

NOW
2018
Staff Career Development
Conference

Inspiring
Sustainable
Opportunities

Leadership Experience in Administration Program (LEAP)

Berkeley's Sponsored Projects Office Model for Succession Planning.

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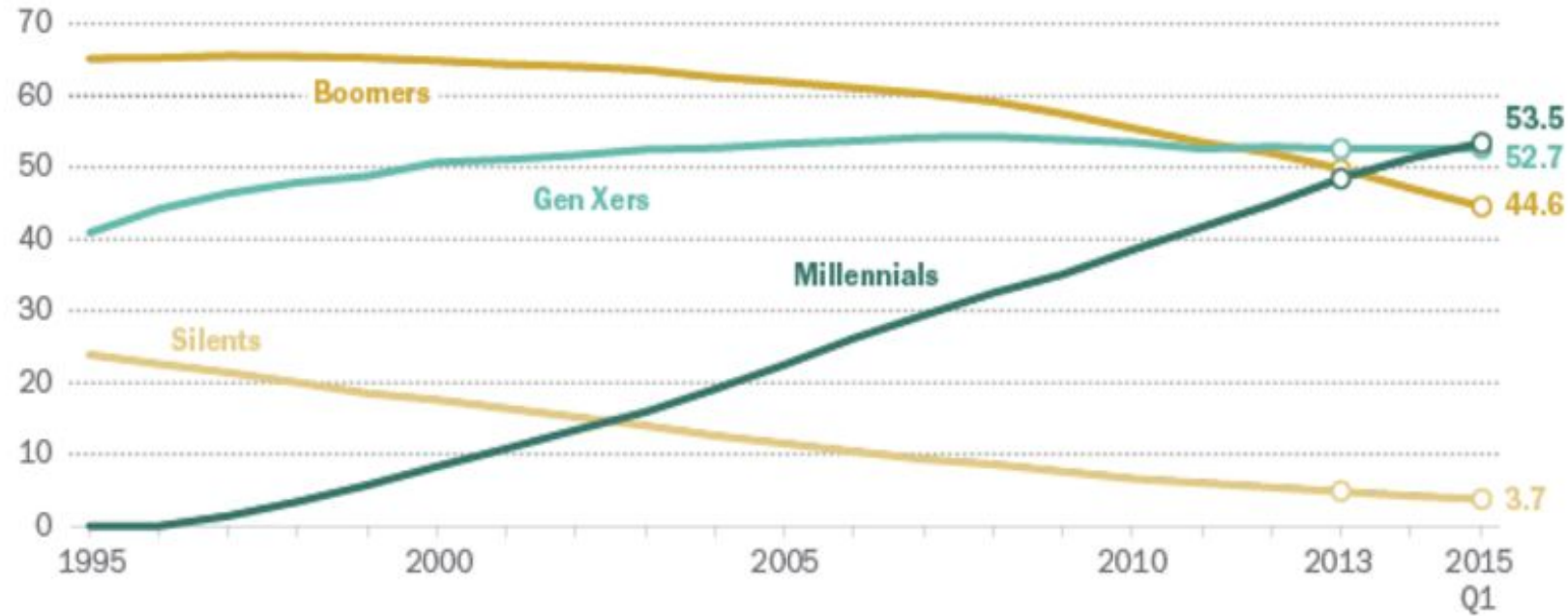
Why L.E.A.P.?

(Leadership Experience in Administration Program)



U.S. Labor Force by Generation, 1995-2015

In millions



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.

Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

What do Millennials Want?

- **Variety**—Millennials are multi-tasking pros and can juggle many responsibilities at once.
- **Access to Information**—Millennials need access to social media and access to up-to-date technology
- **Work-Life Balance**—Millennials want flexible workplace schedules, environment, and rules
- **Opportunities to Collaborate**—Millennials want to work in teams, share ideas
- **Career Advancement**—Millennials want opportunities to move-up in the ranks.

Disaster or Opportunity?



Both!



Our Goal...

How to Replace This...



With This...



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First Step: Create a Plan!



The Original L.E.A.P. Plan

- Prepare senior SPO RAs (Levels 4 & 5) for current and future leadership opportunities within SPO.
- **Select** one–two RAs to participate in LEAP each academic year– –

A LEAP Year!

- **Require** RAs at interested in participating in LEAP to apply for LEAP opportunity.

What about HR?

- Idea for LEAP Started with Senior Leadership Program for Managers at Berkeley
- Prompted Professional Development for all RAs not just LEAP participants
- Prior Consultation of HR for Ideas and Support
- “Below the Radar” Approach
- Involved Exempt Employees Only



The “Promise” of L.E.A.P.

- Additional training and education opportunities
- Opportunity to champion a project of one’s own interest
- Learning about the life of a manager
- Chance to acquire and demonstrate leadership skills to self and others

The “Reality” of L.E.A.P.

- More work on top of existing work
- Discovering management isn't always “fun”/convenient
- For something to happen, you have to make it happen



L.E.A.P. Mantra

- **To Get Out of the Box...**
- **You Have to Get Out of the Box!**



How Does L.E.A.P. work?

- Up to two Contracts and Grants Officers (CGOs) may participate in L.E.A.P./Jr. L.E.A.P. each academic year.
- SPO managers work with LEAP-ers based on an individual LEAP program
- LEAP program based on each Research Administrator's level, career interests and leadership goals.

How Does L.E.A.P. work?

- SPO Director issues a Sponsored Projects Office-wide Request for Proposals (RFP) with guidelines and proposal deadline.
- Two tiered application: L.E.A.P. (senior staff) & Jr. L.E.A.P. (junior staff).
- SPO Management reviews applications for completeness, need, scope, and professional/career development.

How Does L.E.A.P. work?

- SPO Management selects and notifies candidate(s). (It is possible that zero candidates will be selected for the year!)
- LEAP awardee will participate for a full calendar year.
- Selected candidate must work with managers to develop their LEAP Plan.

How Does L.E.A.P. work?

Throughout the year the LEAP awardee must:

1. Participate in mandatory progress meetings
with SPO managers
2. Maintain a portfolio of all LEAP activities; and
3. Participate in an exit meeting after the year
long program.

LEAP Example Activities



- **Shadowing Managers:**

- Participating in discussions of complex transactions with SPO managers and other RAs and in conference calls with sponsors
- Observing during internal SPO meetings, e.g., subaward risk assessment, COI meeting
- Observing during SPO meetings with external campus units, e.g., EFA, BCO

LEAP Example Activities



- **Shadowing Managers:**

- Conducting campus presentations with SPO managers as needed, e.g., NIH, Troublesome Clauses
- Assisting with SPO announcements at RAC Forum
- Participating in C&G calls/meetings
- Attending Research Unit Manager Meetings of interest

LEAP Example Activities

- **Formal Training:**

- Participating in campus sponsored training events/programs and external training opportunities: UC IP training, UC system-wide C&G meetings, Management Skills Assessment Program (MSAP)
- Participate in external training opportunities related to leadership/sponsored programs: Assist with LEAP presentation and attend SRA section and annual meetings
- Exposure to new and more complex agencies/sponsors via shifts in RA departmental assignments

LEAP Example Activities

- **Organizational Leadership:**
 - Develop agenda and organizing bi-monthly RA meetings
 - Lead other meetings as necessary, e.g., RA workload
 - Responsible for data analysis of workload metrics
 - Substitute for SPO managers as needed
 - Liaison between SPO managers and RAs
 - Participate in search committees for new SPO staff

LEAP Example Activities

• Mentoring

- Mentor / primary contact for training new RAs in SPO
- Mentoring other RAs on specific tasks
 - Award negotiation tactics and example correspondence
 - Communication with other compliance offices, e.g., ACUC, OPHS
 - Just-in-Time Requests
- Responsible for hiring, daily supervision and organizing student workers

LEAP Example Activities

► Special Projects

- Each LEAP participant selects a project or activity to pursue during the LEAP year.
- The project should focus on a workplace improvement and/or skill building related to the LEAP participant's career goals.
- Projects are reviewed and approved by managers.
- Projects are self-directed with manager support.

Leap Projects/Experiences



L.E.A.P. Evaluation Process

- **Review by Self**
- **Review by Managers**
- **Evaluation of Project Outcomes**
- **Leap Portfolio**



LEAP Summary:

- Gen X and Gen Y workers want exposure to tasks that allow for creativity, and open doors for career advancement
- Not as interested in HR designations, i.e., “not in my job description” is not a concern
- Provides leadership opportunities not generally available without a supervisory level appointment
- Allows the LEAP participant to see himself/herself in a new light
- Allows others to view the LEAP participant differently

LEAP Summary

- LEAP requires constant rebalancing of responsibilities (LEAP tasks may conflict with regular RA duties)
- LEAP possible because SPO managers allow us to say, “No.”



Manager's Perspective: What Works?

- Interface between RAs and SPO managers
- RA meetings/assignments
- Problem solving
- Peer modeling
- Focus on training of all
- Seeing CGOs in new roles



What's Needs Work?

- Remembering to include LEAP-ers
- Remembering not to include LEAP-ers
- Transitioning current LEAP-ers
- Planning for future LEAP-ers
- Funding for LEAP activities!
- More supervisory opportunities



Managers' Perspective on Success

Before LEAP



After LEAP



Managers' Reality

Some of them did leave us!



Managers' Reality



As a result, some great new people joined us!

Managers' Reality



Also, some Leap-ers took on new SPO roles!

Managers' Hope



Some Leap-ers may come back!



What Happens After LEAP?

- **Once a LEAP-er...**
- **Always a LEAP-er!**



Just When I Thought I was Out...

Got Questions?

