



Systemwide  
Human Resources

## University of California 2019 Staff Engagement Survey

**RIVERSIDE (488)**

# How to Read Results

## Scores

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



Top Box + Other Favorable

## Differences and Colors

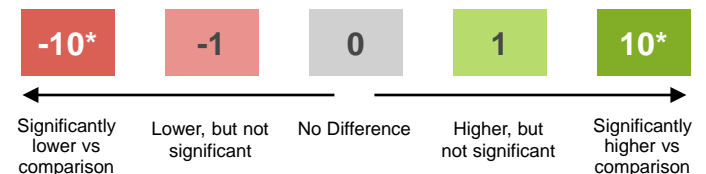
Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

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

## 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.



# Results Summary

RIVERSIDE (488) - Scores based on Total Favorable

## Results vs. RIVERSIDE 2017

4 Out Of 9 Categories Have Declined



### Most Improved

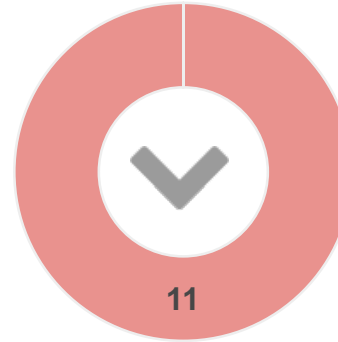
- Image/Brand 1
- Performance Management 1

### Most Declined

- Diversity & Inclusion -7\*
- Working Relationships -4
- Supervision -2

## Results vs. US Norm

11 Out Of 11 Categories Are Below



### Least Favorable

- Leadership -20\*
- Empowered Culture -19\*
- Organizational Change & Innovation -14\*

## Sustainable Engagement



RIVERSIDE  
2017



Overall



US Norm



### Strengths

- ▶ Image/Brand, Wellness


### Opportunities

- ▶ Empowered Culture, Retention


# Strengths and Opportunities

RIVERSIDE (488)

## Strengths

		% Favorable	Historical (491)	Overall (9,020)	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	0	3*
	24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	75	1	1	n/a
	5	I am proud to be associated with the UC system.	88	0	1	0

## Opportunities

		% Favorable	Historical	Overall	Norm	
 These are our priority areas to focus on.	30	Most of the time it is safe to speak up in this organization.	50	n/a	-9*	-19*
	36	At the present time, are you seriously considering leaving the UC system?	53	-7*	-6*	-14*
	32	I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	60	n/a	-7*	-19*

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

RIVERSIDE (488) - Scores based on Total Favorable

I believe strongly in the teaching, research, and public service mission of the UC system. **94**

My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location. **75**

I am proud to be associated with the UC system. **88**

## Highest Scoring Groups

RIVERSIDE: Manager (Employee with the job title of Manager, responsibility over a functional area) (N-Size: 81)	<b>100</b>
RIVERSIDE: 20 < 25 (N-Size: 41)	<b>100</b>
RIVERSIDE: 30+ (N-Size: 12)	<b>100</b>
RIVERSIDE: Pay Range07 \$70 - \$79k (N-Size: 88)	<b>98</b>
RIVERSIDE: Asian (N-Size: 43)	<b>98</b>

## Highest Scoring Groups

RIVERSIDE: Pay Range10 \$100 - \$109k (N-Size: 29)	<b>93</b>
RIVERSIDE: Pay Range12 \$120 - \$129k (N-Size: 14)	<b>86</b>
RIVERSIDE: 20 < 25 (N-Size: 41)	<b>85</b>
RIVERSIDE: 30+ (N-Size: 12)	<b>83</b>
RIVERSIDE: Pay Range11 \$110 - \$119k (N-Size: 30)	<b>83</b>

## Highest Scoring Groups

RIVERSIDE: Manager (Employee with the job title of Manager, responsibility over a functional area) (N-Size: 81)	<b>98</b>
RIVERSIDE: 25 < 30 (N-Size: 21)	<b>95</b>
RIVERSIDE: Pay Range13 \$130 - \$139k (N-Size: 17)	<b>94</b>
RIVERSIDE: Pay Range05 \$50 - \$59k (N-Size: 74)	<b>93</b>
RIVERSIDE: Pay Range10 \$100 - \$109k (N-Size: 29)	<b>93</b>

## Lowest Scoring Groups

RIVERSIDE: Pay Range04 \$40 - \$49k (N-Size: 16)	<b>81</b>
RIVERSIDE: 3 < 5 (N-Size: 67)	<b>90</b>
RIVERSIDE: Pay Range08 \$80 - \$89k (N-Size: 50)	<b>90</b>
RIVERSIDE: Pay Range05 \$50 - \$59k (N-Size: 74)	<b>91</b>
RIVERSIDE: Supervisor (Employee who supervises activities of direct reports) (N-Size: 89)	<b>91</b>

## Lowest Scoring Groups

RIVERSIDE: 10 < 15 (N-Size: 91)	<b>64</b>
RIVERSIDE: Pay Range13 \$130 - \$139k (N-Size: 17)	<b>65</b>
RIVERSIDE: Pay Range04 \$40 - \$49k (N-Size: 16)	<b>69</b>
RIVERSIDE: Pay Range08 \$80 - \$89k (N-Size: 50)	<b>70</b>
RIVERSIDE: Pay Range06 \$60 - \$69k (N-Size: 83)	<b>71</b>

## Lowest Scoring Groups

RIVERSIDE: Pay Range04 \$40 - \$49k (N-Size: 16)	<b>75</b>
RIVERSIDE: Pay Range11 \$110 - \$119k (N-Size: 30)	<b>77</b>
RIVERSIDE: Black (N-Size: 47)	<b>83</b>
RIVERSIDE: Supervisor (Employee who supervises activities of direct reports) (N-Size: 89)	<b>83</b>
RIVERSIDE: 5 < 10 (N-Size: 102)	<b>83</b>

# Opportunities Detail

RIVERSIDE (488) - Scores based on Total Favorable

Most of the time it is safe to speak up in this organization. **50**

At the present time, are you seriously considering leaving the UC system? **53**

I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal. **60**

## Highest Scoring Groups

RIVERSIDE: Pay Range13 \$130 - \$139k (N-Size: 17)	<b>71</b>
RIVERSIDE: Pay Range10 \$100 - \$109k (N-Size: 29)	<b>62</b>
RIVERSIDE: Supervisor (Employee who supervises activities of direct reports) (N-Size: 89)	<b>62</b>
RIVERSIDE: 20 < 25 (N-Size: 41)	<b>61</b>
RIVERSIDE: Other (N-Size: 56)	<b>59</b>

## Highest Scoring Groups

RIVERSIDE: Pay Range13 \$130 - \$139k (N-Size: 17)	<b>82</b>
RIVERSIDE: 20 < 25 (N-Size: 41)	<b>66</b>
RIVERSIDE: Manager (Employee with the job title of Manager, responsibility over a functional area) (N-Size: 81)	<b>63</b>
RIVERSIDE: Other (N-Size: 56)	<b>63</b>
RIVERSIDE: Pay Range10 \$100 - \$109k (N-Size: 29)	<b>62</b>

## Highest Scoring Groups

RIVERSIDE: 25 < 30 (N-Size: 21)	<b>71</b>
RIVERSIDE: Supervisor (Employee who supervises activities of direct reports) (N-Size: 89)	<b>70</b>
RIVERSIDE: Pay Range10 \$100 - \$109k (N-Size: 29)	<b>69</b>
RIVERSIDE: 1 < 3 (N-Size: 101)	<b>66</b>
RIVERSIDE: Pay Range05 \$50 - \$59k (N-Size: 74)	<b>66</b>

## Lowest Scoring Groups

RIVERSIDE: Asian (N-Size: 43)	<b>28</b>
RIVERSIDE: Black (N-Size: 47)	<b>40</b>
RIVERSIDE: Pay Range09 \$90 - \$99k (N-Size: 56)	<b>41</b>
RIVERSIDE: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (N-Size: 247)	<b>42</b>
RIVERSIDE: 10 < 15 (N-Size: 91)	<b>42</b>

## Lowest Scoring Groups

RIVERSIDE: Asian (N-Size: 43)	<b>37</b>
RIVERSIDE: Black (N-Size: 47)	<b>40</b>
RIVERSIDE: 3 < 5 (N-Size: 67)	<b>42</b>
RIVERSIDE: Pay Range11 \$110 - \$119k (N-Size: 30)	<b>47</b>
RIVERSIDE: 30+ (N-Size: 12)	<b>50</b>

## Lowest Scoring Groups

RIVERSIDE: Asian (N-Size: 43)	<b>49</b>
RIVERSIDE: 30+ (N-Size: 12)	<b>50</b>
RIVERSIDE: Pay Range04 \$40 - \$49k (N-Size: 16)	<b>50</b>
RIVERSIDE: Black (N-Size: 47)	<b>51</b>
RIVERSIDE: 10 < 15 (N-Size: 91)	<b>54</b>

# Categories vs. Benchmarks

RIVERSIDE (488)

	Total Favorable Score	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
Career Development	58	-1	-2	-12*
Communication	65	0	-6*	-8*
Diversity & Inclusion	69	-7*	-4	-7*
Empowered Culture	55	n/a	-8*	-19*
Image/Brand	79	1	-4*	-2
Leadership	52	n/a	-1	-20*
Organizational Change & Innovation	52	n/a	-4	-14*
Performance Management	54	1	-4	-12*
Supervision	72	-2	-3	-6*
Sustainable Engagement	73	0	-4*	-5*
Wellness	70	0	0	n/a
Working Relationships	74	-4	1	-1

# Category Breakdown by Role

Differences based on Total Favorable

	RIVERSIDE (488)	RIVERSIDE: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (247)	RIVERSIDE: Supervisor (Employee who supervises activities of direct reports) (89)	RIVERSIDE: Manager (Employee with the job title of Manager, responsibility over a functional area) (81)	RIVERSIDE: Director and above (69)
Career Development	58	-4	3	4	7
Communication	65	-3	3	2	4
Diversity & Inclusion	69	-3	4	3	2
Empowered Culture	55	-6	10	4	4
Image/Brand	79	-1	-4	6	4
Leadership	52	-2	2	-2	7
Organizational Change & Innovation	52	-4	4	4	5
Performance Management	54	-2	2	3	2
Supervision	72	-4	5	4	4
Sustainable Engagement	73	-2	-1	7	2
Wellness	70	-2	3	4	1
Working Relationships	74	-6	4	9	8



# Career Development

RIVERSIDE (488)

		Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Career Development</b>		<b>58</b>	<b>-1</b>	<b>-2</b>	<b>-12*</b>
<b>16</b>	I am confident I can achieve my personal career objectives within the UC system. ★	<b>62</b>	<b>-1</b>	<b>-1</b>	<b>-11*</b>
<b>20</b>	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	<b>54</b>	<b>-2</b>	<b>-3</b>	<b>-14*</b>

# Communication

RIVERSIDE (488)

		Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Communication</b>		<b>65</b>	<b>0</b>	<b>-6*</b>	<b>-8*</b>
<b>1</b>	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	<b>65</b>	<b>2</b>	<b>-7*</b>	<b>-4*</b>
<b>9</b>	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	<b>65</b>	<b>-2</b>	<b>-5*</b>	<b>-11*</b>

# Diversity & Inclusion

RIVERSIDE (488)

		Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Diversity &amp; Inclusion</b>		<b>69</b>	<b>-7*</b>	<b>-4</b>	<b>-7*</b>
<b>8</b>	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.	<b>70</b>	<b>-7*</b>	<b>-3</b>	<b>-2</b>
<b>25</b>	I can be myself at this organization without worrying about how I will be accepted.	<b>72</b>	n/a	<b>-5*</b>	<b>-8*</b>
<b>33</b>	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	<b>64</b>	<b>-7*</b>	<b>-4</b>	<b>-12*</b>

# Empowered Culture

RIVERSIDE (488)

	Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Empowered Culture</b>	<b>55</b>	n/a	<b>-8*</b>	<b>-19*</b>
<b>30</b> Most of the time it is safe to speak up in this organization.	<b>50</b>	n/a	<b>-9*</b>	<b>-19*</b>
<b>32</b> I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	<b>60</b>	n/a	<b>-7*</b>	<b>-19*</b>

# Image/Brand

RIVERSIDE (488)

	Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Image/Brand</b>	<b>79</b>	<b>1</b>	<b>-4*</b>	<b>-2</b>
<b>5</b> I am proud to be associated with the UC system.	<b>88</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>15</b> My campus/location is highly regarded by its employees.	<b>56</b>	<b>2</b>	<b>-11*</b>	<b>-9*</b>
<b>26</b> I believe strongly in the teaching, research, and public service mission of the UC system.	<b>94</b>	n/a	<b>0</b>	<b>3*</b>

# Leadership

RIVERSIDE (488)

		Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Leadership</b>		<b>52</b>	n/a	-1	-20*
<b>27</b>	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	<b>58</b>	n/a	0	-19*
<b>28</b>	There is sufficient contact between senior leadership at my campus/location and employees in this organization.	<b>46</b>	n/a	-2	-20*

# Organizational Change & Innovation

RIVERSIDE (488)

		Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Organizational Change &amp; Innovation</b>		<b>52</b>	n/a	-4	-14*
10	Generally, recent major organizational changes across the UC system have been: Explained well ★	37	10*	-7*	-11*
29	People here are open to trying new and different ways of addressing our departmental challenges.	51	n/a	-4	-21*
31	People in my department are encouraged to come up with innovative solutions to work-related problems. ★	69	n/a	-3	-10*

# Performance Management

RIVERSIDE (488)

	Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Performance Management</b>	<b>54</b>	<b>1</b>	<b>-4</b>	<b>-12*</b>
2 I feel my campus/location does a good job matching pay to performance.	32	3	-1	-19*
4 I feel my personal contributions are recognized.	63	-1	-5*	-7*
17 I think my performance on the job is evaluated fairly.	66	1	-7*	-9*



# Supervision

RIVERSIDE (488)

	Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Supervision</b>	<b>72</b>	<b>-2</b>	<b>-3</b>	<b>-6*</b>
<b>3</b> My supervisor keeps me informed about issues that affect me.	<b>71</b>	<b>-2</b>	<b>-3</b>	<b>-10*</b>
<b>11</b> My supervisor treats me with respect.	<b>83</b>	<b>-5*</b>	<b>-4*</b>	<b>-5*</b>
<b>18</b> My supervisor listens carefully to different points of view before coming to conclusions. ★	<b>70</b>	<b>-3</b>	<b>-4</b>	n/a
<b>23</b> My supervisor does a good job of building teamwork.	<b>65</b>	<b>0</b>	<b>-1</b>	<b>-10*</b>
<b>34</b> My supervisor helps me make time to participate in training and development activities. ★	<b>73</b>	<b>-1</b>	<b>-1</b>	<b>2</b>

# Sustainable Engagement

RIVERSIDE (488)

	Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Sustainable Engagement</b>	<b>73</b>	<b>0</b>	<b>-4*</b>	<b>-5*</b>
<b>6</b> I am satisfied with my involvement in decisions that affect my work.	<b>61</b>	<b>1</b>	<b>-7*</b>	<b>-11*</b>
<b>12</b> My work schedule allows sufficient flexibility to meet my personal/family needs.	<b>76</b>	<b>-1</b>	<b>-8*</b>	<b>-2</b>
<b>13</b> I feel motivated to go beyond my formal job responsibilities to get the job done.	<b>81</b>	<b>-1</b>	<b>-2</b>	<b>-5*</b>
<b>14</b> I have the equipment/tools/resources I need to do my job effectively.	<b>68</b>	<b>2</b>	<b>-7*</b>	<b>-8*</b>
<b>19</b> I would recommend the UC system as a good place to work.	<b>80</b>	<b>-3</b>	<b>1</b>	<b>-1</b>
<b>21</b> Working for the UC system inspires me to do my best work.	<b>71</b>	<b>0</b>	<b>-1</b>	<b>-2</b>

# Wellness

RIVERSIDE (488)

		Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Wellness</b>		<b>70</b>	<b>0</b>	<b>0</b>	n/a
<b>24</b>	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	<b>75</b>	<b>1</b>	<b>1</b>	n/a
<b>35</b>	My organization promotes an environment of physical, mental, and social well-being.	<b>65</b>	<b>-2</b>	<b>0</b>	<b>-5*</b>

# Working Relationships

RIVERSIDE (488)

		Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Working Relationships</b>		<b>74</b>	<b>-4</b>	<b>1</b>	<b>-1</b>
7	There is good cooperation between my department and other departments at my campus/location.	<b>68</b>	<b>-2</b>	<b>1</b>	<b>-4</b>
22	There is good cooperation between staff in my department.	<b>80</b>	<b>-7*</b>	<b>0</b>	<b>1</b>

# Retention

RIVERSIDE (488)

		Total Favorable	RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)
<b>Retention</b>		n/a	n/a	n/a	n/a
<b>36</b>	At the present time, are you seriously considering leaving the UC system?	<b>53</b>	<b>-7*</b>	<b>-6*</b>	<b>-14*</b>



# Key Drivers - Sustainable Engagement

RIVERSIDE (488)

RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)	Total Favorable Score		
-1	-2	-12*	58	Career Development	Sustainable Engagement
-2	-3	-6*	72	Supervision	
n/a	-4	-14*	52	Organizational Change & Innovation	

# Key Driver Questions - Sustainable Engagement

RIVERSIDE (488)

RIVERSIDE 2017 (491)	Overall (9,020)	US Norm (148,768)	Total Favorable Score	
-1	-1	-11*	62	<b>Career Development:</b> I am confident I can achieve my personal career objectives within the UC system.
-2	-3	-14*	54	<b>Career Development:</b> My campus/location provides people with the necessary information and resources to manage their own careers effectively.
-3	-4	n/a	70	<b>Supervision:</b> My supervisor listens carefully to different points of view before coming to conclusions.
-1	-1	2	73	<b>Supervision:</b> My supervisor helps me make time to participate in training and development activities.
n/a	-3	-10*	69	<b>Organizational Change &amp; Innovation:</b> People in my department are encouraged to come up with innovative solutions to work-related problems.
10*	-7*	-11*	37	<b>Organizational Change &amp; Innovation:</b> Generally, recent major organizational changes across the UC system have been: Explained well

Sustainable  
Engagement

# Group Sizes

## RIVERSIDE (488)

### Benchmarks

RIVERSIDE 2017.....	491	US Norm.....	148,768
RIVERSIDE 2015.....	408	US Universities Staff Norm.....	17,011
Overall.....	9,020		

### Role

RIVERSIDE: Individual Contributor	247	RIVERSIDE: Manager	81
RIVERSIDE: Supervisor	89	RIVERSIDE: Director and above .....	69

### Gender

RIVERSIDE: Female .....	336	RIVERSIDE: Male .....	152
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### Tenure

RIVERSIDE: 1 < 3 .....	101	RIVERSIDE: 15 < 20 .....	53
RIVERSIDE: 3 < 5 .....	67	RIVERSIDE: 20 < 25 .....	41
RIVERSIDE: 5 < 10 .....	102	RIVERSIDE: 25 < 30 .....	21
RIVERSIDE: 10 < 15 .....	91	RIVERSIDE: 30+ .....	12

### Ethnicity

RIVERSIDE: Asian .....	43	RIVERSIDE: White .....	223
RIVERSIDE: Black .....	47	RIVERSIDE: Other .....	56
RIVERSIDE: Hispanic .....	118		

### Pay Range

RIVERSIDE: Pay Range04 \$40 - \$49k .....	16	RIVERSIDE: Pay Range07 \$70 - \$79k .....	88
RIVERSIDE: Pay Range05 \$50 - \$59k .....	74	RIVERSIDE: Pay Range08 \$80 - \$89k .....	50
RIVERSIDE: Pay Range06 \$60 - \$69k .....	83	RIVERSIDE: Pay Range09 \$90 - \$99k .....	56



**Pay Range**

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RIVERSIDE: Pay Range10 \$100 - \$109k .....	29	RIVERSIDE: Pay Range12 \$120 - \$129k .....	14
RIVERSIDE: Pay Range11 \$110 - \$119k .....	30	RIVERSIDE: Pay Range13 \$130 - \$139k .....	17