VANDERBILT **V** UNIVERSITY ®

Human Resources
Employee Learning and Engagement

Response to USAC's 2020 Professional Development and Staff Engagement Statement of Support and Recommendations

We are grateful for the research, time, and thought the USAC Staff Life Committee invested into the Professional Development and Staff Engagement Statement of Support and Recommendations dated October 30, 2020.

Below, please find an overview of the actions we have taken related to your findings and recommendations:

Phase I (immediate impact)
1. Mobilize campus-wide communications regarding updates to professional development offerings.
- Newsletter: ELE launched "Rooted in Learning," a weekly newsletter focused on highlighting professional development offerings available to staff within ELE, across Vanderbilt, and beyond. Our subscriber base grew to more than 750 employees across the university and we released 52 issues in 2021. Our content will now be featured in HR Anchored, a new monthly newsletter.
- Our semester lineup of learning experiences is publicized in myVU at the beginning of the semester, and each learning experience is publicized in myVU individually several days before the workshop. A link to "professional development" is now featured in the right navigation bar of the HR website.
- We've also shared offerings at USAC meetings, with the Women's Center, and various other departments across the university.
- We continue to seek ways to encourage more staff to engage with our experiences in a way that is meaningful to them individually.

2. Improve breadth of online training and revamp user interface to better enable staff engagement.
- Enrollment for workshops, whether live ELE workshops or self-paced modules, is available within Oracle. While most of the interface is not able to be modified at this time, we have structured communications to limit some of the confusion and clicks needed to enroll. For example, we:
  - Include direct links to each ELE learning experience on our website, on a graphic of the semester lineup, in myVU articles, and more
  - Include direct links to highlighted Skillsoft (self-paced) offerings in Oracle in Rooted in Learning and the self-paced resources area of our website

- We are also working to create packed learning paths and microcredentials, to assist employees with navigating the many offerings available on Oracle. For example, we envision:
    - A microcredential for new managers and leaders focused on development of leadership skills
    - A microcredential for administrative professionals focused on development of key skills in areas such as communication, professionalism, organization, emotional intelligence, technology, and more

3. Provide centralized support to expand existing campus-wide professional development programs.
- From January – June, 2021, we:
    - Designed and facilitated 9 new university-wide learning experiences on a variety of topics
    - Facilitated workshops and learning experiences for 7 departments and groups across the university, and consulted with multiple additional departments on potential learning experiences
    - Hosted two Virtual Thought Leader Series events
    - Hosted TEDxVanderbiltUniversity in April
- From July – December, 2021, we:
    - Designed and facilitated 19 university-wide learning experiences, including 11 brand new learning experiences, and we recorded several workshops to increase accessibility
    - Hosted a Back to School session to better inform employees about Vanderbilt's tuition benefit program
    - hosted a Virtual Thought Leader Series on intergenerational communication
    - facilitated 19 learning experiences for individual teams and departments across the university, designed a complete list of potential offerings for departments and groups, and consulted with multiple additional departments and groups on potential learning experiences
    - hosted the inaugural TEDxVanderbiltUniversityWomen in December with 300+ registrants and 150+ live attendees

Phase II (long term impact)

1. Build an all-inclusive set of professional development resources and career guidance tools, accessible via an engaging and motivational website.

- From our current main page, you can navigate to information about the ELE team, live workshop offerings, leadership development programs, new staff orientation and resources, organizational development, and selected self-paced learning resources on a variety of topics. We continue to build out and enhance our website to best support and serve employees.

2. Leverage Oracle as a hub for tracking mandatory and elective training, certifications and career roadmaps.

- Career Roadmap: Structural changes have occurred within HR, and career roadmaps are no longer managed within ELE.
- Mandatory manager training curriculum:
  - We hosted monthly new leader orientation sessions in 2021, in collaboration with campus partners; sessions provide information about relevant campus policies and resources.
  - We hosted Compliance Fundamentals from November 2021 – January 2022, with around 60 participants in each session.
  - We are currently designing a package of self-paced modules and live workshops for new leaders and managers, to assist them in developing leadership skills and competencies in managing teams, leading and engaging teams, designing the work environment, and developing professionally, and also to foster a community of practice and connections for new leaders.
    - This package/suite is expected to launch in late 2022.
    - In envisioning this curriculum and designing the structure, we connected with multiple institutions to discuss in depth their offerings for new managers.
  - This semester (spring 2022), we are partnering with the Human Resources Consulting team to host several "manager mastermind roundtables," which will offer managers an intentional space to share best practices and gain insights while building their peer networks. Each 45-minute roundtable will offer social learning opportunities and discussion around a particular trending topic among managers.

3. Develop a centrally coordinated set of comprehensive staff mentorship programs.

- We've reviewed many resources and plan to launch a mentoring initiative in late spring. We thank the committee for gathering information on mentoring program at peer institutions, and for their feedback on our draft proposal for a mentoring initiative.
- The goals of the mentoring initiative are to:
  - Foster the professional and career growth of employees
  - Spark connections and offer access to potential mentors
  - Create an opportunity for mentoring relationships to grow organically
  - Begin to foster a culture of ongoing mentorship throughout the university
- The initiative will feature a mentoring month to spark connections and offer access to potential mentors, including:
  - A kickoff educational week, featuring:
    - For mentees: a self-paced module on Finding and Nurturing Mentor Relationships, and an ELE workshop on mentoring best practices, an overview of mentoring month, and how to sign up for mentoring month activities
    - For mentors: a 15-minute overview of mentoring month, including best practices/tips and how to make the most of the time with a mentee
    - A one-hour panel event, featuring multiple leaders discussing their career paths and what they do, and opportunities to interact with leaders in breakout rooms

- o Mentoring meetings, where mentors indicate their availability for 30-minute time blocks throughout the month, and mentees can sign up for up to two sessions

Moving forward

As we close our first year as an ELE team, we will continue our focus on offering innovative and meaningful learning experiences, creating space to foster conversations and connections, and encouraging a culture of learning and growth. We are excited about launching additional new initiatives in the upcoming semester and further enhancing our impact on employee learning, engagement, and retention. And, furthermore, we are excited to continue to build and strengthen the relationship and feedback loop between USAC and ELE, as we work to, as you noted in your statement, "foster a more robust and holistic approach to staff development and engagement within the community at Vanderbilt University."