

2015 Staff Engagement Survey

UNIVERSITY
OF
CALIFORNIA

Human
Resources



Volume UOC-01: UNIVERSITY OF CALIFORNIA OVERALL 2015 REPORT

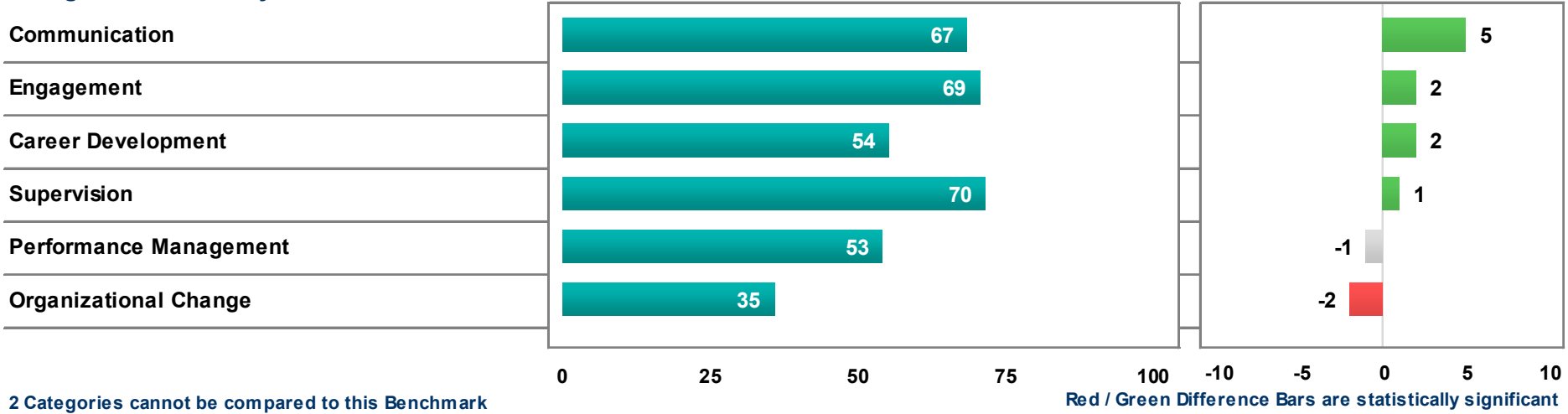
Data Collected: 2nd Quarter of 2015

Summary Category Scores vs. Benchmark

UC OVERALL [W] (N=9,468)

vs. UC OVERALL [W] 2012 (N=8,096)

Categories Ranked By Difference



Top 10 Items

UC OVERALL [W] (N=9,468)

vs. UC OVERALL [W] 2012 (N=8,096)

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	+11*	8	23	
ENGAGEMENT: Working for the UC system inspires me to do my best work.	71	+9*	14	15	
IMAGE/BRAND: My campus/location is highly regarded by its employees.	66	+8*	18	16	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	28	+5*	13	59	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	+4*	19	27	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	70	+4*	13	17	
ENGAGEMENT: I would recommend the UC system as a good place to work.	77	+4*	12	10	
SUPERVISION: My supervisor communicates effectively.	74	+3*	9	17	
SUPERVISION: My supervisor does a good job of building teamwork.	64	+3*	12	24	
CAREER DEVELOPMENT: I am confident I can achieve my personal career objectives within the UC system.	59	+3*	17	24	

0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

UC OVERALL [W] (N=9,468)

vs. UC OVERALL [W] 2012 (N=8,096)

Bottom 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	58	-8*	14	28	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	36	-6*	27	36	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	66	-2*	22	12	
ENGAGEMENT: I feel motivated to go beyond my formal job responsibilities to get the job done.	82	-1*	6	12	
COMMUNICATION: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	-1	12	22	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	72	-1	8	20	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	72	-1	9	19	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	4	12	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	59	0		22	18
SUPERVISION: My supervisor treats me with respect.	85	0	6	9	

0 25 50 75 100 * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

UC OVERALL [W] (N=9,468)

vs. 2014 US UNIVERSITIES STAFF NORM (N=14,560)

Categories Ranked By Difference

Image/Brand

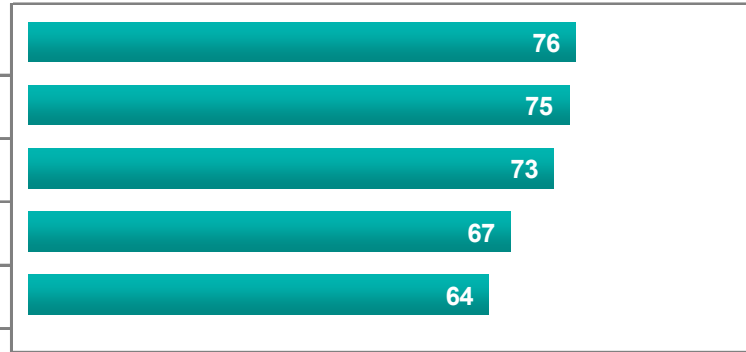
Working Relationships

Supervision

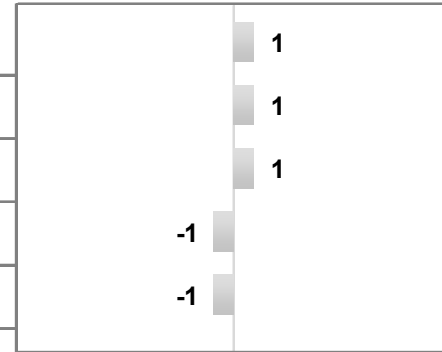
Engagement

Career Development

Favorable Scores



Differences From Benchmark



3 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 10 Items

UC OVERALL [W] (N=9,468)

vs. 2014 US UNIVERSITIES STAFF NORM (N=14,560)

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
IMAGE/BRAND: My campus/location is highly regarded by its employees.	66	+6*	18	16	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	70	+2*	13	17	
SUPERVISION: My supervisor does a good job of building teamwork.	64	+2*	12	24	
ENGAGEMENT: I would recommend the UC system as a good place to work.	77	+2*	12	10	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	72	+1*	8	20	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	+1*	4	12	
SUPERVISION: My supervisor communicates effectively.	74	+1	9	17	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	+1	19	27	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	79	0	9	12	
SUPERVISION: My supervisor treats me with respect.	85	0	6	9	

0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

UC OVERALL [W] (N=9,468)

vs. 2014 US UNIVERSITIES STAFF NORM (N=14,560)

Bottom 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	67	-4*	13	20	
COMMUNICATION: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	-3*	12	22	
IMAGE/BRAND: I am proud to be associated with the UC system.	86	-3*	9	5	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	45	-3*	11	44	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	62	-2*	13	26	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	72	-1*	9	19	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	59	-1		22	18
SUPERVISION: My supervisor gives me regular feedback on my performance.	69	-1	8	23	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	74	-1	11	15	
SUPERVISION: My supervisor treats me with respect.	85	0	6	9	

0 25 50 75 100 * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

UC OVERALL [W] (N=9,468)

vs. TOWERS WATSON US NATIONAL NORM (N=160,417)

Categories Ranked By Difference

Working Relationships

Communication

Image/Brand

Career Development

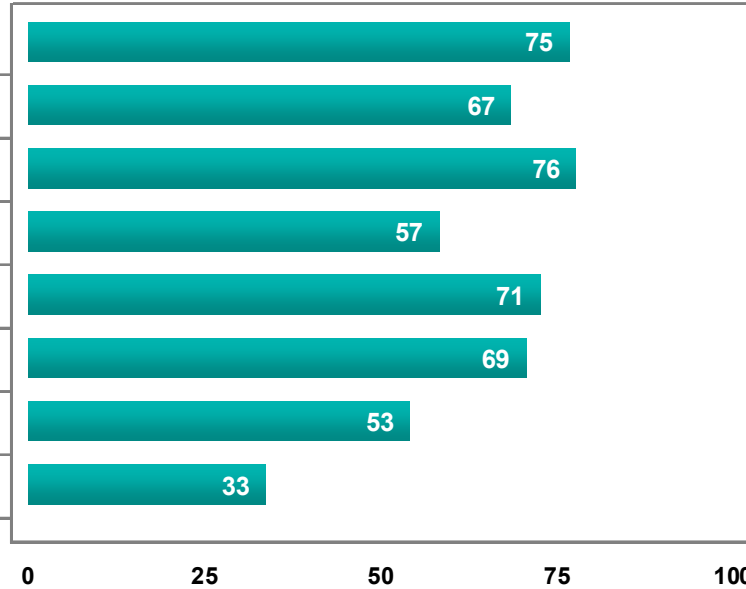
Supervision

Engagement

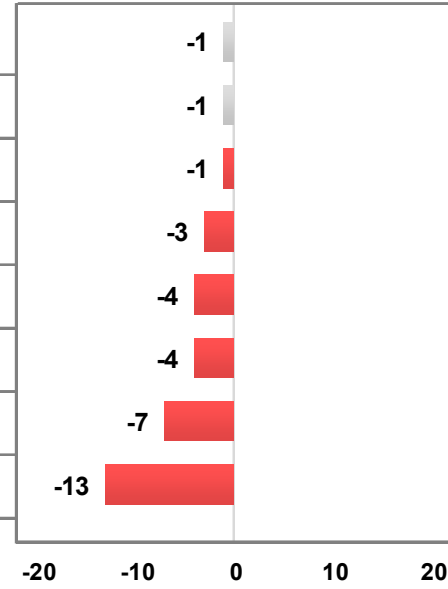
Performance Management

Organizational Change

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

UC OVERALL [W] (N=9,468)

vs. TOWERS WATSON US NATIONAL NORM (N=160,417)

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	+7*	4	12	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	+3*	8	23	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	66	+2*	22	12	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	72	+2*	8	20	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	79	0	9	12	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	74	0	11	15	
IMAGE/BRAND: My campus/location is highly regarded by its employees.	66	-1*	18	16	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	70	-1*	13	17	
SUPERVISION: I have a clear understanding of how my job contributes to the departmental objectives.	89	-1*	5	6	
IMAGE/BRAND: I am proud to be associated with the UC system.	86	-1*	9	5	

0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

UC OVERALL [W] (N=9,468)

vs. TOWERS WATSON US NATIONAL NORM (N=160,417)

Bottom 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Executed well	30	-23*	34	36	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	36	-15*	27	36	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	58	-11*	14	28	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	28	-10*	13	59	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	45	-10*	11	44	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	59	-9*		22	18
SUPERVISION: My supervisor does a good job of building teamwork.	64	-9*	12	24	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	-9*	19	27	
SUPERVISION: My supervisor develops people's abilities.	59	-9*	18	24	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	62	-8*	13	26	

0 25 50 75 100 * indicates a statistically significant difference

Category Breakdown Matrix

UC OVERALL [W] (N=9,468)

By Location - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. BERKELEY [W] (N=1,034)
- C. SAN FRANCISCO [W] (N=1,171)
- D. DAVIS [W] (N=1,083)

- E. LOS ANGELES [W] (N=1,583)
- F. RIVERSIDE [W] (N=408)
- G. SAN DIEGO [W] (N=1,096)
- H. SANTA CRUZ [W] (N=462)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Category	A	B	C	D	E	F	G	H
1	Career Development	57	-5	4	2	2	-5	4	-11
2	Communication	67	-4	5	-1	0	-3	2	-3
3	Engagement	69	-5	4	0	1	-2	2	-7
4	Image/Brand	76	-4	3	-2	4	-3	4	-13
5	Organizational Change	33	-13	8	-6	5	-1	4	-11
6	Performance Management	53	-3	8	-1	-1	-4	1	-3
7	Supervision	71	-1	5	-2	-1	-3	1	2
8	Working Relationships	75	-1	2	0	-1	4	1	0

Item Breakdown Matrix - Career Development

UC OVERALL [W] (N=9,468)

By Location - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. BERKELEY [W] (N=1,034)
- C. SAN FRANCISCO [W] (N=1,171)
- D. DAVIS [W] (N=1,083)

- E. LOS ANGELES [W] (N=1,583)
- F. RIVERSIDE [W] (N=408)
- G. SAN DIEGO [W] (N=1,096)
- H. SANTA CRUZ [W] (N=462)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	H
1.	I believe I have the opportunity for personal development and growth within the UC system.	72	-2	3	2	1	-3	0	-7
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	-4	0	2	3	-6	9	-15
14.	I am confident I can achieve my personal career objectives within the UC system.	59	-6	5	2	1	-4	2	-9
18.	My campus/location is doing a good job of planning for management succession.	31	-11	8	0	3	-3	4	-13
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	67	-3	3	1	2	-7	4	-10

Item Breakdown Matrix - Communication

UC OVERALL [W] (N=9,468)

By Location - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. BERKELEY [W] (N=1,034)
- C. SAN FRANCISCO [W] (N=1,171)
- D. DAVIS [W] (N=1,083)

- E. LOS ANGELES [W] (N=1,583)
- F. RIVERSIDE [W] (N=408)
- G. SAN DIEGO [W] (N=1,096)
- H. SANTA CRUZ [W] (N=462)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	H
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	-7	5	-2	3	1	1	-7
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	-1	5	-1	-3	-8	3	2

Item Breakdown Matrix - Engagement

UC OVERALL [W] (N=9,468)

By Location - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. BERKELEY [W] (N=1,034)
- C. SAN FRANCISCO [W] (N=1,171)
- D. DAVIS [W] (N=1,083)

- E. LOS ANGELES [W] (N=1,583)
- F. RIVERSIDE [W] (N=408)
- G. SAN DIEGO [W] (N=1,096)
- H. SANTA CRUZ [W] (N=462)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	-2	3	0	0	-4	1	-3	
11.	Working for the UC system inspires me to do my best work.	71	-6	5	-3	1	2	2	-11	
15.	I am satisfied with my involvement in decisions that affect my work.	62	-4	5	-2	0	-4	4	-5	
19.	I have the equipment/tools/resources I need to do my job effectively.	72	-9	4	-4	2	-4	5	-8	
21.	There is usually sufficient staff in my department to handle the workload.	45	-5	7	3	7	-10	-1	-14	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-2	3	0	-1	-2	0	0	
25.	I would recommend the UC system as a good place to work.	77	-9	1	1	3	3	1	-11	
33.	At the present time, are you seriously considering leaving the UC system?	59	-5	4	2	-1	0	2	-5	

Item Breakdown Matrix - Image/Brand

UC OVERALL [W] (N=9,468)

By Location - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. BERKELEY [W] (N=1,034)
- C. SAN FRANCISCO [W] (N=1,171)
- D. DAVIS [W] (N=1,083)

- E. LOS ANGELES [W] (N=1,583)
- F. RIVERSIDE [W] (N=408)
- G. SAN DIEGO [W] (N=1,096)
- H. SANTA CRUZ [W] (N=462)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	H
4.	My campus/location is highly regarded by its employees.	66	-4	4	-3	6	-8	8	-19
30.	I am proud to be associated with the UC system.	86	-5	2	-1	1	2	0	-7

Item Breakdown Matrix - Organizational Change

UC OVERALL [W] (N=9,468)

By Location - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. BERKELEY [W] (N=1,034)
- C. SAN FRANCISCO [W] (N=1,171)
- D. DAVIS [W] (N=1,083)

- E. LOS ANGELES [W] (N=1,583)
- F. RIVERSIDE [W] (N=408)
- G. SAN DIEGO [W] (N=1,096)
- H. SANTA CRUZ [W] (N=462)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	H
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	34	-13	8	-5	5	-1	5	-13
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-11	8	-7	5	0	2	-8
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	30	-14	8	-6	6	-1	4	-11

Item Breakdown Matrix - Performance Management

UC OVERALL [W] (N=9,468)

By Location - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. BERKELEY [W] (N=1,034)
- C. SAN FRANCISCO [W] (N=1,171)
- D. DAVIS [W] (N=1,083)

- E. LOS ANGELES [W] (N=1,583)
- F. RIVERSIDE [W] (N=408)
- G. SAN DIEGO [W] (N=1,096)
- H. SANTA CRUZ [W] (N=462)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	H
6.	I feel my personal contributions are recognized.	58	-1	8	-2	-2	-6	1	0
12.	I think my performance on the job is evaluated fairly.	74	-3	3	-1	-2	-3	4	4
16.	I feel my campus/location does a good job matching pay to performance.	28	-7	12	0	0	-4	-1	-12

Item Breakdown Matrix - Supervision

UC OVERALL [W] (N=9,468)

By Location - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. BERKELEY [W] (N=1,034)
- C. SAN FRANCISCO [W] (N=1,171)
- D. DAVIS [W] (N=1,083)

- E. LOS ANGELES [W] (N=1,583)
- F. RIVERSIDE [W] (N=408)
- G. SAN DIEGO [W] (N=1,096)
- H. SANTA CRUZ [W] (N=462)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	H
7.	My supervisor gives me regular feedback on my performance.	69	-3	6	-2	-2	-5	4	2
13.	My supervisor does a good job of building teamwork.	64	-1	5	-3	-1	-3	3	-1
17.	My supervisor treats me with respect.	85	1	3	-2	-1	-4	0	3
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	49	-6	8	-3	-1	-1	1	0
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	71	1	4	-1	-2	-5	0	4
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	0	5	-1	-3	-4	1	2
22.	My supervisor develops people's abilities.	59	-2	6	-1	0	-3	2	-1
24.	My supervisor communicates effectively.	74	-1	4	-2	-2	-5	-1	4
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	-2	3	-1	0	0	1	2
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	0	5	-1	-2	-5	-1	2
28.	My supervisor keeps me informed about issues that affect me.	75	0	5	-3	-1	-4	0	4
32.	My supervisor helps me make time to participate in training and development activities.	66	-3	4	-3	-2	-1	3	3

Item Breakdown Matrix - Working Relationships

UC OVERALL [W] (N=9,468)

By Location - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. BERKELEY [W] (N=1,034)
- C. SAN FRANCISCO [W] (N=1,171)
- D. DAVIS [W] (N=1,083)

- E. LOS ANGELES [W] (N=1,583)
- F. RIVERSIDE [W] (N=408)
- G. SAN DIEGO [W] (N=1,096)
- H. SANTA CRUZ [W] (N=462)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	H
8.	There is good cooperation between my department and other departments at my campus/location.	70	-3	0	1	0	4	2	0
29.	There is good cooperation between staff in my department.	79	1	3	-1	-2	4	-1	1

Category Breakdown Matrix

UC OVERALL [W] (N=9,468)

By Location - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. SANTA BARBARA [W] (N=507)
- C. IRVINE [W] (N=772)
- D. MERCED [W] (N=254)

- E. LBNL [W] (N=567)
- F. ANR [W] (N=174)
- G. OFFICE OF THE PRESIDENT [W] (N=357)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Category	A	B	C	D	E	F	G	
1	Career Development	57	1	4	-6	-1	-7	-5	
2	Communication	67	1	5	-8	1	-3	-6	
3	Engagement	69	0	3	-3	2	0	-4	
4	Image/Brand	76	0	3	-6	6	-5	-10	
5	Organizational Change	33	-2	9	-5	0	-4	-2	
6	Performance Management	53	-4	2	-11	7	-7	-2	
7	Supervision	71	-2	2	-3	1	-1	-3	
8	Working Relationships	75	4	3	-4	-5	1	-5	

Item Breakdown Matrix - Career Development

UC OVERALL [W] (N=9,468)

By Location - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. SANTA BARBARA [W] (N=507)
- C. IRVINE [W] (N=772)
- D. MERCED [W] (N=254)

- E. LBNL [W] (N=567)
- F. ANR [W] (N=174)
- G. OFFICE OF THE PRESIDENT [W] (N=357)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
1.	I believe I have the opportunity for personal development and growth within the UC system.	72	3	3	-4	1	-13	-6	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	1	6	-11	-4	-8	-7	
14.	I am confident I can achieve my personal career objectives within the UC system.	59	1	5	-2	-1	-11	-3	
18.	My campus/location is doing a good job of planning for management succession.	31	1	5	-11	3	-5	-6	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	67	0	1	-3	-2	2	-2	

Item Breakdown Matrix - Communication

UC OVERALL [W] (N=9,468)

By Location - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. SANTA BARBARA [W] (N=507)
- C. IRVINE [W] (N=772)
- D. MERCED [W] (N=254)

- E. LBNL [W] (N=567)
- F. ANR [W] (N=174)
- G. OFFICE OF THE PRESIDENT [W] (N=357)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	0	6	-12	3	-6	-4	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	2	5	-4	0	0	-9	

Item Breakdown Matrix - Engagement

UC OVERALL [W] (N=9,468)

By Location - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. SANTA BARBARA [W] (N=507)
- C. IRVINE [W] (N=772)
- D. MERCED [W] (N=254)

- E. LBNL [W] (N=567)
- F. ANR [W] (N=174)
- G. OFFICE OF THE PRESIDENT [W] (N=357)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	2	1	-2	1	-3	-2	
11.	Working for the UC system inspires me to do my best work.	71	-3	3	3	7	2	-1	
15.	I am satisfied with my involvement in decisions that affect my work.	62	1	6	-10	-3	-3	-5	
19.	I have the equipment/tools/resources I need to do my job effectively.	72	-1	4	-8	10	8	-7	
21.	There is usually sufficient staff in my department to handle the workload.	45	-3	-1	-12	0	-1	-3	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-1	4	3	-2	2	0	
25.	I would recommend the UC system as a good place to work.	77	2	4	4	4	-2	-8	
33.	At the present time, are you seriously considering leaving the UC system?	59	1	4	-3	2	-7	-6	

Item Breakdown Matrix - Image/Brand

UC OVERALL [W] (N=9,468)

By Location - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. SANTA BARBARA [W] (N=507)
- C. IRVINE [W] (N=772)
- D. MERCED [W] (N=254)

- E. LBNL [W] (N=567)
- F. ANR [W] (N=174)
- G. OFFICE OF THE PRESIDENT [W] (N=357)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
4.	My campus/location is highly regarded by its employees.	66	0	3	-18	11	-10	-21	
30.	I am proud to be associated with the UC system.	86	0	2	5	1	-1	1	

Item Breakdown Matrix - Organizational Change

UC OVERALL [W] (N=9,468)

By Location - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. SANTA BARBARA [W] (N=507)
- C. IRVINE [W] (N=772)
- D. MERCED [W] (N=254)

- E. LBNL [W] (N=567)
- F. ANR [W] (N=174)
- G. OFFICE OF THE PRESIDENT [W] (N=357)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	34	-4	9	-3	0	-2	-3	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	0	8	-3	-2	-6	-1	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	30	-3	10	-9	1	-3	-2	

Item Breakdown Matrix - Performance Management

UC OVERALL [W] (N=9,468)

By Location - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. SANTA BARBARA [W] (N=507)
- C. IRVINE [W] (N=772)
- D. MERCED [W] (N=254)

- E. LBNL [W] (N=567)
- F. ANR [W] (N=174)
- G. OFFICE OF THE PRESIDENT [W] (N=357)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
6.	I feel my personal contributions are recognized.	58	-4	3	-13	4	-10	-2	
12.	I think my performance on the job is evaluated fairly.	74	1	2	-6	-2	4	-3	
16.	I feel my campus/location does a good job matching pay to performance.	28	-9	2	-13	19	-14	-1	

Item Breakdown Matrix - Supervision

UC OVERALL [W] (N=9,468)

By Location - Part 2

A. UC OVERALL [W] (N=9,468)

B. SANTA BARBARA [W] (N=507)

C. IRVINE [W] (N=772)

D. MERCED [W] (N=254)

E. LBNL [W] (N=567)

F. ANR [W] (N=174)

G. OFFICE OF THE PRESIDENT [W] (N=357)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
7.	My supervisor gives me regular feedback on my performance.	69	-7	4	-4	0	-4	-3	
13.	My supervisor does a good job of building teamwork.	64	-2	2	-5	1	0	-6	
17.	My supervisor treats me with respect.	85	0	0	-3	2	0	-1	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	49	-1	4	-2	0	-1	-5	
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	71	-3	2	-6	3	-1	-3	
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-2	2	0	4	1	-6	
22.	My supervisor develops people's abilities.	59	-2	0	-4	1	-1	-4	
24.	My supervisor communicates effectively.	74	-2	2	-5	5	1	-2	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	2	2	-2	-3	0	-4	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-3	2	-4	2	-4	-3	
28.	My supervisor keeps me informed about issues that affect me.	75	-2	2	-5	2	1	-4	
32.	My supervisor helps me make time to participate in training and development activities.	66	0	3	1	-7	2	1	

Item Breakdown Matrix - Working Relationships

UC OVERALL [W] (N=9,468)

By Location - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. SANTA BARBARA [W] (N=507)
- C. IRVINE [W] (N=772)
- D. MERCED [W] (N=254)

- E. LBNL [W] (N=567)
- F. ANR [W] (N=174)
- G. OFFICE OF THE PRESIDENT [W] (N=357)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
8.	There is good cooperation between my department and other departments at my campus/location.	70	6	5	-5	-7	-2	-5	
29.	There is good cooperation between staff in my department.	79	2	2	-4	-2	5	-4	

Category Breakdown Matrix

UC OVERALL [W] (N=9,468)

By Gender

A. UC OVERALL [W] (N=9,468)

B. FEMALE (N=6,093)

C. MALE (N=3,374)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C
1	Career Development	57	0	1
2	Communication	67	-1	2
3	Engagement	69	0	0
4	Image/Brand	76	0	1
5	Organizational Change	33	-1	1
6	Performance Management	53	-1	2
7	Supervision	71	-1	2
8	Working Relationships	75	0	-1

Item Breakdown Matrix - Career Development

UC OVERALL [W] (N=9,468)

By Gender

A. UC OVERALL [W] (N=9,468)

B. FEMALE (N=6,093)

C. MALE (N=3,374)

		Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	
1.	I believe I have the opportunity for personal development and growth within the UC system.	72	0	0	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	-1	1	
14.	I am confident I can achieve my personal career objectives within the UC system.	59	0	1	
18.	My campus/location is doing a good job of planning for management succession.	31	-1	2	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	67	0	0	

Item Breakdown Matrix - Communication

UC OVERALL [W] (N=9,468)

By Gender

A. UC OVERALL [W] (N=9,468)

B. FEMALE (N=6,093)

C. MALE (N=3,374)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C			
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	-1	2			
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	-2	3			

Item Breakdown Matrix - Engagement

UC OVERALL [W] (N=9,468)

By Gender

A. UC OVERALL [W] (N=9,468)

B. FEMALE (N=6,093)

C. MALE (N=3,374)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C			
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	1	-2			
11.	Working for the UC system inspires me to do my best work.	71	0	0			
15.	I am satisfied with my involvement in decisions that affect my work.	62	-1	1			
19.	I have the equipment/tools/resources I need to do my job effectively.	72	-1	1			
21.	There is usually sufficient staff in my department to handle the workload.	45	0	0			
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-1	2			
25.	I would recommend the UC system as a good place to work.	77	0	0			
33.	At the present time, are you seriously considering leaving the UC system?	59	1	-1			

Item Breakdown Matrix - Image/Brand

UC OVERALL [W] (N=9,468)

By Gender

- A. UC OVERALL [W] (N=9,468)
- B. FEMALE (N=6,093)

C. MALE (N=3,374)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C			
4.	My campus/location is highly regarded by its employees.	66	-1	2			
30.	I am proud to be associated with the UC system.	86	1	-1			

Item Breakdown Matrix - Organizational Change

UC OVERALL [W] (N=9,468)

By Gender

A. UC OVERALL [W] (N=9,468)

B. FEMALE (N=6,093)

C. MALE (N=3,374)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Item Text	A	B	C
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	34	-1	2
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	0	1
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	30	-1	1

Item Breakdown Matrix - Performance Management

UC OVERALL [W] (N=9,468)

By Gender

A. UC OVERALL [W] (N=9,468)
 B. FEMALE (N=6,093)

C. MALE (N=3,374)

		Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	
6.	I feel my personal contributions are recognized.	58	-1	2	
12.	I think my performance on the job is evaluated fairly.	74	0	1	
16.	I feel my campus/location does a good job matching pay to performance.	28	-2	4	

Item Breakdown Matrix - Supervision

UC OVERALL [W] (N=9,468)

By Gender

A. UC OVERALL [W] (N=9,468)

B. FEMALE (N=6,093)

C. MALE (N=3,374)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Item Text	A	B	C
7.	My supervisor gives me regular feedback on my performance.	69	-1	2
13.	My supervisor does a good job of building teamwork.	64	-1	2
17.	My supervisor treats me with respect.	85	-1	2
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	49	-2	3
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	71	-1	3
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-1	1
22.	My supervisor develops people's abilities.	59	0	1
24.	My supervisor communicates effectively.	74	-2	3
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	0	-1
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-1	2
28.	My supervisor keeps me informed about issues that affect me.	75	-1	1
32.	My supervisor helps me make time to participate in training and development activities.	66	0	0

Item Breakdown Matrix - Working Relationships

UC OVERALL [W] (N=9,468)

By Gender

A. UC OVERALL [W] (N=9,468)

B. FEMALE (N=6,093)

C. MALE (N=3,374)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C			
8.	There is good cooperation between my department and other departments at my campus/location.	70	1	-2			
29.	There is good cooperation between staff in my department.	79	0	1			

Category Breakdown Matrix

UC OVERALL [W] (N=9,468)

By Ethnicity

A. UC OVERALL [W] (N=9,468)

B. AMERICAN INDIAN OR ALASKAN NATIVE (N=61)

C. ASIAN (N=1,770)

D. BLACK OF AFRICAN AMERICAN (N=578)

E. HISPANIC (N=1,191)

F. WHITE/CAUCASIAN (N=5,868)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C	D	E	F
1	Career Development	57	-7	1	-1	2	-1
2	Communication	67	-5	0	-1	0	0
3	Engagement	69	-4	0	0	1	0
4	Image/Brand	76	-6	-1	-2	2	0
5	Organizational Change	33	-7	4	2	3	-2
6	Performance Management	53	-7	-1	-4	-2	1
7	Supervision	71	-6	1	-1	0	0
8	Working Relationships	75	-7	-2	-3	0	1

Item Breakdown Matrix - Career Development

UC OVERALL [W] (N=9,468)

By Ethnicity

A. UC OVERALL [W] (N=9,468)

B. AMERICAN INDIAN OR ALASKAN NATIVE (N=61)

C. ASIAN (N=1,770)

D. BLACK OF AFRICAN AMERICAN (N=578)

E. HISPANIC (N=1,191)

F. WHITE/CAUCASIAN (N=5,868)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
1.	I believe I have the opportunity for personal development and growth within the UC system.	72	-12	0	-1	1	0
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	-6	0	-1	2	0
14.	I am confident I can achieve my personal career objectives within the UC system.	59	-13	1	-1	4	-1
18.	My campus/location is doing a good job of planning for management succession.	31	-2	5	-3	3	-2
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	67	-2	1	0	0	0

Item Breakdown Matrix - Communication

UC OVERALL [W] (N=9,468)

By Ethnicity

A. UC OVERALL [W] (N=9,468)

B. AMERICAN INDIAN OR ALASKAN NATIVE (N=61)

C. ASIAN (N=1,770)

D. BLACK OF AFRICAN AMERICAN (N=578)

E. HISPANIC (N=1,191)

F. WHITE/CAUCASIAN (N=5,868)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	-5	2	1	3	-1
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	-5	-2	-3	-2	1

Item Breakdown Matrix - Engagement

UC OVERALL [W] (N=9,468)

By Ethnicity

A. UC OVERALL [W] (N=9,468)

B. AMERICAN INDIAN OR ALASKAN NATIVE (N=61)

C. ASIAN (N=1,770)

D. BLACK OF AFRICAN AMERICAN (N=578)

E. HISPANIC (N=1,191)

F. WHITE/CAUCASIAN (N=5,868)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	1	-3	0	0	1
11.	Working for the UC system inspires me to do my best work.	71	1	-2	1	4	0
15.	I am satisfied with my involvement in decisions that affect my work.	62	-4	2	-1	2	-1
19.	I have the equipment/tools/resources I need to do my job effectively.	72	-8	-1	-1	3	0
21.	There is usually sufficient staff in my department to handle the workload.	45	-5	2	3	-1	-1
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-7	0	-1	-1	0
25.	I would recommend the UC system as a good place to work.	77	-7	-1	1	3	0
33.	At the present time, are you seriously considering leaving the UC system?	59	-5	0	0	-1	0

Item Breakdown Matrix - Image/Brand

UC OVERALL [W] (N=9,468)

By Ethnicity

A. UC OVERALL [W] (N=9,468)

B. AMERICAN INDIAN OR ALASKAN NATIVE (N=61)

C. ASIAN (N=1,770)

D. BLACK OF AFRICAN AMERICAN (N=578)

E. HISPANIC (N=1,191)

F. WHITE/CAUCASIAN (N=5,868)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
4.	My campus/location is highly regarded by its employees.	66	-6	-1	-6	0	1
30.	I am proud to be associated with the UC system.	86	-6	-2	2	3	0

Item Breakdown Matrix - Organizational Change

UC OVERALL [W] (N=9,468)

By Ethnicity

A. UC OVERALL [W] (N=9,468)

B. AMERICAN INDIAN OR ALASKAN NATIVE (N=61)

C. ASIAN (N=1,770)

D. BLACK OF AFRICAN AMERICAN (N=578)

E. HISPANIC (N=1,191)

F. WHITE/CAUCASIAN (N=5,868)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	34	-5	4	1	3	-2
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-10	4	3	3	-2
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	30	-7	4	1	3	-2

Item Breakdown Matrix - Performance Management

UC OVERALL [W] (N=9,468)

By Ethnicity

A. UC OVERALL [W] (N=9,468)

B. AMERICAN INDIAN OR ALASKAN NATIVE (N=61)

C. ASIAN (N=1,770)

D. BLACK OF AFRICAN AMERICAN (N=578)

E. HISPANIC (N=1,191)

F. WHITE/CAUCASIAN (N=5,868)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
6.	I feel my personal contributions are recognized.	58	-6	-2	-6	-4	2
12.	I think my performance on the job is evaluated fairly.	74	-8	-2	-4	-1	1
16.	I feel my campus/location does a good job matching pay to performance.	28	-7	2	-3	-1	0

Item Breakdown Matrix - Supervision

UC OVERALL [W] (N=9,468)

By Ethnicity

A. UC OVERALL [W] (N=9,468)

B. AMERICAN INDIAN OR ALASKAN NATIVE (N=61)

C. ASIAN (N=1,770)

D. BLACK OF AFRICAN AMERICAN (N=578)

E. HISPANIC (N=1,191)

F. WHITE/CAUCASIAN (N=5,868)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	D	E	F
7.	My supervisor gives me regular feedback on my performance.	69	1	3	-1	1	-1
13.	My supervisor does a good job of building teamwork.	64	-9	2	-2	-1	0
17.	My supervisor treats me with respect.	85	-8	0	-1	1	0
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	49	2	2	-3	0	0
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	71	-4	-1	0	-2	1
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-1	0	-3	-1	1
22.	My supervisor develops people's abilities.	59	-6	1	-6	0	0
24.	My supervisor communicates effectively.	74	-10	2	-1	1	-1
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	-12	0	0	2	0
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-5	1	0	-1	0
28.	My supervisor keeps me informed about issues that affect me.	75	-14	1	-1	0	0
32.	My supervisor helps me make time to participate in training and development activities.	66	-1	2	3	3	-1

Item Breakdown Matrix - Working Relationships

UC OVERALL [W] (N=9,468)

By Ethnicity

A. UC OVERALL [W] (N=9,468)

B. AMERICAN INDIAN OR ALASKAN NATIVE (N=61)

C. ASIAN (N=1,770)

D. BLACK OF AFRICAN AMERICAN (N=578)

E. HISPANIC (N=1,191)

F. WHITE/CAUCASIAN (N=5,868)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
8.	There is good cooperation between my department and other departments at my campus/location.	70	-8	-2	1	0	1
29.	There is good cooperation between staff in my department.	79	-7	-1	-7	0	1

Category Breakdown Matrix

UC OVERALL [W] (N=9,468)

By Years of Service

- A. UC OVERALL [W] (N=9,468)
- B. 1 < 3 (N=1,507)
- C. 3 < 5 (N=1,051)
- D. 5 < 10 (N=2,356)
- E. 10 < 15 (N=1,682)

- F. 15 < 20 (N=1,218)
- G. 20 < 25 (N=675)
- H. 25 < 30 (N=598)
- I. 30+ (N=381)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Category	A	B	C	D	E	F	G	H	I	
1	Career Development	57	1	-1	-3	0	0	1	3	6	
2	Communication	67	3	0	-1	-1	0	-2	0	1	
3	Engagement	69	0	-1	-2	1	1	1	1	4	
4	Image/Brand	76	2	0	-1	0	0	0	-1	2	
5	Organizational Change	33	7	1	0	-2	-2	-3	-5	-3	
6	Performance Management	53	3	0	-2	0	-1	1	0	3	
7	Supervision	71	4	0	-1	0	-1	-2	-2	-2	
8	Working Relationships	75	-2	-2	0	0	1	2	3	2	

Item Breakdown Matrix - Career Development

UC OVERALL [W] (N=9,468)

By Years of Service

- A. UC OVERALL [W] (N=9,468)
- B. 1 < 3 (N=1,507)
- C. 3 < 5 (N=1,051)
- D. 5 < 10 (N=2,356)
- E. 10 < 15 (N=1,682)

- F. 15 < 20 (N=1,218)
- G. 20 < 25 (N=675)
- H. 25 < 30 (N=598)
- I. 30+ (N=381)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	I	
1.	I believe I have the opportunity for personal development and growth within the UC system.	72	2	0	-2	1	-1	0	3	3	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	1	-1	-4	1	1	2	3	6	
14.	I am confident I can achieve my personal career objectives within the UC system.	59	0	-2	-4	-1	2	4	6	10	
18.	My campus/location is doing a good job of planning for management succession.	31	3	0	-2	0	0	-1	-2	2	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	67	1	-1	-2	1	0	0	3	7	

Item Breakdown Matrix - Communication

UC OVERALL [W] (N=9,468)

By Years of Service

- A. UC OVERALL [W] (N=9,468)
- B. 1 < 3 (N=1,507)
- C. 3 < 5 (N=1,051)
- D. 5 < 10 (N=2,356)
- E. 10 < 15 (N=1,682)

- F. 15 < 20 (N=1,218)
- G. 20 < 25 (N=675)
- H. 25 < 30 (N=598)
- I. 30+ (N=381)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	I	
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	2	1	-1	0	-1	-2	1	-1	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	4	-1	-1	-1	0	-2	0	3	

Item Breakdown Matrix - Engagement

UC OVERALL [W] (N=9,468)

By Years of Service

- A. UC OVERALL [W] (N=9,468)
- B. 1 < 3 (N=1,507)
- C. 3 < 5 (N=1,051)
- D. 5 < 10 (N=2,356)
- E. 10 < 15 (N=1,682)

- F. 15 < 20 (N=1,218)
- G. 20 < 25 (N=675)
- H. 25 < 30 (N=598)
- I. 30+ (N=381)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	I	
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	0	-1	-2	1	2	0	1	4	
11.	Working for the UC system inspires me to do my best work.	71	0	0	-3	2	1	0	2	6	
15.	I am satisfied with my involvement in decisions that affect my work.	62	1	-1	-2	0	0	2	1	5	
19.	I have the equipment/tools/resources I need to do my job effectively.	72	0	0	0	0	0	-1	-2	4	
21.	There is usually sufficient staff in my department to handle the workload.	45	2	-1	-1	-1	-1	1	0	1	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	-1	-2	2	0	0	1	5	
25.	I would recommend the UC system as a good place to work.	77	2	-1	-2	0	0	0	1	5	
33.	At the present time, are you seriously considering leaving the UC system?	59	-2	-5	-3	1	4	7	5	1	

Item Breakdown Matrix - Image/Brand

UC OVERALL [W] (N=9,468)

By Years of Service

- A. UC OVERALL [W] (N=9,468)
- B. 1 < 3 (N=1,507)
- C. 3 < 5 (N=1,051)
- D. 5 < 10 (N=2,356)
- E. 10 < 15 (N=1,682)

- F. 15 < 20 (N=1,218)
- G. 20 < 25 (N=675)
- H. 25 < 30 (N=598)
- I. 30+ (N=381)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	I	
4.	My campus/location is highly regarded by its employees.	66	2	0	-1	0	-1	0	0	2	
30.	I am proud to be associated with the UC system.	86	1	0	-1	0	0	-1	-1	2	

Item Breakdown Matrix - Organizational Change

UC OVERALL [W] (N=9,468)

By Years of Service

- A. UC OVERALL [W] (N=9,468)
- B. 1 < 3 (N=1,507)
- C. 3 < 5 (N=1,051)
- D. 5 < 10 (N=2,356)
- E. 10 < 15 (N=1,682)

- F. 15 < 20 (N=1,218)
- G. 20 < 25 (N=675)
- H. 25 < 30 (N=598)
- I. 30+ (N=381)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	I	
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	34	7	0	1	-2	-2	-4	-5	-1	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	6	1	0	-1	-3	-3	-4	-4	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	30	7	1	0	-2	-1	-3	-7	-4	

Item Breakdown Matrix - Performance Management

UC OVERALL [W] (N=9,468)

By Years of Service

- A. UC OVERALL [W] (N=9,468)
- B. 1 < 3 (N=1,507)
- C. 3 < 5 (N=1,051)
- D. 5 < 10 (N=2,356)
- E. 10 < 15 (N=1,682)

- F. 15 < 20 (N=1,218)
- G. 20 < 25 (N=675)
- H. 25 < 30 (N=598)
- I. 30+ (N=381)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	I	
6.	I feel my personal contributions are recognized.	58	4	-1	-2	0	-1	1	-1	2	
12.	I think my performance on the job is evaluated fairly.	74	1	-1	0	0	-1	1	-1	4	
16.	I feel my campus/location does a good job matching pay to performance.	28	4	1	-3	-1	0	0	1	3	

Item Breakdown Matrix - Supervision

UC OVERALL [W] (N=9,468)

By Years of Service

- A. UC OVERALL [W] (N=9,468)
- B. 1 < 3 (N=1,507)
- C. 3 < 5 (N=1,051)
- D. 5 < 10 (N=2,356)
- E. 10 < 15 (N=1,682)

- F. 15 < 20 (N=1,218)
- G. 20 < 25 (N=675)
- H. 25 < 30 (N=598)
- I. 30+ (N=381)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	I	
7.	My supervisor gives me regular feedback on my performance.	69	4	3	-1	0	-1	-4	-5	-1	
13.	My supervisor does a good job of building teamwork.	64	4	1	-1	0	0	-1	-3	-2	
17.	My supervisor treats me with respect.	85	3	2	0	0	-3	-3	-1	-2	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	49	2	-1	-1	1	-2	1	0	2	
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	71	4	0	0	1	-1	-2	-3	-3	
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	3	-2	1	1	-2	-2	-1	-2	
22.	My supervisor develops people's abilities.	59	5	1	-1	0	-2	-2	-3	-2	
24.	My supervisor communicates effectively.	74	4	1	-2	0	0	-1	0	-4	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	1	-1	1	-1	1	0	-1	1	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	4	0	-2	1	-2	-2	0	0	
28.	My supervisor keeps me informed about issues that affect me.	75	4	0	0	0	-2	-2	-3	-3	
32.	My supervisor helps me make time to participate in training and development activities.	66	4	1	0	1	-2	-5	-4	-5	

Item Breakdown Matrix - Working Relationships

UC OVERALL [W] (N=9,468)

By Years of Service

- A. UC OVERALL [W] (N=9,468)
- B. 1 < 3 (N=1,507)
- C. 3 < 5 (N=1,051)
- D. 5 < 10 (N=2,356)
- E. 10 < 15 (N=1,682)

- F. 15 < 20 (N=1,218)
- G. 20 < 25 (N=675)
- H. 25 < 30 (N=598)
- I. 30+ (N=381)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	I	
8.	There is good cooperation between my department and other departments at my campus/location.	70	-4	-3	-1	1	1	3	7	4	
29.	There is good cooperation between staff in my department.	79	1	-1	0	-1	1	1	-1	1	

Category Breakdown Matrix

UC OVERALL [W] (N=9,468)

By Pay Range - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. < 40K (N=115)
- C. 40K - 49K (N=857)
- D. 50K - 59K (N=1,609)

- E. 60K - 69K (N=1,558)
- F. 70K - 79K (N=1,270)
- G. 80K - 89K (N=990)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Category	A	B	C	D	E	F	G	
1	Career Development	57	-8	-2	-1	-2	-2	-1	
2	Communication	67	-5	-2	0	-1	-3	0	
3	Engagement	69	-4	-2	0	-1	-2	0	
4	Image/Brand	76	-3	-2	-2	-2	-1	-1	
5	Organizational Change	33	1	5	3	-1	-2	0	
6	Performance Management	53	-8	-6	-4	-3	-2	0	
7	Supervision	71	1	0	0	-1	-3	0	
8	Working Relationships	75	0	-2	0	-2	-2	-1	

Item Breakdown Matrix - Career Development

UC OVERALL [W] (N=9,468)

By Pay Range - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. < 40K (N=115)
- C. 40K - 49K (N=857)
- D. 50K - 59K (N=1,609)

- E. 60K - 69K (N=1,558)
- F. 70K - 79K (N=1,270)
- G. 80K - 89K (N=990)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
1.	I believe I have the opportunity for personal development and growth within the UC system.	72	-11	-5	-2	-1	-1	0	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	-8	1	1	-2	-1	-1	
14.	I am confident I can achieve my personal career objectives within the UC system.	59	-13	-4	-4	-2	-3	-1	
18.	My campus/location is doing a good job of planning for management succession.	31	-2	3	0	-2	-3	-1	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	67	-4	-3	-1	0	-2	-1	

Item Breakdown Matrix - Communication

UC OVERALL [W] (N=9,468)

By Pay Range - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. < 40K (N=115)
- C. 40K - 49K (N=857)
- D. 50K - 59K (N=1,609)

- E. 60K - 69K (N=1,558)
- F. 70K - 79K (N=1,270)
- G. 80K - 89K (N=990)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	-11	0	1	-1	-4	0	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	2	-4	-1	-1	-3	0	

Item Breakdown Matrix - Engagement

UC OVERALL [W] (N=9,468)

By Pay Range - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. < 40K (N=115)
- C. 40K - 49K (N=857)
- D. 50K - 59K (N=1,609)

- E. 60K - 69K (N=1,558)
- F. 70K - 79K (N=1,270)
- G. 80K - 89K (N=990)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	-5	-4	-2	-2	-3	0	
11.	Working for the UC system inspires me to do my best work.	71	-2	-3	-1	-3	-4	0	
15.	I am satisfied with my involvement in decisions that affect my work.	62	-6	-1	-3	-1	-3	0	
19.	I have the equipment/tools/resources I need to do my job effectively.	72	1	1	1	-1	-4	1	
21.	There is usually sufficient staff in my department to handle the workload.	45	-6	2	4	1	-2	-1	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-8	-3	-1	1	-1	1	
25.	I would recommend the UC system as a good place to work.	77	2	0	0	-2	-2	-1	
33.	At the present time, are you seriously considering leaving the UC system?	59	-6	-6	-3	1	-2	1	

Item Breakdown Matrix - Image/Brand

UC OVERALL [W] (N=9,468)

By Pay Range - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. < 40K (N=115)
- C. 40K - 49K (N=857)
- D. 50K - 59K (N=1,609)

- E. 60K - 69K (N=1,558)
- F. 70K - 79K (N=1,270)
- G. 80K - 89K (N=990)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F	G
4.	My campus/location is highly regarded by its employees.	66	-5	-2	-2	-4	-1	-1
30.	I am proud to be associated with the UC system.	86	-2	-2	-1	-1	-1	0

Item Breakdown Matrix - Organizational Change

UC OVERALL [W] (N=9,468)

By Pay Range - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. < 40K (N=115)
- C. 40K - 49K (N=857)
- D. 50K - 59K (N=1,609)

- E. 60K - 69K (N=1,558)
- F. 70K - 79K (N=1,270)
- G. 80K - 89K (N=990)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	34	3	5	3	-2	-2	-1	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-3	6	3	0	-3	-1	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	30	2	5	3	-1	-2	1	

Item Breakdown Matrix - Performance Management

UC OVERALL [W] (N=9,468)

By Pay Range - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. < 40K (N=115)
- C. 40K - 49K (N=857)
- D. 50K - 59K (N=1,609)

- E. 60K - 69K (N=1,558)
- F. 70K - 79K (N=1,270)
- G. 80K - 89K (N=990)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
6.	I feel my personal contributions are recognized.	58	-13	-7	-4	-2	-3	0	
12.	I think my performance on the job is evaluated fairly.	74	-2	-2	-1	-1	-1	0	
16.	I feel my campus/location does a good job matching pay to performance.	28	-10	-9	-7	-6	-2	1	

Item Breakdown Matrix - Supervision

UC OVERALL [W] (N=9,468)

By Pay Range - Part 1

A. UC OVERALL [W] (N=9,468)

B. < 40K (N=115)

C. 40K - 49K (N=857)

D. 50K - 59K (N=1,609)

E. 60K - 69K (N=1,558)

F. 70K - 79K (N=1,270)

G. 80K - 89K (N=990)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
7.	My supervisor gives me regular feedback on my performance.	69	-3	2	2	0	-2	-1	
13.	My supervisor does a good job of building teamwork.	64	2	2	1	-2	-5	1	
17.	My supervisor treats me with respect.	85	1	-1	-1	-1	-3	0	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	49	5	1	0	-2	-3	-1	
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	71	3	-2	-1	-1	-4	3	
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	3	-1	-1	0	-4	1	
22.	My supervisor develops people's abilities.	59	0	1	1	-1	-4	-1	
24.	My supervisor communicates effectively.	74	2	-1	1	-2	-3	1	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	-5	2	1	-1	-1	-1	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	0	-2	0	1	-5	0	
28.	My supervisor keeps me informed about issues that affect me.	75	3	0	0	0	-3	0	
32.	My supervisor helps me make time to participate in training and development activities.	66	3	2	2	1	-3	0	

Item Breakdown Matrix - Working Relationships

UC OVERALL [W] (N=9,468)

By Pay Range - Part 1

- A. UC OVERALL [W] (N=9,468)
- B. < 40K (N=115)
- C. 40K - 49K (N=857)
- D. 50K - 59K (N=1,609)

- E. 60K - 69K (N=1,558)
- F. 70K - 79K (N=1,270)
- G. 80K - 89K (N=990)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E	F	G	
8.	There is good cooperation between my department and other departments at my campus/location.	70	-5	-2	1	-1	-2	-2	
29.	There is good cooperation between staff in my department.	79	5	-2	0	-2	-2	0	

Category Breakdown Matrix

UC OVERALL [W] (N=9,468)

By Pay Range - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. 90K - 99K (N=841)
- C. 100K - 109K (N=552)

- D. 110K - 149K (N=1,169)
- E. 150K - 199K (N=375)
- F. 200K + (N=132)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Category	A	B	C	D	E	F
1	Career Development	57	-1	2	4	9	11
2	Communication	67	1	-2	4	7	12
3	Engagement	69	0	0	3	6	9
4	Image/Brand	76	1	0	4	8	13
5	Organizational Change	33	-3	-3	-1	0	3
6	Performance Management	53	3	3	6	14	17
7	Supervision	71	0	0	1	4	7
8	Working Relationships	75	-1	-2	4	7	12

Item Breakdown Matrix - Career Development

UC OVERALL [W] (N=9,468)

By Pay Range - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. 90K - 99K (N=841)
- C. 100K - 109K (N=552)

- D. 110K - 149K (N=1,169)
- E. 150K - 199K (N=375)
- F. 200K + (N=132)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
1.	I believe I have the opportunity for personal development and growth within the UC system.	72	-1	3	6	10	13
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	-2	1	1	5	14
14.	I am confident I can achieve my personal career objectives within the UC system.	59	2	3	8	15	9
18.	My campus/location is doing a good job of planning for management succession.	31	-1	-2	2	7	14
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	67	-2	3	2	9	5

Item Breakdown Matrix - Communication

UC OVERALL [W] (N=9,468)

By Pay Range - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. 90K - 99K (N=841)
- C. 100K - 109K (N=552)

- D. 110K - 149K (N=1,169)
- E. 150K - 199K (N=375)
- F. 200K + (N=132)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	2	-4	2	6	10
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	1	0	5	8	14

Item Breakdown Matrix - Engagement

UC OVERALL [W] (N=9,468)

By Pay Range - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. 90K - 99K (N=841)
- C. 100K - 109K (N=552)

- D. 110K - 149K (N=1,169)
- E. 150K - 199K (N=375)
- F. 200K + (N=132)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	1	1	4	10	14
11.	Working for the UC system inspires me to do my best work.	71	-1	1	6	13	18
15.	I am satisfied with my involvement in decisions that affect my work.	62	0	-1	5	9	15
19.	I have the equipment/tools/resources I need to do my job effectively.	72	1	-1	-1	2	7
21.	There is usually sufficient staff in my department to handle the workload.	45	-4	-5	-1	2	6
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	4	1	0	-1
25.	I would recommend the UC system as a good place to work.	77	-1	1	2	7	8
33.	At the present time, are you seriously considering leaving the UC system?	59	3	2	5	5	1

Item Breakdown Matrix - Image/Brand

UC OVERALL [W] (N=9,468)

By Pay Range - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. 90K - 99K (N=841)
- C. 100K - 109K (N=552)

- D. 110K - 149K (N=1,169)
- E. 150K - 199K (N=375)
- F. 200K + (N=132)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
4.	My campus/location is highly regarded by its employees.	66	1	-1	6	10	20
30.	I am proud to be associated with the UC system.	86	0	1	2	6	5

Item Breakdown Matrix - Organizational Change

UC OVERALL [W] (N=9,468)

By Pay Range - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. 90K - 99K (N=841)
- C. 100K - 109K (N=552)

- D. 110K - 149K (N=1,169)
- E. 150K - 199K (N=375)
- F. 200K + (N=132)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	34	-2	-2	-1	1	4
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-2	-4	-1	-1	1
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	30	-4	-3	-1	0	4

Item Breakdown Matrix - Performance Management

UC OVERALL [W] (N=9,468)

By Pay Range - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. 90K - 99K (N=841)
- C. 100K - 109K (N=552)

- D. 110K - 149K (N=1,169)
- E. 150K - 199K (N=375)
- F. 200K + (N=132)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
6.	I feel my personal contributions are recognized.	58	4	5	8	14	18
12.	I think my performance on the job is evaluated fairly.	74	-1	1	2	7	6
16.	I feel my campus/location does a good job matching pay to performance.	28	7	5	10	21	28

Item Breakdown Matrix - Supervision

UC OVERALL [W] (N=9,468)

By Pay Range - Part 2

A. UC OVERALL [W] (N=9,468)

B. 90K - 99K (N=841)

C. 100K - 109K (N=552)

D. 110K - 149K (N=1,169)

E. 150K - 199K (N=375)

F. 200K + (N=132)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
7.	My supervisor gives me regular feedback on my performance.	69	2	-1	-2	2	7
13.	My supervisor does a good job of building teamwork.	64	0	-1	2	4	11
17.	My supervisor treats me with respect.	85	1	1	2	3	5
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	49	0	-2	3	8	5
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	71	0	1	3	3	11
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	1	-1	2	6	7
22.	My supervisor develops people's abilities.	59	1	-2	2	4	7
24.	My supervisor communicates effectively.	74	0	1	1	4	6
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	-2	-1	1	6	4
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	1	-1	3	5	12
28.	My supervisor keeps me informed about issues that affect me.	75	0	1	1	4	9
32.	My supervisor helps me make time to participate in training and development activities.	66	0	-1	-2	-1	4

Item Breakdown Matrix - Working Relationships

UC OVERALL [W] (N=9,468)

By Pay Range - Part 2

- A. UC OVERALL [W] (N=9,468)
- B. 90K - 99K (N=841)
- C. 100K - 109K (N=552)

- D. 110K - 149K (N=1,169)
- E. 150K - 199K (N=375)
- F. 200K + (N=132)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E	F
8.	There is good cooperation between my department and other departments at my campus/location.	70	-1	-3	4	9	13
29.	There is good cooperation between staff in my department.	79	-1	-1	5	6	12

Category Breakdown Matrix

UC OVERALL [W] (N=9,468)

By Role

A. UC OVERALL [W] (N=9,468)

B. INDIVIDUAL CONTRIBUTOR (N=4,932)

C. SUPERVISOR (N=1,596)

D. MANAGER (N=1,838)

E. DIRECTOR AND ABOVE (N=986)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Category	A	B	C	D	E
1	Career Development	57	-3	3	3	6
2	Communication	67	-2	1	1	6
3	Engagement	69	-2	1	1	4
4	Image/Brand	76	-2	1	2	5
5	Organizational Change	33	0	1	-1	-1
6	Performance Management	53	-2	2	1	7
7	Supervision	71	-1	3	0	2
8	Working Relationships	75	-2	-1	3	8

Item Breakdown Matrix - Career Development

UC OVERALL [W] (N=9,468)

By Role

A. UC OVERALL [W] (N=9,468)

B. INDIVIDUAL CONTRIBUTOR (N=4,932)

C. SUPERVISOR (N=1,596)

D. MANAGER (N=1,838)

E. DIRECTOR AND ABOVE (N=986)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	D	E
1.	I believe I have the opportunity for personal development and growth within the UC system.	72	-4	3	4	9
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	54	-3	2	3	5
14.	I am confident I can achieve my personal career objectives within the UC system.	59	-5	2	5	9
18.	My campus/location is doing a good job of planning for management succession.	31	-3	3	2	2
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	67	-3	3	2	5

Item Breakdown Matrix - Communication

UC OVERALL [W] (N=9,468)

By Role

A. UC OVERALL [W] (N=9,468)

B. INDIVIDUAL CONTRIBUTOR (N=4,932)

C. SUPERVISOR (N=1,596)

D. MANAGER (N=1,838)

E. DIRECTOR AND ABOVE (N=986)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	D	E
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	65	-1	0	0	5
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	69	-3	2	3	7

Item Breakdown Matrix - Engagement

UC OVERALL [W] (N=9,468)

By Role

A. UC OVERALL [W] (N=9,468)

B. INDIVIDUAL CONTRIBUTOR (N=4,932)

C. SUPERVISOR (N=1,596)

D. MANAGER (N=1,838)

E. DIRECTOR AND ABOVE (N=986)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	D	E
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	82	-4	2	4	8
11.	Working for the UC system inspires me to do my best work.	71	-3	2	2	8
15.	I am satisfied with my involvement in decisions that affect my work.	62	-4	4	4	7
19.	I have the equipment/tools/resources I need to do my job effectively.	72	1	0	-3	-1
21.	There is usually sufficient staff in my department to handle the workload.	45	1	0	-3	-2
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	-1	-2	2
25.	I would recommend the UC system as a good place to work.	77	-2	2	2	4
33.	At the present time, are you seriously considering leaving the UC system?	59	-1	1	1	5

Item Breakdown Matrix - Image/Brand

UC OVERALL [W] (N=9,468)

By Role

A. UC OVERALL [W] (N=9,468)

B. INDIVIDUAL CONTRIBUTOR (N=4,932)

C. SUPERVISOR (N=1,596)

D. MANAGER (N=1,838)

E. DIRECTOR AND ABOVE (N=986)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	D	E
4.	My campus/location is highly regarded by its employees.	66	-3	3	2	6
30.	I am proud to be associated with the UC system.	86	-1	0	2	4

Item Breakdown Matrix - Organizational Change

UC OVERALL [W] (N=9,468)

By Role

A. UC OVERALL [W] (N=9,468)

B. INDIVIDUAL CONTRIBUTOR (N=4,932)

C. SUPERVISOR (N=1,596)

D. MANAGER (N=1,838)

E. DIRECTOR AND ABOVE (N=986)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	D	E
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	34	0	0	0	0
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	0	0	-2	-1
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	30	0	2	-1	-1

Item Breakdown Matrix - Performance Management

UC OVERALL [W] (N=9,468)

By Role

A. UC OVERALL [W] (N=9,468)

B. INDIVIDUAL CONTRIBUTOR (N=4,932)

C. SUPERVISOR (N=1,596)

D. MANAGER (N=1,838)

E. DIRECTOR AND ABOVE (N=986)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	D	E
6.	I feel my personal contributions are recognized.	58	-3	0	2	9
12.	I think my performance on the job is evaluated fairly.	74	-3	4	1	4
16.	I feel my campus/location does a good job matching pay to performance.	28	-2	0	1	7

Item Breakdown Matrix - Supervision

UC OVERALL [W] (N=9,468)

By Role

A. UC OVERALL [W] (N=9,468)

B. INDIVIDUAL CONTRIBUTOR (N=4,932)

C. SUPERVISOR (N=1,596)

D. MANAGER (N=1,838)

E. DIRECTOR AND ABOVE (N=986)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	D	E
7.	My supervisor gives me regular feedback on my performance.	69	0	2	-1	-3
13.	My supervisor does a good job of building teamwork.	64	-1	2	-2	3
17.	My supervisor treats me with respect.	85	-1	2	-1	3
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	49	-3	6	2	-1
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	71	-1	3	0	2
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-2	3	1	4
22.	My supervisor develops people's abilities.	59	-1	3	-2	1
24.	My supervisor communicates effectively.	74	-1	2	-1	1
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	-2	0	2	4
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-2	2	1	3
28.	My supervisor keeps me informed about issues that affect me.	75	-1	3	-1	2
32.	My supervisor helps me make time to participate in training and development activities.	66	-1	2	1	0

Item Breakdown Matrix - Working Relationships

UC OVERALL [W] (N=9,468)

By Role

A. UC OVERALL [W] (N=9,468)

B. INDIVIDUAL CONTRIBUTOR (N=4,932)

C. SUPERVISOR (N=1,596)

D. MANAGER (N=1,838)

E. DIRECTOR AND ABOVE (N=986)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Item Text	A	B	C	D	E
8.	There is good cooperation between my department and other departments at my campus/location.	70	-3	-1	4	9
29.	There is good cooperation between staff in my department.	79	-2	-1	2	7