PILLAR 2: PEOPLE AND CULTURE

Guidance Document on Intended Use of Tools/Resources

NOTE: Any tools and/or resources used from this Toolkit should be adapted for your own laboratory or health system, as appropriate.

NAME	DESCRIPTION	HOW TO USE
2-0 People and Culture_ Overview	**Overview of People and Culture Pillar**	Use this presentation to provide an overview of the People and Culture Pillar of the ASCP Negotiation and Advocacy Toolbox.
2-1 People and Culture_ Intended Use	**Resource for every Toolkit which includes each document included in the toolkit and its potential intended use by end-users**	Use this document to better understand the documents and tools in each Toolkit and how they can be used to better advocate for your laboratory's needs.
2-2 People and Culutre_ Supp Refs	**Additional references and resources relevant to each Toolkit**	Use this document to obtain additional references and resources for each pillar topic.
2-3 Lab Exemplar Nomination Form_ v1_072023	**Nomination form**	Use to nominate staff for lab exemplar award, recognizing those who go consistently go above and beyond
2-4 Spot Bonus Award_ v1_072023	**Spot bonus award form**	Sample form to use to request a spot bonus for an employee for going above and beyond, or because they worked on a big project.
2-5 Employee Thank You_v1_072023	**Employee Thank You form**	Use to recognize employees who exceed expectations or go the extra mile to help their fellow employees.
2-6 Lean Foundations Syllabus_v1_072023	**Lean course syllabus**	Leadership and employees who are interested in leading process improvement initiatives that drive transformational change enhance the culture of the organization. This is a reference syllabus for a course that can be conducted on Lean Six Sigma certification to support these leaders.
2-7 Mentorship Mentee App_v1_072023	**Example of Mentorship application**	Use this sample application to give to the mentee to complete so you (lab manager/director) can match them with the appropriate mentor based on skills, interests, etc.
2-8 Self-Appraisal Form_ v1_072023	**Employee Self-Appraisal form**	Give to employees to complete prior to completing their annual performance evaluation.

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2-9 Sample Equity Adjustment Table_ v1_072023	**Sample equity adjustment spreadsheet**	This is an equity adjustment spreadsheet for managers/ directors to evaluate internal equity and compression analysis
2-10 CPT II Pay Analysis_ v1_072023	**Sample Pay analysis spreadsheet**	Use to analyze pay of multiple staff within the same classification or different classification to make a decision of whether or not the employee needs equity adjustment
2-11 Sample Pay increase Adjustment Request_v1_072023	**Sample Pay increase Adjustment Request**	Use this template to request pay increase adjustment for an employee from senior management
2-12 Sample Rec for Pay Increase_v1_072023	**Sample Recommendation for pay increase**	Use to request pay increase for an employee from your VP/ Director
2-13 Interview Results Summary_v1_072023	**Behavioral interview questions**	Used to interview lab candidates. These questions are meant to gauge how candidates react to stress, what is their skill-level, and how they conduct themselves in a professional environment.
2-14 CLS Behavior Interview Questions_ v1_072023	**CLS behavioral interview questions**	A behavioral interview is a technique used by many hiring managers to help evaluate a candidate's future performance. This involves asking questions about the candidate's behavior in past situations that are similar to the ones required in the role you are trying to fill.
2-15 Example Rounding Stoplight_v1_072023	**Rounding Stoplight**	Use this form to summarize the rounding results on employees. This form is used monthly by managers to summarize the results of the rounding and document what they were able to work on or accomplish, what issues are in progress and things that they couldn't answer.
2-16 Example Rounding Stoplight with managers and employees_ v1_072023	**Example of rounding stoplight**	Example of completed rounding stoplight exercise
2-17 Leader Rounding on Direct Reports_ v1_072023	**Leadership rounding on direct report toolkit**	Use this tool to improve communication, strengthen relationships, create approachability, assess improvement opportunities, obtain actionable information, and recognize employees through rounding.
2-18 Leader Rounding on Staff Log_v1_072023	**Sample rounding form**	Employee rounding is a system that ensures clear communication and builds trust between staff and management. It involves a leader taking time each day to touch base with employees, make a personal connection, find out what is going well, and determine what improvements can be made. Use this form to support laboratory leader rounding on staff.
2-19 Sample Employee Engagement Survey and Results_v1_072023	**Sample Employee engagement survey results**	An employee engagement survey helps you gain an understanding of what motivates your team and provides insight into creating a better workplace.

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2-20 Sample Employee Engagement Results_ v1_072023	**Employee engagement survey results**	This is a reference of sample employee engagement survey results. This can provide insights into the types of questions that can be asked of laboratory staff in an engagement survey and how that data can be visualized.
2-21 Debrief Results_ Employment Engagement Survey_v1_072023	**Sample debrief results of employee engagement survey**	Sample debriefing (feedback) from employee engagement survey for the manager to use to create an action plan. Usually, debriefing is conducted by a manager or director from a different department. This will allow staff to give honest feedback.
2-22 Culture Survey Timeline with Training_ v1_072023	**Culture of Safety/ Employee engagement Timeline**	This is an example of a culture of safety/employee engagement timeline that laboratory managers/directors can use to roll out their own employee engagement survey.
2-23 Blood Bank example Culture of Safety Template_v1_072023	**Example Culture of Safety/employee engagement survey results**	Sample PowerPoint that managers can use to present their Culture of Safety/employee engagement results to their employees.
2-24 Performance Management Coaching_ v1_072023	**Coaching conversation tool**	Managers are encouraged to provide regular input to employees through ongoing coaching conversations. While early signs indicate that this is a better approach, some help may be needed on how to approach this new normal. This gives some guidance for having these conversations.
2-25 Sample New Position Justification_ v1_072023	**Sample New Position Justification (CLSI and Lab technician)**	Sample letter to use to justify hiring for a new position
2-26 Strength Strategies Questionnaire_v1072023	**Strength Strategies Questionnaire**	Questionnaire to identify what are some of the employee's strengths and what projects or tasks could they work on that would maximize their strengths?
2-27 A3 Project Assistance Worksheet_ v1_072023	**Worksheet asks questions to guide user through the A3 project form, helping to gather essential information**	Worksheet aids in the process of outlining a project. User answers the questions and breaks down the A3 process. These answers can be transferred to the A3 project template form.
2-28 A3 Project Template_v1_072023	**Starting up process improvement projects can be difficult. It's important to have a focused approach.**	A3 template will focus your process improvement project including scope, ways to measure, and potential improvements.
2-29 Professional Development Toolkit_ v1_072023	**Professional development overview**	Use this to help create and implement your Professional Development Plan successfully
2-30 Staff Development Through Experience_ v1_072023	**On the site job development**	Development is an experience or feedback that enhances an individual's professional knowledge, skills, or abilities. On-the-job (OTJ) development provides intentional learning through experience.

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2-31 ASCP Shadowship Presentation_v1_072023	**Presentation on best practices for hosting a shadowship opportunity for interns**	Use this tool as a guideline for considerations when offering shadowship opportunities to interns individuals an opportunity to experience an authentic clinical laboratory experience.
2-32- Medical Laboratory Scientist (MLS) Presentation_v1_072023	**PowerPoint about the MLS profession**	Use to present at High schools, colleges, career days to promote the MLS profession.
2-33 Burnout in the Lab_ v1_072023	**Key slides about work life balance and burnout**	Use to help reduce burnout in the clinical lab. Includes links to resources and toolkits to use to help reduce burnout. Helping reduce burnout is very critical in improving productivity of the staff. Burnout of health care professionals describes a combination of emotional exhaustion, depersonalization, and loss of sense of personal accomplishment.
2-34 Calculate Average Age by Position_ v1_072023	**Spreadsheet to calculate average age by position**	Use to help calculate average age by position and set up a plan for succession planning. Communicate the information with HR and senior management to setup a strategic recruitment plan.
2-35 Succession Planning Survey_v1_072023	**Survey initially defines and describes the steps to succession planning.**	Tool/Survey allows users to assess their current succession planning in the laboratory. "Establish your starting place"
2-36 ASCP Succession Planning Study Report_ v1_072023	**Better understanding of the perceptions and utilization of succession planning programs within the laboratory**	This tool provides some insights on succession planning. It describes some tools, pitfalls, and key stakeholders in succession planning. Also, provides some data to base succession planning programs.
2-37 Succession Planning Presentation	**Succession Planning PowerPoint Presentation**	This represents a Succession Management Implementation Guide, including four steps for building high-impact succession plans.
2-38 Succession Planning_Ihab Abumuhor_v1_072023	**Succession planning**	Research paper by Ihab Abumuhor (ASCP-JCC Leading Laboratory Award Recipient) about succession planning. It contains tools, ideas and literature review for laboratory managers to use and implement regarding succession planning.
2-39 Leadership Development Strategies_ v1_072023	**Leadership development strategies**	Implement these strategies to develop staff who have leadership potential
2-40 Leadership Potential Diagnostic Tool_ v1_072023	**Leadership Potential Diagnostic tool**	This tool helps managers/directors evaluate if an employee has leadership potential.
2-41 Feedback Framework and Model_ v1_072023	**Feedback tool model**	Use this tool to deliver effective feedback.

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2-42 Most Common Blind Spots_v1_072023	**The most common blind spots**	Share with staff, managers, and leaders in the lab so they can identify their own blind spot and create and action plan to improve it.
2-43 Customer Service Over the Phone_ v1_072023	**Customer service presentation**	Use the PowerPoint to train staff on customer service.
2-44 Customer Service workshop_v1_072023	**Customer service presentation**	Use the PowerPoint to train staff on customer service
2-45 Service Excellence_ v1_072023	**To create positive experience for patients and customers**	Use to help each staff learn how they can improve the way they relate to patients, internal and external customers.