Welcome
Opening comments

Ralph J. Hexter
Provost and Executive Vice Chancellor
University of California, Davis
Today's Town Hall Will Be Interactive

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

www.pollev.com/orgexcelence

OR: Text ORGEXCELENCE to 37607 once to join, then text your response
What does employee engagement mean to you?
Agenda

Brenda Rebman
Chief Human Resources Officer
University of California, Davis
Agenda

Welcome by Provost and Executive Vice Chancellor Ralph Hexter

CUCSA Survey Background

CUCSA Survey Results Summary

Responses and Next Steps

Audience Feedback
Survey Background and Context

Lina Layiktez
Chair
Council of University of California Staff Assemblies
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
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
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
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*
2017 CUCSA engagement survey results
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
UC Davis Engagement Score 2017

Engagement Comparisons

- UC Davis 2017: 71
- University of California Overall 2017: 70
- UC Davis 2015: 69
- TW US National Norm: 73

2017 UC Davis Engagement Survey Results Summary
## Items that Reflect the Key Drivers of Engagement as identified by Willis Towers Watson Comparison between 2017 and 2015

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

** new category in 2017
Comparative Data by Survey Category

### Career Development (5 items)

- UC Davis 2017: 58
- UC Davis 2015: 58
- UC Davis 2012: 55
- University of California Overall 2017: 57
- TW US National Norm: 63

### Communication (2 items)

- UC Davis 2017: 67
- UC Davis 2015: 66
- UC Davis 2012: 59
- University of California Overall 2017: 69
- TW US National Norm: 72

2017 UC Davis Engagement Survey Results Summary
Comparative Data by Survey Category

Engagement (8 items)

- UC Davis 2017: 71
- UC Davis 2015: 68
- UC Davis 2012: 66
- University of California Overall 2017: 70
- TW US National Norm: 73

Image/Brand (2 items)

- UC Davis 2017: 75
- UC Davis 2015: 74
- UC Davis 2012 (data not gathered)
- University of California Overall 2017: 75
- TW US National Norm: 77
Comparative Data by Survey Category

Organizational Change (3 items)

Performance Management (3 items)

Score/Norm

- UC Davis 2017
- UC Davis 2015
- UC Davis 2012
- University of California Overall 2017
- TW US National Norm
Comparative Data by Survey Category

Diversity and Inclusion (2 items)

- UC Davis 2017: 74
- UC Davis 2015 (data not gathered): 74
- UC Davis 2012 (data not gathered): 77
- University of California Overall 2017
- TW US National Norm

Wellness (2 items)

- UC Davis 2017: 70
- UC Davis 2015 (data not gathered): 69
- UC Davis 2012 (data not gathered)
- University of California Overall 2017
- TW US National Norm (data not gathered)
2017 Ten Items with **Highest Favorable Scores**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Neutral</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPERVISION</strong></td>
<td>I have a clear understanding of how my job contributes to the departmental objectives.</td>
<td>87</td>
<td>4</td>
</tr>
<tr>
<td><strong>SUPERVISION</strong></td>
<td>My supervisor treats me with respect.</td>
<td>87</td>
<td>4</td>
</tr>
<tr>
<td><strong>IMAGE/BRAND</strong></td>
<td>I am proud to be associated with the UC system.</td>
<td>85</td>
<td>9</td>
</tr>
<tr>
<td><strong>ENGAGEMENT</strong></td>
<td>My work schedule allows sufficient flexibility to meet my personal/family needs.</td>
<td>84</td>
<td>3</td>
</tr>
<tr>
<td><strong>ENGAGEMENT</strong></td>
<td>I would recommend the UC system as a good place to work.</td>
<td>82</td>
<td>11</td>
</tr>
<tr>
<td><strong>WORKING RELATIONSHIPS</strong></td>
<td>There is good cooperation between staff in my department.</td>
<td>82</td>
<td>7</td>
</tr>
<tr>
<td><strong>ENGAGEMENT</strong></td>
<td>I have the equipment/tools/resources I need to do my job effectively.</td>
<td>75</td>
<td>7</td>
</tr>
<tr>
<td><strong>DIVERSITY &amp; INCLUSION</strong></td>
<td>I feel that management at my campus/location supports equal opportunity for all employees, of all differences, including, but not limited to, age, gender identity, ethnicity and disability status.</td>
<td>74</td>
<td>11</td>
</tr>
<tr>
<td><strong>SUPERVISION</strong></td>
<td>Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing</td>
<td>73</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>My supervisor keeps me informed about issues that affect me.</td>
<td>73</td>
<td>7</td>
</tr>
</tbody>
</table>

5-point Likert scale: 1, 2 = Unfavorable 3 = Neutral 4, 5 = Favorable
2017 Ten Items with **Lowest** Favorable Scores

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Unfavorable</th>
<th>Neutral</th>
<th>Favorable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORGANIZATIONAL CHANGE</td>
<td>Generally, recent major organizational changes across the UC system have been: Executed well</td>
<td>32</td>
<td>43</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORGANIZATIONAL CHANGE</td>
<td>Generally, recent major organizational changes across the UC system have been: Planned well</td>
<td>32</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERFORMANCE MANAGEMENT</td>
<td>I feel my campus/location does a good job matching pay to performance.</td>
<td>14</td>
<td>56</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORGANIZATIONAL CHANGE</td>
<td>Generally, recent major organizational changes across the UC system have been: Explained well</td>
<td>25</td>
<td>44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAREER DEVELOPMENT</td>
<td>My campus/location is doing a good job of planning for management succession.</td>
<td>28</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENGAGEMENT</td>
<td>There is usually sufficient staff in my department to handle the workload.</td>
<td>7</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPERVISION</td>
<td>Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers.</td>
<td>23</td>
<td>31</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPERVISION</td>
<td>My supervisor develops people's abilities.</td>
<td>14</td>
<td>26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAREER DEVELOPMENT</td>
<td>I am confident I can achieve my personal career objectives within the UC system.</td>
<td>15</td>
<td>21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAREER DEVELOPMENT</td>
<td>My campus/location provides people with the necessary information and resources to manage their own careers effectively.</td>
<td>20</td>
<td>18</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5-point Likert scale: 1, 2 = Unfavorable 3 = Neutral 4, 5 = Favorable
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
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
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!
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
What types of employee networking activities would you recommend?
What are some ways to ensure a departmental mentor program is successful?
Willis Towers Watson Suggestions for Improvement

Change communication

• Improve communication on changes taking place at the location or across the system.
How do you prefer to receive information about organizational or system-wide changes?
Willis Towers Watson Suggestions for Improvement

Change execution

• Improve execution of changes at the location
What one thing might improve the way our organization executes change?
What have you done in your own units or departments to improve employee engagement?
2017 ALL STAFF TOWN HALL

Q & A

OEconnect@ucdavis.edu
2017 ALL STAFF TOWN HALL

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

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

engagementfeedback@ucdavis.edu
2017 ALL STAFF TOWN HALL

Thank you!