



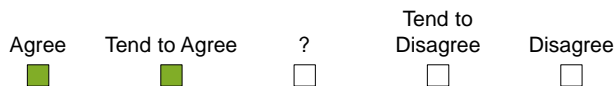
University of California 2019 Staff Engagement Survey

LOS ANGELES (1,405)

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

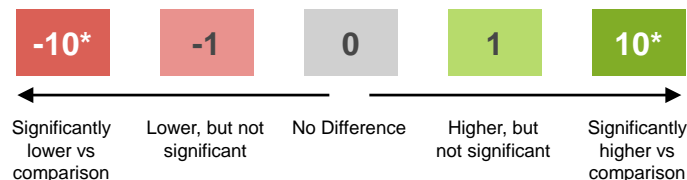
Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

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

LOS ANGELES (1,405) - Scores based on Total Favorable

Results vs. LOS ANGELES 2017

6 Out Of 9 Categories Have Declined

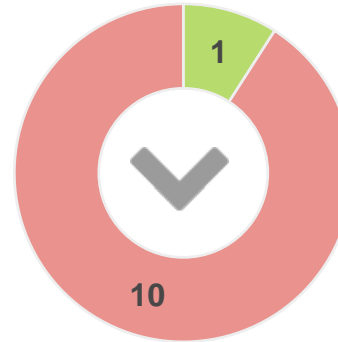


Most Declined

- Career Development -2
- Diversity & Inclusion -2
- Working Relationships -2

Results vs. US Norm

10 Out Of 11 Categories Are Below



Most Favorable

Image/Brand 3*

Least Favorable

- Leadership -20*
- Empowered Culture -14*
- Organizational Change & Innovation -12*

Sustainable Engagement



Strengths

- ▶ Communication, Image/Brand

LOS ANGELES 2017



Overall



US Norm





Opportunities

- ▶ Organizational Change & Innovation, Performance Management, Leadership

Strengths and Opportunities

LOS ANGELES (1,405)

		% Favorable	Historical (1,728)	Overall (9,020)	Norm (148,768)	
 <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*
	15	My campus/location is highly regarded by its employees.	72	1	5*	7*
	1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	75	2	2	5*

		% Favorable	Historical	Overall	Norm	
 <p>These are our priority areas to focus on.</p>	31	People in my department are encouraged to come up with innovative solutions to work-related problems. *	67	n/a	-5*	-12*
	27	Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	56	n/a	-3*	-22*
	2	I feel my campus/location does a good job matching pay to performance.	31	1	-2	-20*

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

LOS ANGELES (1,405) - Scores based on Total Favorable

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

My campus/location is highly regarded by its employees. **72**

My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. **75**

Highest Scoring Groups

LOS ANGELES: Pay Range14 \$140 - \$149k (N-Size: 30)	100
LOS ANGELES: Pay Range16 \$160 - \$169k (N-Size: 17)	100
LOS ANGELES: Pay Range17 \$170 - \$179k (N-Size: 10)	100
LOS ANGELES: Pay Range11 \$110 - \$119k (N-Size: 68)	99
LOS ANGELES: Director and above (N-Size: 192)	98

Highest Scoring Groups

LOS ANGELES: Pay Range27 \$270k + (N-Size: 12)	100
LOS ANGELES: 30+ (N-Size: 68)	82
LOS ANGELES: Director and above (N-Size: 192)	82
LOS ANGELES: Pay Range13 \$130 - \$139k (N-Size: 38)	82
LOS ANGELES: Pay Range12 \$120 - \$129k (N-Size: 70)	80

Highest Scoring Groups

LOS ANGELES: Pay Range17 \$170 - \$179k (N-Size: 10)	100
LOS ANGELES: Pay Range27 \$270k + (N-Size: 12)	100
LOS ANGELES: 30+ (N-Size: 68)	87
LOS ANGELES: 1 < 3 (N-Size: 212)	84
LOS ANGELES: Pay Range12 \$120 - \$129k (N-Size: 70)	81

Lowest Scoring Groups

LOS ANGELES: Pay Range07 \$70 - \$79k (N-Size: 186)	90
LOS ANGELES: Male (N-Size: 462)	90
LOS ANGELES: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (N-Size: 644)	91
LOS ANGELES: Other (N-Size: 175)	91
LOS ANGELES: Pay Range05 \$50 - \$59k (N-Size: 228)	91

Lowest Scoring Groups

LOS ANGELES: Pay Range07 \$70 - \$79k (N-Size: 186)	66
LOS ANGELES: Black (N-Size: 138)	66
LOS ANGELES: Pay Range05 \$50 - \$59k (N-Size: 228)	67
LOS ANGELES: Pay Range04 \$40 - \$49k (N-Size: 49)	67
LOS ANGELES: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (N-Size: 644)	68

Lowest Scoring Groups

LOS ANGELES: Pay Range15 \$150 - \$159k (N-Size: 24)	63
LOS ANGELES: Pay Range04 \$40 - \$49k (N-Size: 49)	63
LOS ANGELES: Supervisor (Employee who supervises activities of direct reports) (N-Size: 244)	70
LOS ANGELES: 10 < 15 (N-Size: 241)	71
LOS ANGELES: 5 < 10 (N-Size: 315)	71

Opportunities Detail

LOS ANGELES (1,405) - Scores based on Total Favorable

People in my department are encouraged to come up with innovative solutions to work-related problems. ★ **67**

Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction. **56**

I feel my campus/location does a good job matching pay to performance. **31**

Highest Scoring Groups

LOS ANGELES: Pay Range27 \$270k + (N-Size: 12)	100
LOS ANGELES: Pay Range17 \$170 - \$179k (N-Size: 10)	90
LOS ANGELES: 30+ (N-Size: 68)	85
LOS ANGELES: Director and above (N-Size: 192)	78
LOS ANGELES: 25 < 30 (N-Size: 73)	77

Highest Scoring Groups

LOS ANGELES: Pay Range17 \$170 - \$179k (N-Size: 10)	90
LOS ANGELES: Pay Range27 \$270k + (N-Size: 12)	83
LOS ANGELES: 30+ (N-Size: 68)	74
LOS ANGELES: Pay Range13 \$130 - \$139k (N-Size: 38)	66
LOS ANGELES: Pay Range11 \$110 - \$119k (N-Size: 68)	65

Highest Scoring Groups

LOS ANGELES: Pay Range27 \$270k + (N-Size: 12)	58
LOS ANGELES: Pay Range16 \$160 - \$169k (N-Size: 17)	53
LOS ANGELES: Pay Range17 \$170 - \$179k (N-Size: 10)	50
LOS ANGELES: 30+ (N-Size: 68)	41
LOS ANGELES: Pay Range10 \$100 - \$109k (N-Size: 116)	37

Lowest Scoring Groups

LOS ANGELES: Pay Range16 \$160 - \$169k (N-Size: 17)	59
LOS ANGELES: Black (N-Size: 138)	59
LOS ANGELES: Pay Range05 \$50 - \$59k (N-Size: 228)	60
LOS ANGELES: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (N-Size: 644)	60
LOS ANGELES: 5 < 10 (N-Size: 315)	62

Lowest Scoring Groups

LOS ANGELES: Pay Range04 \$40 - \$49k (N-Size: 49)	43
LOS ANGELES: 20 < 25 (N-Size: 120)	47
LOS ANGELES: Pay Range07 \$70 - \$79k (N-Size: 186)	47
LOS ANGELES: Pay Range12 \$120 - \$129k (N-Size: 70)	49
LOS ANGELES: 5 < 10 (N-Size: 315)	49

Lowest Scoring Groups

LOS ANGELES: Pay Range04 \$40 - \$49k (N-Size: 49)	22
LOS ANGELES: Pay Range15 \$150 - \$159k (N-Size: 24)	25
LOS ANGELES: Pay Range05 \$50 - \$59k (N-Size: 228)	27
LOS ANGELES: Other (N-Size: 175)	27
LOS ANGELES: 1 < 3 (N-Size: 212)	27

Suggested Actions

LOS ANGELES (1,405)

WHAT WE COULD DO



"Best practice"
suggested actions

- ▶ **Ensure a climate where innovative solutions to work-related problems are encouraged.**
To encourage innovation among employees, reward behaviors, not outcomes. Accept that new initiatives might just fail and when they do, you want to fail fast, learn, and apply those learnings to the next version or venture. If you can reward the right behaviors, you'll begin to shift the climate for innovation and eventually the culture. Employees will take notice and will be motivated to participate actively in the innovation process. Even if an idea fails in early testing phases – do not penalize core team members. They ought to be recognized for taking the learnings and applying them to the next idea / project.
- ▶ **Ensure understanding of the company's long-term goals and strategic direction**
Use team meetings to communicate regular business updates, not only about the team itself but the larger unit of which the team is a part. Track progress toward team goals and engage employees in working toward team targets. When providing progress reports, look for opportunities to show how strategy comes to life and to reinforce how organization values link with decisions made and steps taken to improve the business.
- ▶ **Improve connection between pay and performance.**
Differentiating rewards for high potential and high performing employees can be a challenge for managers. Executive leadership likely set performance management parameters for the organization overall that you must follow. As a first step, consider what other managers are doing to successfully motivate their best employees. Next, consider what options you may have and discuss them with your HR business partner. There may be options you have that you were not aware of. Although differentiating rewards for performance is not easy, most organizations realize the value of doing it, and are constantly creating new policies and practices to do so.

Categories vs. Benchmarks

LOS ANGELES (1,405)

	Total Favorable Score	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Career Development	61	-2	1	-9*
Communication	71	0	-1	-2
Diversity & Inclusion	73	-2	0	-3*
Empowered Culture	61	n/a	-3	-14*
Image/Brand	84	0	1	3*
Leadership	52	n/a	-1	-20*
Organizational Change & Innovation	55	n/a	-2	-12*
Performance Management	55	-1	-3	-10*
Supervision	72	-1	-3*	-6*
Sustainable Engagement	76	-1	-1	-1
Wellness	68	0	-2	n/a
Working Relationships	73	-2	0	-2

Category Breakdown by Role

Differences based on Total Favorable

	LOS ANGELES (1,405)	LOS ANGELES: Individual Contributor (Employee with no direct reports; not a Director, Manager or Supervisor) (644)	LOS ANGELES: Supervisor (Employee who supervises activities of direct reports) (244)	LOS ANGELES: Manager (Employee with the job title of Manager, responsibility over a functional area) (314)	LOS ANGELES: Director and above (192)
Career Development	61	-5*	0	5	9*
Communication	71	-2	-3	4	5
Diversity & Inclusion	73	-3	-2	4	8*
Empowered Culture	61	-4	-1	3	8*
Image/Brand	84	-4*	-1	3	7*
Leadership	52	-2	0	2	4
Organizational Change & Innovation	55	-4	-1	6	6
Performance Management	55	-4	-2	5	6
Supervision	72	-4	1	5	3
Sustainable Engagement	76	-4	0	3	8*
Wellness	68	-4	3	3	3
Working Relationships	73	-5*	-2	4	10*

Career Development

LOS ANGELES (1,405)

		Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Career Development		61	-2	1	-9*
16	I am confident I can achieve my personal career objectives within the UC system. ★	64	0	1	-9*
20	My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	59	-4*	2	-9*

Communication

LOS ANGELES (1,405)

	Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Communication	71	0	-1	-2
1 My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	75	2	2	5*
9 I feel able to openly and honestly communicate my views to my supervisor and other leaders.	67	-1	-3*	-9*

Diversity & Inclusion

LOS ANGELES (1,405)

		Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Diversity & Inclusion		73	-2	0	-3*
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.	74	-1	0	1
25	I can be myself at this organization without worrying about how I will be accepted.	77	n/a	0	-3*
33	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	68	-4*	1	-8*

Empowered Culture

LOS ANGELES (1,405)

	Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Empowered Culture	61	n/a	-3	-14*
30 Most of the time it is safe to speak up in this organization.	57	n/a	-3*	-13*
32 I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	65	n/a	-2	-14*

Image/Brand

LOS ANGELES (1,405)

	Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Image/Brand	84	0	1	3*
5 I am proud to be associated with the UC system.	87	-1	-1	-1
15 My campus/location is highly regarded by its employees.	72	1	5*	7*
26 I believe strongly in the teaching, research, and public service mission of the UC system.	94	n/a	0	4*

Leadership

LOS ANGELES (1,405)

	Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Leadership	52	n/a	-1	-20*
27 Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	56	n/a	-3*	-22*
28 There is sufficient contact between senior leadership at my campus/location and employees in this organization.	49	n/a	1	-17*

Organizational Change & Innovation

LOS ANGELES (1,405)

		Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Organizational Change & Innovation		55	n/a	-2	-12*
10	Generally, recent major organizational changes across the UC system have been: Explained well ★	44	6*	0	-4*
29	People here are open to trying new and different ways of addressing our departmental challenges.	54	n/a	-1	-19*
31	People in my department are encouraged to come up with innovative solutions to work-related problems. ★	67	n/a	-5*	-12*

Performance Management

LOS ANGELES (1,405)

	Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Performance Management	55	-1	-3	-10*
2 I feel my campus/location does a good job matching pay to performance.	31	1	-2	-20*
4 I feel my personal contributions are recognized.	62	-3	-5*	-7*
17 I think my performance on the job is evaluated fairly.	72	-2	-1	-3*

Supervision

LOS ANGELES (1,405)

	Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Supervision	72	-1	-3*	-6*
3 My supervisor keeps me informed about issues that affect me.	71	-4*	-4*	-11*
11 My supervisor treats me with respect.	85	0	-1	-3*
18 My supervisor listens carefully to different points of view before coming to conclusions. ★	71	0	-3*	n/a
23 My supervisor does a good job of building teamwork.	64	-2	-3	-12*
34 My supervisor helps me make time to participate in training and development activities. ★	72	1	-2	1

Sustainable Engagement

LOS ANGELES (1,405)

	Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Sustainable Engagement	76	-1	-1	-1
6 I am satisfied with my involvement in decisions that affect my work.	66	0	-2	-6*
12 My work schedule allows sufficient flexibility to meet my personal/family needs.	83	0	-2*	5*
13 I feel motivated to go beyond my formal job responsibilities to get the job done.	82	-2	-2	-4*
14 I have the equipment/tools/resources I need to do my job effectively.	75	0	-1	-2
19 I would recommend the UC system as a good place to work.	81	-2	2	0
21 Working for the UC system inspires me to do my best work.	73	-2	1	-1

Wellness

LOS ANGELES (1,405)

		Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Wellness		68	0	-2	n/a
24	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	71	0	-3*	n/a
35	My organization promotes an environment of physical, mental, and social well-being.	66	0	0	-5*

Working Relationships

LOS ANGELES (1,405)

	Total Favorable	LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)
Working Relationships	73	-2	0	-2
7 There is good cooperation between my department and other departments at my campus/location.	67	-3*	0	-5*
22 There is good cooperation between staff in my department.	80	-1	-1	1

Retention


LOS ANGELES (1,405)

		Total Favorable	LOS ANGELES 2017 (1,728)	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?	58	-3	-1	-9*

Key Drivers - Sustainable Engagement

LOS ANGELES (1,405)

LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)	Total Favorable Score	
-2	1	-9*	61	Career Development
-1	-3*	-6*	72	Supervision
n/a	-2	-12*	55	Organizational Change & Innovation



Key Driver Questions - Sustainable Engagement

LOS ANGELES (1,405)

LOS ANGELES 2017 (1,728)	Overall (9,020)	US Norm (148,768)	Total Favorable Score	
0	1	-9*	64	Career Development: I am confident I can achieve my personal career objectives within the UC system.
-4*	2	-9*	59	Career Development: My campus/location provides people with the necessary information and resources to manage their own careers effectively.
0	-3*	n/a	71	Supervision: My supervisor listens carefully to different points of view before coming to conclusions.
1	-2	1	72	Supervision: My supervisor helps me make time to participate in training and development activities.
n/a	-5*	-12*	67	Organizational Change & Innovation: People in my department are encouraged to come up with innovative solutions to work-related problems.
6*	0	-4*	44	Organizational Change & Innovation: Generally, recent major organizational changes across the UC system have been: Explained well



Sustainable Engagement

Group Sizes

LOS ANGELES (1,405)

Benchmarks

LOS ANGELES 2017.....	1,728	US Norm.....	148,768
LOS ANGELES 2015.....	1,583	US Universities Staff Norm.....	17,011
Overall.....	9,020		

Role

LOS ANGELES: Individual Contributor (Employee with no d.....	644	LOS ANGELES: Manager (Employee with the job title of M.....	314
LOS ANGELES: Supervisor (Employee who supervises acti.....	244	LOS ANGELES: Director and above	192

Gender

LOS ANGELES: Female	943	LOS ANGELES: Male	462
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Tenure

LOS ANGELES: 1 < 3	212	LOS ANGELES: 15 < 20	171
LOS ANGELES: 3 < 5	205	LOS ANGELES: 20 < 25	120
LOS ANGELES: 5 < 10	315	LOS ANGELES: 25 < 30	73
LOS ANGELES: 10 < 15	241	LOS ANGELES: 30+	68

Ethnicity

LOS ANGELES: Asian	292	LOS ANGELES: White	524
LOS ANGELES: Black	138	LOS ANGELES: Other	175
LOS ANGELES: Hispanic	271		

Pay Range

LOS ANGELES: Pay Range04 \$40 - \$49k	49	LOS ANGELES: Pay Range07 \$70 - \$79k	186
LOS ANGELES: Pay Range05 \$50 - \$59k	228	LOS ANGELES: Pay Range08 \$80 - \$89k	157
LOS ANGELES: Pay Range06 \$60 - \$69k	242	LOS ANGELES: Pay Range09 \$90 - \$99k	108

Pay Range

LOS ANGELES: Pay Range10 \$100 - \$109k	116	LOS ANGELES: Pay Range15 \$150 - \$159k	24
LOS ANGELES: Pay Range11 \$110 - \$119k	68	LOS ANGELES: Pay Range16 \$160 - \$169k	17
LOS ANGELES: Pay Range12 \$120 - \$129k	70	LOS ANGELES: Pay Range17 \$170 - \$179k	10
LOS ANGELES: Pay Range13 \$130 - \$139k	38	LOS ANGELES: Pay Range27 \$270k +	12
LOS ANGELES: Pay Range14 \$140 - \$149k	30		