



Systemwide
Human Resources

2017 UC Staff Engagement Survey

Riverside

How to Read Results

Riverside

Scores

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



Favorable Responses

Differences and Colors

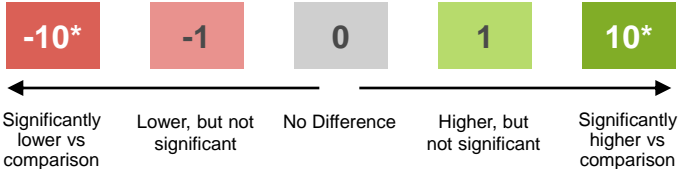
Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

For example:		Total Favorable Score	Historical	Parent Group	Company Overall	Industry Norm
Employee Engagement		86	-8*	3*	3*	-10*
3	I have a good understanding of our goals.	84	2*	1	-9*	2*
12	I have a good understanding of how my job contributes to achieving our goals. ★	88	4	10*	-1	0

Icons (if applicable)

- # When a question number is shown in red it is a priority issue.
- ★ Key driver question.
- (N) On some questions disagreeing is the favorable response.

* **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.

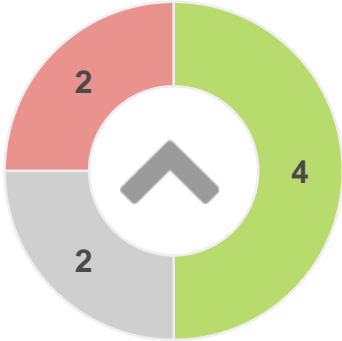


Overview

Riverside

Results vs. Riverside 2015

4 Out Of 8 Categories Have Improved



Most Improved

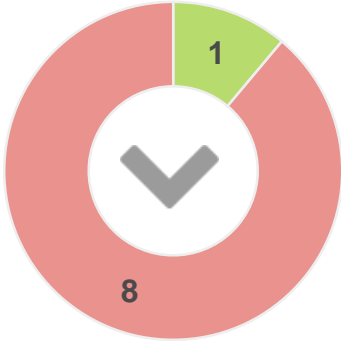
- Supervision 4
- Career Development 3
- Performance Management 3

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

Riverside

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*

Note: Strengths/Opportunities are based on several factors, such as absolute scores, differences from benchmarks, and impact on engagement.

Suggested Actions

Riverside

WHAT WE COULD DO



"Best practice"
suggested actions

▶ **Improve execution of changes at the location.**

Hold regular meetings on at least a quarterly basis to update employees on organizational changes and how they may affect their roles and objectives. This will help avoid rumor and enhance confidence in senior leaders. Remember, a one-off communication will be forgotten very quickly.

▶ **Improve communication on changes taking place at the location or across the system.**

During periods of organizational change employees will have a greatly increased desire for information. Rumors can quickly spread, causing fear and distracting employees from their work. During these periods, check in with your employees often and share whatever you can as soon as possible. Consider carefully what employees are asking (and not asking, but may be concerned about). When you have no information to share, provide with them a time horizon for when they will hear more.

Categories vs. Multiple Benchmarks

Riverside

	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

Category Breakdown - Role

Riverside

	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

	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

	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

	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

	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 - Pay Range

Riverside

	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

	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

Career Development

Riverside

		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

Riverside

		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

Riverside

	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

Riverside

	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

Riverside

	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

Riverside

	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

Riverside

	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

Riverside

	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

Riverside

	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

Riverside

	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

Riverside

		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

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

Segmentation analysis identifies the types of engagement within the organization



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



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



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

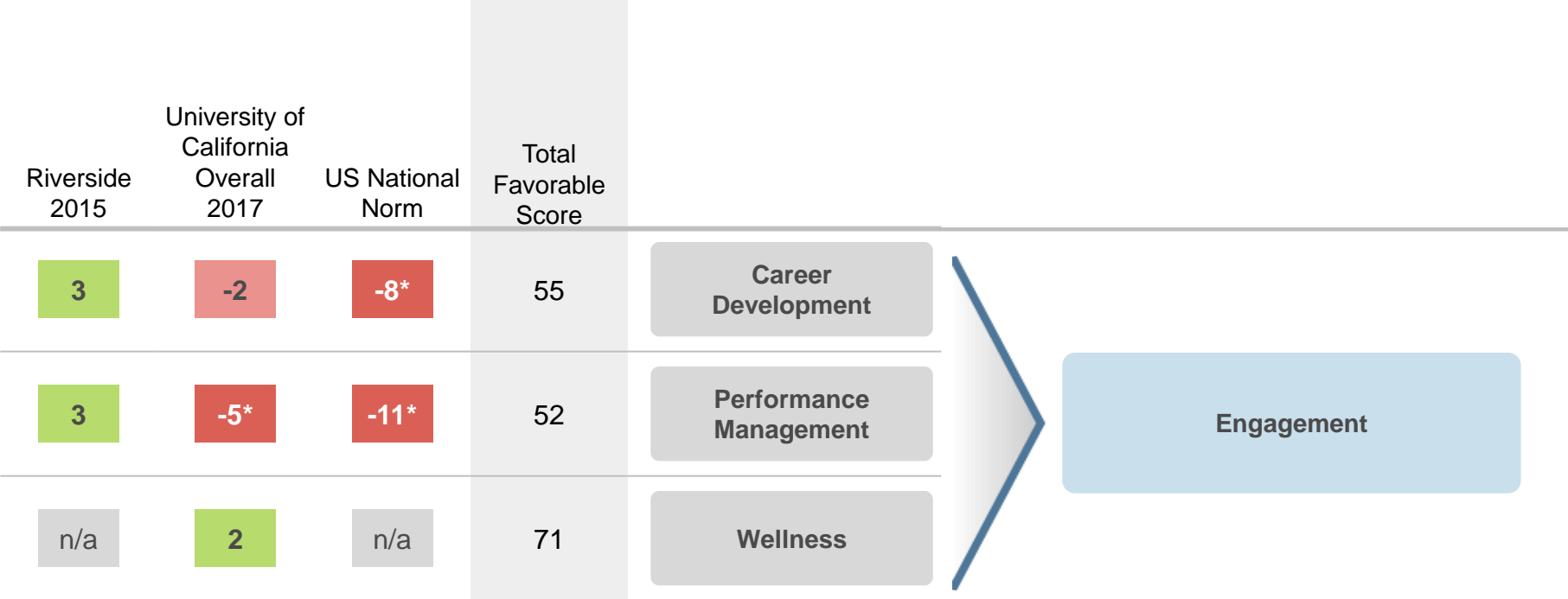


Disengaged: Those who score low on all three aspects of sustainable engagement

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

Key Drivers of Engagement

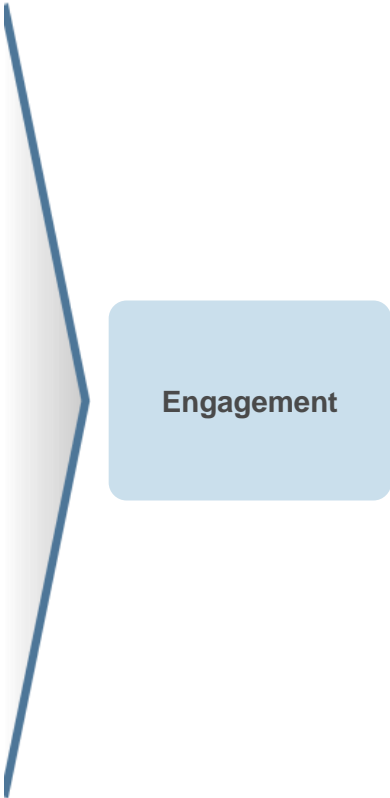
Riverside



Key Driver Items of Engagement

Riverside

Riverside 2015	University of California Overall 2017	US National Norm	Total Favorable Score	
2	-3	-11*	30	Career Development: My campus/location is doing a good job of planning for management succession.
7*	0	-4	63	Career Development: I am confident I can achieve my personal career objectives within the UC system.
5	-1	-17*	30	Performance Management: I feel my campus/location does a good job matching pay to performance.
11*	-4	-5*	63	Performance Management: I feel my personal contributions are recognized.
n/a	2	n/a	74	Wellness: My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.
n/a	2	-4	67	Wellness: My organization promotes an environment of physical, mental, and social well-being.



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

Pay Range

150k - 199k 2017..... 13