2012 CUCSA Staff Engagement Survey

Objectives

- Understand the current state of engagement of the UC workforce system-wide and how it differs by key organizational segments and demographics

- Determine what drives engagement at UC specifically

- Surface strengths to build on and opportunities to address; create a shortlist of actions to address 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 was 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, 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., 84% are motivated to go beyond their job responsibilities and 74% would recommend UC as a good place to work

- Supervisor relationships and schedule flexibility are also perceived positively

- Yet there is a clear opportunity to further engage employees, as only about 2/3rds are generally engaged — this is below the national average and university benchmark

- If we break engagement down, **37%** of employees are **fully plugged in** at UC , **21%** are **engaged but report being at risk for leaving**, **22% are uninspired but not planning to leave**, and **20%** are **fully disengaged**

- UC's opportunities to further engage employees and address their concerns (i.e., the lowest scoring areas and most prevalently commented upon) are as follows:

  Strengths on which to build:
    - **Supervisor relationships** — most employees feel favorable about their relationship with their supervisor. Specifically, most feel treated with respect and are clear on departmental goals. Most see their supervisor as listening to different point of views, encouraging new ideas, and supporting them in participating in training and development opportunities.

    - **Work-life balance** — 84% of UC employees report that their schedule affords them the flexibility they need to meet their personal/family responsibilities.

    - **'Natural' development** — 73% of employees do feel they have opportunities for personal growth and development at UC (most likely by nature of the job).

Opportunities to address:

- **UC's support of development** — just 50% of employees say that UC provides them with the information and resources they need to manage their careers, only 59% say that their supervisors are directly involved in developing them, only 30% feel their UC campus/location is planning for management succession well, and only 55% are confident that they can achieve their personal/career objectives at UC.

- **Involving by communicating** — just 61% of employees are satisfied with their involvement, only 58% say they can share their honest views, and only 67% say UC does an excellent job of keeping them informed.

- **Managing performance** — only 24% feel UC matches pay and performance well

Recommended Communication and Action Cascade

Actions taken to address the three key opportunity areas above should be a combination of (a) a recommitment to and communication of existing UC system wide and campus/location initiatives and (b) new, specifically targeted activities taken by campus/location leaders to address localized opportunities.

Timeline – To Be Developed

- CHRO Meeting – December 6

- Campus Working Sessions – TBD

- Staff Assembly Town Halls – January-April 2013