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SEATTLE | FEBRUARY 15-16, 2023

Staffing for Success:
Using Effective Onboarding to
Build Culture
Stephen Taylor | 2.15.23 | 11:00 a.m.
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# Agenda

- Speaker Intro
- Understanding Onboarding as Culture
- Foundations of Onboarding
- Onboarding in Practice
- Discussion

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# Introduction

**Stephen Taylor**

*Research Director*

LIAISON


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# Culture and Onboarding

- On building culture
- The Iceberg Metaphor: Behaviors and EVERYTHING ELSE
- Why onboarding?

# Foundations of Onboarding

- Adventures in transition
- Defining onboarding

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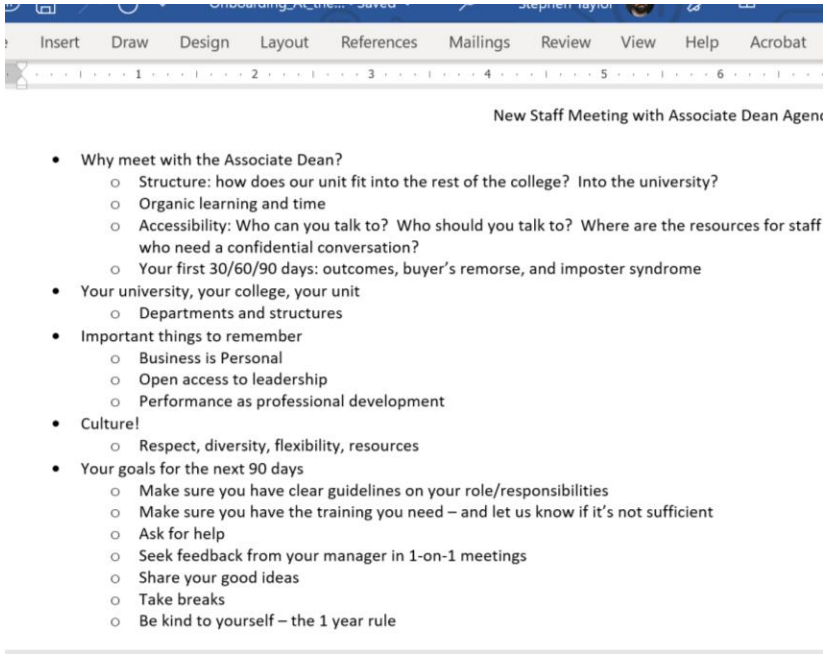
# Onboarding in Practice



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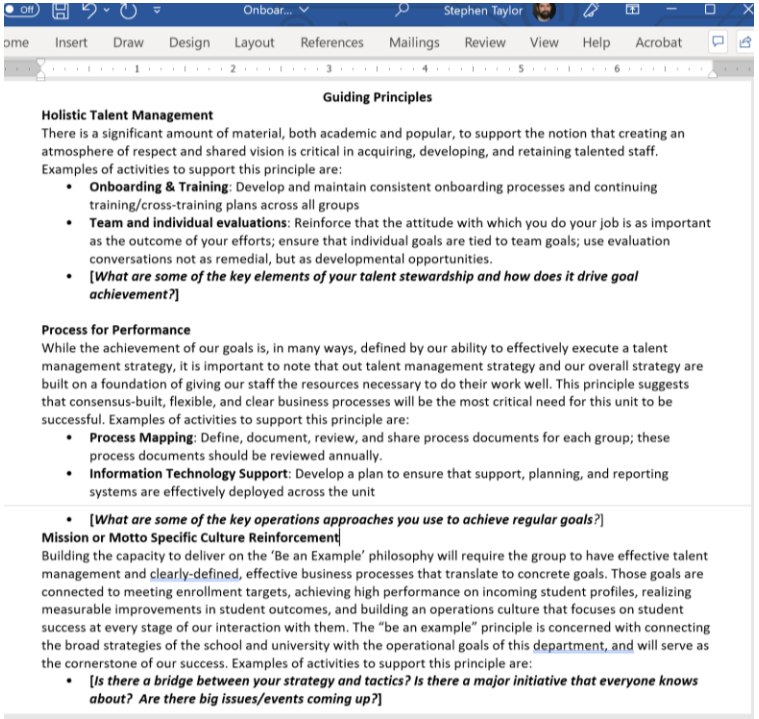
New Staff Meeting with Associate Dean Agen

- Why meet with the Associate Dean?
  - Structure: how does our unit fit into the rest of the college? Into the university?
  - Organic learning and time
  - Accessibility: Who can you talk to? Who should you talk to? Where are the resources for staff who need a confidential conversation?
  - Your first 30/60/90 days: outcomes, buyer's remorse, and imposter syndrome
- Your university, your college, your unit
  - Departments and structures
- Important things to remember
  - Business is Personal
  - Open access to leadership
  - Performance as professional development
- Culture!
  - Respect, diversity, flexibility, resources
- Your goals for the next 90 days
  - Make sure you have clear guidelines on your role/responsibilities
  - Make sure you have the training you need – and let us know if it's not sufficient
  - Ask for help
  - Seek feedback from your manager in 1-on-1 meetings
  - Share your good ideas
  - Take breaks
  - Be kind to yourself – the 1 year rule



Stephen Taylor

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**Guiding Principles**

**Holistic Talent Management**

There is a significant amount of material, both academic and popular, to support the notion that creating an atmosphere of respect and shared vision is critical in acquiring, developing, and retaining talented staff. Examples of activities to support this principle are:

- **Onboarding & Training**: Develop and maintain consistent onboarding processes and continuing training/cross-training plans across all groups
- **Team and individual evaluations**: Reinforce that the attitude with which you do your job is as important as the outcome of your efforts; ensure that individual goals are tied to team goals; use evaluation conversations not as remedial, but as developmental opportunities.
- [***What are some of the key elements of your talent stewardship and how does it drive goal achievement?***]

**Process for Performance**

While the achievement of our goals is, in many ways, defined by our ability to effectively execute a talent management strategy, it is important to note that out talent management strategy and our overall strategy are built on a foundation of giving our staff the resources necessary to do their work well. This principle suggests that consensus-built, flexible, and clear business processes will be the most critical need for this unit to be successful. Examples of activities to support this principle are:

- **Process Mapping**: Define, document, review, and share process documents for each group; these process documents should be reviewed annually.
- **Information Technology Support**: Develop a plan to ensure that support, planning, and reporting systems are effectively deployed across the unit
- [***What are some of the key operations approaches you use to achieve regular goals?***]

**Mission or Motto Specific Culture Reinforcement**

Building the capacity to deliver on the 'Be an Example' philosophy will require the group to have effective talent management and clearly-defined, effective business processes that translate to concrete goals. Those goals are connected to meeting enrollment targets, achieving high performance on incoming student profiles, realizing measurable improvements in student outcomes, and building an operations culture that focuses on student success at every stage of our interaction with them. The "be an example" principle is concerned with connecting the broad strategies of the school and university with the operational goals of this department, and will serve as the cornerstone of our success. Examples of activities to support this principle are:

- [***Is there a bridge between your strategy and tactics? Is there a major initiative that everyone knows about? Are there big issues/events coming up?***]


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# Topical Overview and Saying Goodbye

- Topics to Include
- A basic welcome message
- College structure, team structure, key leadership
- College Overview (for those coming from external)
  - Mission/vision and how they matter
  - The basics on history, faculty, students, alumni
  - Major awards, key taglines, brand identity
  - Campus, facilities, and centers
  - Programs, departments, students
  - Costs and financial aid
  - Committees and governance
  - Dean

- Scanning the environment—understanding our field
- Your role – details on specific tasks and responsibilities
- Department leaders and staff to meet with
- First three months – focus areas and deliverables


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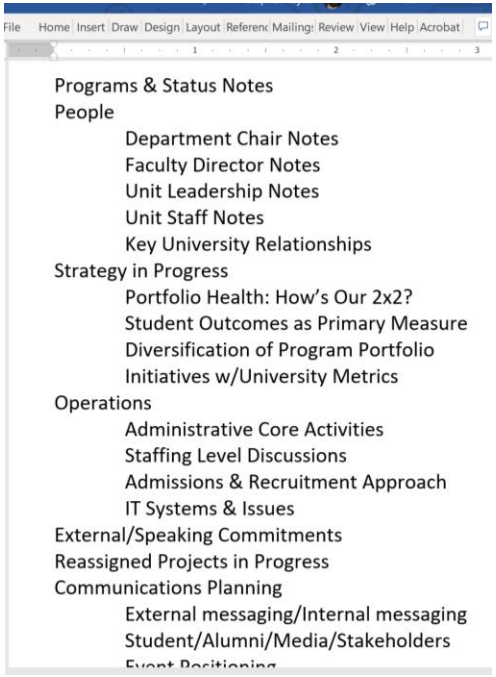
# Topical Overview and Saying Goodbye (cont.)

- Off-Ramping Plans





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Discussion
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# Thank You

**Stephen Taylor**

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