Which initiatives on the organization wide action plan are you most anticipating? In what way will they positively impact you?

- A3 sessions for streamlining department processes
- Manager advocacy training
- I'm most excited about a senior leadership development series.
- UCSF has to address DEI in the patient care setting. We don't need a task force we need action and training
- Working effectively with faculty
- Managers training, career path
- Roadmap. I feel so stuck right now!!!
- We are excited most specifically that there is a four-year action plan.
- Professional staff development in hard skills (not just fluffy, soft skills)
Which initiatives on the organization wide action plan are you most anticipating? In what way will they positively impact you?

- Eliminating workforce disparities - positively impacts university when we have full range of people working here. Makes it more exciting and interesting, keeps our PRIDE values.
- Working effectively with faculty
- Recognition for staff. Help build team work
- Don’t know.
- Updated trainings for managers and staff. Help with awareness and development.
- Task forces. May help address disparities that are so prevalent at UC
- Develop UCSF people manager competency model
- Unconscious bias
- Clifton Strengths
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work from home project.</td>
<td></td>
</tr>
<tr>
<td>Climate Survey Taskforce</td>
<td>Roadmap to navigate UCSF. As a manager a common question I get from staff are how can they advance in their career at UCSF. The roadmap will help me better explain paths for growth at UCSF at the campus level vs department level.</td>
</tr>
<tr>
<td>Roadmap</td>
<td>Diversity and Inclusion Taskforce - our staff are uneducated, intimidated, and unfamiliar with this work. Support and information as baseline to do inclusion work will go a long way!</td>
</tr>
<tr>
<td>Diversity and Inclusion Taskforce</td>
<td>Consultation to Managers in quartile of Engagement Scores. Define role this of People Manager PSD 2.0</td>
</tr>
<tr>
<td>Mentoring program</td>
<td>People Manager Competency</td>
</tr>
</tbody>
</table>
Which initiatives on the organization wide action plan are you most anticipating? In what way will they positively impact you?

**Professional Staff Development For Senior Leaders**
- Clifton Strengths workshops are so helpful that we’d love to advocate for all staff to experience that.
- Clifton strengths, workshop working effectively with faculty. Leading the frontline, profession staff development 2.0

**People Manager Competency Model and overall management training classes**
- Climate Survey Taskforce – getting information on where we’re at will give us a compass for where we need to go and how to get there effectively

**Manager advocate engagement workshops**
- Defining role if People Manager at UCSF and developing competency
- Clifton strengths workshops: can make staff feel more appreciated. Defining people manager role; to provide clarity.

**Refresh MPS People manager competency model**
Which initiatives on the organization wide action plan are you most anticipating? In what way will they positively impact you?

Strengthfinders - focused on good things vs. Negative things. Wish it was affordable (better if free!) and easier to find (you have to do quite a bit of searching) so accessible to all groups.

Clifton strengthfinder Defining role of people manager to help define career paths for staff PSD series.

We need more organizational action plan follow up. Last year we participated in big action plan then heard nothing.

Management Development programs. Will help me become a better leader and advocate for my staff.

Clifton Strengths, Prof Staff Dev, manager competencies, prof dev series for Sr leaders- all about building better skills for all. Impact - an intention and expectation for professional development.

Clifton Strengths Workshop Improve teamwork and chemistry.

Providing improved management advocate within lower level tracts.

Staff Engagement Town Hall Follow-Up: a few of our group members were in focus groups in the last year and have not experienced action as a result of them, would love to hear follow-up.

Better LER function.
Which initiatives on the organization wide action plan are you most anticipating? In what way will they positively impact you?

- Manager training, career path
- Our people A3 - UCSF
- career path
- Refreshing Management Practice series - helps managers navigate correct behaviors and support your staff. Teaches you about all the policies, very helpful for coming from outside of UCSF
- Leading the frontline 2.0
- Clifton Strength Workshops
- Campus and Med ctr have different concerns. Need to address both
- DEI ACTION PLAN.
- Good idea to do Clifton’s at onboarding stage and also after milestone anniversaries for a refresh.
Which initiatives on the organization-wide action plan are you most anticipating? In what way will they positively impact you?

Manager advocate workshops; working effective w faculty; diversity inclusion educ taskforce; eliminating staff workforce disparities

Roadmap to navigate UCSF. Provides transparency and increases communications. Also helps to break down silos

Our People - A3 Health/UCSF; Clifton Strengths; relaunch Mgmt Dev Prog; Manager Advocate Engagement Workshops

Clifton strengths workshops

Our People A3 Workshops, and the items that are associated with Unconscious Bias

Management development programs to support ongoing refinement of skills

Management Dev program and practice series

Strengths Finders - sets foundation and helps to understand others and is also a team building activity

Manager advocacy training – for ALL managers
Which initiatives on the organization wide action plan are you most anticipating? In what way will they positively impact you?

- **Dei**
  - Disparities taskforce because hiring practices are not inclusive

- **Working more effectively with faculty**
  - Working effectively with faculty because the doctors are challenging to work with and make staff not feel included

- **Development**
  - Large SOC areas need assistance with action plans and PM
  - We are a large department scheduled to take a training about unconscious bias. Lots of overtime and coverage involved so everyone can participate

- **Chair is recognized leader and support and values staff who participate in diversity training**
Which initiatives on the organization wide action plan are you most anticipating? In what way will they positively impact you?

Org charts, responsibility matrix, talk to staff about who their contacts are, professional staff development training, on boarding training and shadowing, create a safe learning environment.
What best practices can you share: What is happening in your department that supports or will support the Roadmap?

- Sept based Mentorship program in GHS.
- Ongoing discussions
- Created true north boards
- Very little that is visible or trackable..
- Making these trainings a priority and at times a requirement.
- Training about bullying and the newly proposed UCSF anti-bullying policy!
- reduce bureaucracy
- Working with management to better understand advancement in career tracks
- We have an internal Mentoring Program, a training on Unconscious Bias and a retreat for staff engagement.
What best practices can you share: What is happening in your department that supports or will support the Roadmap?

**Unconscious bias training**
Staff engagement ambassador sends out a weekly staff newsletter in our division highlighting upcoming events, professional development learning opportunities, 5-minute tool tips, lunch & learn events.

**Progress gets made when it is shared. Creating more structure**

**Finance Vision Board**

**Manager advocate is great**

Eliminating curbs and dual caps - little evidence that this alone will prevent CLABSI and doesn't eliminate need to scrub hub; NPO status for anesthesia cases. What IS best practice. Heparin flushing for ports, CVC's. We feel we use WAY too much heparin.

We have in-service trainings about diversity and inclusion (unconscious bias, trans-inclusive patient care), and anti-bullying. Used Ombuds, Office of Diversity, and our own faculty who have specialized/passion for this work, and outside consult.

We had presentations in our dept on unconscious bias by Diversity Ofc, and on conflict resolution by Ombuds Ofc.
What best practices can you share: What is happening in your department that supports or will support Managers as Advocates?

- Unconscious bias training
- Outside consultants
- Support

We do not feel we have supportive leadership in radiology. Period.
What best practices can you share: What is happening in your department that supports or will support Reducing Unconscious Bias?

SOM training for all staff

EDUCATION. Examples set forth by leadership and/or leaders identified in the department. EDUCATION
What additional actions/efforts do you recommend the organization take towards the Roadmap?

- Communicate to employees. Managers to encourage employees on using the services.
- Weekly update with upcoming training and hyperlinks.
- Train PRIDE values.
- Listening as a skill.
- Much better marketing to staff.
- Continue working on plan. Update staff of progress. Annual gallop survey until in 90th percentile.
- New manager orientation and training (similar to new employee orientation).
- Feedback training.
- Would love some meeting guides and/or video examples for 1:1 manager discussions and leading team discussions about these topics.
What additional actions/efforts do you recommend the organization take towards the Roadmap?

- The community forums need to be expanded to really concretely engage with personnel.
- Stated plan for parking that works for non campus employees at MB. That works for inpatient staff.
- Session on PRIDE
- Include those 3 areas in the performance review.
- Create accountability metrix for the successful implementation of the roadmap.
- Encourage teams to have mini Gallup checkins throughout the team.
- Communicate directly with managers, including PIs, about the manager-specific resources. Mandate trainings/courses for them.
- Bay Area Competitive wages
- Encourage employee for career growth.
What additional actions/efforts do you recommend the organization take towards the Roadmap?

- Enhance new manager/leader onboarding. Transparently engage folks at the frontline in these initiatives and workgroups.
- Transparency is the best policy.
- More communication.
- Open communication and transparency
- Take the Management Practice Series after you have been working for a bit so that you have more context to apply it.
- Make management trainings part of the annual online trainings necessary for departments to stay in compliance.
- The low scoring teams should received focused attention to help identify issues related to lack of engagement.
- Include as many people as possible!
- What can I do as an individual contributor to support these efforts? Where can I find info, get expectations, and sign up to help?
What additional actions/efforts do you recommend the organization take towards the Roadmap?

**Meeting Management** (ie to address different learning styles and levels of engagement)

**More training for managers**

**Meetings like this more than 1 time per year**

**Commitment from UCSF leadership to offer and support management training for ALL managers and supervisors**

**Retreats, learning opportunities and additional trainings.**

**Support managers so they don’t burn out, “managing up” skills training.**

**In JD and PE make sure managers know they are responsible for advocating for their people**

**Defining the “UC Way” for leaders (including mentoring)**
What additional actions/efforts do you recommend the organization take towards the Roadmap?

- Showing the chart on how we’ve improved in diversity amongst management staff
- More transparency in Org Charts. Requiring updated contact info in outlook contacts or at least in auto signature (esp phone number). More gestures of inclusiveness
- More resources for staff versus faculty and management
- Effective mentoring
- Offer clifton strengths at no cost; anonymous story bank for employees to share stories of experiences related to unconscious bias
- Provide small perks to staff eg gitarfs Equity when recognizing accomplishments of med center by leadership executives Nursing gets a lot of recognition for everything because there are a large group, smaller groups rarely given thanks
What additional actions/efforts do you recommend the organization take towards Managers as Advocates?
What additional actions/efforts do you recommend the organization take towards Reducing Unconscious Bias?