STRATEGIC PROJECT DESCRIPTIONS

1. **FAIR PAY ANALYSIS (DAWN)**
   A rigorous analysis using advanced statistical theories and methods to identify and address potential pay bias based on race or gender. The study is conducted by Total Rewards (TR) annually across the UCI enterprise. Results are reviewed by HRBPs/CPOs for feedback such as documented performance concerns or upcoming org changes. Fair pay adjustments are implemented in accordance with study findings. Support needed from HRBPs to review results and provide feedback to TR.

2. **TOTAL REWARDS STRATEGY (DAWN)**
   Total rewards are the combination of benefits, compensation, and rewards employees receive from their organizations and are vital to employee attraction, retention, motivation, and engagement. The Total Rewards (TR) Team has developed a web site with several resources to assist employees and applicants in understanding the value of UCI's total rewards program. Training has also been developed for managers and supervisors. Support needed from HRBPs/CPOs, Talent Acquisition Representatives, and Compensation SMEs to provide input on methods of communication and assist in educating staff and leaders on of UCI's total rewards program.

3. **REDESIGN ACHIEVE (DAWN/ KOHEI)**
   This will involve the full redesign of ACHIEVE using the practices used for Work Reimagined. We'll move from a program focused on performance management to one focused on career development. The shift will be to culture and will combine HR's 3 priorities together: performance, engagement, and development. Support needed from Central HR members to serve on advisory group and/or workgroups (e.g., data collection, best practices, focus groups, process improvement, system enhancement, build-out, buy-in and implementation).

4. **WORK REIMAGINED (PAMELA/ KOHEI/ BOB)**
   Metrics to be reported to the Chancellor's Cabinet every other month, including progress on implementation, leader and staff training, turnover, staff sentiment and out of state worker headcount.

5. **PERCEPTION SURVEYS (MONICA)**
   Perception surveys are a set of three distinct surveys that are used to collect integrated data from co-workers at various stages of their employee lifecycle with UCI. Data from the surveys will be used to better understand and improve the experiences across the employee lifecycle. The surveys have been implemented so phase two of this project will be to analyze the data for trends analysis, identify areas of improvement, and create action plans/intervention strategies. Communication will be key to this project as reporting will be shared with all staff at multiple intervals.

6. EMPLOYEE VALUE PROPOSITION (KATHY)

Develop UCI's Employee Value Proposition (EVP). A good EVP is the intersection of what our talent wants and what UCI wants. The EVP should be:

- Be a clear, succinct message about what we do and what makes our employee offering special (what do we offer our employees that no one else can offer them)
- Be created from the employees' perspective rather than UCI's perspective
- Define the reason why an employee would want to work at UCI
- Define the reason(s) why an employee would choose us over the competition
- Include the "who" (target audience), the "what" (frame of reference), the "how" (key benefit), and the "why" (how it is unique)

WHAT IS AN EVP?

What your talent wants | **Your EVP** | What your company wants

7. ENGAGEMENT STRATEGY (KATHY)

Review and update engagement strategy annually in January and execute strategy on an ongoing basis. Key strategic drivers for 2023 and beyond, in order of priority, include driving responsibility for engagement to the manager/supervisor level through training, toolkits, resources, and sharing of best practices, and driving responsibility for engagement to the individual level. Established engagement programs will be graduated to be run at local levels so that new programs can be introduced. Key metrics include overall engagement score (obtained every other year) and the ratio of engaged to actively disengaged employees (also obtained every other year.) Requests for special projects that fall outside of the strategic plan will need special evaluation, discussion and approval to determine how they will impact (positively or negatively) the strategic plan, and what concessions in the strategic plan must be made in order to accommodate the special project request.

8. MARKETING UCI AS AN EMPLOYER (KATHY)

Communications will work closely with Talent Acquisition and VC/CHRO to develop an ongoing, multi-pronged campaign promoting UCI as employer of choice in Orange County, Southern California, and beyond.

9. APPLICANT TRACKING SYSTEM (KIM)

Identify and implement new ATS to replace TAM, and fully integrate with UCPath. An initial project team is formed, and the RFP was released on December 22, 2022. Teams will meet biweekly January and February, the weekly March through June.   January and February will be focused on finalizing process mapping. March – April will be focused on change management and introducing hiring community to new vendor by sharing modules for core functionality. Vendor engagement and configuration will also be critical during this time. May-June user acceptance testing and validation leading to confirm Go Live date, tentative for July or August 2023.

10. REFERRAL BONUS (KIM)

UCOP has created a policy for referral or hiring bonus system. Creation of guidelines, along with administrative process will be aligned with ATS project, supported by a dedicated portal.

11. HIRING BONUS (KIM/ DAWN)

UCOP tool created, alongside UCOP and campus guidelines. Process will be supported by ATS.

12. LAUNCH 9-BOX TOOL ON CAMPUS (PAMELA)

Offer Talent Management tools to campus clients, including 9 box facilitation and other tools and services.

13. DEVELOP CORE PRACTICAL SUPERVISORY SKILLS PROGRAM (KOHEI)

This project is to develop a new program that educates and informs new and existing supervisors on what they need to know about managing staff at UCI. The focus will be on the policies, procedures, and where to find the answers they need.

14. DEI INTEGRATED STRATEGY (MICHELLE)

This project organizes DEI initiatives and programs under a framework the integrates the mission, vision, and values of the organization in our DEI strategy.

15. CREATE CHANGE CHAMPION PROGRAM WITH THE HIGH POTENTIAL COHORT (MICHELLE)

This project leverages the skills and knowledge of the identified Advanced Leaders in UCI Health to create a change management program for the expansion of UCI Health to the Irvine Medical Center location.

16. IDENTIFY KEY POSITIONS—HEALTH (MICHELLE)

As part of our workforce planning and workforce management strategy, we need to identify key positions in our organization. Identification of these key positions will help drive our workforce planning strategy to create a framework for career growth and recruitment.

17. EXPAND USE OF BPBS (KATHY)

Investigate the nuances of expanding the use of BPBS beyond Human Resources. Preliminary candidates with discussions held in 2022 are UCI Health and DFA. Expanding the use of BPBS involves costs to the teams using BPBS, the set-up of separate innovation spaces within the Hype Innovation platform, and implementation of support models that do not burden the HR team.

18. DEFINE INCLUSIVE EXCELLENCE IN TALENT STRATEGY (KIM)

Creation of resources and framework that ensures that all dimensions of talent are engaged through a variety of engagements and attraction tools.

19. EMPLOYEE EXPERIENCE STRATEGY (KIM)

From early career to new to UCI, through career transition, and to career finale, what are the experiences, resources, and acknowledgements that should be strategically placed and accessed.

20. CAREER JOURNEY MAPPING (KIM/MICHELLE)

Defining Talent Mobility through both a ladder and lattice approach, capitalizing on documented accomplishments, skillsets, competencies, and credentials.