UNIVERSITY OF SAN FRANCISCO

Office of Assessment
and Accreditation Support

COVID-19 Staff Experience Survey

July 2020

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General Information about the Survey

PURPOSE
The purpose of the COVID-19 Staff Experience Survey was to learn about the staff experience during the disruption caused by COVID-19 in order to help USF better support employees in the future.

ORIGINATORS
The survey was developed by the Office of Assessment & Accreditation Support in collaboration with Human Resources.

DATA COLLECTION
Sample: 1028 full-time and part-time employees inclusive of all 100% furloughed employees.
Instrument: Qualtrics
Period: June 25, 2020 – July 7, 2020
Response Rate: 58% (599 completed)

Key Findings

DEMOGRAPHICS
Of the 80% of employees who indicated that they normally worked on campus prior to the COVID-19 disruption, 81% are currently only working remotely.

SUPPORT & CONCERN
The majority of participants indicated that they feel supported by USF and by their immediate supervisor/manager. 66% of participants agreed or strongly agreed that they feel supported by USF in their efforts to adapt to organizational changes and 84% agreed or strongly agreed that they feel supported by their immediate supervisor/manager. 63% of participants agreed or strongly agreed that USF supports their efforts to balance their work and personal life during the COVID-19 outbreak and 82% agreed or strongly agreed that their immediate supervisor/manager supports these efforts.

COMMUNICATION
The majority of participants (67%) feel communications about USF's response to COVID-19 have been timely. The top three areas of communication that participants indicated they want more information about were: how the changes affect our students (32%), how to work safely (29%), and how to navigate processes and procedures for the university (28%).

TEAMWORK
Participants largely feel their teams are doing a good job of discussing the impact changes have on them (78%), and that their teams are working well to support each other during the shelter-in-place order (88%).

RETURNING TO CAMPUS
The majority of participants (81%) indicated that they have concerns about returning to work in-person on campus. In general, participants were concerned that they do not yet know the plan for returning to work. The top three areas of concern were general health and safety (34%), the ability to be socially distant/physical set-up offices (21%), and use of public transit/commute (11%).

REMOTE STAFF EXPERIENCE
Staff who are currently working remotely, at least part of the time, overwhelmingly have a clear understanding of what is expected of them while working remotely (90%). The highest proportion (48%) of remote staff indicated that they do not have barriers to maintaining their normal workload, and agreed or strongly agreed that they have access to the resources they need to do their jobs effectively (79%).

ON-CAMPUS STAFF EXPERIENCE

47% of staff who are currently working on-campus, at least part of the time, are not concerned or are only slightly concerned about their safety when working on-campus. The majority of participants (60%) are satisfied or very satisfied with USF's efforts to maintain a safe work environment on-campus, and feel that that the guidelines given on health and safety regulations while working on-campus were clear or very clear (75%).

Demographics

DIVISION/COLLEGE/SCHOOL

Participants were asked to indicate what division, college, or school they currently work in from the following response options: *College of Arts & Sciences*; *Gleeson Library*; *Information Technology Services*; *Office of Business & Finance*; *Office of Development*; *Office of General Counsel*; *Office of Marketing Communications*; *President's Office*; *Provost Office/Academic Affairs*; *School of Education*; *School of Law*; *School of Management*; *School of Nursing & Health Professions*; *Strategic Enrollment Management*; and *Student Life.*

The figure below indicates the percentage of participants who selected each response option.
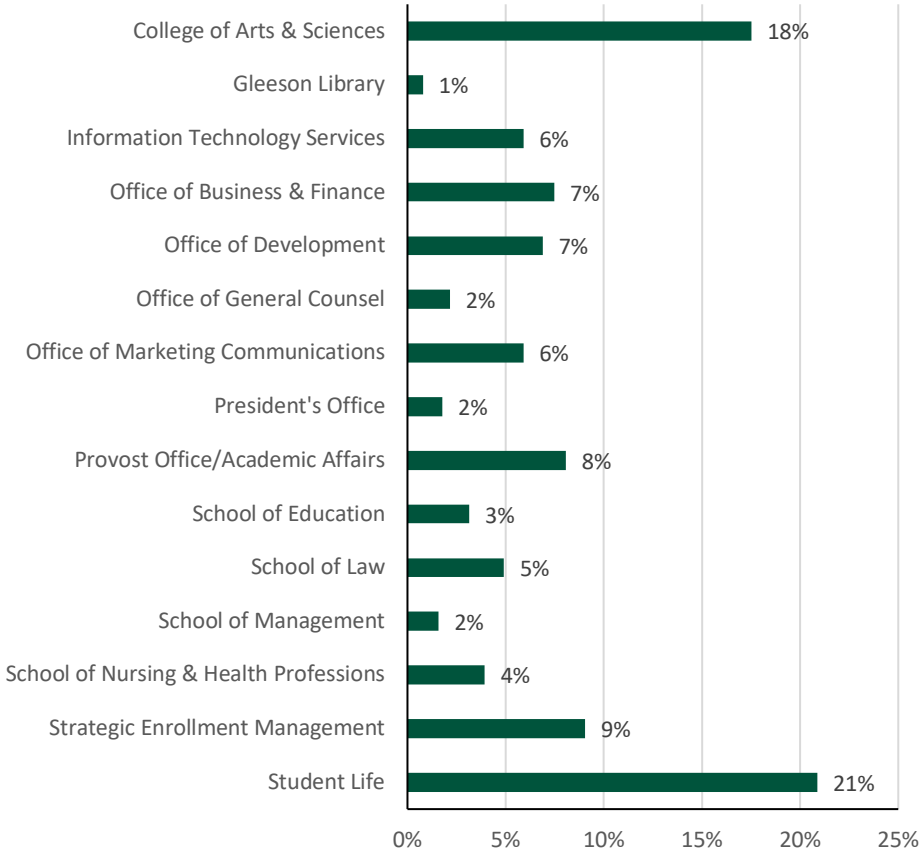
Participants were asked to indicate their work environment prior to COVID-19 from the following response options: *I normally worked on-campus*; *I normally worked remotely*; and *I occasionally worked remotely.*

- The <u>highest</u> proportion of participants (**80%**) indicated they normally **worked on-campus;**
- **17%** of participants indicated they **occasionally worked remotely**; and
- **4%** of participants indicated they **normally worked remotely**.

CURRENT WORK ENVIRONMENT

Participants were asked to indicate what best describes their current work environment from the following response options: *I am only working remotely*; *I am only working on-campus*; *I am mostly working remotely, but occasionally work on-campus*; and *I am mostly working on-campus, but occasionally work remotely.*

- The <u>highest</u> proportion of participants (**81%**) indicated they are currently **only working remotely;**
- **14%** of participants indicated they are **mostly working remotely, but occasionally work on-campus;**
- **3%** of participants indicated they are **only working on-campus**; and
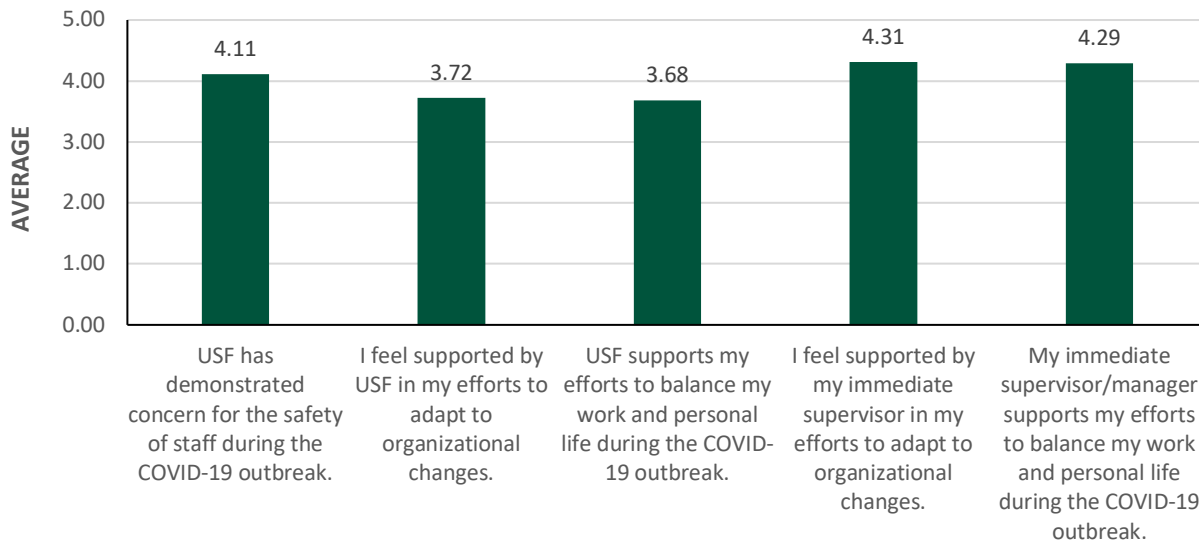- **2%** of participants indicated they are **mostly working on-campus, but occasionally work remotely**.

Support & Concern

Participants indicated the extent to which they agreed with each of the following statements on a 5-pt. scale (*1 = Strongly Disagree, 5 = Strongly Agree*): *USF has demonstrated concern for the safety of staff during the COVID-19 outbreak*; *I feel supported by USF in my efforts to adapt to organizational changes*; *USF supports my efforts to balance my work and personal life during the COVID-19 outbreak*; *I feel supported by my immediate supervisor in my efforts to adapt to organizational changes*; and *My immediate supervisor/manager supports my efforts to balance my work and personal life during the COVID-19 outbreak.*

The below data indicate the percentage of staff who **Agreed** or **Strongly Agreed** with each statement:

- USF has demonstrated concern for the safety of staff during the COVID-19 outbreak = **81%**
- I feel supported by USF in my efforts to adapt to organizational changes = **66%**
- USF supports my efforts to balance my work and personal life during the COVID-19 outbreak = **63%**
- I feel supported by my immediate supervisor in my efforts to adapt to organizational changes = **84%**
- My immediate supervisor/manager supports my efforts to balance my work and personal life during the COVID-19 outbreak = **82%**

The below figure details participants' average level of agreement with these statements.

# Communication

Participants indicated the extent to which they agreed with each of the following statements on a 5-pt. scale (*1 = Strongly Disagree, 5 = Strongly Agree*): *Communications about USF's response to COVID-19 have been timely*; *Communications from USF about COVID-19 have provided enough information*; and *The actions USF is taking in response to COVID-19 are clear.*

The below data indicate the percentage of staff who **Agreed** or **Strongly Agreed** with each statement:

- Communications about USF's response to COVID-19 have been timely = **67%**
- Communications from USF about COVID-19 have provided enough information = **57%**
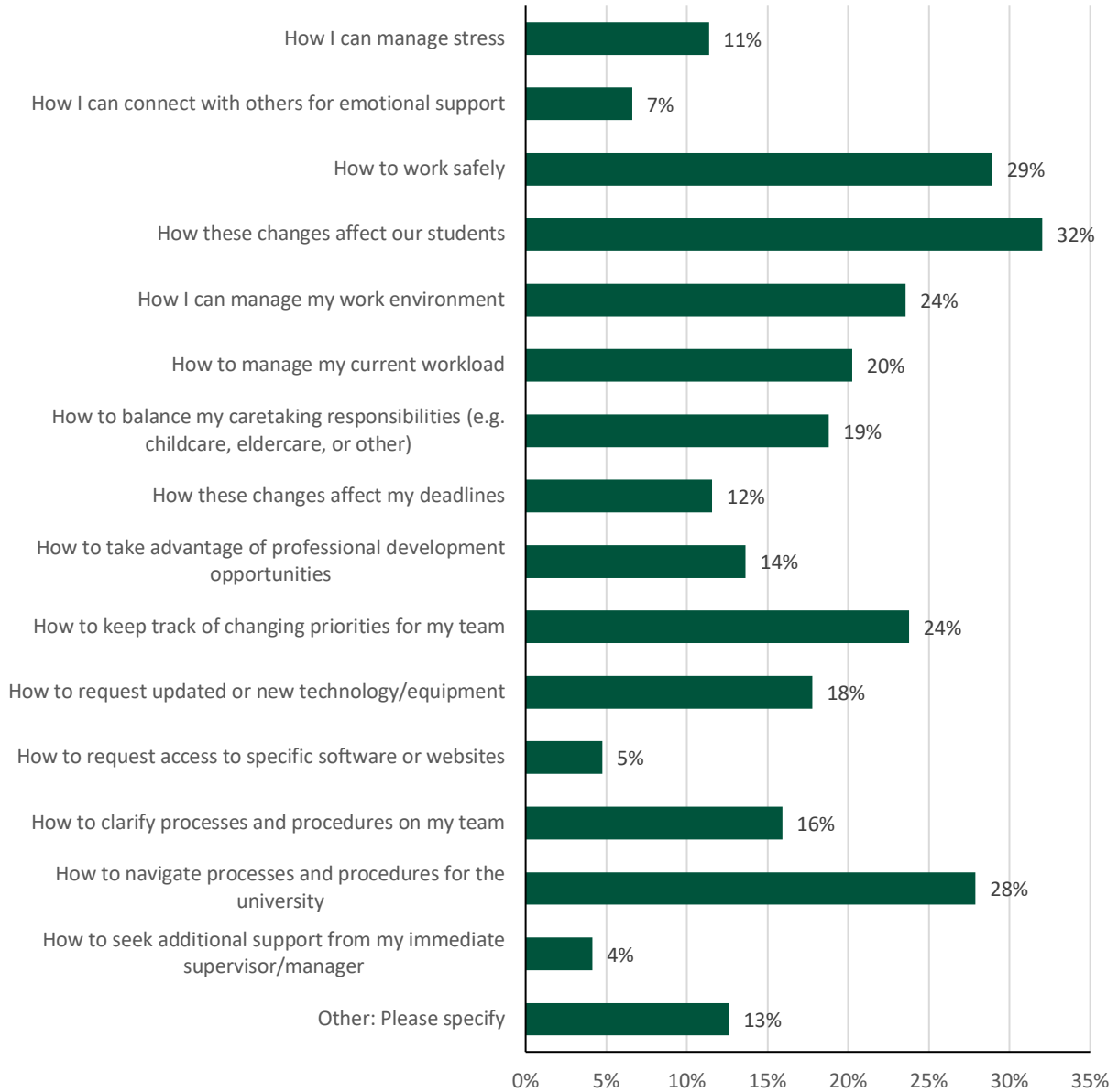- The actions USF is taking in response to COVID-19 are clear = **55%**

The below figure details participants' average level of agreement with these statements.
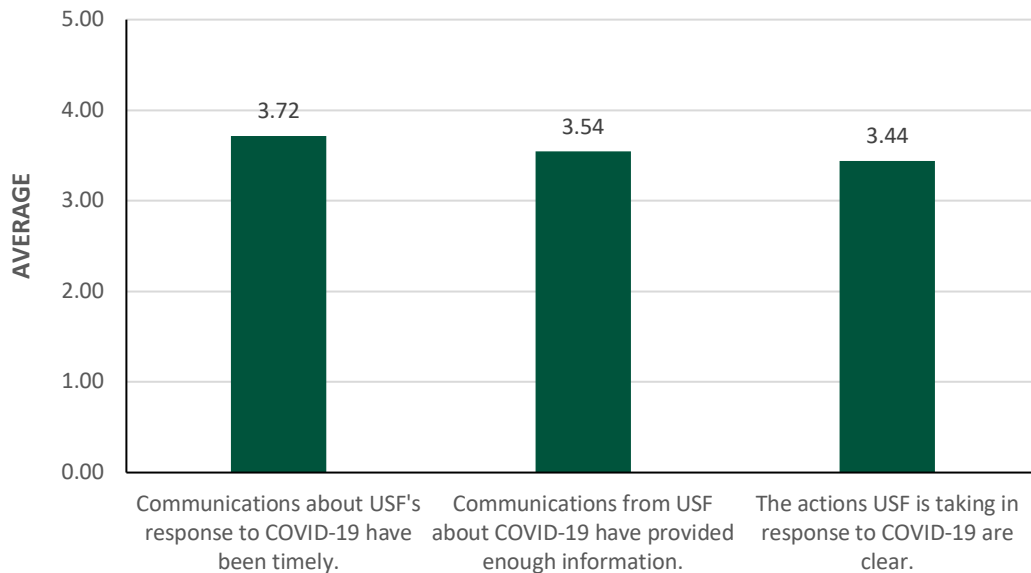
ADDITIONAL INFORMATION NEEDED

Participants indicated what additional information USF could provide to them from the following response options: *How I can manage stress*; *How I can connect with others for emotional support*; *How to work safe*ly; *How these changes affect our students*; *How I can manage my work environment*; *How to manage my current workload*; *How to balance my caretaking responsibilities (e.g. childcare, eldercare, or other)*; *How these changes affect my deadlines*; *How to take advantage of professional development opportunities*; *How to keep track of changing priorities for my team*; *How to request updated or new technology/equipment*; *How to request access to specific software or websites*; *How to clarify processes and procedures on my team*; *How to navigate processes and procedures for the university*; *How to seek additional support from my immediate supervisor/manager*; and *Other.* **Participants could select up to three options.**

The below figure details the percentage of participants who selected each response option.

Response Option	Percentage
How I can manage stress	11%
How I can connect with others for emotional support	7%
How to work safely	29%
How these changes affect our students	32%
How I can manage my work environment	24%
How to manage my current workload	20%
How to balance my caretaking responsibilities (e.g. childcare, eldercare, or other)	19%
How these changes affect my deadlines	12%
How to take advantage of professional development opportunities	14%
How to keep track of changing priorities for my team	24%
How to request updated or new technology/equipment	18%
How to request access to specific software or websites	5%
How to clarify processes and procedures on my team	16%
How to navigate processes and procedures for the university	28%
How to seek additional support from my immediate supervisor/manager	4%
Other: Please specify	13%

Those who responded with *Other* were provided an opportunity to specify what additional information USF could provide to them using an **open-text field**. The responses were then categorized by recurring theme as follows: *Better communication/information*; *Better support/information on how to support others*; *How to feel heard by administration*; *How to focus on work/priorities*; *How/if/when we will return to campus*; *Information about expectations*; *Information about financial information/furloughs/increased workloads*; *Information on health and safety if returning to campus*; *Information on home ergonomics*; *Information on shared governance*; *Information related to position*; *Information/support for furloughed staff*; and *Resources/money*.

- The <u>highest</u> percentage of participants (**23%**) indicated that they want information on **how/if/when we will return to campus**.

The below figure details the percentage of responses in each category.
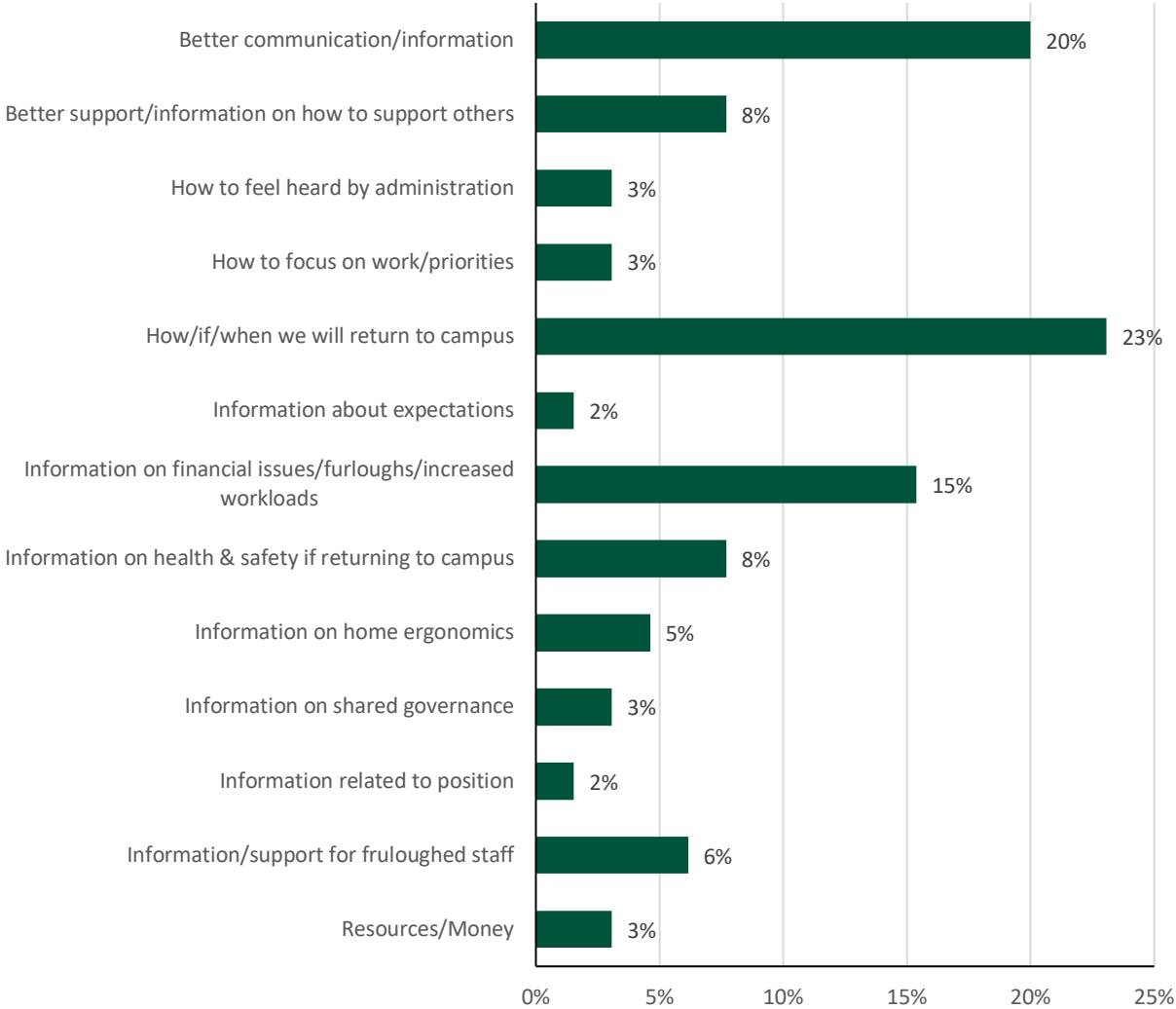
Teamwork

Participants indicated the extent to which they agreed with the following statement on a 5-pt. scale (*1 = Strongly Disagree, 5 = Strongly Agree*): *When changes occur, my team does a good job of discussing the impact the changes will have on us*; and *My team is working well together to support each other during the shelter-in-place order.*

The below data indicate the percentage of participants who **Agreed** or **Strongly Agreed** with each statement:

- When changes occur, my team does a good job of discussing the impact the changes will have on us = **78%**
- My team is working well together to support each other during the shelter-in-place order = **88%**

The below figure details participants' average level of agreement with these statements.
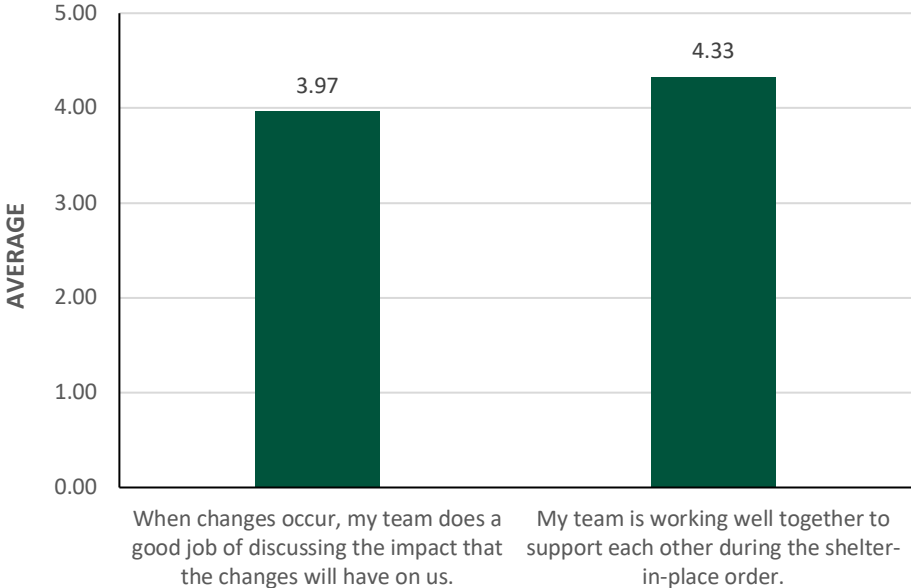
Returning to Campus

Participants who indicated they normally or occasionally worked on campus prior to COVID-19 were asked if they have a concern about returning to work in-person on-campus.
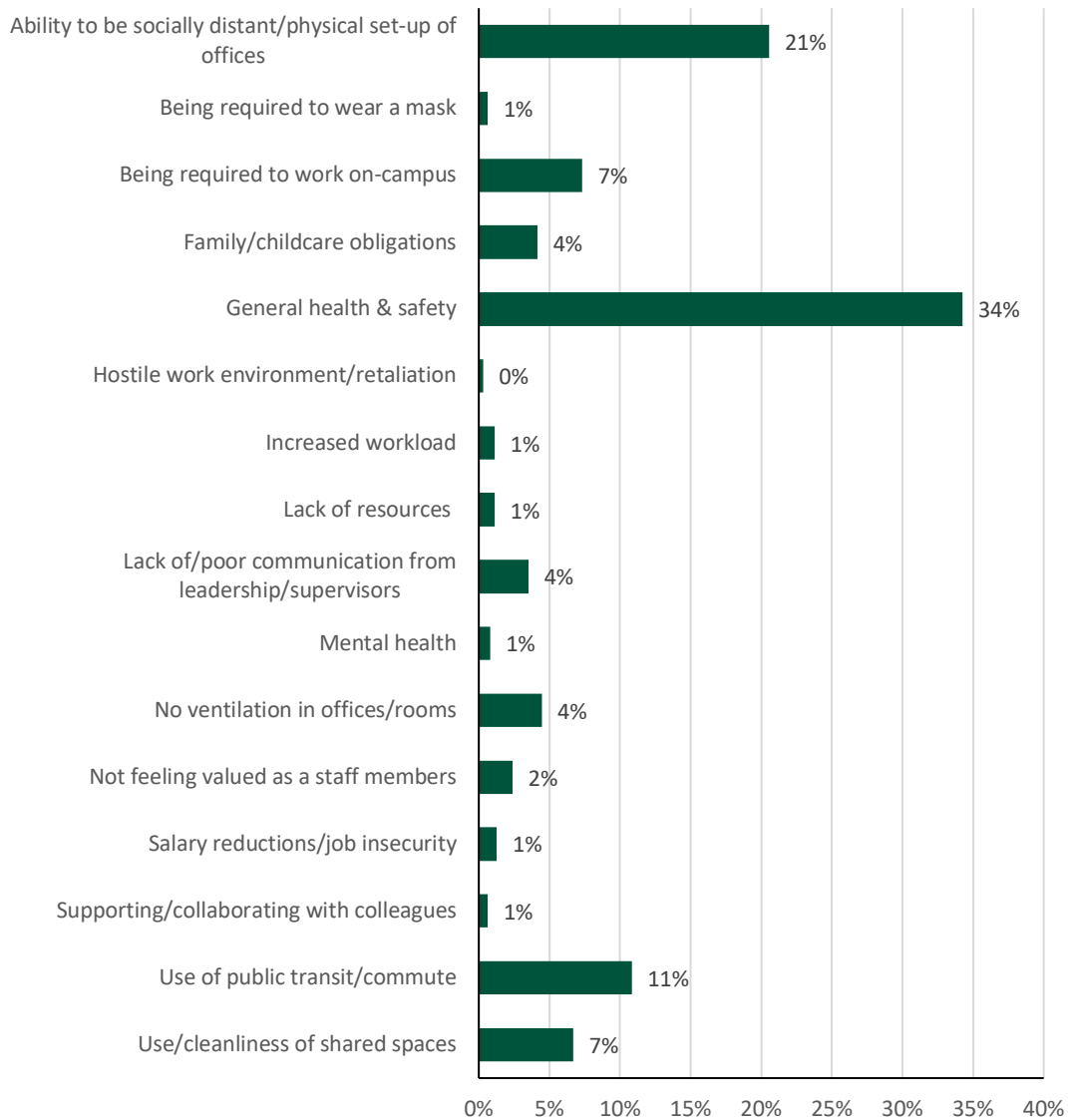
- **81%** of participants indicated **that they have a concern** about returning to work in-person on-campus.
- **19%** of participants indicated **they do not have a concern** about returning to work-in person on-campus.

Participants who indicated they have a concern about returning to work in-person on-campus were provided an opportunity to specify what concerns they might have using an **open-text field**. The responses were then categorized by recurring theme as follows: *Ability to be socially distant/physical set-up of offices*; *Being required to wear a mask on-campus*; *Being required to work on-campus*; *Family/childcare obligations*; *General health and safety*; *Hostile work environment/retaliation*; *Increased workload*; *Lack of resources*; *Lack of/poor communication from leadership/supervisors*; *Mental health*; *No ventilation in offices/rooms*; *Not feeling valued as a staff member*; *Salary reductions/job insecurity*; *Supporting/collaborating with colleagues*; *Use of public transit/commute*; and *Use/cleanliness of shared spaces*.

In general, staff indicated they are concerned that they do not know what the plan is for the return of staff.

- The <u>highest</u> percentage of participants (**34%**) indicated that **General health & safety** are a concern in returning to work on-campus.

The below figure details the percentage of responses in each category.

Category	Percentage
Ability to be socially distant/physical set-up of offices	21%
Being required to wear a mask	1%
Being required to work on-campus	7%
Family/childcare obligations	4%
General health & safety	34%
Hostile work environment/retaliation	0%
Increased workload	1%
Lack of resources	1%
Lack of/poor communication from leadership/supervisors	4%
Mental health	1%
No ventilation in offices/rooms	4%
Not feeling valued as a staff members	2%
Salary reductions/job insecurity	1%
Supporting/collaborating with colleagues	1%
Use of public transit/commute	11%
Use/cleanliness of shared spaces	7%

Remote Staff Experience

The below questions were presented to those participants who indicated that they are: only working remotely; mostly working remotely, but occasionally work on-campus; or are mostly working on-campus, but occasionally work remotely. The questions were not presented to those participants who indicated they were only working on-campus.

EXPECTATIONS
Participants indicated how clear their understanding is of what is expected of them when working remotely using a 5-pt. scale (*1 = Very Unclear, 5 = Very Clear*).

The below data indicates the percent of participants who indicated that their understanding of what is expected of them when working remotely is **Clear** or **Very Clear** disaggregated by current work environment.

- Participants who are currently only working remotely = **90%**
- Participants who are currently mostly working remotely, but occasionally working on-campus = **89%**
- Participants who are currently mostly working on-campus, but occasionally working remotely = **100%**

The below figure details participants' average level of clarity disaggregated by current remote working environment.
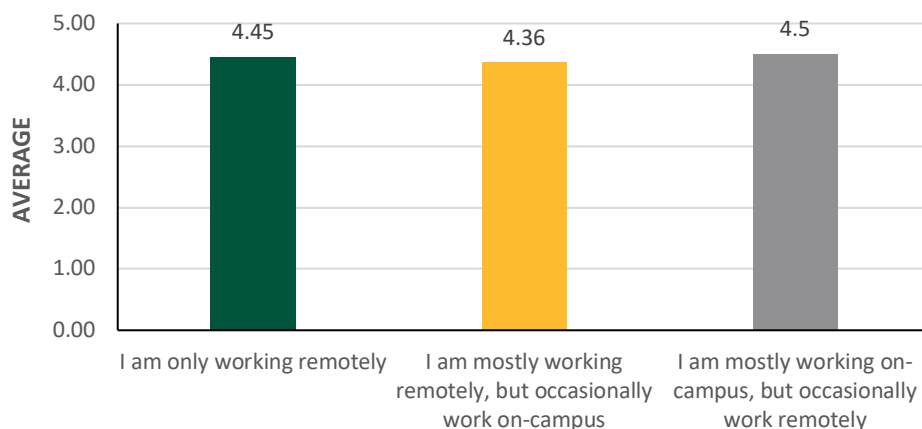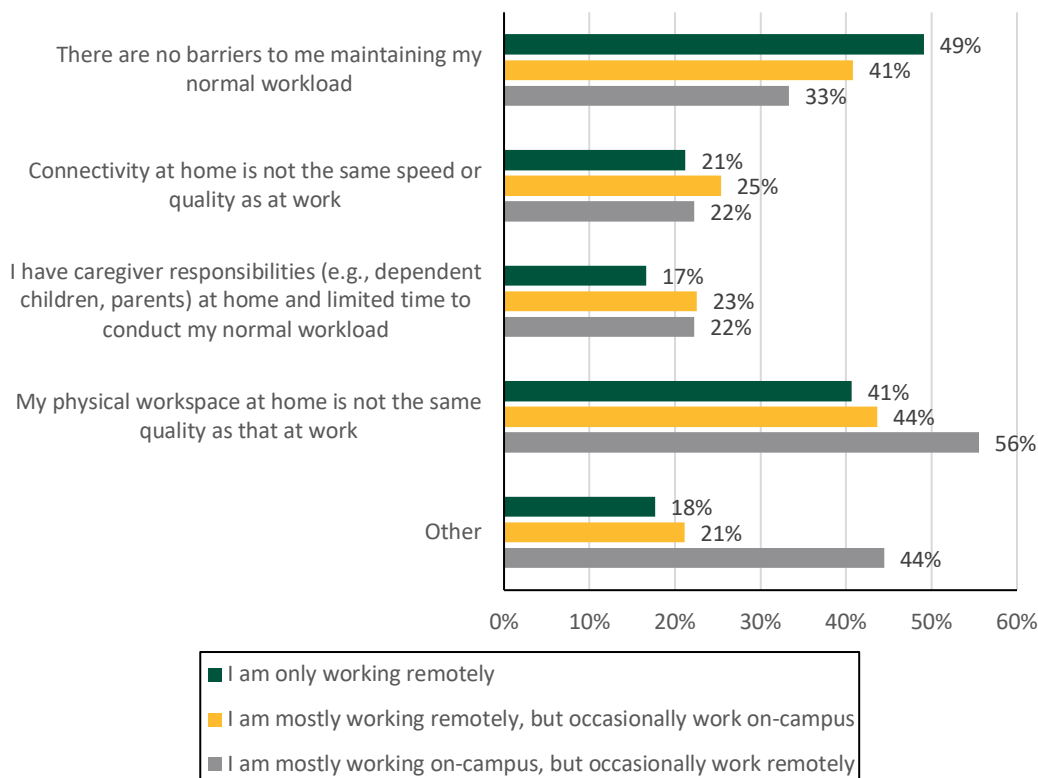

BARRIERS TO MAINTAINING NORMAL WORKLOAD

Participants indicated what barriers might prevent them from maintaining their normal workload when they are working from home using the following response options: *There are no barriers to me maintaining my normal workload*; *Connectivity at home is not the same speed or quality as at work*; *I have caregiver responsibilities (e.g., dependent children, parents) at home and limited time to conduct my normal workload*; *My physical workspace at home is not the same quality as that at work*; and *Other.* **Participants could select all that apply.**

- Of participants who are currently only working remotely, the <u>highest</u> percentage (**49%**) indicated that **there are no barriers to maintaining their normal workload.**
- Of participants who indicated they are mostly working remotely, but occasionally work on-campus, the <u>highest</u> percentage (**44%**) indicated that **their physical workspace at home is not the same quality as that at work**.
- Of participants who indicate they are mostly working on-campus, but occasionally work remotely, the <u>highest</u> percentage (**56%**) indicated that **their physical workspace at home is not the same quality as that at work.**

The below figure details the percentage of participants who selected each response option disaggregated by current working environment.

Those who responded with *Other* were provided an opportunity to specify additional barriers that might prevent them from maintaining their normal workload when working from home using an **open-text field.** The responses were then categorized by recurring theme as follows: *Family obligations/financial/medical*; *Furloughed*; *Home workspace*; *Job requirements*; *Lack of access to campus/office*; *Lack of in-person interaction*; *Lack of technology/equipment/*supplies; *Stress/work/life balance*; and *Workload increased*. This data has not been disaggregated by current remote working environment in order protect the privacy of subgroups with fewer than 8 participants.

- The <u>highest</u> percentage of participants (**25%**) indicated that **Lack of Technology/equipment/supplies** might be a barrier to maintaining their normal workload.

The below figure details the percentage of responses in each category.

Category	Percentage
Family obligations/financial/medical	7%
Furloughed	2%
Home workspace	6%
Job requirements	15%
Lack of access to campus/office	6%
Lack of in-person interaction	13%
Lack of technology/equipment/supplies	25%
Stress/work/life balance	6%
Workload increased	20%
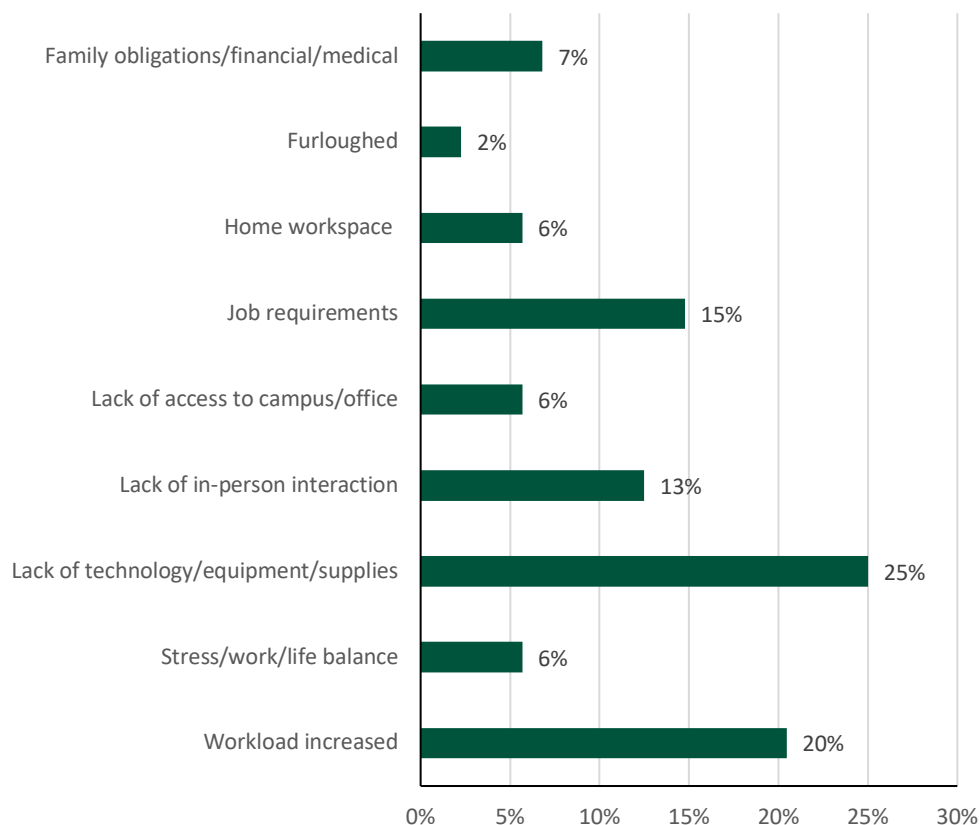
ACCESS TO RESOURCES

Participants indicated their level of agreement with the following statement on a 5-pt. scale (*1 = Strongly Disagree*, *5 = Strongly Agree*): *When working from home, I have access to the resources (e.g., materials, equipment, technology, support services, etc.) I need to do my job effectively.*

The below data indicates the proportion of participants who **Agreed** or **Strongly Agreed** that they have access to the resources needed to do their job effectively disaggregated by current work environment.

- Participants who are currently only working remotely = **80%**
- Participants who are currently mostly working remotely, but occasionally working on-campus = **74%**
- Participants who are currently mostly working on-campus, but occasionally working remotely = **78%**

The below figure details participants' average level of agreement with this statement disaggregated by current remote working environment.
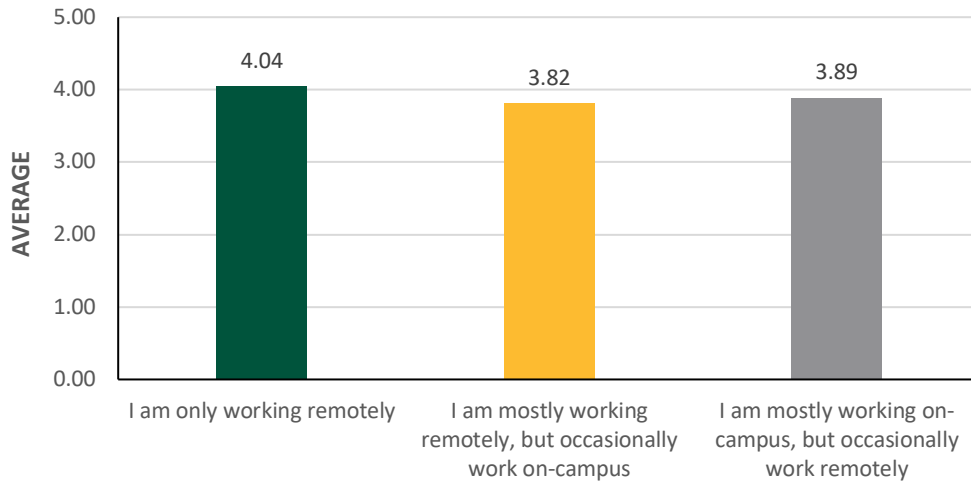
Participants who disagreed or strongly disagreed with the statement *When working from home, I have access to the resources (e.g., materials, equipment, technology, support services, etc.) I need to do my job effectively* indicated what resources that they do not currently have access to that are the most essential for them to continue to be effective in their work from the following response options: *Computer*; *Virtual desktop*; *External monitor*; *VPN*; *Internet*; *Instant messaging*; *Video conferencing*; and *Other*. **Participants could select all that apply.**

The below figure details the percentage of participants who selected each response option. This data has not been disaggregated by current remote work environment in order protect the privacy of subgroups with fewer than 8 participants.
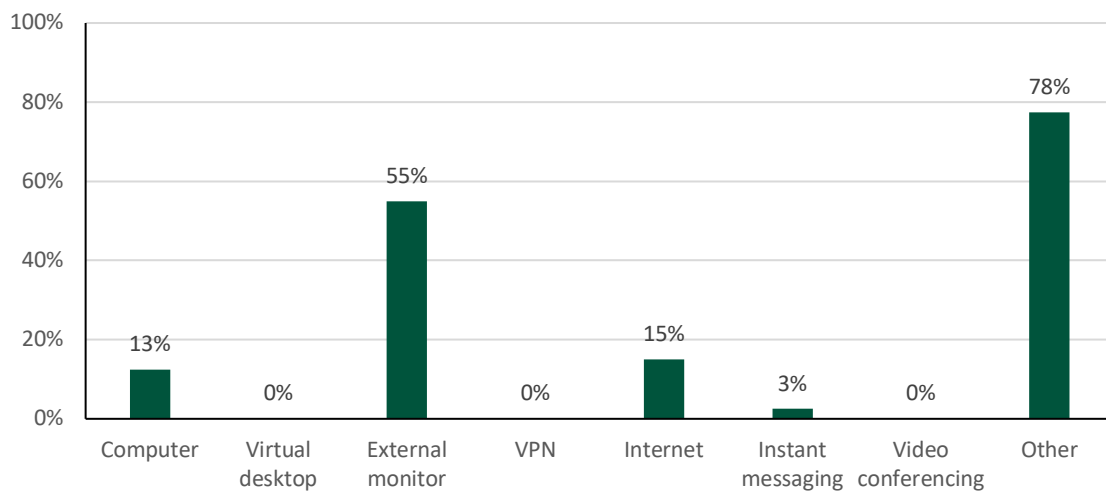
Those who responded with *Other* were provided an opportunity to specify what other resources that they do not currently have access to are the most essential for them to continue to be effective in their work using an **open-text field**. The responses were then categorized by recurring theme as follows: *Better internet*; *Computer*; *Copier/Printer/Scanner*; *Desk*; *Documents from office*; *Ergonomic equipment/desk/chair*; *Green Screen; Monitors*; and *Office supplies*. The data has not been disaggregated by current remote working environment in order protect the privacy of subgroups with fewer than 8 participants.

- ▪ The <u>highest</u> percentage of participants (**37%**) indicated that access to **Ergonomic equipment/desk/chair** were most essential for them to continue to be effective in their work.

The below figure details the percentage of responses in each category.
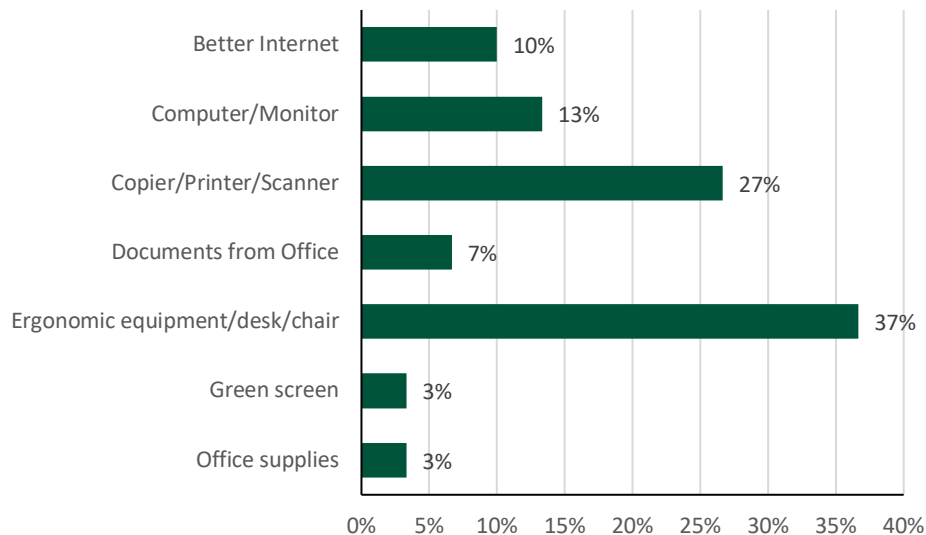
On-campus Staff Experience

The below questions were presented only to those participants who indicated they are: only working on-campus; mostly working remotely, but occasionally work on-campus; or are mostly working on-campus, but occasionally work remotely. The questions were not presented to those participants who indicated they were only working remotely.

SAFETY
Participants indicated how concerned they are about their safety when working on campus using a 5-pt. scale (*1 = Very concerned, 5 = Not at all concerned*).

The below data indicates the proportion of participants who are **Not at all concerned** or are only **Slightly concerned** about their safety when working on campus disaggregated by current work environment.

- Participants who are currently only working on-campus = **73%**
- Participants who are currently mostly working remotely, but occasionally working on-campus = **42%**
- Participants who are currently mostly working on-campus, but occasionally working remotely = **56%**

The below figure details participants' average level of agreement with this statement disaggregated by current remote work environment.
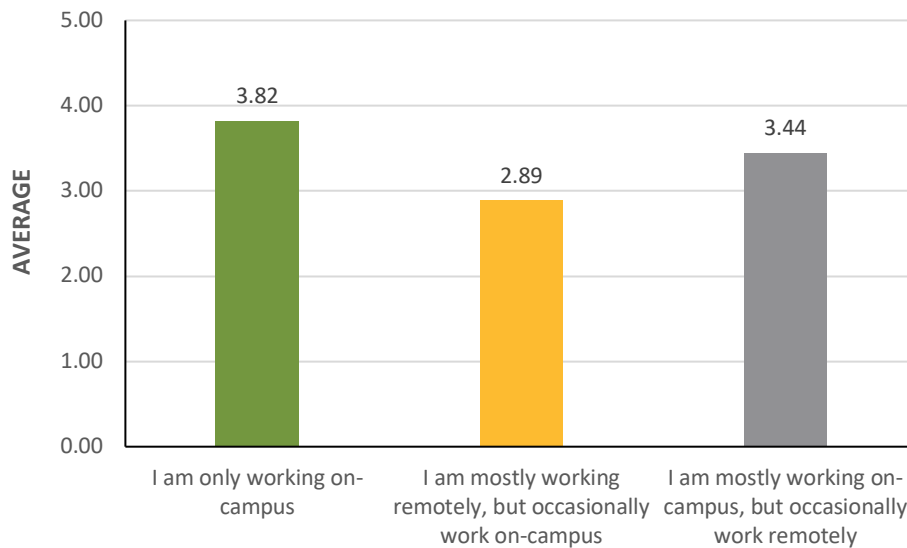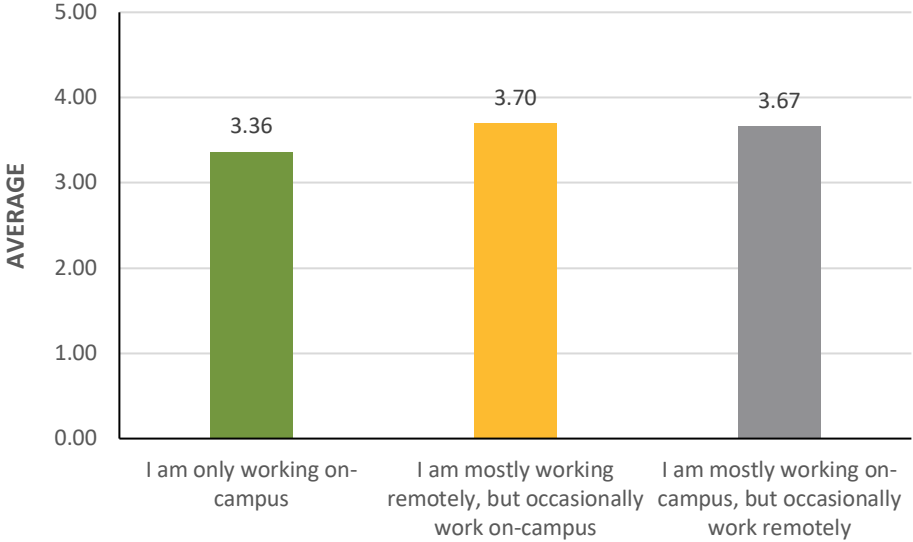

Participants indicated their level of satisfaction with USF's efforts to maintain a safe work environment using a 5-pt. scale (*1 = Very dissatisfied*, *5 = Very satisfied*).

The below data indicates the proportion of participants who are **Satisfied** or **Very Satisfied** with USF's efforts to maintain a safe work environment disaggregated by current work environment.

- Participants who are currently only working on-campus = **45%**
- Participants who are currently mostly working remotely, but occasionally working on-campus = **60%**
- Participants who are currently mostly working on-campus, but occasionally working remotely = **78%**

The below figure details participants' average level of satisfaction disaggregated by current remote working environment.


Participants indicated their level of clarity with the guidelines they've been given on health and safety regulations (e.g., social distancing, hand washing) while working on campus using a 5-pt. scale (*1 = Very unclear*, *5 = Very clear*).

The below data indicates the proportion of participants who indicated the health and safety guidelines are **Clear** or **Very Clear** disaggregated by current working environment.

- Participants who are currently only working on-campus = **64%**
- Participants who are currently mostly working remotely, but occasionally working on-campus = **76%**
- Participants who are currently mostly working on-campus, but occasionally working remotely = **78%**

The below figure details participants' average level of clarity disaggregated by current remote working environment.
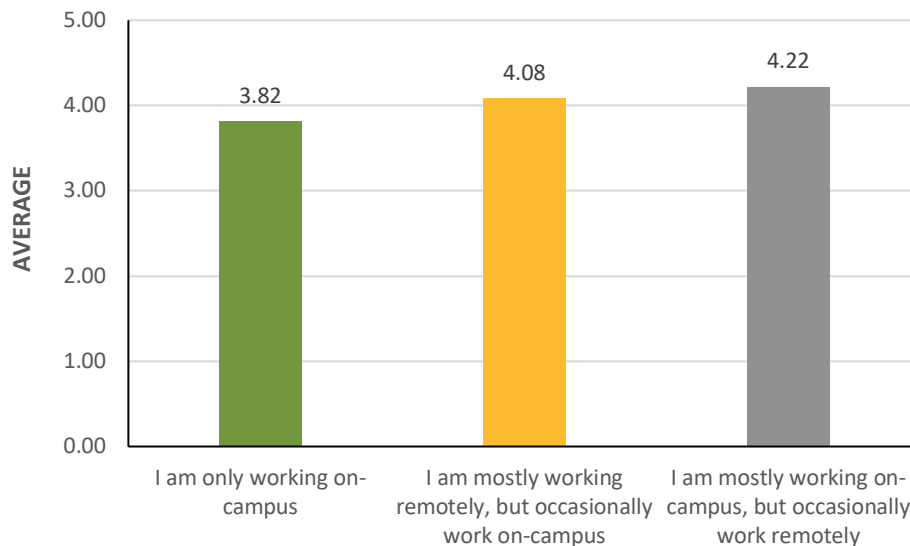
Participants indicated whether or not they have access to the personal protective equipment (PPE) (e.g. masks, gloves, hand sanitizer) they need to do their jobs safely when on-campus using the following response options: *No, I don't have any of the PPE I need to do my job safely*; *No, I don't have most of the PPE I need to do my job safely*; *Yes, I have all of the PPE I need to do my job safely*; and *Yes, I have most of the PPE I need to do my job safely*.

- Of participants who are currently only working on-campus, the <u>highest</u> percentage (**64%**) indicated they **have all or most of the PPE they need** to do their job safely.
- Of participants who indicated they are mostly working remotely, but occasionally work on-campus, the <u>highest</u> percentage (**80%**) indicated they **have all or most of the PPE they need** to do their job safely.
- Of participants who indicate they are mostly working on-campus, but occasionally work remotely, the <u>highest</u> percentage (**100%**) indicated they **have all or most of the PPE they need** to do their job safely.

The below figure details the proportion of participants who selected each response option disaggregated by current working environment.
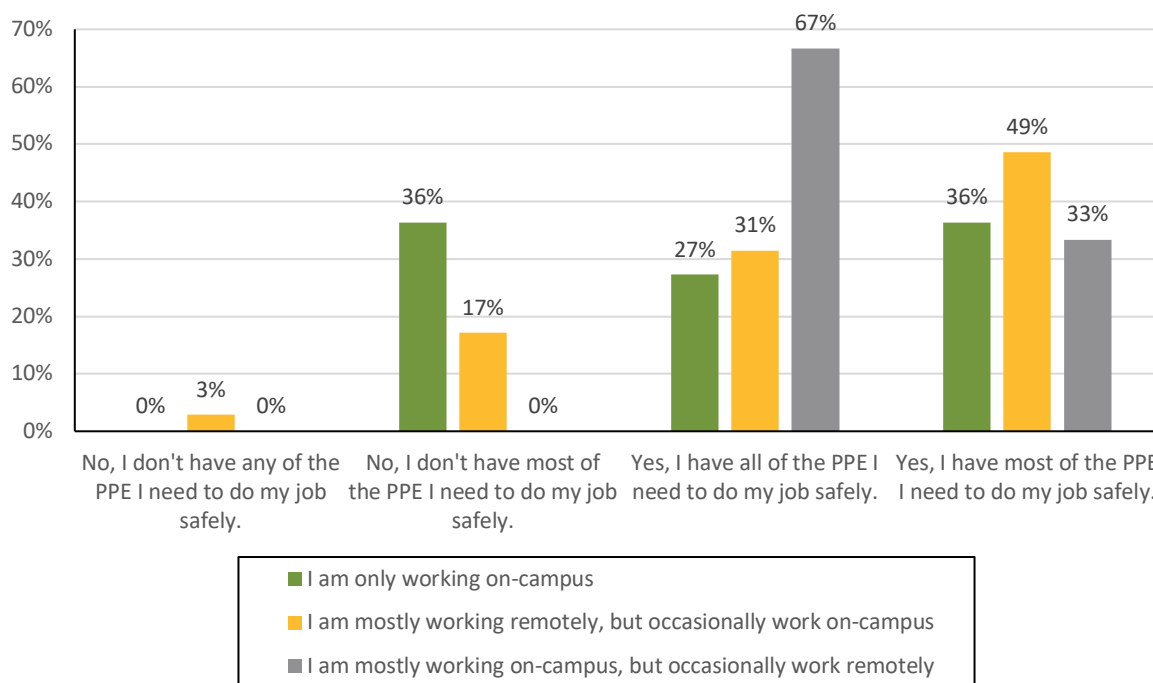
CONTACT WITH OTHERS

Participants indicated whether or not their job requires them to have close contact with others when on campus using the following response options: *Yes; No;* and *Sometimes*.

- Of participants who are currently only working on-campus, the <u>highest</u> percentage (**55%**) indicated that their job **does require** them to have close contact with others.
- Of participants who indicated they are mostly working remotely, but occasionally work on-campus, the <u>highest</u> percentage (**41%**) indicated that their job **sometimes requires** them to have close contact with others
- Of participants who indicate they are mostly working on-campus, but occasionally work remotely, the <u>highest</u> percentage (**67%**) indicated that their job **sometimes requires** them to have close contact with others

The below figure details the proportion of participants who selected each response option disaggregated by current working environment.