When you speak, employees listen. These frequently asked questions and answers will help you ensure that all staff know about the UCSF Staff Engagement Survey, why it is important to participate, and that their responses will be heard and included in action planning.

Survey Overview

What is the UCSF Staff Engagement Survey?

- It is a brief survey that provides an opportunity for staff to identify UCSF's strengths and improvement opportunities as a workplace. It is one of the most important ways we have to improve our own work lives, those of our colleagues, and UCSF overall.

What does the term "engagement" mean? Why does it matter?

- Engagement refers to the emotional connection employees feel to their jobs and their employer. It goes beyond job satisfaction to reflect how invested and aligned employees feel in the success of their teams and the organization.
- We know through research conducted by Gallup that high levels of employee engagement link directly to positive organizational outcomes: including the patient experience, meeting budget, productivity, and retention. Most importantly, engaged employees get more out of their work. They have opportunities to do what they do best every day, and they feel a sense of belonging at work.

Why is the UCSF Staff Engagement Survey being conducted?

- UCSF is committed to the Staff Engagement Survey as an ongoing opportunity for all staff to identify issues and help make positive changes in their workplace. UCSF's senior leaders believe in the value of the survey and take the results very seriously. With years of responses to these questions collected at UCSF, we have meaningful data to guide our work.

Why should I participate?

- Sharing your thoughts about your work helps drive real change. It is one of the best ways we have to voice our opinions confidentially with the goal of improving our own work lives, those of our colleagues, and UCSF overall. The survey is also an investment in us as staff to ensure we have what we need to be successful.

Who is invited to take the survey?

- UCSF/UCSF Health staff in payroll as of **January 12, 2022** (with a few exceptions for short-term and part-time staff); this includes UCSF Campus and UCSF Health, Benioff Children's Hospitals (San Francisco & Oakland) and UCSF Benioff Children's Physicians.

Is the survey voluntary?

- Yes. Participating in the survey allows you to express your opinions and help make a difference in your workplace. We really hope you will complete it.

Why do some questions have specific wording?

- Particular wording is used in several of the questions, such as "I have a *best* friend at work" and "At work, I have the opportunity to do what I do best *every day.*" Research shows that the specific language in the Gallup "Q^{12}" questions reveals qualities that differentiate teams on critical outcomes such as productivity, safety, and retention.

Who is administering the UCSF 2022 Staff Engagement Survey?

- Gallup Inc. will conduct the survey for UCSF. Most well-known for conducting polls, Gallup's principle business involves research-based consulting for workplace leadership, marketing and customer practices. They've been around for more than 70 years and are known as a trusted and independent research organization around the world.

Survey Confidentiality

Is this survey confidential?

- Yes. Gallup will administer the UCSF Staff Engagement Survey according to strict confidentiality policies. At no time will Gallup share data with UCSF or any other client in a way that would directly connect you to your responses.

Who will have access to my responses? Will my manager or someone from UCSF see my answers?

- No. All individual responses to this survey will be kept completely confidential. Gallup will collect, report, and analyze the data. At no point will anyone at UCSF or an affiliate, including senior leaders and managers, be privy to the origins of specific feedback. All results will be grouped and reported at the team level.
- Managers will receive a scorecard in which all individual responses will be aggregated into group averages and percentages, as long as there are **five or more responses** to a given item. If there are fewer than five respondents, that team's survey results be will not be reported directly; instead, they will roll into the next higher level/team with five or more responses. Note that the number of respondents, rather than the number of people on the team, determines if that team's survey results will be reported directly or rolled into the next higher level.
- The open-ended survey questions (also known as the *verbatim* questions) require five or more respondents for reporting. If the five or more respondent threshold is met, comments will be shared as written. If the five or more respondent threshold is not met, the responses will roll up to the next higher level.

What if my team contains fewer than five people? Will my manager be able to figure out how I responded to the survey?

- No. Gallup experience has shown that when there are five respondents in a group, it is very difficult to figure out one person's answers. That's why they only report the results at the workgroup level if there are at least five people in the group. If there are not five respondents, it is reported at the next higher level.

What if my team report does not meet minimum respondent requirements and is not inclusive of all team members (i.e. Matrix reporting)? How can we take action?

- Nearly all Gallup clients have teams that are too small to qualify for a direct report, but that doesn't mean those teams, managers and employees can't take action. Where there are fewer than five respondents, Gallup recommends providing a report or data cut that is inclusive of but not exclusive to the team members' responses. In other words, work with your manager or HR partner to select a report that includes the employees' responses plus other employees who work for the same manager or work in the same department, position or location (i.e. Manager Rollup Report, Department, etc.). While this report will include responses from employees who are not members of the smaller team, this approach allows the members of the smaller team to use the results that include their personal responses.
- In some cases, Q^{12} data reports might be limited to certain matrixed team members or specific team projects. However, Gallup data consistently demonstrate that team discussions based on Q^{12} items and Q^{12} survey results drive engagement and performance, regardless of what a team focuses on. For this reason, matrixed teams can use reports that are not a perfect match, as long as managers use the data to spark a discussion about what is important to the team and to establish a clear plan for action.

Survey Logistics

When and how do I take the survey?

- On April 12, you will receive an email invitation from Gallup with a unique survey URL to participate in the survey. **Do not forward your email as the URL is unique to you**.
- In addition to an email invite, you also have the option to participate via the generic survey URL, https://survey.gallup.com/2022ucsfq12, using your UCSF 8-digit Employee ID as the Survey Code to participate in the survey.
- Gallup Access, available via MyAccess, will also provide access to the survey.
- The survey is accessible online, 24 hours a day, seven days a week, and is also mobile compatible. You have until May 6 to complete it.
- The survey is available in English, Spanish, and Mandarin.

Will I be given time to take the survey during work hours?

- Yes. Completing the survey is very important and each employee will have time to complete it. However, if you do not have a chance at work, you can take the survey at home or on your mobile device anywhere with Internet access.

How long will it take to complete the survey? How many questions are there?

- It will take less than 10 minutes to complete the survey.
- There are 10 self-reporting demographic questions included at the start of the survey.
- There are 13 Core Engagement questions, 3 Accountability questions, 2 Recommend questions, 3 Patient Experience questions (for Clinical Staff only), 6 questions about inclusion or a sense of belonging, 4Retention items, and 1 open-ended comment question.

What if I only want to provide feedback for the organization and not my team?

- You will have the opportunity to discuss the survey results with your manager and team. We encourage you to identify the barriers, both at the local and organization level, impeding your engagement during this discussion.
- These action planning sessions are not limited to your direct team; it is okay to hold cross-departmental action planning sessions.

Will we find out the results for our department?

- Yes. Management will receive summary data for employees in their workgroups on May 27 to share with employees shortly after. Then teams can participate in developing action plans together to change their work environment for the better.

What are the expectations for managers following the survey?

- Managers are crucial to employee engagement and the UCSF experience. By discussing the survey results with their teams and working with them to facilitate and implement the action planning process, they can effect positive change.
- Managers are strongly encouraged to attend manager training sessions to be offered in the summer, meet with their teams to develop an action plan, implement it, and make progress throughout the year.

Shall leadership provide incentives such as pizza parties to encourage participation?

- Gallup's best practice recommendation has been to not offer incentives because it undermines the intention that the survey be entirely optional; staff should never feel pushed or required to take it by a manager or leader. This is also why Ambassadors are generally peers, not managers. Still, some units or departments at UCSF have offered their groups incentives (e.g., a pizza party) and/or encouraged friendly competition among teams. UCSF's participation rate has typically averaged around 70%. Regardless, we want to highlight that the survey is a positive opportunity for staff to be heard and to continue to improve their work environment and UCSF overall.

Surveyed Staff Members

What staff information does UCSF send to Gallup?

- UCSF sends Gallup the Employee roster, which is also referred to as the Organizational Map. The Organizational Map defines all relationships within an organization that are vital to managing a business. The Organizational Map consists of several sections: employee list, manager list, roll-up (reporting) structure, and special team definitions. The roster also includes demographic data (such as age and ethnicity) that staff have self-reported to UCSF. It is a critical foundational tool Gallup uses to:
  - o Understand how our business is organized,
  - o Identify where accountability and action will occur at the local level, and
  - o Guide the creation of relevant, actionable data reporting.

What do I do if an employee has been included in the roster and later separated from the company?

- HR works with Gallup to remove any employees who separate from UCSF, UCSF Health, UCSF Benioff Children's Hospital Oakland, and UCSF Benioff Children's Physicians after the employee roster has been submitted to Gallup.
- Keep in mind that if an employee is active at any point during the survey field period (even if it is only for the first day of the survey), then that employee is still eligible to participate by completing the survey. Gallup cannot remove participants from the results.

What do I do about the inclusion of newly hired employees?

- If employees joined UCSF after January 12, 2022, they will not have an opportunity to participate in the 2022 survey. Although we understand the desire to include new staff, we want to be sure to collect meaningful survey data from staff with experience in their role and department. New hires this year will have a chance to participate in the next year's survey.
- All employees should participate in their team action-planning after the survey results are released, regardless of an employee's tenure.

Who is the supervisor receiving my responses?

- The survey will not display information about the supervisor you are reporting to.
- For supervisors with less than five (5) direct reports, data will be rolled up to the next manager with five or more survey responses.
- Think of yourself in your current work environment, regardless of who will receive the data. The reporting structure is based on the organization as of March 10, 2022. However, if your department or supervisor have recently changed, this should not affect your response. You should still think of your current work environment.

How could I help staff who cannot find their survey email from Gallup in their inbox?

- Inquire if your colleague has checked their "spam" or "junk" email box, and note that the email was sent from our vendor, Gallup <support@mail.gallup.com>.
- Note that the survey email will be resent by Gallup in case you missed the first email sent on April 12, or accidentally deleted it. Reminder emails will be sent to those who have not yet responded to the survey on April 15th, 19th, 22nd, 26th, 29th and May 3rd and 6th.
- If employees are short-term, certain part time Campus staff, or were not on payroll until after January 12, 2022, then they will not be sent an invitation for this survey. They may have a chance to participate in the next year's survey.
- Do NOT forward your personal Gallup survey email to anyone. Each email is an individual link tailored specifically for the recipient and should not be shared with anyone else.
- In addition to the unique individual link, you will have two other options to participate in the survey:
    o Using the unique link within the Gallup Access platform:
        ▪ Using your computer, tablet, or smart phone, go to https://ucsf.my.gallup.com/
        ▪ You will see the SURVEY INVITATION banner at the top of your dashboard with the Begin survey button
    o Using the generic survey URL and your UCSF Employee ID, see instructions below:
        ▪ Using your computer, tablet, or smart phone, go to https://survey.gallup.com/2022ucsfq12

- You will be prompted to enter your Survey Code.
  Your Survey Code to participate in the survey is your 8-digit UCSF Employee ID (omit the leading zero)

Will anything change should UCSF receive a strike notice?

- The survey will proceed as planned, and any relevant actions will be considered when reviewing results and participation rates. Please stay the course and continue to encourage everyone to take the survey.

Who do I call if I have other questions about the survey?

- Your Engagement Ambassador and your manager are your first line of contact. They have been offered training and guides to answer questions about the survey. If it is a matter you think Gallup can answer, call the toll-free Client Support Desk at (888) 486-9104 or support@mail.gallup.com. If your question requires attention from a UCSF or Gallup Project Team member, Gallup can route your inquiry accordingly.

Gallup Access Enhancements

Action: Participation Reporting, Additional Exports, Data Points and Visuals

- There are a number of new features, including new templates (Strengths, Q^{12}, or Default), a simplified format and fields of plans. The additional capability to take action on any question (Gallup or custom), while new features such as embedded tasks (that can trigger notifications one-time or on a defined cadence) and history logs have also been added.

Reporting: Embedded Advice, Learning on Q12 Scorecards and Recommendations

- Q12 reports are enhanced, making it easier for managers to read their results, understand areas of opportunity, and learn what to do next with their teams. This includes a new 'Result Snapshot' allowing managers to view Q12 results at a glance, with high/low ranking Q12 indicators highlighted to identify areas of strength and opportunity. Lastly, there is a redesigned 'Recommendations' included directly below the 'Overview' summary, providing links to view insights and act on recommended items.

Strengths: Team Insights and Recommendations

- There are great resources embedded in the Team reporting area to help people read, understand and take action on their team grid. These enhancements add a couple of additional elements—the team domain chart (so that managers can see the most and least dominant domains of their team) and strengths team recommendations that are based on the most and least dominant domains (i.e. how you should lead your team differently based on their executing, influencing, relationship building, and strategic thinking talents).