

Professional Development

A Model for a Systemic Approach to Professional and
Workforce Development through the Office of
Professional Development

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Oklahoma City Community College

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A Model for a Systemic Approach to Professional and Workforce Development through the Office of Professional Development at Oklahoma City Community College

The mission: Operating parallel to the mission of Oklahoma City Community College (OCCC), the mission of the Office of Professional Development (OPD) is to offer broad access to unlimited learning opportunities for the faculty and staff of OCCC.

○ Values:

- Learning, knowledge and responsible stewardship of employee skills sets
- Timely and innovative responses to training requests
- Systemic development of a diverse workforce
- Collaborative and cooperative instructional design
- A model for accountability in organization development

The most valuable resource available to help our students “Achieve the Dream” of a post-secondary certificate or degree credential at Oklahoma City Community College is the personnel. An important investment to be made is in the people who are here every day to support our students in their quest for education.

Professional development opportunities are a benefit that can be offered to employees to help nurture and develop the individual as well as the organization. The OPD as a part of Human Resources is the most viable source for ongoing organization development in all areas of authority and responsibility within OCCC.

The key to successful professional and workforce development at OCCC is the collaborative approach of establishing a combined effort between the OPD and the Center for Learning and Teaching (CLT). The two will function best following separate but equal paths to creating and developing specific learning opportunities with a systemic approach to organization development.

Organization Development (OD) definitions and standards:

The accepted standard:

“Organization Development is an effort planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization's 'processes,' using behavioral-science knowledge.”

-- Beckhard, “Organization development: Strategies and Models”, Reading, MA: Addison-Wesley, 1969, p. 9.

The new standard:

"Organization Development is a body of knowledge and practice that enhances organizational performance and individual development, viewing the organization as a complex system of systems that exist within a larger system, each of which has its own attributes and degrees of alignment. OD interventions in these systems are inclusive methodologies and approaches to strategic planning, organization design, leadership development, change management, performance management, coaching, diversity, and work/life balance."

-- Matt Minahan, MM & Associates, Silver Spring, Maryland

We in the Office of Professional Development want to be true to these accepted standards of OD: supporting organizational leaders and their groups to create systemic change in the course of improving the human processes through which they get their work done. We do this by acknowledging that the systemic approach to professional development can be implemented using the principles of Maslow's **Hierarchy of Human Needs and Behaviors** and Herzberg's **Motivators and Hygiene Factors**.

The seven levels of needs based on adaptations of Maslow's Hierarchy:

1. **Biological and Physiological needs** – basic life needs
2. **Safety needs** – protection, security, order, law, limits, stability, etc.
3. **Belongingness and love needs** – family, affection, relationships, work group, etc.
4. **Esteem needs** – achievement, status, responsibility, reputation
5. **Cognitive needs** – knowledge, meaning, self-awareness
6. **Aesthetic needs** – beauty, balance, form, etc.
7. **Self-actualization** – personal growth and fulfillment

Herzberg's Motivators are

1. **Personal growth**
2. **Advancement**
3. **Responsibility**
4. **Work itself**
5. **Recognition**
6. **Achievement**

All industry indicators during this downturn in the economy are stressing, for business and industry, that this is the time to invest in the people in the organization. This is also an important time to invest in the employees of OCCC by growing the learning opportunities available to them through a variety of methods.

We in the OPD strive to be full partners with the CLT and with our internal clients, the employees of OCCC, when developing and supporting learning opportunities for faculty and staff.

We do this by accessing feedback from

- the employees through individual session evaluations,
- recommendations from Human Resources,
- formal and informal surveys,
- recruiting formal OPD advisory boards,
- researching the latest trends in organization development,
- benchmarking workforce training at other institutions of higher education,
- determination of the technology training needs of the college workforce.

As we move forward we will continue to gather information by conducting more formalized Training Needs Analyses (TNA); the systematic gathering of data to find out where there are gaps in the existing skills, knowledge and behaviors of employees. It involves the gathering of data about existing employees' capabilities and organizational demands for skills, and the analysis of the implications of new and transitioned roles for changes in capability.

Using competency based experiential learning models and categorizing the services provided by the OPD while responding to the philosophies espoused in Maslow's and Herzberg's models for individual learning and motivation the OPD will offer the following learning opportunities for FY 2010:

- **New Employee Academy:** an expanded new employee orientation series designed to build on the existing ½ day session by continuing to offer the required health and safety training, Sexual Harassment Prevention online training and by adding informational sessions to better connect the new employee with the different service areas and policies and procedures of the college. The model will become strategic employee *onboarding* in order to help connect the employee to the college and create a bond between them. It is an immersion of the employee into the culture and the mission of the college.
- **Sexual Harassment Prevention online training** and follow-up training on diversity as offered in our contract with New Media Learning
- **Open enrollment learning sessions** devoted to interpersonal relationship skills building such as: the four levels of communication, conflict management and resolution, problem solving, diversity, respect in the workplace, teamwork, team engineering, development of mission and vision statements, coaching, mentoring, change navigation, performance management, time management, stress management, goal setting, project management, and others as needs are identified.
- **Coordination of technology training sessions** to meet the needs of various areas within the college anchored in the software programs used by these areas; i.e., Outlook, Access, Excel, ANGEL, Adobe, etc.
- **Health and Safety training sessions** to meet the needs of the entire college workforce and any specialized safety training needs as identified by specific areas or departments and/or the Risk Management Coordinator. These sessions will be delivered by in-house facilitators, as well as, contracted with local providers.

- **Collaboration with Corporate Learning** at OCCC to offer current and innovative learning opportunities such as the *Mapping Your Retirement* series; *OUCH! That Stereotype Hurts*; and other programs as they are identified
- **Internal marketing of customized training** such as, team building sessions and other learning opportunities delivered to individual OCCC departments, in some cases using the I-OPT work styles assessment tool and other resources to meet the needs of the individual teams
- **Coordinating arrangements for campus wide managers' meetings** and other informational sessions as identified
- **Being proactive in bringing specialized learning opportunities to the campus** for individual departments, divisions, and employee groups
- **In-house certificate programs** designed for skill sets training for supervisors and managers
- **In-house certificate programs** and internal ceu offerings for other specified skill sets such as: technology, office management, communication, administrative assistant, et.al.
- **Leadership OCCC**; including elective sessions designed to enhance the learning of the competencies as outlined in the program model
- **Coordination of technology training sessions**, and one-on-one tutoring sessions to meet the needs of various areas within the college based on the software programs used by these areas; i.e., Outlook, Access, Excel, ANGEL, Adobe, etc.
- **Record keeping** and continued implementation of the approval process for all tuition waivers and reimbursements for employees and qualified relatives actively involved in degree programs
- **Participation in the Extended Professional Development Leave approval process**
- **Encouragement and tracking of employee participation in Leadership Development programs** offered locally, as well as, nationally
- **Becoming the record keeping entity for all training and service opportunities experienced by OCCC employees** to encourage consistency in reports generated for internal and external entities: i.e. OCCC board of Regents, Higher Learning Commission, et. al.

Footnote: In the recent past the model for the WOW! sessions was a loosely scheduled assortment of a variety of learning sessions developed in response to immediate needs perceived and articulated by faculty. The model we propose is a stable cadre of programs that will repeat yearly with curriculum updated and/or added. The required health and safety training sessions will be offered with a structured schedule and coincide with quarterly compliance requirements.

The WOW! format will continue as a part of OPD's collaboration with the CLT. Therefore, the opportunity for immediate proactive responding to articulated needs for learning sessions will still be met. Faculty and staff or other presenters to facilitate these sessions will be recruited in collaboration with the CLT.

In order for this proposed model to be successful, it will need visible and viable support from the *President's Cabinet*. Expectations of attendance and participation need to be encouraged and in some cases required. The proposed in-house certificate programs for supervisors and managers will alleviate some human resource issues and have the potential of becoming a part of the performance evaluation process for existing supervisors and managers, as well as a part of the interview process for advancing internal employees to positions of supervision and management. The certificates of completion and internal ceu's will become a part of each participating employee's personnel folder for performance evaluation and interviewing for advancement positions.

The Model for Collaboration with the Center for Learning and Teaching (CLT)

The stated mission of the Center for Learning and Teaching is as follows:

The Mission

The mission of the Center for Learning and Teaching is to provide the Oklahoma City Community College faculty - fulltime and part-time, new and experienced - opportunities for growth and development in their subject knowledge, teaching skills and professional decorum. By encouraging excellence in the faculty, the college promotes excellence in the students. Said another way, the mission is excellence on both sides of the podium.

Goals

The following goals have been identified to accomplish this mission:

- to sponsor programs, seminars and workshops aimed at enhancing teaching effectiveness, fostering professional growth, promoting dialogue among the disciplines and stimulating intellectual discourse and investigation;
- to encourage all members of the faculty (full-time and part-time) to take advantage of opportunities for pedagogical, scholarly and personal development;
- to provide facilities and additional resources to support: collegial interaction, learning about alternate instructional strategies and increasing technology skills to enhance teaching;
- to support efforts to implement systematic, continual Student Learning Outcomes Assessment; and to provide instruction and application of Competency Based Education;
- to work collaboratively with employees in all areas of the College to create a positive environment for learning.

The role that the OPD will play in learning opportunities for faculty is as follows:

The Director of the OPD will continue to serve as an ad hoc member of the Faculty Professional Development committee in order to be proactive in helping the Director of the CLT meet the needs of the faculty

The OPD will continue to work in partnership with the CLT in the metamorphosis of the WOW! concept to embrace the cooperative/collaborative learning model being brought to the OCCC campus through the Achieve the Dream training initiative. The Director of the OPD will work closely with the Director of the CLT in making arrangements for a summer institute on Collaborative/Cooperative Learning being considered for May 2009. The OPD will also offer support personnel to help on this project.

The Director of the OPD, the Director of the CLT and the lead Instructional Designer will attend this summer institute in order to collaborate on ways to continue the learning opportunities for faculty and staff in support of the campus wide paradigm shift in the addressing of students' learning styles and instructional expectations.

After the summer institute, the staff of the OPD will be available to augment and supplement the learning of the faculty and staff in knowledge enhancement opportunities such as:

- Train the trainer sessions
- Technology training, i.e. outlook, ANGEL, Access, Excel, and others as needed and/or identified
- Experiential classroom learning facilitation skills
- Resources for classroom activities
- Assessment tools and testing measures for collaborative learning student experiences

The Coordinator of Technology Training in the OPD will be proactive in working with divisions, departments and specific disciplines to meet specialized technology training needs for faculty.

Final comments:

This is an exciting time to be a part of **The Way Forward** at OCCC. An administration that has a clear vision for organization growth and a workforce committed to helping our students reach their highest goals and achieve the dream of a profession based education is the valued asset of OCCC. The opportunities for personal and professional growth for the employees at OCCC are indefinable. The staff of the Office of Professional is eager to be involved in the evolution.