##### 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)   |  | | --- | |  | |  |  |  |  |

#### 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)   |  | | --- | |  | |  |  |  |  |

#### 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)  |  | | --- | |  | |  |  |  |  |

**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**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 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)   |  | | --- | |  | |  |  |  |  |

#### 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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