UC San Diego Health Sciences is committed to succession planning and career development among all levels of our organization. Our philosophy is to provide all employees with the education, tools, and resources available to achieve career advancement, ultimately building a continuous pipeline of employees ready to excel at the next level. We practice progressive talent management through all career phases with the following programs:

**TIER I: RECRUITMENT & ENTRY-LEVEL RETENTION**

- The **Student Apprenticeship Program (SAP)** recruits and trains UCSD undergraduates who are interested in a career at UCSD. Students are placed in a VCHS department for up to 1 year and are given the opportunity to gain practical work experience. This program enables diverse students to be competitive for vacant positions at UCSD upon graduation and has proven to be an effective recruitment tool for VCHS departments seeking entry level applicants.
- The **Millennial Workgroup** was established in 2008 to look at current trends in employment related to the Millennial generation. The group is comprised on approximately 25 employees between the ages of 23-28 who provide advice and counsel on issues related to recruitment, communication, marketing, on-boarding, and career development. Given the increasing number of retirement ready employees, this workgroup serves to improve retention of our workforce with an emphasis on the new generation of workers.

**TIER II: MID-LEVEL EMPLOYEES PURSUING GREATER OPERATIONAL EXPERTISE**

- The **A-Z Training Series** provides functional area training to junior and mid-level staff looking to further enhance operational and technical expertise. These programs provide hands-on, operational training to employees new to a functional area, interested in cross training opportunities, and/or interested in career development in a new functional area. Series offerings include:
  - Human Resources
  - Faculty Compensation
  - Fund Management
  - Business Contracting
  - IT Security
  - Human Research Protection Program
  - Research Administration
  - Academic Personnel
  - Administrative Assistant
  - Lab Manager

**TIER III: LEADERSHIP DEVELOPMENT PROGRAMS**

- **High Potential Leadership Development** is a multi-pronged approach to succession planning that incorporates a comprehensive review of mission critical positions across Health Sciences, identification of “high potentials”, re-calibration of performance standards and metrics, formal succession readiness planning, and formal/informal training designed to expose participants to new and future opportunities within Health Sciences. Formal training program will include lectures, interactive activities taught by department business offices, and the assignment of coaches and mentors. This series consists of 3 specialized tracks:
  1. **Leadership Lab**: Intended for participants who are interested in research administration, lab management, ORU administration, or related functional areas.
  2. **Leadership Clinic**: Intended for participants who are interested in healthcare administration.
  3. **Leadership Academy**: Intended for the participants interested in education and business office administration.
- **Leadership Development Workshops** offer training on specialized topics relevant to the current climate.
- **Leadership Forum** is a one-day seminar offering a strategic overview and organizational updates delivered by senior leaders and speakers from UCOP.
- **Supervisors and Managers Training** offers customized training modules on HR practices specifically developed for Managers and Supervisors.
- **HS Internships** are offered in Dean’s Office units to provide hands-on training to individuals interested in career advancement.

For additional information, please visit: http://som.ucsd.edu/human-resources/training-and-career-development