# BEST PRACTICES & KEY IDEAS

TRI-CAMPUS INSTITUTE
NETWORKING EXERCISE
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### CREATIVE WAYS FOR KEEPING STAFF ENGAGED

Informal acknowledgment & formal (Distinguished Staff Award) Recognition Email kudos Recognize outstanding Idea boards efforts by staff Solicit ideas from staff Recognition nook Idea Allow for information **Sharing** opportunities to connect Fruit for ideas: Guide brainstorming sessions Morning stand -up huddles in every team Stand-Ups Regular standing meetings that include dissemination Inspire staff around the mission — make sure they of information know / understand the Connecting mission and how they intersect / support it to Mission Rounding with employees Understanding the mission 2 levels down and how employee's works Rounding (going to the intersects with that different stations / people): **Rounding** - What is working? Stretch opportunities in - Who deserves recognition? areas of interest / - Challenges? opportunities to become - Do you have the tools to subject-matter expert The Work do your job? Projects assigned Opportunity to provide feedback / suggestions on how work is done Goals & Values — staff identify & post Identify collective goals **Values** Opportunities to interact in a celebratory way The Friday Board: white Fun board with weekly OTHER: questions (e.g., favorite Attending to employee's Master, Autonomy & Purpose movie, favorite food) Engagement surveys (Med Centers); ensure that they are acted upon / follow up (what were the results)

- Recap engagement activities
- Transparency
- Give staff time to implement these ideas

### CULTIVATING A CULTURE OF CARE



Acknowledgement of presence (greeting, nodding of head, etc.)

Recognizing good work consistently

Asking how somebody is doing Acknowledging how different people like to work

Informal recognition (birthdays, etc.)

Staff appreciation day (waffle breakfast)

Personal birthday cards from head of department

Flexible to circumstances Understand individual needs

Acknowledge life changes (celebrations & achievements) also hardships, also recognize not everyone may want to participate

Appreciation of challenges & achievements (inside & outside work)

### OTHER:

- Respect
- Autonomy
- Opportunity for professional development
- Send out articles to leadership team that relate to things affecting employees (e.g., grief)
- Build in time for all of the above structure
- Form to fill out for problems people are having with Workday so issues can be addressed

### PROMOTING STAFF PROFESSIONAL & CAREER DEVELOPMENT

Job shadow

Mentorship program

Departmental mentors

Share "paths to my current profession" stories

Mentoring to help staff learn what they need to advance

Brown bags with "experts"

Release time to attend training

Encourage committee involvement (department & UW)

Performance review



Carelink (new vendor)

— guide sheets

POD consultants

POD training — SLP for new managers

Cultural competency initiative & training

Subsidized programs through Continuum College

Online courses

**Tuition Exemption** 

Outside conferences / training

National, regional & area conferences

Online courses

Specialty certifications

## ENCOURAGING MANAGERS TO CULTIVATE TALENT

Give opportunities to try new things Cross training Special projects

Provide room for growth within the role—new skills, professional challenge, and salary

Plan and lead meetings, committees, projects

Question willingness to let people stagnate in the same role for decades shifts innovation

Pair employees with mentors & buddies Have a dedicated mentor to plan out experiences that lead to growth



Raise topic to employee Couch talks—check-ins (inquire about career plans / aspirations)

Ask employees what management could do to help them develop

Bring supervisors together to keep them engaged in supervising (how to supervise the UW way)

Encourage furthering education, use of tuition exemption, release time, flexible schedules, use of vacation time (helps to retain talent at the UW)

Rising stars program (manager identifies high potential employee) > invest in training

Encourage skill development > encourage employees to attend—POD, Lynda.com, free-oncampus—to match their job or career interest level

As a manager, cultivate a mindset to encourage employees to stretch & develop skills / competencies. Be open & explicit. Make it safe!

### CHALLENGES:

- Job class limits for classified staff progression
- Union positions prohibit promotional paths

## SUCCESSFUL ONBOARDING TECHNIQUES

Engaging new employees before starting—simple tasks

Welcoming, energetic, informative, consistent

Campus tour

Ensure workspace, technology & ACCESS ready

New supervisors: enroll in SLP

Physically meeting

Collaborating with managers timeline for 1st days

Split onboarding tasks—immediate vs. later tasks

Timely (specific timeframe)

Use digital / online project management (ex: Basecamp) tools to parse out "to-do's"

Well thought-out; scripted in advance

1st few weeks scheduled out

Introduce to people they'll work with—in & out of dept.

"Meet & Greet" with key staff, leaders, partners to understand their role

Buddy that is assigned by supervisor

Lunch together with team members and group lunches with different divisions Good Beginnings

Tools & Checklists

Activities Planned Over Time

Departmental Orientation

Connecting With Others

Follow Through

Employee-type specific lists Checklist with timelines

Constantly updating checklists as updates happen

Use Onboarding Toolkit (HR website)

Integrating UW checklists

Competency based checklists (Med. Centers: accreditation, compliance)

Track to do's for both employee & employer

Unit mentor—help introduce the culture

Provide acronym list

Script the process for managers to use, but provide central orientation

Develop an individual orientation plan for employees

Specific orientations after main UW orientations

Work group expectations

Must include organizational values

Consistent experience within unit

Provide org. charts that shows larger organization > show how they are an employee not just of the dept. but of the larger unit

What are the unwritten rules? What is office culture?

Knowing what's critical to employee vs. department

Knowing role requirements and requirements for managers

### OTHER

- Accountability
- Make it required for managers
- Time given to complete onboarding / orientation activities
- In alignment with central HR onboarding
- Workday training
- Handbook of legacy person prior
- Knowing what communications are going out

Evaluation form of how onboarding process goes

Check in / follow up with employee after 2–3 weeks

Survey to new employees after 2 months



### FOSTERING AN ENVIRONMENT OF INCLUSION



### OTHER:

- As leader, treat equitably
- Ask what kind of events they want
- Make the timing of events inclusive (e.g., not happy hour if folks have kids)

### CREATING MENTORING **OPPORTUNITIES**

Cross-training between leads and staff

> Knowledge sharing Job shadowing

Reverse mentoring for new to senior staff

All team members help train & mentor new employees

> Encourage peer-to-peer sharing of expertise, not just top-down

Having conversations about what staff are interested in and what they're each good at

Monthly one-on-ones

Rounding

Ask what people are good at so can identify possible mentors

Ask employees where they want to go and what they want; listen and find ways to help them

Learn the individual's goals; look for ways to incorporate those goals

Identify who is interested in mentoring to increase professional development

### OTHER:

- Succession planning
- Explain why we do things; provide
- Provide the goal / endpoint; encourage engagement in the "how"
- Provide budget for mentoring / training
- More access to tools / resources
- Problem solving listserv / communication tools
- Have multiple mentors to show multiple perspectives

Cross-**Training &** Reverse Mentoring

Discover Interests / Goals

**Training /** Growth **Opportunities** 

Peer **Mentoring &** 

Buddy

**Systems** 

**Formal** Programs / **Matching** 

Buddy in a different department to expose to culture, process, better understanding of bigger

New employees are assigned a buddy (mentor)

Informal peer mentoring related to the work

Being a mentor for a person about their position, help them get there

Assign / encourage experienced staff to have mentoring as goal

Partner employees with someone at work with skills they want / need

Formation of employee development teams (job shadowing, etc.)

Developing relationships between units

Designated mentors (by choice) and structured program to participate in

Ensure good fit with employees & mentors—new employee match

Interns are assigned to permanent staff

Formal leadership program > people apply for one of 12 spots; try to balance through the org.; check-ins regularly

Apprenticeship program

Shared interest topic match

Create matrix of talents / learners to find partners / potential good mentor fits

Mentorship matches ("PODS")—a "go-to" person

POD classes

Different staff members leading daily huddles

Create stretch opportunities & assign mentor to support

Provide opportunities for coursework, guidance, professional networking

Give junior staff opportunities to "own their role" (e.g., run a meeting)

Committee on employee professional development (Med Centers HR)

Relate learning opportunities to work assignments