FAS Managers’ Town Hall
Monday, February 28, 2022

NETWORKING QUESTION:
Was there ever an experience in your life that you can’t explain?
Gained super strength in an emergency?
Spotted a UFO? Had a bizarre coincidence?
Today’s Host
Becky Daro, Strategy and Administration Executive Director, Office of the SVC
A Conversation with SVC Erin S. Gore
Georgina Arias, Transportation Demand Manager, Transportation Department

Telework and Workspace Program (TWP), One Year Later

Updates, reflection, celebration – Becky Daro, Strategy and Administration Executive Director, Office of the SVC

Making it stick – Jeff Chiu, Vice President/Assistant Vice Chancellor, Talent Management and Operations, Human Resources

The UCSF Health perspective – Rita Ogden, Chief of Staff, Office of the SVP, UCSF Health

Transportation – Amit Kothari, Executive Director, Transportation Services and Georgina Arias

Our People – FAS DEIA-AR and Staff Engagement updates
Elicia Rozic, Great People Development Manager, Campus Life Services
A Conversation with SVC Erin S. Gore and Georgina Arias
Transportation Demand Manager, Transportation Department
Welcome FAS staff new to this meeting

Francesca Coelho
Project Manager
Housing,
Campus Life
Services

Stuart Eckblad
Vice President
Major Capital
Projects,
UCSF Real Estate

Sharon Norwood
Director
Design and Capital
Construction,
UCSF Real Estate

Rebecca Ross
Director
Design and Capital
Construction,
UCSF Real Estate

Kun Yang
Associate Director,
Learning and
Organization
Development
Welcome and intro FAS staff new to UCSF

Chad Brown
Associate Director
Cloud Technology and Digital Product, UCSF IT

Charles Sabia
Operations Manager
Supply Chain Management
Oyster Point
A Conversation with SVC Erin S. Gore
Georgina Arias, Transportation Demand Manager, Transportation Services

**Telework and Workspace Program (TWP), One Year Later**

- **Updates, reflection, celebration** – *Becky Daro*, Strategy and Administration Executive Director, Office of the SVC
- **Making it stick** – *Jeff Chiu*, Vice President/Assistant Vice Chancellor, Talent Management and Operations, Human Resources
- **The UCSF Health perspective** – *Rita Ogden*, Chief of Staff, Office of the SVP, UCSF Health
- **Transportation** – *Amit Kothari*, Executive Director, Transportation Services and *Georgina Arias*, Transportation Demand Manager

**Our People – FAS DEAI-AR and Staff Engagement updates**
Elicia Rozic, Great People Development Manager, Campus Life Services
FAS Telework and Workspace Program (TWP) Updates: Reflecting on a Transformative Year
A time of evolution

- The last two years have brought immense change to how work gets done in FAS. For those on-site, masking, social distancing, daily health screenings and other changes have become a new normal.

- Meanwhile, Zoom meetings, Teams chats, and other virtual forms of collaboration have become the norm for administrative staff working from home.

- Through it all, the one constant has been FAS teammates willingness and ability to learn and adapt to new ways of delivering excellent service to all who depend on us.
Celebrating Our People – on-site staff

- 47% of FAS teammates have worked on-site throughout the pandemic.

- From our shuttle drivers, facilities teams and other CLS service workers, to our UCSF PD, IT field services, supply chain and construction colleagues, we are all grateful to the heroes who have kept onsite operations running during challenging, uncertain times.
Celebrating Our People – remote staff

- 53% of FAS teammates are in roles that can be performed off-site some or most of the time.

- Over the last two years, remote administrative staff have continually adapted, finding creative and efficient ways to meet client needs in a virtual environment.
Our FAS work future – seizing opportunities resulting from changes in how we work

As we navigated this new territory of off-site and on-site operations, we set out to explore what the future of work would look like in FAS, with the FAS Telework and Workspace Program (TWP).
FAS Telework and Workspace Program goals

1. Create an optimal work experience for our people, with flexible working options
   - Allow ongoing telework for work that can be performed remotely
   - If telework isn't working, keep options available to come on-site
   - Provide on-site workspaces that allow for connection and collaboration for hybrid teams working on-site and remotely

2. Reduce FAS administrative space footprint to provide more space for on-site operations and mission-critical needs.
   - Optimize administrative space use through a shared workspace model
   - Outfit a variety of spaces to meet diverse space needs in FAS
How we approached realizing our goals

- Surveyed our people (April ‘21 + Jan ‘22)
- Gathered input from leadership and staff (8 focus groups)
- Developed guiding principles for space
- Performed space test fits with pros and cons
- Completed jobs rosters (1,834 employees)
- Completed telework agreements (1,151!)
- Utilized workstation analysis and visuals
- Conducted site visits
Getting real about space

- Survey and roster data allowed us to understand how much of a department’s current space they would actually need going forward.

- These visuals made it clear if we did nothing, space would be wasted and feel empty.

<table>
<thead>
<tr>
<th>Assigned</th>
<th>workstations for 4-5 days/wk ppl</th>
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<tr>
<th>Shared</th>
<th>workstations for 2-3 days/wk ppl</th>
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Based on percentage of employees in each category from telework survey and job roster data
FAS Admin Space at MCB + Embarc. + 654MN + LH = ~194,000 ASF

~48,000 ASF

DAILY
45 assigned workstations
5,600 ft

2-3 DAYS / WK
60 shared workstations
7,500 ft

SHARED / COLLABORATION WORKSPACE
11,000 ft

UCSF Real Estate consolidated workspace at 654MN
12,000 ft

Keep 25% of remaining space for critical FAS needs and Check & Adjust
~36,000 ft

Return 75% of remaining space to Chancellor
~ 110,000 ft

Does not include UCSF PD or CLS
FAS Work Hubs

- Concentrating FAS teams on 4th floor of MCB
- Creates opportunities to have personal interactions by ensuring spaces are active.
- Spaces will accommodate assigned seats (4-5 days/week), shared (1-3 days/week), and drop-in (1 day/bi-monthly) workers.
- Additional Work Hubs: MCB 6th floor (IT) and 654 Minnesota (RE, Police, CLS, FSC, SVCO)

Finance, HR, Audit, PMO, SVC, IT* (11,565 asf)
- Conference Room (50+ seats)
- Private Office / Focus / Huddle (56 seats)
- Workstations (87 seats)

FAS – Storage (1,390 asf)

FAS – Collaboration suite (1,465 asf)

Potential Check and Adjust Space (7,500 asf)
Thank You, TWP Sponsors, Leadership Group, Change Champions, and Project Team!
Thanks also to…

- Lane Blankenship, UCSF Real Estate
- Cecilia Carino, UCSF HR
- Tracy Dudman, UCSF Real Estate
- Dan Henroid, Food Services Administration
- Cristina Morrison, UCSF Real Estate
- Kevin Weil, UCSF HR
- Original Task Forces for Telework and Future of Administrative Space
  …for research, guidance, resources and support!
Where we are now

- **Steelcase is working on design concepts using furniture we already have.** The goal is to see if any rearranging of existing furniture, storage and equipment is needed to ensure each department’s specific needs are met.

- An operations team from impacted departments is helping to **work through details of configuration and moves**.

- **For March 1: Contact your change agent/department administrator if you are unclear where to go if you need a space on-site.** Drop in space at Parnassus, MCB and 654 Minnesota Street can be made available. Wayne and Gladys Valley Center for Vision Interview Rooms are also available in 2-hour blocks on EMS (MyAccess).
Making it stick: UCSF Leadership Behaviors
The national labor market has shifted

UCSF Impact

- 24% increase in posted staff positions at UCSF since 7-1-21
- Projected 2% increase in voluntary turnover at UCSF for FY22
Current State: Uncertainty and Complexity

- **Uncertainty** – Lack of sureness about someone or something; situations involving imperfect or unknown information. Change is possible, but not a given.

- **Complexity** – The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.
Why are behaviors important?

For successful culture change, we need to be very clear about what “good” looks like in concrete terms. If this change is successful, what behaviors will we see? And what environment will we see because of those behaviors?

• The environment is created by the behaviors
• Behaviors are driven by the capability to display those behaviors
• And the capability is driven by the belief that it's OK to do those things in this organization
UCSF example of successful culture change: 
**PRIDE Values**

How did PRIDE Values become part of our culture?

- **Executive leaders speak** about PRIDE Values in a wide variety of venues
- Added as integral element of **Performance Evaluation** (can be used in performance management)
- Included in **onboarding** materials for all new employees
- Included in **manager training**
- Comprises framework for **Spot and Achievement Awards**

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27 FAS Managers’ Town Hall
Leader behaviors to support successful hybrid* work model

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
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<tbody>
<tr>
<td>Recruitment and retention</td>
<td>Talk about UCSF’s hybrid work model and its importance to our employer value proposition with internal and external audiences</td>
</tr>
<tr>
<td>New employee onboarding</td>
<td>Discuss hybrid work model benefits, principles, expectations, and processes</td>
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<tr>
<td>Technology competency</td>
<td>Master the virtual meeting and collaboration tools to facilitate multi-location work (executive leaders: ensure support staff master these tools)</td>
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<td>Equitable participation</td>
<td>Promote engagement and equitable participation in meetings for all participants regardless of location. When possible, adopt a digital-first model: if one person joins via Zoom, everyone joins via Zoom.</td>
</tr>
<tr>
<td>Expectations</td>
<td>Set expectations specifically regarding behaviors that support hybrid work as part of our ongoing business model, including the behaviors listed here.</td>
</tr>
<tr>
<td>Management practices</td>
<td>Demonstrate good management practices with all employees regardless of location, e.g., • Measure performance based on results, not physical presence • Provide development opportunities regardless of employee location</td>
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<tr>
<td>Team rituals</td>
<td>Develop new team rituals adapted for the hybrid work environment (e.g., regular online team huddles, opportunities for relationship-building)</td>
</tr>
<tr>
<td>Space</td>
<td>Utilize spaces in the FAS Work Hubs</td>
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<tr>
<td>Reduce meeting fatigue</td>
<td>• <strong>Rethink meetings</strong>: Clearly define what circumstances require meetings vs. when work can be done asynchronously • Schedule <strong>meeting start times</strong> at 5 or 10 min after the hour to allow time between meetings</td>
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*Teams comprised of a mix of onsite, flexible and offsite roles
Team rituals examples

- Virtual hang outs
- Daily, weekly huddles
- Virtual wellness monthly drop-ins
- Online staff hub with stories, recognition, recipes
- Start meetings by sharing hometowns, photos
- Super Bowl Themed meeting with "Kids/Pets Kiss Cam"
What you can do now

- **Talk regularly** about the importance of embracing a hybrid work model
  - Retention, recruitment, engagement, productivity

- **Talk enthusiastically** about our hybrid work future
  - Versatility, flexibility, community

- Set **expectations** for leaders in your unit to **align with Telework Vision and Guiding Principles** in plans for ongoing telework
  - Especially: clarity on **business purpose** when requiring onsite work

- **Challenge** location-based beliefs and **continue to adapt rituals** for the hybrid work model

- **Demonstrate** practices that equitably include all participants in hybrid meetings/events
The UCSF Health Perspective
Space Update

Rita Ogden, MPP
Chief of Staff
Office of the SVP/COO

02/25/2022
Space

Current Situation

- Space is very tight at all three campuses
  - The construction of the new hospital at Parnassus decreases space (LPPHC, make-ready work)
  - 350 Parnassus decant
  - Hellman decant and LPPHC move to Mount Zion
  - GMB 4 outpatient conversion at Mission Bay

- Growth plans do not include additional space
"UCSF will incorporate a combination of telework and on-site work in our staffing plans for those job duties that can be performed remotely without compromising our mission. We will approach this new venture in the spirit of continuous process improvement, adapting as we learn from our experience."

-Chancellor Hawgood
Moving Forward

- Apply what you have learned from the past two years
- Need to accommodate new employees in current space
  - When completing an ERF new language will appear and managers will acknowledge they can accommodate new hire in existing space.
  - [https://ucsf.service-now.com/mcss](https://ucsf.service-now.com/mcss) Space Management
- Prioritize space at hospitals and outpatient locations for employees who physically interact with patients or support the physical space
Space
Future Plans

- Have hoteling space on EMS to be reserved
- Create “business centers” at off-site locations
Innovation Center at 2001 Embarcadero
Health Capacity Planning Committee Request
Center for Nursing Excellence and Innovation

Current state:

- Mt. Zion Hospital 1st Floor Library, simulation space for 5-7 people
  - 1,898 asf
  - UC owned location

- 2233 Post Suite 201-203, classroom space for 20 people
  - 2,420 asf
  - ~$190k annual rent

- 2320 Sutter Suite 210, team office space
  - 1,923 asf
  - ~$130k annual rent

- Safe Patient Handling locations vary, primarily train in ad hoc locations
- APeX training locations vary, primarily at Laurel Heights with planned relocation to 3360 Geary leasehold
Future State

Vision

Design a single source, world class destination for all nursing focused clinical care education, training and professional development activities to achieve the best nursing workforce in the world.

Mission

“Inspiring, Embracing, Reflecting”

Goal

• Operate the innovation center with active programming 4-5 days per week for internal and external customers
• Testing new practices and equipment before they Go live
• Meeting the demand for increased patient complexity
• Allowing a safe space for professional development and opportunities for creative/innovative thinking
2001 Embarcadero – UC Owned Location

Drive Times:
• 15 min to Mission Bay
• 25 min to Parnassus
• (25 min between MB and PH)

Current Occupants:
• Upper floors + 1st floor training rooms assigned to UDAR and HR
• Remainder of 1st floor currently unassigned
2001 Embarcadero – Existing 1\textsuperscript{st} Floor Plan

- Rooms in yellow assigned to HR, remainder is vacant/unassigned
- Space is fully furnished
Health Space Impacts

2001 Embarcadero Space Allocation:
• Innovation Center to occupy ~21k asf of 2001 Embarcadero 1st Floor
• Separate 5.5k suite left unassigned for future Chancellor’s allocation
  • Potential SOM Surgical Skills Center relocation from Hellman Building

Existing Space Release:
• CNEI to vacate Mt. Zion Library, Hellman, 2233 Post Ste, 2320 Sutter
• APEX Training to vacate Laurel Heights & ACC Irving AC40
• Medical Affairs (OMAG) to potentially vacate 3360 Geary

Other Benefits:
• Avoids need to build out new CNEI simulation lab space at Mt. Zion
• Avoids need to relocate APEX Training to 3360 Geary
• AC40 could resolve separate ITFS space need for 350 Parnassus decant
• Vacated leased spaces can either be returned to landlord for rent cost savings, or repurposed to meet other Health space needs
• 2001 Embarcadero ready for immediate occupancy; potential for partial Innovation Center use now while other improvements are made in parallel
Next Steps

**Space Approvals:**
- Secure endorsement from Health’s Capacity Planning Committee
- Secure 2001 Embarcadero space allocation from UCSF Space Committee

**Cost Considerations:**
- Capital funding strategy to be determined pending equipment finalization and supporting space enhancements
- No current shuttle service to 2001 Embarcadero
- HR must agree to release 1st floor training rooms for shared use by APEX, otherwise duplicate training space would need to be built for APEX trainings and OMAG could not decant from 3360 Geary (~$630k annual rent)
Transportation
What % of UCSF community live in City & County of San Francisco?

- San Francisco: 47%
- San Mateo: 13%
- Alameda: 17%
- Contra Costa: 9%
- Marin: 5%
- Solano: 2%
- Santa Clara: 2%
- Sonoma: 1%
- Napa: 0%
Why do we choose to drive – name top three reasons?

- Flexibility: 43%
- Quickest: 40%
- Social distancing, clean/safe: 31%
What is current shuttle ridership (pre-pandemic 2M annually)?

725,000
Regional transit agencies at pre-COVID service levels

Freeway congestion worsening

Extended WFH encourages more driving than use of public transit

Commuters switching back to transit depends on several factors (geographic location, price elasticity, time sensitivity)
Regional traffic conditions affect UCSF commuter behavior
UCSF commuters will switch back to transit gradually as traffic congestion worsens, driving becomes more painful, and transit becomes attractive again
In near term, we expect that:
- Parking situation will continue to be challenging (specifically at Parnassus)
- Shuttle services will continue at current levels until demand increases significantly
Shuttle Service

- Shuttle network of 7 fixed and 1 on-demand route
- See real-time departures at LiveShuttle.ucsf.edu, on the UCSF Mobile app, or visit our Trip Planner
Shuttle Changes

- 401 Parnassus Ave. (at LPPI) shuttle stop relocated to 521 Parnassus Ave. (Clinical Sciences Building)
- Modified shuttle schedules reflecting current and anticipated ridership
- New shuttle to transit connections
  - Parnassus and Mount Zion to Civic Center BART/Muni via Blue and Gold routes
  - Parnassus to 16th Street BART/Muni via Lime
Parking Overview

- Use PayByPhone for faster exits and contactless transactions
- Daily ($24 with UCSF ID), and monthly ($302)
- Monthly parking passes can be purchased on PayByPhone or at paymyinvoice.ucsf.edu
Parking Changes

- Everyone is eligible to park
- Parking is valid at any UCSF parking facility
- In-and-out privileges
- Park at more than one campus in a day
- Users manage pre-tax payroll deductions for parking payments
  - Enroll in pre-tax commuter benefits
  - For 2022, the pre-tax deduction amount has increased to $280 per month
- If you must drive, carpool, vanpool, and electric vehicles are more sustainable options
Alternatives to Driving Alone

- Start at MyCommute
  - Trip planning, match with colleagues for carpools and vanpools
- Biking
  - Renovation of Millberry Union enclosures
  - Bike lockers available at 3rd Street Garage
  - Free online registration
- Carpool and share commuting costs
- Vanpool, 5+ people, and receive UCSF subsidy ($250) and free parking ($302 value)
- Save on commuting costs by enrolling in pre-tax commuter benefits
Plan Ahead

- More patients and staff are coming to campus
- Utilize parking lots in the vicinity, or non-UCSF facilities, space is available at comparable rates
- Explore commuting options
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Our People: Staff Engagement + Belonging
FY22 Metrics & Targets

Rationale

1. +.01 slightly lower than Health target of +.02.

2. Tactics developed by FAS DEIA-AR Steering Committee and FET in alignment with Health (see next page).

3. Target set based on services with 67+ (good/v. good) ratings in FY21 sustaining those ratings in FY22.

4. Assume resumed 7 CLS services and 1 PMO service will achieve 67+ ratings.

5. Target set to sustain or decrease injuries per capita from FY21; likely a stretch given the increase in on-site workers.

6. Denominator adjusted to FTE from headcount for consistency with Health. Results in target shift from 2.1 to 3.1 injuries per capita.

7. Return to variance from plan metric (as a percent of planned revenue) to reflect the importance of good planning with an eye on opportunity cost for unused funds.

8. FY22 has a planned deficit of -$29.3M due to 1) higher planned project spend and 2) COVID-19 recovery spend. Results in planned final Ending Net Position of $53.3M.

9. Target adds $2M to original 3-year program target. See Value Improvement website for call for proposals.
FAS action planning FY22 timeline

August 2021
FAS Action Labs by Learning + Organization Development (L+OD)

Now-June 30, 2022
Implement plans - Now through June 30, 2022

Apr. 12-May 6, 2022
FY22 Staff Engagement Survey

Dec. 10, 2021
FAS deadline dept. to submit action plan summaries

Feb. 22, 2022
Select 2022 Engagement Ambassadors

June 30, 2022
90% actions complete by June 30, 2022
By the numbers
FAS progress toward Racial Equity and Belonging Tactic 2

- **227** plans
- **202** FAS managers required to have action plans

- **100%** FAS departments input action plan into Gallup
- **100%** FAS departments submitted action plan summaries
  - Tactic 2 (a) complete!

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Tactic 2: a) 100% FAS departments reporting to SVC submit summary of department’s action plans to address DEIA-AR, Engagement and Belonging by 12/1/21 and
b) complete 90% of the actions by June 30, 2022
**FAS action plans by the numbers (as of Dec. 2021)**

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<tr>
<th></th>
<th># Managers required to have a plan</th>
<th># action plans per department</th>
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<td>AAS</td>
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<td>SVCO</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>202</strong></td>
<td><strong>227</strong></td>
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*Please note: Managers may have more than one plan, and multiple managers may be contributing to one plan.*
### FAS Department Action Plan Leads FY22

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>ACTION PLANNING LEAD</th>
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<tbody>
<tr>
<td>Campus Life Services (CLS)</td>
<td>Elicia Rozic</td>
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<tr>
<td>Finance – Budget Resource Management (BRM)</td>
<td>Angie Marinello</td>
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<td>Finance – Controller’s Office (CO)</td>
<td>Ally Jalali</td>
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<tr>
<td>Finance – Supply Chain Management (SCM)</td>
<td>Leo Ortiz</td>
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<tr>
<td>Human Resources (HR)</td>
<td>Millo Pasquini</td>
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<tr>
<td>Information Technology (IT)</td>
<td>Shelby Dantzler</td>
</tr>
<tr>
<td>Police Department (PD)</td>
<td>Michelle Hamilton 2021, Denis Ibarra 2022</td>
</tr>
<tr>
<td>Program Management Office (PMO)</td>
<td>Paul Sullivan 2021, Goshen Chan 2022</td>
</tr>
<tr>
<td>Real Estate (RE)</td>
<td>Cristina Morrison</td>
</tr>
<tr>
<td>Audit &amp; Advisory Services (AAS)</td>
<td>Zuleikha Shakoor and Salesh Sharma</td>
</tr>
<tr>
<td>Office of the Senior Vice Chancellor (SVCO)</td>
<td>Kim LaPean</td>
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Trends of FAS action plan focus areas

FY22 Top 10 Topics

Inclusiveness is the #1 topic focus area
Trends of FAS action plan focus areas

FY22

Top 10

Q12+
**Trends of FAS action plan focus areas**

**FY22 Top 10 Q12+**

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
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<tbody>
<tr>
<td>Q12. Learn and Grow</td>
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<tr>
<td>Q04. Recognition</td>
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<td>Q06. Development</td>
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<td>Q01. Know What’s Expected</td>
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<td>Q03. Opportunity to Do Best</td>
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<tr>
<td>Q05. Cares About Me</td>
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<td>Q07. Opinions Count</td>
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<td>Q09. Committed to Quality</td>
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<tr>
<td>Q02. Materials and Equipment</td>
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<tr>
<td>Know where to find info/resources</td>
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<tr>
<td>Manager tries to help me progress</td>
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Fostering “belonging”

The Belonging Index = 10 questions

**Engagement**
- Q04. In the last 7 days, I have received recognition or praise for doing good work
- Q05. My supervisor or someone at work, seems to care about me
- Q07. At work, my opinions seem to count
- Q12. This last year, I have had opportunities at work to learn and grow

**Roadmap**
- A clear roadmap that helps employees navigate UCSF’s complex structure
- I know where to find information and resources that I need to be effective
- I have a clearly defined path for development and growth

**Manager Advocate**
- Strong support and advocacy from managers to drive growth and progress
- My manager or supervisor serves as a strong advocate for our unit/department
- My manager or supervisor is consistently trying to help me progress in my role

**Unconscious Bias**
- Breaking unconscious bias and driving respect for diverse backgrounds and viewpoints
- I am respected for who I am as a person
- I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications

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Next steps for action planning

- Implement action plans
  Now- June 30, 2022
  Talk about your plans and make them visible

- 2022 UCSF Gallup Staff Engagement Survey
  April 12-May 6, 2022

- FAS DEIA-AR Tactic 2b: 90% actions completed
  June 30, 2022
FAS DEIA-AR Speaker Series

featuring Dr. Camara Jones, Tuesday, March 29, 2022, 12:10-1pm

Meet Dr. Camara Jones, family physician, epidemiologist, and Past President of the American Public Health Association whose work focuses on naming, measuring, and addressing the impacts of racism on the health and well-being of our nation and the world. Dr. Jones is currently the 2021-2022 UCSF Presidential Chair at the University of California, San Francisco (UCSF). Her allegories on "race" and racism illuminate topics that are otherwise difficult for many Americans to understand or discuss.
Thank you FAS DEIA-AR Steering Committee
Diversity, Equity, Inclusion, Accessibility and Anti-Racism
We'll see you in June!