# Performance Management Focus Groups Feedback

## What Do the Headlines Say?
- UR patents micro performance management
- Ur spins a new web
- UR values their employees and their employees value UR
- Home sweet UR
- UR Management has been improved a lot
- Fertile PM policy grows careers at UR
- Changing career topography, plateau to mountains, new PM policy at UR
- Why are UR employees so amazing?
- UR landscape managers grow weeders into leaders
- UR: A team building campus, an amazing place to work, a united workforce
- Everyone excited about performance management
- Performance management system successful 10 years running
- Performance management creates excitement at UR
- Staff looks forward to performance management
- Performance management is well understood and successful at UR
- Excitement about performance appraisal
- Wonderful teamwork!
- Collaborative efforts are working at UR!
- New process at UR has national recognition
- UR creates successful PM system thru open communication
- UR empowers staff to grow
- UR takes care of their own
- UR changes focus from PA to PM
- UR sets the bar for professional development
- UR’s thriving community is based on engaged employees
- The key to student success at UR: Employees
- UR enhances the faculty/staff experience thru a renewed focus on PM
- Creating a culture of success by focusing on the people
- High retention, low turnover at UR
- Great place to work; Ratings soar at UR
- Opportunities for advancement plentiful at UR
- UR staff as important as faculty
- Self-discovery is key for all at UR
- New management guideline of new team player to help with employee
- Transparency and employee autonomy results in vast improvements in productivity and job satisfaction
# Performance Management Focus Groups Feedback

<table>
<thead>
<tr>
<th>What Do the Headlines Say?</th>
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<tbody>
<tr>
<td>Improves tasking with clear start and finish times for efficiency</td>
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<tr>
<td>UR experiences 20 fold increase in communication!</td>
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<td>UR wins most beautiful campus award</td>
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<td>Small liberal arts, high quality</td>
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<td>Excellence</td>
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<td>A focus on wellness</td>
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<td>UR is named top university in the nation for philanthropic support</td>
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<td>Most progressive institution</td>
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<td>Best school ever, best place to be!</td>
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<td>Fair reviews</td>
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<td>Helpful</td>
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<td>Offers encouragement</td>
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<td>Provides advancement assistance</td>
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<td>Returns to family affair</td>
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<td>How does UR keep employees for so long?</td>
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<td>The leadership paired with accountability has created a home where teamwork lives</td>
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<td>UR goes above and beyond with performance</td>
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<td>UR gives employees 10% raise</td>
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<td>UR changes performance evaluation procedure</td>
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<td>UR rewards employees according to performance</td>
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<td>UR leaves personality out of performance feedback</td>
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<td>Spiders straighten out their web of performance feedback</td>
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<td>Employees take ownership</td>
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<td>UR takes management standards to a new level!</td>
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<td>UR's management carves a path for the new generation</td>
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<td>UR reveals a stellar 1 2 3 approach to management!</td>
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<td>UR management tops all others again!</td>
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<td>UR a leader in performance management</td>
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<td>Performance management can work in higher Ed: How UR made the shift</td>
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<td>Performance management is continuous improvement</td>
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<td>UR best places to work: How performance management pushed them to a top spot</td>
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<td>Performance management roadmap: Always know where you are and where you are going</td>
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<td>Performance management as a career (GPS- Goals, Performance, Success)</td>
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<td>UR staff and Richmond City community initiatives</td>
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<td>Diversity in action</td>
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</table>
What Do the Headlines Say?

Reviews up! All encouraged as performance reviews are back

Employee engagement tops 75%

Less turnover in senior admin positions at UR

University of Richmond #1 in great places to work

Evaluations so painless nobody knew they were happening

UR reports employees know where they stand and feel supported

UR turns PM upside-down- Employees review managers

Area employee still meets expectations, OK with it

HBR: how one university revolutionized the performance review process

UR work place of choice

Staff at UR find career goals and growth without leaving campus

Traditional framework for supervisor and employee relationships re-invented at UR

UR embarks on yet another performance management process overhaul

Progressive management for next generation of employees

How to create a unified culture at work

Pro-active management guides employees into future at UR

Creative thinking and staff engagement thrive at UR

Working at UR has never been more rewarding

Timely feedback produces positive results at UR

UR performance management brings out everyone's best

UR has top notch model for performance management

UR performance management process is a model for higher education

UR employees express buy in for new performance management process

UR performance management process mentors employees while they are evaluated

UR performance management process helps employees flourish

Career upward mobility at UR is crystal clear

UR rolls out best performance management system ever

UR employees give high marks to performance management process

Performance management process has increased employee satisfaction and reduced turnover

UR hears what employees say

UR acts on employees inputs

UR surpasses industry standards

UR expands benefits

UR gives cost of living merit increase

Upward mobility- climbing the web
### What Do the Headlines Say?

- Greatest college to work for!
- Continual engagement: raises the bar at UR
- Buy-in by all- UR embraces performance management
- Whistle while you work- Creativity and satisfaction at all time high at UR
- UR created the perfect web

<table>
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<tr>
<th>UR employee education levels skyrocket</th>
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<tr>
<td>UR employees lead by example</td>
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<tr>
<td>UR includes part time and temp workers in education goals</td>
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<tr>
<td>UR rated #1 in employee satisfaction</td>
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<tr>
<td>UR ranked #1 best college to work for</td>
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</table>

Multi-year goals

Cross train employees to provide coverage

Employee performance soars at Richmond

| UR ranks #1 among colleges and universities for performance management |
| Richmond employees say UR promotes from within |
| UR hires super talented people |
| UR performance management guides and supports employees to more meaningful careers |
| UR performance management supports work life balance |
| Richmond employees are as diverse as they are talented |

Performance Management: A case study

Friend, not foe: how UR bridged the employee/supervisor gap

| UR #1 on great colleges to work for |
| UR outpaces private sector in pay equality and transparency |
| Connecting faculty and staff to the mission: UR's performance management system |

Staff and faculty satisfaction at all time high at UR

| #1 place to work in Richmond |
| UR training staff for internal positions |
| Great advancement opportunity |
| Competitive salary |

Performance management at UR leads to high retention rate for staff and faculty

| UR promotes professional development through new performance management process |
| UR develops a new performance management process that allows employees to progress within a specific job title/occupation |
| UR has solved the uncomfortable annual performance appraisal meetings: Employees and managers meet daily to weekly so there are no surprises at the end of the year |
What Do the Headlines Say?

UR nails performance management program
Growing the talent pool: UR rises to top 50 thanks to new management system
New system keeps managers accountable and employees happy
Spiders staff performance over the top
Putting the education back in higher Ed; UR invests in learning plans/ performance management for employees
Staff retention on the rise at UR
Richmond takes top honor in staff performance
Spider’s web isn't tangled when it comes to performance; new system keeps employees there and helps them develop
Personal growth the goal at UR performance process
UR ranked top college to work for
UR performance process highlights goals and success
UR recognized for supporting career development of employees
UR increases promotion from within
UR for life
UR appreciates its hourly workers
Top-down; UR communicates with its employees
UR sends out text messages when closing early or opening late
UR is a very transparent university
Every UR employee is compensated equal
All UR employees are happy
Healthcare for part time employees
Parking garage is complete at UR
UR pledges to change naming practices for donor fund buildings
One of the best places to work
Employees sing spider praises for fair assessments for performance
UR builds a clear path for career development
Spiders create success through succession planning
UR creates a community that cultivates their spiders
Great place/university to work for
Clarity through communication
Employees greatly anticipated in any work environment
Successful manager/ employee relationships
UR eliminates performance appraisal process for X% of staff
Saves "Y" hours per year, recognizing "Z" savings to be repurposed on core mission
What Do the Headlines Say?
Will transition to year round communicate coupled with merit

- UR abandons appraisal process
- Promotions increase at UR
- UR makes good on appraisal promise
- UR streamlines PMP
- UR makes new PMP painless
- UR employees rate highest job satisfaction
- UR employees love new appraisal process
- UR best place to work for
- UR appraisal spot on

Performance would be appropriately rewarded. People would say it is fair and helpful in directing their on-going efforts.

A successful process would be seen as growth / professional development oriented, not as punitive – which may mean decoupling it from the salary process.

If successful, there would be less moaning about our process. In fact, some might brag about the process when comparing their experiences with those at other places of employment.

Focused on Professional Growth

- Performance conversations happen b/w ee and mgr
- It meets the goals and objectives want to meet
- Everyone knows and understands the process
- People believe the conversations are important
Describe Your Ideal Performance Management Process?

Daily/weekly reviews for accurate end of year analysis

Managers are well trained in management before they can do performance management

Initiatives run the risk of calling attention to a problem...real or imagined

Needs to "fix" something. There should be a date/time when the prog is evaluated

Management is something you do not something you are

Holistic

Periodic survey/assessment of manager performance and peer to peer performance

Multi-rater

Continuous evaluation of performance management process

Intake/communicate

Set goals

Evaluate where you are

What do you need

Evaluate/check progress

Once a month have a sit down conversation (meeting on department issues)

Managers and employees meet regularly to discuss assignments and get feedback from each other

There should be an open line of communication

Allow for formal and informal meetings to discuss/ implement change

Employees receive immediate feedback opportunities for: Advanced training, benchmarking other places, work and personal life balance, incentive

Performance management process...based on employee satisfaction in relation to productivity and work environment

Full support from management

Provide the right equipment for employees

To get work done and then some

Support and encouragement

Treat all employees the same

Continuous performance and process in general improvement

2-way communication

Smiles

Everyone is held accountable

Show appreciation often

Ongoing (daily, weekly)

360 feedback

Skill/ability based- focus on professional development
**Describe Your Ideal Performance Management Process?**

- 2 way (sup to emp and emp to sup)
- Engaged employee and manager
- Managers with realistic expectations
- Open to constructive criticism (employee and manager)
- Easy process
- Give managers ability to identify skills/ define core comp.
- Transparent expectations
- Flexibility with positions
- Clear skill and performance expectations
- Consistent process

- Logical timeline during review process
- 3 path development process 1. Advancement 2. Improve 3. Maintain
- Growth sometimes mean failure
- Grass-root encouragement
- Reviews from peers as well as supervisors
- PM is NOT PA
- Alignment with an established year on campus
- Shift focus of PM process to include key job functions, competencies and professional growth
- Buy in from all supervisors to invest time in PM process throughout year
- Connecting process with institutional values

- Honest evaluations at least once a month
- Keep updated on training opportunities
- 2 way street on performance make it a more personal conversation
- Set clear expectations
- Change systems to what supervisors like

- Regular checks for regular tasks (no surprises)
- Projects planned out
- Kudos/ recognition for standout performance
- Easy to update
- Allowances for obstacles
- Drag and drop features
- Team goals
- Peer review
- 360 reviews

Managers to have firm grasp of subordinates responsibilities
Describe Your Ideal Performance Management Process?

Managers and employees to work together on identifying specific employee goals

Job performance should be specifically quantifiable

Goals should focus on both job performance and professional development

Periodic reevaluations of goals and strategies to achieve them

360 feedback

Setting expectations before being hired

Collective goal setting

Together with you manager you can come up with clear expectations on goals and tools to help reach them

They should have accountability for it to be fair

More frequent meetings

The managers should be able to give raises and bonuses

Joint management

Immediate feedback

Get rid of the numbers system

Employees should be able to evaluate managers

Decentralized evaluations and centralized results

Employees should help managers understand the status of the universities foundation

Listen to managers and coworkers

Effectively communicate throughout departments

Understanding limitations of available resources to perform jobs

Building a structure consists of team members

Identifying skills within the team

Identify strengths and weakness

Provide training

Feedback from team

Help improve skill set

Evaluate

Objective performance metrics

Self assessment

Ongoing feedback

Provide space and time for managers to manage

Competencies for positions are given to employees and supervisors

360 degree feedback or coaching offered at milestones

More formal vehicles for supervisors to secure feedback from peers about employees

Cross department surveys and projects
Describe Your Ideal Performance Management Process?

- Ability for employee to give feedback for supervisor
- Mandatory manager training
- Comfortable
- Appropriate reviewer/manager
- Positive/encouraging regardless
- Goal setting
- Interactive
- More feedback at mid
- Professional/personal goals
- Clear goals and objectives
- All need to understand the system
- Alignment between position and description
- Better software
- Structured timeline for conversations about the process and performance
- Frequent communication on all sides
- All-inclusive
- Opportunity for 36-evaluation
- Flexible timelines
- Reflect assessment of job duties more job centered, less goals
- Understand priorities
- Continual conversations with frequent check-ins
- HR as bridge for cross competencies
- Proper recognition of successes/ documenting highlights
- Development
- Supervisor as coach/mentor
- Clear pathway/ladder for career progression
- 360 degree approach
- Frequent check ins
- 2 way communication
- Mentoring/ professional growth
- Goal setting as a team
- Above and beyond recognition
- Self-assessment
- Feedback for improvement
- Employee to provide feedback on supervisor performance
## Describe Your Ideal Performance Management Process?

- Calendar align with department
- Measures more than goals
- More levels for education
- Concrete guidance
- User-friendly tools
- Flexible goals
- Ideal reflects priorities of position

- Constant communication with staff for input and feedback
- Goal oriented process with employees making goals based on their needs and desires for improvement
- Early goal completion accomplished during evaluation period are rewarded for early completion
- Time for performance reviews need to change
- Elimination of annual review
- Ongoing reviews- 2 way process
- Process should capture actual job duties
- Allow for goal flexibility and changes
- Tool to be end user friendly and flexible

- No annual performance review
- Each area/manager determines best way to address performance
- Flexible calendar
- Require documentation
- Don't relate to pay raises
- Provided training
- Tools for recognition for high performers
- Provide more guidance on what it takes to exceed expectations
- Touch base more often (quarterly?) on performance and goal progress
- Have more than just three options for the final "grade" on the appraisal

### Fair

- Acknowledge frequent results
- Team members treated fairly
- Acknowledge strengths
- Encourage growth
- Performance connect to rewards
- Pro-active vs re-active
- Parallel systems to measure both professional growth and performance
- Encouragement to be involved in campus community for all positions
Describe Your Ideal Performance Management Process?

Have a set process for all to follow

Make sure everyone understands and is on the same page

Clarity of benchmarks

Timeline that takes into consideration a department’s workflow and or the employees start date

Having conversations out of the office to be more comfortable

Not a forced distribution (%)

Eval based on professional growth throughout the year

Career-oriented and task-oriented

Process clear-unambiguous and transparent

Equality across roles in the process—fair and equal (not job-specific)

Process should involve managers and employee

Structured and flexible—process that is defined but can be modified

Language of growth and positivity

Independent of standard compensation process

Employees should be able to see the value in the process

Process should be independent of technology

Level the process for all

Reminders for the staff

Understanding the entire calendar year is used in performance process

Coaching is required to provide constructive feedback (not just positive feedback)

Scheduling flexibility based on department

Clearly defined goals

Honest discussions with career development goals

Timelines and benchmarks

Managers assistance

Eliminate merit increases/bonuses for well performing employees

Everyone gets an annual increase

Periodic/frequent check ins

Formal and informal

Feedback assessment for additional resources

User friendly

Consistency in the process

Clarify tasks

Figure out which tasks are appropriate for individual employees

Determine individual employee competencies
**Describe Your Ideal Performance Management Process?**

- Address gaps in skills, support and tools
- Place task in framework for employee growth
- Provide employee opportunity for feedback
- Adjust task based on employee input
- Evaluate task based on defined goals
- Provide encouragement to employee
- Included training and development in goals
- Employee and manager participate in process
- Frequent conversations
- Goals and evaluations completed in a timely manner determined by HR
- Incentivize individuals outside of career growth
- Retention
  - Opportunity to refine goals at halfway point
  - Variable timing of goals/review based on department workflow
  - Build motivation through rewards
  - How to value employee contributions
- Time to develop in position
- 360 evaluation
- Professional development programs
- Hard skill and soft skill growth metrics
- More discussion during the year
- Timing of cycle- full year mentoring
- Have a clear understanding of the university's global mission and how the individual supports the global vision
- Transparent communication between manager and individual
  - one on one regular meetings
  - Agendas for meetings prepared beforehand
  - Manager to share information with individuals to break down silos between departments
- Transparency with accountability
- Employees able to evaluate supervisor
- Regular meetings to focus on measurable changes, success and achievements
- Short-10 questions or less
- Assesses: behaviors, attitude and performance
- Review goals (current and future)
- Discusses challenges from the previous year and how employees handle them
- Makes recommendations for growth
Describe Your Ideal Performance Management Process?

Is employee specific but consistent

Open door/ communication

Ongoing/ frequent one on one meetings

Goal oriented (defined guidelines)

Tools needed/provided

Evaluation to be direct and defined

Multi-rater

Performance year=1 year

Subjective and flexible

"X" required conversations per year

End of year is based on merit % only

agreed upon values/ division and campus goals

Supervisors treated differently and supervisor goals

Self assessment

Periodic 360

Consistency meetings

Collaboration

Training, accessibility/education

Interactions supervisor/ employee

Feedback is immediate and specific

Guidelines and milestones

Accountability

Identify program/bonus

Clear expectations

Two way conversations

Informal

Ongoing coaching

Motivate

One that is based on clear expectations, is not overly burdensome, and is about future development as much as past performance.

Responsive, flexible, and more frequent. This might require different processes at different times instead of once or twice a year, on-the-spot recognition/reward programs, and frameworks that are adaptable for different career stages and types of work.

Not one size fits all

Separate feedback from the money
Describe Your Ideal Performance Management Process?

Have a conversation at the beginning of the year with clear goals; mid-year check-in; accountability at the end.
Performance Management Focus Groups Feedback

What Do Employees Need to Be Doing to Create a Thriving Community at UR?

Communicate
Adapting to change
Developing (personal and professional)
Finding training to help with your job
Take advantage of opportunities provided
Collaborating with faculty, community and students

Sharing Collaboration
Move outside comfort zones/ be helpful to other employees
Assessing what might be coming in the future
See the bigger picture

Employee goal setting
All employees must work toward the same goals at UR

Follow UR policy
More respect (2)
Find enjoyment in your job
Employees willing to learn

Involved in campus community
Stop complaining
Be happy
Being more friendly

Attend USAC meetings

Participate in campus life and activities
Be accountable
Understand each others roles and responsibilities
Take initiative
Team player
Respect of each other and each persons position/ job role

Communicate clearly
Take ownership of your job/ job role
Learn and be open to use of standard tools (outlook and onbase)
Always try to grow
Be open to feedback
Embrace change
Be positive (provide a positive work environment)
Mentor/help others
Performance Management Focus Groups Feedback

What Do Employees Need to Be Doing to Create a Thriving Community at UR?

Cross train
Do your best at what you do
Seek out personal/professional growth opportunities
Work collaboratively with others
Work diligently on responsibilities and tasks
Create a culture of respect
Assume the best of others
Respecting co-workers
Provide feedback to supervisor
Self-assessment
Take performance management seriously
Create a safe and trusting environment
Stretch goals
Invite feedback on performance
Be open and non-defensive
Focus on the good and possibilities
Respect each other (2)
Support
Be courteous
Be kind to each other
Teamwork (3)
Be accountable
Be efficient
Feedback
Communication
Organization
Turn your managers into coaches
Productive
Consistency
Being open and honest
Speak up
Sense of urgency
Be compassionate
Professional
Take pride in your job
<table>
<thead>
<tr>
<th>What Do Employees Need to Be Doing to Create a Thriving Community at UR?</th>
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<tbody>
<tr>
<td>Act like a family</td>
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<td>Be friendly</td>
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<td>Appreciative</td>
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<td>Support (2)</td>
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<td>Participate</td>
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<tr>
<td>Comfortable work spaces</td>
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<td>Communication</td>
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<td>Identify</td>
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<td>Include</td>
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<tr>
<td>Challenge</td>
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<td>Communicate and collaborate across departments</td>
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<td>Training</td>
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<td>Ability to attend workshops</td>
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<td>Motivate</td>
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<td>Work/life balance</td>
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<tr>
<td>Encourage</td>
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<tr>
<td>Participate in employer sponsored activities</td>
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<tr>
<td>Look for opportunities to improve themselves</td>
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<tr>
<td>Giving 100% everyday</td>
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<tr>
<td>Communicate with co-workers and managers</td>
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<tr>
<td>Look for the positive (Leslie)</td>
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<tr>
<td>Courteous</td>
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<td>Sharing information about continuing education</td>
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<td>Help each other and students if needed</td>
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<tr>
<td>Open-minded</td>
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<td>Self-driver</td>
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<td>Be focused</td>
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<td>Have a can do attitude (not 'that’s not my job')</td>
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<tr>
<td>Work as a team and be safe while doing it</td>
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<tr>
<td>Respect</td>
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<tr>
<td>Communicate with each other</td>
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<tr>
<td>Finding ways to make your job more effective and efficient</td>
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<tr>
<td>Help each other</td>
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<tr>
<td>Keep a positive work environment</td>
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<tr>
<td>Get along with each other</td>
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</table>
What Do Employees Need to Be Doing to Create a Thriving Community at UR?

- Support others ideas
- Respectful work environment
- Respect each other
- Perform your jobs and duties as they are required in your position
- Do their job
- Great customer service

Understanding your customers needs and wants

- Be engaged in the process
- Buy-in to process
- See the big picture and how they fit
- Understand their role within the university
- Interact with different employees on campus
- Continuous conversations with managers throughout the year
- Know who and where to go for help
- Know their career goals and how to achieve them
- Seek out opportunities
- Be willing to step outside your comfort zone
- Respect others
- Feel comfortable asking questions
- Let your voices be heard

Participate in department events
- Attend events outside of department
- Take advantage of what the university offers
- Get to know your co-workers

Greet fellow staff

Accountability

Focus group
- Be on time
- Just do your work

Inclusive (3)
- Respect

Think outside the box
- Be creative in problem solving
- Solve problems

Positive attitude
What Do Employees Need to Be Doing to Create a Thriving Community at UR?

Don’t get defensive
Stay positive
No blaming
Be positive
Don’t complain
Quit bitching
Have time for thinking not just reacting
Stay calm
Prioritize students
Understand how their role impacts/supports the larger community
Cross unit relationships are important
No silos
Enjoy the campus beyond work office
Support peers
See big picture
Be willing to be coached or mentored
Seek advice
Be open to ideas
Listen
Offer suggestions
Keep supervisors informed
Keep lines of communication open
Be informed
Develop skills
Be on time
Don’t have a gotcha attitude
Work hard
Care for one another
Respect all
Be a team player
Be dedicated
Believe in the UR mission
Enjoy difference
Challenge the status quo
Interact with people all across campus
What Do Employees Need to Be Doing to Create a Thriving Community at UR?

- Helping others to succeed
- Integrate with the student body
- Communicate
- Give honest and effective feedback
- Receive honest and constructive feedback
- Know that their supervisor supports their professional development
- Embrace new ideas
- Encourage diverse perspectives
- Be open for discussion
- Think critically about ideas and plans
- Exploring new interests
- Positive attitude
- Learning new skills
- Continue to expand knowledge
- Understanding how their role fits into the big picture
- Feel like what they do makes a difference
- Receive recognition for their efforts
- Feel that their work is valued by others
- Feel appreciated
- Appreciated what others do on campus
- Set goals
- Work with others towards a shared goal
- Opportunities to connect/socialize with other employees
- Learn from those who are different from them
- Respectful of people
- Understand the work of the group
- Set goals around key values or use university values framework
- Have a range of ways to reward the team
- Motivate team individually and as a team part of the whole UR community
- Help employees link their work to larger university goals
- Connect work to the university
- Be an advocate for your team
- Set realistic expectations for group
- Practice transparency
- Include employees in important conversations
### What Do Employees Need to Be Doing to Create a Thriving Community at UR?

- Initiate conversations about obstacles
- Learn about difference, community and equity
- Mentor
- Support others (2)
- Contribute to the thriving of others
- Participate (2)
- Respect (2)
- Connect with others outside of their units
- Positivity
- Adhere to policies
- Follow policies
- Creative input/solution
- Listen
- Training/professional development
- Smile
- Take/have time to reflect
- Lead by example
- Speaking up: input with impact
- Communicate (2)
- Transparent
- Take ownership
- Be on time
- Communicate needs
- Be a team player
- Encourage peers
- Be respectful
- Be involved
- Wanting to grow
- Be open to new opportunities
- Understand management process
- Be respect to co-workers
- Actively/positively engage
- Trusting the process (seeing value)
- Support co-workers
- Be a team player
What Do Employees Need to Be Doing to Create a Thriving Community at UR?

- Personal accountability
- Promote a work/life balance
- Feeling safe/supported
- Doing work they understand
- Ask for help
- Ask questions
- Communicate
- Listen (2)
- Continuous education
- Don’t stop learning
- Participate in university events, programs and services
- Acknowledge when improvement needed
- Seek advise
- Provide feedback
- Welcome feedback
- Coming from a positive place/mindset
- Build positive relationships
- Build professional network
- Interact with similar roles at other institutions

Innovating
- Curiosity
- Responsibility
- Autonomy
- Empowerment
- Ownership
- Positivity
- Team player
- Participate
- Contribute
- Understanding of individuals role within the group
- Help/feedback from others
- Don’t be afraid to ask for help
- Respect
- Honorable
- Collaboration (2)
What Do Employees Need to Be Doing to Create a Thriving Community at UR?

Communication (2)
- Invoke institutional spirit
- Workshops (community events)
- Incorporate organizational values into daily work
- Represent the brand
- Group activities (Busch Gardens)
- Volunteer outside of campus
- Get social (happy hour at Cellar, outings)
- Know and understand students
- Working across departments
- Mentor programs outside of your department

Support and share ideas
- Support and encourage others
- Support each other
- Recognizing their role as a part of the team
- Engaged in the community
- Support of everyone in UR community
- Developing relationships as people
- Respect one another
- Respect for others
- Respect for roles
- Greet each other/kindness
- Trust the institution
- Assume best intentions first
- Willing to be flexible
- Share career path
- Look to identify training opportunities
- Opportunities for growth and advancement
- Diversity in thought
- Be honest with yourself about your needs

Communicate
- Be willing to listen
- Patience
- Proactively be informed
- Teamwork
What Do Employees Need to Be Doing to Create a Thriving Community at UR?

Collaboration
Provide feedback to management
Show community spirit
Be helpful
Be able to leave your comfort zone
Be involved

If you don’t know something, ask for help
Take pride in all you do
Listen attentively to what people say
Follow guidelines of what your job is
Pay full attention to customers
Help others even if it’s not your job
Treat others the way you want to be treated
Respect all

Be able to receive advice
Trust
Be able to connect with others outside of your department
Be a team player
Ask for help
Be inclusive
Be proactive about significant matters
Contribute ideas
Own their development
Pride in your work
Be responsible for your actions
Learn from mistakes
Own behaviors with others
Hold yourself accountable for your actions
Act with honor and integrity
Respect other opinions
Good time management
Listen to managers
Speak up about concerns
Speak up to managers
Honest self assessments
**What Do Employees Need to Be Doing to Create a Thriving Community at UR?**

- Communicate well with others
- Be collaborative
- Ask for feedback
- Hold managers accountable for feedback
- Provide peer feedback
- Honest
- Willing to work in different environments
- Respectful
- Hardworking
- Value differences
- Open to feedback
- Committed to UR vision
- Collaborative
- Willing to learn new things
- Being coachable
- Able to change
- Team player
- Actively seeking out information outside your own area
- Get support from university to volunteer and support the community
- Get to know others
- Be personable
- Be a team player and collaborate with others
- Responsible for doing your jobs
- Ask for time with supervisor to talk about issues
- Seek out things that make you happier when you are at work
- Be positive
- Voice concerns in a safe environment
- Ask for learning opportunities to grow
- Care
- Ask questions
- Engage
- Professionalism
- Give your best
- Strive to learn
- Collaborate
What Do Employees Need to Be Doing to Create a Thriving Community at UR?

Communicate
- Monthly/bi-monthly outside of work activities to build teamwork
- Take advantage of outside/campus
- Appreciate where we work
- Pulling staff into committees for input is important
- Breakfast/lunch meetings
- Cross training
- Set a day/week to bring in lunch/breakfast for gathering

Employees give their best effort everyday
- Honest self reflection
- Employees feel valued
- Employees take advantage of professional development programs
- Employees are excited to come to work
- Employees do not leave UR
- Employees see a clear path to career growth

Safety
- Be professional

Support
- Work as a team
- Desire to learn
- Good attitude
- Follow instructions

Integrity
- Initiative
- Feedback
- Be motivated
- Open minded
- Have a plan
- Practice hospitality
- Come to work on time
- Complete work
- Have fun!
- Be positive and optimistic

Motivation
- Engage
What Do Employees Need to Be Doing to Create a Thriving Community at UR?

- Be involved
- Respect others
- Take pride in yourself and your work
- Pride
- Go beyond expectations
- Respect others (3)
- Do your job to the best of your ability (3)
- Think about their immediate task and the overall good.
- Commitment to shared goals
- Engagement (including constructive disagreement)
- Openness to the ideas and interests of others
- Inclusivity
- Kindness
- Creative
- Hard working
- Focused on continuous improvement
- Ownership and accountability for work
- Challenge self
- Collaborative
- Open to new ideas and be flexible to see something in a different way
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

Communicate (2)
Assess your own management abilities
Give constructive feedback on a consistent basis
Listen to needs, concerns, all opinions/POV
Lead by example
Empower employees to attend/be involved in activities
Encourage training
Cross training within the department
Talking to employees to help with what they need to do their jobs
Acknowledge accomplishments and growth
Reward or acknowledge good work
Mgmt leadership development (learn how to manage staff)
Team building
Have appropriate funding

Management needs to have an open door policy for employees
Coming together on different perspectives
Provide direction in an appropriate and supportive, tactical and professional manner
Allow employees to be creative
Model policy and safety concerns
Provide a safe environment
Be more motivated in the workplace
Show more support for employees
Train
Managers need more training on how to communicate with employees
Let employees express themselves
Create a learning environment
Good communication
Maintain a flexible attitude
Be open to constructive criticism
Give clear expectations
More awareness of workload
Chill
Don’t just manage, incorporate team building and provide support when needed

Ditto EE chart
Humility
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

- Open door policy
- Positivity
- Build trust
- Support kudos
- Brown bag lunches
- Transparency
- Lead by example
- Problem solving solution skills
- Seek team building opportunities
- Give autonomy

Sharing of knowledge
- Develop (2)
- Big picture
- Guide
- Tools
- Training (2)
- Listen (2)
- Teamwork
- Mentor
- Modeling
- Support
- Opportunity (2)
- Safe environment
- Ability to defuse conflict
- Rewards
- Career plan conversation
- Cross train
- Have difficult conversations if needed
- Pay attention
- Transparency (2)
- Open communication
- Open door
- Be available
- Feedback (4)
- 2-way conversations
### What Do Managers Need to Be Doing to Create a Thriving Community at UR?

<table>
<thead>
<tr>
<th>Topic</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect</td>
<td>(4)</td>
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<tr>
<td>Honesty</td>
<td>(2)</td>
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<tr>
<td>Appreciation</td>
<td>(2)</td>
</tr>
<tr>
<td>Communication</td>
<td>Let staff know they are appreciated</td>
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<td></td>
<td>Involve staff more on making decisions</td>
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<td></td>
<td>Voice our opinions</td>
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<tr>
<td>Identify potential</td>
<td>Promote growth and learning</td>
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<td></td>
<td>accepting of new ideas</td>
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<tr>
<td>Staffing more employees</td>
<td>Follow up training</td>
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<td></td>
<td>Provide support for growth</td>
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<tr>
<td></td>
<td>Keep things confidential</td>
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<td>Hold people accountable</td>
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<tr>
<td>No-quit attitude</td>
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<tr>
<td>Communicate clearly</td>
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<tr>
<td>Communicate expectations or assignments clearly</td>
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<tr>
<td>Training for managers</td>
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<tr>
<td>Team building</td>
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<tr>
<td>Value participation</td>
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<tr>
<td>Trust</td>
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<tr>
<td>Flexibility</td>
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<tr>
<td>Give tools for success</td>
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<tr>
<td>Active advocates</td>
<td></td>
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<tr>
<td>Create positive experiences</td>
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<tr>
<td>Willing to go above and beyond</td>
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<tr>
<td>Set the example</td>
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<tr>
<td>Communicate effectively</td>
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<tr>
<td>Honest</td>
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<tr>
<td>Trustworthy</td>
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<tr>
<td>Support and build relationships</td>
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<tr>
<td>Work with peers</td>
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<tr>
<td>Lead by example</td>
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<tr>
<td>Lead as a leader</td>
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</tbody>
</table>
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

Morale awareness
Engage in daily activity
Follow through with concerns

Respect employees (2)
Be available and attentive to employee needs
Be a leader
Be more engaging with employees
Must be a team player

Communication
Whole-team goals
Positive work environment
Less managing, more assisting

Be open to more ideas

Communication with upper management (2)
Create good work
Communication amongst shops
Fix the raise system to award employees for hard work
Provide more incentive to complete tasks
Advocate for high performing employees
Promote education for learning
Explain more for career advancement

Everyone treated equally
Trust employees to handle and perform the job
Respect the employees

Identifying and addressing roadblocks that impact their employees work
Support University policies
Enabling employees to be their own advocates at higher levels of the institution
Acting as an advocate for employees at higher levels in the institution
Setting clear expectations for how goals apply to individual employees
Be approachable

Keep lines of communication open
Support fair wage structure for underpaid staff
Providing extra support for employees on the edges
Offer incentives for a job well done
Selfless in support of individuals
## What Do Managers Need to Be Doing to Create a Thriving Community at UR?

<table>
<thead>
<tr>
<th>Support goals of staff members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Celebrate personal victories with staff</td>
</tr>
<tr>
<td>Support performance development goals</td>
</tr>
<tr>
<td>Working to expand job-related knowledge</td>
</tr>
<tr>
<td>Treat all staff equally</td>
</tr>
<tr>
<td>Work with staff more closely to learn what they actually do on a daily basis</td>
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<tr>
<td>Seeking collaboration with other departments to improve the work of all</td>
</tr>
<tr>
<td>Support employees when participating in university events</td>
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<tr>
<td>Clear expectations</td>
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<tr>
<td>Help set priority</td>
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<tr>
<td>Group social events</td>
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<tr>
<td>Create a plan of actions</td>
</tr>
<tr>
<td>Transparency</td>
</tr>
<tr>
<td>Communicate</td>
</tr>
<tr>
<td>Delegate</td>
</tr>
<tr>
<td>Lead by example</td>
</tr>
<tr>
<td>Find out what motivates your employees</td>
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<tr>
<td>Provide means for your employees</td>
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<tr>
<td>Appreciate employees</td>
</tr>
<tr>
<td>Encourage employees to take classes</td>
</tr>
<tr>
<td>Set clear performance goals</td>
</tr>
<tr>
<td>Do not participate in drama</td>
</tr>
<tr>
<td>Focus groups</td>
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<tr>
<td>Fairness</td>
</tr>
<tr>
<td>Share</td>
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<tr>
<td>Be empathetic</td>
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<tr>
<td>Show empathy</td>
</tr>
<tr>
<td>Be consistent with behaviors</td>
</tr>
<tr>
<td>Respect time</td>
</tr>
<tr>
<td>Work/life balance</td>
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<tr>
<td>Give undivided attention</td>
</tr>
<tr>
<td>Assume positive intent</td>
</tr>
<tr>
<td>Clear communication</td>
</tr>
<tr>
<td>Listen (2)</td>
</tr>
<tr>
<td>Seek and embrace feedback</td>
</tr>
</tbody>
</table>
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

Big picture
Set clear goals
Innovate
Train (2)
Measuring climate
Space for failure without negative impact
Thrive
Be able to do whatever you ask employees to do
Lead by example
Mentor
Lead
Address performance issues in a timely fashion
Say thank you!
Reward desired behaviors
Encourage growth
Recognize/praise
Encourage knowledge of what other areas do
Clarify expectations
Praise
Team building with other offices retreats
Team building
Support your team
Trust you team
Ask for help
Sense of humor
Create and support inclusive environment
Foster environment of accountability
Be consistent
Reward/ acknowledge successes in public
Keeping notes on topics discussed and action steps for improvement
Providing meaningful feedback
Regular check ins
Setting clear goals
Setting clear expectations
Build and maintain trust
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

Coach
- keeping knowledge current
- Helping employees find professional development opportunities
- Providing or making time for employees to pursue professional development

Communicate with each other
- Support employees advancement, even if outside of your department

Opportunities for growth
- Demonstrate a commitment to human dignity
- Lead by example
- Understand each team member's point of view

Listen
- Connect with each employee
- Support group development

Empowerment to do the job
- Communication above and below

Leader training
- Communicate expectations
- Coach, guide, mentor
- Be involved (team and community)
- Respectful
- Encourage growth
- Be a team player

Create opportunities
- Be approachable
- Smile
- Opportunity to unplug/get away
- Promote work/life balance
- Flexibility in chain of command
- Set an example
- Provide picture of strategic goals
- Accurate financial construct
- Delegate (2)
- Empower
- Actively seek feedback
- Reflect on own needs as a manager
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

Try and see things from employee perspective

Professional development (2)

How to manage difficult conversations

Encourage

Praise accomplishments publicly

Respect individual

Provide ongoing feedback

Communicate clearly and often

Consistency in feedback

Listen (5)

Deal with non-performers

Team building

Care for one another

Mentor

Open communication with open mind

Frequent one on one meetings

Provide resources to get training

Get training

Suggest training

Lead by example

Recognize strengths and act on that

Provide tools and resources

Develop weaknesses

Know employee strengths and weaknesses

Meet and greet with leadership in smaller groups

Encourage cross campus networking/ collaboration

Quarterly team building

Provide creative challenges for professional growth

Advocacy for team

Accountability for self and others

Express pride (What has my department done well?)

Encourage

Honest feedback

Be open to feedback from team
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

- Share info with team recommending opportunities
- Articulate expectations
- Discipline organizational skills
- Team work
- Set clear and fair team expectations and hold self to those same standards
- Develop an ethos of humility and learning
- Demonstrate care for individuals and outcomes
- Listen to concerns without judging
- Respect for team numbers
- Cultivate inclusivity and recognize uniqueness
- Model respectful interactions with others
- Don’t say no first
- Willing to admit mistake- personal accountability
- Support
  - Be open and available
  - People first managers second
- Be willing to engage in difficult conversations
- Follow the vision/mission that UR has in place
- Advocate for your team members
- Nurture professional growth and development
- Promote professional growth opportunities
- Challenge and provide growth opportunities
- Help individuals connect their work goals to the department
- Encourage ideas from front line staff
- Engage and show support
- Make performance management efficient
- Support beyond current position
- Communicate the "why"
- Communicate
- Flexible/ casual meetings
- Unique check in periods
- Micro adjustments over macro
- Team feedback
- More professional development
## What Do Managers Need to Be Doing to Create a Thriving Community at UR?

<table>
<thead>
<tr>
<th>Career development</th>
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</thead>
<tbody>
<tr>
<td>Keep an open mind</td>
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<tr>
<td>Have patience</td>
</tr>
<tr>
<td>Be transparent</td>
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<tr>
<td>Encourage employees to take a class</td>
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<tr>
<td>Respect all employees</td>
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<tr>
<td>Listen</td>
</tr>
<tr>
<td>Challenge employee to create a new idea or implement a better process</td>
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<tr>
<td>Get to know your employee</td>
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<tr>
<td>Congratulate success</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Identify mentors on campus</th>
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</thead>
<tbody>
<tr>
<td>Help identify and support growth opportunities</td>
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<tr>
<td>Provide regular feedback</td>
</tr>
<tr>
<td>Offer direction</td>
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<tr>
<td>Support</td>
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<tr>
<td>Be flexible</td>
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<tr>
<td>Provide information</td>
</tr>
<tr>
<td>Trust</td>
</tr>
<tr>
<td>Allow employees independence</td>
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<tr>
<td>Hold people accountable</td>
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<tr>
<td>Don’t take employees for granted</td>
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<tr>
<td>Commit time</td>
</tr>
<tr>
<td>Accept feedback</td>
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<tr>
<td>Listen</td>
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<tr>
<td>Be open to suggestions</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Know employees personal situation to get whole picture</th>
</tr>
</thead>
<tbody>
<tr>
<td>One to one time (ideally monthly)</td>
</tr>
<tr>
<td>Build teamwork among team</td>
</tr>
<tr>
<td>Feedback</td>
</tr>
<tr>
<td>Seek support/training</td>
</tr>
<tr>
<td>Appreciate employees</td>
</tr>
<tr>
<td>Honesty</td>
</tr>
<tr>
<td>Clear goals and expectations</td>
</tr>
<tr>
<td>Feedback that implements change</td>
</tr>
<tr>
<td>Delegate responsibilities</td>
</tr>
</tbody>
</table>
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

- Avoid micro-management
- Provide proper training
- Understand and communicate
- Connect better inside and outside of department
- Be a good listener
- Kindness on personal issues (illness and deaths in family)
- Manage fairness/balance in the group
- Role model for promoting time to benefit from UR programs
- Trust
- Fair compensation
- Acknowledge that they make mistakes
- Appreciate employees (2)
- Know how to manage
- Know responsibilities
- Understand employee's jobs
- Don’t encourage gossip
- Develop strong employees and give them new challenges
- Get to know your team strengths and weaknesses
- Keep up to date on resources available to employees
- Encourage employees to challenge themselves
- Encourage feedback
- They are the anchor
- Loosen up
- Collaborate
- Respectful
- Communicate
- Open to subordinates ideas
- Visibility
- Honesty with respect
- Recognize positive behaviors
- Create opportunities for growth
- Create opportunities for networks
- Lead by example
- Get to know individuals
- Get involved outside of the unit
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

- Invest in employees
- Complete work
- Good role models
- Be reliable
- Give feedback
- Create team activities
- Be professional
- Provide opportunities for learning new skills
- Be honest
- Set clear expectations
- Include
- Care about the whole employee
- Be dependable
- Problem solving is the key to managing
- Work together (5)
- Listen (2)
- Be fair
- Practice safety
- Be mission oriented
- Be more respectful (2)
- Keep an open mind
- Create an inclusive environment
- Create positivity
- Treat others how you want to be treated
- Have integrity
- Communicate
- Encourage good performance
- Listen well
- Discuss methods or ideas that are working for other managers
- Be actively interested in helping everyone succeed and recognize individuals have different paths to success.
- Modeling positive behaviors
- Active listening
- Being honest / trustworthy
- Helping others understand trade offs
- Providing feedback
What Do Managers Need to Be Doing to Create a Thriving Community at UR?

Providing clear goals and expectations

Have sensitivity about the impact your behavior has on others

Intentionally inclusive

Fair

Help others see the connection to the whole...the bigger picture. See what we are doing holistically