

Transcript 2015 Staff Engagement Survey Presentation

Presentation distributed December 15, 2015 and narrated by Jeannine Raymond, Assistant Vice Chancellor-Human Resources.

Slide 1: A number of years ago The Council of UC Staff Assemblies (or CUCSA) proposed the idea of a system-wide engagement survey and has been instrumental in working with the Office of the President and Towers Watson in implementing this survey of non-represented staff which seeks feedback from staff at all UC locations. Survey responses are analyzed by external consultants from Towers Watson. The results are shared with President Napolitano and each campus. At Berkeley, Central Human Resources worked with representatives from the Berkeley Staff Assembly (BSA) to extract highlights for this presentation. The content was reviewed with Towers Watson to ensure that we captured the results accurately from both quantitative and qualitative data.

Slide 2: First some background.

Slide 3: The survey was conducted this past spring between March 30th and April 24th. It was sent to a random sample. Berkeley's response rate was strong at 40%, so we're hearing from over 1,000 people in professional, supervisory or management positions. We've included comparisons with the 2012 survey where possible, however not all questions were the same between the two surveys and the summary relies on both the agree/disagree percentages as well as open-ended comments.

Slide 4: So what questions did the survey ask?

Slide 5: The survey included 37 questions altogether, spread across eight major categories, that were developed by Towers Watson. Career development. Communication. Engagement. Image or brand. Organizational change. Performance management. Supervision. Working relationships.

Slide 6: Of particular interest were the questions that support what Towers Watson identified as the three key drivers to sustainable engagement.

Slide 7: They are working relationships, career development and performance management. Working relationships between staff and the same department is actually an area of strength for us, about 80% of the respondents reported good cooperation between staff in my department; about two-thirds (67%) reported good cooperation between campus departments. Berkeley is a place where positive working relationships definitely matter. Career development showed some improvement but still needs some attention, 64% agreed that they have sufficient opportunities for training. 53%, just over half, are confident that they can achieve their career objectives in the UC, which means that 47%, almost half, don't believe they can achieve their career objectives. There are a variety of explanations including cases where individuals really want professional experience at more than one institution. In the area of performance management, although most people reported that the process is fair, (71% agreed that they are evaluated fairly) we could improve in recognizing staff for their contributions. Only 58% feel recognized. Performance management is delivering feedback that both helps people develop and recognizes them when they do achieve a goal, and we need to find ways to recognize and celebrate our successes. The number of people reporting that they feel recognized dropped by eight points from 2012 -- we're definitely going in the wrong direction on this one.

Slide 8: So how did Berkeley compare to system-wide results. In a couple of important aspects of supervision Berkeley results were better than system-wide responses. Treating people with respect 85% of the respondents said their supervisors treat me with respect and 72% agreed that supervisors listen carefully to different points of view before coming to conclusions. And how did we compare to our 2012 results? A big improvement in being able to communicate my views openly and honestly to my supervisor and other leaders - that was up 11 points at 68% agreement in this year. In the category of engagement, which includes being inspired, 65% agree that working for the UC system inspires me to do my best work. That was up 9 points, still a little below where we'd like to be.

Slide 9: Shifting now to the feedback from open-ended comments. Almost 700 people gave us additional written feedback, or two-thirds of the survey respondents.

Slide 10: Comments were in three themes - all opportunities for some creative thinking. The first one was organizational change, the second one career development, and the third performance management. Let's go first to organizational change.

Slide 11: What feedback did people give us?

Slide 12: There is a need for clarity on goals -- when we're not clear on the goals and the need for change, it can impact morale. And we need to recognize the impact of change, especially big changes. They can lead to destabilization in workloads, insufficient staffing and inefficiencies overall. Managers need to lead - staff have high expectations of senior managers who they depend on for leadership. When senior managers aren't clear, or aren't communicating to middle managers, staff have to navigate on their own which adds stress. We need to be aware that as people leave, increasingly due to retirement, we're losing significant institutional knowledge. Although new people try to keep the ball moving they are still learning. There is a concern that as we experience a turnover in generations in our workplace, we will also experience an information drain.

Slide 13: Moving on to the second category of responses in the area of career development, four themes emerged.

Slide 14: First, staff lacked the time needed for professional development. It's difficult to participate in training programs when workloads are high and staffing is lean. There's an abundance of talent among current staff - we should consider promoting from within more often. Part of developing people is giving them opportunities to advance, which leads to further development. To do this, the third point that was made was that supervisors need to support staff development. And fourth, there are lots of ways to support development, and some of the ideas that were shared included building professional networks, participating in projects, and working in roles on projects that may cross occupational lines, developing a breadth of experience.

Slide 15: The last theme expressed by the comments is in the area of performance management.

Slide 16: The first point, and one that President Napolitano heard very loudly, is to support pay-for-performance; merit-based increases rather than across the board increases. She has in fact required all locations to implement merit-based pay no later than FY17 which begins July 1st of 2016. Berkeley actually made that shift this fiscal year when we implemented the merit program this past Fall. The second point is to address underperformance. "This is Berkeley, we should be rewarding high achievers rather than mediocrity and negativity," one person wrote. Staff expect managers to do their job, put in

the effort to reward performance consistently, and address non-performance. Third -- Support goal-setting, which requires regular feedback and assessment. Last year, Berkeley revised the performance review tools for non-represented staff to place a higher emphasis on goals. Goals are set at the beginning of the fiscal year in and around July for the twelve month period ending in June each year, and progress should be assessed throughout the year. And staff want to be able to provide feedback on supervisors. Berkeley actually has tools for doing this and some units do actively engage in using 360 feedback as part of an individual's development. That feedback is typically gathered outside of the annual performance review cycle and can be useful as a basis for focused professional development.

Slide 17: As mentioned earlier, the engagement survey was done three years ago. So did Berkeley improve in any areas? The answer is yes!

Slide 18: Specifically in cooperation between staff, and in the case of supervisor behavior, staff report improvement in listening more carefully, treating people with respect, being responsive and keeping their staff informed. The net result is improvement in the number of people who would recommend the UC as a good place to work - 68%, up from 63% in 2012. It's not as high as we would like, but it is moving in the right direction.

Slide 19: Reflecting on these results we have five basic opportunities for improvement.

Slide 20: First, we need to get better at communicating big changes - only 23% of the respondents said we do a good job right now, however expectations are different depending on how long you've worked at Berkeley. Those who have worked at Berkeley less than three years have significantly more positive responses to communication and organizational change than those who've been here 20 years or more. 70% versus 49%. Second, we need to find ways to recognize people's contributions. We dropped off in this area compared to three years ago both for managers and the staff. Third, we need to match pay to performance, and based on comments, managers need to address underperformance.

Slide 21: Fourth, staff need time for professional development. While 70% believe they have the opportunity for professional development and growth within the UC, they need to find the time for professional development. And fifth, we need to strengthen our ability to help staff set achievable goals and provide them with regular feedback.

Slide 22: In conclusion, the survey results have provided some insight into next steps to consider.

Slide 23: For example, we need to continue the transition to the new goal-focused performance management tools which were first issued this year in FY16. We need to continue the transition to merit-based, rather than across the board pay, supported by President Napolitano and required as a change by FY17. We need to strengthen supervisor awareness of the need for, and benefit of, developing staff. Identify strategies for enhancing opportunities for hiring from within the campus and solicit examples of departments that excel at communicating organizational changes to their staff and share those examples campus-wide.

Slide 24: We should look at enhancing availability of career development information through activities like the NOW conference or online through the Wisdom Cafe (wisdomcafe.berkeley.edu) which was just launched this year. And, we should sharpen the efforts to recognize staff for their contributions, either in monetary or non-monetary ways.

Slide 25: Finally, our thanks to everyone who took the time to respond to the survey. Feedback is always welcome and helps us prioritize our efforts to make Berkeley an engaging workplace for staff. Questions or comments about the survey highlights should be sent to CUCSA@berkeley.edu Representatives from the Berkeley Staff Assembly will review and forward comments and questions for further consideration. Thank you!