Your Feedback Matters

Over the last few months, we've asked for quite a bit of feedback from all of you on various topics including thoughts on our division as a whole (what's working well and what challenges exist), employee engagement, project management, professional development, and many others.

You may be asking yourself, what happens with this feedback? Does it get used? Does it sit on a shelf to be used sometime in the future?

The simple answer to this is, *yes, all* of this feedback helps shape our division, our processes, and our steps moving forward. Some of this has been used directly by the Leadership Team, some by the various initiative teams listed above, and yet others in individual conversations with team members. We appreciate all the feedback and it's making us all better.

Feedback in Action

A good example of this is the feedback that we received from the Internal Engagement Focus Group sessions in October.

The strengths and passion areas identified from that exercise are currently being used by the team crafting our divisional values and purpose statement. This cross-divisional group has come together to do some great work that will impact us for years to come. This feedback will also be directly used in work our Leadership Team will take on in January as we look at reorganization options for our division.

For the challenges identified, we've taken some of the top ones related to meetings (too many meetings, not enough time to do work or get ahead) and workload/priorities (how can we say "no" to work, workloads are too high and everything's a priority) and devised pilot actions that we'll use as a division in January and February. Here's a list of the pilot actions we'll explore and measure to see what works best:

Meetings

- **Shorten all meetings** that we control within our division (divisional meetings, group/team meetings, 1x1s, etc.) by 5 min for 30-minute meetings and 10 min for 60-minute+ meetings. We want to give people time to transition between meetings, check email, and not feel as rushed.

- Create **dedicated planning time** so that all team members can have time to plan their work, be proactive, and get caught up on work that might be outstanding. This will take place on Monday mornings (first hour of the day) and Friday afternoons (last 1.5hrs of the day). We encourage everyone to block this time on the calendar and call it "Division of IT Planning".

Workload/Priorities

- Create and share a **divisional priorities list** that will highlight our top areas of focus. Any new work (including new requests, tickets, emails,) should be weighed against these priorities. This will help ensure that we are focusing on the right things instead of everything.

- Ask all supervisors to have discussions with their team members about the need to be **strategic in our approach** as opposed to just responsive. Good customer service can be better long term for our campus if we don't say yes to everything, and instead focus on the most important things for campus overall. We want to empower staff to have on-going dialogue with their supervisors about when to say no to work and when to delay its start.

While we recognize that there is much more that we can do to address the challenges we've learned about, I hope you'll see that this is a start. We're hoping that we can make meaningful progress on these and then turn our attention to the others that have come in through our feedback channels.

Employee Engagement

Recently, a cross-divisional team led by Kris Seidel compiled feedback from many of you (over 100+ survey submissions!) to measure employee engagement. This feedback is helping the team craft new ideas and initiatives that will make sure "employees feel they are supported by

management, encouraged to grow professionally, and excited about the journey each day brings". Below is a graphic from their work and I encourage you to click here to see more results.
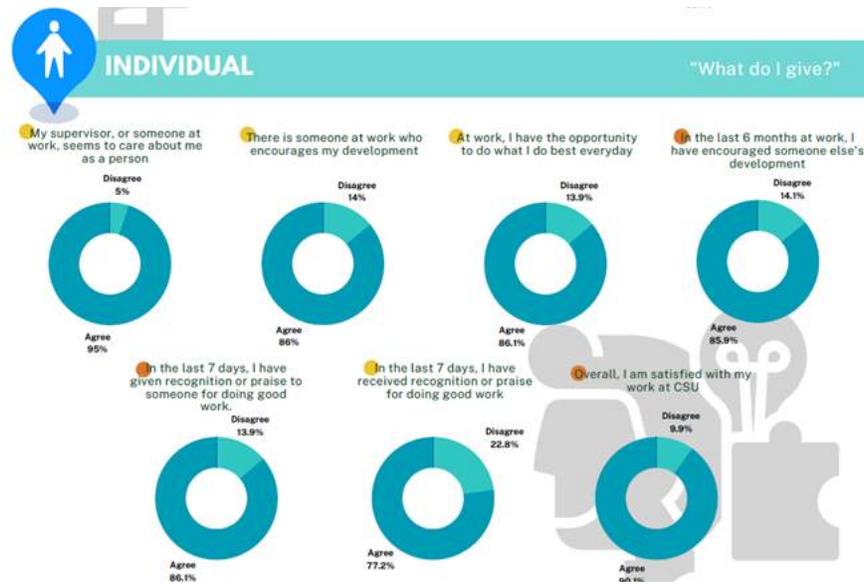
Next Semester

Earlier in this message, I referenced work that our Leadership Team will be doing in January related to reorganization options for our division. I know that this can create some different feelings throughout our teams. Some of opportunity and interest, and yet others of anxiety and concern. Our hope is that you look at the peer benchmarking, divisional and campus feedback, and work to create values and a purpose statement as proof of the collaborative approach we've taken where our division has had a voice in our future. We'll be sure to continue this collaboration in 2021 and will also ensure we communicate often with all of you. If you *ever* have a question about where we're going, how we're going to get there, or what your role can be in that I encourage you to email me directly (brandon.bernier@colostate.edu) or have a conversation with your supervisor in your next 1x1 meeting.

Happy Holidays & Good Riddance 2020!

As we close out 2020, let's be glad to have this year (and all of its strange times) behind us and shift our focus to the many wonderful things and opportunities we have for 2021. We have great people, we are doing great things, and we are making a difference. I'm grateful to be working with all of you. Together, our future is very bright!

Happy Holidays Everyone!

-Brandon