SRA INTERNATIONAL
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Developing Successful Teams

Key Strategies for Building & Retaining Effective Teams in Research Administration

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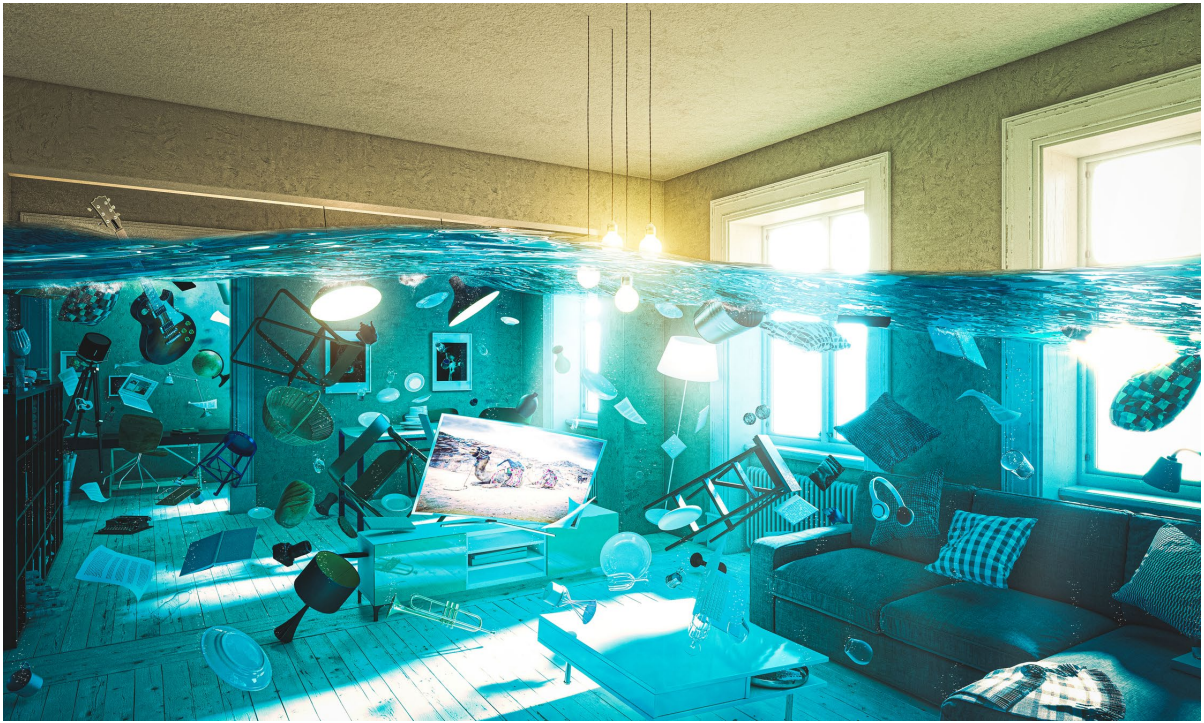
Learning Objectives

1. Learn how to develop and sustain effective research administration teams by creating **clear pathways for career entry and promotion**, while also focusing on the **development of essential skill and behavioral competencies**.

2. Acquire tools and techniques to **promote transparency, trust, and accountability** within their teams, laying the groundwork for robust team performance and research administration excellence.

Pathways

Staffing Crisis in Research Administration



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Internal Pathways Considerations

- Define Entry Points
- Who will drive Internal Recruitment
- Mentorship pool with time to dedicate?
- In-depth Training effort

To create an internal mobility pipeline, look for the top of career ladders at your institution where high achievers max out. Identify positions with realistic transferable skills and behavioral skills. You want trainable, adaptable folks who are eager to achieve and provide good customer service.

Creating Pathways into Research Administration

Before you create a new program that encourages internal mobility, first consider:

- [x] Is your hiring range transparent and competitive nationally?
- [x] Does your position offer remote capabilities?
- [x] Have you removed unnecessary education requirements?

If yes, look for positions at your institution that folks cap max out on. You want trainable, adaptable folks who are eager to switch careers, but stay with the institution. If no, start here.

Pathways Considerations

- Define Entry Points
- Who will drive Internal Recruitment
- Mentorship pool with time to dedicate?
- In-depth Training effort
- Asses the internal mobility pipeline

Hiring

Hiring Best Practices

- Crafting Effective Job Descriptions
- Each interview we conduct leaves an impression of the organization on that candidate. Be respectful, kind, and prompt.

Retention

Understanding Your Employee Retention

KEY FACTORS INFLUENCING RETENTION

ANALYZIE TURNOVER DATA / EXIT INTERVIEW DATA

Creating Clear Promotional Ladders

Defining Career Levels

Defining Manager Expectations and Accountability for Core Competency sign off

Performance Metrics and Milestones

Career Ladders

At least 3 levels for each role: entry + senior, lead for example

Consider the role of certification. The CRA requirement is 3 years of work experience. It should not be JD required for an entry-level position. Rather, perhaps it is part of the pathway to Senior?

Competency Assessments

Self Driven with Manager Assessment

Employee expected to bring evidence of success for each competency (numerous examples to demonstrate mastery)

Determine % complete that triggers consideration for promotion (60-75%)

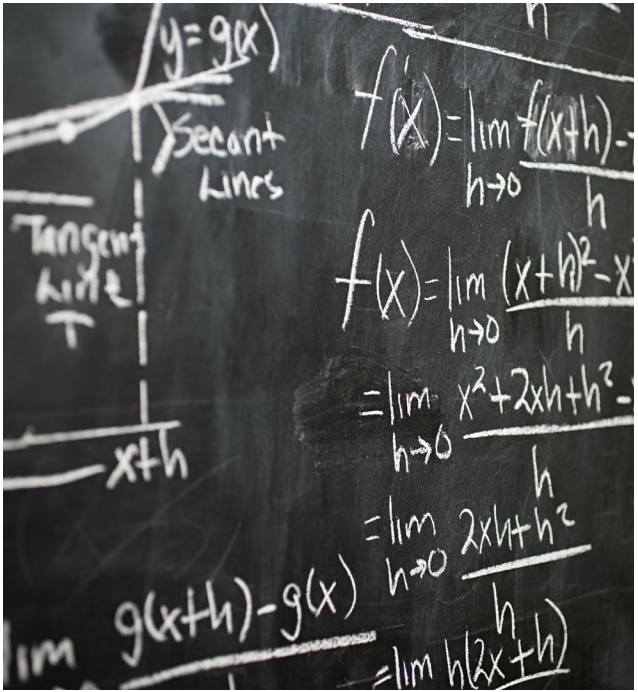
Using Assessments for Professional Development

COMPETENCY ASSESSMENTS HELP IDENTIFY SKILLS, AND BEHAVIORAL GAPS

OPPORTUNITIES FOR ADVANCEMENT

PERSONALIZED CAREER DEVELOPMENT PLANS

Continuous Learning Culture



- Importance of Lifelong Learning
- Encouraging Professional Growth

Training

Extensive Onboarding and Orientation

Standard Work Document/Job Aid for each internal work process

Ongoing Training Opportunities

Mentorship and Coaching

- Structuring a Mentorship Program
- Coaching style management builds team professionalism and expertise and allows folks to work at the top of their job

Vs

Micromanagement

Vs

Doing it for them

Creating a Culture of Problem Solvers

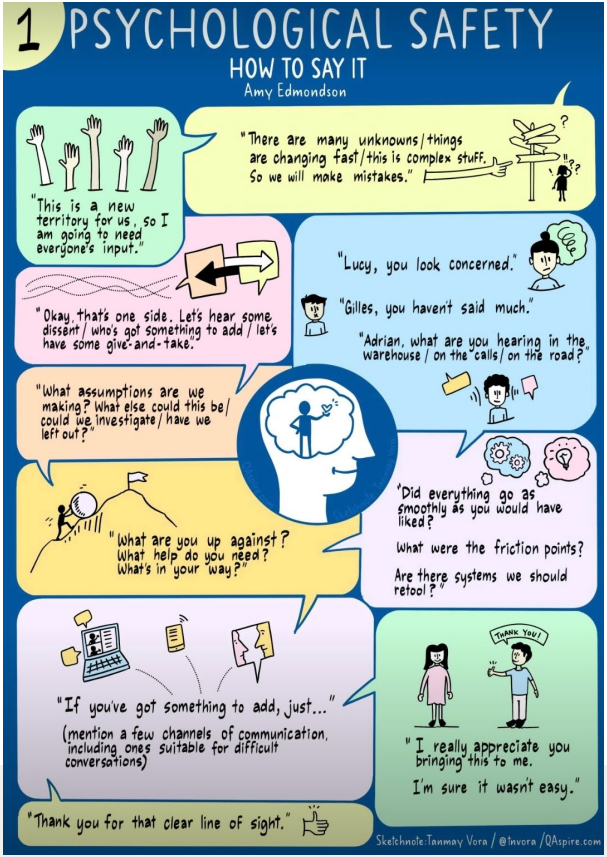
5 Steps to Creating a Community of Problem Solvers

1. Investigator is your “Customer"
2. Collaborative problem solving between researcher teams and RA staff can happen when we see ourselves as facilitators of research.
3. Focus on *eliminating waste in the process*, not pointing fingers or blaming people.
4. Document the process, study it, and eliminate process waste together.
5. Track metrics and continuously improve processes to demonstrate commitment and be accountable.

PEANUT
BUTTER
& JELLY
DEMO

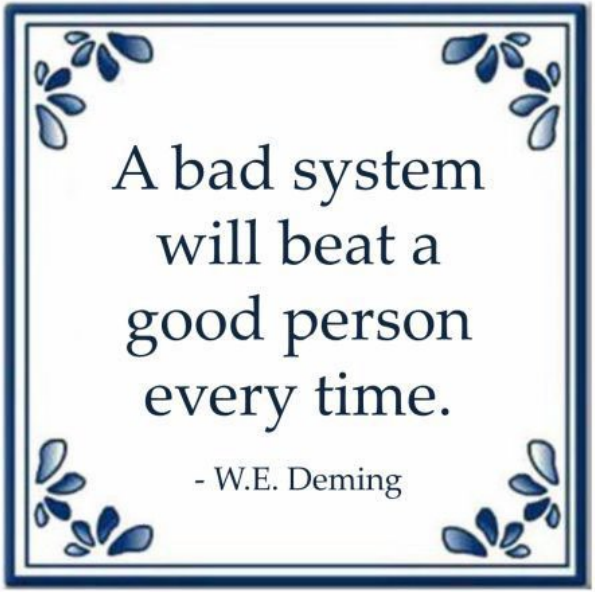
Building Psychological Safety

- Open Communication
- Encourage Risk-Taking
    - Failure is okay. Fail fast and study *the process* for why it failed. Try again.
- Encourage respectful dissent
- Involve researchers in process improvement discussions



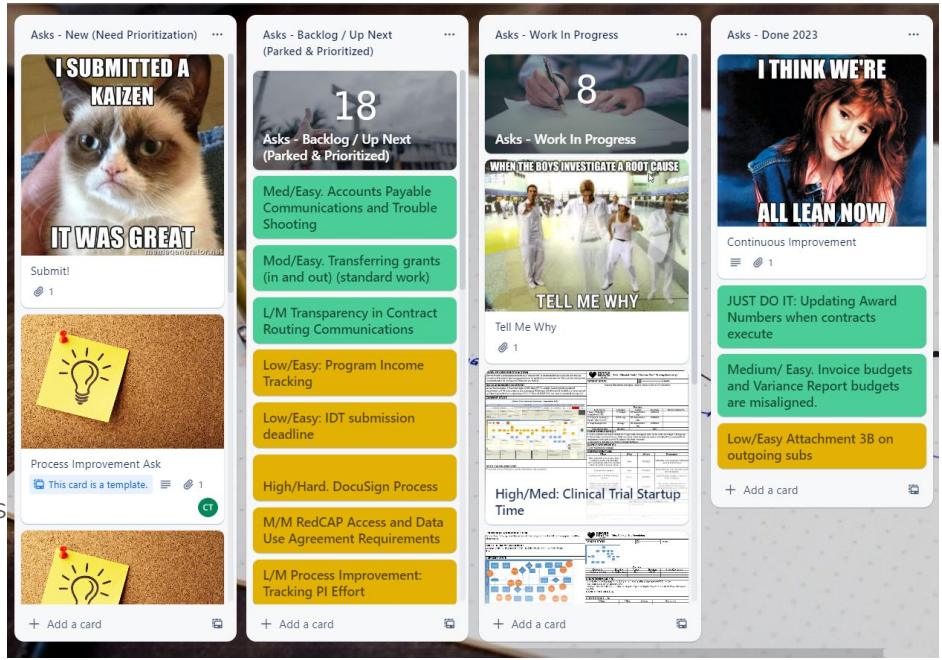
Addressing Challenges

- Get Curious
  - Is this a system issue or a person issue?
  - 94% of your problems are systems based while 6% or less are people based
- Coaching
  - Ask questions!



Building and Sustaining Culture of Problem Solving

- Celebrating Successes
- Make it Visual
- Operationalize
  - Job descriptions
  - Tie process improvement to promotional paths



Summary of Key Points

- Create pathways into RA
- Create promotional ladders and competencies
- Promote a learning culture
- Promote a culture of problem solving through process improvement
    - Bad processes are disrespectful to the people working them (RAs and Researchers)
    - Process improvement demonstrates to employees that their time matters. Removing waste in process improves their work!
- Communicate, Communicate, Communicate
- Celebrate team and individual success!

thank you
danke
謝謝
ngiyabonga
teşekkür ederim
gracias
merci
obrigado
bedankt
dziękuję
go raibh maith agat
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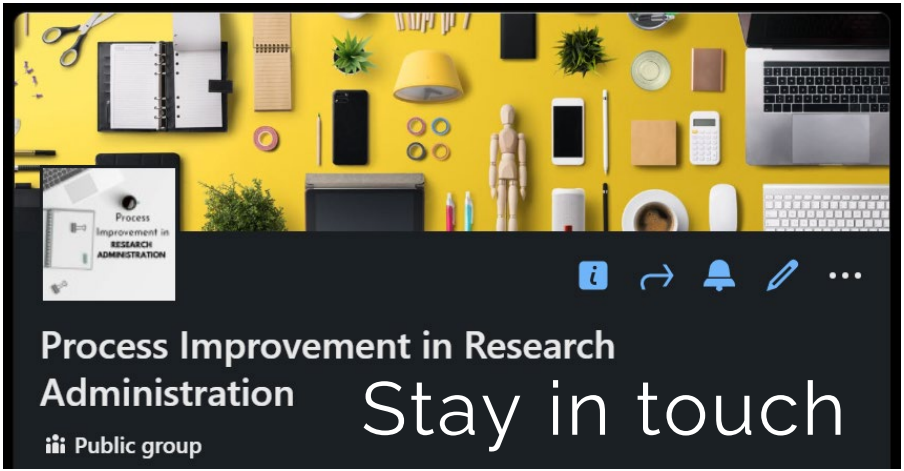

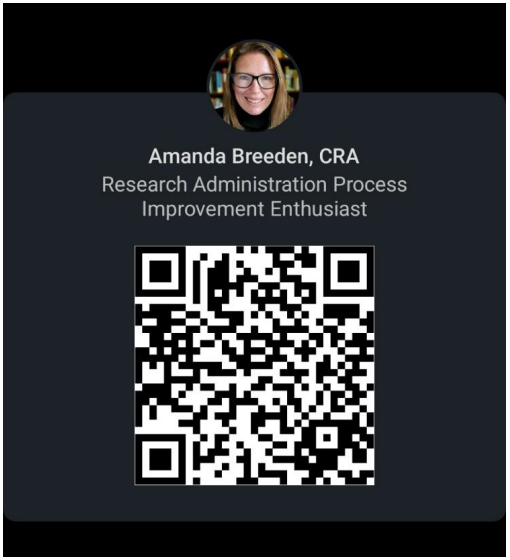

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