Office of Human Resources

Employee Experience Roadmap
at Saint Michael's College
Version 1.0 | Last Updated: 9/22/2022

Guiding Framework

The **Employee Experience Roadmap** is guided by and reflects the tenants articulated in the College's *Forward with Purpose* strategic plan. Specifically, the roadmap aims to further the aspirations to "***build stronger and more inclusive communities, emphasizing fostering a culture of welcoming and validation.***"

The roadmap draws on the framework of the employee experience lifecycle to align goals and action items with the stages an employee journeys through during their tenure with the organization. The stages are **attraction, recruitment, onboarding, development, retention, and separation**. The specificity of each stage supports and builds upon other stages to form a strategic and coordinated plan to influence the experiences of people and culture holistically.
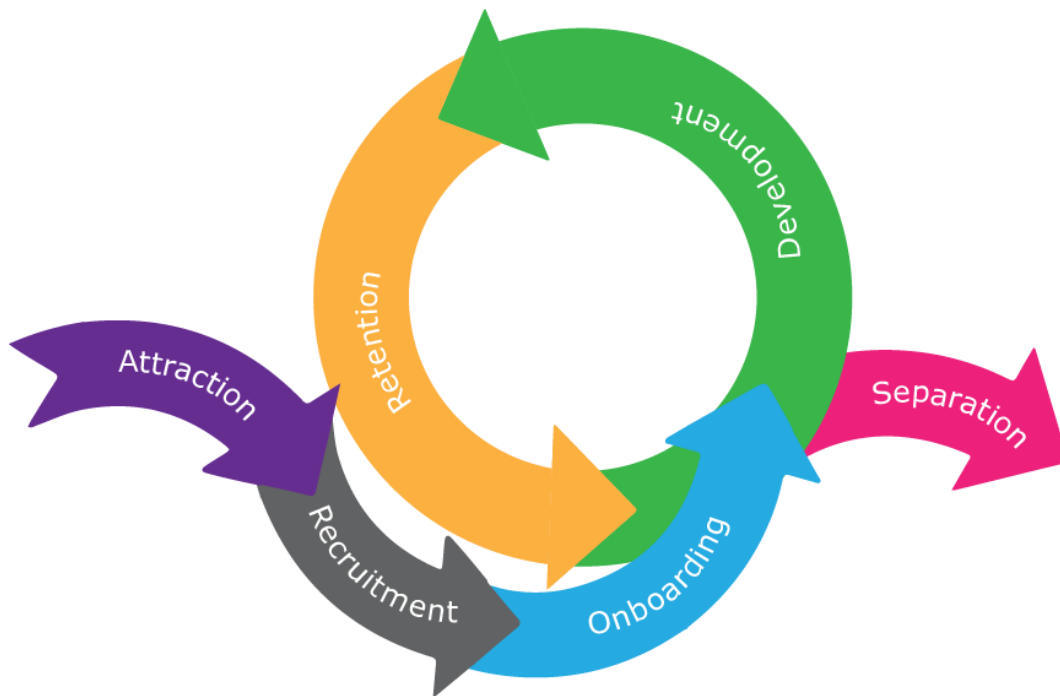
The Stages at a Glance

The **attraction stage** brings our attention and focus to the moment a prospective employee becomes aware of our organization's brand and reputation, locally, regionally, and nationally. Efforts at this stage seek to elevate our organization's mission, values, and culture to attract employees of all backgrounds and identities. What we do and how we do our work need to be

leveraged continuously through PR and storytelling on various platforms to inspire prospective employees to want to contribute their talents to our mission. We strive to build a strong employer brand known for creating and fostering inclusive and equitable working and learning environments where all community members can feel a sense of belonging and value.

We recognize that our reputation and brand can aid our efforts to diversify our workforce, but it can only go so far. A prospective employee at the **recruitment stage** needs to be supported and guided through the hiring and selection process. How we handle our hiring and selection process can say a lot about our organization and culture early on for prospective employees. Their employee experience has already begun at this stage. We need to develop our hiring and selection practices to align with our diversity, equity and inclusion goals to enable prospective employees of all backgrounds and identities a fair and unbiased opportunity to be considered and evaluated for their talents and our needs.

The **onboarding stage** sets the foundation for how our new employees integrate and navigate our organization. This is a critical stage for new hires to learn about their role, community, tools, resources, and organizational culture. Orientation is not the only component in this stage. Managers must actively participate to intentionally create a positive and welcoming experience for their new hires starting on day one with a well-considered training and community integration plan. In addition, other formal and informal opportunities for connection, facilitated relationship-building, community building, as well as opportunities to learn norms, common languages and processes can make joining a new organization and culture more energizing and accessible.

The **development stage** respects employees' desire to grow and feel rewarded for their accomplishments and contributions while also encouraging continuous learning and growth. That new learning and growth, in turn, enables individuals and teams to think, work, and interact differently. Professional development is integral to the employee experience, and an inclusive take on learning preferences and modalities is required. Managers should understand that employees develop at different rates and across different skillsets and competencies. Learning opportunities must include technical skills training to help employees refine their talents in their specific areas of expertise. Equally important are training and workshops developing essential interpersonal and intrapersonal skills to foster inclusive and productive environments for collaboration, innovation, and solution-finding. Learning about diversity, equity, inclusion, anti-racism, anti-bias, anti-oppression, and developing the ability to host and facilitate hard conversations is necessary to creating a culture of mutual respect, understanding, and belonging, particularly for employees with identities currently and historically excluded. Providing professional development opportunities is one critical element of the development stage, in addition to a meaningful system and strategies for a performance and development program that is clear, life-giving, and grounded in continuous feedback and coaching. Long gone are the days of performance evaluation with a metric rating system that demoralizes and causes disengagement in the workforce. Employees seek a system that allows them to engage with their managers continuously around short- and long-term goals with checkpoints for conversations of progress, support, and celebration.

The **retention stage** requires continuous examination of programs, efforts, and an honest assessment of organizational cultures, behaviors, and norms. The goal is to retain talents, especially high-performing ones, who are fully integrated into the organization. High talents can still grow and often seek opportunities to upskill for more challenging assignments. Policies, practices, and culture must support all employees in their mission-oriented work with their humanity at the forefront. Managers and leaders play a vital role and contribute to the happiness and success of their employees. Managers must actively participate in developing and implementing retention efforts and strategies.

Employees will eventually leave for many different reasons and factors. These reasons and factors could range from new growth opportunities, retirement, education, personal, poor experiences, relocation, career change, discriminatory and harmful experiences, etc. Regardless of the cause and factors, as an organization committed to living the values of inclusion, equity, and belonging, how we facilitate the offboarding experience and collection of departure data matter. The **separation stage** can bring up a lot of feelings and experiences for those departing and those staying behind. Our practices and systems need to equip managers and departing employees with tools and resources to manage the succession of roles, responsibilities, and tasks. We strive to transition our employees out of the organization in ways of celebration, uplifting, and the highest sensitivity and consideration to their needs and desires. Former employees are valuable ambassadors to our organization and can have an impact on our ability to attract new members.

Strategic Goals & Action Items

Attraction

Goal: Design an HR marketing strategy to communicate who we are, our community values, and our commitment to supporting our people inclusively and equitably.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Leverage local career fairs to share information about employment opportunities and who Saint Michael's College is as an employer.	HR	• Prospective employees have a better understanding of the opportunities that are available at the college. • Collect interests and build a database of prospective employees to make direct outreach for future positions.	Not Started
Collaborate with Marketing to create and leverage PR opportunities to share employee stories and experiences.	HR Marketing	• Prospective employees build an awareness of the role and purpose our employees contribute to our mission.	Not Started
Launch "Our Community" vignette project in collaboration with Marketing.	HR Marketing	• Prospective employees hear directly from community members about why they picked SMC, why they stayed, and how our values aligned with them and their work. • Prospective employees better understand who we are as a community.	In Progress

		• Prospective employees who may be hesitant about the Catholic nature of the college better understand our goals of inclusion and belonging. • Current employees find new connections between each other based on value alignment	
Create a plan and schedule for the HR team to produce regular content and articles sharing how we approach supporting and growing talents at the college.	HR	• The HR staff are thought leaders in supporting and growing our workforce. • Prospective employees gain insights into our approaches, strategies, and efforts.	Not Started
Assess and redesign the external Office of Human Resources website.	HR Marketing	• The website makes more accessible the information prospective employees look for. • Prospective employees understand the perks and benefits of being an employee at Saint Michael's College.	Not Started

Recruitment

Goal: Institute a hiring process and philosophies rooted in equity, anti-bias, and inclusivity to source and build a robust diverse pool of highly qualified applicants.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes & Measure of Success	Status
Create hiring guidelines for managers and search committees	HR	• Clear guidance on where to place job advertisements, standardized hiring steps and stages, and best practices for creating an inclusive interviewing experience. • Increase BIPOC and people with other minoritized identities in the candidate pool. • Departments and divisions understand the importance of leveraging their relationships with professional associations.	Not Started
Design an employee referral program.	HR	• Employees are motivated to share job openings with their networks actively. • Increase in candidate pools for job openings. • Drive more prospective employees to explore and consider Saint Michael's College as a potential employer • Increase BIPOC and people with other minoritized identities in the candidate pool.	Not Started
Create a practice of publishing salary ranges with job postings.	HR	• Prospective candidates feel more confident in their decision to apply that the potential salary will work for their needs. • Reduce losing candidates at the beginning of the interview process. • Display a commitment to equity and transparency for prospective and current employees.	Not Started
Develop an Equity Liaison Program to train current employees to support search committees.	HR	• Hiring managers have access to a list of trained Equity Liaisons to recruit to support their searches. • Equity Liaisons become thought partners to chairs and search members on designing equity and inclusivity in their process. • Search members are supported to name and address biases in the process. • Candidates in the process feel the impact of an inclusive and equitable search process.	Not Started
Develop job board selection resources.	HR	• Hiring managers have access to a list of job boards locally, regionally, and nationally to select from to increase their reach. • More BIPOC and people with minoritized identities are aware of positions available at the college. • Intentionality is displayed in our effort to diversify our workforce. • More prospective employees become familiar with our college as a potential employer.	In Progress
Build and sustain relationships with local organizations and community partners.	HR College Community	• Relationships with local community partners strengthened. • More prospective employees become familiar with our college as a potential employer. • Increase referrals from community partners who understand who we are as an employer.	Not Started

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Develop a series of workshops relating to the various parts of the hiring process.	HR	• Employees have access to learn outside of a search process how to write an inclusive job description, craft powerful questions and rubrics, and how to deliberate about candidates inclusively and equitably. • Increase learning opportunities for employees. • Employees proactively build their readiness to serve on search committees.	Not Started

Onboarding

Goal: Standardize the resources, tools, and expectations for human resources practitioners and managers to offer consistent and meaningful onboarding experiences to new employees.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Create a new employee mentoring program to support the learning of and integration into the community	HR	• New employees have a point of contact outside of their department for general questions and guidance • New employees feel supported and welcomed	Not Started
Launch a New Employee Orientation Experience	HR	• New employees are given resources and information to integrate into the community. • New employees know where to access resources. • New employees become deeply aware of the college's mission and Edmundite values. • New employees have the opportunity to meet, and gather network, while learning with and from each other in learning sessions.	In Progress
Assess and evolve the technical onboarding process.	HR IT Hiring Managers	• Employees experience a smooth onboarding process from the technical side. • Paperwork and integration processes reduce time and complications. • Employees have the credentials and tools needed to start on day one. • Hiring managers understand the process and timeline and manage their expectations and responsibilities accordingly to reduce the impact on new hires and other departments' processes.	Not Started

Development

Goal: Create a culture of learning and continuous development by offering formal and informal opportunities with consideration for learning preferences and accessible modalities.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes & Measure of Success	Status
Create and offer a catalog of ongoing standalone DEI-related training and professional development opportunities in partnership with other campus resources.	HR ARC Affinity Groups Faculty Bias Response Program CMAS	• Employees engaged with existing campus courses and programs. • Employees seek new learning opportunities to deepen their awareness and understanding of diversity, equity, and inclusion topics. • Faculty and staff are empowered to discuss and address (if applicable) incidents of racial bias with their students and colleagues when they occur at the institution as an opportunity to learn and grow together	Not Started
Offer training and learning opportunities to develop faculty skills in receiving hard feedback from students and peers.	HR Office of the Dean Faculty	• Faculty encourages students and peers to provide feedback on the spot if and when the faculty member's action is hurtful to them or others • Faculty uses feedback from students and peers to continue to foster spaces of belonging and inclusion. • Faculty seeks out continuous opportunities to learn and develop their ability to give and receive hard feedback from students and peers. • Faculty eagerly engages in learning opportunities	Not Started
Create employee certificate programs to upskill employees	HR	• Employees seek out new learning opportunities to learn new skills required for their success • Managers regularly look for opportunities to learn with their team and stay current on trends, and practices, including inclusive and equitable workforce practices	Not Started
Standardize the process for internal mobility, advancement, and hiring process	HR Office of the Dean Faculty	• Inclusive and equitable processes and procedures support internal candidates for open positions • Managers are supported in conversations about advancement, mobility, and team structures • Job titles and responsibilities are created with standard guidance and parameters • Succession planning is a standard expectation of managers • Promotions and status changes are equitable and accessible.	Not Started
Develop and offer an Intercultural and Anti-Racism certificate program.	HR ARC	• Employees self-select and by nomination enroll in a year-long certificate program explicitly designed to engage in learning and conversations about anti-racism, intercultural fluency, and related topics. • The program is funded and supported by the college as a high priority.	Not Started

Goal: Develop managers' and leaders' ability to train, support, grow, and appreciate talents.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Launch manager training program	HR	• Pilot cohort manager training program leveraging existing technology and platform (MindEdge).	Not Started

			Status
		• Program offers synchronous and asynchronous ways of engagement and deepening of learning. • Managers at Saint Michael's College are equipped with shared management practices and knowledge. • New managers are provided resources and skills for success.	
Design and institute a performance management program	HR	• All employees engage in the performance management program throughout the year • Managers have the tools and knowledge to support their employees in managing performance • Adequate training and development opportunities are provided to upskill managers in giving feedback, goal setting, and developing their teams • Adopt a continuous feedback and coaching approach to performance management • Employees find the program valuable and meaningful • The tool and program are simple and meaningful.	In Progress
Develop best practices for managers to periodically review job responsibilities and roles on their team.	HR	• Managers have the tools to examine workload when needed to ensure and maintain an appropriate level of work and individual capacity • Managers can assess their team's needs and appropriately align their employees' roles and responsibilities. • The managers partner with the Office of HR for job redesign and reclassification.	Not Started
Institute management expectations for managers		• A set of standard manager practices in alignment with the college is established. • Employees understand what they can expect from their manager. • Reduce inequities and disparities of experiences for employees.	Not Started

Retention

Goal: Increase organizational capacity to support employees, particularly BIPOC and employees with minoritized or underestimated identities in affirming and caring environments.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Create and support affinity spaces and groups	HR	- Affinity groups have the resources needed to support their members, including financial resources - Employees are aware of various groups available to them to join and participate - Employees have a space to be with the community during traumatic events or incidents occurring on campus, locally, and nationally.	Not Started
Develop employee support and self-care resources and plan.	HR Office of the President	- Employees aware of and utilize EAP in times of need - Action steps in place to convene with the community during challenging and traumatic events or incidents with a significant emotional impact - Communications from the Office of the President that equitably support affected employees with consistent tone and approaches - Employees are aware of trained counselors to reach out to for support.	Not Started
Create an avenue for employees to share their experiences of being marginalized outside of a formal complaint process	HR	- Program that enables the community to share and learn from each other what marginalization looks like for them. - Feedback is given to administration and human resources when appropriate to incorporate into future HR and DEI efforts and plans	Not Started
Establish a stay interview process	HR	- Employees have an avenue to provide feedback and insights into their current employee experiences - Administration and HR use information to make informed decisions on changes, amendments to practices, and policies and stay proactive in influencing the employee experience.	In Progress
Establish an Equity-Minded Leadership Development Program for senior leaders and administrators	HR Office of the President	- Leaders understand factors and tensions that could lead to a decision-making process not aligned with inclusion and equity. - Employees trust that leaders know how to address problematic issues when they arise in the moment (events, meetings, etc.). - Leaders understand the need to step in and step up in hard conversations surrounding sensitive topics. - Leaders feel supported in their growth and development by the community. - Leaders support each other in making decisions with equity in mind using tools and resources developed together and provided by experts. - A clear institutional stance on who we are and what we expect and do not tolerate is developed and articulated due to the learning experience. - Leaders become more comfortable with being uncomfortable when talking about sensitive and charged topics.	Not Started

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Elevate and support the work of the Anti-Racism Coalition	HR Office of the President	• An increase in collaboration between the Office of HR and ARC. • An increase in collaboration between ARC and other DEI-related efforts and initiatives. • ARC is seen and valued for its community-led nature. • Employees have more opportunities to engage in learning and conversations with the community. • ARC members feel a sense of support and institutional commitment to their mission and work. • ARC's work is funded and supported by the college.	Not Started

Goal: Cultivate a work-life integration culture that encourages and supports employees in finding the right balance for them between work and life experiences.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Set and articulate best practices for managers and employees to facilitate a healthy and productive work-life integration	HR	• Employees feel encouraged to use PTO time without barriers from managers' or self-imposed expectations • Employees can fully unplug without feeling the need to check emails. • Colleagues respect each other's time off and refrain from emailing late during the weekday, on weekends, or when someone is on vacation. • Managers help employees create and facilitate a support plan for when they are off through cross-training, contingency planning, and documentation	Not Started
Develop a promotion strategy to increase awareness of wellness programming through GMHEC Wellbeing Programs	HR GMHEC	• GMHEC wellbeing programs are well promoted in a variety of ways and avenues to reach all eligible employees • More employees attend GMHEC wellbeing programs.	Not Started
Increase accessibility of SMC benefit information online	HR	• Employees utilize Employee Assistance Program (EAP) for resources and benefits • Regular promotion and awareness of access to classes and courses at SMC for non-matriculated. Provide a list of recommended courses. • Tools and resources such as recorded videos and workshops are shared widely with the community • Employees are well versed in their access to benefits such as tuition, gym membership, library, and discounts	Not Started

Goal: Review and amend human resources policies, procedures, and practices to ensure alignment with the College's commitment to anti-racism, equity, belonging, and inclusion.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Review and amend complaint procedures and policies in alignment with	HR	• Transparent and easy-to-understand process employees can learn and count on. • Employees trust that their complaints are handled in a timely fashion with great care and seriousness	Not Started

equity, integrity, and responsiveness			
Institute an employee climate survey.	HR	• The College initiates the employee climate survey every three years through an external vendor. • Employees have an avenue to share their working experiences at the college, in their department, and with their managers and colleagues. • Employees have an official forum to share feedback and recommendations that could improve or strengthen their work experience at the college. • Managers have aggregated data of their area/team to help inform how they manage, lead, and things they could focus on to improve or strengthen their employees' working experiences. • The College has data to inform new employee efforts and initiatives that further the college's commitment to creating a thriving and inclusive work culture.	Not Started
Establish a compensation strategy based on equity and market.	HR	• Clear and consistent guidelines are in place to make equitable salary offers and increases. • Employees trust that they are being compensated equitably, and perceptions and issues of disparities are mitigated. • Compensation is based on roles, market values, and the financial reality of the College.	Not Started
Build an inclusive and accessible retention program	HR	• Managers feel empowered to work with the Office of Human Resources to strategize ways and options to retain their employees • Office of HR has a developed set of tools and approaches to offer managers attempting to retain their employees • Employees trust the College values all employees and when possible, will attempt to retain them	
Develop an equity assessment tool for departments to examine their practices, policies, and procedures	HR	• Departments ensure practices, policies, and procedures in their areas are equitable and inclusive.	Not Started

Goal: Strengthen our culture of community, support, recognition, and shared responsibilities toward our mission, diversity, equity, and inclusion.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Update and maintain online directories and information of current employees	Marketing	• All current employees' online profile on the SMC website contains headshots and information relating to their roles and experiences	Not Started
Develop a plan for the ongoing intentional and scheduled time for community connection and relationship building	HR Office of the President	• Employees have many opportunities to intersect, make personal and professional connections, and develop a sense of the people who they work with and in their community • More engagement in volunteerism on campus and off campus	Not Started

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
		• Employees regularly attend formal and informal activities • Social gathering and celebratory events are scheduled with significant consideration of accessible time for faculty and staff • Staff and faculty welfare committees feel supported by the administration and Office of HR in their efforts and initiatives	
Assess and evolve the Employee Recognition programs for opportunities to standardize and collaborate	HR Office of the Dean Staff Welfare Committee	• Various employee recognition programs share resources • Increased awareness of when to expect recognition programs • Employee recognition programs are inclusive and equitable in process, nomination, and selection	Not Started

Goal: Increase employees' sense of connection and belonging through strategic communications and information sharing across the college, formally and informally.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Standardize practices for managers to communicate to the community about new hires, accomplishments, shout-outs, and sharing of news	HR Marketing	• New hires are introduced to the community consistently • Employees have an avenue to submit and read about accomplishments and shout outs • Accomplishments of individuals and offices are regularly and consistently shared widely • Employees actively seek out ways to offer gratitude and appreciation to one another	Not Started
Establish a schedule of all employee meetings throughout the year to share institutional updates more regularly.	HR Office of the President Office of the Dean	• All employees have an opportunity to gather more regularly and hear from college leaders on new initiatives, updates on the state of the college, and other information that impact the entire community.	Not Started
Institutionalize and offer support and structure for affinity groups to thrive.	HR	• Affinity groups are funded, and members meet regularly. • Affinity groups are housed and sponsored by the Office of HR to sustain their longevity. • Employees are aware of affinity groups when joining the community.	Not Started
Offer ongoing connections and dialogues around the Edmudite values that drive our mission and community		• The "Our Community" vignette project continues to grow and gain new video segments • Employees meet throughout the year to share how the Edmundite values show up in their work • Employees can articulate the Edmundite values and can speak to how they are embodied at the College • Current employees find new connections between each other based on value alignment	

Separation

Goal: Establish standardized practices to assist employees transition out of the college in meaningful and affirming ways that minimize the impact on the work and the community.

Action Items:	Potential Responsible Unit(s)	Expected Outcomes	Status
Develop offboarding practices, tools, and templates for managers and departing employees	HR	- Departing employees feel confident the team has what they need after their departure - Managers have a plan to facilitate the continuation of work held by departed employees - New employees in a recently vacated position have resources, knowledge, and information to reference as they onboard and learn about processes and procedures in their role and department - Departing employees are celebrated for their work and contribution, when possible, and based on the wishes of the individuals.	Not Started
Standardize a robust and comprehensive exit program	HR	- Employees are aware of exit interviews available to all employees departing the college to share feedback and thoughts - Data easily aggregated and analyzed for programmatic and decision-making	Not Started
Develop a retirement program with consistent practices, tools, and resources to help employees transition to retirement.	HR	- Employees can proactively plan with their manager on their retirement. - There is enough time to collect and transfer knowledge appropriately. - Managers feel confident that they and the team have what they need to continue the work. - Retiring employees know the resources that are available to them. - Retiring employees feel confident that the team will have what they need to succeed. - Legacy documents are completed before the departure. - Retiring employees are recognized and celebrated. - Regular information sessions are offered throughout the year to share information on retirement's financial and medical planning process. - Retired employees continuously feel valued in the community through maintaining meaningful connections (events, celebrations, reunions, etc.) with the college.	Not Started