

# IST Exec Retreat: Professional Development (PD)

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# PD Discussion Overview

- **Principles**
  - Waterloo Workplace
  - Motivation
  - Productivity
  - Policy 18
- **Scope**
  - Individual
  - Team
  - IST-wide Capabilities
  - Analysis
- **EA Team Approach**
  - Individualized Plans
  - Team Vision
  - Global Capabilities

# First: Goals w/ PD

- “What if I train my staff and I lose them?”
  - What if you don’t and they stay?
- IT Industry is constantly changing. People need constant development to stay on top of the industry.
- Seeing a future for oneself keeps people growing.

# First: Goals w/ PD

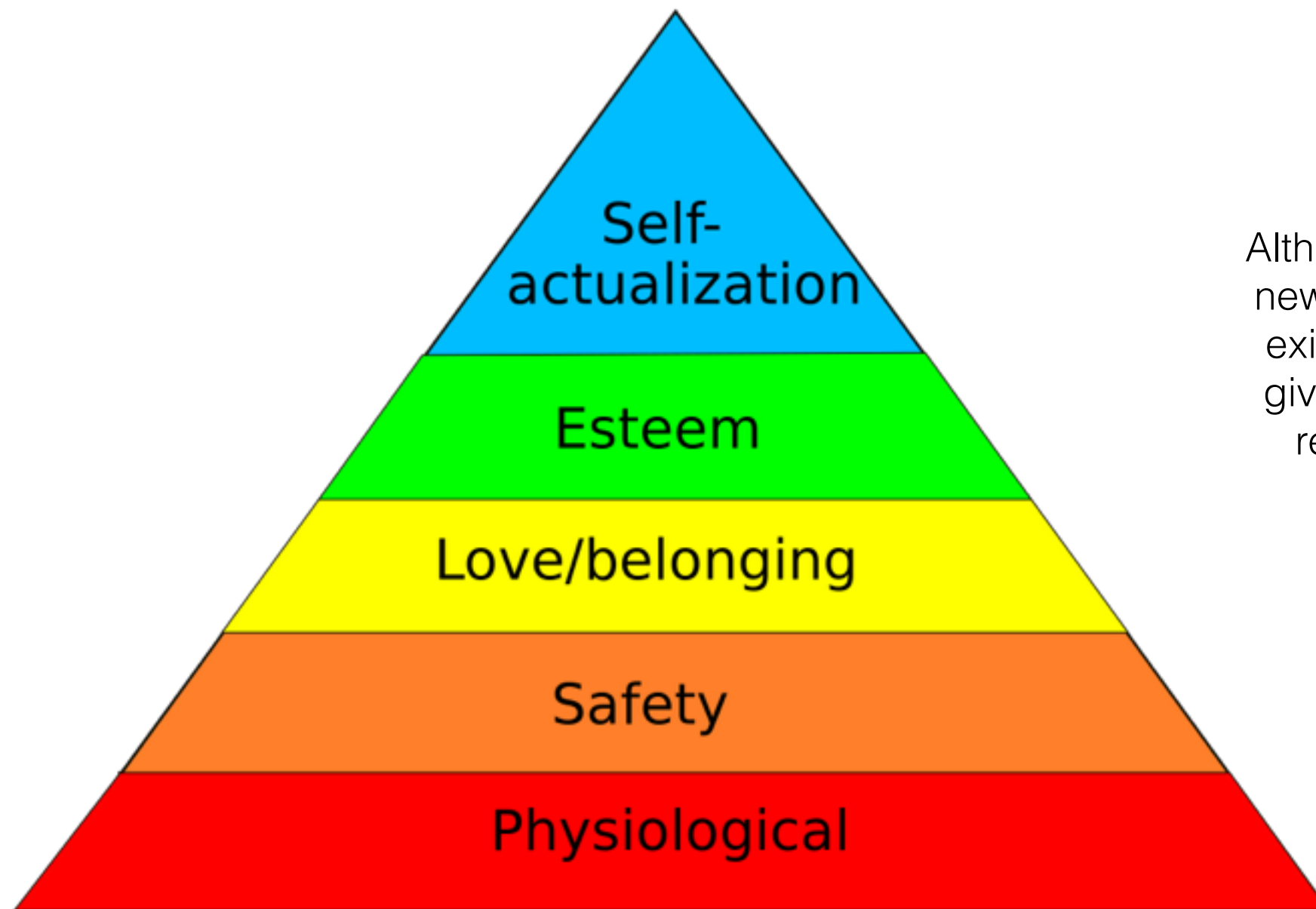
- “What if I train my staff and I lose them?”
  - What if you don’t and they stay?
- IT Industry is constantly changing. People need constant development to stay on top of the industry.
  - **Benefit:** *“fit and ready to work”*
- Seeing a future for oneself keeps people growing.
  - **Benefit:** *“organization continuously improves”*

# Principles: Waterloo Workplace

1. Focus on the situation, issue, or behaviour, not the person.
2. Maintain the self-confidence and self-esteem of others.
3. Maintain constructive relationships.
4. Take initiative to make things better
5. Lead by example.
6. Think beyond the moment.

# Principles: Motivation

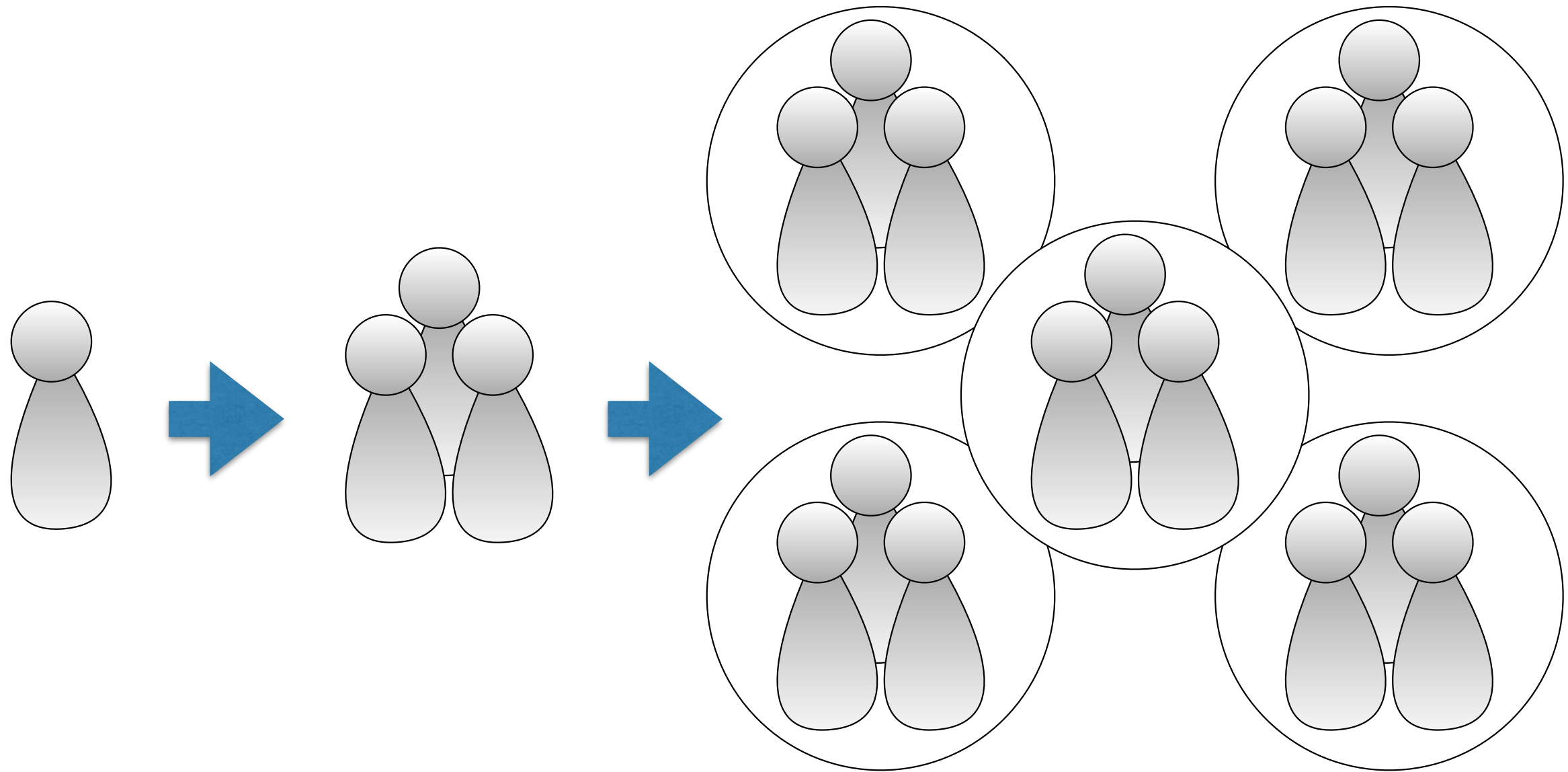
- Maslow (1943) : A Theory of Human Motivation



Although many newer models exist Maslow gives a good reference point.

# Principles: Productivity

- People are not productive 100% of the time.
  - What's our target?                      65%       75%       85%       95%
- Providing varied professional development opportunities allows staff to redirect boredom and recharge with productive work.
- Can we support an extra 5-10% of productivity?
  - [lynda.com](http://lynda.com) / [pluralsite.com](http://pluralsite.com) / ITRG instead of Facebook.
  - Offsite courses/conferences break up monotony.
  - Personal 'learning' projects for fun when burning out.



# Scope

Individual -> Team -> Organization



# Scope: Individuals

- Types of Training for Individuals (Rama, Etling, & Bowen, 1993)
  - 1. the traditional approach -> e.g. classroom assignments and testing**
    - goals and objectives based on trainer planning
    - lessons, tests, assignments, etc. are examples
  - 2. the experiential approach -> e.g. co-operative education**
    - incorporate experiences to give learners opportunities to apply their skills in simulation or real-world situations
    - goals and objectives often defined jointly by trainers and trainees
  - 3. the performance-based approach -> e.g. portfolio creation**
    - focus is on attaining a certain level of proficiency in a given task
    - tasks are observed, success when a certain level of proficiency is displayed

# Scope: Team

- What skills do you need to build within your teams?
- Can we cross-train / mentor-mentee / train the trainer?
- How do team leads / management see themselves in relation to their staff development?
- What tools do we provide to help teams build?

# Scope: IST-wide Capabilities

- Is team-by-team development good enough?
- Are there advantages to looking at IST-wide development planning?
- Do we consolidate capabilities in teams or spread them out across the organization?

# Analysis: How?

- What approaches to you use?
  - SWOT analysis for individuals / teams?
  - Needs analysis for individuals / teams?
  - Fit-Gap for an individual in their role?
    - PD to be competent in role? **(Remedial)**
    - PD to excel in their roles? **(Developmental)**
    - PD to grow beyond their current role? **(Successional)**

# Analysis: What?

- HR Continues to say they'll come out with something but we don't have anything yet.
- In absence of something official, we are left to chart our own course.
- We have core team competencies defined in our 3 year plan. One of them is staff development.
- At an individual level, staff need to know what competencies they are trying to develop.



UIC Model - [https://www.hr.uic.edu/managing\\_my\\_performance/](https://www.hr.uic.edu/managing_my_performance/)

# Analysis: Why?

- OFS complete and all roles hired. Some job descriptions now need to be changed to account for 'new' roles.
  - eg. Information Systems Specialist
    - *Missing:* Program Manager, Enterprise Architect, EBI Analyst, Systems Architect, Records Management... *are there others?*
- Lack of clarity in what is expected to level up, grow. Can lead to frustration and lack of purpose.
- Presents challenge at Performance Appraisal time to set goals for the coming year.
  - *"How did I do? What should I do differently? Why?"*

# EA Approach

- Individualized Plans
  1. Commit to clarifying job descriptions for all staff. Develop job performance rubrics.
  2. Ask staff to look into the future 3-5 years. Where do they want to be? What do they want to be doing?
  3. Develop plan with individuals around our shared goals and objectives (individual + team).

# Individualized Plans

- **Leadership** and **Management** of either people, technology, or work is key. So is **Planning** out efforts.
- **Core Competencies** drawn in from UIC model.
- **Technical Skills.** Required to do job.
- **Specialist Expertise.** Beneficial, would differentiate candidate and help organization.
- **Service Excellence.** Either Customer Service or Service Operations.



Blue Line = current scores  
Red Line = desired scores



# Individualized Plans

- Identify
  - Preferred Learning Format
  - Specialized Expertise staff are interested in.
- Build Plan
  - What **traditional training** opportunities are available?
    - CEL, Learning Tree, Lynda, etc.
    - If no money, slot in individual for future years.
  - What **experiential training** opportunities are available?
    - Put them on projects, partner them with other people.
  - What **performance-based training** opportunities are available?
    - Allow limited 'personal project' time to let people develop capabilities we would value during their unproductive time?

# Team Vision

(from 3 year plan)

1. Robust EA Section Portfolio (Architecture + Information Management)
2. Strong Relationships within IST
3. Efficient and Effective Governance
4. Continually Growing Staff Capabilities
5. Maintain a Focus on Service Orientation

# Global Capabilities

- What do you see us needing as a whole org?
- How should we systematically reach an understanding of what we need?
- We've put forward InfoTech Research Group as an option for filling some gaps. Are there others?
- ES is trailing 360 degree management reviews.
- What other ideas do you have to build the global capabilities we need?