

UC ANR - Multi County Partnership Risk Assessment - Action Item Summary

Strategic Risks	Changes to Controls	Accountable Person/Department	Action Items	Status
<p>S1A. FINANCIAL: MCP will still be affected by annual County budget volatility.</p>	<ul style="list-style-type: none"> a. Engage stakeholders in planning and program delivery b. Continue/Increase local programs c. Longer term contracts for stability d. Services and programs variable based on County funding e. Additional partnerships and funding opportunities f. Increased advocacy 	<p>MCP Team CD/Program Director CSIT Advocacy Director UCOP External & Government Relations</p>	<p>Share this assessment with accountable team Need more information directly from Don Klingborg/Steve Szalay Learn from first MCP capture best practices list of risks program side / admin side MCPD and Admin units need to know detail budget assumptions. a, b. Education, marketing, branding to constituents on changes and program benefits c. strengthen contract per Steve Szalay recommendations d,e,f. Maintain Flexibility of the MCP for the needs of Counties - link to Administrative Plan for MCP</p>	<p>Assessment has been shared with CD Council, All CDs, ARC, posted on Risk website. C. contract/MOU revised for future MCP or single-county agreements D, E, F. MCP</p>
<p>S1C. FINANCIAL: MCP will still be affected by UC (state) budget volatility.</p>	<ul style="list-style-type: none"> a. Increased advocacy and brand recognition b. Stakeholder involvement c. Marketing - how does UC (and ANR) serve CA? d. Strategic Planning e. Pursue alternative funding sources 	<p>MCP Team CD/Program Director CSIT Advocacy Director CSIT Marketing UCOP External & Government Relations</p>	<p>Share this with accountable team Need more information directly from Don Klingborg/Steve Szalay learn from first MCP capture best practices list of risks program side / admin side UC systemwide marketing/advocacy</p>	

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<p>S1B. CHANGE MANAGEMENT: General resistance to change, inadequate articulation by ANR leadership on desired goals and expectations may increase change resistance, etc.</p>	<p>a. Communication, vision, transparency b. Training on Change Management c. Detailed Staffing Plan and standardized Position Descriptions d. Clear expectations of MCP staff and leadership e. Engage stakeholders early in development of MCP f. Have a clear implementation plan for MCP</p>	<p>a CD/MCPD and VP Cabinet b. ANR Training Coord group c. APU and SPU d. MCP Director/ Director of CE e/f CD and MCP Team</p>	<p>a. monthly CD meetings improve communication b. put on Training Coord agenda c. future standardization coming from SPU (Career Track) for staff positions, Establish position standards for MCP Dir. d. set new expectations for staff. How to allocate resources in new organization and across counties. e. communication w/ staff - Not just tell staff what is happening, but how it will happen, also give support to staff to implement changes - Address the cumulative changes (outside of MCP) and how they affect the staff. - Needs Assessments: train on how to do one and provide tools/guidelines f. Admin. Plan defines objectives, develop communication plan for informing stakeholders (volunteers, clientele, elected officials, local media). Centralized website, social media.</p>	<p>a. monthly CD meetings are ongoing. b. Training Coordination group has supported classes in change management. c. d. e. f. Implementation Plans developed for MCPs that are proceeding. Template developed for plan.</p>

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<p>S1D. ADDITIONAL RISK TO 4H/VOLUNTEER PROGRAMS: Needs additional consideration vis a vis risk in MCP</p>	<p>a. increased oversight b. Develop procedures for MCP model c. Stronger Statewide 4-H office d. Training for volunteers, especially volunteer leaders e. Staffing: Additional Advisors & Program Reps</p>	<p>Risk Services Director, HFC 4-H Policy Advisory Committee MG Statewide office</p>	<p>a. Stronger middle management for the volunteers (Models: Merced, Tulare, SLO) - vol. dispute resolution procedures - Align MG and 4H volunteer programs when feasible b. Maintain County-based Volunteer programs, with consistent policy & administration (pos. descriptions, selection: DOJ) (<i>clarify when variation is ok</i>) c. Increase infrastructure in the State 4-H office to handle issues Develop of 4-H and MG Program Rep and Volunteer competency levels – link to Professional Development Training d. Training - Consistent orientation of staff, advisors and volunteers. - Orientation for new Council Leaders, Club leaders, - training needs to adjust with progression of the volunteer (new to leader) Develop position descriptions for volunteer duties and align with skills. e. Statewide staffing plan for 4-H and MG - Skill set for PR / competency levels linked to professional development -Formalize volunteer programs to a system with academic coordinator(s) at 4-H and MG statewide offices to train program reps on how to establish and maintain the volunteer management system</p>	<p>Volunteer management, oversight, and role of 4-H staff is on agenda for Staewide 4-H meeting in Spring 2013.</p>

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<p>S1E. STAFF-TRAINING: Risk associated with inadequate staff training falls into two general areas: (1) support staff (field staff, paraprofessionals) are put at risk (or put others at risk) because they are inadequately trained; (2) UCCE academic staff, especially CDs, are not trained adequately to deal with the multifaceted aspects of their jobs.</p>	<p>a. Orientation Training b. Support for training c. Specific training topics: leadership, advocacy, safety, policies, personnel d. Centralized coordination and tracking of training</p>	<p>a-d. Training Coordination Group (plus Subject Matter Experts (SMEs)) BOC</p>	<p>A. General and Safety Orientation training is being developed and will be online - designing supervisory training - office manager/ business officer training B. funding for training? More online training content increases availability at reduced cost. C. Training Coordination group can identify SMEs for assorted topics. - Training will be needed for each new position created - Create office managers group to train, collaborate D. ANR Learning Management System (LMS) is being developed. Also UC Systemwide LMS.</p>	

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<p>S1G. NEW LEVEL OF MCP LEADERSHIP NEEDED: Recruitment, Training, Compensation, Experience Pool, Skills, etc.</p>	<p>a. Open recruitment for MCP Director b. Use similar models as example c. Training for MCP Director d. Clear expectations, desired skills e. Mentoring (ANR-wide and by programmatic lines) f. Support structure from leadership and colleagues</p>	<p>a, b. VP Cabinet/APU c. Training Coordination d-f. MCP Team, VP Cabinet, APU e. ARC & APU</p>	<p>A. clarity on selection process B. identify similar positions/functions in ANR or UC (or CE programs in other states, ex.RD model) - Define the skill set needed for MCP by looking at the CD/RD and the goals that need to be achieved. Will need business support to free up time from business/admin functions (<i>Some could come from the BOC?</i>) C. see S1E and S1M re: training. D. Position Description and expectations for MCPD E. a academic mentoring program/group w/ standards & goals F. establish network for MCP directors to share information - Collaborative Tools, etc.</p>	

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<p>S1F. ADMINISTRATIVE BURDEN/CHALLENGES OF MCP DIRECTOR: Administrative workload for MCP Director may not result in efficiencies as planned. Director has larger staff, across multiple locations.</p>	<p>a. Clearly define role of MCP Director b. Leadership training & development c. Efficiencies d. Collaboration with other Directors e. Administrative support (locally and statewide)</p>	<p>A. VP Cabinet/APU B. Training Coordination B. Office Managers Group C. D. CD Council, MCP D E. BOC/APU/SPU</p>	<p>A. model Position Description for MCP Director? B. See training matrix from Training Coord group. C. for every 4 to 5 Advisors there will be a 1 program support / for every MCP there will be one financial staff. D. establish network for MCP Directors to share information - Collaborative Tools? E. FAQs, clear guidelines, points of contact for admin issues.</p> <p>-Need for clerical/admin support for financial activities to meet reporting requirements. This is not direct support to Advisor, so concern is this support is eliminated. This task would be assigned to Program Rep (already full plate). -Experience from Central Sierra has shown positive impact with support - need to watch this in designing structure of MCP - Need to address the staff review/merits dates, have the dates spread over the year or have supervisors do their staff reviews - need to spread the workload - For large MCP may need an assoc. MCP Dir. or supervisory staff. The position would be the head of an area (HR, Ag., ext.) and report back to the Dir.</p>	<p>Draft Position Description for MCP Director?</p>

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<p>S1H. COMMUNICATION/CLARITY OF STRUCTURE/ORGANIZATION: Failure to effectively communicate new administrative structure leads to negative perception that CE programs have scaled back or left the county.</p>	<p>a. Actively use external communications to local clientele and governments</p> <p>b. Develop a Communications Plan - with guidance for all staff in interactions with public or county partners</p> <p>c. Staffing plan</p>	<p>A-B. CSIT, CDs, MCPD A-B. VP External & Government Refashions C. APU/SPU/MCPD</p>	<p>A. CSIT involvement in local communications. What did we learn from Central Sierra? - identify local decision-swayers - community meetings with volunteers, cooperators, etc. B. detailed communication plan - standard messages (<i>talking points</i>) for staff to use with stakeholders - form a communication team that answers the who, what, where, and why's (use existing data that was collected prior to the formation of the MCP) - messages need to come from someone the stakeholders (including staff) know/trust - establish centralized website, newsletter, social media. C. have a staffing plan and communicate it. (helps reduce confusion) - have central POCs on-call for personnel, financial, IT issues, especially at start-up.</p>	<p>Implementation Plans are developed for MCPs that go forward. Template plan has been developed. Plan includes identifying external stakeholders and communication needs. Existing MCP has developed centralized website, newsletters, social media for coordinated communication.</p>
<p>S1J. FINANCIAL: MCP will still be affected by Federal budget volatility.</p>	<p>a. Improved tracking, reporting, compliance of spending/activities from Federal funds</p> <p>b. Increased advocacy at federal level, USDA</p> <p>c. Develop other funding sources including competitive grants</p> <p>d. Incorporate FSNEP admin. into ANR</p> <p>e. Increased participation, collaboration, and awareness of Federal priorities</p>	<p>A. BOC/C&G/FS B. VP Cabinet C. C&G, VP External & Government Relations D. YFC Director, Controller E. Assoc. Director CE, Initiative Leaders, C&G</p>	<p>a. Have a financial lead in each MCP - MCP should allow more focused outcome reports - not county-based. <i>(what has been C&G experience with the MCP, re: reporting?)</i> B, C, E. have a network in place to help with grant applications - better way to track activities, grant reporting D. continue to work with college and the Feds. on FSNEP <i>(stay at the table)</i></p>	

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<p>S1I. LACK OF CLEAR EXPECTATIONS/COMMUNICATIONS ON DIRECTION/IMPLEMENTATION: Concern on ANR's ability to clearly define expectations for successful MCP and roles of Director, Advisors, program staff, admin staff</p>	<p>a. Clearly written expectations and goals for MCP and anticipated outcomes b. Clear, open communication c. Clear documentation of expectations in position descriptions, evaluations, program reviews</p>	<p>A-B. VP Cabinet & MCPD C. VP Cabinet, MCPD, APU/SPU</p>	<p>A. annual plan for MCP - consistent structure, reporting outcomes/impacts/marketing B. Communication plan (S1H) - form a communication team that answers the who, what, where, and why's (use existing data that was collected prior to the formation of the MCP) C. training/guidance on PDs, evaluations, etc. - link back to federal reporting, outcomes</p>	
<p>S1K. FINANCIAL: Potential inability to control costs in MCP and realize administrative savings.</p>	<p>a. Maximize consolidation of operations to create efficiencies b. Detailed planning and research when establishing budgets c. Staffing plans based on programmatic need d. Accountability of MCP Director to manage budget e. Establish standards for travel, supply expenses f. Collaboration with peers and ANR central administrative units about identifying opportunities for savings</p>	<p>A-F. MCP Team & MCP Directors</p>	<p>A. Focus should be on efficiency and achieving the objective of more resources into program, less admin. B. Task Force process provided data to evaluate potential MCP groupings and establish budgets. (MCP D and Admin. leaders need better understanding of budget assumptions) - additional budget needs for startup and transition. C. Staff plan w/ APU & SPU D. Give MCPD accountability, and flexibility with budget -may take a few years to get it right - leverage county in-kind contribution E. are there expense standards for current County structure? Would MCP differ? - anticipate new needs for MCP F. Routine review upon startup of MCP - quarterly?</p>	

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<p>S1L. COUNTY-POLITICAL SUPPORT: Potential loss of local political support if County partners do not feel they are receiving their share of CE programs meeting their local needs.</p>	<p>a. More and coordinated advocacy and communication with counties b. Reports and interaction with Advisory committee c. Develop new or improved processes for reporting activities and accomplishments d. Build MCPs along common programmatic lines</p>	<p>A. VP Cabinet B. MCPD C. MCPD & MCP Team D. MCP Team</p>	<p>A. Branding of UC, while focusing on outcomes for County B-C. establish clear guide for scope and charge of MCP Advisory Committee. c. Example, Advisors make reports to BOS, throughout the year, not just CD. D. is this considered in Task Force input?? - MCP helps remove county boundaries from programmatic delivery</p>	
<p>S1N. MAINTAINING LOCAL CLIENTELE/COMMUNITY RELATIONSHIPS: Loss of clients and potential funding if community perceives that CE is detached or not maintaining local relationships.</p>	<p>a. Increased advocacy and external communications with support from statewide offices b. Improved and coordinated outreach and communication efforts c. Improve program delivery at local level d. maintain communication with County Govt.</p>	<p>A-B. CSIT Advocacy C. MCPD & staff</p>	<p>A. Increase the number of advisors (rebuild the academic footprint) to a set goal. - track attainment of goal. B. communication plan - need to show/communicate outcomes - transition from paper to electronic methods (establish centralized website, social media, etc.) C. Program Outcomes are part of Annual Report for MCP, demonstrate delivery, compliance with Plan. Share best practices from other MCPs Look at the possibility of satellite offices - proximity = level of service d. meetings with Advisory committee, presentations to BOS</p>	

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<p>S1M. STAFF-MANAGEMENT: The risk associated with the management of staff divide into three general areas: (1) Performance management (2) The lack of knowledge, training, and resources for supervisors in the area of human resources policy and management techniques; and (3) Organizational circumstances that exacerbate staff management issues.</p>	<p>a. Increased training opportunities on management and personnel policy b. Provide clear expectations and policies c. Mandatory training for managers/supervisors d. Selection of managers/administrators with experience</p>	<p>A, C. Training Coordination B. APU/SPU D. APU,</p>	<p>A. Orientation/Supervisor Training B. ensure that Position Descriptions include clearly defined programmatic responsibilities & expectations. Have routine staff meetings (teleconference and in-person). C. SPU Supervisor Training. - EH&S safety training for supervisors. D. establish job requirements when selecting personnel.</p>	
<p>S10. STAFF-POLICY & PROCEDURE: The risks that are associated with policy and procedure derived from (1) lack of compliance with policies and procedures and (2) lack of direction and/or consistency from ANR Administration.</p>	<p>a. Identify support staff responsible for policies and procedures b. Provide training on policies, procedures, processes c. Increase communication between organizational levels d. Enhance individual staff responsibility and accountability</p>	<p>A. MCP Team and MCPD B. Training Coordination C. MCPD.BOC, APU/SPU, C&G, Risk & Safety D. APU/SPU, MCPD</p>	<p>A. establish network of policy contacts at each MCP - similar to Safety Coordinators B. Policy Boot Camp training upon startup of MCP C. frequent, on-going webinars/ communication with key MCP staff and Admin units D. clear responsibilities/expectations in PDs with annual performance evaluation & program objectives</p>	

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<p>S1P. ADVISOR-GEOGRAPHICAL ASSIGNMENTS: Academic staff covering expanding geographical area could lead to failure to adequately reach clientele for outreach and research opportunities.</p>	<p>a. Revise expectations to accommodate changing geographical areas b. Provide enhanced administrative communication about MCP plan c. Provide expanded training on prioritizing and time management d. Increase use of electronic communication technology</p>	<p>A. VP Cabinet, APU B. CSIT, MCPD C. Training Coordination D. CSIT</p>	<p>A. responsibilities, activities aligned along programmatic vs. political boundaries B. Communications Plan at start of MCP, meeting and reporting to MCP steering committee. C. Time management training D. More training on using webinars, Collaborative Tools, etc. - identify barriers to use of technologies - Are other tools needed? - Make workplaces flexible: multiple users, ergonomic adjustment - procedures/standards for advisors using home office, not the main office - have a standard/prototype for what technology tools an advisor needs (<i>identify appropriate use of tech</i>)</p>	
<p>S1Q. IDENTITY: The risk associated with ANR/CE losing its identity and relevance to clientele, the University, and supporting governments, in part due to lack of organizational cohesiveness and lack of responsiveness to clientele needs.</p>	<p>a. Enhance and increase ANR Branding b. Enhance clientele outreach through improved communication and planning c. Provide training on developing meaningful programs d. Conduct strategic planning to address local issues</p>	<p>A-B. CSIT Marketing, MCPD C. Training Coordination, Program Planning & Evaluation D. MCPD</p>	<p>A. Branding identity - in communications/publications - Bring back ANR logo wear B. Social media C. Identify training currently available and needs. D. Strategic planning with MCP academics, local stakeholders, etc. - informs annual Plan.</p>	

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<p>S1S. COUNTY-ACCOUNTABILITY WITH GOVERNMENTS: Loss of accountability to counties could result in decrease in county support.</p>	<p>a. Contract with county governments will guide response to this risk b. Increase clientele outreach through coordinated/targeted communication c. Document accomplishments through written reports and updates</p>	<p>A-C. MCPD, VP Cabinet, Advocacy</p>	<p>A. See S1I and S1L - Is guidance needed on managing expectations of Counties through County Advisory Committee B. Program/Business Plan and Communications Plan C. Meetings with County Advisory Committee, Annual plan will set expectations and Annual report will document accomplishments for MCP. - clear expectations in MCPD Position Description.</p>	
<p>S1U. ADMINISTRATIVE COMMITMENT: MCP could fail due to lack of commitment from administrators.</p>	<p>a. Initiate additional training for staff and leadership b. Refine leadership selection process to identify proper candidate</p>	<p>A. Training Coordination B. VP Cabinet, MCPD, APU</p>	<p>All other steps mitigate this A. put Leadership topics on Training Coordination agenda B. understand/ sensitivity to local environment. Rely on MCPD - Use local leadership and follow through - define specific skills of MCPD, <i>See S1G</i></p>	
<p>S1R. LOSS OF UC CONTINUUM IN MCP TRANSITION: The cumulative set of changes could impact our ability to maintain/strengthen the key set of relationships and our program delivery</p>	<p>a. Use all organizational levels for strategic planning b. Enhance clientele outreach through visible presence c. Modify performance appraisal to acknowledge new priorities</p>	<p>A-B. VP Cabinet, UCOP, Academic Senate, Program Teams C. APU/SPU</p>	<p>Loss of continuum is not just related to the MCP but to how ANR and campus relates. Does MCP change this relationship? A-B. follow the strategic vision and plan - Strategic initiatives, program teams address this issue C. change performance appraisal form/process or provide guidance on how to use and assess these issues?</p>	

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<p>S1T. LOSS OF COMMITMENT TO A STATEWIDE VISION/PROGRAM: Programmatic vision...local vs. statewide</p>	<p>a. Establish strong leadership and strategic vision initiatives b. Develop policies/procedures compatible with strategic vision</p>	<p>A, B. Program Council, Initiative leaders, Statewide leaders</p>	<p>A. 5 year initiative plans, statewide plans B. Statewide framework/logic model - Aligning the MCP program plan with the statewide strategic vision</p>	
<p>S1V. COUNTY-INFLUENCE: Counties in MCP agreement may each try to assert their control over programs.</p>	<p>a. Planning, writing and implementing inter-local agreements b. Assure MCP leaders capable of maintaining proportional status among counties</p>	<p>A-B. MCP Team</p>	<p>A. MCP Agreement will be refined and strengthened with each MCP to learn from experience. B. see S1L - guidance for MCP Advisory Committee?? - outcome based reporting to Counties, based on programs, not County boundaries</p>	
<p>S1X. LOSS OF COMPETITIVE ADVANTAGE: Expectation that CE will not have to deal with competition -- it's here and while never appreciated does make us better</p>	<p>a. Additional training on collaborating with partners b. Establish a competitive culture to increase program delivery c. Provide adequate support to strategic vision priority areas</p>	<p>A-C: MCPD, Initiative Leaders, Statewide Program Leaders</p>	<p>A. Strategic Vision - Use marketing to show our advantage: Science based -tested materials and methods - Turn competition from industry (ag chemicals) and non-profits - into collaboration. B. Marketing/ social media C. Branding identity chart - need to compete better by employing technology and new methods to deliver programs</p>	
<p>S1W. ADVISOR-INTERACTION/COLLABORATION: Loss of routine office interaction, sharing of information among academics could lead to loss of synergy among research or outreach programs.</p>	<p>a. Promote meetings, conferences, and collaboration b. Utilize web tools and interactive electronic programs</p>	<p>A. MCPD, Initiative Leaders, program teams B. CSIT</p>	<p>A. Program Team meetings, Initiative Conferences - Foster meetings among advisors from different disciplines, in addition to programmatic groupings B. array of communication tools are available - Skype, Adobe connect, etc. is training or more awareness needed? Are other tools needed? - taxonomy tool is a resource to make connections - structure meetings to produce work products and new collaboration opportunities</p>	

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Notes:

Risks shaded in blue indicate issues that are unique to MCP.

Definitions:

- APU *Academic Personnel Unit*
- ARC *Administrative Review Council*
- CD *County Director*
- CD Council *current members: Chris Greer, David Lile, Keith Nathaniel, Lynn Schmitt-McQuitty, Jim Sullins*
- CSIT Advocacy Director *Jennifer Rindahl*
- FS *Financial Services*
- MCPD *Multi-County Partnership Director*
- MCP Team *group includes Don Klingborg, Steve Szalay, and key administrative units (Contracts & Grants, Policy & Bus. Contracts, CSIT, SPU, BOC, Financial Se*
- RD *Regional Director*
- SPU *Staff Personnel Unit*
- Training Coordination *committee consists of members representing: APU, SPU, Contracts & Grants, Controller, BOC, Risk & Safety*
- VP Cabinet *formerly EWG: VP Allen-Diaz, AVP Bus. Ops., Exec. Dir. Sams, Director Frost, Assoc. Dean Klingborg, Chief Corlett*