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 (Q12®) is built around 12 core items

- **GROWTH**: How do we grow?
  - Q12. This last year, I have had opportunities at work to **learn and grow**.

- **TEAMWORK**: Do I belong?
  - 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.

- **INDIVIDUAL**: What do I give?
  - 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.

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

<table>
<thead>
<tr>
<th>Entity</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCSF Campus</td>
<td>4.00</td>
<td>4.02</td>
<td>4.04</td>
<td>+0.02</td>
</tr>
<tr>
<td>UCSF Health</td>
<td>3.87</td>
<td>3.88</td>
<td>3.90</td>
<td>+0.02</td>
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<tr>
<td>UCSF BCHO</td>
<td>3.66</td>
<td>3.69</td>
<td>3.75</td>
<td>+0.06</td>
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<tr>
<td>UCSF School of Medicine</td>
<td>4.03</td>
<td>4.05</td>
<td>4.04</td>
<td>-0.01</td>
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<tr>
<td>UCSF Finance &amp; Administrative Services</td>
<td>3.96</td>
<td>3.98</td>
<td>4.06</td>
<td>+0.08</td>
</tr>
</tbody>
</table>

**FAS Engagement Conditions**  
Recognition, Care and Opinions Count show good improvements

<table>
<thead>
<tr>
<th>DISTRIBUTION OF Q12 RESULTS — UCSF FINANCIAL &amp; ADMINISTRATIVE SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Q12 Learn &amp; Grow</strong></td>
</tr>
<tr>
<td>5%</td>
</tr>
<tr>
<td><strong>Q11 Progress</strong></td>
</tr>
<tr>
<td><strong>Q10 Best Friend</strong></td>
</tr>
<tr>
<td><strong>Q09 Quality</strong></td>
</tr>
<tr>
<td><strong>Q08 Mission</strong></td>
</tr>
<tr>
<td><strong>Q07 Opinions</strong></td>
</tr>
<tr>
<td><strong>Q06 Development</strong></td>
</tr>
<tr>
<td><strong>Q05 Cares</strong></td>
</tr>
<tr>
<td><strong>Q04 Recognition</strong></td>
</tr>
<tr>
<td><strong>Q03 Do Best</strong></td>
</tr>
<tr>
<td><strong>Q02 Materials</strong></td>
</tr>
<tr>
<td><strong>Q01 Expectations</strong></td>
</tr>
</tbody>
</table>

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

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

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

Note: UCSF Financial & Administrative Services. Paul Jenny’s Rollup Report represents 2018 data. Percentiles based on Gallup’s Q\textsuperscript{12} Overall Company – Level, and \textsuperscript{3}Overall Workgroup-Level Databases per respective year.

Engagement at FAS is higher on best friend, mission and a focus on employee feedback and recognition.
## Additional Database Comparisons
FAS compared to Healthcare and Gallup Overall Databases

<table>
<thead>
<tr>
<th>GRANDMEAN SCORE</th>
<th>FAS 2019 MEAN</th>
<th>Healthcare ILE¹</th>
<th>Overall (Company-Level) %ILE²</th>
<th>Overall (Workgroup-Level) %ILE³</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>4.06</td>
<td>58⁰</td>
<td>69⁰</td>
<td>50⁰</td>
</tr>
</tbody>
</table>

**Growth**
- Q12: Opportunities to learn and grow
  - Mean: 4.04
  - Percentile: 52⁰
- Q11: Progress in last six months
  - Mean: 4.09
  - Percentile: 69⁰

**Teamwork**
- Q10: Best friend
  - Mean: 3.88
  - Percentile: 66⁰
- Q09: Coworkers committed to quality
  - Mean: 4.12
  - Percentile: 42⁰
- Q08: Mission/purpose of company
  - Mean: 4.21
  - Percentile: 69⁰
- Q07: My opinions count
  - Mean: 3.85
  - Percentile: 79⁰

**Individual**
- Q06: Encourages development
  - Mean: 3.94
  - Percentile: 53⁰
- Q05: Supervisor/someone at work cares
  - Mean: 4.19
  - Percentile: 57⁰
- Q04: Recognition last seven days
  - Mean: 3.78
  - Percentile: 74⁰
- Q03: Do what I do best every day
  - Mean: 4.10
  - Percentile: 35⁰

**Basic Needs**
- Q02: Materials and equipment
  - Mean: 4.11
  - Percentile: 51⁰
- Q01: I know what is expected of me at work
  - Mean: 4.38
  - Percentile: 20⁰

Note: UCSF Financial & Administrative Services Percentiles based on Gallup’s 2019 Q¹² ¹Healthcare Company Level, ²Overall Company – Level, and ³Overall 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

**Manager Advocate**
- Strong support and advocacy from managers to drive growth and progress

**Unconscious Bias**
- Breaking unconscious bias and driving respect for diverse backgrounds and viewpoints

Find information and resources that I need to be effective

Manager is a strong advocate for our unit and department

I am respected for who I am as a person

Have a clearly defined path for development and growth

Manager consistently helps me progress in my role

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

<table>
<thead>
<tr>
<th>Category</th>
<th>%1s</th>
<th>%2s</th>
<th>%3s</th>
<th>%4s</th>
<th>%5s</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition</td>
<td>12%</td>
<td>7%</td>
<td>15%</td>
<td>23%</td>
<td>43%</td>
<td>3.78</td>
</tr>
<tr>
<td>Cares</td>
<td>5%</td>
<td>11%</td>
<td>25%</td>
<td>54%</td>
<td></td>
<td>4.19</td>
</tr>
<tr>
<td>Opinions</td>
<td>7%</td>
<td>8%</td>
<td>17%</td>
<td>31%</td>
<td>38%</td>
<td>3.85</td>
</tr>
<tr>
<td>Learn &amp; grow</td>
<td>5%</td>
<td>7%</td>
<td>14%</td>
<td>27%</td>
<td>47%</td>
<td>4.04</td>
</tr>
<tr>
<td>Find information &amp; resources</td>
<td>15%</td>
<td>37%</td>
<td>43%</td>
<td></td>
<td></td>
<td>4.16</td>
</tr>
<tr>
<td>Clearly defined path</td>
<td>9%</td>
<td>10%</td>
<td>26%</td>
<td>29%</td>
<td>26%</td>
<td>3.52</td>
</tr>
<tr>
<td>Manager strong advocate</td>
<td>6%</td>
<td>13%</td>
<td>27%</td>
<td>48%</td>
<td></td>
<td>4.05</td>
</tr>
<tr>
<td>Manager helps me progress</td>
<td>7%</td>
<td>7%</td>
<td>17%</td>
<td>27%</td>
<td>42%</td>
<td>3.90</td>
</tr>
<tr>
<td>Respected at work</td>
<td>12%</td>
<td>31%</td>
<td>50%</td>
<td></td>
<td></td>
<td>4.21</td>
</tr>
<tr>
<td>Opportunities for advancement</td>
<td>9%</td>
<td>8%</td>
<td>17%</td>
<td>28%</td>
<td>38%</td>
<td>3.77</td>
</tr>
</tbody>
</table>

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.

- **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.**
- **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.**
- **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

Actively Disengaged (n=127)
- Belonging Index: 2.13
- Roadmap: 2.32
- Manager Advocate: 1.87
- Unconscious Bias: 2.20

Not Engaged (n=438)
- Belonging Index: 3.55
- Roadmap: 3.47
- Manager Advocate: 3.58
- Unconscious Bias: 3.60

Engaged (604)
- Belonging Index: 4.61
- Roadmap: 4.44
- Manager Advocate: 4.72
- Unconscious Bias: 4.66

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.

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

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.

FAS Average GrandMean Change in 2019 Based on Accountability Index Group

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.

2019 Accountability Index Score

- Accountability Index Mean (2018): 4.03 (58th percentile)
- Accountability Index Mean (2019): 4.02 (60th percentile)
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.
<table>
<thead>
<tr>
<th><strong>Next Step</strong></th>
<th><strong>Date</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Complete Sharing of Results with teams</td>
<td>July 11th</td>
</tr>
<tr>
<td>• Attend Organization-wide Town Hall</td>
<td>July 11&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
<tr>
<td>• Attend Manager Workshops</td>
<td>July 15 - August 15</td>
</tr>
<tr>
<td>• Complete Action Plans</td>
<td>August 31</td>
</tr>
</tbody>
</table>