

## **'Come and Be Heard' Summary and Outcomes**

Between January and June 2011, Andrew Parker, PhD, of the Faculty and Staff Assistance Program ([FSAP](#)) led 10 Come and Be Heard Sessions at various campus sites (SFGH, Mt. Zion, Parnassus, Laurel Heights and Mission Bay). These sessions provided an opportunity for staff to share their concerns, including the effects of organizational changes and suggestions for how those changes can better be managed. The meetings served as a conduit of information from staff to leadership and we were able to respond to many of the concerns that we heard.

We had over 200 staff make time to attend these sessions and we are very grateful for the input we received from them. Thanks to these efforts we were able to address some real concerns.

Now that the OE Implementation teams are moving forward with recommendations, the Come and Be Heard Sessions will be put on hold. The current plan is to re-start these sessions sometime in 2012. As always, please [email](#) your comments and concerns.

***Please review this document which includes all of the messages we heard from the Come and Be Heard meetings and the location on the [OE website](#) where you can find the responses that are indicated below.***

### **Feedback received for January 1 – February 1, 2011**

1. Consensus supports the principles of OE; the need to be more efficient is well supported. They like and use the OE website. They really like the Rumor Mill because it recognizes and responds directly to the 'real issues' they are facing. However, they know the devil is in the details and they don't trust that it will be done well. They fear OE is just a slogan that won't live up to the expectations.
2. OE is about tradeoffs and we are in danger of losing the personal connection. There were significant levels of fear that we will lose the human touch, that personal connection, by moving to a clustered structure. We may gain technical skills but will lose the UCSF intuitive know how. Keep the focus on the people not just the systems.
3. Everyone is doing more with less. They want reassurance. They fear they are going to be used up and tossed out. They are expecting major layoffs and the managers will be swept up in the layoffs as well.
4. Ask the 'end users'. Go to the departments and divisions; get to the people actually doing the work. Encouraging more input will help their ability to 'buy-in' and understand what is happening to them. Again, it isn't just about the systems and processes, it is about the people. ***We responded to this concern in the [Rumor Mill](#).***
5. Don't sacrifice the personal touch. They fear a total stranger who doesn't know their department will be answering the phone in the cluster. ***We responded to this concern in [FAQs](#).***
6. Has OE been tried elsewhere? Are we taking advantage of lessons learned? ***We did a lot of research prior to embarking on our own OE initiative. All of the resources we researched are listed in the [Resources](#) section of the website under [Other 'OE' Initiatives](#).***

7. There is considerable angst about the timing of these changes. People want to know when they should leave. The absence of information means that decisions have already been made and they aren't being told. ***We responded to this concern in the [Rumor Mill](#).***
8. Each campus has its own culture, there is a worry that it will all be blended into one and that the respect for each culture will vanish. ***We responded to this concern in the [Rumor Mill](#).***
9. UCSF is a world class institution and we aren't treating our people well, we are burning them out. There isn't the trust that OE will fix this. ***Chancellor Sue Desmond-Hellmann responded to this concern directly in the [Rumor Mill](#).***
10. Keep communications brief. They like short bulleted email. ***Upon hearing this feedback we significantly shortened the monthly email updates to create a short bulleted email with links to the sources of information.***
11. Long term employees will be passed over for less expensive less experienced individuals. ***We responded to this concern in the [Rumor Mill](#).***

#### **Feedback received February 1 – February 28, 2011**

1. This is taking too long, people are going numb, they want information and they want specifics. The longer this takes, the more untenable this becomes. Patience with 'we'll give you more information later' is gone. ***We responded to this in the [Rumor Mill](#) and in the [FAQ](#) section.***
2. OE is becoming a top down, centralized control operation.
3. The OE timelines each need explicit information. They need to be designed in reasonably definite "stages" and corresponding 'dates'. People can handle a lot more stress if they know it is finite. ***We responded to this concern on various levels, including emphasizing to all of the work groups the need to get information and timelines posted and available as soon as possible. We also posted information in the [FAQ](#) section of the website.***
4. OE's credibility is overdrawn. OE needs to say what they mean and then do what they say.
5. They want to know which jobs will survive OE so they can plan. They want certainty and lacking certainty, they want 'real information'.
6. Once the dust settles, the fear is that good employees will have left because they are smart enough to know nothing is guaranteed.

#### **Feedback received March 1 – March 31, 2011**

1. The dominant theme is simply stated, 'Where is the Chancellor?' 'Where is the top leadership?' They feel leadership is invisible to the community of those who actually do the work. "If they are really behind OE, why aren't they out in front being its champion?" Some of the words used

were invisible, insulated, not connected. They had high hopes in the Chancellor's message a year ago and then feel that they have heard not a word or comment since then. People recognize that our leaders have tremendous jobs and pressures but they feel their focus is exclusively on business and not the people who hold UCSF together. They want an opportunity to hear your voices, see you speak, ask you questions. ***We responded to this concern on various levels. The first step we took was to schedule The Talks with Leadership/Town Halls in May and June 2011. Jeff Bluestone, John Plotts, the Deans of all the Schools, the Vice Deans and the functional owners of Research Administration, AP/HR and Finance were there to give brief OE updates but primarily to answer your questions. These noon meetings were held at various campus sites (including SFGH, Mission Bay, Parnassus and Laurel Heights) to ensure all staff and faculty would have the option of attending. We also responded in the [FAQs](#).***

2. They feel UCSF is devolving into a 2-tiered system. Those in the inner circles with big salaries and everybody else who is struggling and at risk. The series of separate announcements of the new hires within the Chancellor/Vice Chancellor's office without any context has not been well received. Again, it reinforces the perception that money is limitless for those in the inner circle. Without information and leadership, individuals fill in their own blanks and assign motive which is often not based on truth (and tough to hear) -- ex. the fiscal crisis is overblown. ***We responded to this concern in the [Rumor Mill](#).***
3. The Chancellor talked early on about the importance of leveling the great divide among those who have resources and those that don't. This doesn't feel genuine because it's perceived that those that have resources are in the EVCP offices. ***We responded to this concern in the [FAQs](#).***

#### **Feedback received April 1 – April 30, 2011**

1. Let us know where we are heading. What will UCSF look like in 2013?
2. Uncertainty breeds anxiety and anxiety is at an all-time high.
3. Those involved with OE planning are 'taking it on faith' that people understand what's underway. Be more specific. Take the time to give us the details. ***We responded to this concern by loading all the presentations to the [Resources](#) section as soon as they were available. We will continue to keep everyone updated via the [OE website](#).***
4. Send strong messages about why it is worth taking on these grand changes. What will we gain, how will we be an improved UCSF? How will metrics be shown? How will we know undergoing these changes resulted in improvements and savings? ***We understand how important metrics are. We've asked all active faculty to participate in a [baseline questionnaire](#) and will continue to provide information as it becomes available.***
5. Credibility is still an issue; there has been a lot of money and time spent to date; what is there to show for these efforts?
6. The money spent on Vice Chancellors' salaries is a rub.
7. How can the process be more open? We want more detail and transparency.

8. Some long term employees have expressed their disillusionment. UCSF is becoming like other organizations that aren't so special. Many have remained at UCSF because of their idealism that may be eroding.
9. Where is the Chancellor? It would be great to hear from her to reinforce the purpose of OE and her commitment to the missions and greatness of UCSF. **We responded to this in the [FAQs](#) and by creating a summary of [what is OE really about](#).**
10. In absence of compelling rationale, people are not convinced OE is for the best. For those departments that are already lean and mean and have had to make do with less, there is no reason to change.
11. For those employees who are in their late 50s/early 60s, there is concern of finding another job. There is resentment that there is no retirement incentive program as there was in the past. With their long-term experience and institutional knowledge, is there any premium being credited to these individuals? Are there any resources? Transition services? **We responded to this concern in the [Rumor Mill](#). Please also review the [Managing Change](#) section of the website for resources.**