

Management Onboarding Training Program

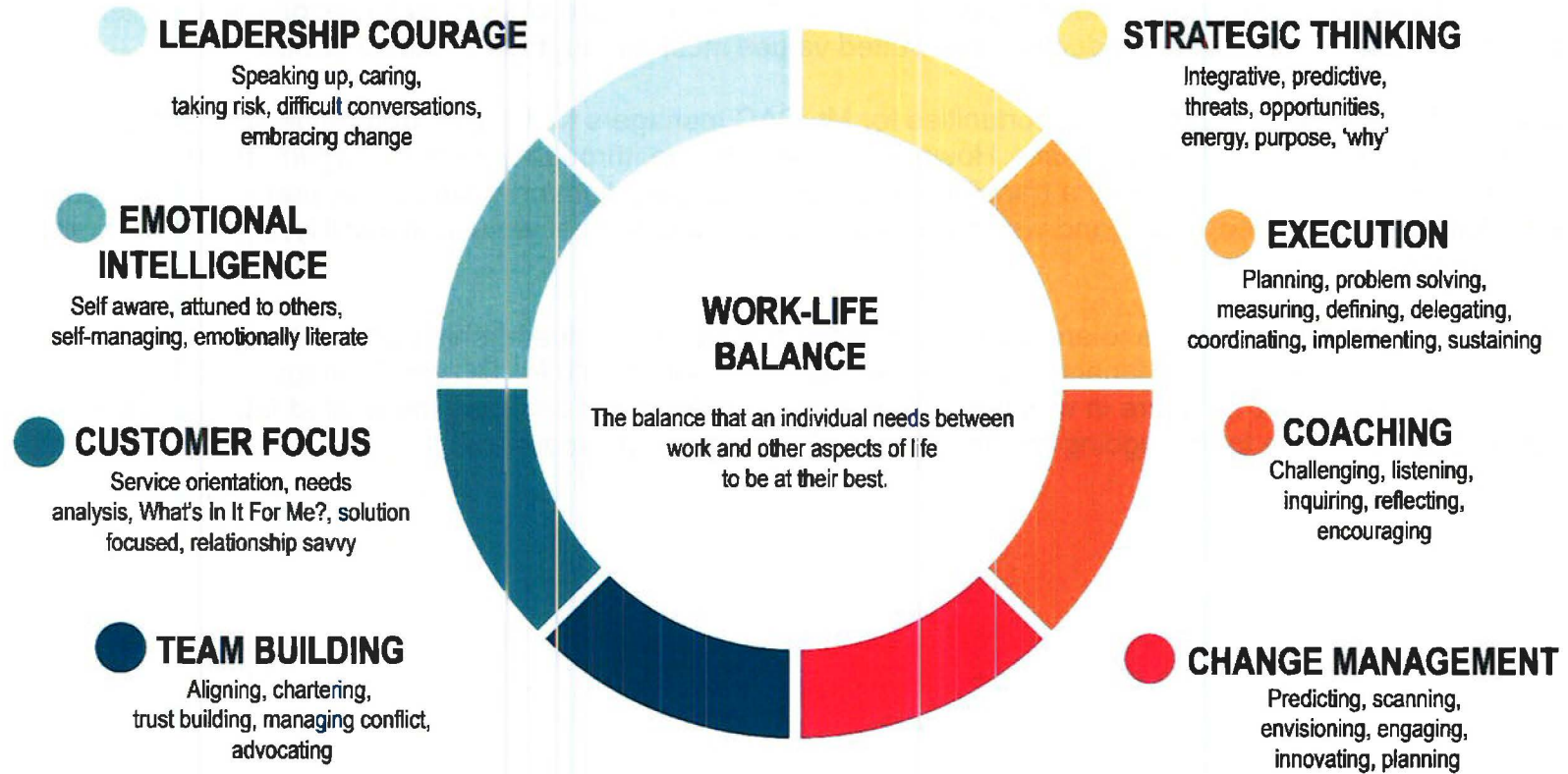
Management success in higher education is not only measured by quantitative student success metrics, but also by how well our work is integrated with the values and vision of our institution. Values and vision not only define the scope of the work, but also the culture within which that work occurs. Culture is defined as a set of shared attitudes, values, goals, and practices that characterizes an organization. There is a direct relationship between a positive workplace culture and productivity. However, culture does not happen by accident, and a culture of high expectations of excellence pursued through the application of positive, productive, and vetted values must be taught, not just absorbed.

Prior to 2015, there were no structured opportunities for Mt. SAC managers to discuss, determine, and share their ideal (or optimal, or desired) management culture. However, since that time, through annual management retreats, the Mt. SAC management team has developed a transformative leadership paradigm/orientation (see page 2). This model has created a culture of integrated values and vision with a shared vocabulary that we use to identify, apply, teach, and assess management excellence.

The earlier managers both understand and participate in this transformative leadership culture, the more successful they will be at Mt. SAC. Therefore, the Management Onboarding Team, along with MPDC and Management Steering is proposing a comprehensive structure in which new managers can learn and embrace the shared Mt. SAC values and vision as well as contribute to an ongoing healthy culture of management excellence.

TRANSFORMATIVE ORIENTATION

A leadership model adapted from Sagatica's Transformative Leadership Training
and adopted by Mt. San Antonio College managers



As part of new manager onboarding, we propose the following components:

1. A New Manager Checklist which the hiring manager/admin assistant would complete prior to the arrival of the new manager
2. A One Day New Manager Orientation
3. New Manager Mentoring Within Assigned Vice President's Unit
4. Cross-Unit Mentoring Bureau
5. Training Series for All New Managers (and others who are interested)
6. Incorporation of a New Manager Breakfast In Annual Management Retreat to debrief and check in

Hiring Manager Checklist

Things to Do Prior to a New Manager's Arrival

New Manager Office Location: Building _____ Room # _____

Task	Responsible	Completed
Computer and Phone:		
Computer set up (allow time to consult with IT and ordering if needed)	Admin Assistant	
IT Request for Appropriate software/systems installed on computer	Admin Assistant	
Complete Banner Access Request Form	Admin Assistant	
IT Request for Email (request alias if needed)	Admin Assistant	
IT Request for Phone Set Up	Admin Assistant	
IT Request for Access to Department Shared Drive (if applicable)	Admin Assistant/Hiring Manager	
Staff ID Memo	Admin Assistant	
Key Requisition	Admin Assistant	
Parking Permit Memo (After Portal Set-up)	Admin Assistant	
Work Space:		
Desk cleaned and stocked	Admin Assistant	
Business cards ordered (or form printed and ready for employee to fill out)	Admin Assistant /Employee	
Furniture/ergonomic/accommodation needs	Admin Assistant & Risk Management	
Door sign & desk nameplate	Admin Assistant	
Notifying Staff and Stakeholders:		
Inform staff of new manager (name, start date, title, office location)	Hiring Manager	
Stakeholders notified of new manager	Campus President or Hiring Manager	
Add to any department listservs, group email lists, etc.	Admin Asst	
Orientation:		
Sign up new manager for onboarding session	Admin Asst	
Assign an in-unit mentor and arrange for first meeting	Hiring Manager	
Schedule a campus tour (include restrooms, Print Services, food services, mail room, etc)	Admin Asst	
Review of CSEA 262, CSEA 651, Faculty Association CBAs	Hiring Manager	
Review critical elements of Manager Handbook	Hiring Manager	
Register for Banner Navigation and Other Needed IT Trainings	Admin Assistant or Employee	

One Day New Manager Orientation

Outcomes:

- New managers will feel welcomed as an integral part of the College (PD Plan Outcome 5.1)
- New managers will reflect on their purpose within the organization (PD Plan Outcome 4.2)
- New managers will feel a sense of pride in being an employee of Mt. SAC (PD Plan Outcome 4.4)
- New managers will understand the resources available to support their work (PD Plan Outcome 4.3)
- New managers will be knowledgeable about the diverse student populations in the Mt. SAC student body (PD Plan Focus Area 8)

TOPIC	LENGTH	POSSIBLE PRESENTER(S)
Welcome	8:30-8:45	Management Onboarding Team Leaders
Organizational Structure /Importance of Cross-Unit Teams	8:45-9:30	Vice Presidents
Introduction of Cross-Unit Mentoring Bureau	9:30-9:45	Cross-Unit Mentors
Mt. SAC Culture and Ethics, Transformative Leadership Activity	9:45-10:15	Management Onboarding Team Leaders
Shared Governance Structures	10:30-10:50	CSEA 651 President, CSEA 262 President, Classified Senate President, Academic Senate President, Faculty Association President
Know Your Policies and Laws (APs/BPs, Risk Management, Information Security, Manager Handbook, and Compliance Regulations Including FERPA, Collective Bargaining Agreements, Public Records Act)	10:50-11:30	Management Steering Team
Meet Our Students / Lunch with Students	11:30-12:30	Student leaders and representatives
Campus Tour (Mt. SAC History, Library, Art Gallery, Student Services, Planetarium, Makerspace, Farm, Koi Pond, Horticulture, Wellness Center, Meek Gallery)	12:30-3:30	MOT Leaders & Campus Managers
We Are Mt. SAC	3:30 – 4:00	President

New Manager In-Unit Mentoring

To provide support and resources to the new manager, the hiring manager will determine an appropriate experienced manager/mentor within their Vice President's/President's Unit to serve as a mentor to the newly hired manager.

- Areas of emphasis for mentoring will include:
 - Navigating culture of area, unit, and division
 - Acting as a resource and sounding board for new manager
 - Referral to resources as needed
 - Promotion of collaborative culture and working across teams
 - Encouraging new manager to reach out for help
 - Meeting high expectations for achievement of outcomes while also practicing appropriate self-care
- Length/level of mentoring engagement will be based on level of new manager's experience and needs
- Management Onboarding Team will make available mentor resources such as research-based best practices and tools.

Cross-Unit Mentors Bureau

This bureau will consist of designated managers in each unit who will serve as resources to new managers beyond their areas. They will:

- Answer questions about navigating culture of their units
- Refer to unit resources
- Help new managers build relationships across the college
- Break down silos providing connections and contacts across divisions

Cross-Unit Mentors Bureau members will be chosen based on their knowledge, experience, Mt. SAC longevity and approachability and will come from the following main areas:

President's Office
Instruction
Student Services
Human Resources
Administrative Services

Training Series For New Managers (Open to All Managers)

To encourage relationship building across divisions/units, the orientation and trainings will be offered in a structured timeframe.

TOPIC	OUTCOMES (Mt. SAC PD Plan Outcome)	LENGTH	OPERATIONAL (O) or LEADERSHIP (L)- Transformative Leadership Element
Thriving as a Manager Through Work/Life Balance	<ul style="list-style-type: none"> Foster a climate that supports workplace wellness (4.9) 	2 hours	L – Work/Life Balance
Budget Process/Funding Requests	<ul style="list-style-type: none"> Understand Mt. SAC processes (3.1) Remain current in policies and practices of the College (6.6) 	2 hours	O - Execution
Coaching	<ul style="list-style-type: none"> Effectively work within groups and teams (3.6) 	2 hours	L - Coaching
Change, Conflict and Crisis Management	<ul style="list-style-type: none"> Assess one's own leadership competencies and leadership development opportunities (3.5) 	2 hours	L – Change Management
Project Management Through a Cross-Unit Lens	<ul style="list-style-type: none"> Demonstrate organizational planning skills (3.8) Create a multi-faceted plan with appropriate use of resources (3.11) 	2 hours	L – Execution, Strategic Thinking,
Evaluations—Best practices in developing staff	<ul style="list-style-type: none"> Understand how employees will be evaluated (5.3) Know when and how to contact representatives from Human Resources and Collective Bargaining Units (5.5) 	2 hours	O – Team Building, Coaching, Leadership Courage
Emotional Intelligence for Diversity	<ul style="list-style-type: none"> Develop emotional intelligence competencies to manage and apply the power of emotions to interactions across lines of difference (8.1) 	6 hours	L – Emotional Intelligence

Recommended Staffing

Management Onboarding Team Overview:

In conjunction with the Director of Professional and Organizational Development, the Management Professional Development Committee, and the Management Steering Team, the Management Onboarding Team will design and implement onboarding activities and events for new managers. This team will collaborate with classified staff, faculty, and managers to structure broader learning opportunities, as well. The focus of this work will be development of learning activities for new managers so that they can respond effectively and dynamically to an ever-changing higher education environment.

Leadership is a skill and a personal practice that requires cognitive and affective development. Thus, team members should be familiar with Mt. SAC's Professional Development Plan, current research in leadership, Transformative Leadership and other models of effective management, and course/training designed for adult (professional) learners.

The Management Onboarding Team Membership

- Management Onboarding Team Coordinator
- On Campus Facilitators (Minimum of two current managers appointed by MPDC)
- Director of Professional and Organizational Development
- Contributing Managers (Invited to collaborate with the Management Onboarding Team as needed)

Management Onboarding Team Coordinator (Professional Expert–Project Administrator, Level III):

With support from professional development staff, and under the direction of the Management Onboarding Team, the coordinator will be responsible for:

- Organizing and managing the work of the team
- Curate mentor resources and tools
- Support mentor development as needed
- Meeting regularly with the Management Onboarding Team to plan all aspects of the program
- Tracking and reporting of goals, including assessing outcomes and revisions to the New Manager Onboarding Plan
- In conjunction with the On Campus Facilitators, serve as the primary coordinator for new manager orientations and trainings
- Facilitating management training as appropriate
- Representing the Management Onboarding Team in campus meetings and planning processes when appropriate

- In consultation with the Management Onboarding Team, developing content of activities including orientations and trainings
- Researching and proposing methods of assessing effectiveness of learning experiences
- Identifying and publicizing appropriate new management professional learning opportunities

On Campus Facilitators

With support from professional development staff, and in collaboration with the Management Onboarding Team Coordinator, the on campus facilitators will be responsible for:

- Meeting regularly as part of the Management Onboarding Team to plan all aspects of the program
- Assisting the Team Coordinator with reporting of goals, including assessing outcomes and revisions to the New Manager Onboarding Plan
- In conjunction with the Team Coordinator, helping facilitate and/or presenting at new manager orientations and trainings
- Representing the Management Onboarding Team in campus meetings and planning processes when appropriate
- In consultation with the Management Onboarding Team, contributing to the development of content of activities including orientations and trainings

Contributing Managers

In collaboration with the Management Onboarding Team, contributing managers will be responsible for:

- In consultation with the Management Onboarding Team, contributing to the development of content of activities including orientations and trainings
- In conjunction with the Team Coordinator, helping present at new manager orientations and trainings

Budget Plan/Request

Item	First Year	Years Thereafter
Books and Materials	\$6,000 (We anticipate more managers will opt in for first year. We want to be able to serve anyone who is interested, hence funding is requested for up to 30 managers)	\$2,000
Off Campus Team Coordinator (Professional Expert–Project Administrator, Level III)	\$8,000 (100 hours X \$80 per hour)	\$8,000 (100 hours X \$80 per hour)
Food for Orientation and One All-Day Intensive (Both offered 2X per year)	\$3,300 (\$25 X 30 managers and 2 facilitators X 4)	\$1,200 (\$25 X 10 managers and 2 facilitators X 4)
Food for Semi-Monthly Trainings (12 total)	\$3,072 (\$8 X 30 managers and 2 facilitators X 12)	\$1,152 (\$8 X 10 managers and 2 facilitators X 12)
Other Consultants (facilitates selected semi-monthly workshops)	\$6,000	\$6,000
TOTAL	\$26,672	\$18,352

Compiled by the Management Onboarding Taskforce/Team appointed by MPDC in 2018-19.

Based on feedback from management retreats and documents created by Management Steering from 2014 onward.

Approved by MPDC on 8-28-19 and presented to Management Steering Committee on 9-3-19.