



THE UNIVERSITY OF BRITISH COLUMBIA

Finance & Operations

Internal Communications within the VPFO Portfolio

An open minds research project

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Internal Communications within the VPFO Portfolio

CONTEXT

Improving the ways in which we communicate with faculty and staff within the university, from leadership communications to cross-unit collaboration and face-to-face discussion is critically important. An online survey of staff in the VPFO portfolio was conducted to better understand what practices and challenges exists, and to identify ways in which the portfolio can take a leadership position in implementing best practice internal communications at the university. This survey is based off of a survey developed by Internal Communications and Marketing Intelligence and run in 2015 across all of UBC and 2016 in VPER. This allows for benchmark comparisons with other units.

METHODOLOGY

The UBC Open Minds Forum platform was used to administer the online survey of VPFO portfolio staff. In total, N=520 were invited to participate. The emails of respondents came from a list provided by the Office of the Vice-President Finance & Operations. Respondents were invited to participate in the survey on October 3, 2017. Non-responders were sent reminders on October 10 and 13.

The overall complete rate was 30% for an analytical sample of n158. In comparison, a similar survey of the External Relations portfolio staff had a response rate of 55%.

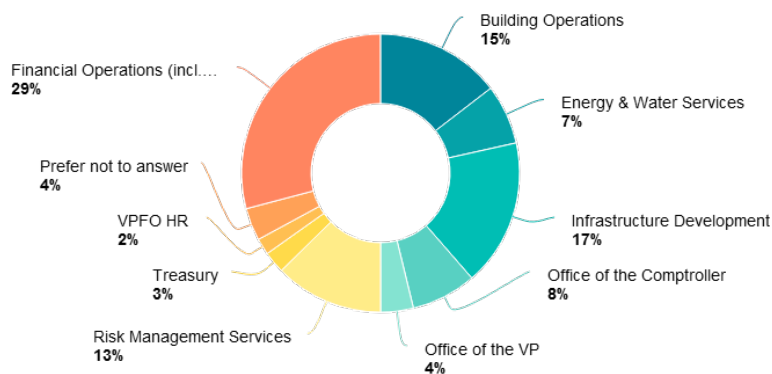
Which unit within the Finance & Operations portfolio do you report into? Your response will be used for classification purposes only and will not be linked to any personally identifiable information.	Population	Respondents	Participation Rate
Building Operations	32	23	72%
Energy & Water Services	62	11	18%
Infrastructure Development	42	27	64%
Office of the Comptroller	7	12	171%
Office of the VP	5	6	120%
Risk Management Services	44	20	45%
Treasury	22	4	18%
Financial Operations	149	46	31%
VPFO HR	11	3	27%
Prefer not to answer		6	
Total	374	158	42%

RESPONDENT PROFILE

Four units had a sufficient number of respondents to draw directional comparisons: Building Operations, Infrastructure Development, Risk Management Services, and Financial Operations (incl. Okanagan). All other units aggregated as “Other” for reporting purposes.

Which unit within the Finance & Operations portfolio do you report into? Your response will be used for classification purposes only and will not be linked to any personally identifiable information. Only units with 5 or more respondents will be reported on and only in aggregate.

Total participants: 158

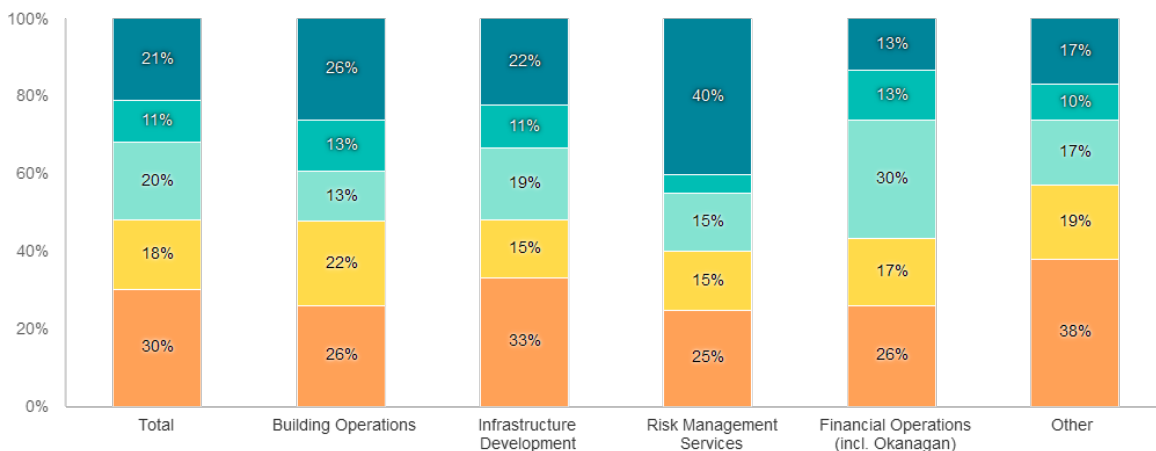


Forty percent of respondents from Risk Management Service have worked in Finance and Operations for less than one year. Financial Operations also includes many newer staff, with 30% having worked in the portfolio for between 1-2 years. Meanwhile, one in three respondents from Infrastructure Development have worked in Finance and Operations for more than 10 years.

How long have you worked in the Finance & Operations portfolio (including former iterations such as FRO, etc.)?

Total participants: 158 . Subgroups: P1_VPFO_UNIT - Building Operations (23), Infrastructure Development (27), Risk Management Services (20), Financial Operations (incl. Okanagan) (46), Other (42)

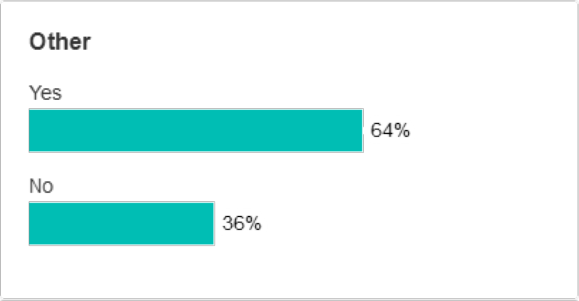
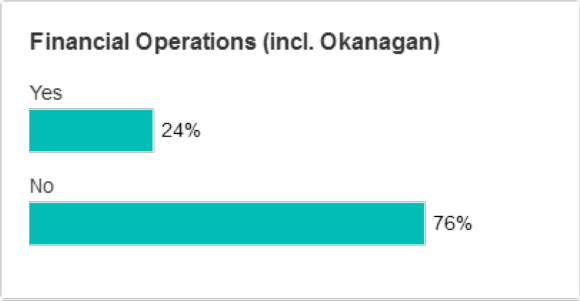
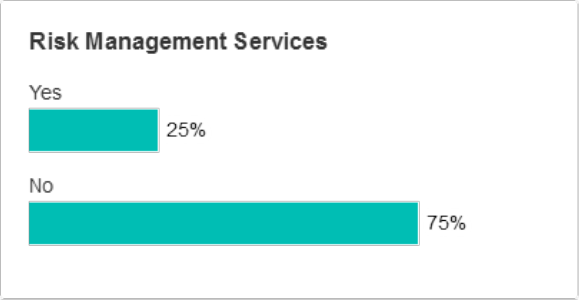
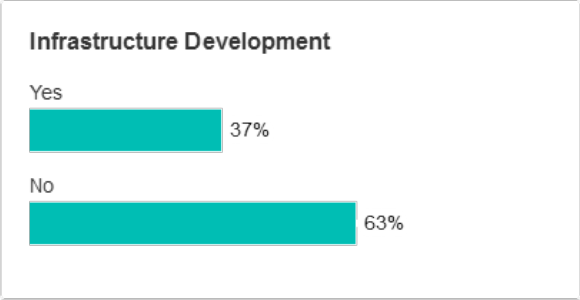
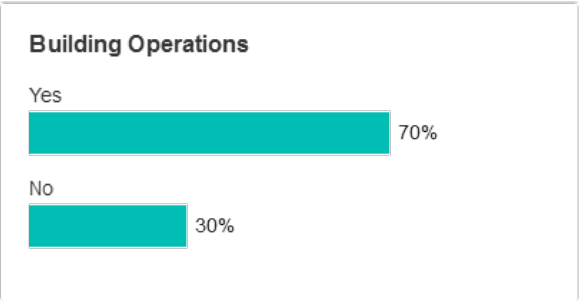
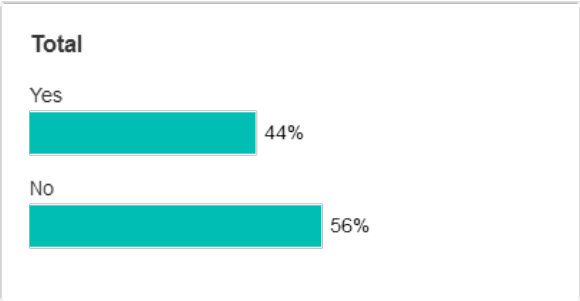
● Less than 1 year ● 1-2 years ● 3-5 years ● 6-10 years ● More than 10 years



Overall, 44% of the respondents have people management accountabilities. This proportion is driven by respondents from Building Operations and other, smaller units, and is likely not representative of the entire VP, Finance & Operations portfolio. These data are provided here as context for interpreting the results and findings from this survey.

Do you have people management accountabilities?

Total participants: 158 . Subgroups: P1_VPFO_UNIT - Building Operations (23), Infrastructure Development (27), Risk Management Services (20), Financial Operations (incl. Okanagan) (46), Other (42)



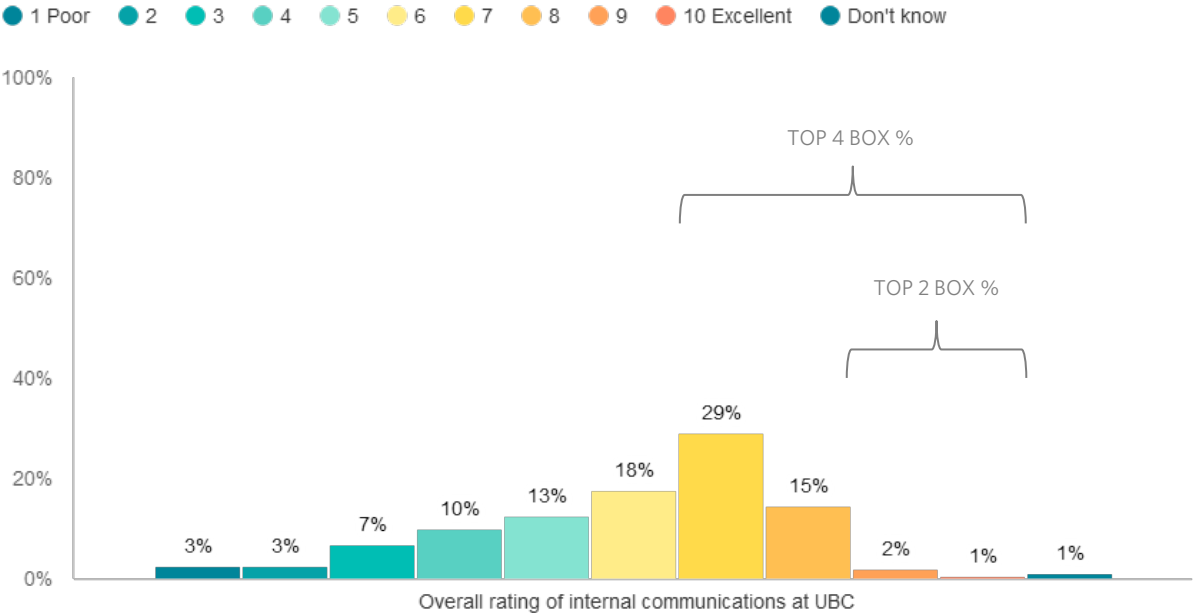
SUMMARY OF FINDINGS

Overall evaluation of internal communications at UBC

Overall, VPFO staff tend to rate internal communications at UBC as favourable (top 4 box ratings) as other UBC staff on the Open Minds Forum, albeit slightly lower than staff from the External Relations portfolio. Still, only less than 3% of staff, both within and outside of the VPFO portfolio, give internal communications at UBC an excellent (top 2 box) rating.

On a ten-point scale where 10 means “excellent” and 1 means “poor”, how would you rate internal communications at UBC overall? As a reminder, for our purposes we define internal communications as: “the way in which we communicate with faculty and staff within the university, from leadership communications to cross-unit collaboration and face-to-face discussion.”

Total participants: 158



Overall rating of internal communications at UBC	OMF Staff (Dec '15)	ER Staff (Jun '16)	VPFO staff (Oct '17)
Top 4 box %	34%	52%	46%
Top 2 box %	2.7%	3.1%	2.5%

VPFO staff within the Building Operations team are significantly more favourable of internal communications at UBC than their colleagues in Risk Management Services and Financial Operations. Specifically, while nearly three-quarters of Building Operations staff give internal communications a top 4 box rating, only 25% of Risk Management Services and 35% of Financial Operations staff feel that positive.

Overall rating of internal communications at UBC

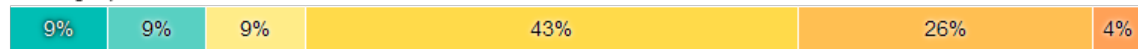
Total participants: 158 . Subgroups: P1_VPFO_UNIT - Building Operations (23), Infrastructure Development (27), Risk Management Services (20), Financial Operations (incl. Okanagan) (46), Other (42)

● 1 Poor ● 2 ● 3 ● 4 ● 5 ● 6 ● 7 ● 8 ● 9 ● 10 Excellent ● Don't know

Total



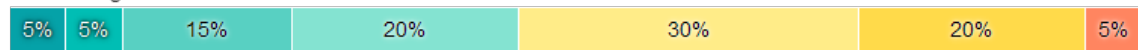
Building Operations



Infrastructure Development



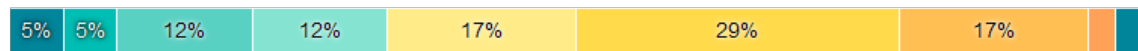
Risk Management Services



Financial Operations (incl. Okanagan)



Other

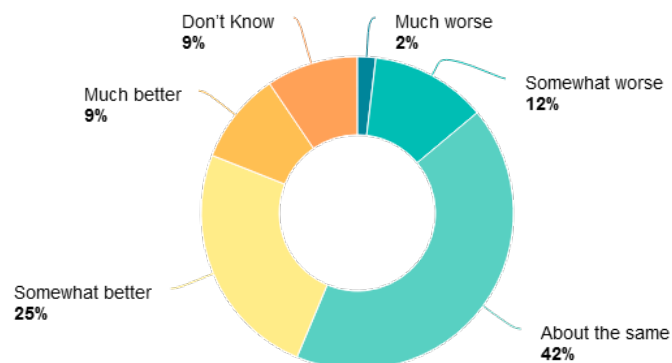


Overall evaluation of internal communications within Finance and Operations

When asked to compare internal communications within the VPFO portfolio to the rest of UBC, 34% of VPFO staff perceive it to be somewhat/much better. Four in ten (42%) VPFO staff feel that internal communications within VPFO is about the same and 14% perceive it to be somewhat/much worse.

Now think about internal communications within the Finance & Operations portfolio compared to the rest of UBC. Based on actual knowledge or simply your perceptions, would you say internal communications within Finance & Operations is...

Total participants: 158



Experience with internal communications within the Finance & Operations portfolio

Overall, eight in ten VPFO staff agree that “My supervisor regularly shares updates on my unit’s progress and priorities,” while three-quarters agree that “My unit head regularly shares updates on the progress and priorities of my portfolio.” In both of these areas, respondents who have people management responsibilities were significantly more likely to agree with the statements.

Three-quarters of respondents also agree that “Senior leaders within my portfolio are visible and accessible to me.” Here, however, there was no difference in levels of agreement between respondents with and without people management responsibilities.

To what extent do you agree or disagree with the following statements:

Total participants: 158

- Completely agree
- Somewhat agree
- Somewhat disagree
- Completely disagree
- Don't know / not applicable

Senior leaders within my portfolio are visible and accessible to me.



My unit head regularly shares updates on the progress and priorities of my portfolio.



I feel well-informed about UBC's plans and priorities as whole.



I feel well-informed about what other UBC units (outside of Finance & Operations) are working on.



I know what is happening on campus.



I hear about UBC news at work before I hear it in the media.



My supervisor regularly shares updates on my unit's progress and priorities.



Compared to the rest of the university, VPFO staff are more likely to agree that they are well-informed about the plans and priorities of their portfolio (74% vs. 66%), as well as for UBC in general (63% vs. 51%). VPFO staff are also more likely to agree that they hear about UBC news at work before they hear about it in the media (67% vs. 37%).

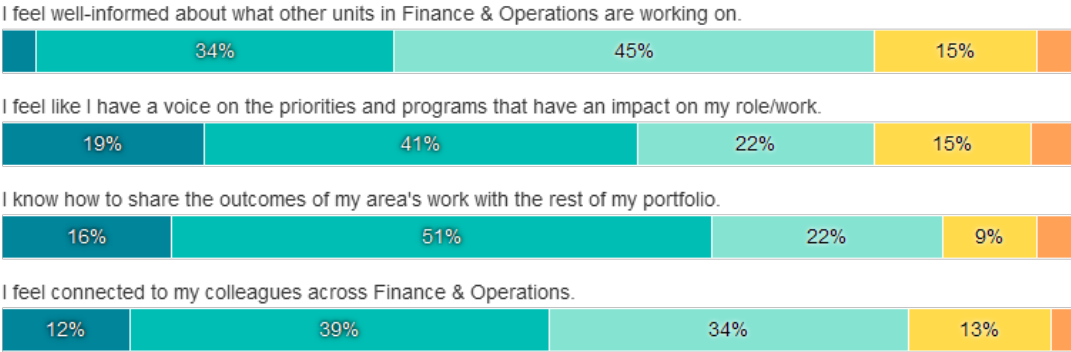
% Somewhat or Completely Agree with the following statements:	OMF Staff (Dec '15)	VPFO staff (Oct '17)
My supervisor regularly shares updates on my unit's progress and priorities.	n/a	80%
My unit head regularly shares updates on the progress and priorities of my portfolio.	66%	74%
Senior leaders within my portfolio are visible and accessible to me.	n/a	74%
I know what is happening on campus.	60%	70%
I hear about UBC news at work before I hear it in the media.	37%	67%
I feel well-informed about UBC's plans and priorities as whole.	51%	63%
I feel well-informed about what other UBC units (outside of FO) are working on.	26%	32%

Respondents were also asked about the extent to which they felt informed, connected and have a voice within their portfolio. While two-thirds of respondent generally agreed that they knew “how to share the outcomes of their work with the rest of the portfolio,” significantly fewer (only 37%) agree that they felt “well-informed about what other units in Finance & Operations are working on.” This issue is particularly acute within the Infrastructure Development unit, where only one-quarter of respondents agree that they felt well-informed. Perhaps consequently, only half of VPFO staff (51%) agree that they “feel connected to their colleagues” across the portfolio.

And to what extent do you agree or disagree with the following statements:

Total participants: 158

- Completely agree
- Somewhat agree
- Somewhat disagree
- Completely disagree
- Don't know / not applicable



% Somewhat or Completely Agree with the following statements:	OMF Staff (Dec '15)	VPFO staff (Oct '17)
I know how to share the outcomes of my area's work with the rest of my portfolio.	38%	67%
I feel like I have a voice on the priorities and programs that have an impact on my role/work.	48%	60%
I feel connected to my colleagues across [the university Finance & Operations].	47%	51%
I feel well-informed about what other units in Finance & Operations are working on.	n/a	37%

Barriers and challenges related to internal communications within Finance and Operations

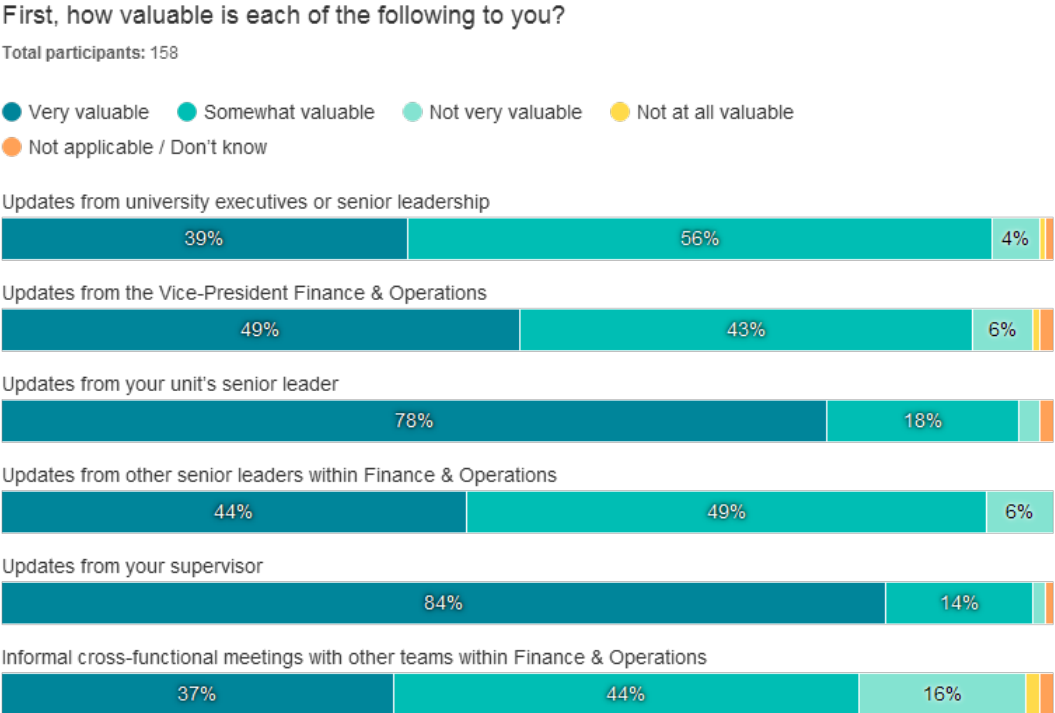
Respondents were asked “What do you think is the single biggest barrier/challenge related to internal communications within The VPFO portfolio?” A theme sort through all of the long-form comments received yielded three main suggestions:

- Silos/VPFO-wide coordination of communications efforts
- Lack of effective channels/information sharing
- Relevance or understanding relevance to a given audience

See Appendix A for all comments.

Value of internal communications

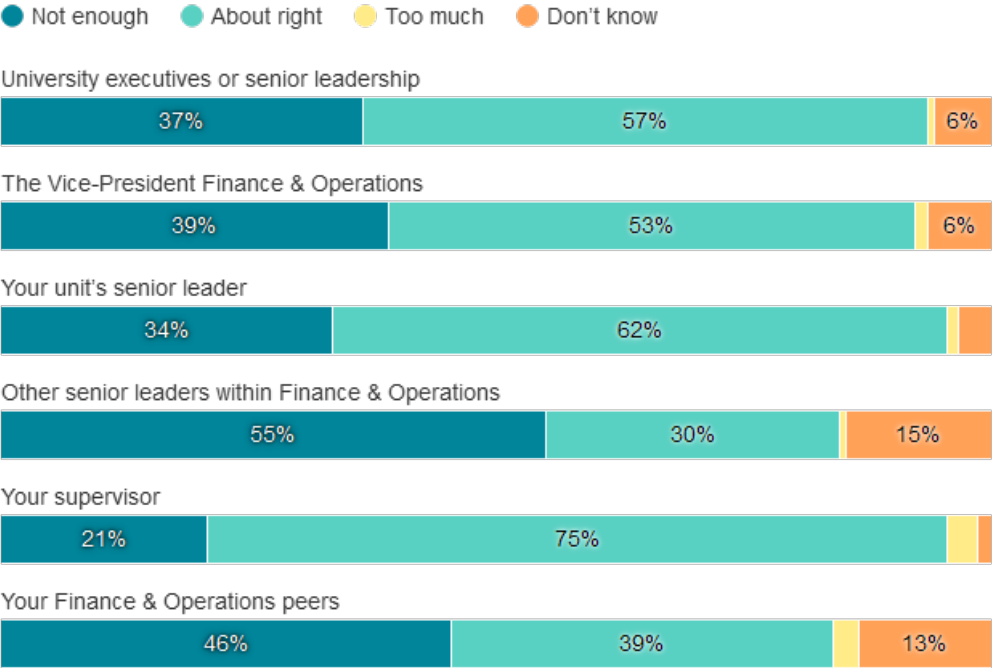
To improve internal communications within the portfolio, respondents were asked what sources for updates they would find most valuable. Overall, there was consensus amongst that more updates from their immediate supervisor, in particular, would be “very” valuable (84%), as well as updates from their unit’s senior leader (78%).



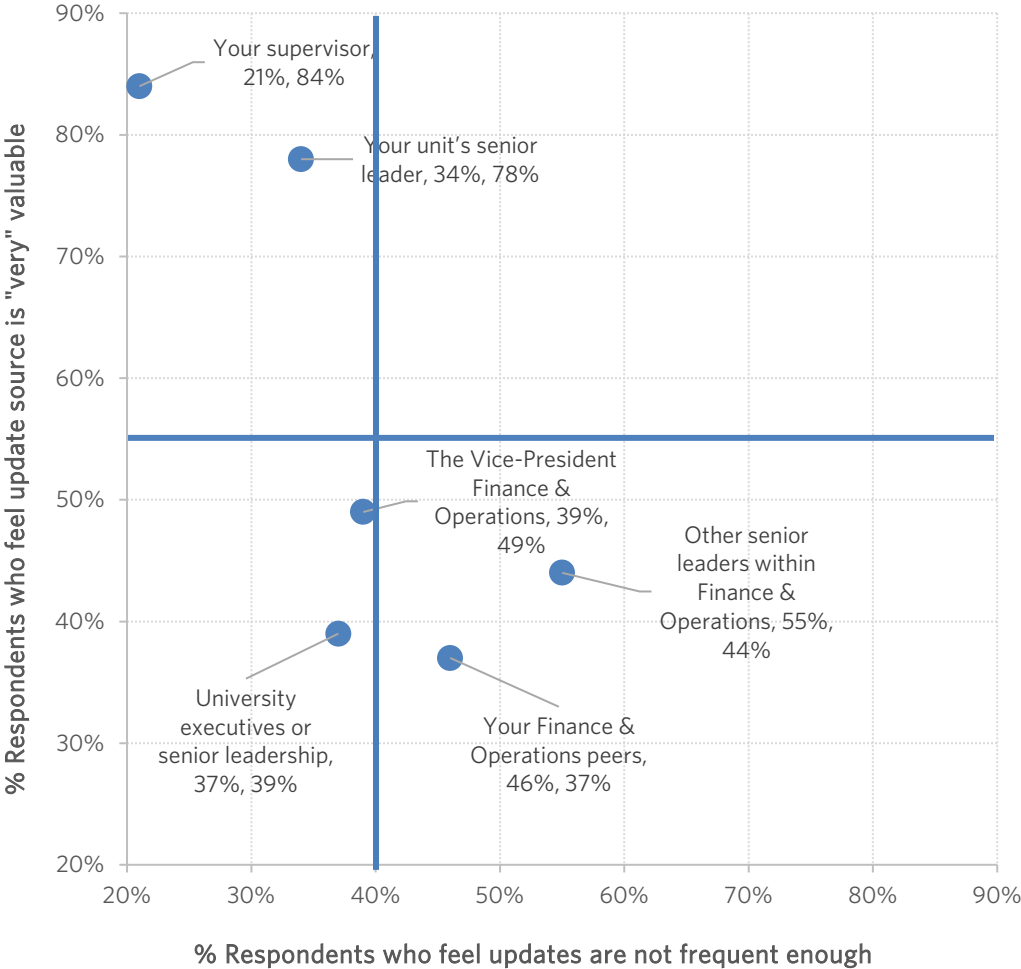
Respondents were also asked whether they felt the frequency of communications from each of these sources of update was insufficient, about right or even too much. In general, respondents did not feel as if they were getting too much communications; many felt they were getting about the right amount. Notably, 75% of respondents felt they were getting about the right amount of communications from their supervisory. The sources from which respondents were most likely to feel that they were not enough updates were “other senior leaders within Finance and Operations” and their “Finance and Operations peers.”

Thinking about the frequency of communications you currently receive from each of the following, would you say it is...

Total participants: 158



When we cross, tabulate value and frequency of communications by source; however, we see that overall, Finance and Operations is doing well. There are no sources of communications in which respondents felt are "very" valuable yet they would getting "not enough" of.



Frequency of internal communications

When it comes to receiving communications from their immediate supervisor, respondents would those to be quite frequent, at least on a bi-weekly basis. In fact, nearly six in ten respondents (59%) would even like updates from their supervisor on a weekly or daily basis.

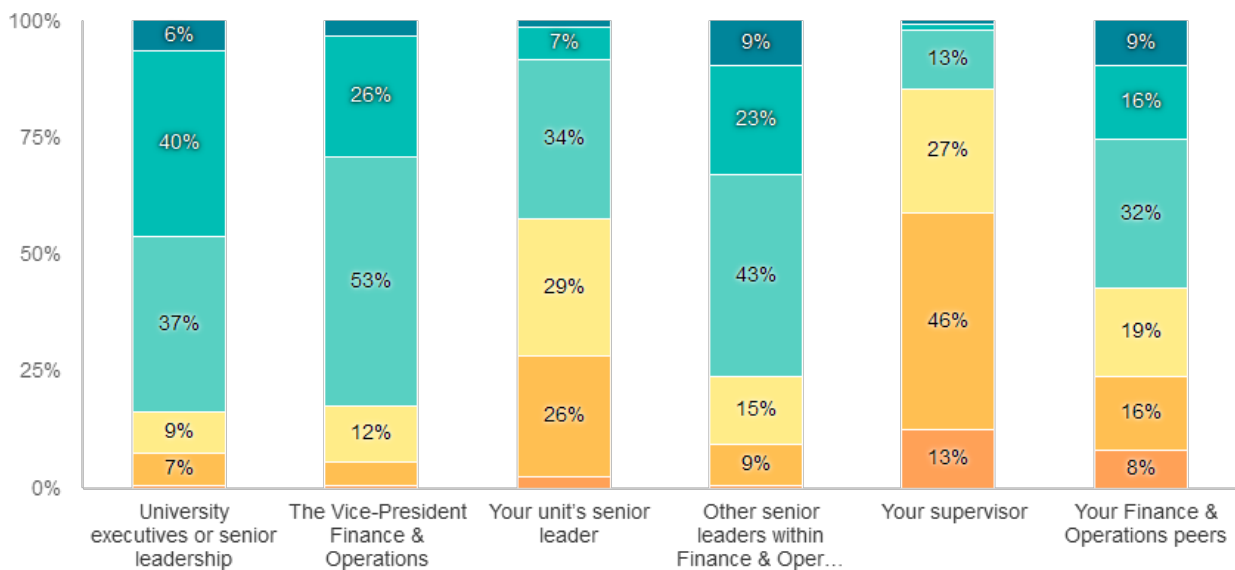
Meanwhile, the expectations for communications from senior leadership, both within the portfolio and institution level, are much less. Here, monthly or even quarterly communications is sufficient.

Determining the frequency of communications from unit senior leaders is trickier. While approximately one-quarter of respondents would like these on a weekly basis, 29% would like them on a bi-weekly basis and one-third would prefer monthly updates.

Ideally, how frequently would you like to receive communications from each of the following?

Total participants: 158

● Less than quarterly ● Quarterly ● Monthly ● Bi-weekly ● Weekly ● Daily



Channels for internal communications

When asked how they would like to receive updates from university executives and senior leaders, including their VP, over two-thirds suggested e-newsletters are preferred. E-newsletters is also the preferred communications method for getting updates from other senior portfolio leaders.

There is consensus that updates from supervisors ought to be delivered in-person. And updates from the unit's senior leader should be delivered either in-person or directly through email.

	In-person	Direct email	E-newsletter updates	Website updates	Other	None - I don't want these updates
Updates from university executives or senior leadership	15%	29%	68%	16%	1%	3%
Updates from the Vice-President Finance & Operations	27%	37%	66%	11%	2%	1%
Updates from your unit's senior leader	56%	51%	17%	5%	3%	1%
Updates from other senior leaders within Finance & Operations	14%	36%	56%	10%	3%	3%
Updates from your supervisor	85%	35%	4%	1%	1%	1%
Updates from your Finance & Operations peers	39%	37%	30%	8%	6%	3%

Topics of internal communications/updates

Respondents were asked what the one topic that they would most like to hear about from leaders. A theme sort through all of the long-form comments received yielded three main suggestions for each leadership level:

What would be the one topic that you would most like to hear about from university executives or senior leadership?

- Changes, initiatives, and projects that affect the VPFO
- UBC-wide current direction
- Share achievements, challenges, or issues

What would be the one topic that you would most like to hear about from the VP, Finance & Operations?

- VPFO Vision, Strategy, Future direction
- UBC-wide updates/VPFO contributions to campus community
- Project updates

What would be the one topic that you would most like to hear about from your unit's senior leader?

- Strategic plan and Future vision
- Current State of Unit
- Project and operational updates

What would be the one topic that you would most like to hear about from other senior leaders within the VPFO portfolio?

- Current priorities, projects, initiatives from other units
- Collaboration? How they impact our work/how we impact their work
- Future priorities, projects, initiatives from other units

What would be the one topic that you would most like to hear about from your supervisor?

- Vision, goals, plans, priorities and our team's place in it
- Initiatives, projects impacting our team
- How is our team doing?

What would be the one topic that you would most like to hear about from your VPFO portfolio peers?

- Project and people updates
- Collaboration
- Share achievements, challenges, issues

See Appendix B1-B6 for all comments.

Other ways to improve internal communications

Several ideas on how internal communications within Finance & Operations could be improved were shared with respondents. They were then asked how important they thought each were. Almost unanimously, (92%) respondents suggested that a “shared understanding of the strategic plans of other VPFO units” would be important to improving overall internal communications within External Relations.

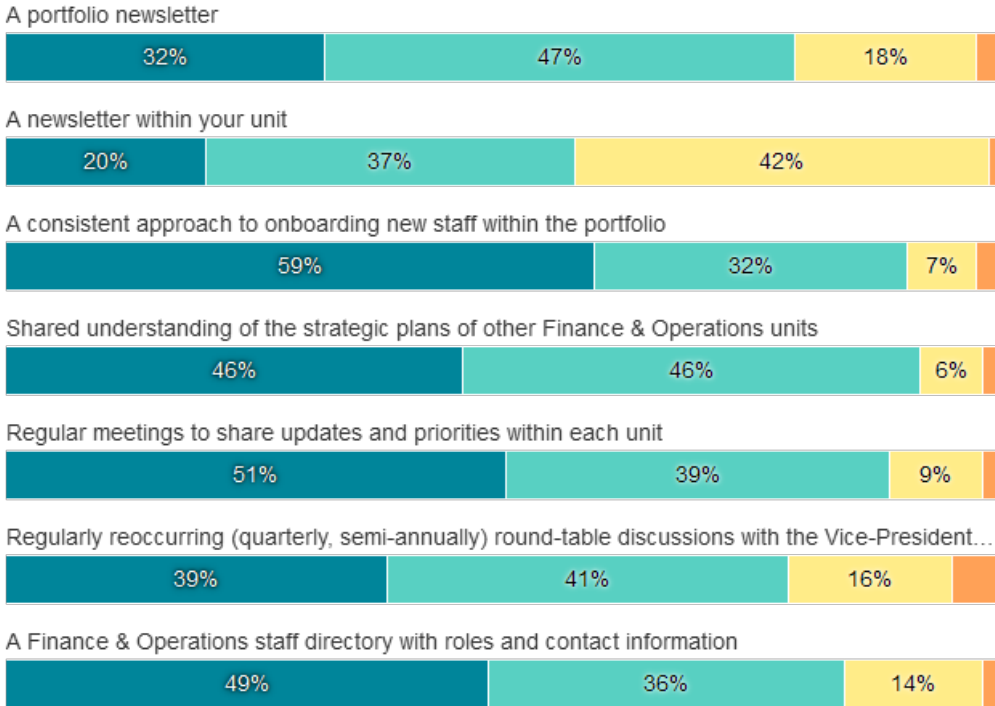
Furthermore, nine in ten VPFO staff also suggest that having “a consistent approach to onboarding new staff within the portfolio” (91%) and “regular meetings to share updates and priorities within each unit” (89%). It is notable that forth both of these items, respondents from Risk Management Services and Financial Operations, compared to other VPFO units, particularly feel that they are “very important.”

While eight in ten respondents feel that a portfolio newsletter is important, fewer than six in ten feel the same about a newsletter for their unit.

How important is each of the following in improving overall internal communications within Finance & Operations?

Total participants: 158

- Very important
- Somewhat important
- Merged: Not at all important OR Not very important
- Don't know / not applicable



Other tools, technologies or resources

Respondents were further asked about what tools, technologies or resources would most help you connect and collaborate with your colleagues across The VPFO portfolio? A theme sort through all of the long-form comments received yielded three main suggestions for platforms/tools we can increasingly leverage:

- Shared collaboration platform/Intranet
- Email
- Instant messaging

See Appendix C for all comments.

Suggestions on improving internal communications overall

Lastly, respondents were asked about the one improvement that they felt would most improve internal communications within the VPFO portfolio over the coming year. A theme sort through all of the long-form comments received yielded three main suggestions for overall improvements we can leverage:

- Improve communications processes
- Improved engagement with VP/Senior leaders
- Improve face-to-face communications opportunities

See Appendix D for all comments.

CONCLUSIONS

- Ratings of internal communications, overall and with respect to specific attributes, tend to be more favourable within the VPFO portfolio compared to the rest of UBC. Still there is room for improvement, particularly within Financial Operations and Risk Management Services.
- Supervisors and unit directors are already doing a good job of keeping their teams up-to-date on progress and priorities with respect to their units and even the portfolio, albeit less so when it comes to the university's plans and priorities as a whole.
- Still, there is appetite to hear more from other senior leaders within Finance & Operations, as well as from their peers (even more so than from university executives and leaders).
- Communications from leaders need not be in-person. E-newsletters are in fact the preferred communications channel, in addition to direct email. Updates from direct supervisors, however, ought to be in-person.
- A shared understanding of the strategic plans of other VPFO units would be the most important to improving overall internal communications within Finance and Operations. A consistent approach to onboarding new staff within the portfolio is also a very important component to stay focused on.

APPENDIX A

What do you think is the single biggest barrier/challenge related to internal communications within Finance & Operations?

- 1) there is no reinforcement for unit leaders - units are focused to tasks at hand 2) limited channels across units to access the information
- A lack of dependable, predictable ways to share information
- A) information overload -- internal communications is totally done by e-mail. People are bombarded with e-mails -- unless it has a catchy one and affects me directly it is probably going to go unread, no one has time to read it 'informational' e-mails.
- An understanding of how our work impacts other units and who should be made aware of relevant information.
- As a key stakeholder in initiatives that will impact my business unit(s), my hope would be that the sponsors/PM teams of these initiatives are looking to engage in early discussion so we can have a voice in the solution outcome, as opposed to communicating down what has already been decided. I have experienced many examples where the latter is true. When feedback has been given, it may be heard, but it has not been acted on, addressed, mitigated or circled back on. With this approach, rather than creating cheerleaders for potentially big and positive initiatives, detractors are created. This will likely lead to unsuccessful outcomes and a very demotivated workforce.
- Barrier would be to define which message needs to get to what level of the organization so that inboxes aren't filled with irrelevant information.
- Being part of a larger framework that also needs to be enhanced. While this will not prevent positive changes being made within the portfolio (which I fully support), it is difficult to optimize this area without the larger UBC internal communications framework being optimized. Thank you for your efforts in this area to date. I am already seeing some great improvements!
- Comm within B Ops is great. No continuity with other groups.
- Connecting people at all levels and throughout the different portfolios within the Finance & Operations group.
- Ensuring a consistent message is distributed across the portfolio. The many different employee groups receive information differently. As not all employees are email-based, there is a level of necessity for heads and managers to distribute messaging. Depending on the quality of interpretation, the end message could sometimes be likened to a game of telephone.
- Establishing reliable communication channels that can be maintained consistently over time (i.e. not based on specific individual's knowledge of who's who). Difficulties currently arise when individuals change roles or leave UBC leaving communication gaps that may be difficult to re-establish. Furthermore, internal communications within Finance/operations is impaired by the fact that many individuals/teams operate in "silos" with limited communication between the various departments.
- Everyone has their own priorities and projects that do not quite relate to the other units.
- Everyone is so busy with their daily operational work, email communications are often glanced over if there are emails. There are not enough Face-to-face meetings, town halls, or team update meetings for the same reason.
- Everyone is too busy to talk.
- VPFO is such a large portfolio with many employees at various levels. The portfolio is siloed both physically and organizationally. If that structure won't change, it would be good to solidify it in a detailed organizational chart. One that includes names, titles, brief description of responsibilities, and contact information. For an organization this large this is absolutely necessary to keep members interacting with the right folks for the right reasons and to prevent certain issues/inquiries from getting lost. A 'live' org chart that is updated and interactive (zoom in/out capabilities) would be ideal. A headshot would be a bonus.
- Finance, I.T. and Operations are all such high-volume, busy portfolios, which means that it can be difficult to find time to gather all colleagues together and communicate effectively to ensure that ALL staff members are aware of what's going on across all three portfolios.

- For communications to be effective, we need to understand the context of the message/sender and what they need or want to achieve. This can only be attained through building relationships. There aren't opportunities that encourage relationship building with relevant peers in this portfolio (the Halloween United way event being an exception). This does not however force interaction across different groups to the same extent as facilitated team-building events.... which is my suggestion.
- Gain full buy-in from finance staff prior to decisions being made and communicated. Distributed staff can be champions if given the chance! It's really important that the messaging coming from the VP office aligns to messaging on the ground. One consolidated voice would be fantastic. The recent Expenditure Guideline rollout is an example - a brand new version was distributed via campus-wide email, leading to confusion and mixed messages between what is said centrally, and what is said at the faculty-level. It could have been posted online but formally communicated in meetings within the individual units, providing opportunities for faculty and staff to ask questions as we go.
- Generally I know what my own portfolio (infrastructure development) is working on at any given time. I would be curious to see what other portfolio's within FRO are doing - I think the sheer volume of work being done is probably the biggest barrier. It is difficult to communicate that much information. I would note that the newsletters are wonderful in keeping up overall.
- Given the size of the organization, it is difficult to be aware of all active groups.
- Having an established framework of channels of communications that can be relied upon (too ad-hoc).
- Hierarchical silos. The only regular communication between units of VPFO seem to be at the top levels, and whatever information sharing that exists at those levels does not filter down very well.
- How to get people's attention with so much information being presented constantly.
- Huge discrepancies in interest between those involved in Finance and those involved in Operations. Probably hard to find common ground.
- I believe the single biggest challenge is summarizing succinctly the vast amount of work that happens under the FO portfolio and making that summary relevant and clear to a very diverse group of workers.
- I wish internal communications are more tailored towards each unit (what and how things will impact us), which I know it's hard.
- I would suggest a better connection between the 3 groups EWS, BO and Infrastructure Development to improve communications and goal alignment.
- Information flow
- It can be difficult to balance relevance and still communicate openly, as the units with FinOps have very different goals and responsibilities.
- It would be great to diversify the communication channels ...I feel we're receiving too many Newsletters ... could we think of audio channels rather than reading... like a podcast , video clip , YouTube channel. Personally I'm exhausted from reading emails ... I think I'd be able to retain more if other channels were tapped into.. Thanks for entertaining this 😊
- It's a big group. It is somewhat difficult to know all the initiatives within all groups. And I'm not sure what value knowing the minor initiatives has. I recall they had unit updates at all team meetings, but they were way too drawn out and repeated information that was already available or well known. It was almost like each unit lead tried to demonstrate how busy their group was. If this format was followed, limit it to 3 minutes maximum. And 3 minutes would be the maximum not the starting point. But generally, the larger portfolio goals are available. The single biggest barrier/challenge is the VP. Outside of the larger update meetings, where he provides good updates, he comes across as hierarchical and very unavailable. While it is fair to say that he and the portfolio are doing important things at the university, one doesn't feel inspired or supported.
- LACK OF CONNECTION BETWEEN GROUPS
- Lack of continuity of communication vision for the University and lack of efficient rolling out of information; the "grapevine" is usually well-ahead of formal comms.
- lack of effort
- Lack of quality in-person contact
- Large geographic area
- Large portfolio and disjointed priorities
- Length of time it takes to reach and consult with various stakeholders. Communications can be very ad hoc.

- Managers can be reluctant or not good at delegating -- not knowing the difference between monitoring work and controlling it --insisting on one way and not respecting personality differences enough.
- most people are working within their own expertise silos, collaboration is limited as everyone is highly focused on their own work, directions are mostly communicated by the unit leaders.
- No one really knows what other units are working on, at the same time, each unit is focused only on their own area of responsibility
- Noise from competing communications and competing methods of communication - multiple websites, multiple emails, no one source for truth.
- not enough communications staff to coordinate all the messages that need to go out and to create a strategy.
- Not enough quality Face-to-face communication. Staff taking credit for other co-workers ideas /work I my personal opinion this is the biggest effective communication and idea sharing killer.
- Not having access to up to date distribution lists.
- NPS scores do not show who is putting in the complaint almost of no value. Working on evening shift it is hard to connect as most are day employees, so it is almost always by email only which is problematic in trying to relay concerns. Huge amount of emails daily.
- Open Communication, we do not know what is happening behind closed doors, until its too late.
- People not reading, or not being able to make the time to read the written communications that are provided.
- People's positions are too busy and there isn't the time to think about or execute communications effectively. They are pulled on to the next urgent matter.
- peoples reactions
- Senior leadership may be well informed but you can't rely 100% on them to disseminate. They're extremely busy, as are we all. If you're only relying on word of mouth, think about the game where you send the same message around the room and wait to see what comes out at the end. It would be lovely if everyone, regardless of their position in the organization, were hearing the same thing via the same methods.
- Silo environment; lack of cross training; lack awareness of the work done by the other team members; lack of vision, objectives at department level; lack of KPI's; lack of team building sessions.
- silo'd work areas, and a lack of recognition that internal customers exist and are important
- size
- Sometimes its finding the right person to assist you.
- Sufficient time to keep abreast of communications and events.
- The bigger one doesn't like to share the updates and what is going on. We feel we are just workers and our feedback is useless. They will only talk to the ones at their level and the lower level ones are obsolete which can be ignored.
- The calendar availability/time/workload management of executive level leaders.
- The community does not understand policy and procedures when purchasing goods, services, and travel. The current policy/procedure PDF's under legal counsel do not provide a convenient way to search for: how do I purchase, how do I pay, how do I reconcile
- The difficulty is that we have too many senior leadership individuals or groups directing and pulling the organization in many different directions with no requirements gathering or notice at all in most cases. There appears to be no consideration for the operational side of the organization in terms of the basic tools of employee engagement. There is a feeling of being disconnected based on the inability to actually drive those positive changes or make a difference in the overall direction of the University.
- The limited communication that does come out focuses in on only what senior leadership feels is the priority, which may or may not impact my role.
- The single biggest challenge from my perspective is how to deliver pertinent new/info/communiqués to us hear in the Okanagan when some of that information DOES overlap with UBCV and some of it does NOT overlap. Within my particular team and unit, the internal communication seems to me to be really good, but the further out from the centre (my day-to-day work world) things get, the fuzzier they become. If that word picture makes sense.
- The size of it.
- The size of the VPFO portfolio and creating a communications approach that effectively captures, summarizes, and disseminates information across departments within the portfolio.

- The size of the portfolio and it's diversity (i.e. not everyone is interested in other people's work...although I am)
- The time to read the newsletters. When you work 10 or more hours a day you really do not want to read newsletters when you get home.
- There are so many initiatives going on simultaneously without always a cohesive feel. The units operate separately rather than as a portfolio.
- There is much underway in the portfolio and outside it - assembling this information, summarizing and communicating it in a manner that catches people's attention.
- there is no connection and communication between leads in one unit above same issue. one issue may have different impacts on different units but Leads only cater own portion without /considering or voicing out if the aftermath will affect other areas across the unit. Time spent on repeated clarification from time to time and /or have different results.
- Time management
- Time to review all material.
- Time. Meaning that Face-to-face communication is always better, but it is not practical to always communicate in this way.
- Timely and relevant information
- Too busy in the office, no time to communicate if it's not directly related to what I am doing. leaders in my group don't usually pass info down
- Too busy to talk
- Too many emails
- too reliant on email updates
- Top down reporting, I think that our leaders and unit heads are more informed of the campus community and what's going on with current events than the rest of the employees. I believe our superiors can do better at reporting.
- UBC is such a large organization with many competing priorities. I believe communication does get out but by the time I hear about something I have already heard it from someone else. I do get an opportunity to meet with the Comptroller every month and I use this time to get updated and ask questions.
- Unrelated units don't speak the same language. Managers communicate enough with each otehr, but UBC as a whole needs to encourage more communication underling-to-underling.
- We are so spread out across campus that regular communications beyond email are challenging.
- We don't know each other (function of physical separation) and therefore feel disinterested/diconnected
- While general updates can be found in the mass-distributed communications, direct stakeholder engagement on relevant projects is usually very late or non-existent. It often feels that decisions that affect me have been made without considering my business' needs and the communication is tailored to try and receive support after the fact rather than engaging people early and often. When the business is engaged, it is often without context and subsequent follow-up, leaving me feel disconnected from the project as it progresses. I feel the barrier that this starts with is either inadequate planning or inadequate project time allocation to engagement.
- While UBC has a good long term goal/plan to be a world class university that goal is not expressed in a brick and mortar i.e. what is the long term plan for UBCO infrastructure due to unknown future funding
- While we are in the process of developing these channels, the single biggest barrier/challenge is: very few leaders/managers think about what should be shared. The tendency is to withhold information -- perhaps out of fear.
- Who is responsible for the message? What message? what is the vision/values of the portfolio and how does it relate to my unit? how is it managed and held accountable?
- Working in silos
- Zero info trickling down from Managing Directors, Directors and Managers. Forwarding an email has got to be the #1 easiest way to get staff engaged.

APPENDIX B1

What would be the one topic that you would most like to hear about from each of the following?

From university executives or senior leadership:

- 5 year plan
- About everything that matters to UBC
- Acknowledgment of work well done - appreciation. general direction.
- Campus-wide promotions, achievements, and information.
- Capital construction priorities
- Changes, initiatives, projects
- Current projects/activitiesChanges in policy and proceduresChanges in leadershipUnit overviews
- Enforcement, support and connectivity to the Sustainable goals of the university as well as the total cost of ownership.
- Enrollment trends, revenue sources, how UBC can become more accessible and supportive of students and staff.
- Future direction, trends, barriers... collaborative problem solving
- Future plans of the Uni.
- In person
- Initiatives in their portfolio, and support they need to achieve success
- Initiatives that areas are working on
- Key priorities and cross-campus initiatives
- Major changes and outcome of past changes
- Minutes from the Exec meetings so we know what to include in our financial forecasts
- New or emerging institution Strategy and Initiatives
- Not sure
- Okanagan updates
- ON GOING GOALS AND UPCOMING EVENTS
- overall strategic plans
- Overall University success stories to remind each and every staff member why we strive for excellence in our respective work areas.
- Overall vision and strategy for aligning UBC as single organization vs current legacy of academia/research vs admin
- Policy and strategic vision updates
- portfolio updates - key initiatives
- priorities and goals
- Priorities for the organization
- Priorities they are working on
- Progress in accomplishing our mission/vision for the university.
- short term, and long term goals and projects, outlooks, any media worthy info so we don't hear it from the media first.
- state of affairs for the overall university. Key initiatives/goals with stated outcomes and how we can add our years of experience and perspective to lead to the best outcome for the university
- Status of direction and strategy - current affairs as they relate to UBC as a whole
- Strategic direction and key objectives
- Strategic goals and performance of the university.
- strategic plan
- Strategic Plan
- Strategic plan and university-wide initiatives such as IT infrastructure
- Strategic priorities
- That parking costs for staff are not going to be increased any further. These costs have kept increasing year over year and are already too high for those of us on a fixed salary with almost zero pay raises.

- The pieces in their portfolio which are deeply connected to ours
- The University's current projects and future updates
- the university's goals, values and objectives
- UBC annual report info, reports on big things happening in various dept's for example, big IT re-org couple years ago - don't know what the divisions are, who is supposed to be serving us etc. Also more info/transparency from Board of Governors. More education in big, general sense as far as who does what on this giant campus.
- UBC Pension status
- UBC Strategic planning and implementation updates
- UBC Strategic Planning Process, Enterprise System Replacements, Major Reviews, Leadership Opportunities
- UBC Visions and Goals; tracking the achievements.
- university goals and initiatives
- University priorities
- university wide priorities and initiatives
- University's future goals around maintenance operations.
- Update on changes to Campus Plan. What is different?
- Updates in Changes to Goals and Priorities
- Updates on strategic priorities. Overall performance (how are we doing?), and any 'external' issues impacting our success.
- vision
- Vision & goals, and the direction of the University.
- Vision and Strategic Planning
- Vision overall goals
- vision, opportunities, constraints and success stories
- Vision/mission/organizational priorities
- We recently had a number of new hires. What are they planning? What will the impact to the university be?
- What the university's direction is and the steps to reach them (outside of the website updates since not everyone checks it out)

APPENDIX B2

What would be the one topic that you would most like to hear about from each of the following?

From the VP, Finance and Operations:

- A short term plan (1-5 years) regarding what is being worked on.
- A vision for the department, changes to the portfolio etc.
- Acknowledgment of work well done - appreciation. general direction.
- Alignment of VPFO with UBC Strategic Plan, VPFO Strategic Priorities, Leadership Opportunities, Key portfolio challenges and opportunities to contribute.
- All that is relevant
- Annual Goals & Priorities
- Any indications from the President and other Executives on priorities and upcoming areas of focus
- Any relevant updates
- Any upcoming changes to the portfolio
- budgetary priorities
- Campus-wide events & news
- Capital construction priorities
- Changes, initiatives, projects
- Current affairs as they relate to areas of Finance and Operations
- Future direction, trends, collaborative problem solving
- Future plans
- Future plans of the uni
- HR/Finance Renewal project
- In person
- Initiatives that other departments in Finance & Operations are working on
- Initiatives, and views on how we can better support the UBC community. Strategic direction.
- Key priorities and cross-unit initiatives
- Long term plans and how Project Services Group play a role in achieving this outcome Perception of Project Services group across campus
- Major initiatives and follow-ups and outcomes to those initiatives
- Major initiatives and impact to University and Finance department
- Major operational changes and outcome of past changes, staff changes, new initiatives, reviews.
- New or emerging institution Strategy and Initiatives
- Okanagan updates, layoffs, restructuring
- ON GOING GOALS AND UPCOMING EVENTS
- Overall portfolio success stories to remind each and every staff member why we strive for excellence in our respective work areas.
- Plans and status of plans support strategic direction
- portfolio objectives and initiatives
- Portfolio performance
- portfolio updates on priorities/plans, updates from board of governors meetings
- priorities and goals. That way we can help achieve them and what funding is available to achieve these goals
- Priorities and progress on key initiatives; what are his priorities? How does the VPFO fit within the university's priorities?
- Priorities for each unit within VP FO
- Priorities for finance for the next few years.
- Priorities for the portfolio
- Progress of VPFO goals vis-a-vis the overall University strategic plan.
- project updates
- See above as well as specific activities and priorities of the portfolio

- state of affairs within the portfolio. Key initiatives/goals with stated outcomes and how we can add our years of experience and perspective to lead to the best outcome for the university
- state of the university and our place in it... some kudos to help shape expectations
- Strategic direction
- Strategic direction and priorities
- strategic plan
- Strategic work for the portfolio; updates on key initiatives;
- Success achieved by units within VP Finance portfolio. Integration with other departments.
- success stories of how we enable greatness
- Support and connectivity to the total cost of ownership and what procedures and processes should be driving that.
- That parking costs for staff are not going to be increased any further. These costs have kept increasing year over year and are already too high for those of us on a fixed salary with almost zero pay raises.
- the portfolio's goals and targets as they relate to the university's strategic goals and how we are to measure that
- The status of Renewal and Workday.
- The vision for Finance & Operations
- Updates on changes in priorities
- Updates on strategic priorities. Overall performance (how are we doing?), and any 'external' issues impacting our success... and in particular how is the overall health of the budget?
- Updates on the system renewals
- Updates on what's happening within the portfolio, including people leaving, people being promoted, new positions, etc.
- updates with regards to our modernization projects and how they impact personnel
- Vision & goals. Macro perspective.
- Vision of the portfolio and how initiatives relate to it
- Vision overall goals
- Vision, goals and values What kind of world do you want your people to work in
- vision, updates
- Vision/mission/organizational priorities
- VP Finance & Operations priorities and initiatives
- What are the goals of the department, what are we actually working towards?
- What are your goals? what do you hope to accomplish here? What would you like to see cross-dept. collaboration on?

APPENDIX B3

What would be the one topic that you would most like to hear about from each of the following?

From your unit's senior leader:

- Alignment with the above, putting an RMS Strategic and operational lens in place, opportunities for continuous improvement and synergies with other UBC units
- Any pressing updates from the VPFO
- Any relevant updates
- Any upcoming changes to the department. How we are accomplishing our mission/vision for the department in line with the university's mission/vision.
- Anything impacting my work
- as above
- Campus news / projects
- Challenges for Capital construction priorities
- changes and how they impact my work
- Changes to the unit
- Changes within the procurement modernization project
- Changes, initiatives, projects
- Current issues pertinent to Finance
- depart performance, short and medium term targets, feedback
- departmental priorities and coordination with other departments
- Departmental success stories to remind each and every staff member why we strive for excellence in our respective work areas.
- Direction of group - listening to the workers rather than reporting on upper management
- Direction, staying focused on strategy rather than details in the operation
- Everything impacting unit operations/work
- Feedback from Board meetings so we know what to include in our financial forecasts
- Finance and Operations strategic planning and implementation updates
- Future goals of the department.
- Future plans and change update
- How the team is performing financially and up and coming plans
- How we are aligning with VPFO
- How we link to those goals? Suggestions of what can be done better to help meet those goals
- How what other departments in VPFO are doing ties in to what we are doing and vice versa
- HR/Finance Renewal project
- Initiatives, and views on how we can better support the UBC community. Strategic direction. Cross-functional updates.
- intercampus projects that impact our unit
- Major operational changes and outcome of past changes, staff changes, new initiatives, reviews.
- mission and work plan priorities, success stories
- New initiatives
- News & updates
- Not a lot: training, event.
- notification of when they won't be in the office (appointments, sick time, vacation reminders)...this is getting better and hopefully continues
- Okanagan updates, layoffs, restructuring
- ON GOING GOALS AND UPCOMING EVENTS

- operational priorities/project updates
- our unit's goals and targets and action plans in response to the strategic goals
- Overall progress and challenges, etc., on team/group/unit initiatives.
- procurement modernization
- Progress of our unit's goals as laid out in the Strategic Plan.
- Project updates and forecasting
- Report on any discussions amongst Executives on potential new priorities that could translate into building or facility needs
- state of affairs within the portfolio. Key initiatives/goals with stated outcomes and how we can add our years of experience and perspective to lead to the best outcome for the university
- Strategic direction and priorities
- Strategic Plan
- The connection points to the overall strategic direction of the university in terms of a confirmed set of priorities that have been enforced by the senior leadership team.
- The current projects and priorities
- The status of Renewal and Workday. We see consultants and project teams moving into our space long before we hear anything about the project. We are never invited for input or demonstrations of what is being looked at.
- The updates of the unit
- Translation of VPFO Annual Goals & Priorities
- Unit priorities for the next few years.
- Unit specific Direction and Initiatives.
- unit specific priorities and how they tie into university priorities
- Unit's plans and what needs to be done to achieve plans
- Unit's priorities and initiatives and upcoming opportunities
- updates on priorities
- Updates on the ongoing changes
- Updates within the department
- Via email and in-person
- Vision & goals specific to Financial Operations.
- Vision & Objectives& KPI's; reward/acknowledge success.
- we get regular feedback and updates from Dave as he's in our office
- what affects my group so that we may be better able to prioritize future work and infrastructure capabilities.
- What are our plans.
- What are the issues of the day you are talking about with others at your level? What do our financial statements look like this fiscal year?
- What's coming down the pike in the months ahead.
- what's going on
- What's happening in the leadership meetings and how that affects our work

APPENDIX B4

What would be the one topic that you would most like to hear about from each of the following?

From other senior leaders within Finance & Operations:

- outline of their future plans
- achievements, improvements or reminders
- Campus news / projects
- changes and how they impact my work
- Changes, initiatives, projects
- Current projects/activities Changes in policy and procedures Changes in leadership Unit overviews
- Current struggles and issues being faced
- departmental priorities and opportunities to collaborate
- Departments integration=> team work environment => working together toward the same goals and objectives defined at VP level
- Direction of group - listening to the workers rather than reporting on upper management
- Everything impacting unit operations/work
- Future plans
- General reporting on department accomplishments and progress towards fulfilling strategic goals.
- How their work is advancing the 2020 plan
- how they are aligning with the VPFO and what initiatives are they undertaking
- How they are connecting to the overall goals and priorities that have been identified and endorsed.
- how we can help with their priorities
- How we link to those goals Suggestions of what can be done better to help meet those goals
- How what they're focused on intertwines with what we're focused on.
- Infrequent update on initiatives that support VPFO plans/goals
- Issues they are facing
- Key projects
- Major initiatives and impact to University and Finance department
- mission and work plan priorities
- New or emerging institution Strategy and Initiatives
- Not sure
- Okanagan updates, layoffs, restructuring
- ON GOING GOALS AND UPCOMING EVENTS AND UPDATES TO FINANCIAL RULES AND PROGRAMS
- Priorities they are working on
- procurement modernization
- project updates
- Project updates and forecasting
- projects they are working on whats working in their areas what there teams have accomplished and what they are most proud of achieving over the past 6 months
- projects/goals/visions
- report out on progress they have made within their units, what their key priorities are and how they tie back to university priorities
- Significant changes in the department (new systems, leadership, policies, procedures etc.)
- Significant upcoming projects.
- state of affairs within the portfolio. Key initiatives/goals with stated outcomes and how we can add our years of experience and perspective to lead to the best outcome for the university
- Success stories
- Tactical updates on work within their portfolio that will impact us or the wider UBC community.
- That parking costs for staff are not going to be increased any further. These costs have kept increasing year over year and are already too high for those of us on a fixed salary with almost zero pay raises.
- their accountability within the strategic goals and values

- Their group's priorities
- Their priorities, risks and challenges. This helps to identify areas for collaboration and support.
- This is what is in the cards -- what is coming down the pipeline
- Training, new employees, department and campus-wide event, information, department and campus-wide announcement, etc.
- Upcoming changes in their portfolios.
- Updates on information relevant to my work
- Updates on key initiatives within each of their portfolios.
- Updates on new and ongoing projects
- Updates on the ongoing changes
- updates with regards to our modernization projects and how they impact personnel
- Updates within their teams
- Via email
- What are they working on? How does it impact the rest of the team under Finance and Operations
- What are your 5 primary orders of business? What do you guys DO? What do you need from US (over here at EWS)? What can you do for us?
- what is happening in their areas, and key initiatives that have an impact on staff
- What is happening in their areas, and relevant information for Financial Operations - eg. CRA changes, etc.
- What other portfolios are working on
- What we are focusing on / main project / target on a quarterly or biannually basis
- What's going on in their units. Things they're dealing with (may be the same that we're dealing with!). What's going right. What's going wrong. Do they need anything from us?
- Work or projects that are tangentially related or have an effect on the department as a whole.

APPENDIX B5

What would be the one topic that you would most like to hear about from each of the following?

From your supervisor:

- All the matters, including feedback and some directions.
- All updates that would be relevant for our job
- Annual work plan.
- Any pressing updates impacting Building Operations
- Any relevant updates and feedback
- Anything being suggested/planned that directly affects my role. Recently Directors asked their direct reports
- What would a perfect EWS organization look like? Direct reports (managers) didn't ask THEIR direct reports - the ones with the boots on the ground. I'm pretty sure my manager doesn't even know what I do.
- Anything that impacts my work and that I need to be aware of to be more effective
- Changes and how they impact my work
- Changes, initiatives, projects, issues
- daily chat
- Daily work instructions.
- Day-to-day operations
- depart performance, short and medium term targets, feedback
- Departmental news/ updates
- Departmental priorities and coordination with other departments
- Factors impacting our goals and activities
- How my role fits contributes to the portfolio vision and goals.
- Vision, goals and values
- What kind of world do you want your people to work in?
- Feedback on work plan priorities and what is going well and what needs work
- Feedback, updates on current projects and vision for the team
- Future goals and any proposed changes.
- Future plans and changes/update that affect my position
- General discussion on direction and initiatives that directly affect my portfolio
- How am I doing
- How RMS is being branded at UBC and how we are planning to improve it.
- How the unit's priorities and initiatives impact me and opportunities to participate
- How we do based on the Finance & Operation quarterly / bi-annual plan / target
- Info relevant to my role, the area and projects happening in other units that will have an impact
- Information that is relevant or may impact our group where additional planning and thought may be required.
- Insight to how my own work fits into overall UBC strategic priorities
- Key projects
- KPI's; reward/acknowledge success; show that discussion is moving to action => assessment of results (what can be learn and how we can progress). Leading via example; promoter of change, believe in chance.
- Major operational changes and outcome of past changes, staff changes, new initiatives, reviews, upcoming opportunities, funding restrictions
- My job is doing ok. The security of my job
- News directly affecting myself or team, and how I can make an impact
- notification of when they won't be in the office (appointments, sick time, vacation reminders)
- ON GOING GOALS AND UPCOMING EVENTS
- On goings and direct impacts to my role
- Operation project progress reports
- Operational planning

- Personal performance in relation to achieving goals in relation to the Portfolio's Direction, Strategy, and Initiatives.
- procurement modernization
- programming vision: what were are striving to achieve next
- Progress of our department's specific goals as laid out in the Strategic Plan.
- Projects in the pipeline
- reiteration of the same goals and message - to know that what we do is right in keeping with the university's goals and values
- Relevant information. They should know my interests, needs and what communications I need.
- Report on any discussions, rumours, etc. at any level on potential new priorities that could translate into building or facility needs
- Successes and challenges - how the teams can pull together...needs
- The connection points to the overall strategic direction of the university in terms of a confirmed set of priorities that have been enforced by the senior leadership team.
- the vision for building ops zone model
- Two-way Communication on topics and tasks we've been focused and working on.
- Unit interpretation of high level updates, restructuring
- Unit level goals
- upcoming events that impact the work group
- Updates from BO senior leadership, updates on changes within our group and the other groups within the department.
- Updates from senior leaders
- Updates on any concern
- updates on changes of procedures and new issues
- Updates on information relevant to my work
- updates on other sub-projects related to HR/Finance Renewal project
- Updates on senior leadership priorities and decisions; updates from other VPFO groups
- Updates or changes that directly affect our day-to-day activities.
- Via email and in-person
- we get regular feedback and updates from Orion as he is also in our office
- What is going on?
- What they are most proud of achieving recognition of teams accomplishments. Strategy
- What's happening in the leadership meetings and how that affects out work

APPENDIX B6

What would be the one topic that you would most like to hear about from each of the following?

From your Finance & Operations peers:

- All work-related topics
- Any pressing updates impacting Building Operations
- Any unique initiatives they are doing, key performance indicators that they use, any cross-over initiatives that we can contribute to the success of.
- Brainstorming, news, all that matters.
- challenges and how they overcame them
- Chances to meet and discuss challenges, good practice and sharing of resources
- Changes, initiatives, projects
- collaborative info sharing to build consistency in operational work
- Common projects and objectives.
- current projects
- Current projects/activities Changes in leadership. Unit overviews
- Current struggles and issues they are facing
- daily questions and answers
- Dept-wide strategies & plans (hey, maybe we could all chip in for this one piece of software that we could all get a lot of use from and get more efficient at the same time. But we're forced into silo-edness because it's just too much work to get the right people around the table). Yes, that's a word I just made up. Say, what is this AEOS thing? I asked to receive your e-newsletter but I'm not getting it. What's that? OTHER dept's in the portfolio have e-newsletters too? I had no idea...
- How are we doing?
- I work closely with BO peers as my group is mainly operational and I manage one of their crews so I get all the info they share but don't necessarily know what the senior management in BO or in Infrastructure are doing with their units strategically
- Informal contact/FYIs.
- Initiatives undertaken by other groups/individuals.
- Innovative projects that have application to other areas
- Issues that they are facing / sharing
- look ahead to what the priorities are, and how other areas can support/impact them
- Not sure
- Okanagan updates, layoffs, restructuring, operations/building updates
- ON GOING GOALS AND UPCOMING EVENTS AND UPDATES TO FINANCIAL RULES AND PROGRAMS
- on goings and direct impacts to my role
- operation progress details
- Operational questions and requests.
- opportunities to collaborate
- potential campus project synergies
- Priorities they are working on
- procurement modernization
- projects they are working on what's working in their areas what there teams have accomplished and what they are most proud of achieving over the past 6 months
- Project-specific updates and operational planning
- report out on progress they have made within their units, what their key priorities are and how they tie back to university priorities
- Successes and challenges - how the teams can pull together...needs
- Successes and innovative projects
- Successes, challenges, key projects
- Suggestions of what can be done better to help meet those goals

- The processes they are using in their work areas to connect with the goals and priorities that have been endorsed.
- Their initiatives
- Their involvement and a better understanding of who is in the VPFO portfolio. These people are peers, yet i don't know who or why we are in the same portfolio.
- Their priorities, risks and challenges. This helps to identify areas for collaboration and support.
- Things they're dealing with (may be the same that we're dealing with!). What's going right. What's going wrong. Do they need anything from us?
- Updates about new initiatives and sharing of best practice ideas.
- Updates on information relevant to my work
- Updates on new and ongoing projects, notably those with impact on my group's day-to-day business
- updates on other sub-projects related to HR/Finance Renewal project
- Updates or changes that directly affect our day-to-day activities.
- Via email and in-person
- Ways of how we can integrate better, share success stories for the common good.
- What are their challenges? What are their priorities? What cool new things are they working on?
- What are their thoughts on the current situation of Finance and Operations
- What are they working on.
- What is working well, what is not working well - Client Service and initiatives/projects. Anything that may impact or provide opportunities for our group.
- What they are working on
- What they are working on
- Who they are and how they are contributing
- work plan priorities and opportunities to collaborate

APPENDIX C

What tools, technologies or resources would most help you connect and collaborate with your colleagues across Finance & Operations? Is there a new technology that you find useful in connecting with your colleagues?

- Skype for Business- Slack
- A better way to promote compliance to procedures.
- A list of who exactly is in Finance and Operations would be nice to have. As for technologies or resources, none come to mind that would effectively address the current situation since our department is fairly big
- A platform that allows and promotes sharing of current activities/projects, changes of leaders, recognition, how we impact the UBC community and how we impact the province and local community.
- An instant messaging application that works with desktop and mobile.
- Any tool would have to be universally used. example: Sharepoint is stronger if everyone has to use it rather than optionally using it.
- Automatically updated distribution lists linked to HRMS data
- Common spaces where planned and unplanned interactions can occur
- Direct emails to break silos. People never check another unit's website other than their own. Centralized email newsletters with opt in/opt out functionality. Everyone should be able to see what they're subscribed to and what standard comms is. JUST SAY NO TO CAMPAIGNER/INDUSTRY MAILOUT
- Electronic resources - email etc.
- email
- Email and face-to-face are best - quite frankly its a matter of finding the time to communicate as effectively and frequently as appropriate
- E-mail and phone (talking)
- EMAIL BLASTS AND MEETINGS
- Email communications work better than newsletters. an email is focused on one topic, and can be read, or skimmed, or discarded based on how relevant the content is. Newsletters mash up disparate topics, some of which are relevant and others not.
- e-mail is good enough for me
- email, cell phone, walkie-talkie between trades
- emails, cell phones, tablets are all great forums
- Emails.
- Events which force relationship building. Modern communication/collaboration technologies(Skype for business, slack, perhaps an internal message board for posting problems - finding solutions - bringing people together)
- Extensive email use now, possibly some video chat meetings. I like the team meetings in person.
- Face-to-face connections. Quarterly social or town halls?
- Face-to-face may be viewed as old school and time consuming but it still remains one of the most valuable ways to connect. I support having more of the leadership retreats that Andrew has put into place. From a tools perspective, Slack is a collaboration and communication tool which is being used in some units at UBC. This facilitates effective real-time communications, as does Skype for business which some of us currently use in RMS. These could be more widely used across the portfolio.
- Facebook group or other information group where we can say "kudos" or thank you to others in a public setting or share triumphs
- Having one spot where this type of information and collaboration function is located and organized in a way that is consistent. I don't want to have to bookmark/visit different unit/department websites where this information is organized under different headings or descriptions and is located in different locations on their webpage (maybe one might keep it on their home page, another might have it on a separate page or pages buried in the website, etc.)
- I have heard that Building Operations uses One Note. I am curious to know more how that works and whether it (or something like it) would be enable improved communications with my colleagues.

- I like face to face
- I think email and in-person are still the best. I never remember to go to the web for news (instead I go there mainly for reference material), and I retain a topical email better than a newsletter with lots of items. I know logistically a newsletter is much better than receiving multiple emails, but maybe there's a happy medium. (Slightly-more-frequent e-newsletters that aren't too long?)
- I think it would be nice if Finance and Operations had an Intranet. The front page could have news and it would also be a place where we could see initiatives from other units and also have forums and discussions with others. It would also be nice to have profiles of each employee on the intranet so we can contact them.
- I think that a first step is understanding which other groups are within the portfolio. How do our roles intersect, and how to best leverage each other's specializations? The united way networking events are a good start!
- I wonder if there is merit in having a Finance & Operations listserv a place to solicit/reach out for information or share it?
 - In person mainly.
 - Instant messaging media like Messenger or Whatsapp
 - Internal newsletters about ongoing projects across Finance & Operations could help inform staff whether it impacts their role. This would subsequently help staff to reach out to respective project managers/teams for more information and/or collaboration.
 - Introduction of instant messaging
 - It would be great if we have a workplace chatroom where we can just message each other.
 - Local Intranet.
 - Messenger service within UBC webinars podcasts
 - networking meetings, presentations, some email
 - Not a new tool that we are currently using, but an employee intranet would be helpful to communicate across the organization. In an organization this size, communications is a daunting task and this would be one way to close the gap.
 - open communication
 - org chart published quarterly? with new hires and former employees highlighted??
 - Outlook and SharePoint. It think a better system is needed apart from SharePoint.
 - Potentially access to department dashboard or Cash flow impacts/forecasts. Budget variance explanations. Use of Tableau or Power BI or SharePoint may help to facilitate this communication of dashboards. The party responsible for said information may be displayed in case of questions. Maybe the use of a template that is filled out with key data on a quarterly basis with info relevant to most parties with whom it's made available.
 - Private SharePoint site - may already exist?
 - Project management and collaboration tools and software would be handy to achieve improved communication.
 - Share Point weblink: <https://finop.share.ubc.ca/SitePages/Home.aspx> ; new ERP system
 - SharePoint Collaborative / cross-functional forums
 - Skype for Business has been very useful/ productive in helping us connect with the various teams
 - Skype for Business or other Unified Communications platform that was fully rolled out on the campus would be very helpful, letting me see at a glance whether someone is available to chat, giving me various means of accomplishing that chat and sharing documents.info, etc.
 - Skype for everyone
 - something like a instant messenger / business messenger inter office chat tool - currently the only way to contact your co-workers in the next room/floor or building is either by email, phone or hopping over, these all are time-wasting specially if you need only a small clarification or need an instant answer.
 - This takes a lot more than 10 minutes because you really need to think about things. Maybe regular (monthly?) meetups (dept. paid box lunches?) between designates from each unit that have a natural curiosity about other groups in the portfolio & have their finger on the pulse of their own group? People who enjoy meeting others, finding out about them, what they do, what their challenges are and they enjoy telling others the same. I kind of like Trello, the online bulletin board. Might be an ok way for people to share info. I feel most certain each dept. in the portfolio is re-inventing their own wheels. But then again, nothing trickles down to the boots on the ground, so I guess I don't know if that's actually true!

- To bind the portfolio together, some kind of instant messaging.. MS Lync? Some repository of information like an intranet or portal?
- Use blogs or interactive boards where you can ask or comment about the projects that are happening within the Finance & Operations
 - via emails
 - Video
 - video clips, streamlined websites
- We get way to many emails. Is there a portal that we can log into on the VPFO website to view communications? Networking events. Even the meetings that IT have for all their staff, where people can ask questions and get them answered by their leadership.

APPENDIX D

Finally, if we could make one improvement to internal communications within the Finance & Operations portfolio over the coming year, what would you like it to be?

- - some sort of event- collaboration tools such as Skype for Business and/or Slack- make it easy to see what each department is working on and how it helps the portfolio, such as a listing on a website
- A re-imagined travel website which is more user-friendly and promotes the importance of the travel program for all UBC related travel.
- Acknowledging the decentralized structure of Finance - mass communications like broadcast email are not a good method of communicating new policies and procedures. Great for hiring announcements etc. though!
- Adding more personality/fun to the newsletter so that we feel more connected to our colleagues across the portfolio on a personal level.
- An intranet would be awesome! It is single location that everyone can access news and information regarding Finance and Operations. Though it would have to be done well to be effective.
- Be proactive and transparent with project updates so we're not hearing about initiatives after we have found out about them through alternate, less productive sources.
- Besides the department website, Newsletter or Bulletin board, etc. will be a good communication tool.
- Better integration of the tools we already have
- bringing the whole department to greater physical proximity...this is being addressed and has been a problem for several years.re-enforce 'conflict management' techniques more often--training issue
- Clearly defined goals and achievable deliverables to get us there.
- Communicate clear direction for the portfolio
- Concise updates on key initiatives/goals/objectives
- Continue with the VPFO newsletter, and provide a channel for feedback.
- Continue with VPFO newsletter, refine content/format based on feedback, including this survey.
- Define, share, implement FinOps vision = > customer centric approach =>" To be proud of being a member of FinOps" .
- Do more.
- Eliminate unnecessary obstacles which cause breakdown in communication.
- Ensure internal communications are reflective of things that are actually happening day-to-day and not just focus in on the goals that were established.
- Everyone should know who the senior exec's within FO are and what they do.
- Find a way for units to share their work across the portfolio - whether it be the newsletter or another avenue. I think that would lead to more collaboration.
- Find clear and as transparent a way as possible to communicate significant initiatives (objectives, timing, and impacts) across the portfolio. A small intranet, and message boards (two way communication) with clear responsibilities for maintenance of information above would help a lot.
- Find some way that the most current information is accessible. Old emails from 2 or 3 years ago, may or may not be the way we do things, but there is no objective confirmation of the "current state"
- Getting together as a whole portfolio / All staff meeting
- Give stakeholders a voice in the things that impact us directly
- Great to have VPs of other units at UBC come and present top initiatives- I really appreciated Jennifer Burns coming to the VP leadership mtg
- Have in-person retreats / conferences to bring the units together
- Having worked for major corporations prior to UBC, one of the most effective communications tools used by them was an internal website and landing page which all staff were directed to daily when logging on, providing fresh daily communications ranging from strategic planning updates to staff functions. These pages were accepted corporately as the hub of all internal communications. They enabled information to be distributed quickly and widely among staff, and saved the need for many individual email communications. Emails were then reserved for unit specific and/or significant communications.
- Hearing more from our VP leaders, what's happening on campus, future plans, etc.

- I am happy with the way things are going now. We have regular meetings with the senior director of our unit to update what's going on with UBC.
- I don't know many of my coworkers.
- I loved the newsletter but make it a little briefer - it was too long (but very informative). Perhaps more frequent, briefer communications? Also, the more we see Andrew, the better.
- I would like to see that all employees (especially new ones) know if they are under the umbrella of Finance and Operations. I only came to know this when my director mentioned it in passing. We normally just focus on which specific department we are working at and not realize that we are also under a bigger unit within the university
- I would prefer it if our newsletters were shorter and less frequent. Sometimes I feel overwhelmed by the amount of information that are packed into them. Also, it seems like quite a few groups/units at UBC use them so there are many newsletters to read. In my opinion, short and sweet communication is best.
- Increase frequency especially during this time of many changes and projects on the go.
- Increased communication between campuses
- It appears that we require a VP who takes a more active role in coordinating priorities between E&W, BOps and CCP. I would speculate that this is a probably a new position.
- It's a tossup. Training for the higher-ups to agree with the importance of and be able to communicate with their teams. Or roundtables. I'd have to choose roundtables if there was a free lunch involved. Kidding. Good management is #1 priority, starting with communications.
- Just actually tell us what's going on, and invite our feedback and make use of our knowledge base.
- Keep it short and simple.
- Local intranet.
- Make it 'personal' find a way to use 'chat' or a Facebook type modality
- Make senior supervisors more accessible to speak to their direct reports and indeed entire portfolios in person. Nothing beats personal contact.
- MORE COMMUNICATION ABOUT GOALS LAID OUT BY EACH GROUP AND THE VP
- More consideration as to who the stakeholder groups are to any goal or priority that is set by the senior leadership group so as to encourage a better requirements gathering process and improve on timing and advanced notice for these many new initiatives that are being launched throughout the organization.
- More departmental meetings or gatherings.
- more face time
- More face to face
- More Face-to-face meetings in a small groups. Example a 30 min to 1hr walking/coffee informal meeting with a specific agenda.
- More in person meetings where possible/practical. I understand that this is very challenging to achieve.
- More in-person meetings (round tables, lunch and learns, town hall meetings, etc.) for the entire portfolio.
- More insight into the priorities of the executive (the president and other VPs). With the changes in portfolio's I feel like there is a big disconnect in understanding what is happening within the Campus Services portfolio (Debbie Harvey), Campus and Community Planning (Michael White), and SHHS (Andrew Parr). All of whom used to be part of the old 'Finance, Resources, and Operations' department. Where I typically received monthly updates, which was extremely beneficial. Now I only get updates through newsletters and ad-hoc meetings.
- More of it
- More often and relevant.
- More Okanagan operational news (building progress updates, events, traffic updates, restructuring, outgoing/new faces, etc.). Way less fluffy personal interest stories unless it's a profile on new staff.
- More updates on the priorities within the department and how we are achieving them.
- Periodically update, if applicable, briefly mention about who is in charge with what in an org. chart format...
- Reach out to us and meet with us as a group and tell us what your goals and vision for us is.
- remove red tape, open communication
- Shared understanding of the strategic plans of other Finance & Operations units
- skype for daily communication with colleagues
- That each leader share their current activities and projects regularly.

- The broad communication mediums feel candy coated and unreal, but this is probably true for most high level communication. It is the in person interactions that tend to feel real and best impart the ideas behind the glossy initiatives. I appreciate when the VP delivers an honest message, sometimes pointing out areas for attention. His most direct reports tend to all tell a story of the wonderful job that is occurring or the dire situations that have been neglected in the past and they need to address. I do think any organization needs the broad communication that provide positive messages and good news stories, I just think at an operational level we also need a working understanding of the areas of importance to the portfolio and university.
- The communications channel which enables each unit in the portfolio to share their branding and tell their stories in regards to the value that is being added, and with a view to further identifying synergies across the portfolio.
- The detailed organizational chart/directory as mentioned earlier. A low tech solution could easily be implemented in a year as it is simply gathering of information. Given the size and turnover of the portfolio, it really lends itself to a 'live' org chart that is interactive and utilizes technology.
- To be consistent with how it is done, and for everyone to know where updated information may be posted (specific department websites?)
- To have the ability to meet members of the Finance & Operations team across the entire portfolio.
- Town hall
- Try to identify and outline the ideal information flow - what information need to flow from one unit to another and who needs to get said information and when.