University of California 2019 Staff Engagement Survey

UCOP

How to Read Results

Scores

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

Agree	Tend to Agree	?	Tend to Disagree	Disagree
▣	▣	☐	☐	☐

Top Box + Other Favorable

Differences and Colors

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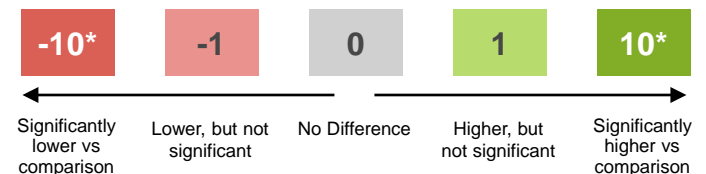
For example:

	Total Favorable Score	Historical	Parent Group	Company Overall	Industry Norm
Employee Engagement	**76**	-8*	3*	3*	-10*
3 — I have a good understanding of our goals. ◎	74	n/a	1	-9*	2*
12 — I have a good understanding of how my job contributes to achieving our goals. ★	78	1	4*	-1	0

Icons (if applicable)

#	When a question number is shown in red it is a priority issue.
◎	Strategic Priority Question
★	Key driver question.
(N)	On some questions disagreeing is the favorable response.
n/a	Score not available

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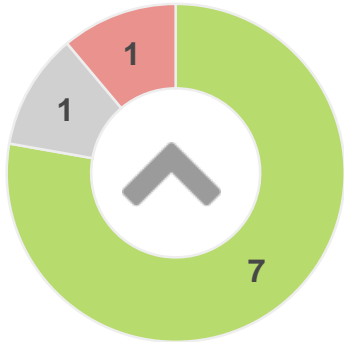
-10*	-1	0	1	10*
Significantly lower vs comparison	Lower, but not significant	No Difference	Higher, but not significant	Significantly higher vs comparison

Results Summary

UCOP - Scores based on Total Favorable

Results vs. UCOP 2017

7 Out Of **9** Categories Have Improved
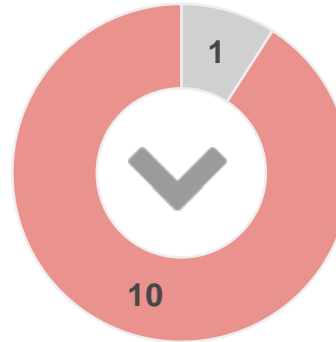

Most Improved

Communication 6
Wellness 4
Image/Brand 2

Most Declined

Diversity & Inclusion -2

Results vs. US Norm

10 Out Of **11** Categories Are Below

Least Favorable

Leadership -19*
Career Development -15*
Empowered Culture -10*

Sustainable Engagement

77	

UCOP 2017	Overall	US Norm
↑ 2	= 0	↓ -1

Strengths

▶ Image/Brand, Organizational Change & Innovation

Opportunities

▶ Career Development, Leadership

Strengths and Opportunities

UCOP

			% Favorable	Historical (529)	Overall (9,020)	Norm (148,768)
Strengths We should continue to build on these.	5	I am proud to be associated with the UC system.	92	3	4*	4*
	26	I believe strongly in the teaching, research, and public service mission of the UC system.	97	n/a	3*	7*
	10	Generally, recent major organizational changes across the UC system have been: Explained well ★	54	24*	10*	6*

			% Favorable	Historical	Overall	Norm
Opportunities These are our priority areas to focus on.	16	I am confident I can achieve my personal career objectives within the UC system. ★	58	1	-5	-15*
	27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	55	n/a	-3	-22*
	20	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	54	1	-4	-14*

These questions were chosen through an advanced algorithm that incorporates trends over time, difference from internal and external benchmarks, and predictive modelling of engagement and performance metrics, where available.

Strengths Detail

UCOP - Scores based on Total Favorable

I am proud to be associated with the UC system.	**92**

I believe strongly in the teaching, research, and public service mission of the UC system.	**97**

Generally, recent major organizational changes across the UC system have been: Explained well ★	**54**

Highest Scoring Groups

UCOP: 20 < 25 (N-Size: 15)	**100**
UCOP: Pay Range13 $130 - $139k (N-Size: 20)	**100**
UCOP: Pay Range16 $160 - $169k (N-Size: 13)	**100**
UCOP: Pay Range17 $170 - $179k (N-Size: 16)	**100**
UCOP: Director and above (N-Size: 59)	**98**

Highest Scoring Groups

UCOP: 5 < 10 (N-Size: 115)	**100**
UCOP: 15 < 20 (N-Size: 49)	**100**
UCOP: 20 < 25 (N-Size: 15)	**100**
UCOP: Pay Range10 $100 - $109k (N-Size: 37)	**100**
UCOP: Pay Range11 $110 - $119k (N-Size: 28)	**100**

Highest Scoring Groups

UCOP: Pay Range16 $160 - $169k (N-Size: 13)	**77**
UCOP: Director and above (N-Size: 59)	**66**
UCOP: 1 < 3 (N-Size: 84)	**65**
UCOP: Pay Range14 $140 - $149k (N-Size: 17)	**65**
UCOP: Pay Range15 $150 - $159k (N-Size: 14)	**64**

Lowest Scoring Groups

UCOP: Pay Range14 $140 - $149k (N-Size: 17)	**76**
UCOP: Pay Range12 $120 - $129k (N-Size: 23)	**78**
UCOP: Pay Range06 $60 - $69k (N-Size: 33)	**88**
UCOP: Pay Range07 $70 - $79k (N-Size: 43)	**88**
UCOP: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (N-Size: 244)	**89**

Lowest Scoring Groups

UCOP: Pay Range12 $120 - $129k (N-Size: 23)	**91**
UCOP: 1 < 3 (N-Size: 84)	**92**
UCOP: Pay Range05 $50 - $59k (N-Size: 24)	**92**
UCOP: Black (N-Size: 38)	**92**
UCOP: Pay Range15 $150 - $159k (N-Size: 14)	**93**

Lowest Scoring Groups

UCOP: Pay Range10 $100 - $109k (N-Size: 37)	**38**
UCOP: Pay Range05 $50 - $59k (N-Size: 24)	**42**
UCOP: Pay Range09 $90 - $99k (N-Size: 45)	**42**
UCOP: 5 < 10 (N-Size: 115)	**45**
UCOP: 10 < 15 (N-Size: 52)	**46**

Opportunities Detail

UCOP - Scores based on Total Favorable

I am confident I can achieve my personal career objectives within the UC system. ★	**58**	

Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	**55**	

My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	**54**	

Column 1

Highest Scoring Groups

Group	Score
UCOP: Pay Range13 $130 - $139k (N-Size: 20)	85
UCOP: 20 < 25 (N-Size: 15)	80
UCOP: Director and above (N-Size: 59)	76
UCOP: Pay Range17 $170 - $179k (N-Size: 16)	75
UCOP: Pay Range16 $160 - $169k (N-Size: 13)	69

Lowest Scoring Groups

Group	Score
UCOP: Black (N-Size: 38)	37
UCOP: Pay Range09 $90 - $99k (N-Size: 45)	40
UCOP: Pay Range11 $110 - $119k (N-Size: 28)	46
UCOP: Pay Range08 $80 - $89k (N-Size: 29)	48
UCOP: Pay Range06 $60 - $69k (N-Size: 33)	48

Column 2

Highest Scoring Groups

Group	Score
UCOP: Pay Range13 $130 - $139k (N-Size: 20)	70
UCOP: Pay Range07 $70 - $79k (N-Size: 43)	70
UCOP: Pay Range16 $160 - $169k (N-Size: 13)	69
UCOP: Black (N-Size: 38)	66
UCOP: 1 < 3 (N-Size: 84)	65

Lowest Scoring Groups

Group	Score
UCOP: 20 < 25 (N-Size: 15)	40
UCOP: Pay Range10 $100 - $109k (N-Size: 37)	43
UCOP: 3 < 5 (N-Size: 60)	45
UCOP: Pay Range12 $120 - $129k (N-Size: 23)	48
UCOP: Pay Range09 $90 - $99k (N-Size: 45)	49

Column 3

Highest Scoring Groups

Group	Score
UCOP: Pay Range17 $170 - $179k (N-Size: 16)	75
UCOP: 20 < 25 (N-Size: 15)	67
UCOP: Pay Range07 $70 - $79k (N-Size: 43)	65
UCOP: Pay Range13 $130 - $139k (N-Size: 20)	65
UCOP: Director and above (N-Size: 59)	63

Lowest Scoring Groups

Group	Score
UCOP: Pay Range14 $140 - $149k (N-Size: 17)	35
UCOP: Black (N-Size: 38)	37
UCOP: Supervisor (Employee who supervises activities of direct reports) (N-Size: 37)	38
UCOP: 5 < 10 (N-Size: 115)	43
UCOP: Pay Range12 $120 - $129k (N-Size: 23)	43

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Suggested Actions

WHAT WE COULD DO

"Best practice" suggested actions

▶ **Help employees better understand how they can meet their career goals.**

 Schedule one-on-one meetings with your employees to learn about their personal interests and aspirations. For example, what motivators are most important to them (e.g., salary, position, kinds of work, influence, location, etc.) Discuss how their priorities and values relate to their current position, and to future opportunities. Incorporate this information into development plans.

▶ **Ensure understanding of the company's long-term goals and strategic direction**

Use team meetings to communicate regular business updates, not only about the team itself but the larger unit of which the team is a part. Track progress toward team goals and engage employees in working toward team targets. When providing progress reports, look for opportunities to show how strategy comes to life and to reinforce how organization values link with decisions made and steps taken to improve the business.

▶ **Provide employees with the information they need to manage their careers effectively.**

Clarify with your team that both the individual employee and their manager have a role to play in employee development. Employees are ultimately responsible for their own development, whereas managers are accountable for helping them build a realistic plan for achieving it and supporting the execution of that plan.

Categories vs. Benchmarks

UCOP

	Total Favorable Score	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
Career Development	56	1	-4	-15*
Communication	69	6	-2	-3
Diversity & Inclusion	73	-2	1	-3
Empowered Culture	65	n/a	2	-10*
Image/Brand	81	2	-2	0
Leadership	53	n/a	-1	-19*
Organizational Change & Innovation	60	n/a	3	-7*
Performance Management	57	1	-1	-9*
Supervision	75	1	0	-4*
Sustainable Engagement	77	2	0	-1
Wellness	66	4	-4	n/a
Working Relationships	74	0	0	-1

Category Breakdown by Role

Differences based on Total Favorable

	UCOP (392)	UCOP: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (244)	UCOP: Supervisor (Employee who supervises activities of direct reports) (37)	UCOP: Manager (Employee with the job title of Manager, responsibility over a functional area) (51)	UCOP: Director and above (59)
Career Development	56	-4	-5	5	14*
Communication	69	-2	0	5	1
Diversity & Inclusion	73	-4	2	10	5
Empowered Culture	65	-3	2	5	5
Image/Brand	81	-1	0	1	4
Leadership	53	-2	0	4	2
Organizational Change & Innovation	60	-4	1	7	7
Performance Management	57	-1	-1	0	6
Supervision	75	-2	5	6	1
Sustainable Engagement	77	-2	0	3	6
Wellness	66	0	-8	5	1
Working Relationships	74	-2	-5	3	8

Career Development

UCOP

	Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
Career Development	**56**	1	-4	-15*
16 I am confident I can achieve my personal career objectives within the UC system. ★	58	1	-5	-15*
20 My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	54	1	-4	-14*

Communication

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
	Communication	**69**	**6**	**-2**	**-3**
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	**70**	**7***	**-3**	**0**
9	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	**69**	**5**	**-1**	**-7***

Diversity & Inclusion

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
	Diversity & Inclusion	**73**	**-2**	**1**	**-3**
8	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.	**72**	**-3**	**-2**	**0**
25	I can be myself at this organization without worrying about how I will be accepted.	**80**	n/a	**3**	**0**
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	**68**	**-2**	**0**	**-8***

Empowered Culture

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
	Empowered Culture	**65**	n/a	**2**	**-10***
30	Most of the time it is safe to speak up in this organization.	**57**	n/a	**-3**	**-13***
32	I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	**73**	n/a	**6***	**-7***

Image/Brand

UCOP

	Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
Image/Brand	**81**	**2**	**-2**	**0**
5 I am proud to be associated with the UC system.	92	3	4*	4*
15 My campus/location is highly regarded by its employees.	54	1	-13*	-10*
26 I believe strongly in the teaching, research, and public service mission of the UC system.	97	n/a	3*	7*

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Employee Engagement Software

Leadership

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
Leadership		**53**	n/a	**-1**	**-19***
27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	**55**	n/a	**-3**	**-22***
28	There is sufficient contact between senior leadership at my campus/location and employees in this organization.	**50**	n/a	**2**	**-16***

Organizational Change & Innovation

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
	Organizational Change & Innovation	**60**	n/a	3	-7*
10	Generally, recent major organizational changes across the UC system have been: Explained well ★	54	24*	10*	6*
29	People here are open to trying new and different ways of addressing our departmental challenges.	53	n/a	-2	-20*
31	People in my department are encouraged to come up with innovative solutions to work-related problems. ★	73	n/a	1	-7*

Performance Management

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
	Performance Management	**57**	1	-1	-9*
2	I feel my campus/location does a good job matching pay to performance.	35	-1	2	-16*
4	I feel my personal contributions are recognized.	66	2	-1	-3
17	I think my performance on the job is evaluated fairly.	68	3	-5*	-7*

Supervision

UCOP

	Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
Supervision	**75**	1	0	-4*
3 My supervisor keeps me informed about issues that affect me.	77	-1	2	-5*
11 My supervisor treats me with respect.	86	1	-1	-2
18 My supervisor listens carefully to different points of view before coming to conclusions. ★	78	5	4	n/a
23 My supervisor does a good job of building teamwork.	67	1	0	-9*
34 My supervisor helps me make time to participate in training and development activities. ★	71	1	-3	0

Sustainable Engagement

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
	Sustainable Engagement	**77**	2	0	-1
6	I am satisfied with my involvement in decisions that affect my work.	**67**	5	-1	-5*
12	My work schedule allows sufficient flexibility to meet my personal/family needs.	**86**	3	2	9*
13	I feel motivated to go beyond my formal job responsibilities to get the job done.	**82**	0	-2	-4*
14	I have the equipment/tools/resources I need to do my job effectively.	**76**	4	0	-1
19	I would recommend the UC system as a good place to work.	**72**	-3	-7*	-9*
21	Working for the UC system inspires me to do my best work.	**77**	2	5*	3

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Wellness

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
Wellness		**66**	4	-4	n/a
24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	70	2	-5*	n/a
35	My organization promotes an environment of physical, mental, and social well-being.	62	5	-4	-9*

Working Relationships

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
	Working Relationships	**74**	0	0	-1
7	There is good cooperation between my department and other departments at my campus/location.	**67**	1	1	-4
22	There is good cooperation between staff in my department.	**81**	-1	0	2

Retention

UCOP

		Total Favorable	UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)
Retention		n/a	n/a	n/a	n/a
36 At the present time, are you seriously considering leaving the UC system?	"No"	59	1	0	-8*

Key Drivers - Sustainable Engagement

UCOP

UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)	Total Favorable Score		
1	-4	-15*	56	Career Development	Sustainable Engagement
1	0	-4*	75	Supervision	
n/a	3	-7*	60	Organizational Change & Innovation	

Key Driver Questions - Sustainable Engagement

UCOP

UCOP 2017 (529)	Overall (9,020)	US Norm (148,768)	Total Favorable Score	
1	-5	-15*	58	**Career Development:** I am confident I can achieve my personal career objectives within the UC system.
1	-4	-14*	54	**Career Development:** My campus/location provides people with the necessary information and resources to manage their own careers effectively.
5	4	n/a	78	**Supervision:** My supervisor listens carefully to different points of view before coming to conclusions.
1	-3	0	71	**Supervision:** My supervisor helps me make time to participate in training and development activities.
n/a	1	-7*	73	**Organizational Change & Innovation:** People in my department are encouraged to come up with innovative solutions to work-related problems.
24*	10*	6*	54	**Organizational Change & Innovation:** Generally, recent major organizational changes across the UC system have been: Explained well

Sustainable Engagement

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Group Sizes

UCOP Benchmarks

UCOP 2017	529	US Norm	148,768
UCOP 2015	357	US Universities Staff Norm	17,011
Overall	9,020		

Role

UCOP: Individual Contributor	244	UCOP: Manager	51
UCOP: Supervisor	37	UCOP: Director and above	59

Gender

UCOP: Female	260	UCOP: Male	132

Tenure

UCOP: 1 < 3	84	UCOP: 10 < 15	52
UCOP: 3 < 5	60	UCOP: 15 < 20	49
UCOP: 5 < 10	115	UCOP: 20 < 25	15

Ethnicity

UCOP: Asian	76	UCOP: White	144
UCOP: Black	38	UCOP: Other	95
UCOP: Hispanic	39		

Pay Range

UCOP: Pay Range05 $50 - $59k	24	UCOP: Pay Range09 $90 - $99k	45
UCOP: Pay Range06 $60 - $69k	33	UCOP: Pay Range10 $100 - $109k	37
UCOP: Pay Range07 $70 - $79k	43	UCOP: Pay Range11 $110 - $119k	28
UCOP: Pay Range08 $80 - $89k	29	UCOP: Pay Range12 $120 - $129k	23

Pay Range

UCOP: Pay Range13 $130 - $139k	20	UCOP: Pay Range16 $160 - $169k	13
UCOP: Pay Range14 $140 - $149k	17	UCOP: Pay Range17 $170 - $179k	16
UCOP: Pay Range15 $150 - $159k	14		