2017 UC Staff Engagement Survey

University of California Overall

How to Read Results

University of California Overall

Scores

Scores shown are the total Percent Favorable (typically the top two options). For example:

Agree	Tend to Agree	?	Tend to Disagree	Disagree
■	■	□	□	□

Favorable Responses

Differences and Colors

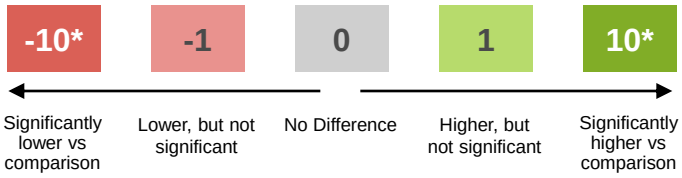
Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

For example:		Total Favorable Score	Historical	Parent Group	Company Overall	Industry Norm
Employee Engagement		**86**	**-8***	**3***	**3***	**-10***
3	I have a good understanding of our goals.	**84**	**2***	**1**	**-9***	**2***
12	I have a good understanding of how my job contributes to achieving our goals. ⋆	**88**	**4**	**10***	**-1**	**0**

Icons (if applicable)

#	When a question number is shown in red it is a priority issue.
⋆	Key driver question.
(N)	On some questions disagreeing is the favorable response.

⋆ **Statistically significant** differences are indicated with asterisks and darker colors. They are meaningful differences, where we are 95% confident it did not occur by chance. The cut-off for significance varies according to the size of the groups being compared. Small groups require a bigger difference for it to be significant.

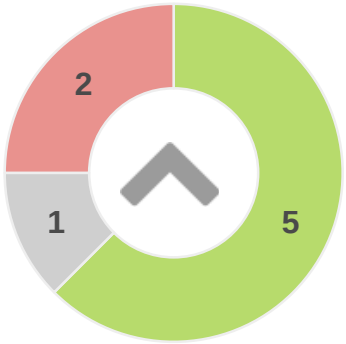


Overview

University of California Overall

Results vs. University of California Overall 2015

5 Out Of **8** Categories Have Improved



Most Improved

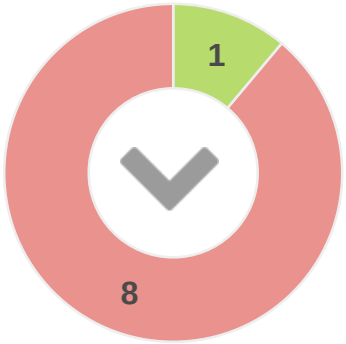
Performance Management 4*
Communication 2*
Engagement 1

Most Declined

Organizational Change -4*
Image/Brand -1

Results vs. US National Norm

8 Out Of **9** Categories Are Below



Most Favorable

Working Relationships 1*

Least Favorable

Organizational Change -20*
Career Development -6*
Performance Management -6*

Engagement

University of California Overall 2015	US National Norm
↑ 1	↓ -3*

Strengths

- Performance Management, Supervision, Working Relationships

Opportunities

- Career Development, Organizational Change

Strengths and Opportunities

University of California Overall

Strengths			% Favorable	University of California Overall 2015	US National Norm
Our strengths: We should continue to build on these.	5	I feel my personal contributions are recognized. ★	67	9*	-1*
	34	My supervisor helps me make time to participate in training and development activities.	72	6*	8*
	30	There is good cooperation between staff in my department.	83	3*	3*

Opportunities			% Favorable	University of California Overall 2015	US National Norm
Our opportunity areas: These are our priority areas to focus on.	15b	Generally, recent major organizational changes across the UC system have been: Explained well	32	-4*	-24*
	15c	Generally, recent major organizational changes across the UC system have been: Executed well	27	-3*	-24*
	11	I believe I have the opportunity for personal development and growth within the UC system.	64	-8*	-6*

Note: Strengths/Opportunities are based on several factors, such as absolute scores, differences from benchmarks, and impact on engagement.

Suggested Actions

University of California Overall

WHAT WE COULD DO

"Best practice" suggested actions

- **Improve communication on changes taking place at the location or across the system.**
  During periods of organizational change employees will have a greatly increased desire for information. Rumors can quickly spread, causing fear and distracting employees from their work. During these periods, check in with your employees often and share whatever you can as soon as possible. Consider carefully what employees are asking (and not asking, but may be concerned about). When you have no information to share, provide with them a time horizon for when they will hear more.
- **Improve execution of changes at the location.**
  Hold regular meetings on at least a quarterly basis to update employees on organizational changes and how they may affect their roles and objectives. This will help avoid rumor and enhance confidence in senior leaders. Remember, a one-off communication will be forgotten very quickly.
- **Improve employees' opportunities to develop and grow.**
  Not all development is focused on formal, classroom-style training. For example, consider (1) Identifying opportunities for employees to network with other colleagues, work groups, departments, etc.; (2) Providing employees with opportunities to work directly with your manager to provide exposure to working with higher-level managers; (3) Assigning employees to mentor new or less experienced team members, so that they can learn to explain things, coach and support people.

Categories vs. Multiple Benchmarks

University of California Overall

	Total Favorable Score	University of California Overall 2015	US National Norm
Career Development	57	0	-6*
Communication	69	2*	-2*
Engagement	70	1	-3*
Image/Brand	75	-1	-2*
Organizational Change	30	-4*	-20*
Performance Management	57	4*	-6*
Supervision	72	1*	-3*
Working Relationships	76	1	1*
Diversity & Inclusion	73	n/a	-3*
Wellness	69	n/a	n/a

2015 to 2017 Trends by Campus/Location

University of California Overall

	UC Overall Trend (9,468 vs. 10,539)	Ag and Natl Rescs Trend (174 vs. 234)	Berkeley Trend (1,034 vs. 1,363)	Berkeley Lab Trend (567 vs. 659)	Davis Trend (1,083 vs. 1,122)	Irvine Trend (772 vs. 737)	Los Angeles Trend (1,583 vs. 1,728)	Merced Trend (254 vs. 267)	Riverside Trend (408 vs. 491)	San Diego Trend (1,096 vs 1,203)	San Francisco Trend (1,171 vs. 1,126)	Santa Barbara Trend (507 vs. 607)	Santa Cruz Trend (462 vs. 473)	UCOP Trend (357 vs 529)
Career Development	0	4	-3	4	0	2	1	0	3	1	2	2	0	-1
Communication	2*	4	2	6*	1	2	3	-4	1	2	6*	6*	-2	2
Engagement	1	3	-1	2	3	2	1	-3	0	2	2	2	3	4
Image/Brand	-1	4	-5*	1	1	3	-1	-2	-2	-1	-1	-1	0	4
Organizational Change	-4*	2	-5*	1	0	-6*	-3*	-3	-9*	-5*	-4	-1	-3	-4
Performance Management	4*	5	4	3	3	3	5*	7	3	4*	6*	8*	3	4
Supervision	1*	0	0	0	1	0	2	-1	4	2	1	6*	1	3
Working Relationships	1	-3	-4*	2	2	2	2	2	0	3	0	4	1	4
Diversity & Inclusion	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Wellness	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Statistically Significant Difference (+) Statistically Significant Difference (-)

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Category Breakdown - Role

University of California Overall

	University of California Overall 2017 (10539)	Individual Contributor 2017 (5527)	Supervisor 2017 (1799)	Manager 2017 (2004)	Director and above 2017 (1126)
Career Development	57	-3*	2*	4*	6*
Communication	69	-1	2	1	2
Engagement	70	-1	1	0	2
Image/Brand	75	-2*	1	1	5*
Organizational Change	30	0	2	-2	-1
Performance Management	57	-2*	1	1	4*
Supervision	72	-1	2	1	1
Working Relationships	76	-2*	-1	2	9*
Diversity & Inclusion	73	-2*	2	2*	4*
Wellness	69	-2*	1	2	3

Category Breakdown - Gender

University of California Overall

	University of California Overall 2017 (10539)	Female 2017 (6866)	Male 2017 (3673)
Career Development	57	0	0
Communication	69	-1	3*
Engagement	70	0	0
Image/Brand	75	0	0
Organizational Change	30	-1	2*
Performance Management	57	-1	1
Supervision	72	-1	2*
Working Relationships	76	0	-1
Diversity & Inclusion	73	-2*	4*
Wellness	69	0	0

Category Breakdown - Ethnicity

University of California Overall

	University of California Overall 2017 (10539)	American Indian 2017 (73)	Asian 2017 (2094)	Black 2017 (670)	Hispanic 2017 (1477)	White 2017 (6220)
Career Development	**57**	**-11**	**1**	**-1**	**2**	**-1**
Communication	**69**	**-7**	**1**	**-2**	**-1**	**0**
Engagement	**70**	**-9**	**0**	**-1**	**1**	**0**
Image/Brand	**75**	**-8**	**0**	**-2**	**1**	**0**
Organizational Change	**30**	**-5**	**3***	**2**	**5***	**-2***
Performance Management	**57**	**-8**	**0**	**-5***	**-2**	**1**
Supervision	**72**	**-6**	**0**	**-2**	**-1**	**0**
Working Relationships	**76**	**-5**	**-2**	**-1**	**-1**	**1**
Diversity & Inclusion	**73**	**-14***	**-1**	**-10***	**-2**	**2***
Wellness	**69**	**-9**	**1**	**0**	**0**	**0**

Variation by Years of Service

University of California Overall

	University of California Overall 2017 (10539)	1 < 3 2017 (1422)	3 < 5 2017 (1366)	5 < 10 2017 (2316)	10 < 15 2017 (1963)	15 < 20 2017 (1574)	20 < 25 2017 (846)	25 < 30 2017 (639)	30+ 2017 (413)
Career Development	**57**	-1	-3	-2	0	1	2	5*	6*
Communication	**69**	2	-1	-1	0	-1	1	2	-1
Engagement	**70**	0	-2	-1	0	1	2	2	1
Image/Brand	**75**	1	0	-2	0	0	2	1	0
Organizational Change	**30**	4*	2	1	-1	-2	-3	-3	-4
Performance Management	**57**	2	0	0	0	-1	-1	0	0
Supervision	**72**	2	1	-1	0	-1	0	0	-2
Working Relationships	**76**	-2	-2	-2	1	1	4*	3	4
Diversity & Inclusion	**73**	5*	2	0	0	-2	-2	-2	-5*
Wellness	**69**	2	0	-1	0	-1	0	1	2

Statistically Significant Difference (+) Statistically Significant Difference (-)

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Variation by Pay Range

University of California Overall

	University of California Overall 2017 (10539)	< 40k 2017 (120)	40k - 49k 2017 (470)	50k - 59k 2017 (1466)	60k - 69k 2017 (1716)	70k - 79k 2017 (1509)	80k - 89k 2017 (1205)	90k - 99k 2017 (974)	100k - 109k 2017 (722)	110k - 149k 2017 (1562)	150k - 199k 2017 (564)	200k + 2017 (231)
Career Development	**57**	-6	-5*	0	-2	-3*	0	1	0	2	8*	12*
Communication	**69**	-2	-5*	-1	-1	-2	1	1	1	1	4*	5
Engagement	**70**	0	-4	-1	0	-2	0	1	0	1	4	6*
Image/Brand	**75**	-2	-4	0	-2	-3*	-1	0	2	2	7*	9*
Organizational Change	**30**	0	6*	5*	-1	-3*	0	1	-4*	-2	1	0
Performance Management	**57**	-5	-7*	-4*	-3*	-3*	1	3	2	4*	8*	13*
Supervision	**72**	2	-4	0	0	-2	1	0	0	0	2	3
Working Relationships	**76**	-4	-6*	0	0	-2	-1	0	-2	2	6*	12*
Diversity & Inclusion	**73**	0	-3	-1	-4*	-4*	2	3	0	3*	6*	10*
Wellness	**69**	-4	-4*	3*	1	-2	0	-1	0	0	0	0

Statistically Significant Difference (+) Statistically Significant Difference (-)

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Career Development

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Career Development		**57**	**0**	**-6***
7	There are sufficient opportunities for me to receive training to improve my skills in my current job.	**67**	**0**	**-3***
11	I believe I have the opportunity for personal development and growth within the UC system.	**64**	**-8***	**-6***
20	My campus/location is doing a good job of planning for management succession.	**33**	**2***	**-8***
23	I am confident I can achieve my personal career objectives within the UC system. ★	**62**	**4***	**-5***
28	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	**59**	**6***	**-7***

Communication

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Communication		**69**	**2***	**-2***
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	**70**	**4***	**0**
14	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	**69**	**1**	**-4***

Engagement

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Engagement		**70**	**1**	**-3***
2	There is usually sufficient staff in my department to handle the workload.	**44**	**-1**	**-13***
8	I am satisfied with my involvement in decisions that affect my work.	**65**	**4***	**-5***
18	My work schedule allows sufficient flexibility to meet my personal/family needs.	**84**	**0**	**7***
19	I feel motivated to go beyond my formal job responsibilities to get the job done.	**85**	**3***	**-2***
21	I have the equipment/tools/resources I need to do my job effectively.	**73**	**0**	**-2***
27	I would recommend the UC system as a good place to work.	**79**	**1***	**-1***
29	Working for the UC system inspires me to do my best work.	**72**	**1***	**-2***
36	At the present time, are you seriously considering leaving the UC system?	**61**	**2***	**-5***

Image/Brand

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Image/Brand		**75**	**-1**	**-2***
6	I am proud to be associated with the UC system.	**86**	**0**	**-1***
22	My campus/location is highly regarded by its employees.	**65**	**-2***	**-2***

Organizational Change

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Organizational Change		**30**	**-4***	**-20***
15a	Generally, recent major organizational changes across the UC system have been: Planned well	**30**	**-4***	**-12***
15b	Generally, recent major organizational changes across the UC system have been: Explained well	**32**	**-4***	**-24***
15c	Generally, recent major organizational changes across the UC system have been: Executed well	**27**	**-3***	**-24***

Performance Management

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Performance Management		**57**	**4***	**-6***
3	I feel my campus/location does a good job matching pay to performance. ★	**31**	**3***	**-16***
5	I feel my personal contributions are recognized. ★	**67**	**9***	**-1***
25	I think my performance on the job is evaluated fairly.	**74**	**0**	**0**

Supervision

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Supervision		**72**	**1***	**-3***
4	My supervisor keeps me informed about issues that affect me.	**75**	**0**	**-5***
9	My supervisor develops people's abilities.	**63**	**4***	**-5***
12	Regarding suggestions for change from employees, my supervisor is usually responsive.	**71**	**-1***	**-5***
16	I have a clear understanding of how my job contributes to the departmental objectives.	**88**	**-1**	**-4***
17	My supervisor treats me with respect.	**87**	**2***	**0**
24	My supervisor communicates effectively.	**73**	**-1**	**-6***
26a	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	**49**	**0**	**-10***
26b	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	**73**	**1**	**3***
26c	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	**76**	**1***	**-3***
31	My supervisor does a good job of building teamwork.	**67**	**2***	**-7***

Supervision

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Supervision		**72**	**1***	**-3***
34	My supervisor helps me make time to participate in training and development activities.	**72**	**6***	**8***

Working Relationships

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Working Relationships		**76**	**1**	**1***
10	There is good cooperation between my department and other departments at my campus/location.	**69**	**-1**	**-1***
30	There is good cooperation between staff in my department.	**83**	**3***	**3***

Diversity & Inclusion

University of California Overall

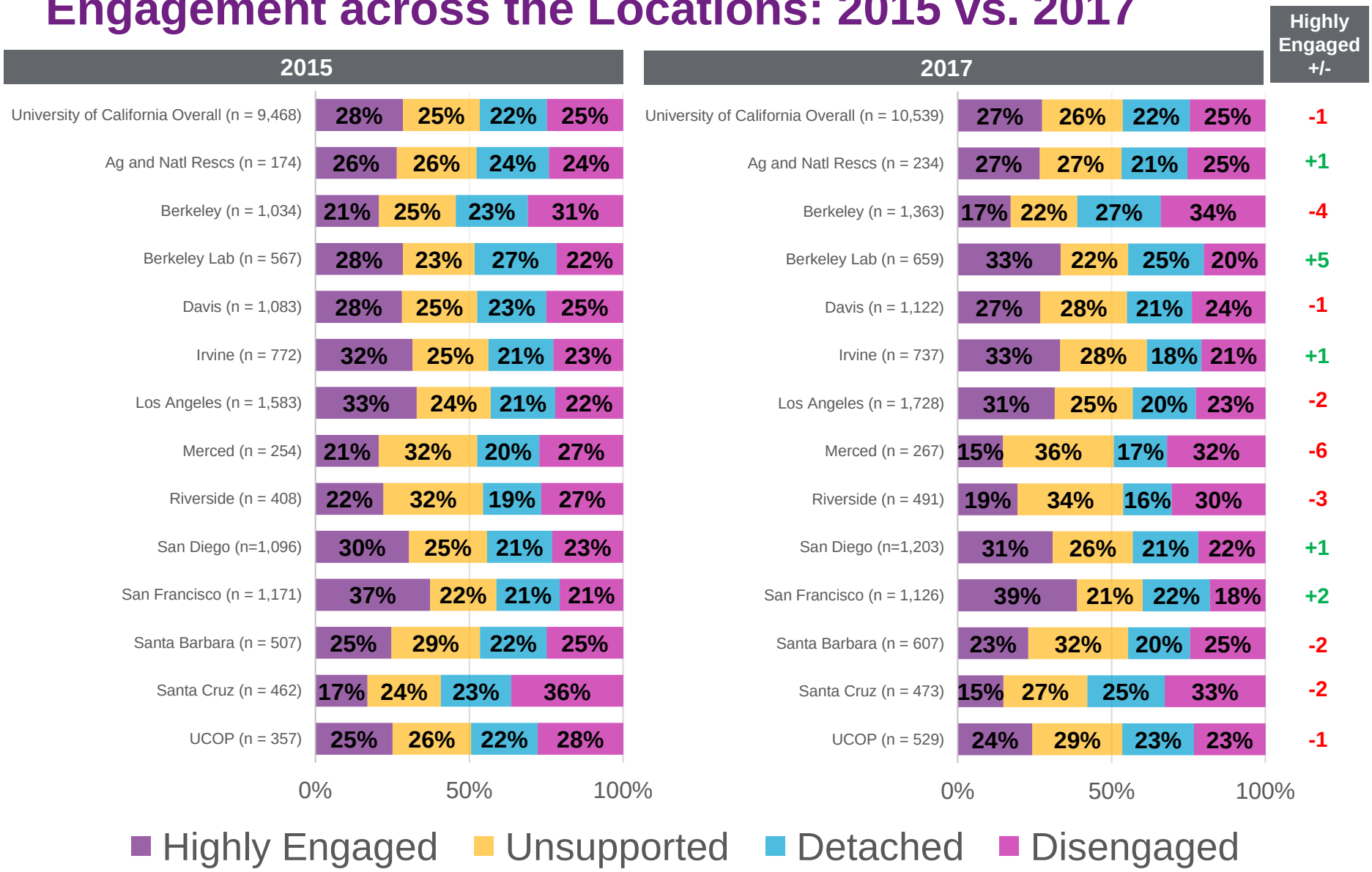
		Total Favorable	University of California Overall 2015	US National Norm
Diversity & Inclusion		**73**	n/a	**-3***
13	I feel that management at my campus/location supports equal opportunity for all employees, of all differences, including, but not limited to, age, gender identity, ethnicity and disability status.	**75**	n/a	**3***
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	**71**	n/a	**-9***

Wellness

University of California Overall

		Total Favorable	University of California Overall 2015	US National Norm
Wellness		**69**	n/a	n/a
32	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location. ★	**72**	n/a	n/a
35	My organization promotes an environment of physical, mental, and social well-being. ★	**65**	n/a	**-6***

Engagement across the Locations: 2015 vs. 2017



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Sustainable Engagement profile vs. U.S. National Norm & UC 2015

Segmentation analysis identifies the types of engagement within the organization

Highly Engaged: Those who score high on all three aspects of sustainable engagement

Unsupported: Those who are traditionally engaged, but lack enablement and/or energy

Detached: Those who feel enabled and/or energized, but lack a sense of traditional engagement

Disengaged: Those who score low on *all* three aspects of sustainable engagement

	Engaged	Enabled	Energized	U.S.	UC 2015
Highly Engaged **27%**				35%	28%
Unsupported **26%**				22%	25%
Detached **22%**				22%	22%
Disengaged **25%**				21%	25%

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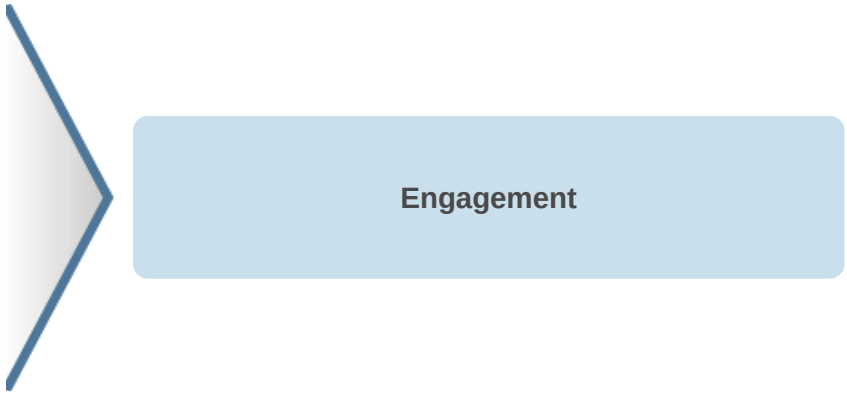
Key Drivers of Engagement

University of California Overall

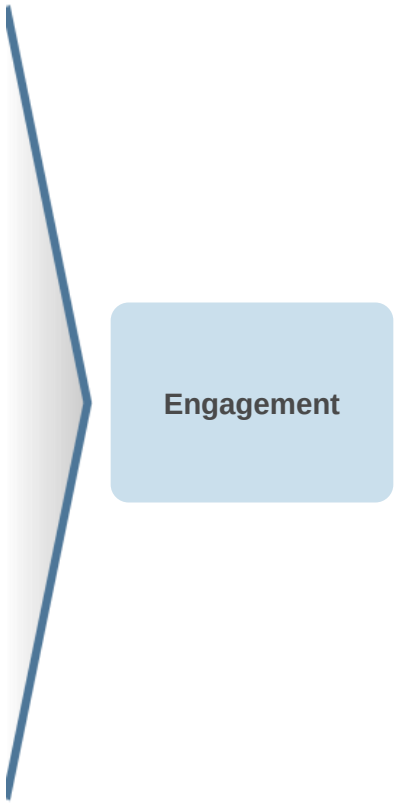
University of California Overall 2015	US National Norm	Total Favorable Score	
0	-6*	57	Career Development
4*	-6*	57	Performance Management
n/a	n/a	69	Wellness



Key Driver Items of Engagement

University of California Overall

University of California Overall 2015	US National Norm	Total Favorable Score	
4*	-5*	62	**Career Development:** I am confident I can achieve my personal career objectives within the UC system.
6*	-7*	59	**Career Development:** My campus/location provides people with the necessary information and resources to manage their own careers effectively.
3*	-16*	31	**Performance Management:** I feel my campus/location does a good job matching pay to performance.
9*	-1*	67	**Performance Management:** I feel my personal contributions are recognized.
n/a	n/a	72	**Wellness:** My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.
n/a	-6*	65	**Wellness:** My organization promotes an environment of physical, mental, and social well-being.



Group Sizes

University of California Overall

Benchmarks

University of California Overall 2015	9,468	US National Norm	159,758
University of California Overall 2012	8,096	Universities Staff Norm	16,527

Lookdown

Ag and Natl Rescs 2017	234	Riverside 2017	491
Berkeley 2017	1,363	San Diego 2017	1,203
Berkeley Lab 2017	659	San Francisco 2017	1,126
Davis 2017	1,122	Santa Barbara 2017	607
Irvine 2017	737	Santa Cruz 2017	473
Los Angeles 2017	1,728	UCOP 2017	529
Merced 2017	267		

Role

Individual Contributor 2017	5,527	Manager 2017	2,004
Supervisor 2017	1,799	Director and above 2017	1,126

Location

Ag and Natl Rescs 2017	234	Riverside 2017	491
Berkeley 2017	1,363	San Diego 2017	1,203
Berkeley Lab 2017	659	San Francisco 2017	1,126
Davis 2017	1,122	Santa Barbara 2017	607
Irvine 2017	737	Santa Cruz 2017	473
Los Angeles 2017	1,728	UCOP 2017	529
Merced 2017	267		

Gender

Gender

Female 2017	6,866	Male 2017	3,673

Ethnicity

American Indian 2017	73	Hispanic 2017	1,477
Asian 2017	2,094	White 2017	6,220
Black 2017	670		

Years of Service

1 < 3 2017	1,422	15 < 20 2017	1,574
3 < 5 2017	1,366	20 < 25 2017	846
5 < 10 2017	2,316	25 < 30 2017	639
10 < 15 2017	1,963	30+ 2017	413

Pay Range

< 40k 2017	120	90k - 99k 2017	974
40k - 49k 2017	470	100k - 109k 2017	722
50k - 59k 2017	1,466	110k - 149k 2017	1,562
60k - 69k 2017	1,716	150k - 199k 2017	564
70k - 79k 2017	1,509	200k + 2017	231
80k - 89k 2017	1,205		

University of California Overall 2015

Ag and Natl Rescs 2015	174	Riverside 2015	408
Berkeley 2015	1,034	San Diego 2015	1,096
Berkeley Lab 2015	567	San Francisco 2015	1,171
Davis 2015	1,083	Santa Barbara 2015	507
Irvine 2015	772	Santa Cruz 2015	462
Los Angeles 2015	1,583	UCOP 2015	357
Merced 2015	254		

Ag and Natl Rescs 2012	11
Berkeley 2012	746
Berkeley Lab 2012	485
Davis 2012	1,168
Irvine 2012	800
Los Angeles 2012	834
Merced 2012	180
Riverside 2012	559
San Diego 2012	959
San Francisco 2012	686
Santa Barbara 2012	682
Santa Cruz 2012	624
UCOP 2012	362