Systemwide Talent Management and Staff Development

Organizational Readiness Phase One

ABOG Presentation

February 24, 2015
Organizational Readiness

Phase One Team

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February 24, 2015
Chief Human Resources Officer Input

Talent Management Consortium Priority:

- Succession/Organizational Readiness

- Identifying High Potentials
- Building templates, guidelines and buy-in
- Career development website
- Workforce planning
Phase One

**We Have Identified**

**Organizational Readiness Model**
- Elements for each step of the model
  - Processes, activities, tools
  - Resources in use, to develop or acquire
- Use as it fits

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One Size Fits All

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Importance of Organizational Readiness

Why is Organizational Readiness and Succession Planning important to you right now?

What is the business need?
Importance of Organizational Readiness

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60 OR OVER

Likely an employee will retire
WITH 19.65 years service credit

35%

Current Workforce 50+
Likely to retire in the next 10 years

MEANWHILE

40-49 age group has been declining

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Importance of Organizational Readiness

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11.5%  2005-06 Turnover rate expected to return

2012 TOWERS WATSON ENGAGEMENT SURVEY FINDINGS

23%  Employees seriously considering leaving UC

59%  Employees not seriously considering leaving UC

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Importance of Organizational Readiness

The changing landscape of higher education and healthcare, and our own demographics present us with some challenges

- Opportunities approaching
- Retirements forthcoming
- Known risks
- Cost of inaction
- Changing capabilities required
- Support efforts to increase diversity

What are your numbers, concerns, challenges?

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Organizational Readiness Needs a Dual Approach

**ORGANIZATION**
- Strategic planning for the future
- Executive level ownership
- Systemwide processes, tools and data
- Oriented toward organization's benefits
- Develops individuals for performance & growth
- Retains and attracts

**INDIVIDUAL**
- Individuals plan for and align their career and performance goals with the organization's needs
- Individuals own their own development
- Supported by the organization with processes, tools and data
- Increases engagement and professional growth and value
The Organizational Readiness Model

1. Vision of the Future
2. Structure and Key Roles
3. Competencies for Key Roles
4. Assessment of Current Bench Strength - Talent Review
5. Gap Analysis between Current Skills and Future Needs
6. Gap Resolution - Develop, Retain, Acquire
7. Sustainability & Successes
Individual Focus – Individual Readiness

1. Career goals
2. Critical experiences/positions needed to achieve those goals
3. Critical competencies needed to achieve those positions/experiences
4. Assessment of current skills, competencies, and strengths
5. Gap analysis between current skills and skills needed for desired career goal
6. Gap resolution - plan and implement professional development
7. Re-assessment of goals and progress
Resources Available

Talent Management, Alignment and Engagement (Berkeley)
Strategic Leadership Development (Berkeley)
Organizational Readiness and Talent Review (Irvine Health)
Workforce Planning Process (Merced)
Succession Planning: Examples of Best Practices (San Diego)
Succession Management: Readiness Assessment, Methods & Techniques, Development (San Diego Health)
Succession Planning and Development Program (San Francisco)
Career Development Websites (Berkeley, Davis, Irvine)
Professional Development Programs (All)