Learning & Organization Development

at UCSF

## UCSF Finance & Administrative Services

2021 Staff Engagement Results

Gallup July 2021



## From Gallup Research:

### ADDITIONAL STRESSORS:

- Unprecedented spikes in daily mood (stress and worry) and emotions.
- Cost cutting measures due to discontinuation (e.g. furloughs, layoffs, retirement matching, etc.)
- Overall employee burnout and stress levels reached new highs across the nation; U.S. wellbeing rates lowest measure in past twenty years.
- Non-essential workers shifted to home; children virtual learning made for busy homes and busy lives.

### Where We've Been

JAN	FEB I	MAR AF	R MA	ΥY.	JUN	JULY	AUG S	EPT	ост	NOV	DEC
For the 13th year in a row, UCSF recognized as top public institution in funding from the National Institutes of Health		Shelter in P Thousands employees learners beg adapting to remote work	of Murder and worldw gan protest: anti-bla		George Floyd Murder sparked vorldwide rotests against inti-blackness Safety Taskforce		new sident ce	and the cl		imate blaced urmed skies ange. Joe Biden named COVID 19 advisory Board that included UCSI faculty UCSF	
	with confirr 2019-nCoV transferred UCSF from another co	ned / to ı	volunteer healthcar workers to and Nava nation	e o NYC	launche Chance	ed by ellor in se to calls CSF	to COVIE financial and racia	sponse )-19, health	delivered annual st the unive address virtually	ate of	received its first doses of Pfizer vaccine
ONGO	DING										

 Parnassus Heights Revitalization

- Weekly Covid 19 Town Halls
- Anti-Racism Town Halls

Anchor Institute Community
Partnerships



### 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	Q12. This last year, I have had opportunities at work to learn and grow.	Challenge me
How do I grow?	Q11. In the last six months, someone at work has talked to me about my progress.	Help me review my contributions
	Q10. I have a best friend at work.	Help me build mutual trust
TEAMWORK	Q09. My associates or fellow employees are committed to doing quality work.	Help me feel proud
Do I belong?	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	Q05. My supervisor, or someone at work, seems to care about me as a person.	Care about me
What do I give?	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	Q02. I have the materials and equipment I need to do my work right.	Keep me safe, efficient and less stressed
What do I get?	Q01. I know what is expected of me at work.	Focus me

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### 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
  - COMMENTS REVEAL A CALL FOR GREATER ACCOMODATIONS, LEARNING & DEVELOPMENT OPPORTUNITIES AND IMPROVED BENEFITS

WHERE THERE IS DIALOGUE ABOUT ENGAGEMENT AT THE LOCAL LEVEL, THERE IS STRONGER ENGAGEMENT AND SENSE OF BELONGING, WITH MUCH GREATER IMPROVEMENT



07

08

### Who We're Hearing From

UCSF OVERALL							
DEMOGRAPHIC GROUP	2021 N SIZE	2021 % PARTICIPATION	Δ '19-'21				
Gen Z	177	37%	N/A				
Millennials	6,920	65%	-7%				
Generation X	5,819	72%	-1%				
Baby Boomers	2,589	69%	-2%				
Traditionalist	15	54%	-13%				
Female	10,626	69%	-5%				
Male	4,170	65%	-3%				
White/Caucasian	5,529	70%	-5%				
Asian	5,896	70%	-3%				
Hispanic	2,137	67%	-2%				
Black/African American	1,193	57%	-5%				
Represented	9,345	77%	-7%				
Non-Represented	6,275	62%	-4%				

Identifiers Provided by UCSF HRIS

Note: UCSF Overall (Total Population). Gallup Median represents median response rate for Gallup's 2021 Overall Database; March – August 2020 represents surveys administered during peak of COVID-19.



### UCSF FAS (n= 1,513) PARTICIPATION

**INCREASED BY 2%** 

84% GALLUP MEDIAN64% SURVEYS ADMINISTEREDMAR – AUG 2020

#### PERCENTAGE OF EMPLOYEES WITH VERBATIM

**47%** 50% VERBATIM IN 2019



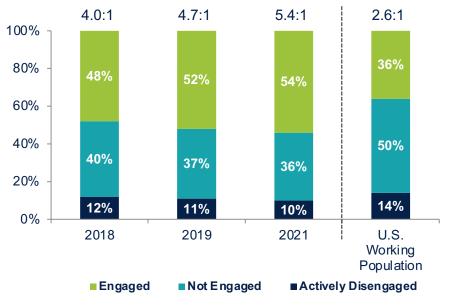
### FAS Overall Engagement & Ratio Trend

Engagement improved with the engaged employees outnumbering those who are actively disengaged by more than five to one

 $\begin{array}{c} 4.50 \\ 4.00 \\ 3.50 \\ 3.00 \\ 2018 \\ 2019 \\ 2021 \end{array} \qquad \begin{array}{c} +0.04 \\ 4.10 \\ 4.10 \\ 4.10 \\ 2021 \\ 2021 \end{array}$ 

Q<sup>12</sup> GRANDMEAN OVER TIME

#### ENGAGEMENT INDEX OVER TIME

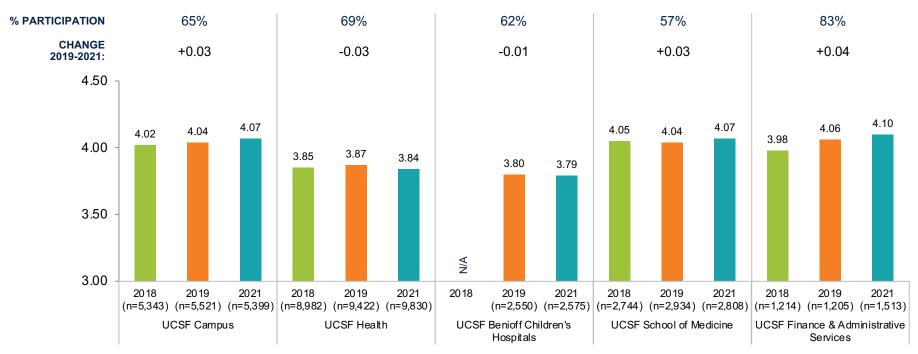


Note: UCSF Finance & Administrative Services. 2018 is Paul Jenny's Rollup Report, 2019 is Control Point FAS and 2021 is FAS Combined. Best practices organizations tend to have a ratio of 5.0:1 or above.



### GrandMean Score by Entity

Results are very stable for each entity. UCSF Campus, School of Medicine and Finance & Administrative Services are the most engaged.



Note: UCSF Health (Health & BCH Oakland); Change calculated based on 2019 to 2021 population



### FAS Overall Engagement Conditions

Items most closely related to resilience (green shading) show positive movement. Mission/Purpose is the strongest item for FAS, at the 59<sup>th</sup> percentile.

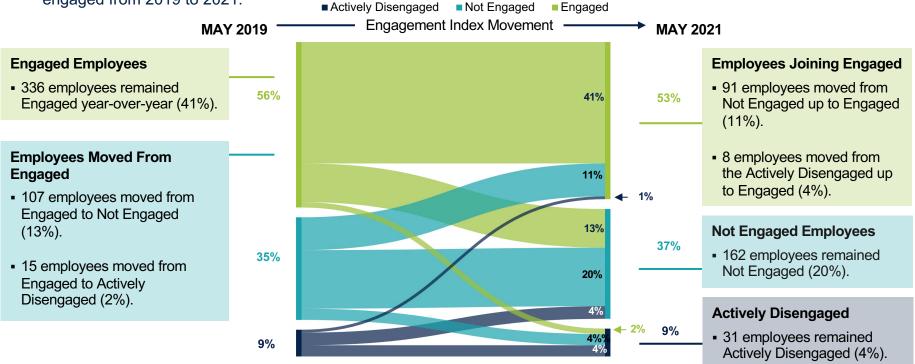
DISTRIBUTION OF Q <sup>12</sup> RESULTS — UCSF FINANCE & ADMINISTRATIVE SERVICES											
N=1,5	513	<b>■</b> %′	1s 🔳	%2s	∎%3s	∎%4s	<mark>■</mark> %5s	'19-'21 ΜΕΑΝ Δ	2021 MEAN	2021 COMPANY PERCENTILE <sup>*</sup>	2021 WORKGROUP PERCENTILE**
Q12	Learn & Grow	6% 6%	15%	25%		<b>48</b> °	6	-0.01	4.03	57 <sup>th</sup>	42 <sup>nd</sup>
Q11	Progress	5% 7%	15%	25%		48	6	-0.06	4.03	70 <sup>th</sup>	48 <sup>th</sup>
Q10	Best Friend	8% 8%	19%		25%		40%	-0.07	3.81	69 <sup>th</sup>	53 <sup>rd</sup>
Q09	Quality	14%		30%		50%	)	+0.09	4.21	<b>72</b> <sup>nd</sup>	50 <sup>th</sup>
Q08	Mission	11%	24	%		59%		+0.11	4.32	84 <sup>th</sup>	59 <sup>th</sup>
Q07	Opinions	5% 7%	17%	29%	6	4	12%	+0.11	3.96	<b>77</b> <sup>th</sup>	50 <sup>th</sup>
Q06	Development	5% 7%	16%	25%		47	%	+0.08	4.02	68 <sup>th</sup>	<b>49</b> <sup>th</sup>
Q05	Cares	5% 11%	22	%		58%		+0.07	4.26	<b>71</b> <sup>st</sup>	46 <sup>th</sup>
Q04	Recognition	10% 8%	16%	24	4%	4	3%	+0.05	3.83	79 <sup>th</sup>	53 <sup>rd</sup>
Q03	Do Best	15%		31%		479	%	+0.07	4.17	63 <sup>rd</sup>	48 <sup>th</sup>
Q02	Materials	5% 13%	6	32%		47	%	+0.06	4.17	67 <sup>th</sup>	46 <sup>th</sup>
Q01	Expectations	9%	28%			59%		+0.05	4.43	53 <sup>rd</sup>	43 <sup>rd</sup>

Note: UCSF Finance & Administrative Services. Percentiles based on Gallup's Q12 Overall \*Company-Level and \*\*Workgroup-Level Databases per respective year. Due to rounding, percentages may add up to 100% ±1%; numerical values shown when 5% or higher

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### UCSF FAS Individual Engagement Movement

While results overall look stable, there is significant movement at the individual level; 41% of employees remained engaged from 2019 to 2021.



Note: UCSF Finance & Administrative Services. Year-over-year analysis includes 816 total respondents who participated in both 2019 and 2021 surveys with engagement classification. Due to rounding, percentages may add up to 100% ±1%;

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### UCSF FAS Largest Engagement Category Movement

The biggest driver of engagement movement was recognition

The items showing the				
strongest movement between				
the largest engagement				
categories are:				

- Learn & Grow
- Progress
- Opinions
- Development
- Cares
- Recognition

#### **ITEM-LEVEL MEAN CHANGE '19-'21**

		Engaged to Not Engaged (n=107)	Not Engaged to Engaged (n=91)		
	GRANDMEAN	-0.84	+0.73		
Q12	Learn & Grow	-1.03	+0.59		
Q11	Progress	-1.08	+0.71		
Q10	Best Friend	-0.65	+0.45		
Q09	Quality	-0.56	+0.60		
Q08	Mission	-0.64	+0.66		
Q07	Opinions	-0.97	+0.88		
Q06	Development	-1.08	+0.85		
Q05	Cares	-0.89	+0.80		
Q04	Recognition	-1.47	+1.16		
Q03	Do Best	-0.64	+0.71		
Q02	Materials	-0.51	+0.70		
Q01	Expectations	-0.51	+0.59		

Note: UCSF Finance & Administrative Services represents true population year-over-year; change represents data results for those who participated in both 2019 and 2021 surveys. **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents



### Engagement is Higher For Those Participating in ADE(Active Daily Engagement) Huddles

Huddles are a known best practice, creating opportunity for alignment, information sharing and support for collaboration. At FAS, engagement is .17 higher for those who practice ADE; all engagement items are higher but especially Cares and Recognition. Recognition is at the 70<sup>th</sup> percentile for those using ADE.

			DE 140)	FAS COMBINED (n=1,513)		
	% ENGAGED	64	%	54	%	
		2021 MEAN	2021 1PERCENTILE	2021 MEAN	2021 <sup>1</sup> PERCENTILE	
	<b>GRANDMEAN:</b>	4.27	64 <sup>th</sup>	4.10	51 <sup>st</sup>	
Q12	Learn & Grow	4.24	53 <sup>rd</sup>	4.03	42 <sup>nd</sup>	
Q11	Progress	4.27	60 <sup>th</sup>	4.03	48 <sup>th</sup>	
Q10	Best Friend	3.86	55 <sup>th</sup>	3.81	53 <sup>rd</sup>	
Q09	Quality	4.23	52 <sup>nd</sup>	4.21	50 <sup>th</sup>	
Q08	Mission	4.42	65 <sup>th</sup>	4.32	59 <sup>th</sup>	
Q07	Opinions	4.13	60 <sup>th</sup>	3.96	50 <sup>th</sup>	
Q06	Development	4.20	58 <sup>th</sup>	4.02	49 <sup>th</sup>	
Q05	Cares	4.46	58 <sup>th</sup>	4.26	46 <sup>th</sup>	
Q04	Recognition	4.20	70 <sup>th</sup>	3.83	53 <sup>rd</sup>	
Q03	Do Best	4.32	60 <sup>th</sup>	4.17	48 <sup>th</sup>	
Q02	Materials	4.30	57 <sup>th</sup>	4.17	46 <sup>th</sup>	
Q01	Expectations	4.61	61 <sup>st</sup>	4.43	43 <sup>rd</sup>	

Note: UCSF Finance & Administrative Services. ADE represents Active Daily Engagement. Percentiles based on Gallup's 2021 Q<sup>12</sup> Overall <sup>1</sup>Workgroup-Level and <sup>2</sup>Company-Level Databases. Mean change represents data results for those who participated in both 2019 and 2021 surveys. **Bold** font indicates meaningful change of +/-0.10 or more if 1,000+ respondents and +/-0.20 or more if <1,000 respondents.; **Red** indicates greatest opportunity and **green** indicates greatest strength based on meaningful change.



### Manager Engagement Impact on Staff Engagement & Belonging

Manager engagement predicts team engagement and belonging.

Where teams work for engaged managers, their engagement is .30 higher and belonging is .32 higher.



#### Team Engagement Team Belonging

Note: UCSF Finance & Administrative Services. Percentiles based on Gallup's 2021 Q<sup>12</sup> Overall - <sup>1</sup>Executive, <sup>2</sup>Manager and <sup>3</sup>Non-Manager Workgroup-Level Databases; Mean change represents data results for those who participated in both 2019 and 2021 surveys. Belonging Index defined as the ten-item composite.



### The Belonging Index = 10 questions

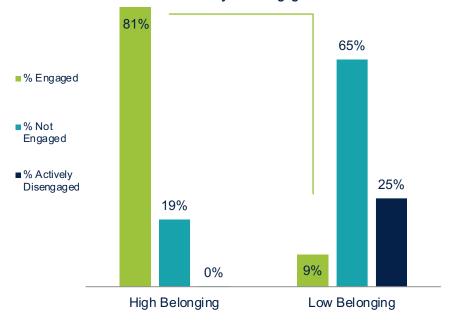
Engagement*	Roadmap	Manager Advocate	Unconscious Bias
Q04. In the last 7 days, I have received recognition or praise for doing good work	A clear <b>roadmap</b> that helps teammates navigate UCSF's complex structure	Strong <b>support</b> and <b>advocacy</b> from managers to drive growth and progress	Breaking <b>unconscious bias</b> and driving respect for <b>diverse</b> backgrounds and viewpoints
Q05. My supervisor or someone at work, seems to care about me	I know where to find information and resources that I need to be effective	My manager or supervisor serves as a strong advocate for our unit/department	I am respected for who I am as a person
Q07. At work, my opinions seem to count Q12. This last year, I have had opportunities at work to learn and grow	I have a clearly defined path for development and growth	My manager or supervisor is consistently trying to help me progress in my role	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.

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### Belonging & Engagement

Those who are experiencing a sense of belonging are 9x more likely to be engaged



#### Note: UCSF FAS and UCSF Overall (Health & Campus Combined). The six-item belonging index composite included in this analysis to define high and low belonging.

### **4 ATTRIBUTES EXPLAIN**

75%

OF VARIATION IN PERCEPTIONS OF BELONGING

**Q07 Opinions Count** 

Q12 Learn and Grow

Q03 Opportunity to do Best

**Q05 Cares About Me** 



### Belonging Index & Item Results

### Overall, positive increases in perceptions of belonging; sentiment is strongest on respect at work.

		∎%1s	∎%2s	∎%3s	∎%4s	<mark>∎</mark> %5s	2021 MEAN	CHANGE	
z	Recognition	10% 8% 1	6% 24	%	4	.3%	3.83	+0.05	
LUSION	Cares	<b>5% 11%</b>	22%		58%		4.26	+0.07	UCSF FAS OVERALL BELONGING INDEX:
12 INC	Opinions 5% 7% 17%		29%	0	4	2%	3.96	+0.11	Composite of the mean scores for the ten items listed.
<b>Q</b> 12	Learn & grow	<b>6% 6% 15%</b>	25%		48	%	4.03	-0.01	
CTION	Find information & resources	14%	37%		4	4%	4.18	+0.02	2021
DIREC	Clearly defined path	9% 10%	24%	29%	, D	28%	3.55	+0.03	4.02
ORT	Manager strong advocate	6% <b>12%</b>	22%		56%		4.19	+0.14	Δ '19-'21: +0.07
SUPP	Manager helps me progress	<b>6% 6% 16%</b>	26%		46	i%	4.00	+0.10	
PECT	Respected at work	11%	28%		54%		4.29	+0.08	
RESF	Opportunities for advancement	7% 7% 19	% 26	5%		41%	3.88	+0.11	

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

### Frequency of Verbatim Comments

Some basic employee needs surface in the employee verbatim responses

11%

#### ACCOMMODATIONS AT WORK (GM 4.33)

- Opportunity to work from home/work remotely
- Improved parking/cap parking fee/offer shuttle service
- Improve facilities/locations/work stations/cleanliness/space/furnishings/rest area

11%

#### LEARNING AND DEVELOPMENT (GM 3.87)

- · More opportunities for growth/development/advancement/promote from within
- · More training/education/learning opportunities/financial assistance
- · More education opportunities for nurses



#### **PAY/TRADITIONAL BENEFITS (GM 4.18)**

- · Better pay scale/incentives/bonuses
- Better benefits/pensions/better housing accommodations
- Better maternity leave



#### FAIRNESS AND ACCOUNTABILITY (GM 3.48)

- Treat staff fairly/equally/less favoritism
- More individual worker accountability



#### POSITIVE COMMENTS (GM 4.75)

#### 7% SYSTEMS/SUPPORT (GM 4.04)

- Lack of vital supplies/materials/tools/resources/equipment
- Updated systems/technology
- Budget/funding issues

7%

#### STAFFING/SCHEDULING/WORKLOAD (GM 3.93)

- Hire appropriate number of staff/short-staffed/better allocation of staff
- Better scheduling/work-life balance/scheduling structured to goals
- Unrealistic expectations/job duties/overworked

### 6%

#### MORALE/WELLBEING (GM 3.28)

- Improve morale/support/respect/trust/care about staff/engagement
- More recognition/appreciation/awards
- Better commitment to health/well-being of staff

### 5%

#### CULTURE (GM 4.15)

- More open to diversity/less microaggression
- More get togethers/events
- More inclusivity/belonging

#### 4%

#### **TOP-DOWN COMMUNICATION (GM 4.03)**

- More transparency/concise/clear communication
- Better communication from management to employees/coherence

Note: UCSF Finance & Administrative Services. 706 verbatim comments; What could UCSF do to make this an even better place to work?



### UCSF FAS Overall Accountability Index

Teams that action plan have better engagement results

UCSF FAS OVERALL ACCOUNTABILITY INDEX: Composite of the mean scores for the three accountability items listed below.	2018 <b>4.03</b> 58 <sup>th</sup> Percentile	2019 <b>4.02</b> 60 <sup>th</sup> Percentile	2021 <b>3.99</b> 60 <sup>th</sup> Percentile	Gallup Company 50 <sup>th</sup> <b>3.88</b>	Gallup Company 75 <sup>th</sup> <b>4.19</b>
ACCOUNTABILITY ITEMS:			ME	AN PERCENTILI	E 🛆 '19-'21
I received feedback on the previous Employee Engageme	4.2	20 60 <sup>th</sup>	-0.05		
My team participated in an effective action planning session	3.9	02 55 <sup>th</sup>	-0.03		
My team has made progress on the goals set during our a Survey.	t 3.8	36 54 <sup>th</sup>	+0.01		

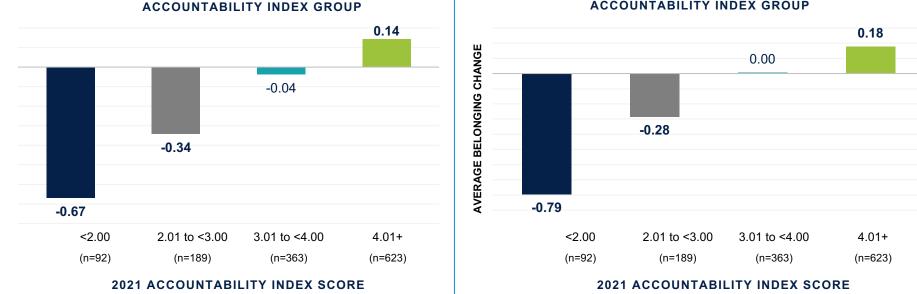
Note: UCSF Finance & Administrative Services. Percentiles are based on Gallup's Q12 Additional Items Company-Level (1,000+) Database for respective year.



### Accountability Impact on Engagement and Belonging

AVERAGE GRANDMEAN CHANGE IN 2021 BASED ON

Those with high ratings on accountability showed an average increase of +0.14 in GrandMean and +0.18 in Belonging in the 2021 survey.



#### AVERAGE BELONGING CHANGE IN 2021 BASED ON ACCOUNTABILITY INDEX GROUP

Note: UCSF Finance & Administrative Services; 1,267 individuals with two years of data included in this analysis. Percentiles are based on Gallup's Q1<sup>2</sup> Additional Items Company-Level (1,000+) Database for respective year. Bold font indicates meaningful change defined as +/- 0.10.



# Taking Action & Next Steps



### Gallup Best Practices and Recommendations

01

02

03

04

05

CASCADE COMMUNICATION OF ORGANIZATIONAL RESULTS IN POSITIVE TONE

Share engagement results in organization wide communication. Equip Leaders, Managers and Supervisors with talking points consistent with overall message to ensure communication cascade to frontline. Ongoing build of engagement everyday into communication messages through the year.

**SET A VISION OF ASPIRING TO WORLD-CLASS IN THE NEXT FIVE YEARS** Establish organization wide staff engagement goal (e.g., top decile in Gallup's database) as a part of leadership commitment and expectation for all of UCSF. Provide metric of standard measurement for all teams to reinforce accountability.

LEVERAGE STRENGTHS TO SUPPORT TOP QUARTILE TEAMS

Reward high performing teams and leaders with expanded Strengths support and education to maximize team engagement and sense of belonging.

#### SUPPORT EFFECTIVE ACTION PLANNING IN ALL ENTITIES

Establish expectations that teams within UCSF discuss results and commit to action. Utilizing Ambassadors and DEIA-AR Steering Committee (Diversity, Equity, Inclusion, Accessibility and Anti-Racism) in systematic way to support follow through and accountability by revisiting action commitments at various points throughout the year. Encourage leader's participation in action labs.

### LAUNCH NEW FOCUS ON ENGAGEMENT EVERYDAY

Build/expand upon organization wide performance management practices and system. Starting with a focus on the manager, providing support with the tools, resources and skill building training to support engagement, performance and belonging conversation integration (e.g., rounding, team meetings, 1:1 discussions, etc.).



## FAS Next Steps

By July 14	Share results with your teams
July 19	Deep dive of FAS results with Gallup
July 26	Recommend FY22 True North goal to FAS Executive Team for Engagement and to Advance Racial Equity and Belonging
August- September	Action Labs (training) for mangers facilitated by L&OD (cohorts by FAS department – 8 total)
October- November	Refresh Action Plans
Ongoing	Conversations to check progress and adjust

