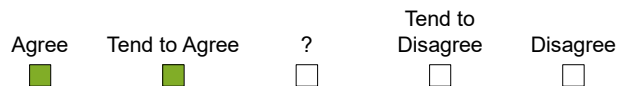# University of California 2021 Staff Engagement Survey

MERCED (359)

How to Read Results

Scores

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

Agree	Tend to Agree	?	Tend to Disagree	Disagree
☑	☑	☐	☐	☐

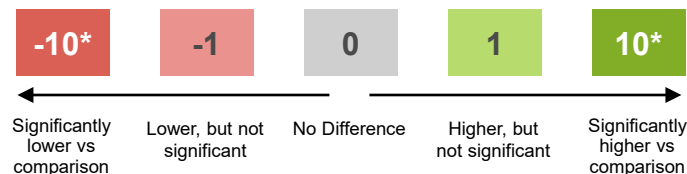Top Box + Other Favorable

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.

-10*	-1	0	1	10*

| Significantly lower vs comparison | Lower, but not significant | No Difference | Higher, but not significant | Significantly higher vs comparison |

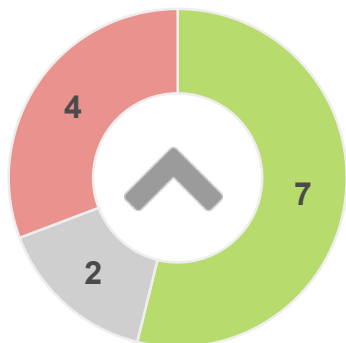CUCSA — Council of UC Staff Assemblies — UNIVERSITY OF CALIFORNIA — Systemwide Human Resources

Results Summary

MERCED (359) - Scores based on Total Favorable

2021 Results vs. Jun 2019

7 Out Of **13** Categories Have Improved

4 · 7 · 2

Most Improved
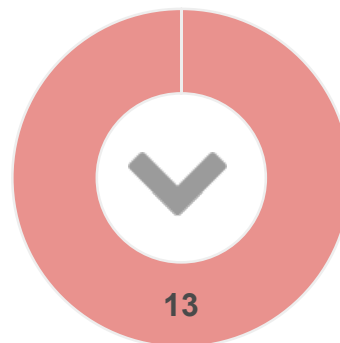
Communication 8*
Leadership 6
Supervision 6

Most Declined

Retention -6
Career Development -1
Image/Brand -1

Merced Results vs. US Norm

13 Out Of **13** Categories Are Below

13

Least Favorable

Empowered Culture -27*
Retention -27*
Leadership -21*

Sustainable Engagement

71	

MERCED Jun 2019
⬆ 1

UC Overall
⬇ -10*

US Norm
⬇ -8*

Strengths

▶ Image/Brand, Sustainable Engagement, Wellness

Opportunities

▶ Career Development, Empowered Culture, Wellness

Strengths and Opportunities

MERCED (359)

Strengths

We should continue to build on these.

		% Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
26	I believe strongly in the teaching, research, and public service mission of the UC system.	91	-3	-3*	1
12	My work schedule allows sufficient flexibility to meet my personal/family needs.	82	5	-4*	4
24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	75	1	-6*	n/a

Opportunities

These are our priority areas to focus on.

		% Favorable	MERCED Jun 2019	UC Overall	US Norm
35	My organization promotes an environment of physical, mental, and social well-being. ★	52	-1	-20*	-20*
20	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	46	-1	-18*	-21*
30	Most of the time it is safe to speak up in this organization.	42	-3	-23*	-29*

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

WHAT WE COULD DO

"Best practice" suggested actions

▶ **Promote a healthy work environment for employees.**
Ask your employees what they think to be contributing to the stress in their areas. Together with this feedback, review the expectations and demands in these areas to determine if they are reasonable. Set up individual meetings to share your ideas and discuss realistic ways of making adjustments without negatively affecting production, quality, etc.

▶ **Provide employees with the information they need to manage their careers effectively.**
Clarify team members that both the individual employee and his/her manager have a role to play in employee development. Employees are ultimately responsible for their own development, whereas managers are accountable for helping them build a realistic plan for achieving it and supporting the execution of that plan.

▶ **Ensure that employees feel safe voicing their thoughts and opinions.**
Consider different team personality styles when organizing meetings. Ensure materials are provided prior for those who like to reflect before speaking. Offer support to employees who are less vocal or silent during meetings by encouraging all to speak or setting up meetings such that everyone is asked for their individual input. Be open to suggestions from employees and ensure your reactions encourage suggestions.

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Categories vs. Benchmarks

MERCED (359)

	Total Favorable Score		MERCED Jun 2019 (338)	UC 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*

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Category Breakdown by Role

Differences based on Total Favorable

	Total Favorable (359)	Individual Contributor (165)	Supervisor (82)	Manager (50)	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

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Category Breakdown by Gender (HRIS)

Differences based on Total Favorable

	Total Favorable (359)	Female (226)	Male (100)	Unknown (33)
Career Development	51	-1	8	-19*
Diversity & Inclusion	58	-3	11	-13
Empowered Culture	48	-3	11	-10
Communication	62	-2	6	-7
Image/Brand	72	1	3	-18*
Leadership	47	1	1	-11
Organizational Change & Innovation	54	0	4	-13
Performance Management	50	-2	7	-7
Retention	40	-2	3	0
Supervision	73	1	1	-6
Sustainable Engagement	71	0	4	-12
Wellness	53	-3	7	-3
Working Relationships	69	1	-1	-3

Category Breakdown by Ethnicity

Differences based on Total Favorable

	Total Favorable (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 Tenure

Differences based on Total Favorable

	Total Favorable (359)	MERCED: 1 < 3 (86)	MERCED: 3 < 5 (66)	MERCED: 5 < 10 (95)	MERCED: 10 < 15 (62)	MERCED: 15 < 20 (38)
Career Development	51	3	2	0	-1	-6
Diversity & Inclusion	58	10	0	-2	-6	-5
Empowered Culture	48	11	3	-5	-3	-9
Communication	62	9	0	3	-9	-7
Image/Brand	72	4	1	-2	-1	-2
Leadership	47	10	2	-5	-4	-10
Organizational Change & Innovation	54	6	1	-1	-2	-12
Performance Management	50	7	6	-2	-2	-11
Retention	40	3	6	-7	9	-13
Supervision	73	5	5	-2	-5	-11
Sustainable Engagement	71	5	-1	1	-5	-7
Wellness	53	4	0	-4	3	-6
Working Relationships	69	3	0	-2	-4	-7

Career Development

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
	Career Development	**51**	-1	-13*	-20*
16	I am confident I can achieve my personal career objectives within the UC system. ★	57	-1	-8*	-19*
20	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	46	-1	-18*	-21*

Diversity & Inclusion

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
	Diversity & Inclusion	**58**	1	-18*	-19*
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.	60	0	-16*	-15*
25	I can be myself at this organization without worrying about how I will be accepted.	59	-2	-18*	-20*
32	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	53	5	-21*	-23*

Empowered Culture

MERCED (359)

	Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
Empowered Culture	**48**	**0**	**-20***	**-27***
30 Most of the time it is safe to speak up in this organization.	42	-3	-23*	-29*
33 I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	54	4	-18*	-25*

Communication

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
	Communication	**62**	**8***	**-16***	**-11***
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. ★	**68**	**13***	**-17***	**-2**
10	I feel able to openly and honestly communicate my views to my supervisor and other leaders. ★	**57**	**3**	**-15***	**-19***

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Image/Brand

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
	Image/Brand	**72**	-1	-12*	-9*
5	I am proud to be associated with the UC system.	79	-2	-10*	-9*
15	My campus/location is highly regarded by its employees.	47	1	-25*	-19*
26	I believe strongly in the teaching, research, and public service mission of the UC system.	91	-3	-3*	1

Leadership

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
Leadership		**47**	6	-15*	-21*
27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	**57**	9*	-9*	-14*
28	There is sufficient contact between senior leadership at my campus/location and employees in this organization.	**37**	4	-21*	-27*

Organizational Change & Innovation

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
	Organizational Change & Innovation	**54**	**2**	**-13***	**-15***
9	Generally, recent major organizational changes across the UC system have been: Explained well	45	9*	-14*	-7*
29	People here are open to trying new and different ways of addressing our departmental challenges.	46	-4	-16*	-27*
31	People in my department are encouraged to come up with innovative solutions to work-related problems.	70	1	-8*	-11*

Performance Management

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
Performance Management		**50**	**1**	**-13***	**-16***
2	I feel my campus/location does a good job matching pay to performance.	25	-6	-13*	-26*
4	I feel my personal contributions are recognized.	55	4	-18*	-15*
17	I think my performance on the job is evaluated fairly.	70	6	-8*	-6*

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Retention

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
Retention		**40**	**-6**	**-18***	**-27***
38 At the present time, are you seriously considering leaving the UC system?	"No"	**40**	**-6**	**-18***	**-27***

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Supervision

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
Supervision		**73**	**6**	**-8***	**-8***
3	My supervisor keeps me informed about issues that affect me.	**74**	**12***	**-10***	**-8***
11	My supervisor treats me with respect.	**84**	**5**	**-6***	**-4***
18	My supervisor listens carefully to different points of view before coming to conclusions.	**71**	**7***	**-9***	**-8***
23	My supervisor does a good job of building teamwork.	**64**	**8***	**-10***	**-13***
34	My supervisor helps me make time to participate in training and development activities.	**70**	**-1**	**-7***	n/a

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Sustainable Engagement

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
	Sustainable Engagement	**71**	**1**	**-10***	**-8***
6	I am satisfied with my involvement in decisions that affect my work.	**59**	**4**	**-13***	**-14***
12	My work schedule allows sufficient flexibility to meet my personal/family needs.	**82**	**5**	**-4***	**4**
13	I feel motivated to go beyond my formal job responsibilities to get the job done.	**71**	**-5**	**-14***	**-16***
14	I have the equipment/tools/resources I need to do my job effectively.	**74**	**6**	**-8***	**-2**
19	I would recommend the UC system as a good place to work.	**70**	**-1**	**-12***	**-10***
21	Working for the UC system inspires me to do my best work.	**67**	**-2**	**-9***	**-8***

Wellness

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
Wellness		**53**	**0**	**-12***	**-20***
24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	75	1	-6*	n/a
35	My organization promotes an environment of physical, mental, and social well-being. ★	52	-1	-20*	-20*
36	The stress levels at work are manageable. ★	39	n/a	-17*	n/a
37	How often do financial concerns impact your ability to perform at work?	45	n/a	-7*	n/a

Working Relationships

MERCED (359)

		Total Favorable	MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)
Working Relationships		**69**	**-1**	**-10***	**-7***
7	There is good cooperation between my department and other departments at my campus/location.	64	-1	-10*	-8*
22	There is good cooperation between staff in my department.	73	-2	-11*	-5*

Key Drivers - Sustainable Engagement

MERCED (359)

MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)	Total Favorable Score		
-1	-13*	-20*	51	Career Development	
0	-12*	-20*	53	Wellness	Sustainable Engagement
8*	-16*	-11*	62	Communication	

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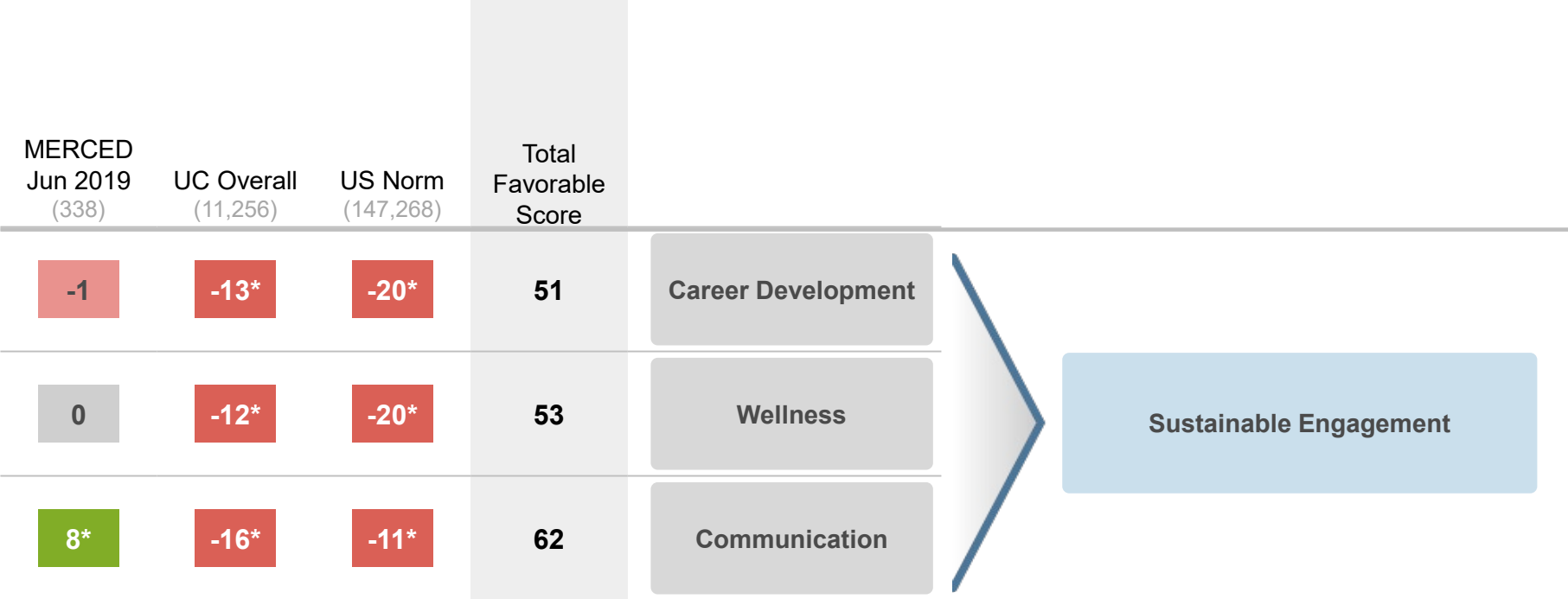
Key Driver Questions - Sustainable Engagement

MERCED (359)

MERCED Jun 2019 (338)	UC Overall (11,256)	US Norm (147,268)	Total Favorable Score	
-1	-8*	-19*	57	**Career Development:** I am confident I can achieve my personal career objectives within the UC system.
-1	-18*	-21*	46	**Career Development:** My campus/location provides people with the necessary information and resources to manage their own careers effectively.
-1	-20*	-20*	52	**Wellness:** My organization promotes an environment of physical, mental, and social well-being.
n/a	-17*	n/a	39	**Wellness:** The stress levels at work are manageable.
3	-15*	-19*	57	**Communication:** I feel able to openly and honestly communicate my views to my supervisor and other leaders.
13*	-17*	-2	68	**Communication:** My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.

Sustainable Engagement

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Group Sizes

MERCED (359)

Benchmarks

MERCED Jun 2019...	338	US Norm..	147,268
MERCED May 2017...	267	University Staff Norm..	13,525
UC Overall...11,256			

Role

MERCED: Individual Contributor.......	165	MERCED: Manager	50
MERCED: Supervisor	82	MERCED: Director and above	62

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

MERCED: Heterosexual or Straight	290	MERCED: Decline to state	37
MERCED: Bisexual	20		

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

MERCED: On Campus / Location	32	MERCED: Mix of Both	50
MERCED: Remotely / From Home	277		

Gender (HRIS)

MERCED: Female	226	MERCED: Unknown	33
MERCED: Male	100		

Ethnicity

MERCED: Asian	38	MERCED: Unknown	21
MERCED: Black/African American	18	MERCED: White	174
MERCED: Hispanic	99		

Tenure

MERCED: 1 < 3	86	MERCED: 10 < 15	62
MERCED: 3 < 5	66	MERCED: 15 < 20	38
MERCED: 5 < 10	95		