

2012 CUCSA Staff Engagement Survey

Executive Summary - Local OP Campus

Objectives

- Understand the current state of engagement of the UC workforce system-wide and how it differs according to key organizational segments and demographics
- Determine what drives engagement at UC specifically
- Identify strengths to build on and opportunities to address; create a shortlist of actions to respond to these issues and improve employee engagement across the system
- Involve and communicate with leaders and employees throughout the process

Target Population

- Non-represented UC Career staff with at least 1 year of service were invited to take the survey from May 31st to July 12th, 2012. All UC locations participated except Hastings, ASUCLA and the Medical Centers.

Employee Sample

- A random stratified sample was selected based on campus/location. We over-sampled to account for the roles of employees within the each campus/location. The personnel category was used to increase the sample (e.g., professional and support staff, management).

Survey Content

- 32 opinion items: Engagement (8); Career Development (4); Communication (2); Image/Brand (1); Organizational Change (2); Performance Management (3); Supervision (11); Working Relationships (1)

Key Findings

- Employee favorability overall is moderate, with most categories falling below external norms (both a national all-industry employee norm and a university employee benchmark).
- There are positive engagement signs — e.g., 82% of employees are motivated to go beyond their job responsibilities (page 14) and 68% would recommend UC as a good place to work (page 17).
- Supervisor relationships and schedule flexibility are also both perceived positively.
- Yet there is a clear opportunity to further engage employees, as only about 2/3 are generally engaged — this is below the national average and university benchmark.
- If we break engagement down, **38% of employees are fully plugged in at Local OP; 21% are engaged but report being at risk for leaving; 23% are uninspired but not planning to leave; and 18% are fully disengaged** (page 18).
- Local OP's opportunities to further engage employees and address their concerns (i.e., the lowest scoring areas and most prevalently commented upon) are as follows:

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Strengths on which to build:

Supervisor relationships: most employees feel favorable about their relationship with their supervisor. Specifically, most indicate that they feel treated with respect and have a clear understanding of how their job contributes to departmental objectives. Most see their supervisor as listening to different points of views before forming conclusions, encouraging new ideas, and supporting their participation in training and development opportunities (page 38-40).

Work-life balance: 84% of Local OP employees report that their schedule affords them the flexibility they need to meet their personal/family responsibilities (page 3).

'Natural' development: 71% of employees do feel they have opportunities for professional growth and development at Local OP as a result of just doing their jobs on a daily basis (i.e. the very nature of their job contributes to their growth).

Opportunities to address:

UC's support of development — 42% of employees say that UC provides them with the information and resources they need to manage their careers; 54% say that their supervisors are directly involved in developing them; 23% feel their UC campus/location is planning for management succession well; and 54% are confident that they can achieve their personal/career objectives at UC (page 30).

Involving by communicating — 55% of employees are satisfied with their involvement in decisions that affect their work (page 15).; 51% say they can share their honest views; and 66% say Local OP does an excellent job of keeping them informed (page 13).

Managing Performance —25% feel Local OP matches pay and performance well (page4).