

## **Manager Information**

1. What's Your Role?
2. What groups do you manage?
3. How long have you managed?

## **Hiring/Retention**

1. How do you advertise and recruit for open positions?
2. What avenues have proven successful for obtaining employees?
3. Describe your hiring process. What works well about your current hiring process?
4. What barriers do you encounter when filling vacant positions in your organization?
5. What type of person are you looking to hire?
6. What skill sets are you looking for in candidates?
7. What types of positions do you have difficulty filling? (Indicate professional title/credentials and/or functional roles.)
8. Is retaining employees an issue? If so, what are you doing to facilitate retention?
9. What support does your institution provide in helping you retain employees?

## **Training and Mentoring**

1. What training does your organization currently offer?
2. Do you provide any cross-training between teams/individuals in your organization or with other organizations? If so, please describe.
3. How do you assess training needed? What tool(s) do you use to assess training needs?
4. What kind of mentorship does your organization offer?
  - a. To help new employees transition into their role

- b. To help pre-existing employees develop in their role
5. What challenges do you face with regard to offering training and mentoring to your staff?

### **Work culture**

1. Describe your idea of a positive work environment.
2. What do you think works well about your organization's current work culture?
3. What challenges do you face with regard to creating a positive work environment?
4. Many organizations create statements about the kind of work/office culture they want to nurture, and then making those statements available to prospective and current employees. Has your organization created such a statement? If so, have you made this publicly available? Would you be willing to share it with us?

### **Rewards/recognition**

1. What kind of employee reward and recognition program does your organization have (either formal or informal)? (e.g., certificates, recognition letters, plaques, cards, pins or other souvenirs, lunches/dinners, bonuses?)
2. If you have a formal employee reward and recognition program, would you be willing to share criteria, forms, etc. with us?

### **Employees Leaving/Transitioning Out**

1. When employees leave your organization, where do they go?
2. How do you capture knowledge from employees who move on to other roles or organizations? In other words, what kind of exiting strategies do you employ?

### **Wrapping Up**

1. The CI CoE pilot is planning to organize a working group around workforce development. Would you or someone from your project be interested in participating? If yes, what topics would you like to see discussed?

2. What kind of services would you like to see a CiCoE offer with regard to workforce development?
3. We have a few more quick questions that can be asked in an online survey. Would you be willing to take a brief survey?
4. Also, are there staff (not managers) at your organization you would recommend to take a brief staff survey?