

UCR

2017 UC - CUCSA Staff Engagement Survey

Human Resources and Staff Assembly
January 2018

Mission | *We provide HR leadership and expertise to create and support a high-performing, inclusive workplace which advances UCR's mission and strategic objectives.*

Vision | *UCR HR is the benchmark in higher education for visionary and innovative HR strategies and exemplary service delivery.*

Contents

- Introduction
- 2015 survey and action plans
- Systemwide results
- Campus results
- Panel discussion
- Next steps

Background



4 weeks

Survey administration from
May 15 – June 9, 2017



51%

response rate

+5% from 2015

10,539

total responses



5,927

Comments made in response to
1 open-ended comment question

56% from response rate
-2% from 2015



40 survey questions

10 Topic areas
(2 new in 2017)



13

campuses and
locations surveyed
inviting random valid
samples of staff

Comment question:

What one or two suggestions do you have that would most improve your campus/location as a place to work?

Engagement

A staff member who is engaged feels connected to the organization and more likely to stay, is motivated, has what they need to deliver and can maintain their level of contribution over time

Systemwide Headlines

- > Participation rates improved
 - > System-wide response improved 5% from 2015 and 8% from 2012
 - > **UCR response improved 6% from 2015 and 11% from 2012**
- > High Points
 - > Notable improvement in many areas, but managing change continues to be a significant challenge
 - > Systemwide 17 items improved, 6 items declined
 - > **At UCR 22 items improved, 12 declined**

Improvements since 2015

- Systemwide: Communication, Performance Management, Supervision, Working Relationships, and Engagement
- **UCR: Communication, Career Development, Performance Management, Supervision**

Strengths versus external benchmarks:

- Systemwide : Supervision, Working Relationships, Diversity & Inclusion (support for equal opportunity), and Engagement (work flexibility, willingness to recommend UC)
- **UCR: Working Relationships, Supervision (time for training and development, treats staff with respect, listens to different perspectives) Diversity & Inclusion (support for equal opportunity), Engagement (work flexibility, willingness to recommend UC) and Image/Brand (employees are proud to be associated with UC)**

Opportunities

- Systemwide, most categories score below external benchmarks
- Organizational Change shows the largest negative gap
- Systemwide areas of decline from 2015: Organizational Change, Image/Brand
- UCR areas of decline from 2015: Organizational Change, Image/Brand

UC Overall vs. 2015 and external norms

	Total Favorable Score	University of California Overall 2015	University of California Overall 2012	Universities Staff Norm	US National Norm
Working Relationships	76	1	n/a	0	1*
Image/Brand	75	-1	n/a	-3*	-2*
Diversity & Inclusion	73	n/a	n/a	n/a	-3*
Supervision	72	1*	2*	-1	-3*
Engagement	70	1	3*	-4*	-3*
Communication	69	2*	7*	n/a	-2*
Wellness	69	n/a	n/a	n/a	n/a
Career Development	57	0	3*	-4*	-6*
Performance Management	57	4*	3*	n/a	-6*
Organizational Change	30	-4*	-6*	n/a	-20*

Notable improvement in many areas but change management continues to be a challenge

* Statistically Significant Difference (+) * Statistically Significant Difference (-)

UC Overall vs. US National Norm: Most/least favorable items

Top 5 Questions	Total Favorable	U.S. National Norm
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	72	8*
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	7*
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	83	3*
DIVERSITY & INCLUSION: 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.	75	3*
SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions.	73	3*
Bottom 5 Questions		
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Executed well.	27	-24*
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well.	32	-24*
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	31	-16*
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	44	-13*
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Planned well.	30	-12*

Relationships, flexibility, and D&I show overall strength; change management, staffing levels and pay for performance score well below benchmark

* Statistically Significant Difference (+) * Statistically Significant Difference (-)

2015 to 2017 trends by campus/location

	UC Overall Trend (9,468 vs. 10,539)	Ag and Natl Rescos Trend (174 vs. 234)	Berkeley Trend (1,034 vs. 1,363)	Berkeley Lab Trend (567 vs. 659)	Davis Trend (1,083 vs. 1,122)	Irvine Trend (772 vs. 737)	Los Angeles Trend (1,583 vs. 1,728)	Merced Trend (254 vs. 267)	Riverside Trend (408 vs. 491)	San Diego Trend (1,096 vs 1,203)	San Francisco Trend (1,171 vs. 1,126)	Santa Barbara Trend (507 vs. 607)	Santa Cruz Trend (462 vs. 473)	UCOP Trend (357 vs 529)
Career Development	0	4	-3	4	0	2	1	0	3	1	2	2	0	-1
Communication	2*	4	2	6*	1	2	3	-4	1	2	6*	6*	-2	2
Engagement	1	3	-1	2	3	2	1	-3	0	2	2	2	3	4
Image/Brand	-1	4	-5*	1	1	3	-1	-2	-2	-1	-1	-1	0	4
Organizational Change	-4*	2	-5*	1	0	-6*	-3*	-3	-9*	-5*	-4	-1	-3	-4
Performance Management	4*	5	4	3	3	3	5*	7	3	4*	6*	8*	3	4
Supervision	1*	0	0	0	1	0	2	-1	4	2	1	6*	1	3
Working Relationships	1	-3	-4*	2	2	2	2	2	0	3	0	4	1	4
Diversity & Inclusion	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Wellness	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Performance Management consistently improves, Organizational Change declines at most campuses/locations

* Statistically Significant Difference (+)

* Statistically Significant Difference (-)

UCR in 2015

Two years ago, survey identified areas that were working well:

Working Relationships	<ul style="list-style-type: none">• There is good cooperation between my department and other departments at my campus• There is good cooperation between staff in my department	-5 4
Communication	<ul style="list-style-type: none">• I feel able to openly and honestly communicate my views to supervisors and other leaders	6

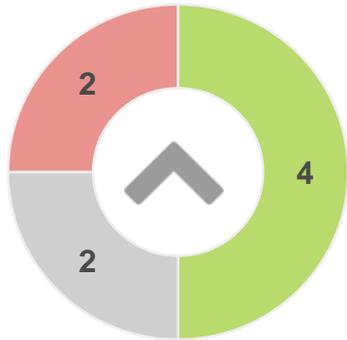
.... And areas of opportunity for improvement:

Staffing/workload	<ul style="list-style-type: none"> There is usually sufficient staff in my department to handle the workload 	-5
Performance Management	<ul style="list-style-type: none"> I feel my campus does a good job matching pay to performance I feel my personal contributions are recognized 	5 11
Career Development	<ul style="list-style-type: none"> My campus provides people with the necessary information and resources to manage their own careers effectively There are sufficient opportunities for me to receive training to improve my skills in my current job 	8 2
Communication	<ul style="list-style-type: none"> My campus does an excellent job of keeping employees informed about important organizational matters affecting us 	-3

UCR Results 2017

Results vs. Riverside 2015

4 Out Of 8 Categories Have Improved



Most Improved

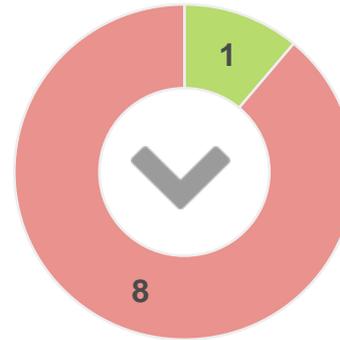
- Supervision 4
- Career Development 3
- Performance Management 3

Most Declined

- Organizational Change -9*
- Image/Brand -2

Results vs. US National Norm

8 Out Of 9 Categories Are Below



Most Favorable

- Working Relationships 4

Least Favorable

- Organizational Change -26*
- Performance Management -11*
- Career Development -8*

Engagement



Strengths

- ▶ Career Development, Performance Management, Supervision

Opportunities

- ▶ Organizational Change

Strengths and Opportunities

Strengths

		% Favorable	Riverside 2015	University of California Overall 2017	US National Norm	
 <p>Our strengths: We should continue to build on these.</p>	34	My supervisor helps me make time to participate in training and development activities.	74	9*	2	10*
	5	I feel my personal contributions are recognized. ★	63	11*	-4	-5*
	23	I am confident I can achieve my personal career objectives within the UC system. ★	63	7*	0	-4

Opportunities

		% Favorable	Riverside 2015	University of California Overall 2017	US National Norm	
 <p>Our opportunity areas: These are our priority areas to focus on.</p>	15c	Generally, recent major organizational changes across the UC system have been: Executed well	20	-8*	-6*	-30*
	15b	Generally, recent major organizational changes across the UC system have been: Explained well	27	-8*	-5*	-29*
	15a	Generally, recent major organizational changes across the UC system have been: Planned well	24	-10*	-6*	-19*

★ Statistically Significant Difference (+)

★ Statistically Significant Difference (-)

Highest and Lowest Scoring items

Highest		% Favorable	Riverside 2015	University of California Overall 2017	US National Norm	
Highest	16	I have a clear understanding of how my job contributes to department objectives	89	0	1	-2
	17	My supervisor treats me with respect.	88	7*	1	1
	6	I am proud to be associated with the UC system	88	0	2	1
Lowest		% Favorable	Riverside 2015	University of California Overall 2017	US National Norm	
Lowest	15c	Generally, recent major organizational changes across the UC system have been: Executed well	20	-8*	-6*	-30*
	15b	Generally, recent major organizational changes across the UC system have been: Explained well	27	-8*	-5*	-29*
	15a	Generally, recent major organizational changes across the UC system have been: Planned well	24	-10*	-6*	-19*
	2	There is usually sufficient staff in my department to handle the workload	30	-5	-14*	-26*

Categories vs. Multiple Benchmarks

	Total Favorable Score	Riverside 2015	University of California Overall 2017	US National Norm
Career Development	55	3	-2	-8*
Communication	65	1	-5*	-7*
Engagement	66	0	-4	-7*
Image/Brand	71	-2	-4*	-6*
Organizational Change	24	-9*	-6*	-26*
Performance Management	52	3	-5*	-11*
Supervision	72	4	0	-3
Working Relationships	78	0	3	4
Diversity & Inclusion	74	n/a	0	-2
Wellness	71	n/a	2	n/a

* Statistically Significant Difference (+)

* Statistically Significant Difference (-)

The numbers – by topic area

Career Development

		Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Career Development		55	3	-2	-8*
7	There are sufficient opportunities for me to receive training to improve my skills in my current job.	63	2	-3	-7*
11	I believe I have the opportunity for personal development and growth within the UC system.	63	-6	-1	-6*
20	My campus/location is doing a good job of planning for management succession. ★	30	2	-3	-11*
23	I am confident I can achieve my personal career objectives within the UC system. ★	63	7*	0	-4
28	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	56	8*	-3	-11*

Communication

	Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Communication	65	1	-5*	-7*
1 My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	63	-3	-7*	-7*
14 I feel able to openly and honestly communicate my views to my supervisor and other leaders.	67	6	-3	-7*

Engagement

	Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Engagement	66	0	-4	-7*
2 There is usually sufficient staff in my department to handle the workload.	30	-5	-14*	-26*
8 I am satisfied with my involvement in decisions that affect my work.	60	3	-5*	-10*
18 My work schedule allows sufficient flexibility to meet my personal/family needs.	77	-5	-7*	1
19 I feel motivated to go beyond my formal job responsibilities to get the job done.	83	4	-2	-4*
21 I have the equipment/tools/resources I need to do my job effectively.	66	-3	-7*	-9*
27 I would recommend the UC system as a good place to work.	82	2	4	3
29 Working for the UC system inspires me to do my best work.	72	-1	-1	-3
36 At the present time, are you seriously considering leaving the UC system?	61	1	0	-6*

Image/Brand

	Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Image/Brand	71	-2	-4*	-6*
6 I am proud to be associated with the UC system.	88	0	2	1
22 My campus/location is highly regarded by its employees.	54	-4	-10*	-13*

Organizational Change

	Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Organizational Change	24	-9*	-6*	-26*
15a Generally, recent major organizational changes across the UC system have been: Planned well	24	-10*	-6*	-19*
15b Generally, recent major organizational changes across the UC system have been: Explained well	27	-8*	-5*	-29*
15c Generally, recent major organizational changes across the UC system have been: Executed well	20	-8*	-6*	-30*

Performance Management

	Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Performance Management	52	3	-5*	-11*
3 I feel my campus/location does a good job matching pay to performance. ★	30	5	-1	-17*
5 I feel my personal contributions are recognized. ★	63	11*	-4	-5*
25 I think my performance on the job is evaluated fairly.	65	-6*	-9*	-10*

Supervision

	Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Supervision	72	4	0	-3
4 My supervisor keeps me informed about issues that affect me.	73	3	-2	-7*
9 My supervisor develops people's abilities.	61	5	-2	-7*
12 Regarding suggestions for change from employees, my supervisor is usually responsive.	70	3	-1	-7*
16 I have a clear understanding of how my job contributes to the departmental objectives.	89	0	1	-2
17 My supervisor treats me with respect.	88	7*	1	1
24 My supervisor communicates effectively.	73	4	0	-5*
26a Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	51	3	3	-7*
26b Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	73	7*	0	4
26c Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	74	4	-2	-4*
31 My supervisor does a good job of building teamwork.	65	4	-1	-8*

Supervision

	Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Supervision	72	4	0	-3
34 My supervisor helps me make time to participate in training and development activities.	74	9*	2	10*

Working Relationships

	Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Working Relationships	78	0	3	4
10 There is good cooperation between my department and other departments at my campus/location.	70	-5	1	0
30 There is good cooperation between staff in my department.	87	4	5*	8*

Diversity & Inclusion

	Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Diversity & Inclusion	74	n/a	0	-2
13 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.	77	n/a	2	5*
33 Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	70	n/a	-1	-10*

Wellness

		Total Favorable	Riverside 2015	University of California Overall 2017	US National Norm
Wellness		71	n/a	2	n/a
32	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location. ★	74	n/a	2	n/a
35	My organization promotes an environment of physical, mental, and social well-being. ★	67	n/a	2	-4

Category Breakdown - Role

	Riverside 2017 (491)	Individual Contributor 2017 (205)	Supervisor 2017 (107)	Manager 2017 (100)	Director and above 2017 (75)
Career Development	55	-4	-4	7	6
Communication	65	-2	1	6	-5
Engagement	66	-1	-2	1	5
Image/Brand	71	-2	0	1	3
Organizational Change	24	1	1	-1	-3
Performance Management	52	-4	0	4	6
Supervision	72	-2	-1	3	1
Working Relationships	78	-6	1	4	10
Diversity & Inclusion	74	-6	5	8	-2
Wellness	71	0	-2	0	3

Category Breakdown - Gender

	Riverside 2017 (491)	Female 2017 (300)	Male 2017 (191)
Career Development	55	2	-3
Communication	65	0	1
Engagement	66	2	-3
Image/Brand	71	1	-2
Organizational Change	24	0	0
Performance Management	52	2	-3
Supervision	72	2	-3
Working Relationships	78	1	-2
Diversity & Inclusion	74	0	-1
Wellness	71	3	-5

Category Breakdown - Ethnicity

	Riverside 2017 (491)	Asian 2017 (61)	Black 2017 (45)	Hispanic 2017 (104)	White 2017 (278)
Career Development	55	-1	-3	3	0
Communication	65	-3	0	1	0
Engagement	66	-1	-6	3	0
Image/Brand	71	3	-5	-2	1
Organizational Change	24	-6	12	5	-3
Performance Management	52	1	-3	-3	1
Supervision	72	6	-4	0	-1
Working Relationships	78	-1	-7	2	1
Diversity & Inclusion	74	-6	-4	4	1
Wellness	71	1	-2	7	-3

Category Breakdown - Years of Service

	Riverside 2017 (491)	1 < 3 2017 (77)	3 < 5 2017 (68)	5 < 10 2017 (112)	10 < 15 2017 (70)	15 < 20 2017 (75)	20 < 25 2017 (52)
Career Development	55	-6	5	-7	4	-1	12
Communication	65	-1	9	-9	4	-2	12
Engagement	66	-3	4	-7	4	-1	9
Image/Brand	71	-4	10	-7	3	0	7
Organizational Change	24	8	3	-7	-4	2	3
Performance Management	52	5	3	-10*	6	0	3
Supervision	72	-1	4	-5	8	-4	6
Working Relationships	78	-4	-1	-5	0	4	13*
Diversity & Inclusion	74	2	12*	-6	6	-6	3
Wellness	71	-1	6	-4	7	-4	1

Category Breakdown - Years of Service

	Riverside 2017 (491)	25 < 30 2017 (20)	30+ 2017 (17)
Career Development	55	20	-24
Communication	65	0	-15
Engagement	66	11	-14
Image/Brand	71	1	-15
Organizational Change	24	17	-18
Performance Management	52	8	-9
Supervision	72	3	-17
Working Relationships	78	7	-8
Diversity & Inclusion	74	6	-34*
Wellness	71	9	-18

Category Breakdown Change

	Riverside 2017 (491)	40k - 49k 2017 (29)	50k - 59k 2017 (92)	60k - 69k 2017 (73)	70k - 79k 2017 (62)	80k - 89k 2017 (62)	90k - 99k 2017 (46)
Career Development	55	4	-1	-5	-3	0	1
Communication	65	2	3	3	-6	0	-2
Engagement	66	2	-1	0	-3	4	1
Image/Brand	71	-1	-1	-3	-1	-1	4
Organizational Change	24	11	5	-2	0	2	-3
Performance Management	52	4	-5	-5	-3	3	2
Supervision	72	5	-1	0	-1	4	0
Working Relationships	78	-11	-4	-1	4	-2	2
Diversity & Inclusion	74	-3	-1	0	1	4	-2
Wellness	71	4	6	0	-4	4	-11

Category Breakdown - Pay Range

	Riverside 2017 (491)	100k - 109k 2017 (43)	110k - 149k 2017 (60)	150k - 199k 2017 (13)
Career Development	55	-2	7	18
Communication	65	-8	-1	8
Engagement	66	-6	1	9
Image/Brand	71	-5	3	16
Organizational Change	24	-11	-3	4
Performance Management	52	-3	7	24
Supervision	72	-6	-2	13
Working Relationships	78	-6	12*	22
Diversity & Inclusion	74	-5	2	-1
Wellness	71	-5	-1	18

Engagement Profile vs. U.S. National Norm & Riverside 2015

 **Highly Engaged:** Those who score high on all three aspects of sustainable engagement

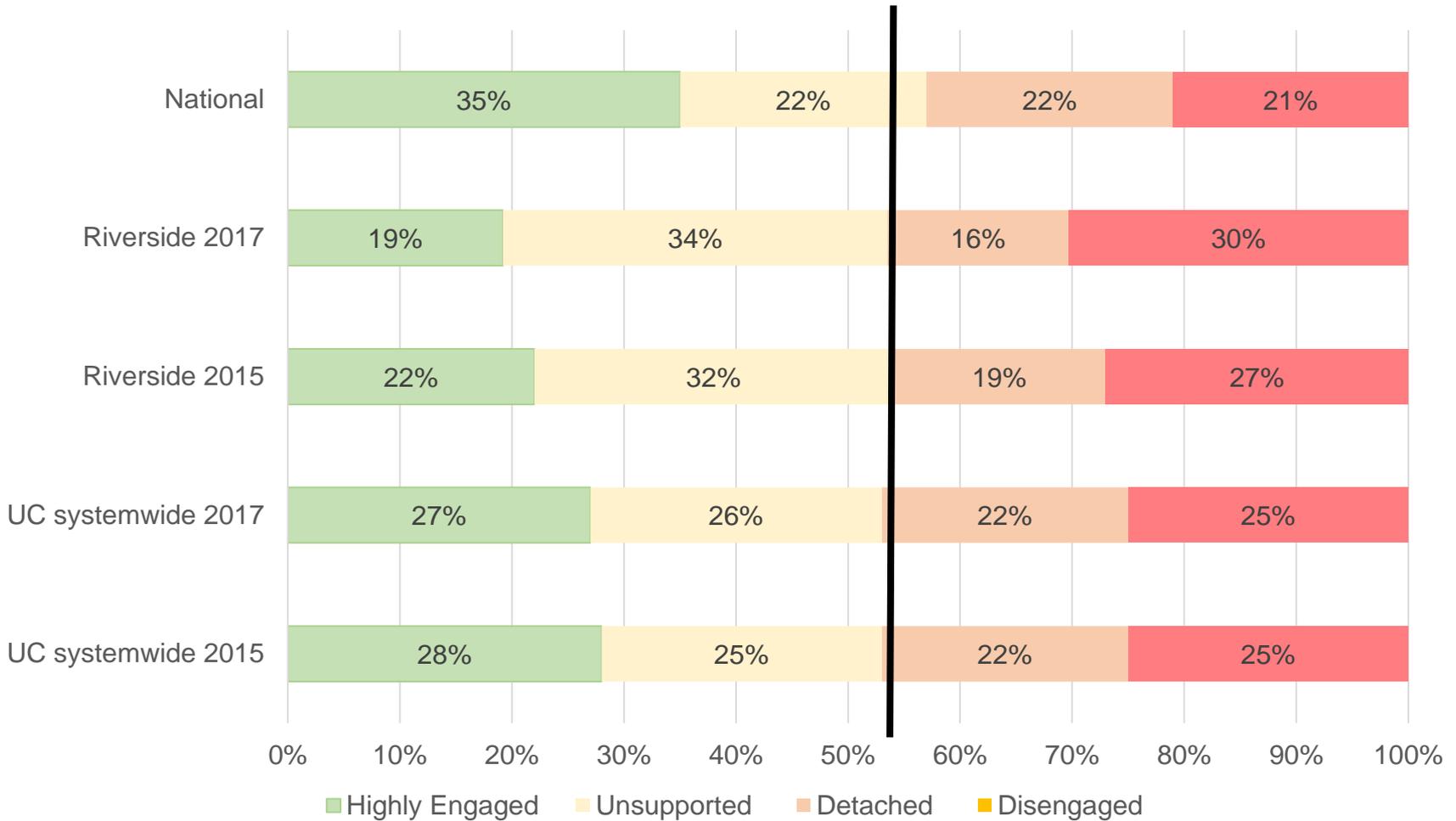
 **Unsupported:** Those who are traditionally engaged, but lack enablement and/or energy

 **Detached:** Those who feel enabled and/or energized, but lack a sense of traditional engagement

 **Disengaged:** Those who score low on all three aspects of sustainable engagement

2017	Engaged	Enabled	Energized	U.S.	2015
Highly Engaged 19%				35%	22%
Unsupported 34%				22%	32%
Detached 16%				22%	19%
Disengaged 30%				21%	27%

Staff Engagement at UCR



Next Steps

Appendices

About the benchmarks

Willis Towers Watson U.S. National Norm

The U.S. National Norm provides a broad comparison to a composite of U.S. based organizations.

employees represented: 1,944,070

Example represented companies: Bank of the West, Clorox, Bill and Melinda Gates Foundation, E & J Gallo Winery, First American Corporation, Progressive Insurance, REI, Siemens, Union Bank, Verizon, Whirlpool Corporation

Willis Towers Watson U.S. Universities Staff benchmark

The U.S. Universities Staff benchmark provides a weighted average of employee survey results from non-faculty staff employees working in universities and institutions of higher education.

employees represented: 16,527

Example represented universities: Loyola University, University of Kentucky

Survey definitions

- **“UC System”** refers to The University of California.
- **“Campus/Location”** refers to a University of California campus or satellite location.
- **“Supervisor”** refers to the person to whom you report and conducts your annual performance review.
- **“Department”** refers to the major functional area in your Division that is above the Unit level.

Group Sizes

Riverside (491)

Benchmarks

Riverside 2015.....	408	US National Norm.....	159,758
Riverside 2012.....	559	Universities Staff Norm.....	16,527
University of California Overall 2017.....	10,539		

Role

Individual Contributor 2017.....	205	Manager 2017.....	100
Supervisor 2017.....	107	Director and above 2017.....	75

Gender

Female 2017.....	300	Male 2017.....	191
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Ethnicity

Asian 2017.....	61	Hispanic 2017.....	104
Black 2017.....	45	White 2017.....	278

Years of Service

1 < 3 2017.....	77	15 < 20 2017.....	75
3 < 5 2017.....	68	20 < 25 2017.....	52
5 < 10 2017.....	112	25 < 30 2017.....	20
10 < 15 2017.....	70	30+ 2017.....	17

Pay Range

40k - 49k 2017.....	29	80k - 89k 2017.....	62
50k - 59k 2017.....	92	90k - 99k 2017.....	46
60k - 69k 2017.....	73	100k - 109k 2017.....	43
70k - 79k 2017.....	62	110k - 149k 2017.....	60