New Format for 2022

Attendee Hub
- Livestreamed Content
- Networking
- Chat/Discussions

All 2022 Webinar Sessions
- Three Webinars: March, July, November
- One Attendee Hub

Resources
- Slide Presentation
- Documents
- Resources from Speakers

On-Demand Video
- Webinar Recordings on Hub
- Available for a Year After the Webinar
Chat Feature

To chat with your colleagues before and after the session, or if you have technical questions, use the “Chat” icon.
Questions

To ask questions about the topic for the presenters, please use the “Q&A” icon:
2023 AAHRPP Annual Conference

Save the Date | Hyatt Regency Baltimore
May 16-18, 2023
Presenter Introductions
Shemeta Owens, CIP
Director of the HRPP and the IRB
Baystate Healthcare, Inc.
Jeffrey Schmoll, MBA, FACHE
Administrator, Research Shared Services
Assistant Professor of Health Care Administration
Mayo Clinic
Thank You
Strategies for Finding, Educating and Keeping HRPP and IRB Staff

Shemetra Owens, CIP/Baystate Health
Shemetra.Owens@baystatehealth.org
July 12, 2022
Recruitment
Recruitment Content

- Process
- Methods
- Recruiting in the Post-Pandemic Future
- Time to Hire
- IRB Board Members
Process

1. Review Job descriptions
2. Publish job listing
3. Screen resume
   - Qualified: First round Committee Interview
   - Unqualified: Reject
4. First round Committee Interview
   - Pass: Second round ED/VP interview
   - Fail: Reject
5. Second round ED/VP interview
   - Offer
Sample Knowledge, Skills and Abilities (KSA) Checklist for IRB Analyst Position

<table>
<thead>
<tr>
<th>Knowledge/Ability</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong knowledge or ability to develop a strong knowledge of Federal and State research regulations and AAHRPP guidelines</td>
<td></td>
</tr>
<tr>
<td>Prior experience or ability to learn IRB process regarding review submissions for issues of ethics and regulatory compliance</td>
<td></td>
</tr>
<tr>
<td>Assists in compliance activities including study reviews, external audit preparation, and policy development and revisions</td>
<td></td>
</tr>
<tr>
<td>Reviews and contributes to IRB policies and procedures</td>
<td></td>
</tr>
<tr>
<td>Strong computer skills and proficient in current Windows environment; experience with relational databases; word processing; electronic scheduling and mail</td>
<td></td>
</tr>
<tr>
<td>Demonstrated ability to functions with minimal supervision and has significant autonomy and judgment</td>
<td></td>
</tr>
<tr>
<td>Take an active role in HRPP and institutional process development and improvement</td>
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</tr>
<tr>
<td>Prior experience with issue resolution in collaboration, and implements corrective actions as appropriate</td>
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</tr>
<tr>
<td>Advise the faculty, staff, IRB Chairs, and IRB Members</td>
<td></td>
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<tr>
<td>Administrative lead on special projects</td>
<td></td>
</tr>
<tr>
<td>Excellent organizational skills, meticulous attention to detail</td>
<td></td>
</tr>
</tbody>
</table>
## Recruitment Methods

<table>
<thead>
<tr>
<th>Internal recruitment</th>
<th>Employee referral, internal candidate pool, company intranet, noticeboard</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External recruitment</strong></td>
<td>Social network, national press, local press, recruitment agencies, job centers, online advertisement, networking, refer previous candidates</td>
</tr>
</tbody>
</table>
Recruiting in the Post-Pandemic Future

- Pre-Covid 19 Workforce Realities
- Less in-person interviews
- Calculating Time to Hire
- Telework and remote hybrid work model
- Creating jobs for candidates without college degrees
- Contract Employees and Contingent Workforce
## Time to hire

<table>
<thead>
<tr>
<th>Position</th>
<th>Recruiting start date</th>
<th>Accept date</th>
<th>Days to accept</th>
<th>Start date</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRB Analyst</td>
<td>8/21/21</td>
<td>11/17/21</td>
<td>97</td>
<td>12/13/21</td>
</tr>
<tr>
<td>IRB Analyst</td>
<td>12/6/21</td>
<td>12/28/21</td>
<td>21</td>
<td>1/13/22</td>
</tr>
<tr>
<td>IRB Reliance Analyst</td>
<td>12/9/21</td>
<td>12/30/21</td>
<td>21</td>
<td>2/7/22</td>
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<tr>
<td>average</td>
<td></td>
<td>average</td>
<td>46.6 days</td>
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</table>
## Recruiting IRB Members

<table>
<thead>
<tr>
<th>Method</th>
<th>Description</th>
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<tbody>
<tr>
<td>K-awardees – pay portion of salary</td>
<td></td>
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<tr>
<td>Local Advertisement</td>
<td></td>
</tr>
<tr>
<td>Referral (community and prisoner representation)</td>
<td></td>
</tr>
<tr>
<td>IRB Chairs, Medical Chair and Vice Chairs (portions of salary paid to department or negotiation of time commitment on unit)</td>
<td></td>
</tr>
<tr>
<td>Member pay per meeting; per review</td>
<td></td>
</tr>
</tbody>
</table>
Contents

ONBOARDING

PEER TRAINING ON KEY PERFORMANCE INDICATORS

TEAM MEMBER MEETINGS
# Onboarding

<table>
<thead>
<tr>
<th>Elsevier for training and events</th>
<th>Access to email</th>
<th>Employee information, paychecks, benefits through workday</th>
<th>Annual Review</th>
<th>Remote desktop</th>
<th>IRBnet access and training</th>
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</thead>
<tbody>
<tr>
<td>Redcap</td>
<td>Microsoft Teams</td>
<td>DUO for authentication</td>
<td>Workplace for Facebook</td>
<td>Servicenow for service management</td>
<td>Schedule of department meetings</td>
</tr>
<tr>
<td>Phone list</td>
<td>HRPP Education and Compliance Manual</td>
<td>IRB Analyst Coordinator Manual</td>
<td>Review job requirements</td>
<td>Peer Training</td>
<td>Hospital Management Training (if applicable)</td>
</tr>
</tbody>
</table>
## Orientation Binder

### Introduction
- Department Welcome Letter
- Orientation Plan/Schedule – date, time and location of orientation event
- Copy of Job Description
- Department Reporting Relationships (organizational chart)

### Department Policies and Procedures
- Access: ID, parking, building access
- Requesting time away from work (vacation/sick, PTO, bereavement leave, leave of absence). Holiday Schedule
- Availability for work (scheduled time off, unscheduled time off, tardy, job abandonment)
- Severe Weather Policy
- Workplace attire
- Confidentiality
- Code of Conduct
- Customer Service Standards
- Computer, Network, phone and voicemail usage

### Additional Resources
- IRB Meeting Schedule
- Research Staff Meeting Schedule
- CITI instructions
- IRB/Net Registration Instructions
- New Employee Checklist
- Resource Guide New Team Members
- HRPP Competency Based Training
- HR Service Center
- Training Schedule
- PR/M&R membership
- List of Stakeholders
- IRB Management and Function Book
## Orientation Schedule

Sample HRPP Education and Compliance Specialist Orientation Schedule:

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td><strong>Day 1</strong></td>
<td></td>
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<tr>
<td></td>
<td>Human Resources Training</td>
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<tr>
<td></td>
<td>Training: Begin HR, CITT, Elsevier Online Trainings</td>
</tr>
<tr>
<td></td>
<td>IT: Email, computer systems, etc.</td>
</tr>
<tr>
<td><strong>Day 2</strong></td>
<td></td>
</tr>
<tr>
<td>8:00 AM</td>
<td>General Orientation: E-mails, Voicemails, Policies</td>
</tr>
<tr>
<td>8:30 AM</td>
<td>Training: Continue HR, CITT, Elsevier Online Trainings</td>
</tr>
<tr>
<td>9:00 AM</td>
<td>Welcome: Meeting with Director and Team members</td>
</tr>
<tr>
<td>10:00 AM –</td>
<td>Training: Shadow HRPP Team Member (Redcap, Florence eBinder, OnCore,</td>
</tr>
<tr>
<td>11:30 AM</td>
<td>Power trials, Education and Audit Functions)</td>
</tr>
<tr>
<td>11:30 AM –</td>
<td>Lunch</td>
</tr>
<tr>
<td>12:30 PM –</td>
<td>Training on job function: Shadow HRPP Team Member (RedCap, Florence</td>
</tr>
<tr>
<td>3:00 PM</td>
<td>eBinder, OnCore, Powertrials)</td>
</tr>
<tr>
<td>3:00 PM –</td>
<td>Meeting with Director</td>
</tr>
<tr>
<td>4:00 – 6:30 PM</td>
<td>Unscheduled time to finish online training, to read policies or IRB</td>
</tr>
<tr>
<td></td>
<td>Management and Function book, ask questions of Director and HRPP Team</td>
</tr>
<tr>
<td></td>
<td>members</td>
</tr>
</tbody>
</table>
# Team Meeting Schedule

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>9AM Check-in</td>
<td>9AM Check-in</td>
<td>9AM Staff Meeting</td>
<td>Education &amp; special topics</td>
<td>9AM “Open Door”</td>
</tr>
<tr>
<td>IRB</td>
<td>HRPP</td>
<td>IRB &amp; HRPP</td>
<td>IRB &amp; HRPP*</td>
<td>IRB &amp; HRPP</td>
</tr>
</tbody>
</table>

*depending up workload
Certification Support

Department pays for Certified Manager Examination (CIM) and Certified IRB Professional (CIP) Examination

IRB Management and Function (depending on book allowance)

Continued Education

Education & Networking Event for Clinical Research Professionals (ACRP)
Conference

AAHRPP Conference

PRIM&R Conference

MAGI’s Clinical Research Conference

Special Projects: Informed Consent Observation and training

Monthly research staff meetings (staff members present)

Publications: Human Research Report
IRB Member Training

IRB Membership

Training and Education

Human Research Protection Program
Education and Compliance

Baystate Health | ADVANCING CARE. ENHANCING LIVES.
IRB Member Training

• Member onboarding sessions (Research Ethics and History of the IRB, IRB systems, IRB review sheets
• Paired reviews until trained
• PRIM&R and AAHRPP Conferences
• IRB member book
• Included in education efforts: IRB Chairs present to peers, departments, surgery grand rounds, summer scholars about the IRB
  • Getting started with research at Baystate medical
  • Common pitfalls in IRB submissions
  • Top 10 mistakes in full board submission
  • Research ethics and IRB
  • Research versus clinical practice
Employee retention
Content

• Join, Stay, Leave
• Turnover
• Management styles
• Timeline and Stats
• Staff Evaluation
• IRB Member
## Join Stay Leave

<table>
<thead>
<tr>
<th>Top reasons for joining</th>
<th>Top reasons for staying</th>
<th>Top reasons for leaving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job security</td>
<td>Job security</td>
<td>Competitive pay</td>
</tr>
<tr>
<td>Career opportunities</td>
<td>Medical benefits</td>
<td>Manager</td>
</tr>
<tr>
<td>Competitive pay</td>
<td>Development opportunities</td>
<td>Job security</td>
</tr>
<tr>
<td>Development opportunities</td>
<td>Flexible schedule</td>
<td>More interesting work</td>
</tr>
<tr>
<td>Meaningful work</td>
<td>Competitive pay</td>
<td>Career opportunities</td>
</tr>
</tbody>
</table>
Turnover

- Evaluate your current employees
  - What constraints may impact the team?
- Take inventory of your employees' responsibilities
  - Have all the basic functions of the job been defined?
- Process Improvement (ongoing)
  - Have specific policy objectives have defined?
- Set up cross-training initiatives
  - Have substitutes been appointed
- Offboarding process

Join, stay, leave model
## Management Styles

<table>
<thead>
<tr>
<th>Management Styles</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visionary</td>
<td>Inspirational; builds trust; team fixated on leader’s vision</td>
</tr>
<tr>
<td>Democratic</td>
<td>Teamwork makes the dream work; Abe Lincoln; surrounded by capable people; drawn out decision making</td>
</tr>
<tr>
<td>Coaching</td>
<td>Creates positive environment; increase team awareness; requires time and patience</td>
</tr>
<tr>
<td>Autocratic</td>
<td>Top down; efficient; team develop dependency</td>
</tr>
<tr>
<td>Laissez-faire</td>
<td>Trust and rely on employees; don’t micromanage; passivity</td>
</tr>
</tbody>
</table>
Tips from personal style

• “as far as it depends on you”
• Personal fulfilment = happiness
• “The whole is greater than the sum of all parts” = Teamwork valued
• Allow employees to speak their minds* (respectfully)
• Listening, connection
• Provide flexibility
• Relaxation time
Missteps

- Unclear communication
- Being Kind but not direct = message
- Indirect messages causes confusion
- The skills refined in one workplace do not necessarily translate in a new environment
- Unaware of generational differences
- Unaware of bad actors
Staff Evaluation

<table>
<thead>
<tr>
<th>Name</th>
<th>Employee Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Organization</td>
</tr>
<tr>
<td>Manager</td>
<td>Location</td>
</tr>
<tr>
<td>Evaluated By</td>
<td>Date</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall Performance Rating &amp; Comments</th>
</tr>
</thead>
</table>

Manager Overall Evaluation

- Rating:
- Comment:

Employee Overall Evaluation

- Rating:
- Comment:

Performance

Job Knowledge
- Possesses necessary knowledge and skill to do the job.
- Asks appropriate questions and seeks out information as necessary to enhance knowledge that might be lacking.
- Understands job priorities and works accordingly.
- Takes job coaching and training seriously and applies conceptual skills to the job.

Manager Evaluation

- Rating:
- Employee Evaluation

Quality of Work
- Pays close attention to accuracy and detail.
- Performs work according to job requirements.
- Makes minimal mistakes, errors and omissions.
- Recommends improvements and practical solutions.

Manager Evaluation

- Rating:
- Employee Evaluation

Quantity of Work
- Achieves maximum productivity.
- Organizes work to enhance productivity.
- Meets the productivity standards of the position.
- Uses time efficiently and effectively.

Performance Reviews
- Current year review
- Next year goals
# Audit of IRB staff and reviewers

**Baystate Medical Center Institutional Review Board**

**IRB Reviewers Worksheet: New Submission**

<table>
<thead>
<tr>
<th>Title of Protocol or IRB Number</th>
<th>Reviewer:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Review (check one)</td>
<td>Risk Level (check one)</td>
</tr>
<tr>
<td>☐ Full Board Initial Review</td>
<td>☐ Greater than Minimal Risk</td>
</tr>
<tr>
<td>☐ Expedited Initial Review *</td>
<td>☐ Minimal Risk*</td>
</tr>
<tr>
<td><em>Expedited Review requires completion of the Expedited Review Determination Form</em></td>
<td></td>
</tr>
<tr>
<td>Recommendation (check one)</td>
<td>Continuing Review Frequency (check one)</td>
</tr>
<tr>
<td>☐ Approve as submitted</td>
<td>☐ 12 Months</td>
</tr>
<tr>
<td>☐ Modifications Required</td>
<td>☐ 6 Months*</td>
</tr>
<tr>
<td>☐ Deferred for additional information or substantive modifications*</td>
<td>☐ Other*</td>
</tr>
<tr>
<td>☐ Disapproved*</td>
<td>*If continuing review frequency should be more often than annually, indicate the reason:</td>
</tr>
<tr>
<td>* For deferral or disapproval, briefly describe reason:</td>
<td></td>
</tr>
</tbody>
</table>

*Minimal risk* means that the probability and magnitude of harm or discomfort anticipated are not greater in and of themselves than those ordinarily encountered in daily life or during the performance of routine physical or psychological examinations or tests (45 CFR 46.102(f)).
| REDCap ID | IRBNet Number | Principal Investigator | What Board was this assigned to? | Submission Type | Date of Embalmed IRB Submission | Date of Initial Board Determination | Date of Final Determination | External IRB Review Type | IRB Submission to Initial Board Determination (Expedited, Full Board) | IRB Submission to Final Determination Accepted (Expedited, Full Board) | Barstow IRB Board Determination on Letter/Email, the Expedited, Full Board | Barstow IRB Board Determination on Letter/Email, the Expedited, Full Board | Days from Non-Local Submission to Final Approval (Non-Local) | Days from Approval of Non-Local | local/emergency use IRB does this belong to? | IRB does this belong to? |
|-----------|----------------|------------------------|----------------------------------|-----------------|--------------------------------|----------------------------------------|----------------------------------|------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|
| 2 (2)     |                |                        |                                  | Full Board      | 03-14-2022                     | 04-13-2022                             | 04-27-2022                       | Full Board (3)                     | 06-14-2022                                                   |                                                            |                                                            |                                                            |                                                            |                                                            |
| 2 (2)     |                |                        |                                  | Full Board      | 04-11-2022                     | 05-11-2022                             | 06-14-2022                       | Full Board (3)                     | 06-14-2022                                                   |                                                            |                                                            |                                                            |                                                            |                                                            |
| 2 (2)     |                |                        |                                  | Full Board      | 05-09-2022                     | 06-07-2022                             | 06-07-2022                       | Full Board (3)                     | 06-14-2022                                                   |                                                            |                                                            |                                                            |                                                            |                                                            |
IRB Member Retention

Scientific Curiosity

Societal Good

Evaluation
Self assessment survey and form review by chair
Chair performance by VP of Research
Board member review counts, attendance
• Slide 5. The Knowledge, Skill, and Ability Requirements for Teamwork: Implications for Human Resource Management, Michael J. Stevens, Michael A. Campion First Published April 1, 1994
• Slide 6. Images (Facebook, LinkedIn) Unknown Author is licensed under CC BY-SA-NC
• Recruiting Internally and Externally, Publisher: Society for Human Resource Management (SHRM), Website 2017 – Present
• Slide 24. 6 management styles: how to choose the right one for you; Chia, Sam; 11/8/21 (https://www.betterup.com/blog/management-styles)
• Slide 25 – scripture reference
• Slide 25 – Aristotle quote
Successful Tools for Educating and Evaluating HRPP Teams @ Mayo Clinic

Tam Armbrust, IRB Education Coordinator
Melissa Kuntz, IRB Education Coordinator
Jeff Schmoll, Operations Administrator
HRPP Talent

Finding

Keeping

Developing
HRPP Talent

Finding
Developing
Keeping
HRPP Talent

Finding

Developing
1. Yourself
2. Your Leadership Team
3. HRPP Team members

Keeping
Finding HRPP Talent
HRPP Customers

IRB Members

IRB Staff

Researchers
Finding HRPP Talent

• IRB Members
  • Request Recommendations Medical Division/Department Chairs
  • Request Recommendations from Nursing Leadership
  • Community Connections

• IRB Staff
  • Internal:
    • Clinical Research Coordinators
    • Research Protocol Specialists
    • Compliance
  • External:
    • National connections
    • Other medical centers
Developing HRPP Talent
Training Concept

**Foundational**

Day ~ (0-7)
- Education Team Coordinates

**Functional**

Day ~ (5-60)
- Training conducted by Education Team

**Proficiency**

Day ~ (90-tenure)
- Trainee works with experienced colleagues
  - Assessment & Competency feedback
IRB Members

- New Member Orientation
- Education Days
- Just in Time
- Chair Specific Education
- Quality of Reviews / Correct Determinations
- Community Member

2022 AAHRPP Webinar Series
IRB Staff

- New Staff Orientation
- Education Days
- Weekly Huddle
- Just in Time
- Bi-monthly Educational Meetings
Researchers

- Clinical Research Orientation
- In-person Classes
- Online Classes
- Departmental Requested Training
- IRB Super Users
- Clinical Research Newsletter
- Just in Time
Developing Yourself & Your Leaders

• Healthcare is arguably most complex and dynamic industry
• Not all aspects that have brought about success will allow success to be maintained
• Colleagues are struggling to apply their current skills and capabilities, carefully and diligently honed to succeed in the previous environment, to this new environment and are experiencing reduced professional efficacy.
• Managing exceptionally complex work requires mustering the hands and minds of employees at all levels so that improvement, innovation, and adaptation are unending.
• Organizations which will thrive in the emerging paradigms will be those who invest in developing mastery of the only non-reproducible asset any organization has, their internal environment.
2020 – Year of Adaptation

Doing More...Sooner
2020 – Year of Adaptation

What we **learned:**
- Capacity under constraints
- Accomplishments in previously ‘impossible’ timeframes
- Pulled future forward

What it **Cost**
2021 – Year of Execution
Doing More...Faster
2021 Year of Execution

What we learned:

• Capacity under ‘next normal’ conditions
• Service delivery capabilities in fractions of expected time
• Implemented ‘the future’ now

What it Cost?

We must ‘normalize’ our new reality and align ourselves to be dynamic, adaptive, self-improving, and self-innovating?
HRPP Business Agility

• 2020: Doing more...sooner
• 2021: Doing more...faster
• Beyond: Doing more...of what is better...sooner, faster

How?
• Current: Engage – Enable
• Needed: Engage – Equip – Enable – Energize
Creating the Future
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Keeping HRPP Talent
Future-Proof Traits

- Purpose
- Value
- Culture
- Structure
- Decision-Making
- Talent
- Ecosystem
- Technology
- Learning
4

Structure

Radically flatten structure

- Fitter, flatter, faster
- Increased participation
- Increases speed of communications
• Decision-Making

**Turbocharge Decision Making**

- Speed to see
- Speed to solve
- Speed to share
- Speed to learn
HRPP Management Principles

• Respect for All Persons
• Sustain Constancy of Purpose
• Think Systemically
• Focus on Process
• Embrace Scientific Thinking
• Flow and Pull Value
• Increase Speed to See Opportunities and Threats
• Swarm Opportunities and Threats When and Where they Emerge
• Solve Problems in Context at the Source
• Understand and Manage Variation
• Pursue Perfection; Catch Excellence
• Facilitate and Disseminate Learning Continuously
Successful Tools for Educating and Evaluating HRPP Teams

Alan Teller

Assistant Director
Yale University
Human Research Protection Program
Special Thanks: Yale HRPP Leadership & Management Team

- Linda Coleman – Director
- Michele Antisdel – Manager
- Brandy Lagner – Manager
- Monika Lau – Assistant Director
- Amanda Liss – Manager
- Cathleen Montano – Assistant Director
- Ed Monico – Senior Advisor
- Dawn Pedevillano – Senior Manager
- Jessica Rowe – Associate Director
- Matthew Stafford – Assistant Director
- Meriam Worzella – Manager
Topics

• Recruitment and Hiring
• Onboarding
• Training
• Continuous Improvement
• Performance Evaluation
Recruitment and Hiring

• Recruitment – where do you advertise?
  • Internal – HRPP & Organization
  • External - times when it is good to bring in from outside
  • PRIM&R Job Board
  • LinkedIn
  • Professional Job Boards and List Servs
  • Networking!!!

• Review keywords in Job Description
• Other important information to include in the recruitment process
Job Description

• What are the primary responsibilities?
• Are there any secondary responsibilities?
• Who does the position report to?
• Qualifications/Requirements
  • Professional certification (CIP)?
• Flexibility in the posting to cover multiple positions?

Great time to re-review and refresh JDs that you have been recycling over the years!
Other Important Information

• Flexibility?
  • Work hours
  • Work location – remote?

• Organizational Benefits
  • Personal and Professional
    • $$$
    • “Typical” benefits (including PTO)
    • Opportunities for growth
    • Professional development
    • Career ladder opportunities
Hiring tips

• Define interview process for both sides
• Transparency
• Work ethic, loyalty, customer service
• Effective Communication
• Ability to handle your volume
• You can train on Regs, Policies and Procedures
• Ask direct questions – don’t be afraid to ask questions
• Don’t sugar coat
Onboarding – organization

• “Welcome to Yale”
  • HR Onboarding including organization-wide systems
  • Institutional Training

• HRPP Operations
  • Org Chart - staff, IRB Chairs, IOs
  • Telecomm, IT, calendars, web-video platforms, etc.
  • Meeting invitations (standing staff meetings, HRPP/IRB Meetings)
  • Electronic systems
    o Website
    o Network share drive
    o eIRB system
      o Library and help center
      o Tools – checklists, work flows, macros
Onboarding – HRPP/IRB

• Institutional Training requirements
• HRPP/IRB process
  • Institutional review
    • Intake
    • Ancillary Committees
  • Exempt/NHSR
  • Expedited review
  • Full Board
    • Agenda and minutes processes
• Policies and Procedures
Training

• CITI Program
• PRIM&R Modules
• Staff training program
  • Newsletter/list serv
  • Staff sessions
  • IRB meetings
• Webinars (AAHRPP, PRIM&R, OHRP, SMART IRB, SOCRA)
• Conferences
• Certifications
• Networking – be a part of the community!
• Professional Development
  • Lynda.com, MS Suite training, HR Courses
Development

• Time for training
• Special projects
• Opportunities to shine
  • Presentations
  • Topic expert
• Set career goals
• Reset goals
• Coaching and mentoring opportunities
  • Help staff succeed and achieve their goals
Continuous Improvement

• Give feedback in real time with concrete examples
• Meet to discuss and answer questions
• Teach/Educate
  • Focus on area for training and development
  • Not focusing on what was incorrect
  • Work towards sustained improvement
## Inbox Reports

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Performance Evaluation

• Frequent communication
  • Regular 1:1 meetings/discussions
  • Quarterly/Biannually
• Focus of positive and areas in need of improvement
• End of year: Summary/Recap of Performance
• Self assessment, manager assessment, people-leader assessment
• Goal setting
Self and Manager Assessment Criteria:

1. Performance of Job Responsibilities (Productivity, Innovation, Quality & Efficiency)
2. Individual & Team Project Results
4. Teamwork and Ability to Work with Others (Team-Oriented, Professional, Respectful, Inclusive & Helpful)
5. Organizational Commitment (Ethics, Integrity, Adherence to Organizational Requirements, Drives for Results; Alignment with the Mission & Goals)
People Leader Assessment Criteria:

1. Leadership
2. Managing Conflict
3. Managing Staff
4. Managing/Implementing Change
5. Managing for Results
Take Home Messages

• Hire good people with good work ethic
• Lead the way you want to be led
  • Leadership
    • HBR: Leadership refers to an individual’s ability to influence, motivate, and enable others to contribute toward organizational success
  • Management Style:
    • HBR: Management consists of controlling a group or a set of entities to accomplish a goal
    • Influence and inspiration separate leaders from managers, not power and control
• Focus on what is important
  • GYSD: Get Your Stuff Done!
• Staff Performance Development
• SUPPORT
Questions?
Thank You!