



University of California  
San Francisco

GALLUP®

# Findings from 2019 Employee Engagement Survey

## UCSF Financial & Administrative Services

June 2019

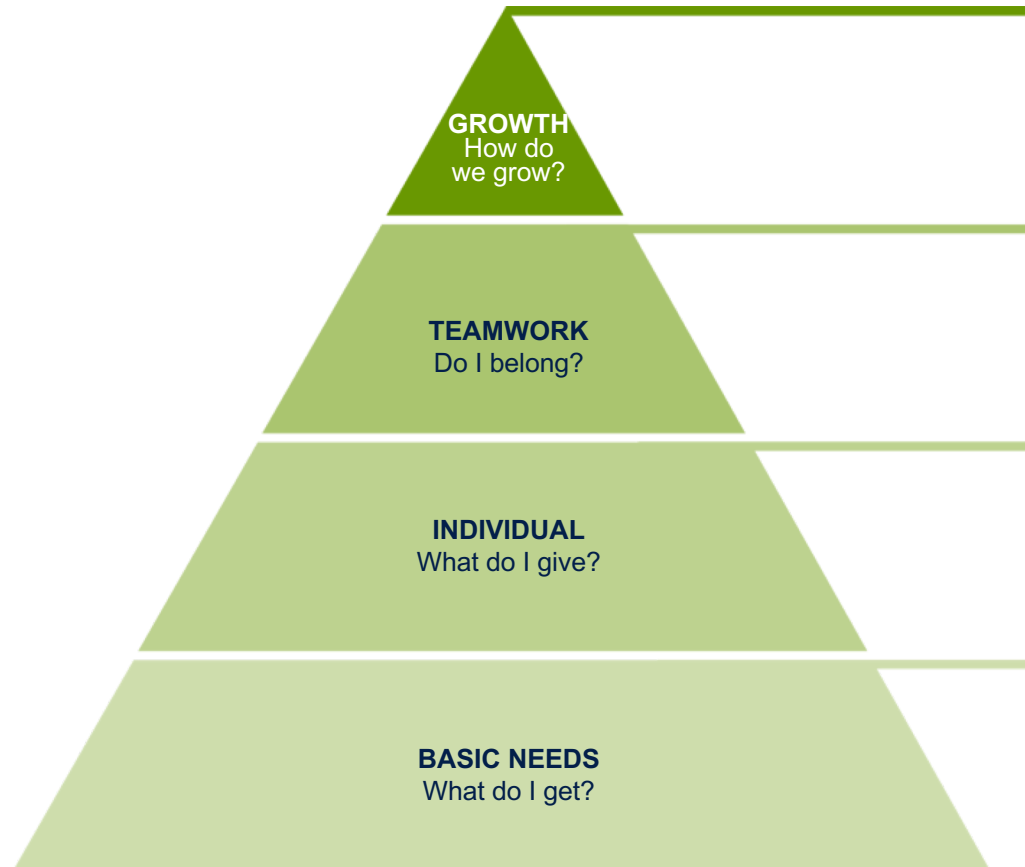


## 2019 FAS Key Findings

- **Financial & Administrative Services (FAS) shows steady improvement on employee engagement over the years.**
- **Areas of strength in FAS are friendship, a strong connection to our mission and a focus on employee feedback and recognition.**
- **Recognition – had the highest overall improvement – showing that the contributions employees make are valued and rewarded.**
- **Similar to the rest of UCSF, there are two distinct “layers” of engagement within FAS. An encouraging development is that FAS shows significant increases in populations that have been historically less likely to be engaged. This was an area of focus in many of our work teams where data showed progress with staff feeling more cared for and that their opinions count.**
- **Opportunities for improvement remain in fostering dialogue that encourages engagement and belonging. Additionally, we need to do better to help our people develop and advance.**
- **Looking forward, we recognize a need to be deliberate in sustaining communications and engagement in groups during leadership transitions and organizational changes.**

# The Employee Engagement metric (Q<sup>12</sup>®) is built around 12 core items

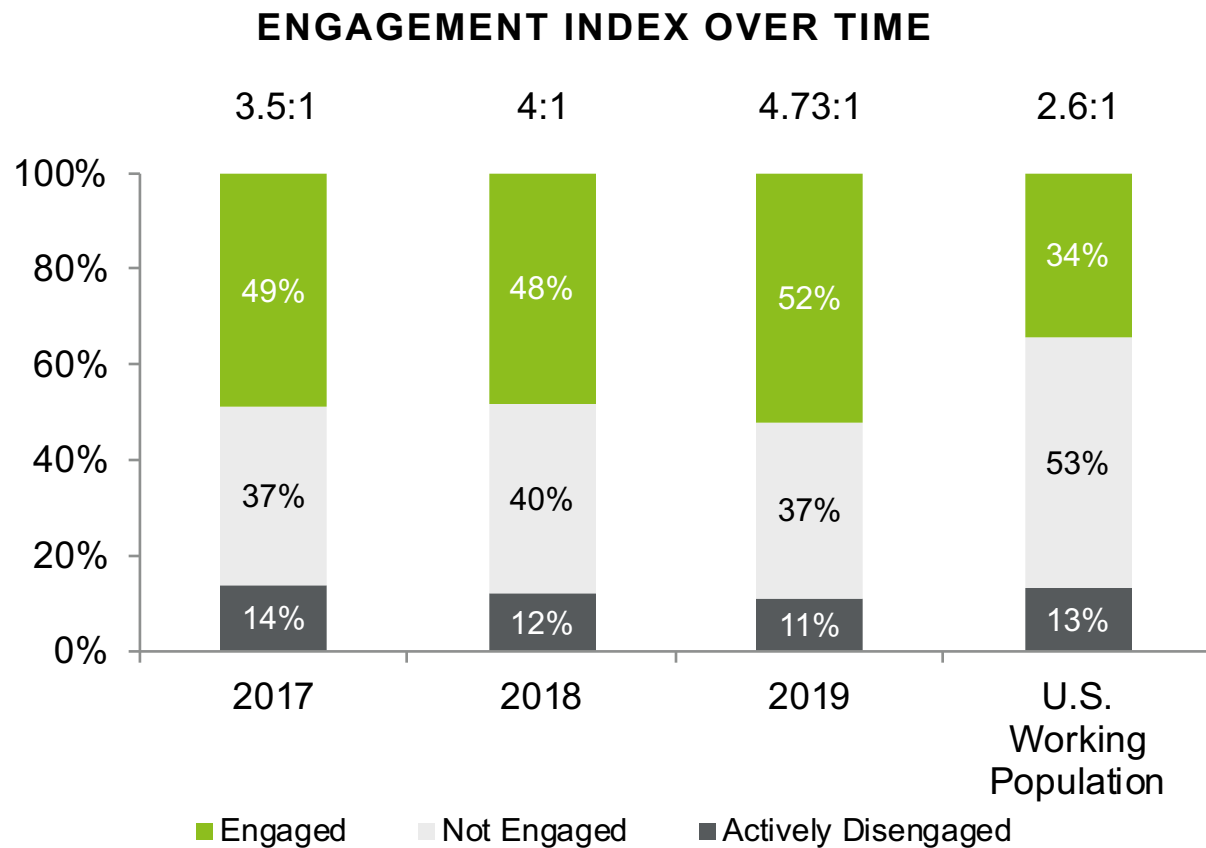
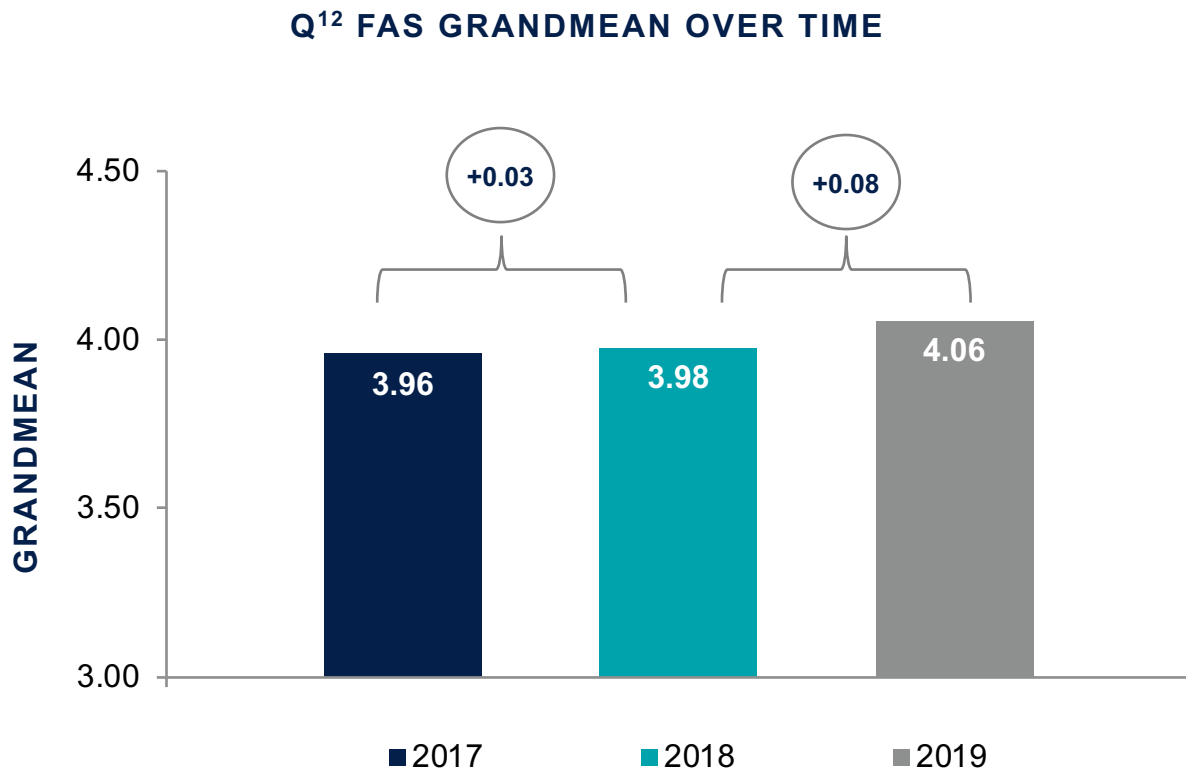
The items were chosen specifically based on their link back to business and clinical outcomes.



- Q12.** This last year, I have had opportunities at work to learn and grow.
- Q11.** In the last six months, someone at work has talked to me about my progress.
- Q10.** I have a best friend at work.
- Q09.** My associates or fellow employees are committed to doing quality work.
- Q08.** The mission or purpose of my company makes me feel my job is important.
- Q07.** At work, my opinions seem to count.
- Q06.** There is someone at work who encourages my development.
- Q05.** My supervisor, or someone at work, seems to care about me as a person.
- Q04.** In the last seven days, I have received recognition or praise for doing good work.
- Q03.** At work, I have the opportunity to do what I do best every day.
- Q02.** I have the materials and equipment I need to do my work right.
- Q01.** I know what is expected of me at work.

# FAS Overall GrandMean

Employee Engagement has shown very good progress over the years, with significant gains in 2019

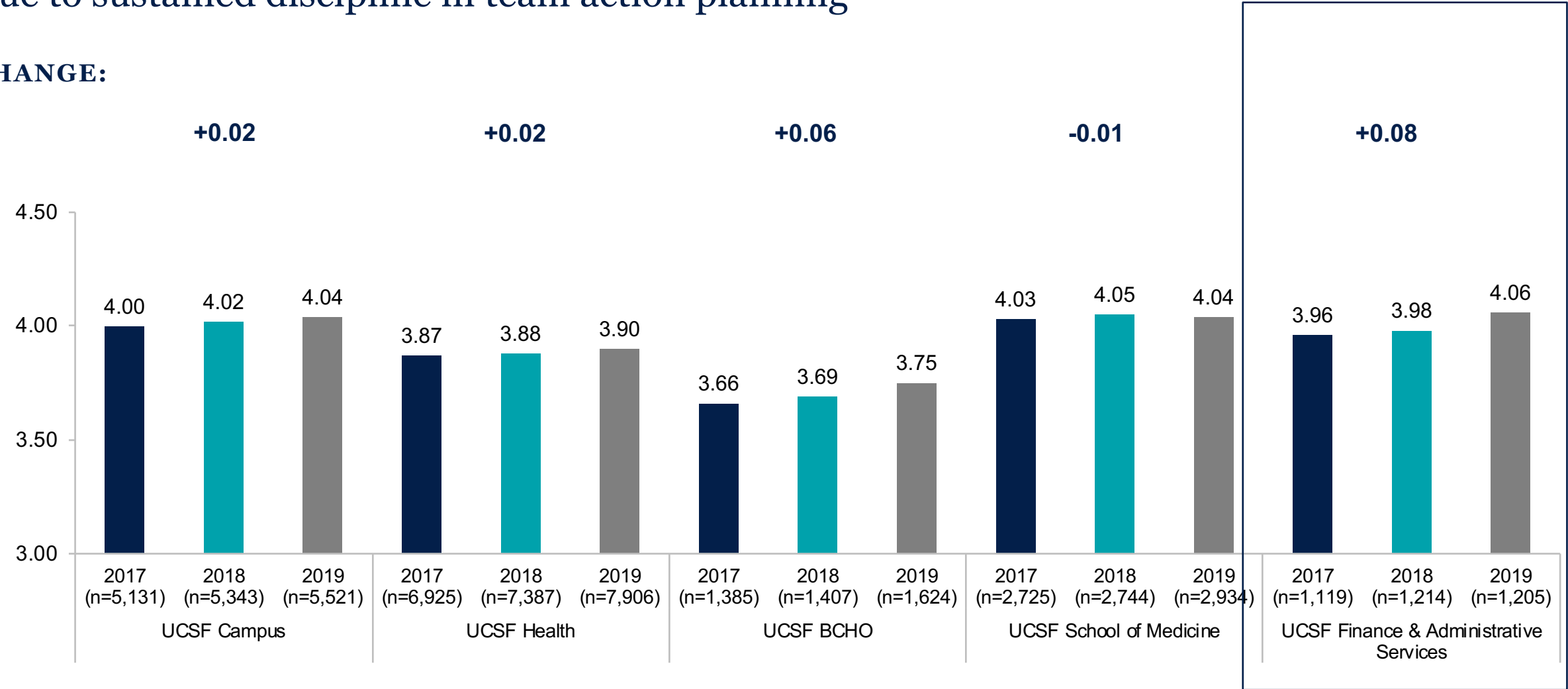


Note: UCSF Financial & Administrative Services. Paul Jenny's Rollup Report represents 2018 data. Best practices organizations tend to have a ratio of 5.0:1 or above.

# Grand Mean Score by Entity

Overall most UCSF entities had largely unchanged engagement levels; FAS had a strong year due to sustained discipline in team action planning

CHANGE:



Note: UCSF Financial & Administrative Services. Paul Jenny's Rollup Report represents 2018 data.

# FAS Engagement Conditions

## Recognition, Care and Opinions Count show good improvements

DISTRIBUTION OF Q<sup>12</sup> RESULTS — UCSF FINANCIALIAL & ADMINISTRATIVE SERVICES

		■ 1	■ 2	■ 3	■ 4	■ 5	2018 MEAN	CHANGE	2019 MEAN
Q12	Learn & Grow	5%	7%	14%	27%	47%	3.97	+0.07	4.04
Q11	Progress	5%	6%	13%	26%	50%	4.05	+0.04	4.09
Q10	Best Friend	8%	6%	18%	25%	42%	3.86	+0.02	3.88
Q09	Quality	5%		15%	32%	45%	4.07	+0.05	4.12
Q08	Mission		5%	12%	26%	53%	4.12	+0.09	4.21
Q07	Opinions	7%	8%	17%	31%	38%	3.74	+0.11	3.85
Q06	Development	6%	7%	16%	28%	43%	3.87	+0.07	3.94
Q05	Cares		5%	11%	25%	54%	4.08	+0.11	4.19
Q04	Recognition	12%	7%	15%	23%	43%	3.65	+0.13	3.78
Q03	Do Best		6%	14%	34%	44%	4.01	+0.09	4.10
Q02	Materials		6%	16%	32%	44%	4.05	+0.06	4.11
Q01	Expectations			9%	30%	56%	4.32	+0.06	4.38

Biggest increase

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

# Areas of strength in FAS are friendship, a strong connection to our mission and a focus on employee feedback and recognition

		2018 MEAN	2018 %ILE <sup>2</sup>	2018 %ILE <sup>3</sup>	2019 MEAN	2019 %ILE <sup>2</sup>	2019 %ILE <sup>3</sup>
GRANDMEAN SCORE		3.98	61 <sup>st</sup>	46 <sup>th</sup>	4.06	69 <sup>th</sup>	50 <sup>th</sup>
		Mean	Percentile	Percentile	Mean	Percentile	Percentile
Growth	Q12: Opportunities to learn and grow	3.97	48 <sup>th</sup>	39 <sup>th</sup>	4.04	59 <sup>th</sup>	43 <sup>rd</sup>
	Q11: Progress in last six months	4.05	71 <sup>st</sup>	51 <sup>st</sup>	4.09	76 <sup>th</sup>	50 <sup>th</sup>
Teamwork	Q10: Best friend	3.86	68 <sup>th</sup>	55 <sup>th</sup>	3.88	71 <sup>st</sup>	55 <sup>th</sup>
	Q09: Coworkers committed to quality	4.07	48 <sup>th</sup>	43 <sup>rd</sup>	4.12	58 <sup>th</sup>	44 <sup>th</sup>
	Q08: Mission/purpose of company	4.12	65 <sup>th</sup>	47 <sup>th</sup>	4.21	74 <sup>th</sup>	52 <sup>nd</sup>
	Q07: My opinions count	3.74	55 <sup>th</sup>	41 <sup>st</sup>	3.85	68 <sup>th</sup>	46 <sup>th</sup>
Individual	Q06: Encourages development	3.87	53 <sup>rd</sup>	43 <sup>rd</sup>	3.94	63 <sup>rd</sup>	43 <sup>rd</sup>
	Q05: Supervisor/someone at work cares	4.08	48 <sup>th</sup>	38 <sup>th</sup>	4.19	66 <sup>th</sup>	43 <sup>rd</sup>
	Q04: Recognition last seven days	3.65	64 <sup>th</sup>	46 <sup>th</sup>	3.78	76 <sup>th</sup>	51 <sup>st</sup>
	Q03: Do what I do best every day	4.01	47 <sup>th</sup>	43 <sup>rd</sup>	4.10	58 <sup>th</sup>	46 <sup>th</sup>
Basic Needs	Q02: Materials and equipment	4.05	56 <sup>th</sup>	45 <sup>th</sup>	4.11	64 <sup>th</sup>	45 <sup>th</sup>
	Q01: I know what is expected of me at work	4.32	37 <sup>th</sup>	37 <sup>th</sup>	4.38	49 <sup>th</sup>	40 <sup>th</sup>

Engagement at FAS is higher on **best friend, mission and a focus on employee feedback and recognition**

Note: UCSF Financial & Administrative Services. Paul Jenny's Rollup Report represents 2018 data. Percentiles based on Gallup's Q<sup>12</sup> <sup>2</sup>Overall Company – Level, and <sup>3</sup>Overall Workgroup-Level Databases per respective year.

# Additional Database Comparisons

## FAS compared to Healthcare and Gallup Overall Databases

		FAS 2019 MEAN	Healthcare ILE <sup>1</sup>	Overall (Company-Level) %ILE <sup>2</sup>	Overall (Workgroup- Level) %ILE <sup>3</sup>
GRANDMEAN SCORE		4.06	58 <sup>th</sup>	69 <sup>th</sup>	50 <sup>th</sup>
		Mean	Percentile	Percentile	Percentile
Growth	Q12: Opportunities to learn and grow	4.04	52 <sup>nd</sup>	59 <sup>th</sup>	43 <sup>rd</sup>
	Q11: Progress in last six months	4.09	69 <sup>th</sup>	76 <sup>th</sup>	50 <sup>th</sup>
Teamwork	Q10: Best friend	3.88	66 <sup>th</sup>	71 <sup>st</sup>	55 <sup>th</sup>
	Q09: Coworkers committed to quality	4.12	42 <sup>nd</sup>	58 <sup>th</sup>	44 <sup>th</sup>
	Q08: Mission/purpose of company	4.21	69 <sup>th</sup>	74 <sup>th</sup>	52 <sup>nd</sup>
	Q07: My opinions count	3.85	79 <sup>th</sup>	68 <sup>th</sup>	46 <sup>th</sup>
Individual	Q06: Encourages development	3.94	53 <sup>rd</sup>	63 <sup>rd</sup>	43 <sup>rd</sup>
	Q05: Supervisor/someone at work cares	4.19	57 <sup>th</sup>	66 <sup>th</sup>	43 <sup>rd</sup>
	Q04: Recognition last seven days	3.78	74 <sup>th</sup>	76 <sup>th</sup>	51 <sup>st</sup>
	Q03: Do what I do best every day	4.10	35 <sup>th</sup>	58 <sup>th</sup>	46 <sup>th</sup>
Basic Needs	Q02: Materials and equipment	4.11	51 <sup>st</sup>	64 <sup>th</sup>	45 <sup>th</sup>
	Q01: I know what is expected of me at work	4.38	20 <sup>th</sup>	49 <sup>th</sup>	40 <sup>th</sup>

Note: UCSF Financial & Administrative Services Percentiles based on Gallup's 2019 Q12 <sup>1</sup>Healthcare Company Level, <sup>2</sup>Overall Company – Level, and <sup>3</sup>Overall Workgroup-Level Databases



# Understanding “belonging” at UCSF

The Belonging Index includes 4 key questions from the Q12 as well as 6 new questions that helps define belonging across there additional parameters



## Engagement

Recognition  
Care  
Opinions  
Learn and Grow



## Roadmap

A clear **roadmap** that helps employees navigate UCSF’s complex structure

Find information and resources that I need to be effective  
Have a clearly defined path for development and growth



## Manager Advocate

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

Manager is a strong advocate for our unit and department  
Manager consistently helps me progress in my role



## Unconscious Bias

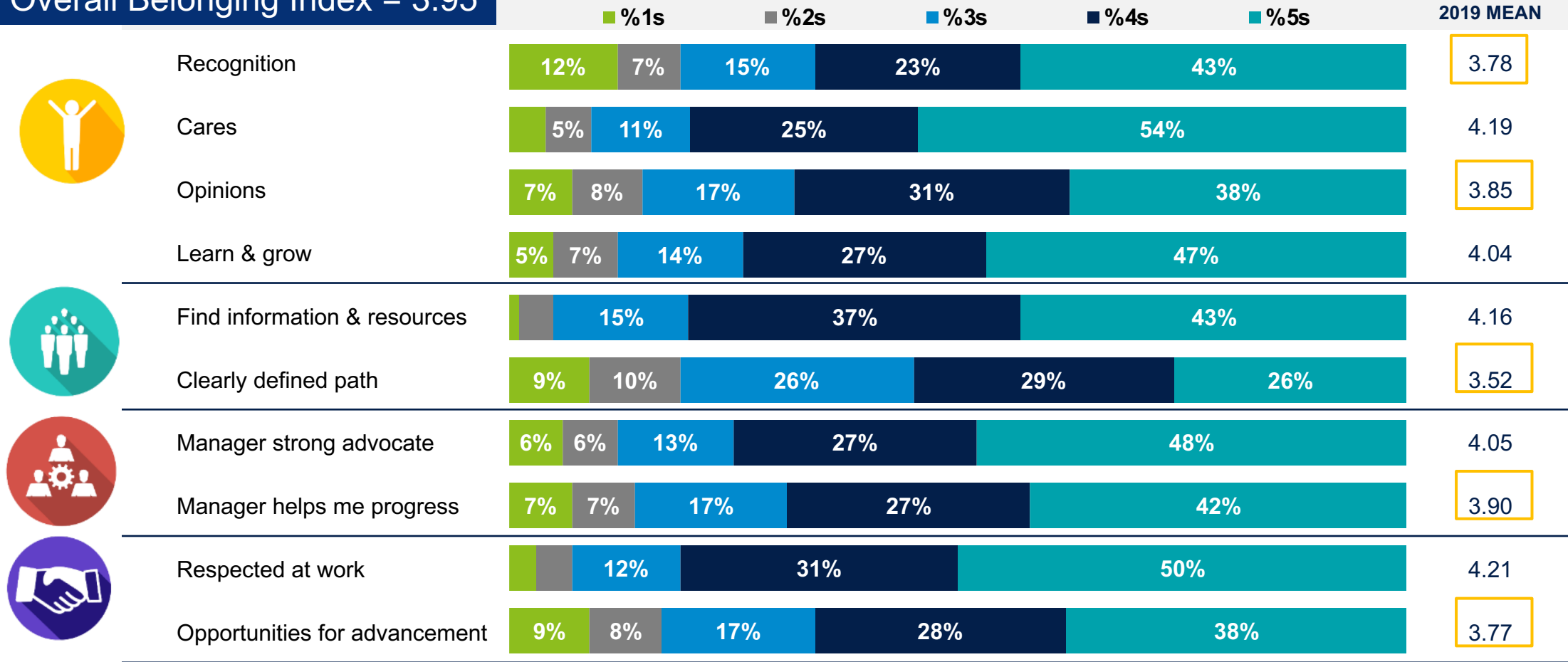
Breaking **unconscious bias** and driving respect for **diverse** backgrounds and viewpoints

I am respected for who I am as a person  
I have the same opportunity for advancement as others with similar experience and qualifications

# FAS Belonging Index

Investing in employee growth and development could help employees feel a stronger sense of belongingness at Financial & Administrative Services

Overall Belonging Index = 3.95



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

# The belonging questions are highly correlated Q12 questions related to inclusiveness – specifically Development, Opinions and Learn & Grow



## Roadmap

I know where to find the information and resources I need to help me do my job effectively.

There is a clearly defined path to growth and development in my role.



## Manager Advocate

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

At work, 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

- ✓ **Q06.** There is someone at work who encourages my **development.**
- ✓ **Q07.** At work, my **opinions** seem to count.
- ✓ **Q12.** This last year, I have had opportunities at work to **learn and grow.**

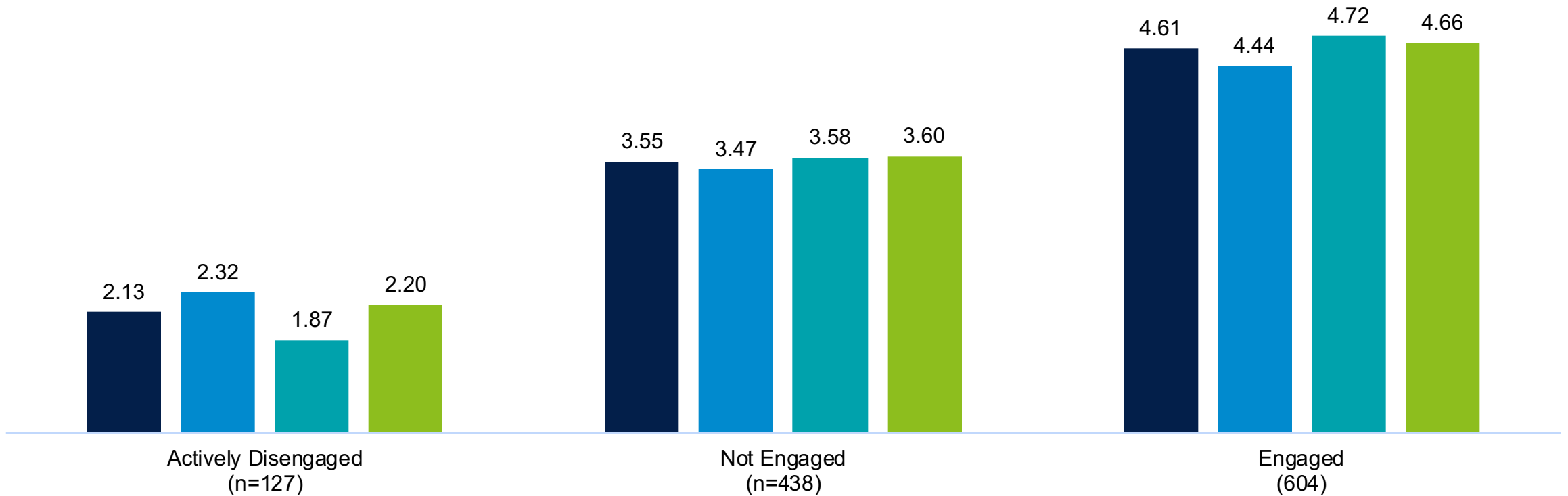
Note: Analysis for UCSF Overall

# Belonging and Engagement

A Focus on Belonging can considerably enhance Employee Engagement

FAS Average Mean Score for overall belonging and each domain

■ Belonging Index ■ Roadmap ■ Manager Advocate ■ Unconscious Bias



Note: UCSF Financial & Administrative Services

---

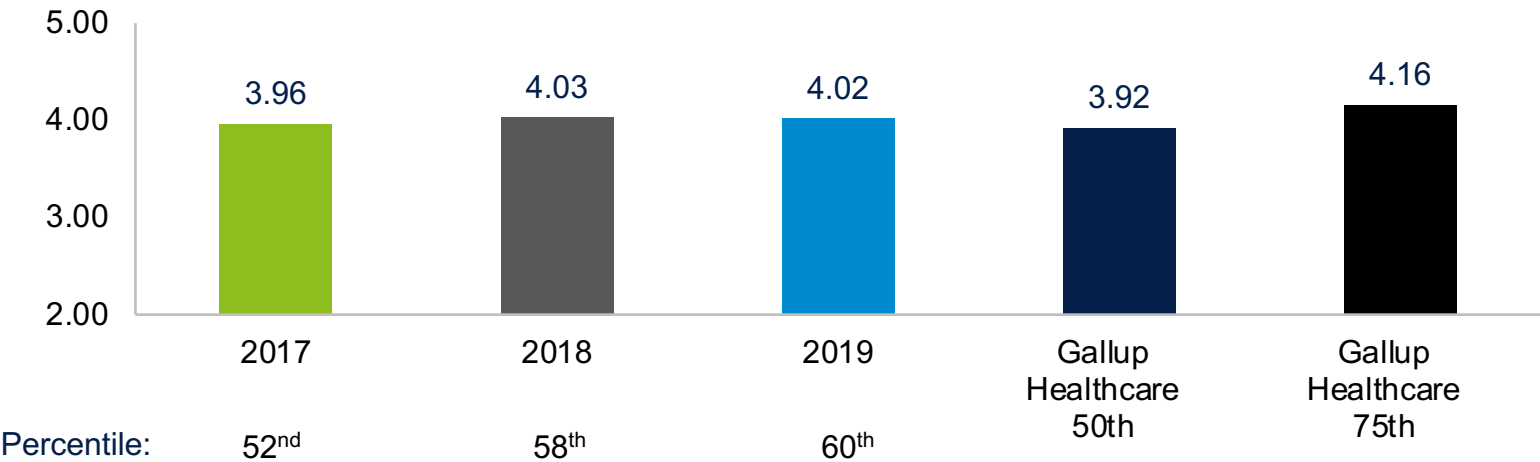
# Driving Action on Engagement

# Accountability Index

Steady performance on the Accountability Index has helped FAS to sustain and grow high engagement levels

**Financial & Administrative Services (FAS) Accountability Index:**

Composite of the mean scores for the three Accountability Index items listed below



## ACCOUNTABILITY ITEMS:

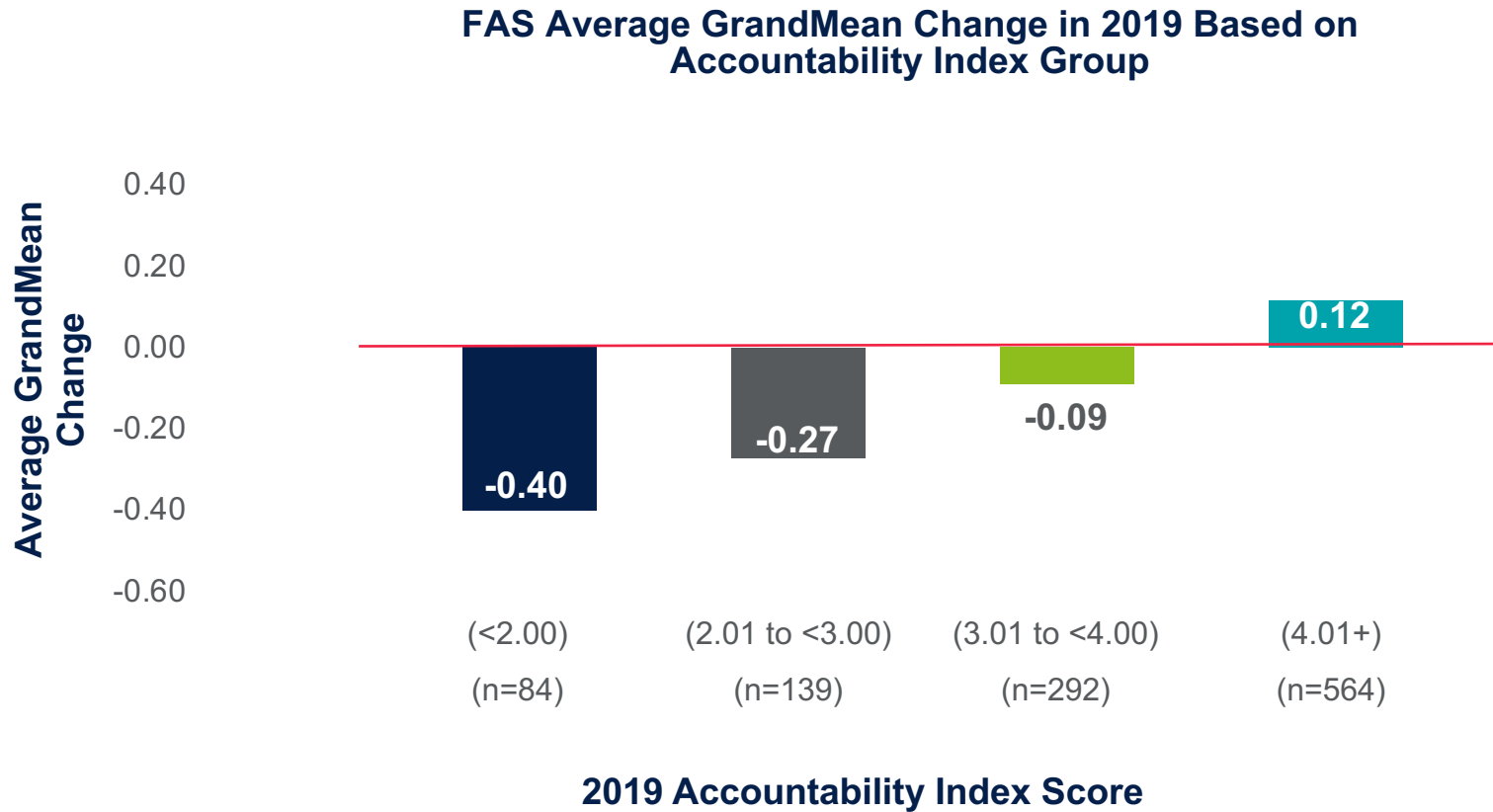
- I received feedback on the previous Employee Engagement Survey conducted at my workplace.
- My team participated in an effective action planning session following last year’s Employee Engagement Survey.
- My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.

MEAN	PERCENTILE	Δ
4.25	67 <sup>th</sup>	-0.02
3.95	56 <sup>th</sup>	-0.01
3.85	54 <sup>th</sup>	-0.04

Note: UCSF Finance & Administrative Services. Percentiles are based on Gallup’s Additional Items Company Level (1000+) Database for respective year.

# Where there is dialogue around engagement at the local level, there tends to be much greater improvement

- Accountability Index Mean (2018): 4.03 (58<sup>th</sup> percentile)
- Accountability Index Mean (2019): 4.02 (60<sup>th</sup> percentile)



Those with high ratings on accountability showed an average GrandMean **increase of +0.12** in the 2019 survey; those rating accountability low showed an average GrandMean **decrease of -0.40**.

Note: UCSF Financial & Administrative Services; 1,079 n with 2019 Accountability Index score and 2018 & 2019 GrandMean score. Percentiles are based on Gallup's Additional Items Company Level (1000+) Database for respective year.

# Key Recommendations

- Continue to drive focus and **accountability on engagement action planning**.
- **Focus on development** - ensure that all employees have a clear individual development plan (and a clear path to growth in their departments).
- **Amplify employee voice** -- encourage people to speak up in meetings, openly share their opinions
  - **Create safe spaces** - where employees can be heard. But also ensure follow-up and accountability.
  - Leader rounding and Managers **focus on continuous conversations**.
- Understand how FAS can foster a **greater sense of belonging** for certain groups. Focus on three key areas of focus:
  - **Communication** - create greater clarity around role, development and growth expectations.
  - **Coaching** – focus managers on ongoing coaching conversations that help employees grow and develop.
  - **Role modeling** – leaders focus on key behaviors that demonstrate belonging.



## Next Step

- Complete Sharing of Results with teams
- Attend Organization-wide Town Hall
- Attend Manager Workshops
- Complete Action Plans

## Date

July 11th

July 11<sup>th</sup>

July 15 - August 15

August 31