



Systemwide
Human Resources

University of California 2019 Staff Engagement Survey

SANTA BARBARA (551)

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

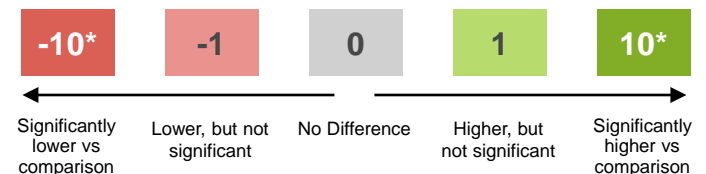
Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

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.

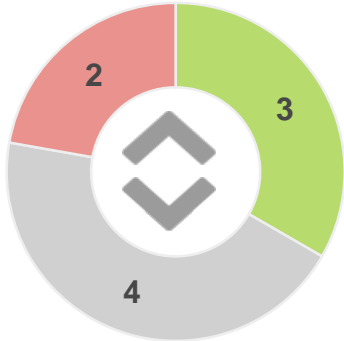


Results Summary

SANTA BARBARA (551) - Scores based on Total Favorable

Results vs. SANTA BARBARA 2017

4 Out Of 9 Categories Have Not Changed



Most Improved

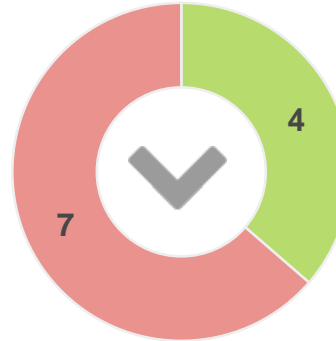
- Image/Brand 2
- Sustainable Engagement 1
- Wellness 1

Most Declined

- Working Relationships -2
- Performance Management -1

Results vs. US Norm

7 Out Of 11 Categories Are Below



Most Favorable

- Working Relationships 5*
- Communication 1
- Image/Brand 1

Least Favorable

- Leadership -28*
- Performance Management -9*
- Career Development -8*

Sustainable Engagement



SANTA BARBARA 2017	Overall	US Norm
↑ 1	↑ 1	↑ 1

Strengths


- ▶ Image/Brand, Organizational Change & Innovation, Supervision


Opportunities

- ▶ Leadership, Performance Management

Strengths and Opportunities

SANTA BARBARA (551)

		% Favorable	Historical (607)	Overall (9,020)	Norm (148,768)	
 <p>We should continue to build on these.</p>	26	I believe strongly in the teaching, research, and public service mission of the UC system.	91	n/a	-3*	1
	31	People in my department are encouraged to come up with innovative solutions to work-related problems. ★	81	n/a	8*	1
	34	My supervisor helps me make time to participate in training and development activities. ★	77	2	3	6*

		% Favorable	Historical	Overall	Norm	
 <p>These are our priority areas to focus on.</p>	27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	46	n/a	-13*	-32*
	2	I feel my campus/location does a good job matching pay to performance.	24	1	-10*	-28*
	28	There is sufficient contact between senior leadership at my campus/location and employees in this organization.	42	n/a	-6*	-25*

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.

Strengths Detail

SANTA BARBARA (551) - Scores based on Total Favorable

I believe strongly in the teaching, research, and public service mission of the UC system. **91**

People in my department are encouraged to come up with innovative solutions to work-related problems. ★ **81**

My supervisor helps me make time to participate in training and development activities. ★ **77**

Highest Scoring Groups

SANTA BARBARA: Director and above (N-Size: 55)	100
SANTA BARBARA: Pay Range11 \$110 - \$119k (N-Size: 22)	95
SANTA BARBARA: Pay Range09 \$90 - \$99k (N-Size: 43)	95
SANTA BARBARA: 30+ (N-Size: 20)	95
SANTA BARBARA: 25 < 30 (N-Size: 33)	94

Lowest Scoring Groups

SANTA BARBARA: Pay Range05 \$50 - \$59k (N-Size: 108)	85
SANTA BARBARA: 20 < 25 (N-Size: 51)	88
SANTA BARBARA: 3 < 5 (N-Size: 89)	89
SANTA BARBARA: Black (N-Size: 18)	89
SANTA BARBARA: Pay Range08 \$80 - \$89k (N-Size: 55)	89

Highest Scoring Groups

SANTA BARBARA: Pay Range12 \$120 - \$129k (N-Size: 21)	100
SANTA BARBARA: Pay Range13 \$130 - \$139k (N-Size: 14)	93
SANTA BARBARA: Director and above (N-Size: 55)	91
SANTA BARBARA: Pay Range14 \$140 - \$149k (N-Size: 10)	90
SANTA BARBARA: Pay Range07 \$70 - \$79k (N-Size: 84)	89

Lowest Scoring Groups

SANTA BARBARA: 25 < 30 (N-Size: 33)	73
SANTA BARBARA: Asian (N-Size: 38)	73
SANTA BARBARA: Pay Range04 \$40 - \$49k (N-Size: 12)	75
SANTA BARBARA: Pay Range05 \$50 - \$59k (N-Size: 108)	76
SANTA BARBARA: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (N-Size: 233)	76

Highest Scoring Groups

SANTA BARBARA: Black (N-Size: 18)	89
SANTA BARBARA: 15 < 20 (N-Size: 86)	84
SANTA BARBARA: Pay Range06 \$60 - \$69k (N-Size: 120)	83
SANTA BARBARA: Manager (Employee with the job title of Manager, responsibility over a functional area) (N-Size: 122)	81
SANTA BARBARA: Pay Range12 \$120 - \$129k (N-Size: 21)	81

Lowest Scoring Groups

SANTA BARBARA: Pay Range14 \$140 - \$149k (N-Size: 10)	60
SANTA BARBARA: 30+ (N-Size: 20)	65
SANTA BARBARA: Pay Range04 \$40 - \$49k (N-Size: 12)	67
SANTA BARBARA: 20 < 25 (N-Size: 51)	69
SANTA BARBARA: 25 < 30 (N-Size: 33)	73

Opportunities Detail

SANTA BARBARA (551) - Scores based on Total Favorable

Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction. **46**

I feel my campus/location does a good job matching pay to performance. **24**

There is sufficient contact between senior leadership at my campus/location and employees in this organization. **42**

Highest Scoring Groups

SANTA BARBARA: 30+ (N-Size: 20)	75
SANTA BARBARA: Asian (N-Size: 38)	55
SANTA BARBARA: Pay Range07 \$70 - \$79k (N-Size: 84)	52
SANTA BARBARA: Director and above (N-Size: 55)	51
SANTA BARBARA: Pay Range11 \$110 - \$119k (N-Size: 22)	50

Highest Scoring Groups

SANTA BARBARA: 30+ (N-Size: 20)	45
SANTA BARBARA: Black (N-Size: 18)	44
SANTA BARBARA: Pay Range12 \$120 - \$129k (N-Size: 21)	38
SANTA BARBARA: Director and above (N-Size: 55)	35
SANTA BARBARA: Pay Range11 \$110 - \$119k (N-Size: 22)	32

Highest Scoring Groups

SANTA BARBARA: Director and above (N-Size: 55)	57
SANTA BARBARA: Pay Range08 \$80 - \$89k (N-Size: 55)	56
SANTA BARBARA: 30+ (N-Size: 20)	55
SANTA BARBARA: Pay Range11 \$110 - \$119k (N-Size: 22)	50
SANTA BARBARA: 3 < 5 (N-Size: 89)	49

Lowest Scoring Groups

SANTA BARBARA: Pay Range12 \$120 - \$129k (N-Size: 21)	33
SANTA BARBARA: 1 < 3 (N-Size: 62)	35
SANTA BARBARA: Other (N-Size: 46)	37
SANTA BARBARA: Black (N-Size: 18)	39
SANTA BARBARA: 25 < 30 (N-Size: 33)	39

Lowest Scoring Groups

SANTA BARBARA: 25 < 30 (N-Size: 33)	15
SANTA BARBARA: Pay Range05 \$50 - \$59k (N-Size: 108)	16
SANTA BARBARA: Pay Range04 \$40 - \$49k (N-Size: 12)	17
SANTA BARBARA: Pay Range09 \$90 - \$99k (N-Size: 43)	19
SANTA BARBARA: Female (N-Size: 330)	19

Lowest Scoring Groups

SANTA BARBARA: Pay Range04 \$40 - \$49k (N-Size: 12)	17
SANTA BARBARA: 1 < 3 (N-Size: 62)	26
SANTA BARBARA: Pay Range12 \$120 - \$129k (N-Size: 21)	29
SANTA BARBARA: Pay Range14 \$140 - \$149k (N-Size: 10)	30
SANTA BARBARA: 25 < 30 (N-Size: 33)	33

Suggested Actions

SANTA BARBARA (551)

WHAT WE COULD DO



"Best practice"
suggested actions

- ▶ **Ensure understanding of the company's long-term goals and strategic direction**
Use team meetings to communicate regular business updates, not only about the team itself but the larger unit of which the team is a part. Track progress toward team goals and engage employees in working toward team targets. When providing progress reports, look for opportunities to show how strategy comes to life and to reinforce how organization values link with decisions made and steps taken to improve the business.
- ▶ **Improve connection between pay and performance.**
Differentiating rewards for high potential and high performing employees can be a challenge for managers. Executive leadership likely set performance management parameters for the organization overall that you must follow. As a first step, consider what other managers are doing to successfully motivate their best employees. Next, consider what options you may have and discuss them with your HR business partner. There may be options you have that you were not aware of. Although differentiating rewards for performance is not easy, most organizations realize the value of doing it, and are constantly creating new policies and practices to do so.
- ▶ **Ensure people feel they have enough contact with management.**
Ensure leaders have a regular upward communication channel for employees to share their job-related concerns and issues. Actively seek employee input on making work flow better, ways to reduce waste, opportunities for improving efficiencies and effectiveness and ways to improve working relationships. Increase availability/accessibility to employees during busy periods to provide support and to help them prioritize their responsibilities.

Categories vs. Benchmarks

SANTA BARBARA (551)

	Total Favorable Score	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Career Development	62	0	2	-8*
Communication	74	0	3	1
Diversity & Inclusion	75	0	3	-1
Empowered Culture	71	n/a	8*	-3
Image/Brand	82	2	-1	1
Leadership	44	n/a	-10*	-28*
Organizational Change & Innovation	59	n/a	2	-7*
Performance Management	56	-1	-2	-9*
Supervision	78	0	3	-1
Sustainable Engagement	78	1	1	1
Wellness	74	1	4*	n/a
Working Relationships	80	-2	7*	5*

Category Breakdown by Role

Differences based on Total Favorable

	SANTA BARBARA (551)	SANTA BARBARA: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (233)	SANTA BARBARA: Supervisor (Employee who supervises activities of direct reports) (135)	SANTA BARBARA: Manager (Employee with the job title of Manager, responsibility over a functional area) (122)	SANTA BARBARA: Director and above (55)
Career Development	62	-7	0	6	22*
Communication	74	0	-3	0	10
Diversity & Inclusion	75	0	-4	0	13*
Empowered Culture	71	-6	5	-1	16*
Image/Brand	82	-2	-2	0	11*
Leadership	44	-1	-3	1	10
Organizational Change & Innovation	59	-4	0	2	14*
Performance Management	56	-2	-3	1	13
Supervision	78	-2	-2	4	5
Sustainable Engagement	78	-1	-1	1	7
Wellness	74	-1	-1	-2	10
Working Relationships	80	-3	0	1	12*

Career Development

SANTA BARBARA (551)

		Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Career Development		62	0	2	-8*
16	I am confident I can achieve my personal career objectives within the UC system. ★	64	2	2	-9*
20	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	60	-3	3	-8*

Communication

SANTA BARBARA (551)

	Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Communication	74	0	3	1
1 My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	72	0	-1	2
9 I feel able to openly and honestly communicate my views to my supervisor and other leaders.	76	0	6*	0

Diversity & Inclusion

SANTA BARBARA (551)

		Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Diversity & Inclusion		75	0	3	-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.	75	-2	2	3
25	I can be myself at this organization without worrying about how I will be accepted.	80	n/a	4	0
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	70	1	3	-5*

Empowered Culture

SANTA BARBARA (551)

	Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Empowered Culture	71	n/a	8*	-3
30 Most of the time it is safe to speak up in this organization.	69	n/a	9*	-1
32 I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	74	n/a	6*	-6*

Image/Brand

SANTA BARBARA (551)

	Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Image/Brand	82	2	-1	1
5 I am proud to be associated with the UC system.	88	2	1	1
15 My campus/location is highly regarded by its employees.	67	3	1	3
26 I believe strongly in the teaching, research, and public service mission of the UC system.	91	n/a	-3*	1

Leadership

SANTA BARBARA (551)

		Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Leadership		44	n/a	-10*	-28*
27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	46	n/a	-13*	-32*
28	There is sufficient contact between senior leadership at my campus/location and employees in this organization.	42	n/a	-6*	-25*

Organizational Change & Innovation

SANTA BARBARA (551)

	Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Organizational Change & Innovation	59	n/a	2	-7*
10 Generally, recent major organizational changes across the UC system have been: Explained well ★	42	10*	-2	-6*
29 People here are open to trying new and different ways of addressing our departmental challenges.	55	n/a	1	-17*
31 People in my department are encouraged to come up with innovative solutions to work-related problems. ★	81	n/a	8*	1

Performance Management

SANTA BARBARA (551)

	Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Performance Management	56	-1	-2	-9*
2 I feel my campus/location does a good job matching pay to performance.	24	1	-10*	-28*
4 I feel my personal contributions are recognized.	67	-3	0	-3
17 I think my performance on the job is evaluated fairly.	77	0	4*	3

Supervision

SANTA BARBARA (551)

	Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Supervision	78	0	3	-1
3 My supervisor keeps me informed about issues that affect me.	78	1	3	-4*
11 My supervisor treats me with respect.	89	-1	3*	1
18 My supervisor listens carefully to different points of view before coming to conclusions. ★	77	0	4	n/a
23 My supervisor does a good job of building teamwork.	69	-1	3	-6*
34 My supervisor helps me make time to participate in training and development activities. ★	77	2	3	6*

Sustainable Engagement

SANTA BARBARA (551)

	Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Sustainable Engagement	78	1	1	1
6 I am satisfied with my involvement in decisions that affect my work.	73	4	5*	1
12 My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-3	0	6*
13 I feel motivated to go beyond my formal job responsibilities to get the job done.	86	-2	3	0
14 I have the equipment/tools/resources I need to do my job effectively.	74	6*	-1	-2
19 I would recommend the UC system as a good place to work.	82	-2	3	1
21 Working for the UC system inspires me to do my best work.	70	0	-1	-3

Wellness

SANTA BARBARA (551)

		Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Wellness		74	1	4*	n/a
24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	78	2	3	n/a
35	My organization promotes an environment of physical, mental, and social well-being.	71	-1	5*	1

Working Relationships

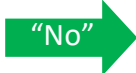
SANTA BARBARA (551)

	Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Working Relationships	80	-2	7*	5*
7 There is good cooperation between my department and other departments at my campus/location.	75	-4	8*	3
22 There is good cooperation between staff in my department.	86	0	6*	7*

Retention

SANTA BARBARA (551)


		Total Favorable	SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)
Retention		n/a	n/a	n/a	n/a
36	At the present time, are you seriously considering leaving the UC system?	62	-6*	3	-5*



Key Drivers - Sustainable Engagement

SANTA BARBARA (551)

SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)	Total Favorable Score	
0	2	-8*	62	Career Development
0	3	-1	78	Supervision
n/a	2	-7*	59	Organizational Change & Innovation



Key Driver Questions - Sustainable Engagement

SANTA BARBARA (551)

SANTA BARBARA 2017 (607)	Overall (9,020)	US Norm (148,768)	Total Favorable Score	
2	2	-9*	64	Career Development: I am confident I can achieve my personal career objectives within the UC system.
-3	3	-8*	60	Career Development: My campus/location provides people with the necessary information and resources to manage their own careers effectively.
0	4	n/a	77	Supervision: My supervisor listens carefully to different points of view before coming to conclusions.
2	3	6*	77	Supervision: My supervisor helps me make time to participate in training and development activities.
n/a	8*	1	81	Organizational Change & Innovation: People in my department are encouraged to come up with innovative solutions to work-related problems.
10*	-2	-6*	42	Organizational Change & Innovation: Generally, recent major organizational changes across the UC system have been: Explained well

Sustainable Engagement

Group Sizes

SANTA BARBARA (551)

Benchmarks

SANTA BARBARA 2017.....	607	US Norm.....	148,768
SANTA BARBARA 2015.....	507	US Universities Staff Norm.....	17,011
Overall.....	9,020		

Role

SANTA BARBARA: Individual Contributor	233	SANTA BARBARA: Manager	122
SANTA BARBARA: Supervisor	135	SANTA BARBARA: Director and above	55

Gender

SANTA BARBARA: Female	330	SANTA BARBARA: Male	221
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Tenure

SANTA BARBARA: 1 < 3	62	SANTA BARBARA: 15 < 20	86
SANTA BARBARA: 3 < 5	89	SANTA BARBARA: 20 < 25	51
SANTA BARBARA: 5 < 10	117	SANTA BARBARA: 25 < 30	33
SANTA BARBARA: 10 < 15	93	SANTA BARBARA: 30+	20

Ethnicity

SANTA BARBARA: Asian	38	SANTA BARBARA: White	342
SANTA BARBARA: Black	18	SANTA BARBARA: Other	46
SANTA BARBARA: Hispanic	104		

Pay Range

SANTA BARBARA: Pay Range04 \$40 - \$49k	12	SANTA BARBARA: Pay Range07 \$70 - \$79k	84
SANTA BARBARA: Pay Range05 \$50 - \$59k	108	SANTA BARBARA: Pay Range08 \$80 - \$89k	55
SANTA BARBARA: Pay Range06 \$60 - \$69k	120	SANTA BARBARA: Pay Range09 \$90 - \$99k	43

Pay Range

SANTA BARBARA: Pay Range10 \$100 - \$109k	32	SANTA BARBARA: Pay Range13 \$130 - \$139k	14
SANTA BARBARA: Pay Range11 \$110 - \$119k	22	SANTA BARBARA: Pay Range14 \$140 - \$149k	10
SANTA BARBARA: Pay Range12 \$120 - \$129k	21		