HR PROFESSIONAL DEVELOPMENT PROPOSAL

This proposal consists of components which can be utilized independently or interdependently. Included are a Rotation Program, Internship Program, Cross-Training, Special Projects, and a Professional Development Support Component which includes a Mentor Program, Discussion Groups/Case Studies/Special Programs, and a SharePoint Resource Guide.

Specifically, the Rotation Program and Internship Program may be utilized independently or interdependently. Cross-training and Special Projects co-exist as two avenues of the same program process. Each of these four programs addresses the acquisition of job function skills and knowledge as well as specific skills and skill sets.

	Rotation Program	Internship Program	Cross-Training	Special Projects
Program Description/Goal	To develop new skills, receive basic cross-training, and broaden the participant's knowledge of Human Resources; Provides a "sampler" of HR divisions so that the participant is able to pick up some knowledge and skills as well as identify possible career options.	Provides a hands-on and in-depth experience; Must be meaningful and truly useful; Participant becomes a part of and contributes to the division.	50/50 job teaming; Employee trains on actual functions per job description; will achieve solid competence in position responsibilities by the end of the training period and will be offered the opportunity to maintain/improve that competence level.	Assists with day-to-day work or special projects as needed (e.g., meetings, outreach events, training sessions); Scheduled prior to the assignment.

Duration	12-month rotation of two months each in up to six divisions; an average of 40% time will allow exposure to a unit as well as the opportunity to pick up some knowledge and skills.	Duration is determined by director(s), supervisor(s), and nature of internship; Percentage of time flexes, depending on business needs, but averages out to 50%.	Duration is determined by director(s), supervisor(s), and nature of cross-training; 3 – 6 months at an average of 50% time.	Duration is determined by director(s), supervisor(s), and nature of special project; 3 – 6 months at an average of 30% - 60% time.
Eligibility Criteria	Career status; One year in HR; Evaluation rating of A or above; Supervisor's approval.	Career status; Two years in HR; Evaluation rating of A or above; Supervisor's approval.	To be determined by director(s).	To be determined by director(s).
Application	Employee selects up to six divisions through which to rotate; Employee identifies goals to be accomplished; Works with supervisor to plan work coverage.	Employee identifies an area/position/skill of interest, initiates discussion with director, and completes application -why are you interested in an internship in this division? -what goals would you like to accomplish by participating in an internship? A director may also identify an internship opportunity.	Utilizing a mechanism yet to be determined, HR staff are notified of available cross-training opportunities; Employee submits application with supervisor's approval; Employee ranks top three openings.	Utilizing a mechanism yet to be determined, HR staff are notified of available special project opportunities; Employee submits application with supervisor's approval; Employee ranks top three openings.

Selection	Tom interviews and selects.	Tom and potential director interview and select.	Sub-group reviews applications, matches employees to open positions, and makes recommendations to potential directors; potential directors review and make final decision.	Sub-group reviews applications, matches employees to open positions, and makes recommendations to potential directors; potential directors review and make final decision.
Preparation	Participant and "rotation" director meet to set goals and expectations prior to each segment of the rotation.	Participant, supervisor and directors of both divisions determine length and percentage of time.	Training and participants' units must allow for flexibility in schedules during training period.	To be determined by director(s).
Followup/Accountability	Participant writes reports on accomplishments/experience in each division. End-of-year event.	Participant and supervisors meet throughout process to ensure all needs are being met; Participant writes report on accomplishments/experience	To be determined by director(s).	To be determined by director(s).
Financial Considerations	None.	None.	None.	None.

PROFESSIONAL DEVELOPMENT SUPPORT

These support resources are intended not only to complement the programs described above, but also to be used independently.

Mentor Program

This Mentor Program is proposed as a tiered program based on the needs and wants identified by participants. Participants may aspire to title-specific goals (mentee aspires to a specific position title) or skill development goals (mentee aspires to develop expertise in a specific body of knowledge). Additionally, development opportunities for mentors are provided. And, tools have been drafted to include a program manual, a Mentor/mentee profile request/form, a Mentor/mentee matching event prep form, and an interest survey.

Implementation Timeline

November: Application deadline

December: Application review and matching event

January: Program rollout to include matching 'reveal' and orientation to the program

February + April: Mentor program facilitator connects via email

March + May: Meeting including a featured speaker or training

May: Ensure program cohorts are aware of SEOEP funding request deadline

June: Conclude official program and celebrate

July: Program evaluation and report results

Discussion Groups, Case Studies and Special Programs

These forums are intended for all HR employees. Discussion groups and case studies may form around the other components in this proposal, e.g., Internship Program, Rotation, Cross-Training, Special Projects, and Mentor Program participants, and as a result of special programs. Or, they may develop around aspects of existing programs specific to HR or campuswide.

Afternoons with a Difference is a brown bag series that would have some similarity to those sessions done for campus contacts and which would complement the current series. Each session would consist of:

- briefing information so that HR staff can learn about the issues that the unit faces and how the unit addresses them
- information technology briefing on HR applications; and
- career development-focused information specifically related to the unit, including what positions comprise the unit; how those positions relate to one another, HR, and the campus; and what skills, knowledge, and background are needed to compete successfully for a position in that unit

Special Programs would include a series of presentations that focus on each of the performance dimensions that are being identified for Business Affairs. "Outside" experts and/or, if appropriate, campus experts would deliver a presentation and subsequently facilitate a discussion group. Directors would be asked to further this work by facilitating discussions in their divisions, perhaps weaving in case studies as appropriate. We estimate that it would cost $750 in honoraria to implement each session, unless a campus expert was identified to present. These sessions could be integrated into All-Staff Meetings, or they could stand alone. Additionally, special programs that follow the format of existing campuswide programs can be developed and designed specifically for the HR Department (e.g., Administrative Professionals Development Program, Career Information Panels).

Director's Dialogue allows a more informal venue to learn from HR directors. It is modeled after Staff Education's *Perspectives on Leadership*, where one director is featured and addresses his/her background, experience, and impressions in a round-table forum. While the director may begin the session with presenting information, the remainder and majority of the session would emphasize a dialogue format. At the featured director's discretion, an "interviewer" may facilitate the session.

There are various ways to integrate the components of this area as well as to integrate this focus area with other focus areas. For example, case studies can be reviewed and discussed in appropriate discussion groups. Special programs can be derived from discussions and consensus that occurs in the discussion groups. If there is a discussion group created based on the desire to advance in a specific unit of HR, that discussion group can analyze and discuss the different case studies that may exist and would eventually help lead to the implementation of special programs. These special programs can then be aimed specifically to achieve the goals that were created in the original discussion group.

SharePoint Resource Guide

This resource guide will be located on the Bizz Board utilizing SharePoint. It will include:

- An introduction by Tom focusing on career development
- HR Professional Development Program information
- Guides for Success for aspects of the HR Professional Development Program

- Do-It-Yourself Success Guides/Independent Study Guides for those who are not formally participating in the HR Professional Development Program
- A section that is organized by HR function and includes professional organizations, national and local meetings, trainings, events, publications, class work, websites, reading lists
- Existing resources within the UC organization such as Staff Education, Career Connection, and Extended Studies and Public Programs offerings and resources, staff associations, and campuswide committees and activities

HR Professional Development Committee

Methodology. The committee utilized the following methods to develop this proposal:

- Group discussion (large and small)
- Brainstorming
- Survey and data analysis (attached)
- Research of best practices
- Feedback from HR directors
- Presentation and feedback from committee

Committee Members. Membership on this committee was at the discretion of each director of the HR Department. This proposal was developed through the work of the following individuals:

- Eric Barwicke, HR Information Technology
- Amanda Chavez, Employee Relations, Policy Development and Work/Life
- Jennifer Chawla, Labor Relations
- Rene Goth, Employee Relations, Policy Development and Work/Life
- Linda Jacobson, Benefits
- Laura Levinson, Administration
- Tim Lucas, Temporary Employment Services
- Marcele Maia, Employment and Community Outreach Services
- Pearl White Reyes, Compensation
- Wendie Sandvik, Accommodation, Counseling and Consulting Services
- Linda Veliz, Staff Education and Development
- Stephanie Wong, Equal Opportunity/Staff Affirmative Action