



STRATEGIC SUMMIT ON PEOPLE DEVELOPMENT Summary for Open Forums – May 2008

Background

On February 26, 2008, 160 people from across UCI convened in the Student Center for a half day dialogue about the future of professional and career development. This Strategic Summit on People Development included individuals from many areas of campus and the Medical Center. The event was sponsored by the Chancellor's Advisory Committee on the Status of Staff, Human Resources, the Office of the Executive Vice Chancellor and Provost, Staff Assembly, and University Extension.

Chancellor Michael Drake kicked off the Summit, emphasizing the university's responsibility to develop the talents of those working here. The importance of this commitment is also documented in the university's long-range plan: Focus on Excellence – A Strategy for Academic Development at the University of California, Irvine 2005-2015. That plan articulates several goals relating to workforce recruitment and development, including the need to "increase leadership training and growth opportunities"¹ and to "increase retention."²

With this strategic direction in mind, Summit participants worked in small groups on the focus areas noted below:

Taking UC Irvine's values, strategic plan (2005-2015), and goals into consideration –

- ***Envision the desired future of professional and career development, particularly for staff.***

Serving as the foundation of a short and long range training and development plan –

- ***Describe that ideal state and begin to consider priorities, ideas, actions, and collaborations to support its achievement.***

This document summarizes the hopes and ideas shared by Summit participants in February. Since then, a planning committee has been analyzing the information to begin drafting a strategic plan for training and development. Open forums will be held in May to review this summary and gain additional feedback from even more people. The strategic plan, used to guide actions in the years ahead, will be presented to UCI leaders by fall 2008 and made available on the Human Resources web site for review by others at UCI.

Summit Dialogue – Where We Are Now

Existing professional development programs include:

1. Management Self-Assessment Program (MSAP), a UC program sponsored by Human Resources.
2. Effective Supervision, a UCI certificate program sponsored by Human Resources.
3. Research Administration Management Program (RAMP), a UCI certificate program sponsored by the Office of Research.
4. Leadership Academy, a cohort program jointly sponsored by Human Resources and University Extension, funded by the Office of the Executive Vice Chancellor and Provost.
5. Business Officer Training (BOI), UC and UCI programs, sponsored by Human Resources.
6. Some internal promotional opportunities but not supported by coherent, organized training to prepare potential candidates.

¹ Page 72.

² Page 72.

PEOPLE DEVELOPMENT SUMMIT SUMMARY
For Open Forums – May 2008, pg. 2

7. Some cross-training and professional development done informally within some departments.

What trends concern us:

1. Upcoming retirements of a significant portion of UCI leaders in the next five years.
2. Recruitment and retention difficulties caused by external competition and internal pressures.
3. Insufficient investment in training and development by UCI leadership.
4. Inconsistent support by managers for training and development time.
5. Increasing workloads with decreasing resources.

Summit Dialogue – Ideal Future

UCI staff are focused in achieving excellence through comprehensive UCI-wide training, professional development, and career opportunities that position talent for present and future success.

Summit Dialogues – Where We Want To Be and Common Ground

1. Establish staff and career development as a meaningful and consistent priority at UCI, including appropriate funding, time resources, and performance standards and accountability for results.
2. Standardize and centralize staff and career development under a partnership between Campus Human Resources, Medical Center Human Resources, University Extension, Office of Equal Opportunity and Diversity, and other appropriate departments.
3. Develop clear career paths with established core competencies and associated skill-building modules. Provide career counseling for employees.
4. Make training mandatory for supervisors and managers, including programs such as the Management Self-Assessment Program (MSAP) and the Effective Supervision certificate program.
5. Secure permanent funding for the Leadership Academy and expand certificate programs to other levels of leaders.
6. For the programs noted in items #4 and 5 above, expand the frequency of offerings and seats available so more people can participate.
7. Bring back in-person New Employee Orientation to help new staff in their transition to UCI by providing them with an opportunity to meet and network with other new staff.
8. Make UCI the employer of choice in Orange County.
9. Continue to focus on creating a respectful, inclusive, and diverse environment at all levels to reflect the regional population.
10. Ensure a consistent administrative culture from campus to medical center and unit to unit that supports staff development and the necessary time away from the workplace.
11. Expand Reduced Fees Programs for employees to complete formal educational programs at UCI.
12. Maximize use of technology for “just-in-time” training and for reinforcement after training.
13. Grow the use of assessment tools and 360 ° type evaluations of managers and supervisors.
14. Utilize existing and retired staff for mentoring and cross-training programs.
15. Recognize and reward leaders who promote staff development.

Online Survey (<https://eee.uci.edu/survey/PeopleDevelopSurvey>)

If you were unable to attend the summit, open forum sessions, or if you have additional professional and career development ideas and feedback, please complete an anonymous online survey before May 31, 2008. This survey is open to all UC Irvine staff and should take less than 10 minutes to complete.

Strategic Summit on People Development Co-sponsored By:
Chancellor’s Advisory Committee on the Status of Staff, Human Resources, Office of the Executive Vice Chancellor and Provost, Staff Assembly, University Extension