

# TRI-CAMPUS HR INSTITUTE

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# PARTNERSHIP WITH TOTAL TALENT MANAGEMENT - RECRUITMENT

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THE ART OF A CANDIDATE-FOCUSED JOB POSTING - THERESA SHETTY  
BEYOND UWHIRES: EXPANDING THE REACH OF YOUR POSTINGS - TERRA KERR  
BEYOND SALARY: STRATEGIES FOR YOUR SALARY/BENEFITS PITCH - JOANIE MORAN  
PERFECTLY HIRABLE CANDIDATES - KATE JOHNSON

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# THE ART OF A CANDIDATE- FOCUSED JOB POSTING

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Theresa Shetty  
Recruiter

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## ADD VALUE TO YOUR JOB POSTING

- > It is a job seekers market - we need to change our approach to job postings.

**Take Action!**

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## KNOW THE FACTS

- > UW regularly has over 1000 job openings on the employment website.
- > WA State Employment Security Department reported the August statewide unemployment rate as 4.4%, while Seattle-Bellevue-Everett region was 3.3%.

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## WHAT CAN YOU DO?

Create a compelling job posting to make your job stand out.

Search Results

**Your search returned 1168 results.**

Didn't find what you were looking for? [Save this Search](#)  
 Try these search tips

Page [1](#) [2](#) [3](#) [4](#) [5](#) [6](#) [7](#) [8](#) [9](#) [10](#) [11](#) [12](#) [13](#) [14](#) [15](#) [16](#) [17](#) [18](#) [19](#) [20](#) [21](#) [22](#) [23](#) [24](#) ▶

Req#	Job Title	Department	Date Posted
172309	<a href="#">RESEARCH SCIENTIST/ENGINEER 2</a>	I-LABS	09/23/2019
170701	<a href="#">IT SYSTEMS TECHNICIAN</a>	KUOW / PSPR	09/23/2019
119987	<a href="#">SECURITY GUARD (TEMPORARY)</a>	UW POLICE DEPARTMENT	09/23/2019
165341	<a href="#">EXPERIENCED REGISTERED NURSE (ACUTE CARE OR CRITICAL CARE), SEATTLE UWMC</a>	VARIOUS DEPARTMENTS, UW MEDICAL CENTER	09/23/2019
155950	<a href="#">CRNA - HEALTH PROFESSIONAL PRACTITIONER UWMC</a>	MAIN OPERATING ROOM ANESTHESIA	09/23/2019
172315	<a href="#">COMPUTER SUPPORT ANALYST 1</a>	ATHLETICS, IT SYSTEM OPERATIONS	09/23/2019

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## **JOB POSTINGS: FIVE QUICK TIPS**

- 1) Infuse emotion and enthusiasm for the position.
- 2) Use a working title recognized in your industry.
- 3) Explain what makes your organization unique.
- 4) Keep it short and simple.
- 5) Be aware of gender bias and use resources to help identify gender bias in your job postings.

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## **THE APPLICANT'S PERSPECTIVE**

- > Will applicants understand:
  - the importance or mission of the role
  - your expectations for what they may gain from this role
  - the benefits of working on your team
  - the team culture

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## EXAMPLE – TYPICAL POSTING

### FISCAL SPECIALIST I

Req #: 172008  
 Department: SCHOOL OF LIFE  
 Job Location: Seattle Campus  
 Posting Date: 09/12/2019  
 Closing Info: Closes On 09/26/2019  
 Salary: \$3182-\$4240 per month  
 Shift: First Shift  
 Notes: **As a UW employee, you will enjoy generous benefits and work/life programs. For detailed information on Benefits for this position, click here.**

FISCAL SPECIALIST 1

As a UW employee, you have a unique opportunity to change lives on our campuses, in our state and around the world. UW employees offer their boundless energy, creative problem solving skills and dedication to build stronger minds and a healthier world.

UW faculty and staff also enjoy outstanding benefits, professional growth opportunities and unique resources in an environment noted for diversity, intellectual excitement, artistic pursuits and natural beauty. All of which has allowed the UW to be nationally recognized as a "Great College to Work For" for five consecutive years.

The School of Life's mission is to . . . . .

The School of Life has an outstanding full time opportunity for a Fiscal Specialist I.

Too long

#### RESPONSIBILITIES:

Maintain and modify fiscal record keeping systems, databases, and spreadsheets; review fiscal records; identify trends; assist in formulating corrective action;

Maintain a record keeping system for recording budget transactions; review budget reports; verify accuracy and take corrective action if necessary; reconcile budget status reports and prepare expenditure projections; notify appropriate individual of any projected or actual over- or under-expenditures;

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## EXAMPLE - ENHANCED

### FINANCE ASSISTANT (FISCAL SPECIALIST I)

Req #: 169770  
 Department: KUOW / NPR  
 Job Location: Seattle Campus  
 Job Location Details: U District  
 Posting Date: 07/11/2019  
 Closing Info: Closes On 07/25/2019  
 Salary: \$3,120 to \$4,157/month  
 Union Position: Yes  
 Shift: First Shift

"FINANCE ASSISTANT"

*You like checklists and calendars, and you recite payroll policies just for fun. You are a confident communicator with a service mindset and a realistic view. You look for ways to contribute, solve problems, and make improvements. You're not satisfied until the job is done, and then you do it all again the next day.*

As a UW employee, you have a unique opportunity to change lives on our campuses, in our state and around the world. UW employees offer their boundless energy, creative problem solving skills and dedication to build stronger minds and a healthier world.

UW faculty and staff also enjoy outstanding benefits, professional growth opportunities and unique resources in an environment noted for diversity, intellectual excitement, artistic pursuits and natural beauty. All of which has allowed the UW to be nationally recognized as a "Great College to Work For" for five consecutive years.

KUOW, licensed to the University of Washington, is the Puget Sound Region's NPR affiliate and public radio service delivering local, regional, national and international news, information and cultural programming. With an audience of over one million users, KUOW is a powerful voice for the region to create and serve a more informed public. Our vision is to broaden conversations and deepen understanding. KUOW strives to be the finest public radio service in the region and beyond. To help in this mission, KUOW has an outstanding opportunity for a **Finance Assistant**. Reporting to the Assistant Director of Finance, the Finance Assistant is responsible for supporting all payroll and recruiting functions for the station and assisting with fiscal functions as required.

#### DUTIES & RESPONSIBILITIES

Custom Intro Statement

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## EXAMPLE - ENHANCED

### SOFTWARE ENGINEER

Req #: 172161  
 Department: UW INFORMATION TECHNOLOGY  
 Appointing Department Web Address: <http://www.washington.edu/uw-it/employment/>  
 Job Location: Seattle Campus  
 Posting Date: 09/18/2019  
 Closing Info: Open Until Filled  
 Salary: Salary is commensurate with experience and education.  
 Shift: First Shift

Dept. website

Notes: **As a UW employee, you will enjoy generous benefits and work/life programs. For detailed information on benefits for this position, click here.**

If you would like to find out more about what it is like to work for UW-IT, as well as to get a feel for our culture and our people, visit us at our [employment website](#).

As a UW employee, you have a unique opportunity to change lives on our campuses, in our state and around the world. UW employees offer their boundless energy, creative problem solving skills and dedication to build stronger minds and a healthier world.

UW faculty and staff also enjoy outstanding benefits, professional growth opportunities and unique resources in an environment noted for diversity, intellectual excitement, artistic pursuits and natural beauty. All of which has allowed the UW to be nationally recognized as a "Great College to Work For" for six consecutive years.

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## EXAMPLE - ENHANCED

### > Brief UW-IT intro, information about the EDM team and snapshot of responsibilities

UW Information Technology (UW-IT) is the central IT organization for the University of Washington, responsible for strategic planning, oversight, and direction of the UW's IT infrastructure, resources, and services. UW-IT provides critical technology support to all three campuses, UW medical centers, and research operations around the world.

**The Enterprise Document Management (EDM) team within UW-IT is looking for an ambitious developer to join our team in the midst of some exciting projects moving us and our customers fully into the cloud and built for scale.** The EDM is passionate about building innovative and scalable technical solutions for high profile academic, business, and IT groups throughout the University. We seek to modernize and streamline how work is done within UW by integrating Document Management and eSignature solutions into our customers' business systems. These services support the University's business modernization and automation efforts, and aid departments in complying with records retention policies.

The Software Engineer will design and develop custom software, contribute to the automation of infrastructure, and help with the administration of the EDM solutions platform. The successful candidate will be an experienced software engineer who understands the fundamental benefits and challenges of application integration, with the skills to perform the following tasks: to understand business needs and design software solutions to respond to those needs; to design and develop responsive web interfaces; to design and develop APIs; to understand and implement security policies for data access; to closely collaborate with other business and technology staff from across the University.

**REQUIREMENTS:**

- Bachelor's Degree in computer science, information science, business administration, or related field
- Minimum of four years' experience performing progressively more complex and responsible tasks involving development and support of software applications and services

Short and sweet!

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## **ENHANCE YOUR POSTINGS!**

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**Provide your TTM partner with your creative posting language early in the recruitment process.**

- > Know the facts**
- > Use our five quick tips**
- > Remember the applicant's point of view**

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## **BEYOND UWHIRES: EXPANDING THE REACH OF YOUR POSTINGS**

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Terra Kerr  
Recruiting and Sourcing Specialist

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## **EXPANDING YOUR REACH**

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- > **Be inclusive**
- > **Use social media**
- > **Leverage employee referrals**
- > **Post in industry specific places**

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## **BE INCLUSIVE: FIVE QUICK TIPS**

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- 1) **Remove unnecessary requirements.**
- 2) **Express a commitment to equality and diversity.**
- 3) **Share your organization's values.**
- 4) **Use gender decoder tools for neutral language.**
- 5) **Check your pronouns – use they or you (no s/he).**

Full article, please reference: [https://www.glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/?utm\\_referrer=https://blog.criteriacorp.com/6-simple-steps-to-reduce-gender-bias-in-your-job-descriptions](https://www.glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/?utm_referrer=https://blog.criteriacorp.com/6-simple-steps-to-reduce-gender-bias-in-your-job-descriptions)

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## KNOW THE FACTS

### Are your job postings gender biased?

> This free tool identifies gender bias in your job descriptions: <http://gender-decoder.katmatfield.com/>

Masculine  
Confident  
Determined  
Decisive

Gender neutral options:  
Certain (replaces confident)  
Steadfast (replaces determined)  
Conclusive (replaces decisive)

Feminine  
Supportive  
Cooperative  
Understanding

Gender neutral options:  
Helpful (replaces supportive)  
Partnership (replaces cooperative)  
Comprehension (replaces understanding)

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## USE SOCIAL MEDIA

### Connect through UW's network:

Twitter  
Facebook  
Instagram  
YouTube  
Handshake  
Eventbrite  
Meetup



### Connect through your network:

LinkedIn

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## USE LINKEDIN

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Share with your network.

> **Sample Posting Text - Simple:**

The *[department]* at the University of Washington is growing! There is an outstanding opportunity for a/an *[Instructional Design Engineer]* to design training and development programs from scratch.

**Call to action:** To learn more, apply here: [\[link to apply\]](#)

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## USE LINKEDIN

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> **Sample Posting Text - Enhanced:**

Would you like to make a difference at the 4<sup>th</sup> largest employer in the State of Washington? Our team, *[department/unit]*, needs your help! Guide students toward a bright future as a Counseling Services Coordinator. Join in our shared mission to foster, grow and develop the next generation of leaders.

**Call to action:** To learn more and apply [\[link to apply\]](#)

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## **LEVERAGE EMPLOYEE REFERRALS**

- > **Are contacts aware of the opportunity?**
  - Send emails; use a listserv
- > **Why are referrals important?**
  - Improve the quality of candidates and hires
  - Maximize company branding
  - Impact employee engagement
  - Increase the strength of inter-department relationships

(<https://www.smartrecruiters.com/blog/4-reasons-employee-referrals-are-important-to-your-ta-strategy/>)

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## **TYPICAL POSTING LOCATIONS**

- > **Some UW job postings are automatically published on the following websites:**

**Indeed, Glassdoor, HERC and the Seattle Times/NWClassifieds**

**Posting is  
not enough!**

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## **WEBSITES: FREE OR <\$100**

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### **> Free Postings**

- Recruiter
- JobSpider
- MightyRecruiter

### **> Postings for Under \$100**

- Craigslist
- Ladders
- Techfetch

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## **COMMUNITY NETWORKS**

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### **> UW Community**

- UW Affinity Groups
- Inter-departmental networking

### **> Associations & Affiliations**

- Association of Clinical Research Professionals
- CFA (Chartered Financial Analyst) Society of Seattle

### **> Councils & Institutes**

- Chartered Financial Analyst Institute
- CASE (Council for Advancements & Support of Education)

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## **OH, THE PLACES YOU CAN POST!**

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**Expanding your reach is a necessary part of successful recruitments.**

- > Know your resources**
- > Follow our five quick tips**
- > Leverage your networks**

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## **BEYOND SALARY: STRATEGIES FOR YOUR SALARY/BENEFITS PITCH**

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Joanie Moran  
Recruiter

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## **KNOW THE FACTS**

- > Interviewing is a two-way street. Both the Hiring Manager and the candidate are interviewing each other to determine best fit.
- > It's a Job Seeker's market. Hiring Managers need to compete for candidates and "sell" the opportunity.

## **How?**

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## **FOUR STEPS TO GET TO "YES"**

- 1) Optimize the interview.
- 2) Manage the candidate journey.
- 3) Think beyond salary: UW perks & benefits.
- 4) Sell the opportunity!

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## OPTIMIZE THE INTERVIEW

- > **What motivates your candidate? Ask them:**
  - Why they applied for the position; what they bring to the table; to compare this job with their current role
- > **Highlight the:**



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## MORE THAN RESUMES

- > **Every touchpoint (direct, indirect) is an opportunity to engage the candidate.**
- > **The candidate experience is critical to successful hiring.**
- > **Focus on the relationship. Make it personal.**
- > **Does the candidate feel valued and needed?**

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## **SHOW ME THE MONEY (?)**

Perhaps you have extended the best offer that you can – and cannot offer a penny more.

### **UW Perks & Benefits:**

- > **An array of comprehensive medical and dental plan options with virtually no waiting period**
- > **Generous leave accruals and paid holidays off**
- > **Tuition exemption**
- > **The Whole U's health and well-being programs**
- > **Growth potential into a variety of staff positions**

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## **OTHER PERKS AND BENEFITS TO CONSIDER OFFERING**

- > **Work / life balance**
- > **Alternative work schedules**
- > **Telecommuting**

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## **SELL THE OPPORTUNITY**

**Anticipating negotiation in this job market is a must.**

- > Know the facts**
- > Optimize the interview**
- > Follow our four steps to “yes”**

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## **PERFECTLY HIRABLE CANDIDATES**

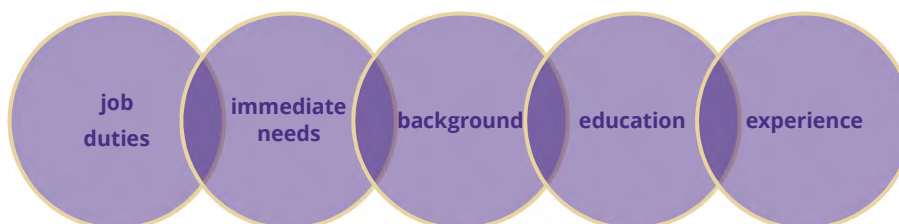
Kate Johnson  
Employment Specialist

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## THE IDEAL CANDIDATE

> Have you already defined an ideal candidate?



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## IDENTIFY YOUR STRENGTHS

> Create a table on a piece of paper. [2 columns, 3 rows]

- On the left, list 3 of your most valuable strengths.
- On the right, list 3 of the most valuable strengths that managers or supervisors have recognized in you.

Strengths identified by you	Strengths identified by managers
Strength # 1	Strength A
Strength # 2	Strength B
Strength # 3	Strength C

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## IDENTIFY CANDIDATES' STRENGTHS

- > How do your strengths relate to your current role and are they obvious in application materials?

Strengths identified by me	Strengths identified by managers
15+ yrs. of varied experience	Enthusiastic commitment to my work
Organizational skills/Project management skills	Power of diplomacy
Quick adaptability to new situations and technology	Creative thinking/Problem solving skills

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## IDENTIFY TEAM STRENGTHS



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## **PERFECTLY HIRABLE CANDIDATES**

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**They meet minimum requirements and may have:**

- diverse perspectives
- transferrable skills
- passion/motivation
- hidden strengths

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## **GROW YOUR DREAM TEAM**

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**Shift your perspective to spend your time wisely.**

- > **Screen in, whenever possible**
- > **Know your team's current strengths**
- > **Don't overlook or undervalue the unfamiliar or unexpected**

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## **Q & A**

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**QUESTIONS?**

**[hr.uw.edu/contact-us/](http://hr.uw.edu/contact-us/)**

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## **MORE THAN JUST PIPELINE...**

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EBONEE ANDERSON  
DIVERSITY RECRUITER  
UWHR TOTAL TALENT MANAGEMENT

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## UW STANDARD OF EXCELLENCE

We recruit the best, **most diverse**, and **innovative** faculty and **staff** from around the world...

### Our values

- Integrity
- Diversity
- Innovation
- Respect
- Excellence
- Collaboration



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## DIVERSITY RECRUITING

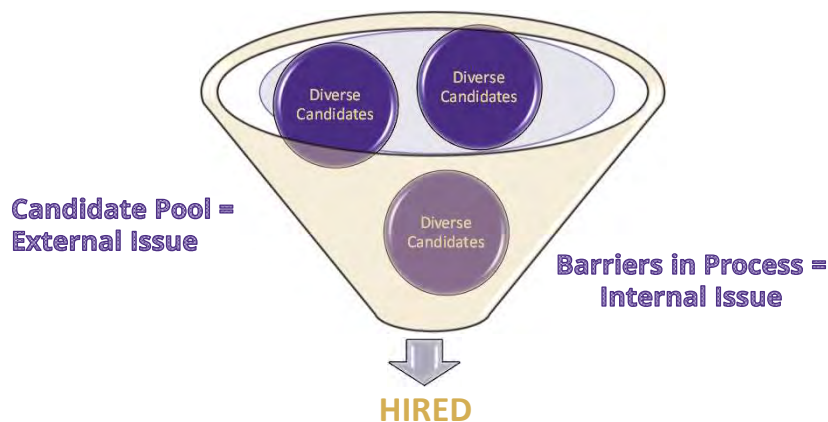
Diversity recruiting is about seeing the **value** of what each individual can bring to your team.



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## More than Just Pipeline?

How do we get more “diverse candidates” to apply?



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## DIVERSE CANDIDATES

- Systemic non-dominant or underrepresented
- Non-traditional or transitioning careers
- External candidates
- Lacks higher-ed or college work experience
- Corporate experience or small company
- Skilled immigrant
- Lacks formal education or degree
- Entrepreneur or self-employed
- 1<sup>st</sup> generation professional
- Limited or non-traditional formal education (some college)
- Not local
- Not UW alumni

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## LET'S TALK ABOUT **BIAS**...



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## BIAS IN THE **SCREENING** PROCESS

What are the **most common** biases?

Bias in the resume review

What **messages** are we sending?

How do we **minimize** it?

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## **MOST COMMON BIAS**

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Resume

- **Stereotype**
- **Halo or horns**
- **Similarity**
- **Opportunity hoarding**
- **Confirmation**
- **Contrast effect**
- **Anchor**

Interview

- **Intuition or gut**
- **Personal discomfort**
- **Bandwagon**
- **Non-verbal**
- **Beauty**
- **Performance**
- **Confirmation**

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## **BIAS IN THE RESUME REVIEW**

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- **Name**
- **Address**
- **Education**
- **Gaps and duration**
- **Previous employers**

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## REFLECTION

According to a recent Harvard study, what percentage of **Asian and African Americans** have **“Whitened”** or **“Americanized”** their names to improve chances of getting a job?

# 36%

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## WHAT IS IN A NAME?

What presumptions can be made simply by looking at a candidate’s name? Why is this problematic?

- **Ethnicity or race**
- **Gender**
- **Religion**
- **Socio-economic status**
- **Stereotype threat**

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## **“STEREOTYPE THREAT”**

...A situational predicament in which individuals are at **risk of confirming negative stereotypes** about their group. It is the resulting sense that one might be **judged** in terms of **negative stereotypes** about one's group instead of on personal merit...

~Oxford

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## **ADDRESS**

What are some ways an address can trigger **bias** in the screening process?

- **Out of state applicants**
- **Long commute**
- **Socio-economic status**
- **Affluent area**
- **Proximity**

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## **EDUCATION**

What are some ways **education** can trigger **bias** in the screening process?

- Top schools vs small schools
- Affinity or alumni
- **HBCUs, all gender, and online universities**
- No formal degree
- International school
- **Combination of education/experience or equivalent**

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## **PREVIOUS EMPLOYER**

What are some triggers for **bias** with previous employer?

- Corporate
- Family business
- Small company or start up
- **University or public sector**
- Elite company
- **Title variances**

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## **GAPS**

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Most people view gaps in employment as a “**red flag,**” but what are some **valid** reasons for gaps?

- **Travel**
- **Further education**
- **Start a business**
- **Family or raise children**
- **Illness or taking care of a relative**
- **Fired or unemployed...so what?**

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## **WHAT MESSAGES ARE WE SENDING?**

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## LANGUAGE OF ANTI-DIVERSITY

- Is that a creditable school?
  - Strong accent/ no accent
- "Culture fit"
  - "Ideal" or perfect candidate
- Feel it in my gut

- Desired: Master's degree
- They look so young
- Desired: Experience w/ UW systems
- Too direct or too reserved
- "Professional"

- I can see myself hanging out w/ them
- Over-qualified
- How would we accommodate them?
- First impression are the most important

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## HOW DO YOU SHOW UP ON YOUR SELECTION COMMITTEE?



## **BIAS: HOW DO WE MINIMIZE IT?**

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## **CANDIDATE EVALUATION**

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- **Once we receive an applicant, we have to ensure they are evaluated equally.**

**Reflection:** How does your current process support your ability to differentiate candidates (without bias)?

- **Competencies** = Skills, knowledge, and characteristics needed to perform essential duties
- **Cues** = Observable behaviors that reflect competencies
- **Interview questions** = Behavioral, technical, scenario, open-ended)
- **Ratings** = defines when criteria is not met, met, or exceeds criteria

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## IN PRACTICE...

### Competency & Cues

- Competency: **Flexibility**
- **Definition:** open to different and new ways of doing things. Able to adapt or change approach when necessary
- **Cues:**
  - Seeks other perspectives and insight
  - Adjust to changing circumstances (projects, deadlines, priorities)
  - Accepts new team members and working styles

### Interview Questions

**Behavioral:** Please provide an example of a time when you had to adjust your approach to work collaboratively with a co-worker?

**Technical:** Tell me about a time you had to learn how to use a new tool at work. How did you learn it?

**Open-ended:** What tricks and techniques have you learned to make your job easier or your work more effective?

**Situational:** You have an important project due tomorrow, how do you keep up with your day to day tasks?

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## LOOK FOR CULTURE ADDS

"Culture add" refers to the various forms of diversity that **add value** to your team and department.

**Some questions to consider when defining "culture add" for your team are:**

- *What characteristics, personality traits, and skills gaps do we currently have on our team?*
- *What competencies and skills are needed to meet the needs of our current and new customers (students)?*
- *What does diversity look like on my team or in my department?*
- *What cultural perspectives and lenses will better help our team meet the needs of our department?*

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## WHERE CAN YOU START?

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- Map out your process
- Candidate evaluation form
- Audit your bias
- Don't hire yourself
- Educate yourself and your team
- Actively promote DEI
- Innovative outreach
- More experience does not always mean most experienced
- Educational and work experiences may be a sign of more privileges vs more skills

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**THERE IS NOT A ONE-  
SIZE FITS ALL  
SOLUTION...**

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**Thank You!**

**Contact:  
Eboneea@uw.edu**

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**FEEDFORWARD DON'T  
FEEDBACK!**

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Ujima Donalson, AVP  
Total Talent Management

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## FORGET ABOUT TRADITIONAL PERFORMANCE MANAGEMENT...

The new 21<sup>st</sup> century focus is on Performance Improvement and Performance Involvement!

1. **Performance Improvement-** partnership with employees that is future-focused rather than memorializing the past.
2. **Performance Involvement-** engaging, developmental and growth focused activities.
  - > Regular performance feedback from leadership - conversations about performance that help to improve performance and productivity. It can also improve service quality and is linked to up to a 10% increase in overall productivity.

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## 3 ACTIONS NEEDED TO POWER 21<sup>ST</sup> CENTURY PERFORMANCE IMPROVEMENT

1. **Feedback-** provides both assessment and accountability, allows the employee to know where they are currently, and where they need to be.
2. **Feed-forward-** provides guidance, direction, description of experience, and forecasts possibilities
  - > Establishes goals
  - > Provides support and encouragement
3. **Frequent Coaching-** provides a regular cadence with which an employee can expect performance information that creates the space for performance improvement
  - > Frequent interactions help maintain focus, enable effective tracking, calibration, adjustment and optimization

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## PERFORMANCE COACHING

2019 SHRM ARTICLE CHRISTOPHER D. LEE

*A defining characteristic of performance coaching is the frequency in which performance information is exchanged.*

### Coaches help individuals perform better by:

#### 1. Establishing relationships with employees

- > Trust established by seeking to know the employee's goals

#### 2. Giving critical feedback and direction

- > Constructive tips are given to move forward

#### 3. Encouraging hearts and develop minds

- > Support efforts, connect and invest in the employee's purpose

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## WHAT IS THE NEW FUNCTION OF FEEDBACK? HOW DO I GET TO **FEEDFORWARD?**

### > The new feedback tool is less of an accountability measure and more of a diagnostic one:

- This type of feedback is actionable, and can be quickly incorporated 'real time' into work to meet goals and increase productivity.

### > Feed forward allows room for:

- Robust/ honest conversations to take place where learning is identified and growth is celebrated.
  - > Addresses missteps, listens to employee thinking, gives advice for improvement, provides encouragement and support to try again.

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## SO WHAT ARE YOU **NOT** SAYING?

- > *Utilizing traditional annual performance appraisals alone fall short because they don't forecast or prepare the employee for the future, rather they solely rehearse the past.*
- > **Roles have evolved over the last 15 years. We need employees with deeper expertise, more independent judgment and better problem-solving skills.**
  - Several organizations no longer measure their employees against annual objectives because their objectives rapidly change. Agility has become a greatly valued competency.
- > **According to current Gallup Research, only half of employees know what is expected of them in their current role. This is alarming and points to the need for a shift in how performance reviews are conducted.**

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## HOW DO I CREATE A CULTURE OF ENGAGEMENT? *ONE THAT ATTRACTS THE BEST TALENT AND MAKES THEM WANT TO STAY!*

- 1. Organizational culture matters:** The intangible things matter, i.e. relationships, work environment, and work-life balance, truly influence engagement and organization perception.
- 2. Work peers lack connection:** According to Gallup- *only 24% of employees feel connected to their fellow coworkers.* There is an increasing need to create a more inclusive work environment where everyone can thrive.
- 3. Engagement and performance are directly connected:** Employees feel more valued when you invest time into helping them improve.

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## CREATING A CULTURE OF ENGAGEMENT

### 4. Organizations need to recognize employees more:

According to Gallup, *only 25% of employees feel valued at work*. Considering how simple it is to recognize your employees for their hard work, it should be done more often. A simple “thank you” or “good job” can do.

### 5. Lack of growth opportunities: According to Gallup, *just over one-quarter of employees feel they have opportunities to grow* within the organization. It will be a challenge to hire top talent if you cannot offer them room to grow. You also risk losing the talent you have because of stagnation.

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## WE’VE GOT THIS!

### > Feedforward!

- Look for opportunities to create realistic roles
- Outline success and request input
- Constructively discuss missteps
- Talk about the future & possibilities
- Establish goals
- Provide support & encouragement for reaching the next level of performance

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# WHY PEOPLE LEAVE & WHY PEOPLE STAY

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Professor Tom Lee  
Foster School of Business  
Tri-Campus HR Institute  
October 16, 2019

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## TODAY'S OVERVIEW

- 
- > Self-introduction of Tom Lee
  - > Brief overview of research history
  - > The 21<sup>st</sup> century ideas
  - > What research says about managerial practice

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## **WHO IS TOM LEE?**

- > **Back in the mists of time (1970's), Southern California Edison Co.**
- > **Began studying turnover in 1982 (dissertation)**
- > **UW since 1983 (only academic job)**
- > **PhD, University of Oregon, 1984**
- > **Former: AMJ Editor, AOM President & Associate Dean for Faculty (for 12 years)**
- > **Took my first sabbatical ever in 2017-2018**

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## **WHAT DO WE KNOW: THE MOST COMMON PREDICTORS OF TURNOVER**

- +.45 Intention to quit**
- +.34 Intention to search for another job**
- +.40 Active search for another job (serious v. casual)**
- +.56 General withdrawal cognitions**
- +.31 Absences**
- +.23 Perceived alternatives**
- .29 Organizational commitment**
- .28 Job Satisfaction**
- .26 Job Embeddedness**
- .20 Job Engagement**
- .08 Job performance**

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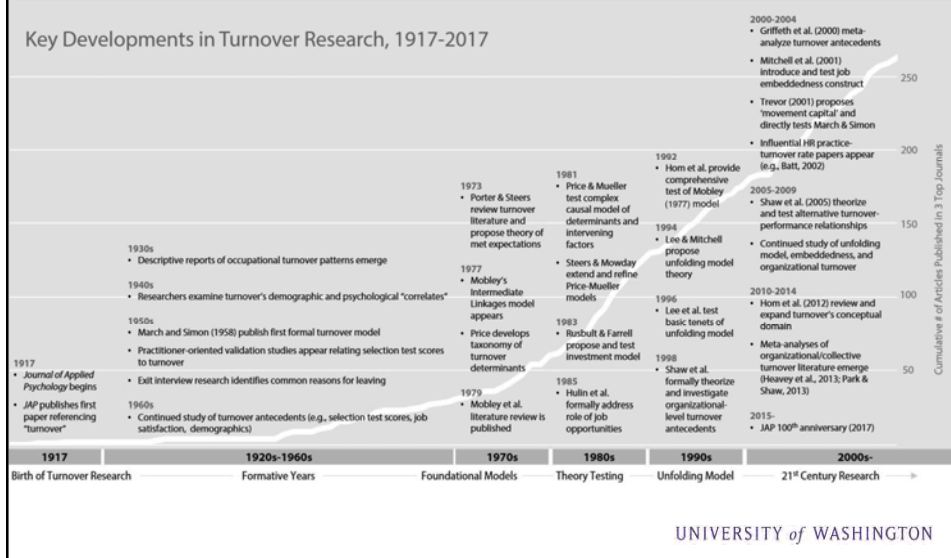
## CAUTION ABOUT CORRELATIONS

- Example: 25 yrs cigarette smoking & cancer Average correlation:  $r=.08$
- Ranges (Correlation changes for certain groups: Advanced degree, college grads, high school grads, high school students & high dropouts)
- Actionability

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## INCREASE IN PUBLICATIONS

Key Developments in Turnover Research, 1917-2017



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## **SOMETIMES IDEAS ARE...**

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**Too intuitive, too powerful, and too consistent**

**They stall thinking and action (show stoppers)**

- Ptolemy
- Copernicus
- Galileo
- Newton
- Einstein
- Maslow

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## **ABSOLUTELY VALID IDEA STOPPER...**

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Decades of theory and research tell us that if you (a) don't like your job and (b) have somewhere else to go, the likelihood of leaving increases.

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## **THE UNFOLDING MODEL**

- > **Introduces concept of 'shocks' – critical events prompting thoughts of leaving as turnover driver**
- > **Identifies multiple turnover paths: script-based, job-offer, affect-based leaving**
- > **Applies a decision-making model called Image Compatibility as Basis for Rapid Job Comparisons**
- > **Turnover Speed–Leavers Prompted by Shocks Leave Quicker than Dissatisfied Leavers**
- > **Generally Valid but DOES NOT Fit All Situations.**

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## **EXAMPLES OF 'SHOCK'**

- > **Performance Message Shocks**
  - “Gave management position to a less experienced person”
- > **Disagreement Shocks**
  - “My manager gave me feedback in front of everyone”
- > **Family Shocks**
  - “My husband got a job in Texas”
- > **Job Offer Shocks**
  - “I found a job near home and won't need to commute”
- > **Organizational Shocks**
  - “I learned my department was in jeopardy”

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## **Time permitting: Path 1**

- > Shock: Yes
- > Sign: +, 0,-
- > Matching script: Yes
- > Job Dissatisfaction: Not relevant
- > Job Search: No
- > Examples: trailing spouse, return to school, completion of paid training

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## **Time permitting: Path 2**

- > Shock: Yes
- > Sign: -
- > Matching script: No
- > Fit analysis: Yes
- > Job dissatisfaction: after shock occurs
- > Job Search: No
- > Examples: ordered to participate in an illegal act, September 11

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### **Time permitting: Path 3**

- > Shock: Yes
- > Sign: +, 0, -
- > Matching script: No
- > Fit analysis: Yes
- > Job dissatisfaction: Relative only
- > Job search: Yes
- > Rational analysis: Yes
- > Example: unexpected job offer

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### **Time permitting: Path 4**

- > Shock: No
- > Matching script: No
- > Fit analysis: Yes
- > Job dissatisfaction: Yes
- > Search: 4A: No; 4B: Yes
- > Rational analysis: 4A: No; 4B: Yes
- > Examples: “dislike job, find another job”

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## **UNFOLDING MODEL: THE SURPRISES**

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- > Many events are off-the-job
- > Many events are positive
- > Many leavers are satisfied
- > Money is secondary for many people
- > Event-scripts precipitate leaving

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## **WHY PEOPLE STAY: JOB EMBEDDEDNESS**

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- > Unfolding Model, Embedded Figures Theory & Field Theory
- > “Stuck” or Emmeshed in a Field of Social Forces
- > Three Dimensions: Fit, Links & Sacrifice
- > Two Components of Each Dimension: organization & community
- > Typically Measured via Questionnaire
- > Reliable and Valid Predictor of Turnover

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## **JOB EMBEDDEDNESS ALSO PREDICTS...**

- > Job performance & helping behaviors
- > Absences
- > Group level performance & turnover rates
- > Corroborating evidence from US, Canada, China, India, South East Asia, Western Europe, Middle East, North Africa

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## **(GOOD) CONVENTIONAL WISDOM**

- > **Assess job satisfaction & organizational commitment**
- > **Exit interviews**
- > **Make appropriate changes (follow through!)**
- > **Supervision, pay and work design are traditional factors**

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## **PRACTICAL IMPLICATIONS OF JOB EMBEDDEDNESS**

### **> Organizational links**

- Provide mentors
- Design work in teams
- Foster team cohesion
- Encourage employee referrals

### **> Community links**

- Encourage, support & create community involvement
- (service/volunteering, sports/recreation, family involvement)

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## **PRACTICAL APPLICATIONS CONTINUED...**

### **> Organizational sacrifice**

- Tie financial incentives to tenure
- Provide unique incentives (e.g., sabbaticals)

### **> Community Sacrifice**

- Encourage home ownership (e.g., home buyer assistance)
- Develop career paths that do not require relocation

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## **PRACTICAL IMPLICATIONS**

### **> Dealing with scripts**

- Change work inducements to alter scripts
- Tailor responses to common scripts (e.g., revise maternity or family support practices in response to “local demand”)

### **> Dealing with Shocks**

- Provide training to deal with negative shocks (e.g., how to provide negative feedback)
- Provide realistic previews to minimize shocks
- Provide support mechanisms to help employees deal with shocks (informal grievance procedures, flexible schedules)

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## **TAKEAWAYS FOR MANAGERS**

(DRAWN FROM LEE, HOM, EBERLY & LI, 2018, *ORGANIZATIONAL DYNAMICS*)

### **> Reliable, reasonably valid predictors & explanations:**

- job satisfaction or organizational commitment
- job alternatives
- active job search
- avoidance behaviors (absenteeism/lateness)
- specific intentions to quit

### **> Adequate predictors and explanations include engagement, empowerment, judgments of organizational fairness**

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## **MORE TAKEAWAYS FOR MANAGERS...**

- > **Turnover is not always a planned, slow or dissatisfaction-induced.**
- > **Turnover can happen quickly because of certain triggering events. Plan/prevent them, enact plans to neutralize (e.g., make counteroffers).**
- > **Note: Millennials hold different values & goals**
  - increased focus on purpose, personal development
- > **Note: Both stayers and leavers may be reluctant (they have to, they don't want to)**

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## **RECOMMENDATIONS FOR MANAGERS**

- > **Analyze data to learn what predicts turnover and adopt an evidence-based orientation to managerial decision making and judgments.**
- > **Move to at least three employee surveys a year.**
  - Track responses and data over the year & across years (e.g., trajectories by individuals or work groups)
- > **In addition to attitudes, measure:**
  - enthusiastic stayers (I want to stay and I can stay)
  - enthusiastic leavers (I want to leave and I can leave)
  - reluctant leavers (I want to stay but I must leave)
  - reluctant stayers (I want to leave but I must stay)

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## **EVEN MORE TAKEAWAYS...**

- > Explain turnover rates with your data on satisfaction (or commitment), alternatives, embeddedness, enthusiastic stayers and leavers, and reluctant stayers and leavers.
- > Use managerial judgment about which ideas would work (contextualize your data).

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## **People & organizational effectiveness**

- > Knowledge, creative, risk taking, innovation, and old fashion work effort
- > Management in 2019, 2014 or 2024?
- > Mohammed Wong vs. statistical average
- > Articulated & informed judgment

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**THANK YOU**

**FOSTER**  
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