

University of California, Merced

2021 Staff Engagement Survey

May 2021



Staff Engagement Survey
BACKGROUND

359 respondents (61% response rate)

All non-represented staff

Survey administered by Willis Towers Watson

Survey sponsored by Council of UC Staff Assemblies (CUCSA) and Systemwide Human Resources

Results Summary

STRENGTHS

- Image / Brand
- Sustainable Engagement
- Wellness

MOST IMPROVED

- Communication
- Leadership
- Supervision

OPPORTUNITIES

- Career Development
- Empowered Culture - Gender and Ethnicity
- Wellness

MOST DECLINED

- Retention
- Career Development
- Image / Brand

Breakdown by campus/location

Comparing to system overall results, several campuses/locations are significantly less favorable

	Overall (11,256)	AG & NATURAL RESOURCES (259)	BERKELEY (1,534)	BERKELEY LAB (691)	DAVIS (1,321)	IRVINE (919)	LOS ANGELES (1,689)	MERCED (359)	RIVERSIDE (577)	SAN DIEGO (1,320)	SAN FRANCISCO (1,060)	SANTA BARBARA (576)	SANTA CRUZ (448)	UCOP (503)
Career Development	64	-5	1	10*	3*	2	-1	-13*	0	-1	4*	-1	-12*	-6*
Diversity & Inclusion	76	3	-2	6*	1	2	0	-18*	-3	2	5*	0	-6*	-4
Empowered Culture	68	4	1	11*	0	0	-1	-20*	-3	1	4*	3	-6*	-6*
Communication	78	-1	4*	9*	-1	2	-2*	-16*	-3	2	4*	-5*	-6*	-4*
Image/Brand	85	-5*	2	7*	1	2	1	-12*	-6*	-1	4*	-2	-8*	-4*
Leadership	62	4	1	17*	1	6*	-3*	-15*	-3	0	11*	-19*	-14*	-8*
Org Change & Innovation	66	1	1	5*	0	3*	-2*	-13*	-1	0	7*	-2	-9*	-3
Performance Management	63	-5	2	11*	1	0	-4*	-13*	-2	0	8*	-1	-8*	-4
Retention	57	-6*	0	11*	4*	3	0	-18*	0	-4*	7*	-1	-11*	-5*
Supervision	81	0	1	3*	0	2	-3*	-8*	1	-1	1	4*	-3	1
Sustainable Engagement	81	1	0	6*	1	1	0	-10*	-2	-1	3*	0	-7*	-2
Wellness	65	0	1	8*	2	2	-2	-12*	-2	-2	3*	0	-8*	0
Working Relationships	79	-2	-2	3	1	2	-1	-10*	2	1	2	6*	-5*	-2

* Statistically Significant Difference (+) * Statistically Significant Difference (-)

Categories vs. Benchmarks

MERCED (359)

	Total Favorable Score	MERCED Jun 2019 (338)	Overall (11,256)	US Norm (147,268)
Career Development	51	-1	-13*	-20*
Diversity & Inclusion	58	1	-18*	-19*
Empowered Culture	48	0	-20*	-27*
Communication	62	8*	-16*	-11*
Image/Brand	72	-1	-12*	-9*
Leadership	47	6	-15*	-21*
Organizational Change & Innovation	54	2	-13*	-15*
Performance Management	50	1	-13*	-16*
Retention	40	-6	-18*	-27*
Supervision	73	6	-8*	-8*
Sustainable Engagement	71	1	-10*	-8*
Wellness	53	0	-12*	-20*
Working Relationships	69	-1	-10*	-7*

Strengths:

We should continue to build on these

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

My work schedule allows sufficient flexibility to meet my personal/family needs* **82% agreed**

My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location **75% agreed**

*answered while most staff were working remotely

Opportunities:

These are our priority areas to focus on

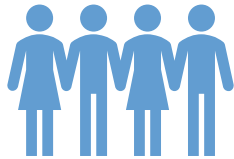
My organization promotes an environment of physical, mental, and social well-being. * **52% agreed**

My campus/location provides people with the necessary information and resources to manage their own careers effectively. * **46 % agreed**

Most of the time it is safe to speak up in this organization. **42 % agreed**

* key engagement driver questions

“Best practice” Suggested Actions



Promote a healthy work environment for employees



Provide employees with the information they need to manage their careers effectively



Ensure that employees feel safe voicing their thoughts and opinions

Engagement Progress 2019 to 2021

At a Glance:

▶ Create a Culture that is based on respect despite differences

- ▶ Choose Civility workshops (2 since 2019)
- ▶ Hospitable Work Environment workshops (3 since 2019)

▶ Provide employees with the information they need to manage their careers effectively

- ▶ 2019 Hired Talent Development Manager & Instructional Designer
- ▶ Career Development Connection Series [Pilot 2019]
- ▶ Develop our People [Pilot 2020; offered annually March-April]
- ▶ Peak Pioneers [Launched Fall 2019]
- ▶ Conflict Resolution Coaching Program [Launched 2020]
- ▶ LinkedIn Learning [Launch 2018 - 312%]
- ▶ Keep Calm Workshops [Pilot 2020]

▶ Ensure people feel they have enough contact with management

- ▶ 9 Staff Assembly Virtual Leadership Chat [Ongoing since Spring 2019]
- ▶ 9 Staff and Faculty Town Hall [July 2020 - April 2021]
- ▶ Campus Wide Newsletter - Monday Memo, Incase You Missed It, Cat Chronicle
- ▶ Campus Ready and Do your Part website and email
- ▶ Staff Assembly Representative Self-Interest Form [Available since Spring 2021]
- ▶ Exit Interview Process [Launched January 2019]

Equity, Diversity, Inclusion Efforts

- ▶ Peak Pioneers [Launched Fall 2019; Offered 2/year]
- ▶ Contributions to Diversity Statement [Effective June 2020]
- ▶ Implicit Bias Training for Hiring Committee [Effective June 2020]
- ▶ Update University's Diversity Statement [Effective October 5, 2021]
- ▶ Update EEO/Affirmative Action Statement [Effective October 5, 2021]

Moving Forward Action Plan:

Career Management

- Bobcat Basics [Pilot Nov 2021]
- 360 Reviews [Pilot May 2022]
- Competency College [February 2022]
- Leadership Now? (LN) [Pilot April 2022]
- Moving Beyond Bias [Pilot 2022/TBD]
- UC Berkeley Now Conference [June 2022 -open to all UC personnel, UC Merced on planning committee]

Wellness Progress Proposals Development

- Occupational Health Addition of Behavioral Health Clinical Support for Staff/Academic Employees
- Redesign/Buildout of Wellness, Benefits, Leaves, Disabilities Web Page Resources

How can we collaborate and partner to encourage a healthy speak-up culture on our campus?



How can we demonstrate to our staff that we, as an organization, support and value their wellness and well-being at work?

Questions

What does success look like in addressing these concerns?

What can you take back and implement in your division given these results from the survey?

How do we collaborate to work on empowering our staff in their career development effectively?

Category Breakdown by Ethnicity

Differences based on Total Favorable

	MERCED (359)	MERCED: Asian (38)	MERCED: Black/African American (18)	MERCED: Hispanic (99)	MERCED: Unknown (21)	MERCED: White (174)
Career Development	51	-4	-4	-4	-13	5
Diversity & Inclusion	58	-8	-24*	-8	6	6
Empowered Culture	48	-11	-12	-8	9	6
Communication	62	-5	5	-6	2	3
Image/Brand	72	1	-15	-2	-7	2
Leadership	47	-2	9	-5	-9	3
Organizational Change & Innovation	54	-2	0	-4	-8	4
Performance Management	50	-9	-13	-6	9	5
Retention	40	-3	-6	-7	-16	7
Supervision	73	-8	6	1	0	0
Sustainable Engagement	71	-2	-10	-4	-5	4
Wellness	53	-8	0	-4	-10	5
Working Relationships	69	5	-7	-6	3	3

Category Breakdown by Gender (Self-Identified)

Differences based on Total Favorable

	MERGED (359)	MERGED: Female (233)	MERGED: Male (104)	MERGED: Decline to state (18)
Career Development	51	-2	9	-20
Diversity & Inclusion	58	-3	11*	-21
Empowered Culture	48	-4	12*	-17
Communication	62	-2	8	-15
Image/Brand	72	0	3	-19
Leadership	47	0	3	-19
Organizational Change & Innovation	54	-2	5	-5
Performance Management	50	-3	7	-2
Retention	40	-2	6	-1
Supervision	73	-1	1	4
Sustainable Engagement	71	-1	4	-7
Wellness	53	-3	9	-8
Working Relationships	69	1	-1	-10

Category Breakdown by Role

Differences based on Total Favorable

	MERCED (359)	MERCED: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (165)	MERCED: Supervisor (Employee who supervises activities of direct reports) (82)	MERCED: Manager (Employee with the job title of Manager, responsibility over a functional area) (50)	MERCED: Director and above (62)
Career Development	51	3	-7	-1	1
Diversity & Inclusion	58	0	1	-2	0
Empowered Culture	48	1	-6	4	1
Communication	62	3	-4	1	-5
Image/Brand	72	2	-5	0	2
Leadership	47	4	-10	0	3
Organizational Change & Innovation	54	4	-11	3	2
Performance Management	50	3	-8	0	2
Retention	40	3	-8	-2	2
Supervision	73	2	-6	-1	2
Sustainable Engagement	71	3	-7	2	-2
Wellness	53	1	-1	2	-3
Working Relationships	69	-1	-2	3	3

Category Breakdown by Tenure

Scores are Total Favorable

	MERCED (359)	MERCED: 1 < 3 (86)	MERCED: 3 < 5 (66)	MERCED: 5 < 10 (95)	MERCED: 10 < 15 (62)	MERCED: 15 < 20 (38)
Career Development	51	54	53	51	50	45
Diversity & Inclusion	58	68	58	55	51	53
Empowered Culture	48	59	51	43	45	39
Communication	62	71	62	65	53	55
Image/Brand	72	77	73	70	71	70
Leadership	47	57	49	42	42	37
Organizational Change & Innovation	54	60	55	53	51	41
Performance Management	50	56	56	47	48	39
Retention	40	43	45	33	48	26
Supervision	73	78	78	71	68	62
Sustainable Engagement	71	76	70	72	66	64
Wellness	53	56	53	49	56	46
Working Relationships	69	72	68	67	65	62

Questions - Retention

MERCED (359)

38 At the present time, are you seriously considering leaving the UC system?

	No	Yes	Don't Know	Difference
MERCED (359)	40	38	23	
MERCED Jun 2019 (338)	46	32	22	-6
MERCED May 2017 (267)	51*	28*	21	-12*
Overall (11,256)	57*	22*	20	-18*

MERCED (359) - Scores by Ethnicity

38 At the present time, are you seriously considering leaving the UC system?

	No	Yes	Don't Know	Difference
MERCED (359)	40	38	23	
MERCED: Asian (38)	37	34	29	-3
MERCED: Black/African American (18)	33	33	33	-6
MERCED: Hispanic (99)	32	41	26	-7
MERCED: Unknown (21)	24	48	29	-16
MERCED: White (174)	47	35	18	7