

Management Forum

Staff Engagement and Retention at UVic

Nov 22, 2007

INTRODUCTION:

The following is a compilation of the 12 reports created at the Management Forum on Staff Engagement and Retention, Nov 22, 2007.

1. Participants formed groups and held discussions based on the theme, Staff Engagement and Retention at UVic.
2. Group reports were posted and viewed by all participants
3. Participants rated the topics by importance
4. Participants then signed their names beside the topics they could personally commit to (implement on their own); OR be willing to be part of a working group as an organizational initiative.

The follow-up plan includes:

1. Sharing this report with all participants
2. Posting it on the website in the management forum section

In approximately two months, we will call another meeting of this group where the VPFO will report back on priorities going forward and participants will report on any progress they have made.

Management Forum
 Staff Engagement and Retention at UVic
 Nov 22, 2007

Discussion Topics – in order of importance ratings by participants:

TOPIC 1: Opportunities for Transferable Skill Utilization	3
Signed-up: Richard Piskor; Brigit Castledine, Jackie Prowse, John Hall, Helena Miklea	
TOPIC 2: Support Work-life Balance	4
Signed-up: Carrie Andersen, Shirley Lyon, Michele Peterson, Rebecca Chow, Heather Regan, Cindy Player, Grace Wong-Sneddon, Mary-Ann Teo, Rosemary Pulez	
TOPIC 3: Making a Difference	5
Signed-up: Joy Davis, Bentley Sly	
TOPIC 4: Education, Prof. Dev., Training, Career Advancement	6
Signed-up: Bert Annear, John Braybrook, Mary-Ann Teo, Grace Wong-Sneddon, Dino Valeri, Sandra Partridge, Jackie Prowse	
TOPIC 5: Mentoring Employees	7
Signed-up: Christine James, Shirley Lyon, Heather Regan, Michele Peterson, Janice Johnson, Bert Annear, Chris Purse, Birgit Castledine, Jolie Wist.....	
TOPIC 6: Project for engaging our Millennial in telling us specifically what UVic can do to make them stay/grow here.....	8
Signed-up: Jolie Wist, Kate Seaborne, Christine James, and Pamela Nielsen	
TOPIC 7: Non \$ Rewards in Union Environment.....	9
Signed up: Janice Johnson, Jolie Wist, Leigh Anderson, Tom Downe, Sandra Partridge, Diana Walton	
TOPIC 8: How do we engage/retain – Employees with Disability; Employees with Colour; Employees of all genders and sexual orientations; Indigenous Employees	10
Signed-up: Cindy Player, Grace Wong-Sneddon, Pamela Nielsen, Rebecca Chow, Carrie Anderson.....	
TOPIC 9: Career Development for People of Colour	11
Signed- up: Grace Wong-Sneddon, Mary-Ann Teo, Cindy Player and Christine James.....	
TOPIC 10: Support When Departments are Shorthanded.....	12
Signed-up: Patti Pitts, Pamela Nielsen, Cindy Player, Rebecca Chow, Jackie Prowse, Diana Walton	
TOPIC 11: The Big Picture or Busting the Silos (Ian Blazey)	13
TOPIC 12: From Student to Employee (Bonnie Hallett).....	14



Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES - 24

TOPIC 1: Opportunities for Transferable Skill Utilization

CONVENER: Richard Piskor

KEY POINTS:

- ✓ We tend to look for 'TURN KEY' replacement staff, rather than looking at internal staff that have potential, as we don't value transferable skills as much.
- ✓ This may no longer be possible as there are fewer 'Turn key candidates.'
- ✓ It is difficult to fast stream/mentor/provide educational opportunities, as staff is working to capacity – there is no excess capacity available as a buffer.
- ✓ There are few opportunities for advancement within this institution – we have staff who would like to continue to work within the institutions for the next 10-20 years, but don't want to do the same thing – they need to be challenged.

PRELIMINARY RECOMMENDATIONS:

- ✓ Consider opportunities for secondments/temporary leaves.
- ✓ Consider subsidized educational opportunities – during or outside of work time; related or not directly related to the current job.
- ✓ Consider changing the posting/selection process so that it values internal transferable skills.

Signed-up: Richard Piskor; Brigit Castledine, Jackie Prowse, John Hall, Helena Miklea

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES - 17

TOPIC 2: Support Work-life Balance

CONVENER: Carrie Anderson

KEY POINTS:

- ✓ Negative perception associated with life balance.
- ✓ Need to encourage acceptability of taking steps to maintain balance.
- ✓ Desire for work/life balance is increasing.
- ✓ Tendency to recognize and reward working overtime instead of questioning.
- ✓ Feelings of guilt associated with life balance.
- ✓ Need for flexibility in work model.
- ✓ Difference between acceptability in maintaining life balance vs. family balance/commitments.

PRELIMINARY RECOMMENDATIONS

- ✓ Communicate within units about pressures and gaps in supporting balance.
- ✓ ***Institution –wide conversation ********
- ✓ Managers must be mindful of expectations they set for employees.
- ✓ Build flexibility into work model.

Signed-up: Carrie Andersen, Shirley Lyon, Michele Peterson, Rebecca Chow, Heather Regan, Cindy Player, Grace Wong-Sneddon, Mary-Ann Teo, Rosemary Pulez

TOTAL VOTES - 15

TOPIC 3: Making a Difference

CONVENER: Joy Davis

KEY POINTS:

- ✓ All staff need to see their role in achieving the work of the unit/university and to be appreciated for the specific contribution they make.
- ✓ Staff who tend to work 'behind the scenes' tend to be excluded from the positive feedback provided by clients.
- ✓ We lack clear measures of success.
- ✓ People tend to work in silos and don't have a sense of connection to the larger goals of UVic.

PRELIMINARY RECOMMENDATIONS *(All points recognized as important)

- ✓ Forums to bring people together and create synergies.
- ✓ More thought consistent and positive ways of recognizing individual contributions.
- ✓ Take the time to interact, build relationships and reinforce roles and contributions.
- ✓ More tools to recognize contributions.
- ✓ Break down faculty/staff dichotomy.

Signed-up: Joy Davis, Bentley Sly

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES - 14

TOPIC 4: Education, Prof. Dev., Training, Career Advancement

CONVENER: Bert Annear

KEY POINTS:

- ✓ Unionized environment.
- ✓ No mechanism for succession planning.
- ✓ Professional development funding doesn't match current costs.
- ✓ Performance measure/inventory of abilities does not exist or is not developed.
- ✓ Culture and workload not set to allow development as part of work role/life.

PRELIMINARY RECOMMENDATIONS:

- ✓ Develop succession planning mechanism.
- ✓ Clear paths for progression.
- ✓ Consistent support (mgr/finance union) for training.

***Signed-up: Bert Annear, John Braybrook, Mary Ann Teo,
Grace Wong-Sneddon, Dino Valeri, Sandra Partridge, Jackie Prowse***

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES - 14

TOPIC 5: Mentoring Employees

CONVENER: Christine James

KEY POINTS:

- ✓ Mentoring currently exists informally on campus.
- ✓ Benefits:
 - Team building
 - Healthy relationships
 - Employee Engagement – both Mentor and Protégée
 - Succession planning
 - Building awareness of other departments
- ✓ Different types of mentoring:
 - One-on-one; multi-levels; formal and informal
 - Exemplary behaviour
- ✓ Challenges: i.e. recognition and value; educational support, resources.
- ✓ Anyone at any level can be a mentor.

PRELIMINARY RECOMMENDATIONS:

- ✓ Recognition for value of mentoring
 - Highlight current success (ex: article in 'The Ring')
 - Need Union Buy-in
- ✓ Call for volunteers to be mentors
 - Perhaps create an on-line listing
 - Establish measures for success
- ✓ Provision of educational support.
- ✓ Guidelines, definitions, limitations, expectations, time.
- ✓ Permission to let relationships evolve, as they need to.

Signed-up: Christine James, Shirley Lyon, Heather Regan, Michele Peterson, Janice Johnson, Bert Annear, Chris Purse, Birgit Castledine, Jolie Wist

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES - 10

TOPIC 6: Project for engaging our Millennial in telling us specifically what UVic can do to make them stay/grow here

CONVENER: Jolie Wist

KEY POINTS:

- ✓ X-generational understanding/appreciation and education is needed to achieve this notion of generations as being part of 'diversity'.
- ✓ Not intended to be to exclusion of other generations.
- ✓ Expand project to late Gen-Xers as well.
- ✓ Have to have Exec . Support to actually deliver on recommendations.
- ✓ Time is now.
- ✓ Should help managers manage better – win/win.

PRELIMINARY RECOMMENDATIONS:

- ✓ Get our Exec to champion the project and commit to action.
- ✓ Begin with education on the topic of generational diversity for all staff to break down misconceptions and heighten understanding/awareness.
- ✓ Start with focus groups of late Gen-Xers/Millennials to spark discussion and preliminary recommendations.
- ✓ Gather the Managers to get their perceptions on what the Gen-Xers/Millennials might propose.
- ✓ **Reconvene the Gen-Xers/Millennials en-masse to synthesize/prioritize top 5 ideas they want to take forward to Exec. ***
 - Need Exec champion present to demonstrate commitment and manage expectations.
- ✓ Use this info to then engage Managers in what they need to make implementation successful, given the commitments of the Exec.
- ✓ **WALK THE TALK! ***
- ✓ Do it sooner than later to meet the "now, please" expectations of these generations.

Signed-up: Jolie Wist, Kate Seaborne, Christine James, Pamela Nielsen

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES -9

TOPIC 7: Non \$ Rewards in Union Environment

CONVENERS: Janice Johnson

KEY POINTS:

- ✓ Employee set day – Pro D currently set by union. (Nurse)
- ✓ Give projects/work based on what the employee wants to do. (UNEX)
- ✓ Flex hours/issues/home UVic Community.
- ✓ Notes/thank-you – Campus Sec.
- ✓ Push boundaries of CUPE - Campus Sec.
- ✓ Employment Recognition program – LIBR.
- ✓ Academic department should have professional managers.
- ✓ Where are the Faculty??

PRELIMINARY RECOMMENDATIONS:

- ✓ Who is pushing back? Everyday we reward and recognize.
- ✓ How do we value – How do we ensure we are feeling value – training.

***Signed up: Janice Johnson, Jolie Wist, Leigh Anderson, Tom Downe,
Sandra Partridge, Diana Walton***

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES -8

TOPIC 8: How do we engage/retain – Employees with Disability; Employees with Colour; Employees of all genders and sexual orientations; Indigenous Employees

CONVENER: Cindy Player

KEY POINTS:

- ✓ Barriers/constraints to supporting employees with disabilities -
 - \$ gap between commitment and resources necessary
- ✓ Need different supports for different groups
- ✓ Lip service – gap between commitment and reality
- ✓ Staff and institution recognize different community commitments (e.g. of Indigenous employees commitment to their community when there is a death-may not be consistent with bereavement leave provisions of university)
- ✓ Need to support indigenous employees and collective community needs, education, understanding organizational change
- ✓ Sexual orientation/gender campus “safe place”
- ✓ University needs to do work before people (indigenous, disabilities, GLBTQ-gay/lesbian/bisexual/transgender/queer) arrive
- ✓ Recruitment expanding to other areas
- ✓ Fear of talking about issues, climate for talking openly
- ✓ Recognize added burden on diverse employees to advocate, speak up
- ✓ Training initiatives - HR
- ✓ Offensive/hate messages - resources for removal and beyond
- ✓ Resource issue
- ✓ More than lip service
- ✓ Pro-active
- ✓ Breakdown idea that “diverse groups” need special attention because the way things are--is OK, the way things are needs to change
- ✓ More recruitment for positions of power
- ✓ Bring different groups to management table, not tokenism
- ✓ More opportunities to diversify
- ✓ Diverse ways - recruitment good for everyone, eg. curb cuts

PRELIMINARY RECOMMENDATIONS:

- ✓ Develop strategies to lessen gap between commitments and a) resources \$ and b) reality
- ✓ Recognize need for institutional change that comes with diversity
- ✓ Be proactive - e.g. educate ourselves about differences i.e. cultural, disability, start process of change, education before recruitment
- ✓ Develop a climate where we are not afraid to discuss these issues, open discussion
- ✓ Recognize additional burden on diverse employees

Signed-up: Cindy Player, Grace Wong-Sneddon, Pamela Nielsen, Rebecca Chow, Carrie Anderson

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES -7

TOPIC 9: Career Development for People of Colour

CONVENER: Grace Wong-Sneddon

KEY POINTS:

- ✓ ***Use preferential/limited hire to recruit equity planning ****
- ✓ Reduce rigidity of the organization to be truly welcoming.
- ✓ Individualistic as collectivistic thinking, which may expect leaders /supervisors to lead them to career development vs. self-promotion.
- ✓ ***Lack of understanding of needs of people of colour ****
- ✓ ***Very low numbers in organization ****
- ✓ Issue raises fear, difficult topic.
- ✓ Only women attended group.

PRELIMINARY RECOMMENDATIONS:

- ✓ Mentoring – for support to recognize transferable skills, strengths, etc.
- ✓ Some performance reviews.
- ✓ Develop advocates, allies.
- ✓ Build capacity of numbers.
- ✓ ***Expand strategies for inclusively ******

Signed- up: Grace Wong-Sneddon, Mary-Ann Teo, Cindy Player and Christine James

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES -6

TOPIC 10: Support when Departments are shorthanded

CONVENER: Patty Pitts

KEY POINTS:

- ✓ Expectation of 24/7 email responsive/especially tough when short staffed.
- ✓ 2 kinds of staff crunch – no staff increase commensurable with increased workload and no replacement staff for those on medical/other leave.
- ✓ Lack of freedom to eliminate 'lesser importance' tasks for more immediate work.
- ✓ Tech. advancement requires more training time.
- ✓ Clash of cultures – academic 24/7 vs. admin '9-5' – need to reconcile the 2.

PRELIMINARY RECOMMENDATIONS:

- ✓ Give staff permission to question workload/priorities.
- ✓ Depending on dept – encourage moratorium on after hours email.
- ✓ Develop wider range of skills for secretary services pool; encourage retired to join for the part/time work.
- ✓ Develop floating 'pool of PEA' that can fill in for leaves (where skills are applicable.)
- ✓ We have dedicated funds for equipment renewal/need to cover people renewal too!
- ✓ Tie in development priorities with recruitment needs i.e. more daycare would be a big monetary attraction.
- ✓ May need to be able to refuse or limit work but needs to be top down.
- ✓ Help for managers to encourage staff eliminate non-necessary tasks and calm fears of job diminish month/recrimination; encourage staff to see a more fulfilling outcome.

Signed-up: Patti Pitts, Pamela Nielsen, Cindy Player, Rebecca Chow, Jackie Prowse, Diana Walton

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES -5

TOPIC 11: The Big Picture or Busting the Silos

CONVENER: Ian Blazey

KEY POINTS:

- ✓ How does my job affect others and vice-versa.
- ✓ My needs from others and vice-versa.
- ✓ Structured orientation programs.
- ✓ Staff exposure to Senior Execs.
- ✓ Face to face meeting/discussion with peers/colleagues.
- ✓ Continued professional development.

PRELIMINARY RECOMMENDATIONS:

- ✓ ***Timing and expanding nature of orientations ********
- ✓ Manager's role in bringing together different groups.
- ✓ Use of "*The Ring*" for disseminating info strategies to off-set silo building.

Signed-up: Ian Blazey

Management Forum
Staff Engagement and Retention at UVic
Nov 22, 2007

TOTAL VOTES – 1

TOPIC 12: From Student to Employee

CONVENER: Bonnie Hallett

KEY POINTS:

- ✓ Identifying 'suitable students.'
- ✓ Using existing Uvic structures.
- ✓ Jobs need to link academic and technical skills.
- ✓ How to integrate with existing staff.
- ✓ Communication skills are critical – can teach other things.
- ✓ Use secondments and mentoring.

PRELIMINARY RECOMMENDATIONS:

- ✓ Co-op internships.
- ✓ Time to be a mentor.
- ✓ Create 'real' jobs.
- ✓ Clarify what we have to offer.
- ✓ Keep links with coop students as casual, part-timers.
- ✓ identify and look for transferable skills.
- ✓ Alumni Association data bank.

Signed-up: Bonnie Hallett