



UNIVERSITY of MARYLAND  
BALTIMORE

2024

## Human Resource Services



Employee Learning and Development  
(ELD)  
Annual Report

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“Learning is not the product of teaching. Learning is the product of the activity of learners.” John Holt

# Employee Learning & Development

## ELD

Welcome!

In 2024, the ELD team committed to designing and delivering high-quality programs that leveraged learning. They consulted with leaders to design customized learning solutions, conducted one-on-one career coaching sessions, and engaged in collaborative experiences to promote a culture of learning.

We hired two new team members. Our new Senior Consultant for Leadership and Employee Development took the lead in establishing a program structure for the UMB SPARK! program, and the new Senior Career and Learning Development Specialist researched and drafted a proposal for a career development services strategic framework.

Our professional development programming garnered the participation of 335 employees. These programs included the Lean into Learning! Series, Emerging Leaders, Employee Growth Seminars, and USM Professional Development Week. On a combined average, Percipio utilization increased 49% in learner visits, content access, learning hours, and completions. Nine hundred ninety-one (991) new hires completed onboarding. These were just a few of the highlights that transpired throughout 2024.

As you continue reading the following pages, you will uncover more details about the above-mentioned highlights and learn more about the other ELD accomplishments.

Enjoy!

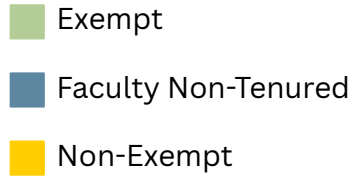
*Zandra D. Rawlinson*

Zandra D. Rawlinson, Ed.D.  
Director, ELD



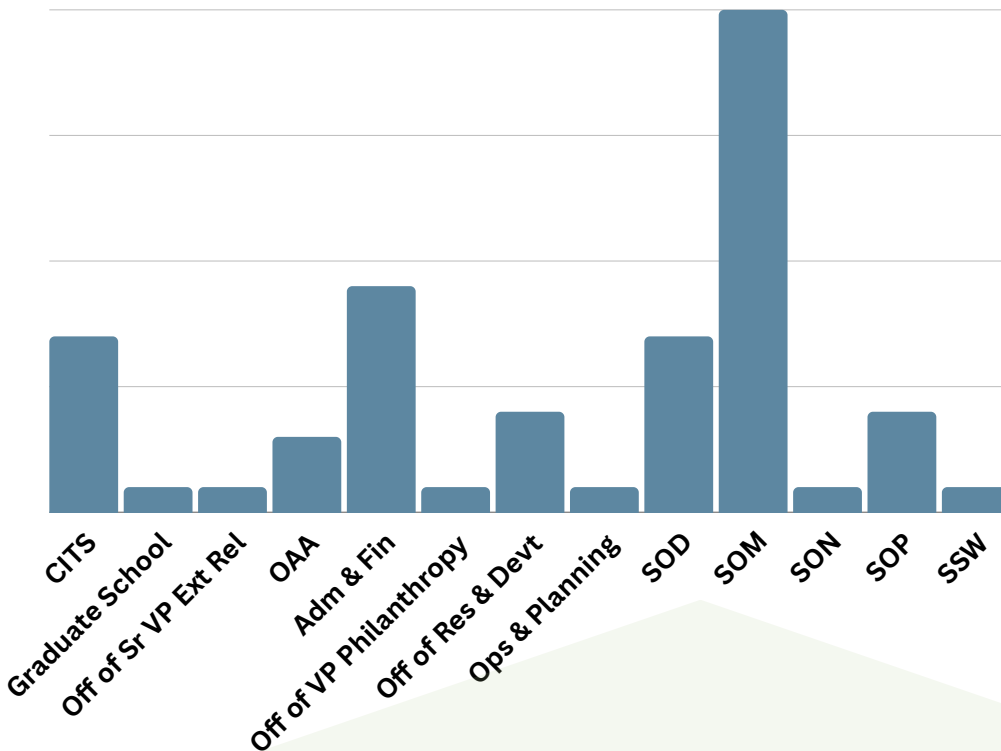


## Employee Class



Based on the *Lean into Learning! Series*, **85%** of the participants were **exempt regular** employees.

## Divisions and Schools



Of exempt employees, **30%** represented the School of Medicine (SOM) and the next largest group represented Administration and Finance (Adm & Fin) at **13%**.



Through a variety of professional development opportunities, 361 employees were able to broaden their knowledge and professional acumen. These opportunities were delivered through the Lean into Learning! Series, Emerging Leaders, Career Essentials, Employee Growth Seminars, and USM Professional Development week.

## ***Lean into Learning! Series***

The Lean into Learning! series was a new initiative designed to provide employees and supervisors with a collection of learning sessions to broaden skills and performance. Eleven (11) sessions covered a variety of topics such as communication, interpersonal skills, people management, teamwork, and coaching skills. More than half of the 132 registered employees attended the in person and virtual sessions.



# 67

Attendees

## ***Emerging Leaders***

The Emerging Leaders program is a 9-month professional development program initiative geared toward examining universal principles of leadership with application to the culture of UMB. The program aims to contextualize participants' leadership experience through a series of interactive and informative sessions. It is designed to build repeatable and transferable knowledge and skills.



# 27

Graduated

## ***Career Essentials***

The Career Essentials program is designed specifically for individual contributors to equip them with essential skills for career growth. The program provides a solid foundation for personal and professional development. Topics include personal assessment & teamwork, understanding your organization & culture, communication and interpersonal skills, customer service excellence, and diversity in the workplace.



# 26

Graduated



## ***Employee Growth Seminars***

In partnership with ComPysch, a ComPysch facilitator held monthly knowledge-building sessions to bring the professional BEST for all employees. Eight (8) 60-minute sessions provided employees with stronger confidence in work performance, sharper work-life harmony, and better strategies to reach their full potential. 189 employees registered and 92 employees attended the eight different virtual sessions.



## ***USM Professional Development Week***

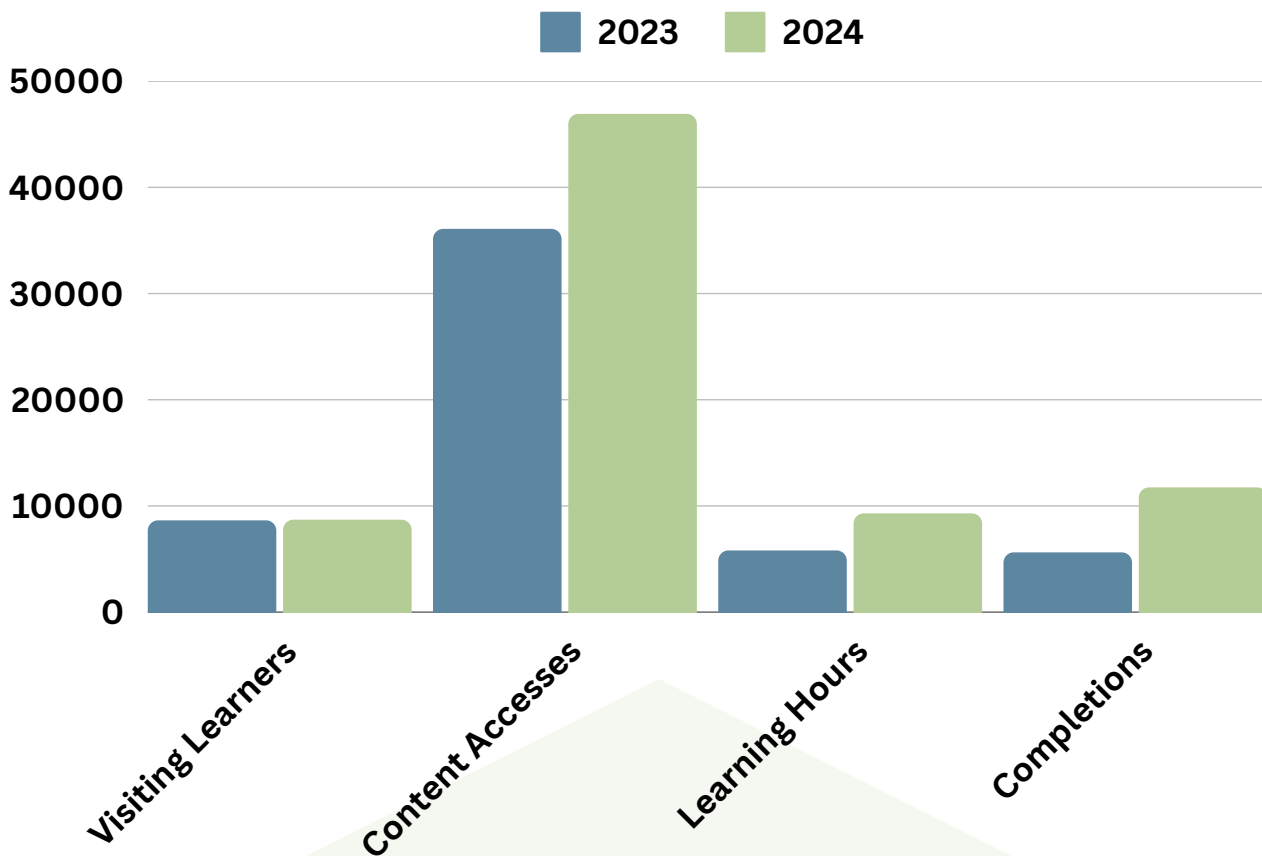
Fall into Success: Unleashing Potential, Power, and Progress was the theme for the week-long virtual conference for all USM employees. A variety of workshops, panels, and interactive sessions were offered to foster personal and professional growth in such areas as – inclusion & belonging, personal leadership mastery, workplace productivity, and workplace wellness. Attendance increased by more than 200% from last year (45 employees attended in 2023).





Percipio is an elearning platform for employees to grow employee talent and performance. With intentional engagement planning, utilization of the system continues to rise. Specifically, employee engagement focused on how many employees visited the platform, variety of content accessed, number of learning hours, and completion rate. Additionally, employees accessed skill benchmarks to rate their level of proficiency in a particular skill. The results of a benchmark shows skill strength and improvement areas.

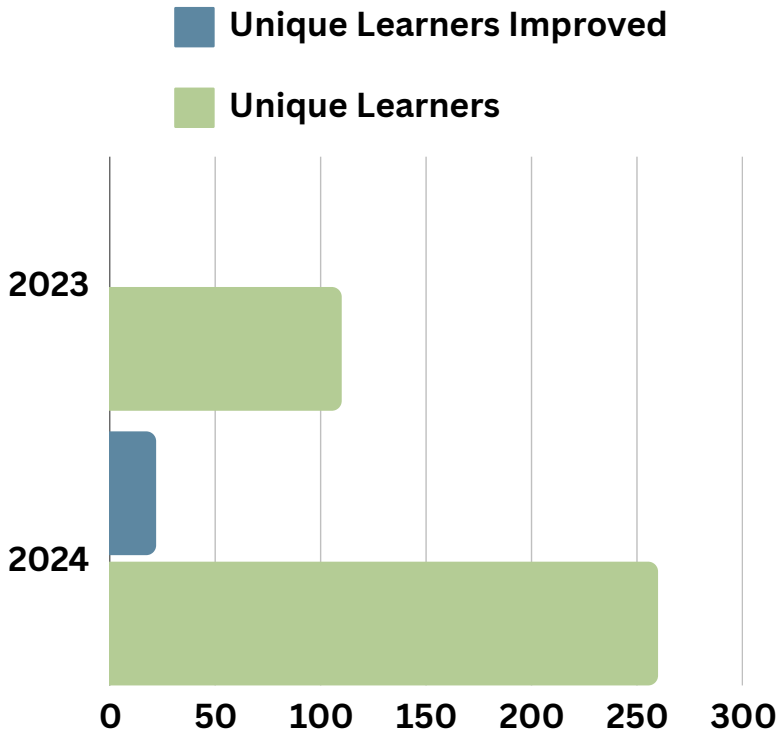
## *Employee Engagement*



On average, employee engagement with Percipio increased by 49% across four areas - visiting learners (8,640), content accessed (46,919), learning hours (9,299), and completions (11,743).

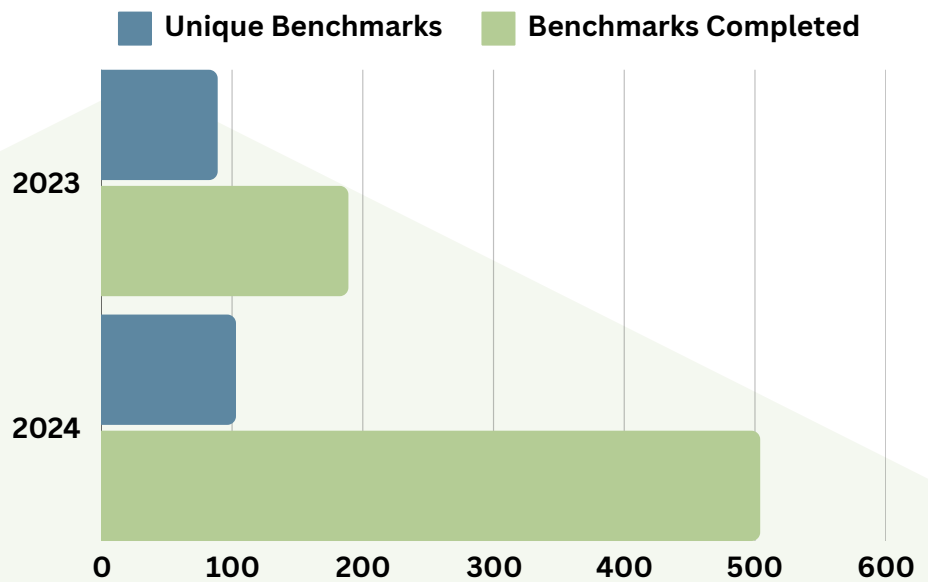


## Skill Benchmarks



In 2024, 260 employees accessed benchmarks with 22 employees showing an increase in proficiency rate. Comparatively, in 2023, 110 employees accessed skill benchmarks and the data revealed improvement.

Of the 900 plus benchmarks available, 103 were engaged by employees. Showing a 15% access increase from 2023. 504 employees completed benchmarks versus 189 employees in 2023.



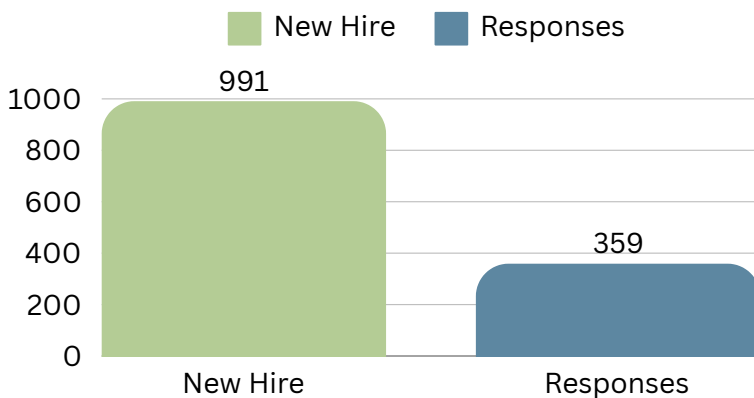




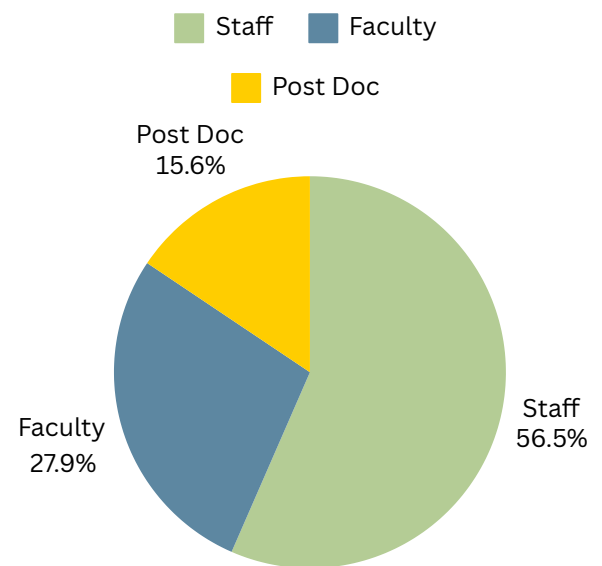
# New Hire Onboarding

991 new hires (staff, faculty, and post doc) attended the one day, bi-weekly onboarding session. 26 sessions were held. 359 new hires completed the onboarding survey. Overall, new hires rated the welcome letter and checklist, check-in and document verification, and meeting room as a very satisfying onboarding experience.

## New Hires & Survey Responses



## New Hire Demographics



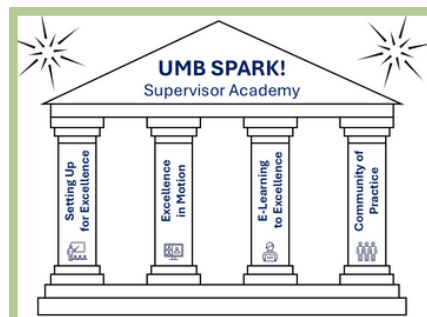
### ~ Notable New Hire Comments ~

- *It was a great orientation. I felt confident going into my first actual work day.*
- *Being able to learn how things work. Since this is my very first job where I will be working for the state, its way more organized and structured than when I worked at Amazon.*
- *It was well done overall, and all the speakers were professional, warm, and informative.*
- *Food was great and I truly enjoyed orientation. Everyone seemed welcoming and willing to help. I felt less pressure and more excited to be part of this community.*
- *I don't feel improvement is needed. It was already a fast and informative experience.*
- *I appreciated receiving the onboarding welcome letter and date confirmation well in advance of the onboarding date. Two years ago as a CII, I received the onboarding notification on the Friday prior. Thank you!!*



## UMB SPARK!

An initiative designed to serve as the supervisor’s pathway to advance and reignite knowledge for greater performance. SPARK! provides learning content for supervisors who lead people. Specific program development activities included:



- **SPARK! Supervisor Academy** - a 9-month learning program for current UMB supervisors, who lead people in the role of Executive Director and below or faculty who supervise staff. Participants will engage in learning experiences to advance and improve their supervisor skills. Scheduled to launch in February 2025.
- **SPARK! Supervisor Quarterly Meetings** - held the first meeting in October. Six sessions held over three days. 146 out of 222 registered supervisors attended the sessions.
- **SPARK! Facilitator Training** - 16 supervisors completed the training and nine agreed to facilitate sessions during the 2025 term.

## Service Excellence: One Interaction at a Time

Pushed forward Administration and Finance’s vision to create a culture of service excellence, in the following manner:



- 154 supervisors completed a 1.5 hour training session
- 821 employees completed self-assessment surveys
- 88% of the employees completed the 2-hour eLearning modules
- 1,139 stakeholder surveys were analyzed
- Established a service excellence metrics dashboard.



# Requested Services

## Learning and Development

Our team is committed to providing services that could leverage learning, build capacity, or design solutions to improve individual or team effectiveness.

The team processed **22 requests** from a variety of schools and units (e.g. Social Work, Dentistry, Medicine, Office of Community Engagement, Office of the Controller, and Public Safety).

The request resulted in more than **120 hours** of consultation, custom program design, retreat planning, and facilitation. Additionally, True Colors and CliftonStrengths were administered to approximately six groups.

## Instructional Design

Instructional requests picked up in the second quarter of the year. The focus of IDS is to create an educational learning experience (eLearning or instructor-led) that is impactful and engaging while aligning to the business or performance needs.

**13 projects were completed** this year - five (5) brand new sessions were created for the Lean into Learning series (scheduled to launch in 2025) and eight (8) for the SPARK! Supervisor Academy. **1.5 FTEs** worked to complete these projects.



## Notable Accomplishments

### Day 2 Onboarding Guide for UMB Schools and Units

The guide provides onboarding checklists for new hires, HR professionals, and supervisors; sample agendas for Day 2 Orientation, suggestions for supervisor-employee's first meeting; guidelines for setting up a work buddy system, and other viable information to elevate the onboarding experience for new hires.



### Lean into Learning! Series

An open enrollment calendar of learning opportunities for staff and supervisors. These learning sessions provide knowledge-building content to broaden skills and performance for all employees. 10 sessions were offered in 2024.



### New Hire Webpage

Redesigned the new hire webpage and launched an online new hire checklist for new hires to view prior to the first day of onboarding. The online checklist walks the new hire through the required forms and processes associated with onboarding. Additionally, corresponding links were added to the new hire welcome letter.



### Employee Recognition and Awards

The Employee Recognition committee established a process flow document for nomination scoring; updated nomination requirements; and obtained approval to increase the monetary values for awards.



### ELD Newsletter

The monthly newsletter launched in January with the theme “Lean into Learning”. Each issue contained a list of upcoming learning opportunities, Percipio user features, recognition of employee excellence and a 20-minute learning corner for employees and supervisors. More than 1,500 employees receive the newsletter via Constant Contact.



# Meet Our Team



**Michele  
Hunt**  
**SENIOR  
CONSULTANT**



**Elisa  
Medina**  
**PROJECT  
ADMINISTRATOR**



**Kylie  
Haggerty**  
**LD/LMS  
SPECIALIST**



**Yan  
Huang**  
**SR.  
INSTRUCTIONAL  
DESIGNER**



**Jen  
Rutters**  
**SENIOR  
CONSULTANT**



**Seth  
Novick**  
**SR. CAREER  
SPECIALIST**



**Mark  
Livelsberger**  
**INST TECH  
SPECIALIST**

**Visit ELD's webpage for more information:**

<https://www.umaryland.edu/hrs/current-employees/employee-learning-and-development/>