



UNIVERSITY OF
BALTIMORE

Office of Human Resources

Learning and Development

EMPOWER | ACHIEVE | TRANSFORM



2019

YEAR END REPORT

Prepared by:

*Zandra D. Rawlinson, Ed.D.
Associate Director,
Training & Development
Human Resources*

2019 LEARNING & DEVELOPMENT YEAR END REPORT



2019 was an exciting year for Learning and Development at UB! With the hiring of a new Associate Director of Training and Development, Dr. Zandra D. Rawlinson, we were able to revitalize talent development.

Through research, design, delivery, and evaluation we created learning activities to advance workplace performance and to support the strategic goals of the University. Employees acquired knowledge, skills, and abilities to accomplish professional goals and to enhance the delivery of service excellence. Our learning events were facilitated by internal and external instructors who offered active and engaging sessions. We focused on providing a learning atmosphere where employees could elevate their personal and professional capacity.



Learning and development for this year was a demonstration of individual and organizational excellence. Please take a moment to review the results of our productive year!



RESEARCH & DESIGN

At the start of the year, there were many competing priorities. However, listed below were the four main projects completed for research and design. Essential activities included establishing a planning committee, collaborating with others, and obtaining a variety of feedback from employees. We produced quality deliverables, which incorporated instructional design, best practices, and adult learning theory.

Employee Development Academy (EDA)



With a planning team of five UB employees, we designed a learning platform where employees had the opportunity to acquire knowledge and skills to transform their professional endeavors. EDA aligned seven core competencies with the University's performance appraisal and strategic plan. The learning outcomes benefited both the employee and the University to achieve workplace performance goals.

Learning Bytes Café

In collaboration with the Staff Senate and Human Resources, the Café provided employees with basic workplace knowledge to support their professional development. The monthly, lunchtime, roundtable discussion, fostered a culture of learning and broadened the networking opportunity for staff.



New Employee Orientation (NEO)



Through redesign efforts, NEO became a high touch experience to welcome and further acclimate new colleagues to UB. We were intentional in creating a learning atmosphere where new employees could strengthen their connection with other university members, deepen their understanding of the University culture, and inspire them to meaningfully engage within the university community. Electronic registration and evaluation forms were introduced.

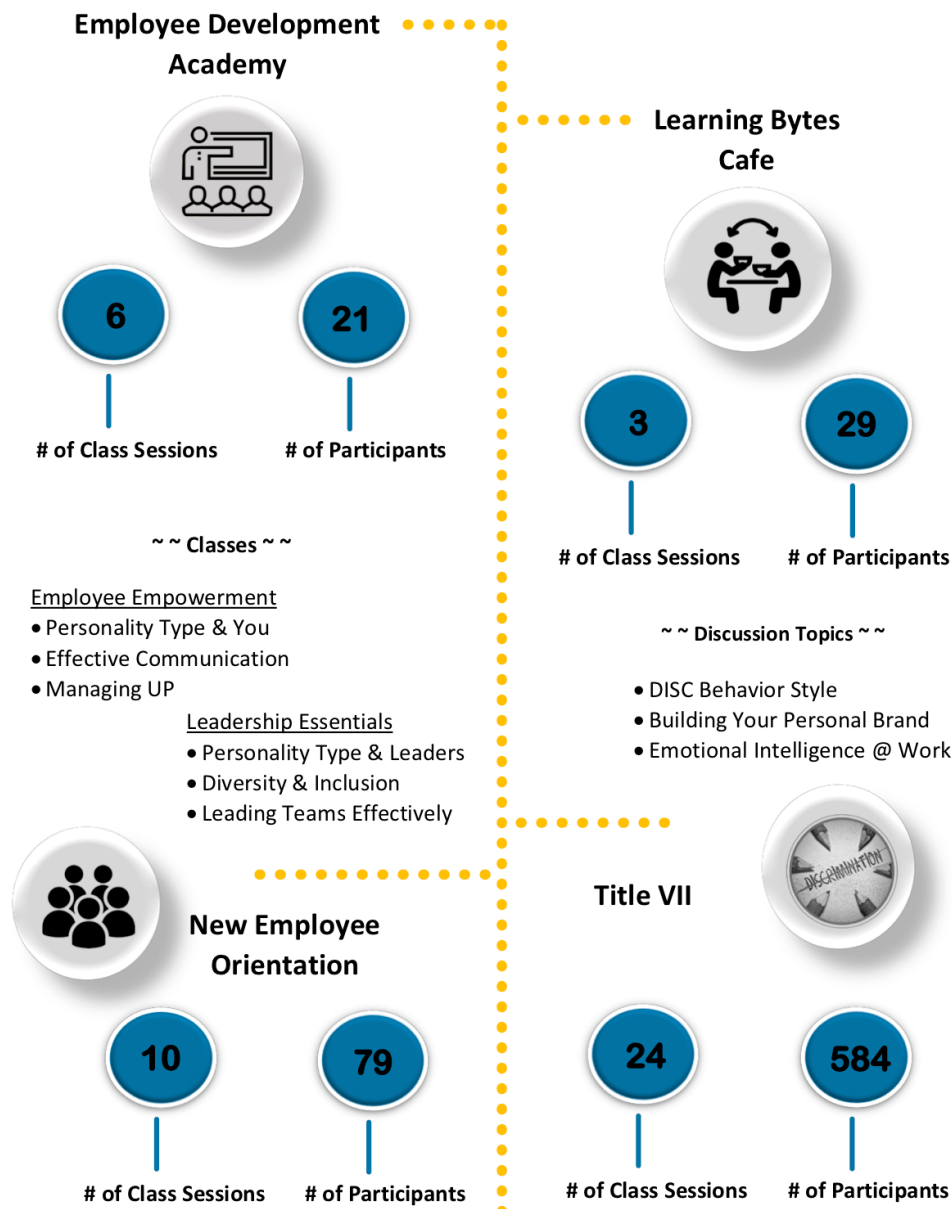
Supervisor Manual for Student Employment

The supervisor manual served as the first comprehensive document to assist UB supervisors with hiring, onboarding, supervising, and developing student employees. Sample templates were also provided for student employee onboarding checklist and performance evaluation.



LEARNING EVENTS

The year's learning events were delivered traditionally and web-based. There were a total of 43 instructor-led classes and 713 participants (*note, this number includes duplicative participants*). Through the Skillsoft platform 30 eLearning classes were offered. The illustration below provides a breakdown of the instructor-led classes.



Instructors

- **Internal Instructors:** David Elliott, Employee Relations Specialist; Karla Shepherd, Director, Diversity & Inclusion Center; Megan Manley, Assistant Dean for Advising, Enrollment, and Student Success; Sally Reed, AVP, Human Resources; and Dr. Zandra D. Rawlinson, Associate Director, Learning & Development.
- **External Instructors:** Deadra Welcome, Concerning Learning Consultants and Nicole Palmore, University of Maryland, Baltimore.

Evaluation played a significant role in assessing the employee learning experience. We introduced electronic surveys as the primary means to collect feedback. All survey data were analyzed to determine - knowledge and skill gaps, important competencies, and other activities that might hinder the learning process. The table below provides the total number of surveys sent out, completed, and the response rate.

	Employee Development Academy	New Employee Orientation	Supervisors' Needs Assessment
# of Surveys Sent Out	79	68	166
# of Completed Surveys	46	54	65
Response Rate	58%	79%	39%

Participants in New Employee Orientation and the Employee Development Academy rated the level of achievement of the learning objectives, the speakers' effectiveness, and the overall impact of the class experience. Conversely, the supervisors' needs assessment focused on identifying important competencies for effective supervision and other needed knowledge and skills to achieve the UB business objectives. The overall information collected, served as vital information to forecast the 2020 learning and development for employees and supervisors.



FINAL THOUGHTS

Reigniting learning and development for 2019 was an exciting and fabulous time! Our four main projects pushed us to create learning products to advance the professional well-being of frontline employees and supervisors. The **Employee Development Academy** set the stage for a culture of learning where employees could strengthen their professional knowledge, skills, and abilities. Our **Learning Bytes Café** offered an informal “lunch and learn” series for all employees to broaden their professional acumen and network. The redesign of **New Employee Orientation** served as a high touch learning experience to welcome, connect, acclimate, and engage new employees. Lastly, the **Supervisor Manual** provided a comprehensive document to assist supervisors with the critical aspects of hiring, supervising, and developing student employees. In addition to these main projects, we were charged by the Department of Justice to deliver **Title VII training** for the entire university workforce.

As we look forward to 2020, we intend to keep the “Talent Development” momentum going. We will continue to focus on the development of a robust learning culture where all employees have the opportunity to maximize personal performance and professional capacity. The learning and development team aims to serve as an essential partner with assisting teams, departments, divisions, and the university to meet their business and strategic goals.

