

University of California, Irvine
Human Resources Training and Development Plan 2009-2015

Executive Summary

UCI Human Resources is committed to supporting the professional development of staff. Our goal is to provide a variety of learning and growth opportunities to enable staff members to make meaningful contributions to their departments, while having access to resources to develop their talents, acquire and use new skills, and achieve greater career effectiveness and satisfaction. The Human Resources Training and Development Plan is based on the principle that knowledgeable and skillful staff can improve campus operations, reduce risk and liabilities, and support the educational and research missions of the university.

The University of California, Irvine is among the fastest growing campuses in the University of California system. Recent rapid growth has created new challenges that underscore the need for staff with enhanced leadership, communication, and technical skills. The current economic crisis heightens the need for a robust training program that provides basic and advanced skills, preparing staff to perform a broad range of duties. At the same time, reduced funding and staffing levels make it more difficult for staff to participate in instructor-led training programs. With California's economic outlook in question, the Human Resources training strategy must recognize the long-term impact of UCI's current economic challenges, and define a cost conscious and effective training delivery model. This document articulates how we will build the foundation of a comprehensive training program that uses eLearning for primary job-skills education and blended learning approaches for professional and career development programs where interpersonal interaction, critical thinking exercises and case studies are essential to the learning process.

The plan aligns training efforts with the direction and priorities of the University as articulated in 1) Focus on Excellence: A Strategy for Academic Development 2005-2015; 2) needs identified at the university-wide collaborative Strategic Summit on People Development in 2008; and 3) customer service feedback and stakeholder meetings. This plan identifies the top 5 Training and Development Goals and outlines objectives and action plans to address the goals.

Goals

1. Develop training programs that enhance the retention and development of outstanding staff.
2. Promote a culture of employee/supervisor shared responsibility for staff and career development.
3. Provide training programs that support progressive skill development within key career paths.
4. Provide a leadership development training program to facilitate effective leadership transitions.
5. Support the development of a workforce that is adaptable to changing work expectations and technologies.

I. Mission Statement

Human Resources will support and encourage the staff of the University of California, Irvine to achieve excellence by providing comprehensive trainings, professional development, and career development resources to prepare talented staff for present and future success at the University.

II. Vision

University of California, Irvine Human Resources will provide leadership, management, professional development and career development training opportunities and resources for staff, and will support the creation of collaborative learning communities to advance the mission and values of the University.

The Human Resources training program will bolster the identity of UCI as the most desirable employer in the region. Staff will be enabled to actively manage their professional and career development. Managers and supervisors will have the skills and tools to provide informative performance feedback; encourage and support staff to learn and grow throughout their careers; and pursue appropriate career goals.

Our aspiration is to create an HR community at the University of California, Irvine where

- People thrive through discovery, learning, and engagement
- Partnerships Prevail
- Performance Excels

III. Goals

The Training and Development Plan is based on 5 goals that inform all of the specific objectives and strategies described in the plan.

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IV. Glossary of Terms

- **Professional development:** Programs, educational opportunities, experiences which increase knowledge, skills, abilities, and talents to succeed in one's profession. Focus is on the individual.
- **Career development:** In progressing through a sequence of jobs, one may build talents and capacities to identify a job path to most effectively achieve one's career goals over their lifespan. Focus is on the individual's job.
- **Job-skills:** At the most basic level, job-skills are the specific skills and knowledge necessary to perform job-related tasks, including required certification to access key business systems. Focus is on the individual's job.

V. Current University Trends

In recent years the emphasis of most training programs was on attracting and retaining employees in anticipation of large numbers of retirements of "baby boomers." The ongoing global economic crisis has changed UCI's focus. The most significant influence on campus operations and training needs is now the unprecedented budget cuts experienced by the University of California, and the need to adapt to the long-term impact these cuts will have on UCI.

Extremely limited financial resources have resulted in cutbacks and layoffs, and the staff who remain face increasing work demands. Consequently, managers and supervisors are increasingly unsupportive of staff participation in campus-wide training programs offered by Human Resources and other campus units. As staff are asked to absorb additional responsibilities, the absence of routine cross-training programs and limited job-skill training options produce additional stress on overburdened units. This creates three strategic human resource management problems for the institution: 1) lack of opportunity for staff to expand their job-skills knowledge to more effectively serve the university in their current role; 2) lack of opportunity for staff to effectively advance their careers within their current department; and 3) increased costs and operational problems due to staff, who see limited opportunities to advance within their own department, seeking and accepting positions in other departments or outside the university.

Prior to the current financial crisis, UCI's training and development profile already reflected the strains of rapid growth with restricted resources. Rapid growth of the past decade created skill gaps at every level of staff positions. In 2008, Human Resources coordinated a Strategic Summit on People Development to identify training needs and opportunities. A summary of the broad range of perceptions and concerns expressed at the Summit is included in Appendix 1. The most serious campus-wide deficiency identified by participants was managers and supervisors who have been promoted into leadership positions with little training or practical experience supervising and leading others. Current supervisory training programs are inadequate to address the full range of skill and training needs of this population. The Human Resources Training and Development Plan addresses this problem through improvements to existing supervisory training programs and creating additional training opportunities to better prepare individuals for supervisory and leadership roles in the future.

VI. Current Professional and Career Development Programs

Training and development programs have been organized into three major categories: 1) Leadership/Management Development, 2) Career Development, including on-boarding and job-skills programs, and 3) Professional Development.

A list of current training program offerings is included in Appendix 2.

VII. Objectives and Action Plans

This plan will address the most serious supervisory deficiencies by: 1) redesigning and expanding the Effective Supervision Certificate Series courses; 2) utilizing a blended learning model to reduce training costs while increasing training access and learning effectiveness, and if funding permits, 3) expanding the highly regarded UCI Leadership Academy with additional elective courses for Academy graduates to learn about and identify how to apply advanced leadership concepts to current issues and university trends.

The Human Resources Training and Development Plan provides a blueprint for building a comprehensive training program that delivers relevant and timely training in a cost effective and flexible manner to facilitate just-in-time skill acquisition, as well as training experiences and tools to help talented individuals chart their career development options at UCI. The needs of university administrators, managers and staff will be met by:

1. Using eLearning to efficiently on-board new staff and provide essential job-skills training so that individuals can rapidly function productively in new roles;
2. Expanding and enhancing the Effective Supervision training series to more thoroughly address critical topics including the importance of active performance management;
3. Building on the success of current leadership and career-discovery programs and creating new high-quality programs that support the career development and professional development of employees.

A list of potential eLearning training program offerings is included in Appendix 3.

Leadership/Management Development

1 to 3 years

1. Revise manager and supervisor training courses and programs
 - A. Develop a series of eLearning courses for staff interested in becoming supervisors, but not yet in supervisory roles
 - B. Revise the content of the existing Effective Supervision Certificate Program to include current best practices and develop eLearning modules for blended learning formats to ensure consistent information transfer and maximize effectiveness of in-person classroom time.
 - C. Develop new Effective Supervision Certificate Program eLearning courses on additional topics including: compensation policy and practice, leadership and team building, organizational change management, and effective use of training resources
 - D. Develop new courses to address advanced, current topics in supervision potentially including Managing Morale while Downsizing and Engaging in the Career Development of your Staff.
2. Continue to develop the pilot lecture series "Advanced Skills in Human Resources Management" to establish it as an annual core education program for supervisors and managers.
3. If funding permits, implement additional elective courses for Leadership Academy graduates to learn about and identify how to apply advanced leadership concepts in the contemporary workplace.

4 to 7 years

1. Implement a coaching certificate series for managers and supervisors, and establish it as a prerequisite to participation in the Leadership Academy.
2. Implement management skills competencies matrix mapping current training workshops and develop new workshops as needed.
3. Implement Leadership Skills eLearning courses on delegation, time management, customer service, business writing, business etiquette
4. Implement team effectiveness and development services
5. Develop and maintain an online comprehensive list of leadership and management resources, and opportunities including UC, UCI, and external sources.

Career Development

1 to 3 years

1. Implement eLearning and other just-in-time, self directed, computer based training for established and successful campus training programs to improve access and efficiency of staff training to meet needs of campus. Partner with program coordinators of RAMP, Payroll Processing System Training, and other "central office" training providers to facilitate implementation of eLearning courses.
2. Define career pathways for major career categories such as financial management, personnel management, and student advising. Partner with subject matter experts to develop eLearning courses to teach the basic job skills for each level of the career path, and blended learning programs facilitated by subject matter experts for more complex skills. Also develop related resources to aid managers and supervisors in supporting career development of their staff
3. On a regular basis, offer courses on skill-gap analysis to help staff identify areas for development and growth.
4. Implement comprehensive multi-position competencies training matrix for self directed training to address major functional position skill gaps and career development interests.
5. Implement supervisor training to utilize the new UC Learning Management System in assigning required job-skills training and ensuring staff compliance.
6. Revise and implement an on-boarding, Learn at Lunch Series to provide staff with fewer than 5 years of service an opportunity to network, an introduction to available campus resources and an overview of the career paths they might consider.

4 to 7 years

1. Implement coaching/mentoring program for staff to encourage employee engagement

2. Develop and maintain an online comprehensive list of staff professional development organizations, resources, and opportunities including UC, UCI, and external sources.
3. Develop eLearning career development courses for self paced training on a variety of high interest related topics.
4. Strengthen partnerships with University Extension and other internal departments to increase training offerings.

Professional Development

1 to 3 years

1. Implement work and life-events presentations to assist staff in transition stages.
2. Continue to conduct annual workshops on personal branding and networking.
3. Implement new workshops on being an effective team member, business writing, business etiquette, communication and listening skills, time management, networking, working in higher education and the UC system.
4. Continue to partner with campus departments who provide training in this area to assist with marketing and promoting their programs.
5. Add content from other UC campus programs into LMS and program offerings.

4 to 7 years

1. Develop eLearning professional development courses for self paced training on a variety of high interest related topics.

VIII. Resources

Improvement of the Effective Supervision Certificate Program and refinement of other existing training programs will be completed within existing Human Resources funding. This plan assumes that the one-time resources requested under the Staff Recognition and Development Program will be granted to cover the continuation of the Leadership Academy program and potentially to fund the proposed follow-up program for graduates.

Many central service departments offer specialized job-skills training programs and subject matter experts from those departments provide the expertise in training campus staff. Human Resources will continue to build campus partnerships with leaders and trainers across campus to develop a coordinated approach to training program development and delivery, and to leverage resources and expertise to provide high quality and efficient training program in all job skills areas to staff. Recognizing the importance of the training programs offered by our training partners, this plan proposes that Human Resources provide support to departments by providing resources for the development of eLearning courses. This approach will to increase staff access to these programs and ease the burden and costs of conducting exclusively in-person training. If the staff recognition funds are not available to support creation of the eLearning components of this plan, this portion of the program will be deferred until additional resources are identified.

Human Resources will work with campus training partners to coordinate the calendaring and promotion of all staff training courses to ensure that staff training opportunities are easy to identify and participate in. There are no significant financial resources required to accomplish this goal.

IX. Key Implementation Steps

The following actions are contingent on funding.

The Human Resources Training and Development team will be responsible for leading and implementing the next steps for the strategic plan.

Phase 1 Action Plan (2009-2011)

1. Complete the migration from TED to the systemwide UC Learning Management System.
2. Form a standing committee with diverse membership to serve as a Training and Development Advisory Committee, to assist with prioritization of specific projects and refinement of eLearning development plans.
3. Revise the Effective supervision training program, updating content and defining eLearning and blended learning components. Continue to coordinate monthly presentations on Advanced Skills in Human Resource Management. Identify course content to be developed for introduction to supervision eLearning programs.
4. In collaboration with University Extension develop an expanded UCI Leadership Academy program, with a goal of rolling out the pilot series in 2011-2012.
5. Develop partnerships with central departments that currently offer training programs to explore opportunities for building eLearning alternatives for sessions appropriate to that teaching method.
6. Train supervisors to utilize the new UC Learning Management System to assign required job-skills training and to monitor staff compliance.

Phase 2 Action Plan (2011-2012)

1. Define Career Pathways, and work with subject matter experts to identify training components essential to career advancement for each path. Partner with subject matter experts to develop additional eLearning courses as needed, to teach the basic job skills for each level of the career path, and blended learning programs facilitated by subject matter experts for more complex skills. Also develop related resources to aid managers and supervisors in supporting career development of their staff.
If funded:
2. Roll out eLearning programs for essential job skills training identified and co-developed with central department partners.
3. Roll out eLearning courses for individuals who want to become supervisors.
4. Implement UCI Leadership Academy expanded programs, evaluate feedback and refine program design for future years.

Phase 3 Action Plan (2011/12)

1. Conduct quarterly skill gap analysis workshops.
2. Implement comprehensive multi-position competencies training matrix for self directed training to address major functional position skill gaps and career development interests.
3. Revise and implement an on-boarding, Learn at Lunch Series for staff with fewer than 5 years of service.
4. Add self directed learning content to the Learning Management System on a variety of high interest topics.
5. Review and revise, if necessary, the Human Resources Training and Development Plan and establish Action Plans for future years.

Appendix 1.

SUMMARY OF FEEDBACK 2008 Strategic Summit on People Development

1. Retirement

- A. Significant large percentage of staff leadership is eligible for retirement in the next five years.
- B. Lack of a systematic way to capture “institutional knowledge”, especially at the departmental level when long-time employees retire.

2. Recruitment and Retention

- A. Difficult to find people with experience needed due to low salaries.
- B. Recruitment and retention difficulties caused by external competition and internal pressures.
 - 1. Compensation ranges are not large enough to encourage individuals that to stay in their current position/department.
 - 2. Inability to compensate adequately
Note – Compensation is a significant staff concern and important supportive information for this strategic plan, however, it is not within scope of this plan to address this issue.
- C. Policies and procedures require clarification and transparency in application.

3. Leadership/Management

- A. Insufficient investment in training and development by campus leadership.
- B. Inconsistent support by managers for release time for staff to participate in training and development programs.
- C. Inconsistent implementation of annual performance evaluations and performance standards rankings.
- D. Concern about lack of managerial skill and accountability for developing staff. Problems appear to be significantly increasing. Untrained, unskilled managers promoted without basic training. There appears to be no accountability for bad management. Employees are told to leave if they don't like the conditions.
- E. 360 reviews should be offered. They failed in the past due to lack of support.
- F. The Effective Supervision program needs to be revised and mandated for all new managers. Continual manager training should be developed for experienced managers.
- G. Confidentiality is a significant issue on campus. Staff are concerned that supervisors are not supportive of their career development; they fear negative consequences for exploring new opportunities on campus; thus, they do not feel that they can be successful if they are open about job searching.

4. Training

- A. No formal cross training program with open access to all employees. Concern that cross training is done on a preferential (friend to friend) basis.
- B. Lack of cross-training for back-up. One person bears all of the responsibilities for duties.
- C. Lack of organized and centralized training and staff development plan.
- D. The existence of a culture particularly on the academic side of the organization that stresses the need for holding onto knowledge (not sharing, competitive) that infiltrates the overall “learning” culture here at UCI.
- E. Concern about the gap in training between entry level positions and management positions.
- F. Increasing need for more skill based courses offered than training on how to get to the next level (e.g., career paths and courses in communication and people management skills).

5. **Decreasing Resources**

- A. Increasing workloads with decreasing resources.
- B. Perception that growth in pure administrative staff (not staffing for labs or other academic research positions, etc.) has not kept pace with increases in faculty and student numbers.
- C. Inadequate numbers of staff to service campus increase concerns about not meeting compliance and safety requirements.

Appendix 2.

CURRENT UCI HUMAN RESOURCES and CAMPUS PARTNER TRAININGS

LEADERSHIP/MANAGEMENT DEVELOPMENT
Human Resources and Partnership Programs
Bargaining Climate and Updates
Behavior-Based Interviewing
Effective Supervision Certificate Program management, a UCI certificate program, classes may be taken individually <ul style="list-style-type: none">• Essentials of Leadership• Communication and Coaching Skills• Performance Management• Investigations and Discipline• Recruitment and Selection• Injury Prevention and Disability Management Integration– co-presented with EH&S• FMLA & Interactive Process/Reasonable Accommodation• Equal Opportunity and Your Role as a Supervisor - presented by Office of Equal Opportunity and Diversity• Managing in a Union Environment• Conflict Resolution and Preventing Workplace Violence – co-presented with UCI Police Department
E-Verify Training
Employee Assistance Program (EAP) Workshop for Supervisors
Fall and Spring Leadership Seminars – sponsored by the Executive Vice Chancellor and Provost in collaboration with Human Resources and the Chancellor’s Advisory Council on the Status of Staff
How to Conduct Reference Checks
How to Review Internal Applicants
HR Skills Workshop Series
Management Skills Assessment Program (MSAP), a UC program, managed by Human Resources
UCI Business Officer Institute (UCI BOI), - managed by Human Resources in collaboration with related campus department presenters
UCI Leadership Academy
UC Business Officer Institute (UC BOI) - a UC program, managed by Human Resources
UC Irvine Near Relative Policy Updates & Review
Other Campus Programs
Sexual Harassment Prevention for Supervisors – UCOP and Office of Equal Opportunity and Diversity

CAREER DEVELOPMENT

Human Resources and Partnership Programs

Career Decision Making Workshops
Interviewing Skills Workshops
Resume Writing Skills Workshops
Personal Branding Workshops
UC Reduced Fees Program

Other Campus Programs

Some internal promotional opportunities but not supported by coherent, organized training to prepare potential candidates.
Some cross-training and professional development done informally within some departments.

ONBOARDING

Human Resources and Partnership Programs

New Employee Orientation (eNEO) - online eLearning program
Campus Temporary Employment (CTES) New Employee Brown Bag Lunch Series
Career Discovery and Networking Series <ul style="list-style-type: none"> • Values • Critical Skills / Skill Gaps • Communication: Interaction Styles • Communication: Temperament • Communication: In the Interview • Resume Writing • Your Personal Brand • Preparation for Interview & Networking • Interviewing Skills • Myths, Misconceptions and Truths about Reclassification and Equity

SKILLS/KNOWLEDGE DEVELOPMENT

Human Resources and Partnership Programs

Communication Skills
Compliance Trainings Data Management - programs developed by multiple offices
Conflict Resolution
Critical Skills / Skill Gaps
CTES Temporary Employee Safety
Data Warehouse Training
Department Benefits Representatives (DBR) Skills

Department Benefits Representatives (DBR) Orientation - online eLearning program
Employee Relations Advising
Health and Welfare Workshops for Departments
Interaction Styles
Listening Skills
Myers-Briggs Type Indicator (MBTI [®]) and organizational application
Payroll Personnel System (PPS) Training - Payroll and Human Resources
Reclassification Training for Campus HR Officers
Safety on Site Presentations - co-presented with Environmental Health & Safety
Strength Deployment Inventory (SDI [®]) and organizational application
Team Building Skills
Temperament Styles
Workers' Compensation/Disability Management Workshops for Departments

Other Campus Programs
Academic Personnel Basics, for employees who are responsible for academic personnel issues - Academic Personnel
Department Chairs' Retreat – Academic Personnel
Diversity Development Program and other diversity awareness programs - Office of Equal Opportunity and Diversity
Environmental Health and Safety Trainings - Environmental Health & Safety
Financial Systems and Purchasing Trainings – Accounting
Health Insurance Portability and Accountability Act (HIPAA) online training - developed by multiple offices
Instructional Technology Workshops, computer workshops - Office of Information Technology
Mediation Program - Ombudsman Office
Payroll Systems and Processes, online eLearning programs – Payroll
Simple Navigational Administrative Portal (SNAP) Training - Administrative Computing
UC Ethics Briefing – UCOP
UCI Information Security Awareness Tutorial – Office of Information Technology
University Extension programs and courses
Whistleblower's Training - Executive Vice-Chancellor's Office

PERSONAL DEVELOPMENT
Human Resources and Partnership Programs
Campus Temporary Employment Services (CTES) Mid-Level Benefits
Health and Welfare Benefits Education Series <ul style="list-style-type: none"> • Navigating Your Medical Plans • Navigating Your Dental Plans • Navigating Your Flexible Spending Account
Healthy to 100 and Beyond Series
Open Enrollment Workshops – Online Tools and Resources
Parenting Workshops <ul style="list-style-type: none"> • Expecting Parents • Infant and Child First Aid & CPR • Nutrition and Exercise • Parenting Tips and Tricks • Raising Adolescents • Work Life Balance
Road Map to Retirement Workshop Series (Financial Decision Making and Retirement Workshops) <ul style="list-style-type: none"> • College Saving <ul style="list-style-type: none"> ○ ScholarShare college savings - Fidelity • Estate Planning <ul style="list-style-type: none"> ○ Establishing and Maintaining Your Estate Plan • Home Buying <ul style="list-style-type: none"> ○ First-time Home Buyers Estate Planning – Schools First Federal Credit Union • Debt Management <ul style="list-style-type: none"> ○ Taking Charge of Your Financial Fitness - Fidelity • Saving for Retirement <ul style="list-style-type: none"> ○ Achieving a sound retirement - Fidelity ○ Accessing your accounts – Fidelity ○ Determining your investment mix - Fidelity ○ Enrolling in Your UC Retirement Savings Program - Fidelity ○ Fundamentals of Retirement Income Planning - Fidelity ○ Quarterly Market Perspective - Fidelity ○ Ready, Set, Retire ○ Remaining Confident in a Volatile Market - Fidelity ○ Save now, Play later ○ UC Retirement System (UCRS) • Social Security – Social Security Administration
Think Different Workshop Series - co-developed with campus Wellness and Safety Partners
Wellness and Disability Programs – co-sponsor with Campus Recreation and Environmental Health and Safety
Wellness and Safety Fair – Annual Program co-developed with campus Wellness and Safety Partners
Wellness and Safety Partnership events – co-promote events that pertain to the monthly theme
Wellness and Safety Toolkit – co-developed with campus Wellness and Safety Partners
Other Campus Programs
Stress Management Workshops – Health Education
Campus Recreation Wellness Programs

Appendix 3.

eLearning TRAINING AND DEVELOPMENT PROJECTS

Human Resources Topics:

Working Lead series: This series of eLearning modules would focus on skills development in areas including performance management, motivation, team building, time management, business writing and effective communication.

Effective Supervision Certificate Program: The certificate program coursework will be expanded with portions of the program being offered as eLearning electives, and some sessions having eLearning modules as prerequisites to instructor lead sessions that would focus on practicing skills through cases studies or role playing exercises. Examples of eLearning coursework topics include writing job descriptions, performance management, violence in the workplace, classification and compensation, business writing, introduction to personnel policies and bargaining agreements, managing difficult people, managing workplace conflict, and understanding UCI's EAP services.

Departmental Benefits Representatives Training: This eLearning course would provide program overview information for individuals assigned responsibility for the DBR role, and help them understand their role in responding to questions and handling benefits related activities for their department.

Worker's Compensation and Disability Management: As a stand-alone certificate series, this program will be designed to meet the needs of campus personnel officers and supervisors. The eLearning modules will cover topics including Worker's Compensation process and policies, Disability Management Program resources and understanding various programs for leaves of absence.

Employment Skills Training for Supervisors: This program will include training required to use the QuickReq and Hiring Manager applications as well as modules on topics including job description development, behavioral interviewing skills, reference checking, hiring international staff and effective on-boarding.

HR Skills Workshops Online: This would be a series of PowerPoint presentations based on seminar materials presented by Rich Paul in the 2008-2010 HR Skills presentation series including topics such as employment law 101, corrective action and discipline, FMLA 101, and discrimination.

Career Discovery Series: Building on the highly successful Career Discovery Networking workshops, this series would expand upon topics covered in the lunch hour workshops and provide resources for staff that are unable to attend instructor lead programs. Topics would focus on identifying an individual's career path and developing plans to achieve career goals.

Potential eLearning Programs involving HR Partners

The following series of eLearning programs is suggested as a means of providing a coherent approach to learning and skill building for all staff. Development of these eLearning programs is contingent upon available funding and cooperation with HR's partners across campus.

Payroll Personnel Training
Payroll Time Reporting
Contract and Grant Accounting
RAMP
OPAL Reporting (ORA) and OPAL Department Training (Accounting)
Travel policy
General Accounting
Fiscal Closing
PayQuest
PalCard / Low- and High-value Purchasing
Information Practices, Privacy and Public Records Act
Records Management