



SUPERVISOR/MANAGER DEVELOPMENT PROGRAM

FY 2009-2011

INTRODUCTION

The Office of the Chief Financial Officer has identified a long-term need to develop current supervisors and managers within the Division. The OCFO Supervisor/Manager Development Program will provide opportunities for selected candidates within the Division to acquire the skills and abilities needed for their current and future supervisory and/or management roles.

PURPOSE

The purpose of this program is to provide training for all OCFO employees in a supervisory or management role with the goal of achieving specific improvements over time. The program will define development opportunities available to these specific employees in which they will work to achieve those improvements.

SCOPE

Participation in the Supervisor/Manager Development Program is required for all Supervisors and Managers within the OCFO. Other individuals may participate in the program at management discretion. Courses and activities offered will be listed as required or optional. Participation in optional courses and activities is at the discretion of the employee's manager. Successful completion of all courses should be reflected in each employee's PRD.

This program will be updated yearly in order to map goals for the following fiscal year. The continuance of the program is subject to funding and Divisional needs.

ROLES AND RESPONSIBILITIES

Department Heads

Department Heads ensure that all supervisors and managers in their departments receive the proper coaching, training and guidance necessary to perform their assignments successfully and in a safe manner. Managers will provide opportunities and encouragement to employees to attend the required training courses listed in this program and that successful completion of training is documented during the annual PRD process.

Managers

Managers will provide opportunities and encouragement to supervisors to attend the required training courses listed in this program and that successful completion of training is documented during the annual PRD process.

Training and Development Specialist

The OCFO Training and Development Specialist will maintain this program and work with the OCFO Sr. Management Team to define competencies and yearly development goals for OCFO managers, supervisors and functional leads. The Training and Development Specialist will develop courses and/or work with other LBNL organizations to find and promote training opportunities that will support the achievement of the defined goals and competencies. These goals and training opportunities available to help reach them will be listed on the OCFO website in a prominent place for all employees to view.

PROGRAM

Leadership Competencies

Appendix A to this program defines the leadership competency goals for all individuals in the OCFO. Leadership emphasis and training opportunities will map to one or more of these competencies.

Focus Areas and Supported Leadership Competencies

For the FY 2009-2011 years, several core skill and leadership competencies have been selected for development activities. These are:

FOCUS AREA	LEADERSHIP COMPETENCIES SUPPORTED
Essential Leadership Skills	<ul style="list-style-type: none">• Promotes an ethical environment• Develops trust in relationships with other employees• Treats others with respect and dignity• Demonstrates optimism and enthusiasm for organizational objectives• Communicates effectively to large audiences and individuals• Promotes teamwork in all interactions• Appropriately delegates responsibility
Recruiting and Hiring Quality Employees	<ul style="list-style-type: none">• Analyzes and makes decisions based on data and cost-effectiveness• Demonstrates knowledge of regulatory environment/ requirements and their effects on the success of the Lab• Engages other employees in the Lab's mission• Demonstrates intuitive and logical thinking• Adapts and creates best practices• Treats others with respect and dignity

FOCUS AREA	LEADERSHIP COMPETENCIES SUPPORTED
Negotiation and Conflict Resolution Skills	<ul style="list-style-type: none"> • Promotes teamwork in all interactions • Satisfies mutually exclusive constituencies simultaneously • Communicates effectively to large audiences and individuals • Treats others with respect and dignity • Takes acceptable risks and learns from outcomes; recovers from failures • Demonstrates intuitive and logical thinking
Working with Human Resources when Employee Issues Arise	<ul style="list-style-type: none"> • Promotes an ethical environment • Demonstrates knowledge of regulatory environment/ requirements and their effects on the success of the Lab • Promotes Lab safety practices • Demonstrates dedication and effort to the Lab
Position and Salary Administration	<ul style="list-style-type: none"> • Demonstrates budget management per OCFO guidelines • Analyzes and makes decisions based on data and cost-effectiveness
General Manager/Supervisor Responsibilities at LBNL	<ul style="list-style-type: none"> • Demonstrates optimism and enthusiasm for organizational objectives • Demonstrates budget management per OCFO guidelines • Promotes Lab safety practices • Promotes an ethical environment • Demonstrates knowledge of regulatory environment/ requirements and their effects on the success of the Lab
Promoting Safety at LBNL	<ul style="list-style-type: none"> • Promotes Lab safety practices • Demonstrates knowledge of regulatory environment/ requirements and their effects on the success of the Lab

Required Activities

To develop employees in these areas, the following courses shall be offered during FY 2009-2011:

- Supervisor Responsibilities at Berkeley Lab (BLI0128)
 - Online course found [here](#).
- Supervisor Scenario Workshop – HR Issues (BLI0122)
 - Offered periodically through BLI. Sign up via Employee Self-Service
- Negotiation and Conflict Resolution (BLI1043)
 - Offered periodically through BLI. Sign up via Employee Self-Service
- Promoting Safety at LBNL (EHS0042 Implementing Safety: For Supervisors and Work Leads)
 - Online course found [here](#).
- Hiring Quality Employees in the OCFO – Interviewing Skills, Processes, and Procedures
 - Custom course to be offered starting Q3 of FY2009-10.
- Leadership 101
 - Custom or external course to be offered starting Q1 of FY2010-11.
- Performance Management
 - Custom or external course to be offered starting Q2 of FY2009-10. BLI to develop most, if not all, of this course.
 - Focus on PRD process plus year-round considerations/best practices.
- Position and Salary Administration
 - Custom course to be offered starting Q4 of FY2009-2010.

NOTE: these courses are taken in addition to other Laboratory-wide mandated courses.

APPENDIX A – OCFO LEADERSHIP COMPETENCIES

Available Programs	All Employees	MANAGEMENT EXPERIENCE			
		New-5 years	5-10 years	> 10 years	Sr. Leaders
SKILLSOFT	X	X	X	X	X
BLI	X	X	X	X	X
AMA	X	X			
UC (BOI OR MSAP)		X			
UCLA TECH MGMT	X	X	X		
GILD			X	X	X
STRETCH ASSIGNMENTS		X	X	X	X
EXECUTIVE COACHING					X
COMPETENCIES GOALS FOR SKILL LEVEL	Basic Competencies <ul style="list-style-type: none"> • Promotes an ethical environment • Demonstrates expertise in their field • Promotes Lab safety practices • Develops trust in relationships with other employees • Demonstrates optimism and enthusiasm for organizational objectives • Treats others with respect and dignity • Demonstrates dedication and effort to the Lab 	Basic Competencies plus: <ul style="list-style-type: none"> • Communicates effectively to large audiences and individuals • Engages other employees in the Lab's mission • Demonstrates knowledge of regulatory environment/ requirements and their effects on the success of the Lab • Promotes teamwork in all interactions • Appropriately delegates responsibility • Demonstrates budget management per OCFO guidelines • Acts in a decisive manner and with a sense of urgency to complete tasks • Prioritizes tasks in order to achieve departmental goals 	Basic through New-5 Years Experience Competencies plus: <ul style="list-style-type: none"> • Promotes a sense of responsibility for the whole organization • Translates technical opportunities to actionable plans • Demonstrates intuitive and logical thinking • Analyzes and makes decisions based on data and cost-effectiveness • Communicates proactively and effectively with all levels of management • Takes acceptable risks and learns from outcomes; recovers from failures • Achieves respect as a role model to others • Adapts and creates best practices 	Basic through 5-10 Years Experience Competencies plus: <ul style="list-style-type: none"> • Communicates overall picture/ framework and divisional actions in a motivational manner • Achieves recognition for achievements internally and externally • Creates a vision and leads its implementation • Understands and interprets the regulatory and business environment to advance scientific discovery • Promotes the Lab's scientific and operational commitment to excellence • Leads cross-divisional efforts to solve Lab-wide challenges • Achieves respect as a person of influence by peers within department and in other Lab divisions 	Basic through > 10 Years Experience Competencies plus: <ul style="list-style-type: none"> • Satisfies mutually exclusive constituencies simultaneously

Sources for Competencies Goals: Lawrence Berkeley National Laboratory Leadership Qualities (Draft edition), Duke University Executive Leadership Survey (<http://www.leadershipandethics.org/Executive%20Leadership%20Survey%20Report.pdf>), Berkeley Lab Values (<http://www.lbl.gov/LBL-PID/LBL-Overview.html>), University of California Statement of Ethical Values (<http://www.lbl.gov/LBL-PID/ethics/>) and OCFO Strategic Plan 2008-2012 (http://www.lbl.gov/Workplace/CFO/assets/docs/cfo/2008_OCFO_Strategic_Plan.pdf)