



University of California 2021 Staff Engagement Survey

SANTA BARBARA (576)

How to Read Results

Scores

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



Top Box + Other Favorable

Differences and Colors

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

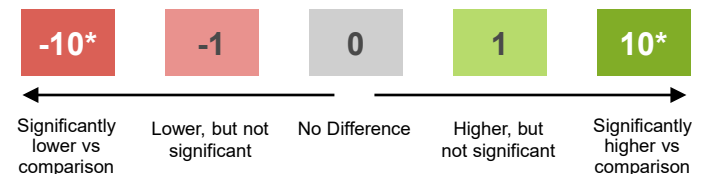
For example:

| | Total Favorable Score | Historical | Parent Group | Company Overall | Industry Norm |
|---|-----------------------|------------|--------------|-----------------|---------------|
| Employee Engagement | 76 | -8* | 3* | 3* | -10* |
| 3 I have a good understanding of our goals. © | 74 | n/a | 1 | -9* | 2* |
| 12 I have a good understanding of how my job contributes to achieving our goals. ★ | 78 | 1 | 4* | -1 | 0 |

Icons (if applicable)

- #** When a question number is shown in red it is a priority issue.
- © Strategic Priority Question
- ★ Key driver question.
- (N) On some questions disagreeing is the favorable response.
- n/a Score not available

* **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.

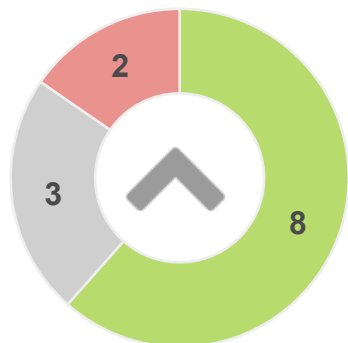


Results Summary

SANTA BARBARA (576) - Scores based on Total Favorable

2021 Results vs. Jun 2019

8 Out Of 13 Categories Have Improved



Most Improved

- Performance Management 6*
- Supervision 6*
- Organizational Change & Innovation 5

Most Declined

- Retention -6*
- Communication -1

Santa Barbara Results vs. US Norm

8 Out Of 13 Categories Are Below



Most Favorable

- Working Relationships 10*
- Supervision 4*
- Image/Brand 2

Least Favorable

- Leadership -24*
- Retention -11*
- Career Development -8*

Sustainable Engagement



Strengths

- ▶ Image/Brand, Supervision, Working Relationships

SANTA BARBARA
Jun 2019



UC Overall



US Norm




Opportunities

- ▶ Communication, Leadership


Strengths and Opportunities

SANTA BARBARA (576)

Strengths

| | | % Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|---|----|-------------|------------------------------|---------------------|-------------------|
|  <p>We should continue to build on these.</p> | 11 | 92 | 3 | 2 | 4* |
| | 26 | 92 | 1 | -2 | 2 |
| | 7 | 82 | 7* | 8* | 11* |

Opportunities

| | | % Favorable | SANTA BARBARA Jun 2019 | UC Overall | US Norm |
|---|----|-------------|------------------------|------------|---------|
|  <p>These are our priority areas to focus on.</p> | 27 | 45 | -1 | -21* | -26* |
| | 28 | 42 | 1 | -16* | -22* |
| | 1 | 70 | -2 | -15* | 0 |

These questions were chosen through an advanced algorithm that incorporates trends over time, difference from internal and external benchmarks, and predictive modelling of engagement and performance metrics, where available.

Suggested Actions

SANTA BARBARA (576)

WHAT WE COULD DO



"Best practice"
suggested actions

- ▶ **Ensure understanding of the company's long-term goals and strategic direction**
Use opportunities such as newsletters or regular team meetings to communicate long-term goals and strategic direction to all employees. Reiterate/cascade messages from All Staff Briefings and Senior Leadership Group meetings and communications. Access information relating to strategy and goals to guide team conversations.
- ▶ **Ensure people feel they have enough contact with management.**
Ensure there is a regular upward communication channel for employees to share their job-related concerns and issues. Actively seek employee input on topics such as making work flow better, opportunities for improving efficiencies and effectiveness and ways to improve working relationships.
- ▶ **Ensure employees feel well informed about matters affecting them**
Listen carefully for moments when direct reports (or colleagues) indicate they do not feel informed about important events. In such cases, ask them what additional information would be useful to have and ask for suggestions for improvement.

Categories vs. Benchmarks

SANTA BARBARA (576)

| | Total Favorable Score | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|------------------------------------|-----------------------|------------------------------------|------------------------|----------------------|
| Career Development | 63 | 0 | -1 | -8* |
| Diversity & Inclusion | 76 | 1 | 0 | -1 |
| Empowered Culture | 71 | 0 | 3 | -4* |
| Communication | 73 | -1 | -5* | 1 |
| Image/Brand | 83 | 1 | -2 | 2 |
| Leadership | 43 | 0 | -19* | -24* |
| Organizational Change & Innovation | 64 | 5 | -2 | -4* |
| Performance Management | 62 | 6* | -1 | -3 |
| Retention | 56 | -6* | -1 | -11* |
| Supervision | 84 | 6* | 4* | 4* |
| Sustainable Engagement | 80 | 2 | 0 | 2 |
| Wellness | 65 | 1 | 0 | -1 |
| Working Relationships | 85 | 5* | 6* | 10* |

Category Breakdown by Role

Differences based on Total Favorable

| | Total Favorable (576) | Individual Contributor (259) | Supervisor (129) | Manager (117) | Director and above (69) |
|------------------------------------|--------------------------|---------------------------------|---------------------|------------------|----------------------------|
| Career Development | 63 | -3 | 1 | 4 | 3 |
| Diversity & Inclusion | 76 | 1 | -3 | 2 | 0 |
| Empowered Culture | 71 | -2 | -6 | 8 | 5 |
| Communication | 73 | 2 | -4 | 2 | -6 |
| Image/Brand | 83 | 0 | -1 | -1 | 3 |
| Leadership | 43 | 3 | -4 | 2 | -11 |
| Organizational Change & Innovation | 64 | 1 | -2 | 0 | 1 |
| Performance Management | 62 | -2 | 2 | 3 | -1 |
| Retention | 56 | -3 | 0 | 7 | 0 |
| Supervision | 84 | -1 | 4 | 3 | -7 |
| Sustainable Engagement | 80 | 0 | -2 | 1 | 1 |
| Wellness | 65 | 0 | -1 | 3 | -2 |
| Working Relationships | 85 | -2 | 0 | 1 | 6 |

Category Breakdown by Gender (HRIS)

Differences based on Total Favorable

| | Total Favorable (576) | SANTA BARBARA: Female (312) | SANTA BARBARA: Male (223) | SANTA BARBARA: Unknown (41) |
|------------------------------------|--------------------------|-----------------------------------|---------------------------------|-----------------------------------|
| Career Development | 63 | -1 | 5 | -22* |
| Diversity & Inclusion | 76 | -1 | 4 | -20* |
| Empowered Culture | 71 | -3 | 7* | -19* |
| Communication | 73 | -4 | 8* | -14 |
| Image/Brand | 83 | -1 | 4 | -18* |
| Leadership | 43 | -3 | 6 | -8 |
| Organizational Change & Innovation | 64 | -3 | 6 | -13 |
| Performance Management | 62 | -2 | 6 | -18* |
| Retention | 56 | -1 | 4 | -17* |
| Supervision | 84 | -1 | 3 | -13* |
| Sustainable Engagement | 80 | 0 | 4 | -18* |
| Wellness | 65 | -2 | 7 | -20* |
| Working Relationships | 85 | -1 | 5 | -19* |

Category Breakdown by Ethnicity

Differences based on Total Favorable

| | Total Favorable (576) | SANTA BARBARA: Asian (42) | SANTA BARBARA: Black/African American (15) | SANTA BARBARA: Hispanic (110) | SANTA BARBARA: Two or More races (15) | SANTA BARBARA: Unknown (36) | SANTA BARBARA: White (356) |
|------------------------------------|--------------------------|---------------------------------|--|-------------------------------------|---|-----------------------------------|----------------------------------|
| Career Development | 63 | -9 | 1 | 1 | -16 | -4 | 2 |
| Diversity & Inclusion | 76 | 1 | -5 | -2 | 2 | -5 | 1 |
| Empowered Culture | 71 | -3 | 2 | -2 | -1 | -4 | 1 |
| Communication | 73 | -6 | 3 | -5 | -13 | 4 | 2 |
| Image/Brand | 83 | -6 | -1 | 1 | -3 | -3 | 1 |
| Leadership | 43 | 7 | -13 | 5 | -7 | 5 | -2 |
| Organizational Change & Innovation | 64 | 1 | 0 | 4 | -7 | -2 | -1 |
| Performance Management | 62 | -6 | 2 | -5 | 0 | 0 | 2 |
| Retention | 56 | -4 | -9 | -2 | -16 | 2 | 2 |
| Supervision | 84 | -2 | -6 | -2 | -3 | -3 | 1 |
| Sustainable Engagement | 80 | -4 | 0 | -1 | -8 | -7 | 2 |
| Wellness | 65 | 0 | 2 | -5 | -1 | -5 | 2 |
| Working Relationships | 85 | -3 | -1 | -3 | -8 | -1 | 2 |

Category Breakdown by Tenure (1 of 2)

Differences based on Total Favorable

| | Total Favorable (576) | SANTA BARBARA: 1 < 3 (108) | SANTA BARBARA: 3 < 5 (75) | SANTA BARBARA: 5 < 10 (119) | SANTA BARBARA: 10 < 15 (93) | SANTA BARBARA: 15 < 20 (84) | SANTA BARBARA: 20 < 25 (47) |
|------------------------------------|--------------------------|----------------------------------|---------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Career Development | 63 | 4 | -5 | -3 | -4 | 2 | 7 |
| Diversity & Inclusion | 76 | 1 | 3 | 0 | -4 | -2 | 2 |
| Empowered Culture | 71 | 1 | 8 | -4 | -7 | 2 | 7 |
| Communication | 73 | 2 | -4 | -4 | -2 | -1 | 7 |
| Image/Brand | 83 | 1 | -2 | 0 | -3 | 2 | 3 |
| Leadership | 43 | 2 | -1 | 0 | 0 | -4 | 8 |
| Organizational Change & Innovation | 64 | -2 | -2 | -3 | 1 | 3 | 8 |
| Performance Management | 62 | 3 | 0 | -1 | 0 | -2 | 3 |
| Retention | 56 | -10 | -7 | 1 | 11 | -1 | 10 |
| Supervision | 84 | 2 | 2 | 0 | 1 | -7 | -1 |
| Sustainable Engagement | 80 | 1 | -3 | -1 | 1 | 0 | 0 |
| Wellness | 65 | 0 | -1 | 1 | 0 | -1 | 3 |
| Working Relationships | 85 | -1 | 5 | -3 | -1 | 2 | 1 |

Category Breakdown by Tenure (2 of 2)

Differences based on Total Favorable

| | Total Favorable (576) | SANTA BARBARA: 25 < 30 (23) | SANTA BARBARA: 30+ (27) |
|------------------------------------|--------------------------|-----------------------------------|-------------------------------|
| Career Development | 63 | -2 | 10 |
| Diversity & Inclusion | 76 | -1 | 3 |
| Empowered Culture | 71 | -4 | 5 |
| Communication | 73 | 5 | 12 |
| Image/Brand | 83 | -8 | 12 |
| Leadership | 43 | -6 | -1 |
| Organizational Change & Innovation | 64 | -1 | 6 |
| Performance Management | 62 | -10 | 2 |
| Retention | 56 | 9 | -4 |
| Supervision | 84 | 2 | 5 |
| Sustainable Engagement | 80 | 0 | 6 |
| Wellness | 65 | 2 | -4 |
| Working Relationships | 85 | -7 | 6 |

Career Development

SANTA BARBARA (576)

| | | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|---------------------------|--|-----------------|------------------------------------|------------------------|----------------------|
| Career Development | | 63 | 0 | -1 | -8* |
| 16 | I am confident I can achieve my personal career objectives within the UC system. ★ | 64 | 0 | 0 | -11* |
| 20 | My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★ | 61 | 1 | -2 | -5* |

Diversity & Inclusion

SANTA BARBARA (576)

| | | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|----------------------------------|--|-----------------|------------------------------------|------------------------|----------------------|
| Diversity & Inclusion | | 76 | 1 | 0 | -1 |
| 8 | 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. | 76 | 1 | 0 | 1 |
| 25 | I can be myself at this organization without worrying about how I will be accepted. | 80 | 0 | 2 | 0 |
| 32 | Employees at my campus/location are treated with dignity and respect, regardless of their position or background. | 72 | 2 | -2 | -4* |

Empowered Culture

SANTA BARBARA (576)

| | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|--|-----------------|------------------------------|---------------------|-------------------|
| Empowered Culture | 71 | 0 | 3 | -4* |
| 30 Most of the time it is safe to speak up in this organization. | 68 | -1 | 4 | -2 |
| 33 I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal. | 74 | 0 | 2 | -6* |

Communication

SANTA BARBARA (576)

| | | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|----------------------|---|-----------------|------------------------------------|------------------------|----------------------|
| Communication | | 73 | -1 | -5* | 1 |
| 1 | My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. * | 70 | -2 | -15* | 0 |
| 10 | I feel able to openly and honestly communicate my views to my supervisor and other leaders. * | 77 | 1 | 5* | 1 |

Image/Brand

SANTA BARBARA (576)

| | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|--|-----------------|------------------------------------|------------------------|----------------------|
| Image/Brand | 83 | 1 | -2 | 2 |
| 5 I am proud to be associated with the UC system. | 88 | 0 | -1 | 0 |
| 15 My campus/location is highly regarded by its employees. | 69 | 2 | -2 | 3 |
| 26 I believe strongly in the teaching, research, and public service mission of the UC system. | 92 | 1 | -2 | 2 |

Leadership

SANTA BARBARA (576)

| | | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|-------------------|--|-----------------|------------------------------------|------------------------|----------------------|
| Leadership | | 43 | 0 | -19* | -24* |
| 27 | Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction. | 45 | -1 | -21* | -26* |
| 28 | There is sufficient contact between senior leadership at my campus/location and employees in this organization. | 42 | 1 | -16* | -22* |

Organizational Change & Innovation

SANTA BARBARA (576)

| | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|---|-----------------|------------------------------------|------------------------|----------------------|
| Organizational Change & Innovation | 64 | 5 | -2 | -4* |
| 9 Generally, recent major organizational changes across the UC system have been: Explained well | 54 | 12* | -5* | 2 |
| 29 People here are open to trying new and different ways of addressing our departmental challenges. | 59 | 3 | -3 | -14* |
| 31 People in my department are encouraged to come up with innovative solutions to work-related problems. | 81 | 0 | 3 | 0 |

Performance Management

SANTA BARBARA (576)

| | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|--|-----------------|------------------------------------|------------------------|----------------------|
| Performance Management | 62 | 6* | -1 | -3 |
| 2 I feel my campus/location does a good job matching pay to performance. | 30 | 6* | -7* | -21* |
| 4 I feel my personal contributions are recognized. | 76 | 9* | 3 | 6* |
| 17 I think my performance on the job is evaluated fairly. | 81 | 3 | 2 | 5* |

Retention

SANTA BARBARA (576)

| | | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|------------------|---|-----------------|------------------------------------|------------------------|----------------------|
| Retention | | 56 | -6* | -1 | -11* |
| 38 | At the present time, are you seriously considering leaving the UC system? | 56 | -6* | -1 | -11* |



Supervision

SANTA BARBARA (576)

| | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|---|-----------------|------------------------------------|------------------------|----------------------|
| Supervision | 84 | 6* | 4* | 4* |
| 3 My supervisor keeps me informed about issues that affect me. | 87 | 9* | 4* | 6* |
| 11 My supervisor treats me with respect. | 92 | 3 | 2 | 4* |
| 18 My supervisor listens carefully to different points of view before coming to conclusions. | 83 | 5* | 3 | 4* |
| 23 My supervisor does a good job of building teamwork. | 79 | 10* | 5* | 2 |
| 34 My supervisor helps me make time to participate in training and development activities. | 80 | 3 | 4* | n/a |

Sustainable Engagement

SANTA BARBARA (576)

| | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|---|-----------------|------------------------------------|------------------------|----------------------|
| Sustainable Engagement | 80 | 2 | 0 | 2 |
| 6 I am satisfied with my involvement in decisions that affect my work. | 73 | 0 | 1 | 0 |
| 12 My work schedule allows sufficient flexibility to meet my personal/family needs. | 88 | 3 | 2 | 9* |
| 13 I feel motivated to go beyond my formal job responsibilities to get the job done. | 86 | 0 | 1 | 0 |
| 14 I have the equipment/tools/resources I need to do my job effectively. | 81 | 6* | -1 | 5* |
| 19 I would recommend the UC system as a good place to work. | 83 | 1 | 1 | 3 |
| 21 Working for the UC system inspires me to do my best work. | 72 | 2 | -4* | -3 |

Wellness

SANTA BARBARA (576)

| | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|---|-----------------|------------------------------------|------------------------|----------------------|
| Wellness | 65 | 1 | 0 | -1 |
| 24 My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location. | 80 | 3 | 0 | n/a |
| 35 My organization promotes an environment of physical, mental, and social well-being. ★ | 71 | 0 | 0 | -1 |
| 36 The stress levels at work are manageable. ★ | 57 | n/a | 1 | n/a |
| 37 How often do financial concerns impact your ability to perform at work? | 50 | n/a | -2 | n/a |

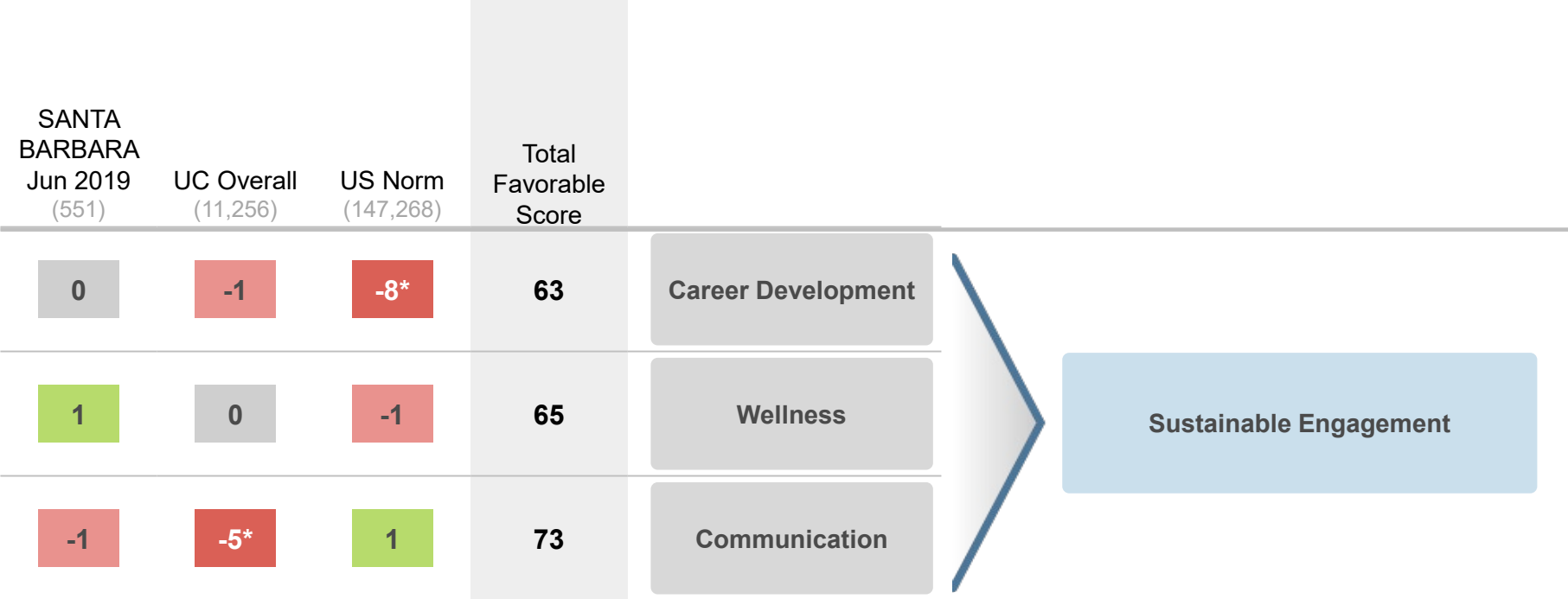
Working Relationships

SANTA BARBARA (576)

| | Total Favorable | SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) |
|--|-----------------|------------------------------------|------------------------|----------------------|
| Working Relationships | 85 | 5* | 6* | 10* |
| 7 There is good cooperation between my department and other departments at my campus/location. | 82 | 7* | 8* | 11* |
| 22 There is good cooperation between staff in my department. | 88 | 2 | 3* | 9* |

Key Drivers - Sustainable Engagement

SANTA BARBARA (576)



Sustainable Engagement

Key Driver Questions - Sustainable Engagement

SANTA BARBARA (576)

| SANTA BARBARA Jun 2019 (551) | UC Overall (11,256) | US Norm (147,268) | Total Favorable Score | |
|------------------------------------|------------------------|----------------------|-----------------------|---|
| 0 | 0 | -11* | 64 | Career Development: I am confident I can achieve my personal career objectives within the UC system. |
| 1 | -2 | -5* | 61 | Career Development: My campus/location provides people with the necessary information and resources to manage their own careers effectively. |
| 0 | 0 | -1 | 71 | Wellness: My organization promotes an environment of physical, mental, and social well-being. |
| n/a | 1 | n/a | 57 | Wellness: The stress levels at work are manageable. |
| 1 | 5* | 1 | 77 | Communication: I feel able to openly and honestly communicate my views to my supervisor and other leaders. |
| -2 | -15* | 0 | 70 | Communication: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. |

Sustainable Engagement

Group Sizes

SANTA BARBARA (576)

Benchmarks

| | | | |
|-----------------------------|--------|----------------------------|---------|
| SANTA BARBARA Jun 2019..... | 551 | US Norm..... | 147,268 |
| SANTA BARBARA May 2017..... | 607 | University Staff Norm..... | 13,525 |
| UC Overall..... | 11,256 | | |

Role

| | | | |
|--|-----|---|-----|
| SANTA BARBARA: Individual Contributor..... | 259 | SANTA BARBARA: Manager..... | 117 |
| SANTA BARBARA: Supervisor..... | 129 | SANTA BARBARA: Director and above | 69 |

How do you self-identify with respect to your sexual orientation?

| | | | |
|---|-----|---------------------------------------|----|
| SANTA BARBARA: Heterosexual or Straight | 484 | SANTA BARBARA: Other | 10 |
| SANTA BARBARA: Gay or Lesbian | 19 | SANTA BARBARA: Decline to state | 39 |
| SANTA BARBARA: Bisexual | 22 | | |

Over the past year, have you worked primarily onsite at your campus/location, remotely, or both?

| | | | |
|---|-----|----------------------------------|----|
| SANTA BARBARA: On Campus / Location | 75 | SANTA BARBARA: Mix of Both | 84 |
| SANTA BARBARA: Remotely / From Home | 416 | | |

Gender (HRIS)

| | | | |
|-----------------------------|-----|------------------------------|----|
| SANTA BARBARA: Female | 312 | SANTA BARBARA: Unknown | 41 |
| SANTA BARBARA: Male | 223 | | |

Ethnicity

| | | | |
|---|-----|--|-----|
| SANTA BARBARA: Asian | 42 | SANTA BARBARA: Two or More races | 15 |
| SANTA BARBARA: Black/African American | 15 | SANTA BARBARA: Unknown | 36 |
| SANTA BARBARA: Hispanic | 110 | SANTA BARBARA: White | 356 |

Tenure

| | | | |
|------------------------------|-----|------------------------------|----|
| SANTA BARBARA: 1 < 3 | 108 | SANTA BARBARA: 15 < 20 | 84 |
| SANTA BARBARA: 3 < 5 | 75 | SANTA BARBARA: 20 < 25 | 47 |
| SANTA BARBARA: 5 < 10 | 119 | SANTA BARBARA: 25 < 30 | 23 |
| SANTA BARBARA: 10 < 15 | 93 | SANTA BARBARA: 30+ | 27 |