Strategies from “Creating a Healthy, Inclusive, and Engaging Work Environment”

Leadership and Management Development Conference

11/5/15

Recruiting

- Develop selection criteria in advance (screening criteria, interview questions, additional applicant needs)
- Recruit for diversity
- Recruit the best and brightest high performers
- Recruit within
- Healthy/engaged organizations attract the best/brightest
- Sell a culture of engagement
- Draft accurate position descriptions
- Keep in touch after offer is accepted (before beginning job)
- Communicate with all applicants regularly, if an applicant isn’t a good fit for this position but may be a fit for another position, they could be turned off from applying because of delayed hiring process or lack of communication throughout
- Communicate the goals/vision of the organization and growth opportunities
- Provide signing bonus if available
- Post-cards, PR, advertising
- On-line advertisement and word of mouth
- Allow staff to assist with candidate selection
- Marketing/generate enthusiasm for position and company
- Encourage networking
- Continual communication between department and applicant
- Introduce vision and values for the organization
- Be honest about pros and cons of the position and organization to assess fit
- Get feedback from people who went through hiring process, was it fair?
- Explain where position fits in the bigger picture
- Be enthusiastic
- Clear identification of skills needed, morph jobs
- Be reasonable in allowing time to gain skills, expertise – incumbent probably took years to fit into position
- Wages and incentives
- Positive influences – Madison lifestyle, top 10 in magazines of places to live (bike trails, etc)
- Review where you advertise the jobs
- Get your employees involved in the process
- Find out their background, tie it into the new job
• Provide clear job descriptions to attract the right people
• Provide a welcome packet at the interview (w/tools)
• Utilize employee referrals
• Lunch or dinner with employee and recruits

Onboarding

• Explain the hierarchy of the organization
• Welcome new hire to the organization
• Have an organized process of on-boarding
• Communicate vision, values and goals of the organization
• Assign a mentor, discuss your expectations with the mentor before the new hire starts
• Assess learning needs
• New Employee Orientation class (HR, benefits)
• Build a personal and professional development plan
• Communicate networking and resource opportunities
• Use right person
• Communication
• Provide a list of subject matter experts
• Provide consistent information (documentation / training materials)
• Employees assist with training/mentoring
• Celebrate the organization’s culture
• Thou shalt not overwhelm any new employees
• Discover what new employee knows or doesn’t know
• Have current staff mentor (knowledgeable)
• Provide a welcome tour and packet
• Work supplies are given upon arrival (we’re ready and happy you’re here) (work space all set up and ready)
• Provide a timeline/schedule for training
• Frequent check-ins/one-on-one check ins (manager and mentor check-ins)
• Provide opportunities for everyone to get to know new hire (social events)
• Background history shared with team members
• Conduct early reviews – let them know how they’re doing
• Set clear expectations
• Provide an on-boarding checklist
• Provide a list of resources and people
• Introduce your new employee to other new employees
• Provide an orientation
• Introduce new employee to corporate culture
• Job shadowing opportunities during training
• Allow new employee to share his/her expectations (of you as a manager and of him/herself)
• Identify key people
• Show where employee fits in the big picture of the organization
• Be available and provide support
• Provide a schedule of the first couple of weeks (who they are meeting with, documents to review, etc.)
• Tell the new employee why you selected her/him
• Create a list of topics each team member can be responsible for providing training to the new employee
• Review any urgent work that needs to be completed right away

Performance Management

• Provide an opportunity for self-assessment
• Set goals for selves (with manager input)
• Self-reflection
• 360 (if done safely and relevantly)
• Identify professional development resources
• Have consistent evaluation standards and goals
• Identify what is going well/feedback/regularly scheduled meetings
• Setting clear expectations for the role up front
• Talk about the “bad,” discuss improvement/feedback, have hard talks early
• Find what makes them excited and connect them with opportunities (stretch opportunities)
• Find out where they need help from you
• Find where their best fit is within the organization (be open that the right fit for the employee may not be with your organization)
• Set clear expectations
• Don’t force the “bell curve”
• Help each employee see part in the bigger picture
• Do meaningful reviews
• Utilize SMART goals
• Informal check-ins should be regular, frequent, and focused on feedback
• Conduct formal conversations
• Praise in public, correct in private (recognition)
• Employee input/peer feedback (360 reviews)
• Standards are clearly stated and outcome based
• Performance review results tied to compensation
• Creative opportunities for advancement and development
• Provide employee awards
• Employee driven personal development plan
  o Short-term and long term goals
  o Even push outside of work related development
• With on-going and frequent meetings to discuss employee’s work, when it comes to the formal review, nothing should be a surprise (positive or negative) to the employee

**Recognition**

• Peer recognition – facilitated digitally, “shout outs” during team meetings for co-workers to recognize each other’s good work
• Ask individuals how they would like to be recognized (in front of other people, quietly, with other projects, awards)
• Provide sincere and specific feedback (for individual and accomplishment)
• Share external feedback
• Show appreciation in little ways – lunch, floral baskets, etc.
• Just saying “thank you” or “great job”
• Giving greater responsibility
• Recognizing they are role models – using them as an example
• Pretty name tag honor
• Food
• No employee of the month
• Team recognition
• Share the impact of their contribution on the mission
• Leverage social media
• Handwritten thank you
• Let employees develop recognition programs
• Peer recognition
• Communicate it through the organization
• Offer public praise, both informal and formal
• Be consistent in recognition
• Recognition meets employee’s need
• Create different levels/options of recognition
• Public awards (monetary, non-monetary)
• Growth within organization
• Bringing in treats/food
• If possible offer some extra time for lunch or to leave early one day
• Provide opportunities at work to develop new skills and work on different projects

**Transition**

• Communicate as much as you know, when you know it
• Document processes to help facilitate the transfer of knowledge
• Refer to E.A.P.
• Opportunity to mix things up (processes/schedules) after a departure
• Direct them to resources
• Cross-training
• Make sure they leave with a good feeling, especially if it is voluntary decision
• Exit interviews (asking why they left, maybe including them in a solution)
• Peer training (if possible or appropriate)
• Strategic planning session for group (how to handle the gap)
• Depth in positions
• Communicate with and encourage remaining employees
• Frame departure as an opportunity for others – can adjust roles
• Create a succession plan
• Check exit interview
• Ability to work with previous employee
• Training of successor and hiring
• Documentation of role and responsibilities (on-going)
• Communication of transition to stakeholders
• Recognition/celebrate their successes/contributions
• Maintain institutional knowledge
• Cross-training critical function before transition – manager should fully understand role
• Efforts to do on-going feedback and coaching
• Ensure clear processes are in place
• Create transition opportunities within own organization
• Support the employee in his/her decision to leave (if performance management and career development conversations are happening frequently, openly and honestly, the transition will hopefully not be a surprise to the manager)
• Offer to always be available as a resource and possible reference
• Provide consistent “going-away” celebrations to all employees
• Work so the employee is leaving on positive terms