



Systemwide
Human Resources

2017 UC Staff Engagement Survey

Santa Barbara

How to Read Results

Santa Barbara

Scores

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



Favorable Responses

Differences and Colors

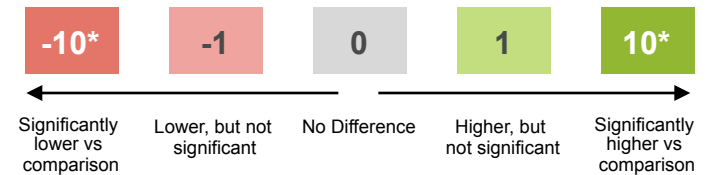
Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

For example:		Total Favorable Score	Historical	Parent Group	Company Overall	Industry Norm
Employee Engagement		86	-8*	3*	3*	-10*
3	I have a good understanding of our goals.	84	2*	1	-9*	2*
12	I have a good understanding of how my job contributes to achieving our goals. ★	88	4	10*	-1	0

Icons (if applicable)

- # When a question number is shown in red it is a priority issue.
- ★ Key driver question.
- (N) On some questions disagreeing is the favorable response.

* **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.

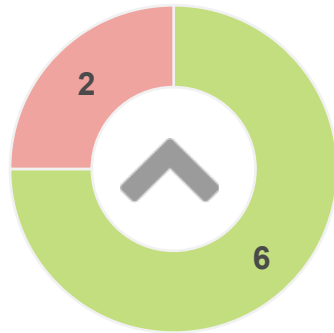


Overview

Santa Barbara

Results vs. Santa Barbara 2015

6 Out Of 8 Categories Have Improved



Most Improved

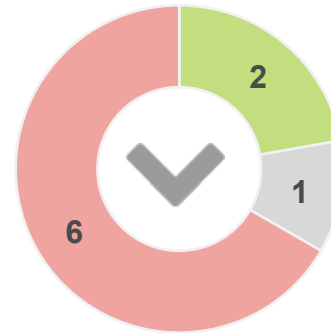
- Performance Management 8*
- Communication 6*
- Supervision 6*

Most Declined

- Image/Brand -1
- Organizational Change -1

Results vs. US National Norm

6 Out Of 9 Categories Are Below



Most Favorable

- Working Relationships 8*
- Communication 2

Least Favorable

- Organizational Change -20*
- Performance Management -6*
- Career Development -3

Engagement



Santa Barbara
2015



University of
California Overall
2017



US National
Norm



Strengths



- ▶ Performance Management, Supervision

Opportunities

- ▶ Organizational Change, Performance Management

Strengths and Opportunities

Santa Barbara

		% Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm	
Strengths						
 <p>Our strengths: We should continue to build on these.</p>	16	I have a clear understanding of how my job contributes to the departmental objectives.	93	2	5*	1
	5	I feel my personal contributions are recognized. ★	71	16*	4	2
	34	My supervisor helps me make time to participate in training and development activities.	76	10*	3	12*
Opportunities						
 <p>Our opportunity areas: These are our priority areas to focus on.</p>	3	I feel my campus/location does a good job matching pay to performance. ★	23	3	-8*	-24*
	15b	Generally, recent major organizational changes across the UC system have been: Explained well	32	-4	0	-24*
	15c	Generally, recent major organizational changes across the UC system have been: Executed well	28	0	1	-23*

Note: Strengths/Opportunities are based on several factors, such as absolute scores, differences from benchmarks, and impact on engagement.

Suggested Actions

Santa Barbara

WHAT WE COULD DO



"Best practice"
suggested actions

- ▶ **Improve connection between pay and performance.**
Differentiating rewards for high potential and high performing employees can be a challenge for managers. Executive leadership likely sets 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.
- ▶ **Improve communication on changes taking place at the location or across the system.**
During periods of organizational change employees will have a greatly increased desire for information. Rumors can quickly spread, causing fear and distracting employees from their work. During these periods, check in with your employees often and share whatever you can as soon as possible. Consider carefully what employees are asking (and not asking, but may be concerned about). When you have no information to share, provide with them a time horizon for when they will hear more.
- ▶ **Improve execution of changes at the location.**
Hold regular meetings on at least a quarterly basis to update employees on organizational changes and how they may affect their roles and objectives. This will help avoid rumor and enhance confidence in senior leaders. Remember, a one-off communication will be forgotten very quickly.

Categories vs. Multiple Benchmarks

Santa Barbara

	Total Favorable Score	Santa Barbara 2015	University of California Overall 2017	US National Norm
Career Development	60	2	3	-3
Communication	74	6*	4*	2
Engagement	71	2	1	-2
Image/Brand	76	-1	0	-2
Organizational Change	30	-1	1	-20*
Performance Management	57	8*	0	-6*
Supervision	76	6*	3	0
Working Relationships	82	4	7*	8*
Diversity & Inclusion	73	n/a	0	-3
Wellness	74	n/a	5*	n/a

Category Breakdown - Role

Santa Barbara

	Santa Barbara 2017 (607)	Individual Contributor 2017 (241)	Supervisor 2017 (121)	Manager 2017 (169)	Director and above 2017 (72)
Career Development	60	-4	-1	2	12
Communication	74	-2	2	-1	7
Engagement	71	0	0	-2	5
Image/Brand	76	-2	3	-4	13*
Organizational Change	30	1	-1	-2	3
Performance Management	57	-1	0	0	4
Supervision	76	-3	4	-1	6
Working Relationships	82	-3	3	0	7
Diversity & Inclusion	73	-4	0	-1	15*
Wellness	74	-5	-2	2	12*

Category Breakdown - Gender

Santa Barbara

	Santa Barbara 2017 (607)	Female 2017 (371)	Male 2017 (236)
Career Development	60	1	-2
Communication	74	-2	3
Engagement	71	1	-2
Image/Brand	76	1	-1
Organizational Change	30	0	-1
Performance Management	57	1	-1
Supervision	76	0	0
Working Relationships	82	3	-5
Diversity & Inclusion	73	-2	3
Wellness	74	0	1

Category Breakdown - Ethnicity

Santa Barbara

	Santa Barbara 2017 (607)	Asian 2017 (50)	Black 2017 (14)	Hispanic 2017 (101)	White 2017 (438)
Career Development	60	-6	12	4	-1
Communication	74	4	15	-3	0
Engagement	71	4	8	2	-1
Image/Brand	76	-2	4	0	0
Organizational Change	30	6	13	1	-1
Performance Management	57	-3	9	-1	0
Supervision	76	1	6	-4	1
Working Relationships	82	-10	-4	4	0
Diversity & Inclusion	73	-11	23	-7	2
Wellness	74	-1	5	-3	1

Category Breakdown - Years of Service

Santa Barbara

	Santa Barbara 2017 (607)	1 < 3 2017 (70)	3 < 5 2017 (67)	5 < 10 2017 (125)	10 < 15 2017 (118)	15 < 20 2017 (101)	20 < 25 2017 (57)
Career Development	60	5	-7	-4	-4	5	1
Communication	74	3	0	1	-4	-3	5
Engagement	71	1	-5	-2	0	4	0
Image/Brand	76	6	-2	-7	-2	2	5
Organizational Change	30	10	-1	-1	-6	2	4
Performance Management	57	8	-3	-2	1	-2	-1
Supervision	76	4	-2	1	0	-1	3
Working Relationships	82	-2	-4	0	-1	3	3
Diversity & Inclusion	73	9	3	-1	-6	3	-4
Wellness	74	2	-3	0	1	0	-2

Category Breakdown - Years of Service

Santa Barbara

	Santa Barbara 2017 (607)	25 < 30 2017 (41)	30+ 2017 (28)
Career Development	60	5	14
Communication	74	2	5
Engagement	71	1	3
Image/Brand	76	4	5
Organizational Change	30	-2	-9
Performance Management	57	-2	-1
Supervision	76	-6	-3
Working Relationships	82	1	0
Diversity & Inclusion	73	-5	5
Wellness	74	-6	12

Category Breakdown - Pay Range

Santa Barbara

	Santa Barbara 2017 (607)	40k - 49k 2017 (49)	50k - 59k 2017 (130)	60k - 69k 2017 (112)	70k - 79k 2017 (76)	80k - 89k 2017 (70)	90k - 99k 2017 (43)
Career Development	60	-9	-7	1	2	5	0
Communication	74	-8	-3	2	7	-1	0
Engagement	71	-4	-4	1	2	3	1
Image/Brand	76	0	-6	2	-1	4	0
Organizational Change	30	2	2	-4	-5	0	6
Performance Management	57	0	-3	-4	1	1	4
Supervision	76	-2	-5	5	4	-3	1
Working Relationships	82	-5	-1	5	3	-5	-1
Diversity & Inclusion	73	-3	-4	-5	2	3	8
Wellness	74	-8	-3	4	0	3	-2

Category Breakdown - Pay Range

Santa Barbara

	Santa Barbara 2017 (607)	100k - 109k 2017 (31)	110k - 149k 2017 (68)	150k - 199k 2017 (19)
Career Development	60	7	1	15
Communication	74	-5	-2	16
Engagement	71	-3	-1	9
Image/Brand	76	3	-1	16
Organizational Change	30	-1	2	8
Performance Management	57	-1	2	16
Supervision	76	-5	0	12
Working Relationships	82	-6	-1	7
Diversity & Inclusion	73	-5	3	11
Wellness	74	-3	2	5

Career Development

Santa Barbara

		Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Career Development		60	2	3	-3
7	There are sufficient opportunities for me to receive training to improve my skills in my current job.	70	3	4	1
11	I believe I have the opportunity for personal development and growth within the UC system.	69	-6*	5*	-1
20	My campus/location is doing a good job of planning for management succession.	34	2	1	-7*
23	I am confident I can achieve my personal career objectives within the UC system. ★	62	2	0	-5*
28	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	63	8*	4	-3

Communication

Santa Barbara

	Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Communication	74	6*	4*	2
1 My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	72	7*	2	2
14 I feel able to openly and honestly communicate my views to my supervisor and other leaders.	76	5	6*	2

Engagement

Santa Barbara

		Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Engagement		71	2	1	-2
2	There is usually sufficient staff in my department to handle the workload.	37	-5	-7*	-19*
8	I am satisfied with my involvement in decisions that affect my work.	69	6*	4	-2
18	My work schedule allows sufficient flexibility to meet my personal/family needs.	88	4	4*	11*
19	I feel motivated to go beyond my formal job responsibilities to get the job done.	88	3	3*	1
21	I have the equipment/tools/resources I need to do my job effectively.	68	-3	-5*	-7*
27	I would recommend the UC system as a good place to work.	84	4	5*	4*
29	Working for the UC system inspires me to do my best work.	71	2	-2	-4*
36	At the present time, are you seriously considering leaving the UC system?	68	7*	6*	1

Image/Brand

Santa Barbara

	Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Image/Brand	76	-1	0	-2
6 I am proud to be associated with the UC system.	86	0	0	-1
22 My campus/location is highly regarded by its employees.	65	-1	0	-2

Organizational Change

Santa Barbara

	Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Organizational Change	30	-1	1	-20*
15a Generally, recent major organizational changes across the UC system have been: Planned well	31	0	1	-12*
15b Generally, recent major organizational changes across the UC system have been: Explained well	32	-4	0	-24*
15c Generally, recent major organizational changes across the UC system have been: Executed well	28	0	1	-23*

Performance Management

Santa Barbara

	Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Performance Management	57	8*	0	-6*
3 I feel my campus/location does a good job matching pay to performance. ★	23	3	-8*	-24*
5 I feel my personal contributions are recognized. ★	71	16*	4	2
25 I think my performance on the job is evaluated fairly.	78	3	4*	4*

Supervision

Santa Barbara

	Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Supervision	76	6*	3	0
4 My supervisor keeps me informed about issues that affect me.	77	4	2	-3*
9 My supervisor develops people's abilities.	67	10*	4	-2
12 Regarding suggestions for change from employees, my supervisor is usually responsive.	75	5	4*	-1
16 I have a clear understanding of how my job contributes to the departmental objectives.	93	2	5*	1
17 My supervisor treats me with respect.	90	5*	3*	3*
24 My supervisor communicates effectively.	77	5*	4*	-2
26a Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	52	4	4	-6*
26b Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	77	9*	5*	8*
26c Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	77	4	1	-2
31 My supervisor does a good job of building teamwork.	70	8*	3	-4*

Supervision

Santa Barbara

	Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Supervision	76	6*	3	0
34 My supervisor helps me make time to participate in training and development activities.	76	10*	3	12*

Working Relationships

Santa Barbara

	Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Working Relationships	82	4	7*	8*
10 There is good cooperation between my department and other departments at my campus/location.	79	3	10*	9*
30 There is good cooperation between staff in my department.	86	5*	3	6*

Diversity & Inclusion

Santa Barbara

		Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Diversity & Inclusion		73	n/a	0	-3
13	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.	77	n/a	2	5*
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	69	n/a	-2	-11*


Wellness


Santa Barbara


		Total Favorable	Santa Barbara 2015	University of California Overall 2017	US National Norm
Wellness		74	n/a	5*	n/a
32	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location. ★	76	n/a	3	n/a
35	My organization promotes an environment of physical, mental, and social well-being. ★	72	n/a	7*	1


Sustainable Engagement Profile vs. U.S. National Norm & Santa Barbara 2015













Segmentation analysis identifies the types of engagement within the organization

 **Highly Engaged:** Those who score high on all three aspects of sustainable engagement

 **Detached:** Those who feel enabled and/or energized, but lack a sense of traditional engagement

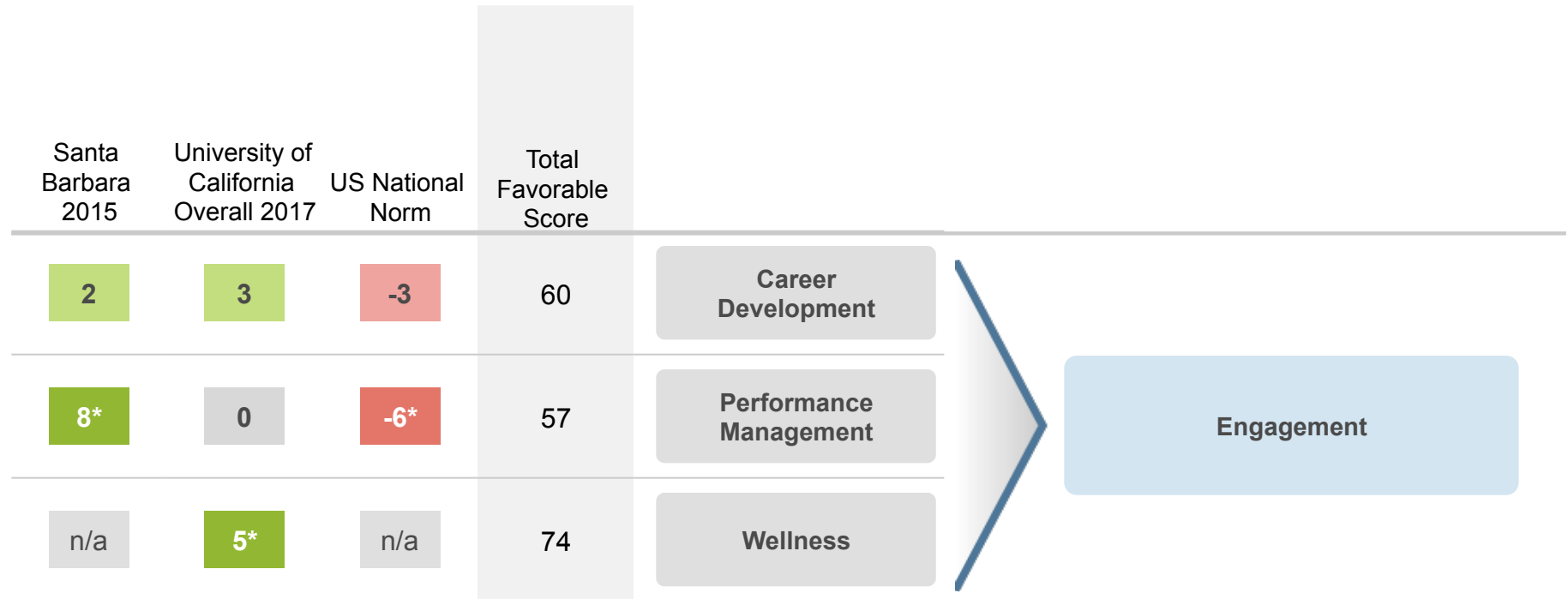
 **Unsupported:** Those who are traditionally engaged, but lack enablement and/or energy

 **Disengaged:** Those who score low on all three aspects of sustainable engagement

2017	Engaged	Enabled	Energized	U.S.	2015
Highly Engaged 23%				35%	25%
Unsupported 32%				22%	29%
Detached 20%				22%	22%
Disengaged 25%				21%	25%

Key Drivers of Engagement

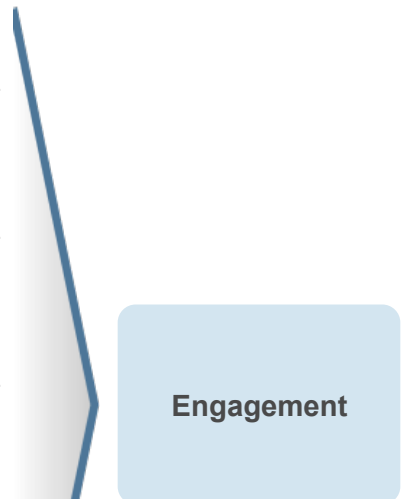
Santa Barbara



Key Driver Items of Engagement

Santa Barbara

Santa Barbara 2015	University of California Overall 2017	US National Norm	Total Favorable Score	
2	0	-5*	62	Career Development: I am confident I can achieve my personal career objectives within the UC system.
8*	4	-3	63	Career Development: My campus/location provides people with the necessary information and resources to manage their own careers effectively.
3	-8*	-24*	23	Performance Management: I feel my campus/location does a good job matching pay to performance.
16*	4	2	71	Performance Management: I feel my personal contributions are recognized.
n/a	3	n/a	76	Wellness: My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.
n/a	7*	1	72	Wellness: My organization promotes an environment of physical, mental, and social well-being.



Group Sizes

Santa Barbara (607)

Benchmarks

Santa Barbara 2015.....	507	US National Norm.....	159,758
Santa Barbara 2012.....	682	Universities Staff Norm.....	16,527
University of California Overall 2017.....	10,539		

Role

Individual Contributor 2017.....	241	Manager 2017.....	169
Supervisor 2017.....	121	Director and above 2017.....	72

Gender

Female 2017.....	371	Male 2017.....	236
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Ethnicity

Asian 2017.....	50	Hispanic 2017.....	101
Black 2017.....	14	White 2017.....	438

Years of Service

1 < 3 2017.....	70	15 < 20 2017.....	101
3 < 5 2017.....	67	20 < 25 2017.....	57
5 < 10 2017.....	125	25 < 30 2017.....	41
10 < 15 2017.....	118	30+ 2017.....	28

Pay Range

40k - 49k 2017.....	49	80k - 89k 2017.....	70
50k - 59k 2017.....	130	90k - 99k 2017.....	43
60k - 69k 2017.....	112	100k - 109k 2017.....	31
70k - 79k 2017.....	76	110k - 149k 2017.....	68

Pay Range

150k - 199k 2017..... 19