

A tall, illuminated clock tower stands prominently on the left side of the image. The tower is lit from within, casting a warm glow. The background features a cityscape at dusk, with lights from buildings and streets visible. In the distance, a large body of water, likely a bay or harbor, is visible, surrounded by hills and mountains. The sky is a mix of soft pinks, oranges, and blues, indicating the time is either sunset or sunrise. The overall scene is serene and picturesque.

# Employee Engagement Survey Results - 2017

Angela L.M. Stopper, Ph.D. - Director of Learning and Development  
and Chief Learning Officer, Central HR

James Kent Dudek - Employee Experience Lead and Senior  
Organizational Strategist, Central HR

HR Network  
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# Survey Overview

- Collaboration between Council of UC Staff Assemblies (CUCSA), Willis Towers Watson and UCOP and was conducted mid May 2017
- Pulse survey intended to be conducted every two years - 2012, 2015, 2017
- Representative sample
- Only non-represented staff

# Survey Overview

- Does not include medical centers (except for UCSF)
- Survey sent to 20,481 (60% of UC) expecting a 20% return rate
- Received 10,539 responses (51% return rate)

# Summary of Findings

## Bright(ish) Spots

- **Staff want to share:** UC Berkeley response rate increased 13% from 2015 (Response rate is 53% in 2017)
- **UC Brand is still relatively strong:** 80% are proud to be associated with the UC system
- **Performance management scores improved:** 64% feel recognized for their performance (up 7%); 76% feel their performance is fairly evaluated (up 5%)
- **Supervision continues to be rated relatively well:** at 70% favorable, scores are aligned with that of other UCs and past years
- **Communication has improved:** relative to 2012, communication has improved 10%

## Gaps to Close

- **UCB scores declined across the board:** 5 of 8 categories declined since 2015; all 9 categories for 2017 are below the US national norm
- **Change has not been well received:** Few believe we plan (14%), explain (20%) and execute (12%), change well
- **Cross unit collaboration is declining:** cooperation between departments is 20% lower than within departments
- **Succession planning is low:** only 22% believe we do a good job (11% and 19% lower than other UCs and national norm, respectively)

# Key Findings by Category

	Total Favorable Score	Berkeley 2015	Berkeley 2012	University of California Overall 2017	US National Norm
Career Development	48	-3	-1	-9*	-14*
Communication	65	2	10*	-5*	-7*
Engagement	63	-1	-1	-8*	-11*
Image/Brand	67	-5*	n/a	-8*	-10*
Organizational Change	15	-5*	-13*	-14*	-35*
Performance Management	54	4	3	-4*	-9*
Supervision	70	0	1	-2	-6*
Working Relationships	70	-4*	n/a	-6*	-5*
Diversity & Inclusion	64	n/a	n/a	-9*	-12*
Wellness	65	n/a	n/a	-4*	n/a

\*Reflects a statistically significant difference.

# Key Findings by Category and Ethnicity

	Berkeley 2017 (1363)	Asian 2017 (287)	Black 2017 (140)	Hispanic 2017 (145)	White 2017 (783)
Career Development	48	3	-1	0	-1
Communication	65	0	-1	-4	1
Engagement	63	0	-2	-2	1
Image/Brand	67	-2	-4	-2	2
Organizational Change	15	0	1	3	-1
Performance Management	54	-1	-7	-2	2
Supervision	70	1	-4	-3	1
Working Relationships	70	-1	-5	-5	2
Diversity & Inclusion	64	-2	-12*	-5	4
Wellness	65	0	-4	-7	2

\*Reflects a statistically significant difference.

# Key Findings by Category and Gender

	Berkeley 2017 (1363)	Female 2017 (901)	Male 2017 (462)
Career Development	48	0	1
Communication	65	-2	4
Engagement	63	-1	1
Image/Brand	67	0	1
Organizational Change	15	-2	3
Performance Management	54	-1	2
Supervision	70	-2	3
Working Relationships	70	-1	2
Diversity & Inclusion	64	-3	5*
Wellness	65	1	-1

\*Reflects a statistically significant difference.

# Key Findings by Category and Years of Service

	Berkeley 2017 (1363)	1 < 3 2017 (177)	3 < 5 2017 (194)	5 < 10 2017 (256)	10 < 15 2017 (238)	15 < 20 2017 (235)	20 < 25 2017 (97)	25 < 30 2017 (96)	30+ 2017 (70)
Career Development	48	-2	-1	2	-1	1	-3	3	2
Communication	65	5	2	-2	1	-2	-3	-2	-1
Engagement	63	2	-1	2	0	-1	-3	0	-1
Image/Brand	67	5	0	1	2	-4	-2	0	-6
Organizational Change	15	1	0	7*	-2	-3	-5	-2	-1
Performance Management	54	5	1	0	3	-3	-7	-2	-4
Supervision	70	4	-1	2	2	-2	-7	-2	-2
Working Relationships	70	3	-4	-5	2	1	2	0	7
Diversity & Inclusion	64	7	5	0	2	-6	-6	-5	-3
Wellness	65	7	-4	2	-2	-1	-3	0	-1

\*Reflects a statistically significant difference.

# Key Findings by Category and Level

	Berkeley 2017 (1363)	Individual Contributor 2017 (812)	Supervisor 2017 (212)	Manager 2017 (222)	Director and above 2017 (111)
Career Development	48	-2	5	1	2
Communication	65	-1	7	-4	-1
Engagement	63	0	1	0	-1
Image/Brand	67	0	-4	3	2
Organizational Change	15	0	2	-2	0
Performance Management	54	-2	1	4	1
Supervision	70	-1	4	-1	-3
Working Relationships	70	-2	1	4	5
Diversity & Inclusion	64	-3	5	6	0
Wellness	65	-1	6	0	-5

# Key Findings by Category and Pay

	Berkeley 2017 (1363)	40k - 49k 2017 (22)	50k - 59k 2017 (113)	60k - 69k 2017 (234)	70k - 79k 2017 (250)	80k - 89k 2017 (201)	90k - 99k 2017 (173)	100k - 109k 2017 (91)	110k - 149k 2017 (209)	150k - 199k 2017 (47)	200k + 2017 (15)
Career Development	48	-9	5	-3	0	1	1	-3	1	1	9
Communication	65	-6	2	-2	-2	4	1	-1	0	-2	5
Engagement	63	-8	1	-4	0	0	4	-1	2	-1	6
Image/Brand	67	-9	8	-4	0	1	-1	2	-1	0	10
Organizational Change	15	0	6	-2	-1	1	3	1	-3	2	-9
Performance Management	54	-8	0	-6	-3	2	4	1	3	10	20
Supervision	70	0	4	-3	-2	3	-1	2	1	-2	2
Working Relationships	70	-9	2	-5	0	0	0	5	0	5	23
Diversity & Inclusion	64	-10	1	-5	-3	6	0	-1	3	5	12
Wellness	65	-6	2	-1	-2	2	-1	3	2	-6	-8

# Key Indicators - Individual Level

	Total Favorable Score	Berkeley 2015	Berkeley 2012	University of California Overall 2017
23 <b>CAREER OPPORTUNITIES</b> - I am confident I can achieve my personal career objectives within the UC system.	52	-1	3	-10*
5 <b>RECOGNITION</b> - I feel my personal contributions are recognized.	64	7*	-1	-3*
26a <b>MANAGING POOR PERFORMERS</b> - Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers.	43	0	-2	-5*
20 <b>SUCCESSION PLANNING</b> - My campus/location is doing a good job of planning for management succession.	22	2	-2	-11*

\*Reflects a statistically significant difference.

# Key Indicators - Organization Level

	Total Favorable Score	Berkeley 2015	Berkeley 2012	University of California Overall 2017
2 <b>WORKLOAD</b> - There is usually sufficient staff in my department to handle the workload.	33	-6*	-10*	-23*
15c <b>MANAGING CHANGE</b> - Generally, recent major organizational changes across the UC system have been: Executed well	12	-4*	n/a	-15*
1 <b>COMMUNICATING CHANGE</b> - My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	61	3	8*	-9*
10 <b>INTER-DEPARTMENTAL COOPERATION</b> - There is good cooperation between my department and other departments at my campus/location.	60	-8*	-5*	-9*

\*Reflects a statistically significant difference.

# Key Indicators - UC Connection

	Total Favorable Score	Berkeley 2015	Berkeley 2012	University of California Overall 2017
27 <b>NET PROMOTER</b> - I would recommend the UC system as a good place to work.	63	-6*	0	-16*
6 <b>BRAND</b> - I am proud to be associated with the UC system.	80	-2	n/a	-7*
22 <b>BRAND</b> - My campus/location is highly regarded by its employees.	54	-9*	10*	-10*
36 <b>STAY</b> - At the present time, are you seriously considering leaving the UC system? **	52	-3	-4	-10*

\* Reflects a statistically significant difference.

\*\*Reflects % of people who say they are NOT considering leaving.

# Key Indicators - Inclusion and Well-being

	Total Favorable Score	Berkeley 2015	Berkeley 2012	University of California Overall 2017
<p><b>35</b> <b>WELL-BEING</b> - My organization promotes an environment of physical, mental, and social well-being.</p>	58	n/a	n/a	-7*
<p><b>13</b> <b>EQUAL OPPORTUNITY</b> - 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.</p>	69	n/a	n/a	-7*

\*Reflects a statistically significant difference.

# Comments

**"What one or two suggestions do you have that would most improve your campus/location as a place to work?"**

“It is simply a very difficult time to be working at the Berkeley campus. There is an overwhelming sense of staff burnout, both within the campus units and the Campus Shared Services unit. Processes are unnecessarily complicated and getting simple things accomplished often times is incredibly difficult. We need to identify areas that can be simplified and implement changes...

The bottom line is that resources are scarce, and we have to find ways to work smarter and more efficiently. Individual units are limited in the extent that they can implement changes that will make the work we are required to do more efficient, and we need central campus leadership to be more receptive to simplification...

The amount of work that has to be completed has not changed (or in some areas, has increased dramatically). I am concerned that Berkeley as an institution will lose a lot of institutional knowledge and experienced staff if relief is not felt soon.”

# Comments

- “There is a need for campus units to break out of their silos and to understand their audiences better. This will allow the university to be more successful in staying on the cutting edge of research, serving students better, telling the campus story better, and raising more money. Units are too inward in their culture and outlook. People do not see the big picture. This applies to organizational structure and working relationships, moving toward a model where everyone has the sense of working toward commonly held goals and visions.”
- “The University does not do enough to motivate, retain and train its employees in specific areas. With the resources and knowledge that exist on this campus, some effort should be spent on the staff through mentorships, leadership classes, trainings, presentations, etc., to assist in career development.”

# Comments

- “Managers are not given enough training when they step into their roles. There should be effective, function-based training on such things as budget management. It is disheartening to see the negative publicity UC receives for the bad actions of people at the higher levels. This affects staff morale and creates a divide between the staff and the top administrators. This in turn makes people cynical about the University.”
- “The performance review period should be standardized and not keep changing from year to year. It seems to always be a rushed process, with insufficient time allotted for managers to complete their review and meet with their direct reports, because they are subject to tight deadlines. It should also be allowed to give someone an ‘exceeds expectations’ without fearing they will no longer make a concerted effort on their job, because they already got ‘exceeds’. Anyone receiving ‘exceeds’ would be so encouraged that they would be inclined to continue to ‘exceed’.”

# Central HR OGSP Addresses Survey Results

Objective: Central Human Resources is valued as UC Berkeley's proactive people partner.		
Goals <sup>1</sup>	Strategies	Plans (Owners To Be Confirmed + Dates To Be Determined)
<p><b>One HR</b></p> <ul style="list-style-type: none"> <li>• Workforce separation #s</li> <li>• Average open positions</li> <li>• Retirement eligibility #s</li> <li>• Payroll</li> <li>• Grievance #s</li> <li>• Litigation #s/cost</li> <li>• HR client satisfaction #s</li> <li>• # of HR processes eliminated or streamlined</li> <li>• HR process turnaround time #s</li> </ul> <p><b>People &amp; Culture</b></p> <ul style="list-style-type: none"> <li>• Diversity/AA/EEO % (especially MSP)</li> <li>• Regretted turnover %</li> <li>• People moving into different campus roles %</li> <li>• Employer of choice ranking</li> <li>• Employee engagement #s (from employee survey):               <ul style="list-style-type: none"> <li>○ Manager effectiveness</li> <li>○ Performance mgmt program satisfaction</li> <li>○ Climate satisfaction</li> <li>○ Recognition satisfaction</li> </ul> </li> </ul>	<p><b>1. One HR:</b> Bring clarity and efficiency to HR processes and structures through cross-team collaboration and transparent communication.</p>	<p>a. Leverage regional model pilot to reorganize how central and unit/department HR support is deployed. (Mackness, Huston, Archer, Cohen-TBC)</p> <p>b. Create an <b>HR dashboard</b> accessible by HR staff, HR network members and leadership to enable data-based decisions, <b>inform UCB talent management approach</b>, and support UCB priorities (Arp, Howard, McSkimming)</p> <p>c. Use UCPath implementation to strengthen HR business process (Broque, Lau, Mackness)</p> <p>d. Develop effective approach to proactively influence, align with and leverage UCOP system wide initiatives (compensation, labor relations strategy, mandatory and manager training (Lau, Raman, Stopper)</p> <p>e. <b>Gain alignment on an employee and labor relations framework</b> focused on how to assess and <b>take smart risks</b> that support client business needs, policy, contracts and laws (Raman)</p> <p>f. Clarify approach to total compensation (salary, equity, merit and award-based pay) that is well understood by employees and well executed by managers (Lau)</p> <p>g. Improve the competency level for all HR Business Partners (Mackness, Rodriguez, Speer)</p>
	<p><b>2. People:</b> Broaden mix of development opportunities to improve <b>people engagement and performance</b>.</p>	<p>a. <b>Improve knowledge and understanding of jobs, levels, skills and growth opportunities at UC Berkeley by implementing and communicating the new UC-wide Job Builder</b> (Lau, Ramirez)</p> <p>b. Increase career opportunities for staff by facilitating greater internal people mobility (Gomez, Fuson, Stopper)</p> <p>c. <b>Refresh and rebrand portfolio of manager-level trainings to strengthen our diverse pipeline of management talent</b> (Dishler, Mendonca)</p> <p>d. Focus organizational effectiveness work on strategic planning, administrative restructuring and process improvement to achieve financial sustainability and employee effectiveness for priority campus areas (Broque)</p>
	<p><b>3. Culture:</b> <b>Leverage Berkeley brand</b> to develop a shared "enterprise contributor" mindset among all employees.</p>	<p>a. <b>Improve transparency around and understanding of campus changes and people related activities by expanding key stakeholder engagement and strengthening communication channels/tools</b> (McSkimming)</p> <p>b. Create an "early conflict resolution" approach to promote a healthy and productive work environment and reduce risks/adverse downstream impacts (Raman)</p> <p>c. <b>Continue to evolve campus approach to performance management to include shared and consistent goal-setting, regular feedback opportunities, emphasis on how as well as what work gets done</b> (Broque)</p> <p>d. <b>Create more robust onboarding and "re-boarding" programming that focuses on career and culture promoting inclusion, trust and cross-campus collaboration</b> (Dudek)</p> <p>e. <b>Build on successful programs like NOW Conference and Staff Appreciation Week to create and implement year-round, new and inexpensive ways to recognize employees and build morale</b> (Dudek)</p>

<sup>1</sup> These are metrics that will evolve into goals (that include targets and timeframes) once we have established a baseline for each.

# Our Action Plans

- Expanding focus from compliance/transactional to cultural partnership
- Focus groups on career development
- Dashboard on overall health of org
- LR/ER better educating professionals, creation of HR PDP
- Updating KEYS more learner focused
- 12 month engagement plan
- Fall Staff Appreciation Week (frequency)
- Updating Onboarding Program and creating reboarding
- Creating Diversity training
- Improving transparency in communications (manner of messaging, websites, newsletters) more frequent and responsive comms.

# Action Planning

What's already underway that may address these results?

What new ideas should we consider?

# Follow-up

astopper@berkeley.edu

jdudek@berkeley.edu