AGENDA

- CUCSA Staff Engagement Survey background
- 2012 Staff Engagement Survey - outcomes and action items
- 2015 Staff Engagement Survey Results
  - Our areas of strength
  - Our focus for improvement
- Your feedback (audience participation required!)
The Staff Engagement Surveys, developed by the Council of University of California Staff Assemblies (CUCSA) and UC systemwide Human Resources, helps University leaders, managers, and supervisors better understand the views, experiences and needs of policy covered staff on a range of topics related to working at UC, including:

- career development
- performance management
- staff engagement

Results from each survey help us determine areas where progress was made, as well as areas that may need further effort and focus.
2012 Engagement Survey

- Areas of Strength in 2012:
  - Supervisor Relationships
  - Work-Life Balance
  - Positive Working Relationships

- Areas Identified for Improvement:
  - Organizational Change
  - Performance Management
  - Career Management
  - Communication
2012 Survey Outcomes & Action Items

Gaucho U Certificate Program
HR Academy
Management Development Program (MDP)
Lynda.com Access
HR Website Updated

NEW Training for Performance Management and Core Competencies
NEW Performance Evaluation Form

Career Development
PMO Communications
S-List for Staff

Performance Management
Communication
Improved Communications-
Our greatest success story
NEW SYSTEMWIDE SURVEY CONDUCTED IN 2015
Who Participated in the 2015 Survey?

- Policy-covered (non-represented) staff were surveyed
- UCSB’s response rate to the survey was 55%
- UCSB had the 2nd highest response rate of all campus locations
Overall Changes since 2012 in Major Categories

Categories Ranked By Difference Favorable Scores

- Communication: 68
- Career Development: 56
- Engagement: 69
- Supervision: 68
- Performance Management: 50
- Organizational Change: 33

Differences From Benchmark

- Communication: +2
- Career Development: +2
- Engagement: 0
- Supervision: 0
- Performance Management: -4
- Organizational Change: -7

Red / Green Difference Bars are statistically significant

2 Categories cannot be compared to this Benchmark
Supervision & Communication

- My supervisor treats me with respect (85%)
- My supervisor communicates effectively (72%)
- I have a clear understanding of how my job contributes to the departmental objectives (91%)
- My supervisor keeps me informed about issues that affect me (73%)
- I feel able to openly and honestly communicate my views to my supervisor and other leaders (71%)
I believe I have the opportunity for personal development and growth within the UC system (75%)

There are sufficient opportunities for me to receive training to improve my skills in my current job (67%)
Engagement

- I feel motivated to go beyond my formal job responsibilities to get the job done (84%)
- My work schedule allows sufficient flexibility to meet my personal/family needs (83%)
- I would recommend the UC system as a good place to work (79%)
- Working for the UC system inspires me to do my best work (68%)
- I am proud to be associated with the UC system (86%)
## Most Improved Items

<p>| Item                                                                 | UCSB 2015 Total Favorable | Difference from 2012 |
|----------------------------------------------------------------------|----------------------------|----------------------|-------------------|
| My campus is highly regarded by its employees                        | 66%                        | +9                   |
| Working for the UC system inspires me to do my best work             | 68%                        | +9                   |
| I feel able to openly and honestly communicate my views to my supervisor and other leaders | 71%                        | +9                   |
| My campus provides people with the necessary information and resources to manage their own careers effectively | 55%                        | +6                   |</p>
<table>
<thead>
<tr>
<th>Top Favorable Differences Against Benchmarks</th>
<th>UCSB Favorable</th>
<th>UC Overall</th>
<th>US Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is good cooperation between my department and other departments</td>
<td>76%</td>
<td>+6</td>
<td>+5</td>
</tr>
<tr>
<td>I believe I have the opportunity for personal development and growth within the UC system</td>
<td>75%</td>
<td>+3</td>
<td>+5</td>
</tr>
<tr>
<td>I feel able to openly and honestly communicate my views to my supervisor and other leaders</td>
<td>71%</td>
<td>+2</td>
<td>+5</td>
</tr>
<tr>
<td>I have a clear understanding of how my job contributes to the departmental objectives</td>
<td>91%</td>
<td>+2</td>
<td>+1</td>
</tr>
<tr>
<td>My work schedule allows sufficient flexibility to meet my personal/family needs</td>
<td>84%</td>
<td>+0</td>
<td>+6</td>
</tr>
</tbody>
</table>
We Still Have Room for Improvement

WE NEED YOUR THOUGHTS AND IDEAS
Areas For Improvement

Categories Ranked By Difference

<table>
<thead>
<tr>
<th>Category</th>
<th>Favorable Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>68</td>
</tr>
<tr>
<td>Career Development</td>
<td>56</td>
</tr>
<tr>
<td>Engagement</td>
<td>69</td>
</tr>
<tr>
<td>Supervision</td>
<td>68</td>
</tr>
<tr>
<td>Performance Management</td>
<td>50</td>
</tr>
<tr>
<td>Organizational Change</td>
<td>33</td>
</tr>
</tbody>
</table>

2 Categories cannot be compared to this Benchmark

Differences From Benchmark

Red / Green Difference Bars are statistically significant
## Organizational Change

### Total Favorable Items

<table>
<thead>
<tr>
<th>Items</th>
<th>Total Favorable</th>
<th>Total Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>5a. Generally, recent major organizational changes across the UC system have been: Planned well</td>
<td>31 31 38</td>
<td>-4 -7 * n/a -5 *</td>
</tr>
<tr>
<td>5b. Generally, recent major organizational changes across the UC system have been: Explained well</td>
<td>36 28 37</td>
<td>-7 * n/a -15 *</td>
</tr>
<tr>
<td>5c. Generally, recent major organizational changes across the UC system have been: Executed well</td>
<td>27 33 39</td>
<td>-3 n/a n/a -25 *</td>
</tr>
</tbody>
</table>

Colored Cells indicate a statistically significant difference

### Benchmarks

A. UC OVERALL [W] (N=9,468)
B. SANTA BARBARA 2012 (N=682)
C. 2014 US UNIVERSITIES STAFF NORM (N=14,560)
D. TOWERS WATSON US NATIONAL NORM (N=160,417)

### Differences in Total Favorable From

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>5a</td>
<td>-4</td>
<td>-7 *</td>
<td>n/a</td>
<td>-5 *</td>
</tr>
<tr>
<td>5b</td>
<td>0</td>
<td>-7 *</td>
<td>n/a</td>
<td>-15 *</td>
</tr>
<tr>
<td>5c</td>
<td>-3</td>
<td>n/a</td>
<td>n/a</td>
<td>-25 *</td>
</tr>
</tbody>
</table>
## Performance Management

### Benchmarks

- **A. UC OVERALL [W] (N=9,468)**
- **B. SANTA BARBARA 2012 (N=682)**
- **C. 2014 US UNIVERSITIES STAFF NORM (N=14,560)**
- **D. TOWERS WATSON US NATIONAL NORM (N=160,417)**

### Differences in Total Favorable From

<table>
<thead>
<tr>
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<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. I feel my personal contributions are recognized.</td>
<td>54</td>
<td>16</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. I think my performance on the job is evaluated fairly.</td>
<td>74</td>
<td>11</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. I feel my campus/location does a good job matching pay to performance.</td>
<td>20</td>
<td>11</td>
<td>69</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Colored Cells indicate a statistically significant difference
### Supervision

<table>
<thead>
<tr>
<th>Items</th>
<th>Total Favorable</th>
<th>Differences in Total Favorable From</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. My supervisor gives me regular feedback on my performance.</td>
<td>62 7 30</td>
<td>A. -7* B. -3 C. -7* D. -10*</td>
</tr>
<tr>
<td>13. My supervisor does a good job of building teamwork.</td>
<td>62 13 25</td>
<td>A. -2 B. 0 C. -1 D. -11*</td>
</tr>
<tr>
<td>17. My supervisor treats me with respect.</td>
<td>85 5 10</td>
<td>A. 0 B. 0 C. +1 D. -1</td>
</tr>
<tr>
<td>20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers</td>
<td>48 23 28</td>
<td>A. -1 B. 0 C. n/a D. -5*</td>
</tr>
</tbody>
</table>

Colored cells indicate a statistically significant difference.

**Benchmarks**

- A. UC OVERALL [W] (N=9,468)
- B. SANTA BARBARA 2012 (N=682)
- C. 2014 US UNIVERSITIES STAFF NORM (N=14,560)
- D. TOWERS WATSON US NATIONAL NORM (N=160,417)
## Engagement

### Items

<table>
<thead>
<tr>
<th>Items</th>
<th>Total Favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel motivated to go beyond my formal job responsibilities to get the job done.</td>
<td>85, 4, 11</td>
</tr>
<tr>
<td>Working for the UC system inspires me to do my best work.</td>
<td>68, 16, 16</td>
</tr>
<tr>
<td>I am satisfied with my involvement in decisions that affect my work.</td>
<td>63, 14, 23</td>
</tr>
</tbody>
</table>

### Benchmarks

A. UC OVERALL [W] (N=9,468)
B. SANTA BARBARA 2012 (N=682)
C. 2014 US UNIVERSITIES STAFF NORM (N=14,560)
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### Differences in Total Favorable From

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>+2</td>
<td>0</td>
<td>n/a</td>
<td>-4*</td>
</tr>
<tr>
<td>-3</td>
<td>+9*</td>
<td>n/a</td>
<td>-5*</td>
</tr>
<tr>
<td>+1</td>
<td>-2</td>
<td>0</td>
<td>-6*</td>
</tr>
</tbody>
</table>

Colored Cells indicate a statistically significant difference

Total Unfavorable

-4 *
-5 *
-6 *
-13 *
-13 *
-13 *
-13 *
## Engagement Across UC

### Locator Cluster by Campus/Location

<table>
<thead>
<tr>
<th>Campus/Location</th>
<th>Fully Engaged</th>
<th>Unsupported</th>
<th>Detached</th>
<th>Fully Disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIVERSITY OF CALIFORNIA</td>
<td>38%</td>
<td>28%</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>BERKELEY [N=1034]</td>
<td>31%</td>
<td>28%</td>
<td>20%</td>
<td>21%</td>
</tr>
<tr>
<td>SAN FRANCISCO [N=1171]</td>
<td>47%</td>
<td>25%</td>
<td>16%</td>
<td>13%</td>
</tr>
<tr>
<td>DAVIS [N=1083]</td>
<td>36%</td>
<td>27%</td>
<td>20%</td>
<td>16%</td>
</tr>
<tr>
<td>LOS ANGELES [N=1583]</td>
<td>42%</td>
<td>25%</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>RIVERSIDE [N=408]</td>
<td>31%</td>
<td>34%</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>SAN DIEGO [N=1098]</td>
<td>41%</td>
<td>29%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>SANTA CRUZ [N=462]</td>
<td>27%</td>
<td>30%</td>
<td>19%</td>
<td>25%</td>
</tr>
<tr>
<td>SANTA BARBARA [N=507]</td>
<td>35%</td>
<td>31%</td>
<td>18%</td>
<td>16%</td>
</tr>
<tr>
<td>IRVINE [N=772]</td>
<td>42%</td>
<td>30%</td>
<td>16%</td>
<td>13%</td>
</tr>
<tr>
<td>MERCED [N=254]</td>
<td>30%</td>
<td>35%</td>
<td>12%</td>
<td>23%</td>
</tr>
</tbody>
</table>
Staff Engagement at UCSB

- **Fully Engaged.** These employees are more than just passengers, they’ve paid for the gas and are doing most of the driving (35%)
- **Unsupported.** These employees have pitched in for gas and do their share of driving, but are getting uncomfortable and may soon get off (31%)
- **Detached.** These employees are riding with no plans to get off, but didn’t pitch in as much for gas and are not driving as often (18%)
- **Fully Disengaged.** Haven’t pitched in for gas, aren’t driving, want off (or won’t get off and may be throwing stones at the tires while you drive) (16%)
At the present time, are you seriously considering leaving the UC system?

- No: 60%
- Don’t Know: 18%
- Yes: 22%
Key Drivers for Increased Engagement

1. Career Development
   a. I can achieve my personal career objectives within the UC system
   b. My campus is doing a good job of planning for management succession

2. Performance Management
   a. I feel my personal contributions are recognized
   b. I think my performance is evaluated fairly

3. Working Relationships
   a. There is good cooperation between staff in my department
   b. There is good cooperation between my department and other departments

Fully Engaged!
In order to plan our next steps, we want YOUR feedback on what was shared today.

To get us started, we have a few questions for you!

The audience was polled using a cell phone-web interface polling program which provided real-time results during the Town Hall.
Audience Polling Questions

- Which key driver is most important to improve your engagement here at UCSB?
- Which key driver should we focus on to improve employee retention at UCSB?
- What concerns you the most about organizational change?
- When organizational change on this campus is explained, what would improve communication?
- I most value recognition for my contributions when...
- As our next step, how do you want to be kept informed about efforts in improving staff engagement?
- Do you think the audience polling feature is helpful to provide initial feedback towards action planning?
- Do you have more feedback that you want to share with the Engagement Survey team?
Which key driver is most important to improve YOUR ENGAGEMENT here at UCSB?

- Career Development: 40%
- Performance Management: 14%
- Working Relationships: 46%
Which key driver should we focus on to improve employee RETENTION at UCSB?

- Career Development: 60%
- Performance Management: 21%
- Working Relationships: 20%
What concerns YOU the most about organizational change?

- Change within my department: 39%
- Change on this campus: 46%
- Change across the UC system: 15%
When organizational change on this campus is explained, what would IMPROVE COMMUNICATION?

- More communication from my manager: 26%
- More communication by campus senior management: 59%
- More communication from HR: 6%
- Other: 8%
I most VALUE RECOGNITION for my contributions WHEN:

- My supervisor praises me directly: 32%
- I'm recognized within my immediate workgroup: 14%
- I'm recognized within my department: 28%
- I'm recognized within my division: 21%
- None of the above. I prefer to not be recognized for...: 6%
As our NEXT STEP, how do you want to be kept informed about efforts in improving staff engagement?

- Email announcements: 26%
- Website specific to the topic: 4%
- Town Hall style meetings: 12%
- All of the above: 58%
Does the audience polling feature feel helpful to provide initial feedback towards action planning?

- Yes: 79%
- No: 2%
- Not sure: 19%
Do you have more feedback that you want to share with the Engagement Survey team?

- Yes: 16%
- No: 40%
- I'm still thinking about this: 45%
Please feel free to reach out and contact any of the individuals listed below:

- **Greta Halle**, Computer Science, CUCSA Chair
- **Erica Losada**, Office of the Executive Vice Chancellor, Staff Assembly Co-Chair
- **Julie Luera**, Research Administration, Staff Assembly Co-Chair
- **Farfalla Borah**, Human Resources, Employee and Labor Relations Manager
- **Cynthia Señeriz**, Human Resources, Acting Director
Thank you!