Staff Engagement Update
Administrative Services Town Hall

November 21, 2019
Staff Engagement Update

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
Meet The Team
Employee Engagement Workgroup

- **Staff Assembly**
  - George Hopwood, Erica Losada, Greta Halle, Lisa Blanco, Nancy Emerson

- **Chancellor’s Staff Advisory Council (CSAC)**
  - Jack Bailey, Dyan Wirt

- **CUCSA**
  - Dana Huffman

- **Administrative Management Professionals (UCAMP)**
  - David Holmes

- **At Large**
  - Susan Harris, Kelly Walsh

- **Human Resources**
  - Cynthia Señeriz, Jane Noyes
Meet our new Employee Engagement Specialist, Jane Noyes

What do you like best about UCSB and your job?

I am incredibly blessed that the Employee Engagement Specialist position was created for our campus. This new position has truly given me the opportunity to create new protocols and programs from the ground up. My job here is more than just a job, it’s a laser-focused lens looking at the employee experience. What could be better than that?

What next?

I’m neck-deep in revamping our existing New Employee Orientation and looking to create a First Year Experience program that will work in harmony with the NEO. After that, I’m off to survey the need for a New Manager Orientation program. In between, I’m working to get to know anyone and everyone who is invested in the engagement of our employees; want to meet for coffee?

Made possible by the Chancellor’s Staff Expansion Program
2019 Campus Recognition
Best Place to Work
Best Place to Work
As Voted by Our Community

UC Santa Barbara is honored to be named Best Place to Work for three years running.
2019 Survey Summary
Our Engagement Score Continues to Rise!
## Results Summary
### 2019 Survey Participation Rates

<table>
<thead>
<tr>
<th>Campus</th>
<th>2019 Response Rate</th>
<th>2017 Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>MERCED</td>
<td>57%</td>
<td>50%</td>
</tr>
<tr>
<td>SANTA BARBARA</td>
<td>55%</td>
<td>64%</td>
</tr>
<tr>
<td>RIVERSIDE</td>
<td>54%</td>
<td>58%</td>
</tr>
<tr>
<td>IRVINE</td>
<td>50%</td>
<td>47%</td>
</tr>
<tr>
<td>SANTA CRUZ</td>
<td>47%</td>
<td>61%</td>
</tr>
<tr>
<td>SAN FRANCISCO</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>DAVIS</td>
<td>45%</td>
<td>53%</td>
</tr>
<tr>
<td>SAN DIEGO</td>
<td>40%</td>
<td>48%</td>
</tr>
<tr>
<td>BERKELEY</td>
<td>36%</td>
<td>53%</td>
</tr>
<tr>
<td>LOS ANGELES</td>
<td>35%</td>
<td>44%</td>
</tr>
</tbody>
</table>
Results Summary
Most Improved vs. Most Declined

Total favorable score: 82
Total favorable score: 74
Total favorable score: 80
Total favorable score: 56, 7 points higher than 2015!

Our engagement score has climbed 9 points since 2012!

Human Resources, Administrative Services Division
2019 Survey Categories
Our Progress From 2015
Results Summary
Categories vs. Benchmarks

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Favorable Score</th>
<th>SANTA BARBARA 2017 (607)</th>
<th>SANTA BARBARA 2015 (507)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development</td>
<td>62</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Communication</td>
<td>74</td>
<td>0</td>
<td>6*</td>
</tr>
<tr>
<td>Diversity &amp; Inclusion</td>
<td>75</td>
<td>0</td>
<td>n/a</td>
</tr>
<tr>
<td>Empowered Culture</td>
<td>71</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Image/Brand</td>
<td>82</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Leadership</td>
<td>44</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Organizational Change &amp; Innovation</td>
<td>59</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Performance Management</td>
<td>56</td>
<td>-1</td>
<td>7*</td>
</tr>
<tr>
<td>Supervision</td>
<td>78</td>
<td>0</td>
<td>7*</td>
</tr>
<tr>
<td>Sustainable Engagement</td>
<td>78</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Wellness</td>
<td>74</td>
<td>1</td>
<td>n/a</td>
</tr>
<tr>
<td>Working Relationships</td>
<td>80</td>
<td>-2</td>
<td>2</td>
</tr>
</tbody>
</table>

UC Santa Barbara maintained our **significant gains from 2015** in Career Development, Communication, Image/Brand, Performance Management, Supervision, and Sustainable Engagement!
Our Three Key Engagement Drivers for 2019-2021

Career Development, Supervision, and Organizational Change & Innovation
Sustainable Engagement
Key Engagement Driver Categories

2015 Key Drivers
- Career Development
- Performance Management
- Working Relationships

2017 Key Drivers
- Career Development
- Performance Management
- Wellness

2019 Key Drivers
- Career Development
- Supervision
- Org Change & Innovation
## Sustainable Engagement

### Key Driver Questions

<table>
<thead>
<tr>
<th>Overall (9,020)</th>
<th>Total Favorable Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development: I am confident I can achieve my personal career objectives within the UC system.</td>
<td>64</td>
</tr>
<tr>
<td>Career Development: My campus/location provides people with the necessary information and resources to manage their own careers effectively.</td>
<td>60</td>
</tr>
<tr>
<td>Supervision: My supervisor listens carefully to different points of view before coming to conclusions.</td>
<td>77</td>
</tr>
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<td>Supervision: My supervisor helps me make time to participate in training and development activities.</td>
<td>77</td>
</tr>
<tr>
<td>Organizational Change &amp; Innovation: People in my department are encouraged to come up with innovative solutions to work-related problems.</td>
<td>81</td>
</tr>
<tr>
<td>Organizational Change &amp; Innovation: Generally, recent major organizational changes across the UC system have been: Explained well</td>
<td>42</td>
</tr>
</tbody>
</table>

Our score jumped 10 points from 32 in 2017
Career Development
Engagement Driver #1
# Career Development Questions by Tenure

<table>
<thead>
<tr>
<th>Career Development</th>
<th>SANTA BARBARA (551)</th>
<th>SANTA BARBARA: &lt; 3 (62)</th>
<th>SANTA BARBARA: &lt; 5 (89)</th>
<th>SANTA BARBARA: &lt; 10 (117)</th>
<th>SANTA BARBARA: 10 &lt; 15 (93)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am confident I can achieve my personal career objectives within the UC system.</td>
<td>62</td>
<td>55</td>
<td>62</td>
<td>59</td>
<td>59</td>
</tr>
<tr>
<td>My campus/location provides people with the necessary information and resources to manage their own careers effectively.</td>
<td>64</td>
<td>50*</td>
<td>60</td>
<td>62</td>
<td>61</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>60</td>
<td>60</td>
<td>64</td>
<td>56</td>
<td>57</td>
</tr>
</tbody>
</table>

Human Resources, Administrative Services Division
Career Development – Top Goals for 2020-21

- **FYE FIRST YEAR EXPERIENCE**
  - New Hire 1st Year Experience Program

- **Gaucho Mentor Connection**
  - Gaucho Mentor Connection

- **MY UC CAREER**
  - My UC Career
Supervision
Engagement Driver #2
# Supervision

## Questions by Role

<table>
<thead>
<tr>
<th>Supervision</th>
<th>SANTA BARBARA</th>
<th>INDIVIDUAL CONTRIBUTOR</th>
<th>SUPERVISOR</th>
<th>MANAGER</th>
<th>DIRECTOR &amp; ABOVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 My supervisor keeps me informed about issues that affect me.</td>
<td>78</td>
<td>76</td>
<td>76</td>
<td>82</td>
<td>83</td>
</tr>
<tr>
<td>11 My supervisor treats me with respect.</td>
<td>89</td>
<td>88</td>
<td>88</td>
<td>92</td>
<td>93</td>
</tr>
<tr>
<td>18 My supervisor listens carefully to different points of view before coming to conclusions.</td>
<td>77</td>
<td>75</td>
<td>74</td>
<td>80</td>
<td>87</td>
</tr>
<tr>
<td>23 My supervisor does a good job of building teamwork.</td>
<td>69</td>
<td>66</td>
<td>66</td>
<td>77</td>
<td>70</td>
</tr>
<tr>
<td>34 My supervisor helps me make time to participate in training and development activities.</td>
<td>77</td>
<td>78</td>
<td>75</td>
<td>81</td>
<td>76</td>
</tr>
</tbody>
</table>
Supervision – Top Goals for 2020-21

- New Manager Orientation
- Supervisory Certificate Program
- People Management Conference
Organizational Change & Innovation
Engagement Driver #3
## Organizational Change & Innovation

### Questions by Tenure

<table>
<thead>
<tr>
<th>Question</th>
<th>SANTA BARBARA: 15 &lt; 20 (86)</th>
<th>SANTA BARBARA: 20 &lt; 25 (51)</th>
<th>SANTA BARBARA: 25 &lt; 30 (33)</th>
<th>SANTA BARBARA: 30+ (20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 Generally, recent major organizational changes across the UC system have been: Explained well.</td>
<td>64</td>
<td>61</td>
<td>53</td>
<td>73</td>
</tr>
<tr>
<td>29 People here are open to trying new and different ways of addressing our departmental challenges.</td>
<td>45</td>
<td>45</td>
<td>27</td>
<td>65*</td>
</tr>
<tr>
<td>31 People in my department are encouraged to come up with innovative solutions to work-related problems.</td>
<td>60</td>
<td>59</td>
<td>58</td>
<td>70</td>
</tr>
</tbody>
</table>

Human Resources, Administrative Services Division
Organizational Change & Innovation

UC Irvine
UC San Diego
UC Santa Barbara
Retention Trends
Retention Trends

At the present time, are you seriously considering leaving the UC system?
19% said YES
62% said NO
19% said “Don’t know”

Retention - Questions by Tenure
Scores are Total Favorable

<table>
<thead>
<tr>
<th>Retention</th>
<th>SANTA BARBARA: 1 &lt; 3</th>
<th>SANTA BARBARA: 3 &lt; 5</th>
<th>SANTA BARBARA: 5 &lt; 10</th>
<th>SANTA BARBARA: 10 &lt; 15</th>
<th>SANTA BARBARA: 15 &lt; 20</th>
<th>SANTA BARBARA: 20 &lt; 25</th>
</tr>
</thead>
<tbody>
<tr>
<td>At the present time, are you seriously considering leaving the UC system?</td>
<td>n/a</td>
<td>62</td>
<td>56</td>
<td>52</td>
<td>62</td>
<td>65</td>
</tr>
</tbody>
</table>
Retention Challenges

U.S. unemployment falls to 50-year low even as hiring slows

For the 19% (104 staff) who responded on the survey that they were seriously considering leaving the UC system . . .

- 43% cited salary
- 11% cited career advancement opportunities
- 9% cited their manager/supervisor

By ASSOCIATED PRESS  OCT. 4, 2019 | 2:55 PM

The U.S. unemployment rate fell to 3.5% in September, the lowest level in nearly five decades, even though employers appeared to turn more cautious and slowed their hiring.
Empowered Culture
New Category in 2019 Survey
Under the category of Empowered Culture, UC Santa Barbara’s favorable scores were significantly higher than UC overall, and the highest of all the UC campuses.
Wellness
Work-Life Resources
2017 Key Engagement Driver
Meet our new Work-Life Resource Coordinator, Shira Minerd

What do you like best about UCSB and your job?

I am so excited that UCSB was able to revitalize the Work-life Resource position! My graduate thesis focused on University Health and Wellness for faculty, staff, and students, and now I get to put my passion into action every day; connecting our faculty, staff, and graduate students with the incredible offerings and opportunities that UCSB and the greater Santa Barbara community have to offer. As a new parent myself, and someone who has had the privilege and responsibility of caring for older relatives, I love that I can use my experiences, knowledge of best practices, and my education, to help foster true work-life integration at UCSB.

What’s next?

I am currently focused on making our Lactation Accommodation Program the gold standard for the UC. This effort involves improving existing lactation rooms and access, and looking for opportunities to expand the number of rooms available. I am also working on the upcoming Work-Life Resources web-page focused on resources and tools that support work-life integration at UCSB. I look forward to meeting and collaborating with our campus constituents to prioritize issues and develop plans that are tailored to their specific concerns!

Made possible by the Chancellor’s Staff Expansion Program

Human Resources, Administrative Services Division
Working Relationships
Employee Engagement Digital Community
2015 Key Engagement Driver
Announcing: Our Digital Bulletin Board – OrgSync!

The Staff Engagement Workgroup received funding from the Healthy Campus Network to implement OrgSync for our digital bulletin board initiative!

A workgroup has been formed to manage the rollout of OrgSync.
Shoreline
Employee Engagement Digital Community

From a Web Browser

• [http://shoreline.ucsb.edu](http://shoreline.ucsb.edu)
• Log on with your UCSB Net ID and password.

In the Android or Apple App

• Search for the ‘Shoreline UCSB’ in your mobile device’s app store.
• Log on with your UCSB Net ID and password.
Groups registered with Student Engagement & Leadership (SEAL/OSL) and/or Human Resources (HR) in order to have access to University facilities and/or resources and whose membership is restricted to current faculty and/or staff only. See http://osl.sa.ucsb.edu.

<table>
<thead>
<tr>
<th>Join</th>
<th>Group Details</th>
<th>Dues/Membership Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Asian Pacific Islander Alliance</strong>&lt;br&gt;Faculty/Staff-Only Group - Academic, Community, Cultural, Professional, Social, Staff-Only Social Group, Staff-Only Specialty/Professional Group</td>
<td>Lifetime membership</td>
</tr>
<tr>
<td></td>
<td><img src="image-url" alt="APIA Logo" /> Mission</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>LGBTQ Staff &amp; Faculty Collective</strong>&lt;br&gt;Faculty/Staff-Only Group - Staff-Only Specialty/Professional Group</td>
<td>Lifetime membership</td>
</tr>
<tr>
<td></td>
<td><img src="image-url" alt="LGBTQ Logo" /> Mission</td>
<td></td>
</tr>
</tbody>
</table>
Events (3)

Search Events

Upcoming

- Group -

- Faculty/Staff...

- Event Type -

- Event Tags -

Thu, 21 Nov 2019

UCSB AMP Meeting - UC Path Debrief

10:00 AM - 11:00 PM

2001 BioEngineering (next to Library)

4 going

FREE

Meeting

Wed, 04 Dec 2019

Council of UC Staff Assemblies (CUCSA) Quarterly Meeting

11:00 AM - 3:00 PM

UCSB Campus

Leadership

Fri, 13 Dec 2019

9th Annual Winter Warmer and Arts & Crafts Bazaar

11:00 AM - 1:00 PM

Campbell Hall Plaza

Social
Help Us, Help Our Campus Community
Feedback

Staff Assembly
• George Hopwood
  Office of Research
• Greta Halle
  Computer Science
• Lisa Blanco
  Sociology
• Erica Losada
  Office of the EVC
• Nancy Emerson
  Letters & Science

Members at Large
• Susan Harris
  Office of the Registrar
• Kelly Walsh
  Recreation

Administrative Management Professionals
• David Holmes
  South Hall Administration

Chancellors Staff Advisory Council
• Jack Bailey
  Professional and Continuing Education

CUCSA
• Dana Huffman
  Student Affairs

Human Resources
• Cynthia Señeriz
  Human Resources Director
• Jane Noyes
  Employee Engagement Specialist
UC SANTA BARBARA