

SEAS Manager Orientation, Refresher, and Toolkit

SEAS HR

Harvard John A. Paulson School of Engineering and Applied Sciences

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SEAS Manager and Staff Statistics*

- **253** core (union and non-union) staff
- **71** managers, of which **55** are administrative staff and **16** are faculty
- **16** faculty supervise a total of **37** staff or just under **15%** of the staff
- Approximately **22%** of our staff population (**55 of 253**) are managers who lead, influence, and impact our larger staff community daily

Our goal is to equip managers with the knowledge, skills, and resources to be as effective in their roles as possible.

As of September 2024

Performance Management

- Harvard's Philosophy and Guiding Principles
- Process and Timing





Harvard's Philosophy and Guiding Principles

Philosophy

- Our performance management philosophy supports **employee development** by prioritizing ongoing, regular feedback and meaningful career discussions.
- We strive to strengthen **employees' connection** to our institution's mission and align personal aspirations with development efforts.
- This approach aims to create a culture of **mutual accountability and respect** that achieves both individual and organizational success.

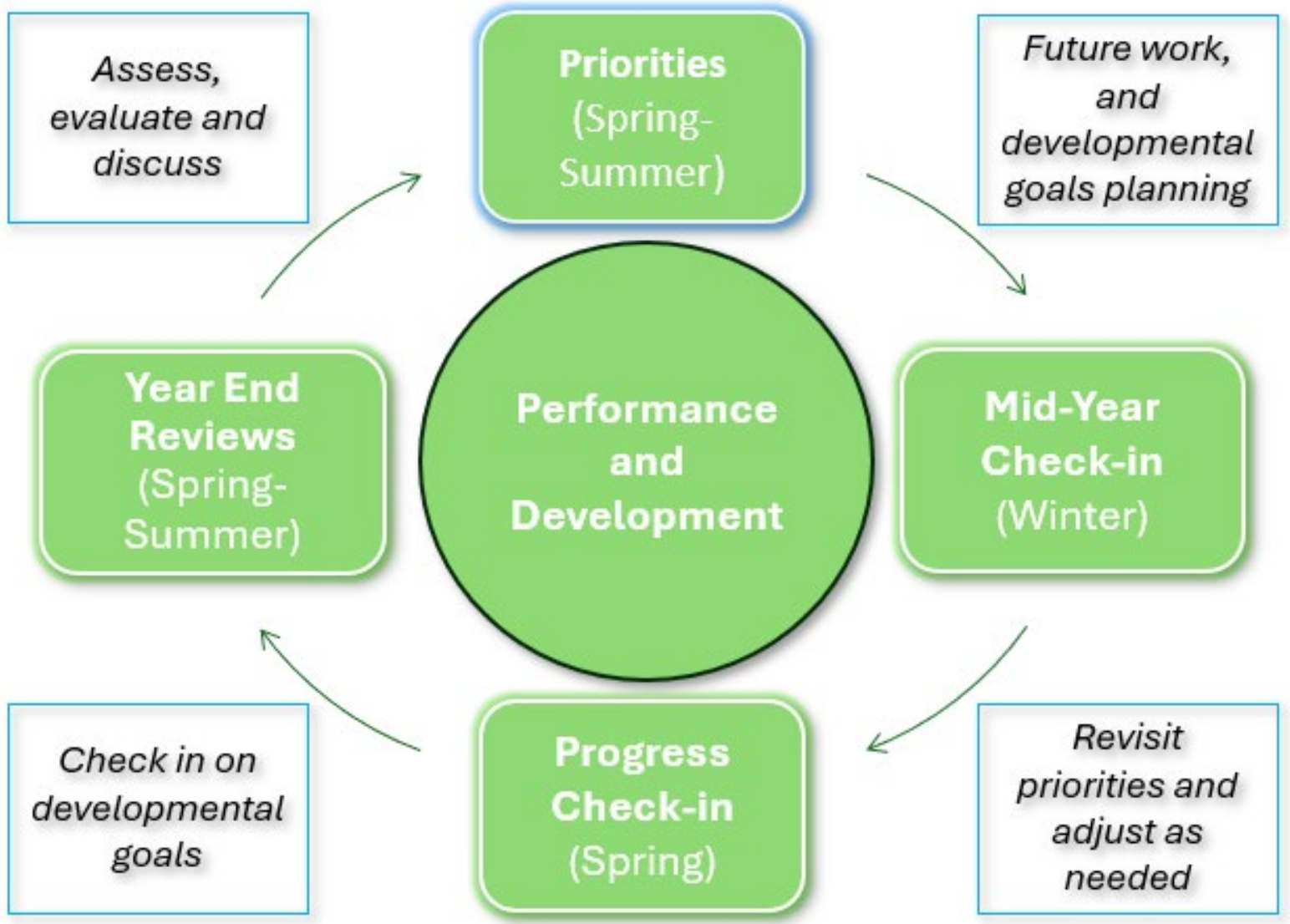
Guiding Principles

1. Prioritize Ongoing **Feedback**
2. Foster **Personal Development Conversations**
3. Reinforce **Organizational Values**
4. Nurture **Inclusive Relationships**
5. Promote **Collective Success**
6. Encourage **Continuous Learning**
7. **Lead by Example**

By embracing the PM philosophy and following these guiding principles, we aim to facilitate dialogues that:

Enable clear expectations
Foster mutual accountability
Encourage ongoing feedback and career conversations

Process and Timing



Harvard's New Performance Management Philosophy and Guiding Principles

New Performance Management Philosophy: Based on community feedback and external benchmarking Harvard has introduced a new:

1. Philosophy: Philosophy on Performance Management
2. Learning Module: Succeeding Together: Harvard's Philosophy of Performance and Development

Objective of Philosophy: Establish consistent framework for managing performance and development, encompassing:

- Guiding principles: Aligned with Harvard's organizational values and priorities.
- Focus on talent investment: To foster mutual accountability and growth.
- Consistent approaches to differentiation: Including rewards, recognition, and developmental investments.
- Consideration of the future workforce: Ensuring our practices support our evolving workforce and organizational needs.

Learning Module Details:

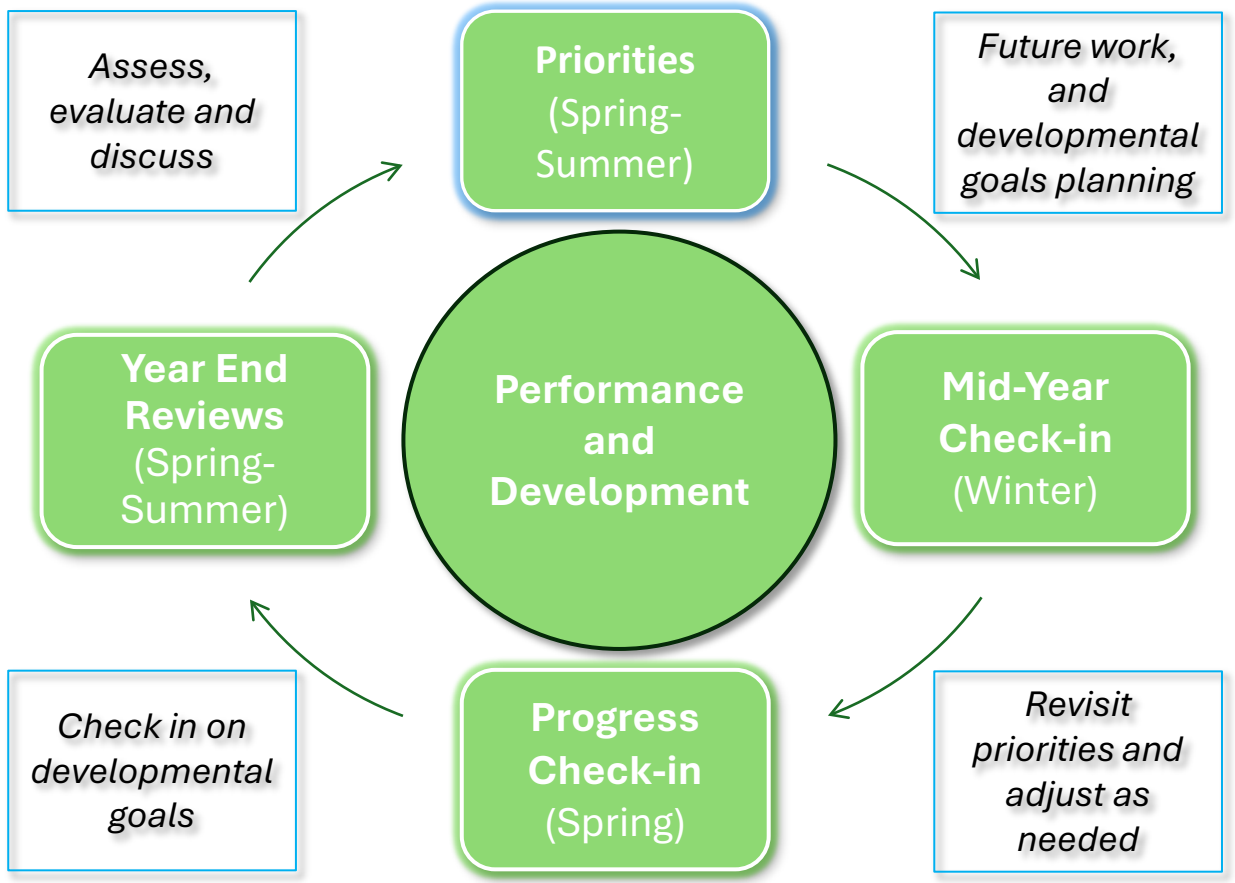
- Self-paced (30 min), designed for both employees and managers.
- Enhances understanding and skills for effective conversations.
- Connects participants to additional resources and tools.
- Provides insights on how to integrate and apply Harvard's refreshed approach to performance development.



Meaningful Conversations

- Framework
- 1:1 Meetings
- Stay Interviews
- EAP

Meaningful Conversations: Framework



Additional Key Conversations with Directs		
Conversation	**Frequency**	**Focus**
1 on 1	Weekly or Bi-weekly	Day to day tasks, tactical guidance
Ad-Hoc	As Needed	Problem solving, time sensitive issues
Professional Development	Quarterly or As Needed	Stretch assignments, opportunities, training
Stay Interview	Annually	Employee satisfaction and aspirations

Meaningful Conversations: 1 on 1 Meetings

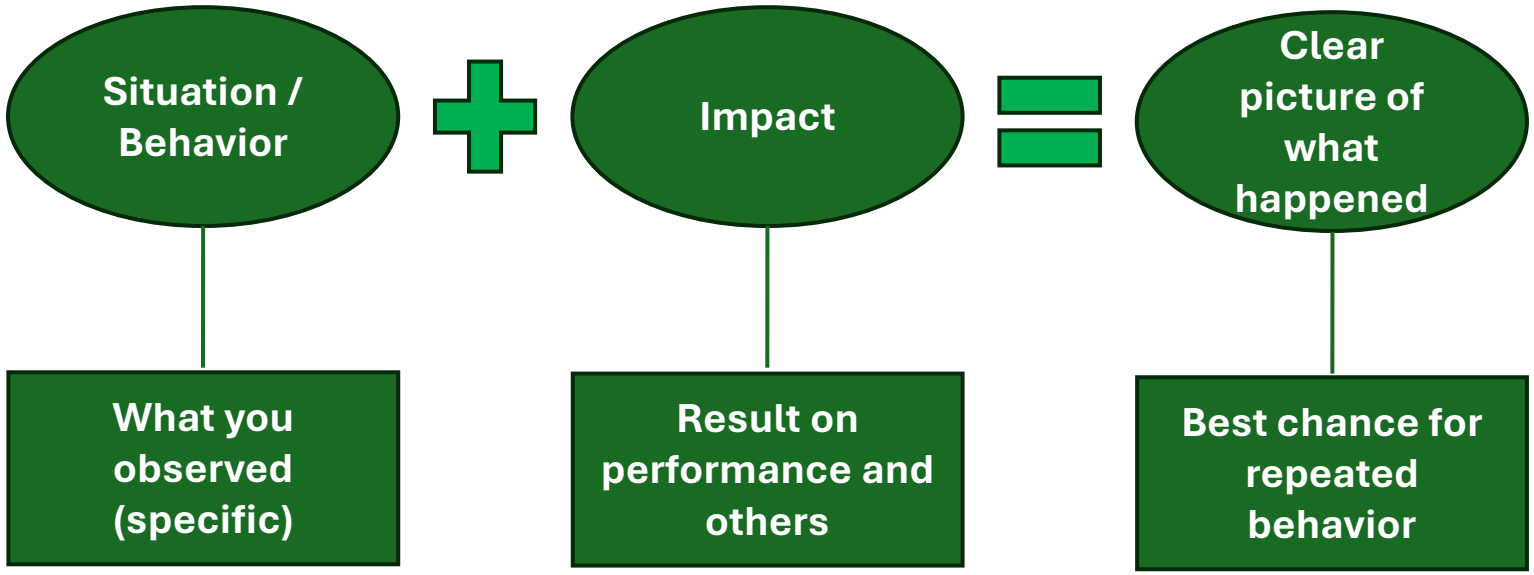
- **Logistics**
  - Frequency, duration, dates, times, in person, virtual
- **Purpose of 1 on 1**
  - Examples: Discuss status of work goals, projects, and tasks, receive guidance and feedback, talk through challenges or concerns, etc.
- **Agenda (in advance if possible)**
  - Action items: Previous, current, new projects and tasks, statuses, owner(s), due dates
  - Questions, challenges, obstacles, and solutions
  - Goals, development progress, and accomplishments
  - New ideas, feedback, items to defer to future

Meaningful Conversations: Stay Interviews

Stay interviews: One-on-one interviews between a manager and a direct report. Goal is to learn what makes employees want to keep working for an organization. Likewise, it's designed to surface what might motivate them to leave.

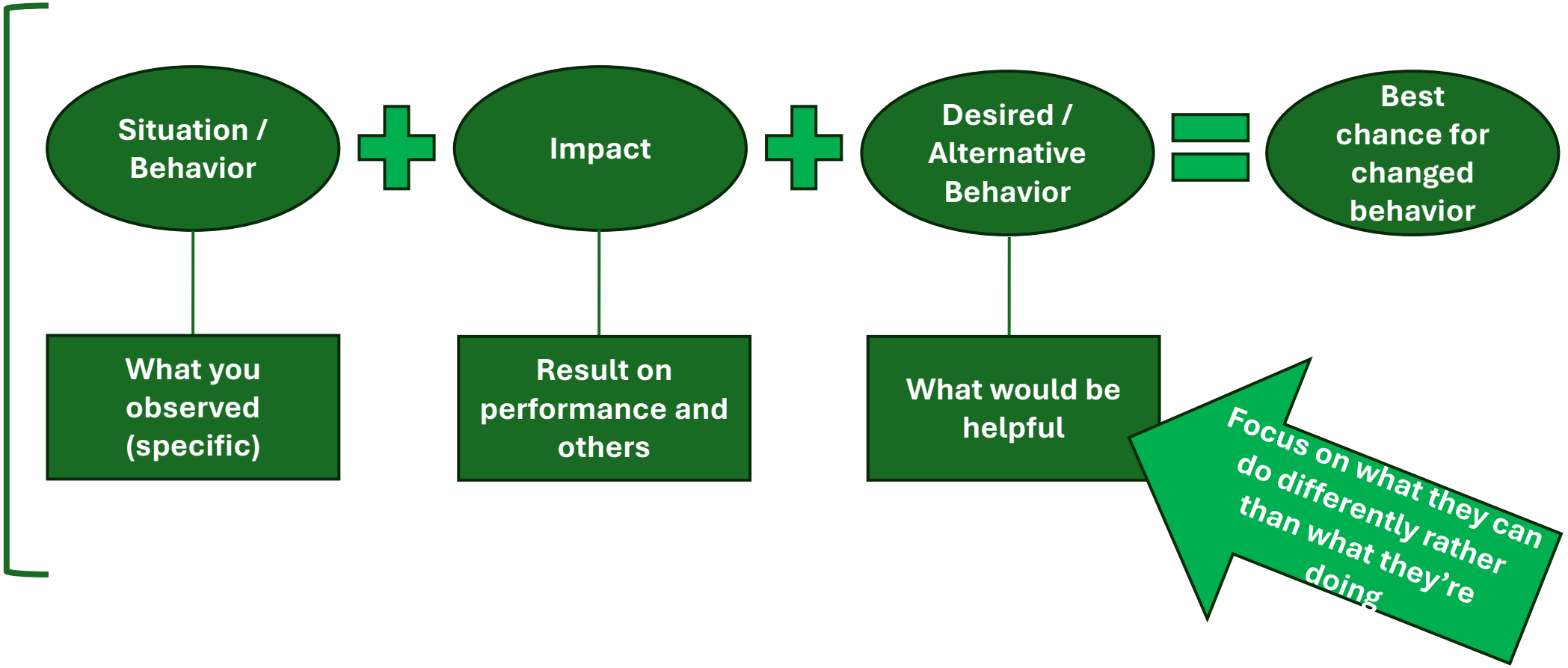
Duration	Topic
5 min	• Check-in on how they're doing.
5 min	• State intent of the meeting, expectations, and value of team member. The goal is honest, transparent exchange. • Example: "X, you're a big part of our team's success. I wanted to make sure you were aware of that. My hope, if possible, is to keep you here with us. I'd like to know, what will keep you here? What might entice you away?"
30 min	• Sample Stay Interview questions to consider: ○ How is your current work location plan (hybrid, remote, on-campus) working? ○ What enables you to be most productive? What stands in your way? ○ Which talents of yours are not being fully utilized? ○ What opportunities do you have to connect with others on the team? What about opportunities you and I have to connect? ○ On a scale of 1-10 (1 lowest, 10 highest) how would you rate your current work / life balance? How can I help improve this? ○ How can I support your professional development and career goals?
5-15 min	• Co-design an Action Plan: ○ Establish a date specific timeline for action on what was discussed. ○ Manage expectations or limitations. ○ Offer opinions, options, and plan a follow-up meeting.

Feedback Formula: Positive



Feedback Formula: Constructive

Intended to be a dialogue; helpful to get their input first



Employee Assistance Program (EAP)

Employee Assistance Program: Free, Confidential Emotional and Mental Health Services available 24/7 to support you and your adult household members.

- Whether you're dealing with personal or work-related challenges, Harvard's Employee Assistance Program, in partnership with KGA Life Services, is here to provide the help you need.
- KGA offers a confidential assistance ensuring that no personal or service-related information will be shared without consent, whether communication occurs via phone, text, or online resources.
- Exceptions to confidentiality are only made if there is a legal obligation due to potential harm to oneself or others. The program aims to provide support for a more balanced life.

Explore Resources:

- Visit: Employee Assistance Program (My.KGALifeServices.com) (company code: harvard)
- Call: 877-EAP-HARV (877-327-4278)
- Download: KGA Mobile App from the Apple or Google Play stores

KGA, Inc. "More Human. More Resources."



Employee Assistance Program (EAP)
Manager Consultation/Support

EAP: A Valuable Tool for Managers

KGA provides **confidential coaching** and **consultations** to managers and supervisors.

Senior counselors are available to respond to a wide range of employee-related issues you may face as a manager.

Every day KGA consults with managers to help them support employees with emotional/mental health concerns and personal issues, or address employee conflict and performance issues.

Key areas of support include:

- Making Effective Referrals for Employees
- Managing Team Conflict
- Responding to Critical Incidents

Visit My.KGALifeServices.com for:

- Highlighted Manager Resources
- Online Training Programs
- Managers Bookshelf

KGA
More Human. More Resources.

For more support, contact KGA at:
harvardeap.kgreer.com
company code: **harvard**
877-327-4278
info@kgreer.com

For easy access,
download our app, KGA Mobile:
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Manager Training and Professional Development



Instructor-led Courses

Universal Manager Training (UMT)

UMT: Program equips managers with core knowledge and skills required to be successful. UMT is a requirement for all Harvard University managers with at least 1 direct report.

Program and Learning Objectives:

1. Maximize participation via a blended format (a mix of online modules and virtual, live sessions), with a focus on relatable case scenarios.
2. Elevate understanding of compliance and employment laws and policies that are critically related to a manager's role.
3. Provide strategies for creating a safe, productive, and diverse work environment.
4. Discuss and practice key interpersonal skills needed to successfully manage people.

Commitment Expectations:

- Attend all 3 in-class sessions.
- Complete assigned homework including 45-minute online modules.
- Actively participate and be prepared to customize session-content to yourself and your role.
- Practice skills between sessions and be prepared to share reflections.
- Complete course evaluation following class-completion.

Universal Manager Training (UMT) Curriculum

UMT Curriculum by Day

Experience	*Live Class Day 1*	*Self-paced Online Module Set 1*	*Live Class Day 2*	*Self-paced Online Module Set 2*	*Live Class Day 3*
Topics Covered	• Overview • Active Stewardship • Engagement • Trust • Dynamic Work • Planning • Performance Management	• Employment Laws & Harvard Policies • Family and Medical Leave Policies • Disability Inclusion & Reasonable Accommodations • Dynamic Work & Supporting Wellbeing	• Debrief modules and 1-week experiment check-in • Delegation • Feedback • Management in Practice Scenarios related to online modules	• Equity, Diversity, Inclusion, and Belonging as a Manager • Promoting Gender Equity in the Workplace • Managing Safety	• Debrief modules and 1-week experiment check-in • Coaching • Development Conversations • Managing Change • Management in Practice Scenarios related to online modules • Program Close
Time Required	3 hours (9 am-12 pm)	~1 hour total	3 hours (9 am-12 pm)	~1 hour total	3 hours (9 am-12 pm)
Format	Virtual via Zoom	Online via HTP	Virtual via Zoom	Online via HTP	Virtual via Zoom



Upcoming Sessions for SEAS Managers

- Mental Health (December 4, 2024)
- Performance Management Philosophy and Process (December 9, 2024)
- Non-Discrimination and Anti-Bullying (NDAB)
- Title IX and Gender Equity
- Managing HUCTW Staff
- Wellness and Wellbeing
- Psychological Safety
- Leaves of Absence and Workplace Accommodations
- Rewards and Recognition
- Talent Acquisition and Retention
- Professional Development

Harvard's Center for Workplace Development (CWD)

Center for Workplace Development (CWD): Provides expertise in attracting and developing staff members, cultivating and growing leadership, and preparing teams, staff, and leaders to succeed today and in the future.

Offers Manager Toolkits and Tipsheets (Bottom of Page), Quick "Managing Now" Best Practices, plus specific courses for **managers**, that provide organizational development support, executive coaching and department consulting support. Some noteworthy manager courses are:

- Becoming a Coaching Manager(opens in a new tab) (Prerequisite: Universal Manager Training) [Live Virtual Course]
- Best Practices to Create a Culture of Career Development (opens in a new tab) [Live Virtual Course]
- Constructive Conversations and Delivering Feedback(opens in a new tab) [Live Virtual Course]
- Effective Brainstorming: Leading Team Problem Solving [Live Virtual Course]
- Manager's Community Forum [Manager Facilitated Dialogues]
- Managing Change from the Middle [Live Virtual Workshop]
- Motivating and Retaining your Team(opens in a new tab) [Live Virtual Course]
- Universal Manager Training (UMT)(opens in a new tab) [Live Program] (profiled earlier in this deck, strongly recommended as a prerequisite for all management classes)

Self-Paced and Online Resources



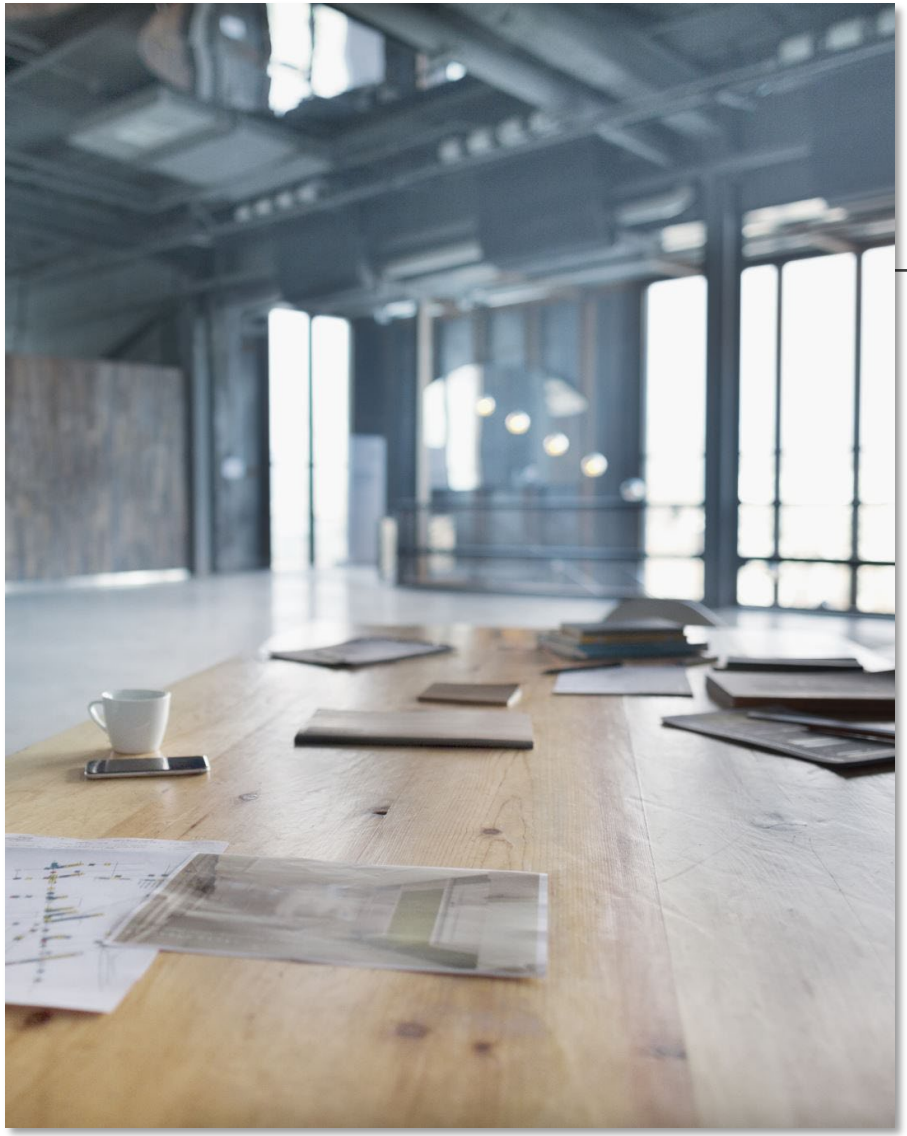
University Policies, Procedures, and Additional Resources

HARVie (Harvard Information for Employees): Policies and Contracts

- Harvard Union for Clerical and Technical Workers (HUCTW) Agreement and Personnel Manual for all bargaining unit employees
- Staff Personnel Manual for non-bargaining unit employees (administrative/professional).
- University Policies: Apply to all employees and work alongside their relevant personnel manual. Policies are owned and managed by several different groups at the University, Human Resources, The Office of the Provost and Financial Administration, among others.

Harvard Human Resources supports the University's mission by fostering an engaging employment experience and offering rewards, educational, and career opportunities. Expertise encompasses total rewards, HR analytics, career and leadership development, organizational development, adult education, labor relations, employee communications, and talent management.

SEAS HR strives to develop and deliver innovative human resource programs and services designed to support the mission of SEAS and Harvard University. Our goal is to be the most effective, accountable, and engaged HR team possible. Core services and competencies include recruitment and staffing, diversity, employee and labor relations, compensation, performance management, employee development, HR information management, and regulatory compliance.



Dynamic Work at Harvard

- Dynamic Work refers to the range of options for when and where work can happen at Harvard.
- Harvard is committed to discovering and implementing new ways to show staff that they matter, make space for their lives outside of work, and support their growth and development.
- By embracing strategic flexibility, we support the well-being of our staff, increasing engagement and commitment to advance our mission.

Dynamic Work Resources

Courses

- Dynamic Work Overview [Self-Paced]
- Dynamic Work Courses [Multiple Self-Paced]
- Dynamic Work Microlearning Series [Short Learnings] (HarvardKey required).

Read

- Harvard's Guiding Principles for Dynamic Work [Short Article]

Tool

- Dynamic Work Microlearning Tip Sheet

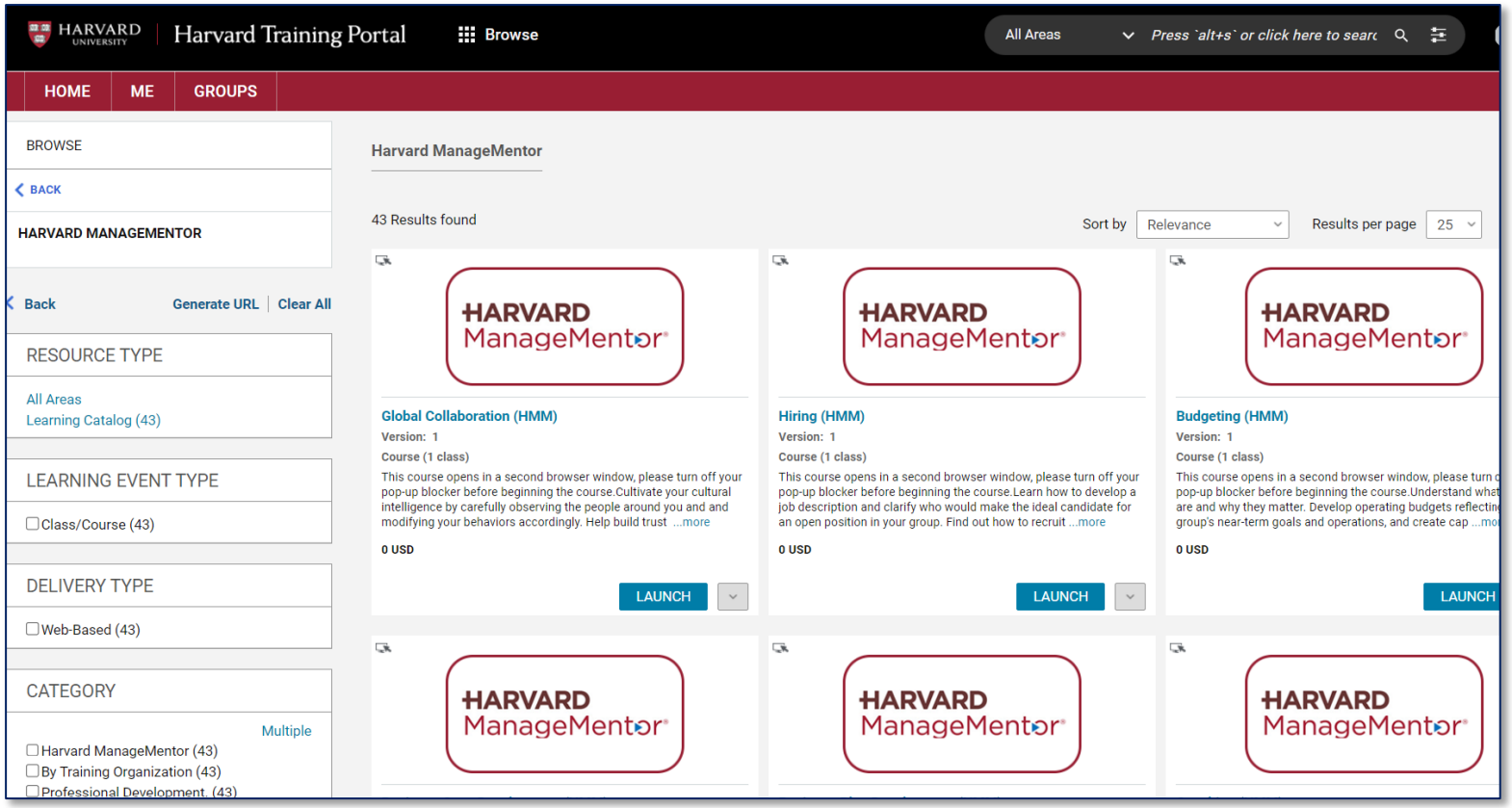
Additional Resources

- Dynamic Work Glossary of Terms and Definitions [Reference Document]
- Out Of State Employment [Reference Document]

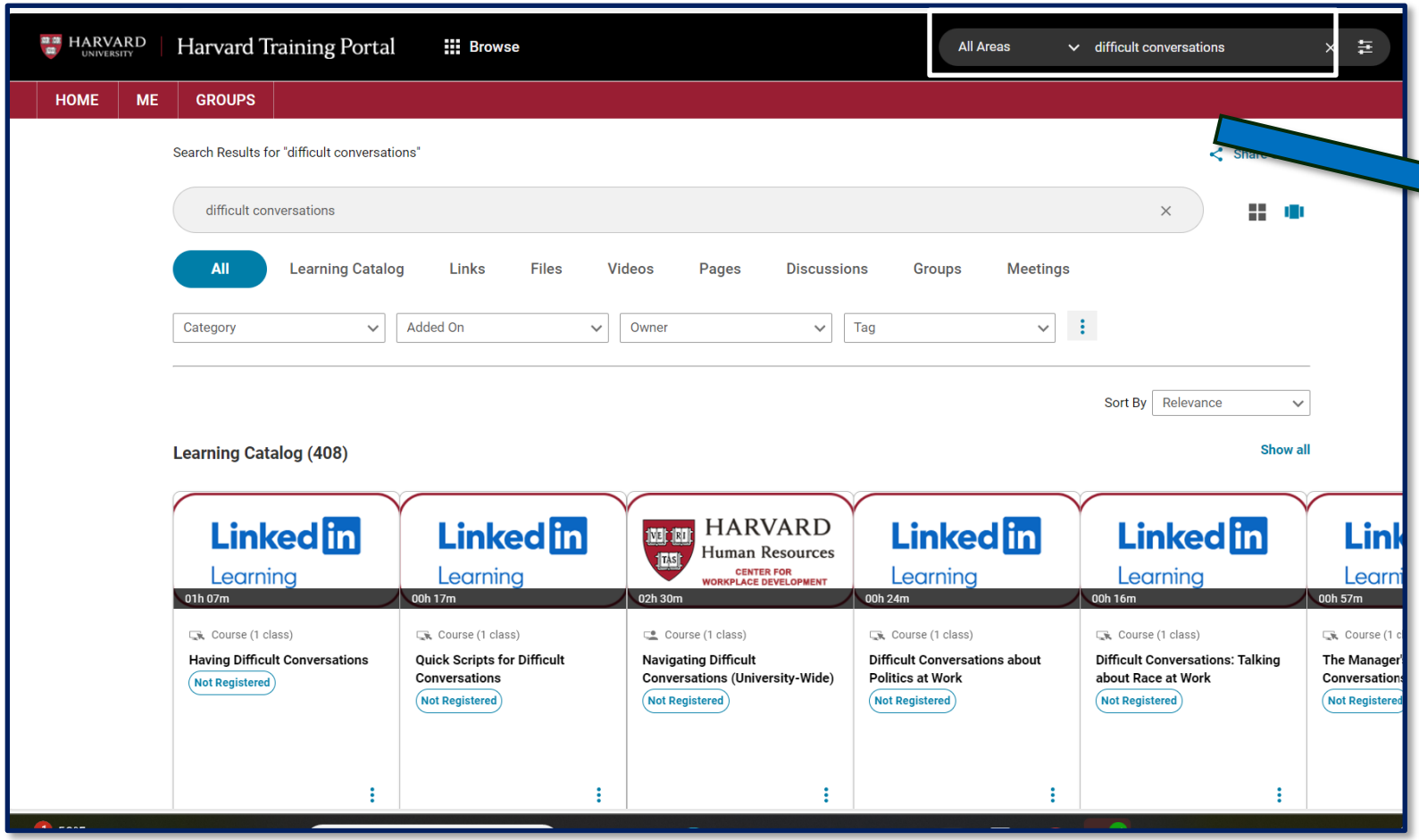
Harvard ManageMentor

Harvard ManageMentor: On-line resource developed by Harvard Business School Publishing.

- Over 40 Modules that address various challenges managers face.
- Formats: Short videos, exercises, self-tests, on-line articles, recommendations for further learning.



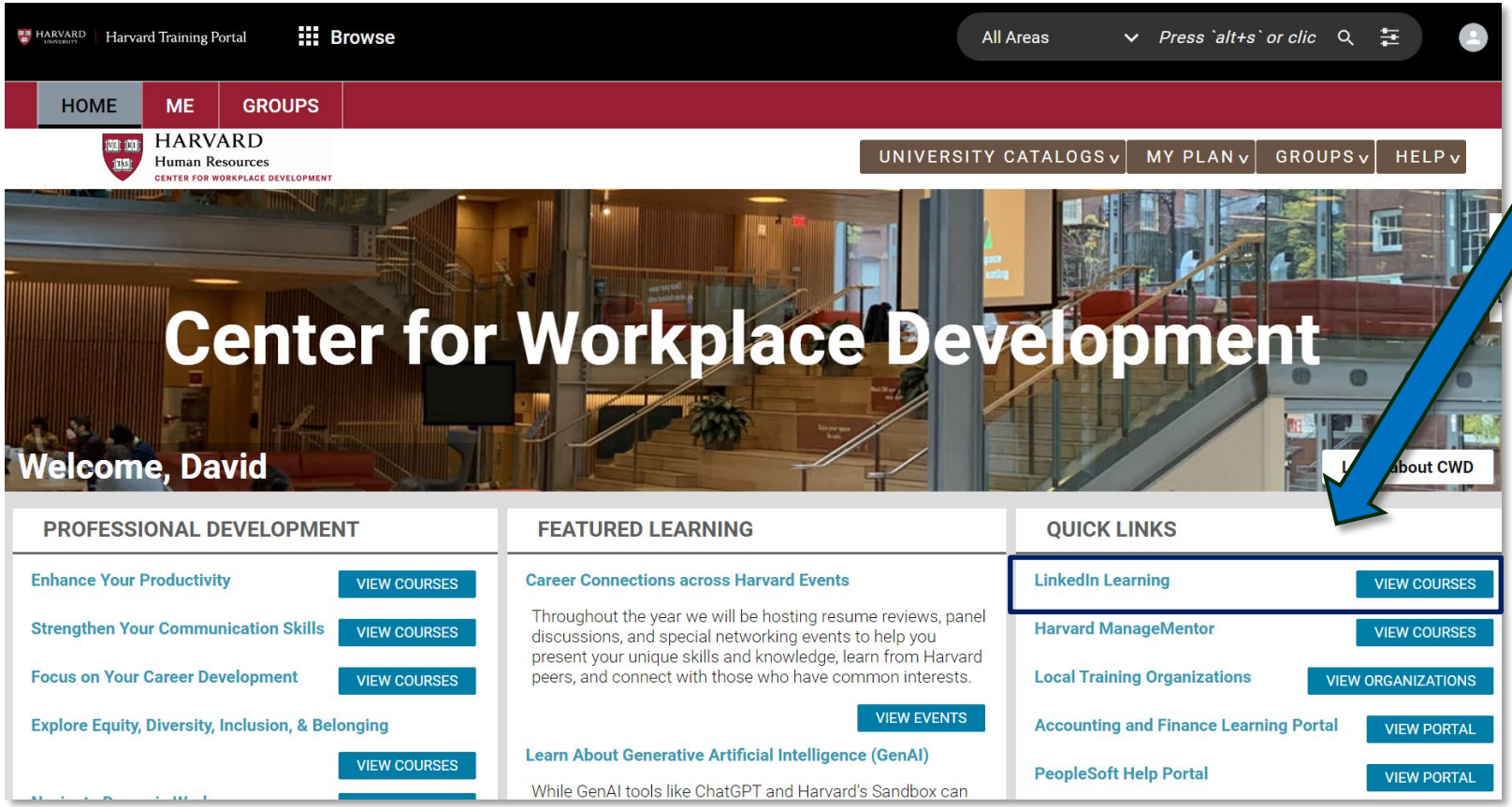
Harvard ManageMentor



- Having Difficult Conversations (Self-Paced)
- Quick Scripts for Difficult Conversations (Self-Paced)
- Navigating Difficult Conversations (Harvard CWD Virtual Course)

LinkedIn Learning

LinkedIn Learning: Provides Harvard employees and students with over 10,000 on-demand courses on computer software, professional skills, and creative skills from industry experts.

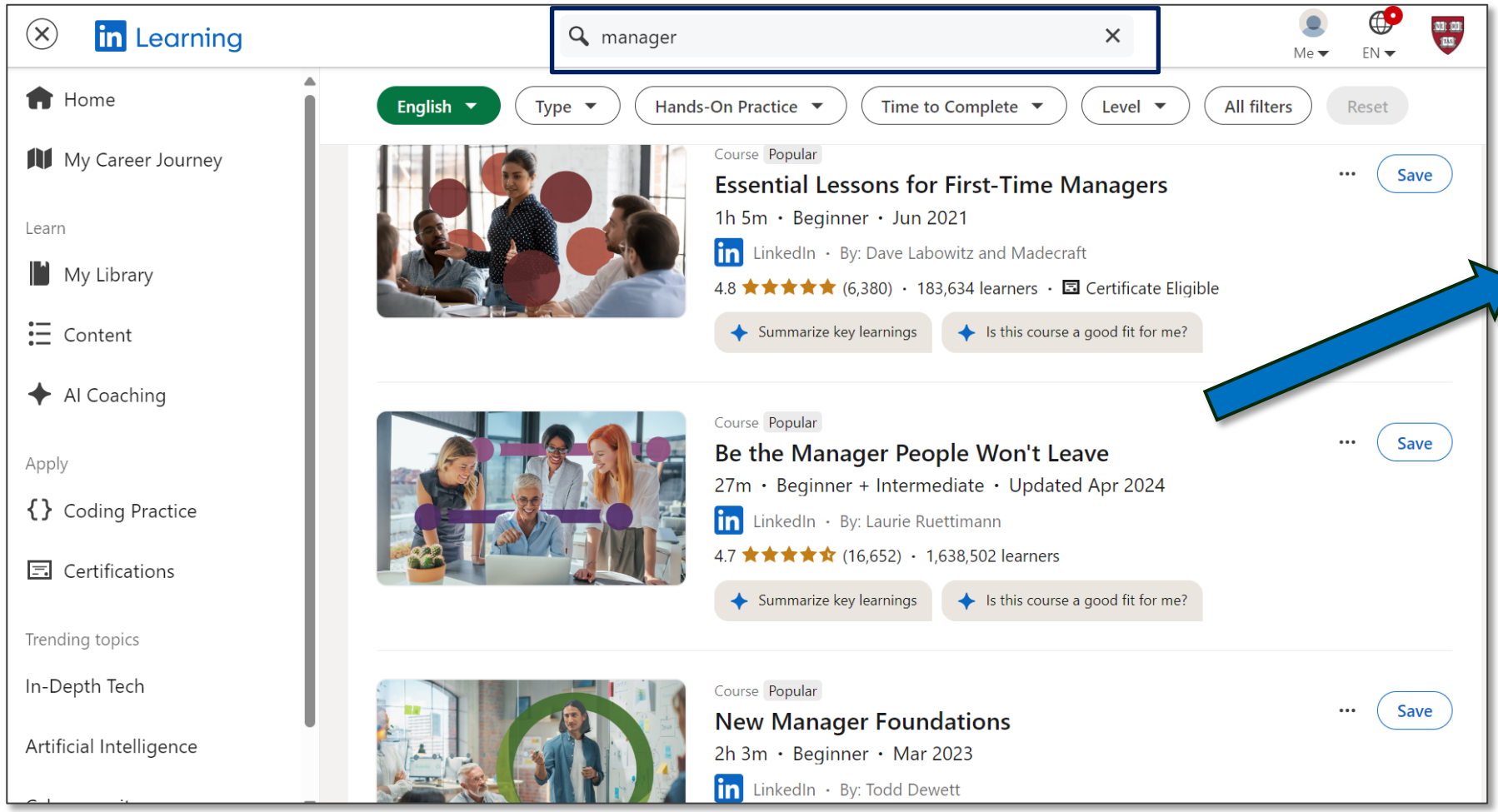


These courses can be accessed through the Harvard Training Portal (HTP) or through the LinkedIn Learning site directly, through LinkedIn Learning through HarvardKey to ensure that your Harvard access is recognized by LinkedIn.

Not sure where to start? Check out our Popular Courses page for a list of recommended courses that are popular at Harvard. It contains links to courses on productivity, remote work, Microsoft and Adobe tools, EDIB, career development, and more.

For help with access, refer to the login problems, FAQs, or Mobile Access pages.

LinkedIn Learning: Manager Specific



- Essential Lessons for First-Time Managers
- Be the Manager People Won't Leave

Talent Acquisition and Retention

- Inclusive Hiring Practices
- Professional Development
- SEAS Rewards and Recognition



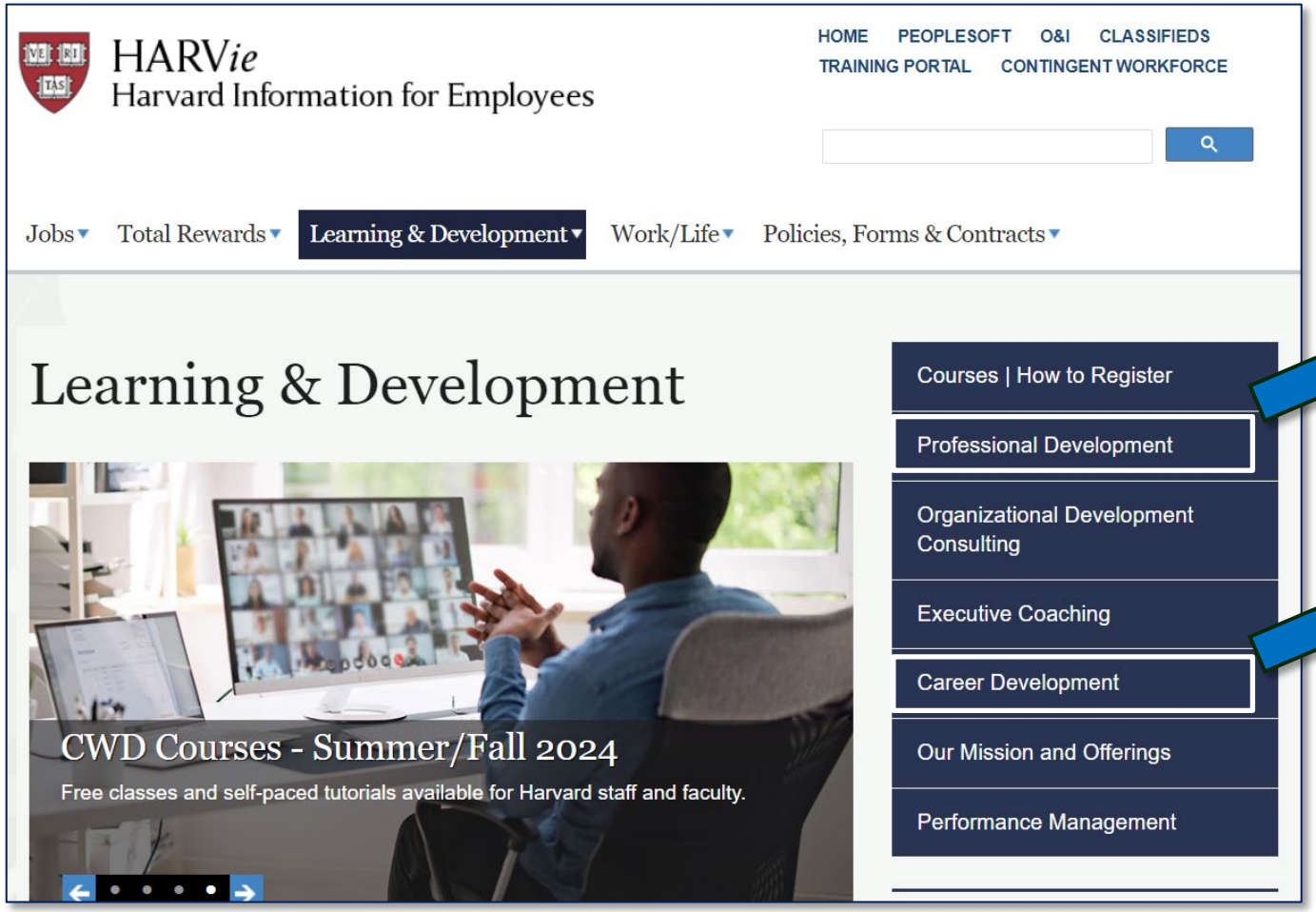
Inclusive Hiring Practices

Talent Acquisition and Outreach

- Leads diversity talent pipeline programs.
- Serves as resource on diversity outreach, inclusive hiring practices, recruitment best practices, compliance, and systems.
- Works closely with Office of Equity, Diversity, Inclusion and Belonging.
- Collaborates with University Disability Resources.



Professional Development and Career Exploration



- Harvie: Learning and Development

- Professional Development Workshops and Online Learning Options
- CWD Course Flyer

- Career Development Internal Mobility (Elements of a successful career)
- Career Connections Internal Resources, Courses, and Tools

Professional Development: HLDP



The Harvard Leadership Development Program (HLDP)

- Competency-based curriculum.
- Comprised of five separate programs to address the unique leadership development needs of employees at all levels:
  - Support staff
  - Individual contributors
  - Supervisors
  - Mid- to senior-level managers
  - University executives

Rewards and Recognition

Harvard Service Milestone Recognition Program

- School wide acknowledgement at All Hands Meeting
- Managers also have opportunity to acknowledge individual milestones with their teams

SEAS Giving Thanks Event

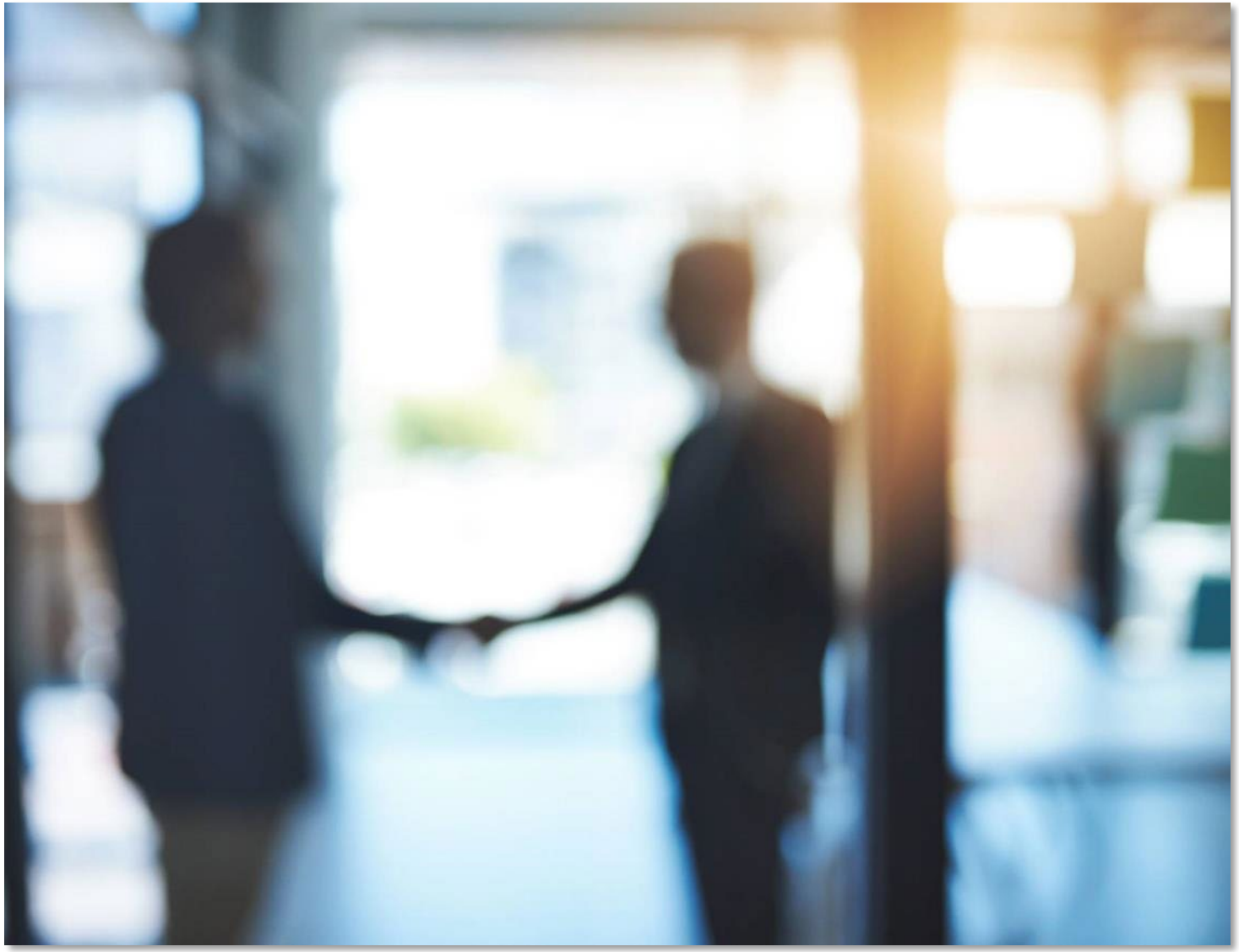
- Opportunity to express gratitude to a colleague with a handwritten note
- Held this year on November 19, 2024

SEAS Recognition Awards Program

- Harvard Heroes Award (University-Wide)
- Dean's Distinction Award
- Venky Award for Mentoring and Community Building
- Abacus Award for Faculty Collaboration with Staff

SEAS Spot Awards: $250 typically awarded for a specific effort such as project-based and time-bound work





Thank you!

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