

Department Diversity Climate

I am satisfied with the diversity related programs and services within my department

Engage with team members, as part of the performance appraisal process, about their interests related to diversity programming and UC San Diego's Principles of Community.

Implement a series of diversity workshops just for the department so that it feels more local rather than being in a campus-wide diversity training system.

Partner with university-wide diversity offices, centers, or resources to access additional support and expertise in implementing diversity-related programs and services within the department.

Promote a diversity calendar with holidays, themed month information, and other topics related to best practices for inclusion.

Review departmental policies and practices to ensure they are inclusive and support diversity, considering factors such as hiring practices, promotion criteria, and work-life balance policies.

I feel valued by my department

Convene a focus group to discuss morale and how managers can consistently work to improve feelings of value.

Invite colleagues across all levels of the organization to share professional success stories at team meetings.

Involve employees when making decisions that affect their work, such as process improvements, resource allocation, or departmental policies.

Recognize and celebrate successful team achievements to reinforce the value of collective effort.

Send handwritten notes, video congratulations, and personalized recognitions to celebrate goal achievement.

My department actively supports a diverse work environment

Create or share resources on existing Employee Resource Groups (ERGs) or affinity groups that allow employees with shared characteristics or experiences to connect, find support, and advocate for inclusion.

Recognize and celebrate diverse cultural holidays, events, and traditions, fostering an environment of respect and understanding.

Regularly assess diversity metrics from campus surveys to track progress and make data-driven improvements.

Review departmental policies and practices to ensure they are inclusive and support diversity, considering factors such as hiring practices, promotion criteria, and work-life balance policies.

Solicit feedback from staff members about their experiences with diversity and inclusion within the department, and use feedback to identify areas for improvement and implement targeted initiatives to address concerns.

My department practices UC San Diego's Principles of Community

Connect a Principle to a month and team activity (e.g. EDI for September Hispanic Heritage Month)

Engage with the broader UC San Diego community to promote and support the Principles of Community by participating in campus-wide initiatives and events that align with these principles.

Incorporate a Principle into a team building activity to guide the learning outcomes.

Incorporate UC San Diego's Principles of Community into staff performance evaluations.

Support employees by talking with them about the Principles and how they interrupt them.

My department promotes a work environment where all people are welcomed

Create a meditative room/space reserved with times for faith-based reflections or mental rejuvenation.

Create a Welcome Committee consisting of staff members, one representative from each of the division's departments to coordinate a welcoming process for new employees. As part of the welcome process, send an email out to the entire division with a brief bio of the new staff member and with a time and date for a meet and greet.

Ensure that departmental facilities, resources, and technology are accessible to all staff members, including those with disabilities or special needs.

Introduce your team to other departments by asking a manager from another department to sit in on one of your regular team briefings and spend time talking about the work of their group.

Plan a quarterly, department-wide gathering that's interactive, informational, and intended to create a sense of community amongst the different departments and staff.

People of all ethnic groups, cultures, and backgrounds are treated fairly in my department

Conduct regular diversity audits to evaluate the representation and treatment of individuals from different ethnic groups, cultures, and backgrounds within the department, and use the findings to inform targeted interventions and improvements.

Provide regular training on cultural competence, focusing on respecting differences, reducing stereotypes, and fostering an inclusive mindset.

Recognize and celebrate cultural holidays and traditions from various backgrounds to promote inclusion and understanding.

Review UC San Diego Office of EDI staff diversity dashboard for learning opportunities.

Support employees by talking with them about the 5 anchors of the UC San Diego HR People Proposition and how they connect with each anchor, specifically Equity and Inclusion.

People of all sexual orientations are treated fairly in my department

Conduct regular audits to assess the inclusivity of departmental practices, policies, and culture regarding individuals of all sexual orientations, and use findings to identify areas for improvement and implement targeted interventions.

Create safe spaces for employees to discuss LGBTQ+ issues and experiences, ensuring the company encourages dialogue and respect for all sexual orientations.

Offer implicit bias training with campus resources or external vendors.

Offer training, in partnership with the campus LGBT Resource Center, to educate employees and leaders about LGBTQ+ issues, challenges, and how to create an inclusive environment.

Recognize and participate in events like Pride Month to show support and raise awareness of LGBTQ+ rights.

Department Effectiveness

I feel physically safe while I am working on-site, i.e., Campus/Health/Other UCSD locations. Note: Check N/A if you worked entirely off-site during the last 12 months

Conduct safety walkthroughs of on-site locations to identify and address potential safety concerns, and take corrective actions to mitigate risks and improve safety conditions. Ensure emergency contact and text data is accurate.

Ensure proper ventilation, with functioning HVAC systems that provide adequate air circulation, improving indoor air quality.

Establish clear workplace safety guidelines, such as emergency procedures, fire drills, and first-aid training, and ensure all employees are familiar with them.

Offer ergonomic chairs, adjustable desks, and proper workstation setups to minimize the risk of musculoskeletal injuries and improve physical comfort for employees.

Provide employees with ongoing safety training on topics like workplace hazards, proper lifting techniques, and accident prevention.

I have the opportunity to participate in making decisions that affect my work

Build relationships with key decision-makers and develop professional relationships with those who make decisions in your department, so they see you as a valuable source of input.

Implement a peer review process where staff members have the opportunity to review and provide feedback on proposals or decisions before they are finalized.

Implement collaborative decision-making platforms or tools that allow staff members to contribute ideas, provide feedback, and vote on decisions related to their work.

Join relevant committees or workgroup teams where decisions are being made, such as project planning groups or departmental committees.

Proactively submit written suggestions or proposals to your supervisor or department about areas where you believe decisions can be improved.

I have the tools (i.e., equipment and technology) needed to perform my work

Conduct a resource audit of your team. Ask each person to prepare a list of the tools, information, materials, equipment, and any other resources that would help them be more productive and effective. Prioritize the list based on costs, urgency, and availability from other sources in the organization. Communicate which resources can be procured and by when.

Establish a system for sharing equipment among staff members to maximize utilization and access.

Prioritize equipment upgrades or replacements based on staff feedback and budget availability.

Provide a list of tools that could help improve your work, along with their features, pricing, and benefits, generating an analysis with tradeoffs.

Stay updated on industry trends, best practices, or new tools relevant to your job to enhance your knowledge and improve your work.

Most people in my department conduct themselves in an ethical manner

Act with integrity in making decisions based on moral principles, even in difficult situations, and avoid actions that would compromise your integrity.

Conduct regular reviews of departmental practices, policies, and procedures to identify and address any potential ethical concerns or areas for improvement.

Develop and distribute ethical guidelines that outline expected behavior and standards for all staff members within the department.

Form ethics committees comprised of staff members from various departments to review ethical issues, provide guidance, and recommend solutions.

Promote a culture of ethics, leading by example, encouraging others to act ethically by fostering an environment where ethical behavior is valued, recognized, and rewarded.

Most people in my department perform their responsibilities

Address issues promptly - when an employee misses deadlines or fails to meet expectations, discuss the issue and provide feedback on the impact of their actions and steps for improvement.

Establish measurable goals, using specific, measurable, achievable, relevant, and time-bound (SMART) outlines to track progress and performance, making it easier to assess accountability.

Implement a performance management system that includes regular check-ins, goal-setting, and performance evaluations.

Promote a culture of self-accountability by encouraging employees to take ownership of their work and regularly assess their own performance.

Reward accountability by acknowledging employees who consistently meet or exceed expectations by recognizing their efforts in meetings, giving praise, or offering incentives to reinforce accountability.

My department creates a flexible environment that allows me to balance my work and personal life

Build a work culture where managers trust employees to manage their own schedules and workloads, giving them more control over how and when they work.

Encourage staff members to take regular breaks and time off to recharge, promote a healthy work-life integration, and watch for burnout.

Establish clear boundaries and encourage setting boundaries between work and personal time, such as "no email after hours" policies or setting expectations on accessibility.

Promote time management strategies like time blocking, where employees can dedicate focused time to work tasks and carve out time for personal priorities.

Strive for results-based work by focusing on output and results rather than strict adherence to hours worked. This gives employees the autonomy to manage their time effectively.

My department effectively resolves staff-related issues (i.e., staff work interactions)

Conduct a listening and learning tour to observe and hear from all of the units of the department, to better understand staff issues of concern.

Encourage peer support networks or mentorship programs where employees can seek advice and discuss issues with trusted colleagues, promoting a sense of community.

Encourage staff to communicate openly and identify staff issues so that they can be resolved in a confidential and timely manner - including bringing in a speaker from FSAP on how to approach and share challenging conversations.

Follow up on resolutions after an issue has been addressed to ensure the resolution is effective and the problem does not resurface, demonstrating ongoing commitment to staff well-being.

Provide conflict resolution training and offer training sessions on conflict management, communication, and emotional intelligence to equip staff and people leaders with the tools to resolve issues constructively.

My department has adequate staffing to handle our workload

Conduct regular workforce assessments and periodically assess current staffing levels against workload demands to identify gaps and ensure that the department has enough staff to handle its tasks efficiently.

Cross-train employees to perform multiple roles or tasks so they can step in and help during periods of high demand, reducing the risk of staffing shortages.

Encourage functional teams to regularly assess and prioritize projects and tasks. Through the process identify projects or tasks that can be placed on hold, temporarily stopped while the unit is short-staffed, or ended if they no longer align with unit priorities.

Implement data analysis tools to predict staffing needs based on historical trends, project forecasts, and peak workload periods, allowing for better resource planning.

Invest in technology and automation tools that can take over routine or repetitive tasks, reducing the overall demand on staff and allowing them to focus on higher-value work.

My physical work environment (e.g., office, lab) is adequate for the job that I do. Note: Check N/A if you worked entirely off-site during the last 12 months

Assess the team operational needs to understand impact of the hybrid schedule on productivity, not every team experiences the same opportunities/challenges presented by the hybrid work and approach accordingly.

Designate quiet areas or rooms for focused work, where employees can escape distractions and concentrate on tasks that require deep focus.

Offer flexible workspace options and allow employees to choose between open-plan areas, private offices, or collaborative spaces, depending on their preferences and work needs.

Provide employees with personal storage options such as lockers, shelves, or filing cabinets to keep their workstations organized.

Provide sufficient personal space and ensure employees have enough space between workstations for privacy and comfort, preventing overcrowding and promoting a sense of personal space.

People in my department are encouraged to work collaboratively with units outside of my immediate area

Encourage and facilitate cross-departmental projects that require collaboration between units from different areas.

Host joint problem-solving sessions where staff members from different departments can come together to brainstorm solutions to common challenges or issues.

Identify opportunities for sharing resources, such as equipment, facilities, or expertise, between departments.

Organize regular interdepartmental meetings where staff members can network, share updates, and discuss opportunities for collaboration.

Pair employees with mentors or buddies from other departments to promote knowledge exchange and encourage cross-departmental collaboration.

People in my department are recognized for finding better ways of doing things

Arrange a small celebration - maybe an in-person or virtual lunch, coffee break, or team gathering to celebrate the individual's achievement, giving them recognition in a more personal, informal setting.

Encourage team members to acknowledge and celebrate each other's contributions, creating a culture where innovation is regularly praised by peers.

Provide regular opportunities within team and individual meetings for individuals to provide feedback and ideas for improvement.

Provide regular opportunities within the team and individual meetings for individuals to provide feedback and ideas for improvement. Debriefing after significant projects/programs and offering multiple channels for feedback.

Reward behaviors, not outcomes. Accept that new initiatives might fail and if they do, you want to fail fast, learn, and apply those learnings to the next version or venture.

There is a spirit of cooperation within my department

Align team members by setting common goals that require collaboration, ensuring everyone works towards the same outcomes and understands the value of cooperation.

Celebrate team achievements and acknowledge the collective successes to reinforce the importance of teamwork and the rewards of working together effectively.

Focus on the larger mission of the university and the unique opportunities available to impact the community.

Provide team-building opportunities by organizing team-building activities, workshops, or events that allow employees to bond, strengthen relationships, and improve cooperation in a relaxed setting.

Recognize cooperative behavior and publicly acknowledge and reward employees who exhibit strong cooperation and teamwork, reinforcing the value of these behaviors in the workplace.

Department Mission and Goal

I understand how my job performance positively contributes to my department's mission

Explain the impact of teamwork and stress that collaboration and working well with others amplifies the department's ability to meet its goals, reinforcing that individual performance contributes to collective success.

Hold a staff retreat or strategy session where each staff member can contribute by explaining the tasks of their specific job function, allowing staff to recognize how their workload contributes to the larger goal and better understand the job duties of their colleagues.

Integrate the department's mission statement into performance evaluations and discussions, and encourage managers to tie individual job performance to the broader goals outlined in the mission statement.

Provide metrics and outcomes with survey data to show employees how their performance impacts key metrics in the department.

Share success stories using case studies or real-life examples of how specific job performance has led to successful outcomes for the department.

I understand my department's mission

Ask your colleagues or people leader if they can provide you with "talking points" or other communication materials that will help you share some of your department's accomplishments.

Incorporate mission-related materials, presentations, or activities into the onboarding process for new staff members.

Incorporate the mission into performance reviews emphasizing how each employee's work aligns with the department's mission and how their contributions help achieve its' goals.

Review and update the department's mission statement periodically to ensure that it remains relevant and resonates with staff members.

Use real-life examples of how the mission has guided successful projects or initiatives within the department, showing how the mission drives meaningful outcomes.

My department establishes annual departmental performance goals

Break down goals into milestones with smaller steps to make progress more trackable throughout the year and maintain momentum towards the end goal.

Consider past performance, using data and insights from previous years to inform goal-setting, identifying areas for improvement or further development.

Establish a departmental monthly town hall to foster engagement, define goals, and set expectations.

Explain to each of your team members how their roles contribute to the achievement of department goals.

Identify key performance indicators (KPIs) to measure progress toward each goal, providing clear metrics to assess success throughout the year.

My department routinely measures customer satisfaction with services and products delivered

Analyze customer feedback from social media platforms or campus surveys, using tools to track positive, negative, and neutral data.

Conduct one-on-one interviews or focus group discussions to gain in-depth feedback on customer experiences, satisfaction levels, and suggestions for improvement.

Develop a short participant survey to gain satisfaction feedback to educate staff and help select staff learning courses.

Follow up with the Customer Satisfaction Survey and other survey insights for themes to better understand concerns and provide feedback to acknowledge survey input and communicate actions taken as a result.

Monitor feedback from customer support channels (e.g., chat, email) to assess how satisfied customers are with the service they receive.

My department routinely measures departmental performance goal achievements

Compare your department's performance to other departments or similar departments in higher education to see how well it's achieving goals in comparison.

Implement a system of regular progress reports, such as monthly or quarterly updates, where teams report on their performance relative to set goals.

Implement structured goal-setting methodologies like OKRs (Objectives and Key Results) or SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) to regularly evaluate performance against clear and actionable goals.

Recognize and celebrate the department's achievements when goals are met or exceeded through team meetings, emails, recognition events, or other forms of internal communication to acknowledge hard work and success.

Set up a real-time performance dashboard using tools like Power BI or Tableau to visualize and monitor key metrics, providing an at-a-glance view of how the department is tracking against goals.

My department routinely takes action to improve services and products based on customer feedback

Create cross-functional teams from different departments to address feedback collaboratively, ensuring diverse perspectives in developing solutions.

Follow up with the Customer Satisfaction Survey and other survey insights for themes to better understand concerns and provide feedback to acknowledge survey input and communicate actions taken as a result.

Implement a "quick wins" initiative where small, low-cost improvements based on customer feedback are prioritized and implemented rapidly to demonstrate a commitment to taking action on customer input.

Monitor the success of changes by tracking key performance indicators (KPIs) and gather additional feedback after implementing improvements to evaluate the effectiveness of the changes.

Test solutions with customers before implementing a full-scale change and run pilot tests or focus groups with customers to ensure the solution aligns with their expectations.

Employee Effectiveness

I am able to manage my work load effectively

Communicate with your team and stay transparent with colleagues or managers about your workload, discussing challenges or asking for help when necessary to manage competing priorities.

Encourage higher utilization of task management tools like Teams, Asana, Trello, or Microsoft Planner to organize tasks, track progress, and set deadlines across the team.

Regularly evaluate staffing needs as well as having regular ongoing conversations with employees to support strategic prioritization of activities.

Schedule training on the effective use of dedicated time blocks for specific tasks or projects, minimizing distractions and increasing focus on one task at a time.

Set boundaries for your email replies sharing that your working hours maybe differ from your colleagues.

I am satisfied with my total compensation, including salary, benefits, and retirement

Explain the equity-review process and any associated budgetary implications with team members.

Offer workshops or seminars on career development topics such as resume building, interview skills, and networking.

Review how an employee can search for career progression opportunities with salary data <https://employment.ucsd.edu/>

Review how an employee can search for future career opportunities by title and location <https://ucannualwage.ucop.edu/wage/>

Share how an employee can calculate total compensation link: <https://ucnet.universityofcalifornia.edu/compensation-and-benefits/total-compensation-calculator.html>

I enjoy working with my coworkers

Encourage employees in your group to train and develop one another by establishing a weekly (or monthly) lunch and learns, where one (rotating) team member shares new ideas/new ways of doing things, ways to improve current business processes or workflow, new developments in the field, and/or best practices/case studies on recent success stories.

Host periodic small group events and activities to strengthen communication and teamwork as large events often result in people talking to others they already know.

Offer a menu of coworker engagement opportunities like identifying opportunities for employee to employee mentorship or providing employees with opportunities to work directly with their manager on special projects.

Organize team-building activities to foster camaraderie and build positive relationships among coworkers.

Plan group brainstorming or ideation sessions where employees can collectively solve problems, share creative ideas, and contribute different perspectives.

I feel that the amount of stress associated with my job is appropriate for my position

Break down goals into quarterly, monthly, weekly, and daily benchmarks to make them more tangible.

Ensure expectations are aligned with you and your people leader - communicate with others about deadlines, workloads, and priorities to avoid feeling overburdened.

Establish clear work-life boundaries, such as specific work hours or limiting after-hours communication, to protect personal time to recharge.

Focus on high-priority tasks first and break down larger projects into manageable steps using technology or other planning resources.

Provide stress management resources offered through the Faculty and Staff Assistance Program (FSAP) and encourage staff to take breaks and focus on mindfulness.

I know how to get the information I need to be effective in my job

Conduct informal information-gathering sessions such as one-on-one conversations or coffee chats with colleagues to stay informed on ongoing projects, departmental priorities, and emerging trends.

Create a centralized information hub where staff members can access relevant documents, policies, and resources related to their job responsibilities.

Help people define and execute a strategy for building the knowledge, skills and abilities that enable them to work autonomously and effectively.

Listen carefully for moments when direct reports or colleagues indicate they do not feel informed about important events and clarify what additional information would be helpful.

Set up alerts and subscriptions to newsletters to receive updates on topics or projects critical to your role, ensuring you get real-time information.

I know how to use the tools that I have (i.e., equipment and technology) to do my work

Conduct refresher sessions or periodic reviews of tool and technology usage to ensure that staff members remain up-to-date and proficient in their skills.

Designate "tech champions," experienced employees as go-to resources for questions or assistance with specific tools and technologies.

Encourage hands-on practice and allow employees time to experiment with new tools and technology in a low-pressure setting so they can build confidence using them.

Integrate training on tools and technology into job education programs for new hires or staff members transitioning to new roles.

Source and share user guides or documentation for the tools and technology used in the department, and make these resources easily accessible to staff members for reference and troubleshooting.

My job makes good use of my skills and abilities

Conduct skills assessments for staff members to identify their strengths, weaknesses, and areas of expertise such as Clifton Strengths.

Create mentoring opportunities and encourage employees to mentor others in areas where they have expertise, reinforcing their own skills while helping others.

Encourage cross-functional projects by involving employees across teams where they can apply their skills in new contexts, broadening their impact and experience.

Encourage job crafting, where staff members have the flexibility to modify their job roles and responsibilities to better utilize their skills and tasks to align with their strengths and interests.

Give stretch assignments and assign challenging tasks that push employees to apply and expand their skills, promoting growth and confidence.

The training that I receive at UC San Diego is valuable for improving my job performance

Create a learning team committee for all the learning resources your location provides, these might include mentoring contacts, classroom training, on-the-job experiences, participation in workgroups/projects, and membership in communities of practice.

Create mini-projects that require the use of newly acquired skills or concepts, allowing employees to apply what they've learned in a practical setting.

Expand Professional Development to more than just training - consider stretch assignments, mentorship, collaborative problem-solving, cross-training, goal-setting, informal leadership, job shadowing, training programs, networking opportunities, and self-guided learning.

Follow-up on training programs by having the newly-trained employee present what they have learned to colleagues to reinforce the material and leverage the learning content across your team.

Work with staff to provide real-time feedback and mentoring on performance and discuss ways in which additional training and resources may be of help.

Retention

I can see myself working at UC San Diego in 1-2 year's time

Conduct exit interviews, if available, to learn the drivers of turnover and transition.

Facilitate professional networking opportunities for staff members to connect with colleagues, mentors, and leaders within UC San Diego.

Outline clear career pathways and advancement opportunities within UC San Diego, including information about job roles, responsibilities, transferable skills, and promotion criteria.

Recommend career development opportunities such as training programs and mentorship initiatives to support staff member's professional growth and advancement within UC San Diego.

Review job clarity around responsibilities, goals, or direction to ensure employees are engaged and updated.

I can see myself working in the same department in 1-2 year's time

Establish clear pathways for career advancement within the department, including promotion criteria and opportunities for advancement.

Initiate career development conversations with staff members to discuss their long-term goals and aspirations within the department or another role on/off campus.

Leverage meetings and 1-1 conversations to proactively engage the team to think about culture and work-life balance, taking meaningful action based on their input.

Support employees by talking with them about the 5 anchors of the UC San Diego HR People Proposition and how they connect with each anchor.

Utilize performance discussions as an opportunity to align individual career objectives with departmental needs and opportunities.

Satisfaction with UCSD

Faculty members at UC San Diego value my contributions

Acknowledge individual accomplishments and recognize each staff member's achievements and service to the department. Publicly share these accomplishments in faculty meetings, newsletters, or emails.

Encourage departmental leadership to publicly acknowledge and appreciate staff contributions during meetings, presentations, or other departmental forums.

Highlight how student-facing staff members' work has positively impacted student success and outcomes.

Organize appreciation events such as staff appreciation luncheons or informal gatherings to celebrate the team's hard work and provide a setting for recognizing their efforts outside of the formal work environment.

Promote staff achievements externally by sharing staff accomplishments with the broader community, including alumni, students, or external stakeholders, through press releases, social media, or department newsletters, giving visibility to their work.

I am satisfied with my opportunities for career advancement at UC San Diego

Encourage cross-departmental collaboration and provide opportunities for employees to work on cross-functional teams or projects, helping them build relationships with colleagues from other areas.

Ensure that internal job postings are widely advertised and easily accessible to all staff members, and encourage managers to promote internal mobility within their departments.

Establish a mentorship program where staff members can be paired with more experienced colleagues who can provide guidance, support, and advice on career advancement.

Offer workshops or seminars on career development topics such as resume building, interview skills, and networking.

Work with your People Leader to talk about departments that could be related to your next professional opportunity and discuss ways you can interact with them – potentially attending their meetings or working with them on a project.

I feel valued as a member of the UC San Diego community

Encourage peer-to-peer recognition, implementing a peer recognition program where team members can nominate each other for their efforts, fostering a culture of mutual appreciation.

Foster a culture of respect, inclusion, and teamwork, where employees feel comfortable expressing themselves and working collaboratively with others.

Show appreciation for everyday efforts: Don't wait for big accomplishments—regularly acknowledge small wins, efforts, and day-to-day contributions that keep the team moving forward.

Show care for employees' physical and mental health by offering wellness programs such as wellness training, mental health days, or stress management resources.

Support work-life balance and provide flexible working hours, remote work options, or additional time off when needed, showing staff that you value their well-being and personal lives.

I have a voice on campus to provide my ideas and suggestions on how to improve UC San Diego

Appoint a team representative or small committee to serve as a liaison between the team and management, gathering input and advocating for issues on behalf of the group.

Encourage open dialogue as a standing agenda topic, creating an open floor for employees to share any concerns, questions, or feedback, ensuring that everyone's voice is heard.

Establish an open-door policy or virtual office hours, encouraging employees to approach you anytime with concerns or ideas, creating an atmosphere of accessibility and openness.

Implement a physical or digital suggestion box where staff members can anonymously submit their ideas and suggestions for improving UC San Diego, and regularly review/respond to submissions.

Organize idea pitch sessions where staff members can pitch their ideas for improving UC San Diego to a panel of peers/leaders or on a virtual whiteboard with post-it notes, and provide constructive feedback and follow-up on promising ideas.

I understand how my job performance positively contributes to UC San Diego's mission

Connect tasks to mission outcomes - when assigning tasks or projects, explain how the specific work ties into the larger goals of the department, helping employees see the direct impact of their efforts.

Engage your team in decisions that affect the department's mission, empowering them to take ownership of their contributions and see their role in shaping the future.

Ensure that training materials and resources incorporate information about UC San Diego's mission and its relevance to different job roles.

Offer specific feedback that connects individual and team performance to the department's mission, including a quarterly review of job descriptions, a quarterly review of both individual goals and individual progress toward program goals, and consistent implementation of Individual Development Plans.

Share success stories and highlight examples of how the team's work has positively impacted the department or organization, celebrating wins that demonstrate their contribution to the mission.

I understand UC San Diego's mission

Celebrate when the team achieves a significant milestone or completes a project. Explain how this success brings the department closer to its mission. Celebrate the team's contribution to the bigger picture.

Dedicate time during team meetings to discuss how current projects or activities contribute to the department's goals, fostering a sense of shared purpose and mission-driven work.

Encourage team members to reflect on how their work contributes to the mission and ask for their ideas on how to improve alignment. This reinforces their sense of ownership and involvement in the mission's success.

Ensure that UC San Diego's mission statement is prominently displayed in office spaces and departmental communications.

Offer training sessions or resources that delve into specific aspects of UC San Diego's mission, and provide opportunities for staff members to explore how their roles contribute to these areas.

Overall, I am satisfied with the diversity related programs and services available campus-wide

Assess current diversity programs, conducting an internal audit of existing diversity initiatives and services to identify gaps, areas for improvement, and opportunities to expand or refine programs.

Create an internal board or committee responsible for overseeing and advising on DEI initiatives. This group should include diverse voices from various levels within the organization.

Create safe spaces for open conversations and offer forums or "listening sessions" where employees can safely and respectfully discuss diversity-related challenges, share experiences, and suggest improvements to workplace culture.

Measure program effectiveness regularly with trackable goals for diversity-related programs, such as improved hiring diversity, increased employee engagement, or retention of underrepresented groups, and regularly assess their impact through surveys and data analysis.

Offer tailored diversity training and programs to cover specific topics like unconscious bias, cultural competency, and allyship, offering workshops that address the unique needs of different groups.

Staff members at UC San Diego value my contributions

Create a work culture where team members feel supported and appreciated. Encouraging teamwork, trust, and open communication building a sense of belonging and value.

Encourage staff to acknowledge and appreciate each other's contributions through shout-outs, thank you notes, small awards, and virtual kudos.

Show you value your team by investing in their growth. Provide opportunities for training, workshops, or conferences that align with their career goals.

Spend time with your team and regularly check in with team members, not just about work but also about how they're doing. Showing genuine interest in their well-being conveys that you value them beyond just their work output.

Update unit websites to inform the campus community on what your team does and the impact they are making. Ask your team to contribute ideas to share and consider using the PAR format - Problem, Action, and Result.

Top leaders of the University are committed to diversity

Encourage open discussions about diversity, where staff can share their experiences and perspectives in a safe, respectful setting, helping to build empathy and understanding.

Establish a dedicated team or committee responsible for driving diversity and inclusion initiatives within the department and ensuring that progress is regularly reviewed and maintained.

Offer regular diversity, equity, and inclusion (DEI) training to educate staff on cultural awareness, unconscious bias, and inclusive behaviors, fostering a more accepting and respectful work environment.

Recognize and celebrate cultural diversity by acknowledging important holidays, events, and traditions from various cultures, creating an inclusive environment where all employees feel valued.

Solicit and regularly seek feedback from staff on how the department can improve diversity and inclusivity, and take actionable steps based on the input you receive, showing a commitment to continuous improvement.

UC San Diego promotes a work environment where all people are welcomed

Create a welcoming onboarding experience where new employees are introduced to the workplace in a way that makes them feel included and valued from day one. Assign them a mentor or buddy to help them navigate the culture.

Design accessible workspaces and ensure physical workplace is accessible to everyone, including elevators, accessible restrooms, and appropriate workstation accommodations.

Encourage the use of language that is respectful and free from bias. Ensure that workplace materials, communications, and policies reflect diversity and promote inclusion.

Recognize and celebrate diverse holidays, cultural events, and awareness months, creating opportunities for employees to learn about different cultures and traditions.

Solicit feedback regularly and create a safe space where employees feel comfortable providing feedback on workplace culture, inclusivity, and areas for improvement. Act on their suggestions to create a more welcoming environment.

University leadership is genuinely interested in hearing the ideas and opinions of staff members

Create small pilot programs for staff ideas - when an idea has potential but may need testing, set up a small pilot program or trial within a department to evaluate the effectiveness.

Encourage employees from different departments to collaborate on idea-generating teams or task forces, giving staff the opportunity to share their insights across functions.

Establish employee advisory groups or committees comprised of staff members from various departments to provide input on policies, initiatives, and organizational changes to university leadership.

Implement a leadership listening tour where university leaders visit different departments to engage in discussions with staff members.

Organize regular feedback sessions where staff members have the opportunity to share their ideas and opinions directly with university leadership (in-person, virtually, or anonymously).

Supervisor Effectiveness

I can make recommendations to my supervisor without fear of negative consequences

Ask for feedback after sharing your recommendations, turning the conversation into a two-way dialogue.

Frame recommendations constructively: Present your ideas as ways to improve processes, solve problems, or achieve goals, focusing on the positive outcomes rather than criticizing existing methods.

Offer multiple options and instead of presenting just one solution, suggest a few different approaches, allowing your supervisor to choose or discuss the best path forward.

Provide training to supervisors on how to receive and respond to feedback from staff members in a constructive and non-defensive manner.

Suggest improvements as ways to streamline processes, address challenges, or achieve objectives, highlighting positive outcomes rather than focusing on flaws.

I have sufficient freedom to decide how to best perform my work

Encourage autonomy in problem-solving and empower employees to make decisions about how to address challenges or solve problems, showing trust in their expertise.

Encourage creativity and innovation by creating an environment where employees feel comfortable experimenting with new ideas, techniques, or approaches, even if they deviate from the norm.

Focus on outcomes but leave the process and execution to the team.

Focus on results, not methods - emphasizing performance metrics or deliverables rather than dictating how work should be completed, allowing employees to approach tasks in their preferred way.

Offer continuous learning opportunities by providing access to training or professional development, so employees feel confident and capable of making informed decisions about how they perform their work.

My last performance evaluation provided me with information I could use to improve my performance

Develop action plans for staff that are clear, actionable, and focused on specific tasks, growth, and improvement.

Prepare for future evaluations by reviewing past performance evaluation cycles to track your growth over time, identifying trends and learn from past improvements.

Provide a quarterly review of job description, individual goals, and individual progress towards program goals.

Request mentorship, tactical coaching, or specific resources on areas to improve to help you develop the necessary skills and enhance your performance.

Seek clarity on expectations and use the self-appraisal and evaluation process to clarify performance expectations that may have been unclear, ensuring you understand how to meet or exceed them.

My performance is evaluated fairly

Conduct Frame of Reference (FOR) sessions (standards around E-A-S) with people leaders to ensure consistency and fairness in the evaluation process. Equip people leaders with the skills needed to conduct fair and objective assessments through training on effective performance evaluation techniques.

Create opportunities for staff members to provide input and feedback on their own performance and evaluation process.

Ensure that performance goals are clearly defined, measurable, and aligned to roles and responsibilities.

Keep records of your work, achievements over the year, and track progress toward goals to provide concrete evidence of your performance, ensuring the self-appraisal and evaluation are based on facts rather than perceptions.

Offer consistent feedback throughout the year at regular check-ins with your supervisor to stay on track and limit unexpected feedback during the formal evaluation.

My supervisor actively supports my participation in training and education programs related to my job responsibilities

Facilitate knowledge sharing sessions where staff members can share insights and key takeaways from training, conferences, and education programs they have attended. Encourage peer learning and collaboration within the department.

Prioritize training and education programs that directly contribute to staff member's job responsibilities and professional growth.

Support staff and allow time for personal development, whether through formal education, certifications, or self-directed learning, to encourage growth.

Support stretch assignments and mentoring projects that allow you to develop new capabilities and gain exposure to different areas.

To show your commitment to employee development, check in with employees on a regular basis regarding their career goals and planning including potential promotions, job card changes, lateral moves, or other roles that align with their career goals.

Work with staff members to create individual development plans that outline their training and education goals, and collaborate with supervisors to align these plans with job responsibilities and departmental objectives.

My supervisor communicates essential information on a timely basis

Be proactive with upcoming changes and communicate any anticipated changes or important updates well in advance to give the team enough time to prepare, preventing last-minute stress and confusion.

Create a communication protocol and establish clear guidelines on how and when essential information will be communicated, such as using specific channels for urgent updates and routine emails for less critical information.

Establish a regular communication schedule for sharing essential information with staff members, such as weekly email updates or bi-weekly team meetings.

Hold quick check-ins, using brief, daily or weekly frequency to touch base with employees and share any new updates or changes, ensuring consistent communication.

Listen carefully for moments when direct reports (or colleagues) indicate they do not feel informed about important events. In such cases, ask them what additional information would be useful to have.

My supervisor gives me opportunities that support my career advancement

Discuss individual development plans and career path planning with new employees as part of their onboarding process.

Encourage networking and support participation in networking events from campus-wide activities to coordinating department socials, to help build relationships that could benefit their career.

Encourage your team members to take ownership of their own development. Direct them to the learning resources made available by the locations or systemwide and follow up with them periodically to take stock of their progress.

Establish a mentoring program or join the HR lead campus mentorship program in which senior employees provide counsel to those earlier in their careers.

Identify employees within your department whom you believe have the potential or are ready now to fill critical roles within the organization, including your own position. Focus on developing their skills, coaching them and giving them on-the-job assignments that will prepare them for these opportunities.

My supervisor gives me praise for my work

Celebrate milestones and achievements tied to specific accomplishments, such as work anniversaries or project completions, to highlight the employee's contributions over time.

Personalize the approach and tailor your praise to the individual's preferences. Some employees may appreciate public recognition, while others may prefer a private, one-on-one acknowledgment.

Provide timely and specific praise/recognition for staff member's work that highlights individual contributions and achievements.

Recognize the exact task or achievement, such as "Your attention to detail in the recent project was impressive," to make the praise meaningful and personal.

Send a personalized email or handwritten note to acknowledge an employee's hard work, showing appreciation in a more permanent and thoughtful way.

My supervisor gives me useful suggestions for improvement

Encourage cooperation between employees and teams by building specific cooperation goals into individual performance objectives.

Encourage self-reflection by asking the employee to reflect on their performance and identify areas where they believe they can improve, fostering self-awareness and ownership of their development.

Frame suggestions positively and use encouraging language that motivates the employee, emphasizing opportunities for growth rather than focusing solely on weaknesses.

Provide resources and support including recommend books, courses, tools, or mentorship that the employee can use to enhance their skills and address the areas needing improvement.

Set clear and achievable performance goals for staff members, track progress regularly, provide feedback on areas where improvement is needed, and offer suggestions for how to achieve those goals.

My supervisor is supportive when personal issues arise

Create an open-door policy or zoom office hours where employees know they can approach you when personal issues arise without fear of judgment, ensuring they feel comfortable sharing their concerns.

Encourage taking time off and support employees using personal or mental health days to recharge.

Listen empathetically when employees come to you with personal challenges and acknowledge their feelings to create a supportive environment.

Offer flexible work arrangements (such as remote work options, flexible hours, mental wellness days off, or temporary leave) to accommodate staff members dealing with personal issues.

Provide access to employee assistance programs that offer counseling, support, and resources for staff members facing personal challenges.

My supervisor treats me with respect

Model respect through actions and lead by example by consistently showing respect to all team members in your words and actions, setting a tone of respect for the workplace

Provide training for supervisors on effective communication skills, including, public speaking, active listening, empathy, and conflict resolution.

Respect diverse perspectives and encourage and value varied viewpoints, creating a workplace where different ideas and opinions are respected and considered.

Respect personal boundaries and be mindful of employees' work-life balance (e.g. oversharing)

Schedule one-on-one meetings with your employees to learn about their personal interests and aspirations. For example, what motivators are most important to them (e.g., salary, position, kinds of work, influence, location, etc.) Discuss how their priorities and values relate to their current position, and to future opportunities.

Work is assigned equitably by my supervisor

Assess individual strengths and skills and assign tasks based on employees' strengths, expertise, and skills, ensuring that everyone has the opportunity to contribute where they are most effective.

Encourage input and preferences by involving employees in the task assignment process by asking for their input on which projects or tasks they are interested in, promoting fairness and engagement.

Implement manager training and discussions in senior staff meetings to identify and improve uneven workloads.

Make task assignments transparent by sharing workload distribution and project roles openly within the team, so employees see that work is being allocated fairly.

Use objective criteria when assigning tasks, rely on objective factors such as skills, experience, and availability rather than subjective preferences, ensuring a fair process.