Risk and Safety Services Strategic Plan 2015

A. Current unit plans (this section is OPTIONAL): Please provide the URL for any current unit plans already in existence. NA.

B. Unit mission/vision statement: Please provide your current unit mission/vision statement. If your unit has multiple departments with differing mission/vision statements, list them as well.

Risk and Safety Services (RSS) mission statement:
- Risk and Safety Services (RSS) provides leadership and coordinates multidisciplinary services to sustain a safe and healthy campus by managing risk, preventing injury and loss, and coordinating access, emergency response, and recovery.

Environmental Health and Safety (EH&S) mission statement:
- The campus Environmental Health and Safety (EH&S) Unit’s mission is to effectively manage health, safety, and environmental risks to the UCSC community.

Risk Services (RS) mission statement:
- Office of Risk Services enables the campus to manage uncertainties encountered while pursuing our research and teaching mission.

Police Department (PD) mission statement:
- The University of California, Santa Cruz Police Department is committed to cultivating a transparent, accountable, and collaborative environment embracing the broad diversity of our stakeholders to protect the life and property of our community.

- We develop and maintain a well-trained and properly equipped police agency – an agency that is innovative and dedicated to fostering an environment that encourages dialogue, compassion, commitment, service and integrity.

- We are a community resource that shares in the responsibility to recommend and deliver preventative measures to minimize potential risk and enable a timely and effective response to incidents and emergencies.

- We are committed to serving all individuals, promoting diversity and operating in a manner that safeguards the university's academic and research mission so that all members of the campus community are able to actively engage in UC Santa Cruz’s distinctive living-learning environment.

Transportation and Parking Services (TAPS) mission:
- Transportation and Parking Services (TAPS) supports the University mission of academics, research and public service by providing and managing access to UC
Santa Cruz and overseeing the planning, design and operation of the facilities and programs associated with parking, transit services, and bicycle/pedestrian circulation.

Office of Emergency Services (OES) – Emergency Management (EM) mission:
• Following the creation of the OES, Emergency Management is currently developing the mission statement.

Office of Emergency Services (OES) – Fire Management (FM) mission:
• The Mission of the Campus Fire Marshal’s Office is to provide a safe environment for students, faculty, staff and visitors through fire prevention efforts including ensuring all new construction meets the highest safety standards, existing buildings are inspected for compliance with state and national standards, and constituents are educated in fire prevention.

C. Adaptive organizations: Identify actions your unit will take in 2015-16 to advance the five characteristics of adaptive organizations (Heifetz and Linsky): 1. Elephants in the room are named 2. Responsibility for the organization’s future is shared 3. Independent judgment is expected 4. Leadership capacity is developed 5. Reflection and continuous learning are institutionalized

1. Elephants in the room are named:

RSS:
• Facilitate discussion with managers focused on the theoretical and practical considerations related to “Elephants in the Room”; include discussion on the criticality of balancing risks, reasons “elephants” exist and approaches for effectively addressing the “tough conversations”.

EH&S:
• Recognize staff for providing open and honest perspectives by providing positive reinforcement. At the same time, supervisors will take action to address any disrespectful, hurtful, combative communication.

RS:
• Introduce and discuss the concept of "naming elephants" within the department and regularly solicit agenda topics one week prior to regular department meetings to encourage open communication.

PD:
• Build interdepartmental relationships, form partnerships, and engage actively with constituents through team building and conducting an organizational review.
TAPS:
- Recognize staff for providing open and honest perspectives by providing positive reinforcement. At the same time, supervisors will take action to address any disrespectful, hurtful, combative communication.

OES-EM:
- Facilitate an open and ongoing dialogue between EM Director and BC Planner.

OES-FM:
- Facilitate an open and ongoing dialogue between FM and DFM.

2. Responsibility for the organization’s future is shared:

RSS:
- Continue to facilitate planning, discussions and group building to enhance the collective endeavor of Risk and Safety Services.

EH&S:
- Include performance management goals that support shared ownership.

RS:
- Solicit diverse points of view individually and collectively in meetings and other decision points.

PD:
- Continually engage in strategic discussions to establish priorities, and implement succession planning.

TAPS:
- Include performance management goals that support shared ownership.

OES-EM:
- Engage BC Planner in strategic planning discussions and implementation.

OES-FM:
- Establish regular meetings with discussion to set organizational priorities.

3. Independent judgment is expected:

RSS:
- Provide a set of expectations for the consultative and communications process between AVC RSS and Department Managers. Emphasize partnership model and
criticality of owning independent judgment while appropriately communicating within organization.

EH&S:
- Encourage supervisors to empower and support independent judgment by recognizing that there are many ways to enhance safety and environmental stewardship and acknowledging employees when they carry out this task, in an independent way.

RS:
- Encourage discussion of areas of agreement/disagreement. Ask participants in consensus decision making to identify their positions along the agree-disagree spectrum when appropriate.

PD:
- Develop policies and procedures that empower and support independent judgment.

TAPS: NA.

OES-EM:
- Encourage shared ownership and independent judgement for the EM Program through shared training, duty coverage an engagement with BC Planner on all related EM activities.

OES-FM:
- Through open dialogue, encourage and support DFM independent judgment.

4. Leadership capacity is developed:

RSS:
- Work with managers to create professional development plans and define a set of core competencies for managers that are tied to performance management. Emphasize skills sets that enhance leadership effectiveness.

EH&S:
- Encourage EH&S staff to take on leadership roles within and outside of UCSC, including chairing committees, volunteering to take on new tasks, and learning new duties. Encourage staff to participate in leadership training.

RS:
- Encourage attendance at professional development opportunities; delegate leadership authority for more projects.
PD:
- Continually coach, train, and mentor department personnel.

TAPS:
- Encourage TAPS staff to take on leadership roles within and outside of UCSC, including chairing committees, volunteering to take on new tasks, and learning new duties. Encourage staff to participate in leadership training.

OES-EM:
- EM Director will apply for FEMA Executive Academy program. Determine additional leadership training opportunities for BC Planner.

OES-FM:
- Through example, develop and promote an environment that supports leadership confidence.

5. Reflection and continuous learning are institutionalized:

RSS:
- Identify key functional programs and services that should utilize a standing practice of debrief and review (similar to SWIM Team model). Institutionalize standing practices for those groups that are identified as critical for “post event/post action/post project” review.

EH&S:
- Prepare and implement training plans for all staff and insure funding to support plans.

RS:
- Consistently frame discussions of challenges, successes and failures in terms of learning opportunities.

PD:
- Continually assess and reassess Police Department efforts to maintain a well-trained and well-equipped community oriented police department.

TAPS:
- Continue practice of including professional development/training goals in annual performance goals.

OES-EM:
- Continue practice of including professional development/training goals in annual performance goals.
OES-FM:
  • Set priorities for career development and learning opportunities.

D. Unit strategies and year one actions: For each of the four BAS goal areas, identify strategies (that will span the entirety of the strategic plan timeframe) and year one actions that your unit will undertake. Ensure you review the BAS strategies and year one actions to avoid duplication or the creation of conflicting efforts.

1. Finances (advances campus goals 1,5) - Deploy and manage BAS resources to align with institutional goals.

RSS Strategies – Financial:
  • Develop common practice for budget review, including reserve balances, to insure preparedness for resource deployment to support RSS goals and to insure preparedness for responding to anticipated budget reductions.

RSS Year One Actions – Financial:
  • Conduct on-going analysis of all carry forward funds and FTE vacancies to determine capacity for addressing anticipated budget reductions, resource gaps and emerging program needs.

EH&S Strategy – Financial:
  • Evaluate processes to maximize efficient use of resources.

EH&S Year One Actions – Financial:
  • Work in concert with RSS to develop and refine a multi-year transitional funding plan to sustain critical safety and risk programming. These funds to replace BSAS fund loss.
  • Establish a funding mechanism for cross-divisional safety efficiencies. (For example: biosafety cabinets and medical waste).
  • Work with SHR to conduct a compensation analysis for all EH&S positions to improve staff retention rates.
  • Share budget strategy with all EH&S staff to increase transparency and solicit ideas for how to use funds more effectively.

RS Strategy – Financial:
  • Insure integrity of workers comp and other loss prevention programs.

RS Year One Actions – Financial:
  • Work in concert with EH&S to develop and refine a multi-year transitional funding plan to sustain critical safety and risk programming. These funds to replace BSAS fund loss.
PD Strategy – Financial:
- Meet compliance standards and use technology to support efficiency.
- Work with other campus units to align resources more effectively and share costs when appropriate.

PD Year One Actions – Financial:
- IT and contract consultant developed implementation a plan. Implementation underway.
- Work with TAPS to select a parking management system that integrates with existing PD systems. Evaluate vendor systems.
- T2 vendor system evaluation has been completed. Phoenix vendor system evaluation to be completed with TAPS.
- Complete budget realignment, and continue to evaluate restructuring efforts given current budgetary considerations and potential partnering possibilities.

TAPS Strategies – Financial:
- Develop sustainable funding model matched to programs, services, compliance and capital construction obligations.

TAPS Year One Actions – Financial:
- Continue to work with campus administration on the development of parking permit fares and student transit fees structures.

OES – EM Strategy – Financial:
- Post introduction of OES program, monitor and identify most efficient costing model for Emergency Management program.

OES – EM Year One Actions – Financial:
- Conduct post year one review and assessment of OES EM budget. Identify areas for redistribution of costs and/or reductions.

OES – FM Strategies – Financial:
- Ensure procurement of most cost-effective products for managing Fire Marshal duties.

OES – FM Year One Actions – Financial:
- Create an OES file server to maintain documentation, reports and forms.
- Develop a documentation system to capture project information including appropriate forms in coordination with PP&C projects and third party inspection responsibilities to streamline mandatory reporting to the state Fire Marshall.
2. Learning and development (advances campus goals 4,6,5) - Ensure that BAS team members have the opportunity for engagement, advancement and fulfillment

RSS Strategies – Learning and development:
  - Create an organizational culture that encourages and supports “emerging leaders.”

RSS Year One Actions: - Learning and development:
  - Develop a set of core competencies for emerging leaders and provide a recommended training curriculum to foster skill development.

EH&S Strategies – Learning and development:
  - Create adequate redundancy throughout EH&S organization. Assure that employees have the required training for their positions as well as appropriate cross training.

EH&S Year One Actions – Learning and development:
  - Create a training plan for each employee.
  - Establish performance plans that include learning and development and participation in campus leadership roles.
  - Establish other job training goals so that all positions have back up.

RS Strategies - Learning and development:
  - Gain a better understanding of each employee’s ideas of engagement, advancement, and fulfillment.

RS Year One Actions - Learning and development:
  - Discuss the meaning of these terms with each individual within department. Expand cross-training to expand breadth of knowledge and build bench strength.
  - Work with each employee to identify and develop opportunities that align with their ideas of engagement, advancement and fulfillment.

PD Strategies – Learning and development:
  - Ensure that employees have the required training for their positions.

PD Year One Actions – Learning and development:
  - Assemble a professional development training plan for each position description in the Police Department.
  - Develop a general plan that outlines the process for requesting training and an in house request form.
  - Develop a funding plan to pay for required training and development.

TAPS Strategies – Learning and development:
  - Ensure that employees have the required training for their positions.

TAPS One Year Actions – Learning and development:
  - Develop a training plan for all employees in department.
OES-EM Strategies – Learning and development:
• Ensure that staff has adequate training for their current duties and cross training.

OES-EM Year One Actions – Learning and development:
• Identify key competencies needed to advance team member capabilities and include professional development goals in performance management.
• Develop training plan for BC Planner.

OES-FM Strategies – Learning and development:
• Define career paths for employees.

OES-FM Year One Actions – Learning and development:
• Develop a career path for the Deputy Fire Marshal that will facilitate the sharing of responsibilities and future career advancement.

3. Constituents (advances campus goals 3,2,5,6) - Collaborate with stakeholders to ensure alignment of BAS activities with efforts to support teaching, research and public service.

RSS Strategies – Constituents:
• Improve stakeholder satisfaction with RSS Services.

RSS: First Year Actions – Constituents:
• Conduct organizational process mapping to define "stakeholders" for RSS programs and services and identify strategic opportunities and structures for institutionalizing assessment of customer satisfaction.

EH&S Strategies – Constituents:
• Improve customer/client service experience by anticipating and meeting their needs.

EH&S First Year Actions – Constituents:
• Hold regular meetings with lab safety representatives, deans, department safety committees, and VC for Research.
• Develop an inspection schedule and process and implement PPE inspections in all labs where there are defined hazards.
• Get feedback on performance from key stakeholders: department chairs, faculty safety committee chairs, assistant deans, etc.
• Respond to all reports of tobacco-free policy non-compliance.

RS Strategies – Constituents:
• Further develop collaborative consultations with stakeholders to openly discuss reciprocal alignment challenges.
RS First Year Actions – Constituents:
- Emphasize alignment of department w/ BAS and campus goals. Conduct end of year survey of stakeholders to identify perceptions.
- Develop and disseminate a communication packet for RS that assists customers with understanding the key functions of RS and related programs, policies, requirements, etc.

PD Strategies – Constituents:
- Continue to further develop community policing model for police department.

PD First Year Actions – Constituents:
- Continue to host “Cops and Coffee” Events, “BBQ and Badges” events, Police Citizen Academy, and participate in various forums and panels.

TAPS Strategies – Constituents:
- Develop a communications and outreach plan to improve community awareness and understanding of TAPS programs, fare structures, etc.

TAPS First Year Actions – Constituents:
- Revise the current TAC advisory committee format.
- Engage constituents in different ways; e.g., Town Halls, focus groups, meetings with SUA, GSA, etc.
- Strategically partner and develop communication strategies with other units/departments (SAB, SEC, Metro, etc.) to share success.

OES-EM Strategies – Constituents:
- Increase focus on cross-unit and cross-division discussions on specific emergency management needs.

OES-EM First Year Actions – Constituents:
- Restart the Community Emergency Response Team (CERT) training program.
- Develop a master exercise schedule.

OES-FM Strategies – Constituents:
- Create collaborative environment with stakeholders to achieve buy in on State Fire Marshall standards (title 19 and 24) so that OES-FM are not perceived solely as regulatory enforcement.

OES-FM First Year Actions – Constituents:
- Educate and engage Building Coordinators and other staff on the importance of fire safety through the Title-19 Inspection Programs as well as ensuring new facilities are Constructed to State Adopted Codes and Standards.
4. Processes (advance campus goals 4,5,6) - Ensure BAS processes are transparent, efficient and effective

RSS Strategies – Processes:
- Improve RSS transactional processes.

RSS First Year Actions – Processes:
- Conduct assessment of RSS transactional processes and identify two specific opportunities for process improvement and implement process changes.

EH&S Strategies – Processes:
- Define, communicate, and monitor responsibilities of PIs.
- Provide more guidance documents on our website.
- Challenge employees to look at processes and simplify.
- Keep abreast of best practices and new technologies for efficiency and effectiveness.

EH&S First Year Actions – Processes:
- Create PI responsibility training.
- Create a checklist of PI responsibilities.
- Track status of PIs meeting responsibilities.
- Create Lab support worker training.
- Create new factsheets, guidance documents and training: electrical safety, cylinder safety, etc.
- Place key metrics such as inspection results on website.
- Evolve the EH&S incidental emergency response program.
- Collaborate with HR to create new employee EH&S training.
- Invite EH&S peer review.
- Fumehood inspection program is enhanced ensuring that all aspects are in regulatory compliance.
- Laser safety program is audited and modified to ensure compliance.
- Be a leader in implementing new UC EH&S IT programs.
- Investigate industry best practices.

RS Strategies – Processes:
- Map, review and improve key department processes.

RS First Year Actions – Processes:
- Begin identification of key processes and using process mapping, analyze each for transparency, efficiency and effectiveness.
PD Strategies – Processes:
• Continually assess policies and procedures to assure that they align with goals and comply with mandates.

PD First Year Actions – Processes:
• Regularly participate in committees and workgroups on campus, in the county, at UCOP, and with other UC departments to evaluate and improve policies and procedures.

TAPS Strategies – Processes:
• Improve the efficiency and usefulness of parking management tools.
• Improve the transparency of the TAPS budget.

TAPS First Year Actions – Processes:
• Research adopting pre-printed temporary permits used by UCR and UCI.
• Work with Planning & Budget to identify improved reporting tools and to simplify accounting structure.

OES-EM Strategies – Processes:
• Continuous review, documentation, and communication of OES emergency management processes in context of campus operations.

OES-EM First Year Actions – Processes:
• Complete CruzAlert system upgrade and implementation.
• Routine posting/updating of key information including processes and procedures on website as appropriate.
• Develop internal guidance documents for staff to ensure processes are documented and accessible.
• Finalize update of Emergency Operations plan in post-Fire Department environment.
• Revise EOC operational design and ensure adequate staffing under most effective model.

OES-FM Strategies – Processes:
• Implement new, more streamlined processes for documenting and communicating the work of the Fire Marshall.

OES-FM First Year Actions – Processes:
• Fully implement a document management program that insures the integrity of our construction and inspection processes.
• Develop an annual report for State Fire Marshall’s office.
• Fully implement new records management system resulting from transition of fire department.
E. Success measures: Please identify success measures that your unit will utilize to track progress on unit plans.

RSS Success measures - Financial:
- Completed analysis of all RSS carry forwards and FTE vacancies to determine capacity for addressing anticipated budget reductions, resource gaps and emerging program needs.
- Secured multi-year transitional funding plan to sustain critical RS/EH&S workers comp programs.
- Established fund source mechanism for cross-divisional safety efficiencies for EH&S.
- Completed events and parking management software vendor analysis and provided system recommendation.
- Completed implementation of new OES fire inspection software, document management system and file server.

RSS Success measures – Learning and development:
- Completed development of RSS training curriculum for emerging leaders.
- Completed EH&S staff training plan and compensation analysis.
- EH&S emergency response team members are adequately trained, equipped, and medical surveillance completed.
- Completed professional development plans and identified funding for all unit employees.
- Summary of discussions with employees about engagement, advancement and fulfillment, which includes lists of opportunities to address for each employee.

RSS Success measures – Constituents:
- Conducted review of all RSS units and client outreach; defined improvements.
- Completed EH&S PPE lab inspection reports and recommended actions.
- Documented responses to all smoke and tobacco free reports.
- Completed Risk Services end of year survey to identify stakeholder perceptions; completed Risk Services communication packet and dissemination plan.
- Completed TAPS, OES-FM and UCPD outreach events and summarized community input received.
- Scheduled campus CERT trainings.
- Completed OES Master training schedule.

RSS Success measures – Processes:
- Identified RSS process improvement changes and implemented two transactional process improvements.
- Created EH&S checklist of PI responsibilities and made available on-line.
- Documented lab support worker training.
- Created EH&S factsheets, guidance documents and training posted on website.
- Published metric pages for key EH&S programs created and posted website.
• EH&S incidental emergency response program lead designated; emergency response program emergency responders trained; incidental emergency response program processes documented; incidental emergency response program supplies acquired and maintained; new employee training program implemented; fume hoods inspected per regulations and either tagged out of service or repaired to ensure appropriate airflow; metrics are evaluated quarterly; lasers are inspected for safety and compliance and corrected where found deficient.
• Analysis and recommendation on preprinted temporary parking permits.
• Revised TAPS budget structure.
• Cruz Alert Implementation.
• Updated OES website materials.
• Completed Emergency Operations Plan.
• Implemented new model for EOC.
• Submitted Fire Marshal's annual report.