2021 UCI Staff Engagement Survey Training for People Leaders

Thursday, August 5, 2021
Staff Engagement Survey
2021

Katherine Hills
Sr. Director of Communications & UCI Engagement Lead

UCI HR | Partnership
2021 STAFF ENGAGEMENT SURVEY
YOUR OPINION MATTERS. TAKE THE SURVEY.
# The Engagement Team

<table>
<thead>
<tr>
<th>NAME</th>
<th>FUNCTION</th>
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<tbody>
<tr>
<td>Ramona Agrela</td>
<td>Executive Sponsor</td>
</tr>
<tr>
<td>Katherine Hills</td>
<td>Engagement Lead, PM &amp; Communications</td>
</tr>
<tr>
<td>Dyan Hall</td>
<td>Engagement – Campus</td>
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<tr>
<td>Lira Islam</td>
<td>Engagement – Campus</td>
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<tr>
<td>Joshua Macias</td>
<td>Engagement – UCI Health</td>
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<tr>
<td>Stephen Whelan</td>
<td>People Services/EEC &amp; HRIS</td>
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<tr>
<td>Maria Teider</td>
<td>Database, Gallup Access &amp; Reporting</td>
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<tr>
<td>Mike Jacobs</td>
<td>Database, Gallup Access &amp; Reporting</td>
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<tr>
<td>Brian Johnson</td>
<td>Database, Gallup Access &amp; Reporting</td>
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<tr>
<td>Mike Ellrich</td>
<td>Gallup – Account Manager</td>
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<tr>
<td>Steph Ung</td>
<td>Gallup – Project Manager</td>
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<tr>
<td>Kevin Meckna</td>
<td>Gallup – Technology</td>
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THE UCI ENGAGEMENT TEAM

Katherine Hills, UCI Engagement Lead hillsk@uci.edu

Dyan Hall, Engagement Lead, Campus dyhall@uci.edu

Lira Islam, Engagement Coordinator, Campus lirai1@uci.edu

Joshua Macias, Engagement Coordinator, UCI Health jrmacia1@hs.uci.edu
About Engagement

What is Engagement?
• An employee’s emotional commitment to an organization
• The discretionary effort an employee is willing to put forth
• Drives an organization’s culture

Why Does Engagement Matter?
• Good for the organization
  - 41% less absenteeism
  - 70% fewer safety incidents
  - 58% fewer patient safety incidents
  - 17% higher productivity
  - 10% higher customer metrics

• Good for the individual
  - Lower Levels of stress
  - Lower Levels of anxiety and depression
  - Lower Levels of bad cholesterol
2019 Results – Score Out of 5

OVERALL ENGAGEMENT SCORES
Here is how UCI scored on a scale of 5 for total engagement levels.

UCI Overall
- 2017: 3.78
- 2019: 3.85
  Change: +0.07

Campus
- 2017: 3.84
- 2019: 3.91
  Change: +0.07

Health Sciences
- 2017: 3.87
- 2019: 3.83
  Change: -0.04

Medical Center
- 2017: 3.72
- 2019: 3.81
  Change: +0.09

76% PARTICIPATION
It typically takes five engaged employees to offset the damage that a single disengaged employee can do to the work environment.
2019 Take-Away Areas of Focus

**OPPORTUNITY**

Voicing concerns and ideas without fear of retribution

*Investigate and address system issues versus finding or placing blame*

**OPPORTUNITY**

Process Improvement

*Structured methods to improve processes*

**STRENGTH**

Organizational Learning

*Internal knowledge creation, retention, and sharing*

**STRENGTH**

Meaningful Work

*Meaningful Work for our staff and customers*
Post-Survey Implementation

• Leadership Development Program
  • Over 200 managers/supervisors trained in first year
• Town Halls w/ Chancellor Gillman
• Expanded Staff Service Awards
  • Attended by all senior leadership (2019)
  • Messages from all senior leadership (2020)
• Campus Lunch with Leadership Program
• UCI Health Dine with Leadership Program
• Treat Cart Program
• On-Site Worker Recognition Program (Spring 2021)
• Bright People, Brilliant Solutions
  • Staff solve for problems/challenges
Why Survey Post-Pandemic?

• Reminds staff that we care about them as employees and individuals
• Ensure employees’ basic needs are being met – then work to fill gaps where we find them
• Ensure employees’ emotional needs are being met
  • Inform us of how to best handle the transition back to on-site work
  • Inform us of what we might do the same or differently if a ‘next time’ ever occurs
• Discover where our managers and supervisors are successful in this new COVID and post-COVID environment – and where additional training would be beneficially
• Opportunity to learn where we stand on engagement post-pandemic
  • Is staff more, less or equally engaged than in 2019?
• Helps drive our engagement efforts over the next two years
  • What might we want to do differently to drive engagement in 2022 and beyond?
Survey Period

Administration Period of 2021 Staff Engagement Survey

OPENS
MONDAY
AUGUST
09
8:00AM

CLOSES
FRIDAY
SEPTEMBER
03
11:59PM
2021 Participation Goal

75% PARTICIPATION GOAL
Staff Eligibility

- Career
- Contract
- Limited
- Partial Year Career
- Per Diem

- Must be in UCPath as of June 15, 2021

- NOT ELIGIBLE – faculty, academic appointees, temporary employees, student employees

- One termination file will be applied on September 1, 2021
  - Staff who terminate between June 15 and August 31 will be removed and surveys will not be included in results
Question Set

Summary of Question Set – Applicable to All Staff (27 questions)

• Gallup Q12 – 13 questions
• Verbatim – 1 question (What one thing gets in the way of you doing your best work?)
• Accountability Index – 3 questions
• Supervisor Effectiveness Index – 3 questions
• Change Management Index – 4 questions
• Diversity & Inclusion Index – 3 questions (different questions than 2019)
  • Everyone at this organization is treated fairly regardless of ethnic background, race, gender, age, disability, or other differences not related to job performance.
  • Diversity and inclusiveness issues are openly discussed.
  • At work, I feel comfortable being myself.

Plus the following additional indices for medical center staff (+13 questions)

Patient Experience Index – 4 questions
Culture of Patient Safety Index – 9 questions
Disponible en español
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>July 7</td>
<td>Introduction to ASMs</td>
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<tr>
<td>July 20</td>
<td>Presentation to Chancellor’s Cabinet</td>
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<tr>
<td>July 28</td>
<td>Presentation to Leadership Forum (UCI Health)</td>
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<td>July 30</td>
<td>Training for HRBPs, HR community, CPOs</td>
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<td>July 30</td>
<td>Engagement Ambassador Kick-Off Meeting</td>
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<td>Aug. 5</td>
<td>Campus Manager &amp; Supervisor Kick-Off Meeting</td>
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<tr>
<td>Aug. 6</td>
<td>ZotMail from Ramona Agrela – Survey is Coming</td>
</tr>
<tr>
<td>Aug. 9</td>
<td>First Survey Invitation Email from Gallup to Staff</td>
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Then weekly emails from Gallup to staff who have not yet completed the survey. Once a staff member has completed the survey, they no longer receive Gallup emails.
<table>
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<th>Month</th>
<th>Event</th>
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<tr>
<td>September</td>
<td>Internal Evaluation of Survey Results by Engagement Team</td>
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<tr>
<td>Early October</td>
<td>Results Presentations to Cabinets</td>
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<tr>
<td>Early October</td>
<td>Gallup Access Training for HRBPs and HR Community</td>
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<tr>
<td>Mid-October</td>
<td>Results Released to All Staff</td>
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<tr>
<td>November</td>
<td>Town Hall Webinars – Campus, HS and MC</td>
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<tr>
<td>November</td>
<td>HRBPs and Departmental HR Professionals Review Results with the Client Departments (aka Deep Dives)</td>
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<tr>
<td>December</td>
<td>Engagement Strategic Planning for CY 2022-23</td>
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<tr>
<td>January</td>
<td>Launch of Updated Engagement Programming (Continuation of the Empowered to Make a Difference Program)</td>
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Communications/Promos

Update Web Pages
ZotMails
Gallup Emails
A-Frame Posters
Digital, Printable 8.5x11 Flyer
6x9 Postcard
Coasters
Email Signature Highlight
Zoom Background
Survey Break
Other Possible Promotional Activities
Survey Benefits to You as Leaders

Opportunity to focus on your intangible assets - Your staff

- The survey provides an *additional* and *anonymous* opportunity to hear from your staff and how they are feeling in an unprecedented time.

More than a number - Discover the story behind your data

- Gallup Access analytics and survey reporting give you context and clarity on the next steps to achieve both *performance* and *engagement goals*.

Opportunity to check in and check on your team

- With so much change over the past year, sharing the survey data provides an opportunity to check on basic employee needs and set clear expectations for the Future of Work.

Opportunity to initiate strategic conversations with some employees to explore key issues in more depth

- Hidden power of these conversations - they are not about data but about dialogue, and they tend to make employees feel valued.

UCI Human Resources
UCI Engagement Ambassador Program

The Role of the Ambassador
The UCI Engagement Ambassador program brings together and organizes staff volunteers to help foster and drive engagement within local units/departments across the enterprise.

Engagement Ambassadors:
• Promote and champion engagement
• Encourage participation in the survey
• Support and participate in engagement and recognition programs throughout the year
• Create an engaged culture
• Foster change
uci.my.gallup.com
Good afternoon, Katherine.

Your Top Actions
Top things for you to do today.

Advice

Highlight the value of the work and the person doing it.

- Design a system to track and highlight every team member’s personal bests. Don’t just track individual performance, discuss and celebrate personal bests regularly.
- The most powerful recognition highlights the value of the work AND the person doing it.

Article

Why Friendships Among Remote Workers Are Crucial
Good afternoon, Katherine.

Your Top Actions
Top things for you to do today.

ADVICE

Identify Metrics to Measure Expectations

Team members thrive on showing up to work and knowing exactly what’s expected of them. When team members are clear about their expectations, goals and priorities, they are more likely to enjoy their work, be a good teammate and perform their best.

ARTICLE

Why Friendships Among Remote Workers Are Crucial

3 Powerful Ways to Reduce Restaurant Employee Turnover
UCI 2019 Q12

START DATE  END DATE
AUG 12, 2019  SEP 08, 2019

Overview  Heatmap  Text Analytics

FILTERS
Teams  Reporting Group

ENGAGEMENT MEAN

7,596

MEAN PERCENTILE RANK
34

ENGAGEMENT INDEX
Engaged 41%
Not Engaged 44%
Actively Disengaged 15%

Database: Gallup Overall
UCI 2019 Q12

START DATE  END DATE
AUG 12, 2019  SEP 09, 2019

Overview  Heatmap  Text Analytics

Teams (All)  Reporting Group (All)

TOTAL RESPONDENTS
7,596

ENGAGEMENT INDEX
Engaged
41%
Not Engaged
44%
Actively Disengaged
15%

MEAN PERCENTILE RANK
34
What would you like to learn about today?

Burnout, Inclusion, Engagement etc.

Recommended For You

ADVICE
ENGAGEMENT
Highlight the value of the work and the person doing it.

ADVICE
ENGAGEMENT
Give your most tenured team member a new or "stretch" assignment.

ARTICLE
DEVELOPMENT
To Win With Natural Talent, Go For Additive Effects
Gallup Access™ is very intuitive, but here are some helpful hints.

• To view your survey participation rate in real time, follow these simple steps:
  1. In the top left menu, select REPORTS
  2. Your current participation rate will display on the screen

• To use the LEARN tool (to learn more about employee engagement, etc.):
  • In the top left menu, select LEARN
  • Choose from a variety of articles and exercises
  • NOTE: Gallup Access™ learns your preferences over time and will begin providing you with topics you tend to prefer.
Action Items

Steps to take now:

• Log into Gallup Access – familiarize yourself with the tool
  • You can track participation results beginning 8/9

• Promote survey to your staff
  • Send a personal email and/or ask staff directly to staff encouraging survey participation (see leadership email template and talking points)

• Plan for a survey break for your team on Friday, August 13

• Review the Staff Engagement Survey Toolkit
  • [https://sites.uci.edu/hrambassadors/2021-uci-staff-engagement-toolkit/](https://sites.uci.edu/hrambassadors/2021-uci-staff-engagement-toolkit/)

• Add the engagement survey highlight to your email signature
  • Link it to [https://survey.gallup.com/uci2021q12](https://survey.gallup.com/uci2021q12)

• Use the Engagement Survey Zoom background through 9/3
Resources

2021 Staff Engagement Survey Toolkit
sites.uci.edu/hrambassadors/2021-uci-staff-engagement-toolkit
• Meeting Recording/Slides
• Survey Planning Calendar
• Promotional Materials
• Gallup Guidance Materials

2021 UCI Staff Engagement Survey Link
survey.gallup.com/uci2021q12

Gallup Access Website
uci.my.gallup.com

Engagement Team
sites.uci.edu/hrambassadors/contacts