

FAS Staff Engagement Survey Basics 2022

2022

INSIDE

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3. FAS action planning 2022

April 11, 2022

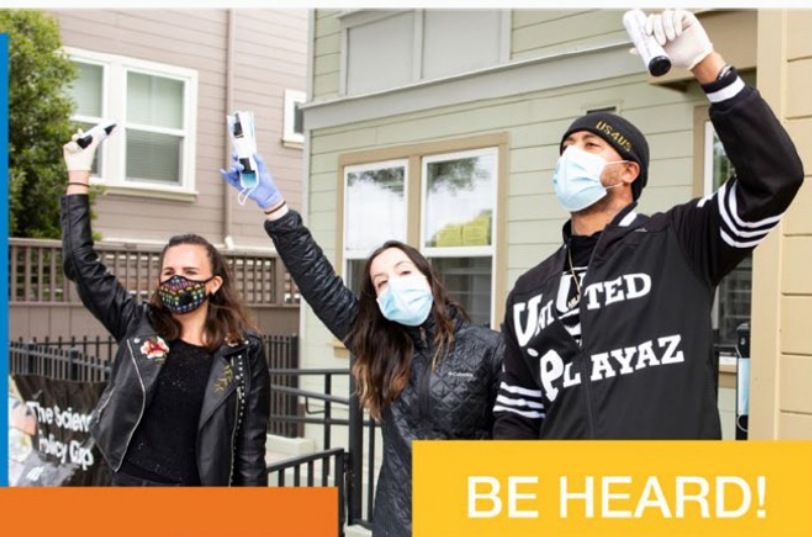


Our People: UCSF Staff Engagement Survey 2022

<https://devlearning.ucsf.edu/ucsf-employee-engagement>

UCSF Staff Engagement Survey

April 12 through May 6, 2022



BE HEARD!

- 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

Your responses are the building blocks of a great workplace





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?**

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.



Each engagement item addresses employees' *emotional needs*.
Meeting these needs helps *them* have *more* of their *best* days at work.

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

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

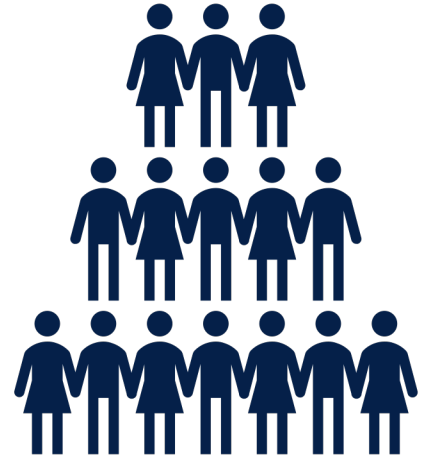
I am respected for who I am as a person

I have the same opportunities for advancement as other employees at my organization with similar experience and qualifications

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> 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

MAR

Ambassador **Orientation/Summit**-Spring

March 15-21

APR-
MAY

Annual Engagement **Survey**

April 12-May 6

APR-
JUN

Ambassador **Summit** – Office Hours and Post Survey Check-in

April 14, April 29, June 2

12:10 – 1:00pm

MAY

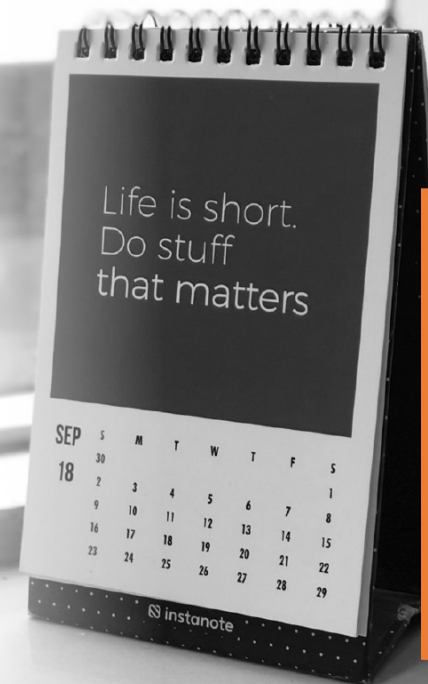
Results from Engagement Survey

May 27

JUL

Staff Engagement **Town Hall**

July 28



FAS Engagement Ambassadors 2022

Ailene Estalilla
Alleysa 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 Bond
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 Marks
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.

Supporting information highlights from 2021 engagement survey data + 2022 FAS action planning



FAS Staff Engagement Survey 2021 Key Highlights

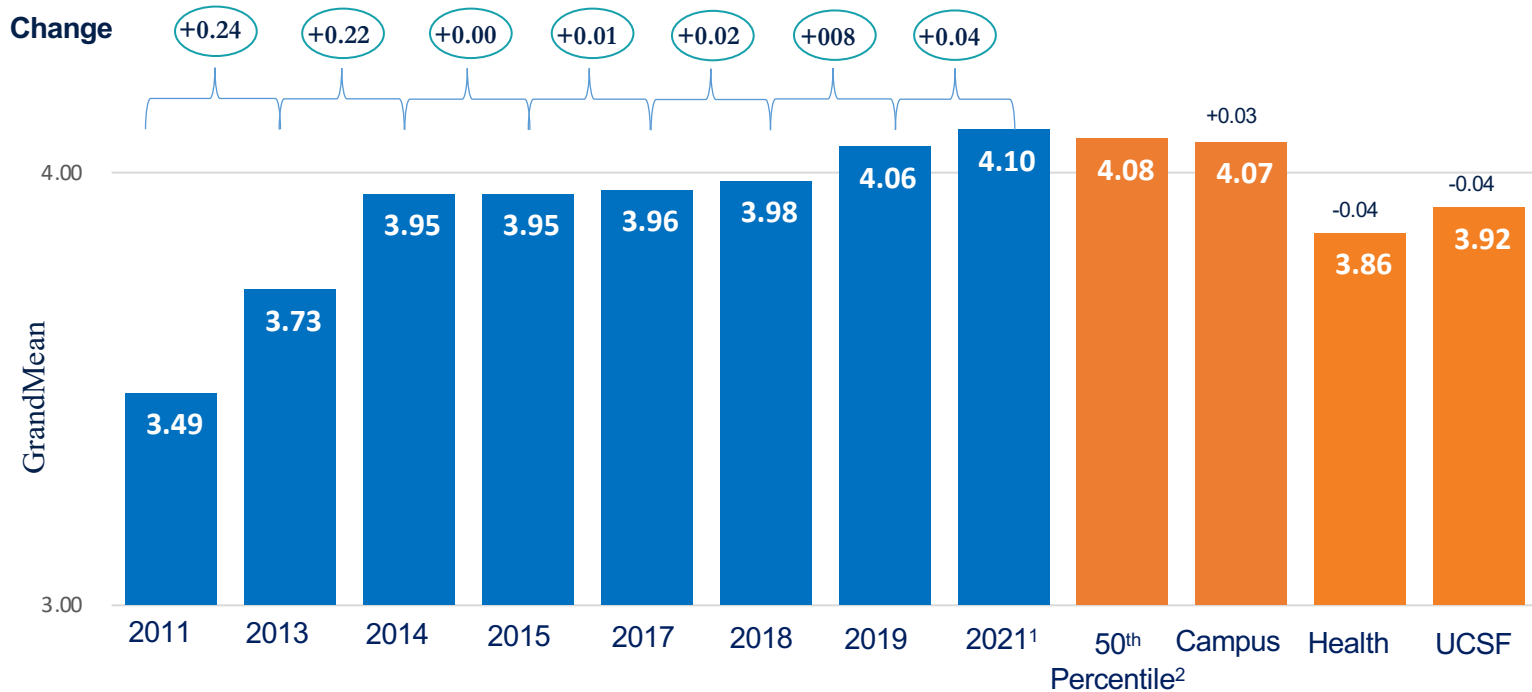
Our People –Engagement Survey + Belonging Index

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 ACCOMODATIONS, 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

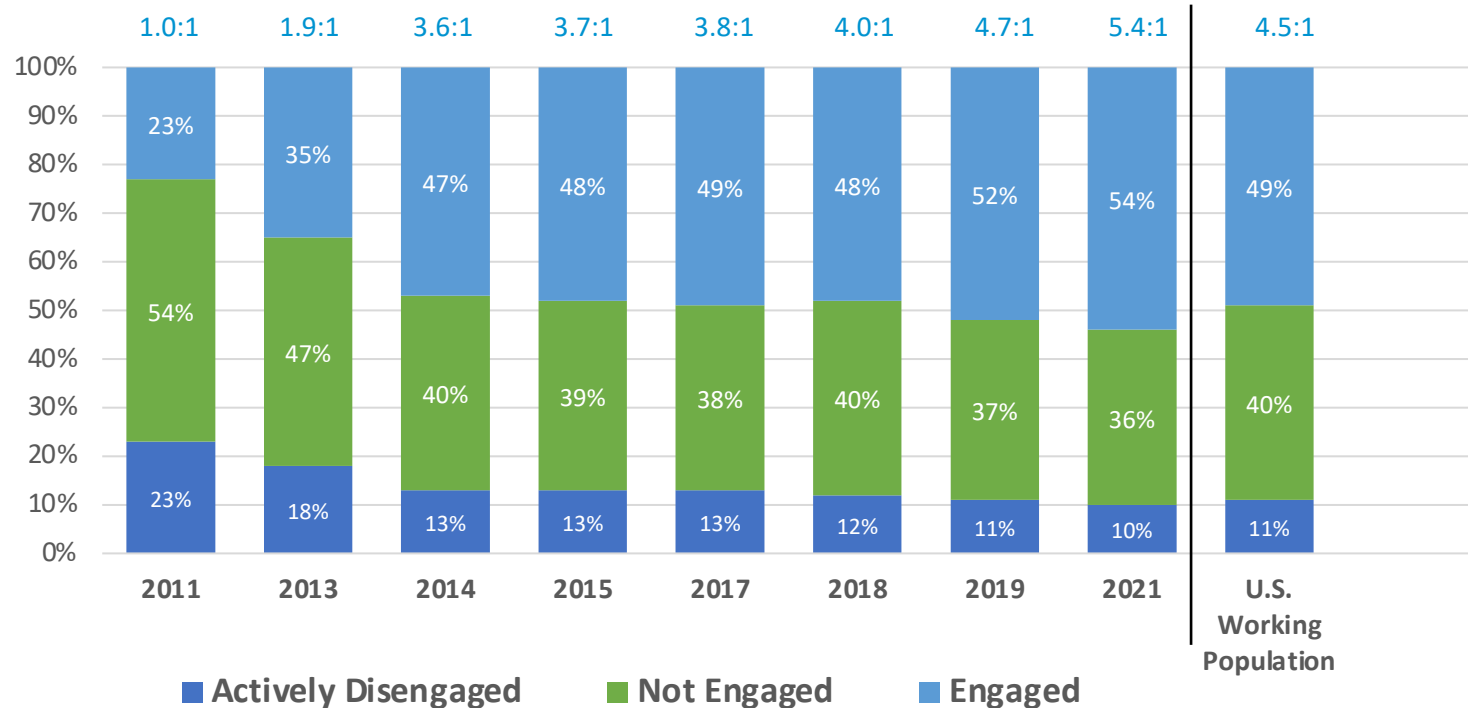


¹ FAS combines campus and Health employees in 2021

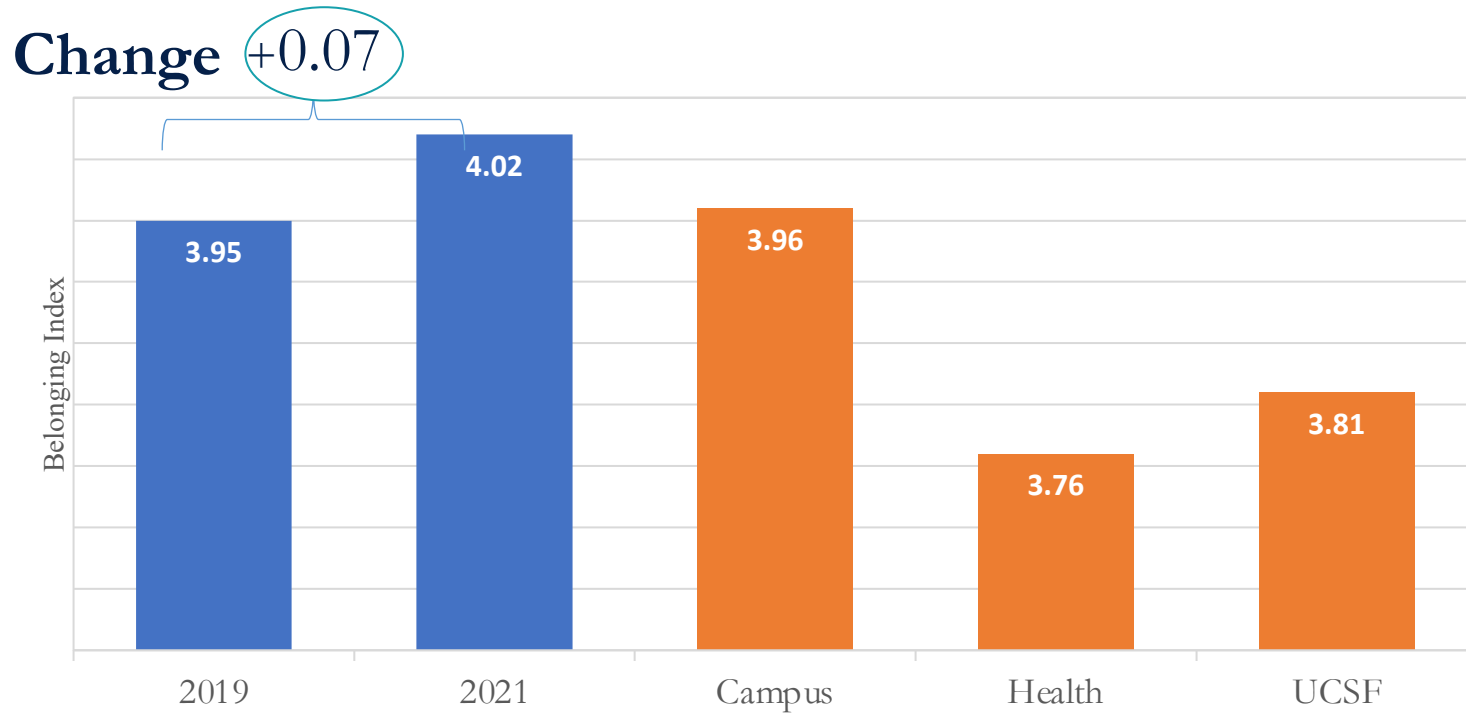
² Gallup Overall Workgroup-level database

Our People - Employee Engagement Survey

FAS Engagement Index Over Time



Our People – The Belonging Index

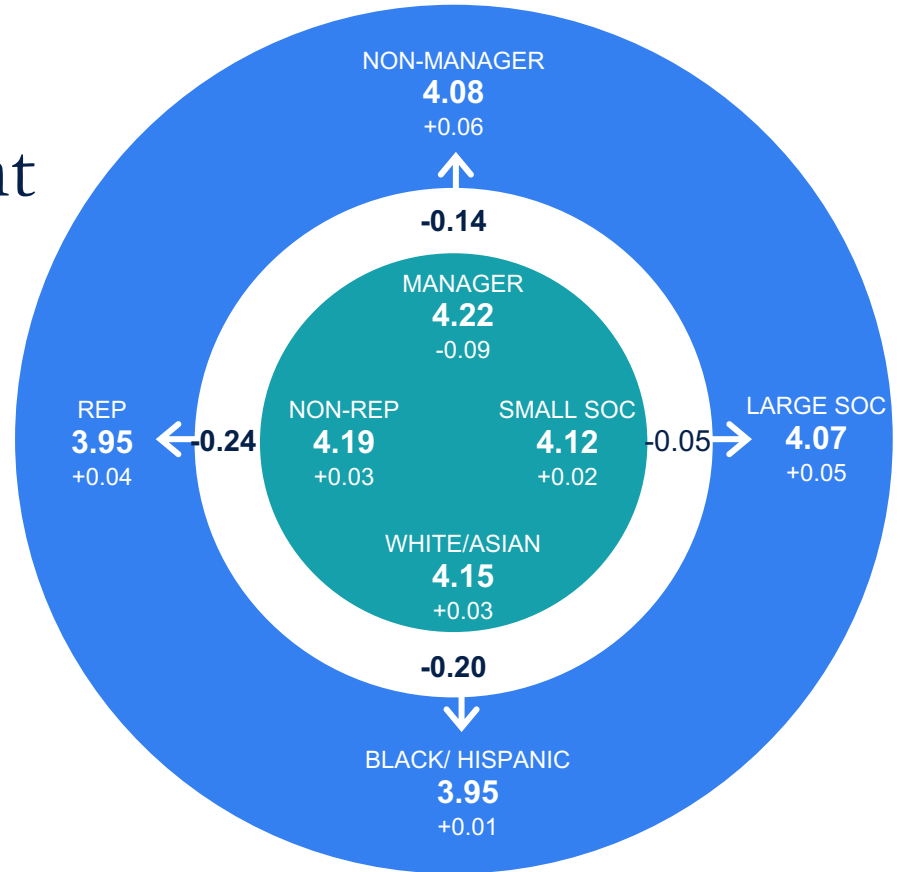


Our People – Engagement Survey + Belonging Index

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

- Metric 1: +.01 slightly lower than Health target of +.02.
- Metric 2: Tactics developed by FAS DEIA-AR Steering Committee and FET in alignment with Health (see next page).
- Metric 3: 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.
- Metric 4: 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.
- Metric 5: 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.
- Metric 6: Target adds \$2M to original 3-year program target. See [Value Improvement](#) website for call for proposals.

FAS action planning FY22 timeline



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)

	# Managers required to have a plan	# action plans per department
AAS	1	3
CLS	23	26
FIN	30	12
HR	51	50
IT	54	72
PMO	1	1
POLICE	15	21
RE	26	39
SVCO	1	3
TOTAL	202	227

Please note: Managers may have more than one plan, and multiple managers may be contributing to one plan.

FAS Department Action Plan Leads FY22

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

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+



Trends of FAS action plan focus areas

FY22 Top 10 Q12+



Belonging Index
questions feature
heavily in Top 10

- 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.