



University of California  
San Francisco

GALLUP®

# OPPORTUNITIES TO IMPROVE PERFORMANCE BY ENHANCING EMPLOYEE ENGAGEMENT

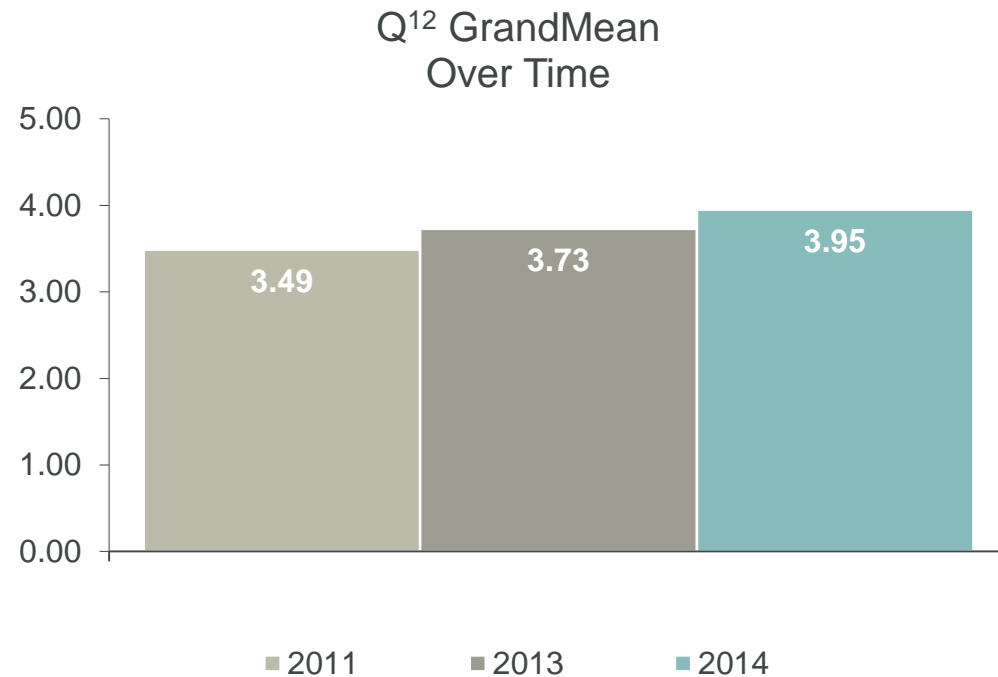
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FAS

Presentation of Findings

July 28, 2014

# FAS' GrandMean score increased by .22 in 2014 and by .46 since 2011

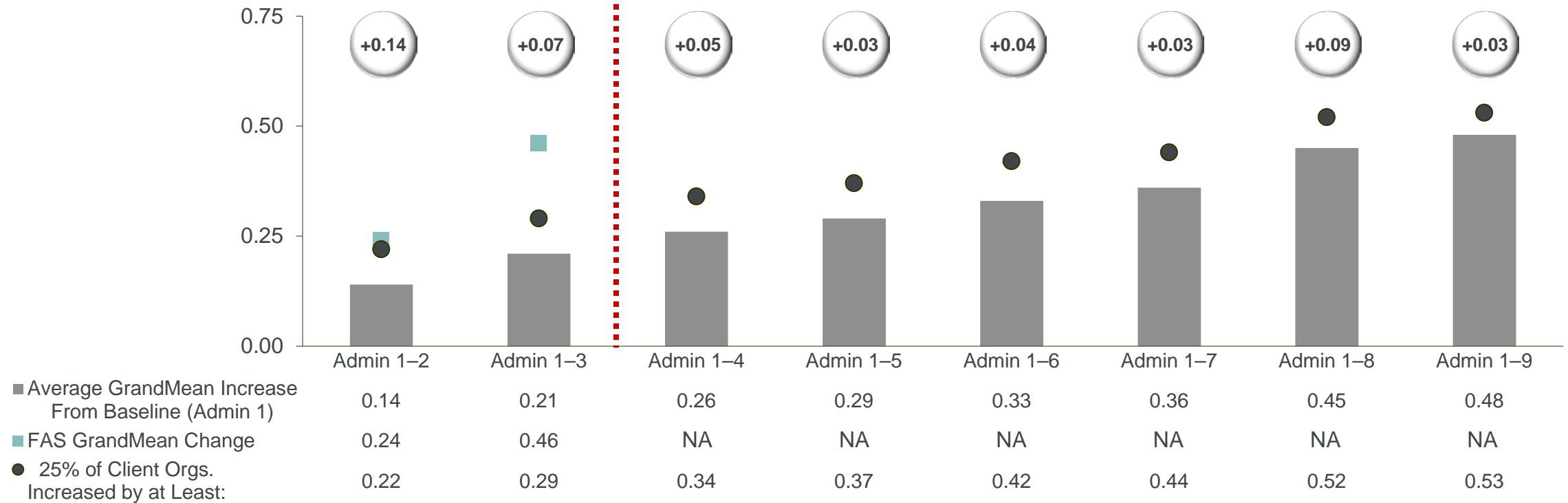


**This movement over the two administrations is ahead of other healthcare clients (average GrandMean increase over 2 years = .21).**

Note: UCSF FAS

# FAS has outperformed benchmarks in accumulative improvement; GM increases are harder to come by in Years 4 and beyond

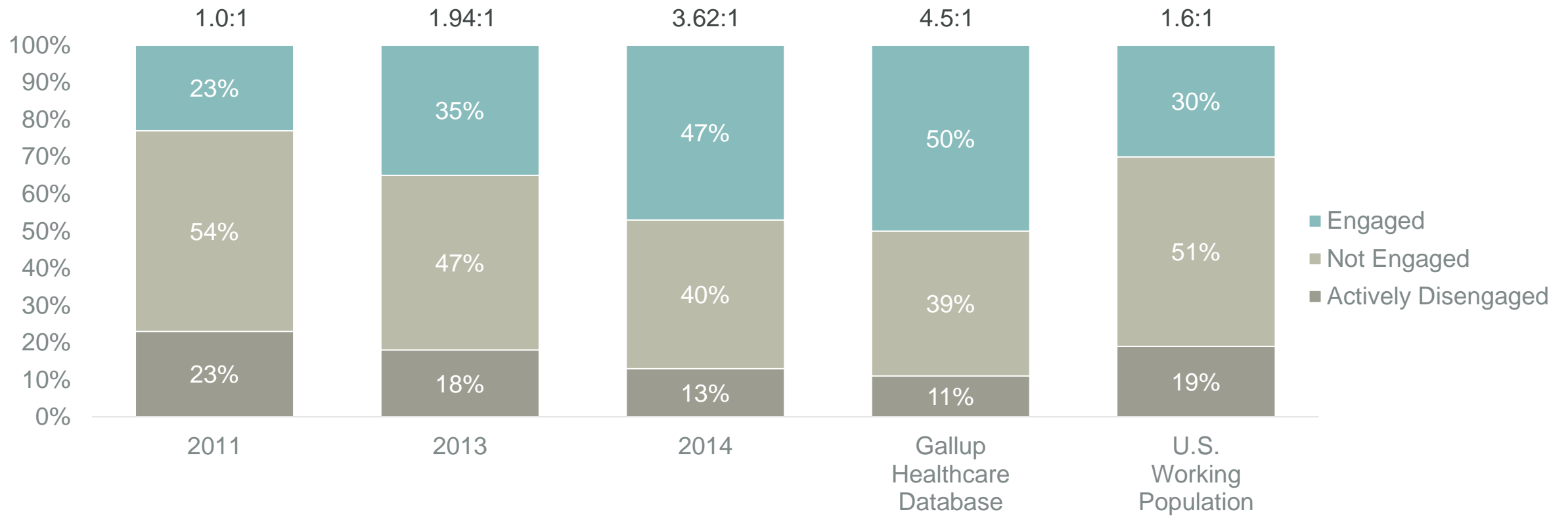
Administration 1–2 to Administration 1–9  
Difference Between Average GrandMeans



Note: Admin 1–2 includes 113 client orgs., Admin 1–3 includes 85 client orgs., Admin 1–4 includes 58 client orgs., Admin 1–5 includes 36 client orgs., Admin 1–6 includes 24 client orgs., Admin 1–7 includes 15 client orgs., Admin 1–8 includes 9 client orgs., and Admin 1–9 includes 8 client orgs.; change scores based on each administration compared with Admin 1 (baseline)

# 47% of FAS employees are now engaged, while a decreasing percentage are actively disengaged

Engagement Index Over Time



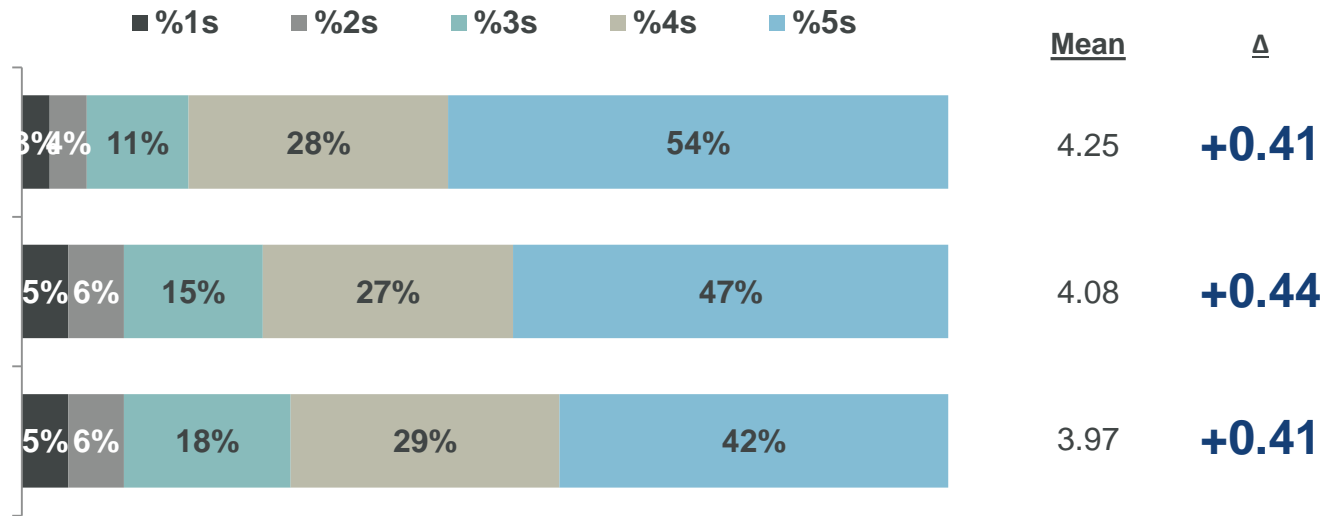
# The increase in GrandMean was enabled by a significant increase in the organization's accountability scores

## Accountability Items:

I received feedback on the previous Staff Engagement Survey conducted at UCSF in 2013.

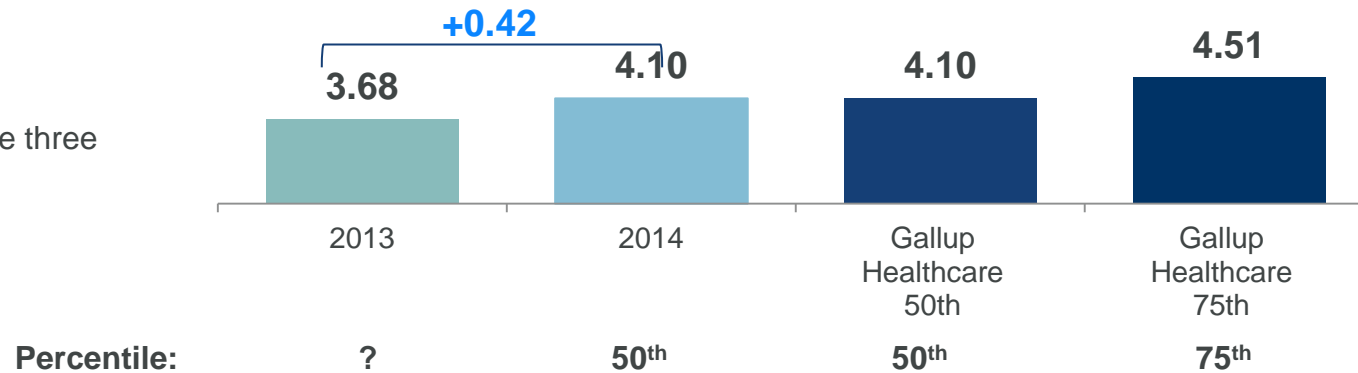
My team participated in an effective action planning session following the previous Staff Engagement Survey conducted in 2013.

My team has made progress on the goals set during our action planning sessions after the last Staff Engagement Survey conducted in 2013.



## UCSF FAS Accountability Index:






















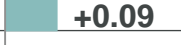











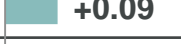





Composite of the mean scores for the three accountability items listed above.



Note: Percentiles are based on Gallup's Additional Items Healthcare Database for respective year. Numerical values shown when percentages are 4% or higher.

• Accountability Index Score not shown if any one of the three accountability items is n<4. Item data % 1 – % 4 not shown when n<10, % 5 and means when n<5. Workgroup data not shown to protect confidentiality. Because of rounding, percentages may add to 100% ±1%.

# The biggest gains in 2014 were in “Interpersonal/Inclusion” and “Growth” items for both Campus and FAS

		Difference	CAMPUS 2014	Difference	FAS 2014	Difference
		Q <sup>12</sup> GrandMean	3.86	 +0.12	3.95	 +0.22
		Overall Satisfaction	3.82	 +0.14	3.92	 +0.23
GROWTH	Opportunities to learn and grow		3.82	 +0.14 	3.97	 +0.27 
	Progress in last six months		3.61	 +0.15 	3.86	 +0.26 
TEAMWORK	Best friend		3.39	 +0.23 	3.70	 +0.34 
	Coworkers committed to quality		4.09	 +0.08	4.02	 +0.16
	Mission/Purpose of company		4.11	 +0.12	4.11	 +0.22 
	My opinions count		3.75	 +0.09	3.74	 +0.17
INDIVIDUAL CONTRIBUTION	Encourages development		3.75	 +0.14 	3.87	 +0.27 
	Supervisor/Someone at work cares		4.10	 +0.09	4.08	 +0.14
	Recognition last seven days		3.53	 +0.18 	3.68	 +0.27 
	Do what I do best every day		3.89	 +0.09	4.00	 +0.16
BASIC NEEDS	Materials and equipment		4.01	 +0.05	4.08	 +0.17
	I know what is expected of me at work		4.26	 +0.05	4.27	 +0.13

# Future gains will be harder to come by and require deeper thinking on how to address most important factors driving engagement

## **Discussion:**

- What did your department / team do well last year that you want to continue – what effort did this require?
- How might you change your approach this next year to address issues you encountered or challenges you anticipate?
- Where can the Leadership Team have the biggest impact to drive engagement?

# Summary of Key Findings

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- The pace of FAS improvement outperformed that of other 3rd administration clients
- The number of Engaged went up and Actively Disengaged went down
- Progress enabled by significant increase in accountability efforts
- Biggest gains in interpersonal / inclusion and development / growth items
- Future gains will be harder to come by and require deeper thinking on how to address most important factors driving engagement



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## THE ROAD AHEAD

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## Next Steps Being Communicated to All UCSF Managers / Supervisors

1. Attend training session(s) – classroom available until 8/7 or webinar afterward
2. Share survey results with your team by August 29<sup>th</sup>
3. Conduct action/impact planning with all team members that will enhance meeting your unit's purpose and goals
4. Enter impact/action plans in Gallup online by October 31, 2014
5. Follow-up on your plan – by monitoring progress, updating the plan, and keeping your next level manager informed of continuous process and needed support
6. Re-survey in April/May 2015 (FY15 Campus Star Goal is to improve Employee Engagement Accountability Index)

# Trainings Offered By Learning & Organizational Development – In Process

- 1. Introduction to Engagement Survey (2 hours)** – What is engagement and AI index, how to read a report, how to lead action planning process (Communicate, Select, Plan, Follow-up)
  - New approach to “Select”
    - Ask for a statement of department’s purpose and goals – does not have to be a formal statement
    - Discuss the most important factors leading to engagement (what helps us stay engaged, what gets in the way)
    - Identify a key existing strength that maintains engagement in work group
    - Identify one or two issues or challenges to engagement
    - From that discuss, “**back into**” the relevant **Q12 items**
- 2. Advanced Engagement (1 hour)** – 1) Integrate engagement into everyday work life and 2) Encourage and support peer-to-peer engagement practices

# Next Steps To Mobilize Engagement in FAS

## Becky and Judy Next Steps:

1. Send department spreadsheet with results for each manager to DH and Ambassador so you can clarify action planning teams and plan owners - **7/28**
2. Email to all FAS managers / supervisors to communicate Leadership Team expectations and training availability and reinforce 60% of FY15 Star Goal is AI improvement – **7/29**

## Department Head and Ambassador Next Steps (Performance Goal Milestones):

1. Communicate your custom expectations to managers and staff
  - Clarify which managers “own” team action plans such that all staff are included on a team – no one left behind
  - Encourage leaders to go to the trainings (the more people involved, the better)
  - Recognize teams that improved
  - Ask lower performers how you can help
2. Verify designated team “owners’ communicated results by **8/29** and created meaningful action plans by **10/31**
3. Check-in with managers throughout year to see that progress is being made; communicate successes

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## APPENDIX A: New Engagement Concepts in Trainings

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Future gains will be harder to come by and require deeper thinking on how to address most important factors driving engagement

**Three New Concepts Being Introduced to Drive Further Improvement:**

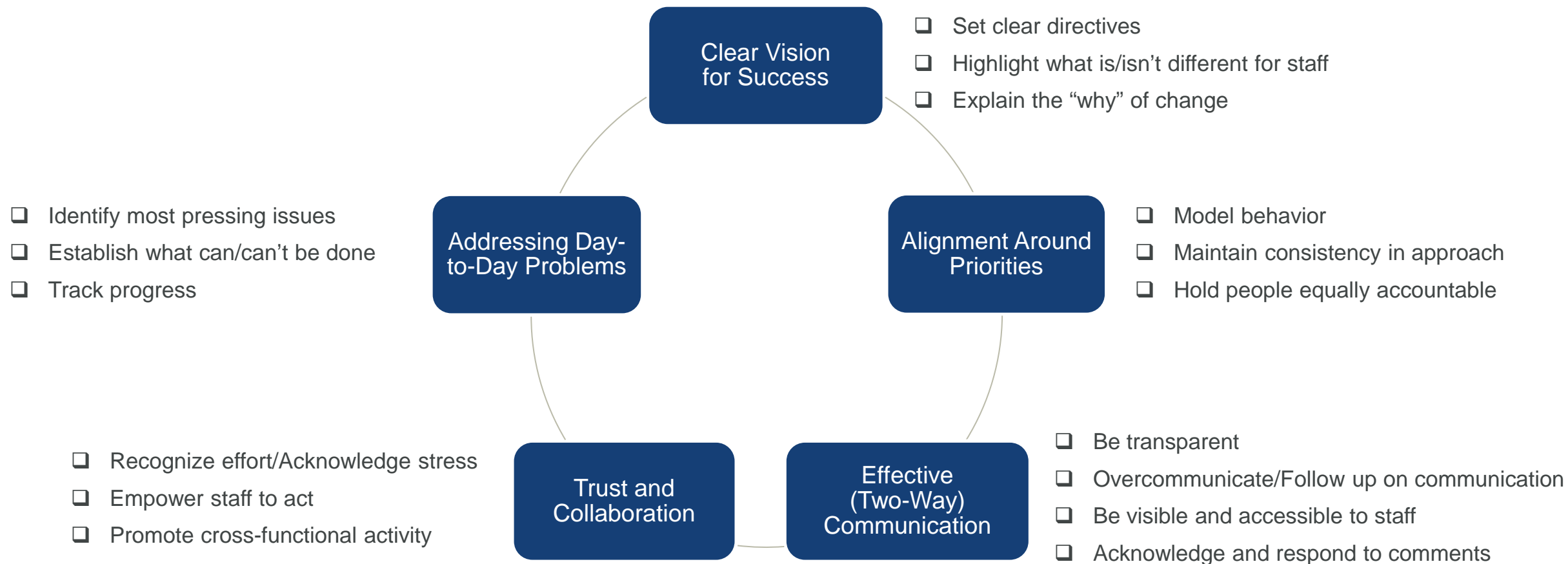
- Impact / Action Planning – new approach to selecting engagement item for action planning
- Integrate engagement into day-to-day work
- Support peer-to-peer engagement

# Impact / Action Planning

## New approach to “Select”

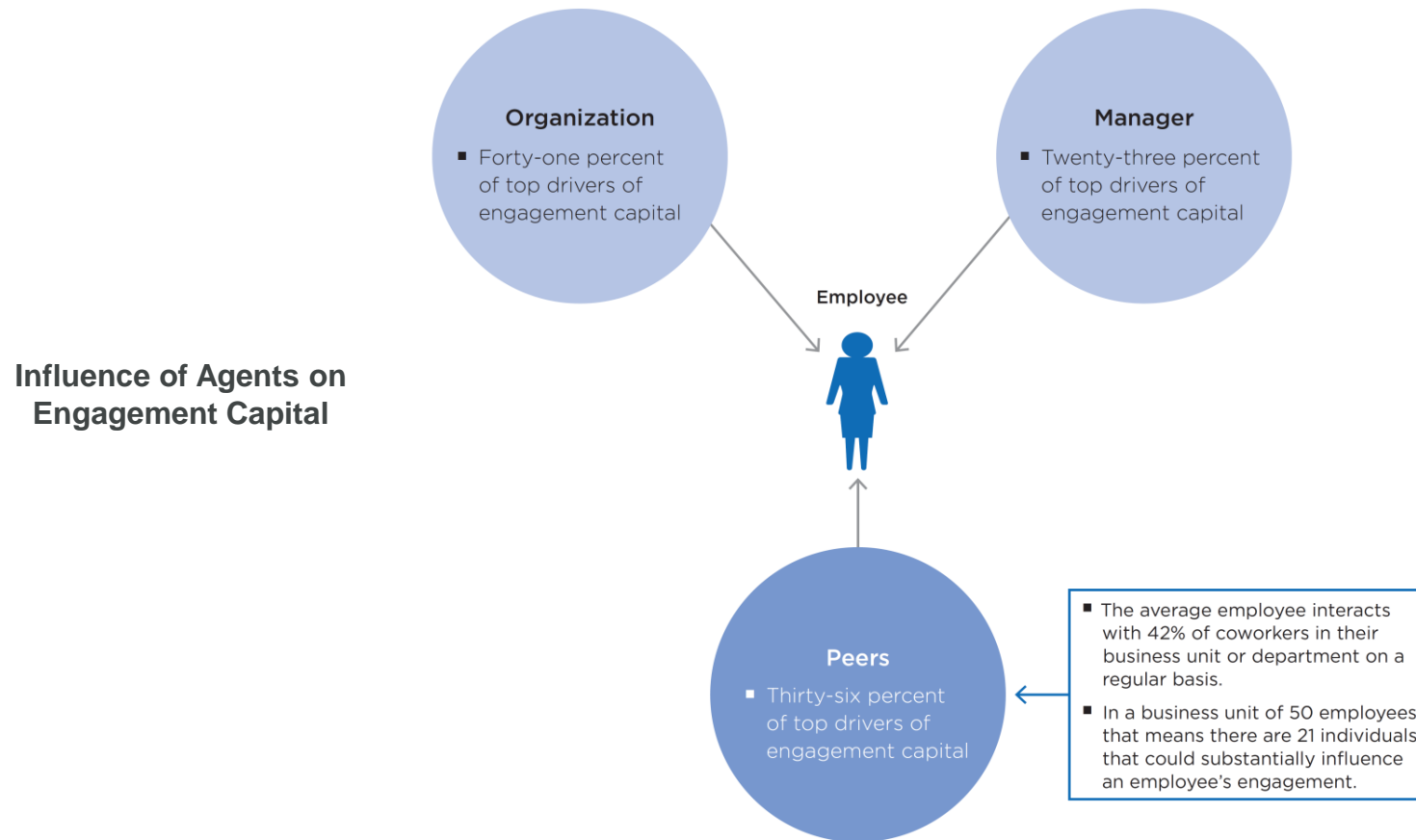
- Ask for a statement of department’s purpose and key goals
- Discuss the most important factors leading to engagement (what helps us stay engaged, what gets in the way)
- Identify a key existing strength that maintains engagement in work group
- Identify one or two issues or challenges to engagement
- From that discuss, “**back into**” the relevant Q12 items

# Integrate engagement into day-to-day work





# Peers are also critical for building engagement capital – Support Peer-to-peer engagement



**The most important peer drivers enable work rather than build camaraderie.**

## ***Most Important Drivers***

- Translating goals into day-to-day work
- Providing informal feedback
- Providing career path information

## ***Least Important Drivers***

- Participating in social events
- Building a culture of camaraderie
- Attending a company celebration

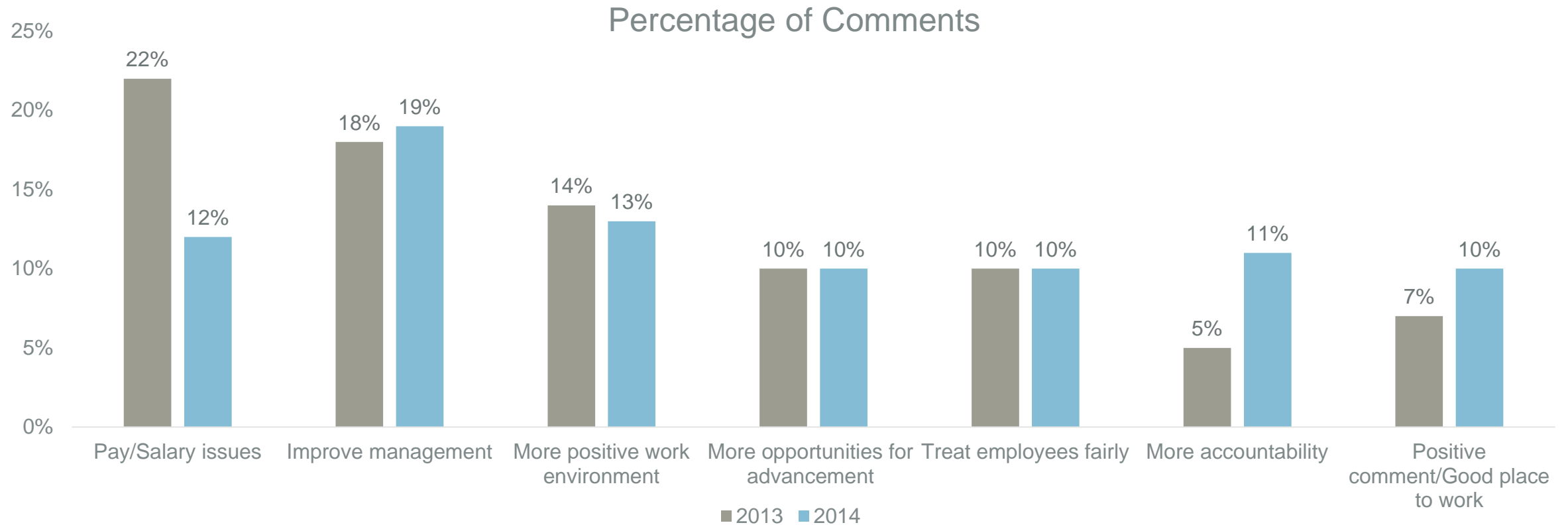
Source: 2010 CLC HR Engagement Research Study; CLC HR, *The Power of Peers: Building Engagement Capital Through Peer Interaction*, 2011.

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## APPENDIX B: Verbatim comments

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# FAS key findings from verbatim comments – “What can UCSF do to make this an even better place to work?”

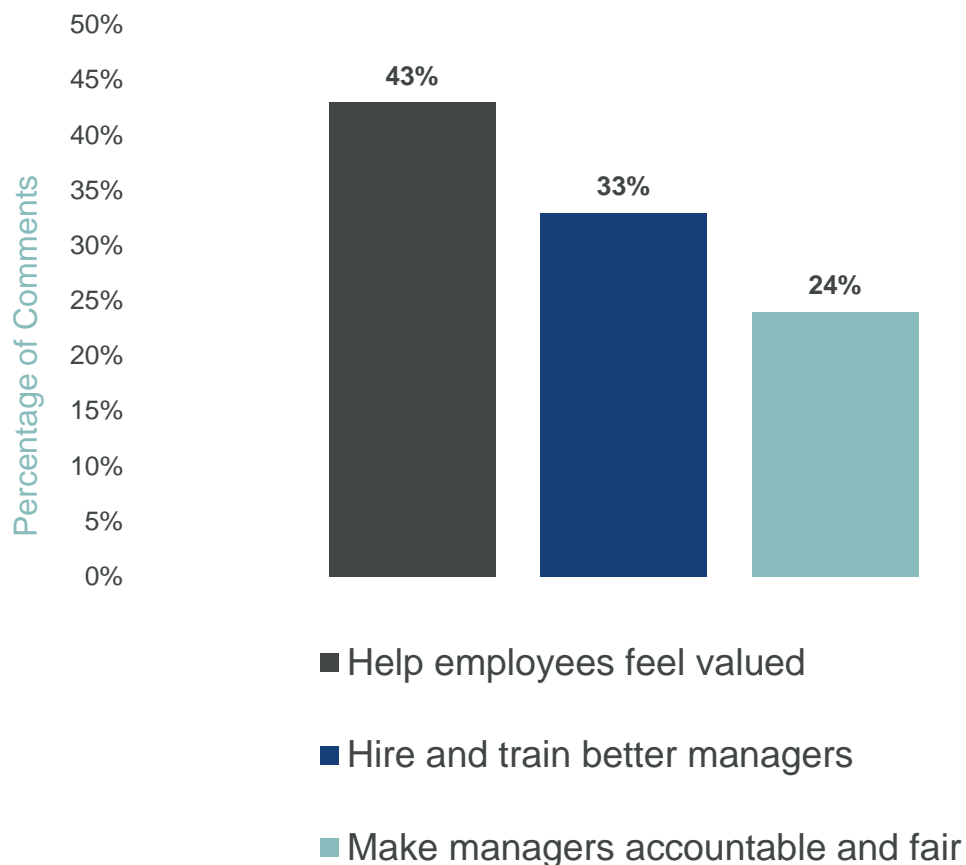


Note: FAS Verbatim Analysis.

Percentages based on the number of employees who provided a response to the question; only themes with 10% or more are shown.

# Deeper Dive Into the Theme of Improving Management

## Improve Management Themes



**Help employees feel valued.** UCSF needs to help employees feel cared about, appreciated, and respected.

**Hire and train qualified managers.** Hire qualified and experienced managers who can lead and staff; augment with professional management training

**Make managers accountable and fair.** Hold managers accountable for management and for treating staff equally and fairly.

Note: UCSF Campus Verbatim Analysis

# Campus verbatim comments suggest the need for a tiered approach to action planning

GrandMean scores associated with different verbatim categories

Theme ( <i>theme presented if 2% or greater total mentions</i> )	GM Based on 1 <sup>st</sup> response	
Positive comment/Happy/Good place to work	4.38	Incremental Improvement
Provide better benefits/reimbursements/perks	4.10	
Better teamwork/cohesiveness	4.05	
Improve facilities/More & cheaper parking/Patient rooms/Cleanliness	4.04	
Improve technology/resources	3.98	
Pay/Salary issues	3.89	Getting the job done
More education/training/learning opportunities/mentoring	3.77	
Improve Human Resource department/Operational Excellence (OE) issues	3.77	
Insufficient nurse-patient ratio/Overworked/Understaffed	3.74	
Improved communication/clarity/transparency/trust	3.74	
Better rewards/recognition	3.69	"Management 101"
More accountability	3.68	
More opportunities for advancement	3.64	
Too much bureaucracy/micro-management/Empower employees	3.61	
Focus on employees/Improve morale/More positive work environment/Support employees	3.58	
Improve management	3.33	
Treat employees fairly	3.28	
Hire better employees/Improve hiring processes	3.19	