

Nothin' But a G[ates] Thang*:
Building Culture, Trust, & the Employee
Experience at the Gates Foundation

Dream
CONNECTIONS 2019



Ultimate
SOFTWARE
People first.



People & Place Analytics at the Bill & Melinda Gates Foundation



Dr. Sarah Hagan

Research Manager
& Data Scientist



Dr. Jon Agnone

Senior Manager
& Data Scientist



Mo' money mo' culture problems*



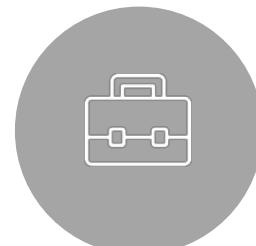
- Largest private foundation
- \$4.3B/year aiming to improve the lives of underserved populations
- 1100+ grantees and 1500 grants totaling \$46B+
- But, culture can be difficult



Consultant-based,
long lags



Activated
Perception



First Employee
Survey



<2015



Decision to move
to Perception



First Pulse
Survey!

Present



Still Loving It

The screenshot shows the Ultipro Surveys interface on a tablet device. The URL in the address bar is <https://per4.ultripro.com/1017/surveys>. The top navigation bar includes links for Home, Surveys (which is the active tab), Performance, Text Analytics, and Project Admins. A dropdown menu titled "Sarah Hagan -" is open, showing the user is working in the "People and Organization Potential (POP)" project. The main content area displays a table titled "55 Surveys" with columns for Name, Created, Status, and Actions. The table lists various survey entries, such as "SLT Forum Feedback" (Created Oct 24, 2018, Collecting), "Belonging Survey D&TS Leadership" (Created Sept 13, 2018, Collecting), and "Gender Equality Pre-Retreat Survey" (Created Jul 24, 2018, Collecting). An arrow points from the left towards the project dropdown menu.

Name	Created	Status	Actions
SLT Forum Feedback	Oct 24, 2018	Collecting	Edit
Belonging Survey D&TS Leadership	Sept 13, 2018	Collecting	Edit
Gender Equality Pre-Retreat Survey	Jul 24, 2018	Collecting	Edit
2018 Manager Effectiveness Pulse Survey	Jun 21, 2018	Paused	Edit
Performance Partnership Retrospective Survey 2018	Jun 15, 2018	Paused	Edit
DD Charging Station	May 18, 2018	Draft	Edit
Belonging Survey	May 17, 2018	Collecting	Edit
Uncovering Talent Team Survey <small>Anonymous</small>	May 02, 2018	Collecting	Edit
FSP Leadership Team	May 01, 2018	Paused	Edit
SLT Retreat Feedback	Mar 16, 2018	Paused	Edit
Agility Survey	Feb 26, 2018	Paused	Edit
Culture Study - Follow Up	Dec 15, 2017	Paused	Edit
2018 Annual Employee Survey	Nov 21, 2017	Paused	Edit
Vaccine Delivery Pulse Survey - November	Nov 16, 2017	Paused	Edit
Culture Study	Nov 14, 2017	Paused	Edit
2017 Alumni Network Survey <small>Anonymous</small>	Oct 02, 2017	Paused	Edit
RISE Leading Self Workshop Evaluation Survey <small>Anonymous</small>	Sept 20, 2017	Collecting	Edit
SLT Forum	Sept 19, 2017	Paused	Edit
RISE Leading Self Workshop Evaluation Survey	Sept 12, 2017	Draft	Edit
Halloween 2018	Sept 02, 2017	Collecting	Edit

Human Resources Services - U X

https://bmgf.sharepoint.com/sites/hrservice/SitePages/UltiPro%20Perception.aspx

Apps PBR Docs Team Calendar AES 1Password LinkedIn Twitter Ampersand Okta Portal People Analytics... Zendesk Microsoft Teams Foundation Cares

BROWSE PAGE PUBLISH

BILL & MELINDA GATES foundation SharePoint

Human Resources

Alumni Network **Analytics** Benefits Compensation DEI Global Mobility POP People Setup Recruiting EDIT LINKS

Search...

UltiPro Perception

UltiPro Perception (formerly Kanjoya): A Survey Tool for Foundation Employees

The Foundation is a learning organization and many team leaders often seek feedback to help inform decision-making. HR has invested in a survey platform called UltiPro Perception (formerly Kanjoya) to help streamline those assessments. UltiPro Perception offers a user-friendly experience in addition to some impressive bells and whistles. This site is meant to help learn some of the ins and outs of the platform, as well as provide a resource for survey best practices.

FREQUENTLY ASKED QUESTIONS

ULTIPRO PERCEPTION BASICS

Answer

Question : A) What is UltiPro Perception? (1)

Question : B) I have always used Survey Monkey for quick surveys. Why should I use UltiPro Perception? (1)

WHERE TO GET HELP:

- Name
- UltiPro Perception - Accessing Survey Results
- UltiPro Perception - Creating a Survey
- UltiPro Perception - Collecting Responses
- UltiPro Perception - Text Analytics Importing Data
- UltiPro Perception - Text Analytics Reports and Results
- UltiPro Perception - Survey Best Practices [briefing]
- UltiPro Perception - Text Analytics Job Aid
- UltiPro Perception - Getting Started Job Aid

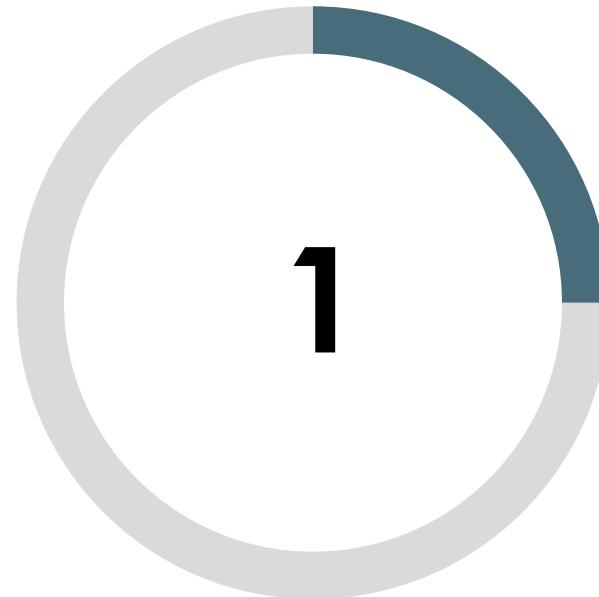
TECHNICAL SUPPORT:

For technical support with UltiPro Perception, contact HR@gatesfoundation.org

ULTIPRO PERCEPTION ON YAMMER



You down with 360s? Yeah, you
know me!*



360 Feedback



Feedback, y'all don't know me like that.*



3rd-party vendor



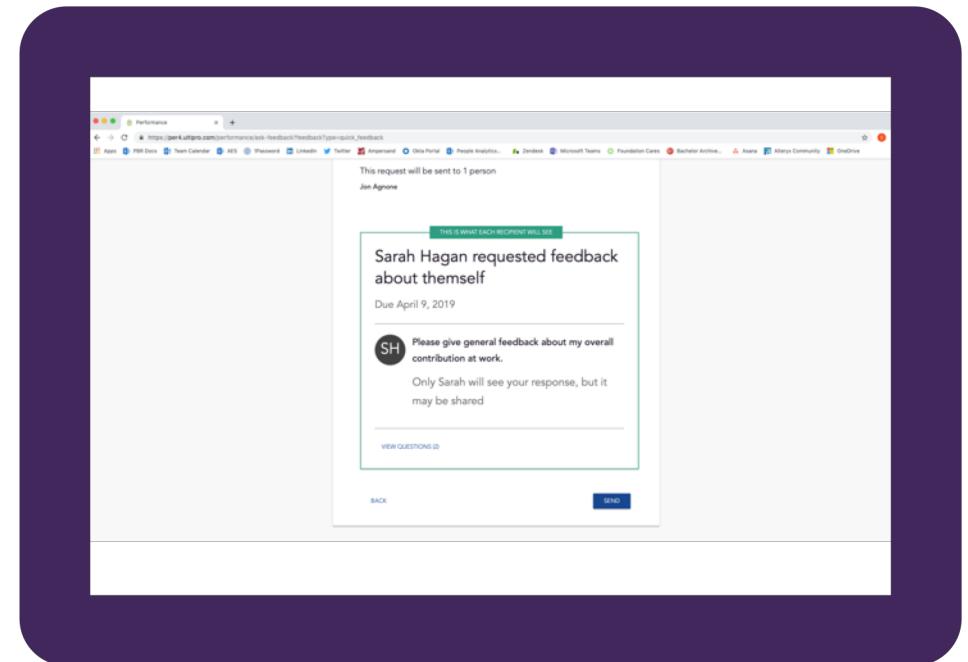
Nominated raters,
rated via email



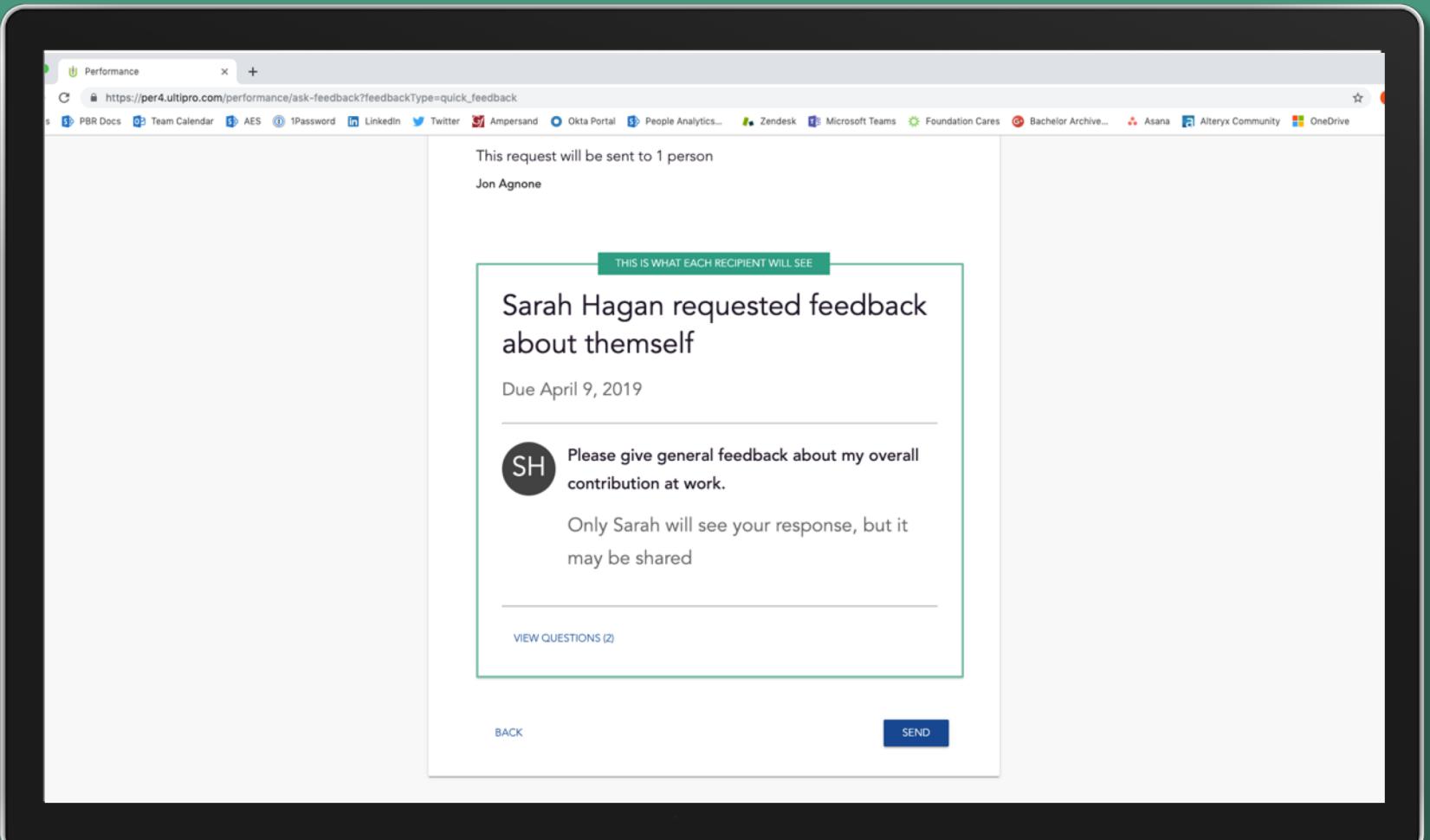
Post-360 phone
call with coach



Expensive!



*Sounds like Ludacris



Performance

https://per4.ultripro.com/performance/feedback-requests/171

Feedback request

SH General feedback about me
You requested this Quick Feedback on Apr 1, 2019

Due in 6 days

Responses

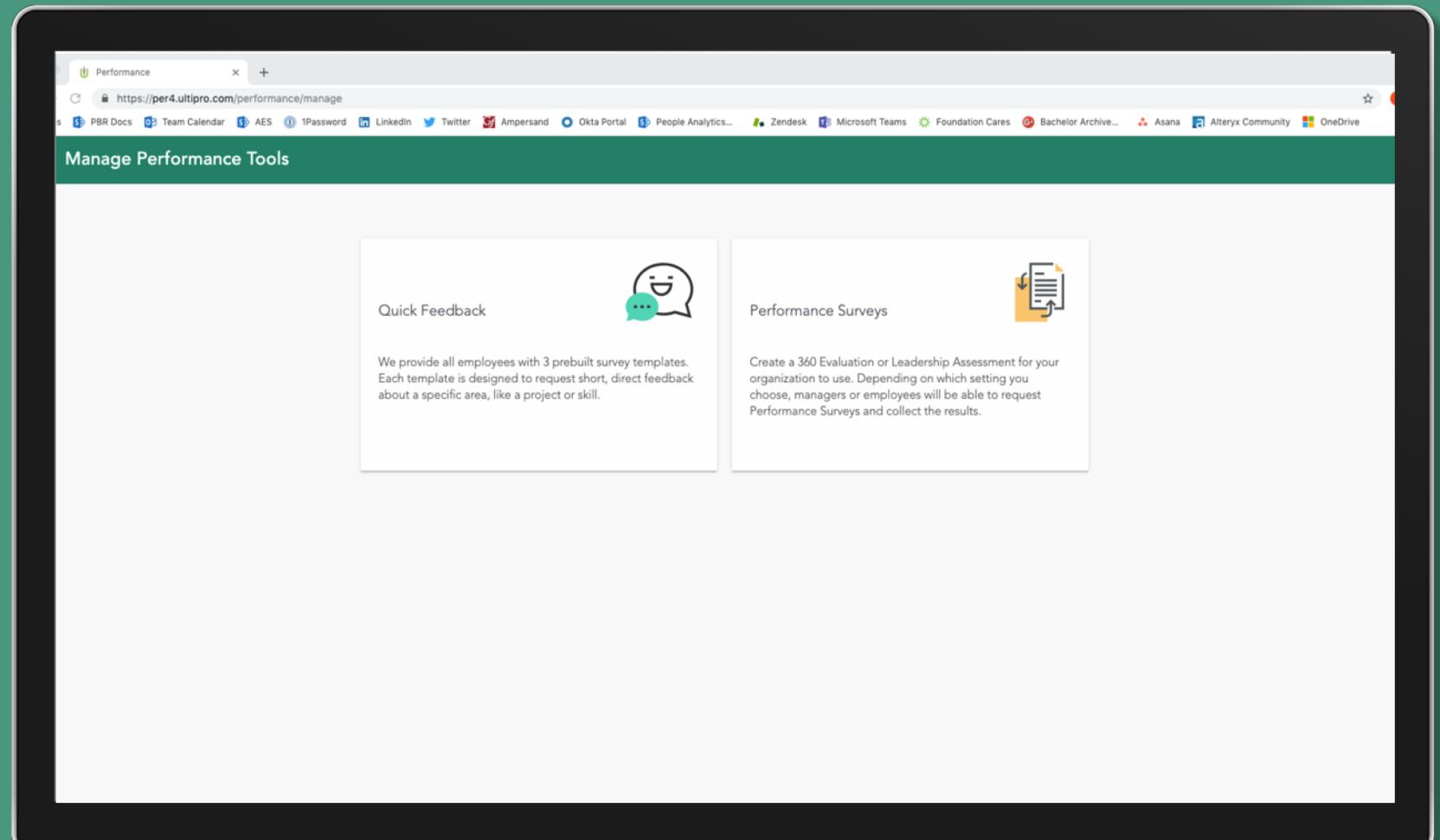
JA Jon Agnone 1 day ago

1. How do I positively contribute at work?
By being here and being yourself!

2. What else could be helpful for consistent daily success?
Being even more awesome.

Received — 1

JA Jon Agnone ✓





*Don't stop be-leadin', hold onto
that feelin'! **

2

Performance
Management

*Joking Journey



*Is this the real life? Is this just managing?**



Process-heavy and
compliance-oriented



*Quite Possibly Queen



I got 99 problems but feedback ain't one.*



Career

Career interests, talents,
and priorities



Capabilities

Skills, behaviors, strengths,
and developmental needs



Connections

Relationships and ties to
critical success

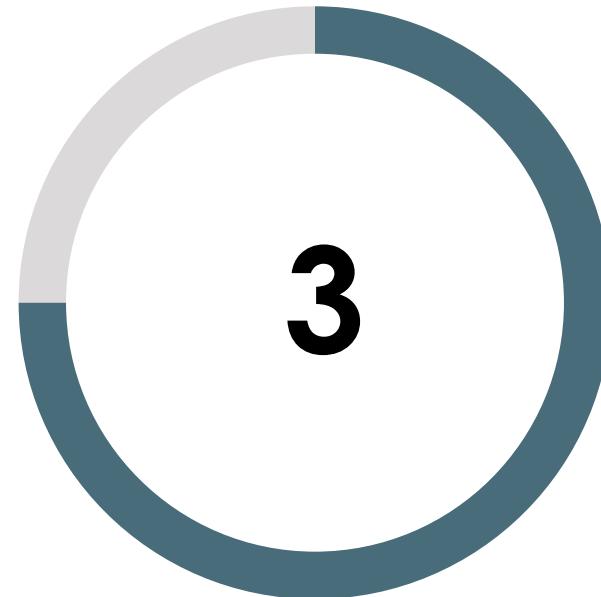


Contributions

Key contributions and their
impact



*It's just another manic manager.**



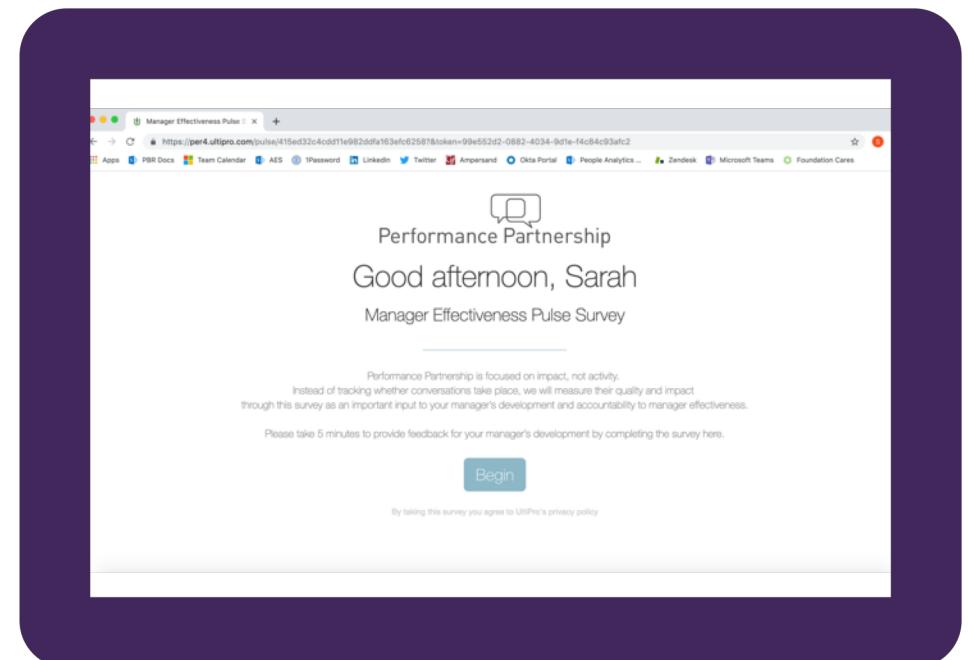
Manager Effectiveness

*Basically the Bangles

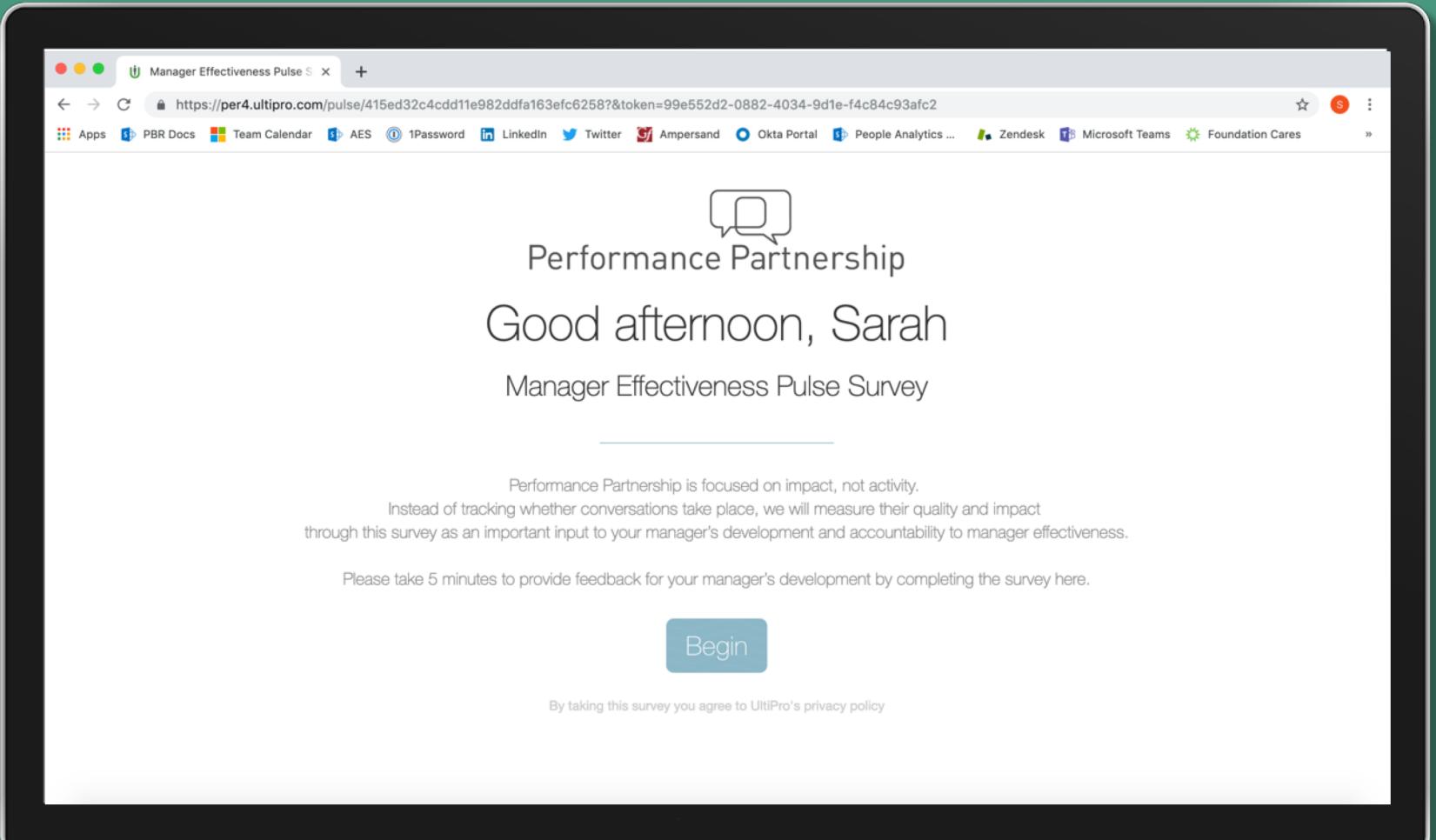


Well we're all in the mood for a manager,
and you've got us feelin' alright.*

Non-existent
(beyond all-foundation
360s)



*Basically Billy Joel



Manager Effectiveness Pulse S X +

https://per4.ulipro.com/pulse/415ed32c4cdd11e982ddfa163efc6258?&token=99e552d2-0882-4034-9d1e-f4c84c93afc2

Manager and Leader Effectiveness This is your opportunity to provide direct feedback for ...

Please indicate the extent to which you agree or disagree with the following statements, and...

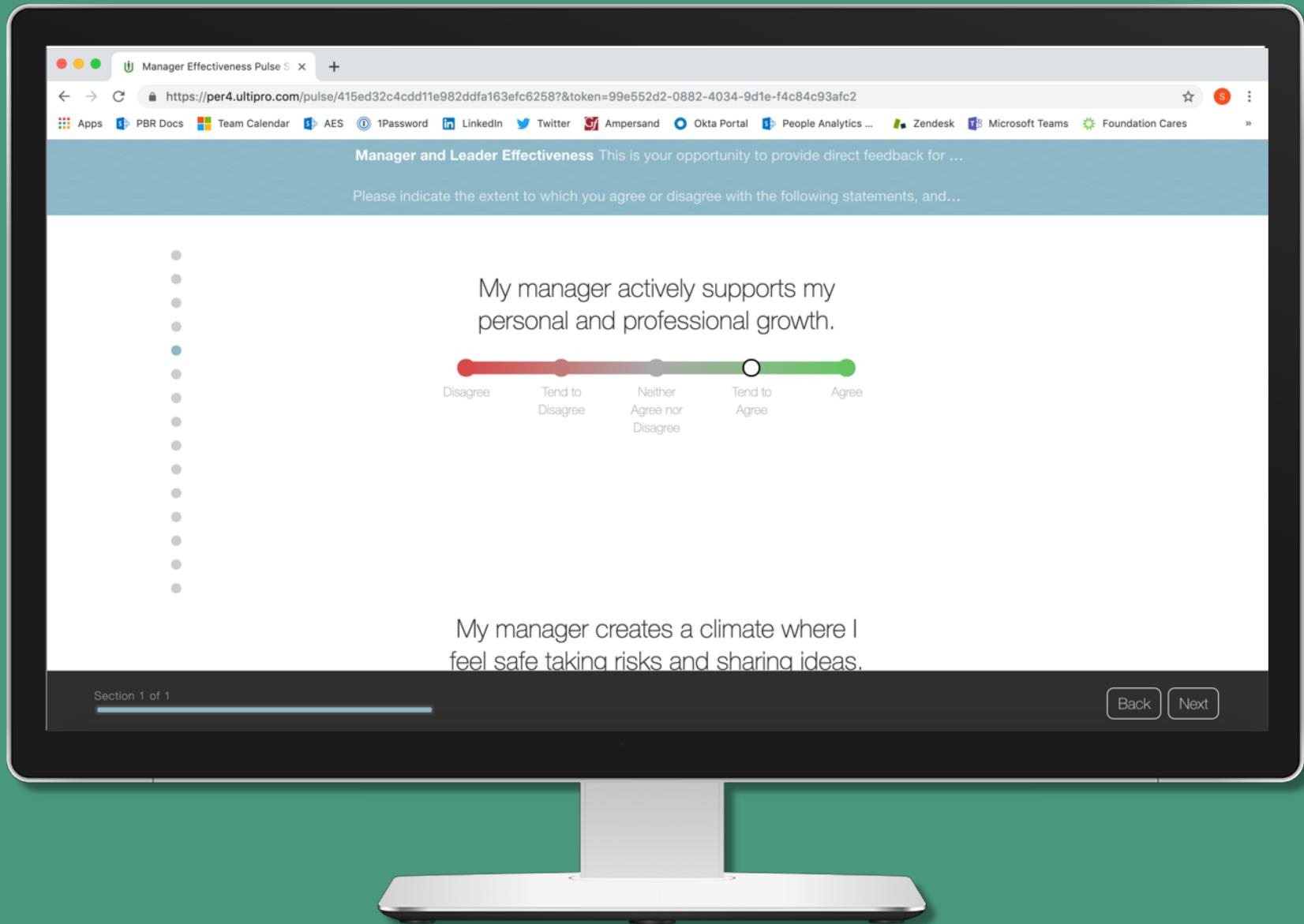
My manager actively supports my personal and professional growth.

Disagree Tend to Disagree Neither Agree nor Disagree Tend to Agree Agree

My manager creates a climate where I feel safe taking risks and sharing ideas.

Section 1 of 1

Back Next



Perception

https://per4.ulipro.com/dashboards/20624?reload=1553286864803

Viewing as Keith Matthews ▾ Summary Details

Download

2018 Manager Effectiveness Pulse Survey Dashboard 2018 Manager Effectiveness Pulse Survey

Survey Participation

How many of my direct and indirect reports have completed the survey?

88.9% (8 of 9)

Overall Manager & Leadership Effectiveness

How do my employees perceive my overall effectiveness as a manager and how does it compare to all foundation?

What makes up these percentages?

Group	Favorability (%)
Keith Matthews's Team (8/9)	93%
Work_Team_Level_3: Business O...	91%
All Results (1266/2704)	84%

Perception

https://per4.ultripro.com/dashboards/20624?reload=1553286293133

Viewing as Adrienne Van Strander ▾ Summary Details

Download

2018 Manager Effectiveness Pulse Survey Dashboard 2018 Manager Effectiveness Pulse Survey

3 Compare Adrienne Van Strander's Work_Team_Level_3: Team ▾ HR - GFET ▾ All Results ▾

Questions (15)

Bookmark Export

2018 Manager Effectiveness Pulse Survey

15 Questions All

	5	76	1264
Average Favorability	98%	89%	84%
My manager and I regularly talk about my performance. In: Manager and Leader Effectiveness	100%	89%	83%
I know what is expected of me. In: Manager and Leader Effectiveness	100%	85%	90%
I know how I am performing against the expectations of me. In: Manager and Leader Effectiveness	100%	85%	84%
I know what I need to do to continually develop in my career. In: Manager and Leader Effectiveness	100%	79%	73%
My manager actively supports my personal and professional growth. In: Manager and Leader Effectiveness	100%	89%	86%



*All I wanna do is have some fun,
I've got a feeling I'm not the only one.**

4

Culture

*Actually Sheryl Crow



If you wanna be my platform, you gotta
get with my friends.*



PERCEPTION
BY ULTIMATE SOFTWARE

*Sounds like the Spice Girls



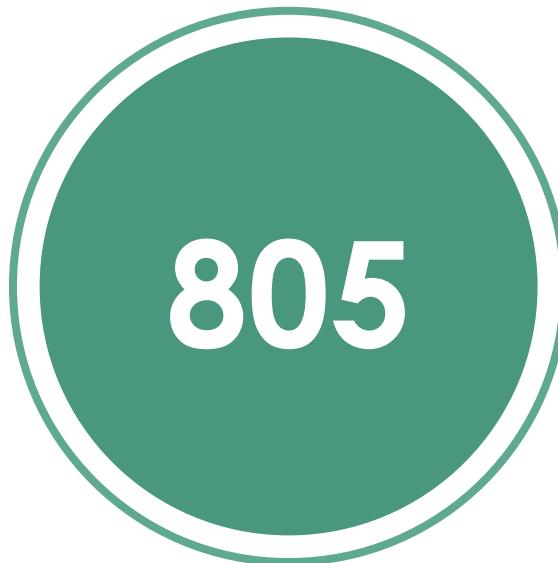
That's me in the corner, that's me in
the spotlight, losing my Perception.*



Projects



Surveys



Reports



Smells like team spirit.*



Engagement/
Culture



Manager
Effectiveness



Team-Specific

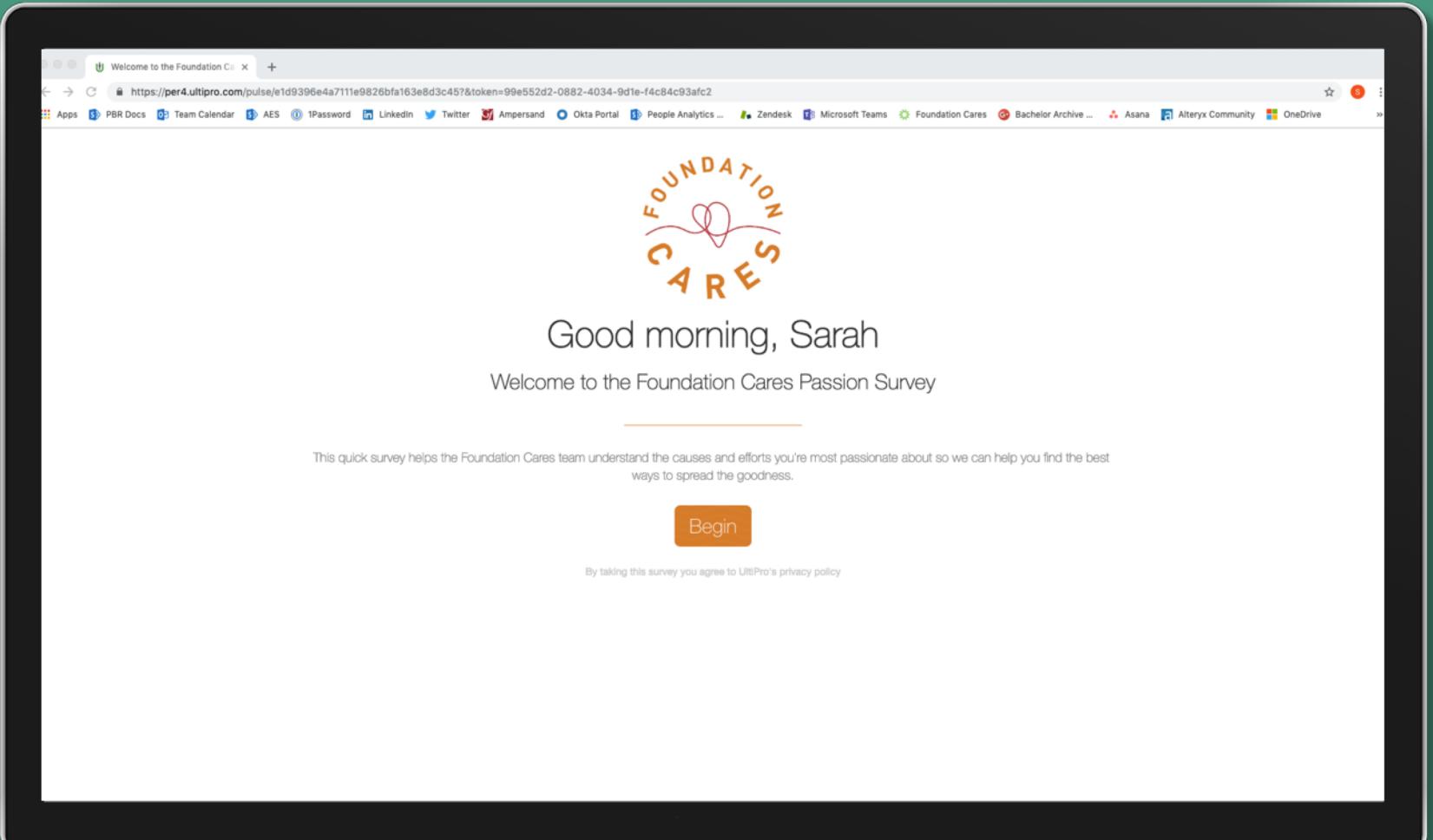


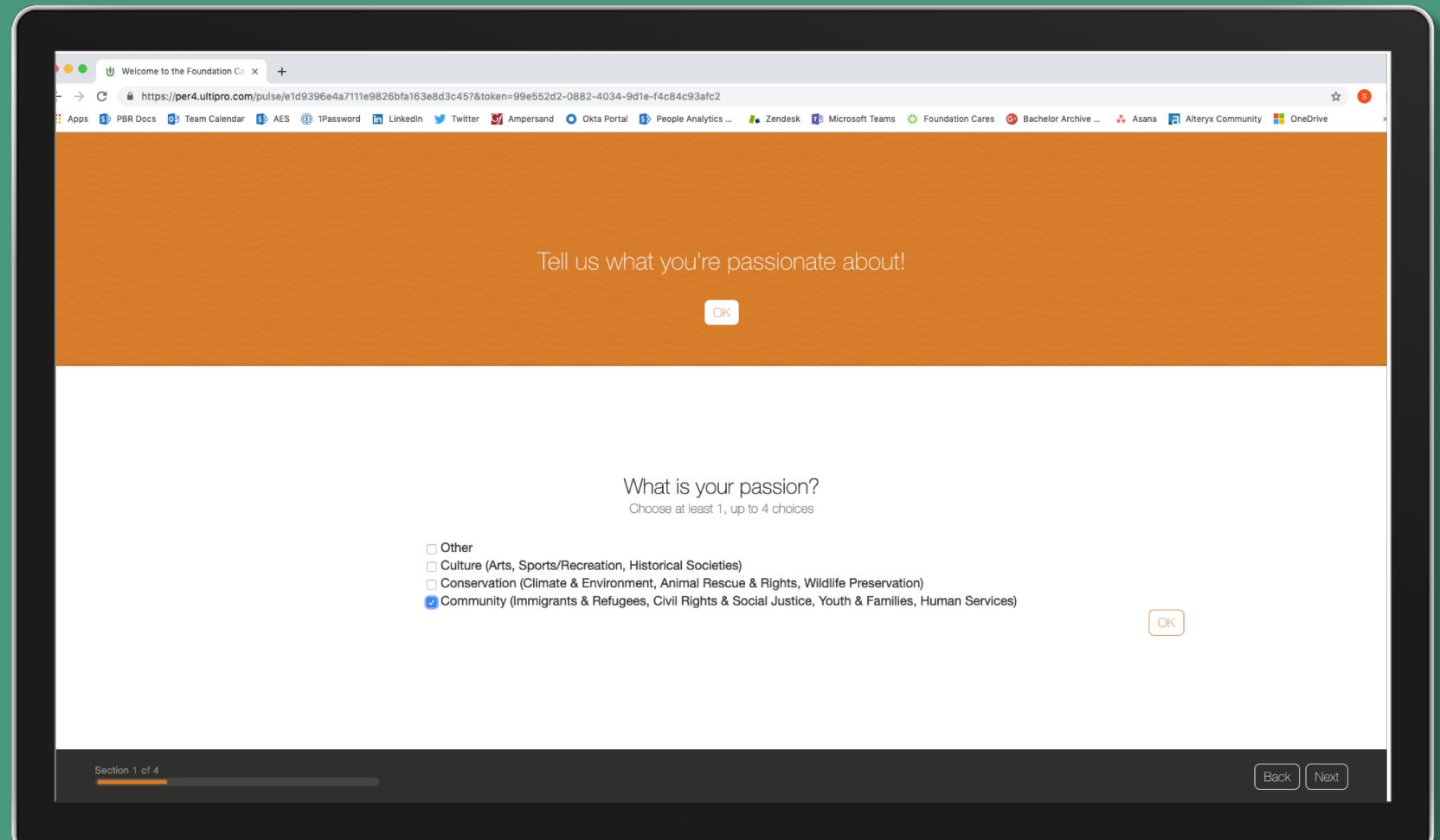
Initiative-Specific

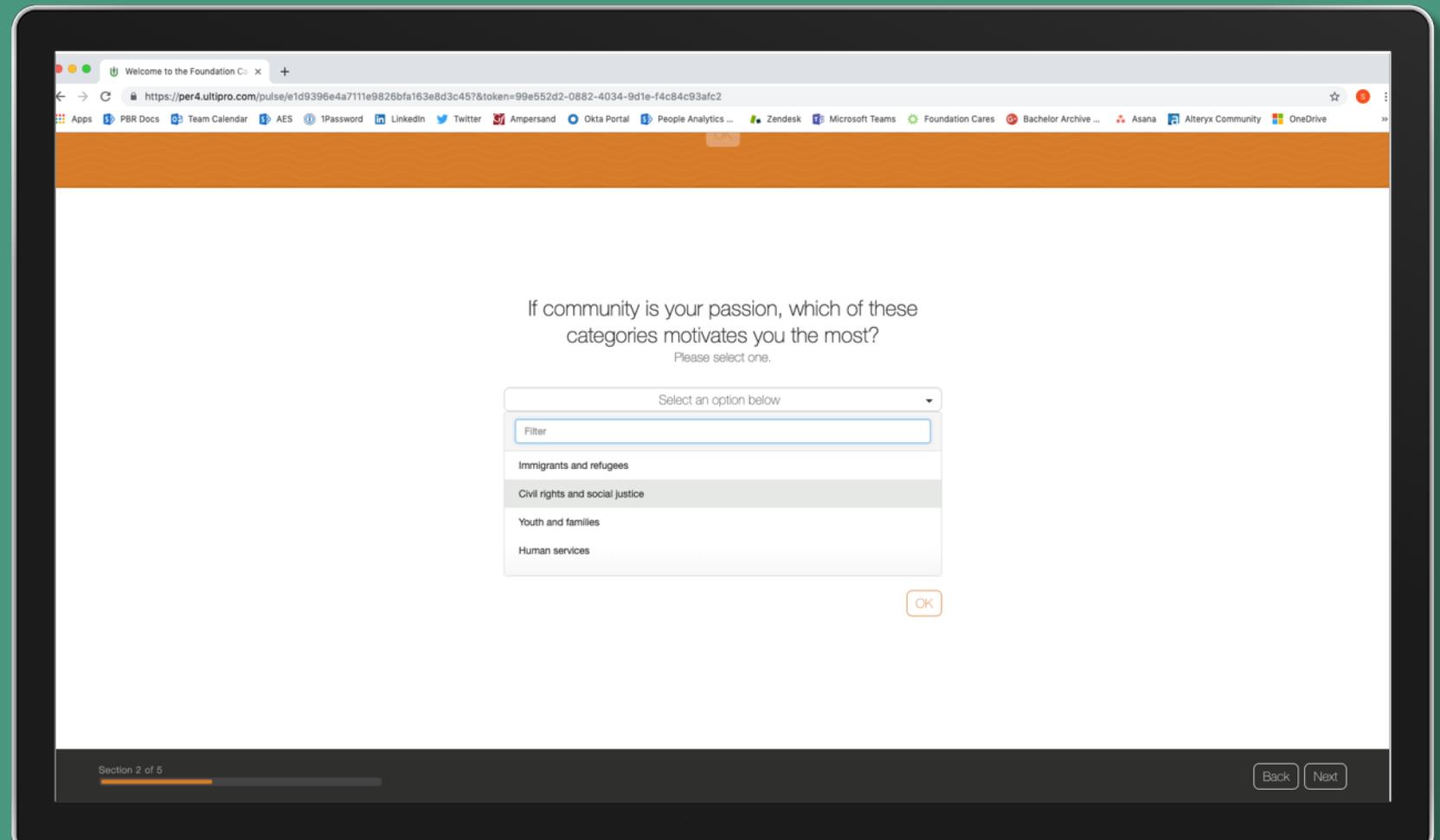


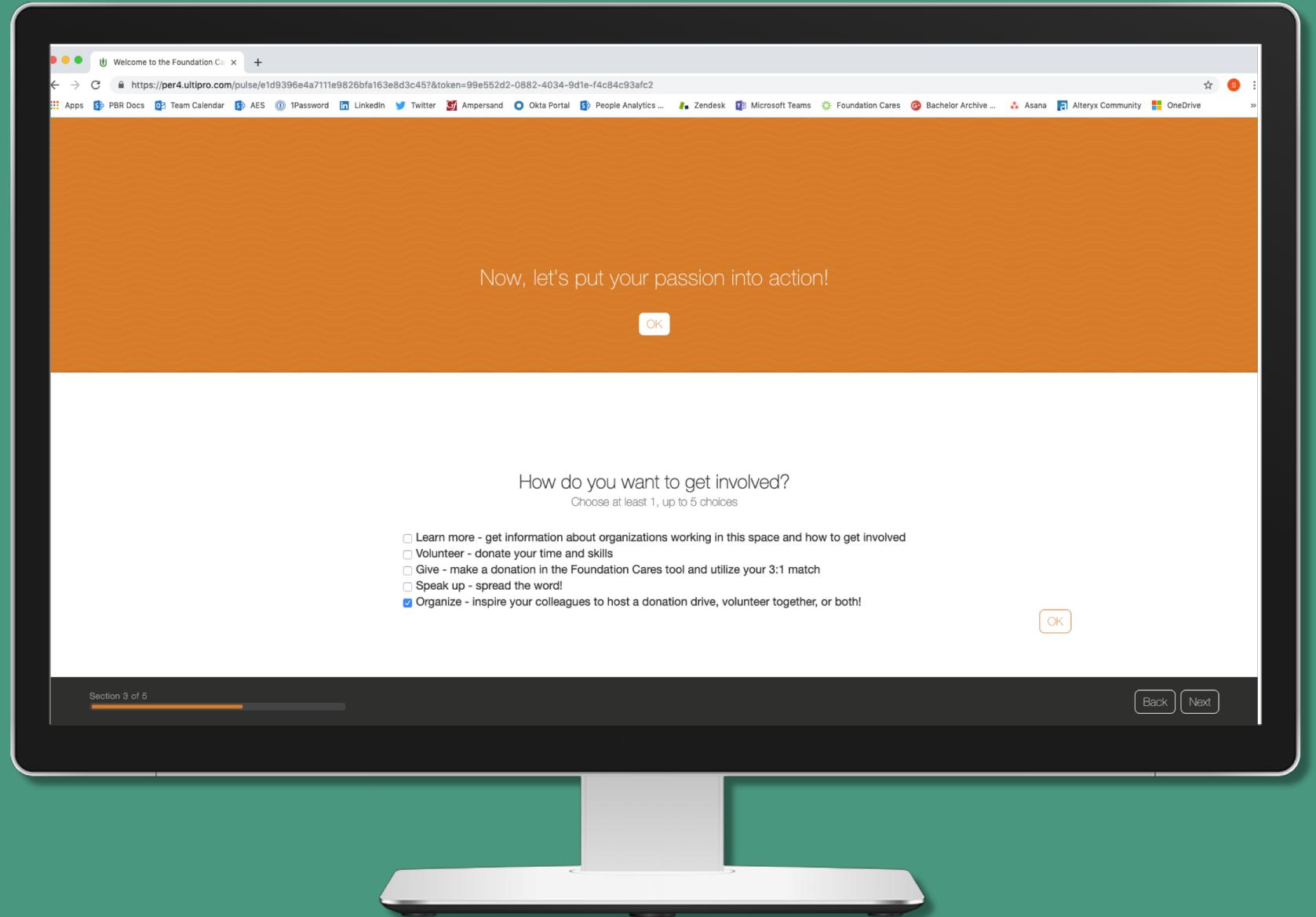
Non-HR Org-Wide

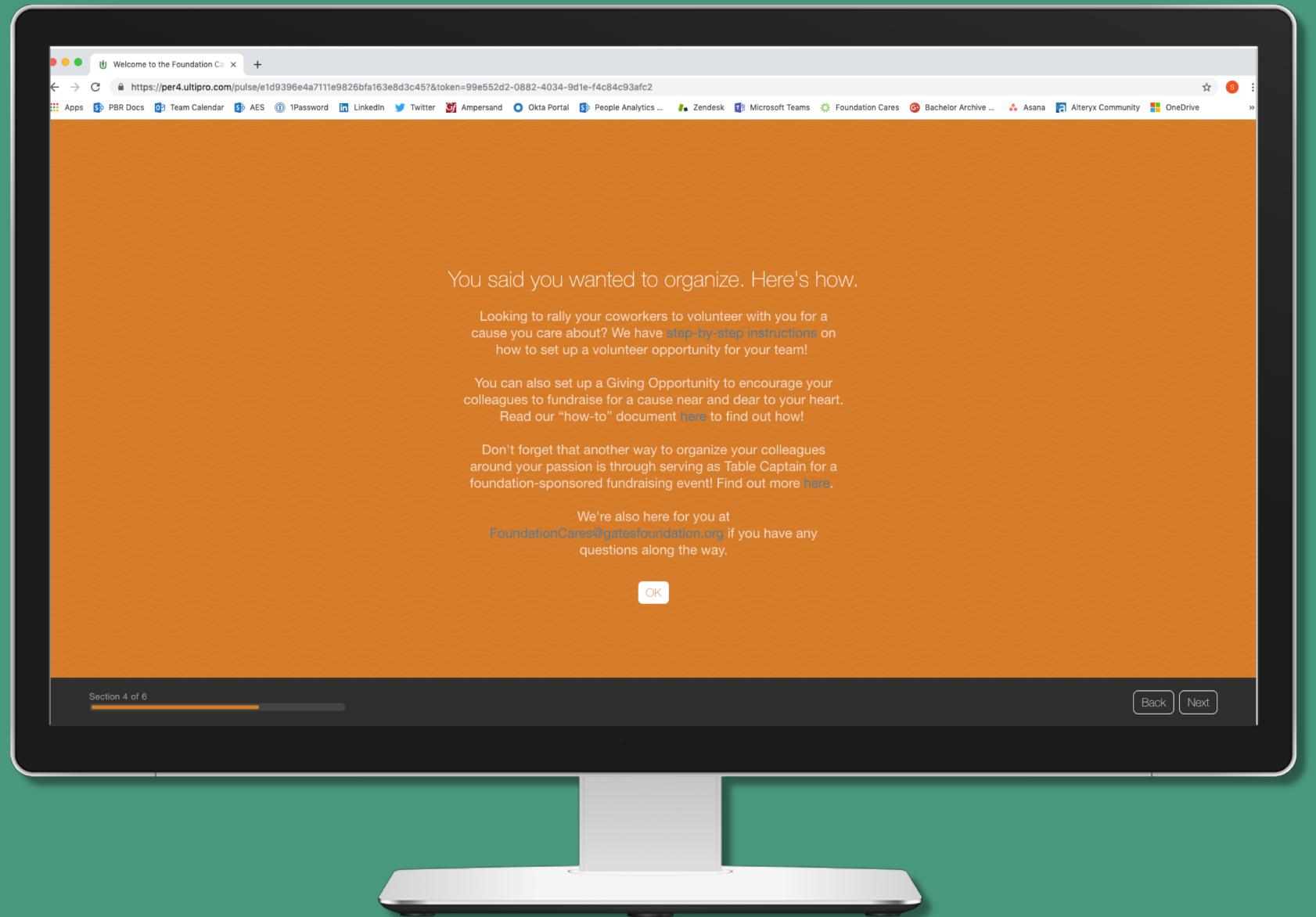
*Not by Nirvana

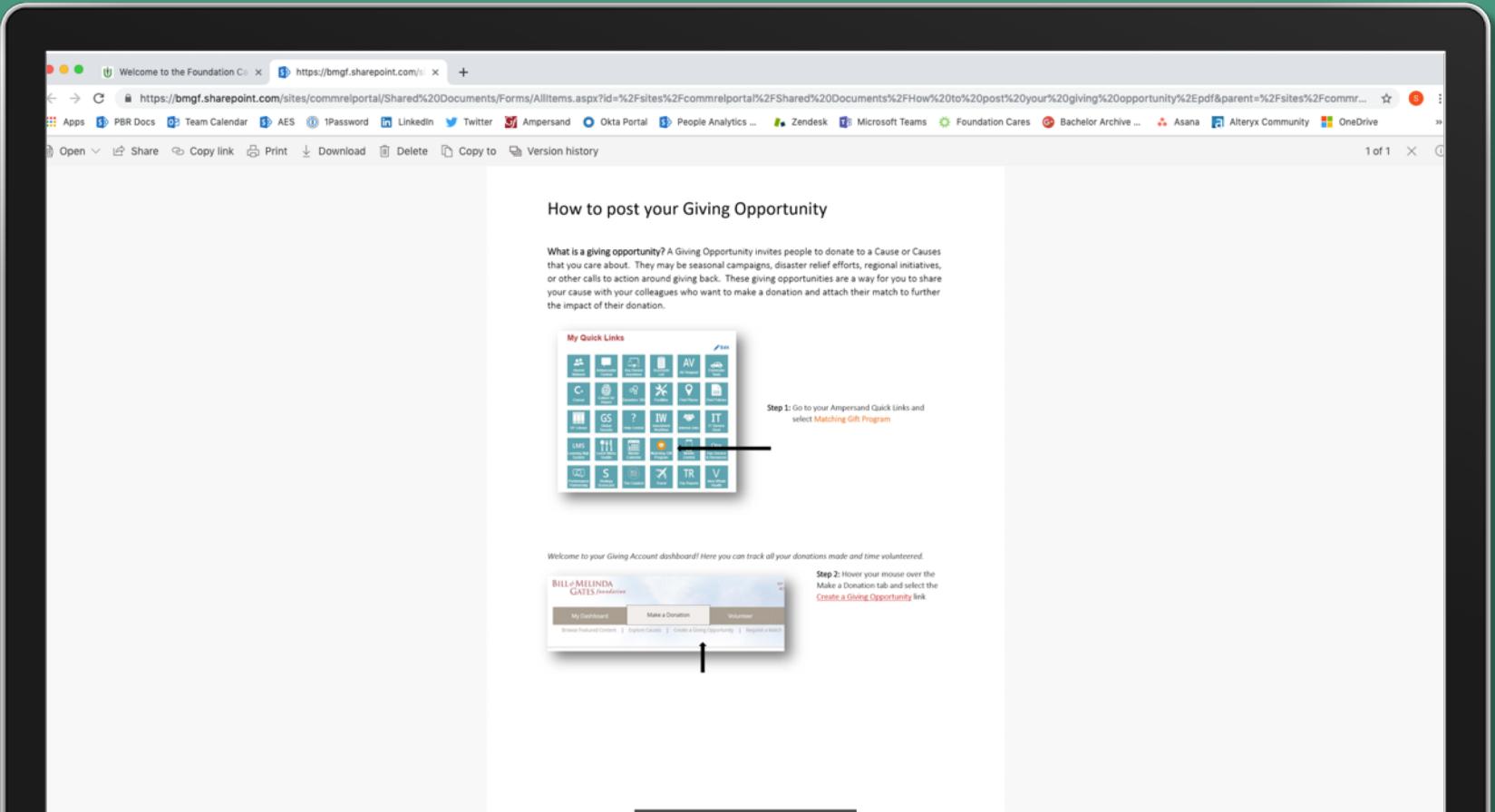












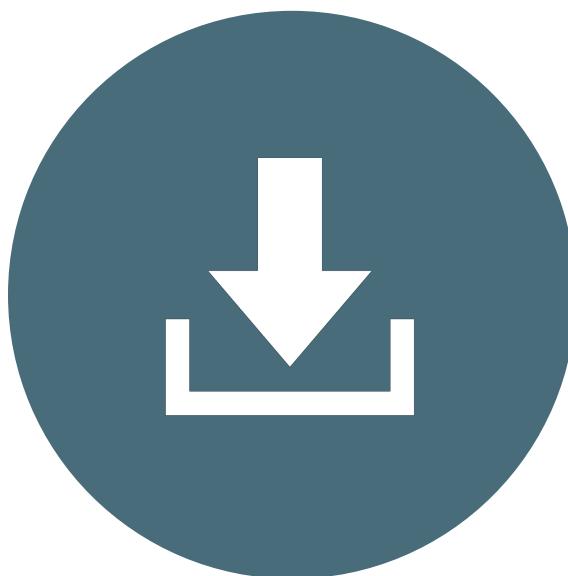




I don't need dollar bills to have good culture (I love cheap thrills).*



Speed



Instant Feedback



Mission-Focused