

New Manager Training Refresh

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1. Background

As common in many professions, many of the managers at the Helen Diller Family Comprehensive Cancer Center (HDFCCC) were promoted to their management role based on their expertise and experience as an individual contributor. Prior to 2017, there was little guidance provided to managers that focused on managing and developing a team at the HDFCCC. This resulted in a variety of inconsistent workflows, team culture, and outcomes. Additionally, managers were supervising unionized staff, which came with specific workflows and requirements. In order to streamline inconsistent workflows and ensure managers were complying with union requirements, a New Manager Training series was developed in 2017 for all clinical research managers and supervisors in the HDFCCC. This six-week training program consisted of 6 modules, specific to HDFCCC workflows and policies, with resources and articles for attendees to review prior to each module. The in-house training complimented an outsourced training program focused on practical management tools and guidance.

2. Goals

The goal of this project was to evaluate the existing six-week New Manager Training program created in 2017 and identify areas that need to be updated and modified to enhance engagement and efficacy during the training sessions and ensure consistency when implementing the information learned within each program.

3. Solutions and Methods

- a. Feedback was collected from various stakeholders (Associate Directors, Clinical Research Managers, and Supervisors) to identify the strengths and weaknesses of the existing training program and content of the modules. Additionally, we identified which training modules facilitated group discussions and questions, and which ones lacked engagement from participants.
- b. We reviewed common challenges, such as handling unapproved overtime, missed deadlines, running staff meetings, etc. that new managers face and tailored the training material to ensure that these challenges were addressed in the training material and discussions.
- c. To facilitate lively discussions during the trainings, discussion questions and common scenarios that new managers experience were created and incorporated into each training.
- d. The training module on Performance was split into two modules, one addressing guidance for conducting annual performance evaluations and another for managers navigating performance issues with their staff.

4. Outcomes

Eight HDFCCC Manager and Supervisors have completed the revised New Manager Training series. Following the series, qualitative feedback was solicited from both the trainers and trainees to gauge effectiveness of the resources and discussions. The feedback received indicates that the training sessions had an increase in engagement and discussion applying the materials provided for each training module.

5. Learned and Future Directions

Category: Training, Career Development, and Staff Retention – Work in Progress

Moving forward, a questionnaire will be created and implemented to collect both qualitative and quantitative feedback from attendees and their supervisors following the completion of the training, as well as six months after the training. This feedback will help us continue to refine and update the training materials as we move forward.