

Name: George Jacob
Working Title:
Payroll Title: ADMIN OFCR 3

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Robbie is responsible for a large, diverse organization, that encompasses team members from both represented and professional areas. He is a key provider to the campus by delivering products and services needed to sustain teaching and research. Robbie must walk a difficult balance to demonstrate his leadership and support for his entire team, regardless of level or function. It is not uncommon to see Robbie lead a strategic meeting one moment and then sort packages the next. His approach serves as an ongoing reference to his team members that he cares and shares in their burden.

When Covid hit, the campus was forced to transition to a remote environment, however most of Robbie's team didn't have that choice, as the campus, as well as UCSD Health, required critical supplies of PPE and logistics support. As a firsthand observer at Robbie's Trade Street location, I can say that his team members were scared. Amazon workers, who perform a similar function to our Logistics team, were contracting Covid at increasing rates and were threatening a walkout. Robbie quickly mobilized to adjust the workspace, provide individual sanitizing products and to step up the cleaning protocol. Robbie provided comfort through quick action and frequent communication. He checked-in constantly and offered flexibility to team members who were not comfortable being onsite. Robbie's leadership is what kept this operation motivated and safe in support of the university. It was an amazing example of proactive leadership during a period of uncertainty.

Following the initial few weeks of Covid, the university and Health System quickly realized that there would be a shortage of PPE. Robbie proactively partnered with his Procurement colleagues to quickly purchase available quantities of PPE and store at the Trade Street facility. Unlike many universities and hospitals, UCSD never ran out of PPE, which allowed both research and patient care to continue unabated.

As the campus shifted to bring 25% of researchers onsite, Robbie was able to demonstrate innovation and supply chain expertise to deliver the welcome kits that were required for labs to return. While the delivery alone was a great benefit to the campus, Robbie took things a step further by assembling the items included in the kits. This allowed for a "one stop shop" and alleviated significant burden from partner units like FM and EH&S. No one asked Robbie to do this, he independently stepped up based on the need.

Once the campus expanded efforts to incorporate a robust testing program, Robbie was again at the forefront of envisioning creative solutions to support the effort. Robbie allocated resources toward "kitting" the Covid test, which he then distributed to various location on campus and then collected for delivery to the labs for analysis. This was followed by implementation and ongoing management of the Covid vending machines in partnership with Student Health. Once again Robbie went far beyond his traditional role to support this effort.

Finally, Robbie stepped up to support the wastewater testing effort in partnership with the Knight lab. While wastewater testing was a scientifically brilliant strategy for adding an extra layer of protection to the campus, executing the ongoing, daily collection of the waste was logistical challenge. Robbie volunteered to take on this task and quickly mobilized a team of primarily TES employees to transition the collection away from the sponsoring lab.

Both before and during Covid, Robbie demonstrated selfless leadership, innovation and a focus on partnering with the campus. He completely reconfigured his organization to support multiple Covid related programs. Robbie's contributions often occur behind the scenes but are extremely impactful across multiple value streams.