HR FOCUS GROUPS - FALL 2022

VCU Staff | 1-3 Years of Experience
FOCUS GROUPS: AT-A-GLANCE

- Held as a result of the staff survey in April and high turnover rates among this demographic.

- Conducted two virtual focus group sessions in September 2022.

- Targeted staff with 1-3 years of experience and 25-30 years of age.

- 30 RSVP YES /240 focus group invites.

- 15 attended for a 6.25% total participation rate.
IF YOU WERE GOING TO LEAVE VCU - WHY WOULD YOU MAKE THAT CHANGE?

Future Turnover Potential - VCU Scope
- Better leadership
- Change in supervisor
- Increase in compensation
- Lack of growth & opportunity
- Lack of recognition
- Loss of current flexibility
- Options for four 10-hour days
- Permanent remote work
- Title change with added duties

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VCU
Human Resources
WHAT MOTIVATES YOU TO STAY?

- supportive leaders
- project inclusion
- tuition benefits
- RVA community
- students
- feeling valued
- mission
- belonging
- passion
- opportunity
- work-life balance
Work, Life Balance is Different for Everyone - Here are Some Thoughts

Work/life Balance Looks Like...
- Ability to set personal boundaries
- Flexible work agreements - Allows back to back meetings
- Flexing hours to accommodate evening work
- Flexing work week hours after weekend work
- Having a flexible work arrangement
- Not working outside of hours
- Taking PTO for a mental break to recharge
HOW WORK, LIFE BALANCE CAN BE SUPPORTED

- Making time in office meaningful - needed and intentional
- When extending work is necessary - allowing it to be from home
- Reevaluating and redistributing workload and time frames
- Ensuring appropriate staffing/hire as needed
- Having a backup plan in place - coverage for time out of office
- 10 hour workdays - 4 days a week schedule
- More manager flexibility to set schedule that fits the individual team’s needs
- Strategies for unplugging in the evening when working from home
- Mental health resources and leave as needed
How do you like to be recognized for your contributions?

- 1:1 acknowledgement
- Bonuses
- Equal recognition options for faculty & staff
- Gift cards
- Invitation to local events (museums, sports)
- Invitation to lunch
- Recognition across departments & schools
- Recognition for the "small stuff"
- Salary aligned with work performed
- Shout outs in meetings & town halls
- Words of affirmation
- Written thank yous (letters, notes)
HOW WOULD YOU LIKE TO DEVELOP YOUR CAREER?

- Advocacy from manager to move up
- Hands-on activities
- Job shadowing & workshops to gain new skills
- Moving laterally in other roles
- Moving up in department or university
- Opportunities to lead others
- Regular check-ins with managers
- Using educational benefits/go back to school
CAREER DEVELOPMENT - ONE OPPORTUNITY

- Attend a work-related conference
- Manager training
- Leadership opportunity/shadowing
- More systems training: Finance/Banner, Realtime
- Serving as chair for career community (currently co-leader)
- School - time during day for classes/course work as needed
- Professional certification
- Digital badging/stackable credentials
- Moving into another career (IT)
- Apply to EDD program
- Mentoring
- Internship to pursue faculty role
WHAT DO YOU THINK THE UNIVERSITY DOES BETTER THAN OTHER EMPLOYERS?

developmentsupported
leave healthplan
tuitionbenefit eliminatebias
vcumission worklife diversity
benefits mission rvacommmunity
communityservice connection
ADDITIONAL OPPORTUNITIES

- Team gatherings
- Off-site events for staff
- Better starting pay
- Salary increases
- Easier/cheaper parking
- Flexibility/remote work
- More consistency in managers/leadership
- Holding managers accountable
- Summer Fridays (off on Fridays in the summer)
- “Red tape” of getting things done
- Ease of navigating processes
- Keeping diverse teams (does good job attracting)
PARTICIPANTS WANT LESS

- Ambiguity on direction & focus
- Siloed work environments
- Several participants did not have a response to this question
WHAT DO YOU WANT MORE OF FROM YOUR VCU EXPERIENCE?

More from VCU Experience
- Clear, consistent, transparent goals
- Discounts at bookstore
- Engagement with senior leaders
- Events for staff on campus
- Free gym access
- Managers/leaders connecting goals to mission
- More connection with students
- Networking opportunities
- Parking
- Remote options
- Resources for working parents
- Team building opportunities