Talent Management and Succession Planning Within the University of California: Working Together to Make UC a Career Destination

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Executive Summary

Talent management and succession planning are critical factors in maintaining and retaining the University of California's competitive edge as a career destination. As the University has experienced numerous budget cuts and the departure of talent and more importantly, as it faces a predicted severe labor shortage by 2017[1] due to the exodus of retirement-age staff, continued below-market compensation, and other factors, the subject of talent management and succession planning moves to a critical level of urgency.

The Council of UC Staff Assemblies (CUCSA) recognized the need to study the topics of staff development, talent management and succession planning since the late 1990's. Since then, CUCSA's leadership has asked CUCSA workgroups to craft a number of studies and white papers on these topics. In September 2010, CUCSA members formed a Talent Management and Succession Planning workgroup (TMWG), which reviewed previous documents; sought out current best practices; identified current barriers to implementing effective talent management and succession planning practices within the UC system; and explored the role CUCSA could play in improving talent management and succession planning within UC. In doing this, the workgroup interviewed the Chief Human Resource Officers from each campuses and the Lawrence Berkeley National Lab, and participated in discussions with key UC leadership.

Key barriers to progress identified by the Workgroup include:

- Insufficient resources for developing tools and programs, or planning long-term for staff development;
- Insufficient clarity and urgency of purpose from systemwide and campus leadership – talent management and succession planning have not appeared to be a priority;
- Longstanding culture, within UC and academia in general, have led to an emphasis on outside searches to fill open positions; and
- Supervisor attitudes regarding staff development (e.g., seeing it as a perk for selected staff rather than an essential supervisory responsibility).

The University of California is the second largest employer in the state. As demographic trends manifest themselves, and recruitment and retention challenges increase in a more competitive labor market, CUCSA is concerned that the quality and mission capability of the UC system could be compromised if these key staff issues are neglected. In this Report, the CUCSA Talent Management and Succession Planning Workgroup provides a series of concrete suggestions that could make UC a "career destination". The Workgroup suggests that hiring and salary policies, and payroll and job classifications, be more consistently applied across the UC system; that career pathways are developed systemwide; and that the performance review process is used to incent supervisors to engage in talent management and succession planning; and that certain services are shared systemwide. CUCSA looks forward to partnering with OP and campus leaders to advance these issues in the coming year.

Background and Scope of Work

In recent years, the University of California has faced major challenges related to decreases in State funding, and to the worldwide economic crisis. These challenges have had particular impact on UC staff, leading to layoffs and furloughs, a continued lack of competitive salaries, and overall decreases in staff morale. Although the furlough program instituted in September 2009 led to savings of approximately $184 million[2], the program created particular problems related to staff workload and morale.

Over the past ten years, the Council of University of California Staff Assemblies (CUCSA) has generated a series of Workgroup Reports[3] that have focused, in whole or in part, on issues of staff development, talent management and succession planning. Our Reports have included compendia of "best practices" in these areas (found on UC campuses and at other universities and corporations), and have offered specific suggestions such as ways UC could better share staff development resources between the campuses, increase staff retention, and promote better succession planning.

The Council of University of California Staff Assemblies (CUCSA) was founded in November 1974, and works to pursue dialogue and progress in key areas of importance to UC staff including employee benefits, diversity, and other issues. CUCSA consists of two representatives from each UC campus, as well as from the Lawrence Berkeley National Laboratory and the UC Office of the President.

CUCSA's previous investigations into key staff issues repeatedly result in a general impression that UC has not traditionally offered clear career paths (i.e., paths to promotion within the organization); that the University does not emphasize or encourage promoting from within, and often spends a considerable amount of money and in-kind staff time on conducting external recruitments.

In 2009, CUCSA was asked by University of California President, Mark Yudof to look at the issue of staff morale across UC campuses. A Staff Morale Workgroup outlined an approach, surveyed staff, and developed a Report that was presented to the University's Board of Regents at their July 2010 meeting. The Report offered suggestions related to staff development, talent management and succession planning as tangible ways to increase staff morale.

Following on this effort, CUCSA members formed a Talent Management and Succession Planning (TMSP) Workgroup at their September 2010 meeting in Oakland. The Workgroup's scope and approach to its work are described in subsequent sections of this Report.

Talent Management and Succession Planning – Definitions and Importance

Talent Management has been of increasing concern to UC leadership as the University faces three key challenges:

- Future labor shortages (see Box, below);
- A large percentage of current UC staff who are nearing retirement age; and
- Reductions in UC benefits (which have traditionally been UC's competitive edge in recruiting and retaining staff, given that UC salaries have continued to remain below market rates).

> (Within) less than a decade, the United States may face (the problem of) not enough workers to fill expected job openings. …as the baby boom generation reaches traditional retirement age, the baby bust generation that follows will likely be too small to fill many of the projected new jobs.
>
> ***After the Recovery: Help Needed***[4]
>
> (Bluestone and Melnik, for Civic Ventures/MetLife Foundation, 2010)

In its Biennial Accountability Sub-Report on Staff (2011)[5], UC's Office of the President presented the Regent's Committees on Long Range Planning and Compensation with statistics on the age, years of service, and classification levels of UC staff systemwide. These statistics are included in Appendix A, and – relevant to this Workgroup's work - they indicate that ***"the size of the age 50 to 59 "Red Zone" cohort just following those age 60+ underscores the need for robust knowledge transfer and succession management at every level of the University workforce."***

The report stresses that UC's "Human Capital" is its primary asset; and that UC needs to "prepare for a more dynamic post recession job market; establish bench strength in key functions, and have 'backup and succession plans for key positions,'" including considering systemwide succession planning. The report presented UCOP's strategies in the Talent Management area as:

- Develop knowledge transfer processes within a succession planning framework; and
- Leverage recruitment acquisition and sourcing services

At his presentation to CUCSA's September 2010 meeting, Randy Scott, Executive Director Human Resources, Talent Management and Staff Development, presented UCOP's mission in the Talent Management area as "To Add Strategic Value by designing, implementing, consulting, administering and evaluating strategy, programs and processes for the recruitment, retention, development, deployment and transition of diverse staff during their career cycle with the University of California."

What is Talent Management? Talent Management has been defined as: "A holistic approach to optimizing human capital, which enables an organization to drive short- and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to the business goals."[6] It has also been defined as an organization's commitment to recruit, retain, and develop the most talented and superior employees available in the job market – in other words, Talent Management can be said to consist of an organization's commitment to hire, manage, and develop staff at all levels. Benefits of Talent Management include the ability to attract and retain talent, and engage employees, resulting in increased productivity. Investing in staff in this way is seen as an essential part of a financially sound sustainable workplace model.

The objectives of talent management programs have been summarized as knowing which roles in the organization are critical (either by virtue of leadership or technical skill); what capability you currently possess in those key roles; what is the supply of future talent to proactively recruit or develop to fill gaps; and providing opportunities for those in line for key roles to progress in a way that will keep them engaged and retained.

What is Succession Planning? Succession planning is a process for identifying and developing internal people with the potential to fill key leadership positions in an organization. Succession planning increases the availability of experienced and capable employees that are prepared to assume key roles as they become available. "Replacement planning" for key roles is the heart of succession planning. Effective succession or talent-pool management focuses on building a series of feeder groups up and down the entire leadership pipeline or progression (Charan, Drotter, Noel, 2001).

Succession planning helps build "bench strength" by enabling an organization to identify talented employees and provide education to develop them for future responsibilities. Effective succession planning assists in placing people in areas where they can succeed while simultaneously minimizing the effects of attrition. When staff can see a clear career path for their continued growth and development, and when they see that attention has been devoted to investing in their development, they are motivated and engaged.

Project Scope and Methodology

The original scope of work outlined by the CUCSA Talent Management and Succession Planning included the following:

- synthesize information related to talent management and succession planning from past CUCSA reports;
- identify current UC efforts and plans;
- perform needed analyses; and
- determine how CUCSA could most effectively assist in initiating a systemwide Talent Management and Succession Planning program.

Early in its efforts, the Workgroup interviewed Randy Scott, and was invited by him to assist UCOP in developing and pilot-testing programs in areas such as succession planning, use of a core competencies framework, and/or management training. The Workgroup expressed enthusiasm for participating in such efforts, and – although the planned timeframe for doing so was scheduled to fall outside of the lifespan of this particular Workgroup (i.e., the pilot tests were slated to be developed in June, just as the TMSP Workgroup presented its final report to CUCSA membership)– the group promised to pass along the invitation to CUCSA leadership. Because CUCSA outlines its work for the coming year at its early-September meeting, CUCSA leadership would then transmit Mr. Scott's invitation to any future Workgroup that might form to continue undertaking efforts in these areas.

Another opportunity was presented to the Workgroup when, at Mr. Scott's invitation, the Workgroup participated in discussions with the two finalist candidates for the position of systemwide Director of Staff Development and Diversity. The questions developed by the Workgroup to guide those discussions are included in Appendix D. The question set focuses on the candidates' experience and thoughts in the areas of staff development, talent management, succession planning and diversity, focusing on their perceptions of best practices, barriers and ways of moving talent management forward within the University.

At this same time, the Workgroup Co-Chairs had a conversation with the Staff Advisors to the Regents, who described a strong interest on the part of several Regents in issues of talent development and management within UC. Following the Staff Advisors' suggestion, the Co-Chairs then had a conversation with the Mr. Tom Leet of UC San Diego and Chair of UC's Chief Human Resource Officers (CHRO) group, and a member of the newly developed UC Learning and Development Consortium.

As a result of this discussion, the Workgroup revised its scope further, and scheduled interviews with the Chief Human Resource Officer from each campus and the Lawrence Berkeley National Lab. These interviews focused on Talent Management and Succession Planning within the University of California. Results are described in the Findings section of this Report, and the interview protocol included in Appendix C.

In sum, the Talent Management and Succession Planning Workgroup conducted research into what had been produced by UC staff and various committees and workgroups; and conducted detailed interviews with senior leaders in the Office of the President; the Staff Advisors to the Regents; leaders of the new UC Learning and Development Consortium, and; the Chief Human Resource Officers from each campus and the Lawrence Berkeley National Lab. Using conference calls, online document sharing, and face-to-face meetings, Workgroup members undertook this work outside of their job responsibilities, built new relationships with leaders in human resources and elsewhere systemwide, and developed this Report.

Workgroup Findings

The following section contains information found within various recent UC documents, as well as summaries of the Workgroup's discussions with UC Campus Human Resource Officers (CHROs) and other UC leaders.

Why Talent Management Matters: UC Staff Demographics and Stated Leadership Priorities

- **The University of California is the 2nd largest California employer after the State itself.**
- **UC is a great University because of its people and the vast majority of UC's people are staff.**
- **UC trends in retirement and age demographics will trigger recruitment and retention challenges as the labor market improves.**
- **UC quality and mission capability will be compromised if we are not attentive to Staff issues.**
- **To date, UC has held the competitive edge for both recruitment and retention due to its benefits offerings. However, the University's response to recent budget reductions by the State of California has had an impact on employee engagement and morale.**

- University of California Biennial Accountability Sub-Report on Staff, 2011[5]

The Biennial Accountability Sub-Report on Staff (presented to the Regents' Committees on Long Range Planning and Compensation in January, 2011)[5], highlighted the fact that "the many and continuous achievements of the University's faculty often have been presented to the Regents. Likewise issues and challenges facing our students have been publicly presented. (Now)…for the first time (the Accountability Framework) provides… the opportunity to highlight contributions made by the staff workforce."

The Accountability Sub-Report provides details about the size and composition of the UC Staff, and highlights the fact that although the majority of people hired into UC career staff positions in 2008-09 were under age 40, there is a need for strategic talent management planning, as **the proportion of staff currently in Senior Management (SMG) and Management and Senior Professional (MSP) groups who are over age 50 was 88% and 52%, respectively.**

The Sub-Report highlights a group of staff occupying a "Red Zone" of those most likely to retire soon, and stresses in particular that the substantial size of the age 50 to 59 cohort **"underscores the need for robust knowledge transfer and succession management at every level of the University workforce."**

In addition, the Sub-Report details the specific percentages by which UC salaries fall below market average for five categories of UC workers. Specifically, **UC salaries for three of the five**

categories are currently anywhere from 2% to 14% below market average – a situation which, the Sub-Report states, is "expected to worsen due to lack of salary increases" in recent years**.**

CUCSA's Staff Morale Workgroup, in 2009-10, documented the effects of these below-market salaries on systemwide staff morale. The Talent Management and Succession Planning Workgroup, in its interviews of key UC leaders, found further evidence of the urgency of need for UC to rapidly improve both its staff salaries and its talent management and succession planning capabilities.

Interviews with Chief Human Resource Officers

In their interviews with campus and Laboratory Chief Human Resource Officers (CHROs), the Talent Management and Succession Planning Workgroup learned the following:

- Campuses are at different stages, in terms of their programming and their recognition of Talent Management and Succession Planning (TMSP) as an issue;
- TMSP will be increasingly important for retaining strong workers – especially as UC loses its traditional competitive edge in salaries and benefits;
- There are many best practices from which models can be created that are already established on UC campuses, at other Universities, and in other industries; and
- The impetus for improvement in TMSP needs to continue to come from the top within UC – both at a systemwide, and a campus level. A continuous and consistent focus on the part of systemwide and campus leadership is required for Talent Management and Succession Planning to become active priorities.

In addition to the campus CHRO interviews, the Workgroup collected this short list of benefits which can be direct results of strengthening UC's efforts in Talent Management and Succession Planning:

- Improved staff morale, arising from a stronger sense that UC is a great place to have a career;
- Increased staff retention: as labor shortages materialize and a large portion of current UC staff retire or leave UC, it is imperative that strong existing UC staff be retained. In addition, younger workers have different expectations of employers, and they will leave UC if they do not feel valued;
- And finally, improvements in TMSP can be seen as a "cheap fix". UC can build on work that's already been done on campuses and elsewhere. As several interviewees said (paraphrased), "we are not starting from scratch, but we are not moving fast enough! This needs to be a higher priority."

Some CHRO's indicated that in order for UC to develop a sustainable financial plan, supervisors and managers must be accountable for monitoring and managing workforce expenses, going beyond payroll budgeting to include investing in employees to ensure sufficient staff expertise to accomplish the administrative work required within the semester and research cycles, and that this work is accomplished by employing the most effective and efficient business

processes. UC's higher education business model requires retooling in order to keep pace with modern day business. With large numbers of staff nearing retirement, UC will be unable to keep pace with local and global business environments unless staff is developed to maintain our competitive edge. In sum, UC must adopt methods to measure and improve its staff, and at the same time pay close attention to developing and retaining existing talent.

Another key theme identified in the CHRO interviews concerns the issue of staff who had moved into supervisory roles without having any skills assessment or training in the area of managing staff. Some CHROs reported a perception – borne out by the 2009-10 CUCSA Staff Morale Workgroup – that it is more common for managers to be promoted because of their subject-matter expertise, and not their abilities in managing people.

UC Berkeley's Career Compass model was cited by many CHROs, as an example of the fact that the sooner clear roles and expectations are set regarding reasonable measures of job performance, combined with strong, capable management oversight, the sooner staff can feel a sense of success, and of belonging to the larger UC mission. As one interviewee stated, "When staff feel valued and know what is expected of them, the organization as a whole is highly productive."

Another theme advanced by several CHROs was the need to emphasize to employees that each is primarily responsible for his or her own development. Others stressed that staff development and talent management are ideally a joint effort between employer and employee.

Best Practices mentioned: Best practices were described as either large initiatives or programs on campus. The large Operational Excellence and Organizational Excellence initiatives occurring on campuses include a revamping of the former classification pay title system into job family clusters. Along with bringing titles into alignment with external markets, the new design allows for a clearer map or picture of how to move from one level to another or one job family to another.

Shared services were described as a best practice by the campus that currently has a fully developed and implemented shared service system for finance, HR, payroll and information technology services.

The newly formed systemwide Learning and Development Consortium (consisting of Training Managers and Chief Human Resource Officers from across the UC system) is gathering a compendium of "best practices". Consequently, the list below is not comprehensive, but instead highlights those programs specifically mentioned by the CHROs (which are likely to be those felt to have been successful, or to have strong potential for success). These programs include:

- Online professional development classes;

- Systemwide programs such as the Business Officers Institute, and the Management Skills Assessment Program (MSAP);
- Career Discovery Series – programs on several campuses which sometimes include a 360-degree review, development of a strategic plan, and feedback from mentors (UCB, UCD, LBNL, others);
- Coaching certification program (UCI);
- Pilot program calling for supervisors to have regular conversations with supervisees regarding career aspirations and development (UCSF);
- "Comprehensive Blueprint for Succession Planning" (UCSD);
- Human Capital Management System – allows tracking of 8000 employees, creates expectations regarding training and career development (UCB);
- Other programs named as best practices include: an Emerging Leader Program, various campus-based mentoring programs, and a more complex Blueprint for Succession Planning program.

Barriers to progress: When asked what the chief barriers are to progress in the areas of talent management and succession planning, the Chief Human Resource Officers listed the following:

- **Insufficient resources** (money, staff time) for developing tools and programs or planning long-term for staff development;
- **Insufficient clarity of purpose from leadership** – i.e., "TMSP doesn't appear to be a priority, so it continues to fall to the bottom of the To Do list";
- **Academic culture and tradition** – Many of the barriers to progress in talent management and succession planning were felt to be results of culture – both within UC and within academia. Opinions expressed included:
    - "In order to move up within UC, you must move out." – i.e., the only way you advance within UC is by leaving to work elsewhere, and then returning (a theme which echoes findings from the 2009-10 Staff Morale Workgroup survey);
    - "managers/supervisors advance to management positions based on substantive knowledge, not managerial skill, and training is not encouraged, supplied, and/or required";
    - "hiring from outside is preferable, according to traditional academic values that base selection on the result of search committees" – the Workgroup had noted previous perceptions that a considerable amount of both money and staff time are devoted to outside searches, and learned that – like everything else within the University – this varies somewhat per campus, but that "hiring from outside" is a well-established practice within UC.

Additional specific issues included supervisor attitudes; the challenges inherent in institutional – and especially behavioral – change; and concerns regarding the effects of the overall economic climate and upheaval brought about by staff reductions due to budget cuts.

Supervisor attitudes: In its interviews, the Workgroup gathered CHRO perceptions regarding the attitudes of supervisors towards staff development. Several CHROs reported a fear on the part of supervisors that by allowing a staff person to participate in a development program, a supervisor would be signaling to that person that promotion to a new job is likely. It was suggested that, although this is a valid concern, it is possible to develop staff for "sideways" rather than upward promotion, and that the goal should be for each staff member to be seen as a valuable asset to his/her workplace community, since opportunities for upward promotion decrease as one rises in the organization. Another strong perception was that granting funds and release time for staff to participate in development programs is a perk, rather than a necessity.

The challenges of Change: Additional themes arising in the CHRO interviews concerned the fact that institutional change – especially when it involves changing behavior – takes time. For example, if it becomes expected that supervisors are supposed to grow and develop their staff, and that staff are expected to move outside an established comfort zone, these new expectations will require a change in the way employees think about the work they do.

Doing more with less: Some CHROs expressed the concern that staffing is now so lean that it affects staff's ability to attend professional development programs, in large part because managers may be reluctant to grant the necessary release time. For managers who are pressed to "do more with less" and meet short-term responsibilities, long-term planning for staff development is "difficult if not impossible." Budget cuts, attrition and retirements have also affected Human Resource staff's ability to take on new responsibilities, and to develop more in the areas of staff training and development.

Another concern was expressed that the current economic climate has had significant impacts on employee levels of fear and uncertainty; and that addressing these basic needs for employees will be a required first step in engaging them to move forward in the work environment.

Sharing services and ideas across the system: Many CHROs expressed that there are opportunities for more system-wide training initiatives, and trainers who serve multiple campuses. One campus has seen an increase in FTE for training, leadership and staff development, and the hope was expressed that the campus would discover additional mentoring and development projects outside of a traditional training unit.

Workgroup Suggestions: Going forward together - CUCSA, CHROs, Senior UC Leaders

The Talent Management and Succession Planning Workgroup concluded that we want CUCSA to work together with campus and system leaders **to "Make UC a Career Destination."** To do so, the Workgroup developed the following suggestions, the first four of which are key priority areas of focus going forward:

1) **Hiring and Salary Policies:** There needs to be an effort on campuses and systemwide to ensure that Hiring and Salary policies are uniformly understood and applied across the system. Confusion about requirements for outside searches, and definitions of "diversity" need to be cleared up (i.e., "diversity doesn't always mean external candidates".) Policies and related definitions need to be reviewed, and changes made if clarification appears to be needed.
2) **Payroll and Job Classifications:** There needs to be an effort on campuses and systemwide to ensure that payroll titles, classifications and steps are made uniform across the system (e.g., if someone is an SAO II on one campus, they will know what an SAO III on that campus does, and know that it is the same as an SAO III on another campus). This will allow staff to take full advantage of the planned systemwide online job listing site, allowing them to more easily seek job advancements.
3) **Career pathways - "Hire to Retire":** The Workgroup suggests continued – and strengthened - focus on creating defined, clear and accessible career pathways on all UC campuses.
4) **Performance Review process:** The Workgroup suggests an urgent need to explore options to incentivize desired behavior through the performance review process. For example, it is suggested that supervisors receive credit on their own performance review if they have promoted or otherwise advanced their direct reports. The Workgroup also suggests that an effort be made to ensure that performance reviews are done consistently, and that ideally a way be found for staff to somehow review the performance of their supervisors. Another suggestion concerns the idea of doing departmental 5-year reviews similar to those done for Deans, Vice Chancellors, and Chancellors, with a focus on the department in general, as well as on individual performance.
5) **Career development programs:** The Workgroup suggests that existing job rotation programs be expanded both within individual campuses, and between campuses; and that more efforts be made to expand training and mentoring programs using existing best practices.
6) **Systemwide shared search/headhunter capacity:** The Workgroup suggests campuses share "headhunter" services, and that in-house "headhunter" services be encouraged to focus on internal searches, enabling the best and brightest of UC staff to rise to positions of greater responsibility.
7) **Systemwide online job board:** The Workgroup was pleased to learn of plans to develop a systemwide UC job board, and suggests that CUCSA be involved in the development and vetting of any prototypes. This site should enable job applications through the site,

and not simply be a layer/lens that sits over each of the ten campuses' sites, and ideally would "push" job opening email notifications to eligible candidates throughout the system. It is critical that someone be identified to lead this effort, and that it be properly resourced, in order to avoid inevitable inertia and to implement a truly systemwide resource.

8) **Tuition remission and other benefits:** The Workgroup suggests this idea – advanced by previous CUCSA workgroups – be reconsidered for purposes of rewarding staff. Ideally this benefit would be tied to length of service (e.g., the longer one works for UC, the higher the benefit.)

Finally, the Workgroup suggests the following next steps for CUCSA to consider going forward:

1) **Pilot-tests of talent management, staff development and succession planning programs**: The Workgroup suggests that future CUCSA delegations collaborate with the Office of the President on pilot tests of new programs, and expansion of existing programs to new campus sites.
2) **Ongoing collaboration with campus Chief Human Resource Officers:** following on the interviews with CHROs, the Workgroup suggests that future CUCSA delegates maintain newly-formed connections between CUCSA and the CHROs. Specifically, the Workgroup suggests CUCSA delegates invite local CHROs to CUCSA quarterly meetings when these are taking place on a particular CHRO's campus; and suggests that CUCSA delegates pursue the invitation of the CHROs for CUCSA delegates to attend some segment of ongoing CHRO meetings.
3) **Continue bringing a message of urgency to leadership at campuses and UCOP to make Talent Management and Succession Planning a priority:** the CHRO's indicated that partnering with CUCSA is needed to provide ongoing emphasis to campus and OP senior leaders that Talent Management and Succession planning are crucial for the future success of the University of California system.

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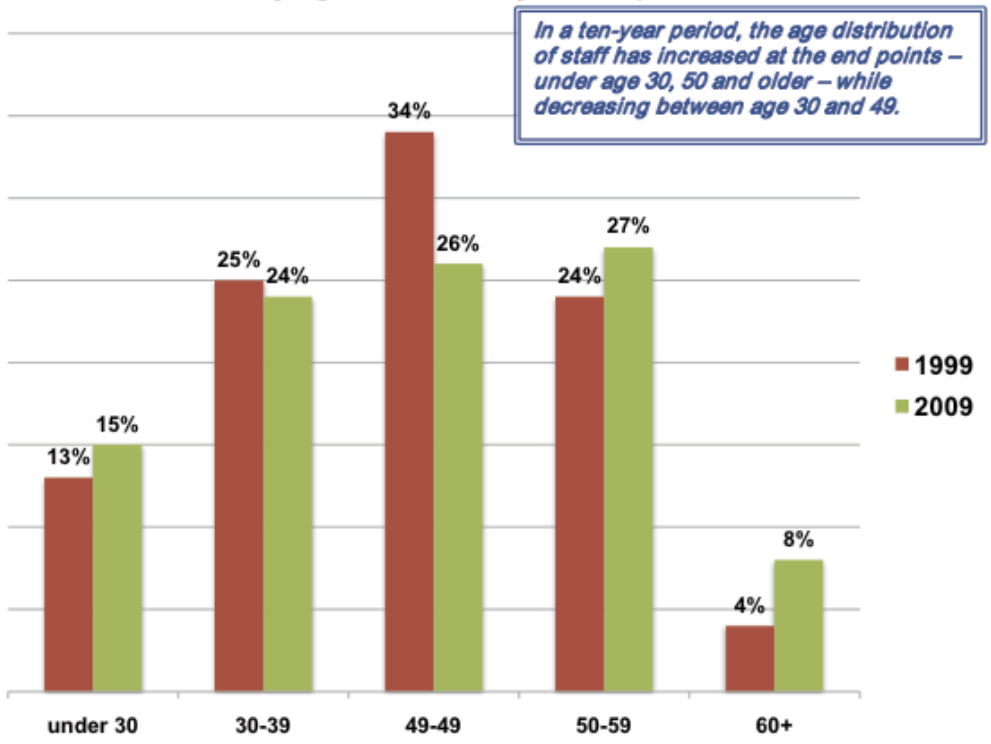
Appendix A: Selected Tables from the University of California Biennial Accountability Sub-Report on Staff, 2011 - Presented to the Regents' Committees on Long Range Planning and Compensation in January, 2011

Staff Biennial Accountability Sub-Report – January 2011

Chart 22: Career Staff by Age Bracket – 10 year Comparison

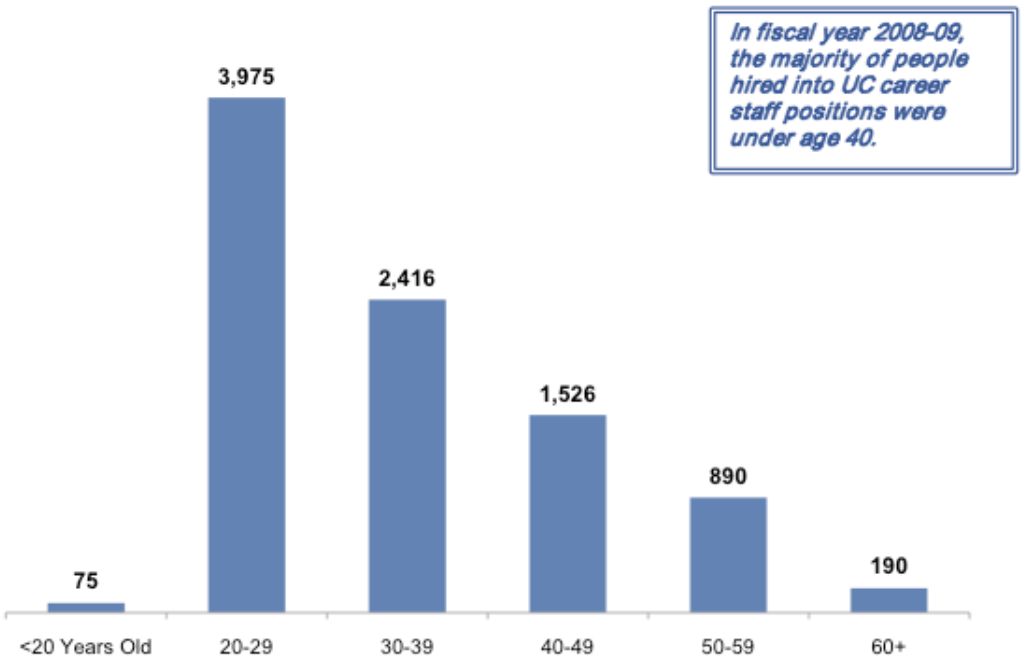


Source: Corporate Personnel System, October 1999 and 2009 files; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law;

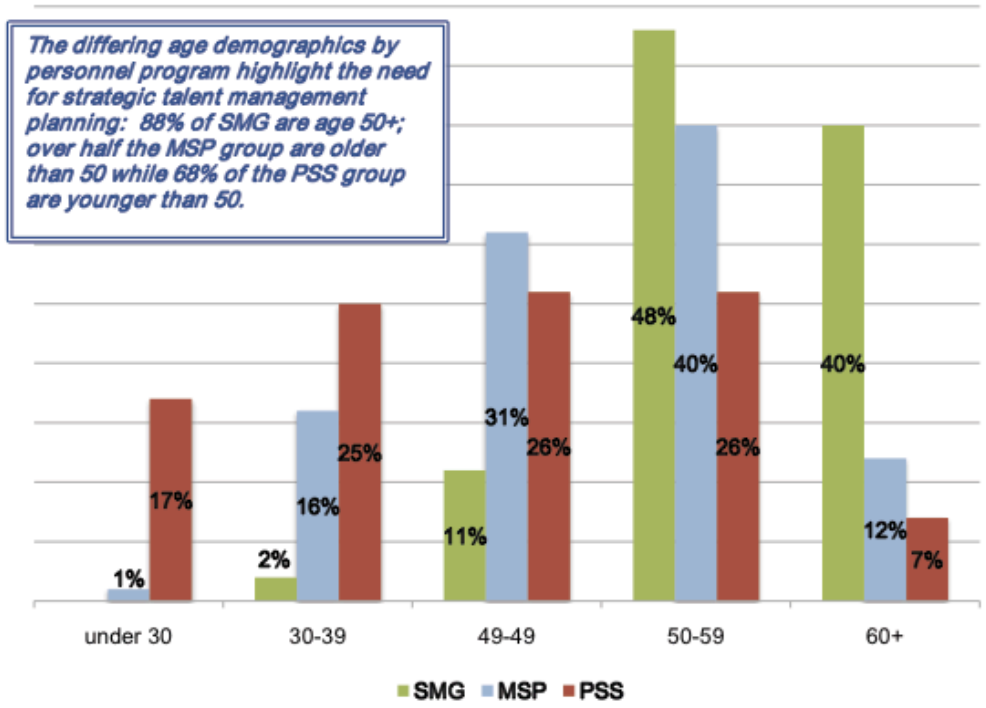
	Under 30	30 to 39	40 to 49	50 to 59	60+
1999	7,888	15,026	20,131	13,952	2,082
2009	13,178	20,449	22,237	23,074	6,837

Chart 23: Staff Workforce New Hires; Career Staff, All Personnel Programs Fiscal Year 2008 - 09



Source: Corporate Personnel System, October 2008- 2009 fiscal year file; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

Chart 24: Career Staff by Age Bracket by Personnel Program

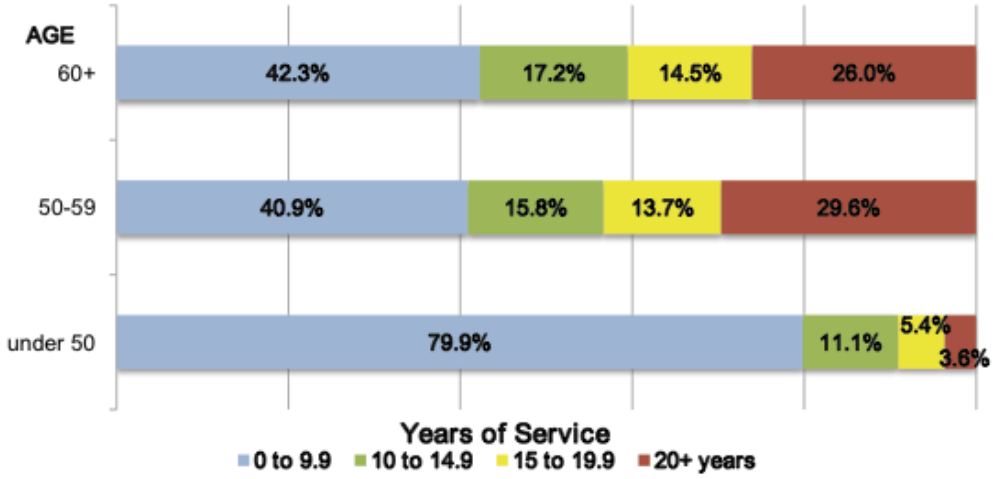


Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law.

	Under 30	30 to 39	40 to 49	50 to 59	60+
SMG	0	5	31	136	114
MSP	86	1,188	2,293	2,984	907
PSS	13,092	19,256	19,913	19,954	5,816

For location-specific demographics refer to Chart 13.

Chart 25: Staff by Age Bracket and UCRP Years of Service, October 2009

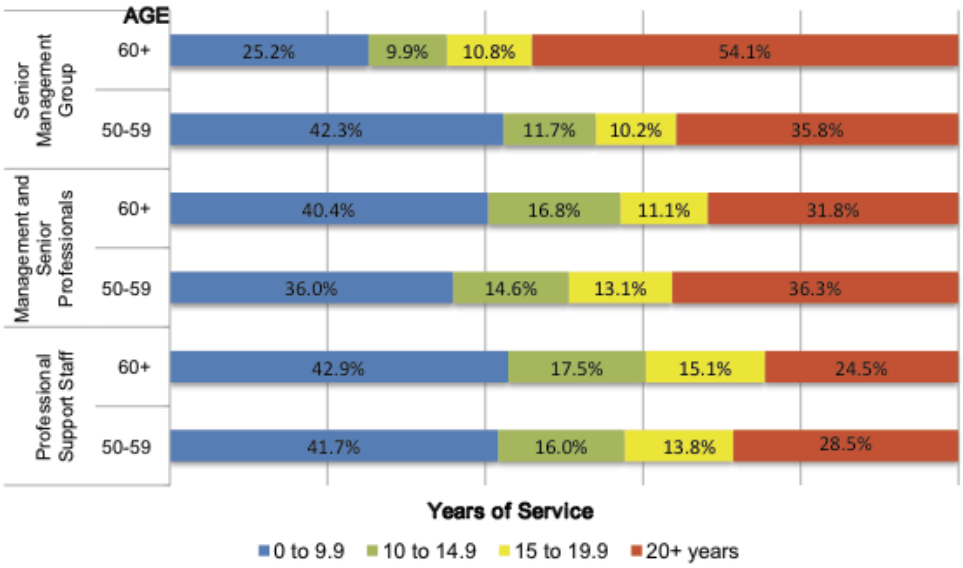


Currently, employees are eligible to retire at age 50 with 5 years of UCRP service credit though most do not. Based on retirement data for staff, the "Red Zone" or the cohort "most likely" to retire are between ages 59 and 60 and have earned over 20 years of UCRP service credit.

Source: UCRS database 2009 file; excludes staff at LBNL and Hastings College of Law.

Age	Years of Service				
		0 to 9.9	10 to 14.9	15 to 19.9	20+
	60+	2,956	1,206	1,012	1,820
	50 to 59	9,727	3,754	3,255	7,047
	Under 50	47,297	6,558	3,208	2,160

Chart 26: Staff by Personnel Program, Age Bracket and UCRP Years of Service, October 2009



Based on 2009 retirement data, SMG and MSP staff retire at an average age of 60 with 22 years of UCRS service credit. On average, PSS employees retire at age 59 with 20 years of UCRS service. So the "Red Zone" staff age 60+ are the most likely to retire soon.

However, the size of the age 50 to 59 "Red Zone" cohort just following those age 60+ underscores the need for robust knowledge transfer and succession management at every level of the University workforce.

Source: UCRS data base Oct 2009 file; excludes staff at LBNL.

	Years of Service			
	0 to 9.9	10 to 14.9	15 to 19.9	20+
Senior Management				
Age 60+	28	11	12	60
Age 50 to 59	58	16	14	49
Management and Senior Professionals				
Age 60+	412	171	113	324
Age 50 to 59	1,158	471	422	1,168
Professional and Support Staff				
Age 60+	2,516	1,024	887	1,436
Age 50 to 59	8,511	3,267	2,819	5,830

Appendix B: Interview Participants

Office of the President

- Randy Scott, Executive Director of Talent Management & Staff Development
- Finalists for the systemwide position of Director of Staff Development and Diversity

Staff Advisors to the Regents

- Julianne Martinez, UC Berkeley
- Penelope Herbert, UC Davis Health System

Campus Chief Human Resource Officers:

- J Raymond, Assistant Vice Chancellor for Human Resources, UC Berkeley
- Karen Hull, Human Resources Associate Vice Chancellor, UC Davis
- Marion Randall, Director HR Information Systems and Paige Macias, Associate Vice Chancellor, UC Irvine
- Lubbe Levin, Associate Vice Chancellor, Human Recourses, UC Los Angeles
- Ben Lastimado, Associate Vice Chancellor for Human Resources, UC Merced
- Marilyn Voce, Associate Vice Chancellor, Human Resources, UC Riverside
- Tricia Hiemstra, Director of Human Resources, UC Santa Barbara
- Thomas Leet, Assistant Vice Chancellor, External and Business Affairs, UC San Diego
- Charlotte Moreno, Assistant Vice Chancellor, Human Resources CHRO, AVC UC Santa Cruz
- Mike Tybursiki, Human Resources Director; Don Diettinger, Development and Training Manager, UC San Francisco
- Vera Potapenko, Chief Human Resource Officer; Karen Ramorino, BLI Manager, Lawrence Berkeley National Lab

Appendix C: Questions used in Workgroup's discussions with Campus Chief Human Resource Officers

1. What are your plans for our campus in the areas of Talent Management and Succession Planning?

2. Are there particular best practices in these areas, either happening on our campus, or on other UC campuses, or elsewhere? Please tell me about them.

3. What have the barriers been to implementing initiatives in the areas of Talent Management and Succession Planning?

4. Do you know how much our campus spends on outside searches to fill open jobs here? (If relevant: are you planning any new approaches – other than hiring outside search firms – to find good candidates? If so, please tell me about them.)

5. Are there any Human Resources services – in Talent Management, Succession Planning, candidate searches, or other needs – where it could make sense for UC to share services and work together? If so, please tell me what those shared services might be.

6. How can CUCSA – and our local campus Staff Assembly – help you; and specifically, how can we help raise awareness at the highest levels on our campus of the importance to staff of strong Talent Management and Succession Planning initiatives at our campus and systemwide?

7. Do you have any questions of me, or about what our Workgroup is doing?

Note: Workgroup members had the option of asking additional relevant questions.

Appendix D: Questions used in Workgroup's Discussions with Candidates for UC Director of Staff Development and Diversity

1. **Candidate's Experience**
    a. What is your previous experience working in a large system/company?
    b. Did you have greater or fewer resources than this position will have?
    c. How did you help the organization achieve its goals?
    d. What led to your success?

2. **Professional Development and Management Training**
    a. How would you approach the need for professional development, and how would you encourage or enable staff to participate in professional development programs as UC faces layoffs and existing staff take on more work?
    b. Who should get management training (MSP)?
    c. What would you do to develop lower level staff that may have a degree (e.g. an MBA) but not have management experience?

3. **Knowledge Management/Succession Planning**
    a. What do you think are the critical elements of KM/SP?
    b. For what types of positions is it particularly crucial?

4. **Support and Recognition for Staff**
    a. How would you approach these needs?

5. **Performance Management**
    a. How should UC approach it?
    b. Should performance management processes vary for different types of staff (managers, scientists, and administrative staff)? If not, why not?

6. **Diversity**
    a. How do you define diversity and why is it important?
    b. What do you think are UC's biggest challenges in terms of diversity?
    c. What is your vision of success for diversity within UC?
    d. What strategies would you use to strengthen diversity at UC? (Especially given how busy managers are, how would you train and support them in strengthening diversity?)

7. Describe obstacles to progress that you might expect within UC?

8. How would you rate your ability to predict needs before they arise? How would you rate your intuition, and do you use intuition in decision making?