

UCDAVIS

staffexperience

LISTENING, LEARNING, IMPROVING

2022 Survey Results

Staff Assembly

September 19, 2022



Staff Experience Survey Overview

Survey Goals

We want to understand staff engagement and continuously improve the staff experience at work.

Engaged employees:

- Are enthusiastic about their work
- Find greater meaning in what they do
- Have higher levels of commitment
- Tend to contribute more
- Are more likely to stay



Key Survey Information

- Survey is conducted every other year
- Administered by Glint to ensure confidentiality
- Davis campus-wide staff survey from March 28 – April 29, 2022
- 4,778 staff completed the survey this year

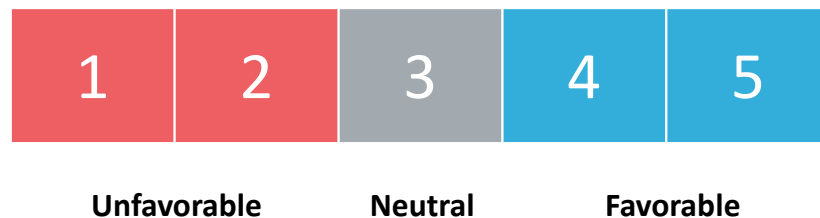


Survey participation
resulted in nearly
\$13,000 contributed to
Staff Emergency Fund

Survey Asked...

27 Questions Total:

- 24 asked for sentiment on 1-5 scale



- Comments allowed
- 1 Multiple Choice question
- 2 Open-ended questions

Sample Questions

- How happy are you working at UC Davis?
- I would recommend UC Davis as a great place to work.
- The work that I do at UC Davis is meaningful to me.
- My role is an excellent fit with my strengths.
- I have the resources I need to do my job well (e.g. tools, technology, support).
- Regardless of background, everyone at UC Davis has an equal opportunity to succeed.
- Overall, I am satisfied with how decisions are made at UC Davis.
- I believe meaningful action will be taken as a result of this survey.

Survey Population

Included

- Davis campus staff
- Career staff, limited and partial-year appts., per diem, contract employees
- Represented and policy-covered (non-represented) staff
- Probationary staff
- Temporary employees (TES)

Excluded

- Staff on payroll after December 31, 2021 cutoff were not invited this year
- Medical Center, School of Medicine, or School of Nursing staff
- Academic and Student employees

Confidentiality

To promote confidentiality, minimum response thresholds are in place:

5 responses (min.)
required to view
quantitative results

10 responses
(min.) required to
view **comments**

Demographic data
not available in
manager/supervisor
dashboards

Survey Is Confidential Unless People Identify Themselves

Hello.

Welcome to the Davis Campus Staff Experience Survey for 2022. UC Davis wants to know what you think about being a staff member. This survey is your chance to confidentially provide feedback that leads to UC Davis being a better place to work. It takes less than five minutes to complete and provides valuable information to leaders and managers to make improvements. Thanks for participating and sharing your experience working at UC Davis.



Your responses are confidential and reported in aggregate groups to your managers and UC Davis campus leadership. For more information view the: [Data Protection Summary](#). Take care not to identify yourself in the comments.

Who Has Access to Reports?

- **Managers/Supervisors**
 - Can view their own results and
 - Filter data within their organizational hierarchy by manager
- **Campus Leaders**
 - Can view their respective school/college/division results and
 - Filter data within their organizational hierarchy by school/college/division, department, manager, appointment type, personnel program, employee group, job title, job code, and years of service
- **Human Resources Business Partners and Designated Representatives**
 - Can do all the above and
 - Have custom access to view data for a specific school/college/division or department as requested by Campus Leaders
 - Can login as other people within their respective permission group (e.g. on behalf of a Campus Leader or Manager)

Progress Since 2020 Staff Experience Survey

Progress Since 2020 Survey

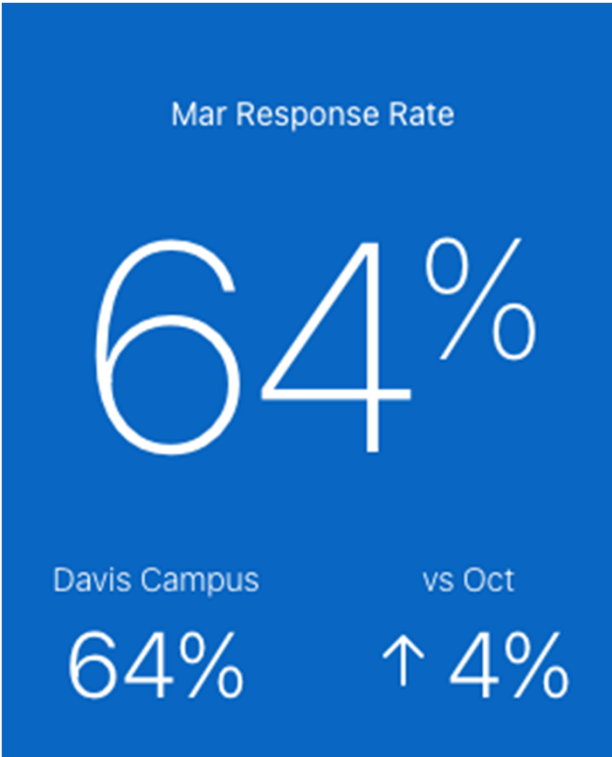
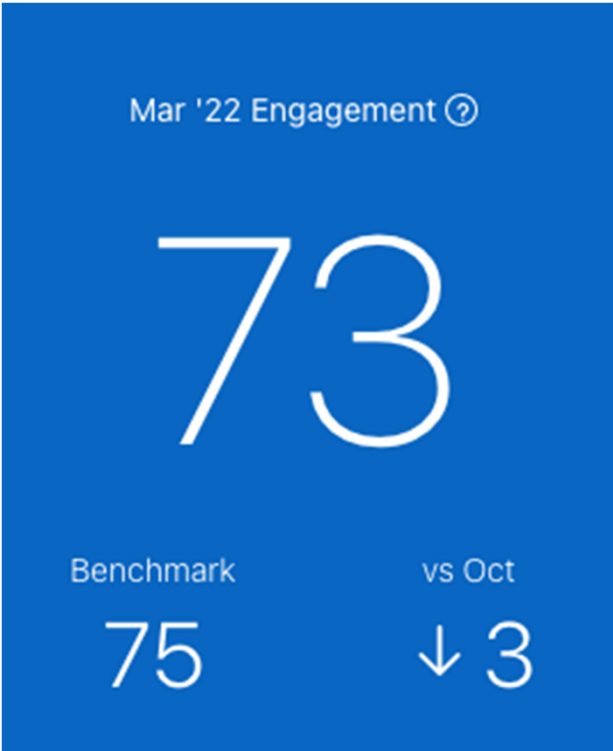
Campus-Wide Issues

- Chancellor established a UC Davis Campus Staff Experience Advisory Group to review staff feedback and develop actions to address staff concerns and improve staff work experience
- Increased use of remote, hybrid, and other flexible work arrangements that benefit both staff and departments
- Attracting, Selecting, and Hiring Diverse Talent at UC Davis Playbook - Published
- UC Core Competency Model embedded in ePerformance – To promote a shared set of behaviors that reflect UC's visions/values
- Staff/Faculty Partnership Award – To promote positive staff/faculty relationships
- Workforce Diversity Dashboard – To provide employee demographic information at school, college, and division level.
- Re-establish and expand UC Davis Group Mentoring Program

More Progress At: hr.ucdavis.edu/staff-experience-survey/progress

2022 Survey Campus Results

Campus Results Summary



SCORES INCREASED

3

SCORES DECREASED

18

RESPONSES

4,778

COMMENTS

8,895

Campus Highlights

- Engagement scores across Schools/Colleges/Divisions ranged from 66 to 82
- Staff reported higher “burnout” signals than other organizations (9.2% vs. 8.1%)
- 1/3rd of staff were unfavorable on “intent to stay”
- Belief that Davis will Take Action based on the survey was lowest score again (49/100, -2 decline from Oct. 2020 survey)
- Most critical issues reported were:
 - ✓ Managing the workload
 - ✓ Job security (compensation)
 - ✓ Remote work resources

Davis Campus: Top 3 Strengths

79

Purpose

"The work that I do at UC Davis is meaningful to me."

-1 vs. benchmark

-1 vs. 2020

High impact on engagement

77

Role

"My role is an excellent fit with my strengths."

-1 vs. benchmark

-2 vs. 2020

High impact on engagement

77

Manager

"I would recommend my manager to others."

-5 vs. benchmark

+1 vs. 2020

High impact on engagement

Davis Campus: Top 3 Opportunities for Improvement (After Taking Action)

Belief That Action Will Be Taken Remains Lowest Score (49/100)

55

Communication Flow

"There is a good flow of communication between leadership, departments and teams."

-7 vs. benchmark

New Item

Very high impact on engagement

62

Career

"I have good career opportunities at UC Davis."

-5 vs. benchmark

-2 vs. 2020

Very high impact on engagement

63

Equal Opportunity

"Regardless of background, everyone at UC Davis has an equal opportunity to succeed."

-11 benchmark

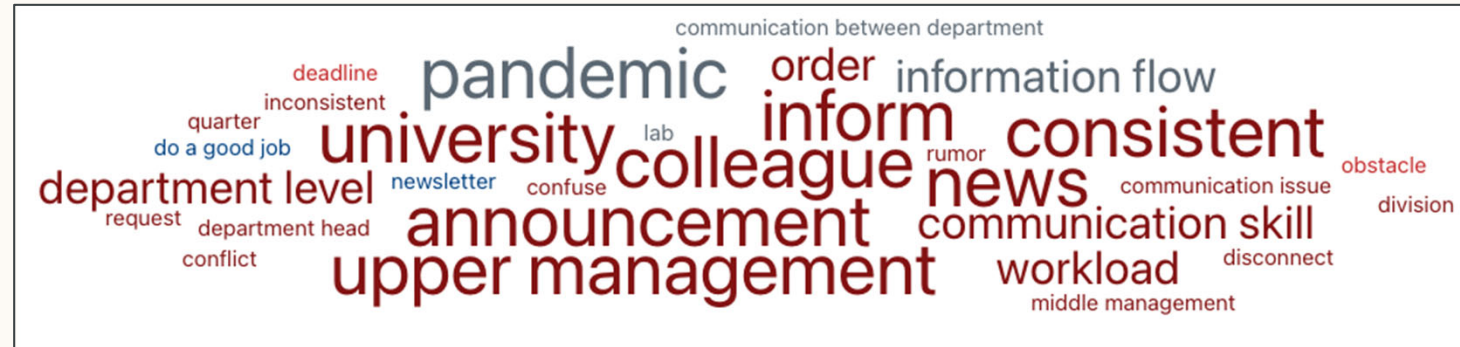
-1 vs. 2020

Very high impact on engagement

Communication Flow

Major themes:

- Info not trickled down
- Decisions are made without those impacted in mind
- Continue newsletters/townhalls where it's working



Continue town halls and newsletters

I like the emailed newsletters from the leadership keeping everyone informed, especially during this never-ending pandemic - that's very helpful! Thank you!!!

In our department we started townhall meetings before COVID and it has been so beneficial for so many reasons, and especially during the pandemic while people were remote. AND also because we have several locations throughout California!

The "Why" behind decisions

Decisions keep being made at an executive level without considering the impacts to the rest of the team. Communication needs to increase.

Review how information is dispersed

There have been multiple messages that go out to students from the chancellor etc saying to **"contact your department" or "contact your advisor"** about large issues and departments and advisors have received **no guidance on how to handle said issues....**

I often see that leadership communication does not get to teams and front-line staff as frequently, consistently, and correctly as it needs to. Our campus needs a stronger focus on internal communication within and across all units.

Too often decisions are made by people working outside of my unit. They don't realize the impact it can have. **I wish those making decisions would step into the unit before making a decision.**

Career & Growth Opportunities

Employees are talking about/asking for :

- More visibility into what paths are available
- Feel off campus experience is preferred
- Appreciate the training opportunities, but want more support



Visibility of opportunities

It would be nice to have a more **apparent career pathway map available to staff**. This tool would signal to supervisors/managers that staff development and retention is a priority. **It also could assist supervisors with proactively mapping goals with staff to help them work toward promotions...**

UC Davis has a mentoring program though leadership could make more of an effort to **announce this annually**.

Off campus experience

I would love to see a promotional opportunities for staff. As it stands, positions are very clearly defined and **advancement requires leaving one's unit/team, and opportunities for advancement are extremely limited**. Even when they are available, **current employees are passed over for promotion to hire those with off-campus experience...**

Career tracks and movement within the tracks seems punitive. **An off-campus employee can be hired for a larger salary than in on-campus employee because of our restrictions on salary increase percentages.**

Appreciation of training

The breadth of training UC Davis has is great. I wish there were funding to take development courses outside of UC Davis and that many of the comprehensive training opportunities were not only offered to management level staff. **Training opportunities are also dependent on the supervisor and department** to be consistent with allowing training for all staff.

Yes, more opportunity in recent years. Especially if it's free training. If there is a cost, that's much more difficult. Approval and reimbursement process seems time consuming and I think has too many layers of approval for amounts under \$100. I understand a more thorough process for larger amounts of money.

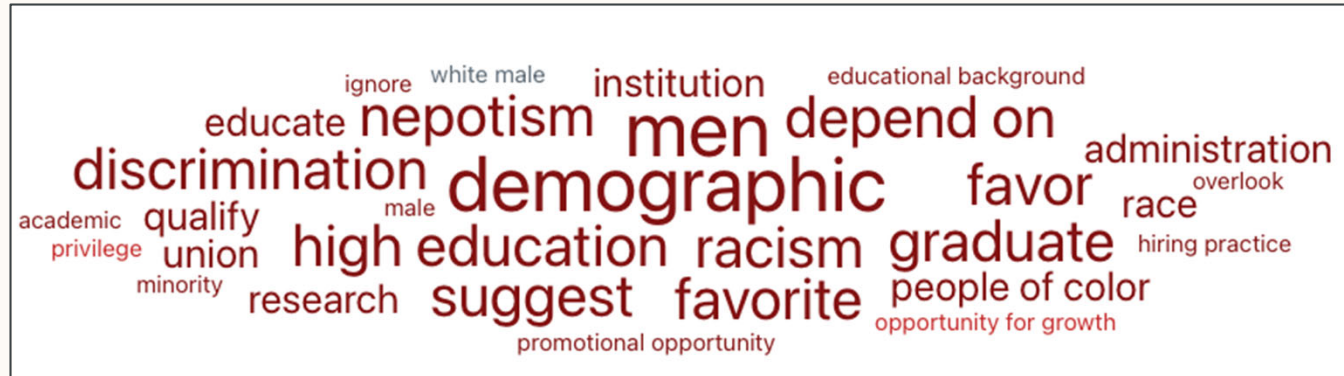
Glint global insights

Employees who see good opportunities to learn and grow are...

3.6x more likely to being happy at current company

2.9x more likely to report they expect they will still be with the company in two year's time.

Major themes from the comments were related to favoritism and bias towards education level



Favoritism

I am on hiring committees all the time and nearly always, there is already a candidate secretly picked out. **The campus places high value on familiarity, "fit," and the status quo, and therefore departments are extremely homogenous...**

I think some hiring committees have their favorites and often times degrees are taken more into account rather than direct experience, even when degrees are not required for the job.

Bias toward education level

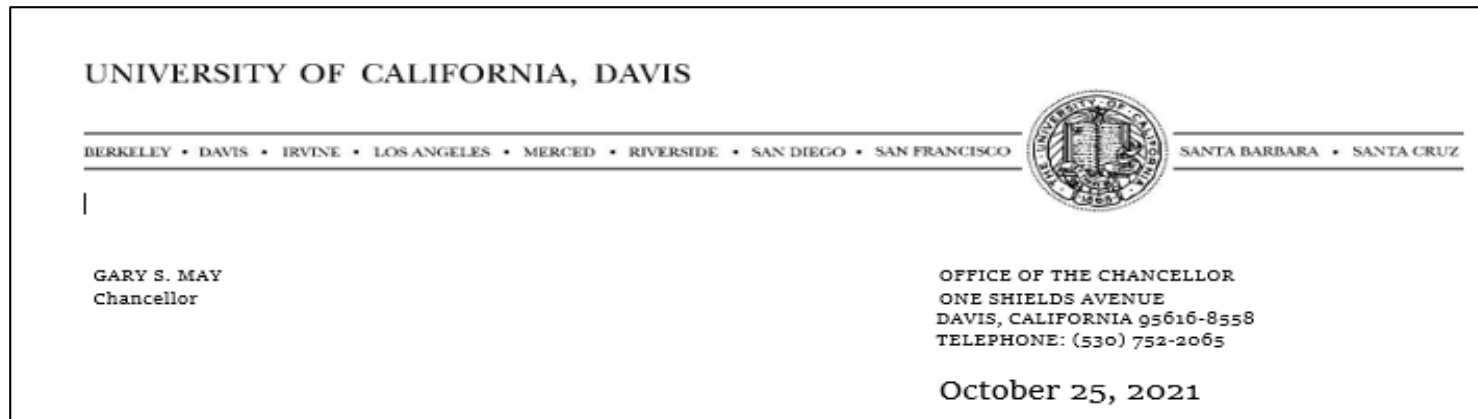
While things have improved for women and minorities, there is still an elitist educational divide. **If you can't get an education at a prestigious college, you will be relegated to lower echelons...**

Not everyone in all departments has the same chance to succeed. In jobs where a college degree is not required, **it seems that a degree is preferred over actual experience.**

Taking Action

A decorative pattern of light blue dots is arranged in a grid-like fashion on the right side of the slide, extending from the top right towards the bottom right. The dots are of varying sizes and are set against a solid dark blue background.

Staff Experience Campus Advisory Group



Chancellor/Provost appointed Staff Experience Advisory Group to:

- Solicit and review staff feedback (from bi-annual survey & other sources)
- Identify best practices, trends and the creation of, or changes to, campus-wide policies, procedures, and/or programs that affect staff
- Provide a forum for staff on campus to raise significant issues

Focus Areas: Campus Wide



Action Taking has a critical impact on Engagement

Decisive action matters.
People at UC Davis who
believe action will be taken
on their feedback are more
engaged.



31_{pt}

Difference in engagement for
those who are favorable on Action
Taking and those who are
unfavorable



Key Role of Managers/Supervisors

The most important contributor to:

- how hard employees work,
- how much discretionary effort they provide,
- how engaged they are, and
- how long they plan to stay

Is the immediate supervisor.

Sharing Results: A.C.T.

ACT is the communication model recommended for managers to have conversations with their teams about the survey results and next steps.



Acknowledge
where we are.



Collaborate on
where we want to
go.

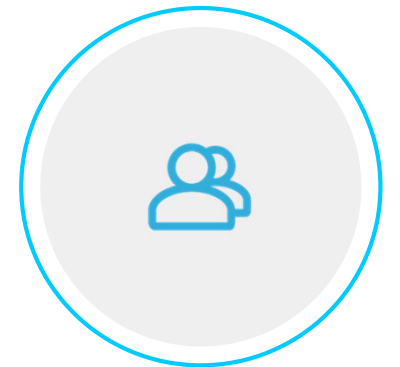


Take steps
forward.



Sharing Results With Teams

- ✓ Incorporate the ACT conversation as 15 minutes on the agenda of a standing team meeting.
- ✓ Ask team members to identify 1-3 areas that are important to them for improvement
- ✓ Ask for team's thoughts regarding what actions should be taken to implement the top 3 improvement areas.
- ✓ Document improvement areas (goals) and actions (may use Glint Dashboard or other tool)
- ✓ Share actions with next level manager



2022 Survey Timeline



Next Steps



- **Managers** share results and meet with teams to discuss survey results and identify 1-3 focus areas for improvement. ~June/July
- **Departments/Teams** identify specific actions to be taken in focus areas (“What Can We Do”?). ~June-August
- **Teams** discuss/monitor progress on actions— On-going.
Best Practice: Add Staff Experience as a standing agenda item to team meetings
- **Campus Staff Experience Advisory Group** working on improvements in the campus wide focus areas

UC Davis Resources

The Staff Experience survey webpages host tools and training, including:

- Step-by-step job aids
- Sample presentation template
- Training through Staff Development on a variety of survey topics
- Campus partners who provide training and consultation (e.g., Office of Diversity, Equity & Inclusion, Ombuds Office, Employee & Labor Relations, Organizational Excellence, ASAP, etc.)
- Glint and UC Davis resources

> Survey Results

>> [Results Dashboard for Supervisors](#)

>> [Campuswide Results](#)

>> [Campuswide Response Rates](#)

> [Survey Progress Since Oct. '20](#)

> [Toolbox for Managers/Supervisors](#)

> About the Survey

>> [Key Details](#)

>> [Confidentiality](#) (threshold rules)

>> [Survey Questions](#)

Questions?

Email: staffexperiencesurvey@ucdavis.edu

Website: <https://hr.ucdavis.edu/staff-experience-survey>