

Goal 6: Collaborative Work Environment

<p>GOAL 6: Foster a work environment that embraces diversity, embodies the UC Davis Principles of Community and supports all who work and learn at the VMC.</p>	<p>6.1: Continue to build a respectful, supportive and collaborative work environment.</p> <p>6.2: Advance diversity and inclusiveness as essential components of the VMC.</p> <p>6.3: Improve work-life balance to bolster workforce satisfaction and engagement.</p> <p>6.4: Provide professional development and career planning for faculty, staff and house officers.</p>
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- Related Concepts from the School of Veterinary Medicine Strategic Plan:*
- Provide career development support and training for all.
 - Broaden the diversity of the veterinary medicine community at UC Davis and beyond.
 - Review and optimize the School’s organizational structure.

Goal 6: Collaborative Work Environment

Strategy 6.1

Continue to build a respectful, supportive and collaborative work environment.

Preliminary Tactics:

- a. Incorporate core values into onboarding and performance reviews.
- b. Increase positive reinforcement and recognition for work well done.
 - i. Explore development of sustainable employee recognition programs.
- c. Review the VMC’s organizational structure and hierarchy for effectiveness and efficiencies.
- d. Develop standard policies and procedures that cross disciplines.
- e. Continue to monitor satisfaction and engagement of the workforce.
- f. Expand formal professional development, team-building and leadership opportunities. ([Links to Strategy 6.4](#))
- g. Offer more frequent and timely feedback.
- h. Address performance issues in a timely fashion.
- e. Recognize and reward outstanding performance and teamwork.

Goal 6: Collaborative Work Environment

Strategy 6.2

Advance diversity and inclusiveness as essential components of VMC.
(Page 1 of 2)

Preliminary Tactics:

- a. Recognize that differences are expressed by both internal and external characteristics of human beings and include but are not limited to race, color, national origin, religion, sex, gender identity, pregnancy, disability, age, medical condition (cancer-related), ancestry, marital status, citizenship, sexual orientation, or status as a Vietnam-era veteran or special disabled veteran.
- b. Consider differences in backgrounds, ideas, thoughts, values and beliefs.
- c. Create a broadly engaging and inclusive culture.
 - i. Recognize diversity as key to enriching intellectual climate.
 - ii. Provide an environment of respect for all.
 - iii. Leverage existing diversity-focused resources available through the University.
 - iv. Highlight our commitment to diversity and inclusiveness in all marketing and communication communications platforms.

Goal 6: Collaborative Work Environment

Strategy 6.2

Advance diversity and inclusiveness as essential components of VMC.
(Page 2 of 2)

Preliminary Tactics:

- c. Offer VMC internship experiences / work opportunities to high school and college students to broaden diversity in the pipeline of future veterinarians.
- d. Continue to incorporate diversity goals in hiring practices, and look for new ways to diversify hiring.
 - i. Build infrastructure and systems to support a more proactive approach to recruitment of diverse faculty and staff.
 - ii. Ensure position descriptions support recruitment of diverse personnel.
 - iii. Identify an inclusive pool of prospective applicants.
- e. Strengthen retention of diverse clinical faculty, students and staff.
 - i. Expand targeted peer support and mentoring programs.
 - ii. Engage and support clinical faculty from historically underrepresented groups in their academic advancement to full professor.

Goal 6: Collaborative Work Environment

Strategy 6.3

Improve work-life balance to bolster workforce satisfaction and engagement.
(Page 1 of 2)

Preliminary Tactics:

- a. Continue to periodically query faculty, staff and students to assess satisfaction and unmet needs. [\[SVM Plan\]](#)
 - i. Report satisfaction survey results.
 - ii. Outline actions taken in response to survey input.
- b. Benchmark best practices at other institutions. [\[SVM Plan\]](#)
- c. Hold regular meetings (i.e., quarterly) to identify issues in the workplace that need to be addressed; collaboratively design solutions.
- d. Evaluate workload and staffing practices to ensure sustainability and enhance work-life fit.
 - i. Implement process improvement to optimize efficiency.
 - ii. Develop guidelines for scheduling.
 - iii. Clearly define expectations for clinical, research and educational effort in a manner that addresses a concurrent need for work-life balance.
 - iv. Establish reasonable guidelines for communication, emails and after hours work.
 - v. Cross-train staff.

Goal 6: Collaborative Work Environment

Strategy 6.3

Improve work-life balance to bolster workforce satisfaction and engagement.
(Page 2 of 2)

Preliminary Tactics:

- e. Evaluate options for increasing mental health and wellness services for clients, house officers, faculty, staff and students.
 - i. Continue to leverage UC Davis resources for wellness programs for faculty and staff.
 - ii. Evaluate the need to develop internal wellness programs for faculty, house officers and staff.
- f. Enhance the work environment by continually evaluating space and workplace amenities.
- g. Ensure thorough, efficient and relevant training in workplace safety.

Goal 6: Collaborative Work Environment

Strategy 6.4

Provide professional development and career planning for faculty, staff and house officers.

Preliminary Tactics:

- a. Enhance support for faculty professional development.
 - i. Continue to strengthen formal leadership training.
 - ii. Enhance mentorship.
 - iii. Encourage participation in professional organizations and leadership.
 - iv. Provide time and relief from clinical duties to allow time for professional development; consider offering limited faculty sabbaticals.
 - Develop strategies to provide resources to support administrative leaves, sabbaticals, etc.
- b. Evaluate expansion of career planning and placement services for house officers.
 - i. Maintain connections with house officer alumni and track their career outcomes.
- c. Clearly define and communicate promotional opportunities for staff.
 - i. Support in-house continuing education opportunities.
 - ii. Support advanced training and certification for staff.
 - iii. Explore mechanisms to provide additional educational opportunities for staff.