



# OE RESOURCE REQUEST APPLICATION

University of California, Berkeley

## A. SPONSORSHIP

### A. Initiative

Initiative	High Performance Culture		
Initiative Manager	Mary Keegan		
Phone		E-Mail	

### B. Sponsorship

Sponsor Name	Jeannine Raymond		
Sponsor Signature		Date	
Sponsor Name	Rich Lyons		
Sponsor Signature		Date	
OE Program Office Signature		Date	

### C. Give the title of the resource

Targeted Talent Development Programs
--------------------------------------

## II. PROBLEM STATEMENT/CASE FOR CHANGE

### A. Identify and describe what needs the proposed solution is seeking to address.

#### 1. Identifying Talent Needs in Particular Areas

Five occupational areas were identified as having particular staffing and talent needs in the next 3-5 years:<sup>1</sup>

- IT – particularly, business analyst
- Finance
- Student Services
- Academic Personnel
- Research Administration

A process is needed to address how these job areas and others yet to be identified will have a ready source of talented and motivated employees on an on-going basis to serve the University. That source will be a combination of internally trained and developed employees and externally recruited employees who would provide an infusion

<sup>1</sup> Study based on (a) an analysis of anticipated retirements for those job areas; (b) consideration that these are core functions at the University that would typically have ongoing staffing needs; and (c) conversations with leaders who have administrative responsibilities and OE initiatives in these areas.

of new ideas and skills that could not otherwise be effectively developed internally. This process needs to be coordinated across the campus and strategic decisions made on where to focus staffing and training efforts to meet future needs.

## **2. Training to Build High Performance Culture**

Training to expand specific knowledge in areas increasingly critical to the University's future. Learning programs may include campuswide applications (e.g., BFS, payroll and HCM, AP Bears, desktop applications) and generalizable skills (e.g. supervision, risk management, conflict resolution).

Targeted skill development focused on programs supporting a high performance culture, e.g. Hiring for Cultural Fit, Using Metrics to Direct your Unit, Conducting Difficult Conversations, and Managing Performance.

Specialized training for Senior Leadership, and academic supervisors (e.g., chairs).

## **3. Incentives & Rewards**

We need to incentivize and reward high performers. Meaningful incentives include opportunity as well as cash rewards. We could be more effective in identifying opportunities for growth, and developing staff to benefit from such opportunities. We are limited by UCOP policies in the development of more robust cash incentives.

### **B. Describe the solution that is being proposed to meet the identified need(s).**

#### **1. Strategic Talent Sourcing**

Establish a process to produce a ready source of talented and motivated employees to serve the University. That source would be a combination of internally trained and developed employees and externally recruited employees who would provide an infusion of new ideas and skills that could not otherwise be effectively developed internally. The Workforce Strategy Group would oversee this process.

#### **2. Training Program to Support High Performance Culture**

Expand the campus training program for managers and staff now managed by the Center for Organizational and Workforce Effectiveness (CorWE). To include training for:

- campus wide applications (e.g., BFS, PPS/HCM, AP Bears, desktop applications),
- generalizable skills and core competencies (e.g., supervision, risk management, conflict resolution),
- high performance skills (e.g. developing and using metrics).

#### **3. Expanded Workforce Strategy Group**

The existing Workforce Strategy Group, led by the AVC-HR under the authority of the Vice Chancellor for Administration and Finance, would be expanded to include senior managers from units that represent major segments of our workforce (e.g. facilities, student affairs, development, research, finance, IT). . It would:

- continue to identify and evaluate future occupational needs in three to five year cycles by forecasting workforce needs based on skill requirements specified by new initiative leaders as well as predicted turnover
- develop a written work plan consistent with that outlined below.
- monitor staff development at the occupational group level to ensure that an optimal level of trained in-house talent is ready to step up to new growth opportunities as they become available
- identify growth opportunities for top performers

#### 4. Incentives & Rewards Program

This is covered in a separate Resource Application

- C. Describe the alternate approaches you evaluated in the process of developing this proposal and why those alternatives were not selected.

**No change in current practice** – This would continue the practice of leaving staff development to individual managers with no campuswide coordination, or to CorWE which currently coordinates training in occupational areas, core competencies, and for senior leadership (begun this year). Staff would be developed within their own work areas. We would miss the opportunity to identify broader institutional needs. There would be no systematic evaluation of the effectiveness of these programs in terms of alignment with future campus needs.

### III. IMPACT AND STRATEGIC ALIGNMENT

- A. Describe how the proposed solution aligns with the OE goals:

- Reduce administrative costs and enable the campus to direct more resources to teaching and research
- Advance an effective and efficient operating environment
- Instill a culture of continuous improvement that leads to high quality performance and outcomes

**A strategically developed workforce will:**

- Capitalize on the current knowledge of staff (the Berkeley “DNA”) while building capacity for the future,
- Encourage retention of high performers, reducing turnover which saves costs (e.g. supervisors time covering vacant position workload, training new staff, lower productivity during initial ramp-up months for a new hire),
- Address underperformance or lack of preparation early so that it can be corrected
- Increase morale when staff see room for growth
- Increase our chances of retaining the top talent and recruiting new top talent
- Set the stage for a widespread *culture* of high performance, reducing effort needed to maintain momentum and sustainability.

- B. Identify any other anticipated benefits in implementing the proposed solution.

Expanding the Workforce Strategy Group to bring managers of key functional areas together with those who design and develop learning programs, and those who track changes in the workforce enhances our ability to use our limited training resources to more effectively sustain a high performance culture.

Collaborating on identifying opportunities for growth and development enhances our ability to develop staff across the university instead of just within a particular unit.

C. Identify the risks of not implementing the solution.

**Less prepared for future needs** - If we do not have a learning program coordinated by development experts in collaboration with subject matter experts at the management level, and aligned with our operational needs, we will be unprepared for the future.

- Employees may not be prepared with those skills that the University will ultimately need.
- Employees may leave the University for other career opportunities because of dissatisfaction or impatience with career growth on campus.
- Faculty, students, researchers, and other staff will all bear the burden of the lower productivity per employee which will not match their high standards and expectations.
- Other OE initiatives may not have the talent needed to proceed.

D. Describe the constituency that is intended to benefit from the proposed solution (e.g. students, faculty, staff, 1-many units)

Staff, faculty and students are the intended beneficiaries of this solution. Faculty and students will receive better support and service with more productive and better incentivized staff employees. Staff will find greater career satisfaction in performing their jobs with greater challenge, growth and reward without the demoralizing experience of working with under-performing employees. Those high performers and high potentials who wish to have an extended career at Berkeley may do so with support of resources and opportunities.

E. Describe the extent to which this proposed solution is a collaborative effort either within campus or with external partners.

This will be successful with the collaboration of several major units in Human Resources (i.e. COrWE, Recruiting, Compensation) and senior management level subject matter experts from key fields (e.g. finance, IT, student affairs, research, academic support, facilities, development). In addition, at the systemwide level there are resources available for cross-organization collaboration.

F. If applicable, describe how the proposed solution may enable additional projects to be considered.

A coordinated learning and development plan will support most directly the work of the following OE initiatives:

- High Performance Culture's metrics and performance management packages,
- Finance
- Student services
- IT

G. What is the impact of the proposed solution on the existing systems and processes? Does it eliminate the need for existing systems and processes?

The proposed solutions rely on expanding existing programs in COrWE and HR. No eliminations are anticipated.

H. What is the impact on the proposed solution on the workload?

Profile/Impact in hours	Current Workload	1-time workload requirement	Ongoing workload requirement
Student	None	None	None
Staff	Low	Medium for SMEs	Low
Faculty	None	None	None

## IV. WORK PLAN AND PROPOSED SOLUTION DESIGN

A. Provide a statement of:

- Deliverables — results the solution must deliver to achieve the stated objectives.
- Constraints — factors that may limit the options for providing the solution (*e.g., an inflexible deadline*).

### Deliverables:

- Expanded Workforce Strategy Group with management level subject matter experts from major occupational groups such as student services, IT, finance, academic personnel, and research administration.
- CORWE will develop learning programs:
  - aligned with the top priority needs of key occupational groups
  - that target skills development of key constituencies, e.g. senior leadership, academic supervisors
  - that support high performance culture skills, e.g., hiring for cultural fit, using metrics to assess unit performance, managing performance, change management

### Constraints:

- The largest constraint is availability of funding. This may be met on the short term by OE funding. However, on an on-going basis the campus will need to decide how to support learning and development of its staff.

B. Provide a work plan for the proposed solution with high-level steps to complete the solution, including timeline. (Try to limit your plan to no more than seven steps.)

	MILESTONE	FUNCTIONAL OWNERSHIP	TIMELINE
1.	Identify manager SMEs to be added to the Workforce Strategy Group and expand the group	VCAF/AVC-HR	June 2011
2.	Develop learning plan, including a funding plan, for the high priority	Workforce Strategy Group	September 2011

	occupational groups based on needs in the next 3-5 years		
3.	Develop a method for identifying on-going needs in advance	Workforce Strategy Group	October 2011
4.	Develop method of assessing effectiveness of learning programs	Workforce Strategy Group	December 2011
5.	Expand senior leadership training to include Deans, and the remaining senior managers. Note: program began in March 2011.	CoRWE	October 2011 to December 2012
6.	Design, develop, and implement training for other managers and supervisor to include high performance competencies such as use and development of metrics to assess unit performance; operationalizing the core Operating Principles ("Berkeley OPs")	CoRWE and HR	February 2012 forward
7.	Develop additional learning programs for other competencies or occupational needs identified in #2 above	CoRWE and Workforce Strategy Group	March 2012 forward
8.	Assess the effectiveness of learning programs	CoRWE and HR	June 2012 forward
9.	Enter job descriptions into HCM for tracking positions by job title, and activate position management	AVC-HR and CFO	June 2011 to December 2011

C. What are the data requirements for the proposed solution?

Workforce data are available through HCM. See D below.

D. What are the technical requirements for the proposed solution?

Job descriptions need to be entered into HCM, and position management needs to be activated. Both can be done in our current version of HCM 9.0 but would be more efficient in HCM 9.1. It is anticipated that the UC effort to acquire an HRIS may have an impact on our efforts in this area.

E. What are the greatest risks for the proposed solution and the plan to reduce or eliminate the risks.

	RISK	MITIGATION PLAN
1.	Lack of funding to support the amount of learning and development needed at all levels	Programs can be phased; seek alternate sources of funding, including self-funded programs
2.	Lack of time to participate	Create incentives and educate managers about importance of developing staff; implement a requirement that 5% of staff key responsibilities are spent on professional development
3.		
4.		
5.		

- F. How does the proposed work plan allow for evaluation and course correction to ensure the outcomes meet the campus needs?

The work plan includes an assessment effort that begins in spring 2012. The Workforce Strategy Group will develop a method for assessing the effectiveness of learning programs

## v. CHANGE MANAGEMENT

- A. What is the change management plan to successfully implement the outcomes of the proposed solution?

Impacted groups:

- **Senior leadership** – training began in March 2011 and will continue through much of 2012 to prepare senior leadership for their role leading in a period of change and moving into high performance culture
- **Managers and supervisors** – new areas for development will be added to KEYS training for supervisors, additional training for mid-managers, and a new program for academic managers
- **Staff** – supervisors will need to allow staff to learn and develop new skills which may take time away from daily job duties. Staff will need to focus on developing skills identified by their managers and supervisors.
- **Workforce Strategy Group** – their feedback to managers and staff will help guide the development of future programs. They need to maintain a forward looking focus in the development of programs that prepare Berkeley staff for future needs, and backward looking in assessing the impact of programs already underway.
- **Technical staff** – Technical staff in ITS and HR, and SMEs in the Budget Office and HR will take on additional work in 2011 to prepare HCM for tracking positions by job title.
- **Communications plan** – To be developed by the Workforce Strategy Group
- **Engagement plan** – The leadership of the Workforce Strategy Group must actively solicit input from its own members and the constituencies they represent to have credibility in their efforts.

- B. What incentives and/or disincentives are proposed to influence behavioral changes necessary for the successful outcome of the proposed solution?

Incentives for staff include a higher probability for career growth. Incentives for managers include a higher likelihood of staff availability to meet future unit needs.

Disincentives for both groups are the amount of time that will be needed to develop new skills and knowledge. In a workplace that is stretched to capacity now, finding ways to introduce new job requirements will be a challenge.

- C. Who has been identified as the change leaders and implementers to carry out the changes necessary for the successful outcome of the proposed solution?

Change Leaders include the VCAF, AVC-HR, campus managers, and managers in the Workforce Strategy Group.

Change Implementers include local unit managers and staff.

## vi. FUNDING MODEL AND BUDGET

- A. Could the proposed solution move forward with partial funding? If yes, describe the revised scope, including the associated savings impact.

Yes, the proposed solutions can move forward in the first year with little OE funding. Some OE funding is needed in 2012/13/. Reduced funding in the future will mean slower progress toward goals and less support for developing skills critical to a high performance culture.

B. What is the plan for sustainable funding to support ongoing operations of the proposed solution?

Funding for on-going training will need to be identified, or the training expectations reduced.

C. Please download and fill out the OE Resource Request Budget Template located at [location] and follow the instructions on the first worksheet in the workbook to complete the budget and line descriptions. Include both completed sheets with the Resource Request.

## VI. ASSESSMENT PLAN

Please use the table below to detail your metrics.

METRIC CATEGORY	SPECIFIC MEASURE	MEASURE BASIS	DATA COLLECTION METHOD	DATA COLLECTION FREQUENCY	FUNCTIONAL OWNER OF DATA COLLECTION	LARGER GOAL TO WHICH METRIC RELATES
<b>EXAMPLES:</b>						
<b>FINANCIAL PERFORMANCE</b>						
1 Reduction in average price of office supplies	Avg price	Per item	Look at vendor catalogs	Quarterly, first day of each quarter	Procurement Director	Overall reduction of 15% in average price of office supplies
<b>OPERATIONAL PERFORMANCE</b>						
1 Reduction in average processing time per transaction	Avg person-hours required	Per transaction	Survey of transaction processors	Semi-annually	Director of Billing	Reduction of 20% in average transaction processing time
<b>FINANCIAL PERFORMANCE</b>						
1						
2						
<b>OPERATIONAL PERFORMANCE</b>						
1 training programs are available to leadership, managers, and staff to meet the needs of OE efforts	Key stakeholders enrolled within 2 years	Employee	Quantitative assessment	Annually	AVC-HR	At least 80% of those who should receive training have been trained
2 Other metrics are identified by the Workforce Strategy Group	Tbd	Tbd	Tbd	Tbd	Workforce Strategy Group	tbd
<b>PRODUCT / SERVICE QUALITY</b>						
1						
2						
<b>EMPLOYEE SATISFACTION</b>						
1 Methods of assessing	Tbd	Tbd	Tbd	Tbd	Workforce	tbd



impact of the training programs to be determined by the Workforce Strategy Group					Strategy Group	
2						
CUSTOMER SATISFACTION						
1						
2						
PUBLIC RESPONSIBILITY						
1						
2						
SUPPLIER PERFORMANCE						
1						
2						