8th Bi-Annual UCSF Staff Engagement Town Hall

Nancy Duranteau

UCSF Chief Learning Officer

UCSF

UCSF Land Acknowledgment

We would like to acknowledge the **Ramaytush Ohlone** people, who are the traditional custodians of this land. We pay our respects to the Ramaytush Ohlone elders, past, present, and future, who call this place, the land that UCSF sits upon, their home. We are proud to continue their tradition of coming together and growing as a community. We thank the Ramaytush Ohlone community for their stewardship and support, and we look forward to strengthening our ties as we continue our relationship of mutual respect and understanding.

Opening Remarks

Sam Hawgood

Chancellor

UCSF

Opening remarks and reflections
- Sam Hawgood, Chancellor
- Suresh Gunasekaran, UCSF Health President and CEO

10 minutes

State of Engagement and Action Plan Goals

10 minutes

Progress update
- Nancy Duranteau, Chief Learning Officer
- Renee Navarro, Vice Chancellor of Diversity and Outreach
- Jessica Driessler, Associate Director of Talent Acquisition
- Klint Jaramillo, Director, LGBT Resource Center

35 minutes

Why Trust matters

10 minutes

Community collaboration and next steps

20 minutes

Panel of Experts

- **Alejandra Rincon**
  Asst VC, Chief of Staff
  Office of Diversity and Outreach

- **Alleysha Mullen**
  Learning Development Consultant
  Learning and Organization Development

- **Annette Caneda**
  Learning Consultant & Designer
  Learning and Organization Development

- **Chuck Green**
  Manager, LMS Administration, Analytics, and eLearning
  Learning and Organization Development

- **Corey Jackson**
  Assoc VC/SVP
  HR CHRO

- **CJ Frosch**
  Digital Engagement Strategist & Curator
  Learning and Organization Development

- **Gil Lorenzo**
  Special Projects Manager
  Office of Diversity and Outreach

- **Jeff Chiu**
  VP/AVC Talent Ops and Mgmt
  Human Resources

- **Kelly Anglim**
  Project Policy Analyst
  Learning and Organization Development

- **Kun Yang**
  Associate Director
  Learning and Organization Development

- **Marcia Soares**
  Operations Specialist
  Learning and Organization Development

- **Michael Jones**
  Workforce Development Consultant
  Learning and Organization Development

- **Monica Shirley**
  Learning Development Consultant
  Learning and Organization Development

- **Paul Axelrod**
  Learning Development Consultant
  Learning and Organization Development

- **Stephanie Walker**
  Associate Director, Diversity Talent Strategy
  Office of Diversity & Outreach

- **Sue Forstat**
  Manager, UCSF
  Health Care Facilitator Program

- **Tiffani Chan**
  Manager, Anti-Racism Initiative
  Office of Diversity and Outreach

UCSF

Reflections

Suresh Gunasekaran

UCSF Health President and CEO

UCSF

2022 State of Engagement
Refresher

Nancy Duranteau

UCSF Chief Learning Officer

2022 Performance by Focus Area

Focus Area	2022	Δ 2022 vs. 2021	Overall 2022 Database Percentile
Engagement	**3.92**	**-0.02**	45th
Belonging	3.82	+0.02	N/A
Accountability Index	**3.63**	**+0.06**	31st

Percentile Rank:

1st–24th	25th–49th	50th–74th	75th–89th	90th+

- **UCSF results held fairly stable on all focus areas amidst a challenging healthcare climate**

- **Engagement and Belonging have remained remarkably stable**

- **More critical than ever to renew energy on the journey to world-class engagement, leading to better patient outcomes, productivity, retention and advocacy**
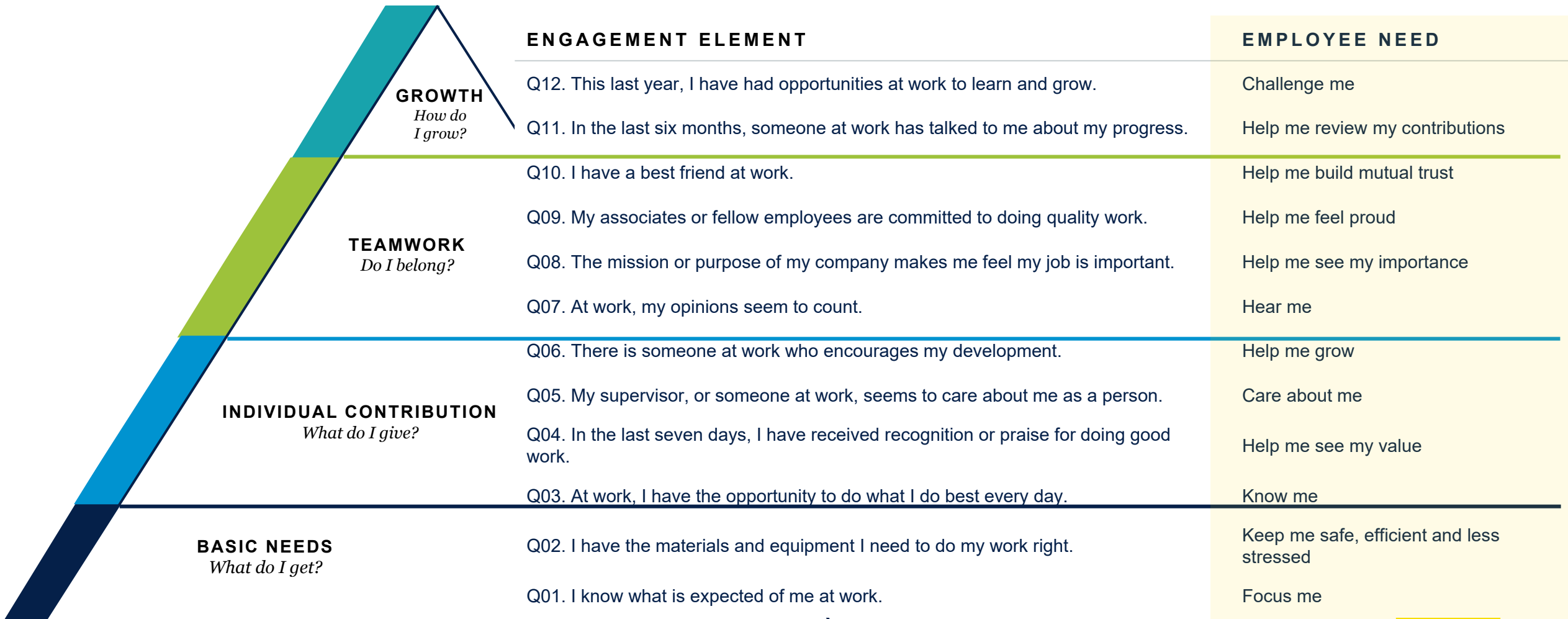
Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; Percentiles based on Gallup's 2022 Q^{12} Overall Company Level Database and Additional Items Workgroup-Level Database; **Bold** font indicates meaningful change defined as +/- 0.10. Belonging Index defined as the10-item construct.

Learning & Organization Development at UCSF

Each engagement item addresses employees' *emotional needs.* Meeting these needs helps *them* have *more* of their *best* days at work.

	ENGAGEMENT ELEMENT	EMPLOYEE NEED
GROWTH *How do I grow?*	Q12. This last year, I have had opportunities at work to learn and grow.	Challenge me
	Q11. In the last six months, someone at work has talked to me about my progress.	Help me review my contributions
TEAMWORK *Do I belong?*	Q10. I have a best friend at work.	Help me build mutual trust
	Q09. My associates or fellow employees are committed to doing quality work.	Help me feel proud
	Q08. The mission or purpose of my company makes me feel my job is important.	Help me see my importance
	Q07. At work, my opinions seem to count.	Hear me
INDIVIDUAL CONTRIBUTION *What do I give?*	Q06. There is someone at work who encourages my development.	Help me grow
	Q05. My supervisor, or someone at work, seems to care about me as a person.	Care about me
	Q04. In the last seven days, I have received recognition or praise for doing good work.	Help me see my value
	Q03. At work, I have the opportunity to do what I do best every day.	Know me
BASIC NEEDS *What do I get?*	Q02. I have the materials and equipment I need to do my work right.	Keep me safe, efficient and less stressed
	Q01. I know what is expected of me at work.	Focus me

  Learning & Organization Development at UCSF

UCSF

How we measure "belonging"

The Belonging Index = 10 questions

Engagement

Roadmap

A clear **roadmap** that helps employees navigate UCSF's complex structure

Manager Advocate

Strong **support** and **advocacy** from managers to drive growth and progress

Unconscious Bias

Breaking **unconscious** bias and driving respect for **diverse** backgrounds and viewpoints

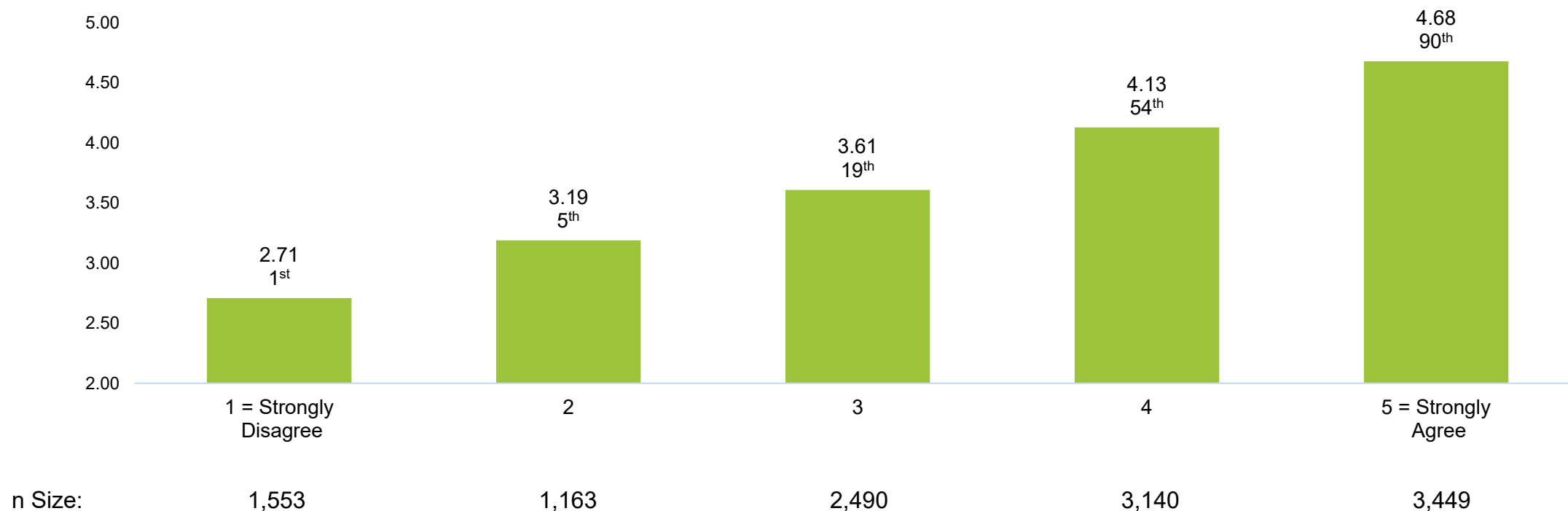| Engagement	Roadmap	Manager Advocate	Unconscious Bias
Q04. Recognition	Find information and resources that I need to be effective	Manager is a strong advocate for our unit and department	I am respected for who I am as a person
Q05. Care			
Q07. Opinions	Have a clearly defined path for development and growth	Manager consistently helps me progress in my role	I have the same opportunity for advancement as others with similar experience and qualifications
Q12. Learn and Grow			

UCSF

Action Plans are a key driver of engagement

Employee's who strongly agree their team is making progress on action planning goals are among the most engaged within UCSF and in all workplaces.
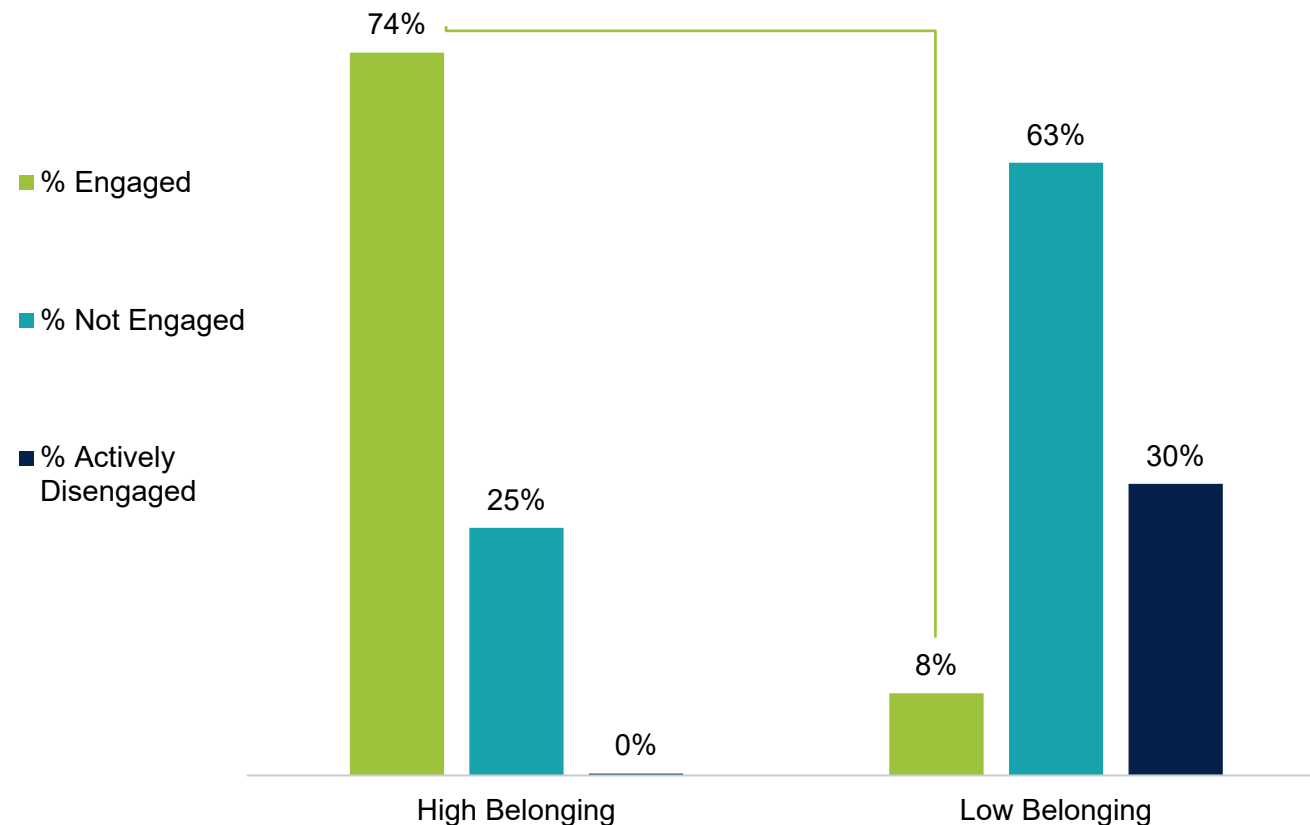
My team has made progress on the goals set during our action planning sessions

	1 = Strongly Disagree	2	3	4	5 = Strongly Agree
	2.71 / 1st	3.19 / 5th	3.61 / 19th	4.13 / 54th	4.68 / 90th
n Size:	1,553	1,163	2,490	3,140	3,449

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined. Percentiles based on Gallup's 2022 Q12 Overall Workgroup-Level Database

Learning & Organization Development at UCSF

UCSF

The belonging & engagement connection

Those who are experiencing a sense of belonging are 9.3x more likely to be engaged

- **% Engaged**
- **% Not Engaged**
- **% Actively Disengaged**

High Belonging: 74%, 25%, 0%
Low Belonging: 8%, 63%, 30%

Note: UCSF Overall is Campus and Suresh Gunasekaran's Rollup combined; The six-item Belonging Index composite is included in this analysis to define high and low belonging
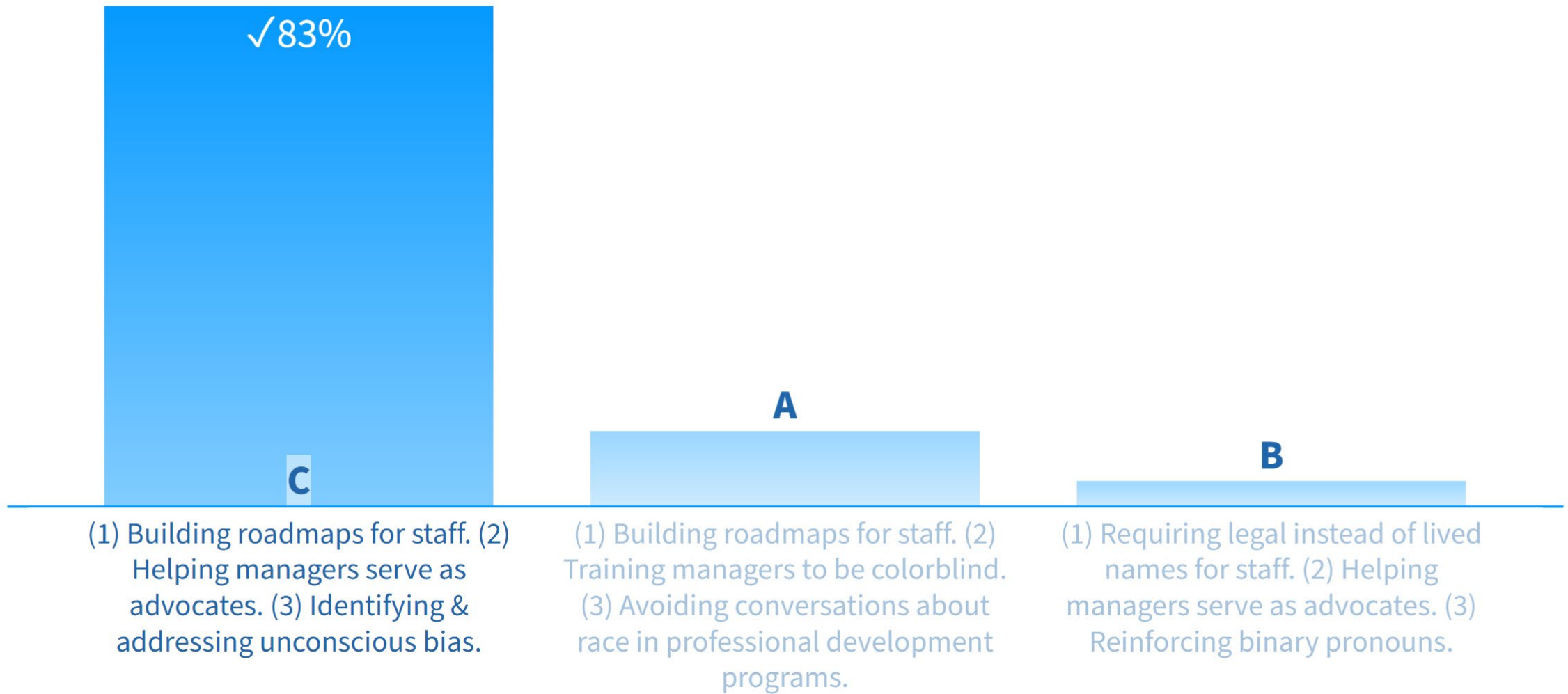
Learning & Organization Development at UCSF

UCSF

Goals

Organization-wide action plan update

UCSF

What's Our Plan?
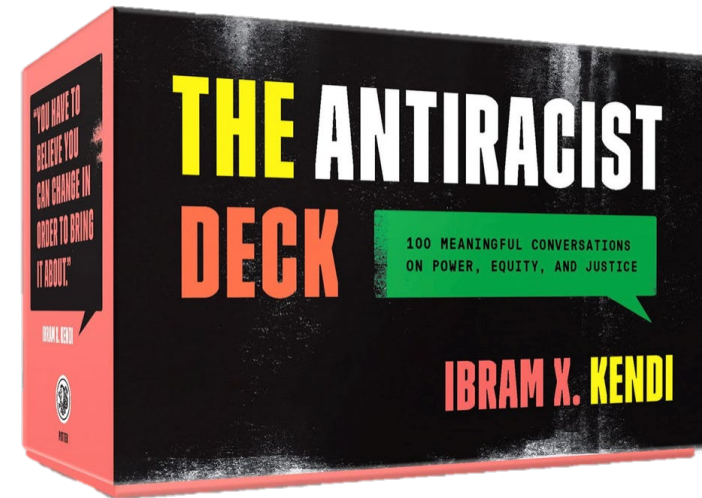
What are our Action Plan priorities to foster belonging at UCSF?

✓83%

C
(1) Building roadmaps for staff. (2) Helping managers serve as advocates. (3) Identifying & addressing unconscious bias.

A
(1) Building roadmaps for staff. (2) Training managers to be colorblind. (3) Avoiding conversations about race in professional development programs.

B
(1) Requiring legal instead of lived names for staff. (2) Helping managers serve as advocates. (3) Reinforcing binary pronouns.

Learning & Organization Development at UCSF

UCSF

No-cost antiracism learning resources at UCSF
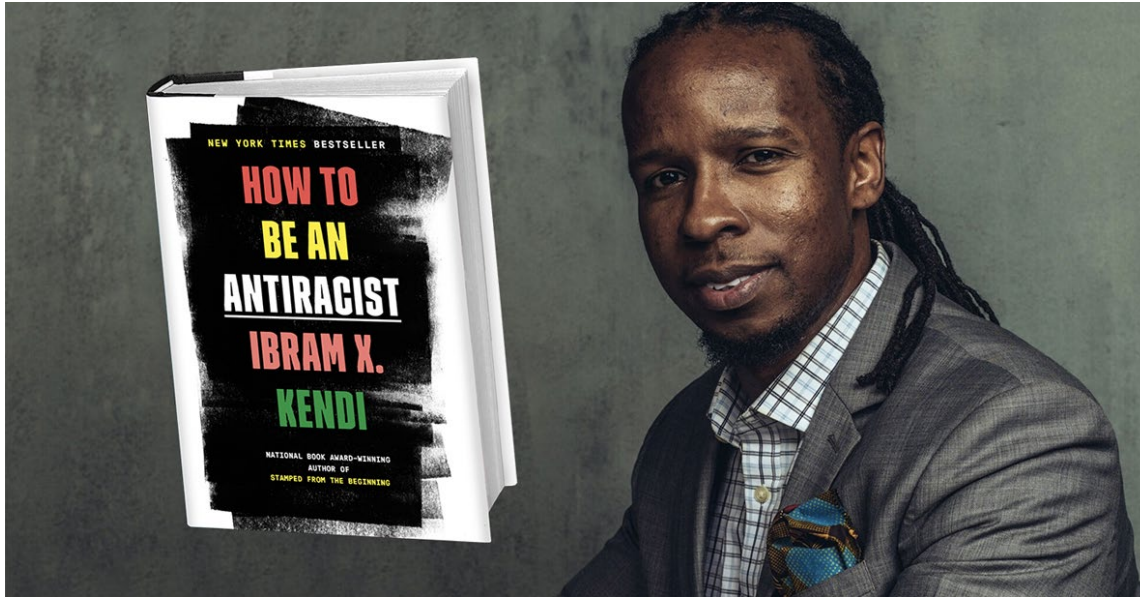
Check out…

- **Book/Audio Book**
  Summary of "How to Be an Antiracist" by Ibram X. Kendi

- **Learning Path**
  Diversity, Equity & Inclusion Foundations Micro-Learning

- **Assessment**
  Strengths Discovery Resources

…and more of the latest top picks in our
UC Learning Center Library "Diversity" Topic

Action Plan: Foster Belonging at UCSF

Leverage strengths and support organization by…

Building roadmaps for staff	*helping people navigate their way around the system and find their path to success.*
Helping more managers to serve as advocates	*creating greater urgency and accountability around the 'people management' component of the manager role.*
Identifying and addressing unconscious bias	*increasing awareness among leaders and teams and creating greater visibility around actions/opportunities.*

Measure progress on Belonging Index and hold ourselves accountable

UCSF

2022 Organization-wide Engagement Action Plan

Focus Areas | Devlearning.ucsf.edu/UCSF-action-plan

Building roadmaps for staff

- Declaring an unambiguous goal of reaching world-class engagement and belonging

- Becoming One UCSF – Understanding our desired future state, plans for growth and how departmental goals align to established priorities

- Continuing to build and establish Career Pathways that support inclusive workforce development and internal mobility

Helping managers serve as advocates

- Facilitating action planning that focuses on opportunities within team's sphere of control

- Promoting strengths-based culture of continuous learning, growth and development

- Identifying inefficiencies (hiring practices, systems & processes) and advocating for improvements to reduce staffing & workload challenges

Identifying and addressing unconscious bias

- Anti-Racism Initiative - Engaging in a sustained anti-racism operation that is informed by the work of Camara Phyllis Jones, MD, MPH, PhD and embedded in our anti-racism pillars

  1. "Naming Racism", asking "How is Racism Operating Here"
  2. Dismantling racism by "Organizing and Strategizing our actions"
  3. Recognizing that Anti-Racism must span more than one generation and committing to continuous equity improvement

UCSF

Roadmap – Actions at each level

Leadership
- Build organizational understanding of UCSF strategic plan and how it aligns with mission and PRIDE values
- Model continuous learning and accountability

Systems and initiatives
- Socialize and execute anti-racism collaborative blueprint
- Implement policies and processes to improve experiences of Black/African-American individuals, trans/non-binary and those with disabilities
- Deploy people strategy systems and infrastructure that support performance management processes, career and workforce development

Workgroup activities and action planning
- Champion continuous improvement and learning culture
  Build Trust and Manager Accountability for:
    Team Action planning
    Leadership skill development
    Talent development at all levels

Formal
Advanced
↑
Basic

Informal
Advanced
↑
Basic

Formal workgroup action planning is an important question of driving employee engagement, but informal workgroup culture, systems and initiatives outside the workgroup's control, and leadership are also crucial.

Progress Update
Organization-wide action plan

Nancy Duranteau, Chief Learning Officer

Renee Navarro, Vice Chancellor of Diversity and Outreach

Jessica Driessler, Associate Director of Talent Acquisition

Klint Jaramillo, Director- LGBT Resource Center and Interim Director- Multicultural Resource Center

UCSF

Leadership Development Series

The Leadership Development Series builds the skills and practice of key people management behaviors that support the UC Core Competencies, and includes:

- 6 facilitated workshop modules
- CliftonStrengths Full 34 report
- Leader 360 Survey report
- 1:1 DEI leadership coach
- Complementary access to ExecOnline library
  with optional core competency-mapped online courses

Based on your role, UCSF managers will find the following appropriate instructor-led leadership development series assigned to you in the UC Learning Center for you to self-register:

▶ **Empowering Others in Action: for Frontline Leaders (Supv 1-2 Career Track Levels)**

▶ **Bridging the Divide: for Mid-Level Managers (Mgr 1-2 Career Track Levels)**

▶ **Reaching the Vista: for Senior Leaders (Mgr 3-4 Career Track Levels)**

100% likely to practice what they learned

*100% of participants who provided feedback said that they were extremely likely or somewhat likely to practice what they learned from this series

Learning & Organization Development at UCSF

UCSF

Learning &
Organization
Development

at UCSF

UCSF Anti-Racism Initiative

2023 Staff Engagement Town Hall

January 26, 2023

Renee Chapman Navarro, MD, PharmD
Pronouns: She/Her/Hers
Vice Chancellor, Chief Diversity Officer
Professor of Anesthesia and Perioperative Care
Office of Diversity and Outreach
University of California, San Francisco

UCSF

Today's Presentation

- **Highlighted Progress from the UCSF Anti-Racism Initiative (ARI)**

- **ARI Pillar 6: Commitment to the Bay Area – Workforce Development**

- **ARI Pillar 4: Diversity in Leadership – Advancing Excellence in Staff Recruitment**

  Presented by **Jessica Blair Driessler**, Associate Director, Talent Acquisition Campus and Health, Co-Director of Advancing Excellence in Staff Recruitment

- **Gender Recognition and Lived Name Policy**

  Presented by **Klint Jaramillo**, Director, LGBT Resource Center, Interim Director, Multicultural Resource Center

UCSF

UCSF Anti-Racism Initiative

Highlights of ongoing system disruption under the initiative's seven pillars

Valuing Black lives and eliminating systemic racism

1 - Safe, Welcoming & Healthy Climate
- 2021 Climate Survey results executive summary & full report published.
- Police Accountability Board reviews investigation reports on complaints filed against UCPD.
- Accessible Event Toolkit for planning accessible in-person, remote, and hybrid events.

2 - Address Anti-Racism Knowledge Gaps
- Foundational DEI Training, D&I Staff Certificate, Anti-Blackness webinars by Dante King.
- The REPAIR Project's webinars on anti-racist frameworks of reparations, abolition and decolonization.
- Disability Inclusion, Access, and Anti-Ablesim Trainings offered by Office of Disability Access & Inclusion.

3 - Equity in Decision-Making
- Regular review on the composition of decision makers such as leadership and Chancellor's Committees.
- Restorative Justice Manager Trainings offered to help managers better address conflicts and complaints.

4 - Diversity in Leadership
- 6 active Staff Equity Advisors supported 56+ searches on hiring managers in level 2 or higher.
- Updated Diversity Hiring Toolkit with more accessible and inclusive recruitment practices.
- Leadership Development Cohort Series – open paths to leadership for under-represented groups.

5 - Equity in Patient Care
- Health Equity Council tracks disparity improvements on Asian, Black, and Latinx patients.
- Black Health Initiative engages with local Black communities to reduce disparities in health care.

6 - Commitment to the Bay Area
- Anchor Institution Mission supports the ARI in 4 areas of work: Community Investment, Workforce Development, Pipeline Programs, Procurement.

7- Equity in Research
- Final Report from the Task Force on Equity and Anti-Racism Research.
- Tung Nguyen - Inaugural Associate Vice Chancellor for Research, DEI & Anti-Racism.

UCSF

ARI Pillar 6: Commitment to Bay Area - Workforce Development Programs

UCSF

Pillar 6: Commitment to Bay Area
Workforce Development

The Workforce Development Programs at UCSF provide career

pathway training for UCSF employees and local community members.

The program also supports the goals of the <u>Anchor Institution Mission</u>

and the <u>Anti-Racism Initiative's Pillar 6: Commitment in the Bay Area</u>.

Program Goals:

1. Increase UCSF's capacity to train, hire, and promote people from under-resourced populations

2. Strengthen UCSF's workplace climate and cultural humility

3. Increase collaboration among and across community partners and stakeholders

4. Increase effectiveness of the education pipeline for under-resourced populations.

Learning & Organization Development at UCSF

UCSF

Pillar 6: Commitment to Bay Area
Workforce Development – Pathway Programs

Here are 7 pathway programs with work-based training and externship opportunities with job placement support for in-demand healthcare and administrative fields

Certified Nursing Assistant / Patient Care Assistant

Links participants to on-the-job clinical training in preparation for the Certified Nursing Assistant (CNA) certification.

Clinical Research Coordinator

Prepares a more diverse clinical research workforce that will impact the diversity of research participants.

Clinical Research Coordinator - Monica McLemore Certification Scholarship

USCF sponsors full award to cover the total cost of Society of Clinical Research Associates certified test prep, exam and any other applicable testing expenses.

IT Support Training Program

A 6-month training, 3 month paid UCSF internship and 1 year of career advancement support, intended to build confidence and skills as an IT support specialist.

Medical Assistant Program (EKG + MA + CPT1 Certifications)

Participants will learn how to perform electrocardiograms, administer medications, take vitals and maintain equipment in an ambulatory care setting.

Practice Coordinator

A 16-week paid Practice Coordinator Academy and 4 weeks of live virtual training on electronic medical record systems (APeX/EPIC), customer service and job seeking support.

EXCEL - Excellence Through Community Engagement and Learning

Provides the training and work experience necessary to gain impactful employment in the field of healthcare administration at UCSF.

UCSF
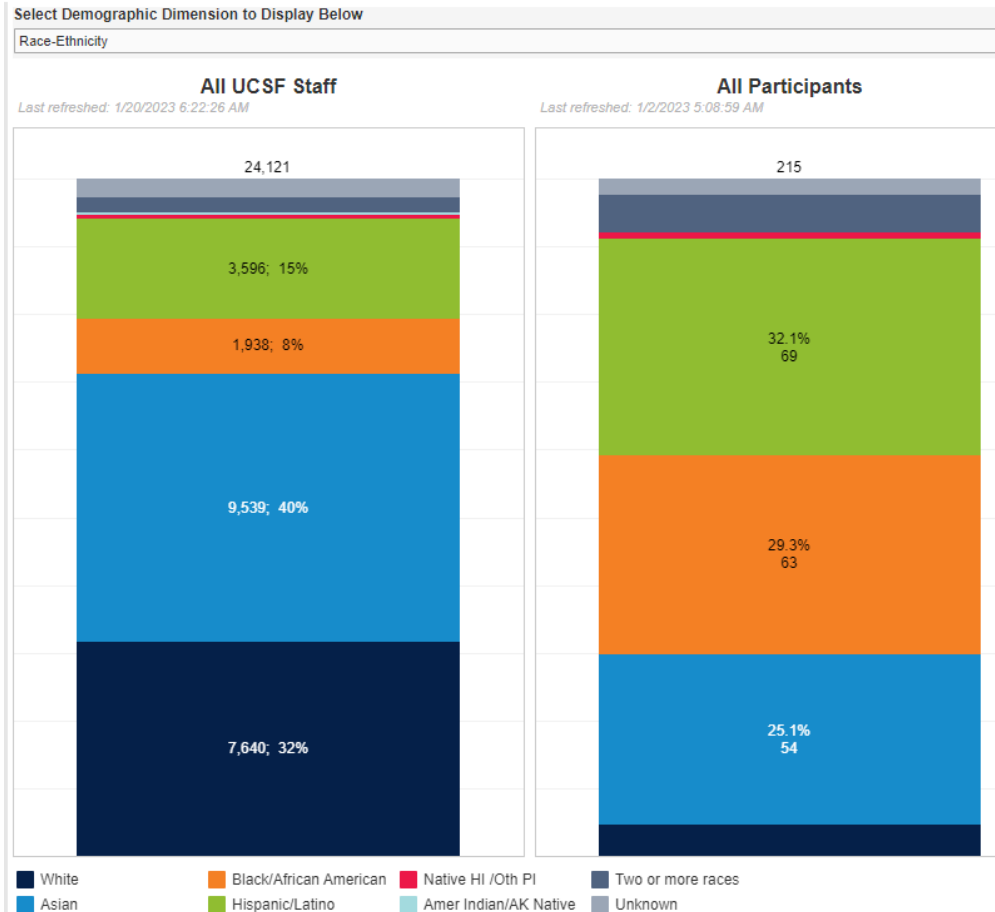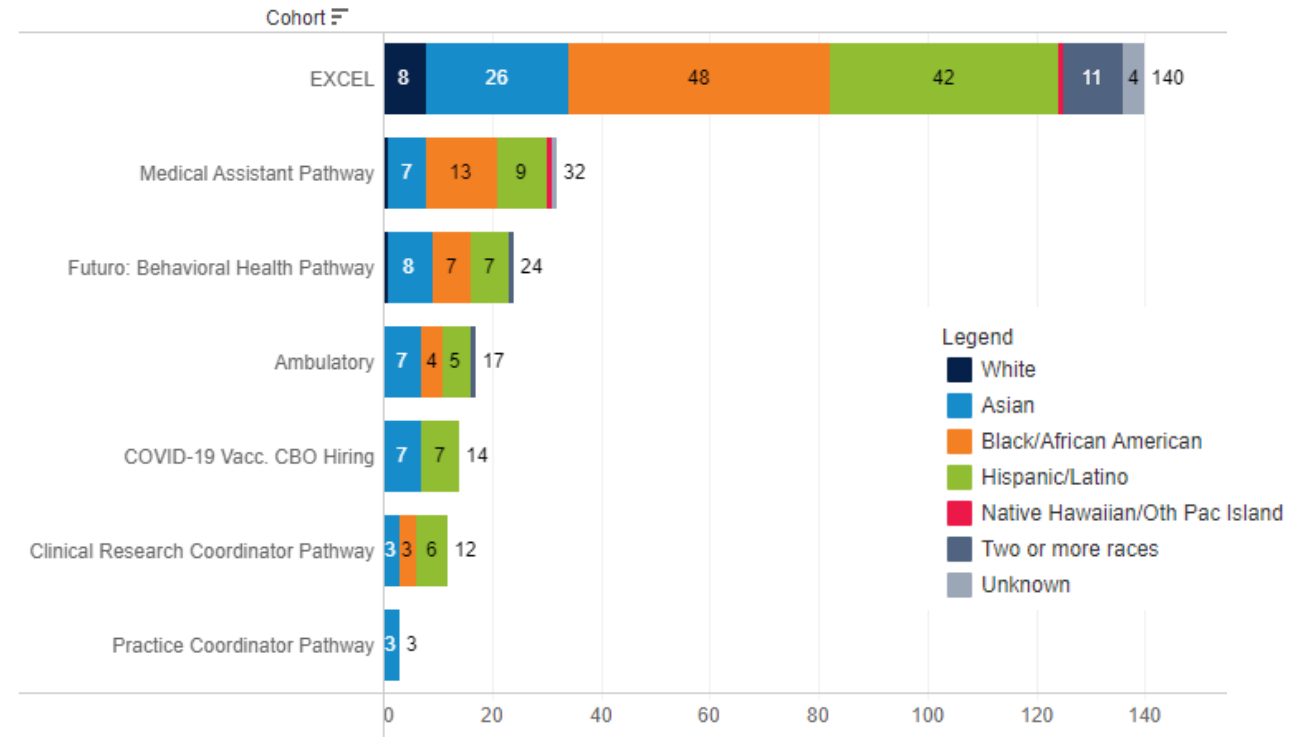
ARI Pillar 4: Diversity in Leadership – Advancing Excellence in Staff Recruitment

Presenter:

Jessica Blair Driessler, MBA, RACR

Associate Director, Talent Acquisition Campus and Health

Co-Director of Advancing Excellence in Staff Recruitment

UCSF

Advancing Excellence in Staff Recruitment

Pillar 4: Achieve demographic diversity in leadership

UCSF is committed to reflecting the diversity of California's population across all levels of our staff by working to recruit and retain diverse employees, particularly those who have been systematically and historically underrepresented in leadership positions.

To advance these efforts, the Office of Diversity and Outreach, in partnership with Human Resources, has implemented a UCSF-wide process improvement to disrupt unconscious bias present in our hiring and promotions processes.

This includes data-driven best practices, standardized work for hiring senior staff and leadership positions (Manager 2 and above).

Learning & Organization Development at UCSF

Program components

Data & Tracking
- Monitor placement of women and minorities into leadership roles (Manager 3 and above
- Integration of data systems (Compliance, Talent Acquisition) to understand gaps and opportunities

Engagement of Equity Advisors
- Training & Stipends for 6 staff members to serve as stewards of upper management searches
- Equity Advisors work on additional projects (curriculum, accountability of search firms, job boards)

Diversity in Search Committee
- Diversity requirements and tracking on composition of search committees
- Rubric for Contributions to Diversity Statements for staff hiring and faculty promotions

Standardizing Tools
- Required training for all searches at the Manager 3 and above (inclusive of cabinet level roles)
- Staff toolkit for Best Practices in Diversity Recruitment & Hiring Guide (online course)

Affirmative Action Plan Data
- Utilizing labor availability data from 9 Bay area counties to target recruitment efforts
- Ensuring demographic composition of the long list is 10% from Affirmative Action Plan data

Communications
- Website with all available resources
- Weekly newsletter to minority Employee Resource Groups to ensure distribution of other manager roles

Staff Equity Advisors

Meet the Staff Equity Advisors

To ensure that excellence, equity, and diversity are considered in all aspects of staff recruitment and the hiring process, Staff Equity Advisors provide stewardship of recruitment at the Manager 3 level and above by working with hiring managers, training search committees, and monitoring search processes and outcomes that are in alignment with UCSF's Anti-Racism Initiative.

Diana Kim
Division Manager, Department of Medicine,
Division of General Internal Medicine
Email

Maria Rina-Simon
Director of Staffing and Strategic Programs,
School of Dentistry, Dean's Office
Email

John McCoy
Executive Director of Alumni Relations
Email

Lindsay Williams
Administrative Director,
Radiation Oncology
Email

Laura Camp-Moore
Finance Director
Department of Obstetrics, Gynecology and
Reproductive Health
Email

Laura Barde, PhD
Grants Manager,
Office of Sponsored Research
Email
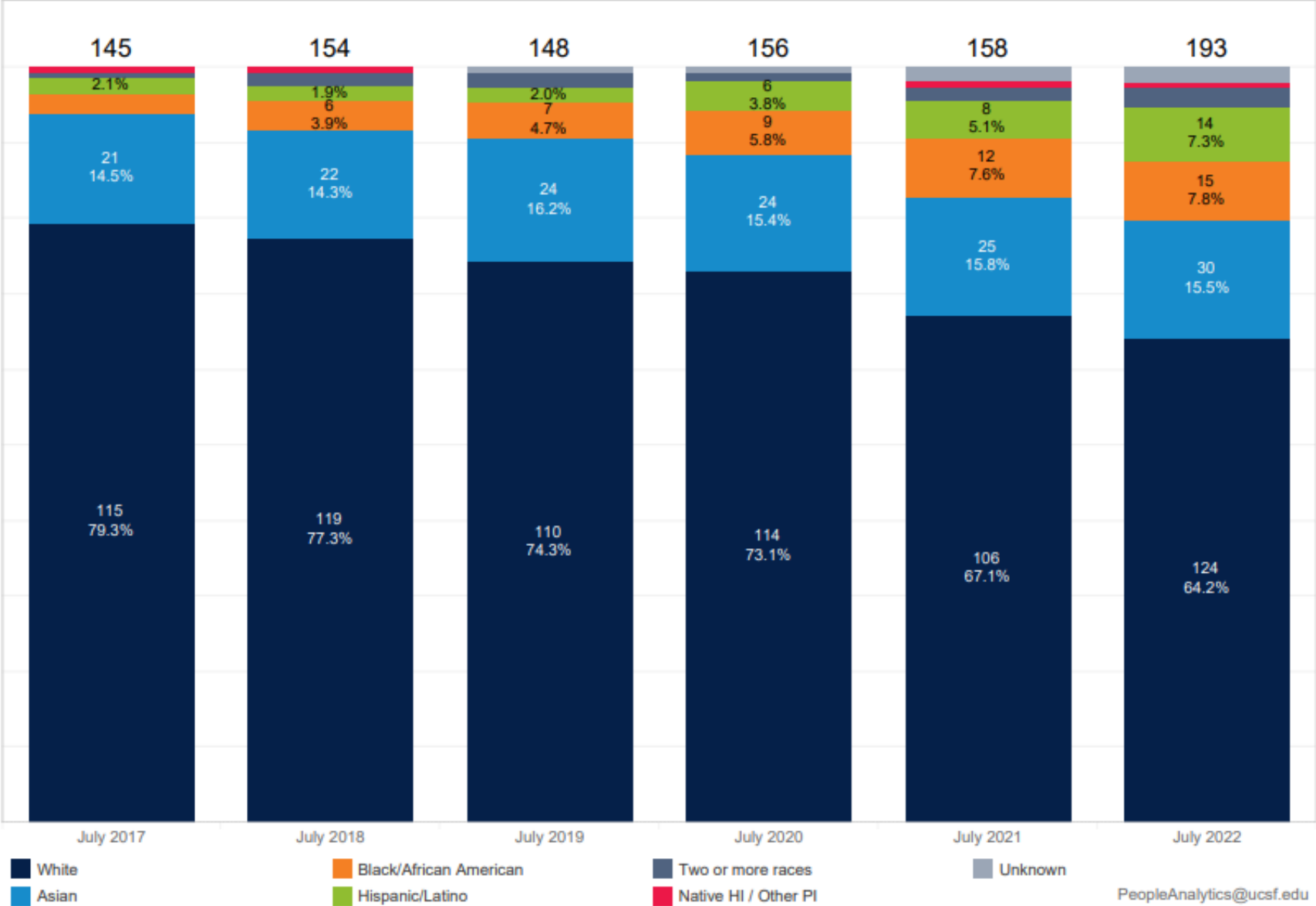
Gender Recognition and Lived Name Policy

Presenter:

Klint Jaramillo, MEd, MSW
Pronouns: he, him, his, él
Director, LGBT Resource Center

UC Gender Recognition and Lived Name Policy

- Ensures that all individuals are identified by their accurate gender identity and lived name on university-issued documents and information systems

- Creates supportive, inclusive, and respectful environment for everyone in the UC community

- Applies to everyone who enters in a relationship with the university:
  - Students, staff, trainees, faculty, patients, and research subjects
  - All campuses, locations, laboratories, medical centers and health systems, as well as satellite offices, affiliates and other units controlled by the Regents of the University of California

UCSF

UC Gender Recognition and Lived Name Policy

What the policy says: Gender recognition

- The University of California must provide the minimum of three equally recognized gender options in university-issued documents and IT resource systems:

  - Woman

  - Man

  - Nonbinary

- Creates an efficient process for current students, employees, and UC alumni and affiliates to update/change and retroactively amend their gender designations

UCSF

UC Gender Recognition and Lived Name Policy

What the policy says: Lived names

- Allows for a lived name (~~preferred name~~) to be used in all settings and situations that do not require a person's legal name

- Lived names can be first, middle, and/or last name or surname

- Legal names must be kept confidential and must not be published on documents or displayed in IT Resource systems, unless it is the same as the lived name

- Processes must be developed to easily change and update names

- Access to legal name will be restricted based on guidelines

UCSF

Implementation Plan

- Significant **UCPath** implementation delay has extended implementation to **June 2024** for all associated downstream systems at locations

- Full implementation of policy and procedures should be completed no later than **December 31, 2023** for **all other systems**

- UCSF has convened a group of experts to assess all systems and processes to determine needed changes and create an implementation plan that includes awareness, education, and change management

- For questions about this policy and the UCSF implementation initiative, contact:
    - Klint Jaramillo, klint.jaramillo@ucsf.edu
    - Sue Forstat, sue.forstat@ucsf.edu

UCSF

UC Gender Recognition and Lived Name Policy

Policy Information

https://ucnet.universityofcalifornia.edu/news/2020/11/president-drake-announces-new-presidential-policy-on-gender-recognition-and-lived-name.html

Pronouns

Encourages their use in conjunction with all other updates

UCSF

Why Trust Matters

UCSF

According to Gallup research, employees who trust their employers experience **74%** less stress and **40%** less burnout. **One-third** of employees indicated they would stay longer with an employer if its leaders kept their promises, and **28%** said they would extend their tenure if transparency was practiced at all levels.

UCSF

Check Your Trust Pulse

The Trust Toolkit

Welcome to the Trust Toolkit!

1. First, watch the **"Why Trust Matters"** video.
2. Then take the **My Trust Assessment** to help you determine which **Learning Path** to focus on below (you may also browse the learning path content independently).
3. Finally, use the **Action Planning Guide** at the end of this page to put your learning into practice.

Why Trust Matters

Check Your Trust Pulse

See where you are and where you want to focus your trust journey by taking this 5-minute self-assessment:

My Trust Assessment

Community Collaboration

Everyone

UCSF

What are some preferred ways we can communicate with you and stay connected as a community between town halls?

Top upvoted live poll responses:

1. Bite size emails
2. Too many newsletters, consolidate please!!!
3. Newsletters
4. Recap of the Town Halls
5. Highlights/brief points as talking points or to include in existing communications

6. Informal round tables
7. Consolidated newsletters made of bite-size information
8. We need to think about front line workers who don't use email and aren't necessarily fluent in English
9. Microsoft Teams
10. Up to date web site to reference

UCSF

What are some preferred ways we can communicate with you and stay connected as a community between town halls?

Additional Live Poll Responses:

- Service workers need in person connection
- Accessibility - hold more discussions with non-management staff
  - Put accessibility at the forefront rather than an after thought
- Please do more Poll EVs when there are town halls. This is a good way for us to contribute.
- UCSF-wide Teams Channel focusing on Town Hall topics
- Lunch and learn
- Dashboard
- Social media
- Videos with leaders in areas that are targeted for improvement.
- Leader inspiration as well as information
- one consistent message channel
- For those not fluent in English, we may benefit from polling them in their language to ask for what works best for them or asking them for their input with the help of translators.
- Leadership please walk the floor - meet with staff as a regular practice
- schedule things during working hours to make it less impactful on people financially and on their personal time
- Mobile updates
- More info about learning paths
- Use ADE meetings to cascade info to front line workers

- Brown bag sessions to build awareness/learning related to building engagement, decreasing racism, etc.
- Regarding front line workers - all to often their work hours don't allow for engagement and they shouldn't have to follow up on engagement on their time after work
- incorporate messages in daily screening
- Digital signs with a QR code to a longer document.
- we do once-a-month gatherings that are optional and they've been great since most of us haven't seen each other in a couple years
- Mingle zoom rooms
- Create communication avenues so staff can connect - there is no way for staff groups to receive information easily across departments or committees
- Reach service workers
- TED Talk lunches
- Podcast?
- Incorporate communication and movement (wellness) to foster belonging
- Love community service
- more town halls with recordings easily accessible
- Like the Friday leadership series, but Friday is not the best day...
- UCSF-APP
- Make communications fun and relevant to both professional and personal life

- Community day of service day (in-person to build team cohesion)
- Nursing grand rounds Digital signage
- Have a liaison in each department
- More frequent Ambassador meetings where they could bring updates back to their department.
- Liaison between service workers and staff and research in order to allow for equity in collaboration
- Share what other units are doing
- elevator flyer
- Digital signage
- Video broadcasts around campuses
- shuttle flyers
- Nursing grand rounds are quarterly nursing presentations
- Curbside chat- they are like quick social moments at the water cooler. Opportunity to engage informally
- Office hours via zoom
- The Friday afternoon series with leaders was fantastic. Hope they bring that back!
- We did early on 'bagel' socials at Mission Hall to get staff together - lost funding to support that. Was cool 'community' effort
- Utilize UCSF calendar to streamline audiences and push email communications/updates
- Create an all-Campus staff newsletter like Health
- Clearer Pulse newsletter submission practices and/or newsletter for all-staff like Pulse

UCSF

UCSF Staff Engagement Survey

April 11 through May 5, 2023

- All responses are confidential
- The survey only takes 5 to 10 minutes to complete
- You will receive an email from Gallup with a personal link to the survey
- Questions? Ask your department's Engagement Ambassador

BE HEARD!

Your responses are the building blocks of a great workplace

Next step
Share the knowledge

- What did you learn today?

- Commit to share what you learned with colleagues who were unable to attend

UCSF

Poll: What did you learn that you commit to share with colleagues who were unable to attend today?

UCSF

Learning &
Organization
Development
_____
at UCSF

Creating a
workplace
that works
for us all.