

# 2015 UC STAFF ENGAGEMENT SURVEY RESULTS



January 12, 2016

# 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!)

# STAFF ENGAGEMENT SURVEYS

- ▶ 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

**Career Development**

PMO Communications  
S-List for Staff

**Communication**

NEW Training for Performance  
Management and Core  
Competencies

NEW Performance Evaluation  
Form

**Performance Management**

# Improved Communications- Our greatest success story





2012



2015

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 2<sup>nd</sup> highest response rate of all campus locations





# Overall Changes since 2012 in Major Categories

## Categories Ranked By Difference

Communication

Career Development

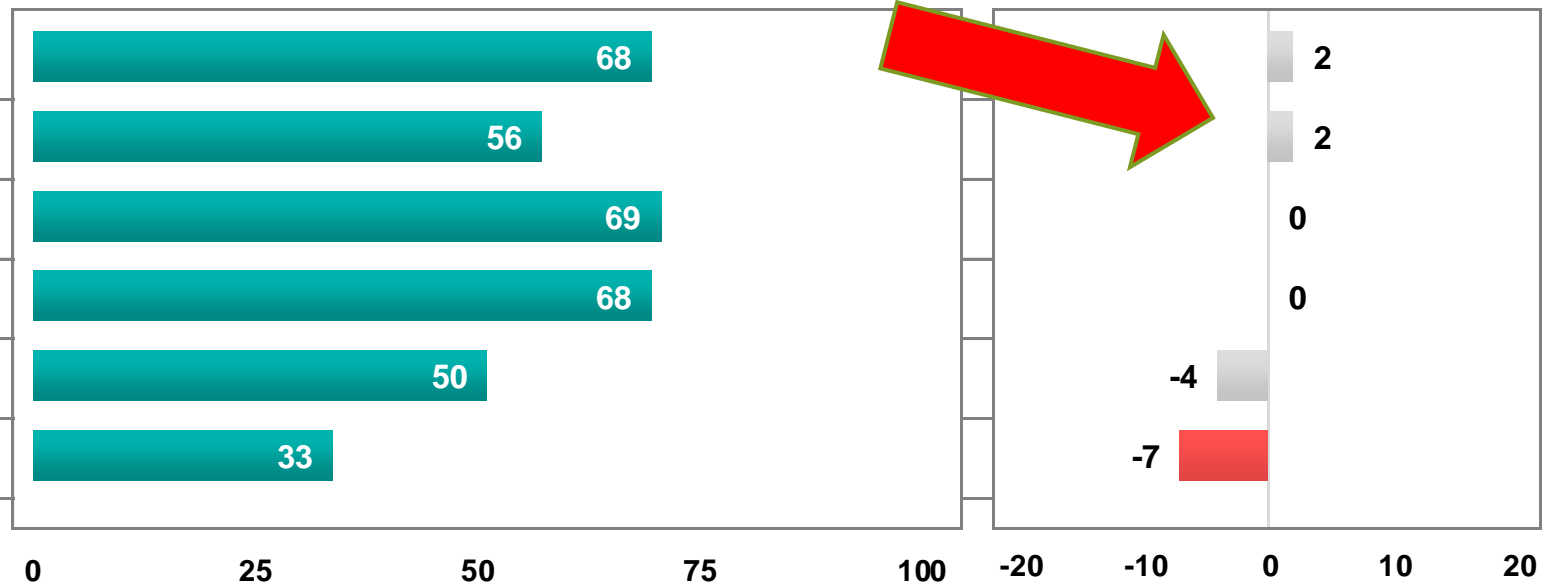
Engagement

Supervision

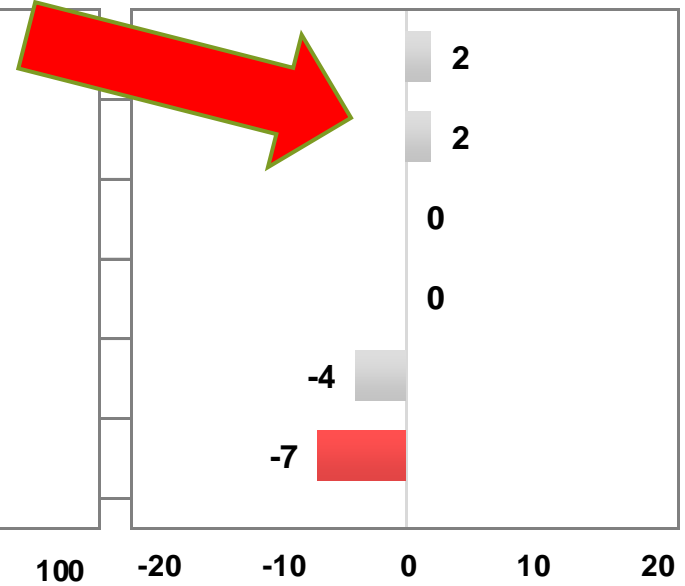
Performance Management

Organizational Change

## Favorable Scores



## Differences From Benchmark



2 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

# 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%)



# Career Development

- ▶ 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%)



# Strongest Gains between 2015 vs 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

## Most Improved Items

UCSB  
2015 Total  
Favorable

Difference  
from 2012

# Strengths Against Benchmarks

Top Favorable Differences Against Benchmarks	UCSB Favorable	UC Overall	US Norm
★ There is good cooperation between my department and other departments	76%	+6	+5
I believe I have the opportunity for personal development and growth within the UC system	75%	+3	+5
★ I feel able to openly and honestly communicate my views to my supervisor and other leaders	71%	+2	+5
I have a clear understanding of how my job contributes to the departmental objectives	91%	+2	+1
★ My work schedule allows sufficient flexibility to meet my personal/family needs	84%	+0	+6



# We Still Have Room for Improvement

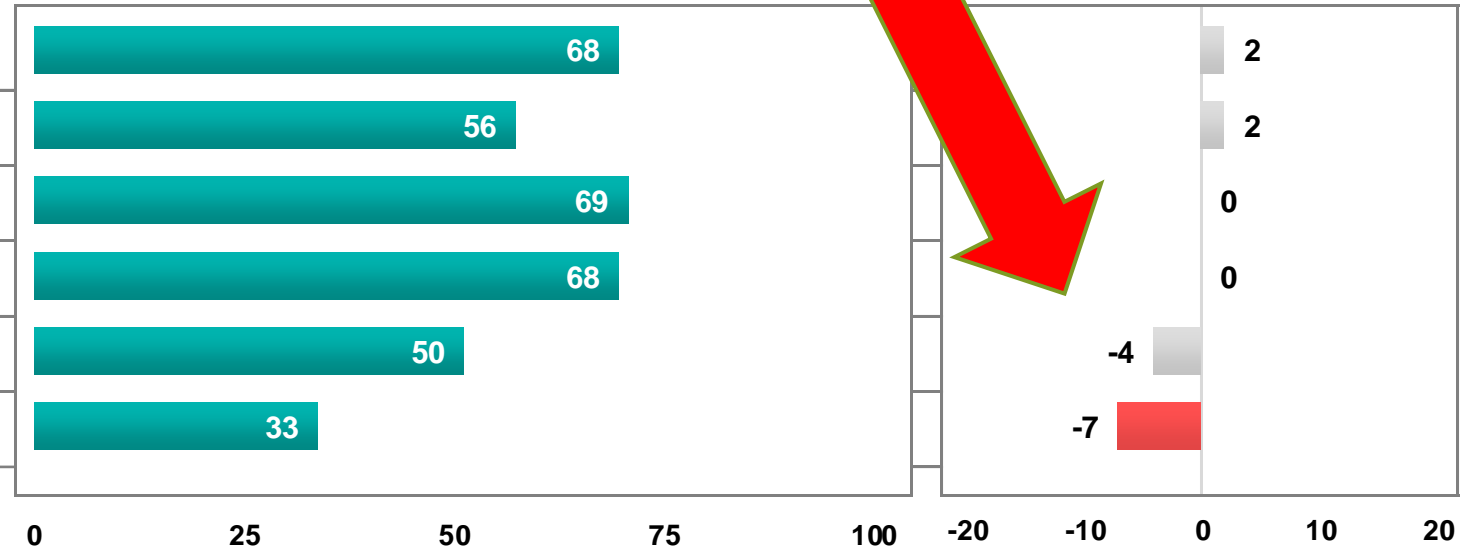
**WE NEED YOUR THOUGHTS AND IDEAS**

# Areas For Improvement

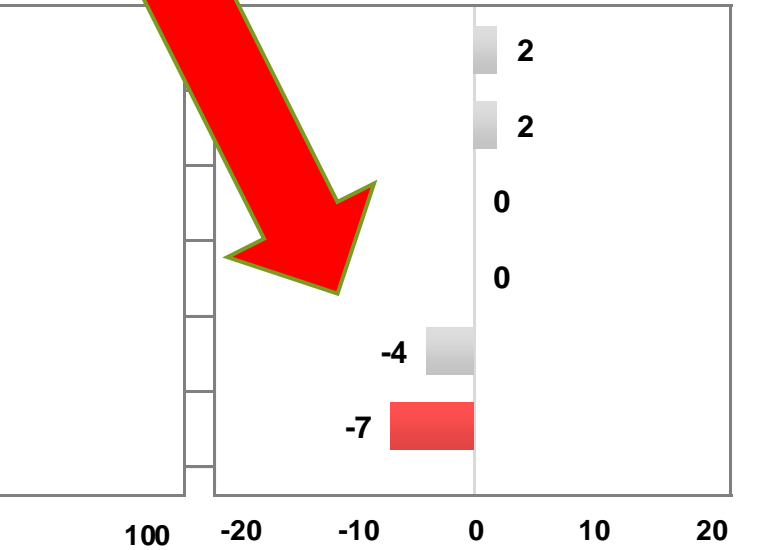
## Categories Ranked By Difference

Communication
Career Development
Engagement
Supervision
Performance Management
Organizational Change

## Favorable Scores



## Differences From Benchmark



2 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant



# Organizational Change

Items	Total Favorable		Total Unfavorable
			?
5a. Generally, recent major organizational changes across the UC system have been: Planned well	31	31	38
5b. Generally, recent major organizational changes across the UC system have been: Explained well	36	28	37
5c. Generally, recent major organizational changes across the UC system have been: Executed well	27	33	39

## 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

A	B	C	D
-4	-7*	n/a	-5*
0	-7*	n/a	-15*
-3	n/a	n/a	-25*

# Performance Management

Items	Total Favorable		Total Unfavorable	
6. I feel my personal contributions are recognized.	54	16	30	?
12. I think my performance on the job is evaluated fairly.	74	11	15	
16. I feel my campus/location does a good job matching pay to performance.	20	11	69	

## Benchmarks

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- D. TOWERS WATSON US NATIONAL NORM (N=160,417)

## Differences in Total Favorable From

A	B	C	D
-4	-13*	n/a	-15*
+1	-2	0	0
-9*	+2	n/a	-19*

# Supervision

Items	Total Favorable		Total Unfavorable
			?
7. My supervisor gives me regular feedback on my performance.	62	7	30
13. My supervisor does a good job of building teamwork.	62	13	25
17. My supervisor treats me with respect.	85	5	10
20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	23	28

## Benchmarks

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### Differences in Total Favorable From

A	B	C	D
-7*	-3	-7*	-10*
-2	0	-1	-11*
0	0	+1	-1
-1	0	n/a	-5*

# Engagement

Items	Total Favorable		Total Unfavorable
			?
3. I feel motivated to go beyond my formal job responsibilities to get the job done.	85	4	11
11. Working for the UC system inspires me to do my best work.	68	16	16
15. I am satisfied with my involvement in decisions that affect my work.	63	14	23

## Benchmarks

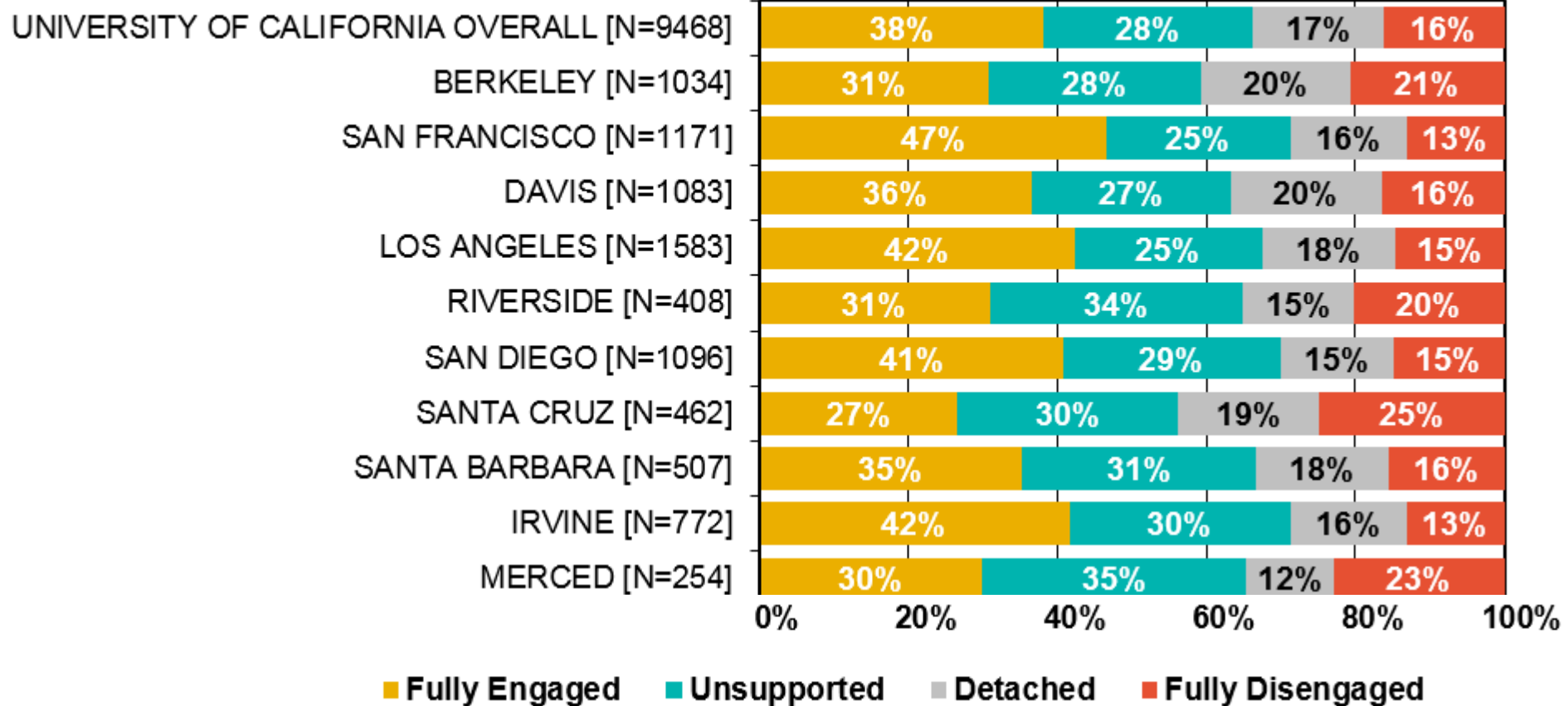
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### Differences in Total Favorable From

A	B	C	D
+2	0	n/a	-4*
-3	+9*	n/a	-5*
+1	-2	0	-6*

# Engagement Across UC

## Locator Cluster by Campus/Location



# 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%**



# Staff Engagement at UCSB

**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!**



# YOUR FEEDBACK

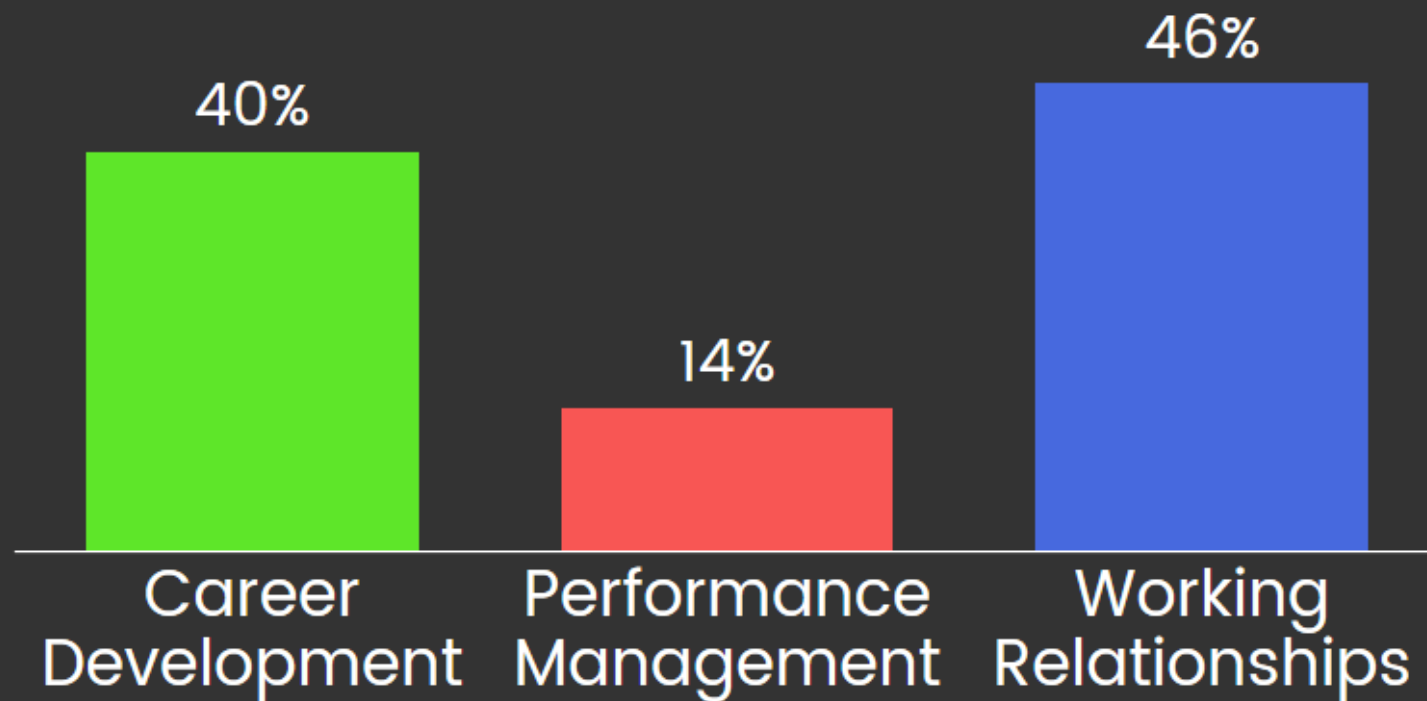
- ▶ In order to plan our next steps, we want YOUR feedback on what was shared today.
- ▶ To get us started, we have a few questions for you!

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

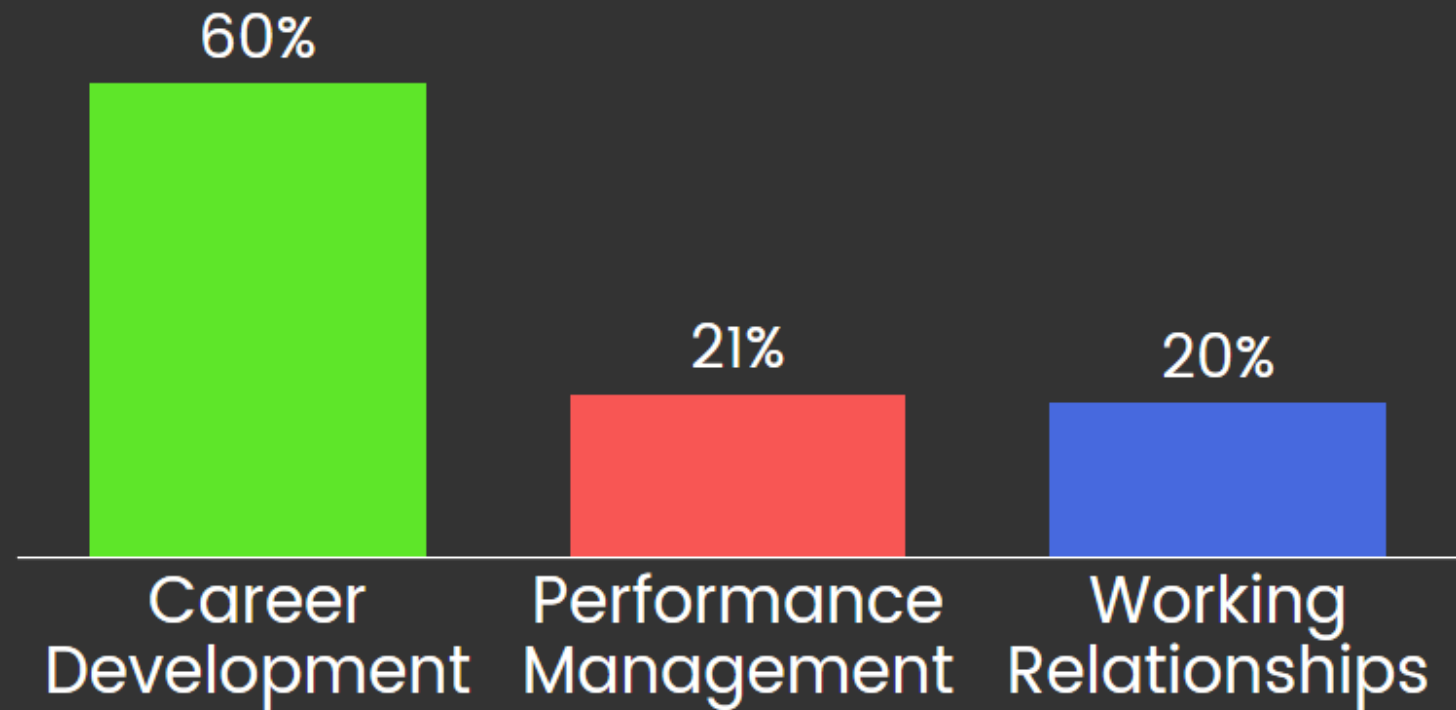
# Audience Polling Questions

- ▶ 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?

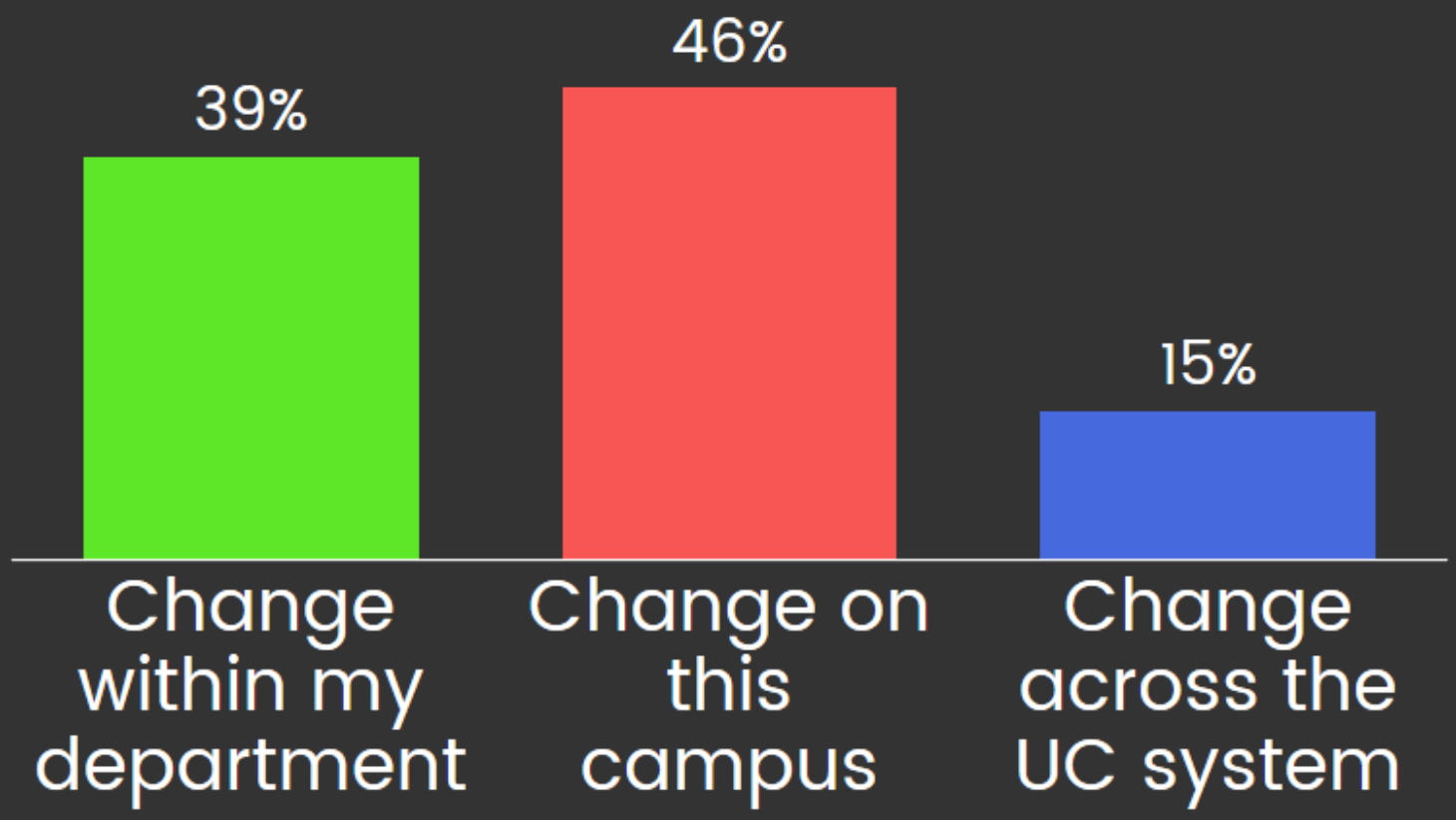


Which key driver should we focus on to improve employee RETENTION at UCSB?

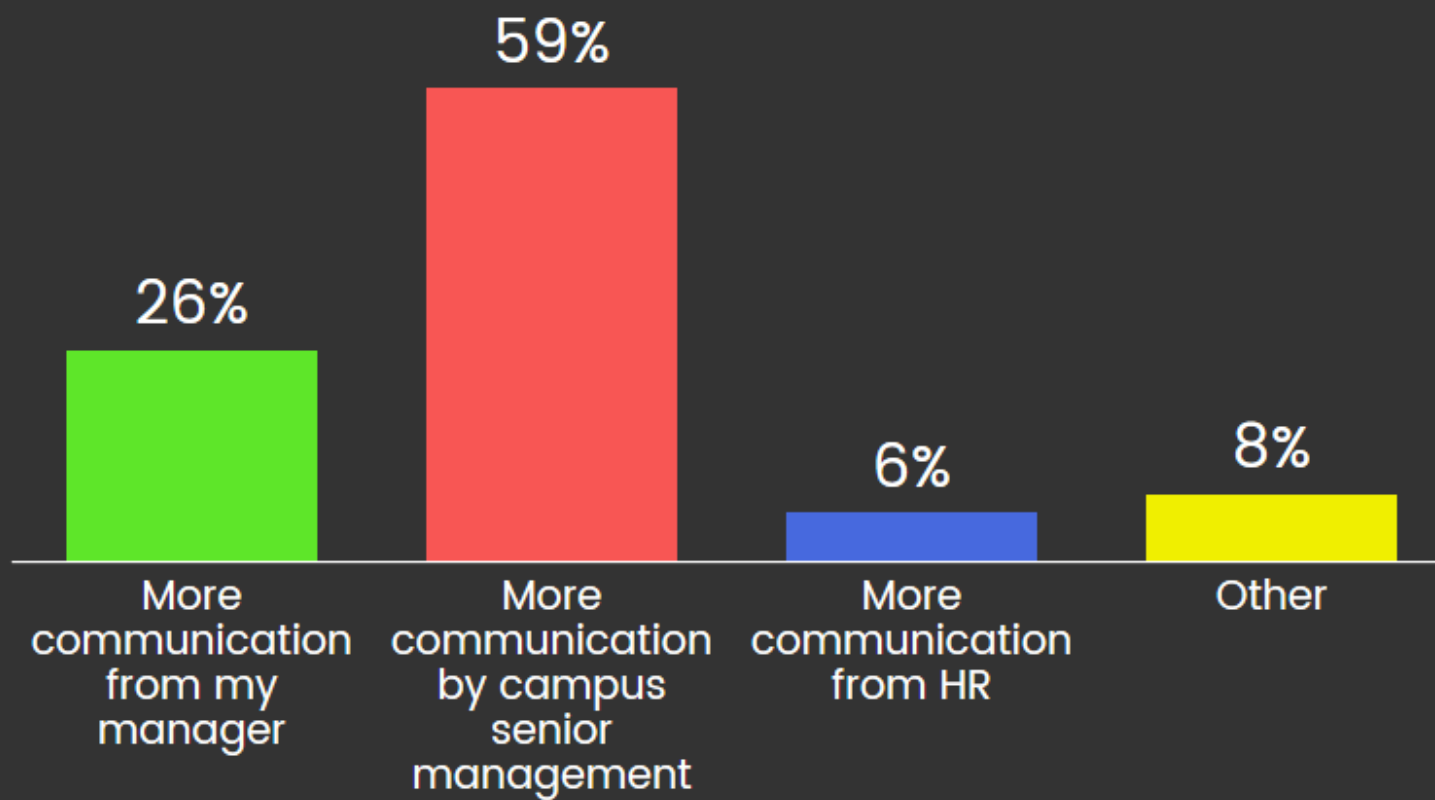




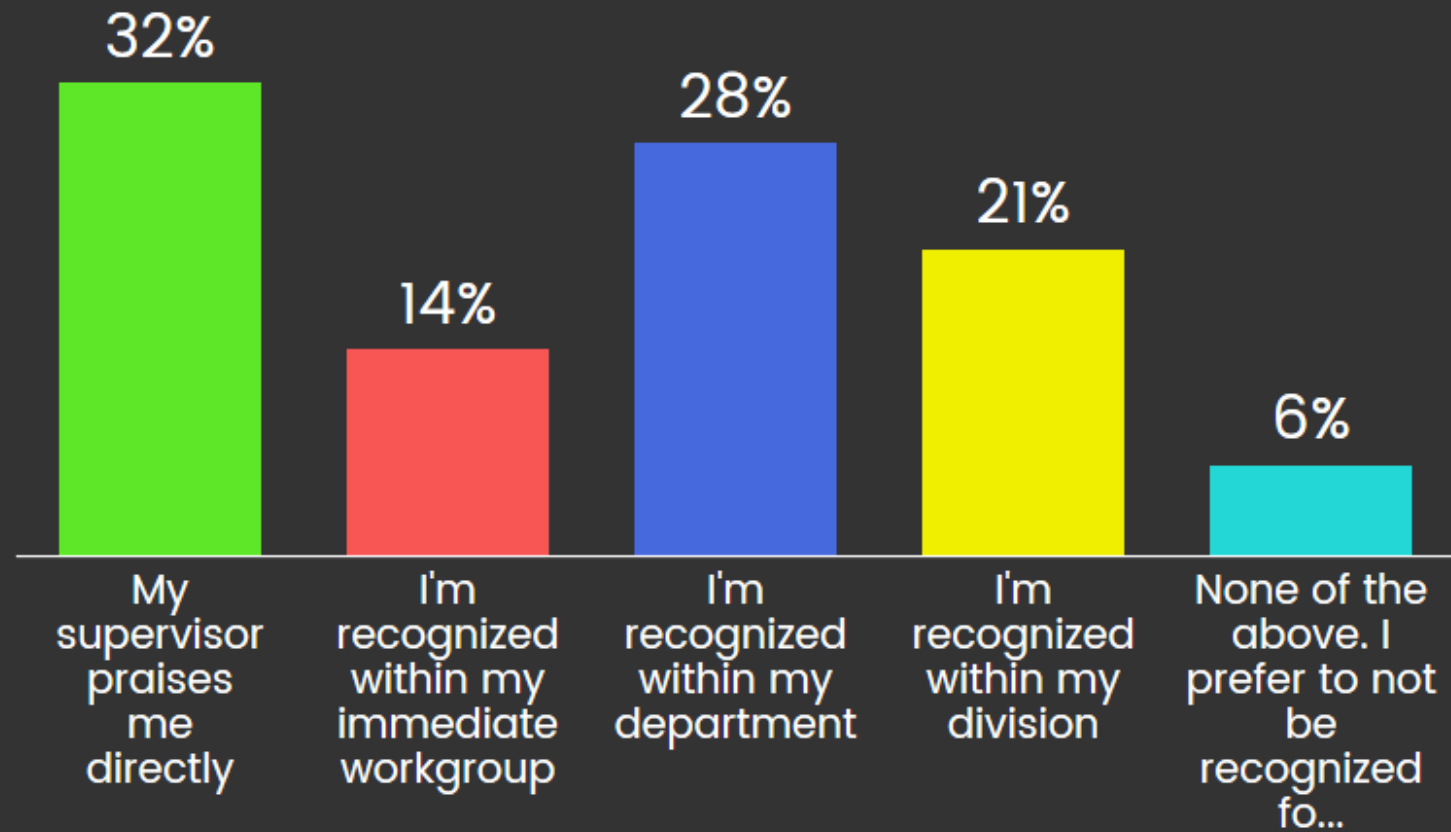
# What concerns YOU the most about organizational change?



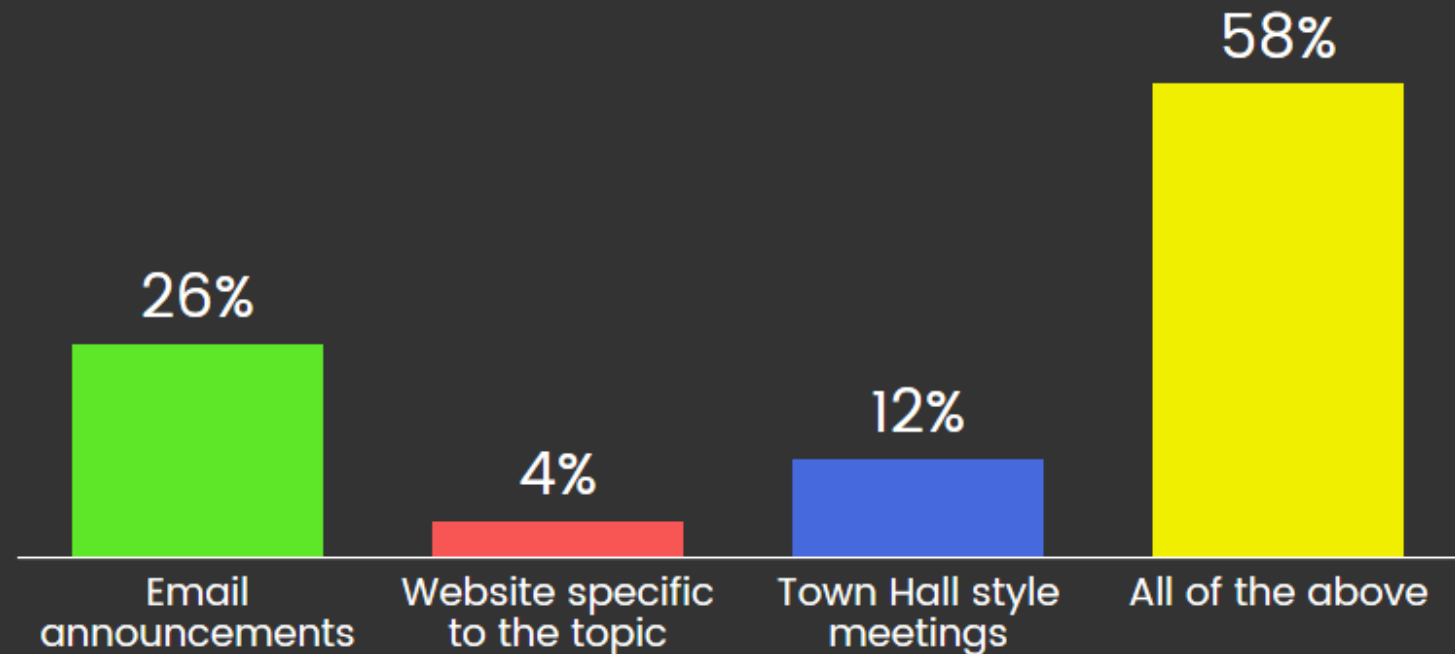
## When organizational change on this campus is explained, what would IMPROVE COMMUNICATION?



## I most VALUE RECOGNITION for my contributions WHEN:

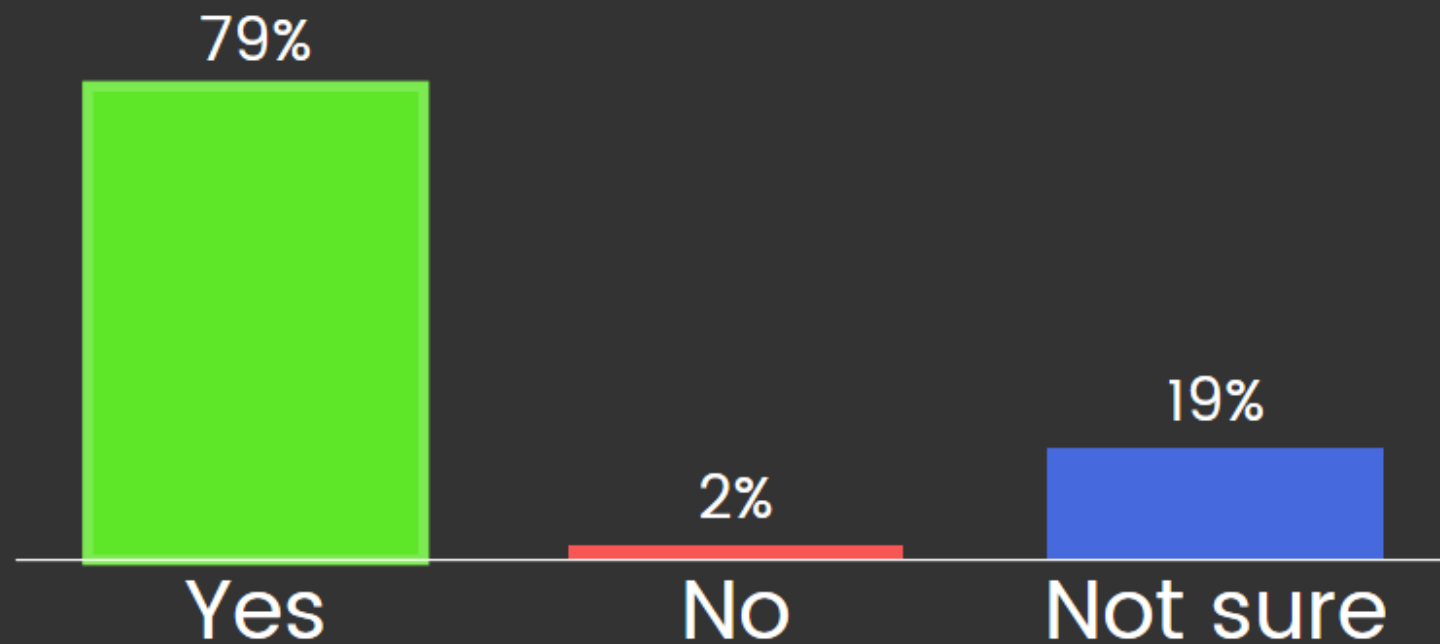


**As our NEXT STEP, how do you want to be kept informed about efforts in improving staff enagement?**

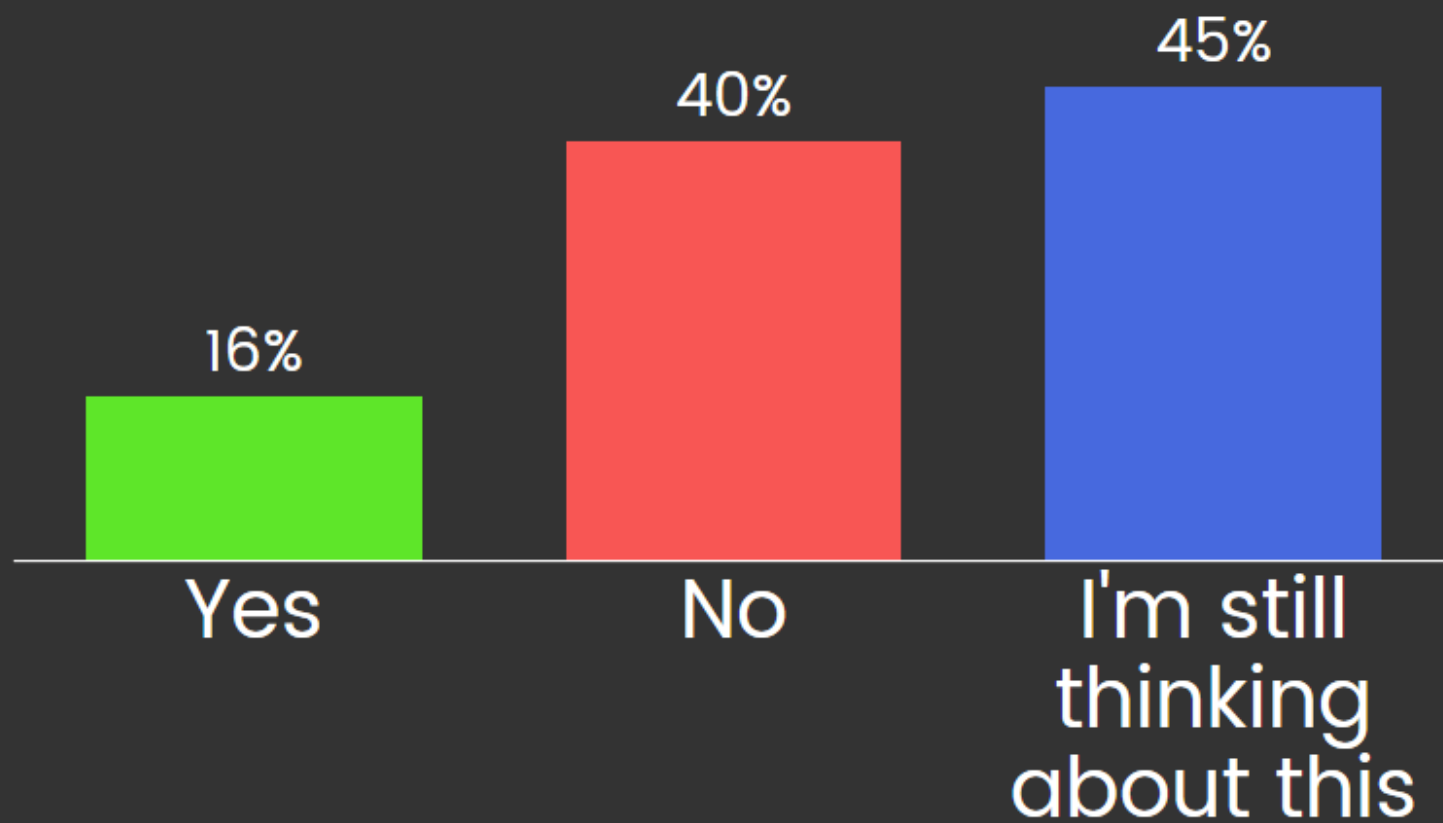




Does the audience polling feature feel helpful to provide initial feedback towards action planning?



Do you have more feedback that you want to share with the Engagement Survey team?



# YOUR FEEDBACK

- ▶ 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!