

Workplace Success Stories 2002: Recognition Strategies For a Diverse Workforce

Department/Practice	Improvements	Meets Diverse Needs	Department Benefits
<p>Capital Projects</p> <p>Orientation Program</p> <p>Multi-level orientation, introduction, training, and resources that familiarize new employees with information specific to the CP organization and some aspects of the campus community.</p> <p>Training & Development</p> <p>On-going training sessions (monthly, quarterly, & ad hoc) on general topics and issues specific to CP work.</p> <p>Mentor-Protégé</p> <p>Seasoned CP employees are trained to mentor and provide support systems for other employees in specific CP fields.</p> <p>Employee Recognition</p> <p>Tool that allows supervisors & managers to acknowledge employees with on-the-spot gift certificate awards of varying amounts (\$25-\$175).</p> <p>Employee Acknowledgement</p> <p>Expressions of sympathy are sent to employees who have suffered a loss. Funds allocated to allow supervisors to</p>	<ul style="list-style-type: none"> ▪ New employees have information needed to help them be successful ▪ Better use of time (no longer have to go around trying to gather information they need on their own) ▪ Employees feel acknowledged ▪ Management support (time off to attend training) ▪ Support system ▪ Promotes teamwork ▪ Communication ▪ Employees feel acknowledged ▪ Fosters continuous learning environment ▪ Employees feel acknowledged ▪ Supervisors have tool to give on the spot recognition ▪ Improves performance ▪ Improves morale ▪ Employees are acknowledged/celebrated 	<ul style="list-style-type: none"> ▪ Information, resources, and orientation specific to new employees are provided ▪ Staff input--employees initiated idea and developed program & manual--continuous feedback mechanism ▪ Training specific to meet new employee needs ▪ Staff input--employees initiated idea and developed program; continuous feedback process ▪ Inclusive--open to all employees including students ▪ Designed to meet needs of those entering specific CP fields ▪ Employee input in process (identified need, developed program; continuous feedback mechanism) ▪ Employee input in process (identified need, developed process; continuous feedback mechanism) ▪ Employee input (identified need, developed program; continuous feedback mechanism) ▪ Acknowledges employees who have suffered a 	<ul style="list-style-type: none"> ▪ New employees are better prepared to do their jobs--levels the playing field ▪ Saves time ▪ Employee satisfaction ▪ Improves internal business practices/services to customers ▪ Employees with new skills/education ▪ Greater efficiency ▪ Builds community ▪ Improves communication between units ▪ Supportive environment ▪ Promotes team oriented work place ▪ Improves morale ▪ Employee satisfaction ▪ Supportive environment ▪ Teamwork ▪ Communication ▪ Employee satisfaction ▪ Environment of continuous learning ▪ Employees are motivated to improve performance ▪ Improves communication ▪ Employee satisfaction ▪ Improves communication ▪ Supportive environment ▪ Increases morale

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<p>Capital Projects (continued)</p> <p>host celebrations to honor employees receiving service awards.</p> <p>Feedback & Prospectives</p> <p>Self check feedback mechanism allows employees to provide names of customers or co-workers to solicit feedback about service provided, as part of the performance appraisal & merit review processes.</p>	<ul style="list-style-type: none"> ▪ Provides platform for discussions regarding performance issues ▪ Highlights successes ▪ Employees feel acknowledged 	<p>loss</p> <ul style="list-style-type: none"> ▪ Acknowledges those employees who will receive service awards ▪ Employee input in process (identified need, developed program; continuous feedback) 	<ul style="list-style-type: none"> ▪ Employee satisfaction ▪ Improves /customer service communication ▪ Increases morale ▪ Employee satisfaction
<p>Chancellor's Office</p> <p>Two Thumbs Up</p> <p>A peer & management award program that acknowledges the day-to-day noteworthy services of the employees.</p>	<ul style="list-style-type: none"> ▪ Improves morale ▪ Improves environment ▪ Greater sense of pride ▪ Employees feel acknowledged 	<ul style="list-style-type: none"> ▪ Inclusive (any employee is eligible, even the Vice Chancellor or committee members) ▪ Staff input (peer nomination process) 	<ul style="list-style-type: none"> ▪ Supportive environment ▪ Greater camaraderie ▪ Cooperative teamwork ▪ Employees are motivated to improve their performance ▪ Management has a tool to reward good work ▪ Retention (less turnover in administrative positions)
<p>Chemistry, College of</p> <p>Research for Staff Lecture Series/Luncheon</p> <p>A monthly lecture given by the College faculty on a specific research project with specific & explicit acknowledgements of the employees who contributed to the success of the professor's research.</p>	<ul style="list-style-type: none"> ▪ Greater sense of pride ▪ Employees feel more connected to organization/less isolation ▪ Increases learning/education ▪ Morale booster ▪ Networking with others in same college but different departments/other buildings/locations ▪ Builds community ▪ Statements of appreciation are more detailed and explicit 	<ul style="list-style-type: none"> ▪ Inclusive (offices close early so all can attend) ▪ Acknowledges employees who don't usually get recognized for their efforts ▪ Builds bonds between two very diverse groups (academic & nonacademic) 	<ul style="list-style-type: none"> ▪ Builds stronger bonds between academic and nonacademic employees ▪ Greater sense of community ▪ Communal sense of appreciation ▪ Supportive environment

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<p>RSSP: Clark Kerr Custodial Services</p> <p>English as a Second Language</p> <p>A custom designed workshop to help improve communication and customer service skills. Employees receive daily verbal praise, recognition, & encouragement from students, as a result of their improved skills.</p>	<ul style="list-style-type: none"> ▪ Improves communication skills ▪ Self confidence ▪ Improves morale ▪ Greater trust between supervisor & employees ▪ Daily verbal praise & recognition from students ▪ Employees feel acknowledged 	<ul style="list-style-type: none"> ▪ Customized training to address needs of a diverse group 	<ul style="list-style-type: none"> ▪ More teamwork ▪ Improves customer service ▪ Improves skills & job performance ▪ Stronger bond between management & employees ▪ Relationship building ▪ Customer satisfaction ▪ Supportive environment
<p>Engineering, College of</p> <p>You've Been Sighted</p> <p>Peer award program that acknowledges employee contributions based on 12 categories of positive qualities. The dean draws eight nominations twice a year and those individuals can select from an array of prizes.</p>	<ul style="list-style-type: none"> ▪ Employees feel acknowledged ▪ Improves attendance at pre-existing staff appreciation events ▪ Greater appreciation of what others do ▪ Increases interaction between units 	<ul style="list-style-type: none"> ▪ Employee input (peer nomination process) ▪ Inclusive (offices close early; diverse committee representation from all units) ▪ Builds bonds between facilities 	<ul style="list-style-type: none"> ▪ Stronger departmental cohesiveness ▪ Greater sense of community--brings employees together who work in different locations ▪ Greater interaction between units ▪ Improves morale ▪ Greater awareness of employee contributions ▪ Supportive environment
<p>Financial Aid, Office of</p> <p>Training & Development Program</p> <p>Training & Development program that provides many opportunities for all staff to supplement their skill level & interest in furthering their educational goals. Staff are encouraged to take courses related to their positions, to further personal career goals, and in pursuit of personal growth & enrichment. There is employee representation from every unit within Financial Aid on the committee that oversees the training and develop opportunities.</p>	<ul style="list-style-type: none"> ▪ Expanded development opportunities ▪ Management support ▪ Employees feel acknowledged 	<ul style="list-style-type: none"> ▪ Staff input ▪ Inclusive 	<ul style="list-style-type: none"> ▪ The sharing of training stories inspires others to seek training opportunities themselves ▪ Supportive environment ▪ New skills/Knowledge ▪ Improves performance ▪ Educated work force

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<p>Fisher Center For Real Estate and Urban Economics</p> <p>Fridays at Four</p> <p>Informal weekly gathering of faculty and staff that provides opportunities for constructive feedback and discussion of the week's activities in a social environment.</p>	<ul style="list-style-type: none"> ▪ Stronger relationships between faculty and staff ▪ Better appreciation of individual working styles ▪ Safe environment for open communication/feedback without recrimination ▪ Stronger bonds between managers and employees ▪ Employees feel appreciated 	<ul style="list-style-type: none"> ▪ Builds bonds between two very diverse groups (faculty & staff) ▪ Inclusive (procedural changes to close offices early so that all can attend) ▪ Employee input 	<ul style="list-style-type: none"> ▪ Stronger bonds between academic & nonacademic employees ▪ Improves morale ▪ Increases productivity ▪ Cooperative teamwork ▪ Supportive/relaxed/fun environment ▪ Greater sense of community ▪ Enthusiasm for work ▪ Improves communication ▪ Greater appreciation of differences
<p>Laboratory Animal Care, Office of</p> <p>Staff Exchange Day</p> <p>A voluntary program that allows selected employees to work in one of six other facilities for a day. Employees participating must be led through the facility, introduced, and trained.</p>	<ul style="list-style-type: none"> ▪ Greater appreciation of knowledge/expertise within OLAC ▪ Team spirit ▪ Breaks down barriers ▪ Less feeling of isolation ▪ Better appreciation of what others do ▪ Employees feel acknowledged 	<ul style="list-style-type: none"> ▪ Staff initiated idea ▪ Staff input ▪ Inclusive ▪ Builds bonds between facilities 	<ul style="list-style-type: none"> ▪ Increases morale ▪ Better teamwork ▪ Greater appreciation of differences ▪ Willingness to share information more freely between units/facilities ▪ Enhances communication ▪ Promotes cross training in other units ▪ Stopped rumors, jealousy & unfounded tension between groups ▪ Greater sense of community ▪ Stronger sense of pride in being a part of OLAC
<p>Library</p> <p>Early Birds</p> <p>Early morning breakfast meetings that bring library employees together to learn information about a variety of issues. Provides opportunities for folks to ask questions and network.</p>	<ul style="list-style-type: none"> ▪ Greater sense of community--Brings folks together who are physically spread out across campus ▪ Employees feel more informed about what is going on ▪ Improves work environment 	<ul style="list-style-type: none"> ▪ Inclusive ▪ Employee input 	<ul style="list-style-type: none"> ▪ Improves communication ▪ Supportive environment

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<p>Library (continued)</p> <p>Ice Cream Social</p> <p>Library gives employees 2 hours off to attend these social events. University Librarian serves ice cream.</p> <p>Staff Development Committee</p> <p>Administers \$20,000 to support educational, professional, or career-related activities for staff who are not eligible for professional travel. Also awards Recognition awards of \$800 per person/\$1,400 per team of two or more. All non-academic career or limited appointment staff are eligible and may be nominated by any Library employee.</p> <p>Student Appreciation Day</p> <p>Career employees plan, organize, and serve students at a buffet. Each party has a theme with appropriate décor, music and entertainment. Student win a variety of donated raffle prizes and are given upgraded library privileges.</p> <p>Organizational Development Committee</p> <p>On-going work to continue the renewal process and implement Library values & visions reflecting the needs and desires of the staff. Any staff member may</p>	<ul style="list-style-type: none"> ▪ Collegiality ▪ Employees feel heard/acknowledged ▪ Employees feel appreciated ▪ Management support ▪ Opens lines of communication between staff and supervisors to discuss opportunities & career development plans ▪ Staff share information about training/opportunities more freely with other staff ▪ Clarification of guidelines to ensure fairness ▪ Employees feel acknowledged ▪ Increases overall sense of community ▪ Students feel appreciated and supported ▪ Teamwork (career staff plan and put this together) ▪ Provides forum for students to connect with other students in the library system & career staff on a very casual level ▪ Voice and platform for implementing change ▪ Employees feel heard/acknowledged 	<ul style="list-style-type: none"> ▪ Inclusive (employees are given two hours of leave to attend) ▪ Brings together students & career employees ▪ Inclusive (all nonacademic career or limited appointment staff are eligible and may be nominated by any Library employee) ▪ Meets the needs of the maximum number of employees by allocating \$800 per person/\$1400 per team of two or more ▪ Recognition of a group that is not built into the basic structure of campus student employment ▪ Broadly inclusive ▪ Employee input in process ▪ Broadly inclusive. Any employee may volunteer for this committee ▪ Any employee can submit input about current issues 	<ul style="list-style-type: none"> ▪ Greater sense of community ▪ Improves morale ▪ Helps sustain employees during stressful times ▪ Supportive environment ▪ Increases exchange of information about training/opportunities ▪ Employees with new skills ▪ Motivation ▪ Helps sustain employees during stressful times ▪ Fair & inclusive guidelines ▪ Educates workforce ▪ Reputation of this event draws students to the library for employment ▪ Retention of student employees ▪ Helps sustain employees during stressful times ▪ Improves morale ▪ Helps keep a pulse on how staff feel about their working conditions ▪ Sustains employees during stressful times

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<p>Library (continued)</p> <p>volunteer for this committee and can submit input about current issues.</p>			
<p>Registrar, Office of the Employee Development Program</p> <p>A multi-level program that encourages employees to seek development opportunities to improve job performance, learn new techniques or technologies, or increase career advancement opportunities, or that are of personal interest to the employee.</p>	<ul style="list-style-type: none"> ▪ Improves job performance ▪ Increases skills ▪ Flexible schedules ▪ Environment that supports education ▪ Promotional opportunities ▪ Employees feel acknowledged 	<ul style="list-style-type: none"> ▪ One component is designed to orient new employees ▪ One component allows for employees to participate in degree/certificate programs or other career related activities ▪ One component allows employees to custom design a development plan related to their personal interests & goals 	<ul style="list-style-type: none"> ▪ Increases internal promotion opportunities ▪ Retention ▪ Greater sense of loyalty/devotion to department, management, and staff/coworkers ▪ Employees that are more self-assured in their presentation, writing, & communication skills ▪ Acquires employees with the education, background & skills that can be transferable to the current workplace and toward promotion or placement in other areas of employment
<p>Student Life, Office of Performance Management Plan</p> <p>A user-friendly performance appraisal process where employees articulate their needs, wants, & hopes around specific areas for job improvement, interests for job mastery, & aspirations for career development. Quarterly performance summaries occur between supervisors & employees to note accomplishments and contributions.</p> <p>Staff Meetings & Retreats</p> <p>The format and 5-part structure of all meetings and retreats have been designed to have recognition & appreciation as a cornerstone at each meeting.</p>	<ul style="list-style-type: none"> ▪ Improves/more effective performance appraisal process ▪ Empowerment ▪ More opportunities for supervisors & employees to note accomplishments & contributions ▪ Employees feel acknowledged <ul style="list-style-type: none"> ▪ Improves "norms" at monthly staff meetings ▪ Public recognition/celebration of staff accomplishments ▪ Improves design/safe/inclusive meeting structures ▪ Meetings are meaningful and refreshing, & offer a chance for self-renewal 	<ul style="list-style-type: none"> ▪ Employee input in process <ul style="list-style-type: none"> ▪ Employee input/feedback is solicited regularly ▪ Individual opportunity to share something personal, professional, or program-specific as part of Show & Tell ▪ Staff have opportunities to express individual needs and request support based on those needs 	<ul style="list-style-type: none"> ▪ Supportive environment ▪ Framework to discuss development throughout the year <ul style="list-style-type: none"> ▪ Cultivates a supportive office culture ▪ Motivates enthusiasm for the work ▪ Better informed staff ▪ Builds community (a chance to see staff who work in other locations) ▪ Broader perspectives

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<p>Student Life (continued)</p> <p>Student Group Advising Core Competencies</p> <p>This group comes together to discuss/explore the field of student group advising and student affairs. The core competencies provide a road map for on-going development and connection to the work they do. Team activities include an attention to prevention, relationship building, recognizing new opportunities, planning, and recreation.</p>	<ul style="list-style-type: none"> ▪ Improves relationships ▪ Clearer expectations ▪ Less stress ▪ Employees feel acknowledged ▪ Meetings are more meaningful ▪ Broader perspective of work in that field ▪ More resources and support for advisors to do their jobs better ▪ Employees feel valued 	<ul style="list-style-type: none"> ▪ Meetings/retreats are designed to meet diverse learning needs of various individuals ▪ Employee input ▪ Inclusive 	<ul style="list-style-type: none"> ▪ Greater appreciation of specific areas in which advisors serve ▪ Increased awareness of how much the staff contribute to the overall mission ▪ Provides framework for developing individual development plans for advisors ▪ Staff has greater understanding of the advising needs and concerns in other areas of the office
<p>Undergraduate Affairs</p> <p>New Career Employees Reception</p> <p>Three times during the academic year Vice Chancellor Padilla holds a reception for new career employees. This includes an invitation to meet with him part of the day, an overview of the work at UGA, an opportunity for the employees to talk about their work, a tour of a few departments where a rep of that department talks about key topics. Refreshments are served and a presentation of a bear sculpture that has UGA engraved on it is given to each new employee.</p>	<ul style="list-style-type: none"> ▪ Employees feel acknowledged & welcomed ▪ Orientation to new environment ▪ Employees feel better connected to senior management ▪ Employees feel special 	<ul style="list-style-type: none"> ▪ New employees receive orientation and warm reception from Vice Chancellor 	<ul style="list-style-type: none"> ▪ New employees are better informed and prepared to do their jobs ▪ Employees have a sense of belonging

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<p>University Health Services</p> <p>Diversity Committee</p> <p>With membership drawn from the entire organization, this committee provides the framework for various programs and lends a staff voice to the issue of workplace diversity. It keeps a pulse on issues related to diversity and communicates that information to UHS leadership and managers.</p> <p>Annual Organization-wide Events</p> <p>With the help of staff volunteers, the UHS administration sponsors annual events that cater to their 400 employees. These events give UHS multiple opportunities to recognize and thank their employees for their year round contributions.</p> <p>Staff Initiated Activities</p> <p>UHS supports groups who share common interests and want to come together on a regular basis for specific activities. Groups are open to any UHS employee and cut across the array of professions at the Tang Center.</p>	<ul style="list-style-type: none"> ▪ Employees feel acknowledged ▪ Programs to ensure that diversity issues remain an integral part of the UHS culture ▪ Improves morale ▪ Greater sense of camaraderie ▪ Greater appreciation of differences ▪ Lends a staff voice to diversity issues/reports issues to management <ul style="list-style-type: none"> ▪ Employees feel acknowledged ▪ Improves morale ▪ More camaraderie ▪ Networking/opportunity to reconnect with folks they don't see every day <ul style="list-style-type: none"> ▪ Employees feel acknowledged ▪ Networking across units ▪ Collegial support ▪ Less stress ▪ More calm & joy at work ▪ Celebration of differences ▪ Management flexibility 	<ul style="list-style-type: none"> ▪ Employee input (committee members are drawn from the entire organization with particular attention given to cultural and occupational diversity) <ul style="list-style-type: none"> ▪ Employee input ▪ Inclusive (varies times of events to capture largest workforce; pares down services; gets volunteers to staff essential services so all can participate; invites retired employees to events) <ul style="list-style-type: none"> ▪ Employee input ▪ Inclusive 	<ul style="list-style-type: none"> ▪ Framework for sustaining diversity issues a part of the UHS culture ▪ Keeps pulse on how employees feel about diversity issues <ul style="list-style-type: none"> ▪ Inclusive/supportive environment ▪ Improves organizational culture ▪ Greater sense of community ▪ Improves morale ▪ Celebration of differences <ul style="list-style-type: none"> ▪ Inclusive/supportive environment ▪ Improves organizational culture ▪ Enhanced communication between units and throughout organization ▪ Improves morale ▪ Greater sense of community
<p>University Relations</p> <p>Design Alliance</p> <p>This volunteer group of individuals with diverse representation from many campus groups (academic & administrative) & departments gather monthly on their own time to develop design standards for UC Berkeley.</p>	<ul style="list-style-type: none"> ▪ Committee members feel acknowledged because of their contributions to their departments and to the campus as a whole ▪ Provides arena to discuss current design issues ▪ Mentors younger designers 	<ul style="list-style-type: none"> ▪ Inclusive/diverse representation of volunteers from many campus departments ▪ Employee input (many age groups, cultural backgrounds, skill levels) 	<ul style="list-style-type: none"> ▪ Creative ideas have campus-wide impact ▪ Improves organizational effectiveness across campus ▪ Provides accessible resources to campus community to create visuals representing their

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<p>University Relations (continued)</p> <p>The Design Alliance provides an arena to discuss current design issues, mentor younger designers and share current projects they are involved in on campus.</p>	<ul style="list-style-type: none"> ▪ Shares information across campus ▪ Resource coordination/sharing ▪ Greater interdepartmental understanding of the need for consistent design standards ▪ Increased networking with employees/campus community/ & sharing of information 		<ul style="list-style-type: none"> ▪ departments and the Berkeley campus ▪ Higher quality design/communication for the campus ▪ Eliminates redundant work for campus designers ▪ Strengthens Berkeley's public image within a decentralized environment ▪ Resource coordination
<p>Vice Chancellor BAS</p> <p>Department Safety Committee</p> <p>With representation from 20 California Hall departments, the Department Safety Coordinators group convenes quarterly to share their ideas and thoughts on issues around the health and safety of California Hall occupants. This forum allows staff from diverse backgrounds/experiences/titles and departments to convene and exchange/share information. Staff from campus departments are invited to the forums to share their perspectives and give feedback. The meeting structure includes acknowledgements of individual contributions. Creative ideas coming from this committee have been publicly acknowledged, and in one case adapted by all departments in California Hall.</p>	<ul style="list-style-type: none"> ▪ Committee members feel acknowledged ▪ Improves attendance at meetings ▪ Members are more engaged about safety issues ▪ Improves work environment within California Hall ▪ Expanded learning opportunities ▪ Improves meeting design & structure 	<ul style="list-style-type: none"> ▪ Employee input/campus community input ▪ Inclusive (diverse representation from all California Hall units) 	<ul style="list-style-type: none"> ▪ Improves work environment ▪ Increases education/knowledge around health, safety, emergency issues in building/on campus