

Workforce Priorities Series FAQ

Included below are the questions received during the Workforce Priorities Webinar series. Each question has been grouped based on a specific theme (interviewing, onboarding, organizational culture, managing performance, difficult conversations/conflict management, employee engagement, impact of COVID-19, and miscellaneous) and has been answered by our presenters with their unique insight.

Q#	Question	Answer
Interviewing		
1.	Does "trust your gut" lead the way to implicit bias?	<p>It can, and we need to be hypervigilant about our own implicit bias as we interview and hire staff and supervise staff as well. Is "our gut" telling us to value only what we are comfortable with or are we considering cultural differences and honoring them? We all need to address our own biases if we are to lead in an open way.</p> <p><i>Getting the Right People in the Door (July 16th, 2020)</i></p>
2.	How do you choose questions during an interview and then compare candidates who answered different questions?	<p>We recommend selecting a core group of interview questions that can be asked of all candidates (to enable you to compare). These core questions should reflect the actual responsibilities, skills, and strengths you are looking for in a candidate. Questions should be framed in a way that:</p> <ul style="list-style-type: none"> • Is "neutral" and does not specify a success story (eg, tell me about a time you had a challenging client and you won him/her over...) • Also includes questions about soft skills/emotional intelligence that are critical to the work • Do not allow candidates to use the same example in response to multiple questions • Explore how people respond to obstacles (e.g., Tell me about a time you had to deal with "challenging situation". How did you respond? What did you do next?) • Seek out passion for the work – Tell me about your greatest professional achievement. <p>You may want to include in your list of standard questions for all candidates a few selections from our list of Recommended Interview Questions. If you are concerned about a lack of understanding, knowledge, or skill in a particular area for a specific candidate, you can pull additional questions from the Recommended Interview Questions list.</p> <p><i>When Values Align (October 15th, 2020)</i></p>

Q#	Question	Answer
Onboarding		
3.	<p>How does onboarding change or how can we make it as productive and a great experience in the virtual world where in person introductions are not possible?</p>	<p>Onboarding new employees in a virtual world is a challenge. But it is not impossible, just different. You can still schedule the new employee for orientation trainings that are virtual, set up meetings with new colleagues, invite them to happy hours and other get-togethers. You can spend time with them introducing them to the way you approach care at your agency, observe them in interactions with new clients, and pair them with “buddy” colleagues to learn. The thing to remember is that you will need to set up frequent check-ins to make sure they are engaged in the work, connected, and managing their workload effectively.</p> <p><u>Getting the Right People in the Door (July 16th, 2020)</u></p>
4.	<p>What are good overall tips for developing a better onboarding process when you've identified that it's a problem?</p>	<p>Let's define onboarding as helping a new employee gain the knowledge, skills, attitudes, and connections needed to be successful in a job. This process takes several months, not several hours. It includes learning the concepts and skills important to a job (typically through training), getting to know key colleagues and programs, as well as integration into the new “culture..</p> <p>New Employee Orientation is one component of this process, but it is not the only step.</p> <p>Use a six-month timeframe as your goal post – where do you want your new staff person to be at that point? And then work backwards. Should all staff participate in pre-determined trainings to ensure everyone shares a common foundation of understanding? Should each staff person have a personalized development plan that recognizes areas of strength and areas for development? Should the onboarding process incorporate a buddy system? Special topics for regular supervision or check-ins? Should there be a time for the new employee to shadow colleagues or visit other programs.</p> <p>It is very important to think about your organization's priorities and what you want to make sure to highlight. This might be an area needing development. Or it might be an area of strength you want to spotlight. As an example, our speaker Glenn recognized that at one organization they wanted to be known for customer service, so they “emphasized this topic during orientation. We made the afternoon session all about putting clients/customers first.”</p>

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		<p>Whether part of orientation or more general onboarding, it is important to share lots of information over time so new staff are clear about what their job is and how it fits into the organization.</p> <p>Employee Engagement (October 1, 2020)</p>
Organizational Culture		
5.	<p>What about the disgruntled employee who doesn't fit in and staff see it but don't say anything?</p>	<p>It is not the staff's responsibility to "police" other employees. When employees are disgruntled, they should be encouraged by leadership to share their concerns as part of supervision. This makes it the supervisor's responsibility to be aware of the staff person's attitudes and behaviors.</p> <p>Organizational Culture (July 30, 2020)</p>
6.	<p>Are there any incentives that can be recommended to compensate for not so great salaries to encourage the right person to take a job?</p>	<p>Most people in our field are looking beyond salary as the only reason to take a job. There are other important things such as job satisfaction, feeling aligned with the mission of the organization, wanting to give back to a community, being part of a great team, and growing as a professional through new opportunities and first class supervision. Other more tangible factors that help attract job candidates include:</p> <ul style="list-style-type: none"> ● Affordable family health care ● Flexible benefits ● Good work/life balance ● Tuition reimbursement <p>Getting the Right People in the Door (July 16th, 2020)</p>
7.	<p>How do you deal with management's idea that staff will always ask for more no matter what you do for them?</p>	<p>You might begin by pointing out the times staff have not pushed for more, as well as the times when what management has offered has fallen short of what is requested. At the same time, it is important for staff to recognize the financial implications of their requests, and how it may not be in their own, or their organization's best interest to meet staff requests.</p> <p>Organizational Culture (July 30, 2020)</p>
8.	<p>At times leaders become defensive when their staff have critiques/ideas. This ultimately make staff less likely to speak up. What are your ideas around reducing defensiveness in leadership?</p>	<p>It is challenging for most people to remain receptive in the face of criticism. That is why people talk about "feedback sandwiches" (nesting criticism between compliments), or framing critique as "feedback to help you develop". Although we may expect leaders to have thicker skin and be open to hearing both positive and negative feedback, leaders are people like everyone else. Part of their job is to make the workplace an engaging</p>

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		<p>and productive setting for employees, but learning that your best efforts are either not enough or are problematic stings a little.</p> <p>To help leaders be open to feedback, do the same thing you do with staff: try to establish a culture of learning, and be clear that criticism is not personal, but is provided in the spirit of learning and growth, and that you all want the same thing for your organization: strength, unity, and success. Role model receptivity, and speak openly about your own response to criticism. (For example, when you get negative feedback, consider sharing it with your boss, saying “They told me that I need to do X better. At first, I felt insulted and that they didn’t see how hard I’d been trying. But once I opened up to what they were saying, instead of my feelings, I started to see how they were right, and what I might do.”)</p> <p>Organizational Culture (July 30, 2020)</p>
9.	<p>What are ways we can establish a recovery/trauma-informed organizational culture when often regulatory /payment entities set the "rules" or focus of how things are done?</p>	<p>First learn exactly what the rules are and then create policies and procedures within the rules that are aligned with your vision. If it is impossible to align your vision and practice with their regulations, talk to payers about options, explaining your rationale from the perspective of reduced service use and reduced cost. Sometimes rules are created because that is all they know and if you help to educate them around a better more effective and efficient practice they will accept it. But be sure to speak to them in a language they can understand.</p> <p>Organizational Culture (July 30, 2020)</p>
10.	<p>How do employees handle an executive director who does not provide any “real” leadership?</p>	<p>You cannot “make” someone be a good leader. If your Executive Director is not a leader then:</p> <ul style="list-style-type: none"> • don’t replicate their behavior with your team. Make sure you provide the leadership to your staff that you are not getting • try to get what you need from your peers - they are probably feeling that same lack of leadership so consider forming a peer group that helps to support you in your creativity and innovations. <p>Organizational Culture (July 30, 2020)</p>
11.	<p>How do you promote trust in a culture that’s ruled by micromanaging staff?</p>	<p>That’s a tough one because micromanagement is a <i>management</i> performance issue, <i>not a staff performance</i> problem. No one likes to be micromanaged, and people will leave.</p>

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		<p>If you are being micromanaged, talk with your supervisor about what would help them feel more comfortable with your work and possibly step back, such as more frequent or more comprehensive communication.</p> <p>It is important to remember that in behavioral health agencies with several programs, there are several levels of culture. Even if the broader “agency” culture is rife with micromanagement, do whatever you can at the program level to create a subculture where people feel trusted and appreciated. And if you yourself are micro-managed, avoid replicating that dynamic with your staff.</p> <p><i>Employee Engagement (October 1, 2020)</i></p>
12.	<p>Can managers delegate certain responsibilities i.e. collaboration to team members?</p>	<p>Yes, absolutely! Roles and tasks on a team can be delegated to others. One of the greatest things about a team is you have different people with different skills. Take advantage of them!</p> <p>This is a great way to provide others with opportunities to learn and grow. Also, by sharing responsibilities, you may be allowing people the space to nurture talents and skills that were only “emergent.” People you often least expected to be leaders can emerge in trying times.</p> <p><i>Employee Engagement (October 1, 2020)</i></p>
Performance Management		
13.	<p>How do you get rid of a person who refuses to learn the new technology?</p>	<p>Dealing with someone who refuses to learn new technology should be approached like any other performance issue. Make sure that the use of this technology is clearly stated in the job description, and in their ongoing performance evaluations. Set clear expectations and connect the use of technology to quality of care. Provide training or coaching as needed, recognizing that sometimes people are afraid to try new things, rather than resistant. Ask what might be getting in the way of their learning and work with them to develop strategies to work past these obstacles. If this doesn’t work and they still refuse to learn, you might need to move them out.</p> <p><i>Getting the Right People in the Door (July 16, 2020)</i></p>
14.	<p>Do you have any suggestions for management on how to give feedback to staff when the staff member stops</p>	<p>Sit down with the person to better understand what is going on. Describe what you are seeing and then ask what might have happened. (e.g., You were doing great meeting this performance measure last year, but after I commented on this, your performance declined. What happened?) Don’t assume the person will have a simple answer – it</p>

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	<p>meeting expectations when positive feedback is given to them?</p>	<p>may take a little digging to figure out what is going on. At the same time, you know the person is capable of great work so don't give up. Focus instead on how to get back to that place of excellence.</p> <p><i>Employee Engagement (October 1, 2020)</i></p>
15.	<p>What if the manager allows the staff to do it their way but it is not resulting in the desired outcome?</p>	<p>Ultimately, you need to focus on your desired outcomes. If staff efforts are not producing the results you want, you need to sit down with the staff person to explore this further. Is the problem that there are other barriers to achieving the goals? Do the methods they use need some tweaking? Will it take a little longer but have better results? Talk it out. At the end of the day though, if you're not getting what you need, you have the right to insist your staff do it the way you know will return the right outcomes.</p> <p><i>Managing Performance (September 17, 2020)</i></p>
16.	<p>How can you provide constructive feedback and be solution oriented without remarking about poor past performance?</p>	<p>It is not a problem to comment on past poor performance as long as your focus is on the behaviors, and not on the individual. (Don't make it personal.) If the poor performance is a continuation of past problems, you might explore why there has not been any change or development. Have you provided training, supervision, and other support needed to help the person change? Talk together about what has been tried, and what worked. Also talk about what didn't work and what alternate kinds of support might be helpful.</p> <p><i>Managing Performance (September 17, 2020)</i></p>
17.	<p>What are some suggestions for incentives to get under performers to want to challenge themselves? I know part of it is getting to know them and knowing their interests/passions. Does the work become to push them to see and explore where they really belong in the work industry?</p>	<p>People are more likely to challenge themselves when the task (or potential gains) are something they find interesting, or a step toward their own life goals. That said, there are many reasons people may not want to challenge themselves, including expectations of failure and a desire to maintain a work/life balance. The word "challenge" has different meanings. If you are talking about stretch assignments, then you might explore the person's interests and hesitations before making the assignment, along with a realistic assessment of other current priorities and responsibilities. If by "challenge" you mean working more hours or putting more of themselves into the work, you might explore their passion for the work or other responsibilities that put a limit on their free time. Don't automatically assume that a person who just wants to work their assigned time and nothing more is not in the right position. There may be many reasons for rigid work boundaries.</p>

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		<p>That said, if the job is a leadership position, saying no to extra work hours or challenges may not be an option. In this situation, it is certainly appropriate to talk about whether or not this is the right position for them.</p> <p>Managing Performance (September 17, 2020)</p>
18.	<p>What's an appropriate timeline to allow for correction/improvement before cutting loose?</p>	<p>No more than 30-60 days without improvement.</p> <p>Managing Performance (September 17, 2020)</p>
19.	<p>What about (corrective action for) "overwhelmed" individuals?</p>	<p>Before you take any corrective action, you need to determine if the person's performance problems are temporary and recent or long-standing. For example, the response to someone whose mother-in-law just moved in for a few weeks is very different from someone who has been scattered and overwhelmed since joining your team. Your second concern is whether or not this is a personality trait (feeling overwhelmed) or situational. Of course, whenever possible, you should use your knowledge of the employee's life as well as focused conversations with that person to determine specifically what is going on.</p> <p>If someone is overwhelmed temporarily, then do what you can to provide short-term support. On the other hand, if someone is chronically overwhelmed, this should be treated like any other performance issue and appropriate action should be taken, including discussion of whether this is the right job given everything going on. In some cases, you might revise the job description or move the person to a different position in the organization</p> <p>Managing Performance (September 17, 2020)</p>
<p>Difficult Conversations and Conflict Management</p>		
20.	<p>Can you give us a specific example of how to command respect in a respectful manner?</p>	<p>You have to give respect to get respect. Speaking softer and as factually as possible is also helpful. Disrespectful people tend to thrive on emotion—try to take as much of that out of the equation as possible.</p> <p>Managing Performance (September 17, 2020)</p>
21.	<p>How can you provide constructive feedback and be solution oriented without remarking about poor past performance?</p>	<p>It is not a problem to comment on past poor performance as long as your focus is on the behaviors, and not on the individual. (Don't make it personal.) If the poor performance is a continuation of past problems, you might explore why there has not been any change or development. Have you provided training, supervision, and other</p>

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		<p>support needed to help the person change? Talk together about what has been tried, and what worked. Also talk about what didn't work and what alternate kinds of support might be helpful.</p> <p>Managing Performance (September 17, 2020)</p>
22.	<p>Do you have tips for having conversations about addressing behaviors (for example, being chronically late) when your team member has a defensive response? If your work is really team-based, how do you come back from having a difficult conversation like this so that teamwork & collaboration isn't impacted as a result?</p>	<p>When you provide feedback and the response is defensiveness, it is natural to want to drop the conversation, or tell the person to stop being defensive. Neither is a good option. Instead, express empathy by saying something like "I can see you're frustrated. I'm sorry you're upset – I'm trying to be helpful." Be open to the possibility that the person has a good reason for disagreeing with your feedback; this is a two-way conversation and you should be open to their perspective as well. When sharing your perspective, be sure to clarify how the concerning behavior is impacting the rest of the team as well as client care. Be careful to limit your feedback to behaviors, rather than personality traits ("you're always so negative") It is also helpful for you as a Supervisor to think about this feedback in advance – what is the behavior of concern and why is it a problem? What would you like to see differently, and how can you frame the information so the person feels that you are supportive and interested in their development? You might even say something like "I wanted to share this with you because I value you as a team member and I want you to be successful." If you take this approach, you should be able to work collaboratively with the person after.</p> <p>If the defensiveness continues, talk with the individual to identify the root of the defensive behavior. Ask them what they see and share your perspective.</p> <p>You can also address the defensive behavior as a concern of its own. Defensiveness may be a sign of insecurity or it may indicate a need to develop more openness to learning and vulnerability. (You might also want to do a quick mental inventory of your program and leadership style – is it safe for people to be vulnerable, or to mess up occasionally? If not, you might want to also think about what you can do to shift the tone among staff regarding feedback.)</p> <p>Managing Performance (September 17, 2020)</p>
23.	<p>Regarding defensiveness, if the employee is aware and is sensitive to this issue, how do you get to the "root" of it without becoming the therapist?</p>	<p>There's a fine line between counseling and supervision. For supervision, stick to the behaviors and issues that relate to job performance only. Do not veer into any discussions about how these behaviors might impact other areas of the person's life. (If you feel the discussion heading in this direction, you might say "I can imagine this</p>

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		<p>might affect other parts of your personal life as well and you may want to explore that in your own therapy but here we are concerned with your work performance.”)</p> <p>Managing Performance (September 17, 2020)</p>
24.	<p>How do you help an employee with significant performance issues realize that the job may not be the right fit & may be time to move on?</p>	<p>It is important to be very clear about the expectations and duties of the job. It is the job of the organization to help employees meet these expectations with training and supervision. Sometimes, however, despite everyone’s best efforts, the employee is not able to meet these expectations. When this happens, there should be a discussion about what is happening. You can ask the following questions as part of the discussion:</p> <ul style="list-style-type: none"> ● Are you feeling bored or disengaged by the work? ● Do you feel undervalued? Why? ● In what ways do you feel confident about how you do your job? ● What about this job makes you feel frustrated? ● What are some aspects of this job that don’t align well with your personality or strengths? ● Is there something we can do to help you improve your performance? ● Do you think this job is a good fit for your skills and interests? <p>The way they answer these questions might lead you to consider options such as being reassigned to a different position. Or it might result in disciplinary action or termination.</p> <p>Employee Engagement (October 1, 2020)</p>
25.	<p>How do you handle conflict when the other individuals will not accept their part in the conflict, or does not want the conflict to end?</p>	<p>It is not acceptable to have a conflict in the workplace that remains unaddressed. Negative conflict hurts the team, and everyone around them. Supervisors and leaders must address this problem so it doesn’t affect morale, or the work itself.</p> <ul style="list-style-type: none"> ● Make it clear that negative conflict is normal and comes up in all teams, but it must be addressed and resolved. Clearly state the rules and help the employees to understand and accept them ● Listen to both sides of the conflict – and express empathy and understanding for what they are sharing ● Invite them to collaborate on a solution <p>If the conflict cannot be mediated, you will need to consider if one of the parties in the conflict needs to find a different position.</p> <p>Employee Engagement (October 1, 2020)</p>

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26.	How do you establish good communication when a staff member is disrespectful?	<p>Disrespect cannot be accepted in the workplace – not from anyone (leadership, staff, service participants or family members.). Be fair and firm. Hold people accountable to this basic standard. Take disciplinary action if necessary.</p> <p>Employee Engagement (October 1, 2020)</p>
Employee Engagement		
27.	Any suggestions on ways of providing affirmations versus praise?	<p>To some people, praise and affirmations are synonyms, or at least very close cousins, with affirmations being a subset of praise. Often, praise is given in broad strokes, and is typically in acknowledgement for great work. Affirmations are much more specific and speak to some of the baby steps required to attain praise for great work. (The difference is subtle, and probably artificial, but bear with the explanation). If I am praising someone’s work, I might say “Great work with Martin. He seems to really trust you now. I know that wasn’t easy to achieve.”</p> <p>But maybe the case manager hasn’t achieved a trusting relationship with Martin yet. You can still provide an affirmation about something he has done. “You really helped Martin come up with another way to express his frustration today. And you did it without criticizing any of his choices.” In this case, we the specific work of the case manager was acknowledged, along with how it was helpful. This is not empty praise – but it does help the case manager understand that what he/she did was good work.</p> <p>Employee Engagement (October 1, 2020)</p>
28.	How do you engage employees that work in a high burnout environment with a difficult population that is typically short staffed?	<p>Burnout is very common, especially in the behavioral health field. Don’t shy away from it. Talk about burnout in staff meetings and supervision. Ask people what they need to do their job well, and provide what you can. Make sure people are practicing self-care (not just talking about it).</p> <p>Do what you can to encourage work/life balance (which may be particularly challenging in this pandemic driven environment. The flip side of burnout is engagement, which you referred to specifically in your question. Some strategies to increase engagement (with an eye toward preventing burnout) include:</p> <ul style="list-style-type: none"> ● Increase organizational support to combat stress and burnout, with kindness/compassion for what people are feeling ● Show appreciation often ● Recognize and celebrate small steps to provide momentum ● Focus on daily accomplishments

Q#	Question	Answer
		<ul style="list-style-type: none"> • Talk with staff in staff meetings, supervision, and other discussions about why they got into this field in the first place, and the importance of their work • Make sure the expectations of staff are reasonable • If the match between employee and position is bad, talk about it, and explore ways to restructure if possible • Role model and encourage optimism • Help manage workloads • Ensure people take time off • Talk with your team about what they do to prioritize self-care • Avoid insisting that people stay connected to email and text 24/7, unless it is a requirement for the job <p>Employee Engagement (October 1, 2020)</p>
29.	<p>I'm dealing with a situation with an employee who is understandably un-engaged. They were initially furloughed in March and brought back to do some work but their role is not 100% clear. Additionally, their supervisor for many years was just laid off. They play close to the vest but has recently said to other employees that they are planning on leaving. I'm also a new CEO so I don't have a close relationship with this employee yet.</p> <p>What could I do?</p>	<p>At this point, it would be helpful to work on establishing trust between you and the employee. This person has gone through a lot and is probably frustrated and angry (and probably very guarded.) Rather than blame the staff person or label them “hard to reach”, take the time to find out what is going on. What are the person’s concerns? What are their needs? What would make this a good job for them (and what would produce feelings of distrust or unhappiness)? Remember that we usually need to earn people’s trust – it may not be immediately provided or bestowed on us. But if this person is a valuable employee, take the time to understand what is going on and engage in the steps needed to help this individual feel re-engaged and committed to the work, and the position.</p> <p>Employee Engagement (October 1, 2020)</p>
Impact of COVID-19		
30.	<p>Do you have any specific advice for healthcare organizations that are difficult environments to work and have been stressed now by the COVID-19 pandemic?</p>	<p>Most health care organizations have experienced significant stress during the COVID-19 pandemic. Our programs provide critical services and our workers are “essential” and yet they seldom get applauded during those 7 pm appreciation claps or lauded by the thank you notes that have been left for doctors and nurses, EMTs, postal workers, police officers and fire fighters and delivery people. Moreover, as our staff are experiencing the stress of work during this period combined with the realities of their own personal and family well-being, their clients have also experienced intensified stress.</p>

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		<p>During these times, it is important to acknowledge the considerable challenges posed by the pandemic. Check in frequently to see how your staff is doing. Speak openly of your appreciation for their work, and help them figure out the possibly messy balancing act between home and work responsibilities. Give people a platform to talk about what is happening for them, and work with them to figure out how to maintain high quality care without sacrificing their health and well-being.</p> <p>Organizational Culture (July 30, 2020)</p>
31.	<p>How do you strengthen organizational culture when everyone works remotely?</p>	<p>Working remotely is an unusual environment for behavioral health, especially given the fact that our work is reliant on human interaction. A few ideas that might help strengthen your organizational culture:</p> <ul style="list-style-type: none"> ● Communication is key- ask people what would be helpful to them, and what help them stay connected to each other? ● Find ways to keep the vision and mission in the forefront. This can be accomplished visually through Zoom backgrounds featuring your logo, or slide templates that begin with your mission. You can also share recent accomplishments with all staff that are clear reflections of your organization’s mission and values (perhaps highlight the numbers of people who have accomplished employment goals, or who have already gotten a flu shot). ● Provide opportunities for people to come together frequently – both to discuss work issues (meetings) as well as replications of the more casual “water cooler” conversations we rely on to stay connected. Some organizations have regular happy hours, special fashion shows, or performances on Zoom, or even lunch time discussion groups on topics of interest. ● Check in frequently – Supervisors should be checking in with their teams frequently, and their bosses should hold them accountable for these check-ins. ● Make sure your managers and supervisors are well-versed in how to use existing technologies such as Slack, Teams, or Zoom. ● Ensure staff have the technology (and the relevant skills needed) to provide both services and supervision. <p>These are trying times for everyone - acknowledge it and let people talk about it and keep vision and mission in the forefront of the conversation.</p> <p>Organizational Culture (July 30, 2020)</p>

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32.	<p>Can you provide some feedback on adjustments you would make in terms of performance management given the current environment - reliance on remote work, measurement of productivity and standards, acknowledgement of home challenges with school aged kids?</p>	<p>Performance management is less straightforward in a remote environment, but standards still need to be met. Supervision and other communication between staff and managers may need to be more frequent, and scheduling may need to be more flexible (which may actually result in better client outcomes, as many crises do not happen during traditional work hours). It is also important for expectations to be clear, and for managers to figure out ways to both stay on top of productivity (since it cannot be observed in the same way), and also to solicit information about non-work life to better understand some of the challenges staff face in this new environment that may impact services or work.</p> <p><i>Managing Performance (September 17, 2020)</i></p>
33.	<p>In light of everything going on with COVID-19 the challenge has been staff are realizing that they no longer want to work in this field, and also several are leaving New York and moving to other states. What can we do under these circumstances?</p>	<p>This is an issue in every industry, not just human services. For some people, COVID has created a scenario that underscores their commitment to working with vulnerable populations. For other people, COVID represents an opportunity to make dramatic changes. It doesn't do anyone any good to be in a position – particularly a demanding one like behavioral health – and not be fully committed. When people are choosing to leave, we need to replace them and move on.</p> <p>Of course, if you sense the problem is COVID, and not a quietly simmering sense of dissatisfaction, you might be able to talk with them about why they feel they must move on and see if there is anything within your power to do to help them be happier in their current job.</p> <p><i>Employee Engagement (October 1, 2020)</i></p>
34.	<p>I would like suggestions of how to be a good manager and build a team in this virtual world. My staff miss the face to face staff meetings and the ability to connect. It's not the same on zoom.</p>	<p>There are lots of articles out there on how to manage virtual teams. Some suggestions include:</p> <ul style="list-style-type: none"> ● Acknowledge the awkwardness, and solicit ideas from your team about what might make it better/more satisfying ● Start meetings with a check-in to see how people feel ● Utilize well-defined work systems so everyone knows what is expected ● Give tips on self-starting and self-motivation ● Meet regularly, including as a group and one to one ● Facilitate “non-work” interactions (eg: end of the day happy hour or picnics/walks outdoors in local parks), as well as interactions between staff without the manager being involved ● Encourage shared leadership for getting things done

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		<ul style="list-style-type: none"> Formally recognize good work Make everyone feel part of the team by having everyone respond during the meetings, even if it means calling on everyone for input Morning huddles More meetings of shorter duration Screen sharing and chat box conversations (when appropriate) Have a meeting with everyone getting their own food but breaking bread “together” <p>Employee Engagement (October 1, 2020)</p>
Miscellaneous		
35.	What were the two books recommended during the Employee Engagement webinar?	<ul style="list-style-type: none"> <i>First Break All the Rules: What the World’s Greatest Managers Do Differently</i> (Marcus Buckingham and Curt Coffman) - A management book by Gallup reporting on a massive in-depth study of “great managers” <i>Five Dysfunctions of a Team: A Leadership Fable</i> (Patrick Lencioni) – A management classic featuring a story of a fictional CEO and the issues she faces as she tries to lead her team. The story highlights strategies to make dysfunctional teams work together more effectively. <p>Employee Engagement (October 1, 2020)</p>
36.	How were the subscales developed on the Quality Care Pre-Employment Attitude Surveys?	<p>The individual items were developed following a review of the literature, including other measurement tools, as well as tapping into our own understanding of best practice. These measures were then tested multiple times to make sure they yielded meaningful information. The questions were then divided into the relevant subscales. The measures for trauma and whole health were very easy to place in appropriate subscales.</p> <p>Initially, there was some confusion about which measures were about being person-centered vs. recovery oriented, but after additional reviews of the literature, these were separated in subscales as well. Since recovery and person-centered approaches overlap significantly, it is also possible to combine the two subscales into one.</p> <p>When Values Align (October 15, 2020)</p>
37.	Have you done anything specific for the Performance Measures component of the Quality Care Tool Kit for	<p>The tool kit includes a pre-employment attitude screening that can be used with administrative staff, because some parts of their job are likely to be driven by the organizational philosophy. For example, Human Resources staff should be seeking out</p>

Q#	Question	Answer
	administrative staff, such as Compliance?	<p>job candidates who are aligned with the organization’s approach, Facilities and Maintenance staff may have frequent contact (although not direct responsibility for) individual clients, and Compliance specialists should be looking at how actual practice matches against expectations. That said, it is unlikely that administrative staff’s primary responsibilities will reflect these attitudes and therefore we have not developed a Performance Measures tool specific to Quality Care principles. Moreover, the actual responsibilities of administrative span a broad range of practices – agencies are certainly free to add in Performance Measures that reflect Quality Care principles for specific job categories, as needed.</p> <p><i>When Values Align (October 15, 2020)</i></p>