##### The Workforce Planning unit is analyzing the current state of the workforce at the Department of Technology office along with our future strategic needs to give recommendations on how we can best be prepared for fulfilling our mission in serving our Department and California's information technology mission and vision when it comes to the workforce.

This questionnaire will establish the core competencies necessary for the staff in your unit to achieve the CalTech strategic goals. Your answers will be used in the creation of the CalTech Workforce Plan (WFP). The WFP will give CalTech leaders the information and action items they need to address competency and succession planning issues that could affect our Department's ability to achieve the mission. When responding, please keep in mind CalTech's Strategic Plan and what your Division/Unit will need in order to achieve its objectives in support of our Strategic Goals. Your answers should be specific to your Division and the work your team performs.

Please note the staff core competencies section can include ‘other’ competencies not listed for your Section. The current list is a list that should be used and if the listed competency is not utilized, then your answer would be ‘Not important’.

This survey should take approximately 15 minutes of your time. Thank you in advance.

#### What Division and Unit are you in?

[ ]  Department of Technology – Executive Office/Administrative Support

[ ]  Policy

[ ]  Administration Division

[ ]  Procurement and Contracting Services Branch

[ ]  Software Services

[ ]  Personal Service Unit

[ ]  Purchasing and Support Services Unit

[ ]  IT Purchases

[ ]  Network Support & Non-IT Purchases

[ ]  Facility and Administrative Services Branch

[ ]  Emergency Response Coordinator

[ ]  Facility and Administrative Services

[ ]  Facility Services Unit

[ ]  Emergency Response, Security and Voice Services

[ ]  Program Services Unit

[ ]  Asset Management Unit

[ ]  Financial Management Branch

[ ]  Accounts Payable

[ ]  PSCD Accounts Payable

[ ]  General Ledger and Accounts Receivable

[ ]  Cost Allocation Unit

[ ]  Rates and Cost Recovery Section

[ ]  Network Cost Analysis Unit

[ ]  Budget Operations Branch

[ ]  Budget Office

[ ]  BCP Unit

[ ]  Human Resources Branch

[ ]  Personnel Services

[ ]  Personnel Management

[ ]  Selection

[ ]  Labor and Risk Management

[ ]  Position Management & Payroll

[ ]  HQ HR Services

[ ]  Administrative Systems Analysis and Policy Support Branch

[ ]  Information Management Unit

[ ]  Business Systems and Analysis

[ ]  Office of Information Security

[ ]  Health Information Technology Division

[ ]  Policy Office

[ ]  Enterprise Architecture

[ ]  Legal Services Division

[ ]  Information Technology Project Oversight & Consulting Division

[ ]  Consulting and Planning Division

[ ]  Statewide Technology Procurement Division

[ ]  IT Project Procurement

[ ]  Telecommunications Procurement

[ ]  Operations

[ ]  Office of Technology Services

[ ]  Admin and Office Support Svsc

[ ]  Statewide Telecommunications and Network Division

[ ]  Telecommunications and Network Contract

[ ]  Network Support Section

[ ]  CALNET Engineering Unit

[ ]  CALNET Oversight and Contract Mgmt. Section

[ ]  Contract Customer Service Unit

[ ]  Statewide Contracts Management Unit

[ ]  CALNET Program Oversight Unit

[ ]  Network Engineering Branch

[ ]  CGEN Service Section

[ ]  Network Capacity Unit

[ ]  Network Infrastructure Section

[ ]  Network Service Division

[ ]  Network Projects Unit

[ ]  Network Implementation Unit

[ ]  Network Engineering Section

[ ]  Network Management Unit

[ ]  Enterprise Engineering Unit

[ ]  Project Engineering Unit

[ ]  Customer Delivery Division

[ ]  Project Management Branch

[ ]  Project Management Office

[ ]  Project Support Unit

[ ]  Account Management

[ ]  Account Director

[ ]  Account Managers

[ ]  Customer Service Section

[ ]  Customer Service Staff

[ ]  Account Representatives

[ ]  Account Directors

[ ]  Operations Division

[ ]  Raised Floor Operations

[ ]  Operations Hardware Management Services

[ ]  Tenant Managed Services

[ ]  Tape Operations/Offsite Support

[ ]  Support Services

[ ]  Statewide Disaster Recovery Services

[ ]  Operations Center

[ ]  Day Shift

[ ]  Level 2 Support-Day

[ ]  Command Center-Day

[ ]  Grave Shift

[ ] Level 2 Support Grave

[ ]  Command Center-Grave

[ ]  Swing Shift

[ ]  Level 2 Support-Swing

[ ]  Command Center-Swing

[ ]  Level 1 Support

[ ]  Level 1

[ ]  Operations Processing Support Batch Processing

[ ]  Business Continuity Section

[ ]  DR Architecture and Design

[ ]  Business Resumption and Service

[ ]  Service Support Section

[ ]  ITSM Support

[ ]  Configuration Management

[ ]  Problem Management

[ ]  Change Management

[ ]  Operations Section

[ ]  Process Automation Support

[ ]  Security Operations

[ ]  Output Management

[ ]  Operations Contract Management

[ ]  Engineering Division

[ ]  Window Services Branch

[ ]  Services Section

[ ]  CA.mail Service unit

[ ]  Cloud Computing Service Unit

[ ]  Hosting Section

[ ]  Window Service Planning& Resource Unit

[ ]  Windows Project Unit

[ ]  Windows Operations Unit

[ ]  Window Architecture Unit

[ ]  Infrastructure Service Branch

[ ]  Systems Integration/Solutions Architect

[ ]  Open Systems Storage Unit

[ ]  UNIX Section

[ ]  Linux & Solaris Support Unit

[ ]  AIX Support

[ ]  Software Service Branch

[ ]  Database/Commerce Section

[ ]  Midrange DBMS Support Unit

[ ]  Electronic Commerce Unit

[ ]  Oracle Support Unit

[ ]  SQL Server Support Unit

[ ]  Business &Contract Management Section

[ ]  Web Service Section

[ ]  Web Architecture Unit

[ ]  Web Consulting Unit

[ ]  Web Integration Unit

[ ]  Mainframe Service Branch

[ ]  Mainframe Hardware/OS Section

[ ]  Mainframe OS Support

[ ]  ZOS Storage Unit

[ ]  Network Application Section

[ ]  Mainframe OS Service Support

[ ]  Mainframe Software Section

[ ]  Measurements and Products Support Unit

[ ]  CICS and IDMS Unit

[ ]  DB2 Support Unit

[ ]  Adabas Support Unit

[ ]  Security Management Branch

[ ]  Vulnerability Management

[ ]  Security Architecture

[ ]  Hosted Services Compliance

[ ]  Enterprise Solutions

[ ]  Enterprise Application Development

[ ]  Geospatial Information Systems

[ ]  Broadband/Digital Literacy

[ ]  Digital Education

[ ]  Professional Development Office

[ ]  Professional Development and Training Solutions

[ ]  Training Center Operations

[ ]  IT Workforce Planning

[ ]  Information Technology Services Division

[ ]  Applications

[ ]  Financial Applications Support

[ ]  Services Development

[ ]  Business Process Automation

[ ]  Information Technology Services

[ ]  Desktop Support Unit

[ ]  Governor’s Office Support Group

[ ]  External Affairs Division

[ ]  Marketing and Event Management

[ ]  Legislation/Communications Division

[ ]  Legislation

[ ]  EEO Program

[ ]  Other (please specify)

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### **What are the essential functions of your Division/Unit? (i.e. Those functions that are performed because of a regulatory statute or requirement. Not performing the function could lead to possible litigation, monetary sanctions, or the Department not meeting its strategic mission and goals.)**

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**What are some key factors and/or risks you have now, or foresee in the next five years (either internal or external to the Department) which will affect your Division's ability to meet its objectives? Have you developed mitigation plans for these risks?**

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**As the next wave of retires leave CalTech, which positions in your Division do you feel will be the most difficult to backfill?**

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**Are there people in your unit that with some additional training could move into some or all of these positions?**

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**What knowledge does your staff possess that someone just joining your team would not have?**

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**Do any members of your staff have knowledge that is known only to them, and when they leave it will leave with them?**

[ ]  Yes

[ ]  No

[ ]  I don’t know

### **Do you have desk procedures and/or operation and maintenance manuals in place for the positions in your unit?**

[ ]  No written desk procedures/ operation manuals

[ ]  Some positions have written procedures

[ ]  Many positions have written procedures

[ ]  All positions have written procedures

### **Does your Division have any other processes in place to capture and transfer knowledge between employees?**

### [ ]  Yes

[ ]  No

#### If Yes, please describe the processes.

* + 1. If No, what processes do you think would work specifically for your Division to ensure that knowledge will not be lost?

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The following questions pertain to the RANK and FILE staff in your specific unit/Division (those you supervise). Keep them in mind when answering the questions.

#### CORE COMPETENCIES OF RANK AND FILE: Please rate the importance by indicating an ‘X’ of the following knowledge, skills, and abilities in completing your unit's functions and achieving CalTech Strategic Goals.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Not Important | Somewhat Important | Important | Very Important |
| Verbal communication |  |  |  |  |
| Written communication |  |  |  |  |
| Critical/analytical thinking and problem solving |  |  |  |  |
| Customer service |  |  |  |  |
| Time management and organizational skills (planning, project management, completed staff work, etc.) |  |  |  |  |
| Research skills |  |  |  |  |
| Presentation skills |  |  |  |  |
| Teamwork, collaboration, and interpersonal skills |  |  |  |  |
| Business writing (reports, policies, procedures, grammar and punctuation, etc.) |  |  |  |  |
| Budget process knowledge |  |  |  |  |
| Change management |  |  |  |  |
| MS Excel |  |  |  |  |
| MS Word |  |  |  |  |
| MS PowerPoint |  |  |  |  |
| MS Access |  |  |  |  |
| MS Project |  |  |  |  |
| Other (please specify)

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#### GAP ANALYSIS: Does your Rank and File staff currently meet the expectations and requirements of your Division for each of the competencies in order to achieve the strategic objectives now and in the future? Indicate with an ‘X’.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Does not meet requirements | Somewhat meets requirements | Meets requirements | Exceeds requirement |
| Verbal communication  |  |  |  |  |
| Written communication |  |  |  |  |
| Critical/analytical thinking and problem solving |  |  |  |  |
| Customer service |  |  |  |  |
| Time management and organizational skills (planning, project management, completed staff work, etc.) |  |  |  |  |
| Research skills |  |  |  |  |
| Presentation skills |  |  |  |  |
| Teamwork, collaboration, and interpersonal skills |  |  |  |  |
| Business writing (reports, policies, procedures, grammar and punctuation, etc.) |  |  |  |  |
| Budget process knowledge |  |  |  |  |
| Change management |  |  |  |  |
| MS Excel |  |  |  |  |
| MS Word |  |  |  |  |
| MS PowerPoint |  |  |  |  |
| MS Access |  |  |  |  |
| MS Project |  |  |  |  |
| Other (please specify)

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#### What method do you feel would be most effective in closing the gaps in core competencies for the Rank & File staff in your unit?

[ ]  Formal classroom training

[ ]  Webinars

[ ]  In-house training conducted by SME's

[ ]  1 on 1, on-the-job training, job shadowing, cross training

[ ]  Self-taught from written procedures

[ ]  Other (please specify)

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Please rate the SUPERVISORS (including your position) in your Division. Keep them in mind when answering the questions.

#### CORE COMPETENCIES OF SUPERVISORS: Please rate the importance of the following knowledge, skills, and abilities in completing your unit's functions and achieving the CalTech Strategic Goals. Indicate with an ‘X’.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Not Important | Somewhat Important | Important | Very Important |
| Effective Communication |  |  |  |  |
| Personal Credibility *I* Ethics & Integrity |  |  |  |  |
| Forward Thinking *I* Vision & Strategic Thinking |  |  |  |  |
| Critical/analytical thinking and problem solving |  |  |  |  |
| Planning and Organizing |  |  |  |  |
| Team Leadership/Collaboration |  |  |  |  |
| Employee development, coaching skills |  |  |  |  |
| Interpersonal Skills *I* Relationship Building |  |  |  |  |
| Conflict Management |  |  |  |  |
| Change Management |  |  |  |  |
| Performance Management/Results Driven |  |  |  |  |
| Creativity and Innovation |  |  |  |  |
| Leadership |  |  |  |  |
| Customer Focus |  |  |  |  |
| Decision Making |  |  |  |  |
| Flexibility |  |  |  |  |
| Risk Management |  |  |  |  |
| Other (please specify)

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**GAP ANALYSIS: Does your Supervisory staff currently meet the expectations and needs of your Division for each of the competencies in order to achieve the strategic objectives now and in the future? Indicate with an ‘X’.**

 **Questionnaire - Backup**

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| --- | --- | --- | --- | --- |
|  | Does not meet requirements | Somewhat meets requirements | Meets requirements | Exceeds requirements |
| Effective Communication |  |  |  |  |
| Personal Credibility *I* Ethics & Integrity  |  |  |  |  |
| Forward Thinking *I* Vision & Strategic Thinking |  |  |  |  |
| Critical/analytical thinking and problem solving |  |  |  |  |
| Planning and Organizing |  |  |  |  |
| Team Leadership/Collaboration |  |  |  |  |
| Employee development, coaching skills |  |  |  |  |
| Interpersonal Skills *I* Relationship Building |  |  |  |  |
| Conflict Management |  |  |  |  |
| Change Management |  |  |  |  |
| Performance Management/Results Driven |  |  |  |  |
| Creativity and Innovation |  |  |  |  |
| Leadership |  |  |  |  |
| Customer Focus |  |  |  |  |
| Decision Making |  |  |  |  |
| Flexibility |  |  |  |  |
| Risk Management |  |  |  |  |
| Other (please specify)

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#### What method do you feel would be most effective in closing the gaps in core competencies for the Supervisors in your unit?

[ ]  Formal classroom training

[ ]  Webinars

[ ]  In-house training conducted by SME's

[ ]  1 on 1, on-the-job training, job shadowing, cross training

[ ]  Self-taught from written procedures

[ ]  Other (please specify)

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### **What are the risks to your Division, the Department, and ultimately California if these gaps (for both the Rank & File & Supervisory groups) are not addressed?**

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