

# School of Aeronautics Case Study

Part A

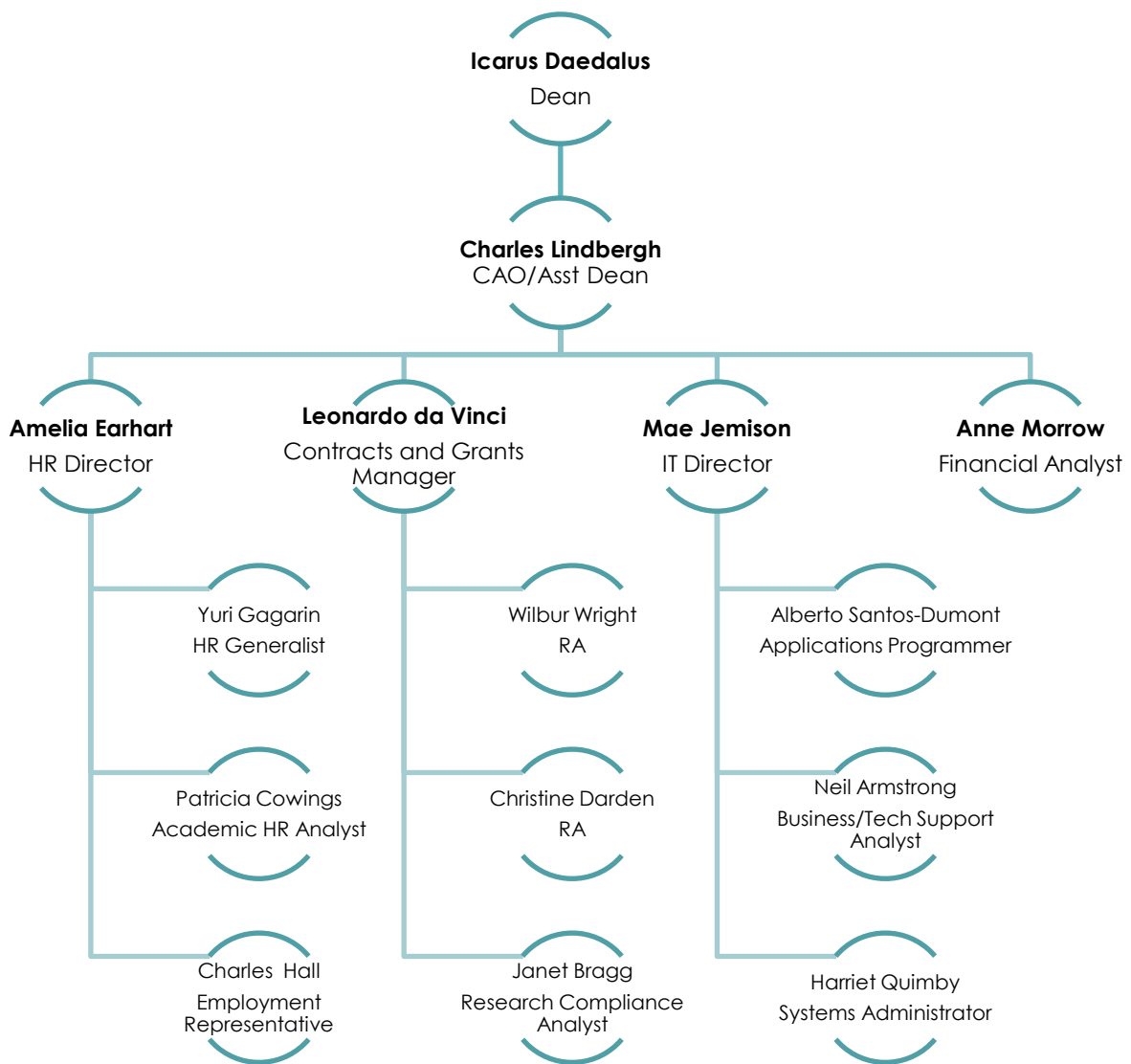
Created by Sierra White, M.A. & Paul Carroll  
University of California, Berkeley L+OD

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The mission of the School of Aeronautics is to provide an outstanding and accessible education to tomorrow's leaders in aeronautics. Accomplishing this mission isn't without its challenges. There are a variety of challenges including approximately 23% of staff retiring in the next 5 years, a major decrease in state funding, skill requirement changes, antiquated systems, and inefficient processes.

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**Name:** Charles Lindberg

**Title:** Chief Administrative Officer/ Assistant Dean

**Age:** 61

**Years of Service:** 19

**Last Annual Performance Review Rating:** Meets Expectations

Charles is approaching 20 years at UCB. He has been in his current role for 13 years. He oversees all administrative functions for the School of Aeronautics. He directly manages 4 individuals and indirectly manages 26 individuals. Charles sees his teams' contributions as critical to the mission of the university and school, thus he takes great pride in his work. He is action-oriented and likes to take chances. However, with the numerous campus change projects impacting the school, Charles has recently felt overwhelmed. Since he is juggling so many different projects outside his normal job, he is finding it difficult to make deadlines and he feels like he is losing credibility.

# Human Resources



**Name:** Amelia Earhart

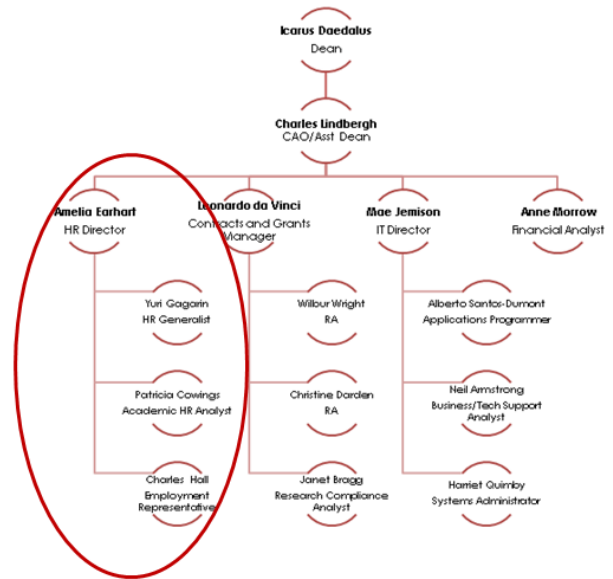
**Title:** HR Director

**Age:** 37

**Years of Service:** 6

**Last Annual Performance Review Rating:** Meets Expectations

Amelia started her human resources career at Lockheed Martin and transitioned to her current role at the School of Aeronautics 6 years ago. She manages a team of 5 HR professionals. She is customer-service oriented and has always found a way to say “yes” to requests. Amelia is intelligent, enthusiastic, and not afraid to share her opinion. She is a pro at dealing with high stress situations. Amelia has a vast amount of policy knowledge, but does little to pass her insights onto her staff. She prefers to work independently and communicate her progress to her team, rather than working as a team to resolve an issue.





**Name:** Yuri Gagarin

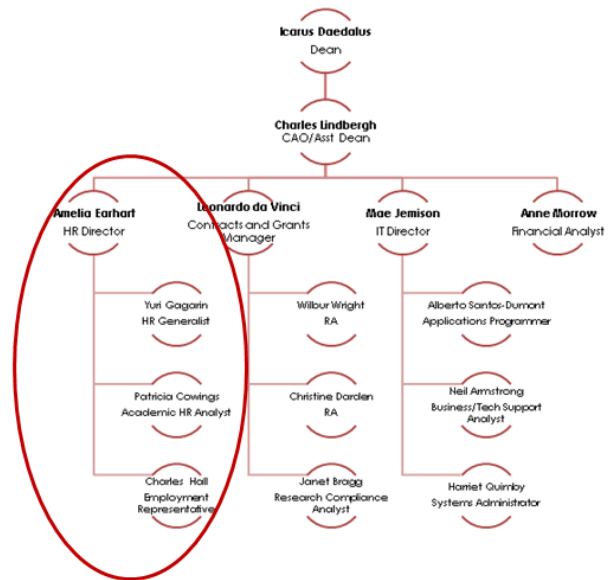
**Title:** HR Generalist

**Age:** 25

**Years of Service:** 3

**Last Annual Performance Review Rating:** Meets Expectations

Yuri started his career at the School of Aeronautics as an administrative assistant and was promoted to a HR generalist one year ago. He is excited to be working in HR because he likes the people side of operations. He was promoted largely due to his eagerness in seeking out assignments and projects. Yuri has worked hard at learning the technical side of human resources, attending an HR Certification program through University Extension. He is a go-getter, but can be a bull in a china shop. Yuri is extremely confident, but his confidence and assertiveness is sometimes off-putting to faculty. Yuri is friendly with other staff members and has the ability to get them engaged and motivated about work. Amelia has recently been spending time coaching him on how to deal with the politics of the school, including working with faculty. Yuri has a wonderful sense of humor and spends his free time doing stand-up comedy.





**Name:** Patricia Cowings

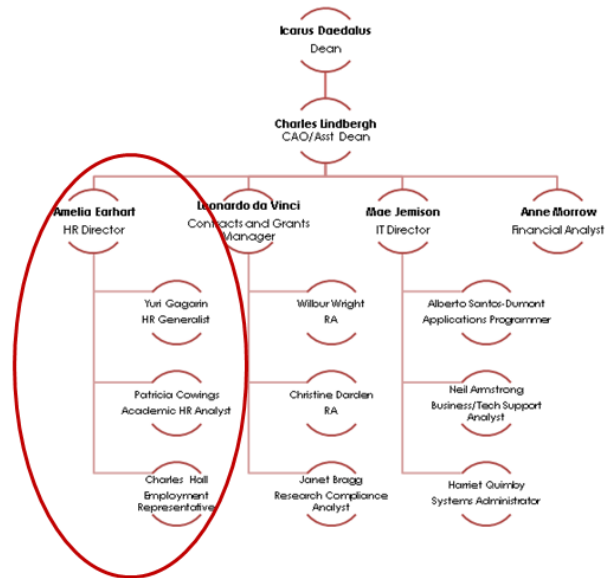
**Title:** Academic HR Analyst

**Age:** 36

**Years of Service:** 10

**Last Annual Performance Review Rating:** Improvement Needed

Patricia transferred from another division to the School of Aeronautics a little over a year ago. Her previous department was sad to see her leave because she led a cross-functional process improvement committee that saved the department over \$250,000. Patricia has good social skills and other team members enjoy working with her. Amelia has found her academic personnel expertise to be very valuable in addressing issues the department has faced. Amelia recruited her to help streamline some of the school's HR processes. Patricia is having a hard time adjusting to a more demanding pace and has missed several critical milestones. She is very process oriented and finds it difficult to be interrupted. She also wants to start taking professional development courses, but is worried that her work will suffer further. Patricia was a dance major and enjoys choreographing routines for local theatre companies.





**Name:** Charles Hall

**Title:** Employment Representative

**Age:** 30

**Years of Service:** 2

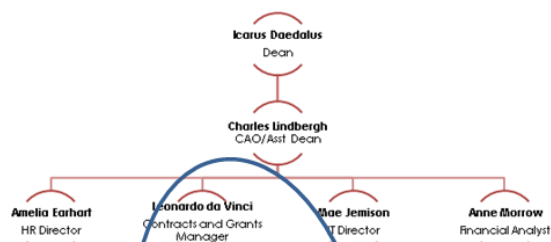
**Last Annual Performance Review Rating:** Exceeds Expectations

Charles worked as a Recruiter at Bombardier in Quebec, Canada prior to working at the School of Aeronautics. Charles is upbeat, energetic, and is full of fresh ideas about sourcing new talent for the school. He frequently attends conferences, seminars, and classes to keep abreast of new ways of thinking about human resources and recruiting. Amelia has frequently asked Charles to take on additional assignments, sometimes outside of recruiting. His eagerness to take on new recruitments and projects has led to him set unrealistic deadlines, which he sometimes fails to meet. Charles speaks French fluently and is excited for his upcoming trip to Bordeaux.



## Contracts and Grants

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 January 2015





**Name:** Leonardo da Vinci

**Title:** Contracts and Grants Director

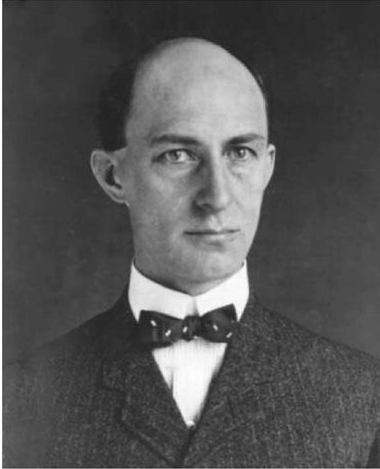
**Age:** 73

**Years of Service:** 15

**Last Annual Performance Review Rating:** Exceptional

Leonardo spent much of his career as an engineering consultant in Italy. He has spent the last 15 years in his current role providing pre-award and post-award support to the School of Aeronautics departments. He supervises a staff of 4 individuals. Although he has been described as "intimating" by people in the school, his staff finds him open and sincere. Leonardo takes a genuine interest in developing his staff. He is highly creative and analytical, and has found many ways over the years of creating efficiency. He has recently talked about retiring to dabble in painting.





**Name:** Wilbur Wright

**Title:** Research Administrator

**Age:** 58

**Years of Service:** 16

**Last Annual Performance Review Rating:** Meets Expectations

Wilbur has been in the same role at the School of Aeronautics for 6 years. He spent the previous 10 years working for the School of Engineering, but decided to get back to the field of aeronautics research. Prior to coming to the university, Wilbur worked at the MIT Aeroastro Research Lab in a similar position. Wilbur has a strong personality and is honest, authentic, and forthright. He is extremely organized, has a vast amount of procedural knowledge, and is well appreciated by the PI's he works with. Wilbur is committed to the research done at the School of Aeronautics. He created the research information management system used by the School of Aeronautics. Wilbur is exceptionally change adverse and feels overwhelmed by the smallest changes. Every summer Wilbur takes three weeks off to visit his family home in Kitty Hawk, North Carolina.





**Name:** Christine Darden

**Title:** Research Administrator

**Age:** 42

**Years of Service:** 13

**Last Annual Performance Review Rating:** Exceptional

Christine has spent 13 years in research administration at the School of Aeronautics. Her prior work experience includes working on NASA's Supersonic Transport Research Project at NASA's Langley Research Center. She is passionate, motivated, and willing to jump in and do whatever is necessary. Christine gracefully manages highly complex proposals with multiple investigators and multiple sub awards. She has an exceptional ability to translate technical/scientific concepts into fundable proposals. Christine created and leads a campus best-practices group. Christine is an adrenaline junkie. Her favorite activity is base jumping.





**Name:** Janet Bragg

**Title:** Research Compliance Analyst

**Age:** 38

**Years of Service:** 13

**Last Annual Performance Review Rating:** Meets Expectations

Janet has been in the same role for 8 years, and working her way up from a level 2 position to a level 5. Janet has a vast amount of regulatory and funding requirement knowledge. She is highly respected and considered an expert externally in the industry. Janet regularly leads projects that are not only critically important to the school, but also the university. She finds it difficult to keep up with her workload and often spends nights and weekends in her office. Janet is detail-oriented and takes great pride in her work. Janet has recently been asked if she would like to manage a team and isn't thrilled about the idea. Janet rescues cats and is currently caring for six.

# Information Technology



**Name:** Mae Jemison

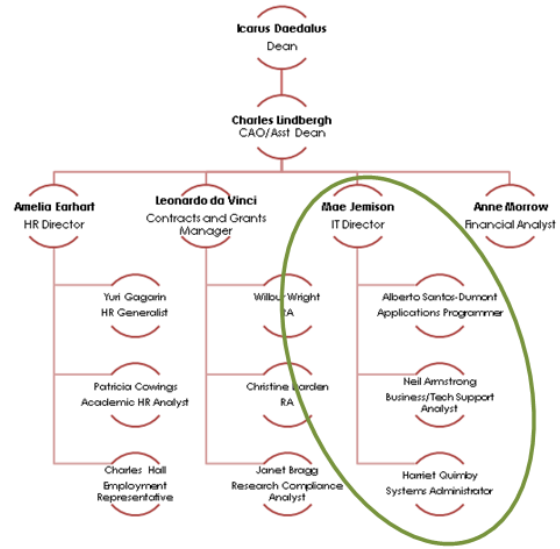
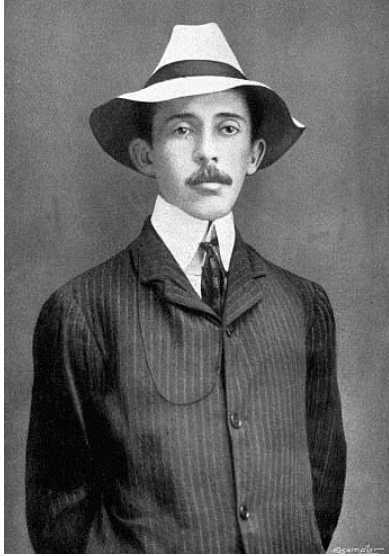
**Title:** IT Director

**Age:** 46

**Years of Service:** 9

**Last Annual Performance Review Rating:** Exceeds Expectations

Prior to working at the School of Aeronautics, Mae worked for NASA researching the application of technology in daily life. In search of a way to apply her research, she came to the School of Aeronautics and within 1 year worked her way up to director. She has been in her current role for 8 years and has 3 support staff. Mae is a proactive problem solver and collaborates with her staff daily to resolve issues. Because she is such a quick learner and has a need to be challenged, Mae has grown bored of her current role.



**Name:** Alberto Santos-Dumont

**Title:** Applications Programmer

**Age:** 56

**Years of Service:** 7

**Last Annual Performance Review Rating:** Exceeds Expectations

Alberto is a UCB alum that jumped at the opportunity to return. He previously worked in the IT department at Aerojet GenCorp. Alberto is a brilliant programmer known for the quality of his work. Alberto is professional and politically savvy and values the relationships he builds with clients. His team members think he is self-serving and his actions calculated. Alberto has designed two video games that have been commercially sold.



**Name:** Neil Armstrong

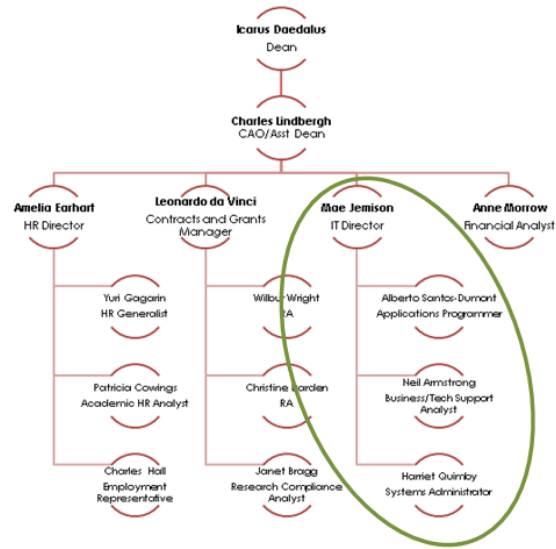
**Title:** Business/Tech Support Analyst

**Age:** 41

**Years of Service:** 13

**Last Annual Performance Review Rating:** Needs Improvement

Neil has been at the School of Aeronautics for 13 years. He spent the first 8 years in external relations work and then transitioned to IT. During those 8 years in external relations, Neil has helped manage the Aerospace Enterprise Lab including the marketing and communications, as well as the cultivation and development of relationships with corporate partners. He had been touted as an exceptional project manager known for his agile approach. Over the last year his work has become subpar. He has become disgruntled about the slow pace of advancement and the short-term thinking of management. He especially has problems getting along with Mae. When she approaches him with tasks, his reply is often "that's not in my job description". Neil has never had a driver's license and is an avid bike rider.



**Name:** Harriet Quimby

**Title:** Systems Administrator

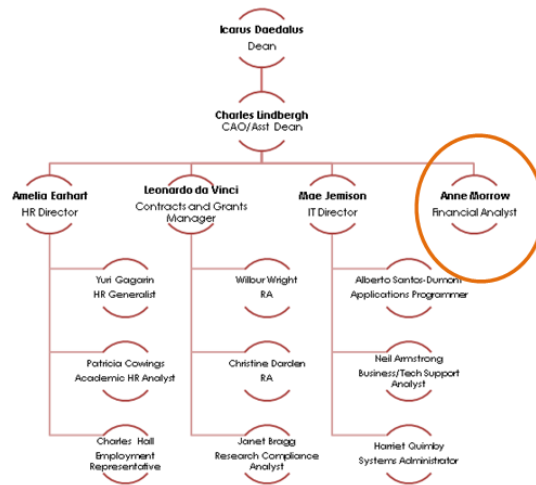
**Age:** 29

**Years of Service:** 5

**Last Annual Performance Review Rating:** Improvement Needed

Harriet has a passion for problem solving. She has a fantastic ability to explain technical issues to non-technical staff. On the other hand, she has a less than adequate systems/infrastructure knowledge. Harriet is untrusting of other staff members and is therefore reluctant to ask for help or to delegate. Harriet is very solution-focused, although she sometimes jumps to a solution rather than gaining clarity by asking more questions. Harriet loves to garden and often shares fruits and vegetables from her garden.

# Finance Administration



**Name:** Anne Morrow

**Title:** Financial Analyst

**Age:** 34

**Years of Service:** 1

**Last Annual Performance Review Rating:** Meets Expectations

Anne worked for the California State Controller's Office before coming to the School of Aeronautics. She is tech savvy and able to make sense of highly-complex financial data. She is frustrated with the antiquated systems she is working with and is vocal about her dissatisfaction. Anne has a great working relationship with the Assistant Dean, but is not transparent with other members of the management team. Anne is a published poet and has begun writing a novel.