

UNIVERSITY  
OF  
CALIFORNIA

# Enhancing Professional Development

Tips for the IT Professional

July 14, 2014



# Today's Presenters



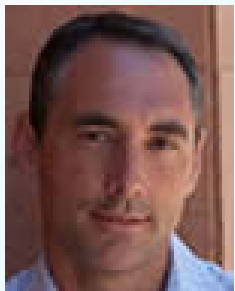
Donna Salvo

Executive Director, Systemwide Talent Management  
and Staff Development



Linda Klink

Manager, Learning and Development – UCOP



Tom Andriola

Vice President and Chief Information Officer

# Creating Your Professional Development Plan

1. It's Up to You
2. It's Never Final
3. It's Never Done

# IT's Up to YOU



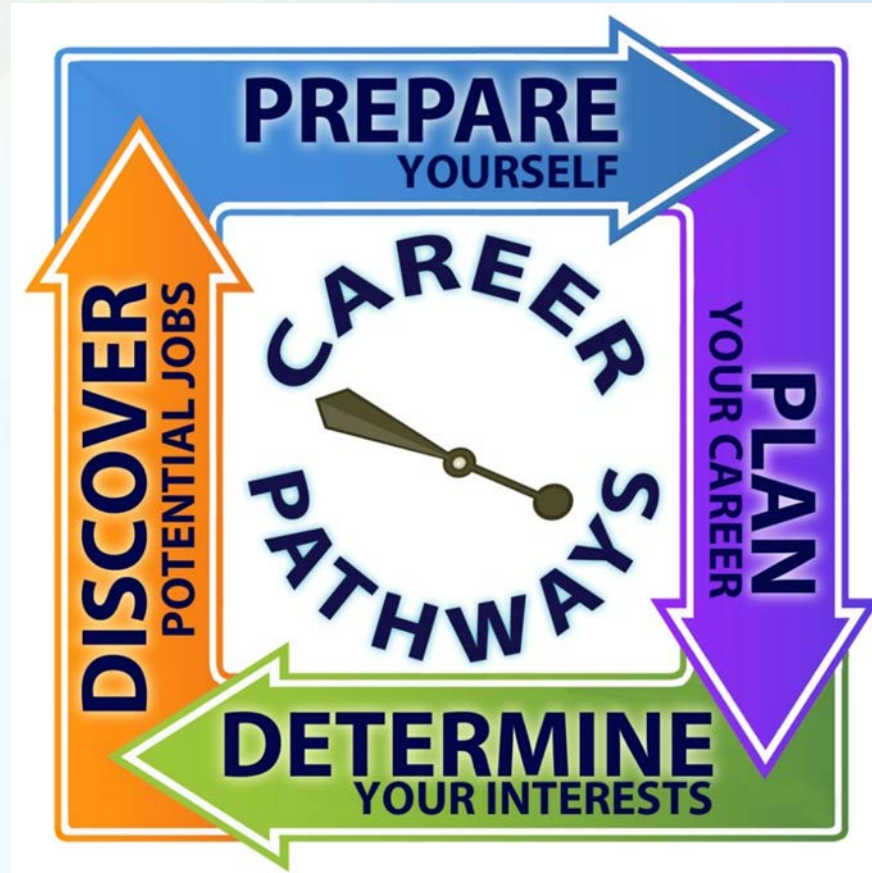
Do you have an active development plan in place?

Do you revisit your plan more than once a year?

Do you have your manager's support for your plan?



# IT's Up to YOU





# Skills vs. Competencies

## What is a Skill?

- Proficiency, facility, or dexterity that is acquired or developed through training or experience.
- An ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities or job functions involving things (technical skills)
- A skill is the learned capacity to carry out pre-determined results
- A learned ability to bring about the result you want, with maximum certainty and efficiency
- Proficiency, facility, or dexterity that is acquired or developed through training or experience.
- So, a Skill is something Learned in order to be able to carry out one or more job functions.

# Competency

## What is a Competency?

- A cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or situation.
- A competency is more than just knowledge and skills. It involves the ability to meet complex demands, by drawing on and mobilizing psychosocial resources (including skills and attitudes) in a particular context.
- Competencies specify the “how” (as opposed to the what) of performing job tasks, or what the person needs to do the job successfully.
- Competencies, therefore, may incorporate a skill, but are **MORE** than the skill, they include abilities and behaviors, as well as knowledge that is fundamental to the use of a skill.

# Types of Competencies

- ***Behavioral Competencies***
- ***Functional (or Technical) Competencies***
- ***Professional Competencies***

## Levels of Criticality

- ***Core Competencies*** – Core competencies are those competencies that any successful employee will need to rise through the organization. These Competencies would generally relate in some way to the business of the organization.
- ***Key Competencies*** – Key competencies contribute to valued outcomes of the organization, defining the abilities of individuals to meet strategic demands, and are important not just for specialists but for all individuals.
- ***Critical Competencies*** – Critical competencies are competencies without which the organization will be unable to achieve its goals and strategy.

# UC Competency Model

## UC Organizational Leader Competencies (to be defined)

### UC People Management Competencies

1. Self Focus
2. Organizational Focus
3. Operational Focus
4. Employee Focus
5. Workplace Focus

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### UC Core Competencies

1. Communication
2. Diversity and Inclusion
3. Employee Engagement
4. Innovation and Change Management
5. Job Mastery and Continuous Learning
6. Resource Management
7. Results Orientation and Execution
8. Service Focus
9. Teamwork and Collaboration

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**Individual Contributor**

**People Manager**

**Organizational Leader**

# UC People Management Competencies

## **1. SELF focus:** *Develops and uses one's leadership skills, knowledge, and abilities.*

- a) Demonstrates leadership fundamentals
- b) Develops and communicates personal vision of performance
- c) Demonstrates managerial courage
- d) Demonstrates self-awareness and self-control
- e) Demonstrates authenticity

## **2. ORGANIZATION focus:** *Understands and implements the organization's strategies.*

- a) Develops and uses organizational acumen
- b) Aligns team plans with organization vision and leadership strategies
- c) Influences, communicates, and presents effectively
- d) Makes timely and ethical supervision decisions
- e) Develops financial and resource plans
- f) Manages change and cultivates adaptability and resiliency
- g) Develops organizational readiness

## **3. OPERATIONAL focus:** *Drives team performance.*

- a) Defines and delegates work
- b) Sets team goals and quality/customer service standards
- c) Organizes and facilitates meetings
- d) Builds detailed operational plans
- e) Develops metrics, team systems, and processes for continuous improvement

- f) Assesses team success and addresses problems
- g) Manages budget and resources
- h) Resolves conflict
- i) Builds collaboration

## **4. EMPLOYEE focus:** *Drives individual performance.*

- a) Defines position roles and requirements
- b) Interviews and selects new staff
- c) Onboards new employees
- d) Sets expectations and individual performance goals
- e) Gives and receives feedback
- f) Engages and develops employees
- g) Conducts performance appraisals
- h) Motivates, recognizes, and rewards employees
- i) Coaches for performance and development
- j) Manages corrective and other personnel actions within multi-union, staff/academic, and complex system/local process environment
- k) Builds trust

## **5. WORKPLACE focus:** *Ensures a positive working environment.*

- a) Develops a high performance culture
- b) Ensures an inclusive workplace
- c) Ensures a safe workplace
- d) Ensures compliance with all legal, contractual, and UC policy requirements



# It's Never Final

## **Formal Activities** (more than 4 hours)

Structured courses

Seminars

Technical training

## **Informal Activities** (less than 4 hours)

On-the-job training

Workshops

Reading technical journals

## **Peer and Professional Interaction**

Mentoring or being mentored

Demonstrating a technical application

Professional activities in the community

## **Contributions to the Profession**

Presenting research

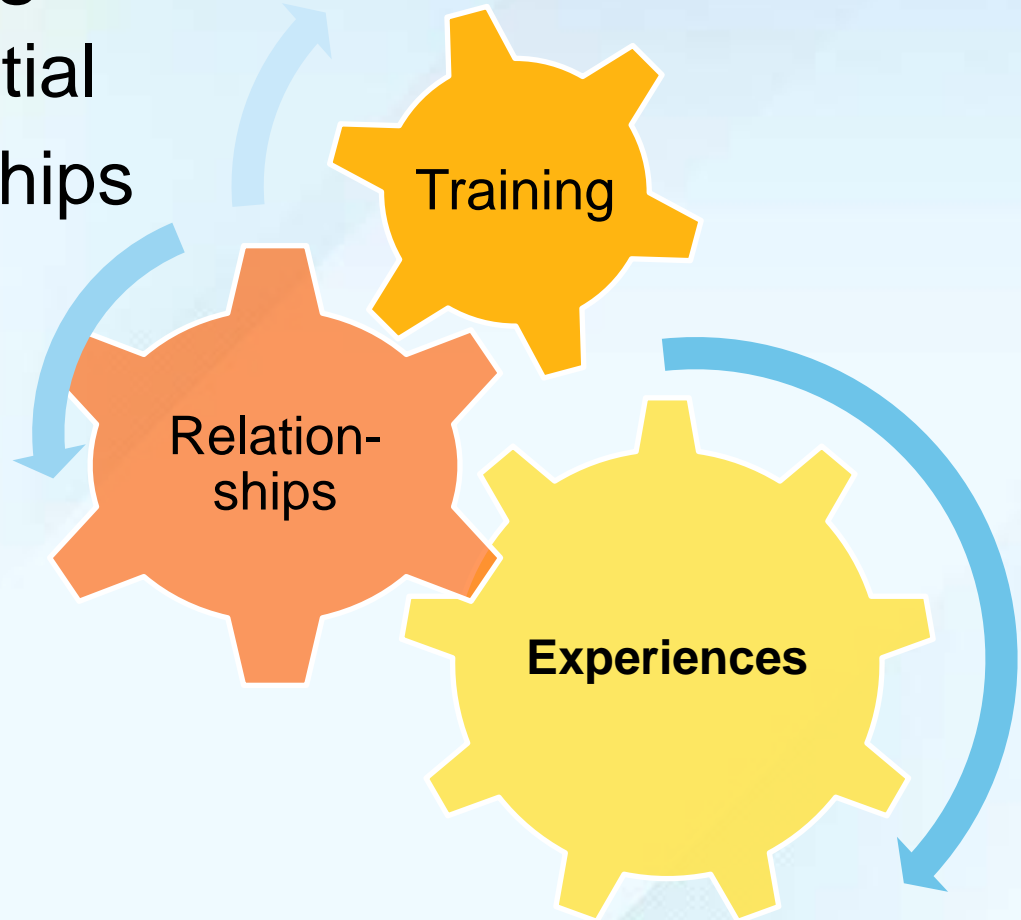
Writing technical articles and papers

Volunteering



# Up your Learning Game

- 70% experiential
- 20% relationships
- 10% training



# It's Never Done





# Development at UCOP

## UCOP Resources:

- UC Learning Center—register for courses and e-learning sessions  
(<http://ucop.edu/ucoplearningcenter>)
- On-site workshops
- Academy X—discounts
- Leadership and Management Development

# Development at UCOP

## On-site workshops:

- Career Development—resumes, networking, interviewing
- Communications Skills—styles, writing, influencing
- Project Management
- Professional Development—leading meetings, managing time, conflict management
- Technical skills, i.e., Word, Excel, HTML, etc.

# Development at UCOP

## Academy X—San Francisco:

- More in-depth IT training
- 40% discount on “public” courses
- Registration—contact Linda Klink for PO for registration process



# Leadership and Management Development

## Workshops:

- Performance Management Series
- Essentials of Leadership

## Cohort Programs:

- UC Management Development (3 sessions)
- UCOP Leadership Development (9 sessions)
- UCOP-Coro Leadership Collaborative (10 sessions)

# Corporate Leadership Council: <https://clc.executiveboard.com>



Corporate Leadership Council™

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## Take action through our full list of topics

- + Employee Engagement
- + Employment Value Proposition
- + HR Metrics and Analytics
- + High-Potential Employees
- + HR Strategic Planning
- + HR Transformation
- + Organization Design
- + Organizational Management
- + Performance Management
- + Succession Management
- + Talent Management
- + Workforce Planning

## MY WORKSPACE

- Resources
- Conversations
- Profile

## My Saved Resources (3)

### Workforce Planning

Sub Topic | Saved 17 June 2014

### Redefining Learning for the New Work Environment – Palo Alto

Event Presentations | Saved 09 October 2012

### Getting the Most from My Workspace

Web Page | Saved 15 February 2011

## Recently Viewed by Me

[More](#)

- Creating a Strategic Workforce Plan
- Talent Advisor Development Plan Template
- Workforce Planning Framework

FREE

## The Millennial Myth

Uncover three strategies for effectively managing millennials in the workforce.



New Resources

Upcoming Webinars

Quick Poll

# MERC (Manager Excellence Resource Center)

Manager Excellence Resource Center - Windows Internet Explorer provided by MSN & Bing  
https://www.merc.executiveboard.com/Members/Default.aspx?CrossProgram=t&scAuth=true  
Trove search  
File Edit View Favorites Tools Help  
Favorites Suggested Sites (545) Suggested Sites (544) Suggested Sites (543) Suggested Sites (542) Suggested Sites (541) Suggested Sites (540) Suggested Sites (539) Suggested Sites (538) Suggested Sites (537)  
Manager Excellence Resource Center

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## June's Manager Tip: Master Remote Management

The lack of visibility into day-to-day tasks makes it hard for managers of remote employees to identify performance issues, engage employees, and understand work processes.

### Learn how to:

- Overcome cultural and geographic barriers
- Create visibility into team workflows
- Connect remote employees to the team
- Conduct effective remote coaching

[Learn More](#)

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### Featured Manager Resources



# Performance Development (example)

**CEB** Manager Excellence Resource Center

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[Manager Excellence Resource Center](#) / [Develop People and Manage Performance](#)

## Develop People and Manage Performance

Your keys to success are how well you develop your employees, manage your team, and ultimately, how well they perform. Most managers spend about 30% of their time managing the work of others—doing this well can build a team that performs better and is more committed, leading to stronger results.

### Set Performance and Development Objectives

As a manager, you must work with your employees to set performance and development objectives that align with the organization's strategy, the team's goals, and individuals' needs and interests.

**We can help you:**

#### Establish and Communicate Performance Expectations and Goals

- [Guide to Explaining Performance Objectives to New Hires](#) | Practical Guidance
- [Creating S.M.A.R.T. Goals](#) | Tactical Tool
- [E-Learning: Aligning Development Goals with Business Goals](#) | Practical Guidance

#### Create Individual Development Plans

- [Repeal CASE Model: Manager Guide for Articulating Personal Development Value](#) | Tactical Tool

**Manager Excellence Resource Center**  
[Develop People and Manage Performance](#)  
[Manage Transitions Effectively](#)

#### Most Popular Resources

- [Development Plans That Don't Collect Dust](#)
- [Creating a Coaching Plan Toolkit](#)
- [Getting the Most from Development Activities: Anticipating, Acting, and Reflecting](#)
- [Manager Guide: Managing Remote Employees](#)

#### E-LEARNING LIBRARY

Access a variety of short e-learning modules to learn how to manage and


# List of IT Associations/Organizations

Here is a list to start from:

- Association for Computing Machinery (ACM)
- Association for Educational Communications & Technology (AECT)
- Association of Information Technology Professionals (AITP)
- Association for Women in Computing (AWC)
- CompTIA
- EDUCAUSE
- Software Development Forum (SDF)
- Women in Technology (WIT)

# LinkedIn Groups

[Spreadsheets Are Old News - Free your data from spreadsheets. Visualize it with Domo.](#)



### Higher Education IT Strategy Forum

6 members [Join](#) [i](#) [r](#)

**Group Profile**


**Private group.** To request membership, click Join and your request will be reviewed by the group manager.

The Higher Education IT Strategy Forum is an opportunity for technology leaders in higher education to build relationships, share best practices and discuss future endeavors. Higher Education IT professionals are encouraged to connect with their peers and participate by starting meaningful discussions and exchanging ideas that will further enhance our organizations. Group members are also invited to attend complimentary quarterly networking events in Chicago.

**About this Group**


Created: July 10, 2013  
Type: Networking Group  
Members: 6  
Owner: [Amanda McQueen](#)  
Managers: [Sarah Derry](#)

**Group Members in Your Network**




**Daniel Vonder Heide** 2nd  
Director, Infrastructure Services at Loyola University Chicago


**People Also Explored**




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# QUESTIONS?

