
DART for Managers 203: Finding & Keeping Top Talent

Avery Walker, Senior Director Strategic Talent Management

Amy Bronson, Associate VP Advancement Resources & Strategic Talent Management

Michael Donnelly, Associate Director, Learning & Talent Development

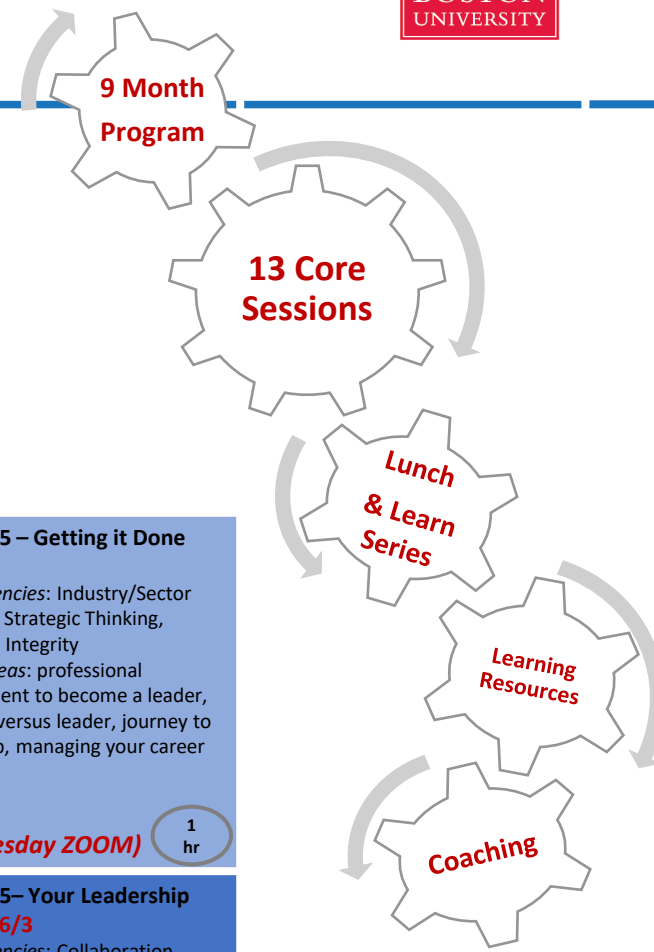
January 30, 2024



DART Training for Managers FY2024



<p>MANAGING YOUR ENVIRONMENT DART 101 -103 Oct-Nov</p> <p>Total Hours: 3</p>	<p>DART 101 - Welcome to DAR and our culture 10/3 <ul style="list-style-type: none"> •<i>Competencies:</i> Organizational Scope, Global & Cultural Competence, Relationship building •<i>Focus areas:</i> Being successful in the DAR culture, expectations and accountability, DAR mission, vision & values, collaboration, belonging/recognition, work-life integration, wellness, engagement/bringing out the best in all of us, priorities and time management <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 102 – Welcome to BU and the Profession 10/23 <ul style="list-style-type: none"> •<i>Competencies:</i> Knowledge, Impact, Organizational Savvy, Strategic Thinking •<i>Focus areas:</i> BU history, BU overview, campaign, HR policies/handbook, HR/university resources, state of advancement, DAR/BU’s place in the market, professional development, networking <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 103 – The Culturally Competent Manager 11/21 <ul style="list-style-type: none"> •<i>Competencies:</i> Managing Diversity, Generations, Global & Cultural Competence •<i>Focus areas:</i> DEI & belonging, University level to local, expectations for leaders, knowledge, training, mentoring, staffing/career development <p>(Tuesday ZOOM) 1 hr</p> </p>		
<p>MANAGING YOURSELF DART 201-205 Dec-March</p> <p>Total Hours: 5</p>	<p>DART 201 - The Emotionally Intelligent Manager 12/18 <ul style="list-style-type: none"> •<i>Competencies:</i> Self knowledge, Emotional Intelligence, Leadership, Managing and Motivating Others, Coaching, Managing Up, Delegation •<i>Focus areas:</i> Gallup engagement model, assessment tools, strength Finder and EI (Emotional Intelligence Index), managing office “politics”, delegation, Managing stress and workload <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 202 – Managing Your Brand for Maximum Impact 1/16 <ul style="list-style-type: none"> •<i>Competencies:</i> Managing up, Professionalism, Personal Branding •<i>Focus areas:</i> Creating a personal brand, social media presence, meeting management, networking <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 203 – Finding & Keeping Top Talent 1/30 <ul style="list-style-type: none"> •<i>Competencies:</i> Hiring and Staffing, Retention •<i>Focus areas:</i> All aspects and expectations for recruiting, hiring, and onboarding, manager’s toolkit, accountability, DEI in hiring, offboarding, policies and procedures, communication <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 204 – Managing Change & Difficult Conversations 2/12 <ul style="list-style-type: none"> •<i>Competencies:</i> Conflict Management, Influence, Problem Solving, Dealing with Change, Strategic Thinking •<i>Focus areas:</i> communicating change/unpopular news, the change model, transparency, authenticity, staff leave policies/FMLA <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 205 – Getting it Done 3/5 <ul style="list-style-type: none"> •<i>Competencies:</i> Industry/Sector Expertise, Strategic Thinking, Influence, Integrity •<i>Focus areas:</i> professional development to become a leader, manager versus leader, journey to leadership, managing your career <p>(Tuesday ZOOM) 1 hr</p> </p>
<p>MANAGING YOUR TEAM DART 301-305 Mar-Jun</p> <p>Total Hours: 5</p>	<p>DART 301 – Holding Your Team Accountable 3/18 <ul style="list-style-type: none"> •<i>Competencies:</i> Accountability, Business & Financial Acumen, Emotional Intelligence, Strategic Thinking •<i>Focus areas:</i> Setting SMART goals/expectations, giving feedback, and holding staff accountable, partnering with STM/HR, BU/DAR process and policies for addressing performance issues, up to termination. <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 302 – Growing & Recognizing Your Team 4/8 <ul style="list-style-type: none"> •<i>Competencies:</i> Trust, Strategic Thinking •<i>Focus areas:</i> How to recognize others, explain promotion process & policies, <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 303 – Developing & Coaching Your Team 5/7 <ul style="list-style-type: none"> •<i>Competencies:</i> Integrity, Professionalism, Industry/sector expertise, Strategic Thinking •<i>Focus areas:</i> difference between coaching and mentoring, development gaps and opportunities, use of the IDP DAR internal learning opportunities, external opportunities, policies, conferences, Office of Learning & Development, eTerrier, career competencies, coaching/executive coaching <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 304 – Adapting Your Leadership Style 5/20 <ul style="list-style-type: none"> •<i>Competencies:</i> Collaboration, Engagement and Trust •<i>Focus areas:</i> 5 Disfunctions of a Team, panel discussion and Q&A on situational leadership <p>(Tuesday ZOOM) 1 hr</p> </p>	<p>DART 305– Your Leadership Journey 6/3 <ul style="list-style-type: none"> •<i>Competencies:</i> Collaboration, Team Building, Communication, team strengths, •<i>Focus areas:</i> Continue your journey and sustaining learning, - Graduation ceremony <p>(Tuesday ZOOM) 1 hr</p> </p>



Manager Discussion

What's on your mind?

Staff temperature check?

Coaching with Ellen

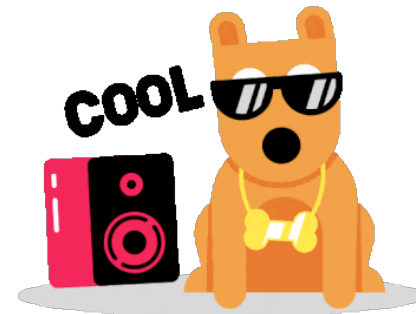
March Promotions

Engagement Results



Check-in Polls

1) How is your staff doing?



Feeling Good

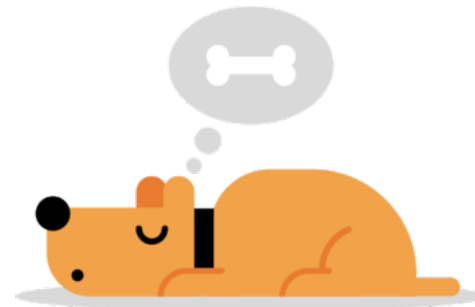


Pretty Good



Doing OK

2) How are you doing?



Could be better



Really Struggling



I need support

Agenda

- Finding Talent
- What do staff value?
- Why do staff stay?
- Onboarding
- Retention, career paths and engagement

Finding Talent

- Intake Meeting
- Job Descriptions
- Checklists (hiring/onboarding)
- Toolkit
- Search Firms
- Advertising
- DEIB



Finding Talent

Partnership with STM

Informational Interviews, direct (pro-active outreach)

Communication (work with Amy/Avery)

- Conferences
- Referrals
- Networking
- Your own branding/reputation
- Think about current and future needs



Cost of a Bad Hire

- **What is the impact of hiring for the sake of hiring?**
 - According to SHRM, losing an employee costs 90% to 200% of their salary, benefits, and expenses.
- **But what about reputational cost? Loss of productivity? Training costs?**



THE TRUE COST OF A BAD HIRE 

The cost of a bad hire extends well beyond the person's salary, including:

-  Recruitment advertising costs and fees (and cost for hiring again)
-  Training and onboarding costs
-  Unhappy customers and lost business
-  Impact on team morale and performance
-  Weakened employment brand
-  Loss of time and momentum
-  Opportunity cost and lost productivity

Breakout Room Exercise

Work together to create a list of **the top 5 things you believe staff value at work.**



What Staff Value at Work

- Financial Stability
- Equitable Compensation
- Flexibility of working hours
- Appreciation
- Diversity & Inclusion
- Trust
- Development
- Wellness
- Autonomy
- Connection
- Rewards
- Empowerment
- Mentoring
- Ability to do your best work
- Fairness
- Respect
- Challenges
- Career opportunities
- Being heard
- Security
- Clear goals and expectations
- Growth
- Responsibilities

Sources: Mercer & Gallup

What DAR Staff Value at Work

- Financial Stability
- Equitable Compensation
- Flexibility of working hours
- **Appreciation**
- **Diversity & Inclusion**
- **Trust**
- Development
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Sources: Mercer & Gallup

It's About Leadership

Leaders play an important role in recruiting, developing and retaining the best and the brightest.

- Leadership Development
- Management Training
- Coaching
- Mentoring
- Career Paths
- Internships
- Diversifying the field
- Attracting new talent to the field

Retention for Staff

- Onboarding
- Competitive compensation
- Recognition and incentive programs
- A seat at the table (impact on decisions)
- An excellent boss
- Executive coaches/mentors
- Flexible work schedules that support work/life balance





More Retention for Staff

- Collegiality, fun, supportive and healthy culture
- Resources and tools needed to do their job
- Professional Development/Internal Mobility
- Clear goals and rewards
- Community building/time to perform volunteer work
- Virtual/remote work options or work from home
- Stay interviews



Managers and Leaders

“Would I rather be feared or loved? Um, easy, both. I want people to fear how much they love me.”

- Michael Scott, Dunder Mifflin

- Bad Managers = High Turnover
- Many resources available
- Not everyone should be a manager
- Everyone can be a leader



In Sum

Engagement is Retention

- Assess Engagement
- Determine how best to support engagement
- Career Pathing
- Diversify the field
- Attract new talent



Partner with Strategic Talent Management

Find, hire, train, grow, retain and plan to develop the best quality staff there is.

- Talent Acquisition
- Manage relationships with external search firms
- Onboarding (& Off boarding)
- Learning Development
- Professional Development
- Performance Management
- Career Pathing
- Succession Planning
- Reward & Recognition
- Coaching

Advancement Resources & Strategic Talent Management



BRIANNA MEDAS

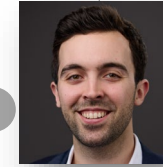
Sr. Project Associate, Talent & Operations

- Talent Operations
- Talent Acquisition
- Marketing
- Project Management

AVERY WALKER

Senior Director Strategic Talent Management :

- Talent Acquisition
- Employee Relations
- Marketing & Branding
- Career Planning & Growth
- HR Liaison
- Interface SLT & DAR Managers
- Talent Acquisition Budget



MICHAEL DONELLY

Associate Director, Learning & Talent Development

- Training & Development
- Engagement
- CliftonStrengths/Gallup
- Onboarding & Offboarding
- Professional Development
- CASE Liaison
- STM Data/Analytics
- Staff Communications/Staff Hub
- Staff Events



ROSS RAMKISSON

Learning & Talent Dev. Associate

- Training & Development
- Engagement
- Onboarding & Offboarding
- Professional Development
- Staff Events
- STM Data/Org Charts



AMY BRONSON

Associate Vice President

- Talent Management
- Employee Relations
- Budget/Finance
- Space/Facilities
- Senior Leadership Team



JAMES BRANSFORD

Sr. Director Administration & Finance

- Finance
- Budget
- Payroll
- Space
- Facilities



JENNIFER GIASSI

Finance & Operations Associate

- Budget
- HR Operations
- Travel Expenses
- Space



TERRY PAN

Finance & Operations Associate

- Facilities
- Expenses
- Hourly Payroll
- Student employment



VACANT

Director DEI

- DEI Officer
- DEI Strategy
- Inclusion & Belonging
- Staff Liaison
- Affinity Groups



Consultants



WENDY FRAWLEY



PATRICIA GIL-CASARES

Onboarding

- First Impressions
- Introductions
- The beauty is in the details
- First three months are crucial!
- Check in, check in, check in!



Breakout Room Exercise

1. What did you appreciate in DAR onboarding?
2. What else would you have found helpful as a new employee?



Onboarding



DAR Hiring Manager Onboarding Checklist

Employee:

Supervisor:

Staff Ambassador (Buddy):

Hiring Manager Tasks	STM Contact
Before Their Start Date	
<input type="checkbox"/> Email/call new hire to welcome them <ul style="list-style-type: none"> <input type="checkbox"/> Let them know about dress code, parking, and work hours <input type="checkbox"/> Inform them of what tasks they can expect in the coming weeks 	> Michael
<input type="checkbox"/> Notify key staff and your team of new hire's acceptance <input type="checkbox"/> Confirm with STM the start date	> Michael
<input type="checkbox"/> Identify and contact new hire's staff ambassador (similar level and similar role)	> Michael
<input type="checkbox"/> Work with Talent Management to create onboarding schedule <ul style="list-style-type: none"> <input type="checkbox"/> Decide who they should meet with at DAR/BU <input type="checkbox"/> Decide what onboarding trainings are necessary 	> Michael
<input type="checkbox"/> Work with Talent Management to decide on employee needs <ul style="list-style-type: none"> <input type="checkbox"/> Discuss need for P-Card/Travel Card <input type="checkbox"/> Discuss need for work cell <input type="checkbox"/> Discuss IT needs specific to role 	> Wendy
<input type="checkbox"/> Decide what distribution lists new staff should be on and inform STM team <ul style="list-style-type: none"> <input type="checkbox"/> Fill out checklist and provide to Michael 	> Michael
<input type="checkbox"/> Ensure that space is agreed upon with STM team <ul style="list-style-type: none"> <input type="checkbox"/> You are responsible to clear out any current clutter <input type="checkbox"/> After clearing space, let STM team know to submit cleaning FSR 	> Wendy
Day One	
<input type="checkbox"/> Lunch with new hire after their central HR onboarding <input type="checkbox"/> Introduce new hire to their team <input type="checkbox"/> Exchange personal contact information with employee <ul style="list-style-type: none"> <input type="checkbox"/> Get emergency contact information 	> Michael

Hiring Manager Tasks	STM Contact
<input type="checkbox"/> Make note of their birthday and start date on outlook calendar <input type="checkbox"/> Take employee on office tour <ul style="list-style-type: none"> <input type="checkbox"/> Ensure they know the bathroom, mailroom, serveries, and kitchen locations 	
Their First Week	
<input type="checkbox"/> Send out welcome email for new employee (approval from your AVP and SLT member) <ul style="list-style-type: none"> <input type="checkbox"/> Gather professional bio from new staff member <input type="checkbox"/> Make note of a few fun facts <input type="checkbox"/> Send to STM team for review 	> Amy or Wendy
<input type="checkbox"/> Meet with new hire about the fundamentals <ul style="list-style-type: none"> <input type="checkbox"/> Cover expectations of their role and review job description <input type="checkbox"/> Discuss communication expectations in and out of office <input type="checkbox"/> Discuss need for business cards and stationery <input type="checkbox"/> Share/delegate team Outlook calendars 	
<input type="checkbox"/> Ensure they have an introduction to your team files and folders <input type="checkbox"/> Talk about department culture, dress code, communication, and overtime policies <input type="checkbox"/> Assign a small win task	> Michael
First 90 Days	
<input type="checkbox"/> 30 Day Check In (between manager & staff member) <ul style="list-style-type: none"> <input type="checkbox"/> Identify any additional training that is required <input type="checkbox"/> Discuss goals and progress <input type="checkbox"/> Share BU performance review process/timeline <input type="checkbox"/> Give positive and constructive feedback 	> Avery
<input type="checkbox"/> If needed meet with STM team regarding performance <input type="checkbox"/> Introduce new hire at Hail and Farewell	> Wendy
Their First 6 Months	
<input type="checkbox"/> 6 Month Check-in (between manager & staff member) <ul style="list-style-type: none"> <input type="checkbox"/> Discuss goals and progress <input type="checkbox"/> Review performance <input type="checkbox"/> Give positive and constructive feedback <input type="checkbox"/> Remind them of BU performance review process/timeline <input type="checkbox"/> Ensure they are receiving the support they need 	> Avery
<input type="checkbox"/> If needed meet with STM team regarding performance	

Onboarding

So much depends on making good impressions during those first days.

- Pre-hire outreach & communications
- Schedule/calendar of activities over first week/month
- Staff announcements and introductions
- Workspace and technology ready
- “Hail and Farewell” monthly events



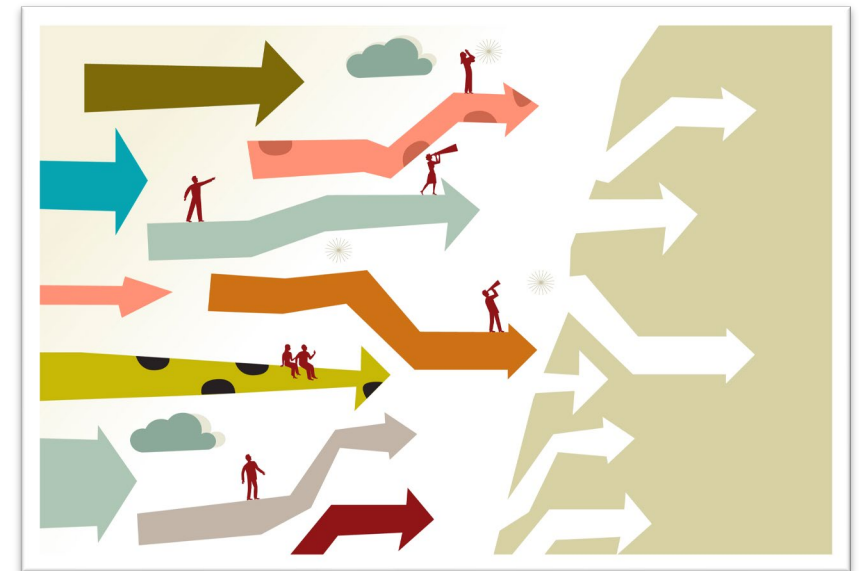
Onboarding

So much depends on making good impressions during those first days.

- New staff Breakfast with Senior Vice President
- Welcome breakfast/lunch with team, peers, etc.
- Immerse in campus culture, attend events, workshops
- Touch points over first 90 days

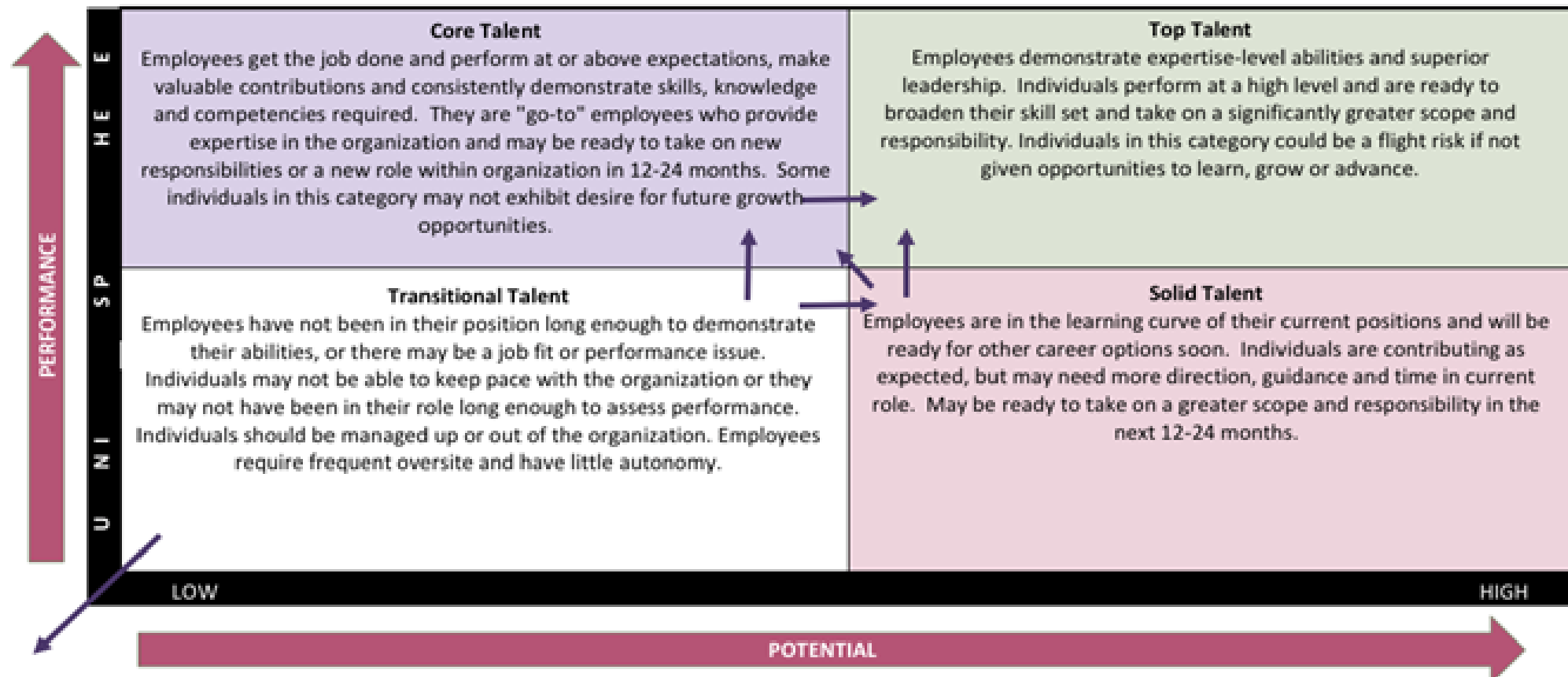
Career Progression

- Good managers have a plan for staff
- Hire people you can grow
- Know Thy Staff...
- If you can't grow your staff, someone else will
- Job competencies
- Promotion process
- IDP (individual development plan)



Succession Planning

PERFORMANCE VS. POTENTIAL



Reward & Recognition

- Awards
- Stretch Assignments
- Perks
- Visibility
- Peer Recognition
- Professional Development
- Compensation





Compensation

It's not just DAR

- Equity/gender reviews
- BU/DAR Internal Equity
- Where the position is valued in the market
- Transparency
- Why promotion increases are not pre-defined
- Benchmarking/Salary Surveys



Promotions & Hires

FY24 YTD:

- 49 promotions
- 37 jobs filled



Quick Quits

Why did it happen?

- Job Description (expectations)?
- Onboarding?
- You?
- Volatile market

**I'M
SORRY,.....
BUT,.....
I QUIT.
GOOD-BYE.**





To explore further:

- **Love 'em or Lose 'Em,: Getting Good People to Stay** *by Beverly Kaye and Sharon Jordan-Evans*
- **The First 90 Days: Critical Success Strategies for New Leaders at All Levels** *by Michael D. Watkins*
- **Diversity, Equity, and Inclusion in Advancement - CASE (Pages 97-112)**
- [Emotional intelligence in Hiring](#) - Forbes
- [Emotional Intelligence in Leadership](#) – Harvard Business Review

Activities:

- [Conduct a stay interview](#) with a member of your staff.
- Use the IDP with a member of your staff. Reach out to STM if you need one.

Please fill out survey!

1. What is one thing you learned today?
2. What will you do differently as result of today's session?
3. Anything we didn't cover that you want to know more about?
4. Any other feedback?

https://bostonu.qualtrics.com/jfe/form/SV_00pxfbFtL9XTLeu

Next Session:

DART 204 Session: Managing Change and Difficult Conversations

Monday, February 12th, 12:00 – 1:30 pm

Questrom – Floor 4

(Rooms 426, 428, 430)

