

Resource Sheets

The following resource sheets, developed by UC Davis Health subject matter experts, offer actionable suggestions for leveraging your results to drive positive changes within your teams.

While not exhaustive, they serve as a valuable starting point and may include practices you already utilize.

To maximize their effectiveness, we recommend attending [virtual support sessions](#) and learning to tailor these techniques to suit the specific dynamics of your individual teams.



Resources

WorkLife

Helping people bring their best selves to work.

WorkLife@ucdavis.edu

WorkLife.ucdavis.edu



Employee Recognition

Contact Ben Gamez for resources and support.

bgamez@ucdavis.edu

(916) 734-3068



[Download Manager Toolkit for Recognition resources](#)

Recognition Programs

- STAR Award
- Best Rewards
- Employee Excellence Award
- Department Specific Awards

Recognition

Survey statement: I am satisfied with the recognition I receive.

Creating a workplace where people feel connected, have a sense of purpose, and are *appreciated and recognized* for their contributions makes for a stronger, more successful organization.

Tip 1: Name the benefits of recognition.

- Helps employees feel valued
- Creates a sense of community
- Keeps employees motivated
- Enhances culture

Tip 2: Recognize people according to their preferred methods of recognition.

- 46% of people prefer *words of affirmation*: written or spoken
- 26% prefer *quality time*: focused attention
- 22% prefer *acts of service*: lend a hand
- Only 6% prefer tangible gifts

Tip 3: Go beyond the gift card.

- “See” & praise your employees & their **efforts and competence.**
- Acknowledge their **expertise, skillset and value** to the team.
- Ask for their **input** on decisions, particularly those that affect them.
- Roll up your sleeves and lend a helping hand.
- Provide positive **feedback** about their ideas and contributions and reward them with meaningful opportunities for desired professional growth.

Recognition

Tip 4: Utilize formal methods of recognition.

- [BEST Rewards Program](#): \$25.00 gift card with a personal message of appreciation
- [STAR Awards](#): \$500 or \$1000 award recognition for “above and beyond” behavior
- [Employee Excellence Award](#): Annual award and event with nomination/selection process
- Download our [Manager Toolkit for Recognition](#) with [Rag Tag Peer Cards](#) and [Thank you Cards](#)
- Check with your individual units for department-specific recognition

Tip 5: Utilize recognition to enhance culture.

- **Make the connection:** Align recognition with our core values – kindness, trust, and inclusion – and strategic guiding principles. Employee recognition is most effective when it’s tied to the behaviors that our organization values.
- **Encourage peer-to-peer recognition:** Recognizing a colleague’s achievements and contributions can create strong feelings of acceptance and solidarity, leading to positive relations.
- **Recognition establishes cultural norms of behavior:** A culture of gratitude is fostered when positive and pro-social behaviors and expressions are noticed and elevated.

Tip 6: Be creative and proactive.

- Print the [Rag Tag](#) (Random Acts of Gratitude) postcards and leave them in a central location.
- Set a calendar reminder each Friday to reach out to someone with appreciation and spread [Random Acts of Kindness](#). Research indicates [kindness is contagious](#).
- Set aside time in every staff meeting for celebrating small weekly “wins.”
- Send a free-no-fuss [e-card](#) through [grateful.org](#).
- Set a monthly reminder to choose someone to receive a BEST or STAR award.

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Academic Staff Assistance Program (ASAP)

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hr.ucdavis.edu/departments/asap

For Health campus: (916) 734-2727



Well-Being

Survey statement: I am able to allocate time for my well-being.

Employee well-being is about how one's job duties, expectations, stress level, and environment affects overall health and happiness.

Well-being goes beyond physical health to include sense of purpose, autonomy, fairness, competence, belongingness and work-life harmony.

Tip 1: Identify the base elements of holistic well-being.

- **Physical:** diet, sleep, nutrition, fitness.
- **Mental & Emotional:** ability to cope with stress and manage emotions: resilience, happiness, and purpose.
- **Social:** ability to form and maintain positive relationships with others.
- **Intellectual & Occupational:** ability to learn, grow and develop new skills and knowledge.
- **Spiritual:** sense of meaning and purpose in life.
- **Personal:** Belonging, energized by work, being valued and seen, trust, achievement and competency, autonomy and flexibility.

Tip 2: Support your own well-being, team well-being, and staff wellbeing.

- ASAP resources are available for your own individual well-being as a leader, as well as for your staff.
- You might also consider supporting team wellness by requesting a group session around various well-being topics.

Well-Being Resources

- [Supporting the Well-Being of Your Team \(toolkit\)](#)
- [Support U Peer Responder Program](#)
- [Clinician Health and Well-Being](#)
- [Ombuds](#)
- [Chaplaincy Services & Education](#)
- [Healthy UC Davis](#)

Well-Being

Tip 3: Open a conversation about well-being resources if you notice someone on your team is not well.

- It can be challenging to open a vulnerable conversation about well-being. You might open with:
 - “Is this a good time to check in? I notice you’ve been putting your head down at your desk and are speaking less than usual at meetings. Is everything okay? How can I support you? What support can I connect you with?”
- Learn about [mental and emotional well-being](#), normalize the stress response, and learn the signs of severe distress.
- [Learn how to help those experiencing mental distress](#): Take the 1-hour UC-paid National QPR (Question, Persuade, Refer) course or the UC Mental Health First Aid Course.
- Know [where to direct people for help](#), and destigmatize the use of well-being resources.
- If a well-being issue is related to an adverse patient care outcome, consider connecting your staff with the [Support U Peer Responder Program](#).

Tip 4: Acknowledge that well-being is a “we” concern, not just a “me” concern.

- Top well-being challenges named by UCDH employees include stress response and management, difficulty disconnecting from work, trust, and workload management and associated anxiety.
- Workplace well-being is the concern and shared responsibility of the **employee**, the **manager**, and the **organization**.
- Be available to your employees and listen to concerns about workplace and personal well-being.

Tip 5: Be proactive about well-being.

- Create space for spontaneous fun and camaraderie. [Work-place friendships](#) promote protective resilience to stress in addition to building trust, inclusion, and belongingness.
- Consider and encourage [flexible work arrangements](#) (flex-place, flex-time, and flex-process).
- Reach out to HR for [team assessments and workshops](#), [well-being presentations](#), [skill-building sessions](#), [manager toolkits](#), and [healthy-living activities](#).

Resources

Strengthening Communications

Learning and Development

Empowering workforce excellence through learning

hr.ucdavis.edu/departments/learning

hr-learning@ucdavis.edu



Survey statement: None.

Clear, transparent, and effective communication, with all employees, creates open and engaged working environments.

Reliable and Meaningful Communication

Communication is often the basis of any healthy relationship, including the one between an employee and their manager. Gallup has found that consistent communication ... is connected to higher engagement.

For example, employees whose managers hold regular meetings with them are almost three times as likely to be engaged as employees whose managers do not hold regular meetings with them.

From [Employees Want a Lot More from Their Managers](#), by Jim Harter & Amy Adkins, Gallup

Additional Resources

- [UCD Staff Experience Survey](#), (PDF) [Taking Action: Communication Flow](#)
- [Gallup: State of the American Manager](#)
- [Employees Want a Lot More from Their Managers](#), by Jim Harter & Amy Adkins, Gallup
- [UCLC eCourse Communication Bundle](#)
- [UC Managing Implicit Bias Series](#)
- [Crucial Conversations](#) (instructor-led training)

Tip 1: Prioritize These 3 Key Communication Goals for Supervisors

1. Be Available & Receptive
 - Employees can reach you
 - They feel comfortable asking you questions
2. Be Responsive
 - Get back to employees in a timely manner
3. Explain Goals & Tasks Clearly
 - Not micromanaging... adjust level of instruction to the situation & staff
 - Have a timeframe in mind? Say it.

Strengthening Communications (continued)

Tip 2: Be an Active Listener

- Be present and focused in staff conversations.
- Get rid of distractions – silence notifications, turn off your screen, focus solely on the person with whom you’re communicating.
- Demonstrate you are listening by reflecting back what you hear
 - E.g., “It sounds like you are saying...is that right?”
- Ask questions and check for understanding.

Tip 3: Stay Objective

- Focus on the facts, rather than tell yourself a story. What was said? What did you observe?
- Don’t jump to conclusions – Ask more questions.
- Be aware of your own assumptions and biases.
 - TedEd, Lessons Worth Sharing (video): [Rethinking Thinking - Ladder of Inference](#)

Tip 4: Team Communications

- Hold regular team meetings – have a notetaker for those who cannot attend.
 - If a team meeting needs to be cancelled, consider an update email in it’s place.
- Share department, division and other organization-wide updates.
- Hold time in team meetings for staff to share their own status updates and ask questions.
- Share team member’s learning from training and conferences.
- Recognize accomplishments!

Resources

Welcoming Opinions

Ombuds

A confidential, impartial, informal, and independent resource that helps faculty, staff, and students develop strategies to navigate conflict.

ombuds.ucdavis.edu
ombuds@ucdavis.edu
 (916) 734-1600



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Additional Resources

- [Tool: Measure a Team's Level of Psychological Safety](#)
- [Team Effectiveness: Google's Project Aristotle](#)
- [Article: Moving from Blame to Accountability](#)

Survey Statement: In my work unit (my department), I feel comfortable voicing my opinions even when they are different from others.

Employees who feel comfortable speaking up, in voicing their opinions are employees who feel engaged, trusted, and valued in the workplace. Feeling comfortable voicing opinions means that there is an underlying feeling of trust and psychological safety within a team.

Psychological Safety is a term coined by organizational behavioral scientist, Amy Edmondson, who defined it as, "a shared belief held by members of a team that the team is safe for interpersonal risk-taking."

Edmondson also wrote, "Psychological safety means an absence of interpersonal fear. When psychological safety is present, people are able to speak up with work-relevant content."

Tip 1: Grow your own self-awareness (Emotional Intelligence)

- Use the [UC Learning Center](#) and search for [Emotional Intelligence](#) (EI) to find eCourse Bundles, Books, Audio Books and instructor led classes (ILT Courses) on this topic.
- Visit the [UC Davis HR ASAP Resources - Emotional Intelligence](#) page for steps to getting started growing self-awareness and additional resources.

Tip 2: Actively Listen

- Be present and focused in staff conversations.
- Acknowledge emotions that arise for you and the other person.
- In-person or on camera – watch for body language or small expression changes that could indicate something other than what is being said.
 - For example, you might say, "I heard you say [something positive], though I noticed you [frowned, look concerned]. Is there something else you'd like to talk about?"
- Even if you disagree with someone's opinion, still acknowledge it before sharing your own.

Welcoming Opinions

Tip 3: Ask Questions and Seek Contrary Opinions

- Learn about your staff from your staff
- Ask thoughtful, specific questions
- Open ended questions encourage more than a one-word (yes, no, etc.) response
 - “How...?”, “Why...?”, and “What...?” helps people get thinking critically, strategically and creatively. Another great technique is, “Say more...” or “Tell me more...” to dig deeper and clarify thoughts and ideas.
- Make it a practice to solicit feedback/input on why something is good/positive/will work and then why something might not work/critical feedback etc.
- When someone brings forward a dissenting opinion, reflect back your understanding of what they are saying, ask more questions, encourage creative problem solving

Tip 4: Be vulnerable

- Model trust behavior by admitting to and sharing mistakes
- Maintain honesty and transparency in your communications and interactions
- Invite staff, as a team or as individuals, to contribute to and be part of the solution
- Respect your own boundaries so your team knows theirs will be respected as well

Tip 5: Turn mistakes into learning opportunities

- Create a culture of accountability
 - Rather than asking “Who...?”, ask “How...?” or “Why...?” or “What happened here?” when addressing mistakes
 - Look beyond the people – perhaps there are systems or processes that need improvement
- Allow employees to acknowledge, address and create their own solutions
- Article: [Moving from Blame to Accountability](#)

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Learning and Development

Empowering workforce excellence through learning

hr.ucdavis.edu/departments/learning
hr-learning@ucdavis.edu



Additional Resources

- Ethics, Integrity, and Trust
([eLearning Bundle in the UCLC](#))
- Psychological Safety: Building A Culture of Inclusion and Innovation ([eCourse](#))

Building Trust

Survey Statements: [I trust the person I report to.](#)
[I trust the people I work with.](#)

Establishing and maintaining trust with your team takes sustained, intentional effort and partnership. This is amplified in the presence of change, and change is constant.

Tip 1: Act on behaviors that establish trust.

- Keep commitments and promises. Do what you say you will do.
- Be transparent with information and rationale for decisions.
- Be courteous, kind, and honest and listen to understand.
- Provide autonomy and avoid micromanagement.
- Show vulnerability; admit when you don't know the answer.
- State your good intent and name the mutual benefit.
- Show confidence and competence.
- Confront difficult issues in a timely fashion.

Tip 2: Monitor for behaviors that degrade trust.

- Dishonesty (deceit, false impressions, omission, "spin").
- Disrespect, showing lack of concern.
- Talking about or blaming absent coworkers.
- Making unexpected changes or decisions without clear reason.
- Lack of follow through or responsiveness.

Tip 3: Repair trust that has been broken.

- Acknowledge early, apologize sincerely.
- Take immediate responsibility for mistakes made.
- Be patient and remain consistent; trust builds slowly and degrades fast.
- Acknowledge impact even if different from your intent.

Building Trust

Tip 4: Create conditions of trust.

(Source: Brené Brown on What it Really Means to Trust. Mindful.org., February, 2021)

- Boundaries – Set your own limits and respect others' limits
- Reliability – Do what you say you're going to
- Accountability – Acknowledge mistakes, apologize, make efforts to correct mistakes
- The Vault – Don't share personal information without permission; hold information others share with you in confidence unless necessary to use for investigatory or reporting purposes.
- Integrity – Choose courage over comfort; act on the shared UC Davis Health values of Trust, Inclusion, and Kindness.
- Non-judgement – Ask for help or demonstrate vulnerability
- Generosity – Give the benefit of the doubt; assume the best of others (intentions, actions, words)

Tip 5: Involve your team.

- Invite your team to name what strengthens trust, and what weakens it, in the spirit of shared understanding and partnership.
- Use the **Start, Stop, Continue** exercise to name what you can do to build and sustain trust together. What can you start doing? What trust-weakening practices can you stop? What is working to build trust that you should continue?
- After establishing psychological safety, have staff write cards to their teammates, and to you:
 - Dear: _____.
 - You gain my trust when you...
 - You lose my trust when you...
 - You can count on me to...

Resources

Fostering Workplace Civility

Employee and Labor Relations

A resource for employees to navigate work-related issues.

hr.ucdavis.edu/elr-health

hs-employee-and-labor-relations@groups.ucdavis.edu



Ombuds

A confidential, impartial, informal, and independent resource that helps faculty, staff, and students navigate conflict.

ombuds.ucdavis.edu

ombuds@ucdavis.edu

(916) 734-1600



Additional Resources

- UC Davis Health Policy 1649 – *Incivility and Bullying in the Workplace*
- University of California Policy – *Abusive Conduct in the Workplace*
- [Living the Principles of Community](#) (UCLC)
- [Difficult Conversations](#) (UCLC Bundle)
- [Crucial Conversations](#) (instructor-led training)

Survey statement: Rude and unpleasant behavior is not tolerated at UC Davis Health.

UC Davis Health is committed to providing a healthy working environment where every individual is treated with civility and respect.

Tip 1: Model the behavior you expect to see in the workplace.

- The culture in your department is yours. It is both what you create and what you allow.
- Reflect on your tone and communication and align yourself with what you want to see from your employees.
- You can also emphasize appropriate behavior by naming behavior that is not acceptable and celebrating exemplary behavior
- Cultivate collaboration with other departments and teams; civility is important across the organization as well.

Tip 2: Prepare for difficult conversations.

- When a difficult conversation needs to happen, prepare by asking yourself what your goal is for the conversation, and what outcome you want for the relationship. This can reduce conflict and ensure a less reactive and more desirable response.
- How you receive or deliver feedback sets the tone in the department and models civility.

Tip 3: Restate your expectations for civility in the workplace.

- By being open about your expectations for your team, employees better understand the expectations they should hold for each other.
- Revisit the policies and discussions with your team regularly to clearly communicate that these issues are critical to the success of your department.

Fostering Workplace Civility

Tip 4: Respond to incivility appropriately.

- Address violations to policy in the moment and follow up via email to confirm the feedback.
- Consult with an Employee Relations consultant to determine if an inquiry is appropriate.
- Consistently address instances of incivility to ensure that the expectations are clear throughout your team.
- Continue evaluating behavior that may have previously tolerated or accepted but no longer aligns with the department's expectations and institutional values and policies.

Tip 5: Engage necessary resources.

- Utilize existing training for you and your teams.
- Escalate to your manager with your concerns for guidance and strategizing.
- Enlist external assistance from Employee and Labor Relations. Set or utilize a standing meeting with your ELR consultants to discuss concerns and strategies.
- Additional support can be requested from ASAP, Office of the Ombuds, and Organizational Excellence.

Tip 6: Celebrate success and improvement.

- Consider civility and workplace environment in goals and metrics.
- Recognize employees for improvement in communication and fostering civility.
- Normalize and encourage apologies to own impact (versus clarifying intent).
- Celebrate and recognize exemplary communication and interactions.

Resources

Diversity, Equity, and Inclusion

Office for Health Equity, Diversity and Inclusion

Building an equitable, inclusive
and diverse community

linktr.ee/ucdh_ohedi

hs-hedi@ucdavis.edu

(916) 734-2926



Organizational Excellence

A Catalyst for Thriving, Sustainable
Leaders & Organizations

hr.ucdavis.edu/departments/oe

oeconnect@ucdavis.edu



Additional Resources

- [Creating Inclusion and Safe Spaces](#)
- [Diversity courses](#)
- [Guidance for Supervisors: Race Matters Initiative](#)
- [Harassment & Discrimination Assistance and Prevention](#)
- [Holiday Best Practices](#)
- [Multicultural Calendar](#)
- [Ombuds Office](#)
- [Principles of Community](#)

Survey statements: I can be successful at UC Davis Health without compromising important aspects of my identity or culture.

UC Davis Health values employees of different backgrounds.

I feel like I belong at UC Davis Health.

Tip 1: Practice self-care and self-education, stay connected and learn more.

- [Wellness self-coaching, stress resilience, and self-care resources](#) from [Staff and Faculty Health and Well-being Program](#).
- Consider self-paced "[Core Competencies: Building Relationships Learning](#)" (Belonging, Collaboration, and Communication resources).
- [Becoming an Inclusive Leader Series](#)

Tip 2: Allocate time for your staff, faculty, and health care practitioners to participate in DEI learning activities – Leaders: learn and model participation by attending DEI events as well

- Growing as a Community webinar series [recordings](#), [Diversity Dialogue](#) series.
- [Interprofessional Book Club](#) Discussions.
- Participate in a [21-day anti-racism challenge](#).
- Schedule department retreats with focus on diversity topics.

Diversity, Equity, and Inclusion

Tip 3: Recruit, develop, and empower DEI leaders.

- Allocate time for staff participation in [Employee Resource Groups](#).
- [Reach out to HEDI](#) to develop [Clinical Enterprise Management Recognition Plan](#) goals for your unit.
- Prioritize diversity and local community experience in the hiring process. Understand the [current workforce data](#).
 - Tips & resources to [attract diverse talent](#).
 - Tips to select diverse talent, [recruitment panels and interview questions](#), [affirmative action goals](#).
 - [Questions to ask](#) when hiring diverse talent.

Tip 5: Work with diverse local vendors for events and conferences, where possible.

- Learn [how to support](#) Small and Diverse Businesses.
- “Searching for Small and Diverse Business” [online training](#).
- Refer to the Small and Diverse Chambers of Commerce when searching for a supplier.

Tip 4: Develop a DEI strategic plan.

- Consider reaching out to Organizational Excellence for [consultation services](#).
- Consider establishing a departmental DEI advisory taskforce/committee. Examples of [taskforces and toolkits](#).
- Form DEI goals using SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) Goals, or other metric-focused goals. Use these in annual performance appraisals, aligning with personal/unit specific DEI goals.
- Consider creating accountability measures aligned with the [University’s DEI Strategic Plan](#).

Resources

Learning and Development

Empowering workforce excellence through learning

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hr-learning@ucdavis.edu



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Additional Resources

- [Request an L&D Resource Presentation](#)
- [UC Learning Center](#)
- [Skillsoft eLearning Library](#)
- [L&D Course Catalog](#)
- [Staff Tuition for Education Program \(STEP\)](#)

Career and Professional Development

Survey item: None.

Support your staff in expanding their skills, cultivating their careers, and growing their capacity to lead.

Tip 1: Support conversations about career development.

- Be available and open to conversations about longer term goals.
- Show investment in your team by encouraging participation in development opportunities and activities.
- Share the [Career Management Toolkit](#) with your team, including the [Career and Professional Development Plan template](#).
- The [UC Experience Toolkit](#) offers additional support, tools and resources for career conversations.

Tip 2: Encourage staff to attend instructor-led training

- Remind employees they can attend during the workday in accordance with the [Professional Development Release Time](#) policy.
- Invite your staff to share their learnings from a recent training with the team during a huddle or staff meeting. This helps their retention and application, shares pearls with the rest of the team, and demonstrates the value you place on learning.

Career and Professional Development

Tip 3: Remind staff of their just-in-time resources in the UC Learning Center.

- The UCLC has a wealth of [eLearning](#) available on diverse topics: eCourses, eBooks, audiobooks, and benchmark assessments.
- Assign trainings to your staff using manager dashboard in the [UC Learning Center](#). Consider assigning the same eCourse to your team and having them discuss and reflect on the content at a staff meeting.

Tip 4: Encourage participation in [Certificate Series](#), [Development Programs](#), or professional conferences.

- Increase engagement and commitment through growing confidence and skills.
- Recognize the talents on your team and help them grow and increase their capacity.
- Provide staff the space to expand and strengthen their professional networks.
- Subscribe to Learning and Development's monthly newsletter and share and act on calls for program applications and nominations.

Tip 5: Partner with staff to create on-the-job learning experiences.

- Assign staff to a workgroup or cross-functional project to give them opportunities to grow their leadership, expand the scope of their impact, and build connections beyond your department.
- Introduce your staff to a potential mentor or a job shadowing opportunity.
- Support participation in [Employee Resource Groups](#) and other committee work.