

Growing Professional Development in Academia: A Non-Academic, Industry- Based Underlying Model-CPD 341

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Overview

- Historical Approach to Budgeting T&E
- Strategic Alignment to Market Niches
- Use a Value-Added Market-Based Approach
- Strategic and Tactical Model
- Assessment to Strategic and Tactical Training Plan Approach

Historically

- Identified training and education needs in real-time; short term perspective
- Allowed employees to go to training until the money ran out
- T&E budgets line item slashed; peanut butter cuts; 10-15% across the board
- Wasn't necessarily perceived as a problem because budget visibility was at a high level
- T&E frequently perceived as probably good - but, its true value is somewhat unknown

Strategic Alignment to Market Niches

- Outside-in perspective vs inside bottom-up
- Visualize future business growth opportunities
- Market niches
 - New product developments
 - New services
 - Competitive analysis – what are they doing?
- Tie T&E to future growth of the business

Value-Added; Market-Based

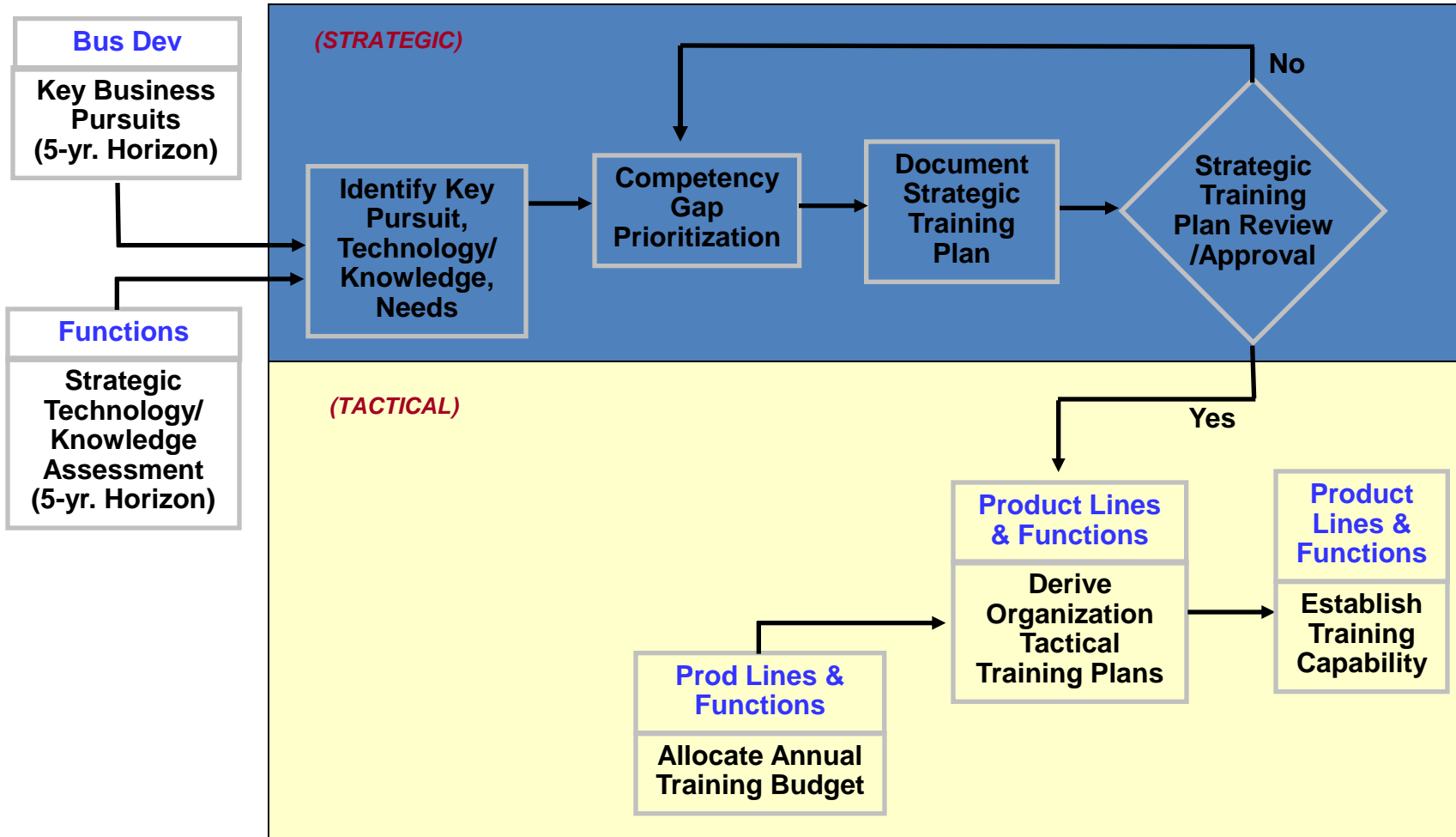
To eliminate a training or educational opportunity is to say we're willing to weaken our opportunity for success in that targeted business or niche.

In other words, we do not have the knowledge to pursue this business or market niche if we do not stay the course with this developmental opportunity.

Market-Based Approach

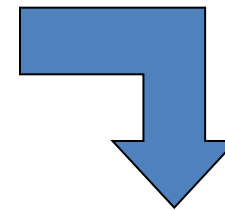
- Determine your key business pursuits and/or marketing niches
- Determine your existing and required technologies/knowledge
- Build your employee development opportunities around the gaps to build the business.

Strategic and Tactical Model



Business Objective	Organization applicability	Competency or Skill Needed	Time Frame	Education - Programs	Participants	Training	Type	Class Hours	Cost
Identify product/service target	Each Function & Product Line defines as applicable	What don't we know how to do	To be successful - what's our window?	Which programs will create competency?	Who has to participate?	Specifically, what training is required?	Instructor led, web-based, etc.	How long is it?	Seat costs, course costs, materials, etc.
Enter the Sonobuoy Market	HR	Staffing	30-45 days	Staffing for Military (Navy) Scientist	Staffing Leads	Staffing for Sonobuoy Markets	Instructor led	4 hrs	\$10,000

Skills/Competencies – Required Skills Feed Strategic Training Plan

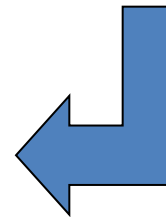


Gap Analysis
Strategic Business Pursuits
And Technology/Knowledge
Assessment

Strategic Skill	Training	Proposed Priority	Total Participants	Hrs. Per Class	Tuition \$/person	Total Hours	Total Tuition
Staffing	Staffing for Sonobuoy Markets	1	2	4	\$0.00	8	\$0.00

Skill Group	Course Name	Course Number	Duration	HR Generalist	Sr. HR Generalist	HR Manager	Talent Development Mgr.	Benefits Mgr.	Staff Lead
Staffing				S			S		R

S = Secondary
R = Required



Tactical Training Plan - Required Training to Satisfy a Given Skill May Require More Than One Course. Courses Are Mapped to Roles; ex: Sally and Tom are staffing Leads