

Advancement All Staff Meeting

March 14, 2019

Transitions

Welcome

- › Rachel Jones
- › Anya Looper
- › Essam Ulhaq
- › Teddy Bentum



Congratulations!

- › Kate Beach
- › Crystal Sankey





2019 University Advancement

Employee Engagement Survey

Background

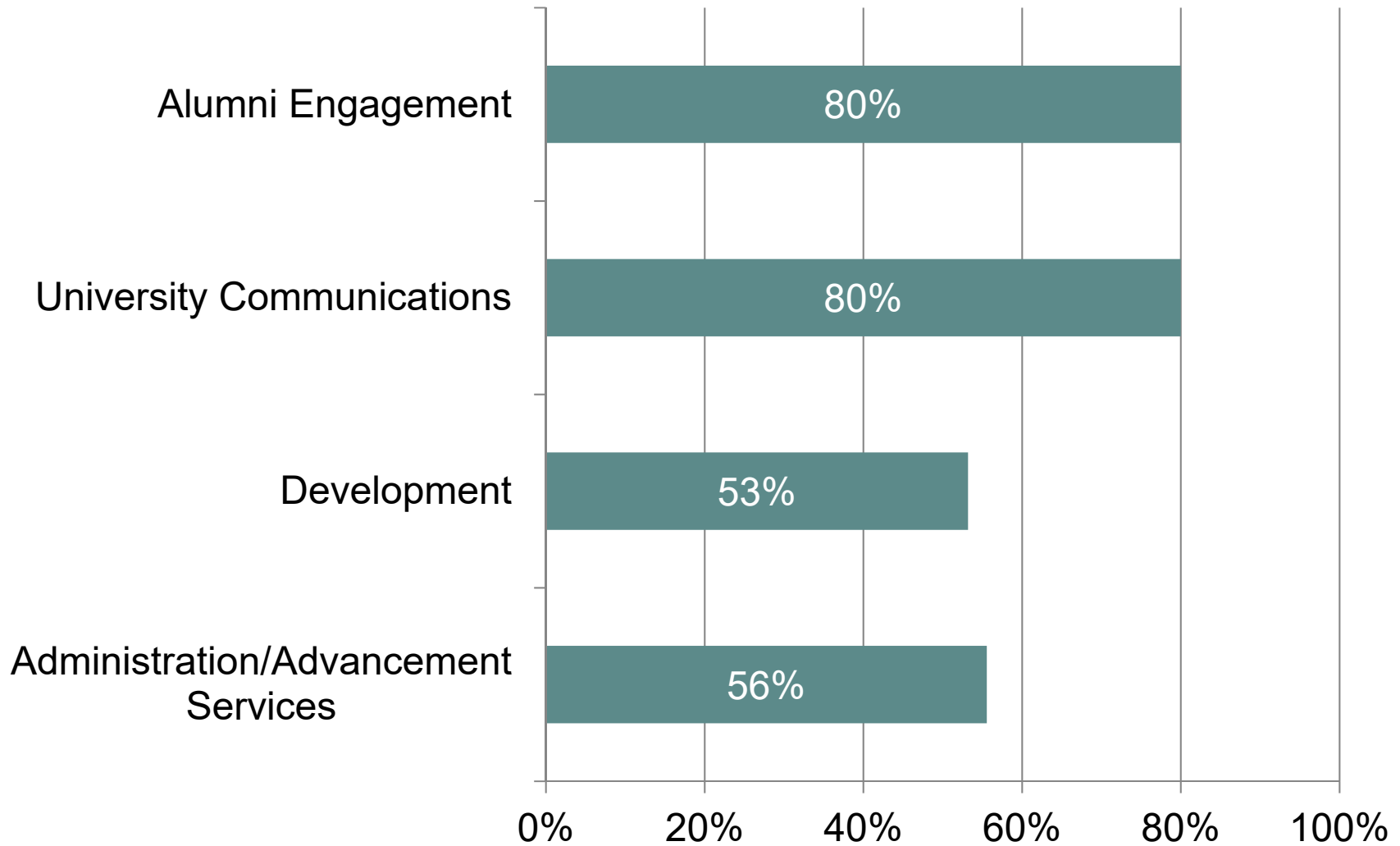
- › Employee engagement is the emotional commitment an employee has to the organization and its goals
- › Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace
- › Not punitive
- › Designed to highlight areas of success, inform areas for improvement, benchmark progress over time



Key Metrics

- 100 invitations sent
- 72 surveys submitted (72%)
 - Not everyone answered every question, but two were submitted with no responses to any questions
- Survey period: 2/16 – 3/4/2019
- 17 closed-ended questions (16 five-point scale, one eNet Promoter Score[®])
- Demographic data (used only for grouping and targeting interventions, not identification of individual respondents)

Participation Rate of Units



For those respondents who identified their unit (87.5%)

Top Three (absolute average)



- I have a clear understanding of how my job contributes to UCR's advancement objectives. (4.47)
- I know what is expected of me at work. (4.26)
- UCR's Principles of Community are demonstrated in my unit. (4.10)

Top Three (agree/strongly)



Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

% agree or strongly agree

I have a clear understanding of how my job contributes to UCR's advancement objectives. (4.47)

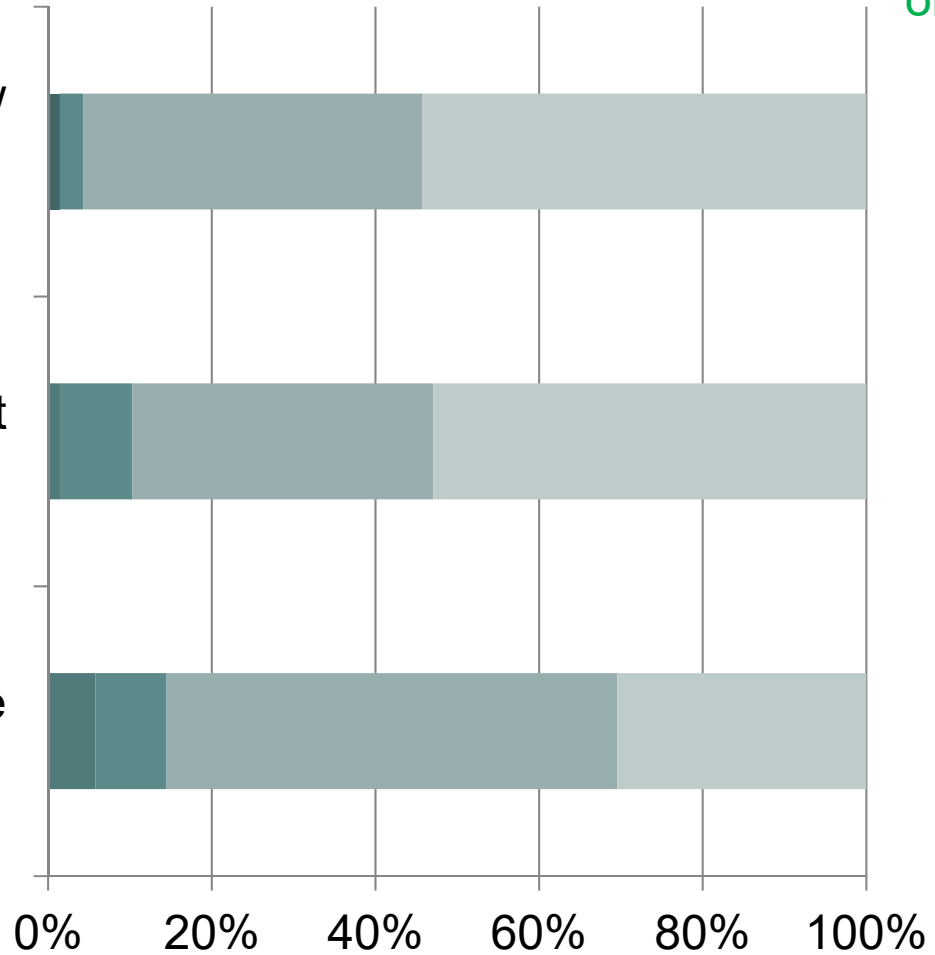
96%

I know what is expected of me at work. (4.26)

90%

UCR's Principles of Community are demonstrated in my unit. (4.10)

86%



Bottom Three (absolute avg)



- › I have an opportunity to contribute to decisions that affect me. (3.49)
- › I feel able to openly and honestly communicate my views. (3.83)
- › My supervisor encourages new ideas, processes, and ways to do my job. (3.97)

Bottom Three



■ Strongly disagree ■ Disagree ■ Neither agree nor disagree ■ Agree ■ Strongly agree

% agree or strongly agree

I have an opportunity to contribute to decisions that affect me. (3.49)

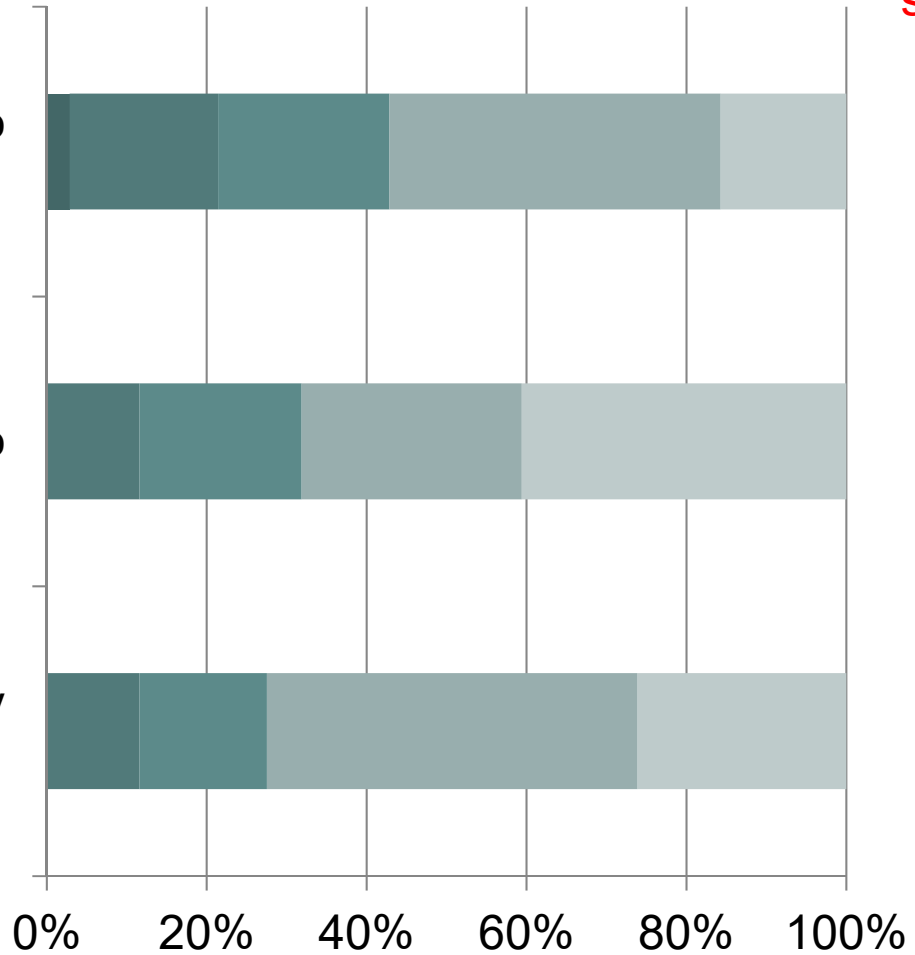
57%

My supervisor encourages new ideas, processes, and ways to do my job. (3.97)

68%

I feel able to openly and honestly communicate my views. (3.83)

70%



Variability



- › Highest variability
 - › I have an opportunity to contribute to decisions that affect me. ($\mu = 3.49$, $\sigma = 1.05$)
 - › My supervisor encourages new ideas, processes, and ways to do my job. ($\mu = 3.97$, $\sigma = 1.04$)
 - › I feel motivated to go beyond my formal job responsibilities. ($\mu = 4.09$, $\sigma = 0.97$)
- › Lowest variability
 - › I know what is expected of me at work. ($\mu = 4.26$, $\sigma = 0.68$)
 - › I have a clear understanding of how my job contributes to UCR's advancement objectives. ($\mu = 4.47$, $\sigma = 0.69$)
 - › UCR's Principles of Community are demonstrated in my unit. ($\mu = 4.10$, $\sigma = 0.78$)

Findings



- › Scores on **15 out of 16 questions increased over 2018**
- › Scores on **all 16 questions were higher this year than in 2017 and 2016.**
- › Biggest gains in 2019 over 2018:
 - › My supervisor gives me regular feedback on my performance. (16.1% increase)
 - › I feel able to openly and honestly communicate my views. (16.0% increase)
 - › I have an opportunity to contribute to decisions that affect me. (9.6%)
- › One decline:
 - › I feel supported in my professional development and growth. (0.2% decrease)

Findings

- ▶ Questions with highest number of “Neither agree nor disagree”:
 - ▶ The Advancement culture exhibits collaboration. (23%)
 - ▶ My performance on the job is evaluated fairly. (22%)
 - ▶ I have an opportunity to contribute to decisions that affect me. (21%)

- ▶ Questions with lowest number of “Neither agree nor disagree”:
 - ▶ I know what is expected of me at work (9%)
 - ▶ My contributions are recognized by supervisor (7%)
 - ▶ I have a clear understanding of how my job contributes to UCR's advancement objectives. (3%)

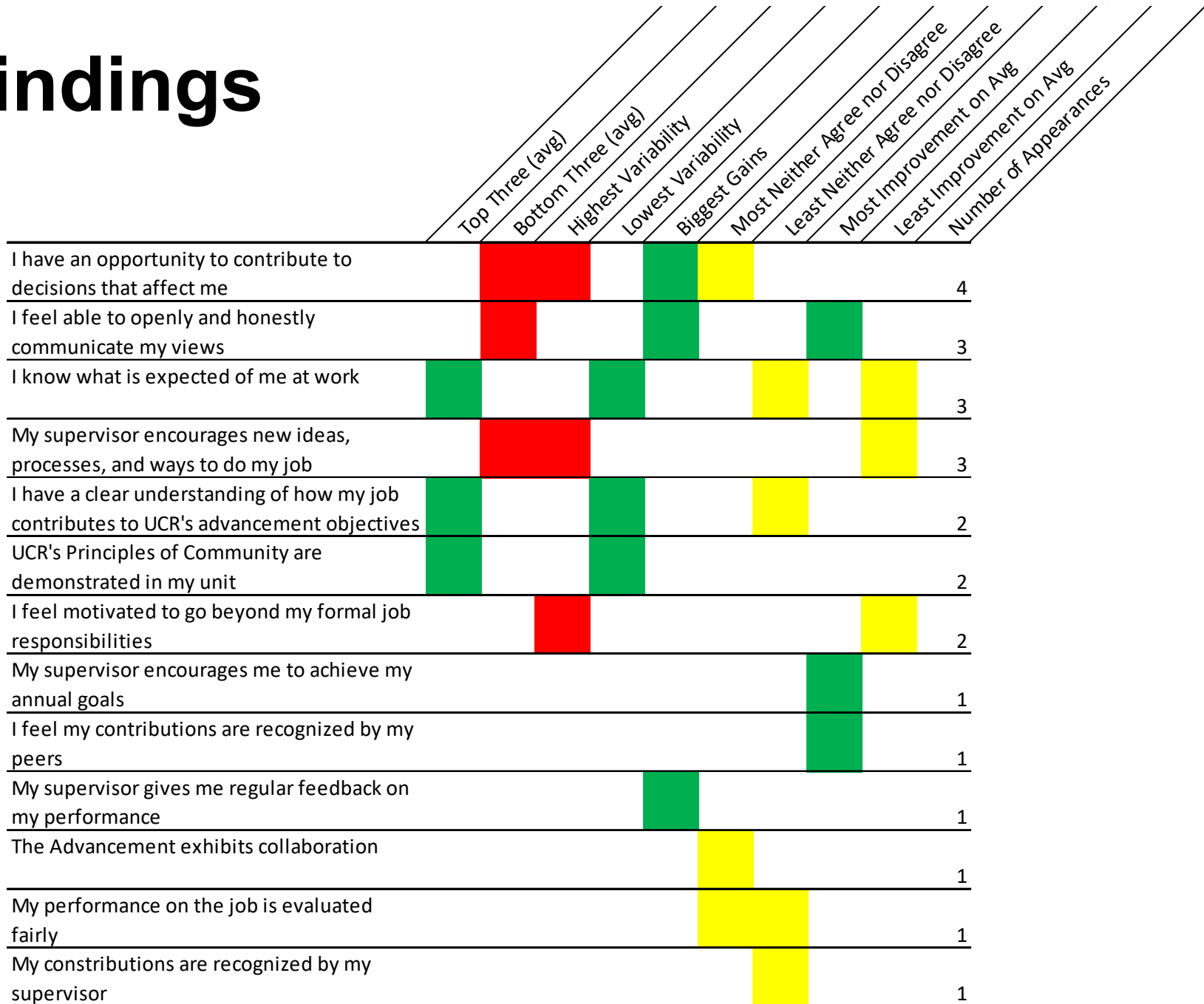
Historical Perspective



Over four years...

- ▶ Most **improvement** in:
 - ▶ My supervisor encourages me to achieve my annual goals. (15.5%)
 - ▶ I feel able to openly and honestly communicate my views. (14.3%)
 - ▶ I feel my contributions are recognized by my peers. (12.6%)
- ▶ Least **improvement** in:
 - ▶ I know what is expected of me at work. (3.6%)
 - ▶ My supervisor encourages new ideas, processes, and ways to do my job. (4.4%)
 - ▶ I feel motivated to go beyond my formal job responsibilities. (4.6%)

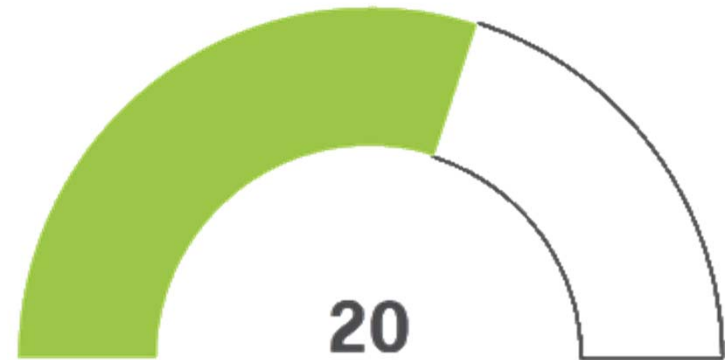
Findings



Employee Net Promoter Score



- eNPS as a way to benchmark nationally
- Measures whether employee is willing to recommend your organization as a place to work
- People rate from 0 to 10
 - 0-6: Detractor
 - 7-8: Neutral
 - 9-10: Promoter
- Score range from -100 to +100
- Positive is considered good; higher is better
- Past years
 - +4 in 2017
 - -16.42 in 2018
 - +20 in 2019



Comments

- › 55 total comments submitted by 27 individuals
- › 37.5% of survey participants submitted at least one comment each, 62.5% made no free-form comments
- › Themes included desire to talk about professional growth and advancement; interest in cross-unit interaction; hope for opportunities to give/receive support with colleagues; and suggested improvements in unit cultures
- › Bright spots
 - › “My direct supervisor is open to new ideas and allows me to explore those new ideas. With this type of encouragement and support, I feel that I can go above and beyond what is expected of me.”
 - › “My team is strong and my supervisor and her director are very involved, supportive, and knowledgeable. ”

Comments



- ▶ There is no single experience of UA
 - ▶ “For the first time in my career, I feel that my direct supervisor is genuinely supportive of my professional development.”
 - ▶ “For a long time now my supervisor has been saying that they will look into getting me a promotion. Nothing has happened.”

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- ▶ “[my supervisor] is a great leader and manager. She empowers me to excel in my position, and is very supportive. ”
- ▶ “Not everyone is held to the same standard. This creates resentment and distrust.”

Benchmarking



- ▶ UA annual voluntary turnover rate in 2018:
12% (⬇️ from 15.31%)
- ▶ BLS annual quit rates:
 - ▶ Educational Services 15.2%
 - ▶ State and Local Government/Education 8.7%
- ▶ UA average tenure as of 2/28/2019: 5.5 years
(⬇️ from 7.5 years)
- ▶ BLS medians:
 - ▶ Educational Services 4.2 years
 - ▶ State government 5.9 years

BLS: United States Bureau of Labor Statistics

Next Steps



- ▶ Employee Engagement Workgroup has been given the dataset and the following charge:
 - ▶ What conclusions can we draw from the data?
 - ▶ Assess all current employee engagement activities – what should we continue and what should we discontinue?
 - ▶ What two or three things should we focus on for improvement this year (new initiatives or enhancements)?
- ▶ How can we learn more about the items that continue to score lowest?

Strategic Planning



1. Focus on long-term relationship building that emphasizes major gifts, a donor-centric orientation, and exceptional stewardship.
2. Broaden storytelling to create awareness, consideration, and referral/advocacy; through improved targeting increase reach and engagement; devote more capacity to developing shared brand assets for the whole campus
3. Invest in sustained annual giving pipeline development, enhance the perceived value of staying connected and giving back among young alumni in particular, and ensure the future of UCR through legacy giving.
4. Prioritize long-term vision over short-term fixes; define and track metrics of effectiveness and efficiency, challenge the status quo and commit to continuous improvement; advance and support data-driven decision making, embracing analytic capabilities

Employee Engagement Workgroup

2018-19



- › Krissy Danforth, University Communications
- › Amy Kim, Alumni Engagement
- › Sandra Martinez, University Communications
- › Sandra Mora, Administration
- › Rachel Pulido, Development
- › Kanisha Robinson, Advancement Admin
- › Iris Tam, Advancement Admin



UCR Advancement Employee Engagement Survey

APPENDIX

Questions



1. I have a clear understanding of how my job contributes to UCR's advancement objectives.
2. I feel motivated to go beyond my formal job responsibilities.
3. The Advancement culture exhibits collaboration.
4. I have an opportunity to contribute to decisions that affect me.
5. I feel able to openly and honestly communicate my views.
6. How likely is it that you would recommend UCR Advancement as an employer to a friend or colleague?
7. I know what is expected of me at work.
8. My performance on the job is evaluated fairly.
9. My supervisor gives me regular feedback on my performance.
10. My supervisor encourages me to achieve my annual goals.
11. My supervisor encourages new ideas, processes, and ways to do my job.
12. I feel supported in my professional development and growth.
13. My contributions are recognized by my supervisor.
14. My supervisor holds employees accountable for their performance.
15. I feel my contributions are recognized by my peers.
16. I feel like I'm working as part of a collaborative team.
17. UCR's Principles of Community are demonstrated in my unit.