2018 California Higher Education Collaborative Conference

SONOMA STATE UNIVERSITY

OCTOBER 1-3, 2018

Welcome to Building Organizational Excellence!

- How We Got Here

- Harnessing the Power of Our Experiences

- Our Hopes for Today

- Session Topics and Structure
  - Customer Satisfaction and Employee Engagement Surveys
  - Leadership Development
  - Continuous Improvement

Customer Satisfaction and Employee Engagement Surveys

ANGELA SONG | SENIOR DIRECTOR, ORGANIZATIONAL ASSESSMENT AND STRATEGY
UNIVERSITY OF CALIFORNIA, SAN DIEGO

KATY REES | ASSOCIATE VICE PRESIDENT, ADMINISTRATION
CALIFORNIA STATE UNIVERSITY SAN MARCOS

Session Outline

1. Why measure customer satisfaction and employee engagement?

2. Participation rates for the UCSD-administered surveys

3. Campus Case Studies:
   ◦ *Blair Stephenson* (UC Davis) – Marketing and communication and how to make the survey real for your staff
   ◦ *Angela North* (CSU Fullerton) – Action planning with senior leaders
   ◦ *Lindsey Cunningham* (CSU San Marcos) – Benchmarking, leadership engagement, recognition
   ◦ *Alexis Naiknimbalkar* (CSU Chancellor's Office) – Survey integration and the Balanced Scorecard

4. Audience participation – Questions, Examples, Brainstorming

Why?

WHY IS EMPLOYEE SATISFACTION AND WORK CLIMATE IMPORTANT?

WITHOUT DATA

YOU'RE JUST ANOTHER PERSON
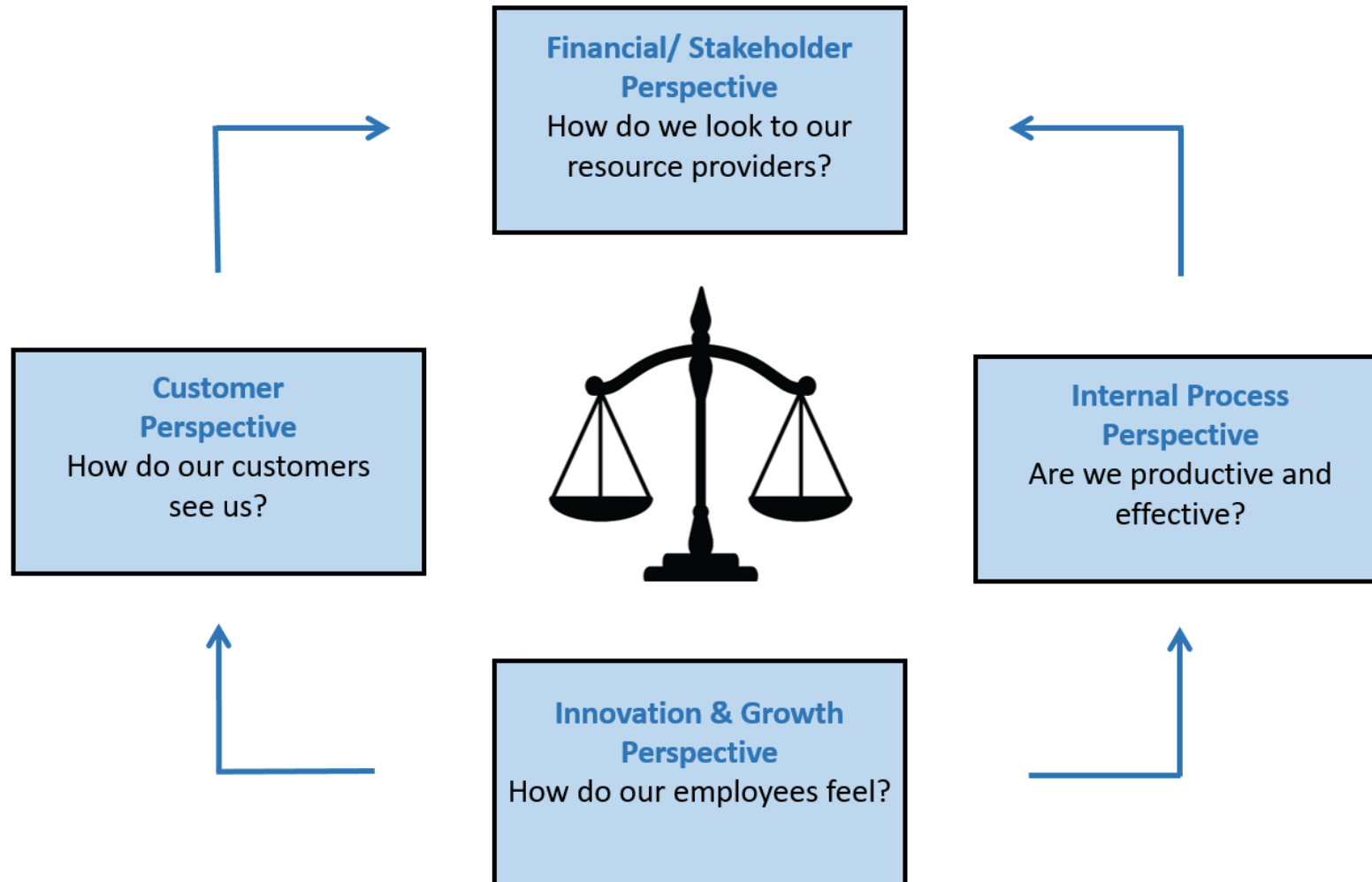
WITH AN OPINION

W. EDWARDS DEMING

Q. We are in a University setting... why are we surveying?

A. *As Administrative Units we are here to support the mission of the University – for faculty, for students, for research activities.*

- **Did we help a researcher spend more time in his or her lab** (i.e., rather than track down policies and fill out confusing forms)?

- **Did we help a faculty member concentrate their efforts toward their student's learning** (i.e., rather than hours spent on processing administrative paperwork)?

- **Did we enhance a student's overall experience** (i.e., rather than stressing them with red tape, hoops, and waiting in lines)?

- **Did we help an administrator focus on their most mission critical work** (i.e., rather than getting bounced around from desk to desk to get an issue resolved)?

The Balanced Scorecard

UC San Diego's Triton*lytics*™ Higher Education Benchmarking

494 units/departments now participating in the CSS and/or S@W Survey and over 240,000 invited participants

EMPLOYEE ENGAGEMENT SURVEYS:

1. UC San Diego (N = 5,685/8,631; **66%**)
2. UC San Diego Postdocs (N= 423/1,120; **38%**)
3. UC Riverside (N = 596/863; **72%**)
4. CSU CO B&F, Academic and Student Affairs (N = 309/436; **71%**)
5. San Diego Blood Bank (N = 181/307; **59%**)
6. CSU San Marcos (N=175/221; **79%**)
7. Cal State LA (November 2018)
8. Cal Poly Pomona (November 2018)
9. UC Davis (December 2018)

CUSTOMER SATISFACTION SURVEYS:

1. UC San Diego (N = 3,293/10,982; **30%**)
2. UC San Diego Students (N = 8,980/34,300; **26%**)
3. UC Riverside (N = 1,541/29,238; **5%**)
4. UC Irvine (N = 1,430/9,337; **15%**)
5. University of Washington (4,287/39,090; **11%**)
6. CSU San Marcos (N = 1,987/16,511; **12%**)
7. CSU Fullerton (N = 6,400/46,121; **14%**)
8. Cal Poly SLO (N = 1,057/17,328; **6%**)
9. CSU CO B&F, Academic and Student Affairs (N = 991/3,937; **25%**)
10. UC Davis (N=6,905/23,173; **30%**)
11. UC Davis Students (January 2019)

Customer Satisfaction and Engagement Surveys Case Studies

BUILDING ORGANIZATIONAL EXCELLENCE WORKSHOP

OCTOBER 3, 2018

Case Study:
UC Davis

FACULTY & STAFF SATISFACTION SURVEY MARKETING

BLAIR STEPHENSON |ASSISTANT VICE CHANCELLOR

OFFICE OF THE CHIEF OPERATING OFFICER | UC DAVIS

Print Collateral > Posters

Signage

Outdoor A-frames
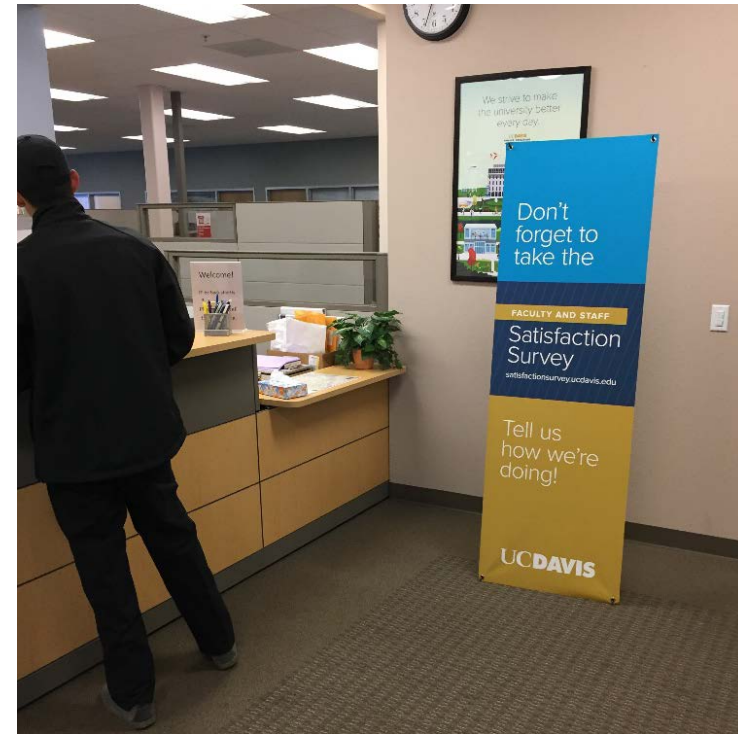
Indoor Banners

Digital

LCD Screens

Electronic Road Sign

Website
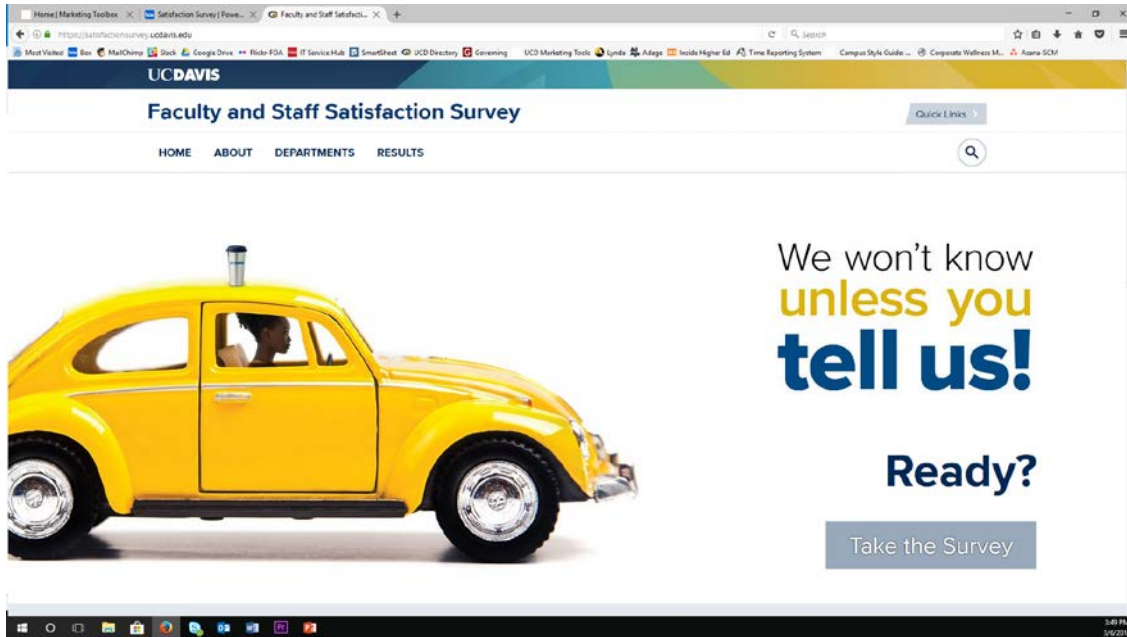
Homepage
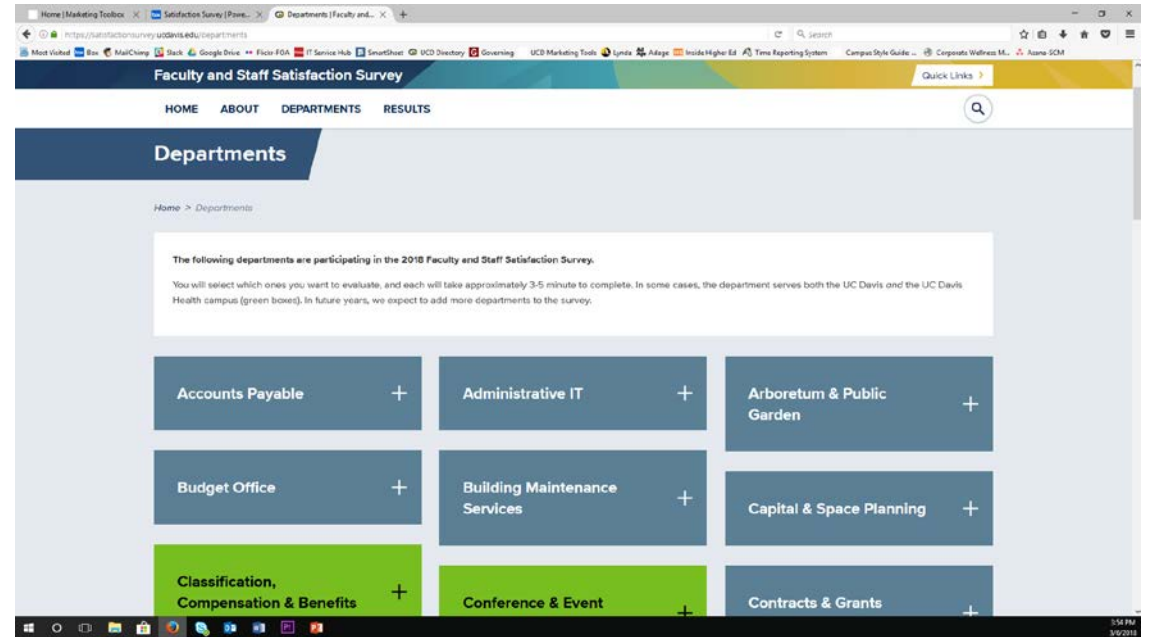
Department Descriptions

Electronic Outreach
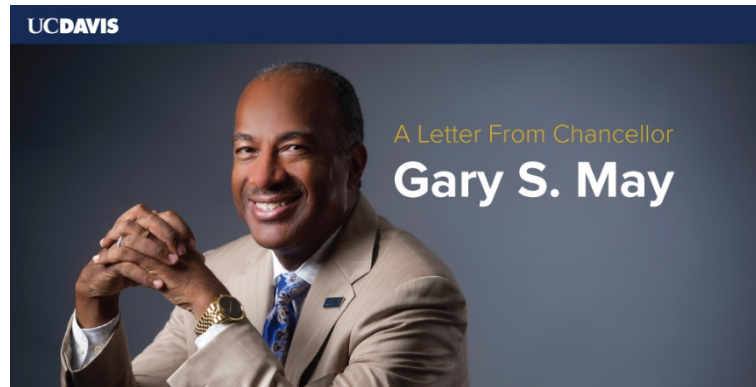
Dear Colleagues,

Next week, you will receive an invitation by email to take the inaugural UC Davis Faculty and Staff Satisfaction Survey. It will include instructions and the link to the survey.

This survey will help establish a framework for continually assessing the effectiveness of university administrative services.

Chancellor Email

Newsletter Stories

Electronic Outreach
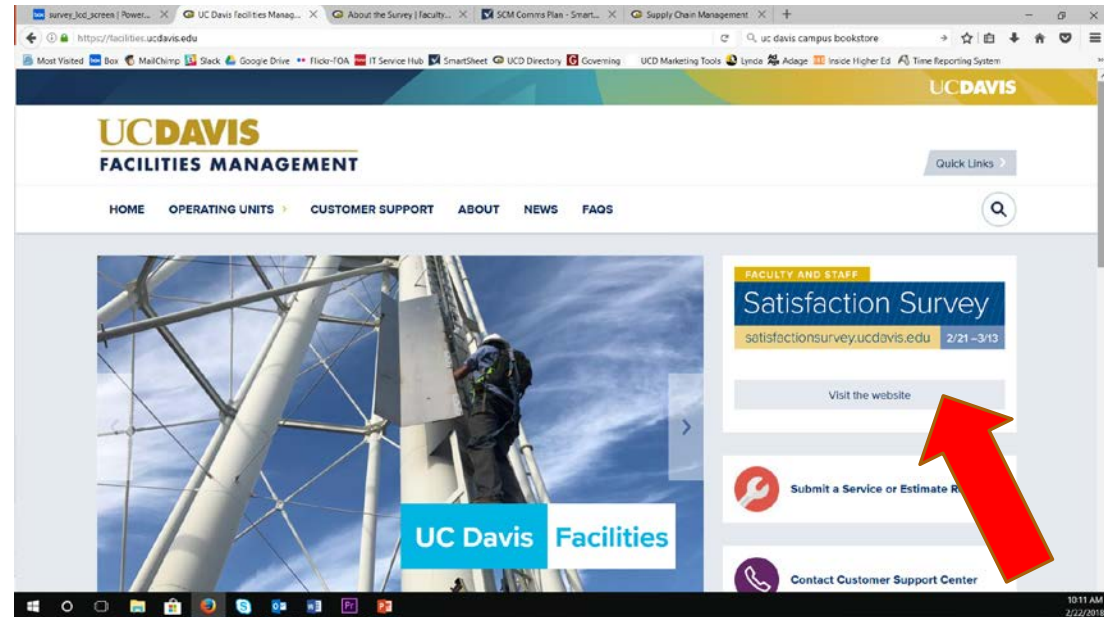
Joe Johnson
UC Davis
Communications
Specialist
530-752-1050

Email Signature Block

Web Block

Outcomes

Survey

23,173 Staff & Faculty

6,905 Complete

30% Response Rate

Website

4,280 Users

1:39 Average session

26.31% Bounce rate
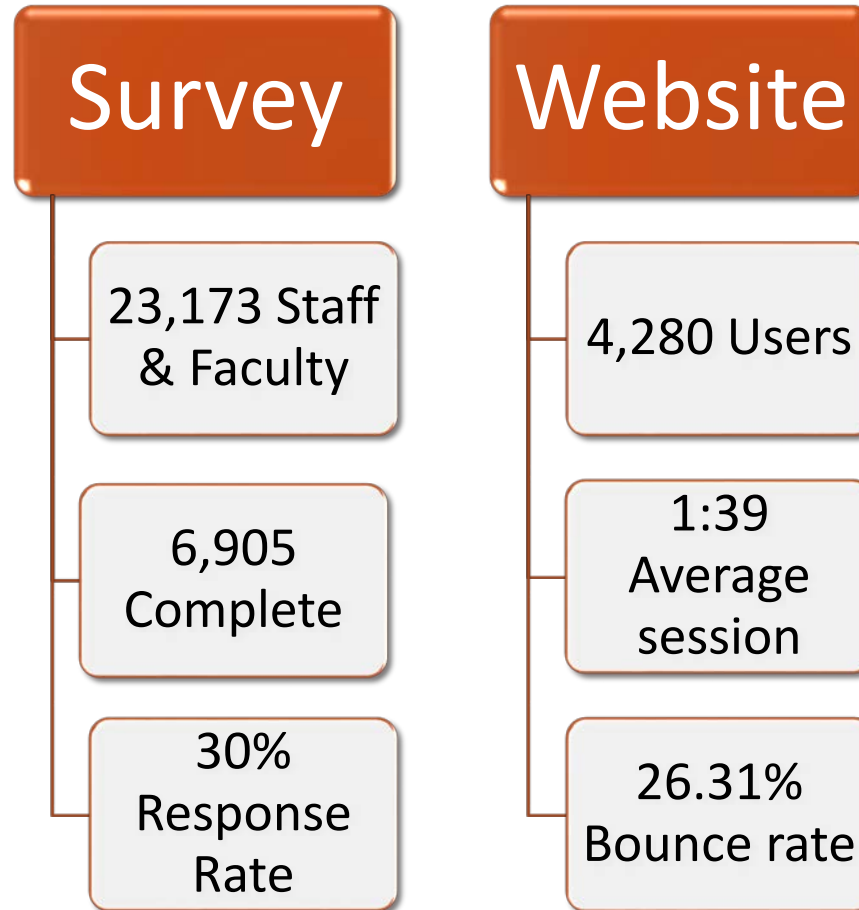
Using the Data

ACTION PLANNING METHODS FOR LEADERS AND STAFF

ANGELA NORTH | DIRECTOR OF ORGANIZATIONAL STRATEGY

CAL STATE FULLERTON | DIVISION OF ADMINISTRATION & FINANCE

How does this approach help?

Addresses the following:
- Shelf time
- Silent ones
- Suspicions
- Silos

How does this approach help?

Does the following:
- ◦ Includes everyone in the room
- ◦ Invites feedback without intimidation
- ◦ Identifies high priority customer needs

CUSTOMERS
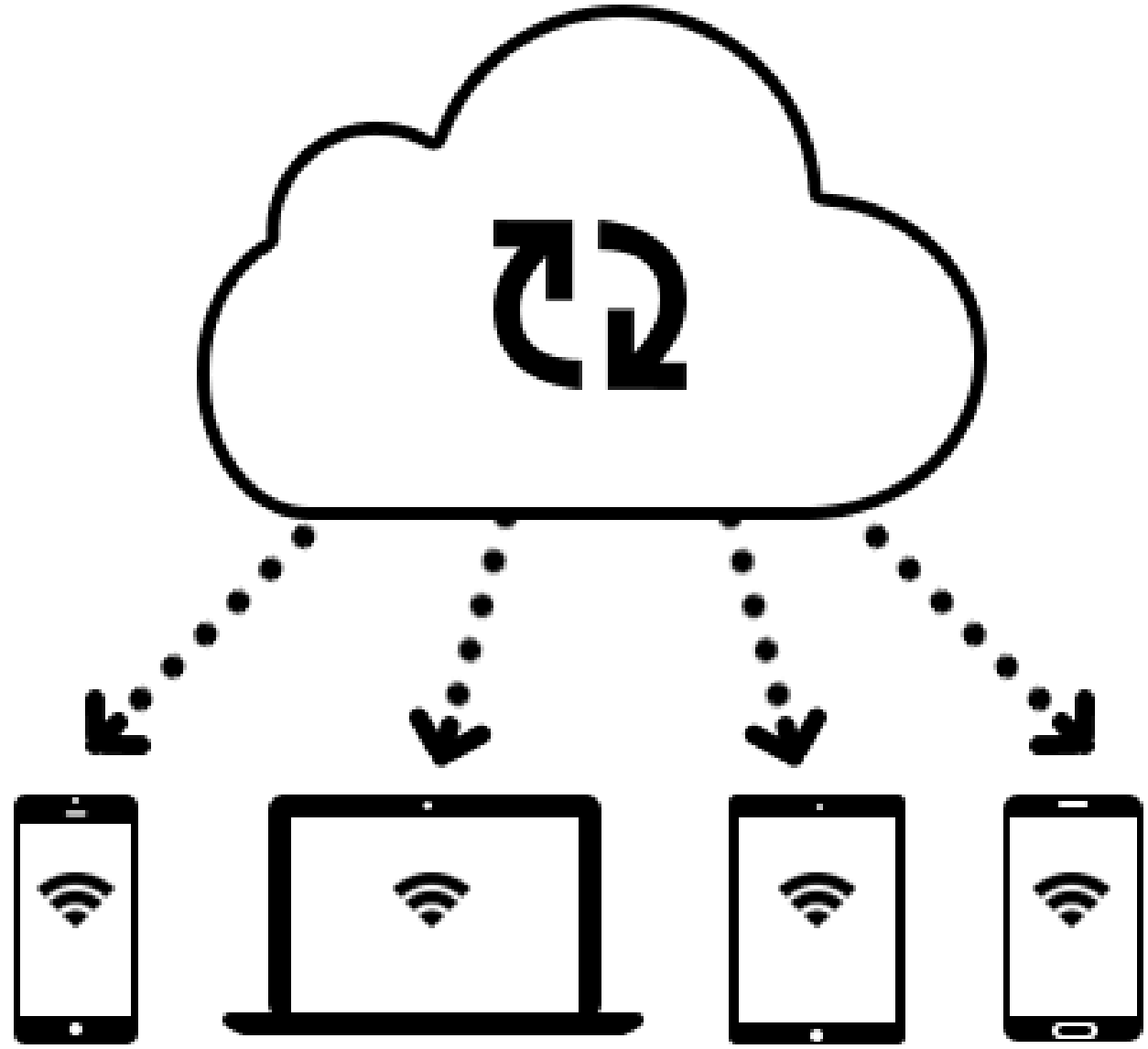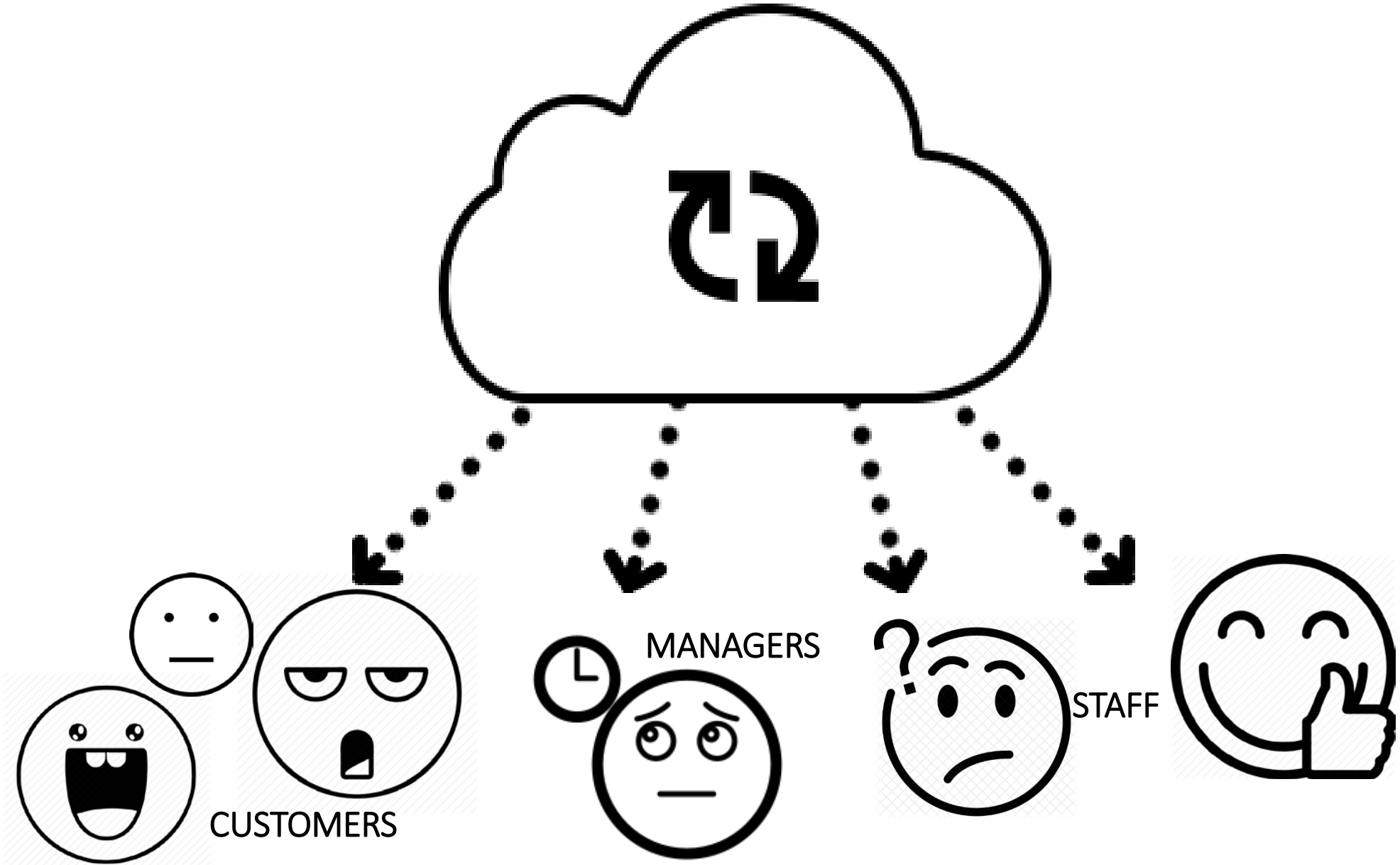
MANAGERS

STAFF

Leadership Workshop Goals

OBJECTIVE: Managers create a framework/guide to support their staff's action planning efforts.

MANAGERS

Define Outcomes, Values, Ideas, and Actions Steps

Offer feedback as both colleague and customer (verbally or silently)

FACILITATOR

Create an inclusive environment for all to provide input (verbally or silently)

Set up the structure and keep the time!

FORMAT

Adapted from Liberating Structures 1-2-4-All

Session I: Define Outcomes and Values

40 minutes

What does Customer Satisfaction mean to my department?

Step 0: Individual – Review Your Survey Data (5 minutes)

Step 1: Individual (8 minutes)

The following are the most common Primary Opportunities from the 2018 survey results. Develop department specific outcomes and define values for each topic.

IMPORTANT! Who does your department serve? Identify your customer. My customer is:
_____

⊞

A. Resolves problems effectively

Outcome (customer-focused): Consider recurring issues that customers face. What is the desired experience for the customer? *For example: The customer feels taken care of and receives follow-up communication.*

_____
_____
_____
_____

Values (staff-focused): What are specific traits, attitudes, and behaviors staff can exercise that support the desired outcome? Focus on adjectives and verbs, not an actual project or

Survey Action Team

Using the Workshop Outcomes and Ideas as a Guide:
- Departments set up teams to focus on next steps.
- Teams can include staff, managers, and customers.

PRIMARY OPPORTUNITIES WORKSHEET				
Department:				
Primary Opportunity:				
What current or new initiatives address the PO?	Who is the customer?	How can the intiative be improved to address the PO?	How will outcomes be measured?	What information is needed? What next steps are required?

Case Study: California State University San Marcos

BENCHMARKING, LEADERSHIP ENGAGEMENT, RECOGNITION

LINDSEY CUNNINGHAM |ORGANIZATIONAL DEVELOPMENT ANALYST
CALIFORNIA STATE UNIVERSITY SAN MARCOS

Engaged Leadership,
Benchmarking & Recognition

Engaged Leadership

- Intent to participate

- Weekly communication

- Data visualizations

- Individual department meeting

- Action plan recommendations

- Concerted efforts from management

Benchmarking

- Perspective of department performance

- Evaluation tool to determine how well departments are serving customers

- Provides opportunities for departments to set improvement goals

- Identifies best practitioners

- Allows for discussion

- Next Steps

UCD	UC Davis Fire Department		4.45
CSUSM	Safety, Risk & Sustainability		4.44
CSUCO	Systemwide Risk Management		4.41
CSUCO	Energy and Sustainability		4.24
CSUF	Sustainability (Under Facilities Management: solar panels, recyclin..		4.20
UCSD	Risk Management		4.11
CSUF	Environmental Health & Safety		4.11
UW	Global Travel Security Management		4.09
UCSD	EH&S		4.08
UCD	Fire Prevention Services		3.94
UCR	ERM Training & Education		3.93
UW	Environmental Sustainability Programs and Outreach		3.91
CSUCO	Systemwide Public Safety		3.90
UCD	Risk Management and Workers Compensation		3.87
UCD	Occupational Health Services		3.87

Recognition

- Recognition comments shared

- Direct conversations with those recognized

- Recruitment tool

Finance and Administrative Services would like to invite your department(s) to participate in our annual Customer Satisfaction Survey. The purpose of this survey is to assess the effectiveness of the services that CSUSM offers. In 2018, we will be conducting the survey from **February 20-March 9th.** This will be the second year we utilize UCSD to administer our survey.

The 2017/18 survey report will compare our data with UCSD and other participating universities (UC Riverside, UC Irvine, Cal Poly SLO, CSU Fullerton, University of Washington, etc.). Attached you will find the Intent to Participate form, containing the standard set of survey questions. Additionally, each area can develop 1-2 additional questions. Please complete the form no later than **December 4, 2017** if you would like your department to be included the Customer Satisfaction Survey.

For additional information, please review the attached FAQs, survey report example, and screenshots from the 2016/17 survey. Please let me know if you have any questions.
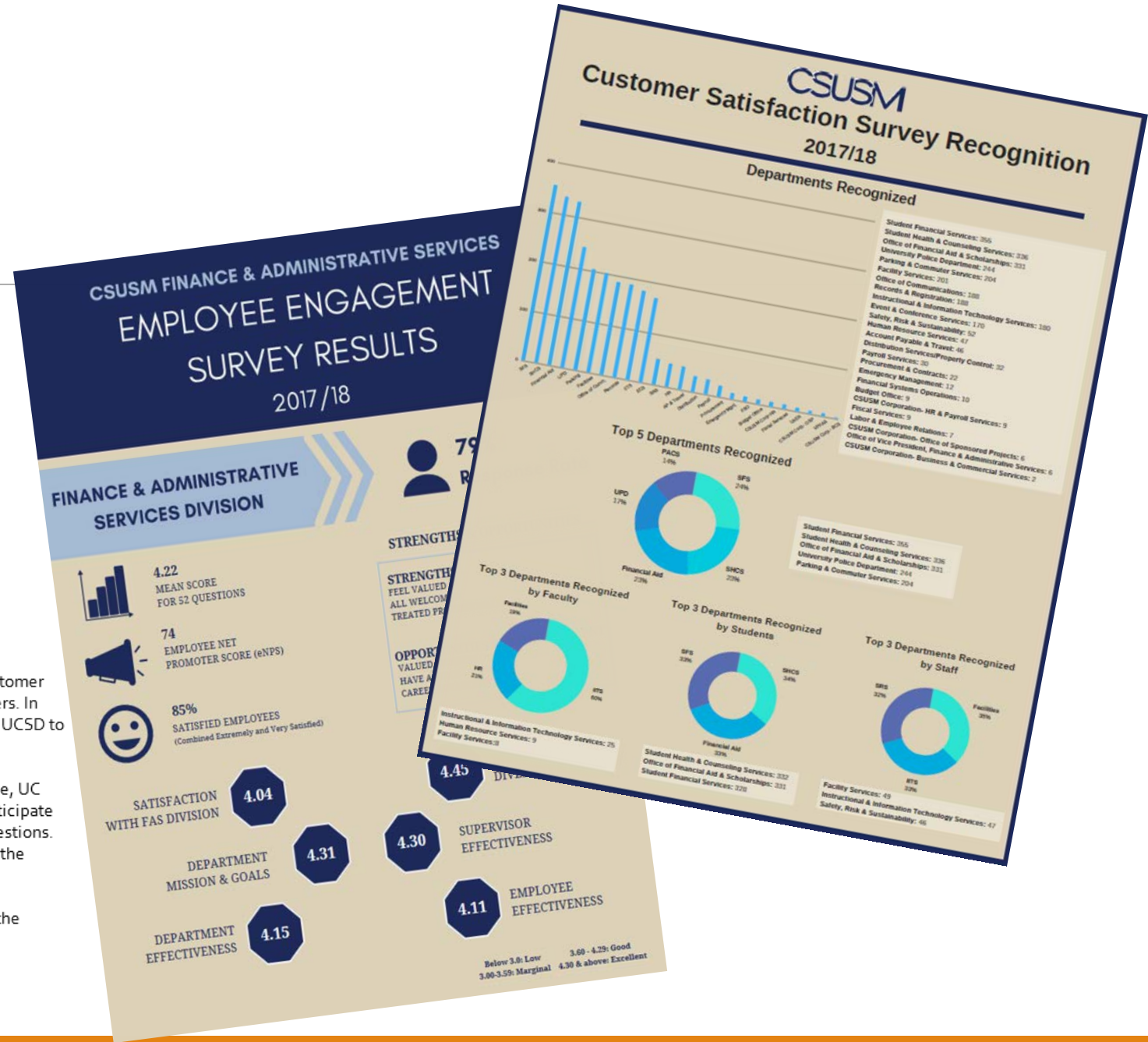
Subdivision/Department	Response Rate		Mean Score (52 questions on a 5 point scale)		Questions in Excellent Range (4.3 or greater)		Percent Overall Satisfaction (Extremely Satisfied and Very Satisfied Combined)		eNPS (employee net promoter score) Likelihood to recommend FAS	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Finance and Administrative Services Division	80% (154)	79% (175)	4.11	4.22	15	20	83%	85%	72	74
Administration	100% (14)	100% (15)	4.32	4.46	29	38	100%	87%	92	80
Office of the Vice President	100% (3)	100% (4)	4.17	4.6	34	46	N/A	N/A	N/A	N/A
Safety, Risk & Sustainability	100% (11)	100% (11)	4.36	4.38	26	35	100%	82%	100	82
Business and Financial Services	79% (44)	70% (33)	4.05	4.2	16	23	87%	88%	67	64
Accounts Payable/Travel	100% (6)	83% (5)	3.78	3.81	15	13	83%	80%	67	50
Budget Office (includes FSO and FAB AVP Office)	100% (6)	100% (6)	4.61	4.54	48	40	100%	100%	100	100
Distribution Services and Property Control	80% (4)	60% (3)	4.11	4.52	23	43	N/A	N/A	N/A	N/A
Fiscal Services (includes Campus Auxiliary Accounting)	64% (7)	50% (6)	4.21	4.39	16	43	86%	100%	100	100
Procurement and Contracts	100% (11)	78% (7)	3.82	3.99	10	15	73%	57%	50	33
Student Financial Services	83% (10)	67% (6)	3.61	4.06	9	16	90%	100%	33	50
CSUSM Corporation	50% (5)	69% (9)	3.96	4.10	13	20	75%	75%	64	67
Facilities Development & Management	78% (46)	90% (74)	4.06	4.26	13	26	78%	88%	63	82
Energy Management & Utility Services	75% (9)	93% (13)	4.40	4.46	35	44	88%	85%	86	83
Facility Services	74% (25)	87% (46)	3.82	4.24	6	21	72%	89%	44	90
FDM Administration	80% (4)	100% (6)	4.36	4.48	29	38	N/A	83%	N/A	83
Planning, Design & Construction	100% (8)	100% (9)	4.31	3.89	31	11	88%	89%	80	50
Human Resources	75% (12)	87% (13)	4.56	4.49	41	40	100%	100%	100	92
Human Resources (includes LRER)	80% (8)	80% (8)	4.53	4.43	40	39	100%	100%	100	88
Payroll Services	67% (4)	100% (5)	4.63	4.60	40	42	N/A	100%	N/A	100
University Police	72% (26)	60% (25)	4.01	3.79	10	4	77%	64%	73	43
Parking and Commuter Services	73% (8)	50% (7)	4.22	4.05	22	14	88%	67%	86	67
University Police Department (includes Emergency Management)	72% (18)	64%	3.92	3.69	8	0	72%	62%	67	33

FAS Leadership Council	100%	86% (6)	4.27	4.53	23	43	86%	100%	71	100
Overall Satisfaction and eNPS scores are not available for departments with <5 respondents (VPFAS & Distribution and Property Control Services)										

Case Study: CSU Chancellor's Office

SURVEY INTEGRATION INTO STRATEGY MANAGEMENT AND THE BALANCED SCORECARD

ALEXIS NAIKNIMBALKAR | DIRECTOR OF ORGANIZATIONAL EXCELLENCE
CSU CHANCELLOR'S OFFICE

2017 Business & Finance Staff@Work Survey

FINANCIAL · CUSTOMER · PROCESS · STAFF

B&F treats employees with compassion
86% of people say their supervisor is SUPPORTIVE when personal issues arise

80% of people say they are a SATISFIED or EXTREMELY SATISFIED B&F employee

73% of 302 people in B&F TOOK THE SURVEY

4.3 out of 5.0

APPLAUSE!
Following are the highest scored items in the survey
- Contribution to Department's Mission
- Supportive of Personal Issues
- Sexual Orientations Treated Fairly
- Know How to Use Tools
- Understands CSU's Mission
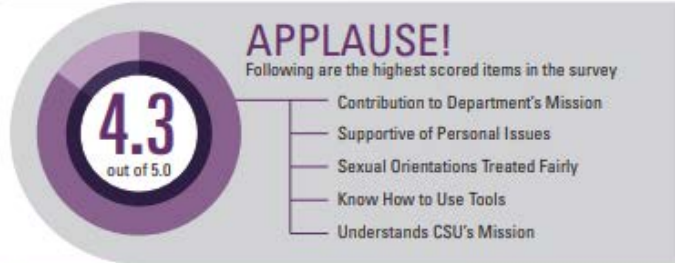
ALL of B&F departments took the survey with 10 units reaching 100% participation!

The **THREE TOP STRENGTHS** of B&F:
1. Supervisors Treat Employees with Respect
2. Employees Contribute to CSU's Mission
3. Employees Contribute to Department's Mission

The **THREE TOP CHALLENGES** of B&F:
1. Employees Feel Valued as a Member of the CO
2. Satisfied with Career Advancement Opportunities
3. Have a Voice to Provide Improvement Ideas

2017 Business & Finance Customer Satisfaction Survey

FINANCIAL · CUSTOMER · PROCESS · STAFF

38 B&F service areas surveyed
13 STANDARD questions and **1–3 SUPPLEMENTAL** questions

More than **HALF OF ALL** rated questions achieved a score of **4.0** and higher

964 Campus and Chancellor's Office customers TOOK THE SURVEY

WE HEARD YOU!
Actions taken due to survey responses include improving department websites, increasing training opportunities, providing online access to procurement modules, providing in-person systemwide training for tax coordinators, re-establishing the IT "Campus Liaison" program, and convening campus Budget Directors to evaluate annual budget allocation process.

19 B&F departments achieved a rating of **4.1** and higher **EXCELLENT** Customer Service

The **THREE TOP STRENGTHS** of B&F:
1. Staff are very helpful
2. Provides effective advice
3. Accessible and ready to help

The **THREE TOP OPPORTUNITIES** of B&F:
1. Understands my needs & requirements
2. Facilitates problem resolution
3. Moving in a positive direction

FINANCIAL SERVICES BALANCED SCORECARD (BSC)

The California State University — OFFICE OF THE CHANCELLOR

BUSINESS & FINANCE STRATEGY ALIGNMENT MAP

	STAFF (S)	CUSTOMER (C)	PROCESS (P)	FINANCIAL (F)
BUSINESS & FINANCE	S1 – Cultivate a climate of fairness, cooperation, and professionalism in Business & Finance. S2 – Promote staff development, encourage creativity and provide them with the skills to be successful. S3 – Increase staff recognition and solicit ideas from staff to make Business & Finance a better workplace.	C1 – Be a strategic resource and trusted partner for campuses to enhance student achievement. C2 – Improve communication, increase transparency, and offer guidance to campuses. C3 – Provide campuses with intuitive and flexible tools, so that they can provide outstanding services for students, faculty and staff. C4 – Increase the availability and use of data for campuses.	P1 – Simplify policies and procedures to reduce workload for campuses. P2 – Reduce cycle time and improve the performance of our essential support services.	F1 – Research, advocate, and secure support for investment by the State. F2 – Ensure effective stewardship of resources to maintain stakeholder and public trust. F3 – Reduce costs, limit risk and optimize return on investment; report results to stakeholders.
SLT UNIT	S1 – Develop Annual Goals for Financial Services S2 – Recognition – Active Public Recognition S3 – Training – Internal/external training opportunities (skills and leadership) S4 – Financial Services Communication – All Employee Meetings	C1 – Better Campus Communication – FSAC information-sharing SharePoint C1 – Campus visits C2 – Improve Response Times – Commit to 24 hour responses or acknowledgement C3 – Intuitive Online Resources – Calstate and CSYou Website	P1 – Directors to choose a key process for improvement process mapping. P2 – Begin data collection for key metrics based on mapping.	F3 – Less Paper Disbursements – ACH/EFT/Wires/Checks F3 – Engage staff and management to identify financial measures and target levels. Collect data for these metrics
DEPARTMENT	S1 – All departments developing specific goals S2 – (Gen Acct) Focus on skills training and cross training S2 – (SFSR) Take advantage of prof development opportunities and cross training S2 – (SFSR) Continue improving on organization structure based on re-org in 2017 S2 – (MAPO) Professional development opportunities S2 – (MAPO) Monthly open lab sessions (tracking feedback) and include remote employees via Zoom	C1 – (MAPO) FSAC information-sharing SharePoint. Annual in person meetings, quarterly calls. C1 – (SFSR) Tax coordinators quarterly call and Listserv C2 – (MAPO) Responsive to campus requests for updated policies/guidelines C2 – (MAPO) Monthly open lab sessions tracking feedback for topics and improvements C2 – (MAPO) Refresh online training library and also include some campus training modules as appropriate C2 – (SRB) Increase effective communications for Bond and BAN issuances C2 – Response times to campus questions/request 24 hour goal C2 – Host bi-annual CO Business Forum C3 – (Admin) Updated Calstate and CSYou websites C4 – Incorporate SDSU into FIRMS GAAP data	P1 – Update invoice processing to be fully electronic for CO P1 – (MAPO) Consolidated User Request Forms P1 – (FS) FNAT process P1 – (SFSR) Streamline OPEB pass down process P1 – (SPA) Complete process map of grant/contract proposal process P2 – Engage new vendor for Financial Statement development	F3 – Accounts Payable tracking ACH

ACTION ITEMS FOR JULY 2018-MARCH 2019

- Continue to make progress on department BSC goals
- Continue with cross training and professional development activities

- Rollout new travel system
- Implement new financial statements reporting tool (Workiva)

- Complete process map of grant/contract proposal process
- Rollout electronic invoice processing
- Reduce vendor paper disbursements by increasing use of ACH

IDEAS OR COMMENTS?

Is there a BSC project that you are working on or have completed that we should add to these BSC Boards? Do you have ideas for metrics?

Please leave a post-it note with your comments and name.

BALANCED SCORECARD

CELEBRATING ACCOMPLISHMENTS

- Attended over 50 professional development sessions since 2017
- All employee meetings held twice a year
- Completed website updates
- Compiled the CSU 5-Year Financial Condition presentation
- Completed mapping and initiated the new SWAP process
- Cross trained accounting team members on CPO and ETR process
- Provided travel policy training
- Launched AP paperless process project
- Increased electronic disbursements by 1.8% over prior period for all suppliers
- Completed activity to incorporate SDSU FIRMS data into FDW
- Streamlined the FIRMS process by removing an automated edit
- Eliminated two manual templates (Report 14 and Fixed Asset) submissions by the campuses for the legal/budgetary reporting process
- Improved the structure and content of Legal Accounting Manual by reducing the log of proposed changes and updates by an additional 7%
- Completed adoption of electronic journals for COCSU/COFDN/COINS journals
- Set up automated workflow for COFDN transfer request
- Updated CSU Foundation trees to run Board reports efficiently from DW
- Improved customer response times
- Completed effort on cost recovery changes
- Launched on-line training library
- Conducted open labs and new hire trainings
- Began implementing Workiva to improve the efficiency and effectiveness of the reporting flow for FS consolidation
- Created GAAP coordinator access request form in SharePoint, reducing manual maintenance of the contact list
- Created a new SharePoint library which allows campuses to enter their amounts/data directly to the excel spreadsheet rather than a manual download for GAAP reporting
- Automated IPEDS submission process

METRICS

2017 CUSTOMER SATISFACTION SURVEY RESULTS

- Overall satisfaction with all departments ~4.0 (out of 5.0)
- Internal customers - Understands My Needs a Primary Opportunity for all departments
- External customers - Facilitates Problem Resolution a Primary Opportunity for all departments

2017 STAFF@ WORK SURVEY RESULTS

- 90% response rate
- FS maintained good staff satisfaction scores from the prior year
- The Staff survey revealed that FS strengths were managing workload, supporting a diverse environment, establishing, measuring and meeting annual goals
- FS staff overall thought they were treated in a professional and respectful manner
- Salary and benefits and advancement continue to be primary opportunities

CUSTOMER SATISFACTION SURVEY RESULTS FOR FINANCIAL SERVICES

3.60 TO 4.29 - GOOD
4.30 & ABOVE - EXCELLENT

	CUSTOMER					
	CAMPUSES			CHANCELLOR'S OFFICE		
	2016	2017	CHANGE*	2016	2017	CHANGE*
FINANCIAL SERVICES	3.99	4.08	➡	4.05	4.04	➡
Accounts Payable				3.93	3.88	➡
Financial Services Administration	3.95	3.93	➡	4.16	4.06	➡
General Accounting	3.93	4.00	➡	4.07	4.07	➡
Management & Accounting Practices Office (MAPO)	4.06	4.12	➡	4.16	4.13	➡
Sponsored Programs	4.19	4.14	➡	4.30	4.11	➡
Systemwide Financial Standards & Reporting	3.91	4.15	⬆	3.95	4.21	⬆

*Change of 0.09 or greater

STAFF@WORK SURVEY FOR FINANCIAL SERVICES

BELOW 3.00 - LOW | 3.00 TO 3.59 - MARGINAL
3.60 TO 4.29 - GOOD | 4.30 & ABOVE - EXCELLENT

DIMENSION	#	QUESTION ABBR	2015	2016	2017
Satisfaction with Chancellor's Office	1	Satisfied Employee	3.83	3.87	3.68
	2	Valued Member of CO	3.59	3.84	3.54
	3	Campuses Value Contributions	3.85	3.93	4.12
	4	Staff Value Contributions	3.86	3.87	3.76
	5	Understand CSU's Mission	4.00	4.06	4.03
	6	Contribution to CSU's Mission	4.14	4.10	4.22
	7	Have a Voice	3.45	3.50	3.41
	8	Career Advancement	3.14	3.07	2.97
Department - Mission & Goals	9	Understand Dept's Mission	4.14	4.19	4.24
	10	Contribution to Dept's Mission	4.36	4.32	4.38
	11	Annual Dept Goals	3.63	3.97	4.00
	12	Measures Dept Goals	3.35	3.69	3.69
	13	Measures Customer Satisfaction	3.28	3.89	3.68
	14	Improves Services/Products	3.68	3.93	4.06
Department Effectiveness	15	Adequate Staffing	3.21	3.77	3.51
	16	Have Tools	3.83	4.10	3.77
	17	Physical Work Environment	3.72	4.29	3.97
	18	Physically Safe Environment	4.29	4.39	4.49
	19	Spirit of Cooperation	3.79	4.32	3.86
	20	Ethical Conduct	3.97	4.32	4.06
	21	Collaborates with Outside Units	4.03	4.39	4.25
	22	Most Perform Responsibilities	4.00	4.32	4.17
	23	Participate In Decisions	3.71	3.93	3.89
	24	Balance Work/Life	3.97	4.13	4.11
	25	Resolves Staff Issues	3.65	3.76	3.84
	26	Better Ways Recognized	3.44	3.82	3.70

DIMENSION	#	QUESTION ABBR	2015	2016	2017
Department - Diversity & Climate	27	All Cultures Treated Fairly	3.79	4.23	4.19
	28	Sexual Orientation Treated Fairly	4.25	4.33	4.23
	29	All Welcomed	3.90	4.16	4.06
	30	Supports Diverse Environment	3.86	4.10	4.00
	31	Treated in a Professional Manner	3.96	4.23	4.11
	32	Feel Valued by Department	3.59	3.94	3.97
Supervisor Effectiveness	33	Recommendations Without Fear	4.07	4.19	4.03
	34	Sufficient Freedom	3.90	4.19	4.14
	35	Communicates Essential Info	3.69	4.10	4.00
	36	Work Assigned Equitably	3.81	3.97	3.79
	37	Gives Praise for Work	3.56	3.94	3.81
	38	Suggestions for Improvement	3.57	3.94	3.94
	39	Evaluated Fairly	3.77	3.90	3.97
	40	Performance Evaluation	3.48	3.72	3.86
	41	Advancement Opportunities	3.58	3.66	3.66
	42	Supports Training	3.96	4.13	4.08
	43	Treats with Respect	3.97	4.39	4.14
	44	Supportive of Personal Issues	3.96	4.47	4.20
	45	Appropriate Stress	3.52	3.71	3.57
	46	Salary & Benefits	2.86	2.84	2.67
Employee Effectiveness	47	Get Information	3.79	4.03	4.00
	48	Good Use of Skills	3.96	3.90	3.67
	49	Know How to Use Tools	4.07	4.29	4.33
	50	Manage Workload	4.03	4.19	4.22
	51	Valuable Training	3.48	3.83	3.79
	52	Enjoy working with coworker	4.18	4.39	4.14

METRIC SPOTLIGHT

Leadership Development

CRYSTAL MILLER, CSU SYSTEMWIDE DIRECTOR LEADERSHIP DEVELOPMENT

LISA TERRY, UC SYSTEMWIDE DIRECTOR FOR LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

KATHLEEN SCOTT, DIRECTOR ORGANIZATIONAL EXCELLENCE, FRESNO STATE

Leadership Development in the CSU

CRYSTAL MILLER, CSU SYSTEMWIDE DIRECTOR LEADERSHIP DEVELOPMENT

Leadership Development in the UC

LISA TERRY, UC SYSTEMWIDE DIRECTOR FOR LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

Leadership Development at Fresno State

KATHLEEN SCOTT, DIRECTOR OF ORGANIZATIONAL EXCELLENCE

Collaborative approach to support organizational and individual development

Human Resources
(Administrative Services)
Benefits
Class and Compensation
Employee Assistance Program
Employee and Labor Relations
Payroll
Worker's Compensation
Recruitment
Compliance and Regulatory Programs

Partnership
CAIFE
Bold Idea Challenge
President's Showcase of
Excellence
Leadership Development
Faculty/Staff Mentor
program
Employee Engagement

Academic Affairs
Faculty Recruitment and Selection
Faculty Development
Teaching and Learning with Technology
Department Chair Support
Retention, Tenure, and Promotion
Process
Accessibility
Labor Relations

Organizational Excellence
(Administrative Services)
Learning and Professional Development
Organizational Development
Management Development
Administrative Academy
Health and Wellness
Employee Engagement
Staff recognition
Continuous Improvement
Change Management

FRESNO STATE
Discovery. Diversity. Distinction.

Purpose: *To engage Fresno State leaders and emerging leaders in an interactive and reflective development experience that supports strategic priority #2.*

Goals:

- ❖ To strengthen the culture of leadership at Fresno State.
- ❖ To create a community of leaders who will help advance Fresno. State's mission to boldly educate and empower students for success.
- ❖ To develop bench strength/a pipeline of leaders.

- ❖ To enhance the capacity and capabilities of leaders by introducing leadership concepts, competencies and tools.

FRESNO STATE
Discovery. Diversity. Distinction.

Framework for Program:
Personal Leadership Development

Leading Oneself	**Leading Others**	**Leading the Organization**
Self-awareness	Ability to build and maintain relationships	• Management skills
Ability to balance conflicting demands	Ability to build effective work groups	• Ability to think and act strategically
Ability to learn	Communication skills	• Ability to think creatively
Leadership values	Ability to develop others	• Ability to indicate and implement change

The Path to Becoming a Better Leader

1. Clarifying Your Leadership Philosophy

2. Assessing Strengths and Areas for Improvement

3. Committing to Developing as a Leader

4. Establishing a Leadership Development Plan

5. Following Through
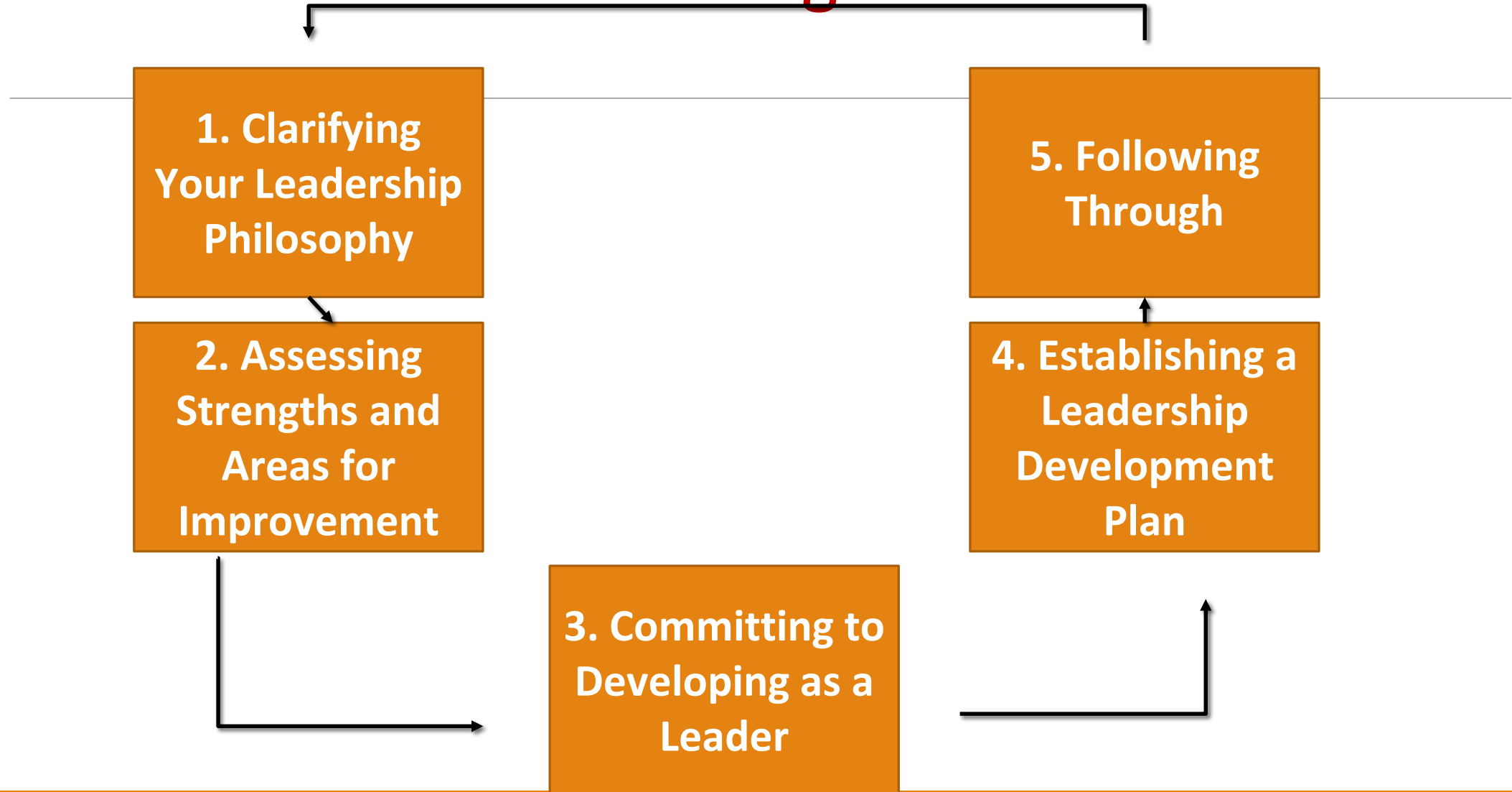
Learning designed to occur on multiple levels

Full cohort (up to 25)

- Monthly ½ day – full day cohort gatherings over 12 months (Friday mornings 8 – noon; breakfast served)
- Deliberately diverse representation from across divisions/schools/colleges (faculty, staff, administration)
- 2 day offsite retreat (January 8, 9) / site visit to Chancellor's Office
- Emphasis on learning experiences that build on and are different from standard manager skill-building workshops
- Competencies aligned with performance metrics

Small Groups

- Case study discussions
- Discussions of complex and challenging landscape in higher education

Individual

- Multi-rater feedback, pre and post
- Strengths Coaching
- Development of individualized goals based on assessment results
- A la carte skill building workshops available in person and online to support identified areas of development
- Elective Leadership Lunch and Learns also be offered
- Emphasis on reflection and accountability with participants applying principles with reflection/reporting back on learnings
- Participants asked to demonstrate leadership skills learned

COMMUNITY

SYSTEM

TEAM
teamwork
communication
problem solving
conflict management

SELF
awareness of self
leadership foundations
values, ethics
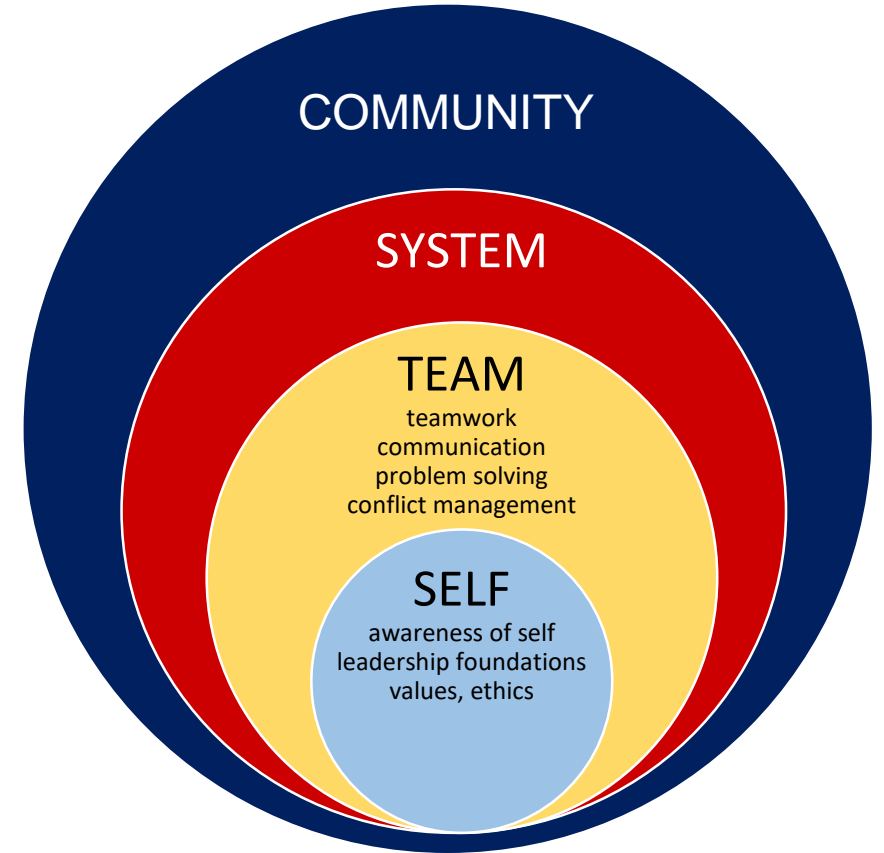
Year at a Glance

	DATE	Theme and Areas of Focus	Location /Tour	Cabinet/ Facilitators
Leading Self	December 5, 2017	**Kick off** *Intro to program, Trust and Community Building, defining leadership*	HML 2134	President Castro / Kathleen, Rudy
	January Retreat (1/8 – 1/9)	*Hogan multi-rater debrief; case studies* *Equity Minded Leadership*	Tenaya Lodge at Yosemite	Kathleen, Rudy Crystal Miller Susana & Ignacio Hernandez
	January 19, 2018 8-12	**Leading Self (from Within) Core Beliefs and values** *4 D Appreciative Inquiry Model, Self-awareness, self-management, visioning, values*	VERC/Winery	Lynnette Zelezny
	January 24, 2018 4-6 pm	*Reception with President's Cabinet and members of Task Force*	Smittcamp Alumni	
	February 9, 2018 8-12	**Trust & Integrity** *How the best leaders build trust, Five Dysfunctions of a Team, vulnerability, resilience, integrity, trust eroding and trust building behaviors*	Smittcamp Alumni / SRC and Lyles Center for Innovation	Paula Castadio / Crystal Miller
	March 9, 2018 8-12	**Communicating** *Communicating leadership philosophy – verbal and non-verbal communications, email communications.*	Josephine Theater, Duncan Athletics/ Athletic Facilities	Marnel Niles Goins
	April 13, 2018 8-12	**Innovation and Change** *Navigating change, managing resistance to change; design thinking; systems thinking; risk-taking; developing systems for continuous improvement, developing a culture of innovation*	University Business Center 194/ UBC, Science Labs, Misc. Classrooms	Frank Lamas / Rudy Sanchez and Kathleen Scott
Leading Others	May 11, 2018 8-12	**Teams** *Amazing Race team activity, Building and Nurturing Great Teams; Identifying and overcoming team dysfunction*	HML 2134	Dennis Nef / Markel Quarles
	June 21 (optional)	*Welcoming Diversity – Controversial Issues Process Session*	Cupboard, Clothing Closet, CCGC	Jody Hironaka-Juteau, Francine Oputa
	July	*No in-person session planned; all participants to complete* **Gallup Strengths Finder assessment and receive 1 hour coaching session**		
	August 24, 2018 8-12	**Influence** *Self-efficacy, authority, personal presence, influencing up/down/sideways, and out; leading with heart, rational argumentation; articulating "why"*	Fresno State Downtown Center	Orlando Leon / Jim Schmidke
	September 14, 2018 8-12	**Creating Healthy Dialogue** *Giving and receiving feedback, civility, diplomacy, facilitating difficult conversations, conflict management*	Jordan Ag Research Center, 108/Farm	Jenelle Pitt
Leading Systems and in the Community	October 5, 2018 8-10	**Governance and Budgeting** *Working in a system: CSU overview; CSU and campus policies; Executive Orders; Title V; Title IX; APM/CBA; Auxiliaries; Shared Governance - Academic Senate; Staff Assembly, ASI*	Smittcamp /WET Center	Debbie Astone, Pam Lewis Tom Holyoke/Demi Wack
	November 13, 14, 2018	**Site visit to Chancellor's Office** *to attend Board of Trustee Meeting*	Chancellor's Office	Crystal Miller, Darryl Hamm, Larry Salinas, Diana Ralls
	November 30, 2018	**Decision Making/Strategic Thinking** *Models of decision making; analytical thinking; strategic v tactical thinking; stakeholder analysis; force field analysis*	VERC/ Central Plant, Facilities and PD Dispatch	Terry Tumey/ Brad Hyatt, Lorenzo Rios
	December 14, 2018 12 -2	**Reflections, Celebration and Graduation** *(managers to attend)*	Vintage Room	President Castro

World Café *(15 minutes/table)*

TABLES 1 and 2

Share the unique qualities and/or strengths about your campus' leadership development program. What's working well? (structure/audience/length/format/sponsor...)

TABLES 3 and 4

What are the gaps in leadership development that you see – both at the campus and system wide level? What are highest priorities to address?

TABLES 5 and 6

What are the challenges you are facing in implementing leadership development programs on your campus? How are you overcoming the challenges?

TABLES 7 and 8

What are some of the tools and/or relationships that different campuses have access to that we could leverage?

Continuous Improvement

LORI SERNA, BUSINESS TRANSFORMATION MANAGER, CAL POLY

PRACHI RAHEJA, LEAN BENCH MANAGER, UC SAN DIEGO

What is Continuous Improvement?

Defined as: An ongoing effort to improve, seeking incremental improvement over time or through a breakthrough transformation

It is not just a tool-oriented deployment of concepts like Lean, Six Sigma, Quality Circles, TQM, etc.

It is focused on both results and behaviors…we enable systems with tools to better drive ideal, principle- based behaviors….

Operational Excellence
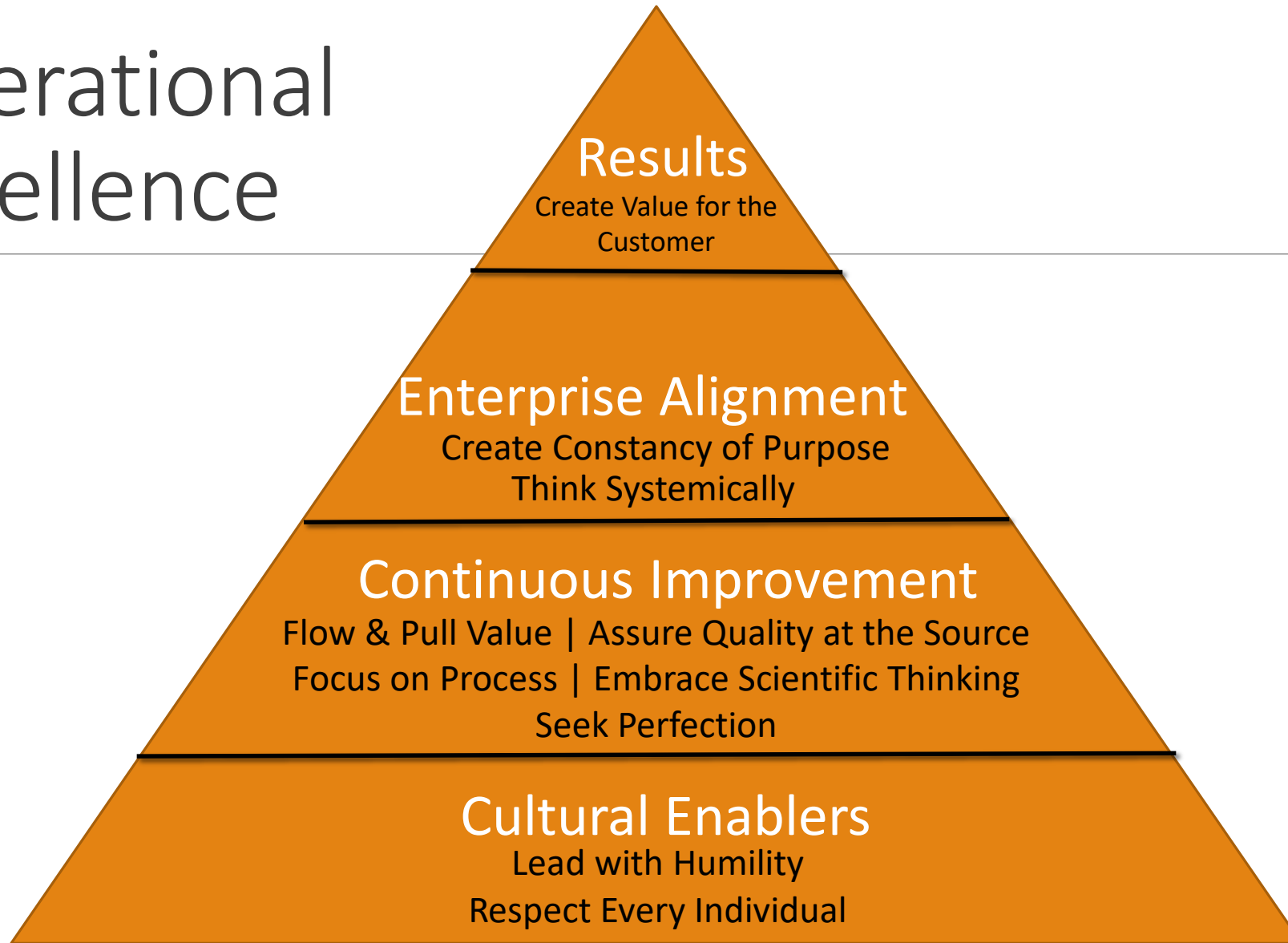
Results
Create Value for the Customer

Enterprise Alignment
Create Constancy of Purpose
Think Systemically

Continuous Improvement
Flow & Pull Value | Assure Quality at the Source
Focus on Process | Embrace Scientific Thinking
Seek Perfection

Cultural Enablers
Lead with Humility
Respect Every Individual

Continuous Improvement
Flow & Pull Value | Assure Quality at the Source
Focus on Process | Embrace Scientific Thinking
Seek Perfection

**Lean/Six Sigma/Kaizen** – helps us find the voice of the customer, standardize processes, insist on direct observation where the work happens, keep it simple and visual, identify and eliminate waste, no defects passed forward, respect every individual, build collaboration and teamwork, breakdown silos

A-3 Method – Rely on facts & data, understand the problem statement, Plan/Do/Check/Act scientific system, keep it simple & visual

Process Mapping & Value Analysis – integrate improvement with work, understand and stabilize the process, involve those that do the work, focus on value for the customer, systemic thinking (EVERYTHING is reliant upon something else for survival), investment thinking, create process flow

It's often impossible to "think our way into a new way of acting"…

Guided by correct principles, one may do, observe, learn…until we "act our way into a new way of thinking"

Principles
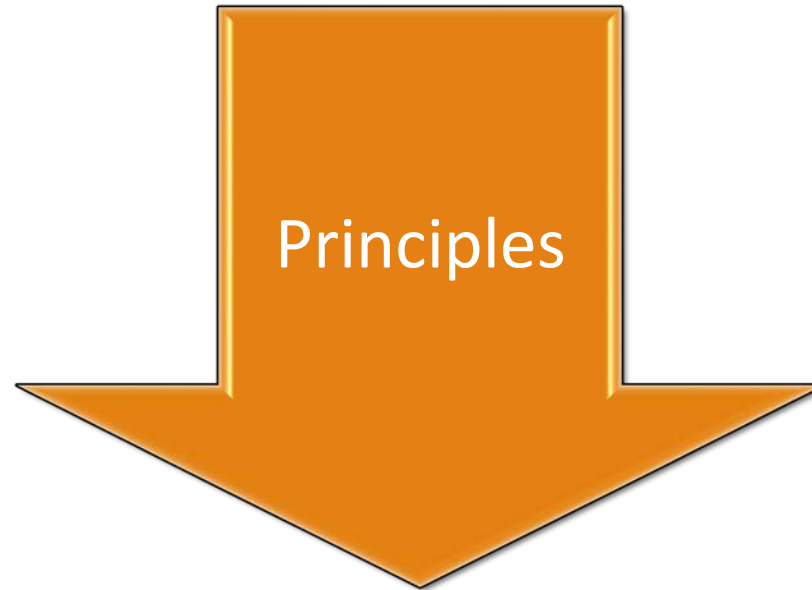
RESULTS

When people understand the principles for themselves, or the "why", they become empowered to take personal initiative

What is happening at UCSD in continuous improvement?

PRACHI RAHEJA

Prachi Raheja
IT Services, UC San Diego

Continuous Improvement Program Lead, IT Services

Lean Bench Manager

Member, Business Excellence Community of Practice (BECoP)

Lean Six Sigma Black Belt

Process Improvement **Movement** Engulfs UC San Diego

- What started as a unique event to focus on business process improvement, spawned a university-wide embrace of continuous improvement and business excellence.

Backstory:

Goal #5 of UC San Diego's Strategic Plan is: Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship. Various forms of the word "efficient" are used *11 times* to further explain the goal.

Translation: Be nimble, do more with less.

That means any savings in time or money gets directly reinvested back to the university's core mission.

Continuous Improvement Mindset

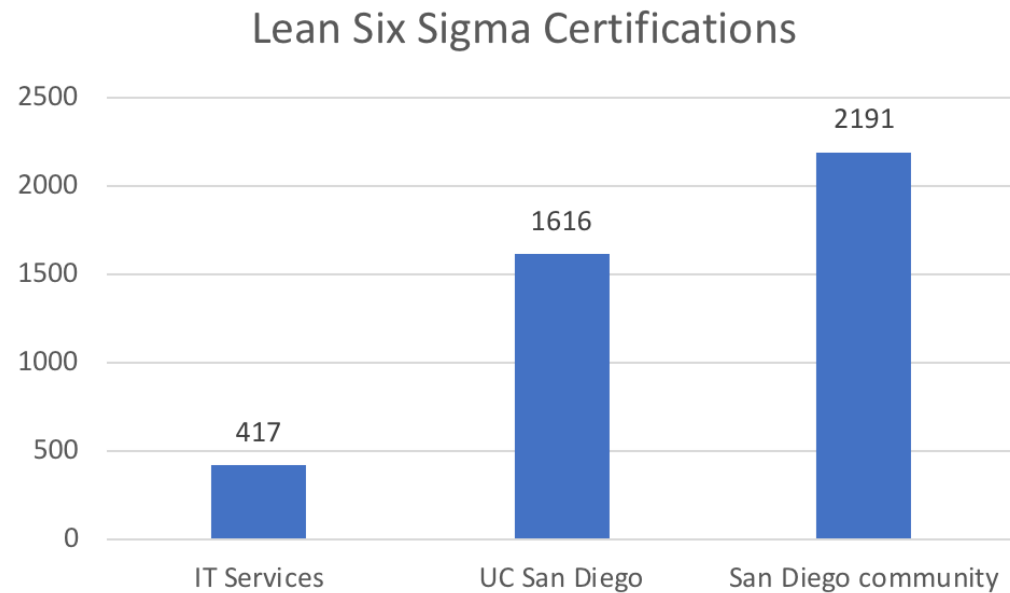Lean Six Sigma (LSS) is all about eliminating waste and reducing defects.

Process driven, data centric and people oriented approach to achieving business goals.

There are over 1,600 LSS practitioners at UC San Diego who have earned

- Yellow (beginner)
- Green (intermediate)
- Black (expert) belts

University-wide Movement

Lean Six Sigma Certifications

2500
2000
1500
1000
500
0

IT Services — 417
UC San Diego — 1616
San Diego community — 2191

Inclusive of Yellow, Green, Black Belts

Quantitative Savings in $Millions since 2016

70
60
50
40
30
20
10
0

IT Services — 2.3
UC San Diego — 6.1
San Diego community — 58.1
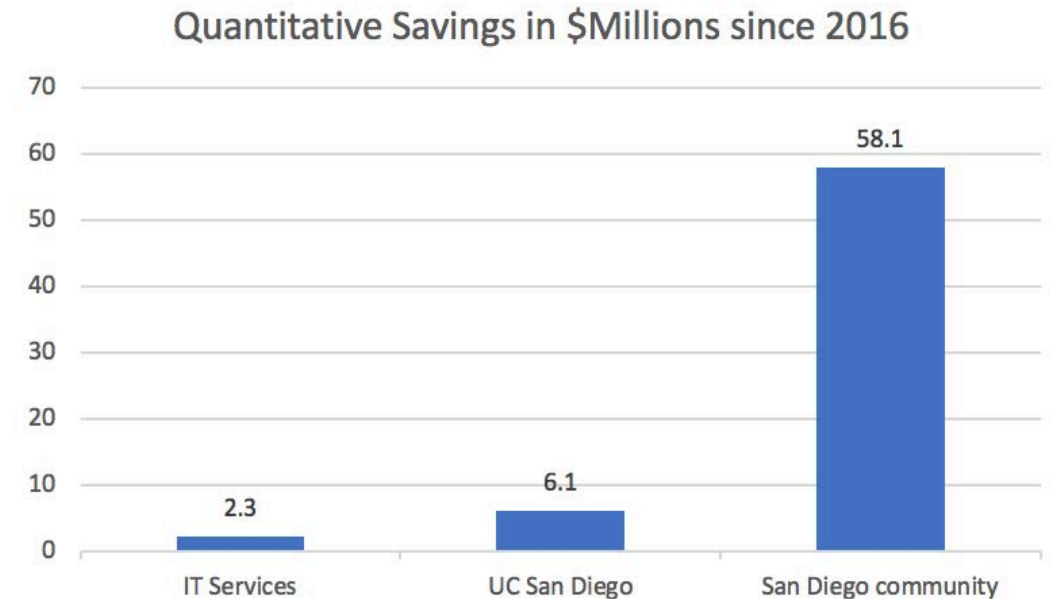
Lean Six Sigma project savings (soft & hard)

Momentum was Building

Momentum was building on multiple fronts:

- Community to bring together change management, continuous improvement and project management.

- Major ERP effort with process optimization at its core.

- Investment in LSS training and significant outcomes of LSS projects was increasing.

Harness the Collective Knowledge

We had the skillset, the interest and need…

All that was left was a way to bring LSS practitioners together and harness the collective knowledge.

Continuous Improvement Competition and Conference

Process Palooza was a three-in-one event which included:

1. Process improvement competition – aka, The Great LSS Race
2. LSS Learning tracks for everyone
3. Networking and community building

The Great LSS Race

Process Narrative

Sam Okana **Trip Leader**	Elaine Madison, **AS Advisor**	Jerrod Marshall, **Exe. Assistant**	Kristy Wilson **SLBO**	Harrold Phillips **Risk Mgmt.**	Sharon Kai **Vendor**	**AS Student Employee** **Travelers**

AS student employee Trip Leader Sam Okana identifies a travel opportunity.

A group of 15 students are going to a conference in Seattle. They will meet at campus and carpool to the airport. Once they arrive in Seattle they will take airport transportation to the hotel. While at the conference the group will hire a bus to take the group to a University some distance away for a day-long tour. In addition, during the conference breakfast and lunch is provided but they need to arrange catering at the hotel for the groups for dinners.

Sam knows that he can discuss the trip next week at his weekly hour-long meeting with his Advisor Elaine. At their meeting they discuss the trip and how it aligns with the student traveler's work responsibilities. Elaine provides a verbal approval to pursue.

Sam's schedule is busy but he researches trip logistics and costs such as when to fly, what airline, where to stay, food options. He calls the bus company and arranges a quote in about 15 minutes. One of his employees spends about 20 minutes researching airlines online and then speaks to the airline for 10 minutes to get an estimate for the 15 travelers. However, the hotel group rates and catering require multiple emails and phone calls which take about 2 hours of work and up to 3 days to complete. He opts to do this work himself. Sam, like most Trip Leaders, usually only get one quote for logistics.

At the next scheduled hour-long weekly meeting (or in passing when Sam is in the office), Sam and Elaine meet to review the budget and Elaine provides a verbal approval.

Sam picks up a paper Travel Request form at the Executive Assistant Jarrod's office on the 4th floor (Price Center East), fills it out, includes the bus invoice and leaves it on Jarrod's desk. When submitted 60% of forms submitted are partial/incomplete and 50% of forms require changes after submission. Incomplete forms and/or changes to the form can delay the request making it an urgent or rushed request. When requests are rushed they delay other requests that are in progress. Jarrod may or may not already know about the trip.

In this case, our trip leader didn't ask for assistance but most, usually in summer (80% of the time) ask for help. While there are instructions on the form, currently, there is a lot of in person assistance needed by the Executive Assistant and advisors for student employee travel. This can take anywhere from 10 minutes to one hour on average depending on the student employee's need.

Conference: Learning, Sharing, Inspiring

A traditional set of breakout workshops, covered everything from LSS basics to use cases showing how LSS is being applied at UC San Diego.

A series of posters showcased university efficiency efforts by visually displaying problems, the LSS effort, outcome and value.

Connecting: Networking, Recruiting and More

Opportunities for networking and making connections included networking lounges and booths for departments and workgroups to showcase their projects, provide information, or ask for help.

Real Processes, Real Results

The competition element of Process Palooza realized amazing results:

Associated Students travel request process: $96,000 savings, 41% reduction in processing time, 50% reduction of rework, 50% reduction of advising time, increased customer satisfaction by 80%, increased process understanding by 100%.

Transportation Services new employee commute: By implementing only a small number of improvements, achieved $105,000 in labor savings, 30% reduction of in-person procession. Full implementation of improvements slated for Fall 2018.
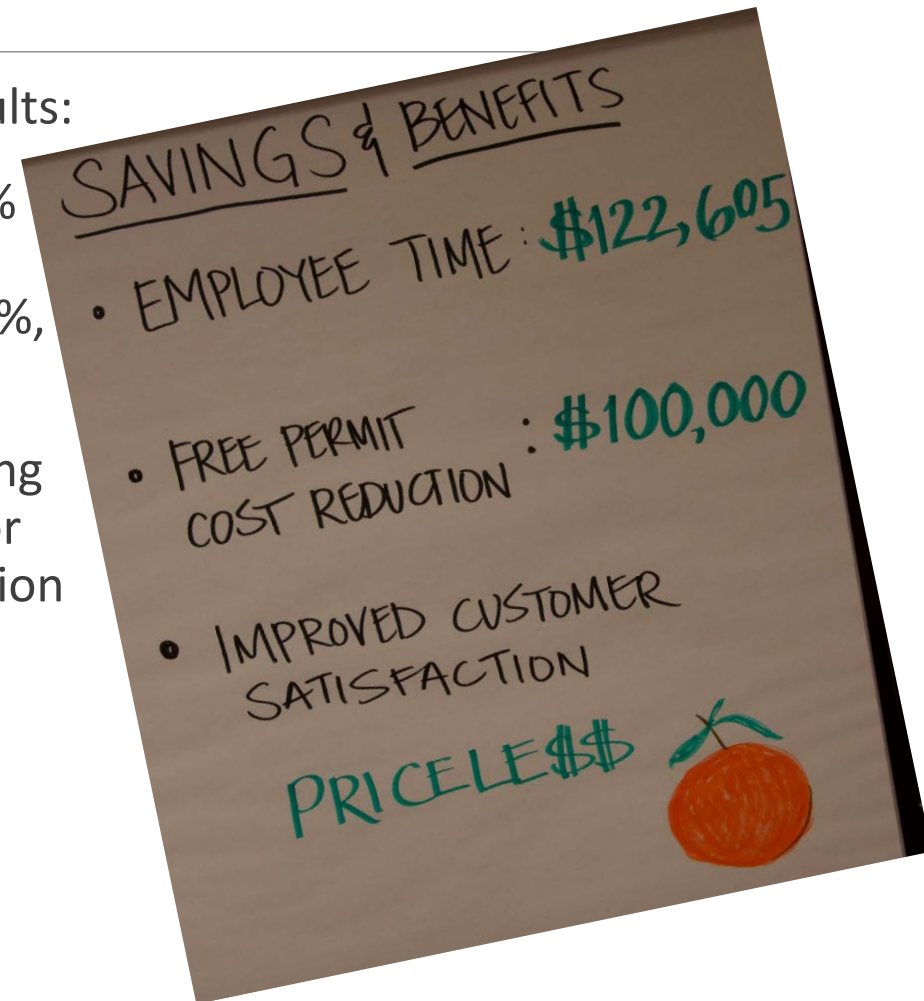
Business Excellence Community of Practice

A vehicle to carry forward the movement and continue to grow a continuous improvement mindset and our professionals

Benefits to the University

- COPs can help you scale
- Create a support network for members
- Accelerate professional development, by sharing knowledge and creating better practices
- Increase collaboration
- Create value for the organization

Business Excellence Community of Practice

- A community of practice uniting change management, continuous improvement and project management

Business Excellence Community of Practice

Started in Fall 2017

Executive Board and Committees

Over 170 members

Monthly events

Mailing list and Slack channel

http://becop.ucsd.edu

Enterprise System Renewal

Reshaping the way UC San Diego does business
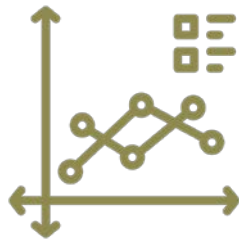
Space Management

Document Management

Admissions

Identity Management

Student Info

Faculty Review

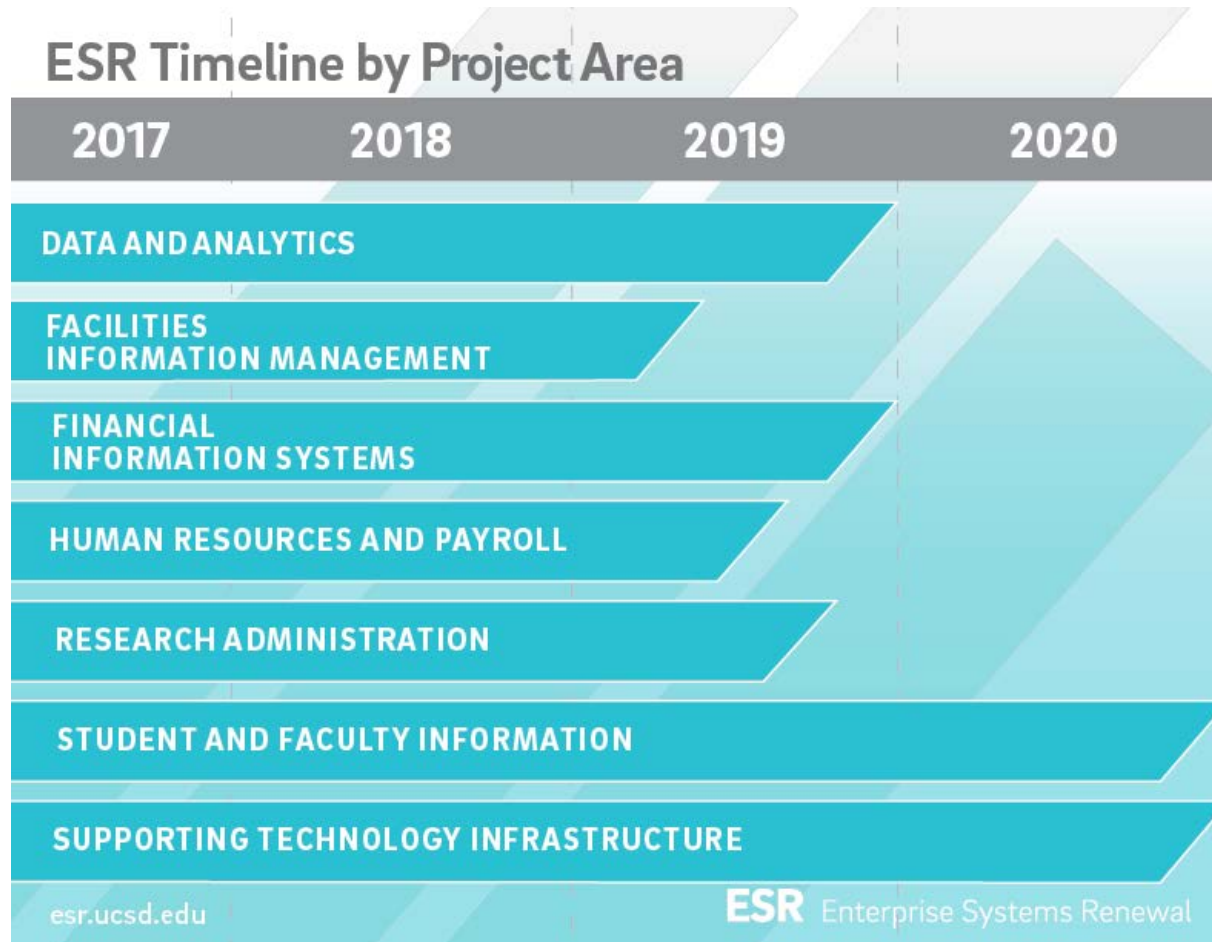Financial

Data & Analytics

Research Admin

Degree Progress

HR / Payroll

Enterprise System Renewal
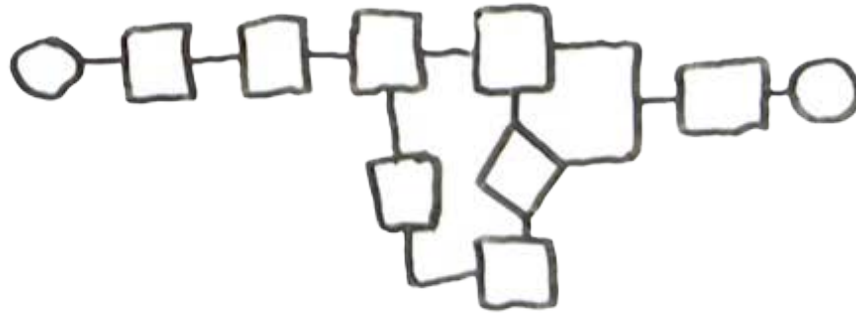
What is lean bench?

A select group of campus expert practitioners of Lean Six Sigma methodology who engage and lead crucial efforts around process improvement, operational excellence, and business efficiency.

Lean Bench: http://leanbench.ucsd.edu

Lean Bench

LEAN BENCH IN ACTION

Business Process

Identify and Prioritize – Bench Manager coordinates with ESR Projects to identify business process landscape and prioritize processes for Lean Bench review

Match – Bench Manager matches the processes with available Lean Bench members. Matching is done so that the process is outside of the bench member's normal business duties in order to provide neutral facilitation of review.

Process Review – Lean Bench member works directly with the Business process lead and SMEs of assigned process.

Apply Lean Methodology- Bench member applies Lean Six Sigma methodology to facilitate process review

Lean Bench Process Review

Project Manager tracks project activities, deliverables and timelines for all aspects of work, including Lean bench process reviews.

Track status and metrics Lean Bench manager tracks status of all process review outcomes and metrics

ESR Project Governance review and approval Business process lead presents the recommendations to Project Governance body that endorses the recommendation and the Build Lead is engaged to work through the implementation and rollout process.

Facilitate Improvement Recommendations- A Pre-determined standard set of deliverables is produced; Lean expert makes recommendations to the Governance Body.

PROCESS PALOOZA RECAP VIDEO

Questions?

Links and References

4-minute Recap Video: [Process Palooza video](#)

Process Palooza website: http://processpalooza.ucsd.edu

Lean Bench: http://leanbench.ucsd.edu

BECoP: http://becop.ucsd.edu

LSS Info Page: http://leansixsigma.ucsd.edu

Operational Strategic Initiatives: http://osi.ucsd.edu

UCSD Extension: https://extension.ucsd.edu/step-up

UCSD Extension: https://extension.ucsd.edu/courses-and-programs/lean-six-sigma-information-session-black-green-belt

Extension Article: [Lean Six Sigma Produces Results for UC San Diego](#)

UC IT Blog: [Process Palooza Lean Six Sigma in Action at UC San Diego](#)

Thank You

What is happening at Cal Poly in continuous improvement?

LORI SERNA

Table Discussion

What efforts are happening at <u>your</u> campus today?

What is holding your campus back?

Group Discussion

WHAT ARE THE PROBLEMS WE ARE ALL TRYING TO SOLVE?

WHO IS DOING SOMETHING I'D LIKE TO KNOW MORE ABOUT?
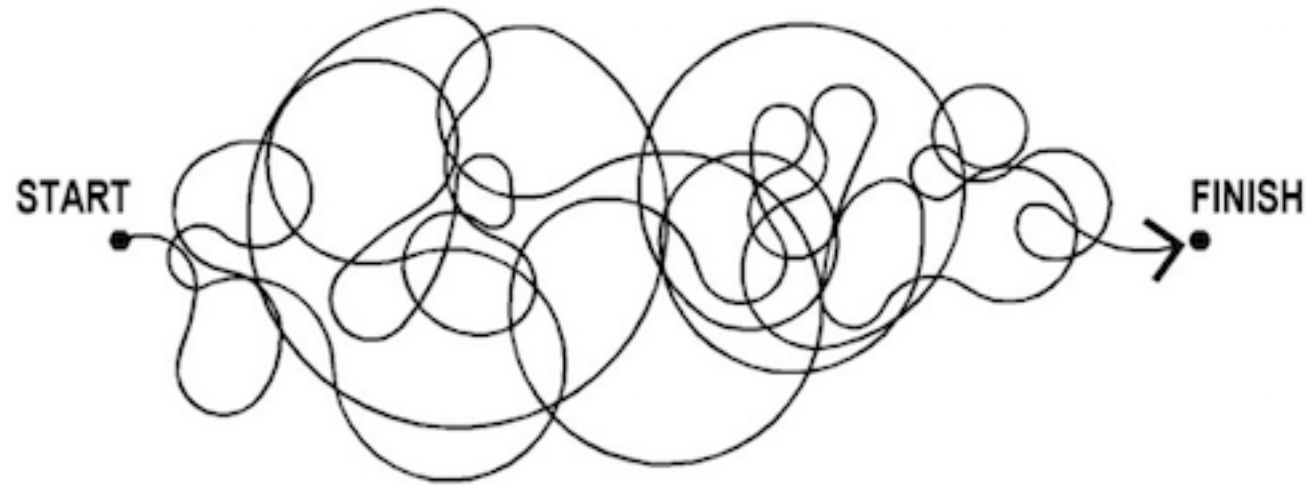
Pop Up Palooza

GROUP ACTIVITY - PRACHI RAHEJA

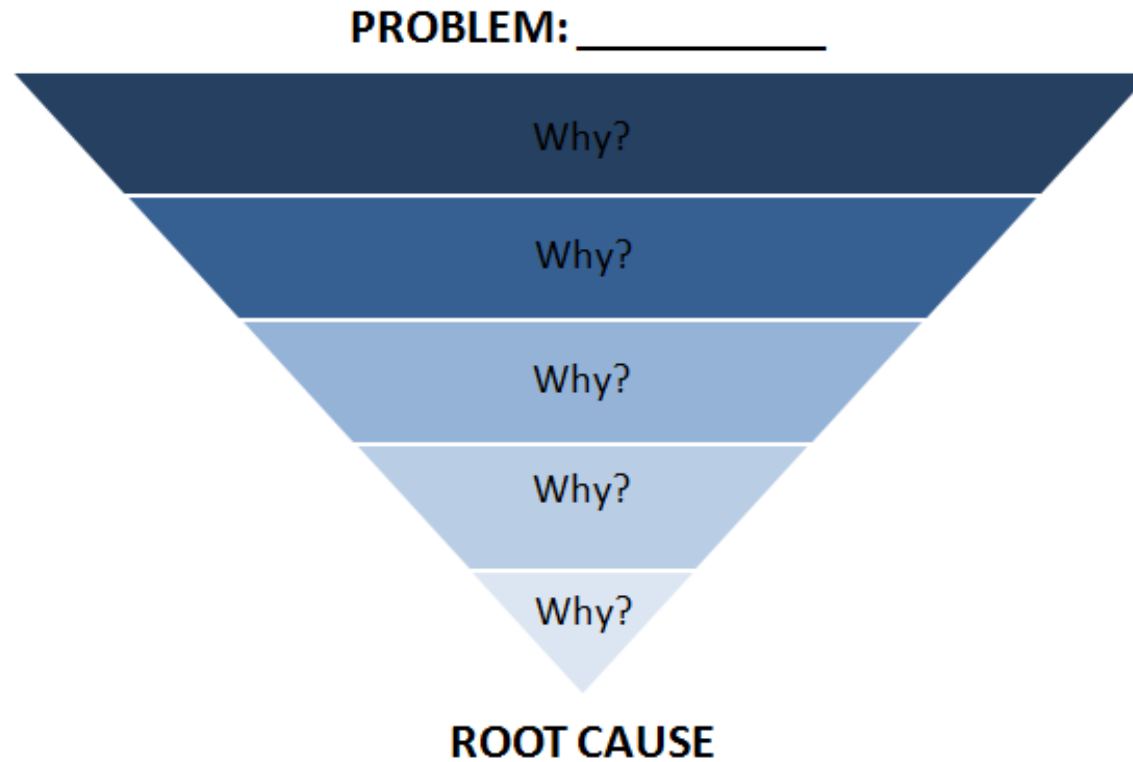# Crowdsourcing Process Improvement

GROUP ACTIVITY

Identifying an Opportunity

What process in your office needs improvement?

Identifying a Root Cause

Crowdsourcing Solutions

How can we improve the process?

Think (1 min)

Find someone you don't know (1 min)
◦ Person whose first name is first alphabetically goes first (1 min)
◦ Other person shares (1 min)

Find another group to pair with (1 sec)
◦ Share and develop ideas from your pair in foursomes (notice similarities and differences) (4 min)

Share some examples (2 min each group)

What should be on our radar?

Websites

Books/Articles

Networks/Cohorts to join

Tips for process mapping

Toolkits – how do you build one?

Questions?

THANK YOU