Highlights of 2015 Staff Engagement Survey
Engagement survey
Background
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- 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?
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• 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%)
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.
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 mediocrity 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.
Next steps
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• 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).