

Employee Engagement Key Messages

- We are pleased with FAS results – we made significant improvement!
- Take a hard look at Q1, Q2 and Q3, “the basics” - these questions are where UCSF made the least improvement and are foundational to progress in higher level items.
- Improving employee engagement is everyone's responsibility – it is about local accountability and action with leadership reinforcing values and removing barriers.
- There is a strong correlation between improvement and the Accountability Index; however, organizational context is also a big factor that must be addressed (e.g. major changes, bandwidth, leadership development, inherit a bad situation, etc.)
- Try to connect employee engagement to existing processes and initiatives – don't treat this as additional work, but as an ongoing dialogue to make what you are already doing better.
- There are resources to help.

2013 Survey Results

FAS achieved a participation rate of 85%, up from 78% in 2011.

UCSF achieved a 73% participation rate. The Gallup Healthcare median is 82%.

The UCSF GrandMean improved by **0.12**, from 2011. Now at 9th percentile of the Healthcare Company database.

UCSF Accountability Index Mean is 3.13 with 18% of employees making progress on goals set during action planning sessions.

FAS Grand Mean improved by .24 from 2011.

FAS Accountability Index is 3.38 with 29% of employees strongly agreeing (5 rating) that progress was made.

Gallup's Q¹²[®] Questions Are Broken Into Four Key Areas Of Engagement

Q12. Opportunities to learn and grow

Q11. Progress in last six months

Q10. I have a best friend at work

Q09. Coworkers committed to quality

Q08. Mission/Purpose of company

Q07. At work, my opinions seem to count

Q06. Someone encourages my development

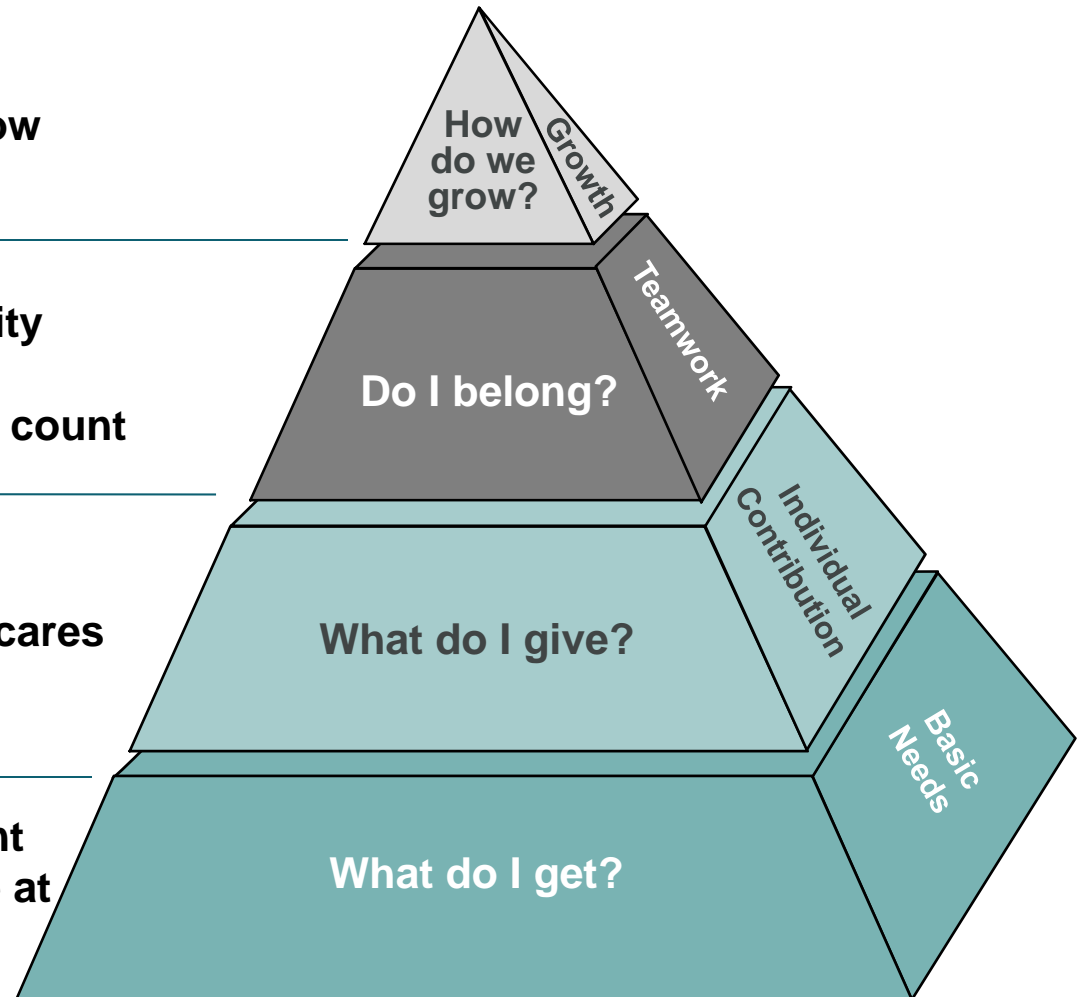
Q05. Supervisor/Someone at work cares

Q04. Recognition last seven days

Q03. Do what I do best every day

Q02. I have materials and equipment

Q01. I know what is expected of me at work



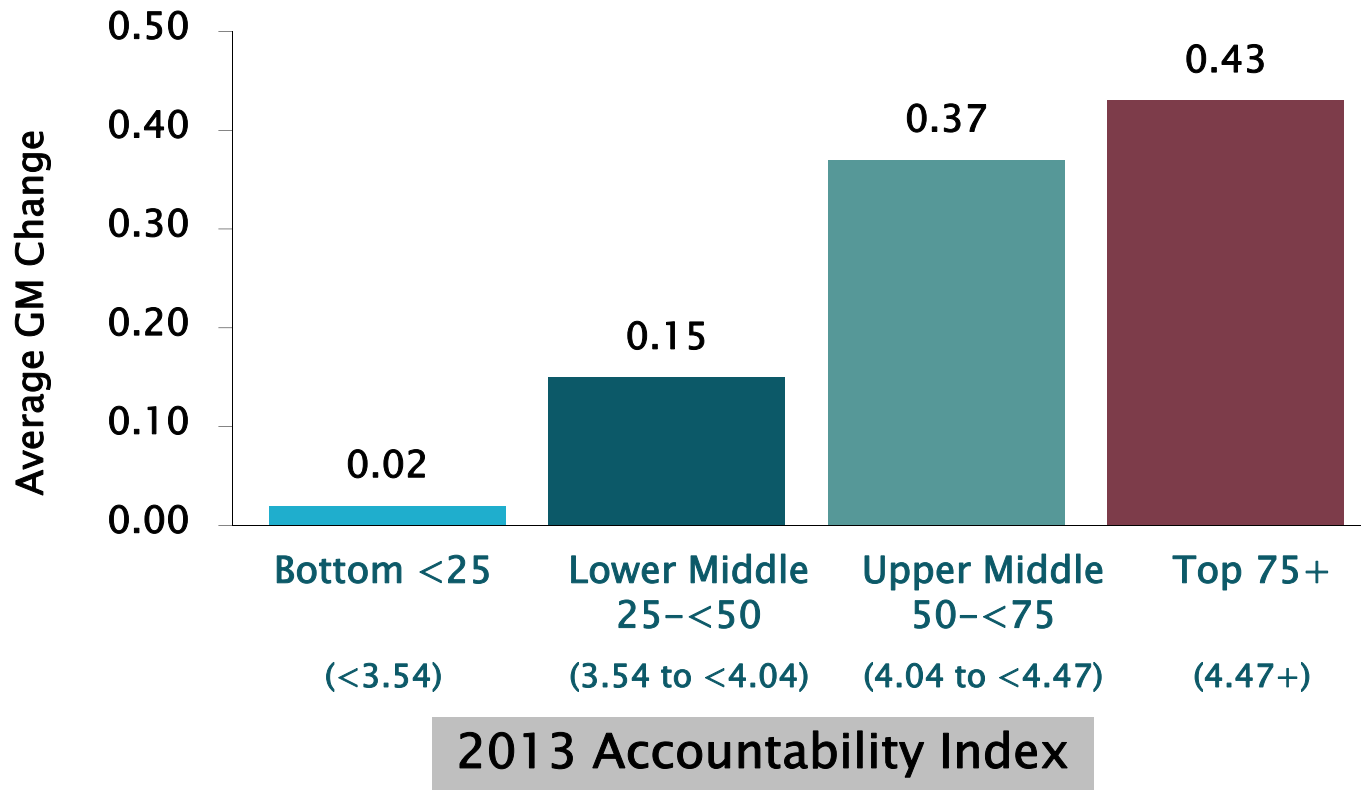
For UCSF, Movement At The Item Level Suggests Opportunities In Meeting Employees Basic Needs

		UCSF 2011	Difference	UCSF 2013
Q¹² GrandMean		3.60	0.12	3.72
Overall Satisfaction		3.68	0.05	3.73
GROWTH	Opportunities to learn and grow	3.57	0.13	3.70
	Progress in last six months	3.26	0.20	3.46
TEAMWORK	Best friend	3.12	0.14	3.26
	Coworkers committed to quality	3.87	0.09	3.96
	Mission/Purpose of company	3.89	0.07	3.96
	My opinions count	3.39	0.12	3.51
INDIVIDUAL CONTRIBUTION	Encourages development	3.43	0.14	3.57
	Supervisor/Someone at work cares	3.77	0.13	3.90
	Recognition last seven days	3.08	0.19	3.27
BASIC NEEDS	Do what I do best every day	3.79	0.07	3.86
	Materials and equipment	3.84	0.07	3.91
	I know what is expected of me at work	4.26	0.03	4.29

For FAS, Improvement Was Statistically Significant (+.2 Or More) In Eight Of Twelve Items

		FAS 2011	Difference	FAS 2013	# FAS Plans from 2011
Q12 GrandMean		3.49	0.24	3.73	
Overall Satisfaction		3.57	0.12	3.69	
GROWTH	Opportunities to learn and grow	3.39	0.31	3.70	9
	Progress in last six months	3.16	0.44	3.60	9
TEAMWORK	Best friend	3.13	0.23	3.36	16
	Coworkers committed to quality	3.62	0.24	3.86	4
	Mission/Purpose of company	3.75	0.14	3.89	8
	My opinions count	3.27	0.30	3.57	4
INDIVIDUAL CONTRIBUTION	Encourages development	3.28	0.32	3.60	13
	Supervisor/Someone at work cares	3.69	0.25	3.94	0
	Recognition last seven days	3.01	0.40	3.41	21
BASIC NEEDS	Do what I do best every day	3.67	0.17	3.84	3
	Materials and equipment	3.81	0.10	3.91	4
	I know what is expected of me at work	4.09	0.05	4.14	6

UCSF Workgroups With Accountability Index Scores Above 50th Percentile Show Significant Improvement in Grand Mean Change From 2011 To 2013



Accountability index is the average of the three accountability questions:

- I received feedback on the previous Staff Engagement Survey conducted at UCSF.
- My team participated in an effective action planning session following the last Staff Engagement Survey, conducted in 2011.
- My team has made progress on the goals set during our action planning sessions after the last Staff Engagement Survey.

Note: *396 UCSF Workgroups represented in this analysis

Quartile designation based on Gallup's 2013 Q1² Healthcare Accountability database. Percentages may add up to 100% ± 1%

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Next Steps For FAS

1. **Communicate/discuss survey results** to your team by July 30, 2013.
2. Work with your team to **select 2-3 areas**. Recommended approach:
 - One item from Q1, Q2 or Q3 to improve
 - One strength to build on
 - One other area relevant to the team (optional)
3. Develop an **action/impact plan** using the Gallup template and enter in Gallup online by September 30, 2013.
4. **Follow up on your plan** by monitoring progress, updating the online plan, and keeping your next level manager informed of continued progress and needed support.



Resources for Survey Unit Managers

- Gallup website: www.galluponline.com. Helpline: (877) 425-5871
 - Your unit's survey results
 - Action/impact plan template
 - Manager's Supplemental Guide
 - Other tools and articles to better understand the Q12
- Trainings:
 - Manager Trainings – UC Learning Center <https://learningcenter.ucsfmedicalcenter.org/>
 - Webinars on using the Gallup tools <http://tinyurl.com/UCSF-galluponline-webinar>
- Learning & Org. Development website: training.ucsfmedicalcenter.org
 - Selected articles on engagement
 - Recognizing when Staff are not Engaged
 - Training for managers in how to enhance engagement
 - Organization Development: consulting support
- First level of support from your manager, ambassador and Becky Daro; consultations with L&OD available for more complex situations