University of California 2021 Staff Engagement Survey

DAVIS (1,321)

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.
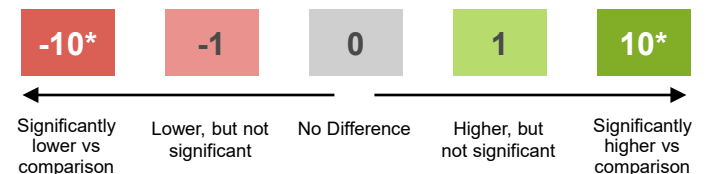
For example:	Total Favorable Score	Historical	Parent Group	Company Overall	Industry Norm
Employee Engagement	**76**	-8*	3*	3*	-10*
3 I have a good understanding of our goals. ◎	**74**	n/a	1	-9*	2*
12 I have a good understanding of how my job contributes to achieving our goals. ★	**78**	1	4*	-1	0

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.
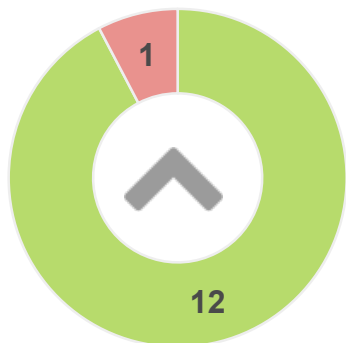
-10*	-1	0	1	10*
Significantly lower vs comparison	Lower, but not significant	No Difference	Higher, but not significant	Significantly higher vs comparison

Results Summary

DAVIS (1,321) - Scores based on Total Favorable

2021 Results vs. Jun 2019

12 Out Of 13 Categories Have Improved

Most Improved

Leadership 9*
Organizational Change & Innovation 8*
Performance Management 7*

Most Declined

Retention -3

Davis Results vs. US Norm

7 Out Of 13 Categories Are Below

Most Favorable

Communication 5*
Image/Brand 5*
Working Relationships 5*

Least Favorable

Empowered Culture -6*
Retention -6*
Career Development -4*

Sustainable Engagement

82

Davis Jun 2019	UC Overall	US Norm
↑ 3*	↑ 1	↑ 4*

Strengths

▶ Communication, Image/Brand, Supervision

Opportunities

▶ Career Development, Communication, Diversity & Inclusion

Strengths and Opportunities

DAVIS (1,321)

Strengths

We should continue to build on these.

		% Favorable	Davis Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
26	I believe strongly in the teaching, research, and public service mission of the UC system.	95	1	1	5*
11	My supervisor treats me with respect.	90	3*	0	2*
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. ★	83	10*	-1	13*

Opportunities

These are our priority areas to focus on.

		% Favorable	Davis Jun 2019	UC Overall	US Norm
16	I am confident I can achieve my personal career objectives within the UC system. ★	65	-1	1	-10*
10	I feel able to openly and honestly communicate my views to my supervisor and other leaders. ★	71	1	-1	-4*
25	I can be myself at this organization without worrying about how I will be accepted.	75	0	-2	-4*

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

▶ **Help employees better understand how they can meet their career goals.**
Schedule one-on-one meetings with your employees to learn about their personal interests and aspirations. For example, what motivators are most important to them (e.g., salary, position, kinds of work, influence, location, etc.) Discuss how their priorities and values relate to their current position, and to future opportunities. Incorporate this information into development plans.

▶ **Empower and guide employees on ways to most effectively share their perspective upwards.**
Explore reasons coworkers may feel reluctant to express their views. Provide multiple vehicles for coworkers to share opinions (e.g. town hall, open door policy, suggestion box). Coach coworkers on techniques when communicating upwards.

▶ **Establish a work environment where employees are accepted for who they are.**
As an individual, you have a role to play in fostering an inclusive culture in your organization. At the most basic level, this involves ensuring that you relate to others in an accepting and respectful manner regardless of their organizational level, personality or background. Modify your own behavior if necessary and then hold others on your team to the same standard.

Categories vs. Benchmarks

DAVIS (1,321)

	Total Favorable Score	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
Career Development	67	2	3*	-4*
Diversity & Inclusion	76	3	1	-1
Empowered Culture	69	4*	0	-6*
Communication	77	5*	-1	5*
Image/Brand	86	2	1	5*
Leadership	63	9*	1	-4*
Organizational Change & Innovation	66	8*	0	-3*
Performance Management	64	7*	1	-2
Retention	61	-3	4*	-6*
Supervision	81	5*	0	0
Sustainable Engagement	82	3*	1	4*
Wellness	66	3	2	1
Working Relationships	80	7*	1	5*

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Category Breakdown by Role

Differences based on Total Favorable

	Total Favorable (1,321)	Individual Contributor (753)	Supervisor (276)	Manager (191)	Director and above (101)
Career Development	67	-2	2	1	7
Diversity & Inclusion	76	-3	2	2	8
Empowered Culture	69	-4	6	3	6
Communication	77	-2	2	1	5
Image/Brand	86	-1	-1	0	6
Leadership	63	1	-5	-2	10
Organizational Change & Innovation	66	-1	1	0	6
Performance Management	64	-2	3	1	6
Retention	61	-1	2	1	1
Supervision	81	0	1	-1	4
Sustainable Engagement	82	-1	0	0	5
Wellness	66	1	-3	-3	6
Working Relationships	80	-1	-2	2	11*

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Category Breakdown by Gender (HRIS)

Differences based on Total Favorable

	Total Favorable (1,321)	Female (822)	Male (405)	Unknown (94)
Career Development	67	1	2	-13*
Diversity & Inclusion	76	-1	5*	-11*
Empowered Culture	69	-2	7*	-9
Communication	77	0	2	-9*
Image/Brand	86	1	0	-7
Leadership	63	1	3	-17*
Organizational Change & Innovation	66	-1	4	-6
Performance Management	64	-1	4	-8
Retention	61	2	1	-19*
Supervision	81	-1	3	-1
Sustainable Engagement	82	0	2	-3
Wellness	66	-1	4	-5
Working Relationships	80	0	0	-2

Category Breakdown by Ethnicity

Differences based on Total Favorable

	Total Favorable (1,321)	Asian (159)	Black/African American (51)	Hispanic (166)	Two or More races (25)	Unknown (45)	White (865)
Career Development	67	-1	-14*	-1	-1	-12	2
Diversity & Inclusion	76	-2	-16*	-3	-8	-19*	3
Empowered Culture	69	-5	-18*	-6	1	-15*	4
Communication	77	-1	-3	-4	5	-13*	2
Image/Brand	86	-2	-1	1	-2	-10	1
Leadership	63	-3	-7	-3	1	-11	2
Organizational Change & Innovation	66	-4	0	-4	4	-7	2
Performance Management	64	-1	-7	-3	0	-6	1
Retention	61	0	-12	-4	-13	-21*	2
Supervision	81	1	-2	-2	-2	-2	0
Sustainable Engagement	82	-1	-6	-2	-5	-9	1
Wellness	66	-3	-6	-3	-7	-3	2
Working Relationships	80	-4	0	-3	8	-14*	2

Category Breakdown by Tenure (1 of 2)

Differences based on Total Favorable

	Total Favorable (1,321)	DAVIS: 1 < 3 (255)	DAVIS: 3 < 5 (183)	DAVIS: 5 < 10 (316)	DAVIS: 10 < 15 (210)	DAVIS: 15 < 20 (172)	DAVIS: 20 < 25 (100)
Career Development	67	4	-7	-3	-1	-1	3
Diversity & Inclusion	76	3	-4	0	2	-3	-5
Empowered Culture	69	4	-5	-2	1	-2	-2
Communication	77	4	-3	-1	-1	-3	-4
Image/Brand	86	2	-3	-1	1	-1	-3
Leadership	63	1	-3	0	-1	0	-3
Organizational Change & Innovation	66	3	-2	0	-1	-4	-5
Performance Management	64	2	-5	-3	2	0	-1
Retention	61	0	-7	-4	5	5	1
Supervision	81	3	-3	-2	1	-1	-1
Sustainable Engagement	82	1	-4	0	0	-1	-1
Wellness	66	2	-8*	1	0	-1	4
Working Relationships	80	-1	-8*	1	0	3	-1

Category Breakdown by Tenure (2 of 2)

Differences based on Total Favorable

	Total Favorable (1,321)	DAVIS: 25 < 30 (54)	DAVIS: 30+ (31)
Career Development	67	12	22*
Diversity & Inclusion	76	11	6
Empowered Culture	69	9	12
Communication	77	3	18*
Image/Brand	86	2	7
Leadership	63	6	14
Organizational Change & Innovation	66	11	16
Performance Management	64	9	13
Retention	61	8	10
Supervision	81	2	9
Sustainable Engagement	82	8	11
Wellness	66	1	12
Working Relationships	80	7	15*

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Career Development

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
	Career Development	**67**	2	3*	-4*
16	I am confident I can achieve my personal career objectives within the UC system. ★	65	-1	1	-10*
20	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	69	5*	5*	2

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Diversity & Inclusion

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
	Diversity & Inclusion	**76**	3	1	-1
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.	**78**	3	2*	3*
25	I can be myself at this organization without worrying about how I will be accepted.	**75**	0	-2	-4*
32	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	**76**	7*	2	0

Empowered Culture

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
	Empowered Culture	**69**	**4***	**0**	**-6***
30	Most of the time it is safe to speak up in this organization.	65	3	0	-6*
33	I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	73	6*	1	-7*

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Communication

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
	Communication	**77**	**5***	**-1**	**5***
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. ★	**83**	**10***	**-1**	**13***
10	I feel able to openly and honestly communicate my views to my supervisor and other leaders. ★	**71**	**1**	**-1**	**-4***

Image/Brand

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
	Image/Brand	**86**	2	1	5*
5	I am proud to be associated with the UC system.	90	2	1	2*
15	My campus/location is highly regarded by its employees.	74	3	2	8*
26	I believe strongly in the teaching, research, and public service mission of the UC system.	95	1	1	5*

Leadership

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
Leadership		**63**	**9***	**1**	**-4***
27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	**68**	**7***	**2**	**-3***
28	There is sufficient contact between senior leadership at my campus/location and employees in this organization.	**59**	**10***	**0**	**-6***

Organizational Change & Innovation

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
	Organizational Change & Innovation	**66**	8*	0	-3*
9	Generally, recent major organizational changes across the UC system have been: Explained well	57	13*	-1	5*
29	People here are open to trying new and different ways of addressing our departmental challenges.	63	7*	1	-10*
31	People in my department are encouraged to come up with innovative solutions to work-related problems.	78	4*	0	-3*

Performance Management

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
	Performance Management	**64**	7*	1	-2
2	I feel my campus/location does a good job matching pay to performance.	40	6*	3	-11*
4	I feel my personal contributions are recognized.	72	5*	0	2
17	I think my performance on the job is evaluated fairly.	79	8*	1	3*

Retention

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
Retention		**61**	-3	4*	-6*
38	At the present time, are you seriously considering leaving the UC system? → "No"	**61**	-3	4*	-6*

Willis Towers Watson
Employee Engagement Software

Supervision

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
	Supervision	**81**	**5***	**0**	**0**
3	My supervisor keeps me informed about issues that affect me.	82	7*	-1	0
11	My supervisor treats me with respect.	90	3*	0	2*
18	My supervisor listens carefully to different points of view before coming to conclusions.	80	5*	0	1
23	My supervisor does a good job of building teamwork.	74	7*	0	-3*
34	My supervisor helps me make time to participate in training and development activities.	77	1	0	n/a

Sustainable Engagement

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
	Sustainable Engagement	**82**	3*	1	4*
6	I am satisfied with my involvement in decisions that affect my work.	73	4*	0	0
12	My work schedule allows sufficient flexibility to meet my personal/family needs.	87	1	1	8*
13	I feel motivated to go beyond my formal job responsibilities to get the job done.	86	2	1	0
14	I have the equipment/tools/resources I need to do my job effectively.	83	6*	1	7*
19	I would recommend the UC system as a good place to work.	84	1	2*	4*
21	Working for the UC system inspires me to do my best work.	78	6*	2	3*

Wellness

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
Wellness		**66**	**3**	**2**	**1**
24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	**80**	3	0	n/a
35	My organization promotes an environment of physical, mental, and social well-being. ★	**73**	3	1	1
36	The stress levels at work are manageable. ★	**58**	n/a	2	n/a
37	How often do financial concerns impact your ability to perform at work?	**55**	n/a	3	n/a

Working Relationships

DAVIS (1,321)

		Total Favorable	DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)
Working Relationships		**80**	7*	1	5*
7	There is good cooperation between my department and other departments at my campus/location.	**75**	7*	1	4*
22	There is good cooperation between staff in my department.	**84**	6*	0	5*

Key Drivers - Sustainable Engagement

DAVIS (1,321)

DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)	Total Favorable Score		
2	3*	-4*	67	Career Development	
3	2	1	66	Wellness	→ Sustainable Engagement
5*	-1	5*	77	Communication	
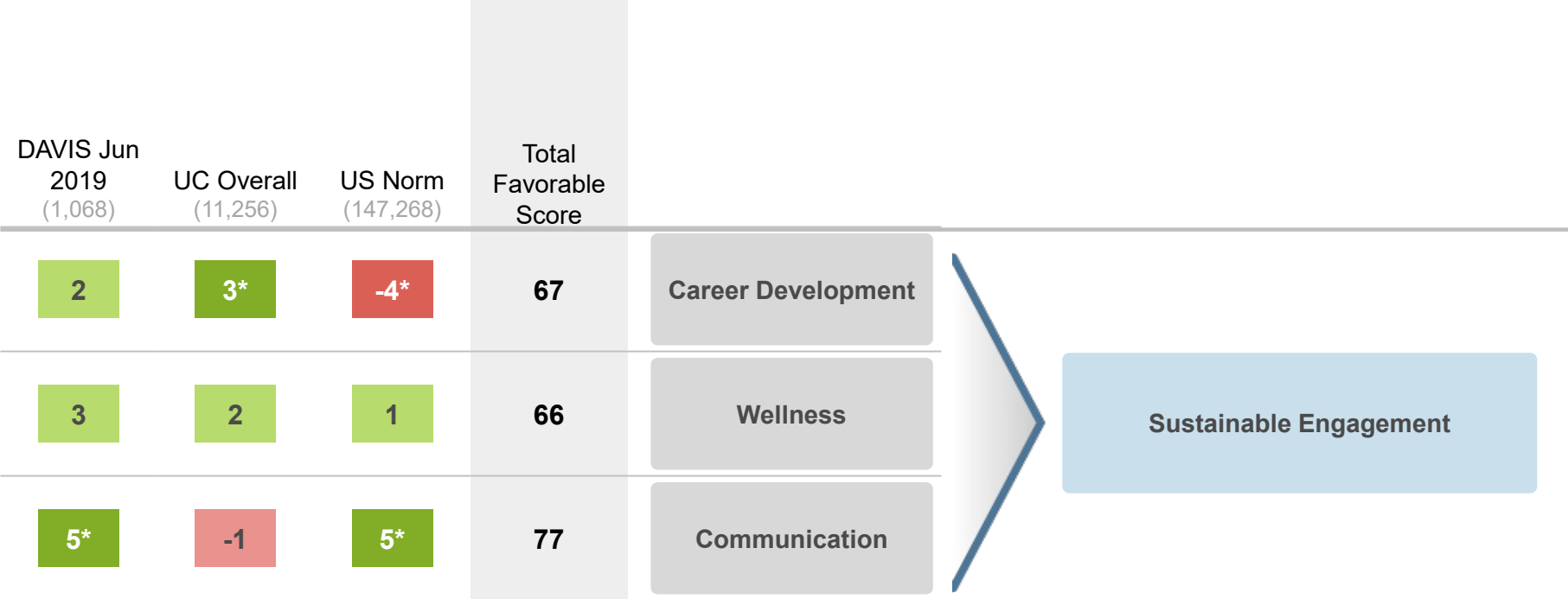
Key Driver Questions - Sustainable Engagement

DAVIS (1,321)

DAVIS Jun 2019 (1,068)	UC Overall (11,256)	US Norm (147,268)	Total Favorable Score	
-1	1	-10*	65	**Career Development:** I am confident I can achieve my personal career objectives within the UC system.
5*	5*	2	69	**Career Development:** My campus/location provides people with the necessary information and resources to manage their own careers effectively.
3	1	1	73	**Wellness:** My organization promotes an environment of physical, mental, and social well-being.
n/a	2	n/a	58	**Wellness:** The stress levels at work are manageable.
1	-1	-4*	71	**Communication:** I feel able to openly and honestly communicate my views to my supervisor and other leaders.
10*	-1	13*	83	**Communication:** My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.

Sustainable Engagement

Group Sizes

DAVIS (1,321)

Benchmarks

DAVIS Jun 2019..	1,068	US Norm..	147,268
DAVIS May 2017...	1,122	University Staff Norm..	13,525
UC Overall..11,256			

Role

DAVIS: Individual Contributor........	753	DAVIS: Manager......	191
DAVIS: Supervisor........	276	DAVIS: Director and above	101

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

DAVIS: Heterosexual or Straight	1,087	DAVIS: Other	16
DAVIS: Gay or Lesbian	52	DAVIS: Decline to state	121
DAVIS: Bisexual	35		

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

DAVIS: On Campus / Location	224	DAVIS: Mix of Both	278
DAVIS: Remotely / From Home	817		

Gender (HRIS)

DAVIS: Female	822	DAVIS: Unknown	94
DAVIS: Male	405		

Ethnicity

DAVIS: Asian	159	DAVIS: Two or More races	25
DAVIS: Black/African American	51	DAVIS: Unknown	45
DAVIS: Hispanic	166	DAVIS: White	865

Tenure

DAVIS: 1 < 3	255	DAVIS: 15 < 20	172
DAVIS: 3 < 5	183	DAVIS: 20 < 25	100
DAVIS: 5 < 10	316	DAVIS: 25 < 30	54
DAVIS: 10 < 15	210	DAVIS: 30+	31