

## LEARNING AND DEVELOPMENT (2010-2011)

Learning and Development at UCSF supports the development of one of our greatest resources: people. Our priority and focus continues to be on advancing organizational and individual performance through timely and effective learning and development solutions. We strive to create growth opportunities which support a work environment that is recognized as a “great place to work” for all employees. To this end, we have been and are focused on the following three key areas of development:

[Management Development](#)

[Leadership Development](#)

[Staff Development](#)

## MANAGEMENT DEVELOPMENT

Great Managers excel in setting clear performance expectations, provide timely feedback, including rewarding achievement and develop their employees. Learning and Development is designing and implementing learning resources to develop [Great Managers](#) at UCSF. Current [supervisor development](#) offerings are being updated and enhanced to support the Great Manager Program. Additionally, UCSF has been [collaborating](#) with other Northern California campuses and UCOP over the last year to identify common competencies and shared resources.

### Great Manager Program

<http://greatmanager.ucsf.edu/>

- Define Great Manager by identifying 3 essential skills, supported by 11 core management areas (based on research findings from “Great Workplace Institute” and Gallup Institute and from collaborative efforts with other UC campuses)
- Provide assessment tools to measure Great Manager Skills (options include self-assessment, 180 degree and 360 degree assessment)
- Offer Development Planning Worksheets and corresponding Resource Worksheets to support development (suggestions for on-the-job activities, on-line articles, books or training sessions) – Available in February 2011

### Supervisor Development

- Conducted performance management series totaling 400+ participants in the following areas: “Setting Performance expectations”, “Coaching for Improved Performance”, Conducting Performance Appraisals and “Delegating for Success and Accountability.”

- Offer on-line development resources such as “Making the Transition from Peer to Manger”, “Establishing Healthy Employee Relationships”, “Helping Your Employee Learn from Peers”, “Quick Tips on Providing Constructive Feedback” and “Managing Virtual Teams”.

### **Collaboration Efforts**

- Coordinated UCSF 's participation in Northern California's UC Management Skills Assessment Program (MSAP) and UCOP Business Officers Institute
- Partnered with Labor & Employee Relations to develop and implement instructor-led training session on “Administering Effective and Appropriate Discipline” for 40+ campus managers
- Supported UCOP in number of consulting projects. For more details, please go to: [http://hrop.ucop.edu/employees/trng\\_dvlpmnt/in\\_review.html](http://hrop.ucop.edu/employees/trng_dvlpmnt/in_review.html)

### **LEADERSHIP DEVLEOPMENT**

To support UCSF leaders in developing and [managing talent](#), Learning and Development is implementing processes and tools to foster these efforts. The overarching goal is to create a diverse pipeline of [leaders](#) who have the potential to fill key leadership roles. In addition, programs are being developed and implemented to assist individuals in their pursuit of improved performance.

### **Talent Management**

- Began developing process of managing and developing all talent, including launching process for identifying and developing internal individuals with the potential to fill key leadership positions
- Piloting suggested methodology with Finance Administration Services leaders and School of Dentistry with their immediate direct reports during 2011
- Process to be expanded to include other functional units and schools in late 2011/early 2012

### **Leadership Development Program**

- Launched third annual Leadership Development Program. Thus far, 185 people have completed the program and 47 people are currently participating in this year's program. This year's participants include 10 leaders from UCOP.

- Focus areas of program are collaboration, communication, leading change, strategic planning and decision making, and team building/staff development. Components of the program include leadership style and skills assessment, 4 days of focused learning, leadership/peer coaching sessions, and executive coaching.
- All graduates of the program have reported improvement in targeted development areas.

## **STAFF DEVELOPMENT**

Learning and Development continues to support development of staff by [on-boarding new employees](#) quickly and effectively in our New Employee Orientation, providing resources in development of employees' [core skills](#), consulting efforts by [supporting departments](#) through a myriad of learning tools and employees in individual [career development](#) training sessions.

### **New Employee Orientation**

- 360+ New Employees from various campus departments attended this interactive and information session and walked away with critical knowledge, important tools and resources to onboard them effectively and quickly.

### **Core Skills**

- New learning resources will be offered in core skills (skills we need to develop in order to do our very best work) on topics such as "Speaking and Presenting", "Managing Meetings", "Dealing with Difficult People" and "Oral and Written Communication".

### **Department Support**

- Provided e-learning design and consultation on multiple projects in areas ranging from P2P financial system, iMEDRIS training for Human Research Protection Program, HBS timekeeping system, Kanexis (applicant tracking system) and Teaching Physician training.
- Supported other departments such as Poison Control Center, Faculty Staff Assistance Program and Labor & Employee Relations by designing both on-line and instructor-led-training (i.e., Dealing with Angry People, Violence in the Workplace and Management and HR training).
- Deliver on-going support to trouble shoot UC Learning Center issues to 22,000 campus wide employees

### **Individual Career Planning**

- Provided Career Planning sessions for 100+ employees to proactively manage their career by developing skills in change management, career assessment, resume writing

and interviewing. These popular and valuable sessions will continue to be offered across campus locations at Parnassus, MCB and Laurel Heights in 2011.