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 Continue These Practices (Best Practices LIST)

<table>
<thead>
<tr>
<th>Area:</th>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication Methods/Channels:</strong></td>
<td>Continue to use 1st floor lobby elevator area message board but promote the site as where you can get info</td>
</tr>
<tr>
<td><strong>Communication Styles</strong></td>
<td>Expect well written and articulate emails (or other messaging) at all levels of the organization</td>
</tr>
<tr>
<td><strong>Information Sharing</strong></td>
<td>Share information as it becomes available and not &quot;after the fall out&quot;</td>
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# 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 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 activites 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 Discontinue These Practices (STOP LIST)

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

• Areas where UCOP should continue 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 start 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 **discontinue** (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!