UC Talent and Succession Management: Where Do We Begin at UC?

UC-Coro Systemwide Leadership Collaborative
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“The workforce we create, engage and sustain ultimately determines our institution’s future.”

Brantley, 2018, The Higher Education Workforce
Talent and Succession Management

An integrated, cross-system approach that incorporates:

• **Succession planning**—prioritize talent vacancy risks and form retention and development plans.

• **Talent review process**—discuss, plan and act on talent needs.

• **Talent development**—provide training and professional development opportunities and resources.
Why engage in talent and succession management at UC?

1. **Prepare for the future** – The UC needs an intentional approach to address changing social, economic and public considerations.

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<thead>
<tr>
<th>Social</th>
<th>Economic</th>
<th>Public</th>
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<tbody>
<tr>
<td>• Increased turnover and retirements</td>
<td>• Increased cost of hiring externally</td>
<td>• Fiscal responsibility</td>
</tr>
<tr>
<td>• Motivated, educated, mobile workforce</td>
<td>• Competitive job market</td>
<td>• Public institution limitations</td>
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<tr>
<td>• High cost of living</td>
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Why engage in talent and succession management at UC?

2. Improve career development and performance management – address issues raised in the 2017 UC Employee Engagement Survey.

× “My campus/location is doing a good job of planning for management succession.”

× “I feel my campus/location does a good job matching pay to performance.”

61% of UC employees responded that they are “seriously considering leaving the UC system” at the present time.
Why engage in talent and succession management at UC?

3. Meet business and staff development needs:
   - Retain staff
   - Build our pool of talent
   - Increase morale
   - Sustain performance
   - Reduce costs associated with external hires
UC Systemwide Talent Management’s Response:

• Developed business case report Nov. 2018: “The case for engaging in talent and succession management strategy at UC”
• Developing systemwide talent and succession management strategy
• Identifying tools, training opportunities, and resources
• Licensed Talent and Succession Management Toolkit* for UC employee use
• Sponsored 2019 UC-Coro Systemwide Leadership Collaborative Northern Cohort project to develop best practices and recommendations

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“Succession planning must belong to the institution (to all employees), and it is more about building for the future than retaining the past.”

Luna, 2012
International Leadership Journal
The Talent & Succession Planning Toolkit®

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Example of:
Employee Career Discussion Sheet

Completed by the employee for career and development planning purposes.

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<table>
<thead>
<tr>
<th>Name:</th>
<th>Years at Company:</th>
<th>Years in Current Role:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager’s Name:</td>
<td>Current Job Title:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education:</th>
<th>Certifications / Special Skills:</th>
<th>Past Five Job Titles:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Languages:</th>
<th>Since we last had a career discussion, what formal education, job experiences, and professional development have you completed and applied on the job?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What do you enjoy most about your job?</td>
<td>What do you enjoy least about your job?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Do you feel you are still learning and/or being challenged in your current role?</th>
<th>Is there anything you have done in past jobs that you enjoyed that you would like to do again?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you want to pursue (or continue to pursue) other leadership positions (managing people), or do you prefer to pursue a technical role (expert individual contributor role)?</td>
<td>What do you see as your top three strengths that you bring to our company?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What would you like to learn more about in our company and/or within our industry?</th>
<th>What other potential positions and/or functional areas in our company are of interest to you? Are you open to lateral career moves that make sense for your overall career path development?</th>
</tr>
</thead>
<tbody>
<tr>
<td>To move into this/these roles, what qualifications, skills and/or knowledge would you need to obtain?</td>
<td>What can we do as a company to continue to retain you here and to help you continue to grow?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relocation Preferences:</th>
<th>Can relocate anywhere</th>
<th>Can relocate with these restrictions</th>
<th>Can't relocate at this time</th>
</tr>
</thead>
</table>

Notes:
GETTING STARTED AT UC

The 2019 UC-Coro Leadership Collaborative Northern Cohort, in partnership with the UC Human Resources Leadership Collaborative, assessed systemwide readiness for implementing talent and succession management programs. This site outlines our project findings with information on resources and recommendations to help you get started with a talent and succession management program at your site.

TALENT AND SUCCESSION MANAGEMENT AT UC

The University of California is one of the world’s preeminent higher education institutions. To fulfill its teaching, research and public service mission in the coming years, UC needs to attract, develop and retain top talent at all levels.

DEFINING TALENT AND SUCCESSION MANAGEMENT

An integrated, cross-system approach that incorporates:

- Succession planning - prioritize talent vacancy risks and form retention and development plans
- Talent review process - discuss, plan and act on talent needs
- Talent development - provide training and professional development opportunities and resources
How might this resource work throughout the University?

• Can a toolkit be adapted for systemwide use?
• What barriers might exist for a successful implementation?
• What are the best practices?
• What metrics might be used to measure success going forward?
• What recommendations would we make to rollout the toolkit across all UC?
“Succession planning is only beneficial if the process is multi-school, multi-departmental, on the health-side and campus-side. There should be a focus on developmental skills rather than on individuals.”

Dean Joseph Guglielmo, UCSF, School of Pharmacy
Assessing the UC Landscape

We embarked on a systemwide effort to gauge locations’ readiness and awareness, including:

1. Administering online surveys to campus leaders
2. Conducting interviews with campus leaders
3. Reviewing quantitative and qualitative data

All in all, we engaged with 109 individuals across the system who either responded to our survey or were interviewed.
Current State Survey: by Position & Location

Total Respondents = 76 (14% of people polled)
Current State Survey Results of Respondents

Knowledge

- **Yes**: 17%
- **No**: 83%

Do you know about programs at your location?

Interest

- **Yes**: 83%
- **No**: 13%
- **No response**: 4%

Are you interested in providing support and resources?
Current State Survey Results: Challenges

What obstacles do you foresee?
Current State Interviews:

Questions assessed seven important areas around talent management and succession planning:

- Knowledge/Experience
- Definition of Succession Planning
- Responsibility
- Existing Plans
- Challenges
- Benefits
- Organizational Requirements

51 interviews conducted
Requirements

Responsibility
“Succession planning is a process; it is leadership preparation; it is inclusive; it is intentional; it is forecasting.”

Talent and Succession Management at the University of California
A Quick Start Guide: Three Steps You and Your Team Can Take

1. ASSESS
   Identify your future talent needs

   - Assess your team’s current state and set a strategic vision.
     - What’s on the horizon? How is the organization changing? How is technology changing?
     - What’s going away? What capabilities are likely to be required?
   - Identify upcoming position changes and needs (including for your own position).
     - Which positions are critically important? What are your likely personnel changes?
   - Incorporate diversity goals.
   - Identify key knowledge and skills your team has now, and will need in the future.
     Think broadly, including skills such as:
     - Developing partnerships
     - Leading diverse teams
     - Implementing new programs
     - Navigating conflict

2. COMMUNICATE
   Share vision and tools

   Identify or build talent development programs and strategies, including:
   - Internships
   - Mentoring, informational interviews, job shadowing, mobility fairs
   - Leadership opportunities
   - Train managers to prepare for talent and succession management conversations.
     - Dedicate time for staff self-assessments to focus on strengths, interests and areas of opportunity.
     - Meet with staff to understand career goals and skills needed for future roles.

3. MEASURE
   Track and analyze progress

   Develop and track metrics, such as:
   - Number and diversity of qualified applicants for key positions
   - Time to fill vacancies
   - Diversity of leadership
   - Train managers to prepare for talent and succession management conversations.

   Highlight quick wins, staff mobility and achievement of individual career goals.
   - Recognize managers who invest in talent and succession management.
   - Reinforce best practices for building a diverse workforce.

   Resources in the Toolkit:
   - Succession Plan Form

IMPLEMENTATION RECOMMENDATIONS
- Engage trained talent and succession management facilitators to support consistent implementation across the department or organization.
- Coordinate with HR, diversity and inclusion, and legal offices to ensure compliance with laws and policies.
- Plan sufficient time and organizational resources for implementation.
- Communicate clear goals and values.
- Support cross-departmental and cross-institutional talent development.
- Continuously assess processes to reduce biases.

Everyone has a role

Senior leaders
- Develop and communicate strategic vision.
- Provide institutional support.

Hiring managers
- Assess skill needs.
- Identify critical positions.
- Provide opportunities for growth and development.

All employees
- Engage in this process.
- Take responsibility for career growth.
- Provide feedback.

Tools to Help
UC has licensed a toolkit to support talent and succession management programs. This icon points you to specific resources in the toolkit, which are available here: https://www.ucop.edu/human-resources/staff/talent-management-acquisition/index.html
Department Chief Administrative Officer (CAO) observes:

- Turnover in account analysts in the business office
- Turnover in managers in the business office
- Analysts increasingly need new skills for data analysis and data visualization
- Managers need experiences in strategic planning and change management
Quick Start Guide: Case Study

1. CAO and HR Director obtain campus and systemwide data
   - Turnover in analyst and manager positions across the college
   - High percentage of searches failing

2. With HR professionals and campus diversity, equity and inclusion experts, set goals for workforce strategic planning, obtain and share information

3. Identify skills and experiences necessary for leadership and institutional success
   - Analysts: technical skills
   - Managers: strategic planning, change management

Links to UC Talent and Succession Management Toolkit (Customize to location as needed): Talent and Culture Questionnaire; Leadership Position Needs Assessment
Quick Start Guide: Case Study

- CAO shares vision, values, and goals with employees
- With HR professionals, identify/develop talent development programs
  - Existing classes and workshops
  - Cross-department job-shadowing
  - Mentoring
  - Campus mobility fair
- With HR professionals and diversity, equity and inclusion experts, prepare and train managers for succession planning conversations
- Dedicate time for self-assessments and talent development conversations
- Communicate opportunities and encourage participation

Links to UC Talent and Succession Management Toolkit (Customize to location as needed): Employee Career Discussion Sheet; Talent Review-Succession Meeting Preparation Checklist; Abilities and Aspirations Form
Quick Start Guide: Case Study

• Track and analyze progress with strategic goals and objectives
  o Number of staff participating in programs
  o Employee retention rates
  o Diversity of applicant pools
  o Number of internal qualified applicants for manager positions

• Identify opportunities for improvement

• Report and highlight successes

• Recognize managers who invest in talent and succession management

• Reinforce best practices for building a diverse workforce

Links to UC Talent and Succession Management Toolkit (Customize to location as needed): Succession Plan Form
“Talent management should be a system, a complete and interrelated set of practices and activities.”

Thunnissen et al., 2013

*International J. Human Resources Management*
Recommendations

1. Encourage senior leadership to sponsor and champion talent and succession management by adopting strategies tailored to each location’s needs.

2. Use the framework outlined in the Quick Start Guide to initiate the process.

3. Customize Toolkit materials and methods to align with goals, priorities, policies and practices of the particular UC location.

4. Invest in talent development programs, establish and publicize objective criteria for participation and communicate expectations.
Recommendations

5. Build and sustain a culture of inclusion and systemwide mobility to retain, further develop, and fully benefit from UC’s world-leading talent.
   • Proactively maintain diversity and inclusion principles
   • Develop talent pools, rather than “heir-apparent” successors, where possible
   • Publicize the topic—incorporate it into staff meetings, highlight successes, recognize champions
   • Encourage faculty and staff to pursue UC career opportunities within and outside of their current location or unit
   • Stay attuned to and comply with negotiated labor contract constraints
   • Assess progress periodically for visibility and accountability, to document successes, and to ensure effectiveness
   • Employ change management practices to support a culture shift
Call to Action is “Right Now”

We ask you as executive and senior leaders to dedicate time to assess needs at your location and to drive the development of programs to leverage the amazing talent at UC working each day to fulfill our mission of research, education and public service.

• It’s about leading … by setting goals and monitoring progress
• It’s about assessing … our vacancy risks and strategically planning for future needs
• It’s about communicating … the importance and value of this work
• It’s about investing … in resources that enhance opportunities and promote diversity, equity and inclusion
• It’s about working together and trusting one another….. to ensure the viability of UC’s public service mission and possibility of a better future.
“…Succession planning guides the development of a diverse cadre of emerging leaders who will in fact change higher education.”