2017 UC Staff Engagement Survey

San Diego

How to Read Results

San Diego

Scores

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

Agree	Tend to Agree	?	Tend to Disagree	Disagree
◻ (green)	◻ (green)	◻	◻	◻

Favorable Responses
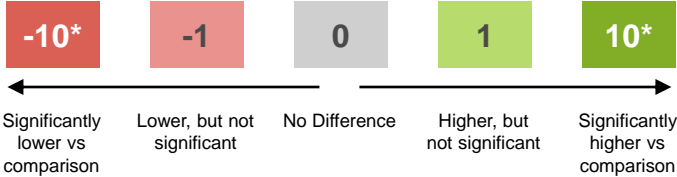
Differences and Colors

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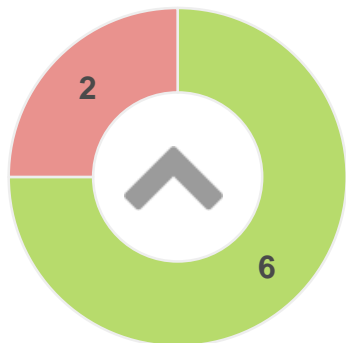
-10*	-1	0	1	10*
Significantly lower vs comparison	Lower, but not significant	No Difference	Higher, but not significant	Significantly higher vs comparison

Overview

San Diego - 1,203 Total Responses (Favorable Score)

Results vs. San Diego 2015

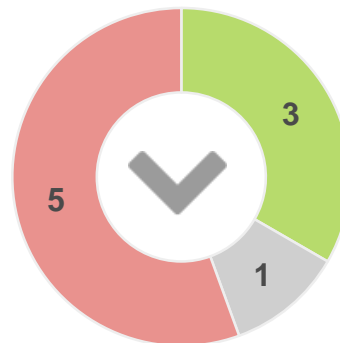**6** Out Of **8** Categories Have Improved

Most Improved

Performance Management 4*
Working Relationships 3
Communication 2

Most Declined

Organizational Change -5*
Image/Brand -1

Results vs. US National Norm

5 Out Of **9** Categories Are Below

Most Favorable

Working Relationships 3*
Diversity & Inclusion 3*
Image/Brand 2

Least Favorable

Organizational Change -17*
Performance Management -4*
Career Development -1

Engagement

| 73 | |

San Diego 2015	University of California Overall 2017	US National Norm
↑ 2	↑ 3	= 0

Strengths

▶ Career Development, Performance Management, Supervision

Opportunities

▶ Career Development, Organizational Change

Strengths and Opportunities

San Diego

Strengths

			% Favorable	Historical	Overall	Norm
Our strengths: We should continue to build on these.	5	I feel my personal contributions are recognized. ★	70	11*	3*	2
	34	My supervisor helps me make time to participate in training and development activities.	75	6*	3*	11*
	28	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	66	4*	7*	0

Opportunities

			% Favorable	Historical	Overall	Norm
Our opportunity areas: These are our priority areas to focus on.	15b	Generally, recent major organizational changes across the UC system have been: Explained well	34	-4*	2	-22*
	15c	Generally, recent major organizational changes across the UC system have been: Executed well	30	-5*	3*	-21*
	11	I believe I have the opportunity for personal development and growth within the UC system.	67	-6*	3	-3*

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

Suggested Actions

San Diego

WHAT WE COULD DO

"Best practice" suggested actions

▶ **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.

▶ **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 employees' opportunities to develop and grow.**

Not all development is focused on formal, classroom-style training. For example, consider (1) Identifying opportunities for employees to network with other colleagues, work groups, departments, etc.; (2) Providing employees with opportunities to work directly with your manager to provide exposure to working with higher-level managers; (3) Assigning employees to mentor new or less experienced team members, so that they can learn to explain things, coach and support people.

Categories vs. Multiple Benchmarks

San Diego

	Total Favorable Score		San Diego 2015	University of California Overall 2017	US National Norm
Career Development	61		1	4*	-1
Communication	71		2	1	-1
Engagement	73		2	3	0
Image/Brand	79		-1	4*	2
Organizational Change	33		-5*	3*	-17*
Performance Management	59		4*	2	-4*
Supervision	74		2	2	-1
Working Relationships	78		3	2	3*
Diversity & Inclusion	79		n/a	6*	3*
Wellness	72		n/a	3*	n/a

Category Breakdown - Role

San Diego

	San Diego 2017 (1203)	Individual Contributor 2017 (661)	Supervisor 2017 (201)	Manager 2017 (215)	Director and above 2017 (110)
Career Development	61	-3	1	7	5
Communication	71	-1	0	3	2
Engagement	73	-1	2	1	2
Image/Brand	79	-1	0	3	2
Organizational Change	33	-1	-1	2	3
Performance Management	59	-2	1	3	4
Supervision	74	-1	0	1	1
Working Relationships	78	-1	-4	2	10*
Diversity & Inclusion	79	0	-1	1	4
Wellness	72	-2	2	2	5

Career Development

San Diego

		Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
	Career Development	**61**	1	4*	-1
7	There are sufficient opportunities for me to receive training to improve my skills in my current job.	71	0	5*	1
11	I believe I have the opportunity for personal development and growth within the UC system.	67	-6*	3	-3*
20	My campus/location is doing a good job of planning for management succession.	37	1	4*	-4*
23	I am confident I can achieve my personal career objectives within the UC system. ★	65	4*	3*	-2
28	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	66	4*	7*	0

Communication

San Diego

		Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
Communication		**71**	**2**	**1**	**-1**
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	71	5*	2	1
14	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	-1	1	-3*

Engagement

San Diego

		Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
Engagement		**73**	2	3	0
2	There is usually sufficient staff in my department to handle the workload.	47	3	3*	-9*
8	I am satisfied with my involvement in decisions that affect my work.	68	2	3*	-3
18	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-1	0	7*
19	I feel motivated to go beyond my formal job responsibilities to get the job done.	85	1	0	-2
21	I have the equipment/tools/resources I need to do my job effectively.	78	1	6*	3*
27	I would recommend the UC system as a good place to work.	82	4*	3*	2*
29	Working for the UC system inspires me to do my best work.	74	1	2	-1
36	At the present time, are you seriously considering leaving the UC system?	65	4*	4*	-2

Image/Brand

San Diego

		Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
	Image/Brand	**79**	**-1**	**4***	**2**
6	I am proud to be associated with the UC system.	**88**	**2**	**2**	**1**
22	My campus/location is highly regarded by its employees.	**70**	**-5***	**5***	**3***

Organizational Change

San Diego

	Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
Organizational Change	**33**	-5*	3*	-17*
15a Generally, recent major organizational changes across the UC system have been: Planned well	34	-5*	4*	-9*
15b Generally, recent major organizational changes across the UC system have been: Explained well	34	-4*	2	-22*
15c Generally, recent major organizational changes across the UC system have been: Executed well	30	-5*	3*	-21*

Performance Management

San Diego

		Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
	Performance Management	**59**	4*	2	-4*
3	I feel my campus/location does a good job matching pay to performance. ★	**32**	4*	1	-15*
5	I feel my personal contributions are recognized. ★	**70**	11*	3*	2
25	I think my performance on the job is evaluated fairly.	**75**	-2	1	1

Supervision

San Diego

		Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
Supervision		**74**	**2**	**2**	**-1**
4	My supervisor keeps me informed about issues that affect me.	**76**	**2**	**1**	**-4***
9	My supervisor develops people's abilities.	**66**	**6***	**3***	**-2**
12	Regarding suggestions for change from employees, my supervisor is usually responsive.	**74**	**2**	**3***	**-3***
16	I have a clear understanding of how my job contributes to the departmental objectives.	**88**	**-1**	**0**	**-4***
17	My supervisor treats me with respect.	**88**	**3***	**1**	**1**
24	My supervisor communicates effectively.	**74**	**0**	**1**	**-5***
26a	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	**50**	**0**	**1**	**-9***
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	**74**	**2**	**2**	**5***
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	**78**	**3**	**2**	**-1**
31	My supervisor does a good job of building teamwork.	**70**	**2**	**3***	**-4***

Supervision

San Diego

	Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
Supervision	**74**	2	2	-1
34 My supervisor helps me make time to participate in training and development activities.	**75**	6*	3*	11*

Working Relationships

San Diego

		Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
Working Relationships		**78**	3	2	3*
10	There is good cooperation between my department and other departments at my campus/location.	72	0	3*	2
30	There is good cooperation between staff in my department.	84	6*	1	5*

Diversity & Inclusion

San Diego

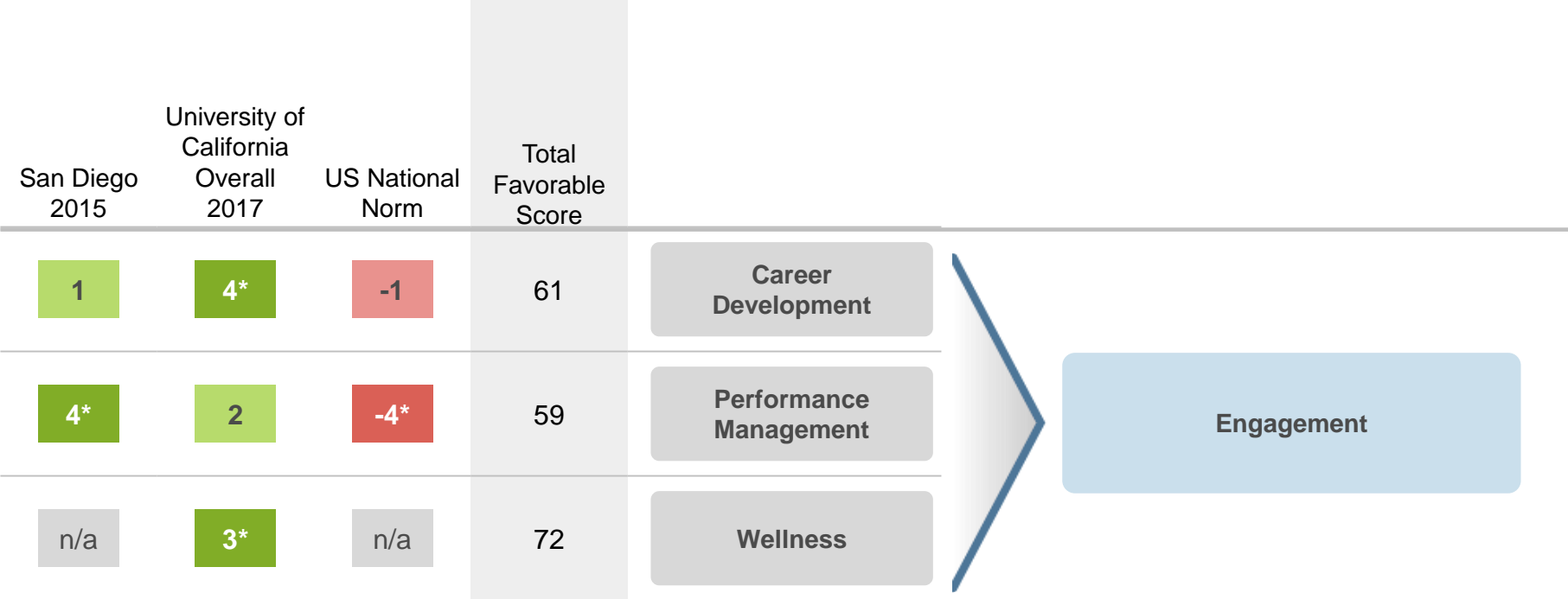|		Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
	Diversity & Inclusion	**79**	n/a	**6***	**3***
13	I feel that management at my campus/location supports equal opportunity for all employees, of all differences, including, but not limited to, age, gender identity, ethnicity and disability status.	**81**	n/a	**6***	**9***
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	**77**	n/a	**6***	**-3***

Wellness

San Diego

		Total Favorable	San Diego 2015	University of California Overall 2017	US National Norm
Wellness		**72**	n/a	**3***	n/a
32	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location. ★	**75**	n/a	**3**	n/a
35	My organization promotes an environment of physical, mental, and social well-being. ★	**69**	n/a	**4***	**-2**

Key Drivers of Engagement - San Diego

San Diego

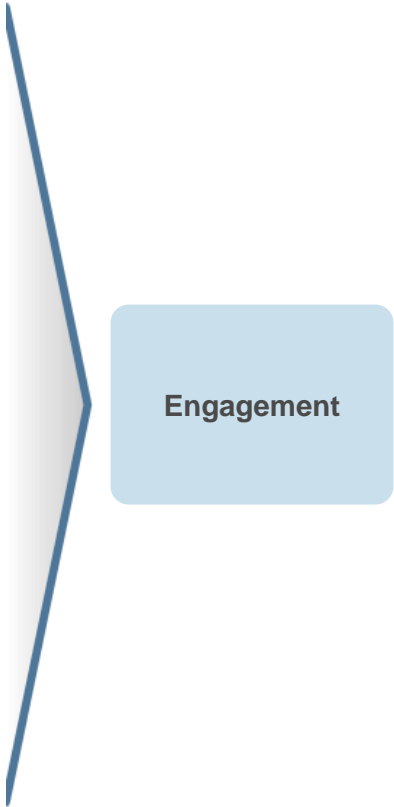| San Diego 2015	University of California Overall 2017	US National Norm	Total Favorable Score		
1	4*	-1	61	**Career Development**	**Engagement**
4*	2	-4*	59	**Performance Management**	
n/a	3*	n/a	72	**Wellness**	

Key Driver Items of Engagement - San Diego

San Diego

San Diego 2015	University of California Overall 2017	US National Norm	Total Favorable Score	
4*	3*	-2	65	**Career Development:** I am confident I can achieve my personal career objectives within the UC system.
4*	7*	0	66	**Career Development:** My campus/location provides people with the necessary information and resources to manage their own careers effectively.
4*	1	-15*	32	**Performance Management:** I feel my campus/location does a good job matching pay to performance.
11*	3*	2	70	**Performance Management:** I feel my personal contributions are recognized.
n/a	3	n/a	75	**Wellness:** My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.
n/a	4*	-2	69	**Wellness:** My organization promotes an environment of physical, mental, and social well-being.

Engagement

Group Sizes

San Diego (1,203)

Benchmarks

San Diego 2015	1,096	US National Norm	159,758
San Diego 2012	959	Universities Staff Norm	16,527
University of California Overall 2017	10,539		

Role

Individual Contributor 2017	661	Manager 2017	215
Supervisor 2017	201	Director and above 2017	110

Gender

Female 2017	820	Male 2017	383

Ethnicity

Asian 2017	234	Hispanic 2017	182
Black 2017	61	White 2017	718

Years of Service

1 < 3 2017	163	15 < 20 2017	145
3 < 5 2017	140	20 < 25 2017	100
5 < 10 2017	269	25 < 30 2017	71
10 < 15 2017	261	30+ 2017	54

Pay Range

< 40k 2017	12	70k - 79k 2017	160
40k - 49k 2017	61	80k - 89k 2017	116
50k - 59k 2017	279	90k - 99k 2017	88
60k - 69k 2017	230	100k - 109k 2017	74

Pay Range

110k - 149k 2017... 130   200k + 2017... 13

150k - 199k 2017...   40