2012 UC CUCSA Staff Engagement Survey
Communications Workgroup Update

Staff Assembly Brown Bag
November 6, 2013

Agenda

- Welcome - Workgroup Member Introductions

- Survey Objectives and Opportunities to Address

- Goals

- Our Approach: What does communication at UCOP look like?

- Top Identified Areas for Communication Recommendations

- Draft Recommendations

- Next Steps

Survey Objectives

- Understand the current state of engagement of the UC workforce system-wide and how it differs according to key organizational segments and demographics

- Determine what drives engagement at UC specifically

- Identify strengths to build on and opportunities to address; create a shortlist of actions to respond to these issues and improve employee engagement across the process

- Involve and communicate with leaders and employees throughout the process

Survey Identified Communication Opportunities to Address

- UC does an excellent job of keeping employees informed about matters affecting us. (66% agreed)

- I feel able to openly and honestly communicate my views upwards. (51% agreed)

- Generally, recent major organizational changes at UC have been: Well communicated. (37% agreed)

- My supervisor communicates effectively. (69% agreed)

Goals

- Address areas of opportunity related to communications

- Provide 3-5 recommendations that are achievable

- Present recommendations at the November 18th Climate Council meeting

- Present refined recommendations to Nathan Brostrom and other Senior Executives on December 19th

Our Approach: What does communication at UCOP look like?

- Unpack the survey results, examining them for potential areas of strategic opportunity

- Review of best practices in communications in higher education and other industries

- What communications practices should UCOP stop, start, or continue?

Stop, Start, Continue

Areas that UCOP Should <u>Continue</u> These Practices (Best Practices LIST)					
Area:	**Comments:**				
Communication Methods/Channels:	Continue to use 1st floor lobby elevator area message board but promote the site as where you can get info	UC Link and other On-Line Tools	UCOP News as a Channel for Communications	Town Halls - both at the department level and with senior leadership	Lunch and Learn Sessions	Spotlight and provide a place and time for subject matter experts to share knowledge (speaker series, departmental meetings, staff meetings, etc)
Communication Styles	Expect well written and articulate emails (or other messaging) at all levels of the organization	Good humor in senior leaders				
Information Sharing	Share information as it becomes available and not "after the fall out"	Continue to support and encourage work groups which include employees from multiple levels and cross departmental involvement				

Stop, Start, Continue

Areas that UCOP Should Start These Practices										
Area:	**Comments:**									
Develop a Voice	Encourage all level of staff to have a voice and a mechanism for providing it to senior management	Start consultation across employee work groups to gather information and increase communications - give the employee groups a voice and a mechanism to have it heard	Change organizational culture to provide more opportunities for input	Develop/Identify in-house resources to help managers (or any level?) with difficult communications or to develop communication strategies	Make senior management more accessible to all other levels for sharing opinions and ideas and do this in a "safe" environment					
Communication Standards and Styles	Expand detail in UC Link articles	Create ways for UCOP staff to reach to the campuses to get expertise their to assist them and engage a culture of UCOP/Campus activities	Leave no constituents behind with a communications plan	Use multiple methods (electronic, social media, email, news letter, posters, etc) to reach all groups	Use a multi-pronged approach to reaching each group using their preferred method of communication	Offer "Influencing without Authority" classes to all employees	Develop a greater "Lunch and Learn" program	Require regular staff meetings which cover all levels from senior management and below	Create annual communication calendar plans for each area to create "forward thinking and planning"	Expand the expertise in "crisis Communications" and share knowledge with campuses	Develop a "toolset" for communications and make this available to all employees
Measure Communications and Effectiveness	Develop feedback mechanism by asking employees "what is the best form of communication?"	Continually measure the effectiveness of communication strategies across all levels at UCOP and Campuses	Measure the satisfaction of how we are communicating	Use multiple methods (electronic, social media, email, news letter, posters, etc) to reach all groups	Use a 360 degree evaluation program to ask for feedback	Incorporate communication quality, clarity, value, and quantity into all performance management and assessment tools	Consistent messaging from senior leadership			
Be Effective in How We Communicate	Highlight and advertise the role Communications Unit plays internally (within UCOP) and externally. Make it easy to find the names of the resources you need for assistance.	Develop a better system for promoting new activities and updating when planned activates are cancelled or changed	Consistent messaging at all levels	Fact or Fiction… develop a simple way to debunk rumors if you hear them	Give the rationale and data to support a decision, action, or policy change					

Stop, Start, Continue

Areas that UCOP Should <u>Discontinue</u> These Practices (STOP LIST)				
Area:	**Comments:**			
Spinning Stories:	Non-Authentic Communications (If something is done to save $ it is always said to be a "Best Practice")	Stop sharing info based on personal speculation		
Top Down Communication	Stop this practice especially if it not involving staff			
Timing of Messages	Don't send messages after grapevine is in full swing	Stop being reactive and try to get proactive and timely		
Communication Styles	Don't use just one message and style	Stop filling Outlook inboxes with unimportant communications	Overly detailed updates on initiatives	Stop focusing communication styles to outside UCOP and craft messages appropriately for internal to UCOP even if the same message

Top Identified Areas for Communication Recommendations

- Areas where UCOP should <u>continue</u> current communication practices:
  - Promote a variety of communication methods and channels. (i.e. UC Link, UCOP News, HR Advisory Group meetings)
  - Target communication styles appropriately to all levels of the organization
  - Share information within departments and at all levels as it becomes available

Top Identified Areas for Communication Recommendations

- Areas where UCOP should <u>start</u> new communication practices:
  - Develop a mechanism for all levels of staff to provide feedback on communications
  - Expand detail in communications (i.e., UC Link articles)
  - Measure communications effectiveness regularly
  - Make it easy to find needed resources (for instance, regarding announced UCOP initiatives)

Top Identified Areas for Communication Recommendations

- Areas where UCOP should <u>discontinue</u> (STOP) current communication practices:
  - Spinning stories
  - Top down style of communication (limited staff feedback)
  - Poor timing of messages (i.e., after the rumor mill starts)
  - Mismatched communication styles

Draft Recommendations

- **Form a Communications Resource Group** charged with facilitating and providing feedback about multimedia communications across the UCOP community

- **Advance/ Increase Communications** at all levels of UCOP (i.e., promoting Town Halls and regular departmental all-hands meetings, and compelling managers to determine how to effectively disseminate information through all levels of their units and departments)

- **Drive Technology** to allow for the provision of feedback in a safe, confidential, anonymous venue(s)

- **Measure Effectiveness** by regularly conducting the Staff Engagement survey or a Staff Communication survey on a regular basis

Next Steps

- Reach out to colleagues to review draft recommendations

- Finalize recommendations, incorporating feedback from brown bag

- Draft report, present to Climate Council and finalize for presentation to UCOP Executive Leaders

We appreciate your feedback!

Thank You!