



Systemwide
Human Resources

University of California 2019 Staff Engagement Survey

MERCED (338)

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.

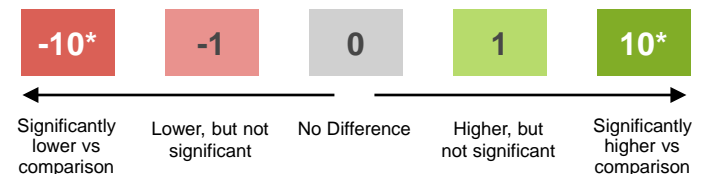
For example:

	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

MERCED (338) - Scores based on Total Favorable

Results vs. MERCED 2017

9 Out Of 9 Categories Have Declined

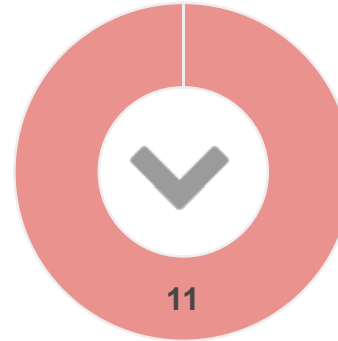


Most Declined

- Diversity & Inclusion -7
- Image/Brand -4
- Supervision -3

Results vs. US Norm

11 Out Of 11 Categories Are Below



Least Favorable

- Leadership -32*
- Empowered Culture -27*
- Communication -19*

Sustainable Engagement



MERCED 2017



Overall



US Norm



Strengths


- ▶ Image/Brand, Supervision, Wellness


Opportunities

- ▶ Career Development, Diversity & Inclusion, Leadership

Strengths and Opportunities

MERCED (338)

		% Favorable	Historical (267)	Overall (9,020)	Norm (148,768)	
Strengths						
 <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.	94	n/a	0	4*
	24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	73	0	-1	n/a
	34	My supervisor helps me make time to participate in training and development activities. ★	70	-2	-4	-1

		% Favorable	Historical	Overall	Norm	
Opportunities						
 <p>These are our priority areas to focus on.</p>	33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	49	-11*	-19*	-27*
	20	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	47	-2	-11*	-21*
	28	There is sufficient contact between senior leadership at my campus/location and employees in this organization.	33	n/a	-14*	-33*

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

MERCED (338) - Scores based on Total Favorable

I believe strongly in the teaching, research, and public service mission of the UC system. **94**

My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location. **73**

My supervisor helps me make time to participate in training and development activities. ★ **70**

Highest Scoring Groups

MERCED: 15 < 20 (N-Size: 27) **100**
 MERCED: Pay Range09 \$90 - \$99k (N-Size: 17) **100**
 MERCED: Pay Range10 \$100 - \$109k (N-Size: 23) **100**
 MERCED: Pay Range13 \$130 - \$139k (N-Size: 10) **100**
 MERCED: Supervisor (Employee who supervises activities of direct reports) (N-Size: 72) **97**

Highest Scoring Groups

MERCED: Black (N-Size: 10) **100**
 MERCED: Pay Range11 \$110 - \$119k (N-Size: 11) **91**
 MERCED: Asian (N-Size: 32) **81**
 MERCED: Pay Range13 \$130 - \$139k (N-Size: 10) **80**
 MERCED: Pay Range10 \$100 - \$109k (N-Size: 23) **78**

Highest Scoring Groups

MERCED: Black (N-Size: 10) **100**
 MERCED: Pay Range11 \$110 - \$119k (N-Size: 11) **91**
 MERCED: Asian (N-Size: 32) **84**
 MERCED: 3 < 5 (N-Size: 61) **80**
 MERCED: Pay Range13 \$130 - \$139k (N-Size: 10) **80**

Lowest Scoring Groups

MERCED: Pay Range04 \$40 - \$49k (N-Size: 14) **86**
 MERCED: 1 < 3 (N-Size: 46) **89**
 MERCED: Black (N-Size: 10) **90**
 MERCED: Pay Range12 \$120 - \$129k (N-Size: 20) **90**
 MERCED: Asian (N-Size: 32) **91**

Lowest Scoring Groups

MERCED: Pay Range09 \$90 - \$99k (N-Size: 17) **59**
 MERCED: Male (N-Size: 108) **67**
 MERCED: 15 < 20 (N-Size: 27) **67**
 MERCED: Hispanic (N-Size: 87) **69**
 MERCED: Pay Range08 \$80 - \$89k (N-Size: 40) **70**

Lowest Scoring Groups

MERCED: 5 < 10 (N-Size: 112) **62**
 MERCED: White (N-Size: 158) **63**
 MERCED: 15 < 20 (N-Size: 27) **63**
 MERCED: Pay Range06 \$60 - \$69k (N-Size: 61) **64**
 MERCED: Pay Range04 \$40 - \$49k (N-Size: 14) **64**

Opportunities Detail

MERCED (338) - Scores based on Total Favorable

Employees at my campus/location are treated with dignity and respect, regardless of their position or background. **49**

My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★ **47**

There is sufficient contact between senior leadership at my campus/location and employees in this organization. **33**

Highest Scoring Groups

MERCED: Director and above (N-Size: 61) **57**
 MERCED: Pay Range12 \$120 - \$129k (N-Size: 20) **55**
 MERCED: Male (N-Size: 108) **55**
 MERCED: Pay Range11 \$110 - \$119k (N-Size: 11) **55**
 MERCED: Other (N-Size: 47) **53**

Highest Scoring Groups

MERCED: Pay Range13 \$130 - \$139k (N-Size: 10) **70**
 MERCED: Pay Range09 \$90 - \$99k (N-Size: 17) **59**
 MERCED: Pay Range04 \$40 - \$49k (N-Size: 14) **57**
 MERCED: Director and above (N-Size: 61) **56**
 MERCED: Male (N-Size: 108) **55**

Highest Scoring Groups

MERCED: Pay Range09 \$90 - \$99k (N-Size: 17) **59**
 MERCED: Director and above (N-Size: 61) **49**
 MERCED: Pay Range11 \$110 - \$119k (N-Size: 11) **45**
 MERCED: Pay Range04 \$40 - \$49k (N-Size: 14) **43**
 MERCED: Male (N-Size: 108) **42**

Lowest Scoring Groups

MERCED: Asian (N-Size: 32) **38**
 MERCED: 10 < 15 (N-Size: 84) **38**
 MERCED: Black (N-Size: 10) **40**
 MERCED: Pay Range07 \$70 - \$79k (N-Size: 55) **40**
 MERCED: Pay Range05 \$50 - \$59k (N-Size: 61) **44**

Lowest Scoring Groups

MERCED: Pay Range07 \$70 - \$79k (N-Size: 55) **38**
 MERCED: Black (N-Size: 10) **40**
 MERCED: Asian (N-Size: 32) **41**
 MERCED: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (N-Size: 149) **42**
 MERCED: Pay Range08 \$80 - \$89k (N-Size: 40) **43**

Lowest Scoring Groups

MERCED: Pay Range12 \$120 - \$129k (N-Size: 20) **15**
 MERCED: Pay Range06 \$60 - \$69k (N-Size: 61) **23**
 MERCED: Pay Range10 \$100 - \$109k (N-Size: 23) **26**
 MERCED: Supervisor (Employee who supervises activities of direct reports) (N-Size: 72) **26**
 MERCED: 3 < 5 (N-Size: 61) **28**

Suggested Actions

MERCED (338)

WHAT WE COULD DO



"Best practice"
suggested actions

- ▶ **Create a departmental culture that is based on respect despite differences.**
Foster an environment of respect for differences by seeking to understand your team's various backgrounds and experiences, and appreciating each individual for their unique strengths.
- ▶ **Provide employees with the information they need to manage their careers effectively.**
Clarify with your team that both the individual employee and their 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 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

MERCED (338)

	Total Favorable Score	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Career Development	52	-2	-8*	-18*
Communication	54	-2	-17*	-19*
Diversity & Inclusion	57	-7	-16*	-19*
Empowered Culture	48	n/a	-16*	-27*
Image/Brand	74	-4	-9*	-7*
Leadership	40	n/a	-13*	-32*
Organizational Change & Innovation	51	n/a	-5*	-15*
Performance Management	49	-1	-9*	-17*
Supervision	66	-3	-9*	-12*
Sustainable Engagement	70	-2	-7*	-8*
Wellness	63	-2	-7*	n/a
Working Relationships	70	-2	-4	-5*

Category Breakdown by Role

Differences based on Total Favorable

	MERCED (338)	MERCED: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (149)	MERCED: Supervisor (Employee who supervises activities of direct reports) (72)	MERCED: Manager (Employee with the job title of Manager, responsibility over a functional area) (55)	MERCED: Director and above (61)
Career Development	52	-7	-1	8	10
Communication	54	-5	2	3	8
Diversity & Inclusion	57	-4	1	-1	9
Empowered Culture	48	-3	-5	2	11
Image/Brand	74	-2	2	-1	3
Leadership	40	-3	-6	1	13
Organizational Change & Innovation	51	-5	-1	3	11
Performance Management	49	-3	-3	4	7
Supervision	66	-3	-1	1	8
Sustainable Engagement	70	-2	1	0	4
Wellness	63	-2	1	0	4
Working Relationships	70	-9	6	2	12

Career Development

MERCED (338)

		Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Career Development		52	-2	-8*	-18*
16	I am confident I can achieve my personal career objectives within the UC system. ★	57	-2	-5*	-16*
20	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	47	-2	-11*	-21*

Communication

MERCED (338)

	Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Communication	54	-2	-17*	-19*
1 My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	54	-1	-18*	-15*
9 I feel able to openly and honestly communicate my views to my supervisor and other leaders.	53	-2	-16*	-22*

Diversity & Inclusion

MERCED (338)

		Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Diversity & Inclusion		57	-7	-16*	-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.	61	-2	-13*	-12*
25	I can be myself at this organization without worrying about how I will be accepted.	61	n/a	-15*	-18*
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	49	-11*	-19*	-27*

Empowered Culture

MERCED (338)

	Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Empowered Culture	48	n/a	-16*	-27*
30 Most of the time it is safe to speak up in this organization.	44	n/a	-16*	-25*
32 I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	51	n/a	-17*	-29*

Image/Brand

MERCED (338)

	Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Image/Brand	74	-4	-9*	-7*
5 I am proud to be associated with the UC system.	81	-7*	-6*	-7*
15 My campus/location is highly regarded by its employees.	46	-1	-21*	-19*
26 I believe strongly in the teaching, research, and public service mission of the UC system.	94	n/a	0	4*

Leadership

MERCED (338)

		Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Leadership		40	n/a	-13*	-32*
27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	47	n/a	-11*	-31*
28	There is sufficient contact between senior leadership at my campus/location and employees in this organization.	33	n/a	-14*	-33*

Organizational Change & Innovation

MERCED (338)

	Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Organizational Change & Innovation	51	n/a	-5*	-15*
10 Generally, recent major organizational changes across the UC system have been: Explained well ★	35	9*	-9*	-13*
29 People here are open to trying new and different ways of addressing our departmental challenges.	50	n/a	-4	-22*
31 People in my department are encouraged to come up with innovative solutions to work-related problems. ★	69	n/a	-3	-10*

Performance Management

MERCED (338)

	Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Performance Management	49	-1	-9*	-17*
2 I feel my campus/location does a good job matching pay to performance.	31	2	-2	-20*
4 I feel my personal contributions are recognized.	51	-2	-16*	-19*
17 I think my performance on the job is evaluated fairly.	64	-3	-10*	-11*

Supervision

MERCED (338)

	Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Supervision	66	-3	-9*	-12*
3 My supervisor keeps me informed about issues that affect me.	62	-4	-13*	-20*
11 My supervisor treats me with respect.	80	-2	-7*	-9*
18 My supervisor listens carefully to different points of view before coming to conclusions. ★	64	0	-10*	n/a
23 My supervisor does a good job of building teamwork.	56	-5	-10*	-19*
34 My supervisor helps me make time to participate in training and development activities. ★	70	-2	-4	-1

Sustainable Engagement

MERCED (338)

	Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Sustainable Engagement	70	-2	-7*	-8*
6 I am satisfied with my involvement in decisions that affect my work.	56	2	-12*	-16*
12 My work schedule allows sufficient flexibility to meet my personal/family needs.	78	-2	-7*	0
13 I feel motivated to go beyond my formal job responsibilities to get the job done.	76	-6	-8*	-10*
14 I have the equipment/tools/resources I need to do my job effectively.	68	5	-7*	-8*
19 I would recommend the UC system as a good place to work.	72	-4	-7*	-9*
21 Working for the UC system inspires me to do my best work.	69	-5	-3	-5*

Wellness

MERCED (338)

		Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Wellness		63	-2	-7*	n/a
24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	73	0	-1	n/a
35	My organization promotes an environment of physical, mental, and social well-being.	53	-4	-13*	-18*

Working Relationships

MERCED (338)

	Total Favorable	MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)
Working Relationships	70	-2	-4	-5*
7 There is good cooperation between my department and other departments at my campus/location.	65	0	-2	-7*
22 There is good cooperation between staff in my department.	75	-5	-5*	-4

Retention

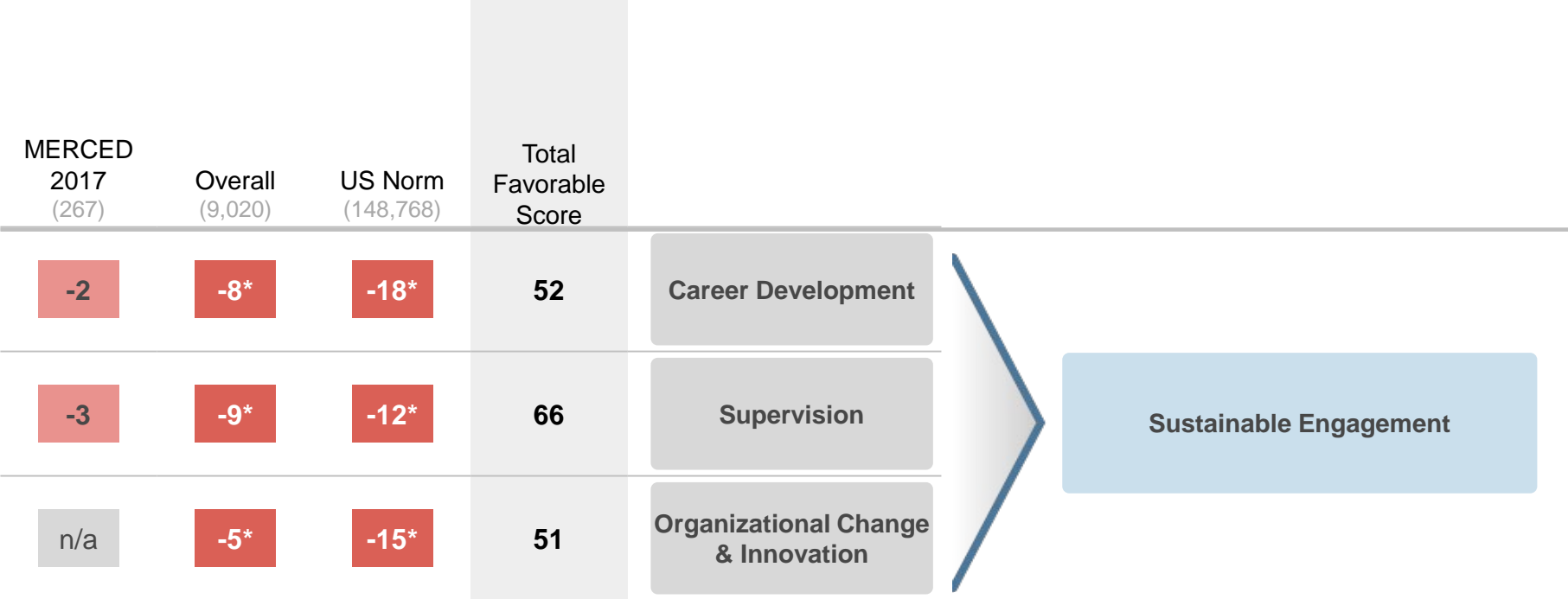
MERCED (338)

		Total Favorable	MERCED 2017 (267)	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?	46	-5	-13*	-21*



Key Drivers - Sustainable Engagement

MERCED (338)



Sustainable Engagement

Key Driver Questions - Sustainable Engagement

MERCED (338)

MERCED 2017 (267)	Overall (9,020)	US Norm (148,768)	Total Favorable Score	
-2	-5*	-16*	57	Career Development: I am confident I can achieve my personal career objectives within the UC system.
-2	-11*	-21*	47	Career Development: My campus/location provides people with the necessary information and resources to manage their own careers effectively.
0	-10*	n/a	64	Supervision: My supervisor listens carefully to different points of view before coming to conclusions.
-2	-4	-1	70	Supervision: My supervisor helps me make time to participate in training and development activities.
n/a	-3	-10*	69	Organizational Change & Innovation: People in my department are encouraged to come up with innovative solutions to work-related problems.
9*	-9*	-13*	35	Organizational Change & Innovation: Generally, recent major organizational changes across the UC system have been: Explained well

**Sustainable
Engagement**

Group Sizes

MERCED (338)

Benchmarks

MERCED 2017.....	267	US Norm.....	148,768
MERCED 2015.....	254	US Universities Staff Norm.....	17,011
Overall.....	9,020		

Role

MERCED: Individual Contributor	149	MERCED: Manager	55
MERCED: Supervisor	72	MERCED: Director and above	61

Gender

MERCED: Female	230	MERCED: Male	108
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Tenure

MERCED: 1 < 3	46	MERCED: 10 < 15	84
MERCED: 3 < 5	61	MERCED: 15 < 20	27
MERCED: 5 < 10	112		

Ethnicity

MERCED: Asian	32	MERCED: White	158
MERCED: Black	10	MERCED: Other	47
MERCED: Hispanic	87		

Pay Range

MERCED: Pay Range04 \$40 - \$49k	14	MERCED: Pay Range08 \$80 - \$89k	40
MERCED: Pay Range05 \$50 - \$59k	61	MERCED: Pay Range09 \$90 - \$99k	17
MERCED: Pay Range06 \$60 - \$69k	61	MERCED: Pay Range10 \$100 - \$109k	23
MERCED: Pay Range07 \$70 - \$79k	55	MERCED: Pay Range11 \$110 - \$119k	11

Pay Range

MERCED: Pay Range12 \$120 - \$129k	20	MERCED: Pay Range13 \$130 - \$139k	10
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