

Human Resources/Organization & Employee Development Executive Development Plan - DRAFT

Program Focus	Duration	Resources/ Support	Delivery Method	Target Audience	Program Schedule
<p>Performance Planning and Development Process will focus on:</p> <ul style="list-style-type: none"> ➤ Leading with Vision ➤ Achieving Alignment between university strategy and day-to-day activities of schools/colleges/divisions ➤ Role of Leadership ➤ Overview of the Process ➤ Setting SMART Goals ➤ Making Vision a Reality ➤ Communicate and Support Vision ➤ Implement Vision ➤ Preparing for and Holding the Three Conversations ➤ Supporting the Process ➤ Coaching and Mentoring for Results 	16 Hrs. Approx.	<ul style="list-style-type: none"> ❑ Executive Staff ❑ Human Resources (OED Specialist) ❑ HR Consultants ❑ General Counsel ❑ Labor Relations ❑ Private Sector Expertise (external consultants) 	Blended (instructor-led and e-Learning).	This program targets WSU executives (vice presidents, associate vice presidents, and assistant vice presidents).	<ul style="list-style-type: none"> ❑ Fall (Initial Planning) ❑ Winter (Interim Planning) ❑ Summer (Final Review Planning)
<p>Navigating Through Change will focus on:</p> <ul style="list-style-type: none"> ➤ How to Achieve Greater Focus (The onset of change can be disorienting. The skills of this approach will help leaders and subsequently their employees gain focus by helping them to sharpen their sense of direction and experience greater control) ➤ How to Heighten Trust (Almost always the first thing to suffer during change is the 	16 Hours Approx.	<ul style="list-style-type: none"> ❑ Private Sector Expertise (Performance Priorities, Incorporated) ❑ Human Resources – OED Department 	The format of the process allows flexibility of delivery, and will be tailored to focus on WSU's individual change situation.	Executive leaders – will learn how to recognize their own reactions to change, as well as develop strategies for moving themselves and others through the change.	Annual-Fall Term

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<p>employees' trust in an organization. Leaders will learn how to foster trust and establish credibility in the process)</p> <ul style="list-style-type: none"> ➤ How to Increase Productivity (Change and low morale directly affect productivity. The methods taught in this portion will illustrate the significance of focusing on key tasks and demonstrate the best way to move the change forward) ➤ Achieving Greater Involvement (Change tends to foster the perception of helplessness, which then translates into victimization. The outcomes of this process focus on teaching leaders how to help their staff to build a sense of control) ➤ Renewed Sense of Direction (This portion will help leaders help their organizations regain a sense of direction and movement toward their goals) ➤ Process Oriented (This approach to change focuses on key skills of change leadership and provides processes to implement these skills) 					
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<p>Crucial Conversations will focus on:</p> <ul style="list-style-type: none"> ➤ The communication skills needed to handle difficult and important conversations ➤ How to say what's on your mind, and achieve positive outcomes. ➤ How to: <ul style="list-style-type: none"> ✓ Make it safe to talk about just about anything ✓ Be persuasive, not abrasive ✓ Turn crucial conversations into the action and results wanted 	16 Hours Approx.	<ul style="list-style-type: none"> ❑ Human Resources – OED department ❑ Private Sector Expertise (Performance Priorities, Incorporated) 	<ul style="list-style-type: none"> ❑ Instructor-led ❑ Spaced learning (conducted over a two day period) ❑ Integrates the best of high-tech digital technology with high-touch group dynamics. 	Executives (Vice Presidents, Associate Vice Presidents, Assistant Vice Presidents)	Annual-Winter Term
<p>Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations and Bad Behavior will focus on:</p> <ul style="list-style-type: none"> ➤ Principles that are needed to handle crucial performance conversations - principles that if practiced will yield major improvements in areas like productivity, quality, diversity, change management, and personal relationships. ➤ Skills needed for addressing problems associated with unmet performance expectations (broken rules, missed deadlines or when individuals fail to live up to 	8 Hours Approx.	<ul style="list-style-type: none"> ❑ Human Resources – OED department ❑ Private Sector Expertise (Performance Priorities, Incorporated) 	<ul style="list-style-type: none"> ❑ Instructor-led ❑ Spaced learning (conducted over a two day period) Integrates the best of high-tech digital technology with high-touch group dynamics. 	Executives (Vice Presidents, Associate Vice Presidents, Assistant Vice Presidents)	Annual-Winter Term

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<p>commitments or behaved badly or they do not perform).</p> <p>Note: Prerequisite for this training is Crucial Conversations or as a stand alone course it is 16 hours of training.</p>					
<p>Managing Within the Law will focus on:</p> <ul style="list-style-type: none"> ➤ Office of the General Counsel <ul style="list-style-type: none"> ✓ When to seek legal help ✓ How to deal with attorneys ✓ The office of the General Counsel as advisor to individuals ➤ What is “the Law” Which Applies to WSU? <ul style="list-style-type: none"> ✓ Federal, State, Board of Governors ✓ constitution, legislation and common law ➤ The Law and Personnel <ul style="list-style-type: none"> ✓ Compliance with Collective Bargaining Agreements ✓ Discharges Allegedly Not for Proper “Cause” and “Negligent Evaluation” ✓ Discrimination (including sexual harassment) ✓ Hiring ➤ Liability and Indemnification ➤ Technology: Patents, Copyright, Software <ul style="list-style-type: none"> ✓ Creation 	<p>2.5 Hours Approx.</p>	<p>General Counsel</p>	<p>Instructor-led</p>	<p>Executives (Vice Presidents, Associate Vice Presidents, Assistant Vice Presidents)</p>	<p><input type="checkbox"/> Fall <input type="checkbox"/> Winter</p>

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<ul style="list-style-type: none"> ✓ Piracy ➤ Students <ul style="list-style-type: none"> ✓ Academic Appeals, Academic Dishonesty, Discipline, Psychological Emergency ✓ Contractual Rights ✓ Affirmative Action ✓ Students with Disabilities ✓ Responsibilities of Students and Faculty ✓ Family Educational Rights and Privacy Act of 1974 (FERPA) ➤ Conflict of Interest and Consulting ➤ Contracts ➤ Negligence 					
<p>Luminary Series will focus on leader effectiveness:</p> <ul style="list-style-type: none"> ➤ Leadership ➤ Maximizing Executive Impact Through Coaching ➤ Leadership and Management ➤ Talent Management ➤ Execution/Results-Driven Leader 	8 Hours Approx.	WSU Professional Development Division (a Detroit sponsor) partners with the Luminary Series to present speakers on executive development topics. Registration will be through the organization.	Multiple medias (lectures, teleconferencing, etc)	Executives (Vice Presidents, Associate Vice Presidents, Assistant Vice Presidents)	<input type="checkbox"/> Fall <input type="checkbox"/> Winter

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		OED will support Professional Development Division by assisting with announcements to WSU leaders.			
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Orientation Process focus will be on: <ul style="list-style-type: none"> ➤ Benefit Package ➤ Strategic Plan ➤ Organizational Structure ➤ Role and Responsibilities ➤ Elements of WSU Orientation Process ➤ Customer Service Plan ➤ Assigned Personnel ➤ Budget & Financial Responsibilities ➤ WSU Policies ➤ Professional Development Plan 	One to three months Approx.	Human Resources <ul style="list-style-type: none"> ❑ Employment Service Center ❑ Organization and Employee Development (Web based) ❑ Total Compensation and Wellness Hiring Manager	<ul style="list-style-type: none"> ❑ WBT ❑ Instructor-led ❑ Assigned Mentor 	Executives (Vice Presidents, Associate Vice Presidents, Assistant Vice Presidents)	<ul style="list-style-type: none"> ❑ Monthly (Element One) ❑ Element Two – TBD via S/C/D ❑ Element Three – Quarterly ❑ Element Four - Ongoing
Administrative Systems (Banner) <ul style="list-style-type: none"> ➤ Overview of FMS, RAPP and System Reports ➤ Overview of HRMS and System Reports ➤ Overview of Student and 	One hour for each system	<ul style="list-style-type: none"> ❑ Human Resources ❑ Fiscal Operations ❑ Registrar's Office ❑ Development 	<ul style="list-style-type: none"> ❑ See Business Process Training 	Executives (Vice Presidents, Associate Vice Presidents, Assistant Vice Presidents)	<ul style="list-style-type: none"> ❑ TBD

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<ul style="list-style-type: none"> ➤ System Reports ➤ Overview of Alumni and System Reports ➤ Overview of Pipeline and Self Service ➤ Overview of Web Time Entry 		<ul style="list-style-type: none"> ☐ Computing & Information Technology 			
Workforce Planning	TBD	<ul style="list-style-type: none"> ☐ New and Existing Resources 	<ul style="list-style-type: none"> ☐ TBD 	Executives (Vice Presidents, Associate Vice Presidents, Assistant Vice Presidents)	<ul style="list-style-type: none"> ☐ TBD