

Progress Made on FAS Staff Engagement Action Plans 2017-18

Results from the last engagement survey were shared with teams in the summer of 2017. Over the fall, 74 teams created 190 action plans to address topics most important to their teams to create an environment where everyone can do their best. Below are **highlights** of some of the progress made on action plans through April 2018. Action plans are sorted by FAS Department and show engagement questions impacted.

[Sorted by department](#)

[Sorted by Q12](#)

[Campus Life Services](#) | [Finance](#) | [HR](#) | [IT](#) | [Police Department](#) | [Program Management Office](#) | [REPCAPS](#) | [SVC Office/FET](#)

FAS Department	Action/Activity	Brief description	Engagement survey question(s) impacts
UCSF FINANCE			
Finance: Budget & Resource Management	Strengthen Raw Materials	Share planning documents, orient new managers, develop and publish job aids on the website, renew the glossary, publish reports, build a data dictionary, expand and enhance monitoring of campus financial data.	Q2. I have the materials I need to do my work right.
Finance: Budget & Resource Management	A Strong Solution-Focused Process and Strategy	Add priorities to meeting agendas, bring in speakers from campus units to improve understanding of campus operations and tools, cross-training and cross-unit collaboration within BRM units.	Q1. I know what is expected of me at work.
Finance: Supply Chain Management	SCM All Staff Engagement	Engage staff in three key projects to truly engage them in meaningful work: SCM Outreach, Metrics, and Re-Engineering.	Q7. At work, my opinions seem to count.
Finance: Controller's Office	Staff Meetings	Created a means for staff to provide input on stakeholder communications; Instituted a huddle board and weekly huddle meetings; Reviewed short term expectations and challenges/successes in staff meetings; Reviewed monthly newsletter in staff meetings and discussed the implications; Had staff present improvement projects at staff meetings, discussing root causes, solution brainstorming, challenges, and ultimate decisions; Asked staff to share how they engaged with someone recently and what they can do to engage with someone in the coming week.	Q1. I know what is expected of me at work.
Finance: Controller's Office	Training/Resources	Provided training on job related topics; formed a work group for to study towards certification; Enhanced the	Q3. At work, I have the opportunity to do what I do best every day.

		Project Manager toolkit; Developed standard response templates for common inquiries; Began using OneNote during team meetings to expand usage and discover new ways of approaching business needs; Reviewed current job aids and process for updating them; Created written process for short term back up of critical positions; Included staff on projects they would not normally work on as a development opportunity.	
Finance: Controller's Office	Process Improvements	Streamlined business processes such as Award Set Up, Cost Reimbursable billing, automated invoice image upload and routing, resolution of eInvoicing errors, and My Expense reimbursements.	Q9. My associates or fellow employees are committed to doing quality work.
Finance: Controller's Office	Team Building	Formed a team building committee to organize events; Held cross team meetings to create more cohesion; Held bi-weekly staff lunches to get to know each other.	Q10. I have a best friend at work.
Finance: Audit & Advisory Services	AIM Newsletter	Make AIM Newsletter more effective by a survey of readership to identify areas of greatest interest.	Q1. I know what is expected of me at work.
Finance: Audit & Advisory Services	Meet and Greet	Arrange meetings between new Campus and UCSF Health leaders and Audit & Advisory Services personnel to discuss services and leverage the Audit Week presentation.	Q8. The mission or purpose of my organization makes me feel my job is important.
Finance: FAS Finance Service Center	2017-18 Action Plan	Cross-train staff, build more efficient reports, and hold more staff meetings focused on client updates.	Q9. My associates or fellow employees are committed to doing quality work.
SENIOR VICE CHANCELLOR OFFICE			
FAS Executive Team (FET)	Unstructured time for connections and information sharing	Reserve room for 30 minutes before and after FET meetings to encourage ad hoc meetings and information sharing.	Q7. At work, my opinions seem to count. Q9. My associates or fellow employees are committed to doing quality work. Q10. I have a best friend at work.
FAS Executive Team (FET)	Regular Do-Check-Adjust cadence	Complete visibility wall training and following through on regular "checks" at SVC 1:1's and FET meeting to support strategy deployment.	Q1. I know what is expected of me at work. Q9. My associates or fellow employees are committed to doing quality work. Q11. In the last six months, has someone at work has talked to me about my progress.

FET & Direct Reports	Lean Leader Development	Series of leader behavior and standard work development sessions with Jake Raymer to support a culture of continuous improvement: Oct 2: Lean Leaders Behavior (FET and direct reports) Nov 9: KBI (Key Behavior Indicators) Working Session (FET) Feb 1: Lean KPIs and Leader Standard Work for leaders Spring: FET Coaching with Jake	Q4. In the last seven days, I have received recognition or praise for doing good work. Q11. In the last six months, has someone at work has talked to me about my progress.
SVC Office	Hold Ourselves and Others Accountable	Practice communication best practices to be more clear, specific and firm. Also completed office reorganization to better support SVC and be responsive to our colleagues.	Q9. My associates or fellow employees are committed to doing quality work.
SVC Office & EAs	Strengthen Relationships	SVC hosted FET Executive Assistant lunch to express personal appreciation for the critical role EAs play in the effective running of our organization.	Q5. My supervisor, or someone at work, seems to care about me as a person.
SVC Office	Lean Fundamentals Training	As a team, completed Lean Fundamentals and committed to applying methods to improve Delegations of Authority Process in 2018.	Q4. In the last seven days, I have received recognition or praise for doing good work. Q11. In the last six months, has someone at work has talked to me about my progress.
SVC Office & FAS Administrative Partners	FAS Administrative Partners Monthly Meetings	Host monthly meeting with lead administrators from FAS departments to clarify expectations and share information and best practices.	Q1. I know what is expected of me at work. Q9. My associates or fellow employees are committed to doing quality work.

UCSF POLICE DEPARTMENT

Police	Training for New Employees	Created new standards for incoming employees, includes teaching on org chart, FAS org chart and True North.	Q1. I know what is expected of me at work.
Police	Feedback Meetings	Encouraged employees to schedule regular feedback meetings with supervisors via email.	Q1. I know what is expected of me at work.
Police	Recognitions for Staff	Every weekly Command Staff Meeting now has regular standing topic of "Recognitions" where we recognize each other and our employees. Recognitions are kept it	Q4. In the last seven days, I have received recognition or praise for doing good work.

		in the minutes sent to staff.	
Police	Recognitions for Each Other	Regularly remind staff, via email, to recognize each other using the ucsf.recognize link.	Q4. In the last seven days, I have received recognition or praise for doing good work.
Police	Meeting etiquette tip sheet	Created meeting etiquette tip sheet for meetings and briefings that describe recommended actions and behaviors for attendees and meeting facilitators.	Q7. At work, my opinions seem to count.
Police	Gemba for Command Staff	Assigned gemba walks to Command Staff with front line staff to obtain feedback from employees.	Q7. At work, my opinions seem to count.
CAMPUS LIFE SERVICES			
CLS	UCSF Volunteers	CLS unit managers organized volunteer activities via UC Volunteers. Examples: Food bank, Family House, Mount Sutro, to name a few. https://campusliveservices.ucsf.edu/artsevents/services/volunteers	Q12. This last year, I have had opportunities to learn and grow.
CLS	Recognition	All units are focusing on using Recognize.ucsf.edu platform.	Q4. In the last seven days, I have received recognition or praise for doing good work.
CLS	CLS Leadership Forum	CLS hosts a leadership retreat for 100 of its managers. This year's topic was PowerBites: a communication tool to highlight how one's work can connect back to the mission . This forum was planned start to finish by the Executive Team as an Engagement Activity.	Q12. This last year, I have had opportunities to learn and grow. Q8. The mission or purpose of my company makes me feel my job is important
CLS	10 Second Messages from Facilities	Facilities publishes 10 second messages twice weekly to showcase staff doing great work.	Q3. At work, I have the opportunity to do what I do best every day.
CLS	Brown Bags to learn more about a position	Facilities Services hosted a brown bag featuring skilled staff who shared experiences and tips to move into the roles.	Q12. This last year, I have had opportunities to learn and grow.
	Resources for Development	Housing Services is creating resources for staff to learn	Q12. This last year, I have had opportunities

	Opportunities	about development opportunities available to staff	to learn and grow.
CLS	Day without CLS video	http://campusliveservices.ucsf.edu/InsideCLS/94/a_day_at_ucsf_without_campus_life_services	Q8. The mission or purpose of my organization makes me feel my job is important.
CLS	Telecommute Pilot	Several teams are piloting telecommuting options to support work/life balance.	Q5. My supervisors, or someone at work, seems to care about be as a person.
CLS	Supervisors in the Field	Transportation Services supervisors are spending more time in the field becoming more accessible and able provide support and resources.	Q3. At work, I have the opportunity to do what I do best every day. Q5. My supervisors, or someone at work, seems to care about be as a person.
CLS	Social Activities	Units organizing social activities to support team building and build connections to support that support teamwork and collaboration.	Q10. I have a best friend at work.

REAL ESTATE, PLANNING AND CAPITAL PROGRAMS


REPCAPS	Diversity Potluck	Lunch event where staff encouraged to bring dish from family background. Activities at event highlighted diversity of staff.	Q10. I have a best friend at work.
REPCAPS	Holiday event	End-of-year lunch for all staff. STAR Award winners recognized at event.	Q10. I have a best friend at work.
REPCAPS	Value Stream Mapping	Review of major work processes to clarify and simplify where possible. Three sessions completed	Q1. I know what is expected of me at work..
REPCAPS	Employee Development Plans	Each employee has a development plan.	Q12. This last year, I have had opportunities at work to learn and grow.

UCSF IT

UCSF IT	Utilize team visibility board for meetings	Regularly scheduled team meetings around visibility board so team members have better clarity on individual and team work assignments and goals. Team and individual recognitions are called out.	Q1. I know what is expected of me at work.. Q4. In the last seven days, I have received recognition or praise for doing good work. Q3. At work, I have the opportunity to do what I do best every day.
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UCSF IT	Develop a recognition-rich environment	Publicly recognize staff for outstanding work in various ways, including monthly newsletter, all hands meetings, team meetings, and added visibility boards.	Q3. At work, I have the opportunity to do what I do best every day. Q4. In the last seven days, I have received recognition or praise for doing good work. Q9. My associates or fellow employees are committed to doing quality work.
UCSF IT	Staff and leader development	Increased learning opportunities, including cross training/education for knowledge and from a development perspective.	Q3. At work, I have the opportunity to do what I do best every day. Q9. My associates or fellow employees are committed to doing quality work. Q12. This last year, I have had opportunities to learn and grow.
UCSF IT	Enhance resources	Develop resource list that all can access, including open positions, recognitions, training events and conferences, and birthdays.	Q3. At work, I have the opportunity to do what I do best every day. Q12. This last year, I have had opportunities to learn and grow.
UCSF IT	Teams have necessary tools for success	Ensure teams and staff have necessary tools for success.	Q2. I have the materials I need to do my work right.
UCSF IT	UCSF IT inter team building	Rotate 1-2 managers through other team's meetings to gain deeper understanding of their operations and partnership.	Q9. My associates or fellow employees are committed to doing quality work. Q12. This last year, I have had opportunities to learn and grow.
UCSF IT	Commitment to Quality	Implement quality and audit process for Enterprise IT to ensure processes are being followed.	Q9. My associates or fellow employees are committed to doing quality work.
UCSF IT	Regular team building activities and exercises	Manager will look for opportunities to provide more team building events/functions, including combined team meetings. Celebrate life's little victories, successes, milestones, projects.	Q5. My supervisor, or someone at work, seems to care about me as a person. Q10. I have a best friend at work. Q12. This last year, I have had opportunities to learn and grow.

UCSF IT	Back to the Mission	Take time in each staff meeting to share success stories, milestones that have been overcome, major project deadlines met, and customer satisfaction stories.	Q1. I know what is expected of me at work. Q8. The mission or purpose of my organization makes me feel my job is important.
PROGRAM MANAGEMENT OFFICE			
PMO	Establish PRIDE Recognition Program	Defined criteria and behavior for PRIDE values specific to PMO. Established a monthly cycle for recognition within the PMO to recognize others who exhibit identified values and behaviors, in writing. Recognition is posted to a public board. Conduct monthly stand-up meetings to read recognition aloud to all PMO staff. Blind drawing of submissions yields three “winners” who receive a \$10 gift card. Semi-annual review of all “monthly recognitions” by PMO Leadership, leading to a “winner” who receives a monetary award and the “Brightlights” trophy for display at their desk until the next winner is announced.	Q4. In the last seven days, I have received recognition or praise for doing good work.
PMO	Instituted Coaching Practice	All PMO staff have been assigned a “coach/mentor” to support them to address and resolve work related issues, development issues, etc., Meetings are on a quarterly basis. If the mentee desires more frequent support, they are accommodated as needed by the mentor. Mentees do not report to mentors in order that mentee can get advice and support outside of the typical manager to employee reporting relationship, this allows the mentee to speak freely on all topics.	Q11. In the last six months, has someone at work has talked to me about my progress. Q12. This last year, I have had opportunities to learn and grow.
UCSF HUMAN RESOURCES			
HR	Strategic planning to support prioritizing work/projects	HR leadership has started a project to improve prioritization of projects, assessment of available resources to lead and support projects, and align prioritization with overall HR strategic goals.	Q1: I know what is expected of me at work Q3: At work, I have the opportunity to do what I do best every day.
HR	TSU Progress and Expectations	Instituted mid-year reviews for the team to discuss progress, reiterate expectations, and see where each person was in their goals for the current evaluation period. Adopted Active Daily Engagement/huddles three times per week. Each team member led a huddle, and all	Q1: I know what is expected of me at work, Q11. In the last six months, has someone at work has talked to me about my progress.

		<p>participated in recognizing team members and beautifying the Huddle Board. The Board was adapted to address TSU's needs: there's a space for tickets in queue, total tickets processed, and a breakdown of ticket types to inform everyone of status of tickets and who needs a help.</p>	
HR	Talent Acquisition materials/equipment and doing best work.	<p>Completed ergonomic assessments and obtained ergo equipment. Acquired technology for recruitment sourcing, and developed a method to track and address future technology needs. Reorganized and updated recruitment files for easy access, and updated all training materials.</p>	<p>Q2: I have the materials and equipment I need to do my work right. Q3: At work, I have the opportunity to do what I do best every day.</p>
HR	Disability Management team tools, quality and team building	<p>Developed additional priority reassignment tools for employees and managers, re-organized our unit share folder, and developed transitional work guidelines for partners in HR shared services. The team also achieved their goal of employee recognition by participating in 3 teambuilding activities this year.</p>	<p>Q2: I have the materials and equipment I need to do my work right. Q9: My fellow employees are committed to doing quality work.</p>
HR	HR On Site	<p>Developing an A3 for having HR professionals on site with customers at regular intervals; already in practice in some cases. Conducting catchball with key stakeholders and preparing to roll-out more widely.</p>	<p>Q3: At work, I have the opportunity to do what I do best every day.</p>
HR	Benefits Team realignment of job duties	<p>Completed effort to realign work performed by Benefits Analyst IIIs and IV to the new Benefits Analyst II position so that the job duties are more appropriately aligned with the classification and more senior analysts can fully function at the higher level.</p>	<p>Q3. At work, I have the opportunity to do what I do best every day.</p>
HR	Postdoc Shared Services Improvement Ideas	<p>Through team meetings and our Active Daily Engagement Huddles, team documents improvement ideas or process improvements to work on. Items are inventories and assigned an owner and other team members, so that accountability is shared. Since October 2017 twenty-five improvements have been identified and eight have been accomplished.</p>	<p>Q7. At work, my opinions seem to count.</p>

HR	Staff Shared Services and Compensation Team workgroups	<p>The commitment to quality workgroup has updated existing checklists to help ensure consistency across the organization and created a welcome packet for new HR staff generalists and compensation specialists that will join the team.</p> <p>The professional development group engaged L&OD to participating in a staff meeting to share the tools that are available on the website and worked to encourage open dialogue between managers & staff.</p> <p>The my opinion matters group has focused on building the framework to facilitate a mini lean for processing leaves of absence.</p>	<p>Q7: At work my opinions seem to count.</p> <p>Q9: My fellow employees are committed to doing quality work.</p> <p>Q11: In the last six months someone at work has talked to me about my progress.</p> <p>Q12: This last year, I have had opportunities at work to learn and grow.</p>
HR	Postdoc Shared Services Alignment to UCSF Mission	<p>Action steps include:</p> <ul style="list-style-type: none"> - Review UCSF and HR Mission and Vision and connect it to everyday work. - Review HR True North Mission Board. - Become more engaged in department meetings to understand their business and how HR makes an impact. - Schedule office hours at Mission Bay for Postdocs to drop by to ask various questions and have a connection with Postdoc Shared Services Staff. <p>Progress has been made on the first three, and the fourth is part of the HR On Site action plan which is underway.</p>	<p>Q8: The mission or purpose of my organization makes me feel my job is important.</p>

12 Gallup Engagement Questions

[Q1. I know what is expected of me at work.](#)

[Q2. I have the materials I need to do my work right.](#)

[Q3. At work, I have the opportunity to do what I do best every day.](#)

[Q4. In the last seven days, I have received recognition or praise for doing good work.](#)

[Q5. My supervisor, or someone at work, seems to care about me as a person.](#)

[Q6. Someone at work encourages my development.](#)

[Q7. At work, my opinions seem to count.](#)

[Q8. The mission or purpose of my organization makes me feel my job is important.](#)

[Q9. My associates or fellow employees are committed to doing quality work.](#)


[Q10. I have a best friend at work.](#)

[Q11. In the last six months, has someone at work has talked to me about my progress.](#)

[Q12. This last year, I have had opportunities to learn and grow.](#)

Sorted by Q12

Q1. I know what is expected of me at work.			
Finance: Budget & Resource Management	A Strong Solution-Focused Process and Strategy	Add priorities to meeting agendas, bring in speakers from campus units to improve understanding of campus operations and tools, cross-training and cross-unit collaboration within BRM units.	Q1. I know what is expected of me at work.
Finance: Controller's Office	Staff Meetings	Created a means for staff to provide input on stakeholder communications; Instituted a huddle board and weekly huddle meetings; Reviewed short term expectations and challenges/successes in staff meetings; Reviewed monthly newsletter in staff meetings and discussed the implications; Had staff present improvement projects at staff meetings, discussing root causes, solution brainstorming, challenges, and ultimate decisions; Asked staff to share how they engaged with someone recently and what they can do to engage with someone in the coming week.	Q1. I know what is expected of me at work.
Finance: Audit & Advisory Services	AIM Newsletter	Make AIM Newsletter more effective by a survey of readership to identify areas of greatest interest	Q1. I know what is expected of me at work.
FAS Executive Team (FET) (Item impacts multiple questions)	Regular Do-Check-Adjust cadence	Complete visibility wall training and following through on regular "checks" at SVC 1:1's and FET meeting to support strategy deployment.	Q1. I know what is expected of me at work. (Also: Q9. My associates or fellow employees are committed to doing quality work. Q11. In the last six months, has someone at work has talked to me about my progress.)
SVC Office & FAS Administrative Partners (Item impacts multiple questions)	FAS Administrative Partners Monthly Meetings	Host monthly meeting with lead administrators from FAS departments to clarify expectations and share information and best practices.	Q1. I know what is expected of me at work. (Also Q9. My associates or fellow employees are committed to doing quality work.)
Police	Training for New Employees	Created new standards for incoming employees, includes teaching on org chart, FAS org chart and true north.	Q1. I know what is expected of me at work.
Police	Feedback Meetings	Encouraged employees to schedule regular feedback meetings with supervisors via email.	Q1. I know what is expected of me at work.

REPCAPS	Value Stream Mapping	Review of major work processes to clarify and simplify where possible.	Q1. I know what is expected of me at work.
UCSF IT (Item impacts multiple questions)	Utilize team visibility board for meetings	Regularly scheduled team meetings around visibility board so team members have better clarity on individual and team work assignments and goals. Team and individual recognitions are called out.	Q1. I know what is expected of me at work. (Also: Q3. At work, I have the opportunity to do what I do best every day. Q4. In the last seven days, I have received recognition or praise for doing good work)
UCSF IT (Item impacts multiple questions)	Back to the Mission	Take time in each staff meeting to share success stories, milestones that have been overcome, major project deadlines met, and customer satisfaction scores.	Q1. I know what is expected of me at work. (Also Q8. The mission or purpose of my organization makes me feel my job is important.)
HR (Item impacts multiple questions)	Strategic planning to support prioritizing work/projects	HR leadership has started a project to improve prioritization of projects, assessment of available resources to lead and support projects, and align prioritization with overall HR strategic goals.	Q1: I know what is expected of me at work (Also Q3: At work, I have the opportunity to do what I do best every day.)
HR (Item impacts multiple questions)	TSU Progress and Expectations	<p>Instituted mid-year reviews for the team to discuss progress, reiterate expectations, and see where each person was in their goals for the current evaluation period.</p> <p>Adopted Active Daily Engagement/huddles three times per week. Each team member led a huddle, and all participated in recognizing team members and beautifying the Huddle Board. The Board was adapted to address TSU's needs: there's a space for tickets in queue, total tickets processed, and a breakdown of ticket types to inform everyone of status of tickets and who needs a help.</p>	<p>Q1: I know what is expected of me at work, (Also Q11. In the last six months, has someone at work has talked to me about my progress.)</p> 

Q2. I have the materials I need to do my work right.

Finance: Budget & Resource Management	Strengthen Raw Materials	Share planning documents, orient new managers, develop and publish job aids on the website, renew the glossary, publish reports, build a data dictionary, expand and enhance monitoring of campus financial data	Q2. I have the materials I need to do my work right.
UCSF IT	Teams have necessary tools for success	Ensure teams and staff have necessary tools for success	Q2. I have the materials I need to do my work right.
HR (Item impacts multiple questions)	Talent Acquisition materials/equipment and doing best work.	Completed ergonomic assessments and obtained ergo equipment. Acquired technology for recruitment sourcing, and developed a method to track and address future technology needs. Reorganized and updated recruitment files for easy access, and updated all training materials.	Q2: I have the materials and equipment I need to do my work right. (Also Q3: At work, I have the opportunity to do what I do best every day.)
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Q3. At work, I have the opportunity to do what I do best every day.

UCSF IT (Item impacts multiple questions)	Develop a recognition-rich environment	Publicly recognize staff for outstanding work in various ways, including monthly newsletter, all hands meetings, team meetings, and added visibility boards	Q3. At work, I have the opportunity to do what I do best every day. (Also Q4. In the last seven days, I have received recognition or praise for doing good work. Q9. My associates or fellow employees are committed to doing quality work.)
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Police	Recognitions for Each Other	Regularly remind staff, via email, to recognize each other using the ucsf.recognize link.	Q4. In the last seven days, I have received recognition or praise for doing good work.

CLS	Recognition	A Unit decided to recognize good work with \$5 Bear Hugs as part of their engagement activities.	Q4. In the last seven days, I have received recognition or praise for doing good work.
PMO	Establish PRIDE Recognition Program	Defined criteria and behavior for PRIDE values specific to PMO. Established a monthly cycle for recognition within the PMO to recognize others who exhibit identified values and behaviors, in writing. Recognition is posted to a public board. Conduct monthly stand-up meetings to read recognition aloud to all PMO staff. Blind drawing of submissions yields three “winners” who receive a \$10 gift card. Semi-annual review of all “monthly recognitions” by PMO Leadership, leading to a “winner” who receives a monetary award and the “Brightlights” trophy for display at their desk until the next winner is announced.	Q4. In the last seven days, I have received recognition or praise for doing good work.
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Q5. My supervisor, or someone at work, seems to care about me as a person.			
SVC Office & EAs	Strengthen Relationships	SVC hosted FET Executive Assistant lunch to express personal appreciation for the critical role EAs play in the effective running of our organization.	Q5. My supervisor, or someone at work, seems to care about me as a person.
UCSF IT (Item impacts multiple questions)	Regular team building activities and exercises	Manager will look for opportunities to provide more team building events/functions, including combined team meetings.	Q5. My supervisor, or someone at work, seems to care about me as a person.

		Celebrate life's little victories, successes, milestones, projects.	(Also Q10. I have a best friend at work. Q12. This last year, I have had opportunities to learn and grow.)
Q6. Someone at work encourages my development.			
CLS (Item impacts multiple questions)	Leadership Development Program	The 2018 cohort includes 11 emerging leaders in the year-long program. Course work includes trainings, brown bags and a practicum.	Q6. Someone at work encourages my development. (Also Q11. In the last six months, has someone at work has talked to me about my progress. Q12. This last year, I have had opportunities at work to learn and grow.)
Q7. At work, my opinions seem to count.			
Finance: Supply Chain Management	SCM All Staff Engagement	Engage staff in three key projects to truly engage them in meaningful work: SCM Outreach, Metrics, and Re-Engineering.	Q7. At work, my opinions seem to count.
FAS Executive Team (FET) (Item impacts multiple questions)	Unstructured time for connections and information sharing	Reserve room for 30 minutes before and after FET meetings to encourage ad hoc meetings and information sharing.	Q7. At work, my opinions seem to count. (Also Q9. My associates or fellow employees are committed to doing quality work. Q10. I have a best friend at work.)
Police	Meeting etiquette tip sheet	Created meeting etiquette tip sheet for meetings and briefings that describe recommended actions and behaviors for attendees and meeting facilitators.	Q7. At work, my opinions seem to count.
Police	Gemba for Command Staff	Assigned Gemba walks to Command Staff with front line staff to obtain feedback from employees.	Q7. At work, my opinions seem to count.
HR	Postdoc Shared Services Improvement Ideas	Through team meetings and our Active Daily Engagement Huddles, team documents improvement ideas or process improvements to work on. Items are inventories and assigned an owner and other team members, so that accountability is shared. Since October 2017 twenty-five improvements have been identified and eight have been accomplished.	Q7. At work, my opinions seem to count.

HR (Item impacts multiple questions)	Staff Shared Services and Compensation Team workgroups	<p>The commitment to quality workgroup has updated existing checklists to help ensure consistency across the organization and created a welcome packet for new HR staff generalists and compensation specialists that will join the team.</p> <p>The professional development group engaged L&OD to participating in a staff meeting to share the tools that are available on the website and worked to encourage open dialogue between managers & staff.</p> <p>The my opinion matters group has focused on building the framework to facilitate a mini lean for processing leaves of absence.</p>	<p>Q7: At work my opinions seem to count.</p> <p>(Also Q9: My fellow employees are committed to doing quality work. Q11: In the last six months someone at work has talked to me about my progress. Q12: This last year, I have had opportunities at work to learn and grow.)</p>
Q8. The mission or purpose of my organization makes me feel my job is important.			
Finance: Audit & Advisory Services	Meet and Greet	Arrange meetings between new Campus and UCSF Health leaders and Audit & Advisory Services personnel to discuss services and leverage the Audit Week presentation.	Q8. The mission or purpose of my organization makes me feel my job is important.
CLS	Day without CLS video	http://campuslifeservices.ucsf.edu/InsideCLS/94/a_day_at_ucsf_without_campus_life_services	Q8. The mission or purpose of my organization makes me feel my job is important.
UCSF IT (Item impacts multiple questions)	Back to the Mission	Take time in each staff meeting to share success stories, milestones that have been overcome, major project deadlines meet, and customer satisfaction scores.	Q8. The mission or purpose of my organization makes me feel my job is important. (Also: Q1. I know what is expected of me at work.)
HR	Postdoc Shared Services Alignment to UCSF Mission	<p>Action steps include:</p> <ul style="list-style-type: none"> -Review UCSF and HR Mission and Vision and connect it to everyday work. - Review HR True North Mission Board. - Become more engaged in dept. meetings to understand their business & how HR makes an impact. -Schedule office hours at Mission Bay for Postdocs to drop by to ask various questions and have a connection with Postdoc Shared Services Staff. <p>Progress has been made on the first three, and the fourth is part of the HR On Site action plan which is underway.</p>	Q8. The mission or purpose of my organization makes me feel my job is important.

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

Finance: Controller's Office	Process Improvements	Streamlined business processes such as Award Set Up, Cost Reimbursable billing, automated invoice image upload and routing, resolution of eInvoicing errors, and My Expense reimbursements.	Q9. My associates or fellow employees are committed to doing quality work.
Finance: FAS Finance Service Center	2017-18 Action Plan	Cross-train staff, build more efficient reports, and hold more staff meetings focused on client updates.	Q9. My associates or fellow employees are committed to doing quality work.
SVC Office	Hold Ourselves and Others Accountable	Practice communication best practices to be more clear, specific and firm. Also completed office reorganization to better support SVC and be responsive to our colleagues.	Q9. My associates or fellow employees are committed to doing quality work.
UCSF IT	UCSF IT inter team building	Rotate 1-2 managers through other team's meetings to gain deeper understanding of their operations and partnership.	Q9. My associates or fellow employees are committed to doing quality work. (Q12. This last year, I have had opportunities to learn and grow.)
UCSF IT	Commitment to Quality	Implement quality and audit process for Enterprise IT to ensure processes are being followed.	Q9. My associates or fellow employees are committed to doing quality work.
UCSF IT (Item impacts multiple questions)	Staff and leader development	Increased learning opportunities, including cross training/education for knowledge and from a development perspective.	Q9. My associates or fellow employees are committed to doing quality work (Also Q3. At work, I have the opportunity to do what I do best every day. Q12. This last year, I have had opportunities to learn and grow.)
UCSF IT (Item impacts multiple questions)	Develop a recognition-rich environment	Publicly recognize staff for outstanding work in various ways, including monthly newsletter, all hands meetings, team meetings, and added visibility boards.	Q9. My associates or fellow employees are committed to doing quality work. (also Q3. At work, I have the opportunity to do what I do best every day. Q4. In the last seven days, I have received recognition or praise for doing good work.)

FAS Executive Team (FET) (Item impacts multiple questions)	Unstructured time for connections and information sharing	Reserve room for 30 minutes before and after FET meetings to encourage ad hoc meetings and information sharing.	Q9. My associates or fellow employees are committed to doing quality work. (Also Q7. At work, my opinions seem to count. Q10. I have a best friend at work.)
FAS Executive Team (FET) (Item impacts multiple questions)	Regular Do-Check-Adjust cadence	Complete visibility wall training and following through on regular "checks" at SVC 1:1's and FET meeting to support strategy deployment.	Q9. My associates or fellow employees are committed to doing quality work. (Also Q1. I know what is expected of me at work. Q11. In the last six months, has someone at work has talked to me about my progress.)
SVC Office & FAS Administrative Partners (Item impacts multiple questions)	FAS Administrative Partners Monthly Meetings	Host monthly meeting with lead administrators from FAS departments to clarify expectations and share information and best practices.	Q9. My associates or fellow employees are committed to doing quality work. (Also: Q1. I know what is expected of me at work.)
HR (Item impacts multiple questions)	Disability Management team tools, quality and team building	Developed additional priority reassignment tools for employees and managers, re-organized our unit share folder, and developed transitional work guidelines for partners in HR shared services. The team also achieved their goal of employee recognition by participating in 3 teambuilding activities this year.	Q9: My fellow employees are committed to doing quality work. (Also Q2: I have the materials and equipment I need to do my work right.)
HR (Item impacts multiple questions)	Staff Shared Services and Compensation Team workgroups	The commitment to quality workgroup has updated existing checklists to help ensure consistency across the organization and created a welcome packet for new HR staff generalists and compensation specialists that will join the team. The professional development group engaged L&OD to participating in a staff meeting to share the tools that are available on the website and worked to encourage open dialogue between managers & staff. The my opinion matters group has focused on building the framework to facilitate a mini lean for processing leaves of absence.	Q9: My fellow employees are committed to doing quality work. (Also Q7: At work my opinions seem to count. Q11: In the last six months someone at work has talked to me about my progress. Q12. This last year, I have had opportunities at work to learn and grow.)

Q10. I have a best friend at work.


Finance: Controller's Office	Team Building	Formed a team building committee to organize events; Held cross team meetings to create more cohesion; Held bi-weekly staff lunches to get to know each other.	Q10. I have a best friend at work.
REPCAPS	Diversity Potluck	Lunch event where staff encouraged to bring dish from family background. Activities at event highlighted diversity of staff.	Q10. I have a best friend at work.
REPCAPS	Holiday event	End-of-year lunch for all staff. STAR Award winners recognized at event.	Q10. I have a best friend at work.
FAS Executive Team (FET) (Item impacts multiple questions)	Unstructured time for connections and information sharing	Reserve room for 30 minutes before and after FET meetings to encourage ad hoc meetings and information sharing.	Q10. I have a best friend at work. (Also Q7. At work, my opinions seem to count. Q9. My associates or fellow employees are committed to doing quality work.)
UCSF IT (Item impacts multiple questions)	Regular team building activities and exercises	Manager will look for opportunities to provide more team building events/functions, including combined team meetings. Celebrate life's little victories, successes, milestones, projects	Q10. I have a best friend at work. (Also Q5. My supervisor, or someone at work, seems to care about me as a person. Q12. This last year, I have had opportunities to learn and grow.)

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

PMO	Instituted Coaching Practice	All PMO staff have been assigned a "coach/mentor" to support them to address and resolve work related issues, development issues, etc., Meetings are on a quarterly basis. If the mentee desires more frequent support, they are accommodated as needed by the mentor. Mentees do not report to mentors in order that mentee can get advice and support outside of the typical manager to employee reporting relationship, this allows the mentee to speak freely on all topics.	Q11. In the last six months, has someone at work has talked to me about my progress. (Also Q12. This last year, I have had opportunities to learn and grow.)
FET & Direct Reports (Item impacts multiple questions)	Lean Leader Development	Series of leader behavior and standard work development sessions with Jake Raymer to support a culture of continuous improvement: Oct 2: Lean Leaders Behavior (FET and direct reports) Nov 9: KBI (Key Behavior Indicators) Working Session Feb 1: Lean KPIs and Leader Standard Work Spring: FET Coaching with Jake	Q11. In the last six months, has someone at work has talked to me about my progress. (Also Q4. In the last seven days, I have received recognition or praise for doing good work.)

SVC Office (Item impacts multiple questions)	Lean Fundamentals Training	As a team, completed Lean Fundamentals and committed to applying methods to improve Delegations of Authority Process in 2018.	Q11. In the last six months, has someone at work has talked to me about my progress. (Also Q4. In the last seven days, I have received recognition or praise for doing good work.)
FAS Executive Team (FET) (Item impacts multiple questions)	Regular Do-Check-Adjust cadence	Complete visibility wall training and following through on regular “checks” at SVC 1:1’s and FET meeting to support strategy deployment.	Q11. In the last six months, has someone at work has talked to me about my progress (Also: Q1. I know what is expected of me at work. Q9. My associates or fellow employees are committed to doing quality work.)
HR (Item impacts multiple questions)	Staff Shared Services and Compensation Team workgroups	The commitment to quality workgroup has updated existing checklists to help ensure consistency across the organization and created a welcome packet for new HR staff generalists and compensation specialists that will join the team. The professional development group engaged L&OD to participating in a staff meeting to share the tools that are available on the website and worked to encourage open dialogue between managers & staff. The my opinion matters group has focused on building the framework to facilitate a mini lean for processing leaves of absence.	Q11: In the last six months someone at work has talked to me about my progress. (Also Q7: At work my opinions seem to count. Q9: My fellow employees are committed to doing quality work. Q12. This last year, I have had opportunities at work to learn and grow.)
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PMO (Item impacts multiple questions)	Instituted Coaching Practice	All PMO staff have been assigned a “coach/mentor” to support them to address and resolve work related issues, development issues, etc., Meetings are on a quarterly basis. If the mentee desires more frequent support, they are accommodated as needed by the mentor. Mentees do not report to mentors in order that mentee can get advice and support outside of the typical manager to employee reporting relationship, this allows the mentee to speak freely on all topics.	Q12. This last year, I have had opportunities to learn and grow. (Also Q11. In the last six months, has someone at work has talked to me about my progress.)

CLS	UCSF Volunteers	CLS unit managers organized volunteer activities via UC Volunteers. Examples: Food bank, Family House, Mount Sutro. https://campuslifeservices.ucsf.edu/artsevents/services/volunteers	Q12. This last year, I have had opportunities to learn and grow.
CLS	CLS Leadership Forum	CLS hosts a leadership retreat for 100 of its managers. Facilitator, activities and guest speaker. This year topic was PowerBites .	Q12. This last year, I have had opportunities to learn and grow.
CLS	Brown Bags to learn more about a position	Facilities hosted a brown bag featuring skilled staff who shared experiences and tips to move into the roles.	Q12. This last year, I have had opportunities to learn and grow.
CLS (Item impacts multiple questions)	Leadership Development Program	The 2018 cohort includes 11 emerging leaders in the year-long program. Course work includes trainings, brown bags and a practicum.	Q12. This last year, I have had opportunities at work to learn and grow. (Also Q6. Someone at work encourages my development. Q11. In the last six months, has someone at work has talked to me about my progress.)
UCSF IT (Item impacts multiple questions)	UCSF IT inter team building	Rotate 1-2 managers through other team's meetings to gain deeper understanding of their operations and partnership.	Q12. This last year, I have had opportunities to learn and grow. (Also Q9. My associates or fellow employees are committed to doing quality work/)
UCSF IT (Item impacts multiple questions)	Regular team building activities and exercises	Manager will look for opportunities to provide more team building events/functions, including combined team meetings. Celebrate life's little victories, successes, milestones, projects.	Q12. This last year, I have had opportunities to learn and grow (Also Q5. My supervisor, or someone at work, seems to care about me as a person. Q10. I have a best friend at work.)
UCSF IT (Item impacts multiple questions)	Staff and leader development	Increased learning opportunities, including cross training/education for knowledge and from a development perspective.	Q12. This last year, I have had opportunities to learn and grow. (Also Q3. At work, I have the opportunity to do what I do best every day. Q9. My associates or fellow employees are committed to doing quality work.)

UCSF IT (Item impacts multiple questions)	Enhance resources	Develop resource list that all can access, including open positions, recognitions, training events and conferences, and birthdays.	Q12. This last year, I have had opportunities to learn and grow. (Also Q3. At work, I have the opportunity to do what I do best every day.)
REPCAPS	Employee Development Plans	Each employee has a development plan.	Q12. This last year, I have had opportunities at work to learn and grow.
HR (Item impacts multiple questions)	TSU Progress and Expectations	<p>Instituted mid-year reviews for the team to discuss progress, reiterate expectations, and see where each person was in their goals for the current evaluation period.</p> <p>Adopted Active Daily Engagement/huddles three times per week. Each team member led a huddle, and all participated in recognizing team members and beautifying the Huddle Board. The Board was adapted to address TSU's needs: there's a space for tickets in queue, total tickets processed, and a breakdown of ticket types to inform everyone of status of tickets and who needs a help.</p>	<p>Q11. In the last six months, has someone at work has talked to me about my progress</p> <p>(Also Q1: I know what is expected of me at work.)</p> 
HR (Item impacts multiple questions)	Staff Shared Services and Compensation Team workgroups	<p>The commitment to quality workgroup has updated existing checklists to help ensure consistency across the organization and created a welcome packet for new HR staff generalists and compensation specialists that will join the team.</p> <p>The professional development group engaged L&OD to participating in a staff meeting to share the tools that are available on the website and worked to encourage open dialogue between managers & staff.</p> <p>The my opinion matters group has focused on building the framework to facilitate a mini lean for processing leaves of absence.</p>	<p>Q12. This last year, I have had opportunities at work to learn and grow.</p> <p>(Also Q7: At work my opinions seem to count. Q9: My fellow employees are committed to doing quality work. Q11: In the last six months someone at work has talked to me about my progress.)</p>

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