

Progress Made On FAS Staff Engagement Survey Action Plans

Last April 2013, you were asked to complete the Staff Engagement Survey. The results of the survey were shared over the course of the summer and action plans were developed toward maintaining or improving engagement items important to your working environment. Within FAS, 91 work units developed 234 action plans. Below are some highlights of progress made across FAS as of February 2014. The next survey will take place in late April through mid-May 2014.

Q1 – I know what's expected of me at work:

- **UCSF HR** holds bi-weekly team meetings for both the academic and staff teams where new processes and procedures are reviewed, upcoming projects and expectations of the generalists for these things.
- **UCSF IT Service Desk** created a Wiki site that displays their basic operational expectations; this list is a work in progress and staff can request adds from Service Desk leadership.
- The **FAS Finance Service Center** is updating and reviewing all job descriptions in an effort to ensure that everyone knows what is expected of them at work.
- The **Budget & Resource Management Office** identified "world class performance" as the goal of the organization. Teams of staff have made presentations giving examples of what world class performance would look like in a UCSF setting.
- Teams in the **Program Management Office (PMO)** who work on mission critical change initiatives are focusing their near-term efforts using the Immediate Priorities Matrix – by specifying goals, steps, accountability, dates and status – to keep everyone on track and clear about expectations.
- **Documents & Media** implemented the "Documents & Media Learning Series" giving all staff the opportunity to share what they do and demonstrate how their roles contribute to the DM deliverables.
- **UCSF Police, Emergency Communications Center (ECC)** manager now meets weekly with each ECC employee to discuss training topics, issues and expectations related to Communication Center operations. Summary emails of these meetings are sent to each ECC employee. Training documents related to Communication matters are made available in the Department's document management system. The weekly meetings have improved communication between the ECC manager and his staff.
- **UCSF IT Service Desk** focused on creation of articles for our Knowledge Base and increased the number of articles written by 5-10%, thereby increasing the level of knowledge available to staff for problem resolution with customers.

Q2: I have the materials and equipment I need to do my job right:

- **UCSF IT Service Desk** purchased 24" monitors for each clinical analyst so we have the same configuration as our customers – the recommended enterprise default.

- **UCSF IT Service Desk** supplied all staff with nameplates for their cubes and will include this as onboarding process for all incoming contractors or regular employees.
- Based on employee input, **UCSF IT Service Desk** created professional-looking laminated Customer Service ‘face sheets’ for each employee that are prominently displayed on their cubes. Each sheet has an employee photo, contains the SME area, the employee’s hobbies, and identifies what customer service means to the employee.

Q3 – At work, I have the opportunity to do what I do best every day

- The **Facilities Services Trades** group implemented handheld devices for the electricians, which has streamlined requests, improved response times and enhanced communications with the Trades group and the customer service center. (also supports Q2 – Materials and equipment I need)
- **Controller’s Office EMF-Award Set-up** team completed self-audits on journals and discussed customer feedback emails at weekly meetings.
- The **UCSF Police Patrol Division and Investigations Division** are partnering patrol officers and detectives together to address campus related concerns associated to crime prevention, awareness and criminal identification and apprehension. This partnership enhances overall effectiveness, provides information sharing, training and expands the knowledge base between field and investigative personnel while increasing their capacity to deliver exceptional service. The two groups are conducting quarterly joint operations, which include identifying individuals involved in criminal activity on campus, serving search and arrest warrants and conducting theft “bait/sting” operations.

Q4 – In the last seven days, I have received recognition of praise for doing good work.

- **Campus Procurement and Contracting** staff formed a Staff Climate Committee to brainstorm and implement plans to improve employee recognition throughout the department, which includes UC Berkeley staff. An example of a program implemented Jan 1st is a “thank you” mini 3-part form that allows staff and managers to acknowledge outstanding work: the white copy goes to the employee, the yellow to the supervisor, and the pink copy is entered in a quarterly drawing at all-staff meetings for a bear hug.
- **UCSF HR** shares “Notable Quotes” from the customer quick survey on our email addresses at our All-Staff monthly meeting.

Q5 – My supervisor, or someone at work, seems to care about me as a person

- The **Facilities Services West Zone Custodial** unit supervisors held or will be holding one-on-one meetings asking each staff member 11 questions including key questions related to what they like about working at UCSF and about their position; do they feel that they are treated well; and do they have

the equipment to accomplish their job. Comments received are being used to develop improvements as well as for follow-up conversations with each staff member.

Q6 – There is someone at work who encourages my development

- **Transportation Services** invited Dr. Lisa Prosser-Dodds, an internationally known trainer and coach, to conduct a two-hour customer service training session for parking staff. Staff feedback was overwhelmingly positive with a rating of 4.8 out of 5.0.
- Each staff member from **The Senior Vice Chancellor Immediate Office** used the Gallup Strength Finder survey to identify areas of strength to help guide personal development plans.
- In **Arts & Events**, each team member will make a development plan with specific milestones for the next six months.
- **CLS Business Systems Development** is preparing a 1-sheet for new employees that provides information to access computer systems necessary for assigned duties. This 1-sheet CLS System User Guide will provide information on Citrix, MyAccess, Single Sign on, and How to get a User Account to name a few. (also supports Q2 – Materials and equipment I need)

Q7 – At work, my opinions seem to count

- **Campus Procurement & Contracting** took the approach to empower employees and build their confidence by encouraging them to find creative solutions to issues. In one example an employee noticed a large spend and wild price variance for a life science product set and collaborated with colleagues resulting in a system-wide bid that we expect will bring about \$150k in annual savings.
- **Transportation Services** installed four opinion feedback boxes for staff to submit ideas; submitted ideas are then reviewed at subsequent staff meetings; individuals are recognized for their suggestions.

Q9- My associates or fellow employees are committed to doing quality work:

- The **HR Service Center** wanted to help create checklists and resources, as well as consistently follow and use them. The Best Practices committees that will be meeting to develop website content will be supported by dedicating time in generalist (either academic or staff) weekly meetings as needed to allow brainstorming so that our Gen 4/5's are well prepared for the Best Practice committee meeting. This allows everyone on the staff the opportunity to contribute to best practice development.

Q10 – I have a best friend at work

- The **FAS Leadership Team** (John Plotts and his direct reports) organized three social events, including a pot luck weekend bar-b-que, and completed a team building exercise using the DiSC survey tool for leadership awareness

with the goal of enhancing personal relationships, building trust and increasing the occurrences of leaders seeking out their peers for advice and support

- The **Facilities Services Engineering Group** held team-building meetings with the focus of building relationships with each other and sharing experiences (e.g. sharing talents and hobbies).
- The **Wellness & Community Services** managers, quarterly, will choose a project or activity to work on with a follow up social event. In their first quarter, they will volunteer at the UCSF Family House to sort gifts for families with a follow up event at a restaurant.

Q11- In the last six months, someone at work has talked to me about my progress:

- The **HR Service Center** felt it was important that all employees have annual evaluations as well as regular meetings between staff and their supervisor. Both of those items have been done and are ongoing. Goals from last fall's performance evaluation are now being reviewed for progress and further refinement.

Q12 – At work, I have opportunities to learn and grow.

- **Controller's Office EMF-Award Set-up** team completed some finance specific classes due to a reorganization and the Chart of Accounts conversion, and identified additional training and stress management opportunities.
- The **Program Management Office (PMO)** has instituted quarterly meetings where program leaders share tips on productivity, enhancing facilitation and analytical skills, and staff can enjoy sharing their triumphs and challenges on projects during "Tribe Time".