



Highlights of 2015 Staff Engagement Survey

An aerial photograph of a city at sunset. The sun is low on the horizon, casting a warm orange and yellow glow across the sky. In the foreground, there are various buildings, including a prominent white circular structure. In the middle ground, a large, dark, pointed tower stands out against the sky. The background shows a range of mountains under a clear blue sky. A semi-transparent blue rectangular box is overlaid on the center of the image, containing the text "Engagement survey" in white serif font.

Engagement survey

An aerial photograph of a university campus. In the center, a tall, white clock tower with a pointed roof stands prominently. The campus is filled with various buildings, many with red-tiled roofs, and is surrounded by lush green trees. A semi-transparent, light blue rectangular box is overlaid across the middle of the image, containing the word "Background" in a white, serif font. The sky is a clear, bright blue with a few wispy clouds.

Background



Background

- System-wide survey of non-represented staff coordinated by Towers Watson for UCOP at the request of CUCSA.
- Conducted between March 30 and April 24, 2015.
- Random sample of non-represented staff that included 2,560 from Berkeley.
- Berkeley's response rate was 40%, or 1,034.
- The survey was last done in 2012.
- This summary includes highlights from comments & comparisons of similarly worded questions in both survey years.



What was asked?

What was asked?



- The survey included 8 major categories of questions:
 - Career development
 - Communication
 - Engagement
 - Image or brand
 - Organizational change
 - Performance management
 - Supervision
 - Working relationships
- There were a total of 37 questions asked.



Key drivers to sustainable engagement
(identified by Towers Watson)

3 key drivers to sustainable engagement:



- 1. Working relationships** – a Berkeley strength.
 - good cooperation between campus departments (67%), and
 - **between staff in my department (80%)**
- 2. Career development** – showed improvement but needs work.
 - sufficient opportunities to receive training (64%)
 - confidence in achieving career objectives in the UC (53%)
- 3. Performance management** – room for improvement, especially in the area of recognition.
 - performance evaluated fairly (71%)
 - feeling recognized (58%)

Berkeley compared to the UC: Where are we doing better than the average UC system-wide responses?

- **Supervision:**
 - My supervisor treats me with respect (85%)
 - Listens carefully to different points of view before coming to conclusions (72%)

Berkeley compared to ourselves: Where did we show the greatest improvement since 2012?

- **Communication:**
 - I feel able to openly and honestly communicate my views to my supervisor and other leaders (up 11 points to 68%)
- **Engagement:**
 - Working for the UC system inspires me to do my best work (up 9 points to 65%)



What was the focus of comments?



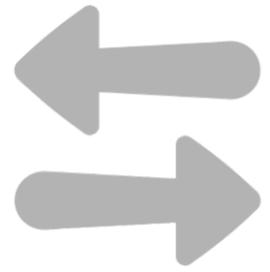
**Of the 1,034 staff who responded to the survey,
685 (66%) returned comments.**

**Top 3 areas identified in the comments as opportunities for
improvement :**

- 1. Organizational change (27%)**
- 2. Career development (13%)**
- 3. Performance management (13%)**

A golden bear sculpture is mounted on a tall, light-colored concrete pedestal. The bear is depicted in a walking or leaping pose, facing right. In the background, a tall, white stone clock tower with a pointed roof and arched windows is visible, surrounded by green trees under a clear blue sky. A semi-transparent white rectangular box is overlaid on the center of the image, containing the text.

Organizational change -
what were the comments?

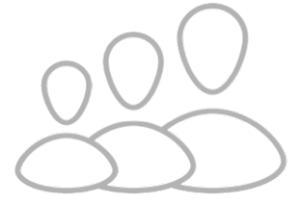


1. Organizational change comments

- **Need for clarity on goals** – Morale is impacted when leadership is not clear about the goals and need for change.
- **Recognize the impact of change** – Organizational shifts have led to destabilized workloads, insufficient staffing, and inefficiencies.
- **Managers need to lead** – When senior managers don't lead their mid-managers, staff are left to fight battles beyond their control.
- **Knowledge is leaving** - A talent exodus is resulting in an information drain as people leave and are replaced by staff not as knowledgeable.

A photograph of a modern, multi-story building with a light-colored facade and large windows. In the foreground, there is a large, abstract red sculpture on a grassy area. The building has a prominent overhang on the upper level. The sky is clear and blue. A semi-transparent blue box with white text is overlaid on the center of the image.

Career development -
what were the comments?



2. Career Development comments

- **Lack of time for development** - Lack of budget and understaffing make it difficult to participate in training programs. And, current workloads inhibit career development efforts.
- **Promote talent from within** - Need to consider promoting from within more often than hiring external people to give current qualified staff a career path.
- **Supervisors need to support staff development-** Supervisors need to support staff development to build Berkeley's bench strength.
- **Consider alternative ways of developing skills** - Building professional networks and participating in projects is a good way to develop professionally. And, consider supporting staff interested in crossing into different occupational roles.



Performance management -
what were the comments?



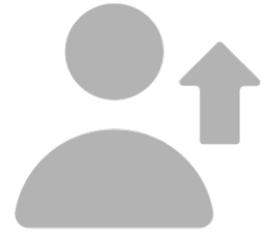
3. Performance management comments

- **Support pay for performance** - Align merit increases with performance.
- **Address underperformance, recognize top performance, and be consistent** - High performers with unmanageable workloads are not recognized or rewarded, while poor performers are tolerated. Departments need to put in the effort to reward performance consistently and address non-performance. Berkeley should reward high achievers rather than mediocracy and negativity.
- **Support goal setting** - Performance management process needs to support goal setting and progress reviews.
- **Provide feedback on supervisors** - Need a process for providing feedback on supervisors.



Where did we improve?

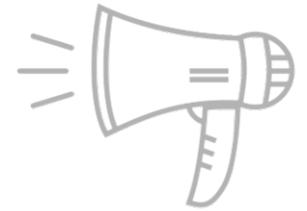
In the last 3 years, we improved in the areas of:



- **Cooperation between staff**
- **Supervisors doing a better job:**
 - **Listening more carefully**
 - **Treating people with respect**
 - **Being responsive, and**
 - **Keeping their staff informed**
- **Overall, 68% of Berkeley staff recommend the UC as a good place to work, up from 63% three years ago, still lower than desired.**



Opportunities for improvement:
Organizational change and communication



Opportunities for improvement:

- **Communicating effectively about organizational change** continues to be one of our top challenges (23% favorable responses).
- **Finding ways to recognize contributions**
 - Only 58% responded favorably to being recognized for their personal contributions, lower than in 2012.
 - About one in four senior managers, and half of the staff, do not feel their contributions are recognized.
- **Matching pay to performance** - continues to be a concern, and is a major influence on our ability to sustain staff engagement.

Opportunities for improvement, continued

- **Support career development** – staff need time to develop their skills and the support of supervisors. 70% of staff believe they have the opportunity for personal development and growth within the UC system.
- **Provide regular feedback on goal achievement** - Goal setting and regular feedback on progress are needed by staff who want to contribute to the university's priorities.

A night photograph of a university campus. On the left, a modern building with large windows is partially visible. In the background, a tall clock tower with a pointed roof is illuminated. The foreground is a paved plaza. A bright light source on the right creates a starburst effect. A semi-transparent blue rectangular box is centered over the image, containing the text "Next steps" in white serif font.

Next steps

Next Steps



- **Continue:**
 - transition to new goal-focused performance management tools issued in FY16
 - transition to merit based – rather than across the board - pay increases per the President’s request by FY17
- **Strengthen supervisor awareness of the need for, and benefits of, developing staff.**
- **Identify strategies for enhancing opportunities for hiring from within the campus.**
- **Solicit examples of departments that excel at communicating organizational changes to their staff, and share campus-wide.**

Next Steps



- Enhance availability of career development information (e.g. through Wisdom Café, NOW conference).
- Circulate information about the various ways of recognizing staff for their contributions, and encourage the use of both monetary and non-monetary recognition for accomplishments
(<http://hrweb.berkeley.edu/toolkits/employees/staffweek/tuesday-staff-stroll>).

Questions/Comments? cucsa@berkeley.edu

Credits

(icons by Noun Project)

Remy Medard, Philip Glenn, Abner Ignatius, Cindy Duong, Gregor Cresnar, artworkbean, Lance Weisser, Creative Stall, Tomek Woloszyn, Shirley Wu, Simple Icons, Zlatko Najdenovski, Garrett Knoll.

(photography by gallery.berkeley.edu)

Alan Nyiri (courtesy of the Atkinson Photographic Archive), Keegan Houser, Bonnie Azab Powell, Tom Holden, Elena Zhukova, Kevin Ho Nguyen.