2017 UC Staff Engagement Survey

Office of the President

How to Read Results

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
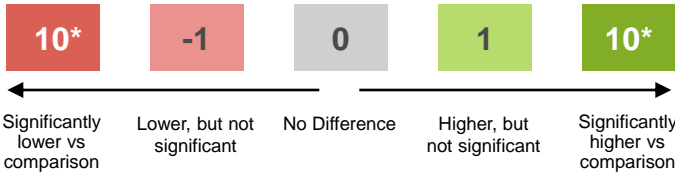
Differences and Colors

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.
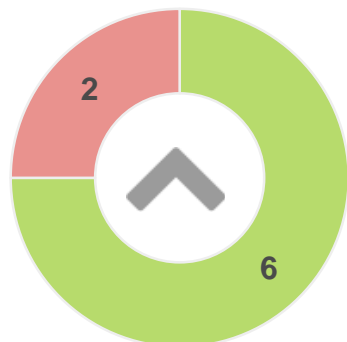
10*	-1	0	1	10*
Significantly lower vs comparison	Lower, but not significant	No Difference	Higher, but not significant	Significantly higher vs comparison

Overview

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Results vs. UCOP 2015

6 Out Of **8** Categories Have Improved

2

6

Most Improved

Engagement 4
Image/Brand 4
Performance Management 4

Most Declined

Organizational Change -4
Career Development -1

Results vs. US National Norm

9 Out Of **9** Categories Are Below

9

Least Favorable

Organizational Change -22*
Career Development -12*
Communication -8*

Engagement

69	

UCOP 2015	University of California Overall 2017	US National Norm
⬆ 4	⬇ -2	⬇ 5*

Strengths

▶ Performance Management, Supervision

Opportunities

▶ Career Development, Organizational Change

Strengths and Opportunities

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Strengths

		% Favorable	UCOP 2015	University of California Overall 2017	US National Norm
3	I feel my campus/location does a good job matching pay to performance. ★	36	9*	5*	10*
5	I feel my personal contributions are recognized. ★	64	8*	-3	4*
9	My supervisor develops people's abilities. ★	62	8*	-1	6*

Our strengths: We should continue to build on these.

Opportunities

		% Favorable	UCOP 2015	University of California Overall 2017	US National Norm
11	I believe I have the opportunity for personal development and growth within the UC system.	58	8*	6*	11*
20	My campus/location is doing a good job of planning for management succession. ★	25	1	7*	15*
15b	Generally, recent major organizational changes across the UC system have been: Explained well	30	-5	-2	26*

Our opportunity areas: These are our priority areas to focus on.

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

Suggested Actions

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WHAT WE COULD DO

"Best practice" suggested actions

▶ **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.

▶ **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.

Categories vs. Multiple Benchmarks

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	Total Favorable Score		UCOP 2015	University of California Overall 2017	US National Norm
Career Development	51		-1	6*	12*
Communication	63		2	6*	8*
Engagement	69		4	-2	5*
Image/Brand	71		4	5*	7*
Organizational Change	28		-4	-2	22*
Performance Management	55		4	-2	8*
Supervision	71		3	-1	4*
Working Relationships	74		4	-2	-1
Diversity & Inclusion	72		n/a	-1	4*
Wellness	62		n/a	7*	n/a

Category Breakdown - Role

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	UCOP 2017 (529)	Individual Contributor 2017 (301)	Supervisor 2017 (56)	Manager 2017 (79)	Director and above 2017 (89)
Career Development	51	-3	-1	5	5
Communication	63	1	-5	1	-1
Engagement	69	-1	1	0	2
Image/Brand	71	-2	9	1	0
Organizational Change	28	3	-11	-5	0
Performance Management	55	0	0	-4	3
Supervision	71	0	3	0	-1
Working Relationships	74	0	-1	-3	5
Diversity & Inclusion	72	1	-5	2	-2
Wellness	62	1	-4	2	-3

Category Breakdown - Gender

Office of the President

	UCOP 2017 (529)	Female 2017 (332)	Male 2017 (197)
Career Development	51	-2	3
Communication	63	-3	6
Engagement	69	-2	3
Image/Brand	71	-2	3
Organizational Change	28	-3	4
Performance Management	55	-3	5
Supervision	71	-3	5
Working Relationships	74	-1	1
Diversity & Inclusion	72	-4	7
Wellness	62	-2	3

Category Breakdown - Ethnicity

Office of the President

	UCOP 2017 (529)	Asian 2017 (140)	Black 2017 (54)	Hispanic 2017 (47)	White 2017 (287)
Career Development	51	3	2	-3	-1
Communication	63	0	-1	0	0
Engagement	69	2	-1	0	-1
Image/Brand	71	-3	2	-2	1
Organizational Change	28	4	-1	-3	-2
Performance Management	55	4	-4	-4	0
Supervision	71	0	-3	3	0
Working Relationships	74	-2	7	-5	0
Diversity & Inclusion	72	-1	14*	3	3
Wellness	62	6	-6	2	-2

Category Breakdown - Years of Service

Office of the President

	UCOP 2017 (529)	1 < 3 2017 (65)	3 < 5 2017 (100)	5 < 10 2017 (147)	10 < 15 2017 (77)	15 < 20 2017 (67)	20 < 25 2017 (31)
Career Development	51	9	-4	-2	-3	-2	-1
Communication	63	10	0	-3	-3	4	-9
Engagement	69	4	0	-3	-4	6	2
Image/Brand	71	5	-1	-2	0	-1	0
Organizational Change	28	8	7	-3	1	-3	-12
Performance Management	55	5	5	-2	-3	-3	0
Supervision	71	7	0	-2	-4	0	-1
Working Relationships	74	4	-3	-3	-1	0	11
Diversity & Inclusion	72	5	3	0	-5	0	-3
Wellness	62	0	0	-2	1	1	5

Category Breakdown - Years of Service

Office of the President

	UCOP 2017 (529)	25 < 30 2017 (26)	30+ 2017 (16)
Career Development	51	14	10
Communication	63	0	-1
Engagement	69	-2	5
Image/Brand	71	-1	7
Organizational Change	28	-10	-3
Performance Management	55	-2	-1
Supervision	71	5	4
Working Relationships	74	7	1
Diversity & Inclusion	72	-3	-7
Wellness	62	1	-3

Category Breakdown - Pay Range

Office of the President

	UCOP 2017 (529)	50k - 59k 2017 (14)	60k - 69k 2017 (34)	70k - 79k 2017 (50)	80k - 89k 2017 (59)	90k - 99k 2017 (66)	100k - 109k 2017 (31)
Career Development	51	23	-4	-7	-1	-2	4
Communication	63	4	-2	0	3	3	11
Engagement	69	9	-3	-2	0	1	3
Image/Brand	71	4	0	-5	3	-2	2
Organizational Change	28	10	6	-2	-5	0	6
Performance Management	55	4	5	-6	0	6	8
Supervision	71	7	-5	-2	7	3	5
Working Relationships	74	1	-5	-6	-4	-3	2
Diversity & Inclusion	72	-4	-3	-8	-1	4	5
Wellness	62	13	1	1	1	2	9

Category Breakdown - Pay Range

Office of the President

	UCOP 2017 (529)	110k - 149k 2017 (153)	150k - 199k 2017 (69)	200k + 2017 (52)
Career Development	51	-5	7	8
Communication	63	0	-6	-6
Engagement	69	-1	1	-1
Image/Brand	71	-1	1	1
Organizational Change	28	-2	2	-1
Performance Management	55	-1	-4	-5
Supervision	71	-2	-1	-6
Working Relationships	74	-1	6	9
Diversity & Inclusion	72	0	1	1
Wellness	62	-2	0	-7

Career Development

Office of the President

		Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
	Career Development	**51**	**-1**	**6***	**12***
7	There are sufficient opportunities for me to receive training to improve my skills in my current job.	62	-3	4*	7*
11	I believe I have the opportunity for personal development and growth within the UC system.	58	8*	6*	11*
20	My campus/location is doing a good job of planning for management succession. ★	25	1	7*	15*
23	I am confident I can achieve my personal career objectives within the UC system. ★	57	1	5*	10*
28	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	52	5	7*	15*

Communication

Office of the President

		Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
Communication		**63**	**2**	**6***	**8***
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	**63**	**2**	**6***	**6***
14	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	**63**	**3**	**6***	**10***

Engagement

Office of the President

		Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
Engagement		**69**	4	-2	5*
2	There is usually sufficient staff in my department to handle the workload.	45	3	2	11*
8	I am satisfied with my involvement in decisions that affect my work.	62	5	-3	9*
18	My work schedule allows sufficient flexibility to meet my personal/family needs.	83	0	-1	7*
19	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	1	3*	5*
21	I have the equipment/tools/resources I need to do my job effectively.	72	6*	-1	-3
27	I would recommend the UC system as a good place to work.	75	6	4*	5*
29	Working for the UC system inspires me to do my best work.	74	4	2	-1
36	At the present time, are you seriously considering leaving the UC system?	58	4	-4	9*

Image/Brand

Office of the President

		Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
	Image/Brand	**71**	4	5*	7*
6	I am proud to be associated with the UC system.	89	2	2	1
22	My campus/location is highly regarded by its employees.	53	7*	12*	14*

Organizational Change

Office of the President

	Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
Organizational Change	**28**	**-4**	**-2**	**22***
15a Generally, recent major organizational changes across the UC system have been: Planned well	**29**	**-2**	**-1**	**14***
15b Generally, recent major organizational changes across the UC system have been: Explained well	**30**	**-5**	**-2**	**26***
15c Generally, recent major organizational changes across the UC system have been: Executed well	**25**	**-4**	**-2**	**26***

Performance Management

Office of the President

		Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
	Performance Management	**55**	4	-2	8*
3	I feel my campus/location does a good job matching pay to performance. ★	36	9*	5*	10*
5	I feel my personal contributions are recognized. ★	64	8*	-3	4*
25	I think my performance on the job is evaluated fairly.	65	-5	9*	9*

Supervision

Office of the President

		Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
Supervision		**71**	**3**	**-1**	**4***
4	My supervisor keeps me informed about issues that affect me.	77	6*	2	-3
9	My supervisor develops people's abilities. ★	62	8*	-1	6*
12	Regarding suggestions for change from employees, my supervisor is usually responsive.	69	0	-2	7*
16	I have a clear understanding of how my job contributes to the departmental objectives. ★	84	-1	4*	8*
17	My supervisor treats me with respect.	85	1	-2	-2
24	My supervisor communicates effectively.	72	0	-1	6*
26a	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	43	0	5*	15*
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	4	0	4
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	8*	0	-3
31	My supervisor does a good job of building teamwork.	66	8*	-1	8*

Supervision

Office of the President

	Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
Supervision	**71**	3	-1	4*
34 My supervisor helps me make time to participate in training and development activities.	**70**	4	-2	6*

Working Relationships

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		Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
Working Relationships		**74**	4	-2	-1
10	There is good cooperation between my department and other departments at my campus/location.	67	2	-2	-3
30	There is good cooperation between staff in my department.	81	6*	-1	2

Diversity & Inclusion

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		Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
	Diversity & Inclusion	**72**	n/a	**-1**	**4***
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	**0**	**3**
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	**70**	n/a	**-2**	**10***

Wellness

Office of the President

		Total Favorable	UCOP 2015	University of California Overall 2017	US National Norm
Wellness		**62**	n/a	**7***	n/a
32	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	67	n/a	5*	n/a
35	My organization promotes an environment of physical, mental, and social well-being.	57	n/a	8*	14*

Sustainable Engagement Profile vs. U.S. National Norm & UCOP 2015

Segmentation analysis identifies the types of engagement within the organization

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

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

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

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

2017	Engaged	Enabled	Energized	U.S.	2015
Highly Engaged **24%**	🟢	🟢	🟢	35%	25%
Unsupported **29%**	🟢	🟢🔴	🟢🔴	22%	26%
Detached **23%**	🔴	🟢🔴	🟢🔴	22%	22%
Disengaged **23%**	🔴	🔴	🔴	21%	28%

Key Drivers of Engagement

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UCOP 2015	University of California Overall 2017	US National Norm	Total Favorable Score		
-1	6*	12*	51	**Career Development**	
3	-1	4*	71	**Supervision**	**Engagement**
4	-2	8*	55	**Performance Management**	
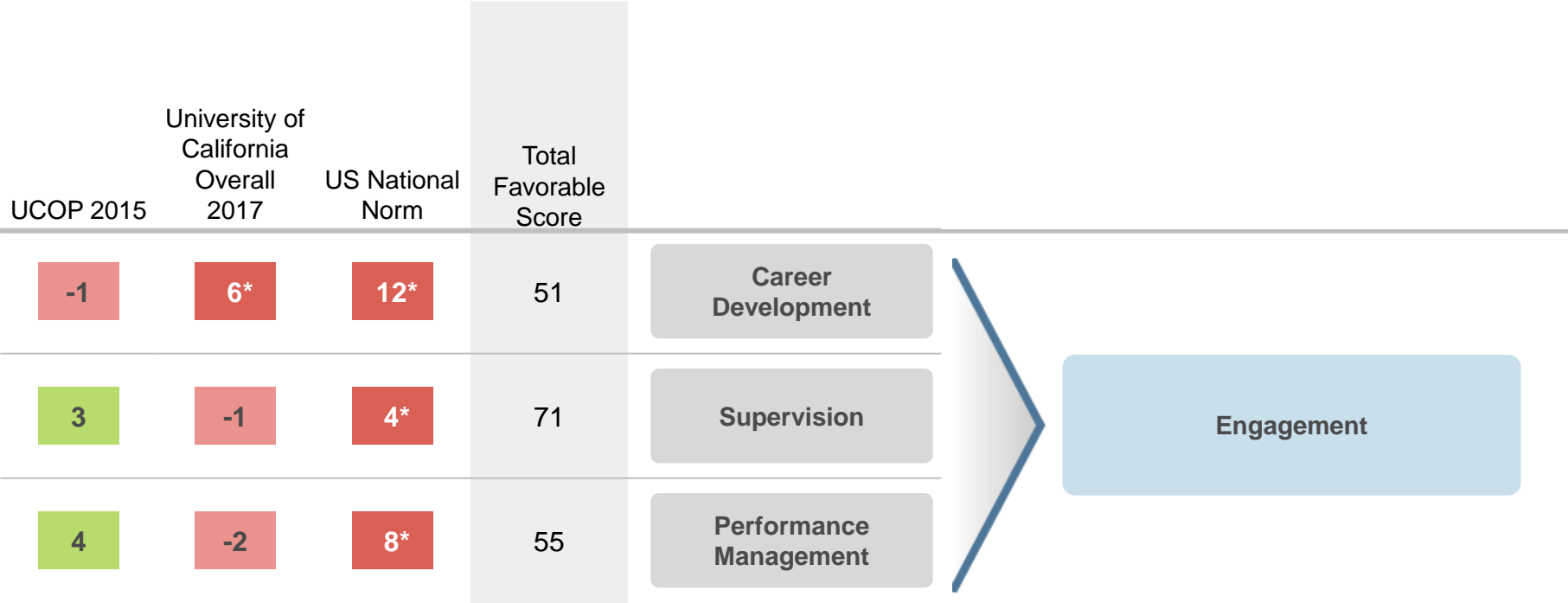
Key Driver Items of Engagement

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UCOP 2015	University of California Overall 2017	US National Norm	Total Favorable Score		
1	7*	15*	25	**Career Development:** My campus/location is doing a good job of planning for management succession.	
1	5*	10*	57	**Career Development:** I am confident I can achieve my personal career objectives within the UC system.	
8*	-1	6*	62	**Supervision:** My supervisor develops people's abilities.	**Engagement**
-1	4*	8*	84	**Supervision:** I have a clear understanding of how my job contributes to the departmental objectives.	
9*	5*	10*	36	**Performance Management:** I feel my campus/location does a good job matching pay to performance.	
8*	-3	4*	64	**Performance Management:** I feel my personal contributions are recognized.	

Group Sizes

Office of the President (529)

Benchmarks

UCOP 2015..	357	US National Norm..	159,758
UCOP 2012..	362	Universities Staff Norm...	16,527
University of California Overall 2017......................	10,539		

Role

Individual Contributor 2017.....................................	301	Manager 2017...	79
Supervisor 2017...	56	Director and above 2017..	89

Gender

Female 2017...	332	Male 2017...	197

Ethnicity

Asian 2017...	140	Hispanic 2017..	47
Black 2017..	54	White 2017..	287

Years of Service

1 < 3 2017...	65	15 < 20 2017..	67
3 < 5 2017...	100	20 < 25 2017..	31
5 < 10 2017...	147	25 < 30 2017..	26
10 < 15 2017..	77	30+ 2017...	16

Pay Range

50k - 59k 2017...	14	90k - 99k 2017...	66
60k - 69k 2017...	34	100k - 109k 2017..	31
70k - 79k 2017...	50	110k - 149k 2017..	153
80k - 89k 2017...	59	150k - 199k 2017..	69

Pay Range

200k + 2017.. 52