Fostering an empowered and shared Mines culture

Campus Conference
August 19, 2016

Michelle Darveau – Assistant Director, HR
Nigel Middleton – Senior Vice President, Strategic Enterprises
Kirsten Volpi – Executive Vice President/COO/CFO
Agenda

• Discuss culture concepts
• Updates on focus areas
  • Professional Development
  • Leadership Development
  • Onboarding
  • Rewards and Recognition
What is Organizational Culture?

A system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs.

Why is it important?
A healthy culture depends on People

- Commitment to employees feeling valued
- Investment in professional and personal development for employees
- Harness the passion and pride of Mines employees
Initial Focus Areas

• Professional and Personal development
• Leadership Development
• Onboarding
• Rewards and Recognition
Professional and Personal Development

Structure for learning and development

• Mines organization-wide learning and development strategy
  • Needs survey coming in September
  • Develop strategy by January 2017

• Development pathways focused on important topics and skillsets
  • Self Directed
  • Variety of delivery methods
  • Custom pathways for supervisors and managers
  • Online learning content: Professional Effectiveness, Project Management, Desktop systems, specialized IT, Health and Safety and Compliance
Leadership Development

Goals of the Mines Leadership Institute

• Development of Leaders at all levels—Senior management to individual contributors.

• Identify and develop the next generation of Mines Leaders

• Provide professional and personal development for current leaders

• Support the idea that leadership development is a process not an event

• Increase participants’ network and collaboration across campus.
# Mines Leadership Institute – Possible structure

<table>
<thead>
<tr>
<th>Designed for:</th>
<th>Senior Leadership</th>
<th>High-Potential</th>
<th>All employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Format:</strong></td>
<td>Small cohort (10-12)</td>
<td>Cohort (16 to 20)</td>
<td>Cohort (20 to 24)</td>
</tr>
<tr>
<td></td>
<td>Concentrated blocks of time</td>
<td>Full or half day sessions</td>
<td>Half day or shorter sessions</td>
</tr>
<tr>
<td><strong>Length:</strong></td>
<td>6 months</td>
<td>6 to 9 months</td>
<td>2 to 3 months</td>
</tr>
<tr>
<td><strong>Topics:</strong></td>
<td>Strategic Thinking</td>
<td>Strategic Thinking</td>
<td>Situational leadership</td>
</tr>
<tr>
<td></td>
<td>Institutional Perspectives</td>
<td>Institutional Perspectives</td>
<td>Communication tools &amp; techniques</td>
</tr>
<tr>
<td></td>
<td>Innovation</td>
<td>Innovation</td>
<td>Time &amp; Priority management</td>
</tr>
<tr>
<td></td>
<td>Positive Relationship Building</td>
<td>Positive Relationship Building</td>
<td>Coaching</td>
</tr>
<tr>
<td></td>
<td>Collaborative mindset</td>
<td>Collaborative mindset</td>
<td>Expectations of a Mines Leader</td>
</tr>
<tr>
<td></td>
<td>Active development of staff</td>
<td>Active development of staff</td>
<td>Conflict management</td>
</tr>
<tr>
<td></td>
<td>Effective Communication</td>
<td>Effective Communication</td>
<td>Diverse thinking</td>
</tr>
<tr>
<td></td>
<td>Thoughtful Change Management</td>
<td>Thoughtful Change Management</td>
<td>Innovation and Collaboration</td>
</tr>
<tr>
<td><strong>Program components:</strong></td>
<td>Assessments: 360, SDI</td>
<td>Assessments: 360, SDI</td>
<td>Assessments: SDI, leadership style</td>
</tr>
<tr>
<td></td>
<td>Fieldwork between sessions</td>
<td>Fieldwork between sessions</td>
<td>Group facilitated learning</td>
</tr>
<tr>
<td></td>
<td>Facilitated reflection sessions</td>
<td>Facilitated reflection sessions</td>
<td>Manager Engagement</td>
</tr>
<tr>
<td></td>
<td>Tackle real time organization challenge</td>
<td>Meaningful stretch assignments</td>
<td>Fieldwork</td>
</tr>
<tr>
<td></td>
<td>Coaching</td>
<td>Coaching</td>
<td>Mentor</td>
</tr>
<tr>
<td></td>
<td>Organizational Mentor</td>
<td>Organizational Mentor</td>
<td></td>
</tr>
<tr>
<td><strong>Criteria for Participation:</strong></td>
<td>Senior manager</td>
<td>Identified as High-potential</td>
<td>Anyone with a desire to develop leadership abilities</td>
</tr>
<tr>
<td><strong>Selection process:</strong></td>
<td>Meets established criteria, Nominated or self-selection</td>
<td>Meets established criteria, Nominated by Senior Manager</td>
<td>Nominated by Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Meets established criteria, Nominated by Senior Manager</td>
<td>Self-nominated</td>
</tr>
<tr>
<td><strong>Additional Resources:</strong></td>
<td>Focused on-line resources</td>
<td>Focused on-line resources</td>
<td>Focused on-line resources</td>
</tr>
<tr>
<td></td>
<td>Online community</td>
<td>Online community</td>
<td>Online community</td>
</tr>
</tbody>
</table>
Onboarding

Goals
• Establish a sense of belonging
• Help new employees feel valued
• Provide tools and information to be productive
• Increase engagement and job satisfaction
• Improve retention

Philosophy
• Clarification – ensure employees understand their new jobs and related expectations
• Culture – provide employee with a sense of organizational history, norms and belonging
• Connection – establish vital interpersonal relationships and information networks
• Compliance – basic required stuff: legal, policies etc.
Welcome to Colorado School of Mines Jumpy!

We are excited to have you in your new role.

As part of your new opportunity at Colorado School of Mines, please complete the tasks listed on the right hand side of the screen. The tasks are ordered according to when you need to complete them. You can log back in to this portal at any time by clicking the Applicant Login on the Career Opportunities page.

If you have questions not covered in this information, please contact your Human Resources Department.
Rewards and Recognition

- Early phases
- 2014 Leadership Capstone Project
  - Report delivered to Leadership
  - Recommendations
    - Alignment with strategic plan
    - Funding special recognition
    - Provide professional development
    - Publicize recognition and awards broadly

- Goals
  - Creation of sense of belonging
  - Improved campus culture
  - Improved job satisfaction
Wrap up and Questions

Feedback and Ideas:
Michelle Darveau
mdarveau@mines.edu, x2305
Kirsten Volpi
kvolpi@mines.edu, x3240
Nigel Middleton
nmiddlet@mines.edu, x3327

“Culture lives on when it's taught & practiced. Teach employees your culture & let them share what they've learned.”

Herd Wisdom