WORLD CAFÉ ON EMPLOYEE RETENTION AND GENERATIONAL DIFFERENCES IN PERCEPTION
Leadership Council
February 25, 2015

Millennials, Round 1

Q1: What do “emerging professionals” want in their employment?
- Professional development opportunities
- Ability to be creative and allow flexibility in how they do their job
- Flex time & alternative work schedule, 8-5 isn’t ideal for all and w/ email some departments can work sometimes
- Mentorship and the ability to learn from them
- Recognition for what is done well
- Equal opportunity job advancement based on competency/ability as opposed to who is your friend
- Collaborative workspace
- Fair and consistent management
- Supervisors who seek to understand what is important to their employees
- Clear expectations for growth
- Creative benefits to entice employees: flex schedule, transportation, childcare, family oriented telecommuting
- Built flexibility into culture
- Reduced cost of education for employees & their children
- Training for employees long term not just for specific position & department
- Opportunities to network with people our own age
- Mentorship which supports development

Q2: What does UC Merced currently have to offer “emerging professionals”? Why do they stay?
- Smaller pool of applicants; A chance to get a foot in the door and quicker movement within the UCM/UC System
- Health/medical benefits
- More potential for growth than other UC schools
- Culture of innovation
- Get a feel for college culture; Putting students first
- Better mentoring here
- Manageable costs of living
- Stability of employment/ Job security
- Only UC in the valley
- Chance to still be able to make an impact; Chance to be able to create and start something new
- Opportunity to set policies & procedures
Q3: What are some specific reasons they are leaving UC Merced? (Consider culture, environment, structure, etc.)
- Pathway to growth not clearly laid out and/or defined
- Salary structure isn’t clear
- Too many responsibilities and not enough support; Very little appreciation and recognition for work
- More opportunity for career advancement elsewhere, not here at UCM; Next step of career does not always exist at UCM
- Not ideal location; Families aren’t close by; Amenities for families are not here, ex. Gymboree
- Too much change in the workplace is disconnecting
- Don’t want to be stagnant, after 5 years or longer somewhere…it’s time to move on
- Social infrastructure
- No clear succession path…should I further education or stay at UCM to get experience in hopes of moving up

Non-Millennials, Round 1

Q1: What do “emerging professionals” want in their employment?
- Working within an established UC system
- Good place to work to help with student loans/debt management
- Clearly defined roles and a roadmap for professional development
- Challenges in employment and opportunities to learn; Opportunity to show your skill sets and what you can do
- Broad development training outside of actual job area/duties
- To have a healthy balance for their personal life and career
- Autonomy: independence
- Want instantaneous results/promotions/opportunities
- A place they can grow with and launch their careers
- Resources to help manage: finances/ retirement/investments/ debt management

Q2: What does UC Merced currently have to offer “emerging professionals”? Why do they stay?
- Opportunity to work and get experience
- Alumni stay and receive jobs after graduation
- Geographical uniqueness
- Getting in from the ground floor and being part of growth; Pretty upwardly mobile compared to other UCs; Better “entry level” since there is room to grow
- Opportunity to transcend a job description
- More technology options
- Alternate and flexible schedules
- Better access to leadership that is not available at other institutions
- UCM is small enough and growing to feel your work’s impact

Q3: What are some specific reasons they are leaving UC Merced? (Consider culture, environment, structure, etc.)
- No sense of community on or off campus; Life in Merced is just hard
- Lack of career progression & planning
- Lack of professional networking outside of UCM
- Perceived lack of community
- Lack of a dating pool
- Spousal movement/ spouse can’t find job
- To attend graduate school
- Emerging professors may be constrained by established professors
- Fatigued of “do more with less”
- To be closer to family
- Lack of community resources for families with children
- Have built skills/experience and are being recruited elsewhere
- Constrained by layer of non-millennials

**Mixed Groups, Round 2**

**Q1: Based on the discussions in round #1, what can we do to retain our emerging professionals? As an individual? As a department? As a campus?**

**Individuals**
- Become better supervisors and employees; Taking action from what we’ve learned today
- Have my own career progression planning
- Communicate w/ leadership about the situation if I am feeling on the edge of burnout/dissatisfied
- Don’t try and replicate/compare Merced to where you came from prior, it’s not the same, recognize what is in Merced and what it has to offer
- Employees can take initiative to their needs and let supervisors know their goals, vision, etc.
- Commit to creating or expanding your social/professional network
- Schedule regular meetings with supervisors/other leaders and keep them informed of your needs
- Knowing who’s who in the community
- Understanding who the bridge builders are at UCM
- Create/maintain open dialogue and network across campus

**Departments**
- Improve collaboration/identification of resources such as Mentorship Program
- Increased interaction with leadership
- Identification of resources on the department level- department level specific
- Broader encouragement from department to pursue professional development
- Senior professionals can actively reach out to emerging professionals; Show they care about our advancement and work/life balance
- Engage employees w/ supervisors and develop a deeper understanding of what that truly means
- Supervisors can bring professional development opportunities to employees, not always the other way around
- Managers can empower employees if they are willing to delegate some authority at times
- Supervisors can provide more individual attention to employees to meet and talk about their opportunities for growth
- Have a better social aspect and try to build more relationships across campus; Cross collaboration between departments
- Mentorship within department as well as outside the department
- Provide room for professional development opportunities, mobility and growth
- Develop resources and tools to prevent burnout
- Recognition of good performance of employees and faculty in front of their department
- Need more support, lack of a bench/support- “I feel guilty when taking a day off”
- Department mentoring/appreciation, more development (cross departmental)
- Actually promote work/life balance
- Provide a challenging work environment that stretches the individual and results in deeper skill set
Campus

- Better communication of available resources; Strengthen the advertising of the Mentorship Program (CAMP)
- Follow through on discussions like this World Café
- Develop programs to better connect people to the community; Publicize community events to increase social interaction
- Have bulletin board posts showing interests of employees/faculty to find common interests
- More World Cafes that include everyone not just senior leadership all the time
- Improved communication across the board
- More forums for younger staff to meet and to let their voices be heard
- Tuition discounts/discounts at UC extension programs
- Leadership/internship programs
- Need a cultural shift, it’s ok to say no if you already have too much on your plate
- Flexible schedule and be clear on what that means
- Why is it so difficult to improve things? Talk the talk and walk the walk
- Provide lunches with campus leadership
- Create a culture of a “desire to give back”
- Provide room for professional growth on a campus-wide basis
- Engage Staff Assembly in providing support and networking opportunities
- Emulate the ACE (Alumni Campus Employees) which provides networking for UC Merced alumni who are also UC Merced employees
- Let’s try and be similar to the Google model- 80% work and 20% creativity
- Continue to expand messaging on what makes UC Merced unique
- Idea incubator- have meetings/World Cafes to gauge how the emerging professionals feel on different topics then forward to Senior Leadership
- Maintain access to senior leadership
- Job rotation to have a better understanding of others’ roles
- Create a perception of fair & open hiring practices and promotion
- Flexible work hours as the traditional 8am-5pm is not for everyone
- Department/campus provides a succession plan; Clear outline for development opportunities; Clear articulation of priorities
- Think about the employees long term, not just the here and now
- Develop formal programs- help make it cool to work at UCM
- Change language and perception of how UCM is viewed
- Salary equitable to amount of work being performed
- Relief from frantic pace; Resources/tools to help prevent burnout w/support from leadership
- Improve orientation presentations, break up to different areas and focus more on resources
- More Career Path information
- By 20/20 the campus should work closer with the community/ invest in resources
- Have a community pool or botanical gardens
- Develop programs to connect UCM to the community; Creating a culture of things to do in Merced, local attractions, community has a disconnect to the needs of the campus
- Workshops for emerging leaders such as: how to start a business/non-profit
- A strong need to defining career advancement opportunities
- Have a job description archive
- Internal professional development and external community development
- Recognition such as Star Awards, missed opportunity to recognize & acknowledge the staff,
- Support from leadership and the leaders’ leadership, to clear obstacles & allow for success
- Establish an “Advisory Committee” for emerging professionals to caucus & develop ideas & schemes that will provide to senior leadership for implementation
- Staff is at multiple locations so charter a young rotary for campus & community