**Professional Development Program**

**AGENDA**

- Overview of Program
- Design & Development
- Highlight Components Areas
- Needs Analysis
- Evaluation of Program
- Training Strategy
- Discuss Implementation

**LaGuardia Community College, CUNY**

- **Workforce**
  - 280 FT Faculty
  - 440 FT Staff
  - 980 PT Faculty/Staff
  - TOTAL = 1700 Staff

- **Students**
  - 13,000 + Students
  - Over 30,000 Adult & Continuing Education Students
  - Over 150 Countries
  - Over 100 Languages
Professional Development Program

CREATIVE APPROACH

- Limited Resources
- ½ FTE – Specialist
- ½ FTE – Support
- 6 Month Lead Time
- Tight Budget
- In-House Materials

Professional Development Program

OVERVIEW

- Comprehensive Training Plan
- 3 Main Component Areas
  - Leadership
  - Management
  - Customer Service
- Implemented on a Limited Budget
- Recognized by CUNY winning Senior, VC Productivity Award

Professional Development Program

Components of Training Program

- Faculty and Staff Orientation
- Leadership Development Program
- Managerial/Supervisory Training
- Customer Service Workshops
- Monthly Informational Workshops
- Department Chairs Retreat
- Academic Committees Training
- Information and Access
College Strategic Plan

**GOAL:** Enhance Financial Effectiveness

**OBJECTIVE:** Enhance Institutional Planning and Effectiveness

**TARGET:** Deliver extensive programs to support faculty and staff professional development

Development of Training Program

- Gain Top Down Support
- Align Training With Strategic Plan
- Develop Partnerships
- Training Needs Assessment
- Staff Development Survey
- Plan Budget
- Promote Staff Development Program

Staff Development Program

- **PARTNERSHIPS**
  - Citiwide Training Center, City of New York
  - Cornell University School of Industrial and Labor Relations, New York, NY
  - External Consultants
  - CUNY experts in the field
  - Internal HR staff
  - Faculty
Overall Training Needs Analysis

Aggregate Average Responses

<table>
<thead>
<tr>
<th>Training Category</th>
<th>No Need</th>
<th>Reported Need</th>
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<tbody>
<tr>
<td>Leadership Development</td>
<td>34%</td>
<td>66%</td>
</tr>
<tr>
<td>Managerial Supervisory</td>
<td>33%</td>
<td>67%</td>
</tr>
<tr>
<td>Customer Service/Communication</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>Basic Skills</td>
<td>51%</td>
<td>49%</td>
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<tr>
<td>Computer Skills</td>
<td>46%</td>
<td>54%</td>
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</table>

Training Needs Analysis Survey

Aggregate Average Responses

Components of Training Program

- Faculty and Staff Orientation
- Leadership Development Program
- Managerial/Supervisory Training
- Customer Service Workshops
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- Information and Access
Leadership Development Program

**GOAL**

- Provide Comprehensive Leadership Development Skills, Knowledge and Abilities to Staff and Faculty Currently Serving, or who have the Potential to Serve, in Leadership Positions within the College.

Leadership Development Program

**SELECTION PROCESS**

- The Vice Presidents nominate up to 5 persons from each of their respective divisions to participate in the program:
  - President’s Office
  - Academic Affairs
  - Administration
  - Enrollment Management and Student Affairs
  - Information Technology
  - Adult and Continuing Education

**Needs Analysis**

- Staff Responses

<table>
<thead>
<tr>
<th>Training Topics</th>
<th>No Need</th>
<th>Reported Need</th>
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<tbody>
<tr>
<td>Leadership</td>
<td></td>
<td></td>
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<tr>
<td>Critical Thinking</td>
<td></td>
<td></td>
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<tr>
<td>Coaching and Decision Making</td>
<td></td>
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<tr>
<td>Effectively Serving, or who have the Potential to Serve, in Leadership Positions within the College.</td>
<td></td>
<td></td>
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<tr>
<td>Goaling Leadership Development Program</td>
<td></td>
<td></td>
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<tr>
<td>Motivating Leadership Styles</td>
<td></td>
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</table>
Leadership Development Program

Commitment and Affirmation

- All participants must complete a Pre-Program Questionnaire identifying the following:
  - Prior Training Programs attended
  - Leadership Strengths
  - Expectation from the program and what area of leadership do they wish to develop further

- Participants sign an attestation that they are committed to attend all sessions and complete a project, co-signed by supervisor and the VP

Leadership Development Program

Value Added Program Benefits

- Professional Growth
- Develop a Project for the College
- Networking Opportunity
- Developing Long-term Relationships
- Future Promotional Opportunities
- Visibility with the Executive Council

PROJECT CRITERIA

- Each participant must select and develop a specific project in coordination with their supervisor and divisional Vice President.

- Project must be aligned with the departmental/divisional goals and serve as a resource to the college community.
Leadership Development Program

**PROJECT PREPARATION**

- Project Planning and Implementation Session
- Project Management & Evaluation (mid-way in the course)
- Review Sample Presentations

Leadership Development Program

**PRESENTATION CRITERIA**

- Each participant must make a 15 minute presentation of their project before the President/Vice President and their Department Chair/Director as well as other members of the Leadership Class and the College Community.

Leadership Development Program

**PRESENTATION PREPARATION**

- Workshop on Creating and Delivering Powerful Presentations
- PowerPoint 101: Developing the Technical Expertise
- Dress Rehearsal: Mock Presentation before the Project Planning Team
Leadership Development Program

- Kick-Off/Welcome and Keynote Speech: Senior Vice Chancellor, CUNY
- Personal Styles as a Leadership Tool: DISC
- Leading Strategically with Emotional Intelligence
- Motivation and Consequence

Leadership Development Program

- Critical Skills for Leaders: Coaching and Time Management
- Leading and Managing Change
- Panel Discussion with Executive Council
- Project Presentations & Graduation

Leadership Development Program

GRADUATION

- A Celebration: Opening Address by the President and VP Administration
- Keynote Speaker:
  - Vice Chancellor from CUNY
- Graduating Class Speaker
- Conferring of Certificates
Leadership Development Program

GRADUATION 2005

Leadership Development Program

Quotable Quotes

• “Stimulating and Empowering”

• “Opportunity to meet the best and brightest”

• “Professionally Rewarding”

• “Digging deep inside and discovering parts of me that I didn’t realize existed before”

Leadership Development Program

Quotable Quotes

• “Journey of Discovery”

• “Rewarding and Challenging Experience”

• “It helped me grow professionally and gave me a sense of responsibilities”

• “Program helped me conduct a soul-search to the lowest depth”
Leadership Development Program

Fall 2004 Evaluation

Workshops Presented

Leadership Development Program

Spring 2005 Evaluation

Workshops Presented

Components of Training Program

- Faculty and Staff Orientation
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**Managerial Skills Needs Analysis**

- Cultural Diversity
- Motivating Employees
- Progressive Discipline
- Communication Skills

<table>
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<tr>
<th>Individual Reports</th>
<th>Time Mgt. Org. Skills</th>
<th>Conflict in the Workplace</th>
<th>New Employee Orientation</th>
<th>Stress Mgt.</th>
<th>CUNY Policies</th>
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<tbody>
<tr>
<td>No Need</td>
<td>10</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td>50</td>
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<tr>
<td>Reported Need</td>
<td>60</td>
<td>70</td>
<td>80</td>
<td>90</td>
<td>100</td>
</tr>
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</table>

**Managerial Workshops**

- Communicating with Diverse Managers, Supervisors and Staff
- Team Building
- Motivation and Performance Evaluations
- Merit Awards & Progressive Discipline
- Managers Rights and Responsibilities
- Time Management/Delegation

**Components of Training Program**

- Faculty and Staff Orientation
- Leadership Development Program
- Managerial/Supervisory Training
- **Customer Service Workshops**
- Monthly Informational Workshops
- Department Chairs Retreat
- Academic Committees Training
- Information and Access
**Customer Service/Communication**

Needs Analysis

Desired Workshops

**Customer Service Workshops**

- LaGuardia “CONNECTIONS”
  - In-house Customer Service Training
- Cross - Cultural Communication
- Cross - Cultural Competency for Faculty

**Components of Training Program**

- Faculty and Staff Orientation
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**Monthly Informational Workshops**

- Travel Arrangements - Procedures
- CUNY Administrative/Office Assistant Processing of HR Paperwork
- HEO Policies and Procedures (Personnel Review Committee)
- Civil Service: Hiring Procedures/Tests/Hiring Pools/Civil Service Lists
- Purchasing/Requisition Procedures

**Monthly Informational Workshops**

- OSHA/Right to Know/Health and Safety
- Workplace Violence Prevention
- Affirmative Action/EEO/ Sexual Harassment Prevention/504/ADA
- Legal Compliance/Contract Interpretation
- Basic Writing Skills
- Web-based Work Requests

**Components of Training Program**

- Faculty and Staff Orientation
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**Department Chairs/P&B Training**

Academic Chairs Annual Retreat
- Cross-Cultural Competence for Faculty
- Proactive Recruitment Strategy
- Family Medical Leave
- Legal Landmines/Handling Complaints

**Departmental Personnel & Budget Committee Training**
- Review of procedures with CUNY Legal
- Elections of P&B Committee members

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**Components of Training Program**

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**Information and Access**

- Human Resources Web Page
- Training Workshops Calendar
- Human Resources Newsletter
- Staff Development Resources Library
- E-Mail Announcements
- Workshop Flyers and Brochures
- Handbooks
### Overall Satisfaction

**Average Percentage Workshop Satisfaction**

<table>
<thead>
<tr>
<th>Training Components</th>
<th>Workshop</th>
<th>Instructor</th>
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<tbody>
<tr>
<td>Leadership</td>
<td>73.60%</td>
<td>89.80%</td>
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<tr>
<td>Managerial Supervisory</td>
<td>75.50%</td>
<td>76.20%</td>
</tr>
<tr>
<td>Customer Service</td>
<td>65.67%</td>
<td>68.30%</td>
</tr>
<tr>
<td>Basic Skills</td>
<td>83.77%</td>
<td>89.80%</td>
</tr>
<tr>
<td>Computer Skills</td>
<td>63.67%</td>
<td>72.78%</td>
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### Number of Employees Trained

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<tr>
<th></th>
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<tbody>
<tr>
<td>HEO Titles</td>
<td>67</td>
<td>100</td>
<td>124</td>
</tr>
<tr>
<td>Faculty &amp; CLT</td>
<td>100</td>
<td>100</td>
<td>127</td>
</tr>
<tr>
<td>Classified Titles</td>
<td>122</td>
<td>125</td>
<td>203</td>
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<tr>
<td>Non-Tax Levy</td>
<td>25</td>
<td>25</td>
<td>19</td>
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<tr>
<td>Total</td>
<td><strong>314</strong></td>
<td><strong>350</strong></td>
<td><strong>473</strong></td>
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</table>
**Staff Development Program**

**OUTCOMES**

- Had 65% Rate Of Participation Of Full Time Faculty And Staff (473/720)
- Total Budget Expense Less Than $30,000
- If Outside Training Used Cost = $90,000
- Generated Savings Of Over $60,000
- Earned CUNY Sr. VC Productivity Award

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**Training Strategy for 2005-2006**

**Plans for Professional Development**

- Select Next Class for Leadership (Faculty)
- Create “HR Toolkit” for New Managers
- Roll-out Computer Skills Training
- Continue Monthly Informational Sessions to Communicate College and Departmental Policies and Procedures

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**Training Strategy for 2005-2006**

- Collect & Analyze Evaluation Data to Improve Workshops (Content/Presentation)
- Survey VP’s, Deans, Chairs and Directors for Impact of Training on Performance
- Introduce New Workshops and/or Revise Workshops Based on Needs Analysis
- Analyze Performance Evaluations to Determine Effectiveness of Training on Productivity and Identify Training Needs
We are proud to have received the CUNY Senior Vice Chancellor's 2005 "Productivity Award" for our Staff Development and Training Program.

LaGuardia Community College
Division of Administration
Department of Human Resources

The World's Community College

For additional information contact:

Raymond J. Carozza, Executive Director,
Department of Human Resources
LaGuardia Community College, CUNY
31-10 Thomson Avenue
Long Island City, NY 11101
718 - 462 - 5080
rcarozza@lagcc.cuny.edu
www.lagcc.cuny.edu/humanresources

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