

Learning &
Organization
Development

at UCSF

UCSF Finance & Administrative Services

2021 Staff Engagement Results

Gallup

July 2021

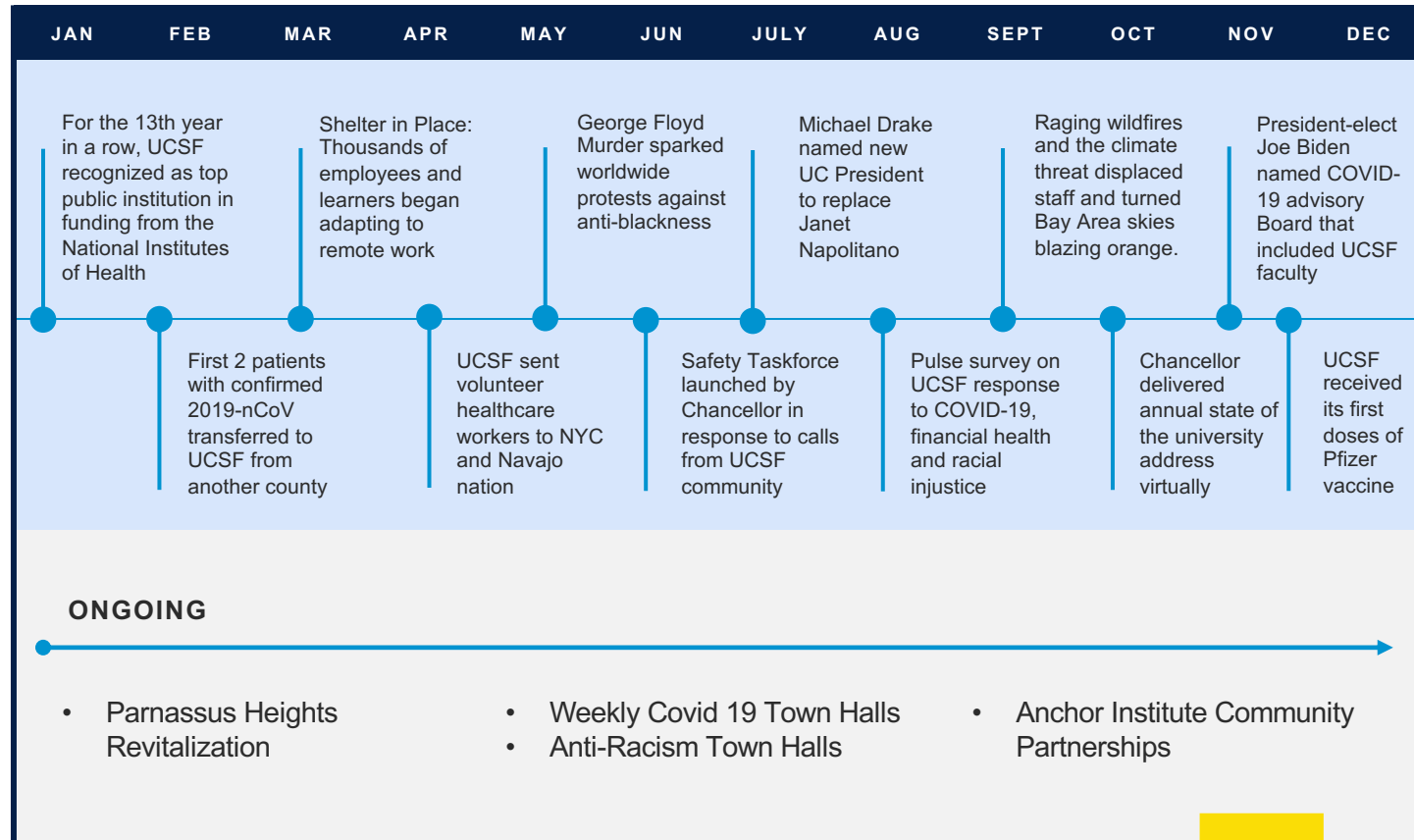
UCSF

Where We've Been

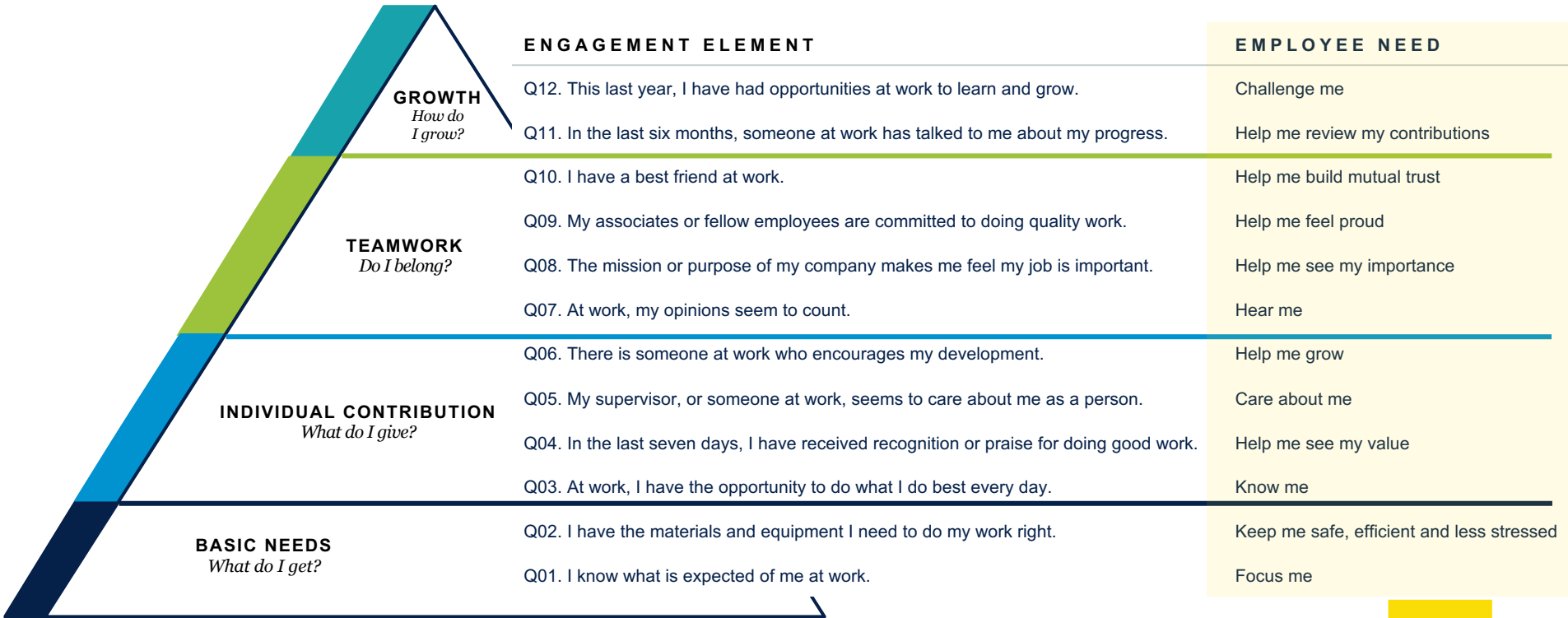
From Gallup Research:

ADDITIONAL STRESSORS:

- Unprecedented spikes in daily mood (stress and worry) and emotions.
- Cost cutting measures due to discontinuation (e.g. furloughs, layoffs, retirement matching, etc.)
- Overall employee burnout and stress levels reached new highs across the nation; U.S. wellbeing rates lowest measure in past twenty years.
- Non-essential workers shifted to home; children virtual learning made for busy homes and busy lives.



Each engagement item addresses employees' *emotional needs*. Meeting these needs helps *them* have *more* of their *best* days at work.



Summary of Key Findings

- 01** OVERALL ENGAGEMENT RESULTS IMPROVED AMIDST SIGNIFICANT CHALLENGE
- 02** BIGGEST DRIVER OF ENGAGEMENT MOVEMENT IS RECOGNITION
- 03** VARIATION IN ENGAGEMENT IS GREATEST ON DEMOGRAPHICS OF REPRESENTATION STATUS AND RACE/ETHNICITY
- 04** MANAGERS WHO ARE ENGAGED AND FEEL A SENSE OF BELONGING FOSTER MORE ENGAGEMENT AND BELONGING ON THEIR TEAMS
- 05** ENGAGEMENT IS STRONGEST FOR THOSE TELEWORKING AND IN HYBRID (COMBINATION TELEWORKING/ONSITE)WORK ARRANGEMENTS
- 06** STRONG CORRELATION BETWEEN BELONGING AND ENGAGEMENT
- 07** COMMENTS REVEAL A CALL FOR GREATER ACCOMODATIONS, LEARNING & DEVELOPMENT OPPORTUNITIES AND IMPROVED BENEFITS
- 08** WHERE THERE IS DIALOGUE ABOUT ENGAGEMENT AT THE LOCAL LEVEL, THERE IS STRONGER ENGAGEMENT AND SENSE OF BELONGING, WITH MUCH GREATER IMPROVEMENT

Who We're Hearing From

UCSF OVERALL

DEMOGRAPHIC GROUP	2021 N SIZE	2021 % PARTICIPATION	Δ '19-'21
Gen Z	177	37%	N/A
Millennials	6,920	65%	-7%
Generation X	5,819	72%	-1%
Baby Boomers	2,589	69%	-2%
Traditionalist	15	54%	-13%
Female	10,626	69%	-5%
Male	4,170	65%	-3%
White/Caucasian	5,529	70%	-5%
Asian	5,896	70%	-3%
Hispanic	2,137	67%	-2%
Black/African American	1,193	57%	-5%
Represented	9,345	77%	-7%
Non-Represented	6,275	62%	-4%

Identifiers Provided by UCSF HRIS

Note: UCSF Overall (Total Population). Gallup Median represents median response rate for Gallup's 2021 Overall Database; March – August 2020 represents surveys administered during peak of COVID-19.

83%

UCSF FAS (n= 1,513)
PARTICIPATION

INCREASED BY 2%

84% GALLUP MEDIAN

64% SURVEYS ADMINISTERED
MAR – AUG 2020

PERCENTAGE OF EMPLOYEES
WITH VERBATIM

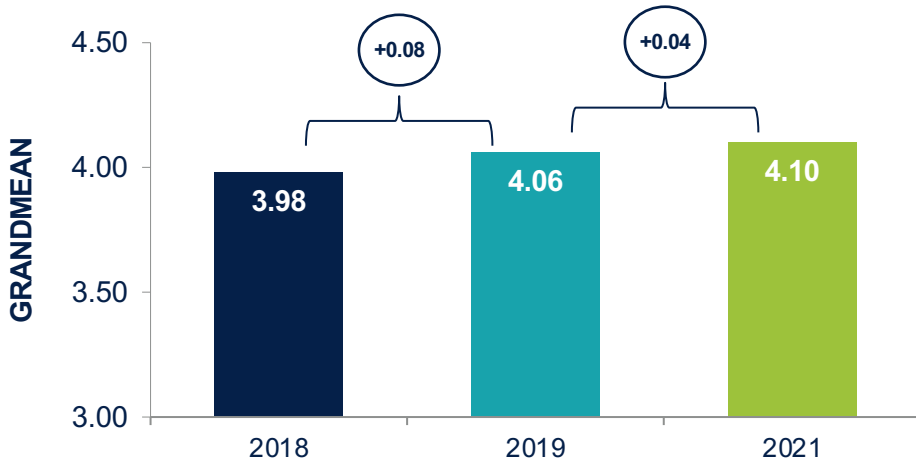
47%

50% VERBATIM IN 2019

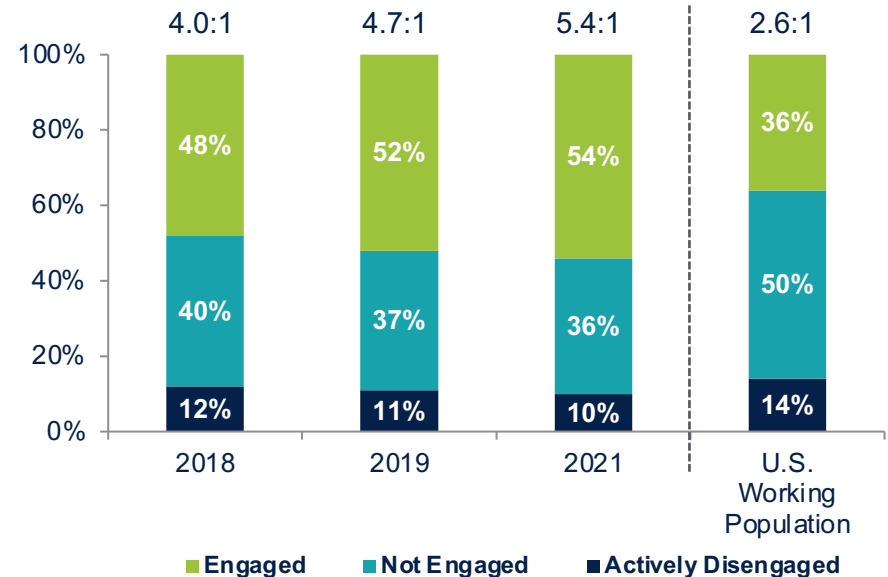
FAS Overall Engagement & Ratio Trend

Engagement improved with the engaged employees outnumbering those who are actively disengaged by more than five to one

Q¹² GRANDMEAN OVER TIME



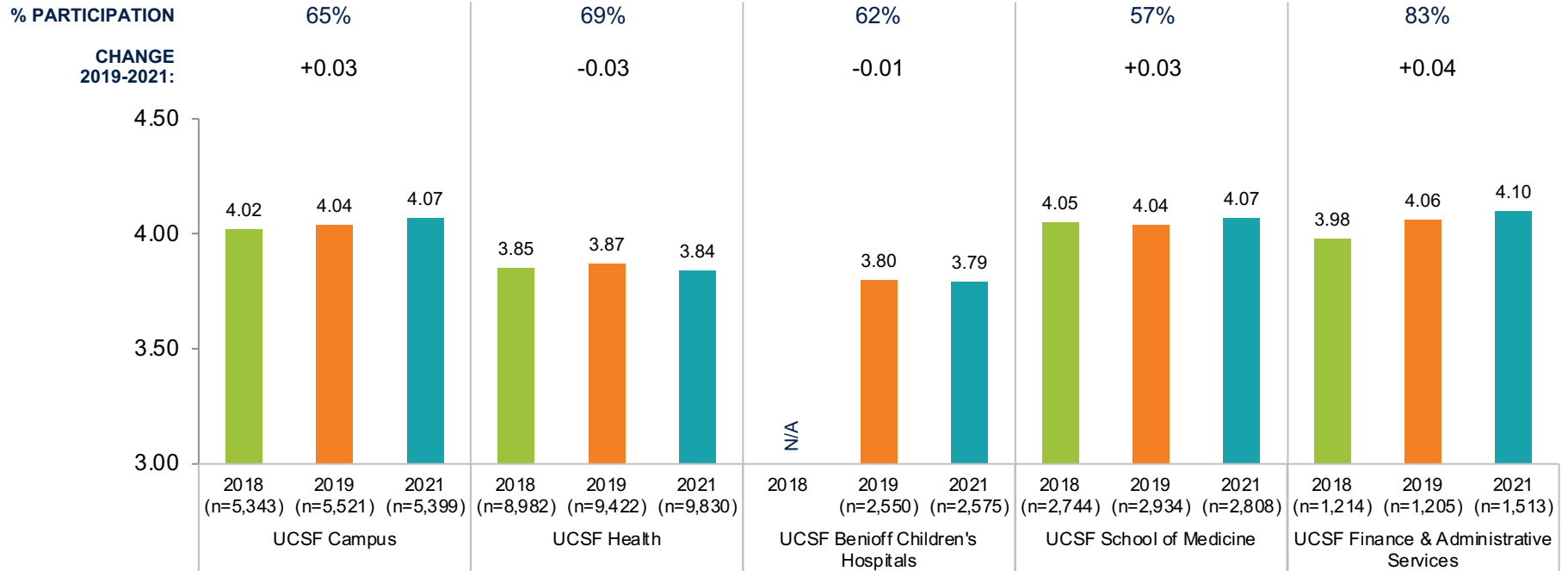
ENGAGEMENT INDEX OVER TIME



Note: UCSF Finance & Administrative Services. 2018 is Paul Jenny's Rollup Report, 2019 is Control Point FAS and 2021 is FAS Combined. Best practices organizations tend to have a ratio of 5.0:1 or above.

GrandMean Score by Entity

Results are very stable for each entity. UCSF Campus, School of Medicine and Finance & Administrative Services are the most engaged.



Note: UCSF Health (Health & BCH Oakland); Change calculated based on 2019 to 2021 population

FAS Overall Engagement Conditions

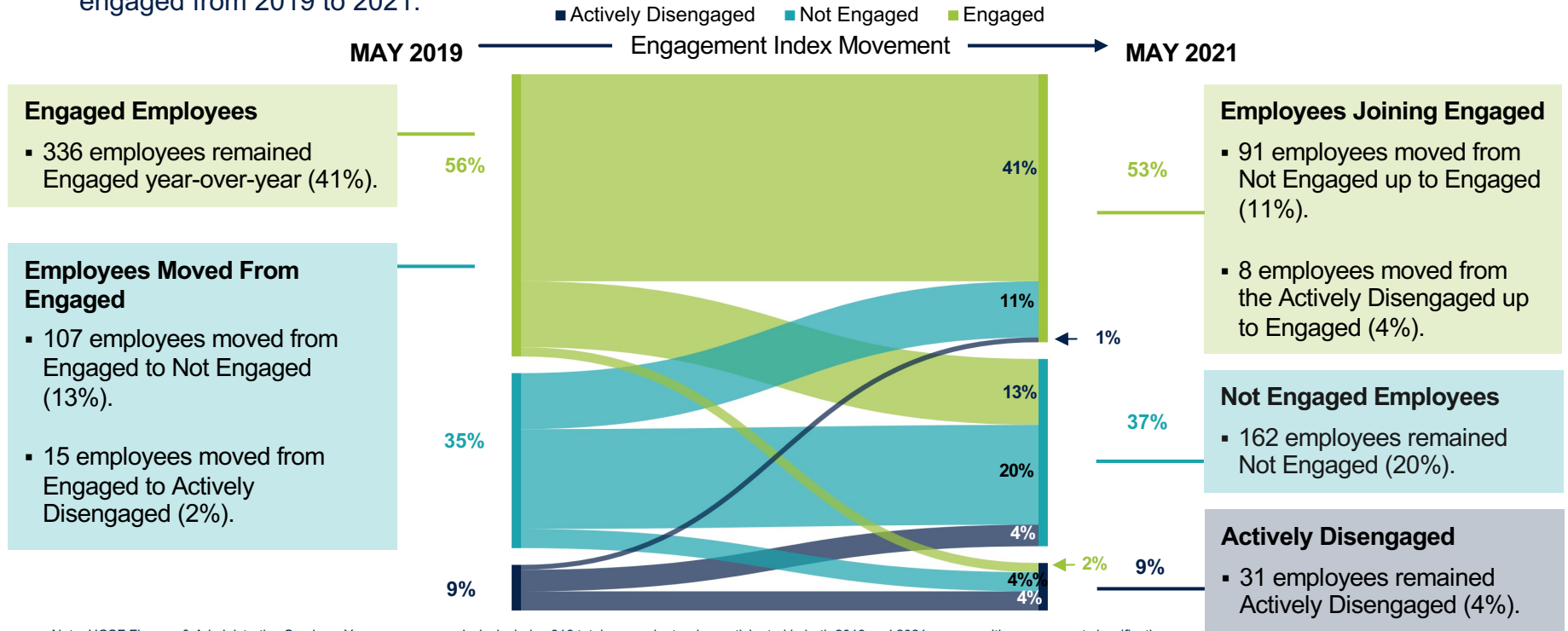
Items most closely related to resilience (green shading) show positive movement. Mission/Purpose is the strongest item for FAS, at the 59th percentile.

DISTRIBUTION OF Q ¹² RESULTS — UCSF FINANCE & ADMINISTRATIVE SERVICES										
N=1,513		■ %1s	■ %2s	■ %3s	■ %4s	■ %5s	'19-'21 MEAN Δ	2021 MEAN	2021 COMPANY PERCENTILE*	2021 WORKGROUP PERCENTILE**
Q12	Learn & Grow	6%	6%	15%	25%	48%	-0.01	4.03	57 th	42 nd
Q11	Progress	5%	7%	15%	25%	48%	-0.06	4.03	70 th	48 th
Q10	Best Friend	8%	8%	19%	25%	40%	-0.07	3.81	69 th	53 rd
Q09	Quality			14%	30%	50%	+0.09	4.21	72 nd	50 th
Q08	Mission			11%	24%	59%	+0.11	4.32	84 th	59 th
Q07	Opinions	5%	7%	17%	29%	42%	+0.11	3.96	77 th	50 th
Q06	Development	5%	7%	16%	25%	47%	+0.08	4.02	68 th	49 th
Q05	Cares	5%	11%	22%	58%		+0.07	4.26	71 st	46 th
Q04	Recognition	10%	8%	16%	24%	43%	+0.05	3.83	79 th	53 rd
Q03	Do Best			15%	31%	47%	+0.07	4.17	63 rd	48 th
Q02	Materials	5%	13%	32%	47%		+0.06	4.17	67 th	46 th
Q01	Expectations		9%	28%	59%		+0.05	4.43	53 rd	43 rd

Note: UCSF Finance & Administrative Services. Percentiles based on Gallup's Q¹² Overall *Company-Level and **Workgroup-Level Databases per respective year. Due to rounding, percentages may add up to 100% ±1%; numerical values shown when 5% or higher

UCSF FAS Individual Engagement Movement

While results overall look stable, there is significant movement at the individual level; 41% of employees remained engaged from 2019 to 2021.



Note: UCSF Finance & Administrative Services. Year-over-year analysis includes 816 total respondents who participated in both 2019 and 2021 surveys with engagement classification. Due to rounding, percentages may add up to 100% ±1%.

UCSF FAS Largest Engagement Category Movement

The biggest driver of engagement movement was recognition

The items showing the strongest movement between the largest engagement categories are:

- Learn & Grow
- Progress
- Opinions
- Development
- Cares
- **Recognition**

ITEM-LEVEL MEAN CHANGE '19-'21		
	Engaged to Not Engaged (n=107)	Not Engaged to Engaged (n=91)
GRANDMEAN	-0.84	+0.73
Q12 Learn & Grow	-1.03	+0.59
Q11 Progress	-1.08	+0.71
Q10 Best Friend	-0.65	+0.45
Q09 Quality	-0.56	+0.60
Q08 Mission	-0.64	+0.66
Q07 Opinions	-0.97	+0.88
Q06 Development	-1.08	+0.85
Q05 Cares	-0.89	+0.80
Q04 Recognition	-1.47	+1.16
Q03 Do Best	-0.64	+0.71
Q02 Materials	-0.51	+0.70
Q01 Expectations	-0.51	+0.59

Note: UCSF Finance & Administrative Services represents true population year-over-year; change represents data results for those who participated in both 2019 and 2021 surveys. **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents

Engagement is Higher For Those Participating in ADE(Active Daily Engagement) Huddles

Huddles are a known best practice, creating opportunity for alignment, information sharing and support for collaboration. At FAS, engagement is .17 higher for those who practice ADE; all engagement items are higher but especially Cares and Recognition. Recognition is at the 70th percentile for those using ADE.

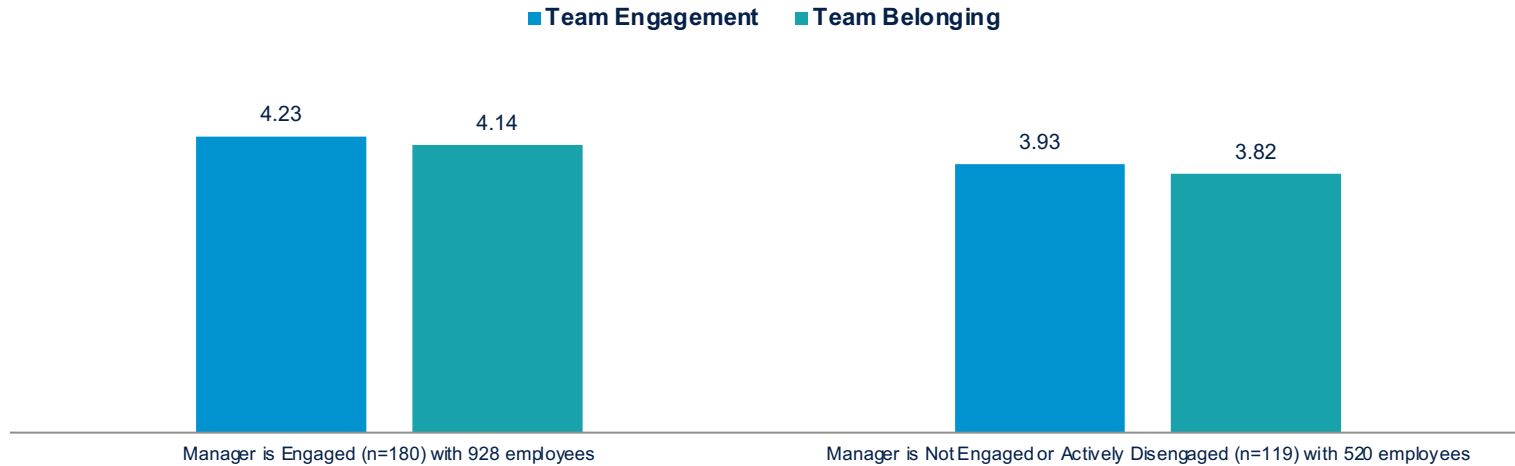
		ADE (n=140)		FAS COMBINED (n=1,513)	
% ENGAGED		64%		54%	
		2021 MEAN	2021 1 st PERCENTILE	2021 MEAN	2021 1 st PERCENTILE
GRANDMEAN:		4.27	64 th	4.10	51 st
Q12	Learn & Grow	4.24	53 rd	4.03	42 nd
Q11	Progress	4.27	60 th	4.03	48 th
Q10	Best Friend	3.86	55 th	3.81	53 rd
Q09	Quality	4.23	52 nd	4.21	50 th
Q08	Mission	4.42	65 th	4.32	59 th
Q07	Opinions	4.13	60 th	3.96	50 th
Q06	Development	4.20	58 th	4.02	49 th
Q05	Cares	4.46	58 th	4.26	46 th
Q04	Recognition	4.20	70 th	3.83	53 rd
Q03	Do Best	4.32	60 th	4.17	48 th
Q02	Materials	4.30	57 th	4.17	46 th
Q01	Expectations	4.61	61 st	4.43	43 rd

Note: UCSF Finance & Administrative Services. ADE represents Active Daily Engagement. Percentiles based on Gallup's 2021 Q1² Overall ¹Workgroup-Level and ²Company-Level Databases. Mean change represents data results for those who participated in both 2019 and 2021 surveys. **Bold** font indicates meaningful change of +/-0.10 or more if >1,000+ respondents and +/-0.20 or more if <1,000 respondents.; **Red** indicates greatest opportunity and **green** indicates greatest strength based on meaningful change.

Manager Engagement Impact on Staff Engagement & Belonging

Manager engagement predicts team engagement and belonging.

Where teams work for engaged managers, their engagement is .30 higher and belonging is .32 higher.



Note: UCSF Finance & Administrative Services. Percentiles based on Gallup's 2021 Q12 Overall - ¹Executive, ²Manager and ³Non-Manager Workgroup-Level Databases; Mean change represents data results for those who participated in both 2019 and 2021 surveys. Belonging Index defined as the ten-item composite.

The Belonging Index = 10 questions



Engagement*

Q04. In the last 7 days, I have received recognition or praise for doing good work

Q05. My supervisor or someone at work, seems to care about me

Q07. At work, my opinions seem to count

Q12. This last year, I have had opportunities at work to learn and grow



Roadmap

A clear **roadmap** that helps teammates navigate UCSF's complex structure

I know where to find information and resources that I need to be effective

I have a clearly defined path for development and growth



Manager Advocate

Strong **support** and **advocacy** from managers to drive growth and progress

My manager or supervisor serves as a strong advocate for our unit/department

My manager or supervisor is consistently trying to help me progress in my role



Unconscious Bias

Breaking **unconscious bias** and driving respect for **diverse** backgrounds and viewpoints

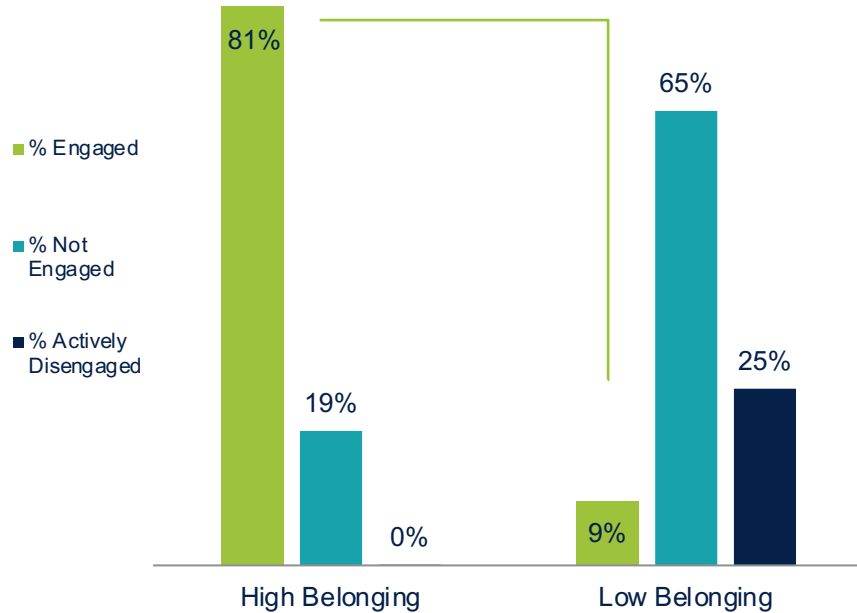
I am respected for who I am as a person

I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications

*Extracted from Gallup Q12, Copyright © 2019 Gallup, Inc. All rights reserved.

Belonging & Engagement

Those who are experiencing a sense of belonging are 9x more likely to be engaged



Note: UCSF FAS and UCSF Overall (Health & Campus Combined).
The six-item belonging index composite included in this analysis to define high and low belonging.

4 ATTRIBUTES EXPLAIN

75%

OF VARIATION IN PERCEPTIONS OF BELONGING

Q07 Opinions Count

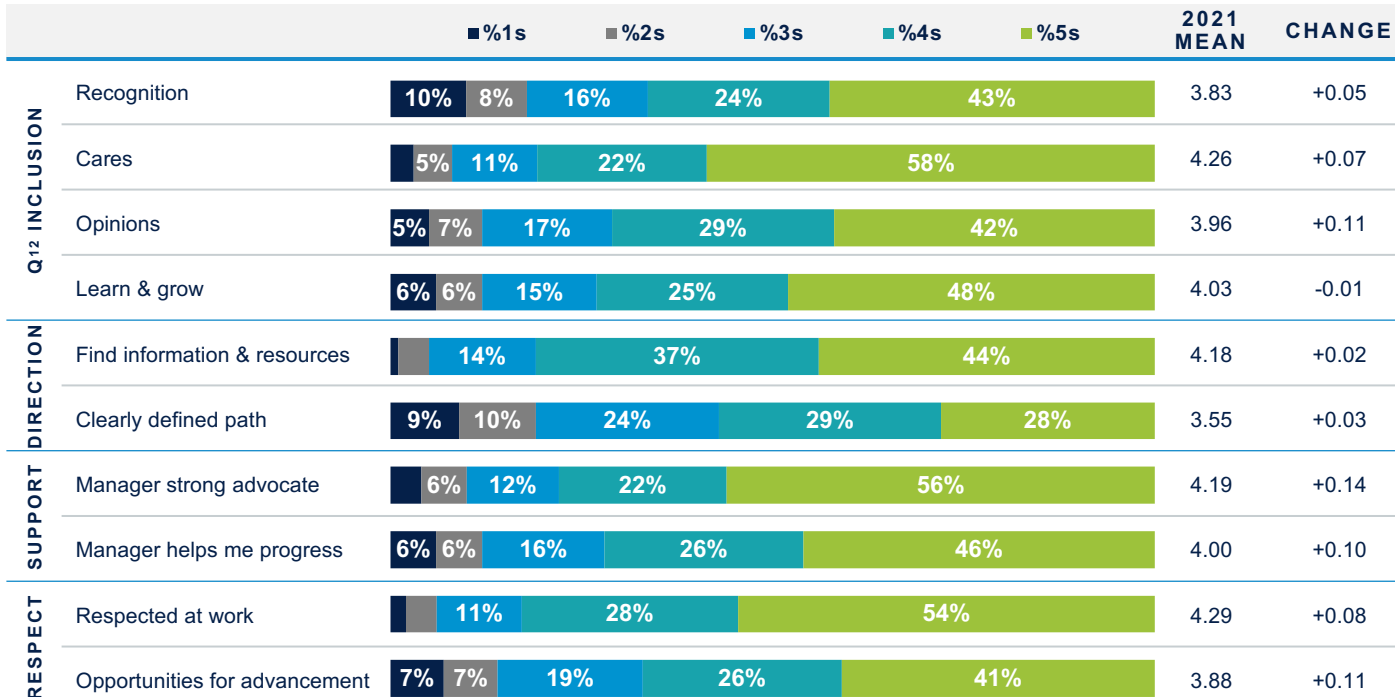
Q12 Learn and Grow

Q03 Opportunity to do Best

Q05 Cares About Me

Belonging Index & Item Results

Overall, positive increases in perceptions of belonging; sentiment is strongest on respect at work.



UCSF FAS OVERALL BELONGING INDEX:
Composite of the mean scores for the ten items listed.

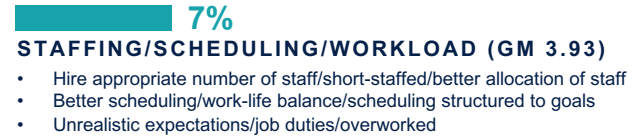
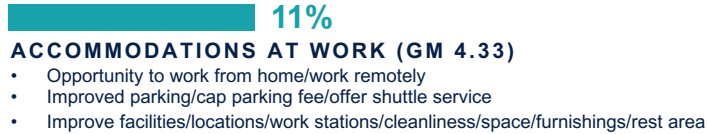
2021
4.02
Δ '19-'21: +0.07

Note: UCSF Finance & Administrative Services. Due to rounding, percentages may add up to 100% ±1%; numerical values shown when 5% or higher



Frequency of Verbatim Comments

Some basic employee needs surface in the employee verbatim responses



Note: UCSF Finance & Administrative Services. 706 verbatim comments; What could UCSF do to make this an even better place to work?

UCSF FAS Overall Accountability Index

Teams that action plan have better engagement results

UCSF FAS OVERALL ACCOUNTABILITY INDEX:

Composite of the mean scores for the three accountability items listed below.

2018	2019	2021	Gallup Company 50 th	Gallup Company 75 th
4.03	4.02	3.99	3.88	4.19
58 th Percentile	60 th Percentile	60 th Percentile		

ACCOUNTABILITY ITEMS:

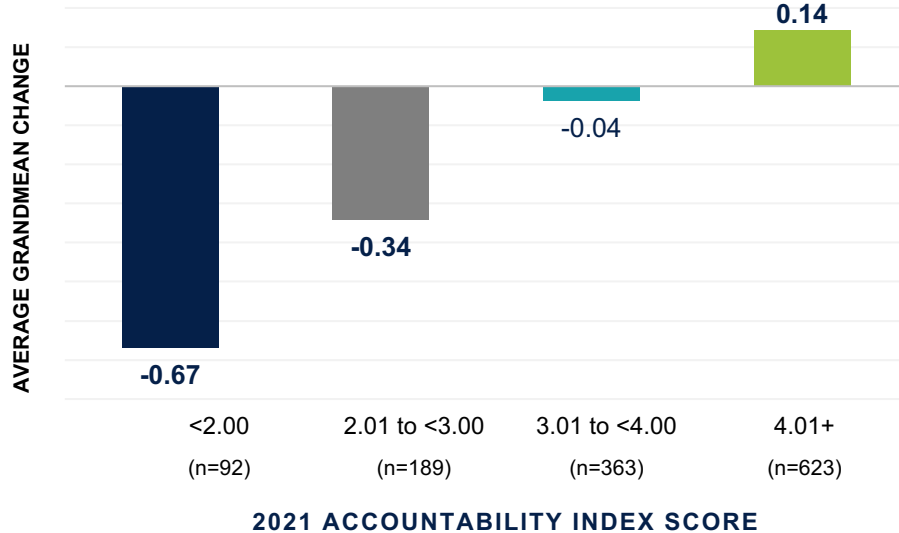
	MEAN	PERCENTILE	Δ '19-'21
I received feedback on the previous Employee Engagement Survey conducted at my workplace.	4.20	60 th	-0.05
My team participated in an effective action planning session following last year's Employee Engagement Survey.	3.92	55 th	-0.03
My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.	3.86	54 th	+0.01

Note: UCSF Finance & Administrative Services. Percentiles are based on Gallup's Q12 Additional Items Company-Level (1,000+) Database for respective year.

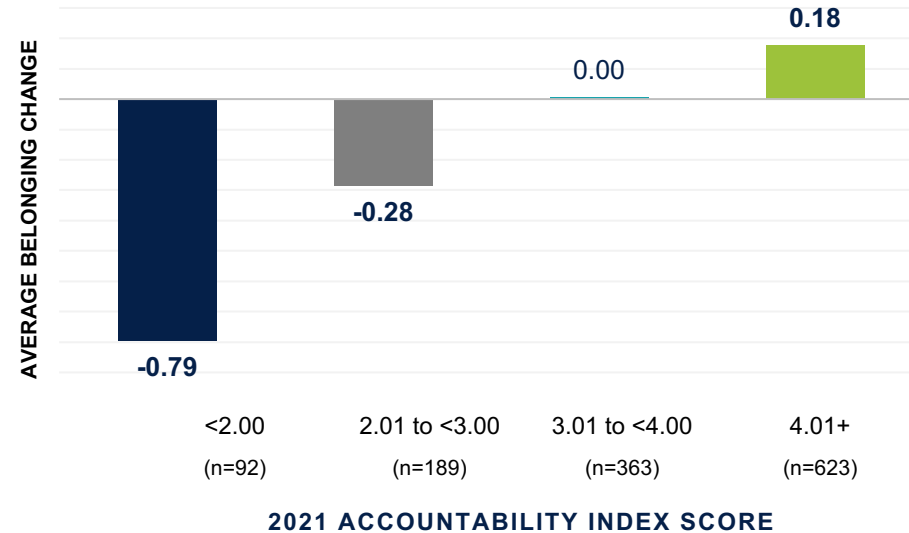
Accountability Impact on Engagement and Belonging

Those with high ratings on accountability showed an average increase of +0.14 in GrandMean and +0.18 in Belonging in the 2021 survey.

AVERAGE GRANDMEAN CHANGE IN 2021 BASED ON ACCOUNTABILITY INDEX GROUP



AVERAGE BELONGING CHANGE IN 2021 BASED ON ACCOUNTABILITY INDEX GROUP



Note: UCSF Finance & Administrative Services; 1,267 individuals with two years of data included in this analysis. Percentiles are based on Gallup's Q¹² Additional Items Company-Level (1,000+) Database for respective year. **Bold** font indicates meaningful change defined as +/- 0.10.

Taking Action & Next Steps

Gallup Best Practices and Recommendations

01

CASCADE COMMUNICATION OF ORGANIZATIONAL RESULTS IN POSITIVE TONE

Share engagement results in organization wide communication. Equip Leaders, Managers and Supervisors with talking points consistent with overall message to ensure communication cascade to frontline. Ongoing build of engagement everyday into communication messages through the year.

02

SET A VISION OF ASPIRING TO WORLD-CLASS IN THE NEXT FIVE YEARS

Establish organization wide staff engagement goal (e.g., top decile in Gallup's database) as a part of leadership commitment and expectation for all of UCSF. Provide metric of standard measurement for all teams to reinforce accountability.

03

LEVERAGE STRENGTHS TO SUPPORT TOP QUARTILE TEAMS

Reward high performing teams and leaders with expanded Strengths support and education to maximize team engagement and sense of belonging.

04

SUPPORT EFFECTIVE ACTION PLANNING IN ALL ENTITIES

Establish expectations that teams within UCSF discuss results and commit to action. Utilizing Ambassadors and DEIA-AR Steering Committee (Diversity, Equity, Inclusion, Accessibility and Anti-Racism) in systematic way to support follow through and accountability by revisiting action commitments at various points throughout the year. Encourage leader's participation in action labs.

05

LAUNCH NEW FOCUS ON ENGAGEMENT EVERYDAY

Build/expand upon organization wide performance management practices and system. Starting with a focus on the manager, providing support with the tools, resources and skill building training to support engagement, performance and belonging conversation integration (e.g., rounding, team meetings, 1:1 discussions, etc.).

FAS Next Steps

By July 14	Share results with your teams
July 19	Deep dive of FAS results with Gallup
July 26	Recommend FY22 True North goal to FAS Executive Team for Engagement and to Advance Racial Equity and Belonging
August-September	Action Labs (training) for managers facilitated by L&OD (cohorts by FAS department – 8 total)
October-November	Refresh Action Plans
Ongoing	Conversations to check progress and adjust