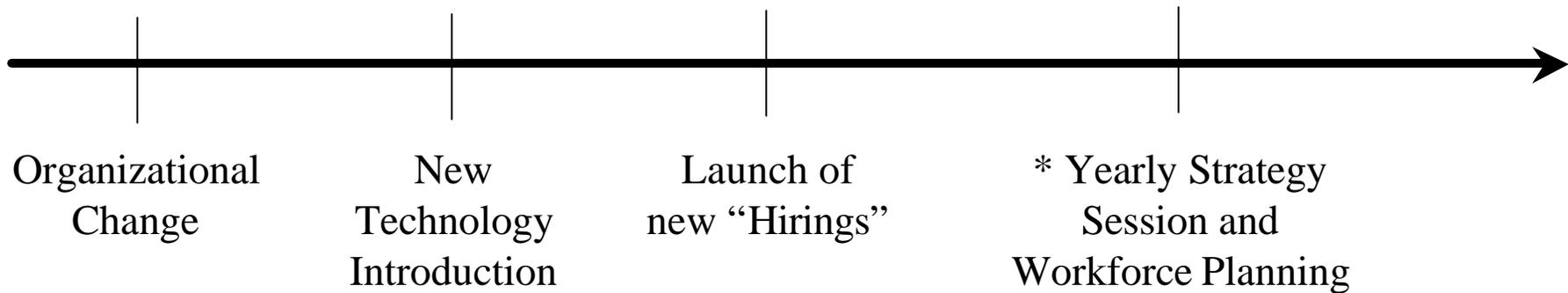


Sustainability Organization Overview

Event Driven Changes

There are many events that might trigger a review of the CFO employee development process, tools, skill, and competencies. Some of these events are predictable, some are not.

Illustrative



* Predictable event

Trigger Event Impacts

Each event or trigger may have a different impact on the process, tools, skills, and competencies.

Trigger Event	Sustainability Organization Action
Organizational Change	<ul style="list-style-type: none">◆ Update roles and titles◆ Update COMs◆ Update skills and competencies
New Technology Introduction	<ul style="list-style-type: none">◆ Update skills and competencies◆ Update training curriculum
Experienced Hire Recruiting Program Launch	<ul style="list-style-type: none">◆ Prepare “ED Selling Points” to be used during experienced hire recruiting◆ Update COMs to show additional career paths for non-entry level employees
IS Strategy and Workforce Planning	<ul style="list-style-type: none">◆ Facilitate Leadership Team communications regarding revised Strategic Roles and Skills◆ Update skills and competencies◆ Develop COMs for new strategic roles and skills

Ongoing Activities

CFO Discussion

Although responding to trigger events is critical, other process activities will need to be proactively managed.

Jan

Dec



Communications

IDPs complete = 60%, Great Job!

Have you met with your Career Coach Lately?

Training for New Employees/Coaches



Tracking of Employee Satisfaction with Tools/Process

I'm Happy with the Process
I'm Happy with COMs
...

1 2 3 4 5
1 2 3 4 5

Tool Revisions based on Employee Feedback

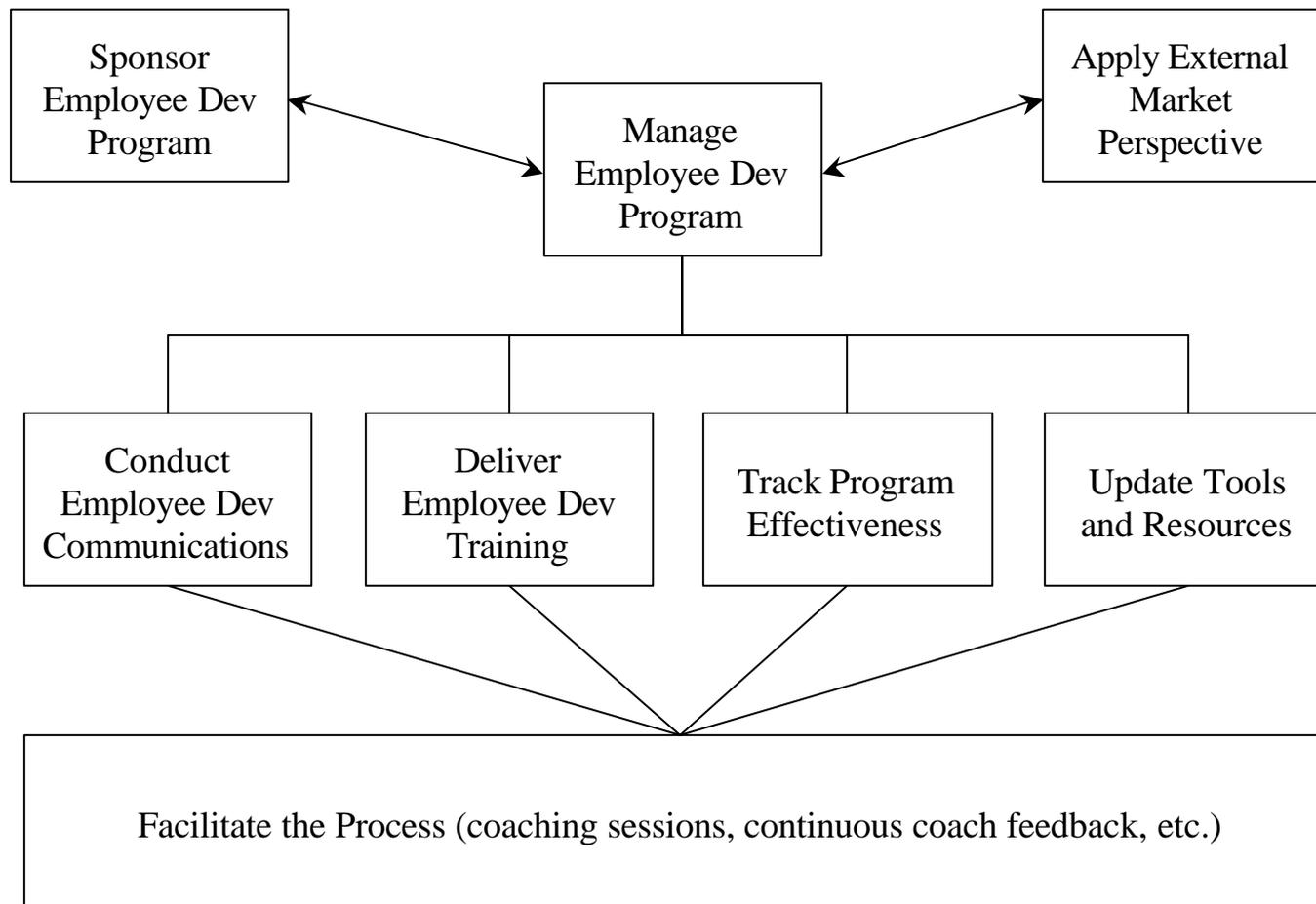
A New COM Please

We need training in this new technology

Sustainability Organization

CFO Discussion

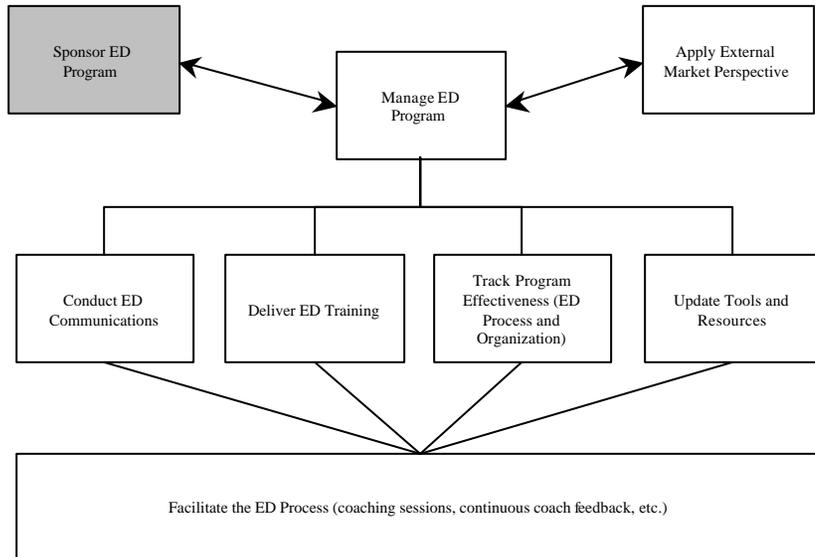
The following organizational structure will enable continuous improvement of the Employee Development Process, driving strategic workforce decisions into tools and processes.



Sponsorship

CFO Discussion

Effective sponsorship is critical to ensure the Employee Development Program success.

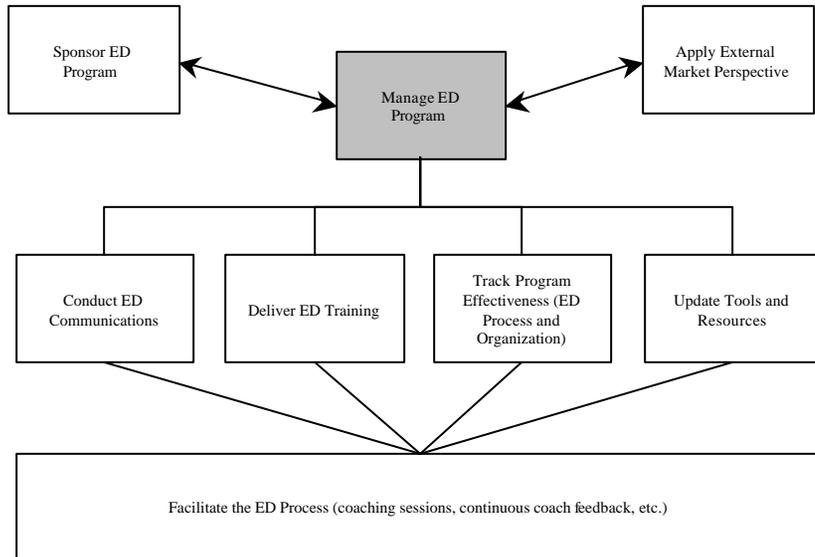


<i>Sponsor ED Program</i>	
Group or Individual	◆ IS Leadership Team
Role	<ul style="list-style-type: none"> ◆ Identify strategic impacts on ED process ◆ Take action on external market recommendations ◆ Communicate expectations regarding people leader and employee participation ◆ Implement measures and rewards (including consequences)
Skills	<ul style="list-style-type: none"> ◆ Strategic vision; ability to identify impacts on workforce ◆ Communication skills
Success Measures	<ul style="list-style-type: none"> ◆ Retention ◆ Partner satisfaction ◆ Employee Productivity

Manage Program

CFO Discussion

The ED Program Manager will link together CFO Strategic direction and ED tools.

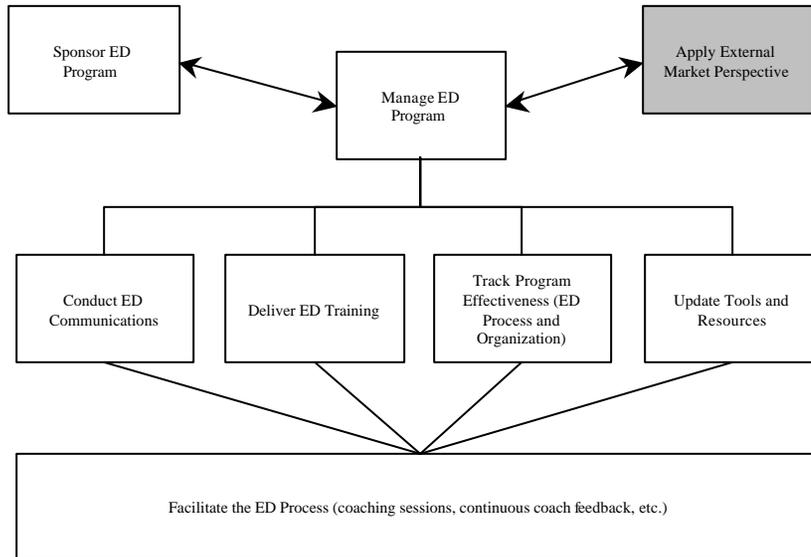


Manage ED Program	
Group or Individual	<ul style="list-style-type: none"> ◆ Part-time Leadership Team member (1 week per month)
Role	<ul style="list-style-type: none"> ◆ Manage team activities ◆ Ensure ED tool quality ◆ Work with market perspective resource to identify and resolve workforce issues ◆ Identify and respond to trigger events ◆ Work with IS strategy team; ensure that ED tools reflect IS workforce strategy
Skills	<ul style="list-style-type: none"> ◆ Ties to IS strategy setting ◆ Broad understanding of ED process and workforce impacts ◆ Aware of trigger events (new technology, etc.)
Success Measures	<ul style="list-style-type: none"> ◆ Retention ◆ Overall Employee Satisfaction ◆ Employee Satisfaction with ED tools/resources

Apply External Market Perspective

CFO Discussion

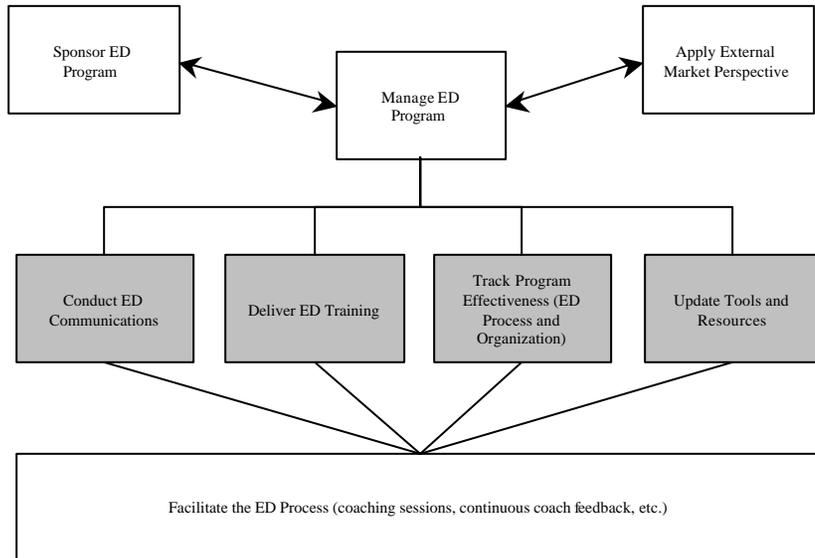
An external market perspective will make sure that strategic workforce issues are being addressed in a timely fashion.



<i>Apply External Market Perspective</i>	
Group or Individual	♦ IS Strategy Consultant
Role	♦ Work with IS Leadership Team to identify and resolve strategic workforce issues ♦ Educate IS Leadership Team on ED market best practices
Skills	♦ Issue-based problem solving ♦ Knowledge of IS market trends and best practices ♦ Strategic vision
Success Measures	♦ IS Client Satisfaction

Communications, Training, Metrics, and Tools Discussion

Approximately 2 FTE's will be needed to update tools, conduct training and communications, and track ED Program success.

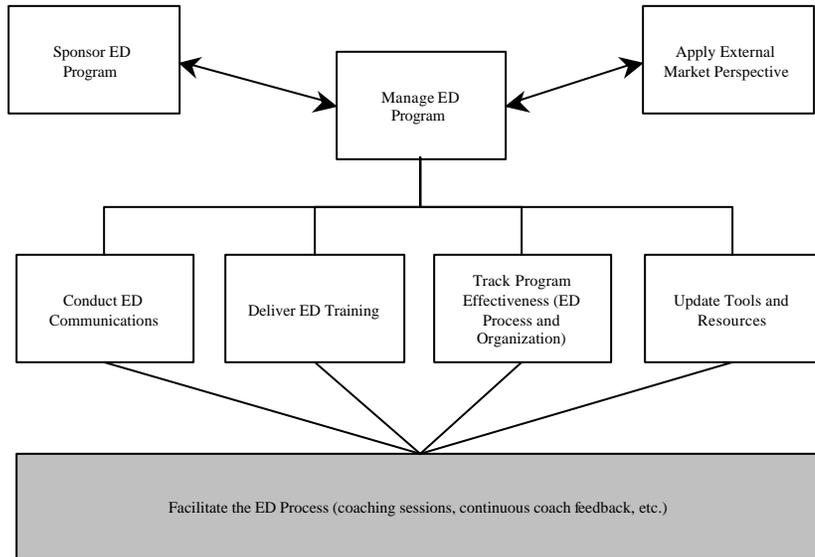


Communications, Training, Metrics, and Tools	
Group or Individual	◆ 2 FTE's
Role	<ul style="list-style-type: none"> ◆ Deliver ED training to NEW employees and coaches ◆ Update training material ◆ Communicate ED process or tool changes ◆ Communicate ED metric results ◆ Support Leadership Team with ED communications ◆ Measure ED process success ◆ Administer organizational assessment ◆ Update ED tools (COMs, training curriculum, roles, skills, web page, etc.)
Skills	<ul style="list-style-type: none"> ◆ Knowledge of ED process and tools ◆ Business writing skills ◆ Communication planning and execution ◆ ED database updating ◆ COM development ◆ Interviewing techniques ◆ Metrics creation and tracking
Success Measures	◆ Employee Satisfaction with ED tools/resources

Facilitate the ED Process

CFO Discussion

The most critical activity within the ED Program is when Career Coaches actively pursue and hold career discussions with employees.



<i>Facilitate the ED Process</i>	
Group or Individual	<ul style="list-style-type: none"> ◆ IS People Leaders
Role	<ul style="list-style-type: none"> ◆ Complete an Employee Development Plan ◆ Hold Career Coaching discussions ◆ Actively pursue career coaching relationships
Skills	<ul style="list-style-type: none"> ◆ Interest in career and employee development ◆ An understanding of how good career coaching increases employee satisfaction and retention
Success Measures	<ul style="list-style-type: none"> ◆ Retention ◆ Employee Satisfaction ◆ # of Employee Development Plans complete

The Sustainability Organization design addresses the issues that are inherent in the ED process today.

Current Need	Team Recommendation
<ol style="list-style-type: none"> 1. Integrate IS Strategic vision with workforce strategy and career development 2. Respond to organizational events that may have workforce implications 	<ul style="list-style-type: none"> • An ED Program Manager that “owns” the ED process and has close ties to IS strategic planning
<ol style="list-style-type: none"> 3. Ensure that market best practices are incorporated into the ED process and tools, strategic workforce planning, and IS competencies and skills 	<ul style="list-style-type: none"> • Strong IS Leadership Sponsorship of the ED Program • An ED Program Manager that “owns” the ED process and has close ties to IS strategic planning • An AC Service Offering that applies market best practices to the ED process
<ol style="list-style-type: none"> 4. Create IS-relevant ED tools and track employee acceptance of these tools 	<ul style="list-style-type: none"> • Dedicated ED resources that proactively identify and create IS-relevant ED tools and track employee acceptance
<ol style="list-style-type: none"> 5. Tie changes in functional competencies and skills to organizational triggers (currently changes lag behind events and is reactive) 	<ul style="list-style-type: none"> • Strong IS Leadership Sponsorship of the ED Program • An ED Program Manager that identifies and tracks organizational triggers and there impact on the ED process
<ol style="list-style-type: none"> 6. Track metrics that define ED success (currently track hours spent on ED and employee satisfaction) 	<ul style="list-style-type: none"> • An ED Program Manager that tracks and reports on ED metrics • Dedicated ED resources that track metrics that define success

Ensuring ED Success

CFO Discussion

We will know that employee development is successful when each level of the organization is displaying the following behaviors.

Organizational Group	Success Indicators
Employees	We have employees who: <ul style="list-style-type: none">• Understand strategic IS skills and competencies• Can clearly identify potential career opportunities and develop an action plan for achieving goals• Understand how to create value within IS• Effectively leverage ED tools, resources, and career coaching
Management	We have managers who: <ul style="list-style-type: none">• View and treat employee development as critical to IS success• Know their role in making employee development happen• Can connect the IS strategy to impacts on career opportunities and constraints
Leadership	We have leaders who: <ul style="list-style-type: none">• Conduct workforce planning as part of the strategic planning process• Clearly communicate IS strategic direction and it's impact on the workforce (related to opportunities and skills)• Measure management's ability to develop, retain, and satisfy their employees (including accountability and consequences)