



Systemwide
Human Resources

2017 UC Staff Engagement Survey

Merced

How to Read Results

Merced

Scores

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



Favorable Responses

Differences and Colors

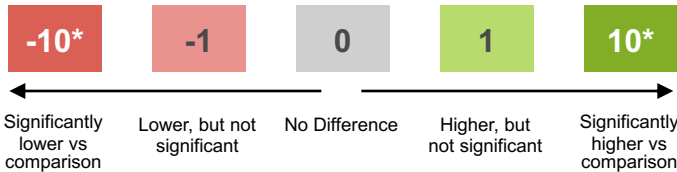
Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

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.

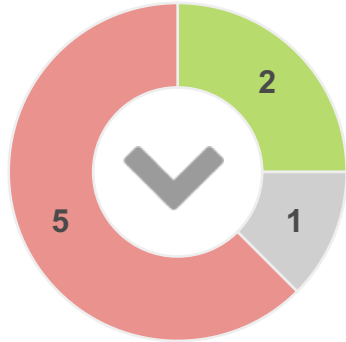


Overview

Merced

Results vs. Merced 2015

5 Out Of 8 Categories Have Declined



Most Improved

Performance Management 7

Working Relationships 2

Most Declined

Communication -4

Engagement -3

Organizational Change -3

Engagement

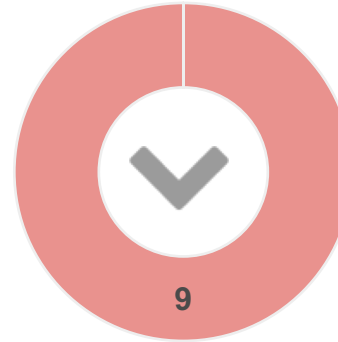


Strengths

- Performance Management, Supervision, Working Relationships

Results vs. US National Norm

9 Out Of 9 Categories Are Below



Least Favorable

Organizational Change -25*

Communication -16*

Diversity & Inclusion -15*

Merced 2015



University of
California Overall
2017



US National
Norm




Opportunities

- Communication, Supervision


Strengths and Opportunities

Merced

Strengths

 Our strengths: We should continue to build on these.	34	My supervisor helps me make time to participate in training and development activities.	73	5	0	9*
	3	I feel my campus/location does a good job matching pay to performance.	29	14*	-2	-18*
	30	There is good cooperation between staff in my department.	80	4	-3	0

Opportunities

 Our opportunity areas: These are our priority areas to focus on.	14	I feel able to openly and honestly communicate my views to my supervisor and other leaders. ★	56	-9*	-14*	-18*
	24	My supervisor communicates effectively. ★	64	-5	-9*	-15*
	1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. ★	55	2	-14*	-14*

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

Suggested Actions

Merced

WHAT WE COULD DO



"Best practice"
suggested actions

- ▶ **Ensure that employees feel safe voicing their thoughts and opinions.**
Offer support to employees who are not vocal or often silent during meetings by encouraging all to speak, or setting up meetings such that everyone is asked for their individual input.
- ▶ **Ensure that you and any managers who report to you communicate effectively with employees.**
Acknowledge communication from your employees immediately whenever possible, and always within a few hours. Follow-up with them within 24-48 hours if a response is required from you. If your response takes longer, inform employees of why and when they will hear from you.
- ▶ **Ensure employees are 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. Or, ask for suggestions for improvement. Act on their feedback, and communicate any changes that are the result of that feedback to both the individual and the work team. Keep a record of ideas and suggestions and responses to them.

Categories vs. Multiple Benchmarks

Merced

	Total Favorable Score	Merced 2015	University of California Overall 2017	US National Norm
Career Development	51	0	-6*	-12*
Communication	56	-4	-14*	-16*
Engagement	63	-3	-7*	-10*
Image/Brand	67	-2	-8*	-10*
Organizational Change	25	-3	-5	-25*
Performance Management	49	7	-8*	-14*
Supervision	66	-1	-6*	-9*
Working Relationships	72	2	-3	-3
Diversity & Inclusion	61	n/a	-12*	-15*
Wellness	65	n/a	-4	n/a

Category Breakdown - Role

Merced

	Merced 2017 (267)	Individual Contributor 2017 (127)	Supervisor 2017 (51)	Manager 2017 (49)	Director and above 2017 (38)
Career Development	51	0	-9	2	8
Communication	56	0	-1	-4	6
Engagement	63	2	-5	1	-2
Image/Brand	67	3	-3	-1	-5
Organizational Change	25	1	-1	-2	-1
Performance Management	49	3	-7	-1	4
Supervision	66	-2	0	1	3
Working Relationships	72	-2	1	-2	8
Diversity & Inclusion	61	3	-2	-5	2
Wellness	65	-1	-4	3	6

Category Breakdown - Gender

Merced

	Merced 2017 (267)	Female 2017 (195)	Male 2017 (72)
Career Development	51	-1	2
Communication	56	-4	10
Engagement	63	0	0
Image/Brand	67	-2	6
Organizational Change	25	1	-2
Performance Management	49	-1	4
Supervision	66	-1	2
Working Relationships	72	0	1
Diversity & Inclusion	61	-4	11
Wellness	65	-2	5

Category Breakdown - Ethnicity

Merced

	Merced 2017 (267)	Asian 2017 (32)	Black 2017 (10)	Hispanic 2017 (64)	White 2017 (154)
Career Development	51	-4	-1	2	1
Communication	56	-4	-6	7	0
Engagement	63	-7	-1	3	1
Image/Brand	67	1	-7	6	-1
Organizational Change	25	-5	5	-1	2
Performance Management	49	-4	-13	0	2
Supervision	66	-3	-3	0	2
Working Relationships	72	-10	-7	-3	5
Diversity & Inclusion	61	-7	-11	11	-1
Wellness	65	7	-10	2	0

Category Breakdown - Years of Service

Merced

	Merced 2017 (267)	1 < 3 2017 (48)	3 < 5 2017 (38)	5 < 10 2017 (91)	10 < 15 2017 (62)	15 < 20 2017 (19)
Career Development	51	6	-1	-5	-1	14
Communication	56	4	-1	0	-3	5
Engagement	63	5	0	-3	-1	10
Image/Brand	67	5	-2	-3	0	6
Organizational Change	25	7	-2	2	-4	-6
Performance Management	49	6	-2	-3	-3	14
Supervision	66	0	-2	1	-7	21
Working Relationships	72	-6	5	-1	-1	9
Diversity & Inclusion	61	12	-1	-4	-5	2
Wellness	65	8	-1	-4	-4	14

Category Breakdown - Pay Range

Merced

	Merced 2017 (267)	40k - 49k 2017 (30)	50k - 59k 2017 (46)	60k - 69k 2017 (52)	70k - 79k 2017 (54)	80k - 89k 2017 (26)	90k - 99k 2017 (10)
Career Development	51	6	-3	3	-12	1	-3
Communication	56	1	-7	-3	1	7	-6
Engagement	63	3	-2	4	-7	2	-1
Image/Brand	67	6	3	0	-5	0	3
Organizational Change	25	0	4	-1	-1	-6	8
Performance Management	49	3	-3	-3	-2	3	-13
Supervision	66	-2	-2	1	-3	8	-1
Working Relationships	72	-7	-3	1	-1	-3	3
Diversity & Inclusion	61	9	-4	4	-6	6	4
Wellness	65	3	3	7	-12	-3	-10

Category Breakdown - Pay Range

Merced

	Merced 2017 (267)	100k - 109k 2017 (12)	110k - 149k 2017 (25)
Career Development	51	12	8
Communication	56	7	2
Engagement	63	6	4
Image/Brand	67	-1	2
Organizational Change	25	-3	9
Performance Management	49	18	1
Supervision	66	4	2
Working Relationships	72	7	12
Diversity & Inclusion	61	3	-7
Wellness	65	6	3

Career Development

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Career Development		51	0	-6*	-12*
7	There are sufficient opportunities for me to receive training to improve my skills in my current job.	60	-5	-7*	-10*
11	I believe I have the opportunity for personal development and growth within the UC system.	61	-7	-3	-9*
20	My campus/location is doing a good job of planning for management succession.	24	4	-9*	-16*
23	I am confident I can achieve my personal career objectives within the UC system. ★	59	2	-3	-8*
28	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	49	6	-11*	-18*

Communication

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Communication		56	-4	-14*	-16*
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. ★	55	2	-14*	-14*
14	I feel able to openly and honestly communicate my views to my supervisor and other leaders. ★	56	-9*	-14*	-18*

Engagement

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Engagement		63	-3	-7*	-10*
2	There is usually sufficient staff in my department to handle the workload.	26	-7	-17*	-30*
8	I am satisfied with my involvement in decisions that affect my work.	54	2	-11*	-17*
18	My work schedule allows sufficient flexibility to meet my personal/family needs.	80	-7*	-4	3
19	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	1	-3	-5*
21	I have the equipment/tools/resources I need to do my job effectively.	64	0	-9*	-11*
27	I would recommend the UC system as a good place to work.	76	-6	-3	-4
29	Working for the UC system inspires me to do my best work.	74	-1	1	-1
36	At the present time, are you seriously considering leaving the UC system?	51	-5	-10*	-16*

Image/Brand

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Image/Brand		67	-2	-8*	-10*
6	I am proud to be associated with the UC system.	88	-3	2	0
22	My campus/location is highly regarded by its employees.	47	-2	-18*	-20*

Organizational Change

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Organizational Change		25	-3	-5	-25*
15a	Generally, recent major organizational changes across the UC system have been: Planned well	28	-3	-2	-15*
15b	Generally, recent major organizational changes across the UC system have been: Explained well	27	-6	-6	-30*
15c	Generally, recent major organizational changes across the UC system have been: Executed well	21	0	-6*	-30*

Performance Management

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Performance Management		49	7	-8*	-14*
3	I feel my campus/location does a good job matching pay to performance.	29	14*	-2	-18*
5	I feel my personal contributions are recognized.	53	8	-14*	-15*
25	I think my performance on the job is evaluated fairly.	67	-1	-7*	-8*

Supervision

Merced

	Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Supervision	66	-1	-6*	-9*
4 My supervisor keeps me informed about issues that affect me.	66	-4	-9*	-14*
9 My supervisor develops people's abilities.	58	2	-5	-11*
12 Regarding suggestions for change from employees, my supervisor is usually responsive.	67	-2	-4	-10*
16 I have a clear understanding of how my job contributes to the departmental objectives. ★	85	-2	-3	-7*
17 My supervisor treats me with respect.	81	-1	-6*	-6*
24 My supervisor communicates effectively. ★	64	-5	-9*	-15*
26a Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	40	-6	-8*	-18*
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	64	-1	-9*	-5
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	73	-3	-4	-6*
31 My supervisor does a good job of building teamwork.	61	1	-6*	-13*

Supervision

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Supervision		66	-1	-6*	-9*
34	My supervisor helps me make time to participate in training and development activities.	73	5	0	9*

Working Relationships

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Working Relationships		72	2	-3	-3
10	There is good cooperation between my department and other departments at my campus/location.	65	0	-4	-5
30	There is good cooperation between staff in my department.	80	4	-3	0

Diversity & Inclusion

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Diversity & Inclusion		61	n/a	-12*	-15*
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.	63	n/a	-13*	-10*
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	60	n/a	-11*	-20*

Wellness

Merced

		Total Favorable	Merced 2015	University of California Overall 2017	US National Norm
Wellness		65	n/a	-4	n/a
32	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	73	n/a	1	n/a
35	My organization promotes an environment of physical, mental, and social well-being.	57	n/a	-8*	-14*

Sustainable Engagement Profile vs. U.S. National Norm & Merced 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

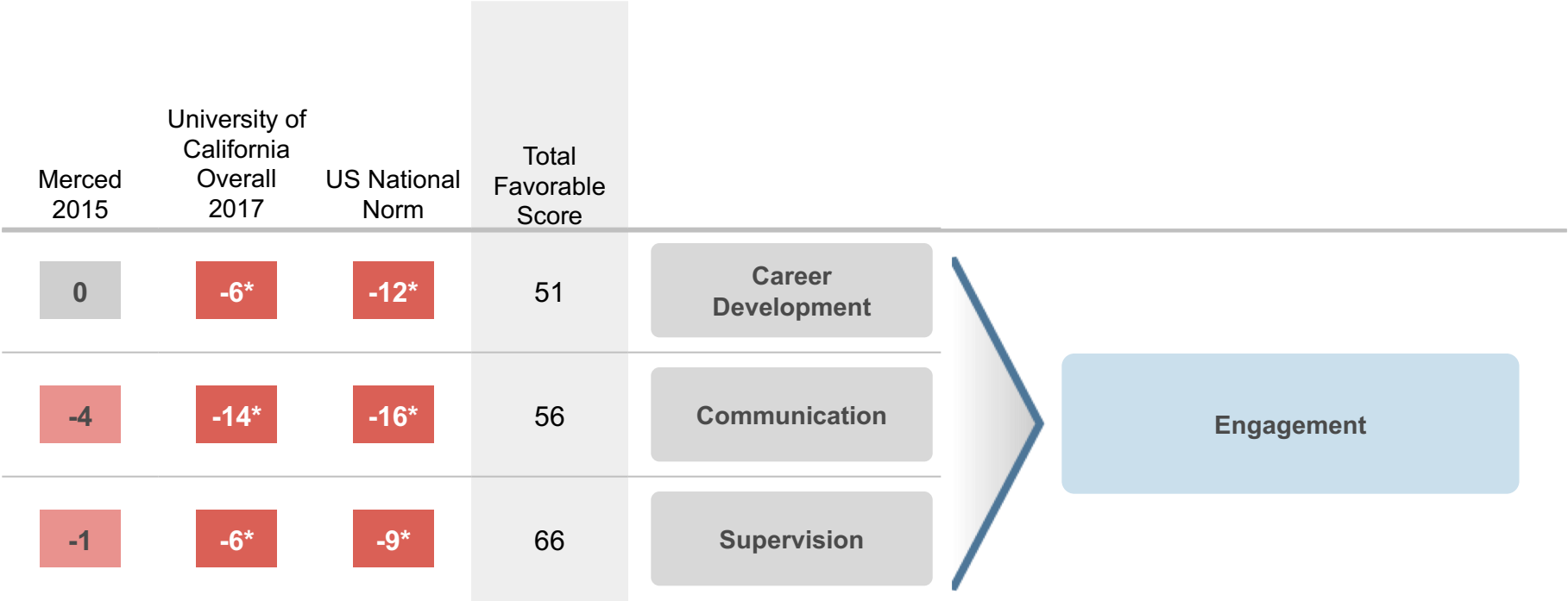


Disengaged: Those who score low on *all* three aspects of sustainable engagement

2017	Engaged	Enabled	Energized	U.S.	2015
Highly Engaged 15%				35%	21%
Unsupported 36%				22%	32%
Detached 17%				22%	20%
Disengaged 32%				21%	27%

Key Drivers of Engagement

Merced



Key Driver Items of Engagement

Merced

Merced 2015	University of California Overall 2017	US National Norm	Total Favorable Score	
2	-3	-8*	59	Career Development: I am confident I can achieve my personal career objectives within the UC system.
6	-11*	-18*	49	Career Development: My campus/location provides people with the necessary information and resources to manage their own careers effectively.
2	-14*	-14*	55	Communication: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.
-9*	-14*	-18*	56	Communication: I feel able to openly and honestly communicate my views to my supervisor and other leaders.
-2	-3	-7*	85	Supervision: I have a clear understanding of how my job contributes to the departmental objectives.
-5	-9*	-15*	64	Supervision: My supervisor communicates effectively.

Engagement

Group Sizes

Merced (267)

Benchmarks

Merced 2015.....	254	US National Norm.....	159,758
Merced 2012.....	180	Universities Staff Norm.....	16,527
University of California Overall 2017.....	10,539		

Role

Individual Contributor 2017.....	127	Manager 2017.....	49
Supervisor 2017.....	51	Director and above 2017.....	38

Gender

Female 2017.....	195	Male 2017.....	72
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Ethnicity

Asian 2017.....	32	Hispanic 2017.....	64
Black 2017.....	10	White 2017.....	154

Years of Service

1 < 3 2017.....	48	10 < 15 2017.....	62
3 < 5 2017.....	38	15 < 20 2017.....	19
5 < 10 2017.....	91		

Pay Range

40k - 49k 2017.....	30	80k - 89k 2017.....	26
50k - 59k 2017.....	46	90k - 99k 2017.....	10
60k - 69k 2017.....	52	100k - 109k 2017.....	12
70k - 79k 2017.....	54	110k - 149k 2017.....	25