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CREATIVE WAYS FOR KEEPING STAFF ENGAGED

**BEST PRACTICES & KEY IDEAS**

- Attending to employee's Master, Autonomy & Purpose
- 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

**OTHER:**

- Informal acknowledgment & formal (Distinguished Staff Award)
  - Email kudos
  - Recognize outstanding efforts by staff
  - Recognition nook
- Morning stand-up huddles in every team
- Regular standing meetings that include dissemination of information
- Rounding with employees 2 levels down
  - Rounding (going to the different stations / people):
    - What is working?
    - Who deserves recognition?
    - Challenges?
    - Do you have the tools to do your job?
- Values — staff identify & post
  - Identify collective goals

**GAME IDEAS**

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

Listen

- Clear, consistent communication of information (staff meetings, email, weekly updates)
- Involvement in decision-making
- Avoid exclusivity
- Demonstrating / promoting trust: through behavior, communication

Acknowledge & Appreciate

- 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

Include & Inform

- 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)

Treat People as Individuals

- Cultivate / support work-life balance
- Funnel info to Dean’s Office through departmental administrators when there are life events that should be acknowledged

Honor Life Outside of 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
Best Practices & Key Ideas

PROMOTING STAFF PROFESSIONAL & CAREER DEVELOPMENT

Sharing Knowledge & Mentoring
- 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”

Support from Manager / Dept.
- Release time to attend training
- Encourage committee involvement (department & UW)
- Performance review

Internal Resources
- 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

External Resources
- Outside conferences / training
- National, regional & area conferences
- Online courses
- Specialty certifications
ENCOURAGING MANAGERS TO CULTIVATE TALENT

Best Practices & Key Ideas

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

Provide Growth Opportunities
- 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

Check-Ins & Meetings
- 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)

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

Encourage Development
- 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-on-campus—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!
SUCCESSFUL ONBOARDING TECHNIQUES

Good Beginnings
- 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

Activities Planned Over Time
- 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

Connecting With Others
- 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

Departmental Orientation
- 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

Follow Through
- Evaluation form of how onboarding process goes
- Check in / follow up with employee after 2-3 weeks
- Survey to new employees after 2 months

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
Best Practices & Key Ideas

FOSTERING AN ENVIRONMENT OF INCLUSION

- Openness
  - Transparency
  - Open door policy

- Inclusive Communication
  - Assure communications go out to ALL team members
  - Invite commentary from those who don't speak or attend

- Build Community
  - Cross-departmental involvement in unit-wide functions / committees
  - Have opportunities for employees to team on projects
  - Community-building events (e.g., ice cream party)
  - Lunch celebrations
  - Buddy system

- Hiring & Recruiting
  - Outreach to others
  - Hiring diverse staff / faculty
  - Recruit in unusual places

- Celebrate Individuals
  - Get to know individuals & their interests
  - Recognize and celebrate differences: background, thinking styles, experiences
  - Recognition — acknowledgement, kudos

- 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)
**Best Practices & Key Ideas**

## CREATING MENTORING OPPORTUNITIES

### Cross-Training & Reverse Mentoring
- 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

### Discover Interests / Goals
- 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

### Peer Mentoring & Buddy Systems
- 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

### Formal Programs / Matching
- Buddy in a different department to expose to culture, process, better understanding of bigger picture
- 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

### Training / Growth Opportunities
- 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

### OTHER:
- Succession planning
- Explain why we do things; provide context
- 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