

# Workforce Planning for UCOP Setting the Strategic Direction

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## Section I: Background

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The University of California (UC) is the preeminent public research university in the country and the world, attracting top researchers, administrators and professionals from every industry, academia as well as other research organizations. The University of California system comprises ten campuses, five medical centers and three national labs. It is the number 3 employer and the 4<sup>th</sup> largest healthcare delivery system in the State of California.

The University of California Office of the President (UCOP) is UC's system wide headquarters. UCOP has two broad functions. Its primary function is to support the president in executive leadership of the university as a whole, and to assist the president in providing information and analyses to the Regents of the University so that their responsibilities may be effectively achieved. Its secondary function is to provide various services to the wider university community.<sup>1</sup> In this capacity, UCOP manages the UC system's fiscal and business operations. It supports the academic, research and public service activity across the campuses, medical centers and national labs. It provides a variety of centralized services that ensure system wide coherence and/or promote efficiencies by leveraging economies of scale. And it pilots and supports a variety of special projects and system wide programs.

## Section II: Business Case

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The year 2018 marks the 150th anniversary of the University of California. The President has urged the UC community to celebrate this milestone not simply by looking to our past, but by laying the groundwork to ensure that we continue to have a progressive, strong university system that serves the State, the nation, and the world for the next century and beyond.

In keeping with this charge, the Office of the President is undergoing a review and restructuring effort. The objective of this effort is to determine how the Office of the President can best carry out its complex set of functions and services, and support the future of UC. Building UCOP's workforce of the future in parallel will be critical; it requires an assessment of the current set of skills, knowledge, competencies and capabilities as well as an understanding of the future.

Today's workforce spans six generations, each with different perspectives and work behaviors. To remain productive and vibrant, an organization needs to be able to balance the particular challenges, needs and expectations of incoming generations with those of the existing workforce. The generational challenge is by no means the only concern facing organizations. The need for a comprehensive approach to strategic workforce planning is driven by a multitude of issues<sup>2</sup>: skill shortages or gaps; loss of talent; the costs of new talent; mitigating risk; the changing demographic of the workforce; and new business models or business strategies. Investing in workforce planning will enable UCOP to address all of these. Therefore, to ensure UCOP has the necessary talent to carry the university into the future for the next 150 years, workforce planning is a business imperative.

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<sup>1</sup> Working Group on the Roles of the Office of the President (2018, January). *Report of the Working Group on the Roles of the Office of the President to the Governance Committee of the Board of Regents*. Retrieved from <http://regents.universityofcalifornia.edu/regmeet/jan08/g4attach.pdf>

<sup>2</sup> Camden Delta (2011, September). *Real organizations, real challenges: The state of strategic workforce planning*. Retrieved from [http://www.camdendelta.com/wp-content/uploads/2013/03/CamdenDelta\\_TheStateOfWorkforcePlanning2011.pdf](http://www.camdendelta.com/wp-content/uploads/2013/03/CamdenDelta_TheStateOfWorkforcePlanning2011.pdf)

## Section III: Approach

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**Definition: Workforce planning is the systematic process of identifying and addressing the gaps between the current workforce and future talent needs.**

UCOP understands the need for a strategic approach to identifying, attracting, developing and retaining employees. Important steps in the planning process include:

- Analyzing and benchmarking UCOP's current workforce
- Identifying the workforce trends of the future and their impact on UCOP's workforce
- Analyzing the impact of generational, environmental, political, technological, cultural, and societal changes today and in the future
- Defining the skills, knowledge and capabilities for UCOP's future workforce

In April 2017 the California State Auditor recommended the implementation, over three years, of a workforce planning process following the five-phase Cal HR workforce planning model. UCOP accepted this recommendation and its four associated milestones (Appendix I).

This document describes UCOP's progress through and completion of Phase I: Setting the Strategic Direction.

## Section IV: Research and Benchmarking

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The first step in determining UCOP's workforce planning strategy was to research workforce planning best practices efforts in higher education, general industry, and the State of California.

UCOP engaged in multiple discussions with the Chief of Workforce Development Programs and Special Projects Division at CalHR to better understand the approach they took to build their model; as well as to understand what they are doing today to implement their workforce planning strategy. These discussions also included participating in the CalHR Quarterly Statewide Workforce Planning Forum in October 2017 which provided insight into the workforce planning efforts across the different State agencies.

Given the University's focus on teaching, research, and public service, peer institutions in higher education were identified as another important benchmark. Peer institutions were defined as AAU (Association of American Universities) institutions having a similar size and scope as UC, as well as a central function which supports the different schools and colleges of the organization.

The resulting set of 27 top teaching and research institutions, both public and private, were contacted to gain an understanding of what each is doing in the area of workforce planning (Appendix II). 17 universities responded to UCOP's outreach and 9 of the respondents agreed to participate in an interview. Currently, only 2 of the universities interviewed are implementing workforce planning. One of these universities is implementing the Human Capital Institute workforce planning model and the other university is implementing the Mercer workforce planning model.

A list of the key questions was developed to identify common themes (Appendix III). Additionally, the Corporate Executive Board’s (CEB’s) Best Practice Analysis<sup>3</sup> of 35 different companies was reviewed. This analysis provided insight on the approach general industry is taking towards workforce planning in the areas of ownership of the plan, data and analytics, and budget. Additionally, there was discussion about the challenges organizations faced during implementation such as lack of leadership commitment, lack of tools, resources, and technology and tools to name a few.

Table 1 below outlines the comparison between the different models discussed in the best practice analysis to include CalHR, Mercer, Human Capital Institute. The workforce plans compared were quite similar. The CalHR model was found to be the most robust, given its greater attention to the first phase (Setting the Strategic Direction) and the last phase (Evaluate the Plan). The UCOP workforce planning model follows the CalHR model as demonstrated in Table 1.

Common themes identified during the best practice analysis related to the challenges large organizations are facing as they embark on workforce planning:

- Most workforce planning efforts are decentralized and are not being leveraged for the whole organization
- There is a lack of accurate and accessible data internally available making it difficult to evaluate workforce trends
- Many of the organizations have disparate systems making gathering data very challenging.

**Table 1. Comparison of workforce planning models confirms Cal HR is a robust workforce planning model.**

Workforce Planning Steps	CAL HR Model	UCOP Model	HCI Model	Mercer Model
<b>Phase I: Set the Strategic Direction for the Workforce Plan</b>				
Obtain executive support for the workforce plan.	✓	✓		✓
Build a project team from all parts of the organization, and garner feedback from key stakeholders throughout.	✓	✓		
Best practice analysis: Identify and compare work-force planning models used by peer institutions		✓		
Review organizational strategic plan: align workforce planning to mission and critical functions.	✓	✓	✓	✓
Conduct preliminary analysis of available workforce data		✓		
Identify internal and external environmental factors that impact the department's workforce needs.	✓	✓	✓	
Analyze impact and future implications of these factors on the org's mission and critical functions.	✓	✓		
Workforce Planning Steps	CAL HR Model	UCOP Model	HCI Model	Mercer Model
<b>Phase 2: Gather and Analyze Workforce Data (continued)</b>				
Conduct a pilot to socialize with leadership the process of assessing current staff and future needs		✓		
Perform a supply analysis to understand current workforce (composition and competencies).	✓	✓	✓	✓
a. Gather and use three years of employee staffing data for the trend analysis (part c).	✓	✓	✓	
b. Develop competencies for each level of the organization; use an assessment process to understand workforce competency.	✓	✓		
c. Evaluate and forecast the impact of separations and demographics on each classification.	✓	✓	✓	✓
d. Compare your workforce profile to statewide data to gain perspective on statewide trends.	✓	✓		

<sup>3</sup> Brian Kropp, Mark Van Buren (2013, May). *CEB Corporate Leadership Council: Benchmarking Current Approaches to Workforce Planning*. Retrieved from: <https://www.cebglobal.com/human-resources.html>

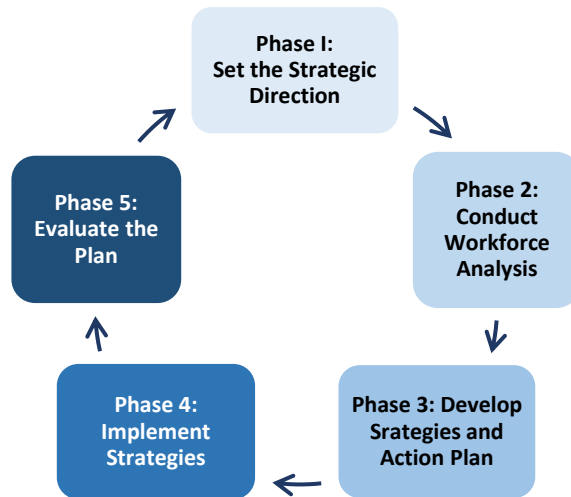
Workforce Planning Steps	CAL HR Model	UCOP Model	HCI Model	Mercer Model
<b>Phase 2: Gather and Analyze Workforce Data (continued)</b>				
Perform a demand analysis to understand current and projected workforce needs.	✓	✓	✓	✓
a. Factor in input from division/program area leaders about critical positions and future needs.	✓	✓	✓	✓
b. Identify the workforce staffing and competencies needed to meet current and future demands.	✓	✓	✓	✓
Compare current and future workforce supply to the current and future demands (gap analysis).	✓	✓	✓	✓
Develop a list of classifications by risk level to prioritize strategy development in Phase 3.	✓	✓	✓	✓
<b>Phase 3: Develop the Workforce Strategies and Plan</b>				
Classify issues: recruitment, retention, employee development, knowledge transfer, succession planning, etc	✓	✓		
Present to Steering Committee gap analysis findings and list of at-risk classifications to determine priorities	✓	✓	✓	✓
Work together to develop strategies to address gaps and issues in at-risk classifications.	✓	✓	✓	✓
Determine which solutions will be recommended to senior leadership, and present these for approval.	✓	✓	✓	✓
Develop a comprehensive workforce plan which includes data, analysis, and strategies for addressing identified needs.	✓	✓	✓	✓
Create an action plan with specific, measurable, achievable, realistic and time-based metrics for each strategy.	✓	✓	✓	✓
<b>Phase 4: Implement Strategies</b>				
Follow action plan and evaluate progress.	✓	✓	✓	✓
2. Establish governance to ensure accountability and success.	✓	✓	✓	✓
3. Provide training to all parties identified in the action plan regarding their responsibilities, and tools and resources needed.	✓	✓	✓	
4. Develop a communication plan to share progress, and maintain engagement and support for the plan's strategies.	✓	✓	✓	✓
<b>Phase 5: Evaluate the Workforce Plan</b>				
1. Monitor progress against milestones.	✓	✓		
2. Evaluate the workforce plan and ongoing activities related to the plan's strategies.	✓	✓	✓	✓
3. Adjust the plan to make course corrections and to address new workforce issues.	✓	✓		
4. Add appendices to the workforce plan with all changes and updates to the plan.	✓	✓		

## Section V: Workforce Planning Framework

As a result of the best practice analysis, UCOP decided to add the following steps to Phase 1 and Phase 2, respectively, of the five-phase model shown in Table 1:

- The benchmarking and best practice analysis (already completed)
- Launch of a small pilot to familiarize UCOP leaders on the tools/processes of workforce planning

A visual representation of the UCOP workforce planning framework is shown below.



**Figure 1. UCOP's Workforce Planning Framework**

## Section VI: Phase I: Setting the Strategic Direction

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UCOP followed the six steps listed below to set the strategic direction for its workforce planning effort:

1. Obtain executive support for the workforce plan
2. Establish stakeholder ownership for the plan
3. Align workforce planning efforts with UCOP's strategic direction
4. Gain a preliminary understanding of the current workforce
5. Identify environmental factors that impact UCOP's workforce needs
6. Analyze current and future impact of these environmental factors

### **Step 1. Obtain executive support for the workforce plan.**

The strategic workforce planning process is an organization-wide commitment to ensuring the right people are in the right roles doing the right things. As such there must be ownership at multiple levels across the organization.

A survey of 400 professionals conducted through a partnership between the Human Capital Institute and Work Day<sup>4</sup> reveals that, across multiple industries, senior leadership support is especially critical to moving workforce planning forward. Equally critical is that workforce planning is conducted as an organization wide initiative, not just an HR initiative. This is clearly difficult in practice: 56% of survey respondents indicate that the Human Resources function owns their workforce planning process, while only 5% indicated that organization managers own the process.

UCOP's Executive Sponsors are at the most senior level: President Janet Napolitano and Executive Vice President-Chief Operating Officer and Chief of Staff to the President Rachael Nava.

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<sup>4</sup> Jenna Filipkowski (2014, November 20). *Successful Strategic Workforce Planning through Collaboration – Human Capital Institute in partnership with Work Day*. Retrieved from <http://www.hci.org/hr-research/successful-strategic-workforce-planning-through-collaboration>

The role of UCOP Human Resources is to develop the overall process including:

- Identifying roles and responsibilities
- Ensuring the necessary data are available
- Developing support tools for assessment of talent and planning and for attracting, recruiting, developing and retaining talent
- Training the organization on the process and tools
- Evaluating and monitoring the success of the plan

While all of these tasks are important to a successful on-going workforce planning process, Human Resources cannot do this alone. As mentioned above, leaders across the organization must own workforce planning for their departments/divisions and executive leadership must make this a business imperative. This commitment is what will ensure that UCOP has the right skills, competencies, and capabilities for the organization of the future.

### **Step 2. Establish stakeholder ownership for the plan**

A cross-functional UCOP Workforce Planning project team was created to lead the development of UCOP's workforce planning strategy. The team is led by the Executive Director, UCOP Human Resources. Team members represent UCOP Budget and Finance, UCOP Human Resources, Systemwide Human Resources, Systemwide Information and Technology Services, Systemwide Financial Planning and Analysis. Input has also been provided from UC Merced and UC Irvine.

Key stakeholders have been identified and a stakeholder engagement plan has been created for the first phase of this work. Stakeholders will continue to be contacted at various points in the workforce planning process to inform and consult as needed. Stakeholders include:

- UC Board of Regents
- President Napolitano
- Chief Operating Officer Rachael Nava
- UCOP Division Leaders
- UCOP Compensation
- UCOP Budget & Finance
- Human Resources Leadership Council Including Systemwide HR
- UCOP Department Managers
- UCOP Human Resource Business Partners
- UCOP Talent Acquisition
- UCOP Learning & Development
- UCOP Employees
- Audit Implementation Task Force
- UC Campuses, including Staff, Faculty and Students

### **Step 3. Align workforce planning efforts with UCOP's strategic direction**

While UCOP does not currently have an organization-wide strategic plan, the five largest of its thirteen divisions which include 1531 (82 percent) of UCOP staff have divisional strategic plans. These divisions are:

- Office of the Chief Financial Officer
- Office of the Chief Operating Officer
- Academic Affairs Division (draft, pending new Provost review)
- UC Health Division
- Division of Agriculture and Natural Resources



Each division's strategic plan is focused on goals designed to move the organization forward; as such, the strategic plans intentionally do not focus on the critical day-to-day transactional services that UCOP provides, and will continue to provide, the UC system. Common themes across the five division strategic plans include:

- Commitment to support UC's teaching, research, healthcare delivery and public engagement in a manner that matches UC's world-class status
- Achievement across all areas – operations, education, healthcare, research and public service programs – while maintaining the UC pillars of access and affordability
- Core values; integrity; diversity/inclusion; innovation; teamwork/collaboration.
- Strategic objectives and goals focused on six key areas:
  - Financial sustainability and stewardship
  - Operational excellence
  - Workforce/People Development
  - Delivering the Mission (Research, Teaching and Public Service)
  - Advocacy for UC
  - Diversity and Inclusion

Across the five divisions, "Workforce/People Development" goals fall into four main areas: diversity and inclusion, career and leadership development, hiring practices, and people management and effectiveness.

UCOP workforce planning will directly support improvement in hiring practices, people management, workforce effectiveness, career and leadership development, and increased diversity and inclusion. It also indirectly supports goals in all other strategic areas by ensuring that each division has carefully identified the critical resources needed to achieve its stated mission.

#### **Step 4. Gain a preliminary understanding of the current workforce**

Although a deeper analysis will take place during Phase 2 of the workforce planning process, a preliminary look at October 2017 data (Appendix IV) reveals the following about UCOP's current workforce:

##### *Full Time Employee (FTE)*

- With 1893.1 FTE (2004 Headcount) UCOP is the smallest UC location, making up less than 1.0% of the UC system

##### *Gender Balance*

- Overall UCOP is made up of 61.3% females and 38.7% males
- Professional support staff has greater representation of women at 70.4%

##### *Years of Service*

- Average years of service for UCOP employees is eight years

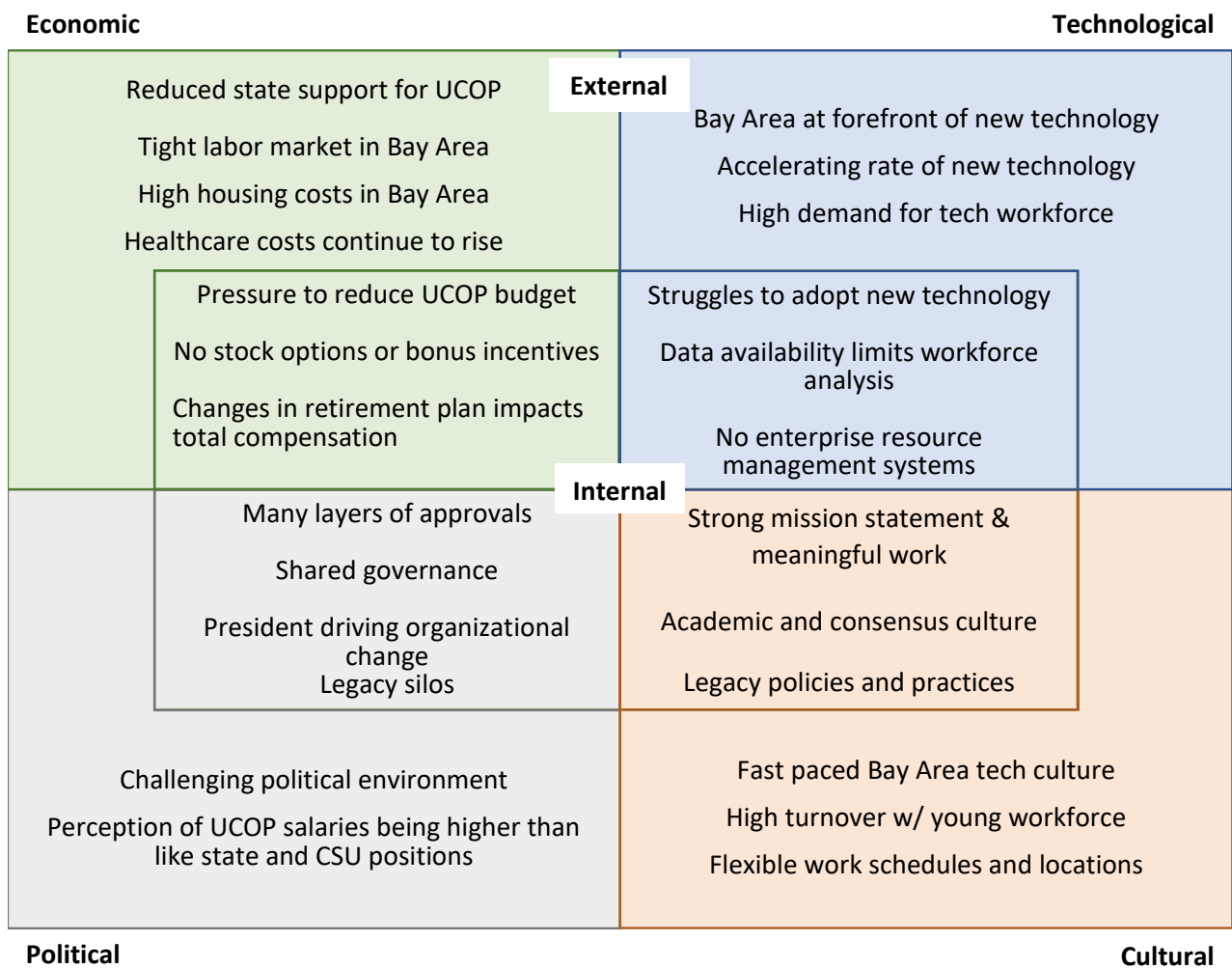
*Separations (FY 2016-17)*

- Senior professional separations have generally increased year over year for the last five years, while the trends for managers have generally declined year over year over the last five years
- In Fiscal year 2016/2017 28.6% of employees identified retirement as their reason for leaving and 29.2% of employees identified “accepting a job” or stated no reason as their reason for leaving.

Understanding the current benchmark for key demographic data points such as number of FTE, gender, ethnicity, and racial ratios, separation trends just to name a few are important to measure the impact of workforce planning.

**Step 5. Identify environmental factors that impact UCOP’s workforce needs**

Changing internal and external environments impact both the demographics and the needs of any workforce. Key factors impacting UCOP’s current and future workforce needs are shown in Figure 3.



**Figure 2. Internal and External Environmental Factors Impacting UCOP’s workforce needs.**

UCOP faces a variety of internal and external challenges. Some of these can be impacted by UCOP and others are not in our control. Workforce planning can help UCOP better understand what can be addressed through narrowing the talent gaps. As UCOP works through the current restructuring efforts decisions may be made to ensure UCOP has the most efficient and effective organizational structure to best carry out its complex set of functions and services, and support the future of UC.

### 5.1 Economic Factors

Economic factors in the Bay Area and across California have an impact on UCOP. Some of these factors may impact the current workforce and UCOP's ability to attract and retain talent moving forward. Some of the economic factors facing UCOP are highlighted below:

- The Bay Area job market is tight, having reached full-employment for the first time in years making the market for skilled labor extremely competitive.
- The Bay Area's average home prices and rent continues to outpace inflation year after year. This makes living in the Bay Area a challenging long-term option for existing employees and is a barrier to attracting new employees from outside the area.
- Unlike other employers in the Bay Area that compete for the same talent pool, UCOP does not have similar benefits such as bonus plans, stock options and other perks that are being offered by competitive employers in the market.
- There is pressure to reduce the size of UCOP's budget

### 5.2 Political Factors

UCOP is managing through a very challenging political environment locally and nationally, not unlike other higher education institutions. Some of these factors are highlighted below:

- Public confidence and credibility
- Substantial drain on UCOP's staff time during and after each audit. In 2017, the CSA made 33 specific recommendations for change, many impacting UCOP operations, all of which were accepted. Since April 2017, over 8500 hours have been logged by UCOP staff on audit response-related tasks.
- Impact on staff morale as a result of working to balance the audit implementation work with their day-to-day responsibilities.

### 5.3 Cultural Factors

UCOP employees align with the UC's mission and commitment to teaching, research, and public service. According to division strategic plans, some of the "brightest people in the world" are part of the UC system and staff at UCOP are viewed as subject matter experts in their field, highly credible, smart, and dedicated. Employees at UCOP are attracted to UC's mission. However, there are challenges UCOP faces related to building a strong culture of highly engaged employees:

- An extended process with many layers of approvals for decisions
- A culture of consensus decision making, which allows a minority group of individuals the ability to exercise veto power on internal decisions and slow innovation
- Some outdated processes and policies making some work challenging to navigate
- Silos that impede cross-functional collaboration and reduce collaborative opportunities
- Perception of slow adoption of more flexible work hours and the ability for more employees to work remotely
- Change fatigue and balancing of workloads

#### 5.4 Technological Factors

Technology is developing at an accelerating rate. Technology can be both a benefit and a challenge. As more and more work is done in online collaborative environments, it will continue to change how work is done both individually and for teams. The Bay Area is at the forefront of this technological change; however, UCOP tends to be late adopter of new technology. This impacts current employees as well as workforce planning.

- The sophistication of UCOP's workforce analysis is limited by the availability of data in its current data systems
- The UC Path project will make accessible new and more reliable data sources, however years of data will need to be collected before long-term trends can be analyzed
- UCOP does not currently have an integrated enterprise resource management (ERM) system that brings together the finance, budget, and human capital management systems on a common platform
- The use of several different systems that often do not share data easily, results in information gaps that impede UCOP's workforce planning efforts.

There are many internal and external factors that impact the UCOP workforce. Understanding these factors is important to inform the workforce plan and to ensure we are able to address potential concerns of current employees and future candidates. The Corporate Executive Board's (CEB's) Best Practice Analysis<sup>5</sup> points out that workforce planning can improve organizational effectiveness by ensuring alignment of skills and competencies to the work.

#### **Step 6. Analyze current and future impact of these environmental factors**

Phase I of the CalHR requires an analysis of the current and future impact of the environmental factors identified above. This analysis considers the impact of the environmental factors, current trends in the workforce, and a comparison of the current trends on demographic needs.

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<sup>5</sup> Brian Kropp, Mark Van Buren (2013, May). *CEB Corporate Leadership Council: Benchmarking Current Approaches to Workforce Planning*. Retrieved from: <https://www.cebglobal.com/human-resources.html>

### 6.1 Impact of the environmental factors

- UCOP will continue to experience pressure to reduce the budget; therefore, increasing the need for examining how work is done and determining how to refine and streamline processes to create internal efficiencies.
- Restructuring efforts at UCOP will continue to require engagement across the entire UC system in order for UCOP to determine the services most valued by campus stakeholders.
- Continued pressures from external stakeholders coupled with a strong tight market for talent can have significant impact on employee culture and engagement. UCOP could experience higher than expected turnover.
- UCOP will need to consider what information is needed by managers to effectively manage the workforce and determine how that information can be automated and easily accessible.

### 6.2 Current trends in the workforce

- A strong economy creates more opportunities for candidates to be selective in choosing an employer. UCOP will experience more challenges recruiting external experienced talent and will need to identify the critical skills that are too costly to hire externally and determine how to balance developing those skills internally.
- The impact of a tight talent market can increase the time to fill as candidates may not be as readily available. This may have an impact on vacancy rates and productivity at the UCOP.
- Generational expectations and behaviors will continue to have an impact on the UCOP workforce. UCOP will consider looking at identifying ways in which work is done to continue to meet the needs of the different generations working together.

### 6.3 Compare the current trends against demographic needs

- UCOP must plan for potential loss of bench strength and institutional knowledge from anticipated increases in retirements over the next two years, as well as attrition due to dissatisfaction and/or fatigue with the workplace culture.
- UCOP restructuring will identify new functions and services needed to support the UC and functions and services that may be eliminated. This shift in work may identify skill, knowledge, and competency gaps in the current workforce.
- Young professionals entering the workforce today and in the future have a different expectation from their employers and see work more as a means to an end. This may have an impact on length of time an employee stays at UCOP creating a need to think differently about how to plan for turnover.

The analysis above is preliminary and will require additional research to quantify the impact that internal and external environmental factors may have on the UCOP workforce. Analysis will continue as UCOP moves on to Phase 2: Gather and Analyze Workforce Data.

## Section VII: Conclusion and Next Steps

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This marks the completion of Phase I of UCOP's workforce planning initiative: Setting the Strategic Direction.

Phase 2: Gather and Analyze Workforce Data will begin in April 2018, with a deeper and broader analysis of the current UCOP workforce (supply analysis); as well as an analysis of immediate and upcoming workforce needs (demand analysis). These will be followed by a gap analysis comparing workforce demand and supply; and identification of risks.

An array of stakeholders will be consulted throughout the next phase and the remaining workforce planning phases. In addition, UCOP will continue to consult with colleagues at CalHR to share learnings.

## **Appendix I: CSA Reporting Requirements and Milestones**

### ***By April 2018:***

- Complete phase one of CalHR's best practice workforce planning model by developing a strategic direction for its workforce plan.

### ***By April 2019:***

- Implement phase two of CalHR's best practice workforce planning model by determining its current and future staffing and competency gaps. As part of this phase, the Office of the President should consider the input of stakeholders including campuses and students, regarding which elements of its organization are of critical importance and which elements it could potentially eliminate or downsize.

### ***By April 2020:***

- Implement phase three of CalHR's best practice workforce planning model by presenting the final workforce plan to its staff and beginning its implementation by carrying out workforce planning strategies covering a three-to five-year period. The Office of the President should make its final workforce plan publicly available.
- Implement phase four and five of CalHR's best practice workforce planning model by implementing its workforce plan strategies and annually evaluating the completed workforce plan strategies against defined performance indicators and revising the plan where necessary.

## Appendix II: Workforce Planning Benchmarking Analysis - Set of Comparable Institutions

AAU member universities—62 in the United States and two in Canada—are on the leading edge of innovation, scholarship, and solutions that contribute to scientific progress, economic development, security, and well-being. The 62 AAU universities in the United States award nearly one-half of all U.S. doctoral degrees and 55 percent of those in the sciences and engineering.\*

We reached out to the 27 comparable institutions below in our benchmark study:

University	Type	Student Headcount
Brown University (Providence, RI)	Private	8,619
California Institute of Technology (Pasadena, CA)	Private	2,231
Columbia University in the City of New York (New York, NY)	Private	29,250
Cornell University (Ithaca, NY)	Private	21904
Harvard University (Cambridge, MA)	Private	21000
Johns Hopkins University (Baltimore, MD)	Private	23,073
Massachusetts Institute of Technology (Cambridge, MA)	Private	11,301
Northwestern University (Evanston, IL)	Private	21,208
Stanford University (Palo Alto, CA)	Private	15,877
State University of New York at Buffalo, NY	Public	30,183
Stony Brook University (Stony Brook, NY)	Public	25,272
University of Chicago (Chicago, IL)	Private	14,954
University of Colorado Boulder (Boulder, CO)	Public	33,681
University of Colorado, Colorado Springs	Public	12,422



University of Colorado, Denver	Public	15,008
University of Colorado System (total)	Public	65,375
University of Illinois at Chicago, IL	Public	28,484
University of Illinois at Urbana-Champaign (Champaign, IL)	Public	47,826
University of Illinois System (total including Springfield-6,990)	Public	83,300
University of Michigan-Ann Arbor (Ann Arbor, MI)	Public	46,002
University of Michigan Consolidated	Public	
University of Minnesota - Duluth, MN	Public	11,168
University of Minnesota-Twin Cities (Minneapolis, MN)	Public	47,364
University of Minnesota System (5 campuses: Cookston, Duluth, Morris, Rochester, Twin Cities)	Public	67,949
University of Pennsylvania (Philadelphia, PA)	Private	24,630
University of Texas at Austin (Austin, TX)	Public	51,000
University of Virginia (Charlottesville, VA)	Public	22,391
University of Washington (Seattle, WA)	Public	43,762
University of Wisconsin-Madison (Madison, WI)	Public	43,275
Yale University (New Haven, CT)	Private	12,223

\* Referenced from: <https://www.aau.edu/who-we-are/our-members>

## **Appendix III: Questions for Benchmark Analysis Conversations with Comparable Institutions**

Intro questions:

1. Do you have a workforce plan and can they share it with us? Is there someone we can specifically speak with that can share or talk with us regarding workforce planning? Specifically:
  - a. How does it align with their strategic plan
  - b. How does it align with budget planning process

### **KEY FACTS of the Organizations**

1. Current structure and size
  - a. Tell us about your current structure of the Central Office?
  - b. Size of the central offices
  - c. Functions at the central office (critical functions).
  - d. Number of the institutions that it serves
  - e. Total population of staff, faculty and students
  - f. Share budget
  - g. Do you have salary ranges that we can have access to? (Dennis's team has this info)
2. Confirm their state funding percentage
  - a. Are they constitutionally independent? (state institutions only)
  - b. Org charts
  - c. Share budget
3. If no workforce plan, does the current structure meet their strategic goals and business needs?

### **SPECIFIC TO WORKFORCE PLANNING**

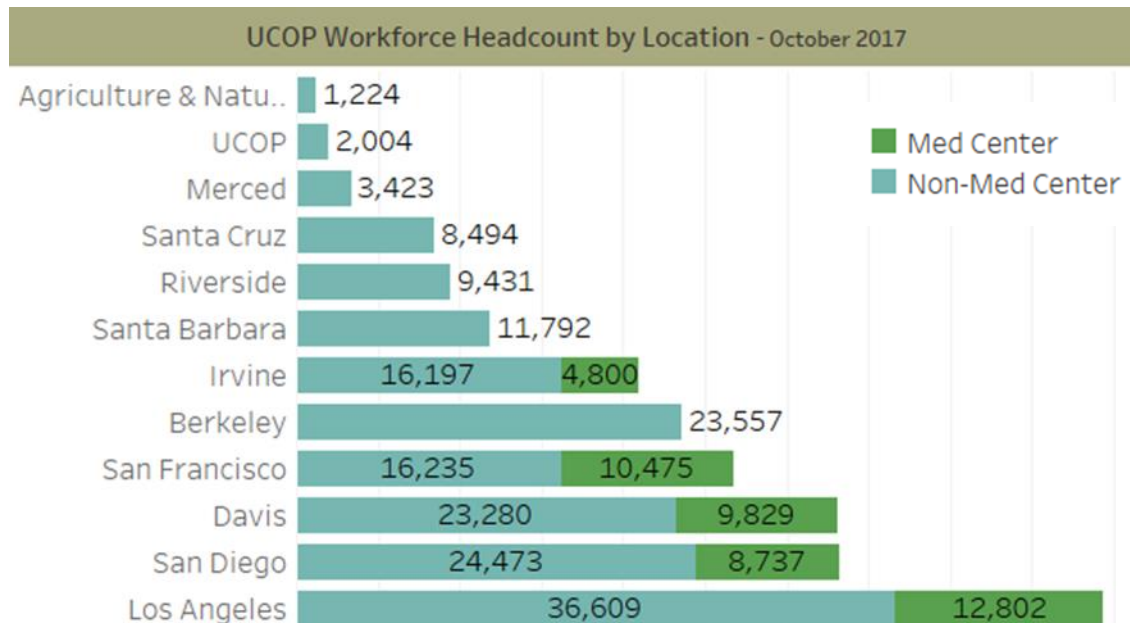
1. Do you have best practices for the workforce planning process that you can share?
2. How long has it been in place and what metrics do they use to measure success?
3. Who owns workforce planning?
4. How do you define workforce planning and what activities are included?
5. Do you have a strategic plan?
6. At what level is your strategic plan? Is it central or divisional?
7. Are your workforce plans aligned with your workforce plan?
8. At what level are your workforce plans? Is it central or divisional planning?
9. Does your workforce plan include external or internal components? Do you include external labor market trends?
10. Who do they compete for talent?
11. Is there anything else you would like to share about your workforce planning?
12. As we move forward with this benchmarking, is there anything you would like us to share with you?
13. What did you find has been the greatest benefit from implementing workforce planning for the organization?
14. What are some of the challenges in implementing workforce planning?

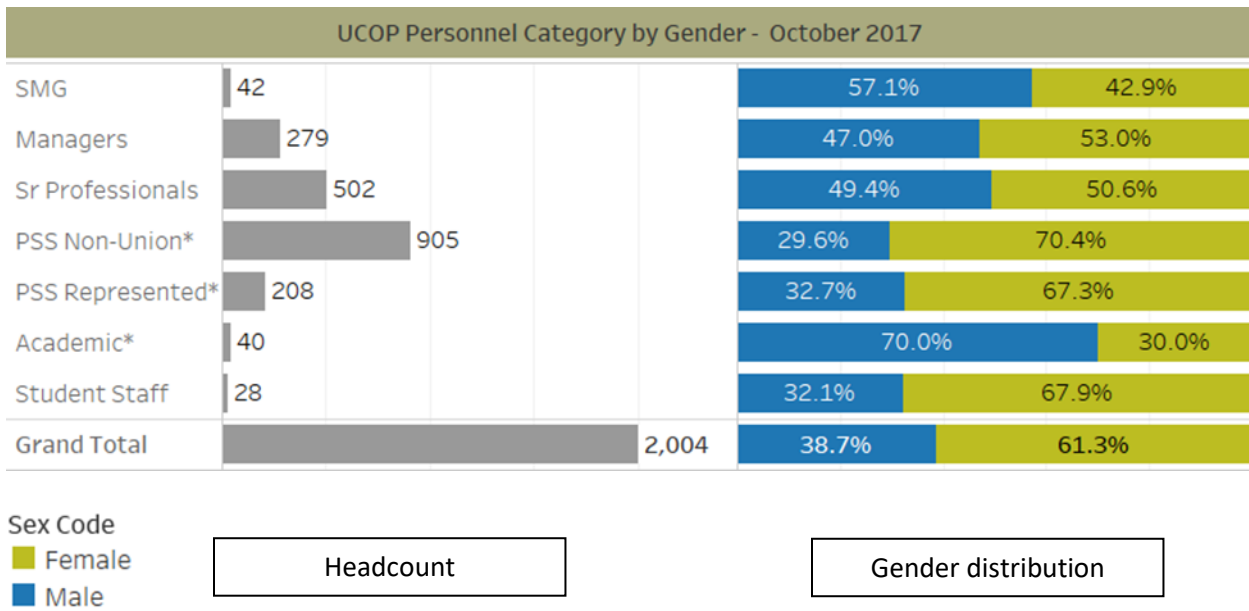
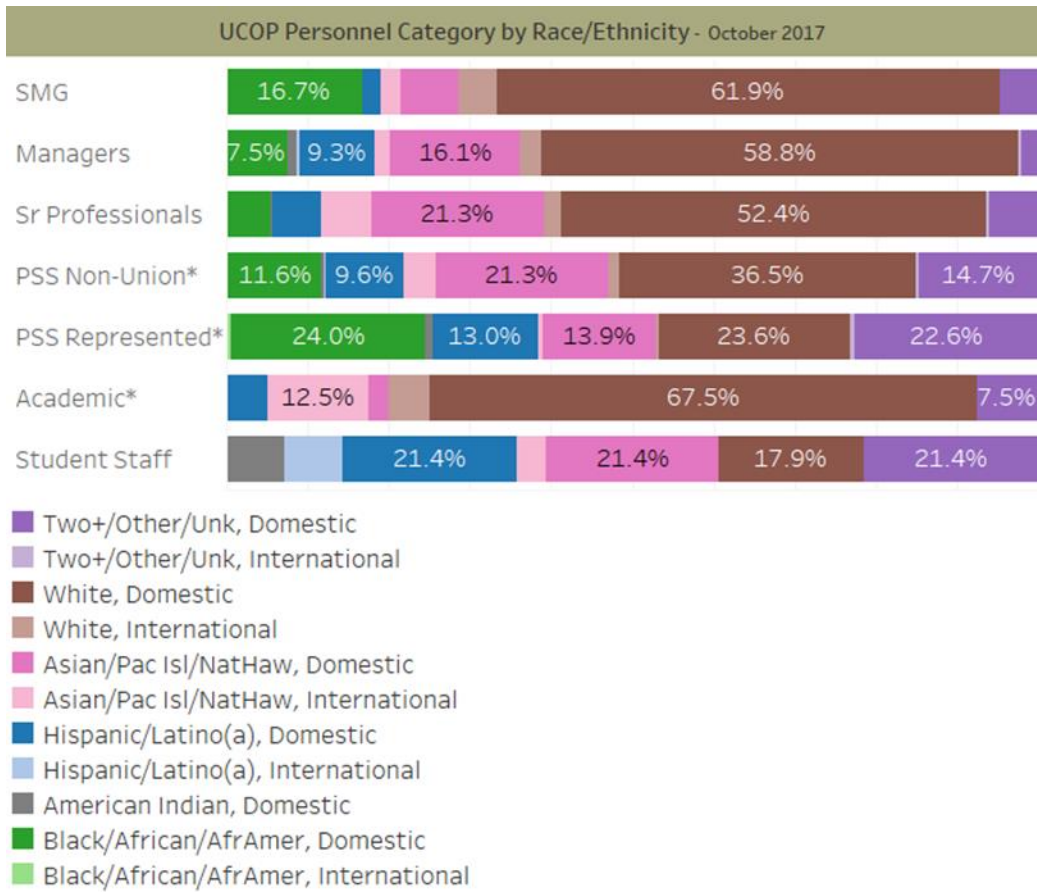
## APPENDIX IV: UCOP Employee Workforce Profile\*

All figures and tables below are for UCOP only, except when noted that the UCOP workforce is being compared to other locations in the system.

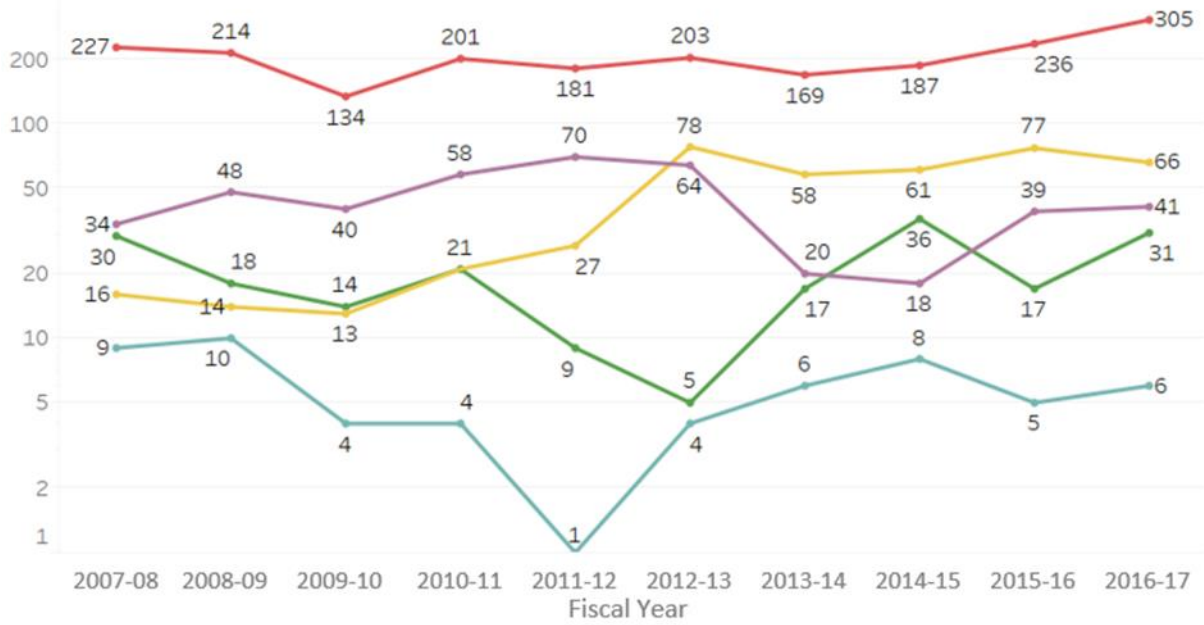
UCOP Workforce Summary - October 2017				
	Headcount	FTE	Avg Srv Yrs	Avg Age
SMG	42	42.0	7	55
Managers	279	274.2	9	53
Sr Professionals	502	488.3	8	49
PSS Non-Union*	905	871.8	7	45
PSS Represented*	208	182.2	6	44
Academic*	40	27.2	7	45
Student Staff	28	7.3	0	22
<b>Grand Total</b>	<b>2,004</b>	<b>1,893.1</b>	<b>7</b>	<b>47</b>
<b>Career Staff</b>	<b>1,731</b>	<b>1,683.7</b>	<b>8</b>	<b>47</b>

\*Abbreviations: senior management group (SMG), professional support staff (PSS)



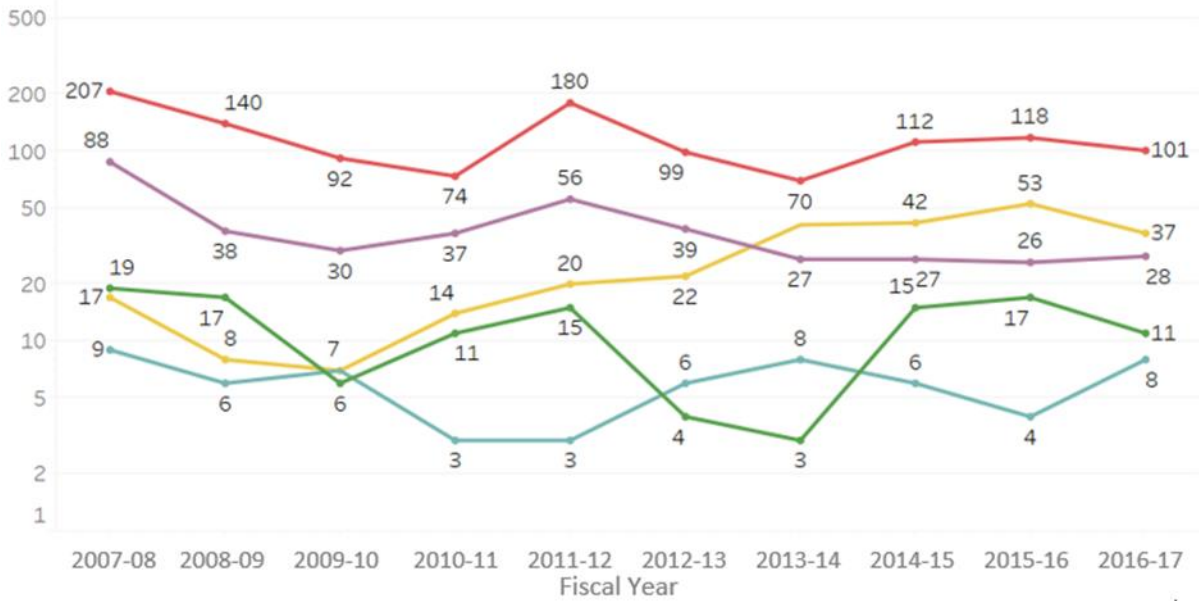


UCOP New Hires by Pers Category (Academic & Career Staff, excl. students) - *Note Log scale*



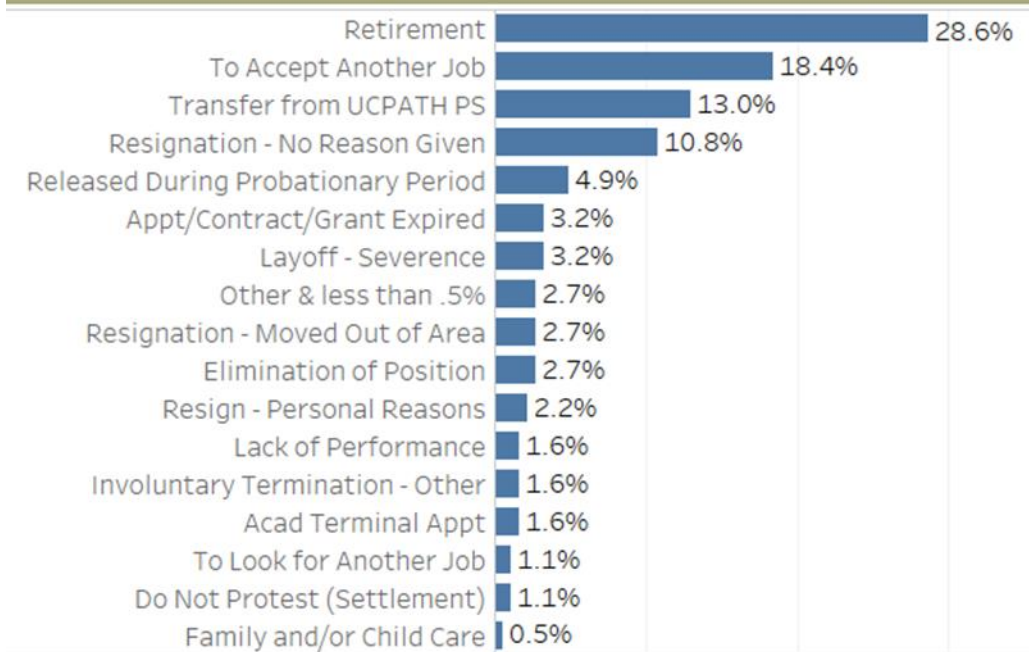
■ SMG      ■ Managers      ■ Sr. Professionals      ■ PSS - Non Students      ■ Academic

UCOP Separation Count by Pers Category (Academic & Career Staff, excl. students) - *Note Log scale*



■ SMG      ■ Managers      ■ Sr. Professionals      ■ PSS - Non Students      ■ Academic

UCOP Reason for Separation (Academic & Career Staff, excl. students) -FY2016-17



Separation Rate (Non-Academic Career Staff) by Location - FY2016-17

