



Management Forum
Staff Engagement and Retention at UVic
April 28, 2008

TOPIC 1 and 4 (combined):

- 1. Opportunities for Transferable Skill Utilization**
- 4. Education, Prof. Dev., Training, Career Advancement**

CONVENER: Richard Piskor

Discussion Group: Ardis Myette, Birgit Castledine, Tom Downie, John Hall, Deb Sexsmith, Janice Johnson, John Braybrook, Bentley Sly, Michele McDonald, Jane Kovach, John Foxgord, Diane Luszniak, Pamela Nielsen, Fern Johnson and Nella Garman. Helena Miklea and Jackie Prowse were part of the group in previous sessions.

Key Points:

- ✓ Need for ongoing professional development
- ✓ Differences between various groups – access to professional devl' funds and opportunities
- ✓ Barriers – availability and accessibility of funds, backfilling
- ✓ Need career planning and pathing – for growth and movement – broader than training for the next job fill
- ✓ Need workshops that follow and address these career paths
- ✓ Recognise cultural differences and differences between unions and eliminate where possible

Recommendations:

- ✓ Need broad skill set of transferable skills (CUPE 951 improve access)
- ✓ List the new things, the new hire needs to be successful in their new job (provided to them when they start)
- ✓ Interview differently – what the posting and interview process should look like



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TOPIC Cont'd– Transferable skills

Key Points:

- ✓ SLI
- ✓ legacy leadership
- ✓ staff mgmt
- ✓ university general knowledge
- ✓ collective agreement knowledge
- ✓ client service orientation
- ✓ flexibility
- ✓ political sensibility
- ✓ strong communication skills
- ✓ academics program structure
- ✓ non-professional passions and skills
- ✓ volunteer activities
- ✓ other professional training – not currently being used
- ✓ postings resumes internally – Monster.ca
- ✓ inventory (hook to uHire search off the web)
- ✓ look at this from two directions (1) employer – what skills they needs (2) employee: where might see themselves fitting, apply this to students also

Preliminary Recommendations:

- ✓ go forward with SLI re: inventory / catalogue of skills
- ✓ LL – re: readiness and culture



TOPIC: 2 – Work-Life / Work-Family Balance

CONVENER: Daphne Andrews & Heather Regan (Rebecca Chow facilitated)

Discussion Group: Marie Eardley, Heather Regan, Daphne Andrews, Cliff Haman, Tine Lathouwers, Patti McDonald, Chris Purse, Rosemary Pulez, Kim Lewall, Jan Nolan, Marilyn Brown.

Key Points:

- ✓ Reviewed from first discussion
- ✓ Institutional conversation – but also individual voice - survey
- ✓ Challenge of differing expectations – Avg. work week is how many hours?
- ✓ Culture is key in departments – comes from leaders
- ✓ More likely to have movement if pick one or two WL/WF balance topics
 - Need to also address overall volume of work
 - double/triple doing things
 - How to 'streamline'?
- ✓ Need to connect/consider Topic 10: Supporting when Shorthanded

Preliminary Recommendations:

- ✓ Institutional conversation and survey
- ✓ First focus to be “flexibility”
 - Staff to be educated on what UVic already provides (Collective Agreements, Benefits etc.)
 - Managers/Leaders to be engaged in learning more about benefits of providing WL/WF balance options
 - Leader – support managers in providing WL/WF balance opportunities
- ✓ More conversation on how to streamline
- ✓ Better information for bargaining in 2010 to be “Employer of Choice”
- ✓ Complete Employer of Choice applications
- ✓ Complete Legacy Leadership project proposal



TOPIC: 3 & 7 (Merged) – *New name* - Employee Recognition

- 3. Making a Difference**
- 7. Non \$ Rewards in a Union Environment**

CONVENER: Janice Johnson

Discussion Group: Ken Babich, John Braybrook, Tom Downie, Janice Johnson

Key Points:

- ✓ Review of 8 survey questions – (see below)

Reward & Recognition Survey

In November 2007 Human Resources sponsored a Management Forum entitled *Staff Engagement and Retention*. Individuals who attended the Forum were asked to identify areas related to recruitment and retention which they felt were of concern. Twelve topics were identified and individuals were given an opportunity to join a discussion in the groups which interested them. Two of the groups looked at issues around reward and recognition. They were *Making a difference* and *Non dollar rewards in a union environment*. Subsequent to the forum the conveners of these two groups agreed to merge their resources and work together on these issues

At our first meeting the group determined that it did not have enough information on what was actually happening on campus in the area of reward and recognition. This presented a challenge to developing new programs. We also acknowledged that we had no idea what forms of reward or recognition might interest our employees. We decided to use a survey to gather this information.

Suggested Survey:

Please take a few minutes to complete the following brief survey to assist us in defining areas of interest and to track what systems currently exist on campus. The deadline for responding to the survey is _____. Your assistance is appreciated.

1. Are you aware of any campus-wide programs or systems for rewarding or recognizing staff? Yes _____ -- No _____.
If yes please provide details:



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2 .Do you have any **formal** reward or recognition programs in your department?

Yes_____ No _____.

If yes please provide details.

3. Do you have any **informal** reward or recognition programs in your department? Yes_____ No_____.

If yes please provide details.

4. Which rewards or recognition programs do you think would be best received on campus?

- Cash rewards
- Gift certificates
- Pay for training programs
- Paid time off
- Unit/ team meals
- Merchandise gifts
- Motivational materials
- Personal or handwritten notes of thanks
- Employment anniversary acknowledgement
- Birthday acknowledgement

Which programs would you prefer?

5. What type of accomplishments do you think should be recognized?

6. Do you report the number and type of accomplishments received by or in your unit to your supervisor? Is the information posted for others to see?

7. Who should administer reward & recognition programs?

- individual units
- centralized unit
- campus wide committee
- other (please give details.)

8. Are you familiar with anything unique, interesting or worth knowing about that another organization is doing?

Thank you for taking the time to complete this survey.

Preliminary Recommendations:

- ✓ Tweak Survey and okay to send



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TOPIC: 5 – Mentoring Our Employees

CONVENER: Christine James

Discussion Group: Jan Nolan, Heather Regan, Chris Purse, Shirley Lyon, Birgit Castledine, Diane Luszniak, Patti McDonald, Grace Wong-Sneddon, Terrie Conway, Shailoo Bedi

KEY POINTS:

- ✓ PILOT – project proposal to Legacy Leadership program (*not selected by LEGACY participants on May 12th*)
- ✓ RESEARCH – continue with active research
- ✓ Mentoring workshops for mentors

Preliminary Recommendations:

- ✓ Move forward with project proposal, action items for group participants, such as recommending HR workshops on mentoring.



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TOPIC 6:– How to Engage Late Gen-X & Millenials to grow/stay at UVic

CONVENER: Jolie Wist (Nella Garman facilitated)

Discussion Group: Morag MacNeil, Eric Mayes, Pamela Nielsen, Michele McDonald

Key Points:

- ✓ Support for secondment opportunities
- ✓ Creative secondment opportunities, for example:
 - specific projects
 - part-time secondments (sharing between departments)
- ✓ Celebrate things that are important to this group e.g. diversity
- ✓ “Floating” positions: similar to secretarial services but for longer periods of time where a person can spend a few months at a time in a department
- ✓ Mentoring
- ✓ Exit surveys

Preliminary Recommendations:

- ✓ Manager support and encouragement for staff to attend Open Space is crucial!!



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TOPIC: 8 & 9; renamed: Breaking Down the Barriers

CONVENER: Grace Wong-Sneddon

Discussion Group: Christine James, Eric Mayes, Shailoo Bedi, Morag MacNeil, Pete Zacour, Wendie, Sandy Cull

Key Points:

- ✓ Must be seen as an inclusive culture/environment, reflect diversity in students; not the same for current staff / First Nations/ Indigenous / Aboriginal staff not well represented
- ✓ tap into broader community
- ✓ Retention
- ✓ Find out perceptions of employees – exit interviews – what’s working/what’s not
- ✓ University of destination – how we are creating a warm and welcoming environment for students and staff. Must be seen to be part of our culture.
- ✓ Retaining diverse groups
- ✓ Diversity to reflect – staff, and not only among students
- ✓ Strategies to break language barriers
- ✓ First nations – indigenous – aboriginal staff well represented
- ✓ Recruitment coordination to get target groups

Preliminary Recommendations:

- ✓ Strategies to break language barriers – career development plan
- ✓ Career coordinator – students @ career fair
- ✓ Promote internally e.g. secondment
- ✓ Mentoring
- ✓ Build skills inventory – use as a way to create new position/opportunity
- ✓ Status of exit survey, get information for them
- ✓ For individual leaders in units what have you done, promote, include equity, diversity issues
- ✓ Collaborate with career services, fairs etc.
- ✓ Forum, open space – target equity groups, problem solving, constructive discussion
- ✓ Accessible, inclusive website
- ✓ Linkage with student groups e.g. advisory group



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Preliminary Recommendations:

- ✓ Career fairs
- ✓ Work through community organizations
- ✓ People with disabilities – accommodations / transport – DATS
- ✓ What's being done
- ✓ Attraction – but maybe improvements can be around retention
- ✓ Getting feedback – cultural issues – closer to ...
- ✓ HR connection with communities, resource centres
- ✓ Challenges – cultural norm – assertive
- ✓ Can we make efforts to build those who are already here, secondments, mentoring
- ✓ Skills inventory – central place
- ✓ Departments to carry out their own exit interviews
- ✓ Exit survey stats and individual accountability.



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TOPIC: New – Student to Employee

CONVENER: Bonnie Hallett

Discussion Group: Carol Roberts, Ken Babich, Shirley Lyon, Jennifer Margison, Gayle Gorrill, Sandy Bligh, Rachel Scarth, John Braybrook.

Key Points:

- ✓ Permanent positions – co-op, international etc
- ✓ Co-op, international, work-study
- ✓ Mature students – fill the gap
- ✓ Chance to “try” a career
- ✓ Flexibility – recruitment – exams etc
- ✓ Broader “student” definition
- ✓ Gives a student voice to a department
- ✓ Volunteers/student alumni

Barriers//Opportunities:

- ✓ Lack of skilled persons
- ✓ Probation criteria
- ✓ \$\$
- ✓ Soft funded/positions a challenge for employees
- ✓ Union contracts
- ✓ Salary differentials
- ✓ Casuals training program
- ✓ Not limited to UVic – include broader scope
- ✓ Mandatory mentorships
- ✓ Part-time job shares
- ✓ Internships
- ✓ Summer employment programs

Preliminary Recommendations:

- ✓ Include LR to review CA issues
- ✓ Identify areas//inventory of placements
- ✓ Training / internships
- ✓ Work with Construction Association re: apprenticeships
- ✓ Establish a committee, review notes, meet to discuss plans for future
- ✓ Identify gaps and how to fill them
- ✓ Student employment policy