

2017 ALL STAFF TOWN HALL

Welcome

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UC Davis Health System Staff Assembly

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Opening comments

Ralph J. Hexter
Provost and Executive Vice Chancellor
University of California, Davis

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Today's Town Hall Will Be Interactive

Using interactive polling technology to co-create insights together with you as active participants

www.pollev.com/orgexcellence

OR: Text ORGEXCELLENCE to 37607 once to join, then text your response



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What does employee engagement mean to you?

Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app

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Agenda

Brenda Rebman
Chief Human Resources Officer
University of California, Davis

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Agenda

Welcome by Provost and Executive Vice
Chancellor Ralph Hexter

CUCSA Survey Background

CUCSA Survey Results Summary

Responses and Next Steps

Audience Feedback

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Survey Background and Context

Lina Layiktez

Chair

Council of University of California Staff Assemblies

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CUCSA survey background

- Developed by the Council of University of California Staff Assemblies and the systemwide Employee Relations unit
- Goals
 - Understand the current state of engagement of the non-represented UC workforce
 - Identify actions to enhance strengths and address gaps
 - Measure results over time
 - Consider these results along with related information such as Ombuds reports and grievance data
- Administered in 2012, 2015 and 2017

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2017 UC Engagement Survey – Methodology

Target Population

- Second quarter of 2017
- Random, stratified sample of non-represented UC staff (99s)
- At least one year of service from each UC campus

Response

- 1,122 respondents from Davis campus, Schools of Medicine and Nursing. (*Total non-represented population ~ 4,000*)
- UCDH conducts its own engagement survey using Press Ganey
 - Last survey in 2015 with a 52% response rate
 - Results cross-walked with patient satisfaction data
 - Action plans created by each department

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2017 UC Engagement Survey – Content

Benchmarks

- UC Davis 2012
- UC Davis 2015
- University of California Overall 2017
- Willis Towers Watson US National Norm

Ability to stratify results by:

- Ethnicity
- Gender
- Years of Service
- Pay Range
- Role

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2017 UC Engagement Survey – Content

- 40 opinion items/questions, organized into ten different categories *(2015 survey: 37 items, 8 categories)*
- Categories
 - Career Development, *5 items*
 - Communication, *2 items*
 - Engagement, *8 items*
 - Image/Brand, *2 items*
 - Organizational Change, *3 items*
 - Performance Management, *3 items*
 - Supervision, *11 items*
 - Working Relationships, *2 items*
 - Diversity & Inclusion, *2 items* – *new Category for 2017*
 - Wellness, *2 items* – *new Category for 2017*



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2017 CUCSA engagement survey results

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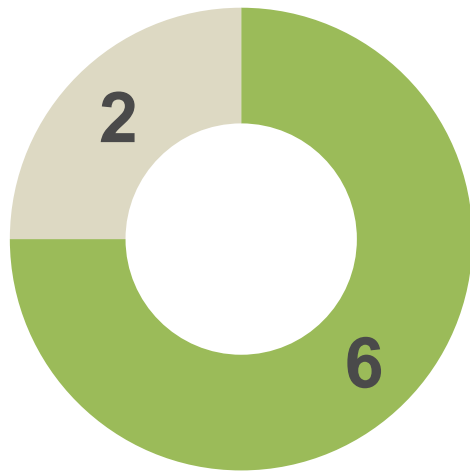


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UC Davis Engagement Results - Overview

2017 vs 2015 Results
6 out of 8 Categories have Improved



Most Improved

Engagement, 3

Performance Management, 3

Working Relationships, 2

Strengths

- ▶ Career Development, Performance Management, Supervision

Opportunities

- ▶ Career Development, Organizational Change

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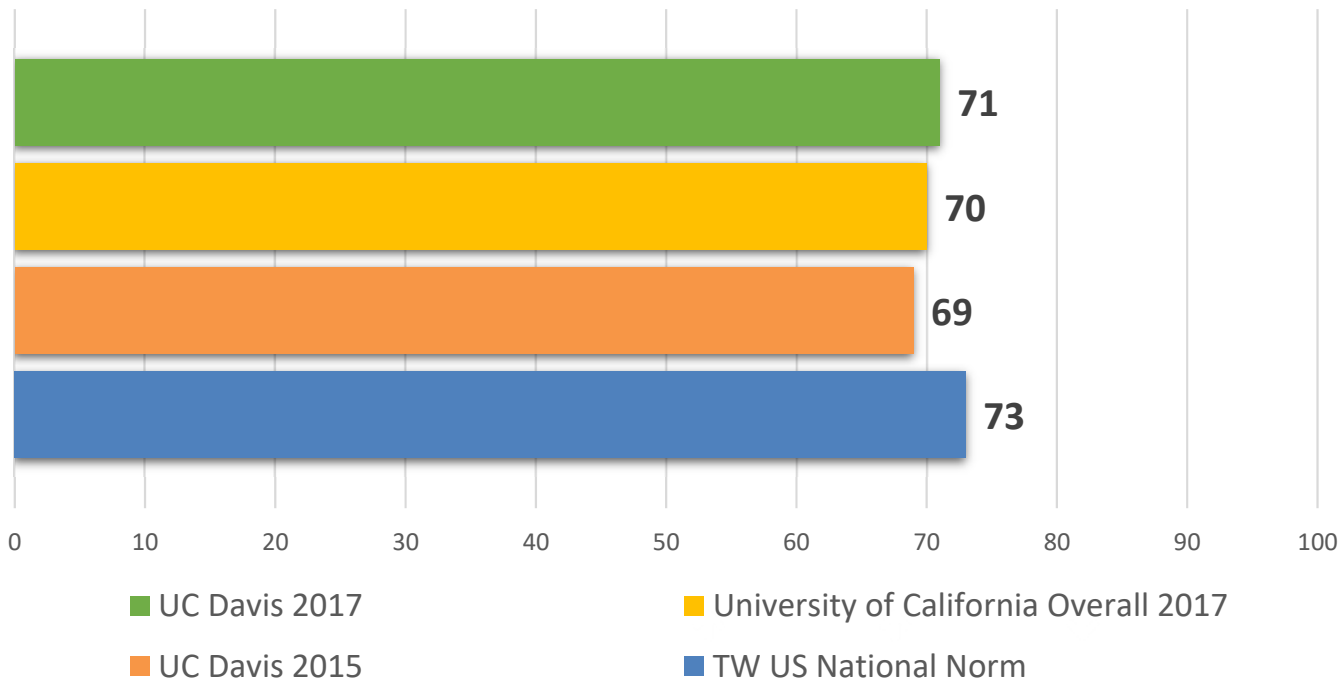
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UC Davis Engagement Score 2017

71

Engagement Comparisons



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Items that Reflect the *Key Drivers of Engagement* as identified by Willis Towers Watson Comparison between 2017 and 2015

Category	Items	Total Favorable 2017	Total Favorable 2015	Differential
Career Development	20. My campus/location is doing a good job of planning for management succession.	32	31	↑ +1
Career Development	23. I am confident I can achieve my personal career objectives within the UC system.	63	60	↑ +3
Performance Management	3. I feel my campus/location does a good job matching pay to performance.	30	28	↑ +2
Performance Management	5. I feel my personal contributions are recognized.	64	56	↑ +8*
Wellness	32. My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	73	0**	n/a
Wellness	35. My organization promotes an environment of physical, mental and social well-being.	67	0**	n/a

** new category in 2017

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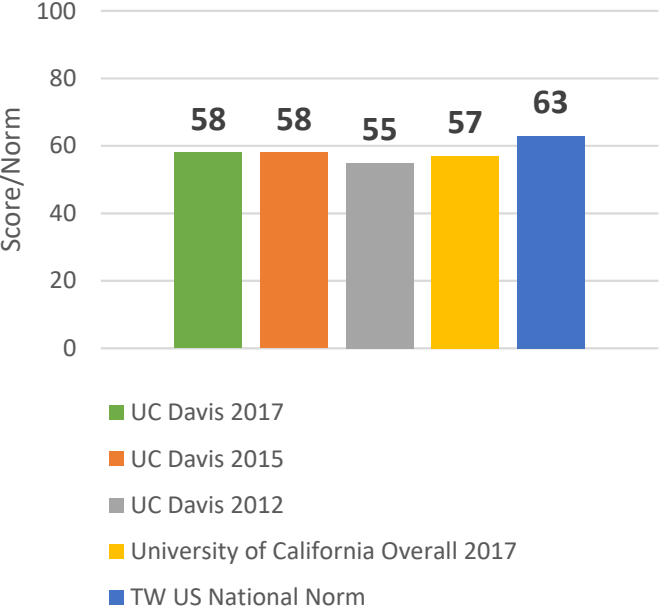


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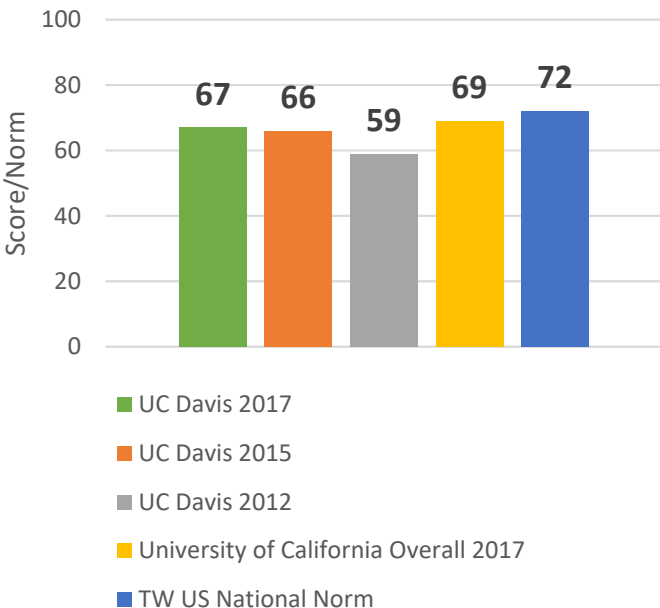
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Comparative Data by Survey Category

Career Development (5 items)



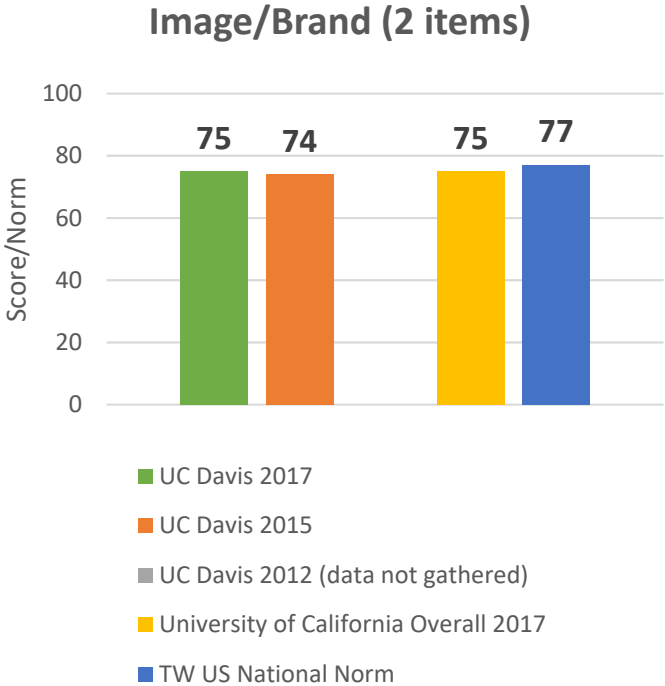
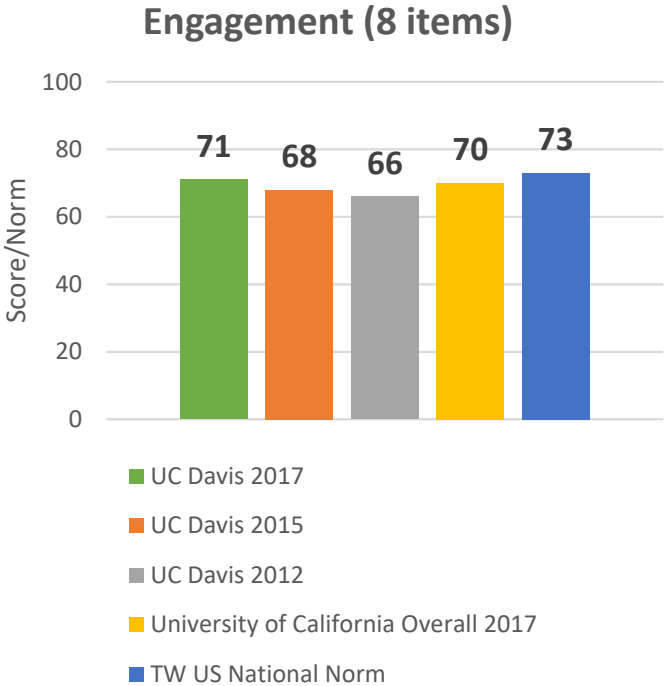
Communication (2 items)



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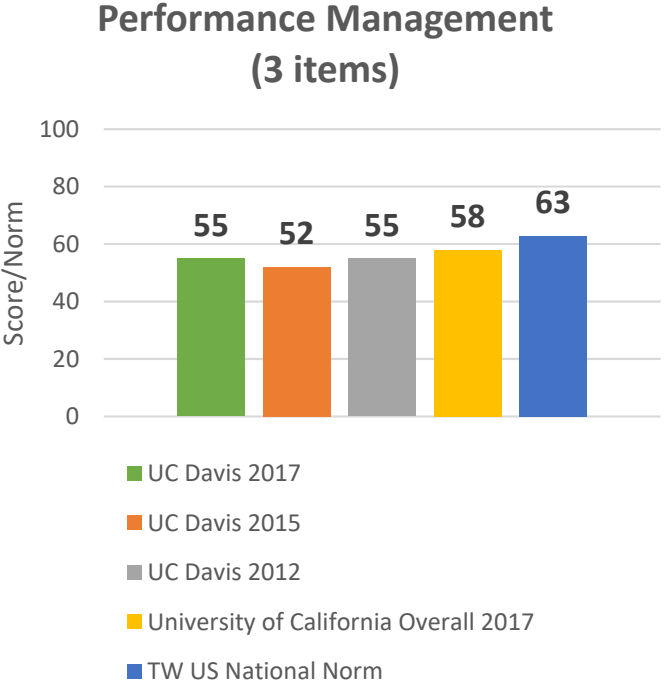
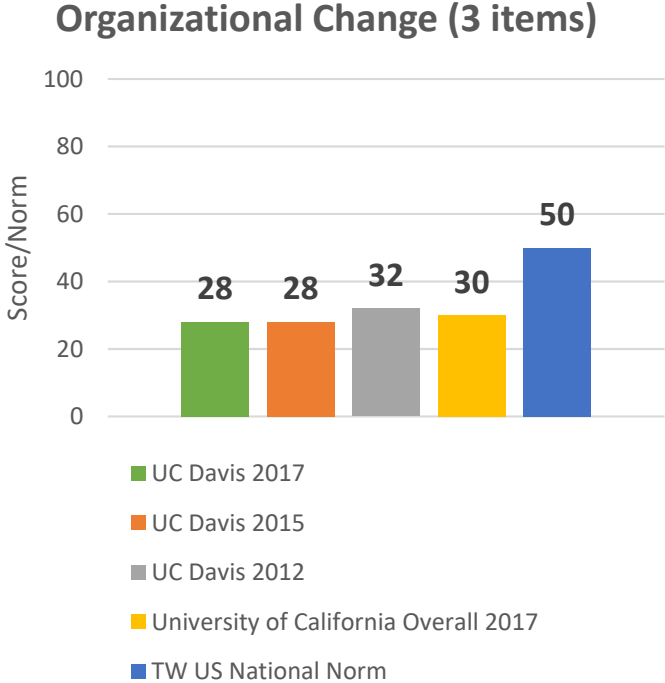
Comparative Data by Survey Category



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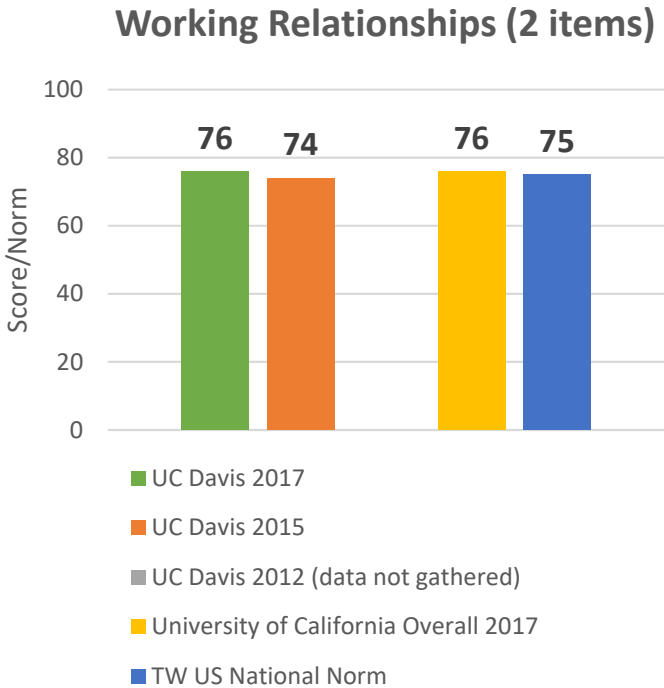
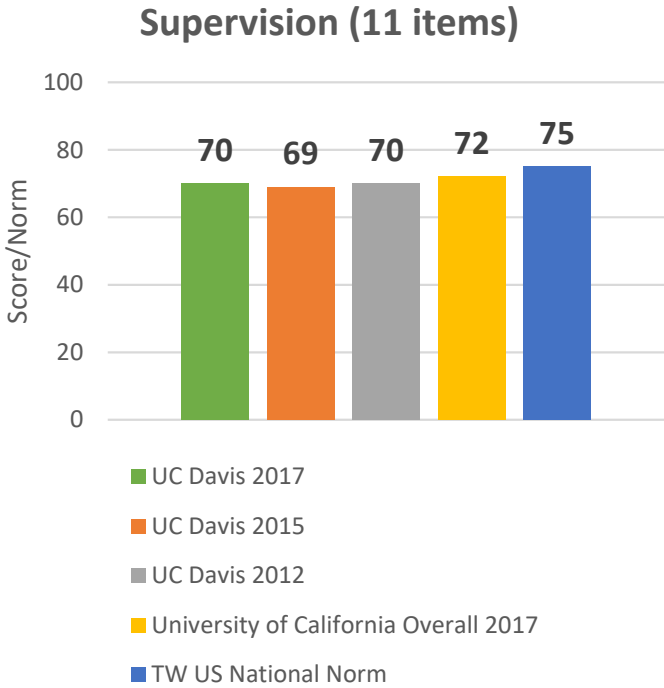
Comparative Data by Survey Category



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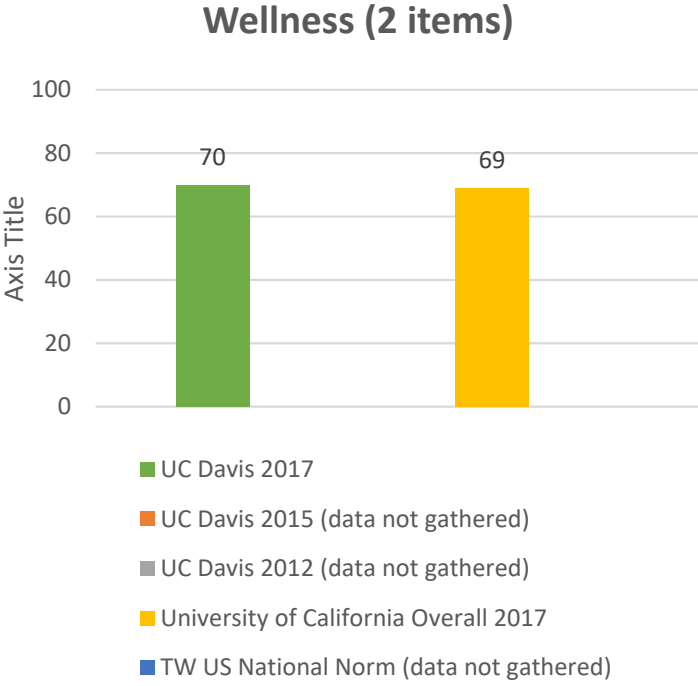
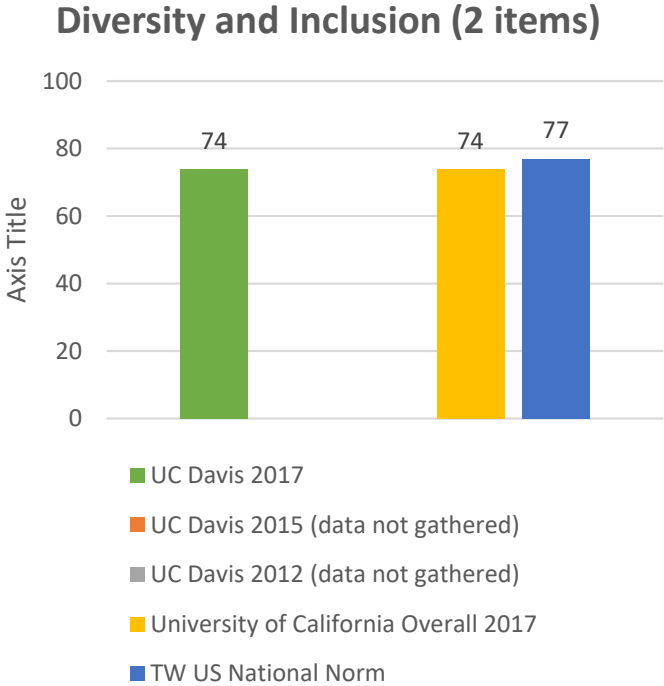
Comparative Data by Survey Category



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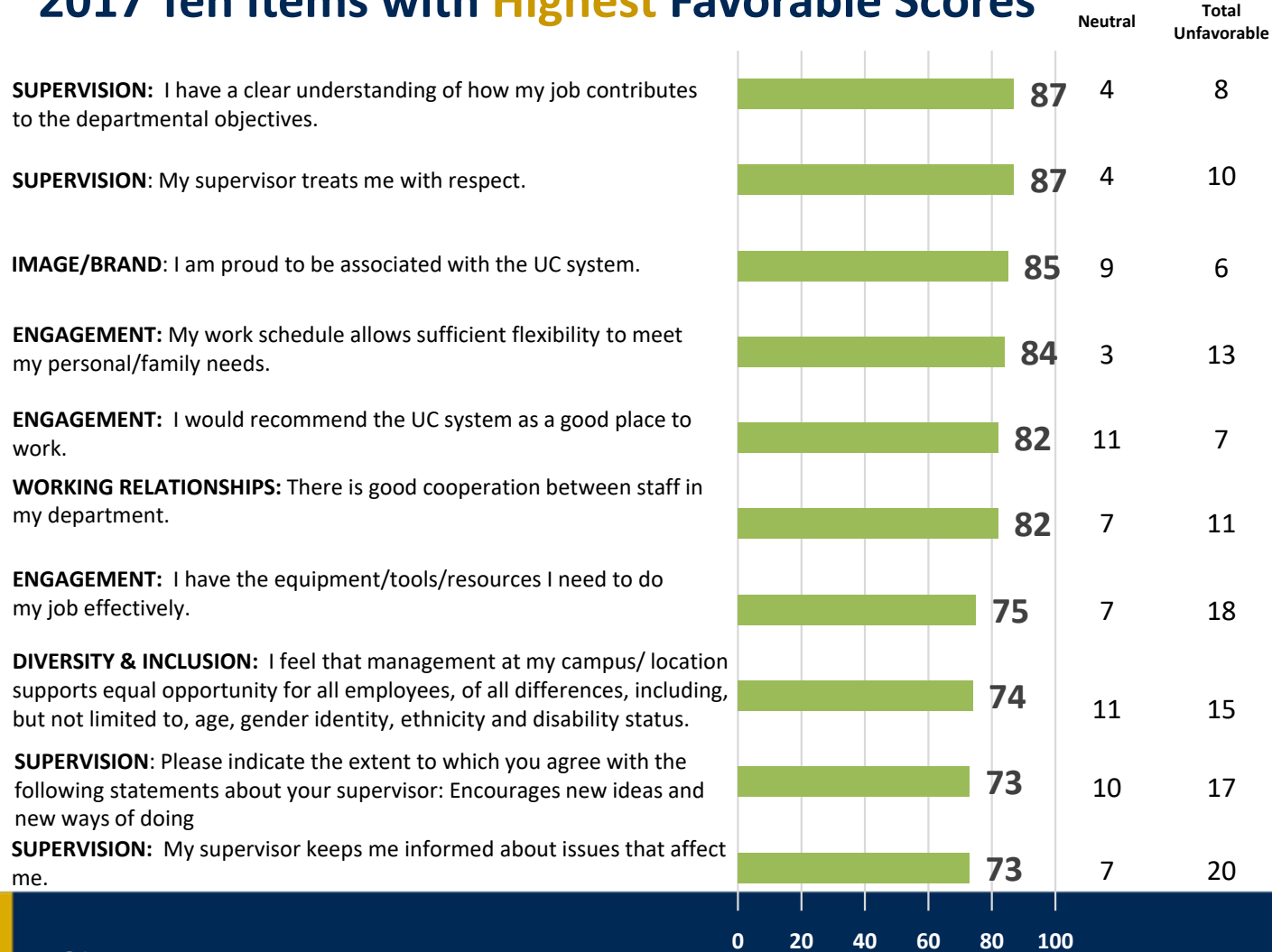
Comparative Data by Survey Category



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2017 Ten Items with Highest Favorable Scores



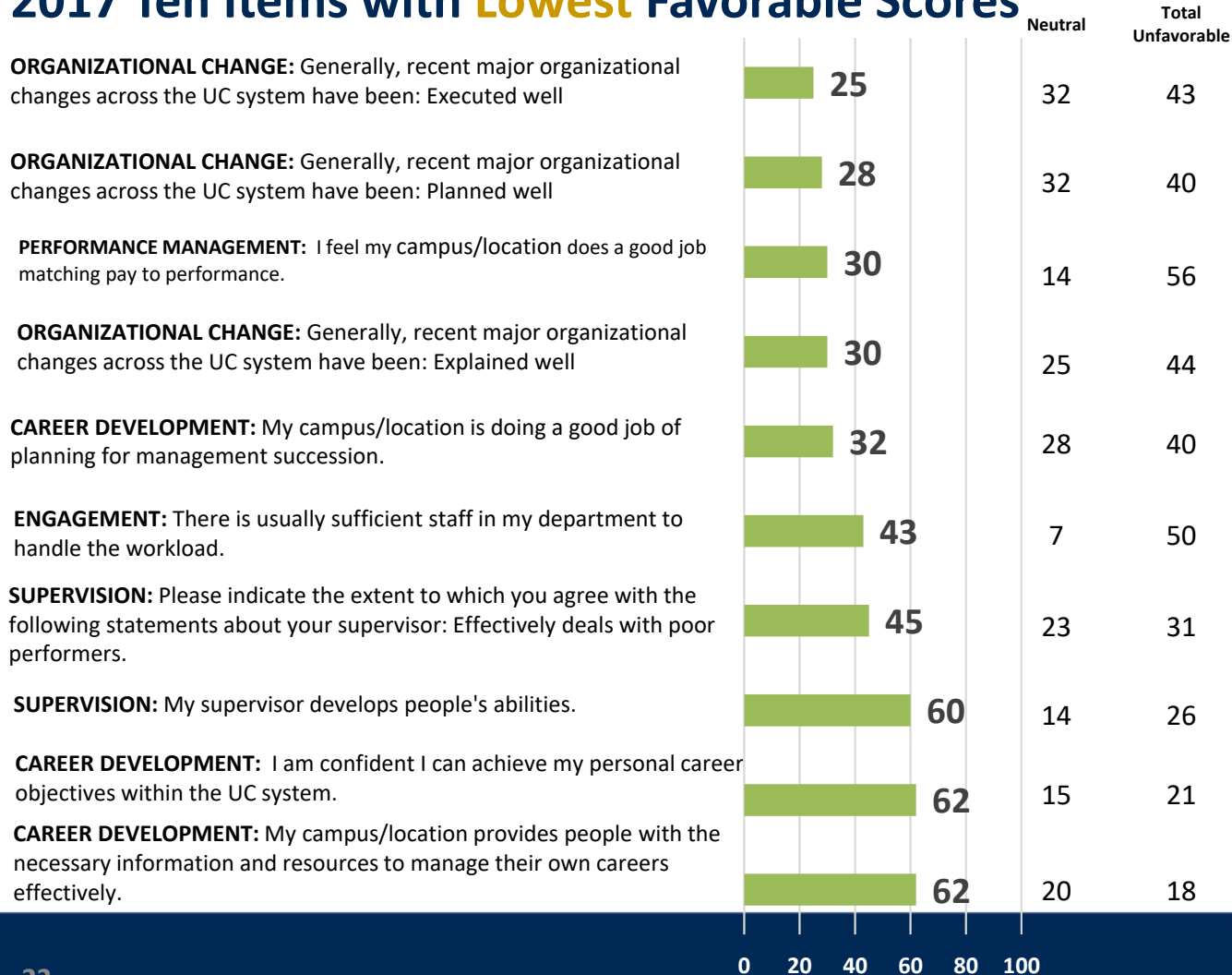
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5-point Likert scale:
 1, 2 = Unfavorable
 3 = Neutral
 4, 5 = Favorable

DAVIS [W] (N=1,122)

2017 Ten Items with **Lowest** Favorable Scores



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5-point Likert scale:
1, 2 = Unfavorable
3 = Neutral
4, 5 = Favorable

DAVIS [W] (N=1,122)

2017 Written Comment Summary

Of the 1,122 employees who returned surveys, 671 respondents (60%) answered the comment question:

What one or two suggestions do you have that would improve your campus/location as a place to work?

1. Performance Management (15%)

- Current performance management system is ineffective at recognizing and rewarding staff
- Little recognition of increased workload in consideration of performance evaluation
- Inconsistency in distribution of merit
- Poor performers are not managed effectively

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2017 Written Comment Summary

2. Organizational Change (14%)

- Reactive
- Frustration with volume and complexity of changes on campus
- Poor communication of impending changes and inadequate staffing to manage the workload
- Perception that university is shifting to a “corporate business” model

3. Career Development (14%)

- Lack of upward mobility in departments and on campus
- Desire for training and professional development
- Need for career planning and progression systems/processes

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2015 Post-survey Follow-up

Staff Assembly and HR Partnership on:

- Supervisory Task Force
(white paper submitted to Chancellor)
- Performance Management Committee
(white paper in draft)
- Career Development Committee

Staff Assembly

- Communication Committee
(in need of volunteers!)

Contact your Staff Assembly Membership Chair to get involved!

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Willis Towers Watson Suggestions for Improvement

Career development:

- Identify opportunities for employees to network with other colleagues, work groups, departments, etc.
- Assign employee mentors to new or less experienced team members

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What types of employee networking activities would you recommend?

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What are some ways to ensure a departmental mentor program is successful?

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Willis Towers Watson Suggestions for Improvement

Change communication

- Improve communication on changes taking place at the location or across the system.

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How do you prefer to receive information about organizational or system-wide changes?

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Willis Towers Watson Suggestions for Improvement

Change execution

- Improve execution of changes at the location

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What one thing might improve the way our organization executes change?

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What have you done in your own units or departments to improve employee engagement?

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Q & A

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If you have any additional questions, feedback or suggestions regarding:

- Engagement survey and/or survey results
- Today's discussion

engagementfeedback@ucdavis.edu

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Thank you!

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