

On-boarding Project

for

Enterprise Application Services (EAS),
Office of Technology (OIT),
North Carolina State University (NCSU)

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Office of State Personnel

The Situation

- Difficulty hiring and retaining Business Analysts & Program Analysts with key software knowledge & skills, in particular Peoplesoft
- Lost several staff to another university needing same skills
- Candidates lack specific technical training needed for rapid deployment

Project Goal

- Find a way to recruit staff without the complete set of skills and quickly add to their skills in a systematic way.

About EAS

- 83 employees organized into 5 work units
 - HR Systems
 - Financial Systems
 - Student Records/Advising/Housing Systems
 - Enterprise Technologies
 - Application Development
- Team members
 - Director
 - 2 unit managers
 - 2 HR staff

Stakeholders

- Any tools developed will be used by all EAS managers.
- The managers of the HR Systems & Financial Systems units – will be part of the work team.
- The work team will also include 1-2 contacts in the NCSU HR office.

Deliverables

- Review of recruitment process and classifications.
- Tool for identifying candidate training gaps.
- Tool for planning employee-specific onboarding training plans.

Review of classifications

- New position descriptions completed for affected positions; recommended for reclassifications
- Assisted Business Officer with classification analyst notes
- Review of organizational structure and identification of current employee competencies for knowledge transfer
- New work examples for operations unit to enhance career ladder

On-boarding Training Tool – Employee Training Plan

Employee Training Plan

	Employee:				Title:	
	Select based on Role:					
SKILL/COMPETENCY	Bus Anl	Prg Anl	Prj Sup	Mgr	SQL	People-Tools I
1 Understand the business environment of supported functions (Payroll, Benefits, HR, Distributions, etc.)	H		H	H		

On-boarding Training Tool – Class Summary

	EAS Mentoring	SQL	People-Tools I	People-Tools II	People-Code
Description	Departmental policies/procedures	Covers basic concepts of rel. databases and essential SQL skills to extract & manipulate data and create database objects	Covers basic PS system arch., tool set to develop or customize PS apps & use of App Designer	Covers adv dev skills - building views, multiple occurs levels & tableset sharing	Covers object-oriented PeopleCode programming language.
Duration	Varied	5 days	5 days	5 days	3 days
Audience					
Business Analyst	√	√	√	√	√
Program Analyst	√	√	√	√	√
Project Supervisor	√	√	√	√	√
Manager	√	√	√	√	√
Prereqs	Various	none	none	Tools I	Tools II
Format/mode	Hands on/Employee led Instructor led	Hands on/Instructor led Instructor led EAS Mentoring	Web Self-Paced Instructor led EAS Mentoring	Instructor led EAS Mentoring	Instructor led EAS Mentoring
Cost					
Instructor led		\$1,799	\$3,750	\$3,750	\$3,750
Web Self-Paced			\$1,200	\$1,200	\$900

Measures of Success

- 100% positions filled in HR Systems unit by June 2009
- Reduction in turnover within 1 year (06/10)
- Training plans completed for all key employees in EAS (09/09)
- Implementation of training plans on track (01/10)
- Staff fully trained for current positions