



Talent Management

Stanford IT Services

Dani Aivazian
Stanford University

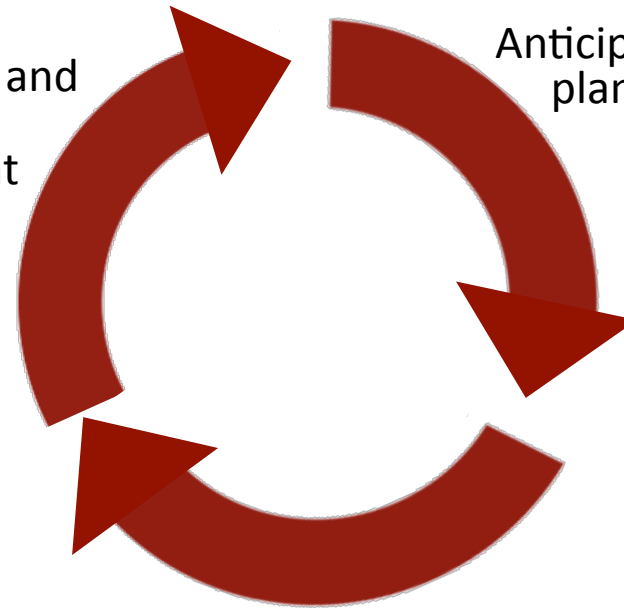
October 13, 2009

Stanford IT Services – *talent management model*



Establish and
maintain
alignment

Anticipate and
plan for the
future



Build on organizational
strengths and grow talent

Image Credit: iStockPhoto used with permission

Stanford IT Services – *talent management model*

Establish and maintain alignment

Job Descriptions

(setting and documenting expectations)

Performance Management

(goal-setting, performance measurement, performance evaluations)

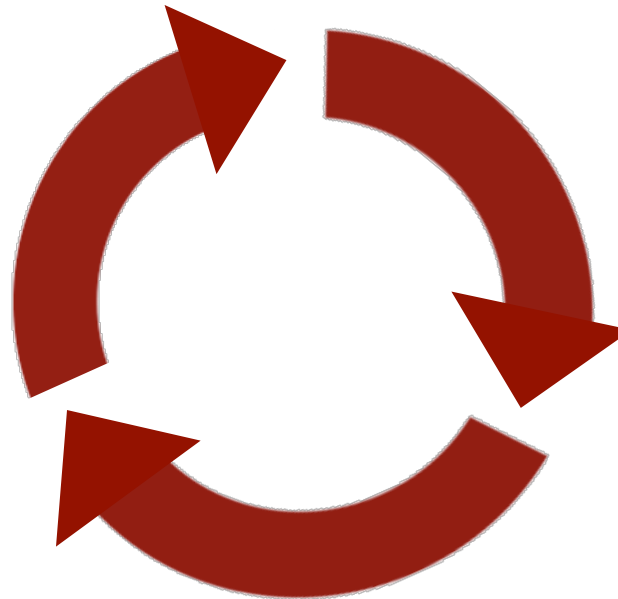
Key Tools: ePerformance (IPP); Performance Improvement Plans/PIP)

Competency Models

(Stanford Leadership Competencies; IT Services IPP/360 Behavioral and Leadership Competencies [currently being revised]; workgroup Competency Profiles that document expectations for technical and management/leadership roles, with cumulative skill/competency progressions)

Orientation

(under construction)



Anticipate and plan for the future

Staff Portfolio Management

(talent management based on assessment of results delivery, meeting commitments, meeting expectations for future performance, capacity, and interest in growing to the next level [either technical or management])

Key tools: 9Block assessments for leaders/managers, individual contributors, workgroups; rotational assignments, term assignments)

Skills and Competencies Assessments

(*Key tools:* 360 for Managers and Directors; departmental Skills and Competencies Assessment)

Succession Planning

(*Key tool:* Succession Readiness Grid)

Strategic Planning

(workgroup quarterly roadmaps; annual strategic plan; technical architecture and planning)

Build on organizational strengths and grow talent

Individual Development Plans

(Training classes and other skills/competency development; Leadership Development Library/ThinkBox)

Coaching and Mentoring

(formal program; informal and peer mentoring; ITLP and external mentoring)

ITLP/SSLDP (and other leadership development programs)

** Note that organizational, strategic, management communication is a tool that supports and enables every other tool in this toolbox*

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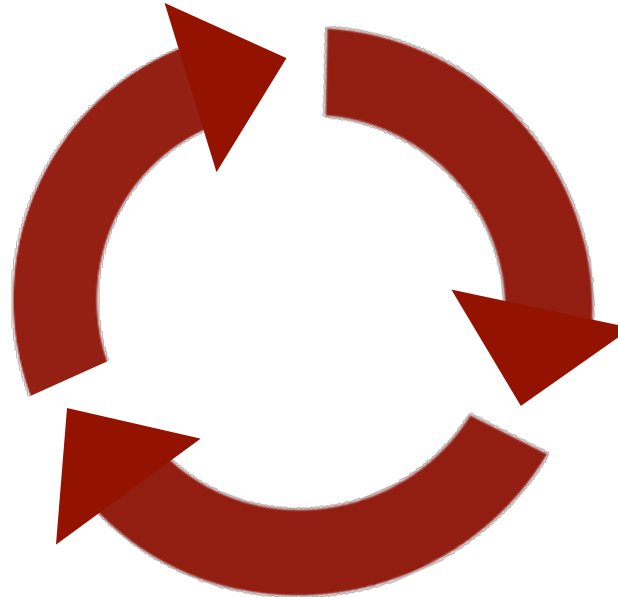
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IT Services Talent Management Tools
Job Description TEMPLATE

+	
Primary Purpose(s)	Summarize the basic function(s), general purpose, and role of this job.
Duties and Responsibilities	Statements that describe the major duties and responsibilities of this job. Include only responsibilities related to the primary function of the job where failure to perform them would have serious consequences.
Knowledge	Describe the technical or business knowledge required to complete the job's primary responsibilities.
Education	Required and desired level of educational background to perform this job.
□	

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The screenshot shows a web browser window with the URL https://pscstuat.stanford.edu/psc/pscstuat_2/EMPLOYEE/HRMS/c/ROLE_MANAGER.EP_C. The page title is "SS DR Create Performance Docs". The main heading is "Create Performance Evaluations" with the instruction "Select the employees to create new performance documents for." Below this, there are sections for "Instructions" (with links "View Selected Employees" and "Cancel"), "Select Employees" (with a "Continue" button), and a table of employees. The table has columns for "Select", "Name", "EmplID", "HR Status", "Business Title", "Department", and a "+" icon. The table lists 11 rows of employee data, including names like Janice Cicero, Jeanette Kohn, Mark Miyasaki, Philip Reese, Matthew Ricks, Samuel Steinhardt, Bruce Vincent, and Nancy Ware.

Select	Name	EmplID	HR Status	Business Title	Department	+
<input type="checkbox"/>	Empty Position (00033333)				Strategic Planning Operations	
<input type="checkbox"/>	Empty Position (00036601)				Shared Services DC Operations	
<input type="checkbox"/>	Empty Position (00043427)				Strategic Planning Operations	
<input type="checkbox"/>	Janice Cicero	09792847	Active	Executive Director Client Supp	Client Support Operations	
<input type="checkbox"/>	Jeanette Kohn	09875915	Active	Strategic Liaison	Strategic Planning Operations	
<input type="checkbox"/>	Mark Miyasaki	05430163	Active	Executive Director, Communica	Shared Services CNS Operations	
<input type="checkbox"/>	Philip Reese	05186707	Active	Research Computing Strategist	Finance Operations	
<input type="checkbox"/>	Matthew Ricks	09686836	Active	Executive Director of Computin	Shared Services DC Operations	
<input type="checkbox"/>	Samuel Steinhardt	99990889	Active	Executive Director, Business S	Finance Operations	
<input type="checkbox"/>	Bruce Vincent	09753716	Active	Information Systems Specialist	Strategic Planning Operations	
<input type="checkbox"/>	Nancy Ware	03074770	Active	Info Systems Project Manager	Strategic Planning Operations	

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**IT Services Talent Management Tools
Performance Improvement Plan**

Employee Name:	
Title/Position:	
Classification/Grade:	
Executive Director:	
Manager/Supervisor:	
Measurement:	

Discussion Points / Overall Summary

Performance Improvement Plan			
Goals and Deliverables	Expectations	Measure	Status and Other Notes

APPENDIX - Role Description

INSERT

FY09 Performance Improvement Plan - [name] |

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Leadership Attributes



Personal Attributes

- Adaptability and Flexibility
- Courage and Conviction
- Emotional Intelligence
- Ethics and Values
- Integrity and Trust
- Intellectual Agility

Interpersonal Attributes

- Building and Maintaining Relationships
- Communicating Effectively
- Leading & Developing Others

Achievement Attributes

- Accountability
- Building and Supporting Diversity
- Business Skills and Knowledge
- Contextual Perspective
- Making Decisions Effectively and Decisively
- Vision and Strategy

Note: This is an **example** of a competency model in use at Stanford. Specifically, this is the Stanford Leadership Competency Model.

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APPLICATION SUPPORT TECHNICAL COMPETENCY PROFILE			
Skills/Competency Area	Core Skills	Mid-Range Skills	Expert Skills
<i>Skills are cumulative, from left to right</i>			
Fundamental application administration skills* <i>* Effective application administration requires strong systems administration skills in Unix/Linux or Windows</i>	Demonstrate academic and functional knowledge of application administration concepts, functions, and terminology	Demonstrate working knowledge of campus-wide applications, as well as advanced understanding of application administration and development, product management, and vendor management	Demonstrate expert knowledge of technology directions outside of Stanford, as well as strengths and weaknesses of various approaches to application strategy, architecture, and design
	Apply in-depth knowledge of given applications, tools, systems, and technical protocols for the support, planning, and execution of client-specific solutions, proactively resolving Tier 1, application-layer problems	Apply in-depth knowledge of applications and underlying OS to proactively troubleshoot and resolve complex Tier 1 and 2 problems, applying understanding of application layer, OS, and basic networking and firewalls	Apply expert knowledge of the whole OSI reference model (e.g., every dependent stack), partnering with other ITS service providers to solve the problem that cross functional/organizational lines; act as "Solutions Architect," proactively designing and advocating solutions to complex problems that cut across diverse infrastructure and information systems in support of client/enterprise needs
	Manage the "care and feeding" of "off the shelf" (OTS) applications and base functionality, including data/system configuration, operational processes and procedures, and user training/education	Manage the "care and feeding" of "off the shelf" (OTS) and custom-developed applications and functionality, and extend basic functionality by designing and leveraging Oracle triggers and creating simple PERL scripts	Lead the "care and feeding" of applications, setting expectations and standards for installation, configuration, and support of applications; develop and enhance "off the shelf" (OTS) applications by either leveraging custom integrations via application APIs or by developing custom interfaces or "helper" applications
	Proactively communicate with clients, soliciting client input and feedback on features and requested changes, and reporting back to clients on metrics and performance indicators	Proactively analyze and document customer needs in order to create business requirements document; only advocate to clients solutions that are scalable and address specific client needs	Architect and design robust, scalable, cross-platform, multi-tiered, and/or fault-tolerant solutions and systems that meet documented business requirements; execute scalable, reusable, and extensible code and solutions
	Follow documented processes and procedures; keep documentation current	Create and document new operational support procedures; document and diagram system builds and application configurations according to standard processes	Design complex systems with multiple product lines and integrations with external systems, including in the design operational support elements (e.g., operational procedures for monitoring, reporting, fail-over, data efficiencies) that can be maintained and by more junior staff

Automation Proactively identify, recommend, and implement procedural (human) improvements (e.g., monitor process steps), audit and correct automation errors Identify procedural and technical inefficiencies (e.g., monitor process steps or address a data feed error), implement new utilities and tools to improve automation and efficiency Identify intersections between procedural and technical inefficiencies and propose solutions to avoid the inefficiencies in the future; evaluate and implement new tools to improve automation in alignment with technology strategy and direction, which, <u>applicable</u> , streamline operational support, reduce overhead resulting from the manual processing of data, and improve the overall customer experience	Apply core project planning principles to develop statements of work, document scope, and document accurate estimates of time Focus on operational support; provide analytical and technical expertise to support campus-wide projects Convey with current policies for change management and risk assessment; communicate and document all changes to supported technologies and services Monitor plans and empower clients on technical issues	Apply advanced project planning principles to articulate dependencies and risks; develop statements of work, and document scope and accurate time estimates Manage multiple technical projects, ensuring that applications and systems infrastructure are supported and maintained and that operating environments are functionally secure, available, and reliable Anticipate and plan for incremental and large-scale changes; participate in architecture and design discussions to ensure adherence to change management principles and responsibility; advise Change Advisory Board to represent major or significant changes Monitor and develop individuals cross-functionally and more broadly in other technical and business areas	Apply advanced project planning principles to diverse projects; understand ROI financial models for technical investment in projects Acting as a technical leader manage and direct projects that support the vision and goals of Computing Services and ITS Complete unassigned problems as a result of changes and create steps to prevent future unexpected changes; ensure continuous improvement by controlling incident management, problem management, and change management	Security continued Monitor security alerts and trends; recognize security vulnerabilities and exposures; contribute to security/vulnerability mitigation efforts Collaborate in resolving security vulnerabilities and exposures and further with Stanford Information Security Office in security planning; ensure that Risk Acceptance Forms are signed and delivered to executive management for audit purposes	Monitor security trends and directions to evaluate and promote new security ideas that will improve how IT Services manages, implements, and mitigates security issues; ensure that Risk Acceptance Forms are signed and delivered to executive management for audit purposes Monitor security trends and directions to evaluate and promote new security ideas that will improve how IT Services manages, implements, and mitigates security issues; ensure that Risk Acceptance Forms are signed and delivered to executive management for audit purposes
Methodologies Apply core project planning principles to develop statements of work, document scope, and document accurate estimates of time Focus on operational support; provide analytical and technical expertise to support campus-wide projects Convey with current policies for change management and risk assessment; communicate and document all changes to supported technologies and services Monitor plans and empower clients on technical issues	Apply advanced project planning principles to articulate dependencies and risks; develop statements of work, and document scope and accurate time estimates Manage multiple technical projects, ensuring that applications and systems infrastructure are supported and maintained and that operating environments are functionally secure, available, and reliable Anticipate and plan for incremental and large-scale changes; participate in architecture and design discussions to ensure adherence to change management principles and responsibility; advise Change Advisory Board to represent major or significant changes Monitor and develop individuals cross-functionally and more broadly in other technical and business areas	Apply advanced project planning principles to diverse projects; understand ROI financial models for technical investment in projects Acting as a technical leader manage and direct projects that support the vision and goals of Computing Services and ITS Complete unassigned problems as a result of changes and create steps to prevent future unexpected changes; ensure continuous improvement by controlling incident management, problem management, and change management	Security continued Monitor security alerts and trends; recognize security vulnerabilities and exposures; contribute to security/vulnerability mitigation efforts Collaborate in resolving security vulnerabilities and exposures and further with Stanford Information Security Office in security planning; ensure that Risk Acceptance Forms are signed and delivered to executive management for audit purposes	Monitor security trends and directions to evaluate and promote new security ideas that will improve how IT Services manages, implements, and mitigates security issues; ensure that Risk Acceptance Forms are signed and delivered to executive management for audit purposes Monitor security trends and directions to evaluate and promote new security ideas that will improve how IT Services manages, implements, and mitigates security issues; ensure that Risk Acceptance Forms are signed and delivered to executive management for audit purposes	
Security Use and apply Stanford security policies and practices, including University Data Classifications Apply expertise in handling security issues; ensure appropriate security measures are embedded in all projects; promote security compliance Ensure appropriate security measures are embedded in all projects; promote security compliance; security audit potential; security vulnerabilities and risks; contribute to mitigation efforts; execute on security mitigation plans	Apply advanced project planning principles to articulate dependencies and risks; develop statements of work, and document scope and accurate time estimates Manage multiple technical projects, ensuring that applications and systems infrastructure are supported and maintained and that operating environments are functionally secure, available, and reliable Anticipate and plan for incremental and large-scale changes; participate in architecture and design discussions to ensure adherence to change management principles and responsibility; advise Change Advisory Board to represent major or significant changes Monitor and develop individuals cross-functionally and more broadly in other technical and business areas	Apply advanced project planning principles to diverse projects; understand ROI financial models for technical investment in projects Acting as a technical leader manage and direct projects that support the vision and goals of Computing Services and ITS Complete unassigned problems as a result of changes and create steps to prevent future unexpected changes; ensure continuous improvement by controlling incident management, problem management, and change management	Security continued Monitor security alerts and trends; recognize security vulnerabilities and exposures; contribute to security/vulnerability mitigation efforts Collaborate in resolving security vulnerabilities and exposures and further with Stanford Information Security Office in security planning; ensure that Risk Acceptance Forms are signed and delivered to executive management for audit purposes	Monitor security trends and directions to evaluate and promote new security ideas that will improve how IT Services manages, implements, and mitigates security issues; ensure that Risk Acceptance Forms are signed and delivered to executive management for audit purposes Monitor security trends and directions to evaluate and promote new security ideas that will improve how IT Services manages, implements, and mitigates security issues; ensure that Risk Acceptance Forms are signed and delivered to executive management for audit purposes	

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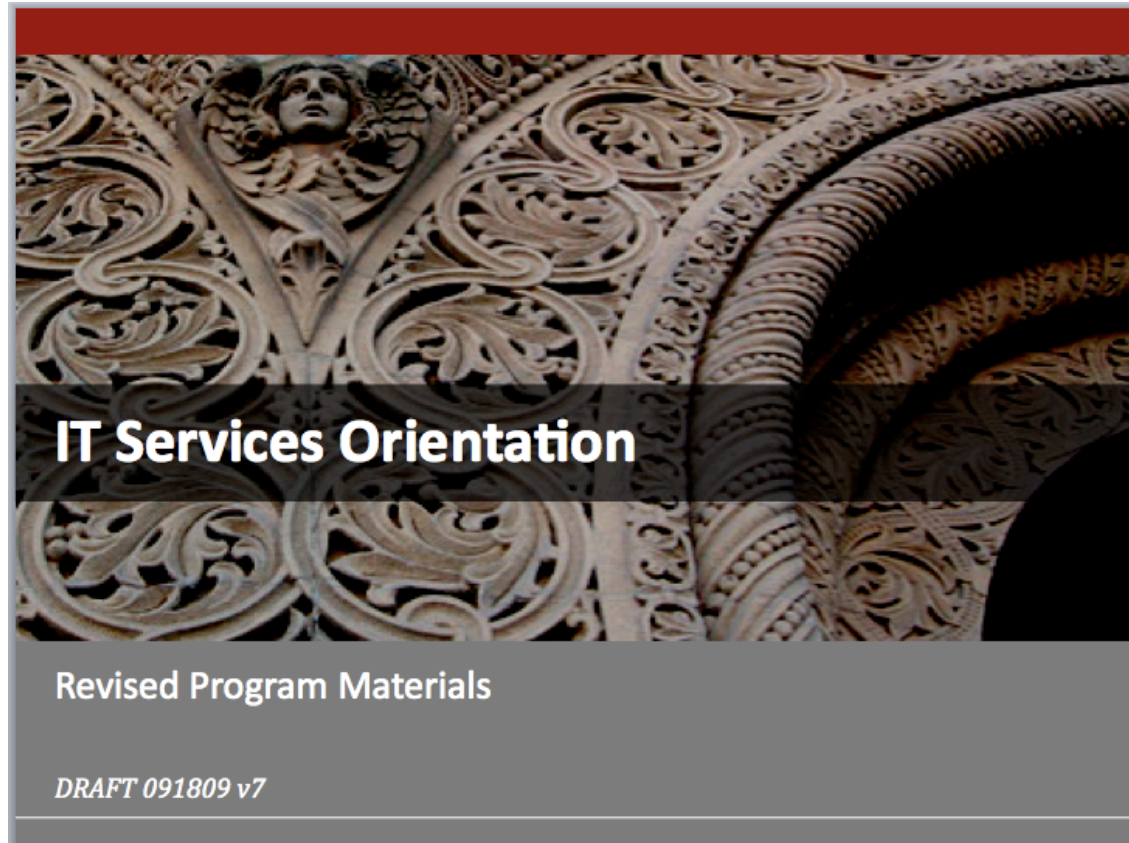
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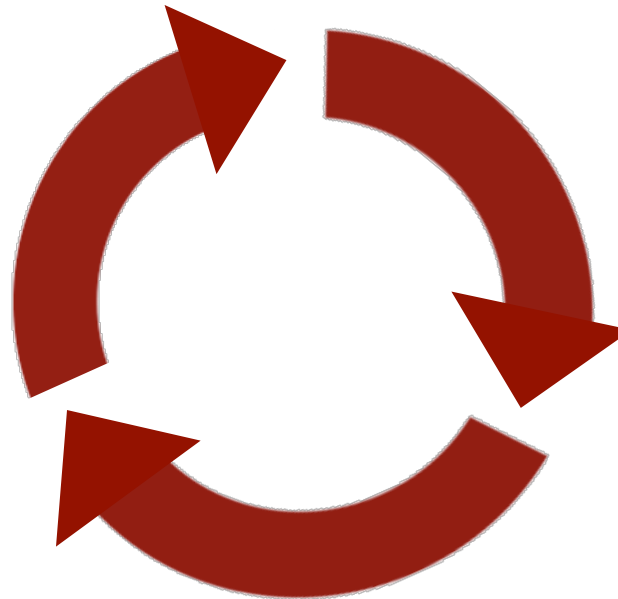
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POTENTIAL	High	GROW Employee is still learning a new job or role (often within 6 months of assuming new role); typically employee is meeting objectives, but we expect more; expectations should be documented in IPP 1	PROPEL Employee demonstrates sustained strong performance and effectiveness, achieving all and exceeding some individual goals and expectations; employee is still developing skills/competencies; expectations should be documented in IPP 2	ADVANCE Employee demonstrates sustained highest performance and effectiveness, consistently performing beyond expectations, achieving all & exceeding most individual goals, often with breakthrough results; employee shows interest and aptitude to advance and models positive behaviors; expectations should be documented in IPP 3
		TRANSFORM Employee's current performance is inconsistent, often just meeting or missing objectives; employee has capacity for more; expectations for transformative improvement should be documented in a Performance Improvement Plan (PIP) 4	DEVELOP Employee demonstrates sustained effective performance currently working "at level"; development / career plans and expectations (especially to keep skills current) should be documented in IPP 5	LEVERAGE Employee demonstrates sustained strong performance and effectiveness, achieving all and exceeding some individual goals and expectations; employee models positive behaviors; expectations should be documented in IPP 6
	Low	TRANSITION Employee's current performance is inconsistent and/or inadequate; there needs to be a dramatic change in their approach to work documented in a Performance Improvement Plan (PIP) and/or Transition Plan 7	IMPROVE Employee's current performance is adequate, often meeting objectives; however capacity and interest in excelling beyond basics of role is unclear; expectations should be documented in a Performance Improvement Plan (PIP) 8	SUSTAIN Employee demonstrates sustained strong performance; employee models positive behaviors; expectations should be documented in IPP 9
		Low Sustained Lowest Performers	RESULTS	High Sustained Highest Performers

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Note: The 9Block tool was developed specifically for IT Services, and was originally based on organization effectiveness tools used by Sun and Cisco.

Anticipate and plan for the future

You are Rating	Due	Progress	Status
Greg Robinson	6/9/2005	0%	Due

When the opportunity arises, how often do you see this person do the following?	Never	Infrequently	Sometimes	Usually	Always	Not appropriate/Do not know
1. Sets challenging, yet appropriate, goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Follows through on commitments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Proactively addresses issues before they become problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Adapts to deal with unexpected changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Holds others accountable for delivering results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Appropriately takes ownership of projects/tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Acts decisively and swiftly when necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Effectively prioritizes tasks, projects, and initiatives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Anticipates obstacles when planning and implementing initiatives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Suggests solutions to problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Note: IT Services' 360 assessment tool is 49 questions based on the IT Services competency model. The survey is administered by an external vendor (3DGroup) to assure feedback confidentiality.

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COMPUTING SERVICES TECHNICAL SKILLS AND COMPETENCY ASSESSMENT
APPLICATION SUPPORT
SUMMARY OF SELF-ASSESSMENTS + MGR AVERAGE
DUMMY DATA

Average of Self-Assessments

MGR AVERAGE: Negative Percentual Discrepancy = WORKGROUP BLIND SPOT
MGR AVERAGE: Positive Percentual Discrepancy = WORKGROUP UNEXPECTED STRENGTH
MGR AVERAGE: Negative Percentual Discrepancy = WORKGROUP BLIND SPOT (Difference of more than 1)
MGR AVERAGE: Positive Percentual Discrepancy = WORKGROUP UNEXPECTED STRENGTH (Difference of more than 1)
MGR AVERAGE: Matched Perception

Skills/Competency Area	SUMMARY OF SELF-ASSESSMENTS						MANAGER AVERAGE	Development Notes
	Pat (1-5)	Josie (1-5)	Cal (1-5)	Glenn (1-5)	AVERAGE			
1 of Fundamental application support skills 1.1 Active application administration requires strong systems administration skills in Unix/Linux or Windows								Reflections on Team Strengths, Weaknesses, Opportunities, Gaps, etc.
1.1 Demonstrate academic and functional knowledge of application administrative concepts, functions, and technologies	5	4	4	5	4.5	4.5		
1.2 Demonstrate working knowledge of campus-wide applications, as well as advanced understanding of application administration and development, incident management, and vendor management	4	2	1	4	2.8	3.0		
1.3 Demonstrate expert knowledge of technology directions outside of Stanford, as well as strengths and weaknesses of various approaches to application analysis, architecture, and design	4	1	1	4	2.8	2.8		
1.4 Apply in-depth knowledge of system architecture, tools, systems, and technical protocols for the support, planning, and execution of client-specific solutions, proactively resolving Tier 1, application-layer problems	5	3	3	5	4.0	3.5		
1.5 Apply in-depth knowledge of applications and underlying OS to proactively troubleshoot and resolve complex Tier 1 and 2 problems, requiring understanding of application layer, OS, and basic networking and firewalls	4	3	1	4	3.0	3.3		
1.6 Apply expert knowledge of the whole OSI reference model (e.g., every dependent stack), partnering with other ITS service providers to solve the problems that cross functional/organizational lines, act as "Solutions Architect," proactively designing and advocating solutions to complex problems that cut across diverse infrastructure and information systems in support of client/customer needs	3	1	1	3	2.0	3.0		
1.7 Manage the "care and feeding" of "off the shelf" (OTS) applications and base functionality, including data/system configuration, operational responses and procedures, and user "handoff/transition" to new releases; develop applications and functionality, and extend basic functionality by designing and leveraging Oracle triggers and creating simple PERL scripts	5	4	5	5	4.8	5.0		
1.8 Lead the "care and feeding" of applications, setting expectations and standards for installation, configuration, and support of applications; develop and enhance "off the shelf" (OTS) applications by either leveraging custom integrations via application APIs or by developing custom interfaces or "wrapper" applications	3	3	3	3	3.0	3.8		
1.9 Proactively communicate with clients, soliciting client input about application features and requested changes, and reporting back to clients on metrics and performance indicators	4	1	1	4	2.5	2.5		
1.10 Proactively analyze and document customer needs in order to create business requirements document, only advocate to clients solutions that are scalable and address specific client needs	3	4	2	3	3.0	3.8		
1.11 Architect and design robust, scalable, cross-platform, multi-tiered and/or fault-tolerant solutions and systems that meet documented business requirements; execute scalable, reusable, and extensible code and solutions	2	4	2	2	2.8	3.5		
1.12 Follow documented processes and procedures, keep documentation current	3	1	1	3	2.0	2.5		
1.13 Create and document new operational support procedures; document and diagram system builds and application configurations according to standard processes	5	4	3	5	4.3	3.8		
1.14 Design complex systems with multiple protocol lines and integrations with external systems, including in the design operational support elements (e.g., operational procedures for monitoring, reporting, fail-over, data efficiencies) that can be maintained and by more junior staff	4	3	2	4	3.3	2.8		
1.15 Identify intersections between procedure and technical inefficiencies and implement solutions to avoid the inefficiencies in the future; evaluate and implement new tools to improve automation in alignment with technology strategy and direction, which quantify streamline operational support, reduce overhead resulting from the manual processing of data, and improve the overall customer experience	4	1	1	4	2.5	2.5		
2 of Automation	Pat (1-5)	Josie (1-5)	Cal (1-5)	Glenn (1-5)	AVERAGE	MANAGER AVERAGE	Development Notes	
2.1 Proactively identify, recommend, and implement procedural (human) improvements (e.g., reorder process steps) and/or correct automation errors	5	5	4	4	4.5	5.0		
2.2 Identify procedural and technical inefficiencies (e.g., reorder process steps or address a data field error), implement new utilities and tools to improve automation and efficiency	5	5	4	2	4.0	3.5		
2.3 Identify intersections between procedure and technical inefficiencies and implement solutions to avoid the inefficiencies in the future; evaluate and implement new tools to improve automation in alignment with technology strategy and direction, which quantify streamline operational support, reduce overhead resulting from the manual processing of data, and improve the overall customer experience	5	2	4	1	3.0	2.0		
3 of Methodologies	Pat (1-5)	Josie (1-5)	Cal (1-5)	Glenn (1-5)	AVERAGE	MANAGER AVERAGE	Development Notes	
3.1 Apply core project planning principles to develop statements of work, document scope, and document accurate estimates of time	4	5	5	4	4.5	3.5		
3.2 Avoid advanced select (matrix) techniques to articulate								

Anticipate and plan for the future

Staff Portfolio Management

(talent management based on assessment of results delivery, meeting commitments, meeting expectations for future performance, capacity, and interest in growing to the next level [either technical or management])

Key tools: 9Block assessments for leaders/managers, individual contributors, workgroups; rotational assignments, term assignments)

Skills and Competencies Assessments

(*Key tools:* 360 for Managers and Directors; departmental Skills and Competencies Assessment)

Succession Planning

(*Key tool:* Succession Readiness Grid)

Strategic Planning

(workgroup quarterly roadmaps; annual strategic plan; technical architecture and planning)

Anticipate and plan for the future

COMPUTING SERVICES TECHNICAL SKILLS AND COMPETENCY ASSESSMENT
APPLICATION SUPPORT
WORKING ANALYSIS - FOR DISCUSSION
DRAFT DATA

Legend: Self Assessment, Peer Assessment (NG), Peer Assessment, Proposed Competency Rating, Area for Discussion (Potential Development) - BLIND SPOT, Area for Discussion (Potential Development) - UNEXPECTED STRENGTH, Area for Discussion (Potential Development) - UNEXPECTED STRENGTH (Difference of more than 1), Area for Discussion (Potential Development) - UNEXPECTED STRENGTH (Difference of more than 1).

Note that the proposed consolidated ratings and discrepancy notations reflect differences between self and manager ratings. Peer ratings are considered informational in this area.

Skills/Competency Area	SUMMARY	Self	Peer	Col.	Client	Dev	Reflections on Team Strengths, Weaknesses, Developmental Goals, etc.
1.0 Fundamental application support skills Effective application administration skills using systems administration skills in Unix/Linux or Windows.		3	3	3	3	3	
1.1 Demonstrate academic and functional knowledge of application administration concepts, functions, and terminology.		3	3	3	3	3	
1.2 Demonstrate working knowledge of campus-wide applications, as well as advanced understanding of application administration and development, product management, and vendor management.		3	3	3	3	3	
1.3 Demonstrate expert knowledge of technology, domains outside of Stanford, as well as strengths and weaknesses of various approaches to application service, architecture, and design.		3	3	3	3	3	
1.4 Apply in-depth knowledge of applications and underlying OS to proactively troubleshoot and resolve complex Tier 1 and 2 problems, applying understanding of application layer, OS, and basic networking and firewall.		3	3	3	3	3	
1.5 Apply expert knowledge of the whole OSI reference model (e.g., entry department based, partnering with other ITG service providers) to solve the problem that cross functional/organizational lines, act as "Solutions Architect" in analysis of designing and activating solutions to complex problems that cut across diverse infrastructure and vendor management.		3	3	3	3	3	
1.6 Apply expert knowledge of the whole OSI reference model (e.g., entry department based, partnering with other ITG service providers) to solve the problem that cross functional/organizational lines, act as "Solutions Architect" in analysis of designing and activating solutions to complex problems that cut across diverse infrastructure and vendor management.		3	3	3	3	3	
1.7 Manage the "care and feeding" of "off the shelf" (OTS) applications and base functionality, including installation, configuration, operational processes and procedures, and user help/training/education.		3	3	3	3	3	
1.8 Manage the "care and feeding" of "off the shelf" (OTS) and custom-developed applications and functionality, and extend basic functionality by designing and leveraging Oracle triggers and creating service PL/SQL scripts.		3	3	3	3	3	
1.9 Lead the "care and feeding" of applications, writing procedures and standards for installation, configuration, and support of applications, devices and enhance "off the shelf" (OTS) applications by either leveraging custom integrations via application APIs or by developing custom interfaces on "higher" applications.		3	3	3	3	3	
1.10 Proactively communicate with clients, soliciting client input about application features and requested changes, and reporting back to clients on status and performance indicators.		3	3	3	3	3	
1.11 Proactively analyze and document customer needs in order to create business requirements document, only advocate to clients solutions that are available and address specific needs, as well as based, and/or build custom solutions and systems that meet documented business requirements, execute solutions, reusable, and extendable code and solutions.		3	3	3	3	3	

Anticipate and plan for the future

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Skills and Competencies Assessments

(Key tools: 360 for Managers and Directors; departmental Skills and Competencies Assessment)

Succession Planning

(Key tool: Succession Readiness Grid)

Strategic Planning

(workgroup quarterly roadmaps; annual strategic plan; technical architecture and planning)

APPLICATION SUPPORT TECHNICAL COMPETENCY PROFILE				DRAFT v3 - 03/20/09	
Skills/Competency Area	Core Skills	Mid-Range Skills	Expert Skills	Self Assessment	Peer Assessment
Fundamental application optimization skills* *Effective application administration requires strong systems administration skills in Unix/Linux or Windows	Demonstrate academic and functional knowledge of application administration concepts, functions, and terminology	Demonstrate working knowledge of campus-wide applications, as well as advanced understanding of application administration and development, product management, and vendor management	Demonstrate expert knowledge of technology domains outside of Stanford, as well as strengths and weaknesses of various approaches to application service, architecture, and design	3	3
Apply in-depth knowledge of client applications, tools, systems, and technical protocols for the support, planning, and activation of client specific solutions, proactively resolving Tier 1, application layer problems	Apply in-depth knowledge of applications and underlying OS to proactively troubleshoot and resolve complex Tier 1 and 2 problems, applying understanding of application layer, OS, and basic networking and firewall	Apply expert knowledge of the whole OSI reference model (e.g., entry department based, partnering with other ITG service providers) to solve the problem that cross functional/organizational lines, act as "Solutions Architect" in analysis of designing and activating solutions to complex problems that cut across diverse infrastructure and vendor management	Apply advanced project planning principles across enterprise infrastructure and applications; define application requirements for diverse projects; understand ROI financial models for technical investment in projects	3	3
Manage the "care and feeding" of "off the shelf" (OTS) applications and base functionality, including installation, configuration, operational processes and procedures, and user help/training/education	Manage the "care and feeding" of "off the shelf" (OTS) applications and base functionality, including installation, configuration, operational processes and procedures, and user help/training/education	Lead the "care and feeding" of applications, setting expectations and standards for installation, configuration, and support of applications; develop and enhance "off the shelf" (OTS) applications by either leveraging custom integrations via application APIs or by developing custom interfaces or "higher" applications	Devote unexpected problems as a result of changes and create steps to prevent future unexpected changes; ensure continuous improvement by combining incident management, problem management, and change management	3	3
Proactively communicate with clients, soliciting client input about application features and requested changes, and reporting back to clients on status and performance indicators	Proactively analyze and document customer needs in order to create business requirements document; only advocate to clients solutions that are available and address specific client needs	Proactively analyze and document customer needs in order to create business requirements document; only advocate to clients solutions that are available and address specific client needs	Monitor and develop projects at all levels of application support, referencing multiple technical areas and sharing strategic perspective on IT Services and the broader computing environment; ensure strategic transfer to more junior staff, lead by example (e.g., "top" model being a team support exemplar; customer service, and a positive "can do" attitude)	3	3
Follow documented processes and procedures; keep documentation current	Choose and document new operational support procedures; document and design system tools and application configurations according to standard processes	Design complex systems with multiple product lines and integrations with external systems, including in the design operational procedures for monitoring, reporting, fail over, disaster recovery that can be maintained and by more junior staff	Ensure appropriate security measures are embedded in all projects; promote security compliance; accurately predict potential impact of security vulnerabilities and coordinate security/vulnerability mitigation plans	3	3

Anticipate and plan for the future

SUCCESSION READINESS GRID

Complete the "succession readiness grid" to identify employees who could fill specific job roles or assignments in the future. skills, knowledge, and attributes needed to be successful. This groundwork is followed by identifying employees and their lev

ORGANIZATION:				
THE ROLE		READY NOW		READY WITHIN 18
CRITICAL JOB / ROLE	NAME	POSSIBLE SUCCESSOR(S)	CAPABLE? INTERESTED?	POSSIBLE SUCCESSOR(S)

Notes:
For **Capable? Interested?** column, note more than yes/no; note key rationale plus areas for development

Anticipate and plan for the future

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Skills and Competencies Assessments

(Key tools: 360 for Managers and Directors; departmental Skills and Competencies Assessment)

Succession Planning

(Key tool: Succession Readiness Grid)

Strategic Planning

(workgroup quarterly roadmaps; annual strategic plan; technical architecture and planning)

Anticipate and plan for the future

The image shows two overlapping documents. The foreground document is the 'IT Services Strategic Plan' cover, featuring a detailed stone carving of a face. It includes a quote from President John L. Wrensky: "... we want a strategic plan that is visionary, that talks about the way we should be thinking about important information technology to support the core of research and teaching efforts." The word 'DRAFT' is prominently displayed in large white letters on a dark background. At the bottom, it says 'DRAFT Updated September 30, 2009 v1.3 Projected Completion Date: October 2009'. The background document is the 'IT Services Roadmap' titled 'Proposed FY10-12 Projects and Milestones (revised October 2, 2009)'. It lists various IT projects such as 'iPort Utilization; Forsythe Phase 2; HPC Computing; Production Cluster Computing (Business Continuity)', 'Management for Macs; Sustainable IT Procurement and Lifecycle Management Measures', 'iWork Registration for Smart Phones; Intrusion Detection (iD); Enhanced Identity Management; Credential Automation', 'iCampus and Hospitals over 4 Years; IPv6 for External Services Campus; WiMax-based Services; Network Failure Detection/Correction', 'iStart Messaging (IM); Secure Email; Sulfnet ID for Life Sciences Collaboration Platform', 'iSecure Service; Secure File Services; iArch; Storage Provisioning; iWrite; Data Migration; Geo-diverse Data Protection', 'iNo Programs; Infrastructure Plan for Hospitals; Metrics; Leveraged Strategic Sourcing; Reduced Service Duplication', 'iWeb Ordering Portal; CMBB Implementation Model for Card Services; iSystems', and 'iCompetency Model and 360 Tool'.

Anticipate and plan for the future

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Stanford IT Services – *talent management model*

Establish and maintain alignment

Job Descriptions

(setting and documenting expectations)

Performance Management

(goal-setting, performance measurement, performance evaluations)

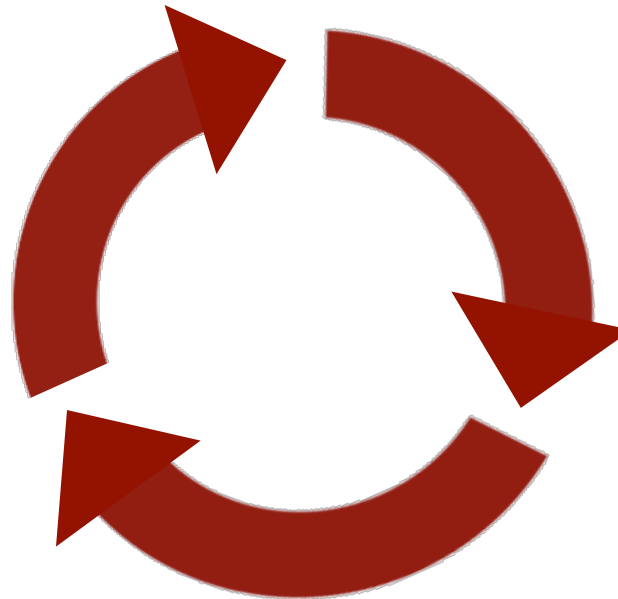
Key Tools: ePerformance (IPP); Performance Improvement Plans/PIP)

Competency Models

(Stanford Leadership Competencies; IT Services IPP/360 Behavioral and Leadership Competencies [currently being revised]; workgroup Competency Profiles that document expectations for technical and management/leadership roles, with cumulative skill/competency progressions)

Orientation

(under construction)



Anticipate and plan for the future

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Succession Planning

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Strategic Planning

(workgroup quarterly roadmaps; annual strategic plan; technical architecture and planning)

Build on organizational strengths and grow talent

Individual Development Plans

(Training classes and other skills/competency development; Leadership Development Library/ThinkBox)

Coaching and Mentoring

(formal program; informal and peer mentoring; ITLP and external mentoring)

ITLP/SSLDP (and other leadership development programs)

** Note that organizational, strategic, management communication is a tool that supports and enables every other tool in this toolbox*

Build on organizational strengths and grow talent

Computing Services Skills and Competencies Assessment Individual Development Plan				
Employee Name:		Current Career Direction and Professional Interests: <ul style="list-style-type: none"> ▪ Career Goal: [insert goal/direction after conversation with employee] ▪ Professional Interests: [insert text after conversation with employee] ▪ [insert other notes as necessary] 		
Title/Position:				
Classification/Grade:				
Executive Director:				
Manager/Supervisor:		Possible Next Position: <ul style="list-style-type: none"> ▪ Career Goal: [insert agreed-upon direction to be inserted after conversation with employee] ▪ Notes from Succession Readiness Grid (Dec 08): [insert notes] 		
Mentor (if applicable):				
Key Development Activities:				
Development Opportunity	Recommended Strategies	Recommended Training	Recommended Reading	Other Development Activities
Project/Work Assignment(s):				
Notes from Development Conversations: <ul style="list-style-type: none"> ▪ [insert text] 				
FY09 Development Plan				

IT Services Talent Management Tools Development Plan			
Employee Name:			
Title/Position:			
Classification/Grade:			
Executive Director:			
Manager/Supervisor:			
FY09 Mentoring Program: (if applicable)			
Key Development Activities:			
Leadership Team <input type="checkbox"/> ITLP Attended <input type="checkbox"/> ITLP Scheduled <input type="checkbox"/> Mentor <input type="checkbox"/> Mentee <input type="checkbox"/>			
Skills-Building Training	Project/Work Assignment	Governance Group Assignment	Other Development Activities
Notes from Development Conversations - Current Career Direction and Professional Interests: <ul style="list-style-type: none"> ▪ [insert text] ▪ [insert text] 			
FY09 Development Plan - [name] 1			

Build on organizational strengths and grow talent

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(formal program; informal and peer mentoring; ITLP and external mentoring)

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Build on organizational strengths and grow talent



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(formal program; informal and peer mentoring; ITLP and external mentoring)

ITLP/SSLDP (and other leadership development programs)



Where to find the tools

ESTABLISH AND MAINTAIN ALIGNMENT	
TOOL	WHERE TO FIND IT
Job Descriptions	Templates for creating job descriptions are available through IT Services HR and at https://www.stanford.edu/dept/its/group/allstaff/hrprograms.html ; contact IT Services HR for current job descriptions
Performance Management	For IT Services' performance management process and current IPP forms, go to: https://www.stanford.edu/dept/its/group/allstaff/programs/employeedevelopment/perfmgmt.html (Note: This information will be updated to reflect the new ePerformance tool and process)
Competency Models	Refer to IPP appendix for current IT Services Competency Model and Stanford Leadership Competencies

ANTICIPATE AND PLAN FOR THE FUTURE	
TOOL	WHERE TO FIND IT
Strategic Planning	Templates for workgroup quarterly roadmaps and technical strategy documentation are available from your Director; current workgroup quarterly roadmaps may be found at: http://its.stanford.edu/roadmaps , and the current Strategic Plan may be found at: https://www.stanford.edu/dept/its/group/allstaff/its/
Staff Portfolio Management	Templates that support Staff Portfolio Management include 9Block tools for workgroup and individual contributor assessments, and 9Block tools for leadership/management assessment; blank templates and process guidelines are available from your ED
Skills and Competencies Assessments	Workgroup-specific tools and analysis are created in the course of a facilitated organizational effort; for example, Competency Profiles are updated/created in the course of Skills and Competency Assessments; (Note: Some workgroups have existing (potentially out-of-date) competency profiles which may be found at https://www.stanford.edu/dept/its/group/allstaff/model.html ; this website itself is currently out of date and will be updated/replaced at some point in the future). There is a technical skills/competency assessment currently underway in Computing Services; contact your ED for more information
Succession Planning	Contact your Director/ED for information about succession planning and for the Succession Planning Grid template

BUILD ON ORGANIZATIONAL STRENGTHS AND GROW TALENT	
TOOL	WHERE TO FIND IT
Individual Development Plans	Development Plan templates are currently available through your ED and will soon be posted on the web (URL TBD); development plans are also created as a result of Skills/Competency Assessments and Staff Portfolio Management-related 9Block assessments; skills-building classes and other competency development opportunities (such as project/governance group membership, etc.) should be included in Development Plans
Coaching and Mentoring	Contact your Director/ED for additional information
ITLP/SSLDP	Contact your ED for information about these leadership development programs; nominations for these programs are determined annually by the EDs

Communication	Communication is a two-way tool that supports and enables every other tool in the Talent Management Toolbox; cascading communication points are typically included in itsinbits and through management lines; contact your Director with questions and concerns related to communication
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