Needs Assessment
Current State
2017 / 18 Delivery

**Technical**
- 251 Total
- 25 Special Requests
- 75% Custom
- 226 Planned

**“Soft-skills”**
- 345 Total
- 47 Special Requests
- ~ 40 custom
- 298 Planned
Where We Are

The needs assessment findings indicated there is an opportunity to:

– Revamp competency development practices so they better meet the University’s needs

– Align the University’s competency development practices which were not in line with recommended and benchmark practices in the Learning and Organization Development field.

This includes programs, products, services, operations, and organization design.
Where We Are (Continued)

Content and programs are available
No clear development process or link to career path
Process is driven by employees

Core competencies used campus-wide
Well-defined development curriculum and path
Focused on developing individuals as leaders

Championed and lived by executives
Integrated with talent management systems
Intentionally connecting organizational culture and development
Future-focused
Holistic approach to developing the organization

Adapted from Bersin & Associates Enterprise Learning Framework and High Impact Learning Maturity Model®
Incidental
Someone “trains” people on how to do their job
Typically informal, unstructured, and developed by groups to fill a gap unfilled by L&OD

L&OD Excellence
Small group of L&OD who deliver formal “training” programs, tools, etc.
Standardized ISD, media, tools, assessments, etc.

Talent & Performance Improvement
Learning aligned and organized by functional role
Learning integrated into workforce planning and career progression

Capability Development
L&OD function looks at organization capability as a whole – what is needed to help improve performance at the individual and organization level

Adapted from Bersin & Associates Enterprise Learning Framework and High Impact Learning Maturity Model®

Where We Are (Continued)
Future Direction
Transforming how we develop Texas A&M University employees
Less focused on software training, certificate programs, and TrainTraq support across the System.
Our Future Direction

More focused on a holistic, systems thinking approach with:

• Programs and services aligned to key functions and roles of the University
• Helping people learn and practice what they need to know and do for their job
• Longer-term outlook and progressive development
• Expanding Learning Technology (eLearning), Evaluation and Organization Development efforts
Functional role-specific, competency-based curriculum and development paths

Progressive leadership development comprised of:
- Role-specific, competency-based curriculum
- Assessments
- Mentoring
- Coaching
- Working and networking across the colleges & divisions

Orientation / on-boarding which is:
- Longer cycle
- More integrated with the colleges & divisions and functional development

Evaluation validating quality, learning, application, and impact
# Functional Development

<table>
<thead>
<tr>
<th>Curriculum Level</th>
<th>Competency Level</th>
<th>Target Audience</th>
<th>Content</th>
<th>Delivery Method</th>
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<tbody>
<tr>
<td>100</td>
<td>Awareness</td>
<td>Non-role / function specific</td>
<td>Overview of foundational concepts, practices, tools</td>
<td>eLearning</td>
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<tr>
<td>200</td>
<td>Awareness</td>
<td>Role / Function specific</td>
<td>Foundational concepts, practices, tools</td>
<td>Blended focused more on face to face ILT, but, 70% active learning : 30% lecture</td>
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<tr>
<td>300</td>
<td>Fundamental Application</td>
<td>Role / Function specific</td>
<td>Application of concepts, practices, tools</td>
<td>Focused on application-based face to face ILT</td>
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<td>400</td>
<td>Skilled Application</td>
<td>Role / Function specific</td>
<td>Higher level / more specialized learning</td>
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<tr>
<td>500</td>
<td>Skilled Application</td>
<td>Experienced Non-role / Function specific</td>
<td>Leadership Coaching, Mentoring, Facilitation Continuing Education</td>
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## HR Liaison L&D Path

### Role Specific Competencies
- Business Processes
- Rules, and Routines
- Hire, Add, Change, and Terminate Job
- Comp Changes

### Personnel Management
- Supervisor Org
- Organizational and Human Resources

### Payroll
- Laws, Regulations, Policies, Procedures
- Documentation

### Microsoft Software
- Word
- Excel
- PowerPoint

## Target Competency Levels

<table>
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<tr>
<th>Level</th>
<th>Awareness</th>
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<th>Mastery</th>
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<tr>
<td>500</td>
<td>1 – 2 years</td>
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<td>10+ years</td>
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## Development Activities

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<td>New Employee Orientation WBT</td>
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<td>Administrator Change Job</td>
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<tr>
<td>400</td>
<td>Administrator Change Job</td>
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<tr>
<td>500</td>
<td>Administrator Change Job</td>
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</table>
Progressive Leadership Development

Leading Self

Leading Others

Leading the Function

Leading the Organization
## Overall Shaping Plan

**FY20**

**Run:**
- Leading Others
- Workday
- Website
- Evaluation

**Implement:**
- Orientation/On-boarding
- Leading Self
- A&M Innovates Conference

**Develop and Pilot:**
- **Business**
- HR Liaison
- Leading the Function
- Supervisor Network

**FY21**

**Run:**
- Leading Others
- Workday
- Orientation / On-boarding
- Leading Self
- Supervisor Network
- A&M Innovates Conference
- Website
- Evaluation

**Implement:**
- HR Liaison
- Faculty
- Leading the Function

**Develop and Pilot:**
- Advisor
- Admin
- **Faculty**
- Research
- Leading the Organization

**FY19**

Form Decision Review Board
Define Values across Leader Levels

**Develop and Pilot:**
- Leading Others
- Workday
- Orientation / On-boarding
- Leading Self
- A&M Innovates Conference

**Implement:**
- Leading Others
- Workday
- Website
- Evaluation

**Website & Evaluation**
# Workday Sub-shaping Plan

<table>
<thead>
<tr>
<th>Feb 19</th>
<th>Mar 19</th>
<th>May 19</th>
<th>Jul 19</th>
<th>Sep 19</th>
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<td><strong>Implement</strong></td>
<td><strong>Develop &amp; Pilot</strong></td>
<td><strong>Implement</strong></td>
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<td>- Projects</td>
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<td>- Hire &amp; Onboarding</td>
<td>- Specialized</td>
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<td>- Reports</td>
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<td>- Position Management</td>
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<td>- Job Changes</td>
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<td>- Compensation</td>
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<td>- Time &amp; Absence</td>
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<td>- Recruiting</td>
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**Workday Sub-shaping Plan**

- Feb 19: Develop & Pilot
- Mar 19: Implement
- May 19: Develop & Pilot
- Jul 19: Implement
- Sep 19: Develop & Pilot

**Timeline:**
- Mar 19: Implement
- May 19: Develop & Pilot
- Jul 19: Implement
- Sep 19: Develop & Pilot
### Volunteers Thus Far

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<td><strong>Values and Leading Others</strong></td>
<td><strong>Workday</strong></td>
<td><strong>Decision Review Board (DRB)</strong></td>
<td><strong>Functional SMEs</strong></td>
<td><strong>Functional SMEs</strong></td>
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*Values and Leading Others may change with each scope of work*
Schedule Thus Far

Kickoff Meeting
- Aug 8

DRB Meeting #1
- Sept 7
  - Endorse Values

DRB Meeting #2
- Sept 21
  - Endorse Detailed Designs

We Are Here
- Oct 19

DRB Meeting #3
- Oct 26
  - Review Pilot Outcomes, Endorse any Design Revisions and Implementation Plan

Commence Implementation
- Mar 1
  - Complete Revisions
  - Workday Pilot

DRB Meeting #4
- Feb 4-15
  - Review Pilot Outcomes, Endorse any Design Revisions and Implementation Plan

Commence Implementation
- Mar 15
  - Complete Revisions
  - Leading Others Pilot

- Mar 22

- Apr 12
  - Complete Revisions

- Apr 19+
Our Mission and Vision

**Mission**
Our purpose or what we do

We develop and deliver high quality learning and organization development for high quality leadership and impact.

**Vision**
Where we want to be or what we want to be known for in 3 – 5+ years

We are admired, sought out, and valued for:
- Our learning, leadership, OD, and change products, services, and expertise
- Our people, values, and results
- Enabling improved learning, leadership, organizations, and impact
1. Transforming how we develop competencies

2. It is going to take a village for success…Need support, flexibility and patience during the transition

3. Much appreciation and kudos to those involved
Tara D. Gray
Director, Professional Development
979.862.7615
tara.d.gray@tamu.edu

employees.tamu.edu

HROE CORE VALUES:
Integrity | Diversity & Inclusion | Excellence | Respect | Innovation | Engagement