The content of the program is based on wide-spread consultation with constituent groups, business officers, and members of the Human Resources Committee. The program

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includes lunch, and morning and afternoon refreshments. (New employee website, located at neo.ucdavis.edu.)

UCI: New Employee Channel

The New Employee Channel is located within the campus portal, located at <http://snap.uci.edu/viewXmlFile.jsp?resourceID=343>. The channel provides information relevant to new employees, such as getting started at work, how to sign up for benefits, and getting to know the campus and community. The New Employee Channel is a best practice particularly in higher education.

UCLA: Computer Software Training

The breadth of the Computer Software Training program offerings is wide and increasingly vital for all employees and is critical for entry-level employees as they demonstrate desktop proficiency in their roles and work to move up in their organizations.

UCM: Chancellor's Brown Bag and Faculty/Staff Get-Togethers

Monthly Chancellor's "Connections" Brown Bags are held to introduce new staff and faculty, and periodic special events to bring faculty and staff together.

UCR: Business Systems Orientation for Administrative Assistants

The Business Systems Orientation for Administrative Assistants provides an overview of all campus on-line systems and provides opportunity for hands-on practice of the systems.

UCSF: New Employee Welcome and Orientation

UCSF's New Employee Welcome and Orientation is a four-hour program, offered monthly, to newly hired career staff. Topics covered include a general overview of UCSF -- its mission, core values, history, organization, work resources, support services, and community activities. An additional two-hour Benefits Orientation is also provided. Once a year a New Employee Welcome Fair is held to provide more in-depth information about UCSF, promote employee involvement in UCSF activities, and encourage the use of UCSF resources.

UCSC: Career Development Program, Community Job Application Workshop, and Housing Program

The Career Development Program, Community Job Application Workshop, and Housing Program for staff are designed to encourage the recruitment and retention of staff.

UCSD: New Employee Orientation, BLINK, Rotation Program, Exemplary Staff Award

- The New Employee Orientation provides a half-day session. Resource materials are available on BLINK and include a video presentation (website located at <http://blink.ucsd.edu/Blink/External/Topics/Policy/0,1162,16906,00.html>).

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- The Rotation Program in Human Resources gives employees exposure to new areas; a stipend is provided.
- The Exemplary Staff of the Year Award recognizes employees who have made UCSD a better place. Ten employees are selected annually; one receives \$2,500, the other nine receive \$1,500 each. Employees and family are invited to an awards ceremony with the chancellor and vice-chancellors.

V. NEXT STEPS: BEST PRACTICE RESEARCH

The Work Group's next steps are to define best practice criteria and identify best program practices in support of succession planning. Best practices improve an organization's performance and efficiency in specific areas; produce evidence of success (measurable outcomes); and are transferable and replicable in other organizations or parts of the organization. Best practice programs might cover:

- Organizational culture
- Leadership, management and supervision
- Communication
- Workgroup relations
- Personal satisfaction
- Training, education and advancement
- Compensation and benefits
- Recognition and rewards
- Diversity, respect and values
- Worklife

The Work Group is presently developing best practice criteria and research questions, and identifying organizations, both public and private, to study. The Work Group's study will continue through the 2005-06 term. Findings will be shared with UCOP Human Resources to inform the development of local and systemwide succession plans.

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