Lifecycle Leadership

Series Overview

Lifecycle Leadership

- Leadership is not one size fits all
- Leadership looks different at each stage of the employee lifestyle
- The employee lifecycle includes
  1. Recruitment, interviewing, hiring
  2. Onboarding & new employee experience
  3. Development & career advancement
  4. Discipline & Corrective Action
  5. Retention & Offboarding
- Each stage has different needs, goals, common issues, etc.
- As a leader, you need to be intentional about leading your employees through each stage
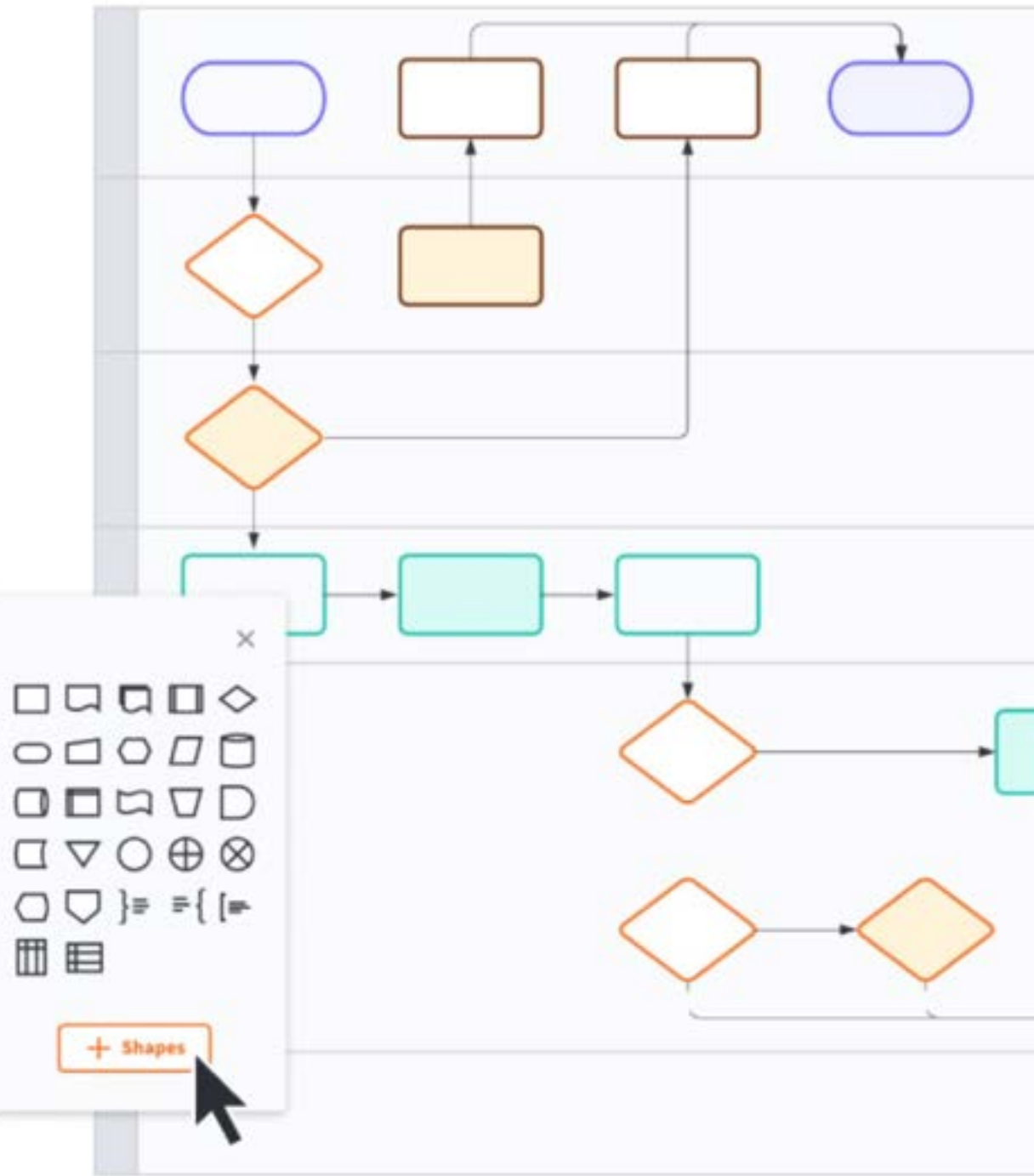
Stage 1: Recruiting, Interviewing, Hiring

The Process:

o Writing a compelling job description

o Posting the job

o Actively recruit and grow the applicant pool

o Develop search committees and interview panels

o Schedule and conduct interviews

o Make an offer

o Ensure Federal Compliance (I-9)

Stage 1: Recruiting, Interviewing, Hiring Needs & Goals

The candidate experience

- Make a good first impression

- Communicate clearly and frequently

- Show genuine interest before, during, and after interviewing

- Perceived fairness and transparency

The organizational experience

- Find talent, experience, and character

- Fill vacancies quickly

Stage 1: Resources

Kelly Oliver

Ellen Drummond

Cleola Butler

umsl.edu/services/hrs/managers/hiring-toolkit.html

UMSL | Human Resources

Human Resources   About HR ⌄   Careers at UMSL ⌄   Employee Res

Recruiting and Hiring

Human Resources • Managers • Recruiting/Hiring Guides and Forms

Staff and Academic Hiring Process

- **Flowchart for Staff Hiring Process** (10/02/2023)
- **Full-Time Academic Hiring Process** (10/02/2023)
- **Adjunct Hiring Process** (7/21/2023)
- **Post-Doctoral Hiring Process** (03/30/2023)
- **Courtesy Appointments** (8/18/2022)
- **Hiring an H-1B Scholars** (6/3/2022)

Posting a Position

- **Job Posting Form for Staff Positions** (10/19/2023)
- **Job Posting Form for Academic Positions** (03/29/2023)
- **Advertising a Position** (10/19/2022)

Reference Checks

- **Reference Checking at UMSL**

Menti Meter – Recruiting & Hiring

Please scan the QR code below or go to www.menti.com and enter the voting code: **1812 6896**

- What are some of the challenges of leading through this stage?

- What barriers do you face?

- What makes leading through this stage hard?

- What questions do you have?

- What would help you be a more effective leader in this phase?

- Is there anything in particular you're hoping to see covered in more depth at the full recruit/hiring session?

Stage 2: Onboarding & New Employee Experience

Stage 2: Onboarding Needs & Goals

- Inclusion & Belonging

- Equipment & Resources

- Understanding the role

- Understanding the team

- Understanding the organization

- Setting the employee up for success, engagement, and retention

Stage 2: Onboarding

Onboarding is much more than a half day orientation class lead by HR, it includes:

Pre-Boarding	• Introduce & prepare the team • Ensure equipment is ready • Instruct new employee on where to find/complete required documentation • Instruct new employee on first day logistics/what to expect
The First Day Experience	• Greetings, introductions, lunch plans, etc. • Equipment ready to go • Project preview, office tour, etc.
The First Week	• Check-in, answer questions, help eliminate barriers • Assist with any issues obtaining parking, ID card, metro card, email signature, time sheets , etc.
The First Month	• Check-in, make sure employee is settling in, transitioning well, enjoying the work. Address concerns and ask how you can continue to support. • Remind employee to enroll in benefits, complete compliance training, etc.
The First Six Months	• Check-in, see if there's anything else the employee needs to feel fully settled. Address concerns and ask how you can continue to support. • Remind employee that probationary period is complete and advise on changes • Start thinking about growth opportunities

Stage 2: Onboarding Resources

Post Offer

- **Manager Checklists: The Employee's First Day and Week** (9/26/2022)
- New Employee Orientation (New benefit-eligible staff members are asked to attend New Employee Orientation)
- **Obtaining a University Computer and Phone** (5/19/2022)
- **Preboarding and Onboarding Template**

https://www.umsl.edu/services/hrs/managers/hiring-toolkit.html

Mark Fetters
Senior HR Partner

Menti Meter – Recruiting & Hiring

Please scan the QR code below or go to www.menti.com and enter the voting code: **1812 6896**

- What are some of the challenges of leading through this stage?

- What barriers do you face?

- What makes leading through this stage hard?

- What questions do you have?

- What would help you be a more effective leader in this phase?

- Is there anything in particular you're hoping to see covered in more depth at the full recruit/hiring session?

Stage 3: Development & Career Advancement

Development

o Foster a growth orientation

o Create a culture of regular, genuine, and specific feedback

o Consider employee's strengths and areas for improvement

o Consider how to capitalize on strengths and provide opportunities for stretch

o Consider how to develop areas for improvement

Career Advancement

o Take interest in employee's career goals

o Consider what the natural next step or position would be (preferably in-house)

o Consider what skills are needed for that position

o Identify and fill the gaps through training, mentoring, and/or new experiences

Stage 3: Development & Career Advancement

UMSL | Human Resources

Human Resources   About HR ⌄   Careers at UMSL ⌄   Employee Resources

Professional Development

Human Resources · Professional Development

UMSL | Human Resources

Human Resources   About HR ⌄   Careers at UMSL ⌄   Employee Resources

Performance Management

Human Resources · Managers · Performance Management

Needs/Goals/Challenges:

- Retain talent
- Maximize employee potential
- Foster employee satisfaction

Performance Management Series:

Topics:

1. Foundations of Performance Management
2. Calibration
3. Understanding the Rating Scale
4. Coaching Conversations
5. Performance Management Panel Discussion
6. Continuing to Manage Performance

Menti Meter – Recruiting & Hiring

Please scan the QR code below or go to www.menti.com and enter the voting code: **1812 6896**

- What are some of the challenges of leading through this stage?

- What barriers do you face?

- What makes leading through this stage hard?

- What questions do you have?

- What would help you be a more effective leader in this phase?

- Is there anything in particular you're hoping to see covered in more depth at the full recruit/hiring session?
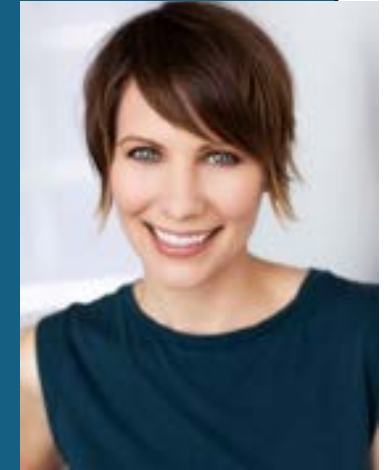
Stage 4: Coaching & Corrective Action

- Notice a performance concern
- Initiate a conversation
  - Listen to understand
  - Map contributions
  - Give clear behavioral feedback
  - Take appropriate corrective action
  - Be consistent
  - Create a clear plan
  - Set/clarify expectations
  - Offer support
- Document the conversation (formally or informally)
- Follow-up & follow-through
- Use your HR Partner

Stage 4: Coaching & Corrective Action

UMSL | Human Resources

Human Resources   About HR ˅   Careers at UMSL ˅   Employee Resources

Employee Relations - HR Partners

Human Resources › Managers › Employee Relations

Discipline Guidelines and Templates

- **Discipline Guidelines**
- **Letter of Expectation Template** (05/23)
- **Verbal Warning Template - Word Doc** (01/24)
- **Written Warning Template - Word Doc** (1/24)
- **Performance Improvement Plan Template** (09/06/2022)
- **Probationary Counseling Form** (rev. 03/2022)
- **Termination Prep & Separation Checklist**
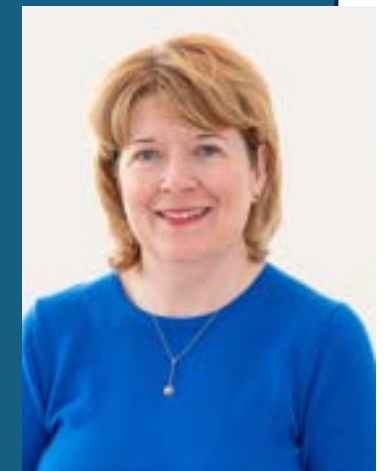
Menti Meter – Recruiting & Hiring

Please scan the QR code below or go to www.menti.com and enter the voting code: **1812 6896**

- What are some of the challenges of leading through this stage?

- What barriers do you face?

- What makes leading through this stage hard?

- What questions do you have?

- What would help you be a more effective leader in this phase?

- Is there anything in particular you're hoping to see covered in more depth at the full recruit/hiring session?

Stage 5: Retention & Offboarding

- Provide Recognition

- Foster Belonging

- Continually invest in team culture

- Promote work life balance

- Provide opportunities for growth

- Communicate the importance and meaning in the work

- Seek feedback – are your employees satisfied? Why or why not?

- Continue to grow and develop your leadership skills because supervisors are critical to retention

Stage 5: Retention & Offboarding

Retention

- How can I keep this person on my team?

- How can I keep this employee in my organization?

Offboarding

- Succession planning

- Exit surveys

- Organizational Ambassadors

Menti Meter – Recruiting & Hiring

Please scan the QR code below or go to www.menti.com and enter the voting code: **1812 6896**

- What are some of the challenges of leading through this stage?

- What barriers do you face?

- What makes leading through this stage hard?

- What questions do you have?

- What would help you be a more effective leader in this phase?

- Is there anything in particular you're hoping to see covered in more depth at the full recruit/hiring session?

Questions?