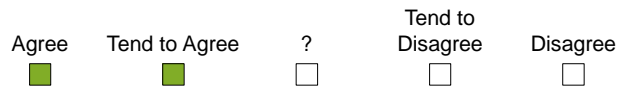# University of California 2019 Staff Engagement Survey

Overall

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
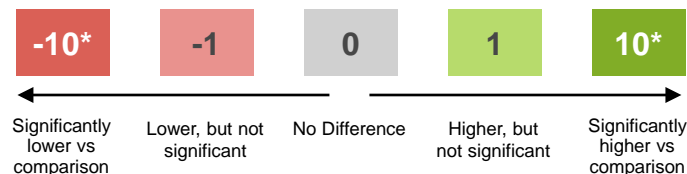
Differences and Colors

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

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Results Summary

Overall (9,020) - Scores based on Total Favorable

Results vs. Overall 2017

5 Out Of **9** Categories Have Improved

3 | 5 | 1

Most Improved
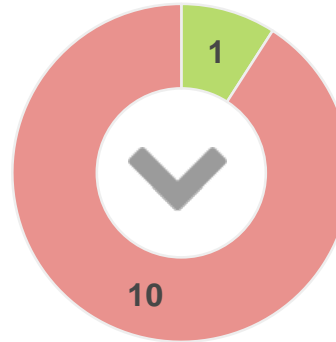
Communication 2*
Image/Brand 2*
Performance Management 1

Most Declined

Diversity & Inclusion -3*
Working Relationships -2*
Career Development -1

Results vs. US Norm

10 Out Of **11** Categories Are Below

1 | 10

Most Favorable

Image/Brand 2*

Least Favorable

Leadership -19*
Empowered Culture -11*
Career Development -10*

Sustainable Engagement

| 77 |

Overall 2017	US Norm
↑ 1	↓ -1

Strengths

▶ Image/Brand, Organizational Change & Innovation, Supervision

Opportunities

▶ Career Development, Leadership

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Strengths and Opportunities

Overall (9,020)

Strengths				% Favorable	Historical (10,539)	Norm (148,768)
We should continue to build on these.	26	I believe strongly in the teaching, research, and public service mission of the UC system.		94	n/a	4*
	10	Generally, recent major organizational changes across the UC system have been: Explained well ★		44	12*	-4*
	34	My supervisor helps me make time to participate in training and development activities. ★		74	2*	3*

Opportunities				% Favorable	Historical	Norm
These are our priority areas to focus on.	27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.		59	n/a	-19*
	20	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★		57	-2*	-10*
	28	There is sufficient contact between senior leadership at my campus/location and employees in this organization.		48	n/a	-18*

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

Overall (9,020) - Scores based on Total Favorable

I believe strongly in the teaching, research, and public service mission of the UC system.	94	Generally, recent major organizational changes across the UC system have been: Explained well ★	44	My supervisor helps me make time to participate in training and development activities. ★	74

Highest Scoring Groups

Pay Range20 $200 - $209k (N-Size: 59)	100	Pay Range25 $250 - $259k (N-Size: 18)	67	Pay Range19 $190 - $199k (N-Size: 65)	80
Pay Range21 $210 - $219k (N-Size: 57)	100	Pay Range24 $240 - $249k (N-Size: 30)	60	Pay Range16 $160 - $169k (N-Size: 135)	79
Pay Range24 $240 - $249k (N-Size: 30)	100	Pay Range27 $270k + (N-Size: 65)	54	Pay Range27 $270k + (N-Size: 65)	78
Pay Range25 $250 - $259k (N-Size: 18)	100	UCOP (N-Size: 392)	54	SANTA BARBARA (N-Size: 551)	77
Pay Range16 $160 - $169k (N-Size: 135)	99	UCOP (N-Size: 392)	54	SANTA BARBARA (N-Size: 551)	77

Lowest Scoring Groups

Non-binary (N-Size: 27)	81	Non-binary (N-Size: 27)	15	Pay Range25 $250 - $259k (N-Size: 18)	61
Decline to state (N-Size: 251)	84	American Indian (N-Size: 43)	26	Pay Range20 $200 - $209k (N-Size: 59)	64
Decline to state (N-Size: 718)	89	Decline to state (N-Size: 251)	29	Other (N-Size: 96)	65
Pay Range03 $30 - $39k (N-Size: 36)	89	Decline to state (N-Size: 718)	33	Decline to state (N-Size: 251)	65
Other (N-Size: 96)	90	SANTA CRUZ (N-Size: 375)	35	Non-binary (N-Size: 27)	67

Opportunities Detail

Overall (9,020) - Scores based on Total Favorable

Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	**59**

My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	**57**

There is sufficient contact between senior leadership at my campus/location and employees in this organization.	**48**

Highest Scoring Groups

Pay Range24 $240 - $249k (N-Size: 30)	**80**
Pay Range23 $230 - $239k (N-Size: 34)	**79**
Pay Range27 $270k + (N-Size: 65)	**77**
Pay Range26 $260 - $269k (N-Size: 19)	**74**
Pay Range25 $250 - $259k (N-Size: 18)	**72**

Highest Scoring Groups

Pay Range27 $270k + (N-Size: 65)	**77**
Pay Range26 $260 - $269k (N-Size: 19)	**74**
Pay Range24 $240 - $249k (N-Size: 30)	**73**
30+ (N-Size: 313)	**72**
Pay Range18 $180 - $189k (N-Size: 87)	**67**

Highest Scoring Groups

Pay Range24 $240 - $249k (N-Size: 30)	**80**
Pay Range23 $230 - $239k (N-Size: 34)	**74**
Pay Range27 $270k + (N-Size: 65)	**68**
Pay Range26 $260 - $269k (N-Size: 19)	**63**
Pay Range19 $190 - $199k (N-Size: 65)	**60**

Lowest Scoring Groups

American Indian (N-Size: 43)	**40**
Non-binary (N-Size: 27)	**41**
Decline to state (N-Size: 251)	**44**
SANTA BARBARA (N-Size: 551)	**46**
SANTA BARBARA (N-Size: 551)	**46**

Lowest Scoring Groups

Decline to state (N-Size: 251)	**39**
SANTA CRUZ (N-Size: 375)	**40**
SANTA CRUZ (N-Size: 375)	**40**
Other (N-Size: 96)	**42**
American Indian (N-Size: 43)	**44**

Lowest Scoring Groups

American Indian (N-Size: 43)	**19**
Non-binary (N-Size: 27)	**26**
MERCED (N-Size: 338)	**33**
MERCED (N-Size: 338)	**33**
SANTA CRUZ (N-Size: 375)	**34**

Suggested Actions

WHAT WE COULD DO

"Best practice" suggested actions

▶ **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.

▶ **Ensure people feel they have enough contact with management.**

Ensure leaders have a regular upward communication channel for employees to share their job-related concerns and issues. Actively seek employee input on making work flow better, ways to reduce waste, opportunities for improving efficiencies and effectiveness and ways to improve working relationships. Increase availability/accessibility to employees during busy periods to provide support and to help them prioritize their responsibilities.

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Categories vs. Benchmarks

Overall (9,020)

	Total Favorable Score	Overall 2017 (10,539)	US Norm (148,768)
Career Development	60	-1	-10*
Communication	71	2*	-1*
Diversity & Inclusion	73	-3*	-3*
Empowered Culture	64	n/a	-11*
Image/Brand	83	2*	2*
Leadership	53	n/a	-19*
Organizational Change & Innovation	57	n/a	-10*
Performance Management	58	1	-7*
Supervision	75	0	-4*
Sustainable Engagement	77	1	-1
Wellness	70	1*	n/a
Working Relationships	74	-2*	-2*

Category Breakdown by Lookdown (1 of 3)

Differences based on Total Favorable

	Overall (9,020)	AG & NATRL RES (222)	BERKELEY (923)	BERKELEY LAB (497)	DAVIS (1,068)	IRVINE (796)	LOS ANGELES (1,405)
Career Development	60	-8*	-4*	4	4*	4*	1
Communication	71	-5	-1	7*	1	4*	-1
Diversity & Inclusion	73	3	-3	2	1	2	0
Empowered Culture	64	-1	2	5*	1	-1	-3
Image/Brand	83	-6*	-1	6*	2	4*	1
Leadership	53	-5	3	7*	1	5*	-1
Organizational Change & Innovation	57	-3	-1	-2	1	3	-2
Performance Management	58	-3	-1	5*	-1	2	-3
Supervision	75	0	-1	2	1	2	-3*
Sustainable Engagement	77	-3	-3*	4*	2	3*	-1
Wellness	70	-4	-1	-3	4*	6*	-2
Working Relationships	74	-3	-4*	-1	-1	2	0

Category Breakdown by Lookdown (2 of 3)

Differences based on Total Favorable

	Overall (9,020)	MERCED (338)	RIVERSIDE (488)	SAN DIEGO (1,004)	SAN FRANCISCO (961)	SANTA BARBARA (551)	SANTA CRUZ (375)
Career Development	60	-8*	-2	-1	5*	2	-14*
Communication	71	-17*	-6*	-2	9*	3	-7*
Diversity & Inclusion	73	-16*	-4	1	6*	3	-7*
Empowered Culture	64	-16*	-8*	-2	7*	8*	-4
Image/Brand	83	-9*	-4*	-1	3*	-1	-11*
Leadership	53	-13*	-1	-4*	10*	-10*	-12*
Organizational Change & Innovation	57	-5*	-4	-1	8*	2	-6*
Performance Management	58	-9*	-4	1	11*	-2	-8*
Supervision	75	-9*	-3	0	4*	3	-2
Sustainable Engagement	77	-7*	-4*	0	5*	1	-7*
Wellness	70	-7*	0	-1	1	4*	-4
Working Relationships	74	-4	1	0	2	7*	-3

Category Breakdown by Lookdown (3 of 3)

Differences based on Total Favorable

	Overall (9,020)	UCOP (392)
Career Development	60	-4
Communication	71	-2
Diversity & Inclusion	73	1
Empowered Culture	64	2
Image/Brand	83	-2
Leadership	53	-1
Organizational Change & Innovation	57	3
Performance Management	58	-1
Supervision	75	0
Sustainable Engagement	77	0
Wellness	70	-4
Working Relationships	74	0

Categories Over Time (1 of 3)

Scores based on Total Favorable

	Overall vs. 2017 9,020 vs. 10,539	AG & NATRL RES vs. 2017 222 vs. 234	BERKELEY vs. 2017 923 vs. 1,363	BERKELEY LAB vs. 2017 497 vs. 659	DAVIS vs. 2017 1,068 vs. 1,122	IRVINE vs. 2017 796 vs. 737	LOS ANGELES vs. 2017 1,405 vs. 1,728
Career Development	-1	-5	5*	1	2	-4	-2
Communication	2*	-2	6*	4	5*	1	0
Diversity & Inclusion	-3*	-2	2	-3	-2	-3	-2
Empowered Culture	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Image/Brand	2*	-7	8*	2	4*	2	0
Leadership	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Organizational Change & Innovation	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Performance Management	1	3	3	0	2	1	-1
Supervision	0	1	1	3	3	3	-1
Sustainable Engagement	1	-3	4*	3	2	0	-1
Wellness	1*	6	4*	2	4	3	0
Working Relationships	-2*	-2	0	0	-3	-4	-2

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Categories Over Time (2 of 3)

Scores based on Total Favorable

	Overall vs. 2017 9,020 vs. 10,539	MERCED vs. 2017 338 vs. 267	RIVERSIDE vs. 2017 488 vs. 491	SAN DIEGO vs. 2017 1,004 vs. 1,203	SAN FRANCISCO vs. 2017 961 vs. 1,126	SANTA BARBARA vs. 2017 551 vs. 607	SANTA CRUZ vs. 2017 375 vs. 473
Career Development	-1	-2	-1	-7*	-1	0	-3
Communication	2*	-2	0	-1	2	0	1
Diversity & Inclusion	-3*	-7	-7*	-6*	-3	0	-2
Empowered Culture	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Image/Brand	2*	-4	1	-3	2	2	-1
Leadership	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Organizational Change & Innovation	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Performance Management	1	-1	1	0	2	-1	-3
Supervision	0	-3	-2	-2	1	0	-3
Sustainable Engagement	1	-2	0	-2	2	1	-2
Wellness	1*	-2	0	-3	2	1	-3
Working Relationships	-2*	-2	-4	-4*	-1	-2	-6*

Categories Over Time (3 of 3)

Scores based on Total Favorable

	Overall vs. 2017 9,020 vs. 10,539	UCOP vs. 2017 392 vs. 529
Career Development	-1	1
Communication	2*	6
Diversity & Inclusion	-3*	-2
Empowered Culture	n/a	n/a
Image/Brand	2*	2
Leadership	n/a	n/a
Organizational Change & Innovation	n/a	n/a
Performance Management	1	1
Supervision	0	1
Sustainable Engagement	1	2
Wellness	1*	4
Working Relationships	-2*	0

Career Development

Overall (9,020)

	Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
Career Development	**60**	**-1**	**-10***
16 I am confident I can achieve my personal career objectives within the UC system. ★	63	0	-10*
20 My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	57	-2*	-10*

Communication

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
	Communication	**71**	**2***	**-1***
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	73	3*	3*
9	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	70	0	-6*

Diversity & Inclusion

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
	Diversity & Inclusion	**73**	**-3***	**-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.	**74**	**-2***	**2***
25	I can be myself at this organization without worrying about how I will be accepted.	**76**	n/a	**-3***
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	**68**	**-4***	**-8***

Empowered Culture

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
	Empowered Culture	**64**	n/a	**-11***
30	Most of the time it is safe to speak up in this organization.	**60**	n/a	**-10***
32	I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	**67**	n/a	**-12***

Image/Brand

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
	Image/Brand	**83**	**2***	**2***
5	I am proud to be associated with the UC system.	87	1	0
15	My campus/location is highly regarded by its employees.	67	2*	2*
26	I believe strongly in the teaching, research, and public service mission of the UC system.	94	n/a	4*

Leadership

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
Leadership		**53**	n/a	**-19***
27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	**59**	n/a	**-19***
28	There is sufficient contact between senior leadership at my campus/location and employees in this organization.	**48**	n/a	**-18***

Organizational Change & Innovation

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
	Organizational Change & Innovation	**57**	n/a	**-10***
10	Generally, recent major organizational changes across the UC system have been: Explained well ★	**44**	**12***	**-4***
29	People here are open to trying new and different ways of addressing our departmental challenges.	**54**	n/a	**-18***
31	People in my department are encouraged to come up with innovative solutions to work-related problems. ★	**72**	n/a	**-7***

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Performance Management

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
	Performance Management	**58**	**1**	**-7***
2	I feel my campus/location does a good job matching pay to performance.	**33**	**2***	**-18***
4	I feel my personal contributions are recognized.	**67**	**0**	**-3***
17	I think my performance on the job is evaluated fairly.	**73**	**-1**	**-2***

Supervision

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
Supervision		**75**	**0**	**-4***
3	My supervisor keeps me informed about issues that affect me.	75	0	-7*
11	My supervisor treats me with respect.	86	-1	-2*
18	My supervisor listens carefully to different points of view before coming to conclusions. ★	74	1	n/a
23	My supervisor does a good job of building teamwork.	66	0	-9*
34	My supervisor helps me make time to participate in training and development activities. ★	74	2*	3*

Sustainable Engagement

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
	Sustainable Engagement	**77**	1	-1
6	I am satisfied with my involvement in decisions that affect my work.	68	3*	-4*
12	My work schedule allows sufficient flexibility to meet my personal/family needs.	85	1	7*
13	I feel motivated to go beyond my formal job responsibilities to get the job done.	84	-1*	-2*
14	I have the equipment/tools/resources I need to do my job effectively.	75	3*	-1*
19	I would recommend the UC system as a good place to work.	79	0	-2*
21	Working for the UC system inspires me to do my best work.	72	-1	-2*

Wellness

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
	Wellness	**70**	**1***	n/a
24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	**74**	**2***	n/a
35	My organization promotes an environment of physical, mental, and social well-being.	**66**	**1**	**-5***

Working Relationships

Overall (9,020)

		Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
Working Relationships		**74**	**-2***	**-2***
7	There is good cooperation between my department and other departments at my campus/location.	**67**	**-2***	**-5***
22	There is good cooperation between staff in my department.	**80**	**-2***	**1***

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Retention

Overall (9,020)

			Total Favorable	Overall 2017 (10,539)	US Norm (148,768)
Retention			n/a	n/a	n/a
36	At the present time, are you seriously considering leaving the UC system?	"No" →	**59**	**-2***	**-8***

Key Drivers - Sustainable Engagement

Overall (9,020)

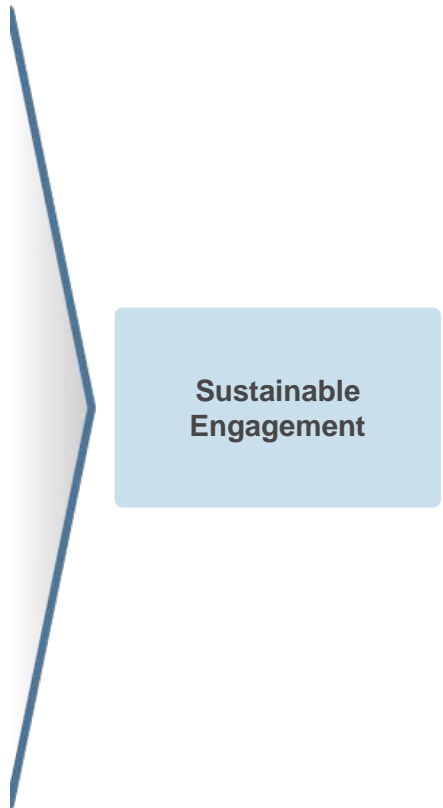| Overall 2017 (10,539)	US Norm (148,768)	Total Favorable Score		
-1	-10*	60	**Career Development**	**Sustainable Engagement**
0	-4*	75	**Supervision**	
n/a	-10*	57	**Organizational Change & Innovation**	
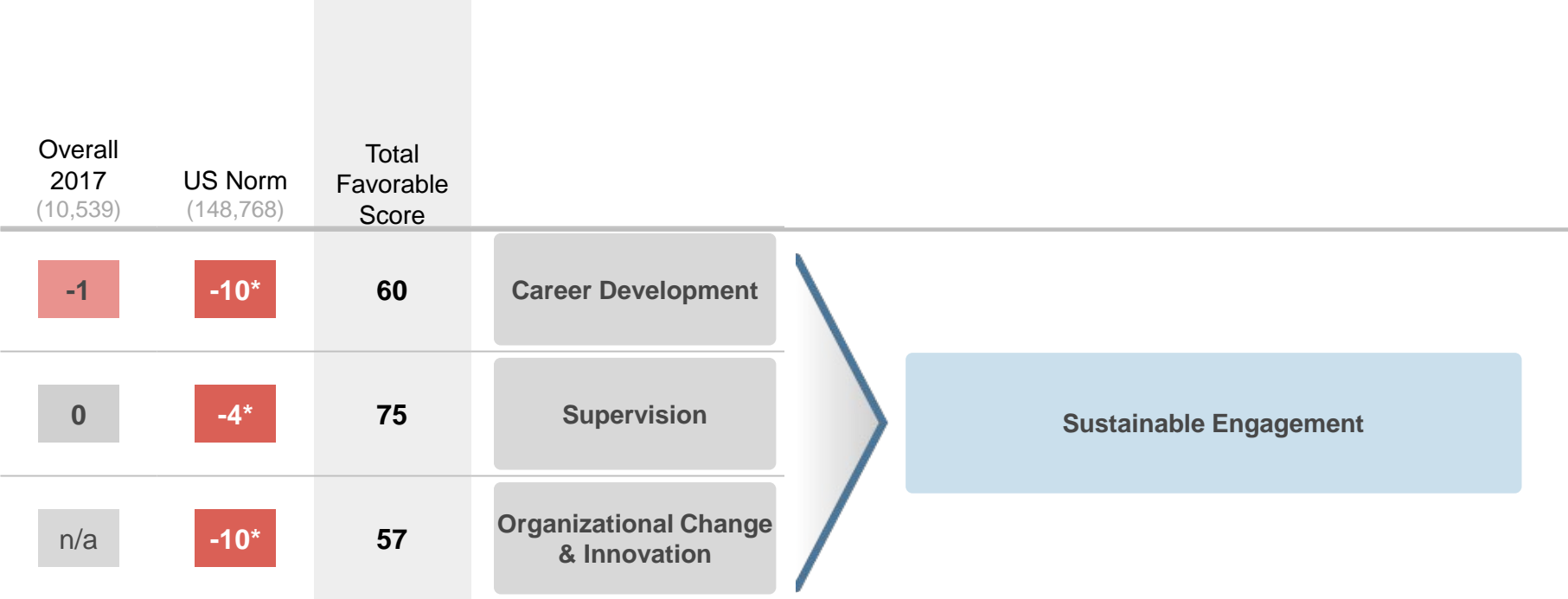
Key Driver Questions - Sustainable Engagement

Overall (9,020)

Overall 2017 (10,539)	US Norm (148,768)	Total Favorable Score		
0	-10*	63	**Career Development:** I am confident I can achieve my personal career objectives within the UC system.	
-2*	-10*	57	**Career Development:** My campus/location provides people with the necessary information and resources to manage their own careers effectively.	
1	n/a	74	**Supervision:** My supervisor listens carefully to different points of view before coming to conclusions.	
2*	3*	74	**Supervision:** My supervisor helps me make time to participate in training and development activities.	**Sustainable Engagement**
n/a	-7*	72	**Organizational Change & Innovation:** People in my department are encouraged to come up with innovative solutions to work-related problems.	
12*	-4*	44	**Organizational Change & Innovation:** Generally, recent major organizational changes across the UC system have been: Explained well	

Group Sizes

Overall (9,020)

Benchmarks

Overall 2017	10,539	US Norm	148,768
Overall 2015	9,468	US Universities Staff Norm	17,011

Lookdown

AG & NATRL RES	222	RIVERSIDE	488
BERKELEY	923	SAN DIEGO	1,004
BERKELEY LAB	497	SAN FRANCISCO	961
DAVIS	1,068	SANTA BARBARA	551
IRVINE	796	SANTA CRUZ	375
LOS ANGELES	1,405	UCOP	392
MERCED	338		

Role

Individual Contributor	4,693	Manager	1,702
Supervisor	1,551	Director and above	1,030

Gender (Self-Identified)

Female	5,830	Non-binary	27
Male	2,889	Decline to state	251

Sexual Orientation (Self-Identified)

Heterosexual or Straight	7,448	Other	96
Gay or Lesbian	531	Decline to state	718
Bisexual	217		

Gender

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Gender

Female	6,009	Male	3,011

Location

BERKELEY	923	RIVERSIDE	488
DANR	222	SAN DIEGO	1,004
DAVIS	1,068	SAN FRANCISCO	961
IRVINE	796	SANTA BARBARA	551
LAWRENCE BERKELEY LAB	497	SANTA CRUZ	375
LOS ANGELES	1,405	UCOP	392
MERCED	338		

Tenure

1 < 3	1,299	15 < 20	1,207
3 < 5	1,344	20 < 25	705
5 < 10	2,066	25 < 30	423
10 < 15	1,663	30+	313

Ethnicity

American Indian	43	Hispanic	1,278
Asian	1,587	White	4,267
Black	507	Other	1,338

Pay Range

Pay Range01 < $20K	10	Pay Range08 $80 - $89k	1,022
Pay Range03 $30 - $39k	36	Pay Range09 $90 - $99k	869
Pay Range04 $40 - $49k	249	Pay Range10 $100 - $109k	696
Pay Range05 $50 - $59k	1,076	Pay Range11 $110 - $119k	486
Pay Range06 $60 - $69k	1,406	Pay Range12 $120 - $129k	452
Pay Range07 $70 - $79k	1,232	Pay Range13 $130 - $139k	322

Pay Range

Pay Range14 $140 - $149k	240	Pay Range21 $210 - $219k	57
Pay Range15 $150 - $159k	190	Pay Range22 $220 - $229k	34
Pay Range16 $160 - $169k	135	Pay Range23 $230 - $239k	34
Pay Range17 $170 - $179k	128	Pay Range24 $240 - $249k	30
Pay Range18 $180 - $189k	87	Pay Range25 $250 - $259k	18
Pay Range19 $190 - $199k	65	Pay Range26 $260 - $269k	19
Pay Range20 $200 - $209k	59	Pay Range27 $270k +	65

Overall 2017

AG & NATRL RES 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		

Overall 2015

AG & NATRL RES 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		

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