2019 UC EMPLOYEE ENGAGEMENT SURVEY RESULTS FORUM
<table>
<thead>
<tr>
<th>Agenda</th>
<th>Welcome</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Kevin Baldwin</strong></td>
</tr>
<tr>
<td></td>
<td>Immediate Past President</td>
</tr>
<tr>
<td></td>
<td><strong>UCLA Staff Assembly</strong></td>
</tr>
<tr>
<td>Introductory Remarks</td>
<td><strong>Michael Beck</strong></td>
</tr>
<tr>
<td></td>
<td>Vice Chancellor</td>
</tr>
<tr>
<td></td>
<td><strong>UCLA Administration</strong></td>
</tr>
<tr>
<td>Overview of UC Employee Engagement Survey Results</td>
<td><strong>Kevin Baldwin</strong></td>
</tr>
<tr>
<td>Concluding Remarks</td>
<td><strong>Lucy Tseng</strong></td>
</tr>
<tr>
<td></td>
<td>President</td>
</tr>
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<td></td>
<td><strong>UCLA Staff Assembly</strong></td>
</tr>
<tr>
<td>Open Discussion</td>
<td>All</td>
</tr>
</tbody>
</table>

“For Staff, By Staff”
2019-20 Staff Assembly Executive Board Representatives & Executive Sponsor

Kevin Baldwin
Immediate Past President
Staff Assembly

Lucy Tseng
President
Staff Assembly

Juan Jaime
Health Member At Large
Staff Assembly

Lubbe Levin
Associate Vice Chancellor
Campus Human Resources

“For Staff, By Staff”
Introductory Remarks

Michael Beck
Vice Chancellor
UCLA Administration
Timeline of Events

Inaugural survey

2012
N=1,583

2015
N=1,728

2017
N=1,405

2019

Engagement Program Launched
4 Task Forces
1. Career Development
2. Organizational Change
3. Performance Management
4. Working Relationships

References:
UC Systemwide Human Resources: https://www.ucop.edu/human-resources/staff/employee-relations-staff/engagement-survey.html
Council of UC Staff Assemblies: https://cucsa.ucla.edu/stay-informed/engagement-materials/
UCLA Staff Assembly: https://staffassembly.ucla.edu/uc-employee-engagement-survey/
Objectives

- Determine what drives sustainable engagement at University of California
- Measure progress against 2017 Staff Engagement Survey
- Build on strengths and identify new opportunities for improvement
# Categories vs. Benchmarks

**LOS ANGELES (N = 1,405, 35%)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Favorable Score</th>
<th>LOS ANGELES 2017 (1,728)</th>
<th>LOS ANGELES 2015 (1,583)</th>
<th>US Universities Staff Norm (17,011)</th>
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</thead>
<tbody>
<tr>
<td>Career Development</td>
<td>61</td>
<td>-2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Communication</td>
<td>71</td>
<td>0</td>
<td>3*</td>
<td>-1</td>
</tr>
<tr>
<td>Diversity &amp; Inclusion</td>
<td>73</td>
<td>-2</td>
<td>n/a</td>
<td>0</td>
</tr>
<tr>
<td>Empowered Culture</td>
<td>61</td>
<td>n/a</td>
<td>n/a</td>
<td>0</td>
</tr>
<tr>
<td>Image/Brand</td>
<td>84</td>
<td>0</td>
<td>-1</td>
<td>1</td>
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<tr>
<td>Leadership</td>
<td>52</td>
<td>n/a</td>
<td>n/a</td>
<td>0</td>
</tr>
<tr>
<td>Organizational Change &amp; Innovation</td>
<td>55</td>
<td>n/a</td>
<td>n/a</td>
<td>-3</td>
</tr>
<tr>
<td>Performance Management</td>
<td>55</td>
<td>-1</td>
<td>3</td>
<td>-3</td>
</tr>
<tr>
<td>Supervision</td>
<td>72</td>
<td>-1</td>
<td>1</td>
<td>-3*</td>
</tr>
<tr>
<td>Sustainable Engagement</td>
<td>76</td>
<td>-1</td>
<td>1</td>
<td>-4*</td>
</tr>
<tr>
<td>Wellness</td>
<td>68</td>
<td>0</td>
<td>n/a</td>
<td>-2</td>
</tr>
<tr>
<td>Working Relationships</td>
<td>73</td>
<td>-2</td>
<td>0</td>
<td>-1</td>
</tr>
</tbody>
</table>

*Statistically Significant Difference (+) and (-)
2018-2019 Career Development Task Force

Presented by:

Erika Fujitani  
Housing & Hospitality Services | Ops (Co-Lead)

Laona LeBeouf  
Housing & Hospitality Services | T&D (Co-Lead)

Anna Rodrigues  
Office of the AVC | OD (Co-Lead)

Anders Askenas  
Information Technology Services | HR

Peter Dominguez  
Housing & Hospitality Services | Mail

Mark Leong  
Higher Education Research Institute

Paris McDonald  
Graduate Division | Dean’s Office

Miranda Tse  
Health | Information Services & Solutions | HR

David Zvonec  
Health | Information Services & Solutions | Finance
## Career Development

**LOS ANGELES** (N = 1,405, 35%)

<table>
<thead>
<tr>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am confident I can achieve my personal career objectives within the UC system.</td>
</tr>
<tr>
<td>My campus/location provides people with the necessary information and resources to manage their own careers effectively.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Favourable</th>
<th>LOS ANGELES 2017 (1,728)</th>
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<tbody>
<tr>
<td>Career Development</td>
<td>61</td>
<td>-2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>64</td>
<td>0</td>
<td>4*</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>59</td>
<td>-4*</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
Career Development Task Force: Recommendations

Manager Engagement
- Centralize Communication and info sharing for managers across campus.
- Inventory of all UCOP / UCLA Programs on CHR website.
- Integrate Career Conversation Plan with Performance Reviews.

Career Mobility Toolkits
- Manager Toolkit → for UCLA leadership.
- Employee Toolkit → for UCLA employees who wish to grow at UCLA.

Career Fair
- UCLA Departments to showcase current and future job openings.
- CHR and Campus networking groups to promote participation.
2018-2019 Organizational Change Task Force

Presented by:

Jesse Alberti
Lisa Kemp Jones
Cicili Brown
Jennifer Catanes-Avanceña
Constance Daino
Doan Hoang
S. Kumar
Kristen Mukae
Cyndia Soloway
Rey Soto

Housing & Hospitality Services (Co-Lead)
Information Technology Services (Co-Lead)
Research Policy & Compliance
Luskin Conference Center
School of Dentistry
Ashe Student Health & Wellness Center
Information Technology Services
External Affairs
UCLA Health IT
Fielding School of Public Health
# Organizational Change & Innovation

**LOS ANGELES (N = 1,405, 35%)**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Total Favorable</th>
<th>LOS ANGELES 2017 (1,728)</th>
<th>LOS ANGELES 2015 (1,583)</th>
<th>Overall (9,020)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Organizational Change &amp; Innovation</td>
<td>55</td>
<td>n/a</td>
<td>n/a</td>
<td>-2</td>
<td>n/a</td>
</tr>
<tr>
<td>Generally, recent major organizational changes across the UC system have been: Explained well</td>
<td>44</td>
<td>6*</td>
<td>3</td>
<td>0</td>
<td>n/a</td>
</tr>
<tr>
<td>People here are open to trying new and different ways of addressing our departmental challenges.</td>
<td>54</td>
<td>n/a</td>
<td>n/a</td>
<td>-1</td>
<td>n/a</td>
</tr>
<tr>
<td>People in my department are encouraged to come up with innovative solutions to work-related problems.</td>
<td>67</td>
<td>n/a</td>
<td>n/a</td>
<td>-5*</td>
<td>-4*</td>
</tr>
</tbody>
</table>

---

**UCLA Staff Assembly**

“For Staff, By Staff”
Organizational Change Task Force: Recommendations

**Promote Standardization of Communication**
- Potential easy win: broaden “Deans and Directors” communications to include all staff
- Identify organization(s) to be accountable for ongoing development of effective organizational change communications practices
- “Opt-out” strategy (for emailing lists)

**Create Organizational Change Toolkit**
- Concrete steps and processes to develop effective communications
- Online course for manager & supervisors to focus on best practices for organizational change communication
- Identify a portal to house and sustain this information

**Develop a Standing Organizational Change Committee**
- Collaborative sponsorship: Staff Assembly, AMG, BTO, CHR
- Address on-going support of recommended practices
- Review and prioritize recommendations and resulting actions
- Collaborate with different departments to encourage adoption of practices
2018-2019 Performance Management Task Force

Presented by:

Mike Flaxman
Theresa Miller
Leah Brown
Yadira Cano
Maria DiTullio
Barbra Ramos

Extension (Co-Lead)
Office of Information Technology (Co-Lead)
Luskin Conference Center
Registrar’s Office
Anderson Executive Education Program
Asian American Studies Center
## Performance Management

**LOS ANGELES (N = 1,405, 35%)**

<table>
<thead>
<tr>
<th>Performance Management</th>
<th>Total Favorable</th>
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<th>Overall (9,020)</th>
<th>US Universities Staff Norm (17,011)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 I feel my campus/location does a good job matching pay to</td>
<td>55</td>
<td>-1</td>
<td>3</td>
<td>-3</td>
<td>n/a</td>
</tr>
<tr>
<td>performance.</td>
<td></td>
<td>(n/a)</td>
<td>(n/a)</td>
<td>(n/a)</td>
<td>(n/a)</td>
</tr>
<tr>
<td>4 I feel my personal contributions are recognized.</td>
<td>31</td>
<td>1</td>
<td>3*</td>
<td>-2</td>
<td>n/a</td>
</tr>
<tr>
<td>17 I think my performance on the job is evaluated fairly.</td>
<td>62</td>
<td>-3</td>
<td>6*</td>
<td>-5*</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>72</td>
<td>-2</td>
<td>0</td>
<td>-1</td>
<td>-4*</td>
</tr>
</tbody>
</table>
Performance Management Task Force: Recommendations

Quarterly Check-ins

- Supervisors meet in-person with employees three times per year, increasing to four times.
- Engage in a value-added continual dialogue that focuses on goal-setting and tracking and developmental feedback.
- Use an approach aimed at identifying and enhancing the skills and capabilities of employees.

Mandatory Supervisor Training

- Any new employee who supervises at least two full-time employees must complete mandatory supervisory training.
- Core training concepts:
  - Hiring and developing employees
  - Coaching, mentoring and providing constructive feedback
  - Goal setting and tracking performance
  - Managing conflict
  - Inclusion and diversity training for supervisors

Presented by:

Eugene Acosta  
Kristina Etchison  
Patti Heyl  
Maria Lubrano  
Rejeana Mathis  
Darlene Mininni  
Ted Robles  
Djoko Setiyawan  
Lucy Tseng  

Information Technology Services  
School of Dentistry  
Radiological Sciences  
Emeriti/Retirees Relations Center  
Campus Human Resources (Co-Lead)  
Campus Human Resources (Co-Lead)  
Psychology, Associate Professor  
Pathology & Laboratory Medicine  
External Affairs/Development
<table>
<thead>
<tr>
<th>Working Relationships</th>
<th>Total Favorable</th>
<th>LOS ANGELES 2017 (1,728)</th>
<th>LOS ANGELES 2015 (1,583)</th>
<th>Overall (9,020)</th>
<th>US Universities Staff Norm (17,011)</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is good cooperation between my department and other departments at my campus/location.</td>
<td>73</td>
<td>-2</td>
<td>0</td>
<td>0</td>
<td>-1</td>
</tr>
<tr>
<td>There is good cooperation between staff in my department.</td>
<td>80</td>
<td>-1</td>
<td>3</td>
<td>-1</td>
<td>-1</td>
</tr>
</tbody>
</table>
**Share Collaboration Opportunities and Stories**
- UCLA will communicate more broadly and more often about the many opportunities that exist for collaboration and relationship-building on campus.
- This includes stories of the ways managers and staff collaborate in their daily work.

**Recognize and Reward Strong Working Relationships**
- Leadership will acknowledge and incentivize collaboration and teamwork by publicly recognizing both managers and staff who exhibit this value with a UCLA Collaboration Award.

**Publicly endorse the value of collaboration**
- Leadership will endorse a culture of collaboration by advocating its importance wherever possible and including it as a sixth (or on par with) UCLA True Bruin value.
- True Bruin Value - Collaboration: I will constructively work with members of the UCLA community to advance our common mission.
# Key Drivers - Sustainable Engagement

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<tr>
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<th>LOS ANGELES 2015</th>
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<th>US Universities Staff Norm</th>
<th>Total Favorable Score</th>
<th>Sustainable Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development</td>
<td>-2</td>
<td>3</td>
<td>1</td>
<td>n/a</td>
<td>61</td>
<td>-2</td>
</tr>
<tr>
<td>Supervision</td>
<td>-1</td>
<td>1</td>
<td>-3*</td>
<td>-4*</td>
<td>72</td>
<td>-1</td>
</tr>
<tr>
<td>Organizational Change &amp; Innovation</td>
<td>n/a</td>
<td>n/a</td>
<td>-2</td>
<td>n/a</td>
<td>55</td>
<td>n/a</td>
</tr>
</tbody>
</table>
Focus Areas at UCLA

Career Development

Working Relationships

Organizational Change

Performance Management

“For Staff, By Staff”
# Diversity & Inclusion

**LOS ANGELES** (N = 1,405, 35%)

<table>
<thead>
<tr>
<th>Question</th>
<th>Total Favorable</th>
<th>LOS ANGELES 2017 (1,728)</th>
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<th>Overall (9,020)</th>
<th>US Universities Staff Norm (17,011)</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>73</td>
<td>-2</td>
<td>n/a</td>
<td>0</td>
<td>n/a</td>
</tr>
<tr>
<td>I can be myself at this organization without worrying about how I will be accepted.</td>
<td>74</td>
<td>-1</td>
<td>n/a</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Employees at my campus/location are treated with dignity and respect, regardless of their position or background.</td>
<td>68</td>
<td>-4*</td>
<td>n/a</td>
<td>1</td>
<td>n/a</td>
</tr>
</tbody>
</table>

*US Universities Staff Norm (17,011): 1*
What is the biggest opportunity for UCLA during this unparalleled time?
Next Steps
We invite interested staff members to participate and give back to the university community by joining one of five task forces:

- **Career Development**
- **Diversity & Inclusion**
- **Organizational Change**
- **Performance Management**
- **Working Relationships**

Please visit the link below to apply to be a Task Force member. **The deadline for applications is by 5PM on Friday, May 23, 2020:**

[Application to Join a Priority Area Task Force](#)
Stay Connected!

Staff Scholarships & Awards (until May 11)
Applications and nominations currently open; Virtual Ceremony on June 16 @ 12 noon

Virtual 5K (now until May 29)
No registration required; donation of any size highly suggested; please be safe

What is Staff Assembly? (on May 12)
Learn about how to get involved and take on a leadership role

Virtual Socials hosted by UCLA Staff (times vary)
Follow us via social media (@UCLASA) to learn about casual socials open to all staff (gardening, video games, puppy meetups, etc.)
Do not let what you cannot do interfere with what you can do.

John Wooden
Open Discussion