

UCR

2015 Staff Engagement Survey

Results and Next Steps

UNIVERSITY OF CALIFORNIA, RIVERSIDE

- **Partnership between CUCSA and HR**
- **System-wide pulse survey of representative sample of policy-covered employees**
- **Towers Watson administered to ensure confidentiality**
- **First survey in 2012, repeated in 2015**
- **37 survey questions, 8 categories**

UCR

791 employees randomly selected to receive survey
408 responded (52% response rate)

Most favorable items (compared to national benchmarks for universities)

Regard for UC

Personal and Professional Development Opportunities

Working Relationships and Teamwork

Flexible Work Schedules

Least favorable items (compared to national benchmarks for universities)

Training Opportunities

Communication

Staffing

Image/brand

Comments identified areas that are working well:

Working Relationships

- There is good cooperation between my department and other departments at my campus
- There is good cooperation between staff in my department

Communication

- I feel able to openly and honestly communicate my views to supervisors and other leaders

.... And areas of opportunity for improvement:

Staffing/workload	<ul style="list-style-type: none">• There is usually sufficient staff in my department to handle the workload
Performance Management	<ul style="list-style-type: none">• I feel my campus does a good job matching pay to performance• I feel my personal contributions are recognized
Career Development	<ul style="list-style-type: none">• My campus provides people with the necessary information and resources to manage their own careers effectively• There are sufficient opportunities for me to receive training to improve my skills in my current job
Communication	<ul style="list-style-type: none">• My campus does an excellent job of keeping employees informed about important organizational matters affecting us

Respondents see workloads as heavy and staffing levels as inadequate. Significantly more employees at UCR feel this way when compared to staff at other universities (13% lower) and at other UC locations (10% lower)

Organizational Excellence

Campus-wide effort to streamline and standardize processes thereby reducing staff time spent on burdensome and inefficient tasks

Enhanced support for recruitment activities

Restoring central HR support for recruitment process, focused on reducing time to fill vacant positions. Currently approximately 160 positions in recruitment; when filled will alleviate workload pressure. Streamlining recruitment processes.

Respondents are frustrated that poor performers are not managed well, either to contribute more effectively or leave the university. They see the same performance ratings are given to all, with no differentiation between high performers and those who contribute little.

Performance Evaluations

- Salary program administered on basis of merit to provide opportunity for recognition of high performance
- Enhancements to performance management tools include:
 - Rating guides with behaviorally anchored rating scale
 - New forms
 - Resources for supervisors and staff
- HR will provide training to supervisors/managers and staff on expectations
- Purposes
 - Enable objective and consistent evaluation of staff performance across the organization
 - Provide meaningful feedback to improve performance
 - Tie employee performance expectations to organizational goals
 - Link performance with compensation

Implementation Timetable

	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Complete Behavioral/Performance Examples for Each Competency at Each Rating Level	█	█	█	█	█	█	█
Update Rating Guides for Supervisors	█	█	█	█	█	█	█
Revise Performance Evaluation Forms/Local Procedures	█	█	█	█	█	█	█
Develop Training Materials for Supervisors	█	█	█	█	█	█	█
Develop Resource Materials for Employees	█	█	█	█	█	█	█
Provide Notice to Unions on Revised Performance Standards & Forms	█	█	█	█	█	█	█
Implement Training for Supervisors	█	█	█	█	█	█	█
Meet and Discuss with Unions	█	█	█	█	█	█	█
Communicate New Standards & Forms to Employees	█	█	█	█	█	█	█
Update Website	█	█	█	█	█	█	█
New Standards Apply to Performance	█	█	█	█	█	█	█

Respondents see limited opportunities for professional development because of limited budgets and inadequate staffing to manage the workload. Lack of clarity regarding open positions, lack of mentoring and a practice of filling key roles through external recruiting limit career opportunities and leave employees feeling “stuck” in the same role for years.

Career Tracks

Transition to standardized **job classification** levels and job descriptions across campus and systemwide.

Alignment of jobs with similar positions internally and the external marketplace

Provides clear **career paths** defined by job standards.

Helps focus **development** activities for each job in the career track structure

Supports the **commitment** to consistent treatment of staff, as well as transparency in policy and process

Enhanced Staff Development Programs

- Campus leadership commitment to staff development
- Investment in training and development staff to increase courses available
- Creation of comprehensive staff development plan based on input from campus constituents
- Partnership with other UC locations to offer Management Development Program courses at UCR
- Partnership with UNEX to provide training for staff e.g. Project Management course

Respondents call on leadership to communicate more effectively regarding organizational change. Employees need to know how they fit within changing organizational schemes and would like to contribute suggestions and ideas in the change management process

Organizational Excellence

UCR leadership has embarked on UCR Organizational Excellence, a group of key initiatives that will transform the campus through focused activities beginning in four key areas:

- Streamline Business Processes
- Instill a Culture of Collaboration and Innovation
- Standardization of Business Processes
- Maximize Professional & Leadership Development

Change Management

- Managers and supervisors to receive training in change leadership and transition management
- Campus initiatives will incorporate change management activities into planning for organizational change

Next Steps

- › Systemwide survey available at http://www.ucop.com/staff-assembly/_files/staff-engagement-survey/2015%20Staff%20Engagement%20Survey%20-%20UC%20Overall%20Report.pdf
- › Post presentation for campus
- › Present summary results to organizational leaders

› Questions?