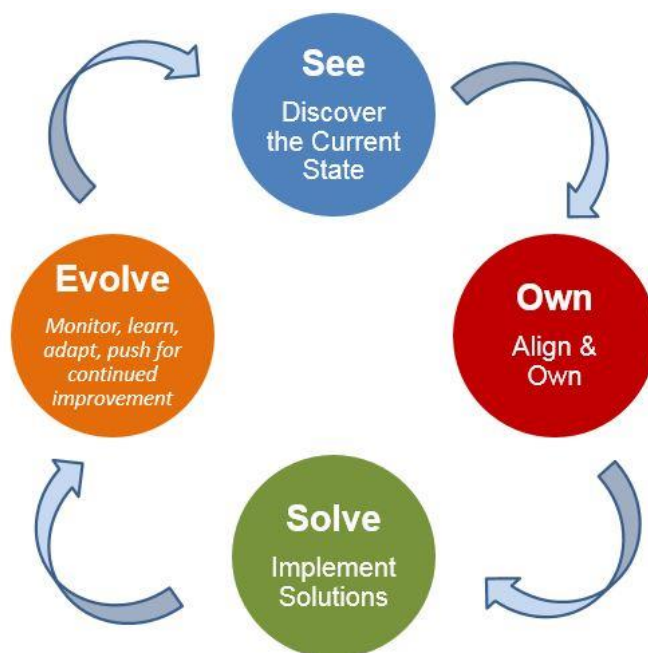


Improving Workplace Quality Overview, Timeline and Action Plan



	Action	Purpose	Timeframe
SEE	Workplace Quality Survey	- Establish baseline of strengths; areas that require focus/action. - Develop a framework to strengthen employee engagement.	March 2017
	Cabinet receives reports	Understand high level findings; unpack data by division	June, July 2017
OWN	Cabinet members share division data with leadership teams	Begin process of engaging leadership in discussion around findings	August 2017
	Cabinet begins discussion of high level campus priorities	Leadership Reflection/ Explore things we can do to improve workplace quality	August 2017
	Campus Presentations of data (Open Forums, Academic Senate, AALT, Department Chairs)	Engage campus in discussion	Sept 2017
SOLVE	Cabinet members engage managers and division employees in division/department/school/ college specific conversation and action planning	Division wide discussions around what we can do to improve workplace quality	Fall 2017
	Cabinet members report back Division Action Plans and agree to University Priorities	Create focused strategies	February 2018
EVOLVE	Specific Actions taken to influence key areas	Continue to learn, measure, reflect and improve	Spring, Fall 2018
	Ongoing Communication		
SEE	Re-survey	Measure Progress	Spring 2019

University Commitment to improving Workplace Quality
(created fall 2017)

University Priorities identified by Cabinet	
1	<p>Communicate a high level summary of the survey results to appropriate leadership groups and to the Fresno State community as a whole.</p> <ul style="list-style-type: none"> • Open Forums held (Sept. 2017) • Division Wide and Departmental Meetings held and in progress
2	<p>Strengthen the quality of communication and dialogue</p> <ul style="list-style-type: none"> • Review existing communication structures and processes • Capture, document and share Strategic plan metrics (fast facts) • Launch Strategic Plan website • Enhance internal communications (Campus News) • Develop internal communications to help employees understand business of University (CSU as a system, shared governance, budget process, facility improvements) • Ensure we are explaining WHY we are doing things • Professional Development and reminders for people leaders on communication best practices (focus on informal communications) • Explore how individuals want to be communicated with
3	<p>Engage Campus Community in process to define desired behaviors/ principles of community.</p> <ul style="list-style-type: none"> • Administrative Roundtable • Open Forums • Academic Senate, JLC
4	<p>Foster greater alignment and collaboration across the University by enhancing Senior Leadership visibility, interaction and relationships.</p> <ul style="list-style-type: none"> • Ongoing Open Forums • Cabinet participation at New Hire Orientation • Be mindful of perception (be each other's PR Agents) • Ensure Cabinet is active and visible in campus events (ex . Professional Development programs including Admin Academy and President's Leadership Academy)
5	<p>Address fairness concerns regarding performance management and accountability.</p> <ul style="list-style-type: none"> • Invest in Professional Development for people leaders • Train people leaders on performance management; accountability, fair treatment, coaching behaviors and effective communication. • Update performance review form • Enhance existing programs to recognize staff • Identify behaviors we expect from leaders
6	<p>Define and articulate the unique value proposition (employment brand) of Fresno State so that faculty and staff have a greater sense of alignment and shared culture.</p>

Division Progress and Priorities

Division:	Academic Affairs
Process to share data/feedback across division.	The Academic Affairs Leadership Team each received their part of the division table prior to the division retreat August 8. They also received results for the University, for Academic Affairs, for the Provost's Office, and for their specific unit. These were discussed at the retreat with follow up September 26, October 24 and again January 30 at the Academic Affairs Leadership team meetings. Additionally, the council of chairs which includes all chairs and coordinators were briefed at their meeting of October 3 and asked to consider needed changes. Each of the deans subsequently shared information with their colleges/organizations.
Action items to support University Wide Priorities	The Deans and the Chairs were asked to begin working on strengthening the quality of communication. The provost has asked them to specify actions they plan to take, the methods they will use to measure impact, and an assessment of progress. Additionally, the Provost met with Paula Castadio and Ashley Ilic to begin the process of revamping the Academic Affairs website.
	The Provost works closely with the Academic Senate and its leadership to keep the Senate informed of relevant information and consult with them on matters of mutual interest. The Provost attends all meetings of the Executive Leadership team as well as the Academic Senate and has cultivated a strong and collegial relationship.
	The Provost has invited other members of the cabinet to work closely with the Academic Senate as well and six other cabinet members have appeared before the academic senate since August 2017.
	The Academic Affairs strategic plan committee on work life balance has held five focus groups to better understand the issues facing men, women, persons of color, and those at the Associate Professor level and is preparing to report to the Provost.
Actions to support Division / Department Soft Spots	Conversations between the Provost and the Deans in their one on one interviews have focused on specific actions they plan to take, the methods they will use to measure impact, and an assessment of progress. Deans are being asked to periodically account for their progress and include results in their annual report.
	Provost has initiated leadership training/coaching including presenting to the faculty staff cohort of the mentoring program on February 6.
	The Academic Senate formed a task force on workload which addresses one of the divisional weak spots-the appropriate balance of teaching, research, and service. The task forces is nearing completion of their work.
	The Provost's efforts to involve Cabinet members with the Academic Senate have made significant inroads into concerns over shared governance.
Actions to preserve and grow Division / Department Strengths	Continue with the Provost's awards programs
	Maintain Provost visibility with faculty and staff
	Maintain the culture of transparency in decision making an all areas-curricular, financial, personnel evaluations, etc.
	Continue to focus on collaboration and shared governance at division and department levels.
	Strengthen leadership development programs for Chairs and Coordinators and provide leadership opportunities for others.

Division:	Administration and Finance
Process to share data/feedback across division.	<ul style="list-style-type: none"> ✓ Division wide and departmental data shared and discussed at annual VPA Leadership Team Retreat. (August 2018) ✓ Division wide data shared with managers Action planning begun. (Oct/18) ✓ Division wide data shared at division wide meeting with 300 + employees in attendance. Table top discussions regarding surprises, strengths and opportunities for improvement. (November 2018) ✓ Division wide holiday post card created with “why we love working at Fresno State” word cloud. (December 2018) ✓ Departmental meetings conducted (Accounting, Procurement, Facilities, Human Resources, Public Safety) Department data shared and discussed. Action planning underway. (November – March)
Action items to support University Wide Priorities	<p>Focus on manager, chair and lead development (in collaboration with Academic Affairs/CFE)</p> <ul style="list-style-type: none"> ✓ Launched President’s Leadership Academy ✓ Expanded Faculty/Staff Mentor Program ✓ Introduced Leadership Lunch and Learns ✓ Introduced Principles of Supervision for Managers, Leads and Chairs
	<p>Support University wide effort to enhance communications.</p> <ul style="list-style-type: none"> • Create awareness of CSU and University investment in total compensation (salary/benefits) • Help tell the story of the business of the university (how budget works, policy development...) • Facilitate communications of facility improvements completed/underway/planned • Redesign Admin Services Website
	<p>Support development of new program for staff recognition (in partnership with JLC). CAIFE team appointed.</p>
	<p>Continue to improve new employee orientation and onboarding experience.</p>
	<p>Continue to improve professional development programming for all faculty and staff.</p>
	<p>Continue to identify and communicate strategies to address issues of low performance.</p>
Actions to support Division / Department Soft Spots	<p>Communication</p> <ul style="list-style-type: none"> • Engage departments (employees and managers) in discussions regarding soft spots and communication challenges. • Establish division culture that promotes accountability, integrity and honest conversations without fear of retaliation or conflicts. • Improve quality of meetings, retreats and events (ex. Ensuring participation, engagement, appropriate information shared). • Establish and communicate clear expectations around behaviors; role modeling them at leadership level. • Ensure appropriate recognition of staff and team contributions.
	<p>Training and Professional Development</p> <ul style="list-style-type: none"> • Focus on manager and lead development within division : All leads and managers within division to attend Principles of Supervision workshop (goal 40 % attendance by 7/18; 70% attendance by 1/19; 100 % attendance 5/19) • Encourage all employees to pursue at least one professional development opportunity on or off campus.
Actions to preserve and grow Division / Department Strengths	<p>Continue annual Division Wide Meeting focused on communication, collaboration and recognition. Continue Managers Meetings 2 X per year.</p>
	<p>VP to continue departmental visits to listen to employees and thank them for their contributions.</p>
	<p>Continue to focus on collaboration at division and department levels.</p>

Division:	Technology Services
Process to share data/feedback across division.	<ol style="list-style-type: none"> 1) Division-wide meeting sharing 2) Open forum discussion 3) Leadership team meetings (at least 5, including action item planning) 4) Department managers shared with their individual teams throughout past year 5) Occasional email updates and information to entire division
Action items to support University Wide Priorities	<p>Supporting Campus Priority #2, Technology Services will continue to invest in our people so that we can provide the best possible services, within the constraints we live and thrive in, to our campus community, so that the campus community can then attract and retain our faculty and staff. We will invest in succession planning and leadership development, as well as do our best to provide clear pathways for career growth. We will commit to being proactive in understanding needs of the organization and provide the right training, opportunities, and experiences for our technology team to be able to adjust, transition, change, and grow.</p>
Actions to support Division / Department Soft Spots	<p><i>Opportunity #1 #28 - Our orientation program prepares new faculty, administration and staff to be effective</i></p> <p>Improvements will be made to staff orientation for all new employees in Technology Services. This will include revising and updating the onboarding procedures as well as hosting events to welcome our new employees on their first week. Special care will be taken to ensure each is equipped with the proper tools/equipment to begin their work.</p> <p>Timeline - work has started on improving our internal orientation of the new staff to Technology Services. Technology Services employees to review a draft proposal by June 30, 2018.</p> <hr/> <p><i>Opportunity #2 #3 - My supervisor/department chair makes his/her expectations clear</i></p> <p>The Technology Services management team will work on communication to our peers and staff. This will come from project meetings, staff meetings and regular communication on priorities for each specific area of the division. Also, providing guidance on what is expected of each employee, as it pertains to their specific job. As it pertains to projects, the management team will work with the PMO to set clear expectations of the project team members. With clear communication during the project, the team members will understand what is being asked of them during the project.</p> <p>Timeline - We will see an increase in this area by end of Summer 2018. The PMO will work with the management team to create an expectations of project team members guideline to share with the management team. The management team will share with their staff as each project goes through the initial kick-off meeting. The management team will improve and enhance the communication to their respective team as it pertains to the expectations they have for the work groups.</p>
Actions to preserve and grow Division / Department Strengths	<p><i>Strength #1 #14 - I can speak up or challenge a traditional way of doing something without fear of harming my career</i></p> <p>We will continue to utilize anonymous surveys within the division as well as promote a spirit of open ideas in our All Hands Meetings. In addition, directors and managers will encourage new ideas in one on one meetings with their staff. The management team, as well as the staff, will continue to look for ways to become more efficient. Sometimes, that is to challenge the way we have been doing things for many years. With open mindedness, the management team has shown it is ok to challenge these traditional ways of doing things.</p> <p>Timeline - We will continue this practice to make sure we keep our staff feeling safe to bring up ideas that will challenge the norm in Technology Services</p>

Division Goals/Objectives

Listening Tour

Plan: VPSAEM will meet with all division departments to discuss survey and ways we can improve employee satisfaction.

Staff Orientation

Plan: Professional Development Committee and directors will work with Human Resources to develop staff orientation program for new division staff.

Career Opportunities

Plan: VPSAEM Cabinet will explore career ladders/collateral assignments program in division in consultation with Human Resources.

Communication

Plan: VPSAEM Office will establish a division newsletter to better cascade information and highlight/recognize division staff/faculty.

Committees

Plan: VPSAEM Cabinet and directors will select volunteers for division committees opened to all interested parties in the division. Final appointments will be made by AVPs and VPSAEM.

Celebration of Landmark Anniversaries

Plan: Professional Development Committee will continue professional development and staff/faculty recognition opportunities at division events and Star Day.

Anonymous Feedback

Plan: The Division staff will be encouraged to utilize the Division kudos/comment/complaint form available online to make concerns known and highlight positive comments. The VPSAEM and Leadership Team will respond to comments.

Student Affairs and Enrollment Management AVP Area

Student Success Services

Regular and Open Communication

Plan: Survey directors and coordinators to determine how information is cascaded to staff and others. Work with directors to establish an action plan to improve communications.

Promotion Based on Fairness and Career Ladders

Plan: Make staff aware of promotional opportunities and review relevant standards and procedures. Make sure staff are knowledgeable of HR processes.

Low performance Issues

Plan: Directors will develop an improvement plan for employees whose job performance is below satisfactory.

Meaningful Recognitions and Awards

Plan: Survey staff to determine what they consider meaningful and possibly revive the Whale of Effort Award which recognizes work that goes above and beyond.

Student Life

Regular and Open Communication

Plan: AVP will attend staff meetings for each department once a semester.

Plan: Student Life departments will host open houses where other Student Life staff can see the work areas, and talk with staff.

Plan: We will do a program/in-service for student assistants. Programs will be based on identified themes (ex. NCBI, Cultural Competency, Customer Service, etc.).

Meaningful Recognitions and Awards

Plan: We will explore the possibility of creating a staff recognition program.

Student Health & Counseling Center

Regular and Open Communication

Plan: Senior leadership will make a conscience effort to communicate openly with staff about important matters through monthly general and unit staff meetings.

Collaboration

Plan: Senior leadership will actively solicit suggestions and ideas by fostering staff engagement through committee representation and a feedback mechanism that is reviewed by SHCC Administration.

Plan: Provide opportunities for staff to contribute to important decisions in the department through active participation in staff meetings and committee discussions.

Policies

Plan: An orientation program will prepare new faculty, administration and staff to be effective with an enhanced on-boarding program and annual training for all SHCC staff and faculty.

Enrollment Management

Regular and Open Communication

Plan/Comment: Disseminate information via an Enrollment Management listserv to improve communication with all staff.

Plan/Comment: AVP will conduct 'Listening Tours' with each department to receive feedback from staff.

Meaningful Recognitions and Awards

Plan/Comment: Developed EM Social Committee to develop social activities promoting team building and bonding.

Plan/Comment: Make staff aware of promotional opportunities and review relevant standards and procedures

Plan/Comment: Currently discussing and seeking feedback from staff to determine the most suitable ways for recognition and awards.

Division:	University Advancement
Process.	A task force of eleven team members in University Advancement reviewed results from the Campus Quality Survey administered in 2017, and then met during the first quarter of 2018 to reflect on the survey results and outline possible action steps. In June 2018, the committee, along with feedback by the division, identified three focus areas for improvement and the related action steps.
Focus Area 1.	<p>To enhance communication and build trusting relationships, University Advancement will create a culture where ideas and opinions are heard and valued.</p> <p>Action steps:</p> <ul style="list-style-type: none"> • Bi-monthly division meetings include 30 minutes of listening and answering questions with the Vice President for University Advancement. Team members are invited to pose questions and comments verbally or anonymously in writing. • Major organizational changes are shared in advance with the people affected, and input from team members will be encouraged. • Assuming positive intentions is at the core of our division and every voice matters.
Focus Area 2.	<p>To model mutual respect, University Advancement will create a culture that recognizes and appreciates individual contributions towards ensuring the success of our division and University.</p> <p>Action steps:</p> <ul style="list-style-type: none"> • Senior Management will customize ways to positively recognize staff within each department. • Milestone anniversaries are celebrated at each bi-monthly division meeting. • Note cards are made available for team members to thank one another. • New ideas and innovation are welcomed and celebrated by Senior Management year-round. • Team members are supported as they learn and grow through trial and error.
Focus Area 3.	<p>To drive high value and high impact, University Advancement will prioritize its efforts to serve our University.</p> <p>Action steps:</p> <ul style="list-style-type: none"> • Fiscal year goals are developed, embraced and measured by the team. • Senior managers communicate and align tasks in support of UA goals. • Team members are empowered to prioritize workloads with managers to best meet the growing demands of campus. • UA will create a searchable index of all team members, including key roles, duties, and responsibilities to be shared across the UA division. • UA will actively raise awareness of its division and how it serves the greater campus good.