1. UCSF Staff Engagement Survey 2022 – the basics
2. FAS Staff Engagement Survey 2021 key highlights
3. FAS action planning 2022
Our People:
UCSF Staff Engagement Survey 2022

https://devlearning.ucsf.edu/ucsf-employee-engagement
UCSF Staff Engagement Survey
April 12 through May 6, 2022

- All responses are confidential
- The survey only takes 5 to 10 minutes to complete
- You will receive an email from Gallup with a personal link to the survey
- Questions? Ask your department's Engagement Ambassador

BE HEARD!
Your responses are the building blocks of a great workplace
What does engagement mean?
Gallup defines engaged employees as those involved in, enthusiastic about and committed to their work and workplace.

Why does it matter?
We want to be the best place to work.
We know engaged employees stay at UCSF, and experience more joy at work.

What is an action plan?
Goals set by FAS teams to make improvements on what is most important to staff, based on survey results.

12 engagement questions (Q12)
Through rigorous research, Gallup identified 12 core elements (the Q12) that matter most to high performing, engaged teams. There is no right or wrong answer; what do these mean to YOU?

Q12
Engagement Hierarchy

GROWTH
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.

TEAMWORK
Q10. I have a best friend at work.
Q09. My coworkers 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.

INDIVIDUAL
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 7 days, I’ve received recognition or praise for doing good work.
Q03. At work, I have the opportunity to do what I do best every day.

BASIC NEEDS
Q02. I have the materials and equipment I need to do my work right.
Q01. I know what is expected of me at work.
Each engagement item addresses employees’ *emotional needs*. Meeting these needs helps *them* have *more* of their *best* days at work.

<table>
<thead>
<tr>
<th>Engagement Element</th>
<th>Employee Need</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Growth</strong> How do I grow?</td>
<td></td>
</tr>
<tr>
<td>Q12. This last year, I have had opportunities at work to learn and grow.</td>
<td>Challenge me</td>
</tr>
<tr>
<td>Q11. In the last six months, someone at work has talked to me about my progress.</td>
<td>Help me review my contributions</td>
</tr>
<tr>
<td><strong>Teamwork</strong> Do I belong?</td>
<td></td>
</tr>
<tr>
<td>Q10. I have a best friend at work.</td>
<td>Help me build mutual trust</td>
</tr>
<tr>
<td>Q09. My associates or fellow employees are committed to doing quality work.</td>
<td>Help me feel proud</td>
</tr>
<tr>
<td>Q08. The mission or purpose of my company makes me feel my job is important.</td>
<td>Help me see my importance</td>
</tr>
<tr>
<td>Q07. At work, my opinions seem to count.</td>
<td>Hear me</td>
</tr>
<tr>
<td><strong>Individual Contribution</strong> What do I give?</td>
<td></td>
</tr>
<tr>
<td>Q06. There is someone at work who encourages my development.</td>
<td>Help me grow</td>
</tr>
<tr>
<td>Q05. My supervisor, or someone at work, seems to care about me as a person.</td>
<td>Care about me</td>
</tr>
<tr>
<td>Q04. In the last seven days, I have received recognition or praise for doing good work.</td>
<td>Help me see my value</td>
</tr>
<tr>
<td>Q03. At work, I have the opportunity to do what I do best every day.</td>
<td>Know me</td>
</tr>
<tr>
<td><strong>Basic Needs</strong> What do I get?</td>
<td></td>
</tr>
<tr>
<td>Q02. I have the materials and equipment I need to do my work right.</td>
<td>Keep me safe, efficient and less stressed</td>
</tr>
<tr>
<td>Q01. I know what is expected of me at work.</td>
<td>Focus me</td>
</tr>
</tbody>
</table>
The Belonging Index

10 questions introduced in 2019 to address disparities

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.
Who is invited?

Staff who:

- Were on UCSF Payroll as of January 12, 2022
- Are in the following appointment types:
  - Career
  - Per Diem
  - Limited
  - Contract with UCSF (not third party)
Accessing the survey

- **Survey available in 3 languages:** English, Traditional Chinese, and Spanish

- **Ways to access the survey**
  - **Use the personalized link in the survey invite you receive from Gallup on 4/12.** This is a unique link to the recipient, so do not share it with others.
  
  - **Use the generic URL** [https://survey.gallup.com/2022ucsfq12](https://survey.gallup.com/2022ucsfq12) **from your computer, tablet, or smart phone.** Your 8-digit Employee ID number is the survey code (drop the 0 from the front of your ID and use the following 8 digits.) The link is also in the UCSF Mobile app in the first and third weeks of the survey.

  - **Log into Gallup Access via MyAccess** and use the survey link on the homepage.
Survey confidentiality

- Respondent-level data is **never shared with UCSF**.
- Gallup will only aggregate responses in **groups of 5 or more** to generate any reporting.
- UCSF has **no way of knowing who specifically takes the survey or their responses**.
Participation rates

- Engagement Ambassadors can access **real-time survey participation rates** while the survey is live via Gallup Access.

- The **participation rate report will also be posted each morning during the survey period**. Available to UCSF community, including managers.

- **Regular department participation rate updates will be emailed** from Elicia Rozic to FAS Engagement Ambassadors and FAS Executive Team (FET).
2022 Calendar

**Ambassador Orientation/Summit - Spring**
March 15-21

**Annual Engagement Survey**
April 12-May 6

**Ambassador Summit - Office Hours and Post Survey Check-in**
April 14, April 29, June 2
12:10 – 1:00pm

**Results from Engagement Survey**
May 27

**Staff Engagement Town Hall**
July 28
FAS Engagement Ambassadors 2022

Ailene Estalilla
Alleysha Mullen
Ally Jalali
Alysa Gonzales
Angela Anino
Angie Marinello
Annette Wheeler
Arleen Bandarrae
Becky Daro
Beverly Lee
Brendan Pueyo
Carol Music
Cathleen Stugard
Cecilia Carino
Cee Cee Shinn
Christopher
Mastache
Colette Ono
Colin Sjostedt
Cristina Morrison
Dan Hrabosky
Danski Perez
Darrick Lo
Denis Ibarra
Eduardo Rojas
Elicia Rozic
Elisa Rozic
Emily Place
Geoffery Lin
Gina Mitchell
Glenda Sharp
Gloria Walls
Goshen Chan
Greg Ong
Guzman Chan
Howard Wen
Issac Grayson
Jaycee
DeGuzman
Jaziz Smith
Jeanie Chan
Jeffry Uchida
Jennifer Mannix
John Mcwalter
Jonathan Peralta
Karin LIm
Kathleen Bates
Kayla Bui
Kim LaPean
Kim Long
Kun Yang
Larisa Vaynshteyn
Leo Ortiz
Lorren Ramirez
Luis Aguirre
Marilyn Cimahosky
Mario Carmona
Marisa Howlette
Marlo Isaac
Meg Cody
Meghan Arriaza
Melissa Tameta
Michael Huang
Michael Jones
Michael Juan
Michael Marksz
Michael Usis
Millo Pasquini
Mimi Bronco
Mylene Gana
Nathan Sheldon
Oxana Ryabinskaya
Penny Mitchell
Phillip Babcock
Phong Louie
Robert Bajada
Robert Wong
Rosemary Oropeza
Roxanne Lee
Salesh Sharma
Scott Hallahan
Sean Aloise
Stephen Lee
Susan Paskowski
Susanna Chau
Tanya Jansen
Tenisha Thorne
Tenzin Gurung
Tiffany Carrara
Tommy Khuu
Waimen Chee
Yat Cheung
Survey communication

- One Good Thing Stories *March-May*
- Leadership messages *Chancellor April 4 week, SVC April 11*
- Thank you and initial results SVC email *Early June TBD*
- Gallup FAS Leadership Results *June 30*
- Final report out FAS *July TBD*
- UCSF Survey Results Town Hall *July 28*
Next steps

- Implement action plans *Now-June 30*
  *Talk about your plans and make them visible*
- Actively promote the survey *April 12-May 6*
- Regularly monitor participation rate *April 12-May 6*
- Leverage Ambassador Summit *April 14, 29 and June 2*

Questions? Contact [kim.lapean@ucsf.edu](mailto:kim.lapean@ucsf.edu).
Supporting information highlights from 2021 engagement survey data + 2022 FAS action planning
FAS Staff Engagement Survey 2021
Key Highlights
Our People – Engagement Survey + Belonging Index

FY 21 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 accommodations, 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
Our People - Employee Engagement Survey

FAS Employee Engagement Grand Mean Over Time

<table>
<thead>
<tr>
<th>Year</th>
<th>Grand Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>3.49</td>
</tr>
<tr>
<td>2013</td>
<td>3.73</td>
</tr>
<tr>
<td>2014</td>
<td>3.95</td>
</tr>
<tr>
<td>2015</td>
<td>3.95</td>
</tr>
<tr>
<td>2017</td>
<td>3.96</td>
</tr>
<tr>
<td>2018</td>
<td>3.98</td>
</tr>
<tr>
<td>2019</td>
<td>4.06</td>
</tr>
<tr>
<td>2021</td>
<td>4.10</td>
</tr>
</tbody>
</table>

Change:
- +0.24
- +0.22
- +0.00
- +0.01
- +0.02
- +0.08
- +0.04
- +0.03
- -0.04
- -0.04

1 FAS combines campus and Health employees in 2021
2 Gallup Overall Workgroup-level database
Our People - Employee Engagement Survey

FAS Engagement Index Over Time

<table>
<thead>
<tr>
<th>Year</th>
<th>Actively Disengaged</th>
<th>Not Engaged</th>
<th>Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>23%</td>
<td>54%</td>
<td>23%</td>
</tr>
<tr>
<td>2013</td>
<td>18%</td>
<td>47%</td>
<td>35%</td>
</tr>
<tr>
<td>2014</td>
<td>13%</td>
<td>40%</td>
<td>47%</td>
</tr>
<tr>
<td>2015</td>
<td>13%</td>
<td>39%</td>
<td>48%</td>
</tr>
<tr>
<td>2017</td>
<td>13%</td>
<td>38%</td>
<td>49%</td>
</tr>
<tr>
<td>2018</td>
<td>12%</td>
<td>40%</td>
<td>48%</td>
</tr>
<tr>
<td>2019</td>
<td>11%</td>
<td>37%</td>
<td>52%</td>
</tr>
<tr>
<td>2021</td>
<td>10%</td>
<td>36%</td>
<td>54%</td>
</tr>
</tbody>
</table>

U.S. Working Population

- Actively Disengaged
- Not Engaged
- Engaged
Our People – The Belonging Index

Change +0.07

<table>
<thead>
<tr>
<th>Year</th>
<th>Belonging Index</th>
<th>Campus</th>
<th>Health</th>
<th>UCSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>3.95</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>4.02</td>
<td>3.96</td>
<td>3.76</td>
<td>3.81</td>
</tr>
</tbody>
</table>
The “core” and the “periphery” engagement remains linked…

Those that are in the “core” are more likely to be engaged than those in the “periphery.”

The gap between core and periphery is largest for the representation demographic.
FAS Action Planning 2022
FY22 Metrics & Targets

Rationale

- +.01 slightly lower than Health target of +.02.
- Tactics developed by FAS DEIA-AR Steering Committee and FET in alignment with Health (see next page).
- Target set based on services with 67+ (good/v. good) ratings in FY21 sustaining those ratings in FY22.
- Assume resumed 7 CLS services and 1 PMO service will achieve 67+ ratings.
- Target set to sustain or decrease injuries per capita from FY21; likely a stretch given the increase in on-site workers.
- Denominator adjusted to FTE from headcount for consistency with Health. Results in target shift from 2.1 to 3.1 injuries per capita.
- Return to variance from plan metric (as a percent of planned revenue) to reflect the importance of good planning with an eye on opportunity cost for unused funds.
- FY22 has a planned deficit of -$29.3M due to 1) higher planned project spend and 2) COVID-19 recovery spend. Results in planned final Ending Net Position of $53.3M.
- Target adds $2M to original 3-year program target. See Value Improvement website for call for proposals.
FAS action planning FY22 timeline

August 2021
- FAS Action Labs by Learning + Organization Development (L+OD)

December 10, 2021
- FAS deadline dept. to submit action plan summaries

Now-June 30, 2022
- Implement plans - Now through June 30, 2022

February 22, 2022
- Select 2022 Engagement Ambassadors

April 12-May 6, 2022
- FY22 Staff Engagement Survey

April 14 + 29, 2022
- Ambassador Summit Office hours

June 2, 2022
- Ambassador Summit Post survey session

June 30, 2022
- 90% actions complete by June 30, 2022
By the numbers
FAS progress toward Racial Equity and Belonging Tactic 2

- 227 plans
- 202 FAS managers required to have action plans

- 100% FAS departments input action plan into Gallup
- 100% FAS departments submitted action plan summaries – Tactic 2 (a) complete!

Tactic 2: a) 100% FAS departments reporting to SVC submit summary of department’s action plans to address DEIA-AR, Engagement and Belonging by 12/1/21 and b) complete 90% of the actions by June 30, 2022
### FAS action plans by the numbers (as of Dec. 2021)

<table>
<thead>
<tr>
<th>Department</th>
<th># Managers required to have a plan</th>
<th># action plans per department</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAS</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>CLS</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>FIN</td>
<td>30</td>
<td>12</td>
</tr>
<tr>
<td>HR</td>
<td>51</td>
<td>50</td>
</tr>
<tr>
<td>IT</td>
<td>54</td>
<td>72</td>
</tr>
<tr>
<td>PMO</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>POLICE</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>RE</td>
<td>26</td>
<td>39</td>
</tr>
<tr>
<td>SVCO</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>202</strong></td>
<td><strong>227</strong></td>
</tr>
</tbody>
</table>

Please note: Managers may have more than one plan, and multiple managers may be contributing to one plan.
## FAS Department Action Plan Leads FY22

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>ACTION PLANNING LEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus Life Services (CLS)</td>
<td>Elicia Rozic</td>
</tr>
<tr>
<td>Finance – Budget Resource Management (BRM)</td>
<td>Angie Marinello</td>
</tr>
<tr>
<td>Finance – Controller’s Office (CO)</td>
<td>Ally Jalali</td>
</tr>
<tr>
<td>Finance – Supply Chain Management (SCM)</td>
<td>Leo Ortiz and Lian Sussmann</td>
</tr>
<tr>
<td>Human Resources (HR)</td>
<td>Millo Pasquini</td>
</tr>
<tr>
<td>Information Technology (IT)</td>
<td>Shelby Dantzler</td>
</tr>
<tr>
<td>Police Department (PD)</td>
<td>Denis Ibarra</td>
</tr>
<tr>
<td>Program Management Office (PMO)</td>
<td>Goshen Chan</td>
</tr>
<tr>
<td>Real Estate (RE)</td>
<td>Cristina Morrison</td>
</tr>
<tr>
<td>Audit &amp; Advisory Services (AAS)</td>
<td>Zuleikha Shakoor and Salesh Sharma</td>
</tr>
<tr>
<td>Office of the Senior Vice Chancellor (SVCO)</td>
<td>Kim LaPean</td>
</tr>
</tbody>
</table>

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FAS Staff Engagement Survey Basics 2022
Trends of FAS action plan focus areas

FY22 Top 10 Topics

Inclusiveness is the #1 topic focus area
Trends of FAS action plan focus areas

FY22 Top 10 Q12+

Q12. Learn and Grow
Q04. Recognition
Q06. Development
Q01. Know What's Expected
Q03. Opportunity to Do Best
Q05. Cares About Me
Q07. Opinions Count
Q09. Committed to Quality
Q02. Materials and Equipment
Know where to find info/resources
Manager tries to help me progress.
## Trends of FAS action plan focus areas

**FY22 Top 10 Q12+**

<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q12. Learn and Grow</td>
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<tr>
<td>Q04. Recognition</td>
</tr>
<tr>
<td>Q06. Development</td>
</tr>
<tr>
<td>Q01. Know What’s Expected</td>
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<tr>
<td>Q03. Opportunity to Do Best</td>
</tr>
<tr>
<td>Q05. Cares About Me</td>
</tr>
<tr>
<td>Q07. Opinions Count</td>
</tr>
<tr>
<td>Q09. Committed to Quality</td>
</tr>
<tr>
<td>Q02. Materials and Equipment</td>
</tr>
<tr>
<td>Know where to find info/resources</td>
</tr>
<tr>
<td>Manager tries to help me progress</td>
</tr>
</tbody>
</table>