

## 2012 UC CUCSA Staff Engagement Survey

UNIVERSITY  
OF  
CALIFORNIA

test  
Volume UC-14: OFFICE OF THE PRESIDENT REPORT

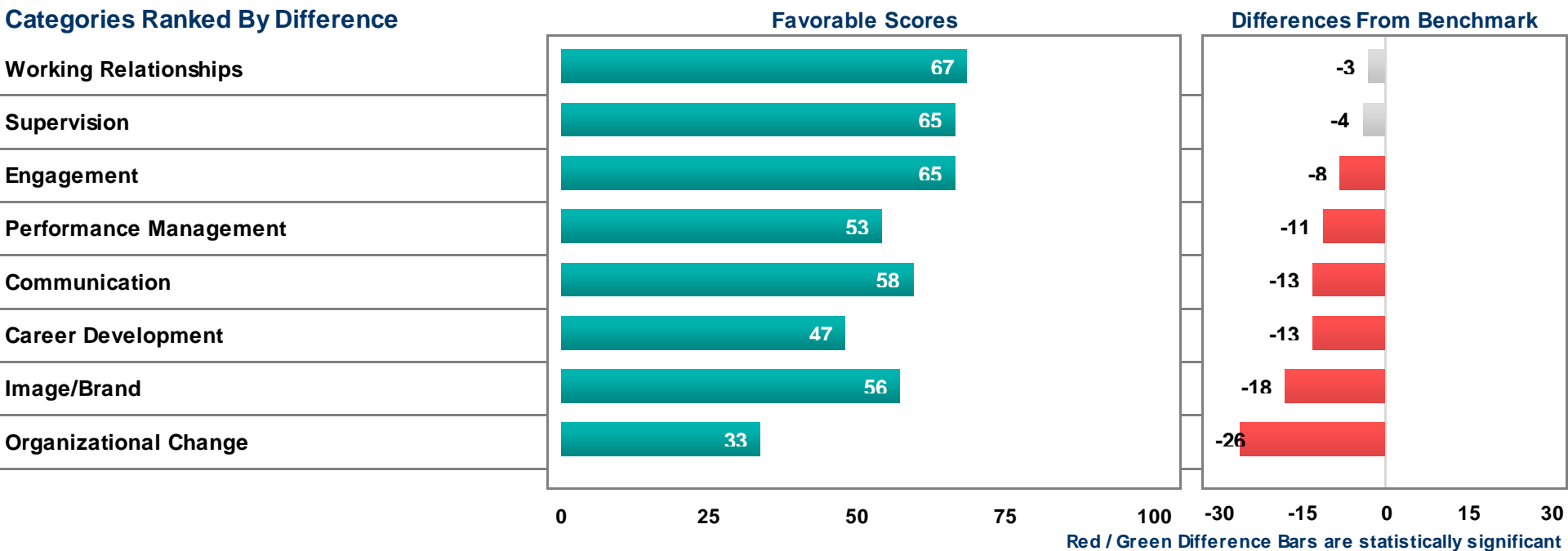
Data Collected: May - July 2012

# Summary Category Scores vs. Benchmark

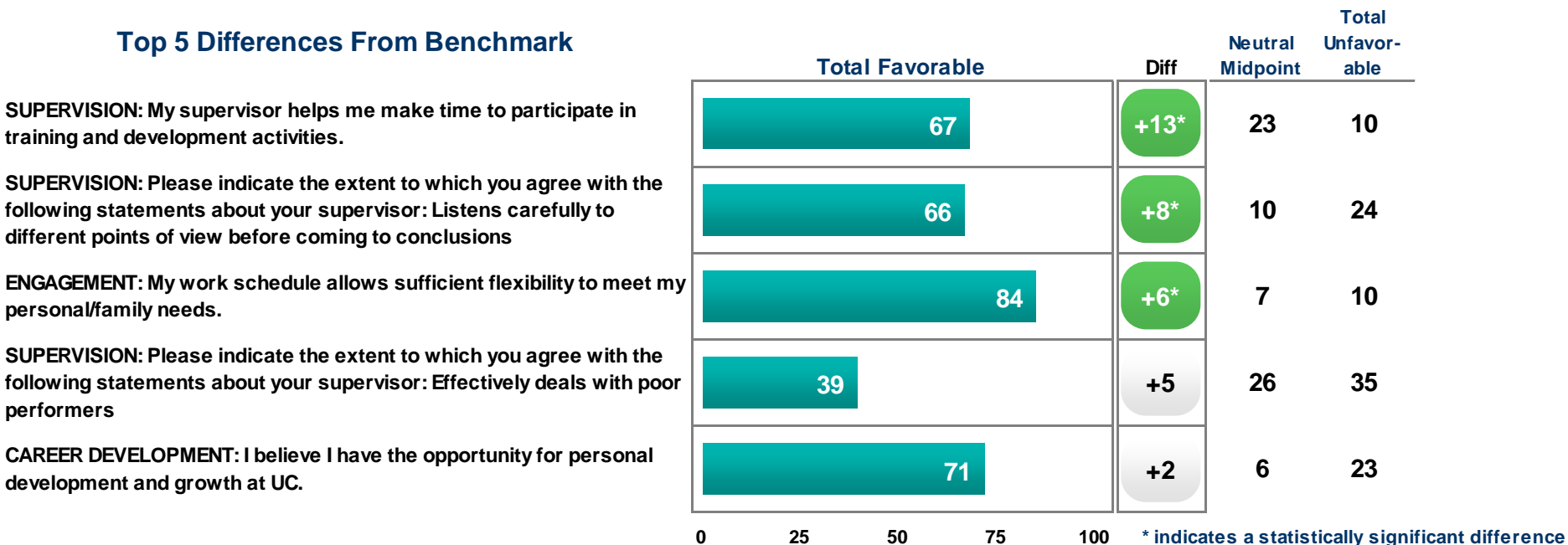
OFFICE OF THE PRESIDENT 2012 (N=362)

vs. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

## Categories Ranked By Difference



## Top 5 Differences From Benchmark

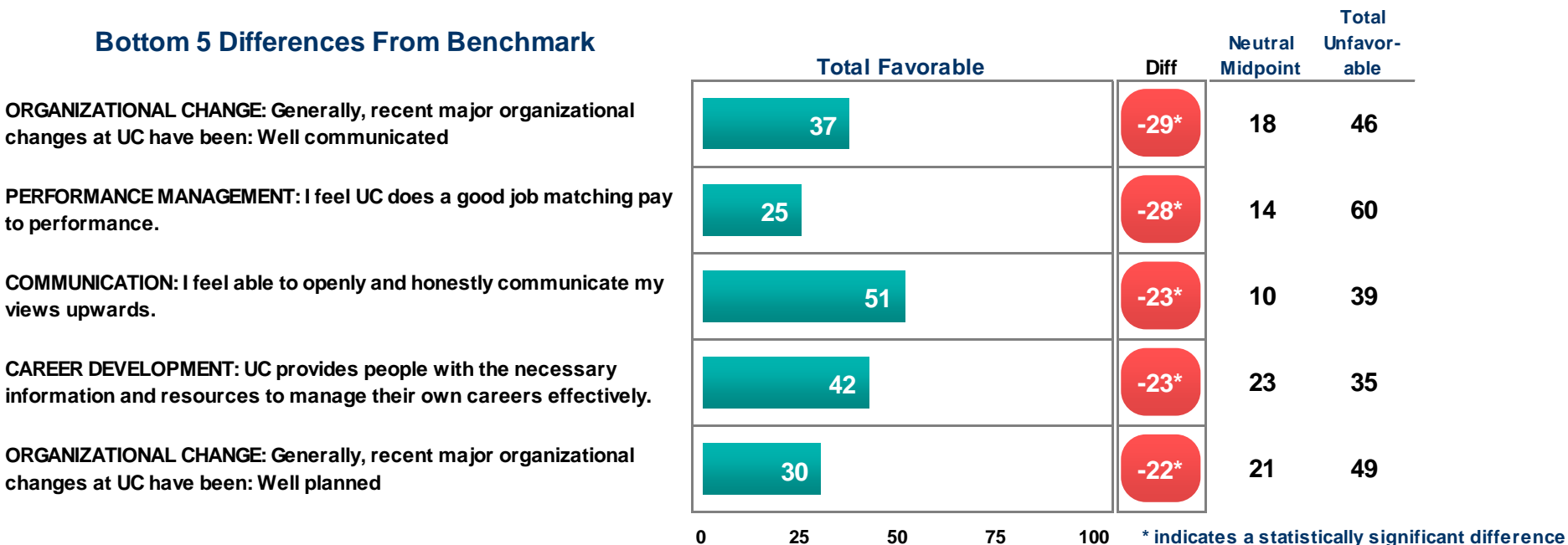


# Bottom 5 Items

OFFICE OF THE PRESIDENT 2012 (N=362)

vs. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

## Bottom 5 Differences From Benchmark



# Summary Category Scores vs. Benchmark

OFFICE OF THE PRESIDENT 2012 (N=362)

vs. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

## Categories Ranked By Difference

Performance Management

Working Relationships

Supervision

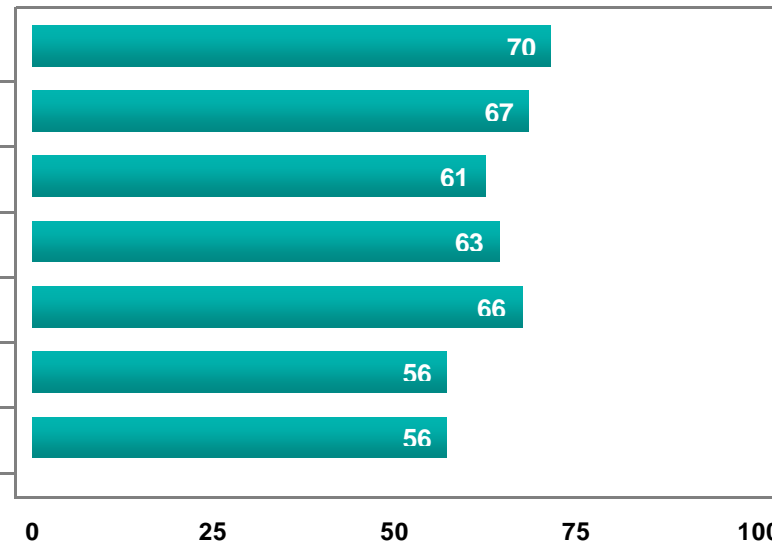
Engagement

Communication

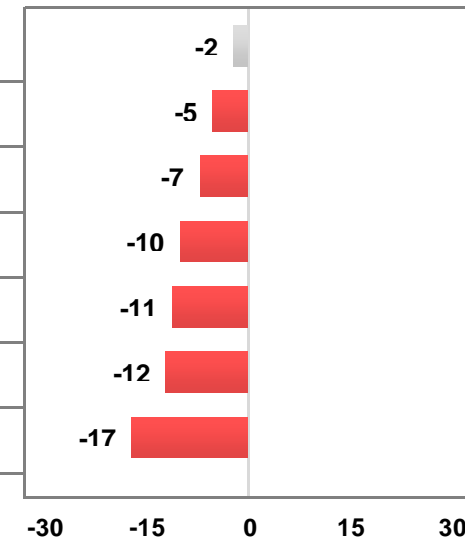
Career Development

Image/Brand

### Favorable Scores



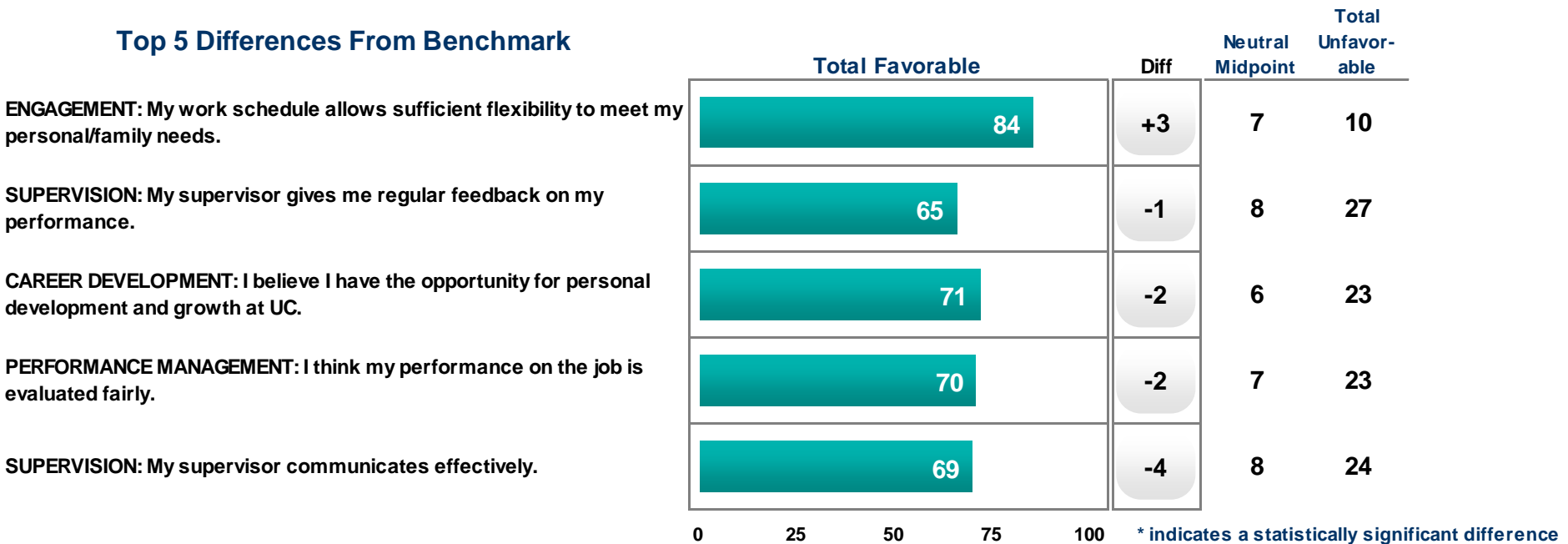
### Differences From Benchmark



1 Category cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

## Top 5 Differences From Benchmark

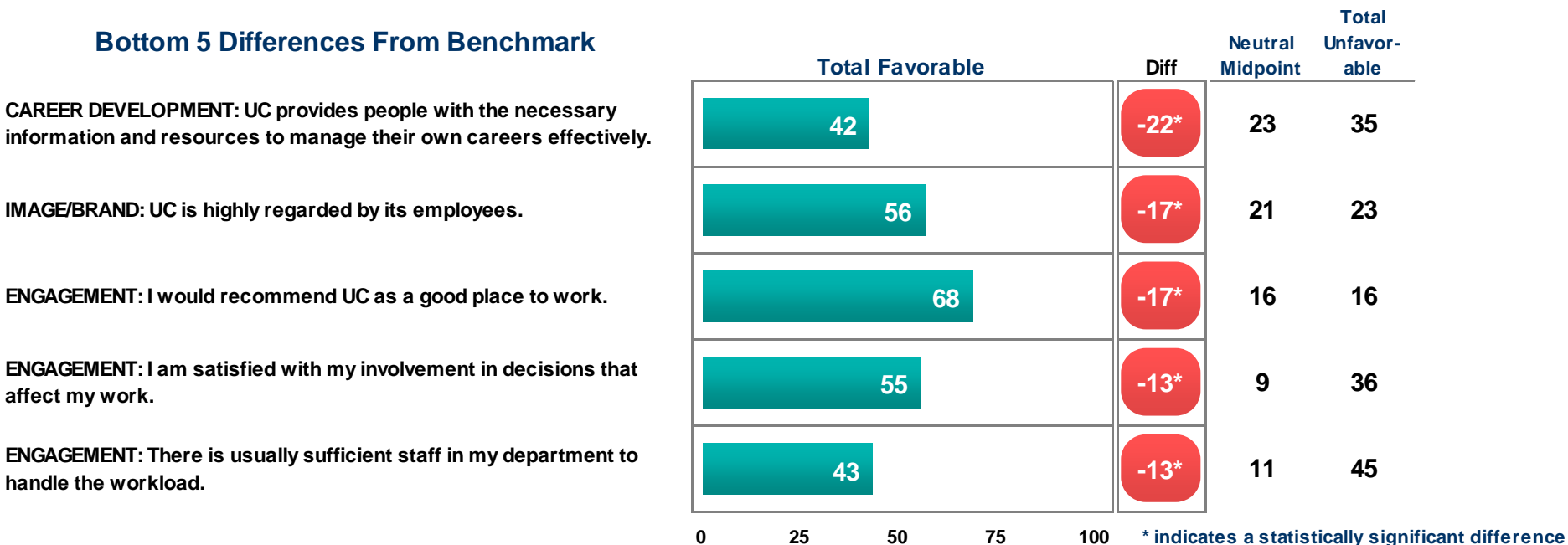


# Bottom 5 Items

OFFICE OF THE PRESIDENT 2012 (N=362)

vs. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

## Bottom 5 Differences From Benchmark



# Summary Category Scores vs. Benchmark

OFFICE OF THE PRESIDENT 2012 (N=362)

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

## Categories Ranked By Difference

Working Relationships

Performance Management

Engagement

Image/Brand

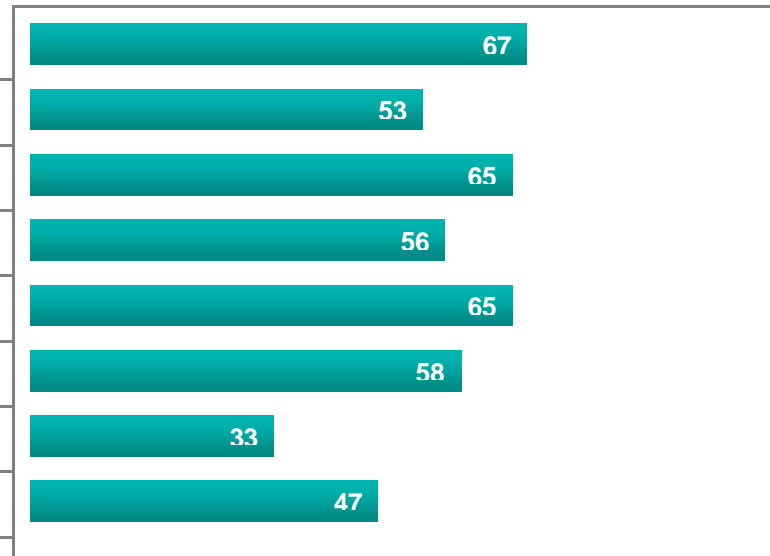
Supervision

Communication

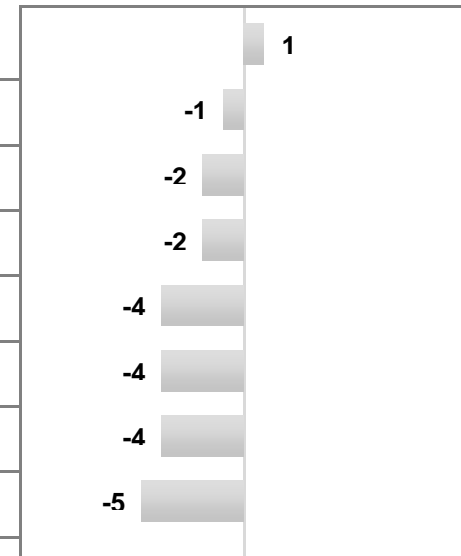
Organizational Change

Career Development

### Favorable Scores



### Differences From Benchmark



0 25 50 75 100 -10 -5 0 5 10

Red / Green Difference Bars are statistically significant



## Top 5 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
PERFORMANCE MANAGEMENT: I feel UC does a good job matching pay to performance.	25	+2	14	60
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	43	+1	11	45
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	67	+1	10	23
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	7	10
ENGAGEMENT: At the present time, are you seriously considering leaving UC?	58	0		24

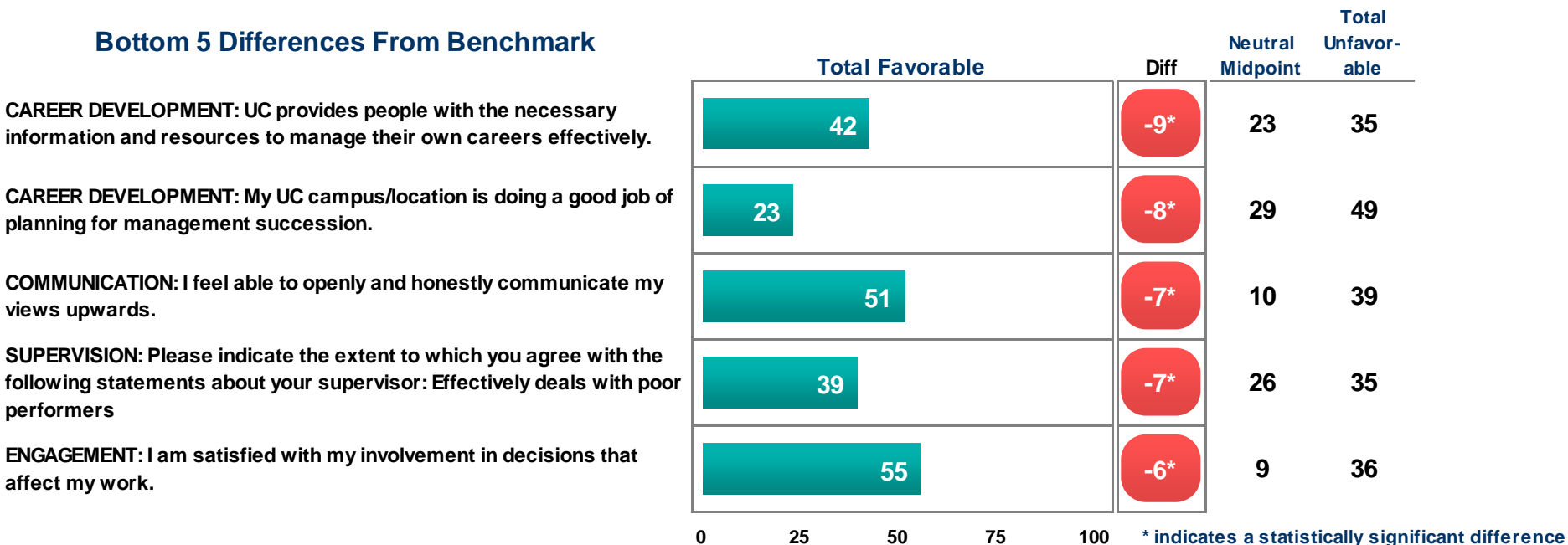
0      25      50      75      100      \* indicates a statistically significant difference

# Bottom 5 Items

OFFICE OF THE PRESIDENT 2012 (N=362)

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

## Bottom 5 Differences From Benchmark



# Items By Category

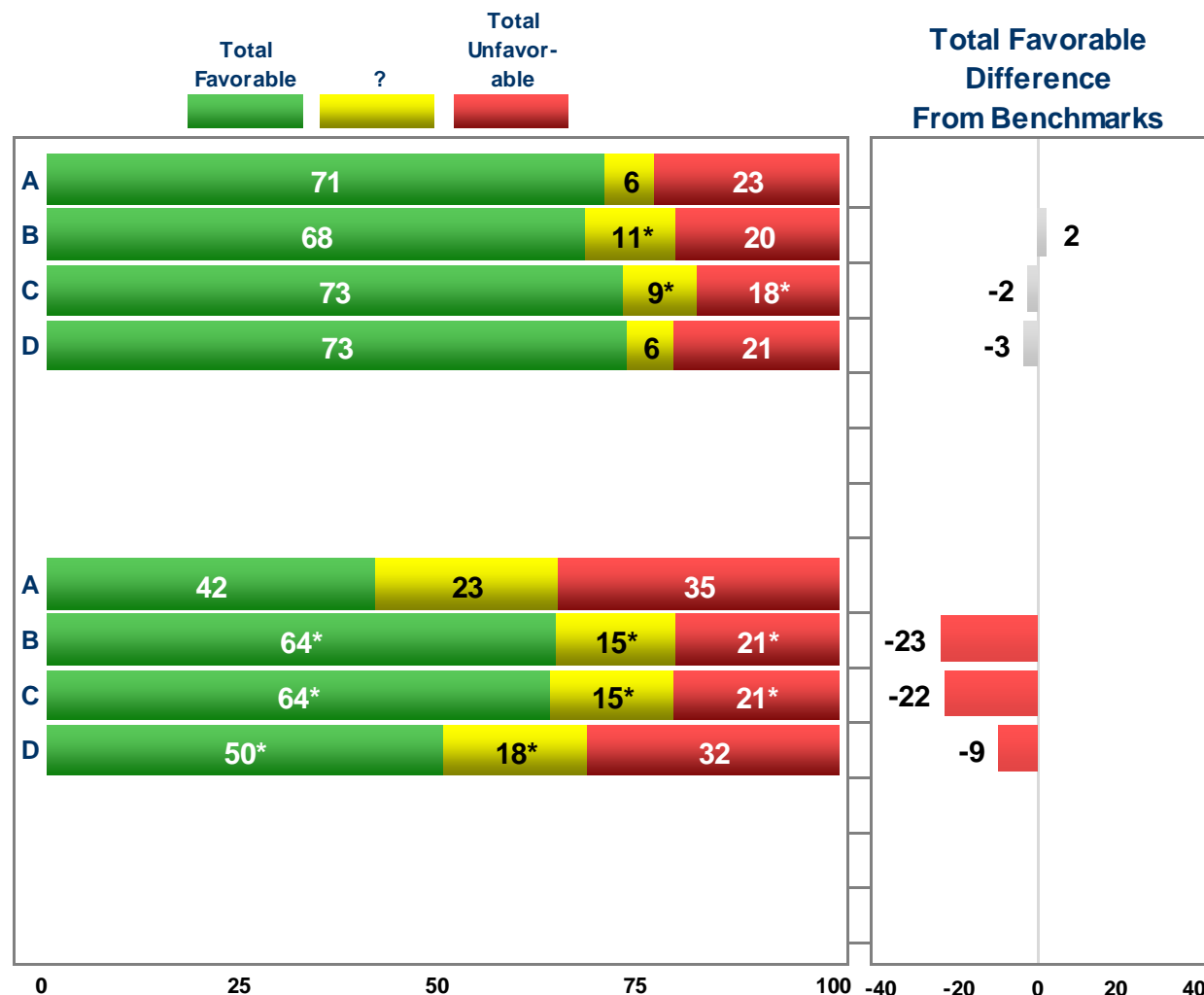
OFFICE OF THE PRESIDENT 2012 (N=362)

vs. 3 Benchmarks

## Category 1: Career Development

1. I believe I have the opportunity for personal development and growth at UC.

9. UC provides people with the necessary information and resources to manage their own careers effectively.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

# Items By Category

OFFICE OF THE PRESIDENT 2012 (N=362)

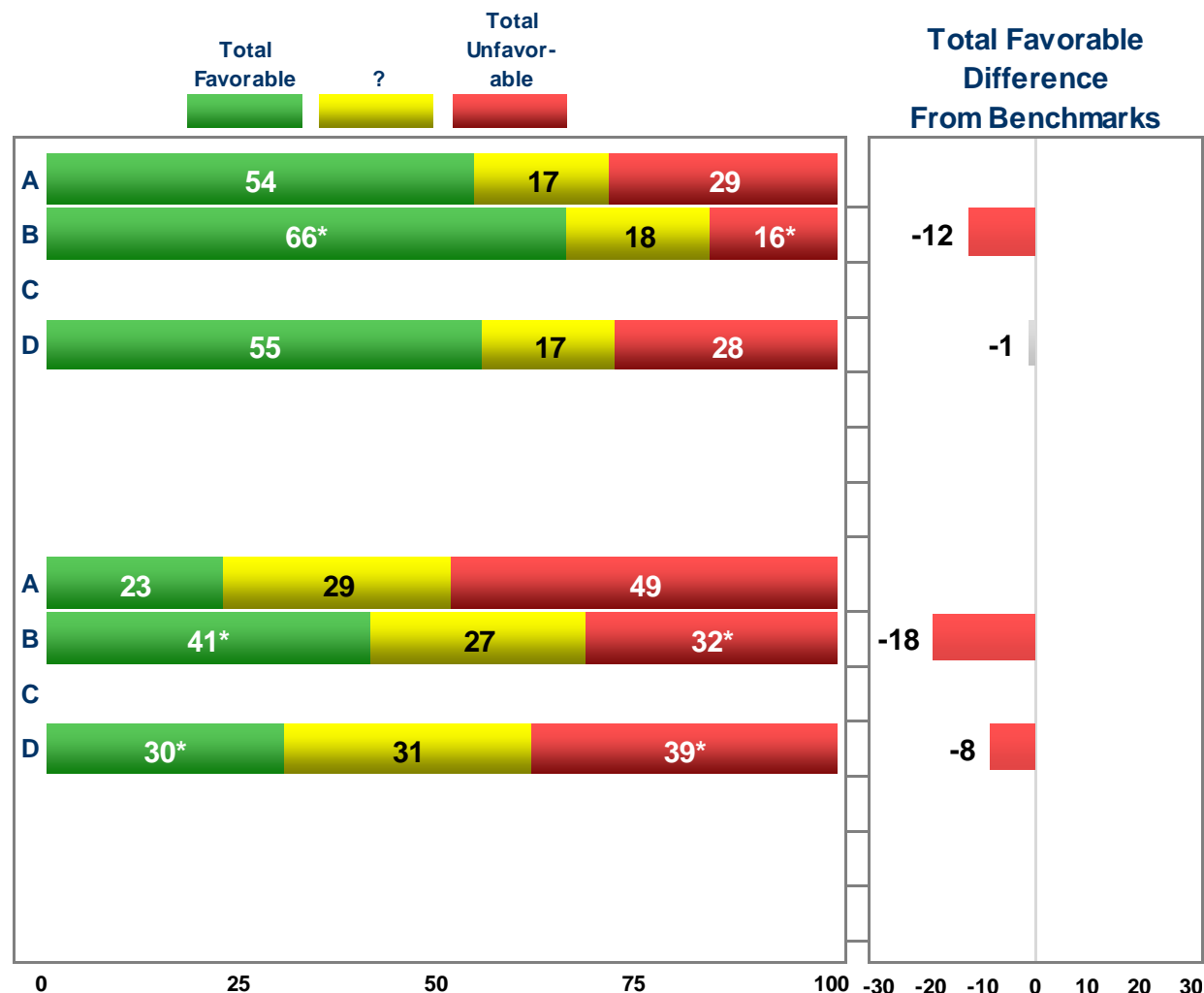
vs. 3 Benchmarks

## Category 1: Career Development

14. I am confident I can achieve my personal career objectives with UC.

18. My UC campus/location is doing a good job of planning for management succession.

 Key Driver Item



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

# Items By Category

OFFICE OF THE PRESIDENT 2012 (N=362)

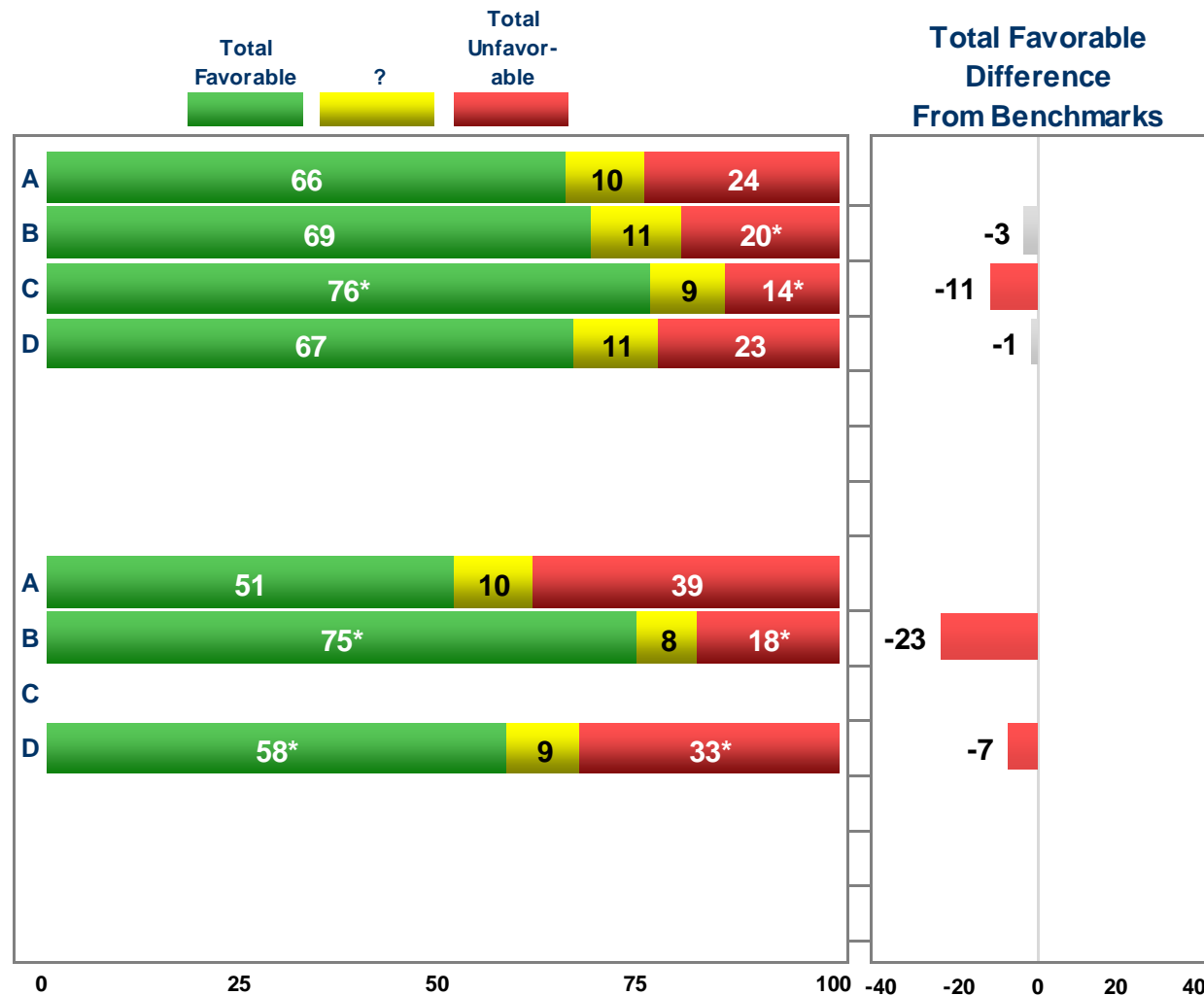
vs. 3 Benchmarks

## Category 2: Communication

2. UC does an excellent job of keeping employees informed about matters affecting us.

10. I feel able to openly and honestly communicate my views upwards.

 Key Driver Item



\* indicates a statistically significant difference  
Red / Green Difference Bars are statistically significant

Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
D. UC OVERALL [W] (N=8,096)

# Items By Category

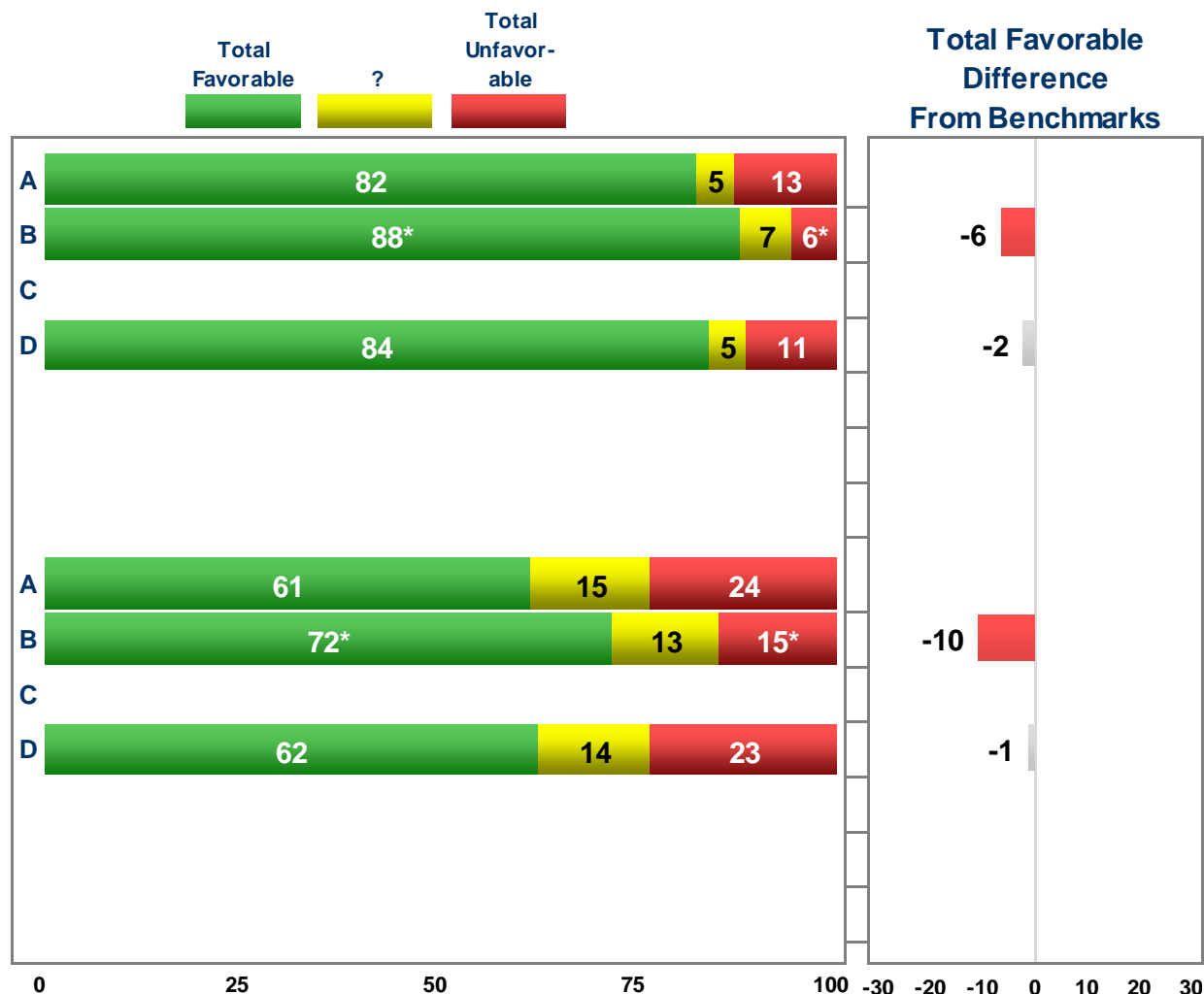
OFFICE OF THE PRESIDENT 2012 (N=362)

vs. 3 Benchmarks

## Category 3: Engagement

3. I feel motivated to go beyond my formal job responsibilities to get the job done.

11. UC inspires me to do my best work.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

# Items By Category

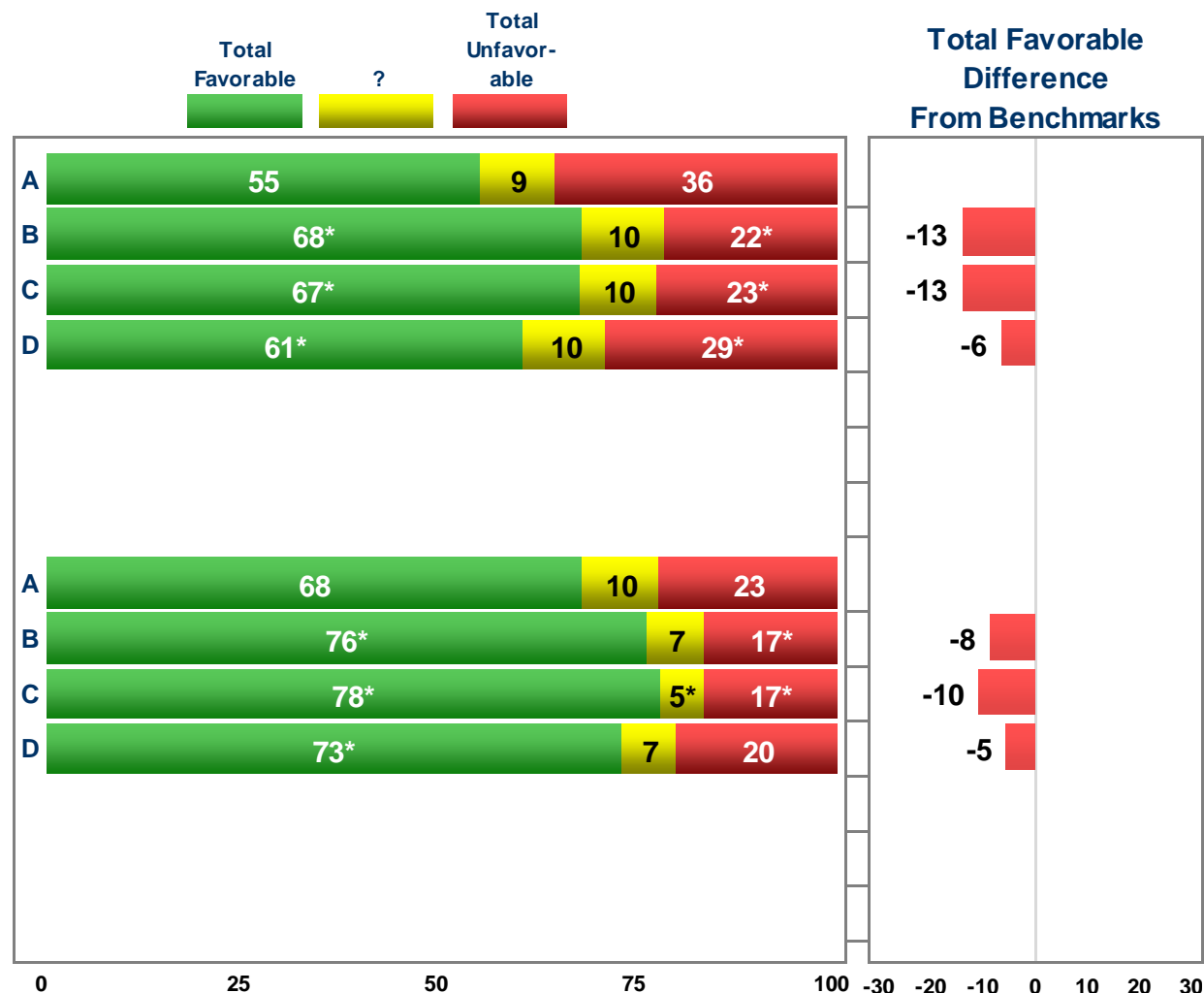
OFFICE OF THE PRESIDENT 2012 (N=362)

vs. 3 Benchmarks

## Category 3: Engagement

15. I am satisfied with my involvement in decisions that affect my work.

19. I have the equipment/tools/resources I need to do my job effectively.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

# Items By Category

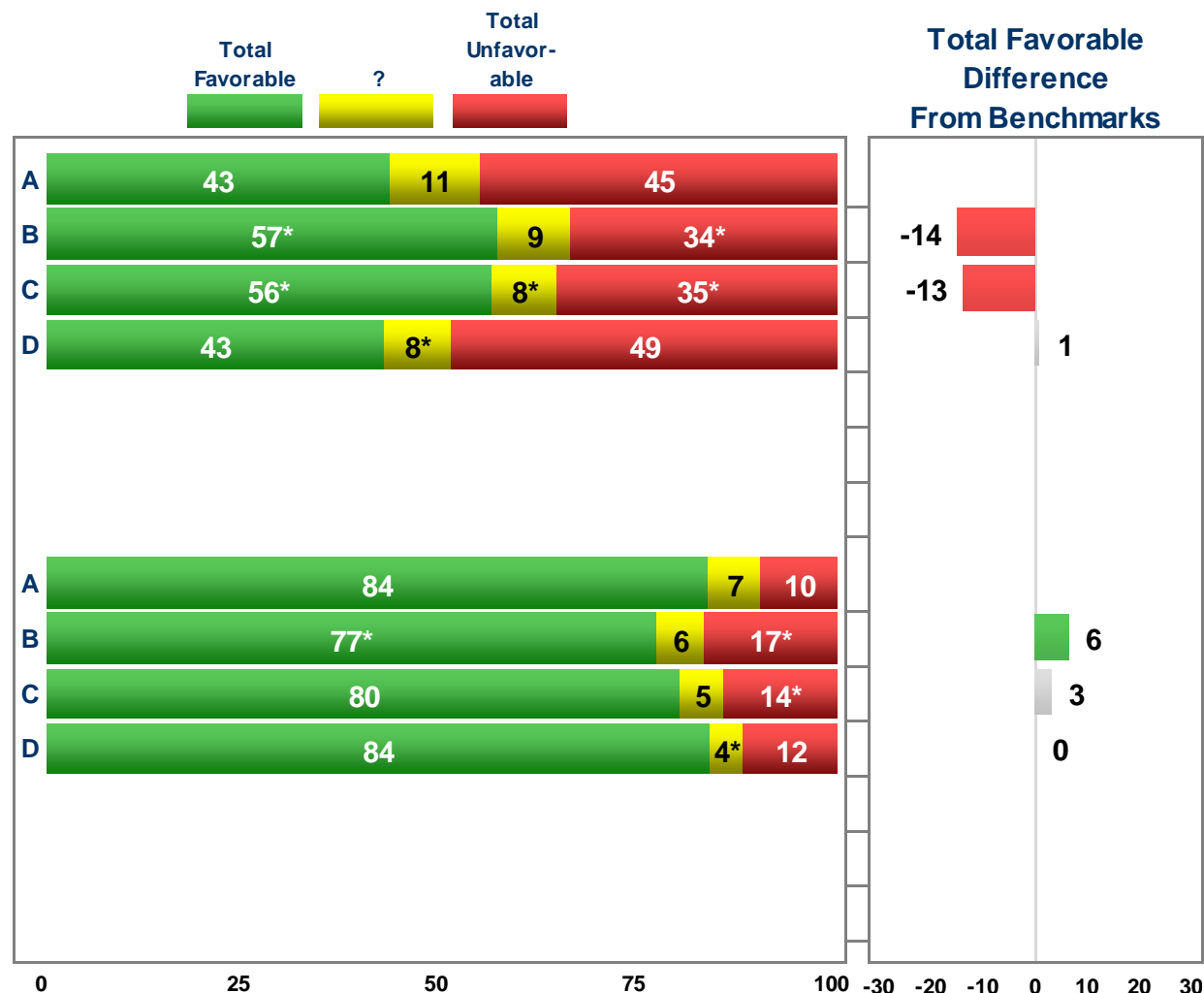
OFFICE OF THE PRESIDENT 2012 (N=362)

vs. 3 Benchmarks

## Category 3: Engagement

21. There is usually sufficient staff in my department to handle the workload.

23. My work schedule allows sufficient flexibility to meet my personal/family needs.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

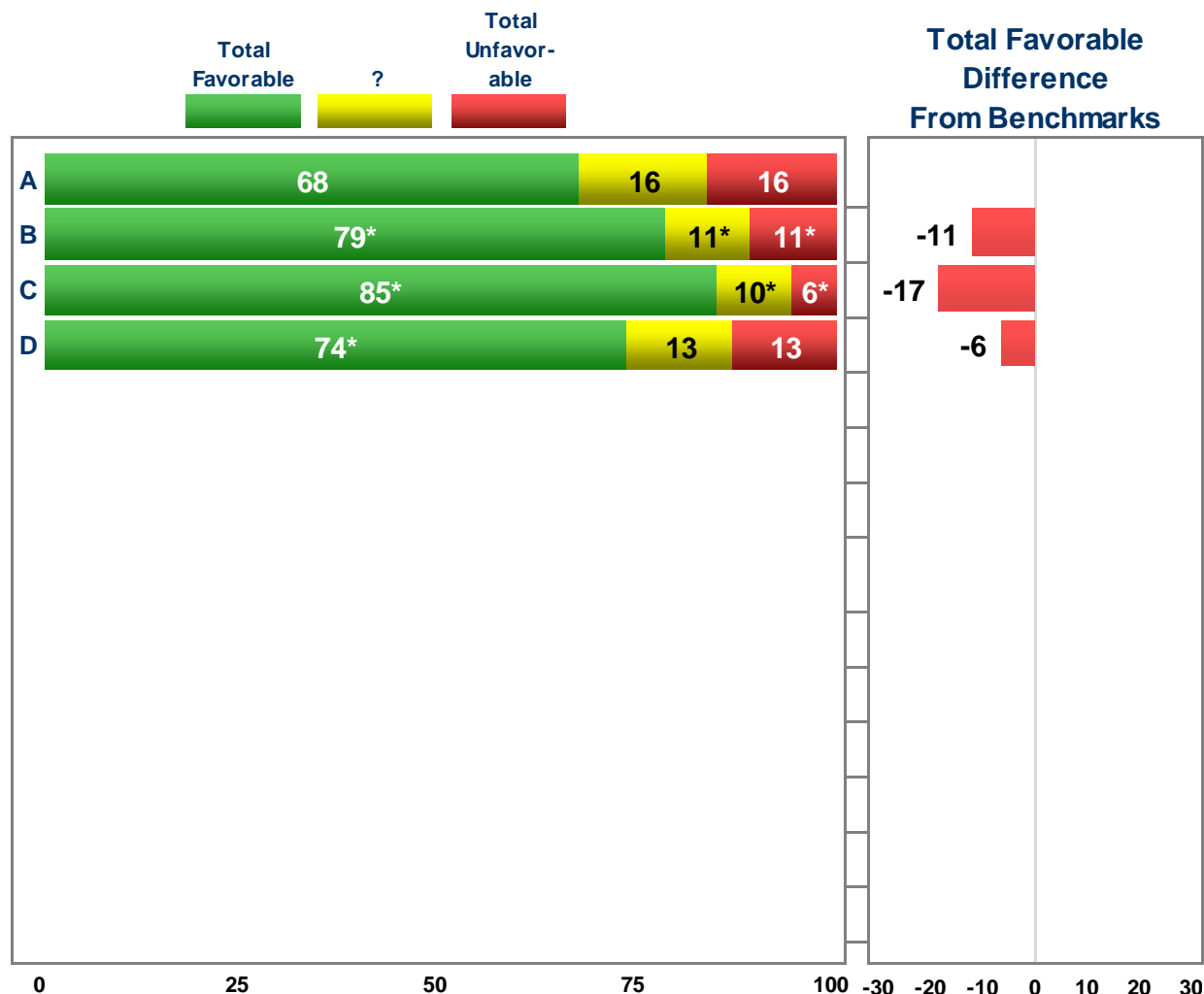
A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)



## Category 3: Engagement

25. I would recommend UC as a good place to work.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

**Legend**

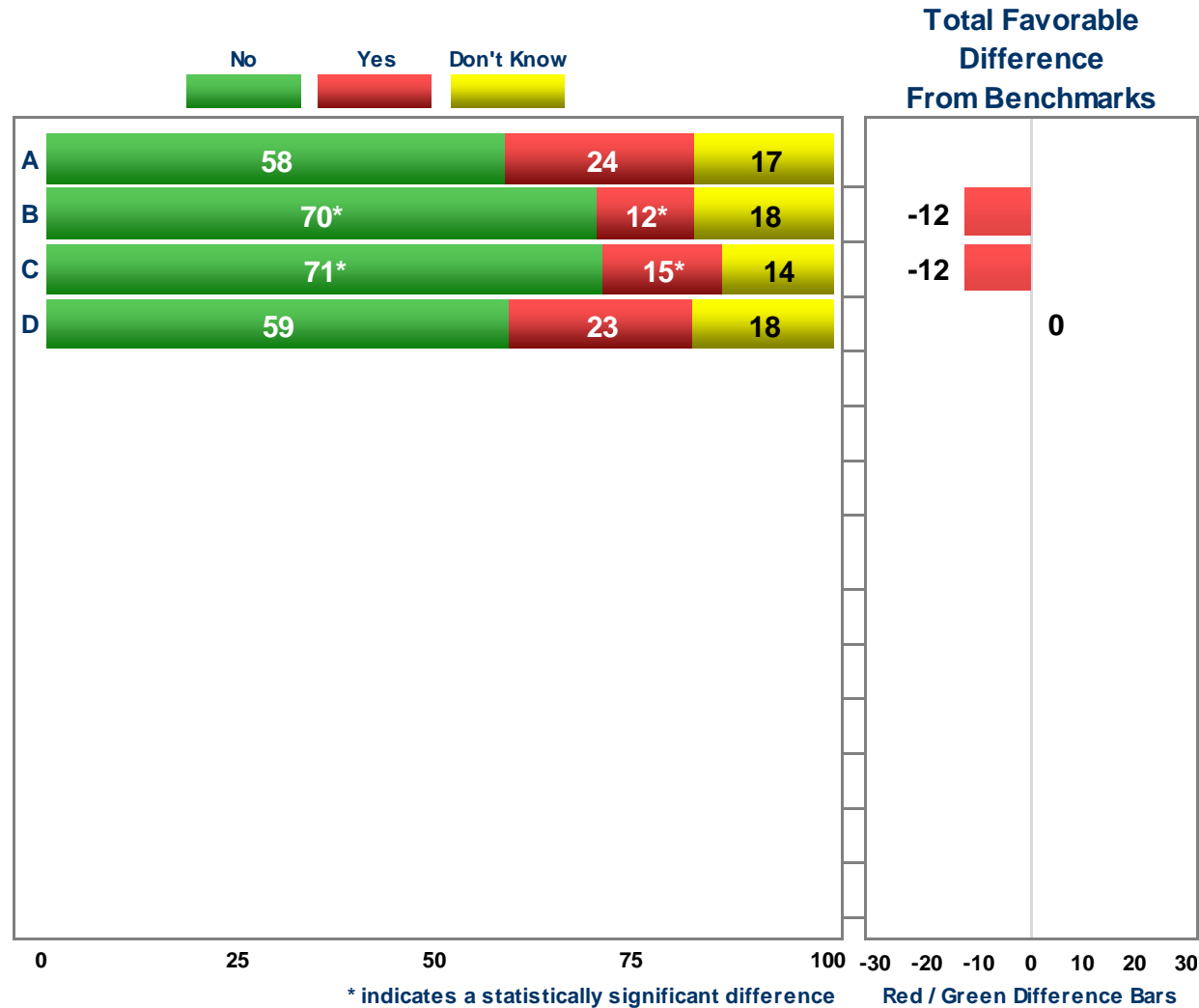
A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

**Category 3: Engagement**

29. At the present time, are you seriously considering leaving UC?



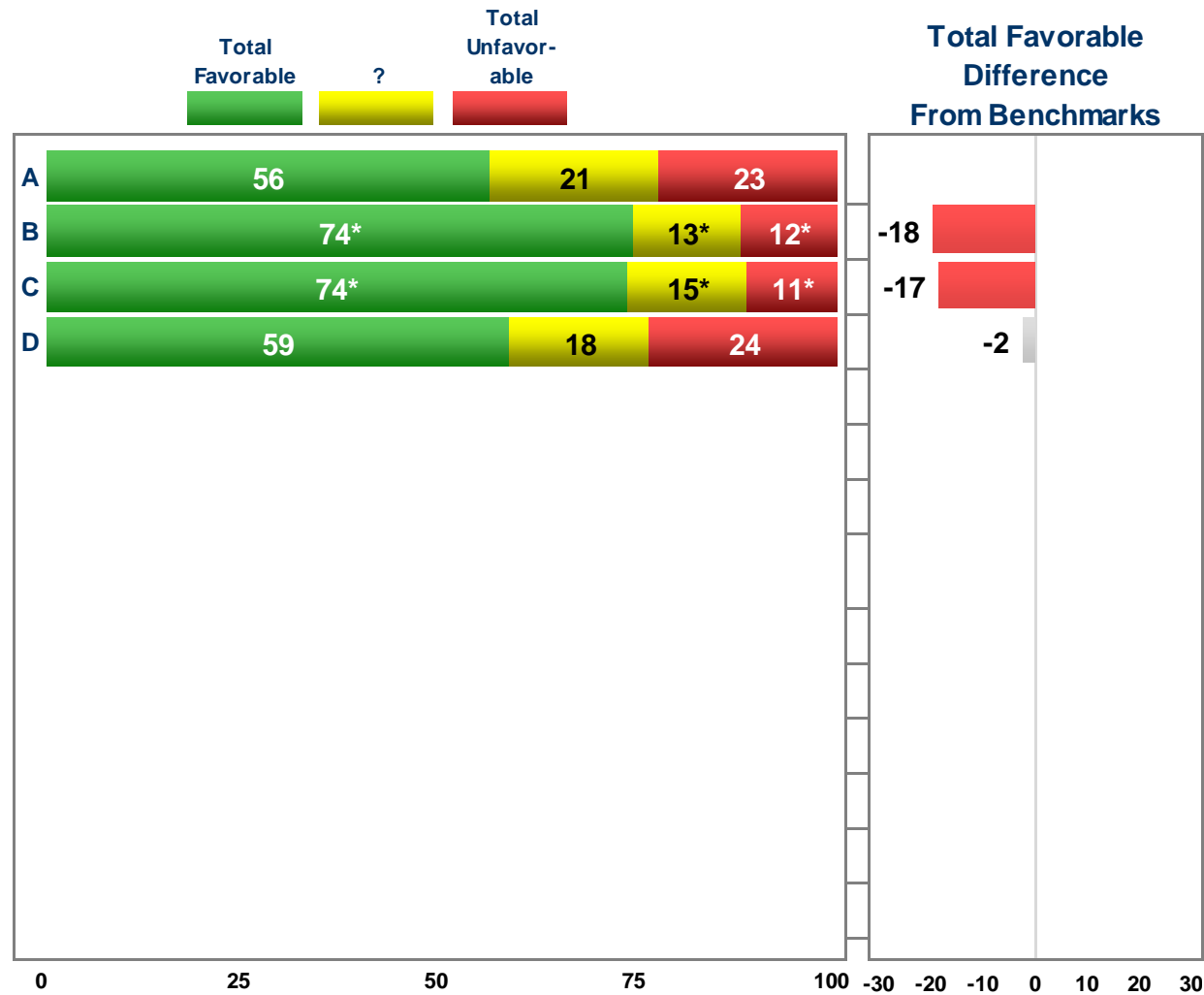
**Legend**

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

## Category 4: Image/Brand

4. UC is highly regarded by its employees.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)

B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

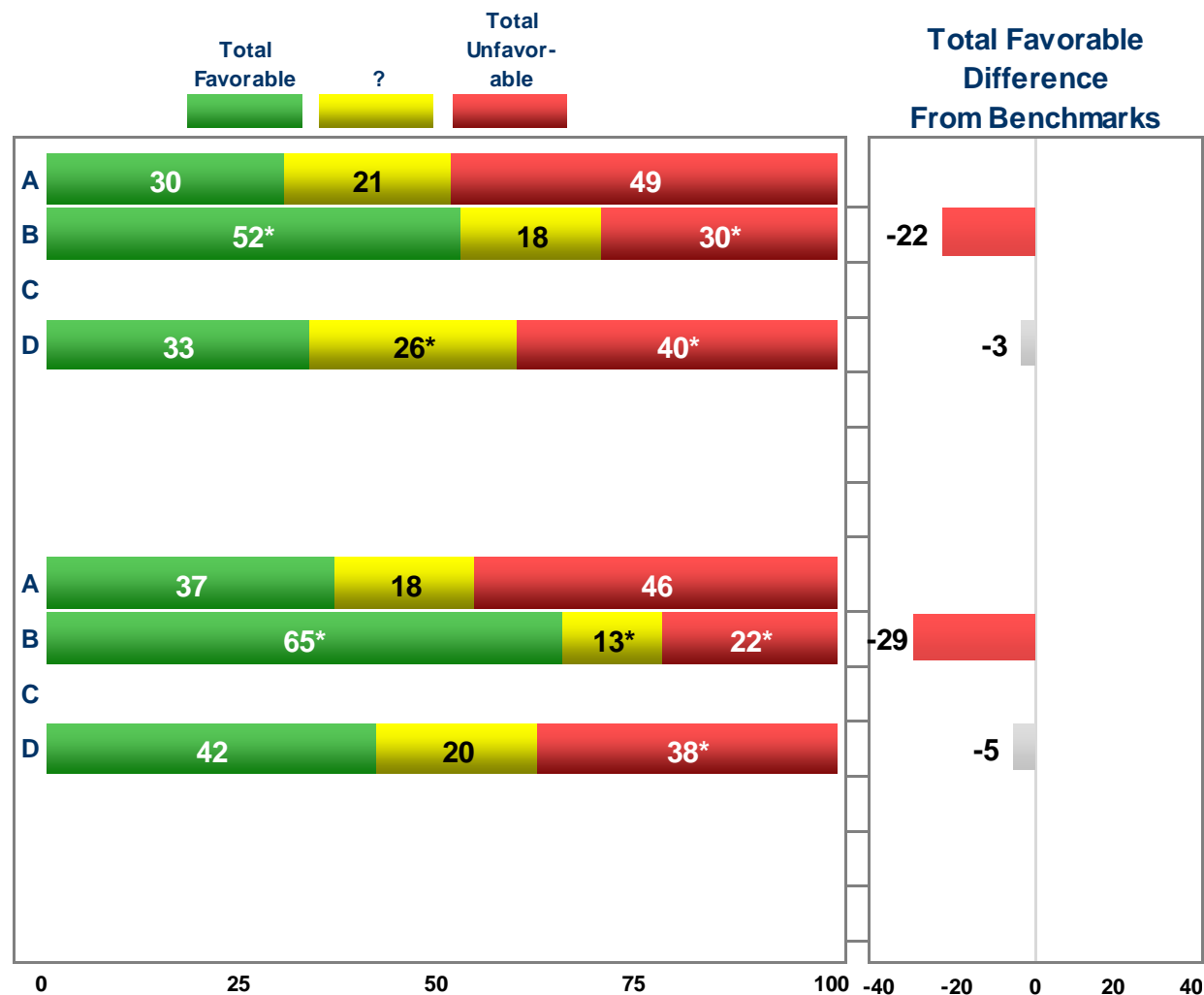
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

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

## Category 5: Organizational Change

5a. Generally, recent major organizational changes at UC have been: Well planned

5b. Generally, recent major organizational changes at UC have been: Well communicated



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

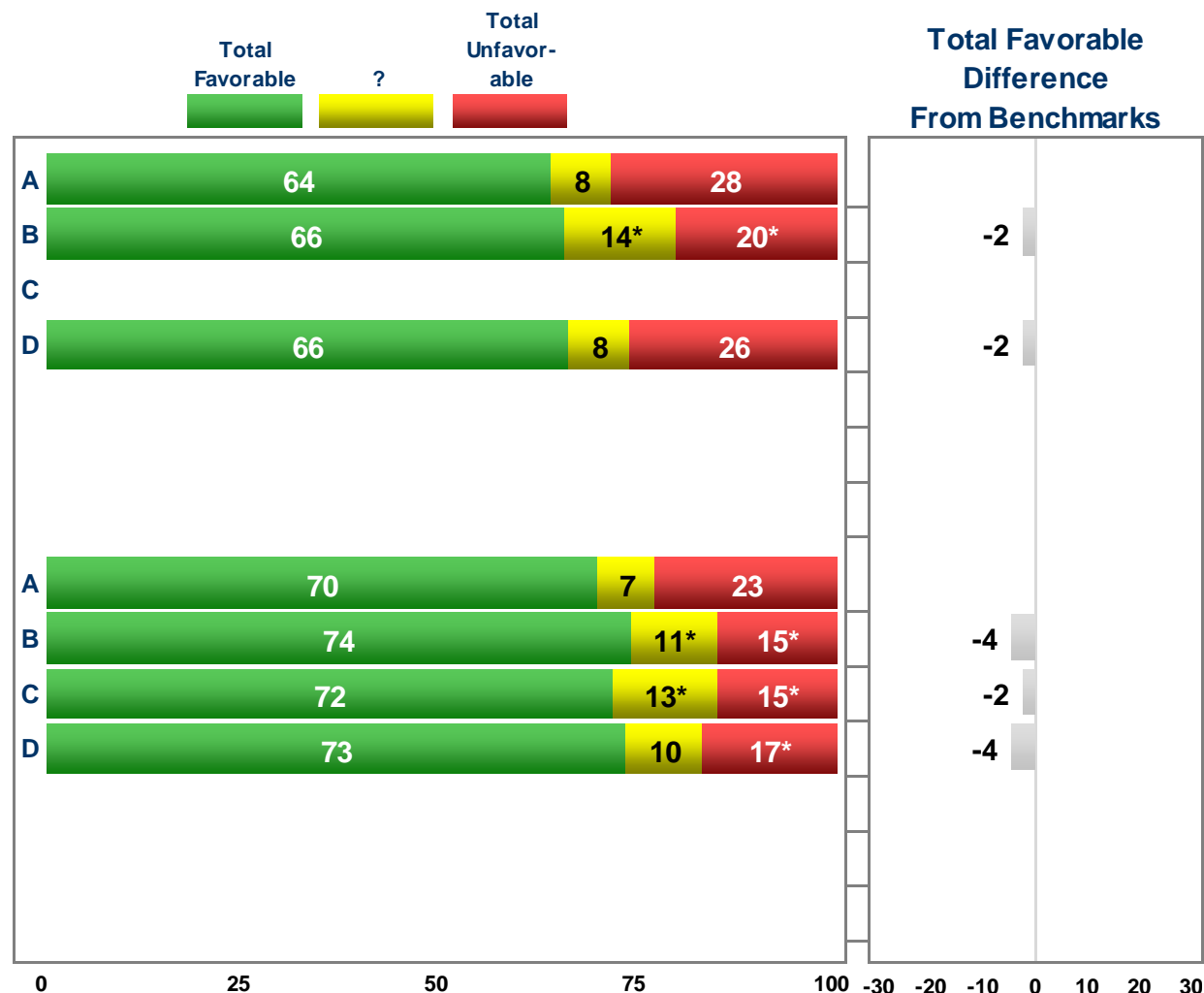
A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

## Category 6: Performance Management

6. I feel my personal contributions are recognized.

12. I think my performance on the job is evaluated fairly.



 Key Driver Item

Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

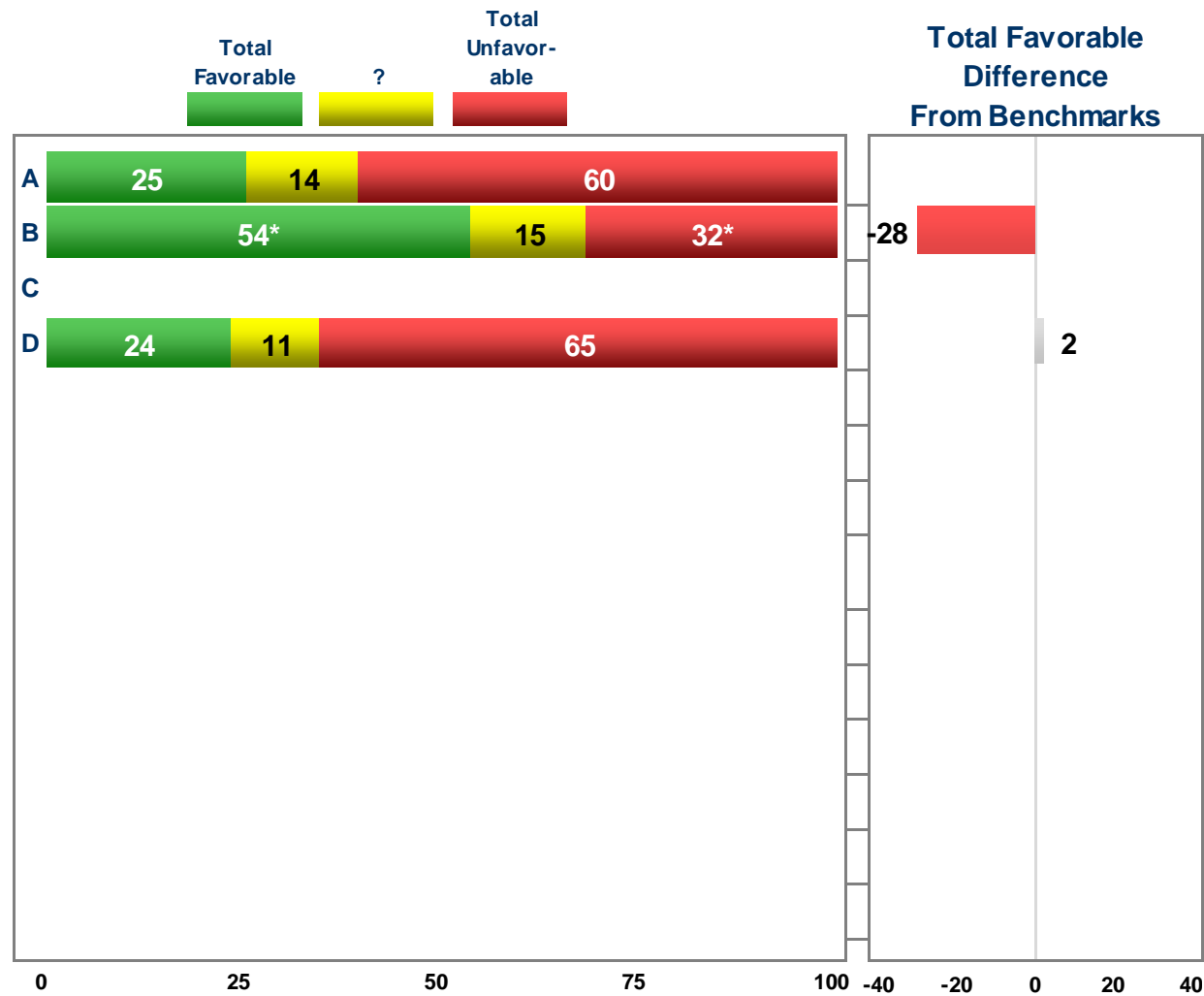
# Items By Category

OFFICE OF THE PRESIDENT 2012 (N=362)

vs. 3 Benchmarks

## Category 6: Performance Management

16. I feel UC does a good job matching pay to performance.



 Key Driver Item

\* indicates a statistically significant difference  
Red / Green Difference Bars are statistically significant

Legend

- A. OFFICE OF THE PRESIDENT 2012 (N=362)
- B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- D. UC OVERALL [W] (N=8,096)

# Items By Category

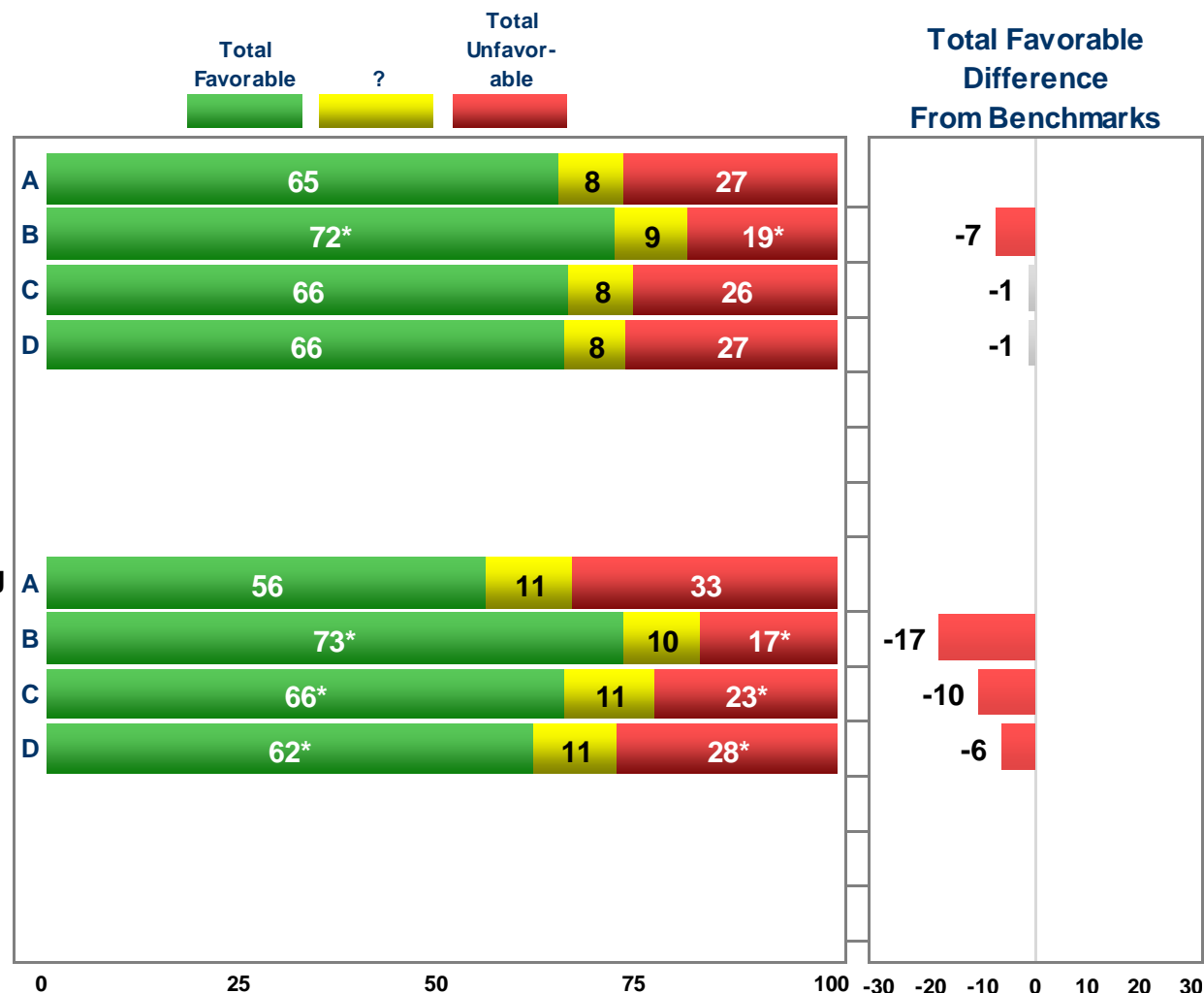
OFFICE OF THE PRESIDENT 2012 (N=362)

vs. 3 Benchmarks

## Category 7: Supervision

7. My supervisor gives me regular feedback on my performance.

13. My supervisor does a good job of building teamwork.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

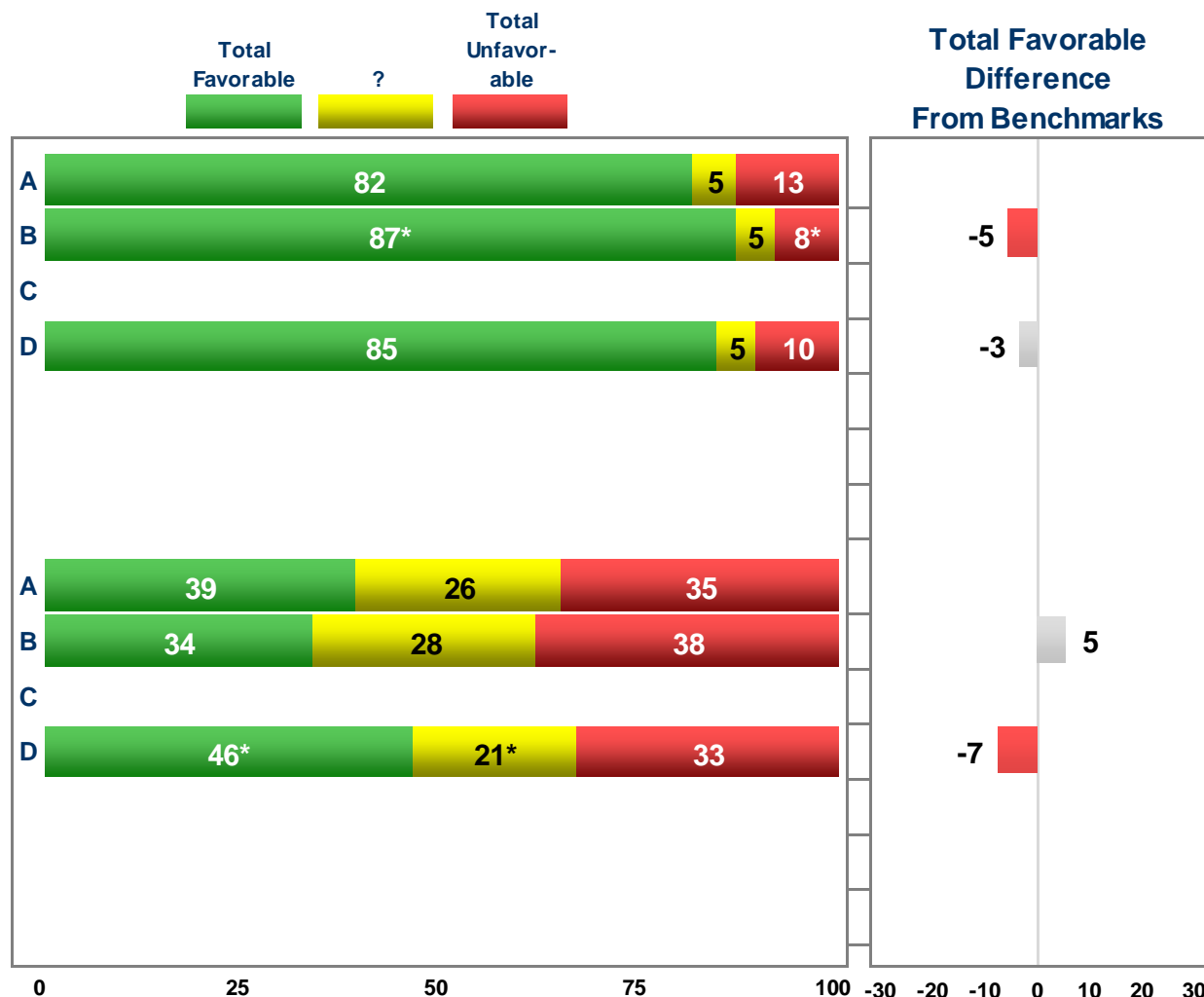
### Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

## Category 7: Supervision

17. My supervisor treats me with respect.



\* indicates a statistically significant difference  
 Red / Green Difference Bars are statistically significant

Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

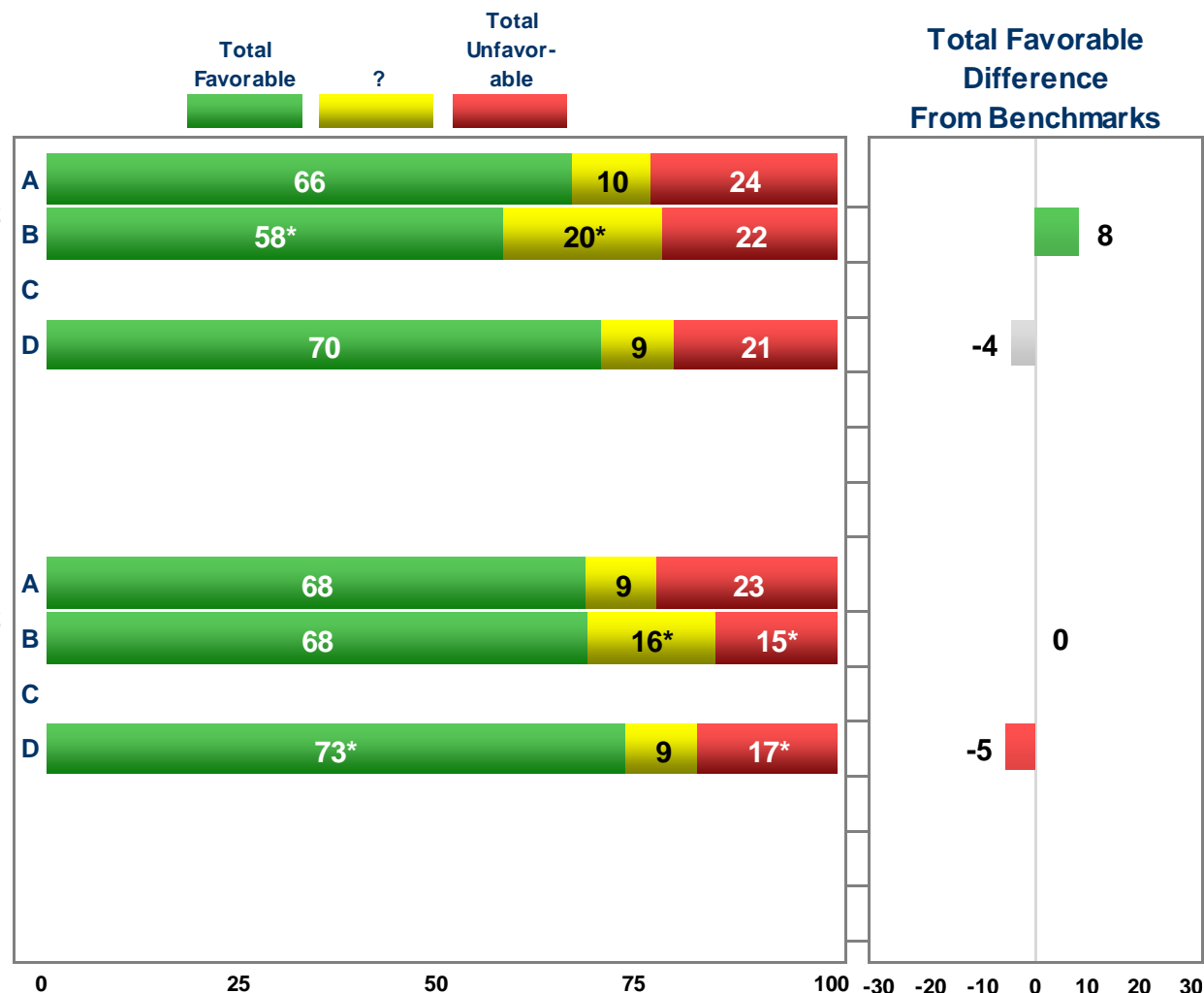
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)



## Category 7: Supervision

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

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



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

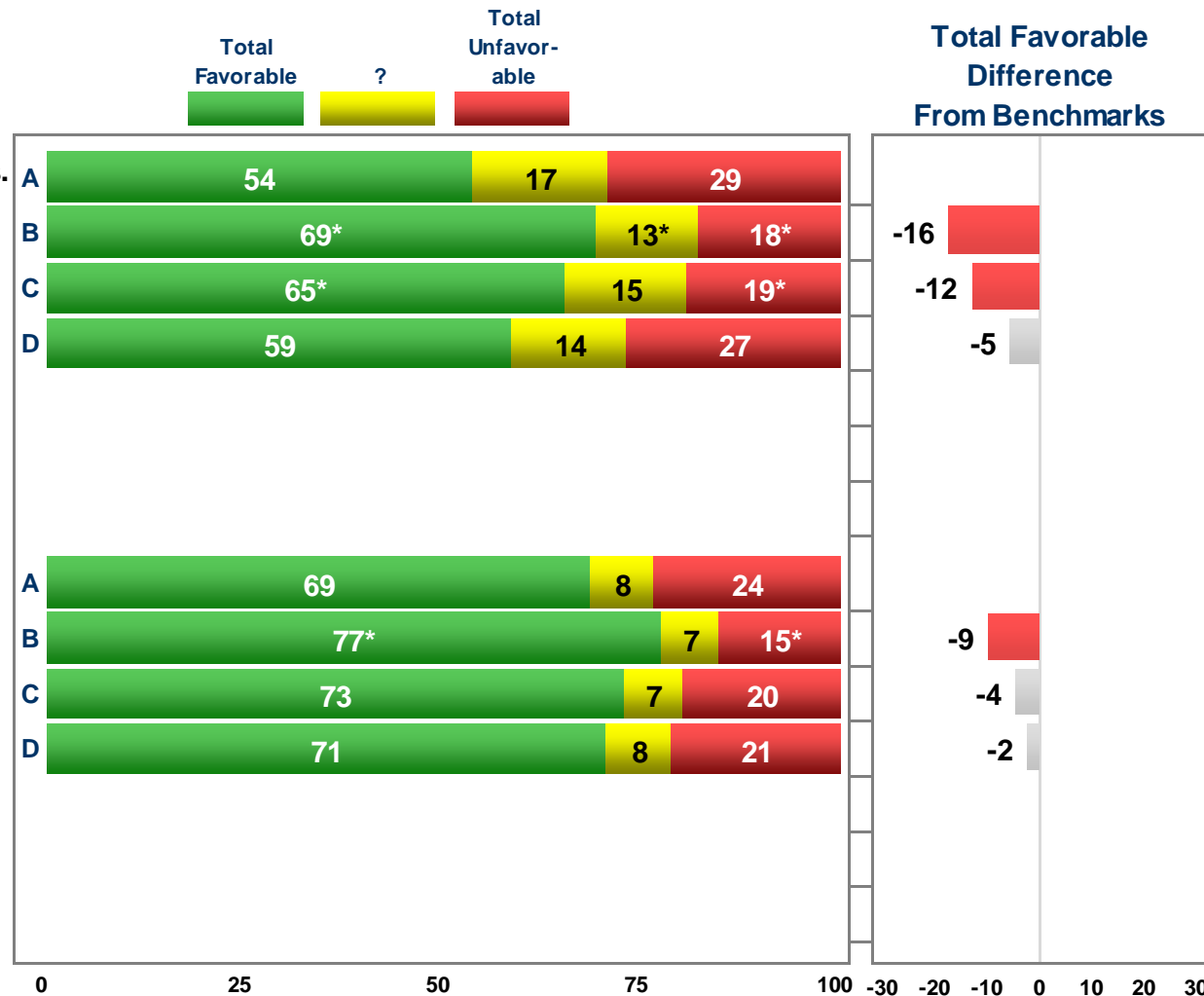
### Legend

- A. OFFICE OF THE PRESIDENT 2012 (N=362)
- B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

- C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- D. UC OVERALL [W] (N=8,096)

## Category 7: Supervision

22. My supervisor develops people's abilities.



24. My supervisor communicates effectively.

**Legend**

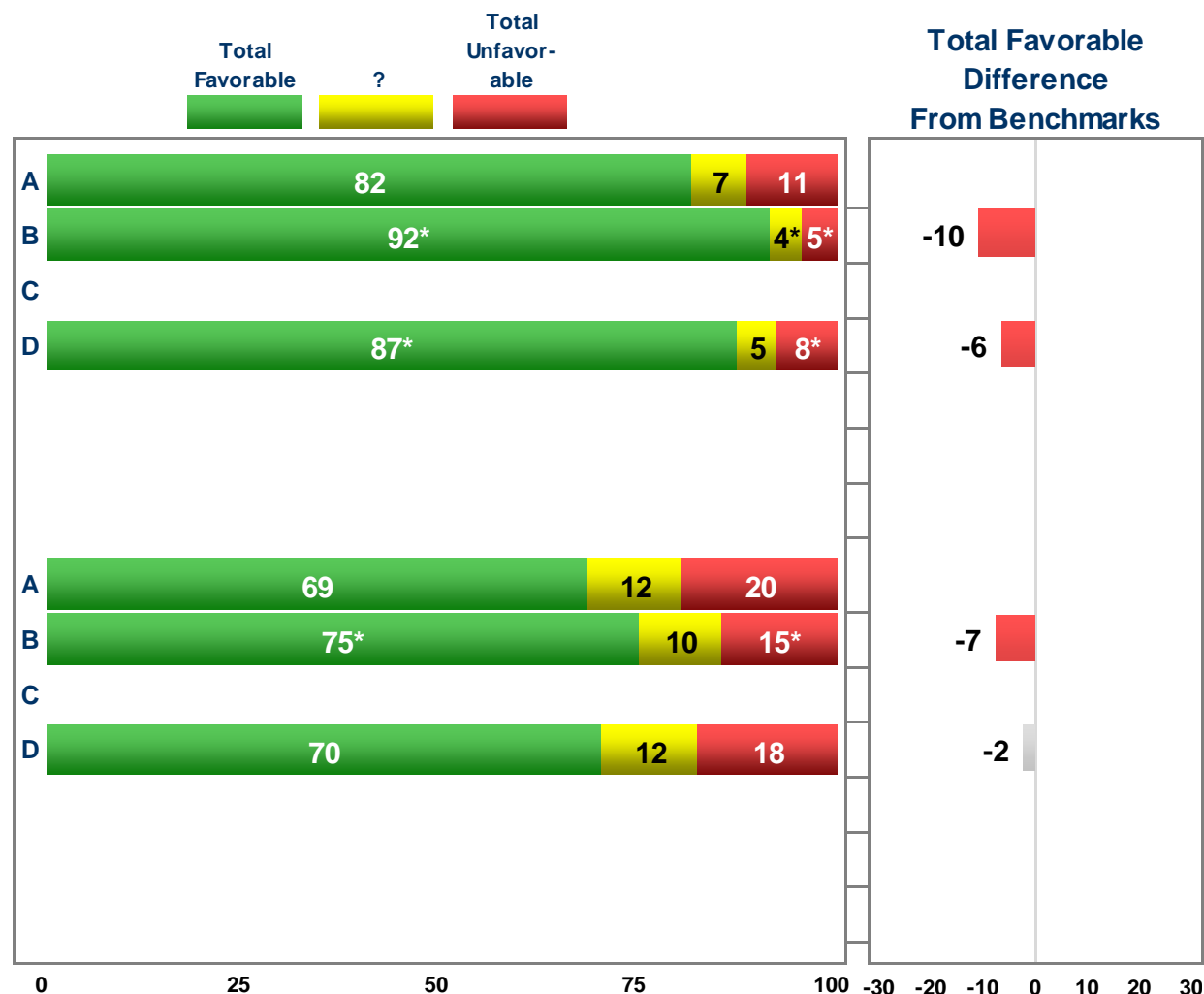
A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

## Category 7: Supervision

26. I have a clear understanding of how my job contributes to the departmental objectives.

27. Regarding suggestions for change from employees, my supervisor is usually responsive.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

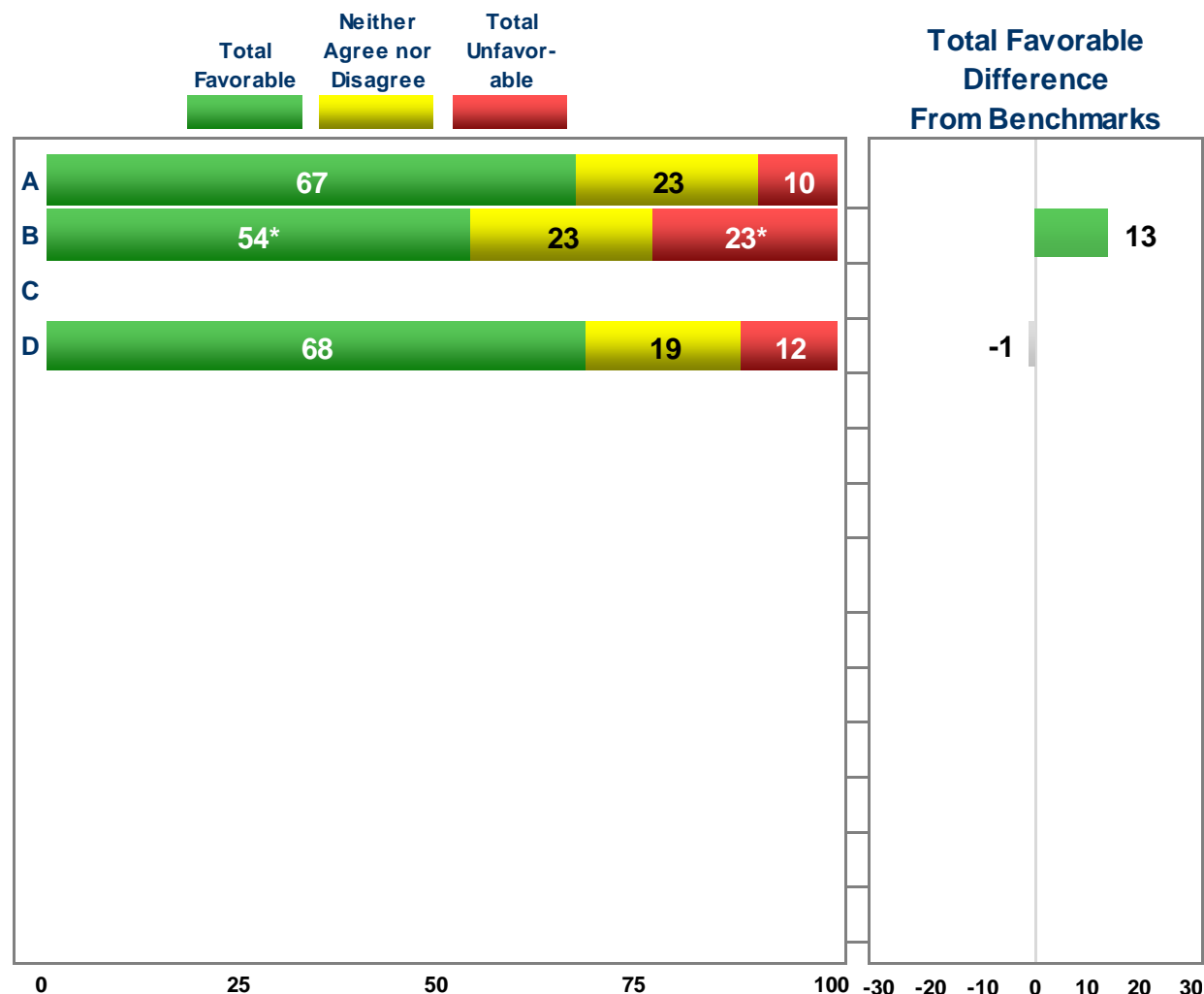
### Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

## Category 7: Supervision

28. My supervisor helps me make time to participate in training and development activities.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)

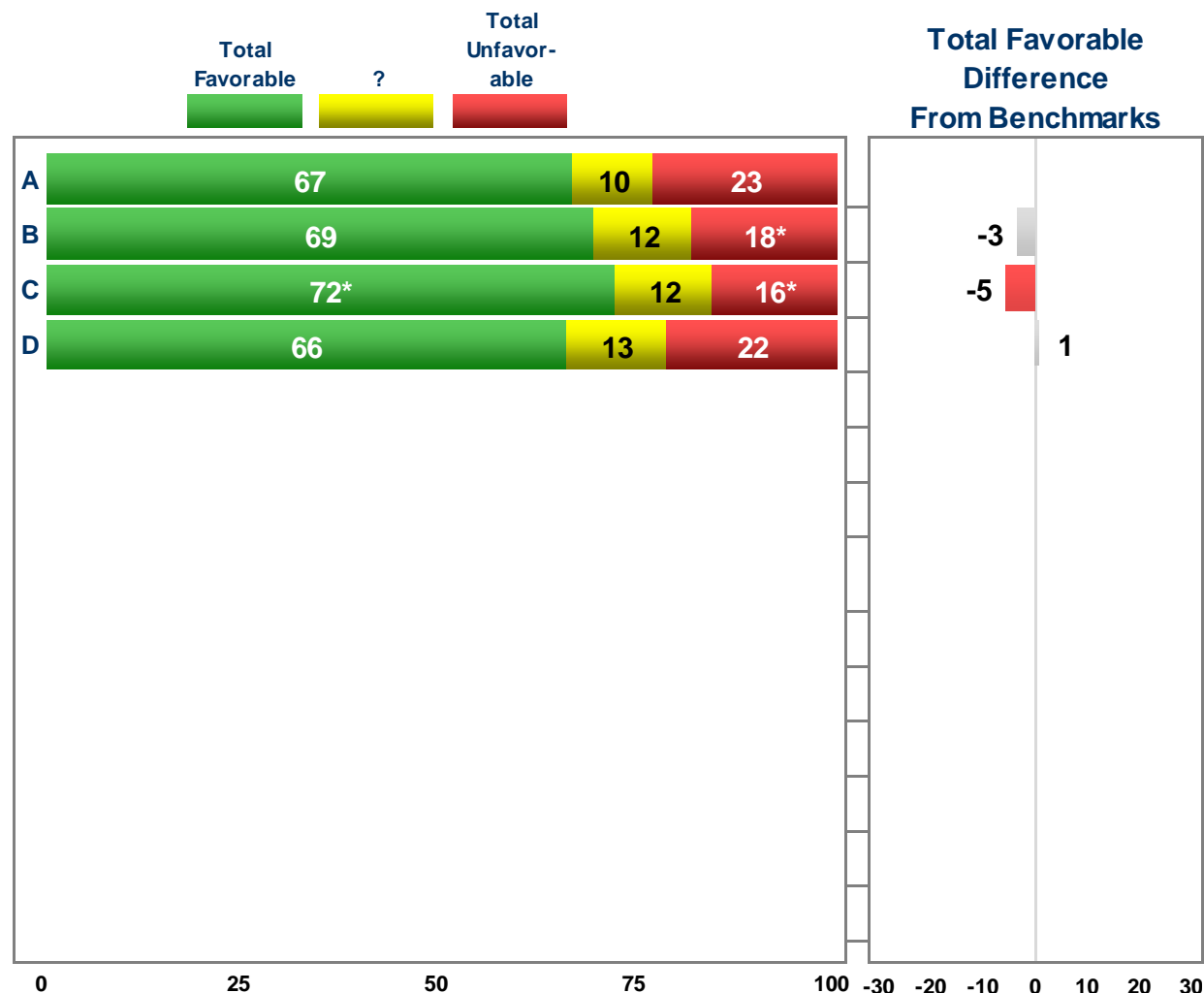
B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

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

## Category 8: Working Relationships

8. There is good cooperation between my department and other departments at my campus/location.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

A. OFFICE OF THE PRESIDENT 2012 (N=362)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 1: Career Development

Items	Total Agree		Total Disagree	
1. I believe I have the opportunity for personal development and growth at UC.	71	6	23	?
9. UC provides people with the necessary information and resources to manage their own careers effectively.	42	23	35	
14. I am confident I can achieve my personal career objectives with UC. (Key Driver Item)	54	17	29	
18. My UC campus/location is doing a good job of planning for management succession. (Key Driver Item)	23	29	49	

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

### Differences in Total Favorable From

A	B	C
+2	-2	-3
-23*	-22*	-9*
-12*	n/a	-1
-18*	n/a	-8*

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 2: Communication

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree	
2. UC does an excellent job of keeping employees informed about matters affecting us. (Key Driver Item)	66	10	24	?
10. I feel able to openly and honestly communicate my views upwards. (Key Driver Item)	51	10	39	

### Differences in Total Favorable From

A	B	C
-3	-11*	-1
-23*	n/a	-7*

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 3: Engagement

Items	Total Disagree		
	Total Agree		?
3. I feel motivated to go beyond my formal job responsibilities to get the job done.	82	5	13
11. UC inspires me to do my best work.	61	15	24
15. I am satisfied with my involvement in decisions that affect my work.	55	9	36
19. I have the equipment/tools/resources I need to do my job effectively.	68	10	23
21. There is usually sufficient staff in my department to handle the workload.	43	11	45
23. My work schedule allows sufficient flexibility to meet my personal/family needs.	84	7	10

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

### Differences in Total Favorable From

A	B	C
-6*	n/a	-2
-10*	n/a	-1
-13*	-13*	-6*
-8*	-10*	-5*
-14*	-13*	+1
+6*	+3	0

Colored Cells indicate a statistically significant difference



# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 3: Engagement

Items	Total Agree		Total Disagree
			?
25. I would recommend UC as a good place to work.	68	16	16

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

### Differences in Total Favorable From

A	B	C	
-11*	-17*	-6*	

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 3: Engagement

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Response		
	No	Yes	Don't Know
29. At the present time, are you seriously considering leaving UC?	58	24	17

### Differences in Total Favorable From

A	B	C
-12*	-12*	0

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 4: Image/Brand

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
4. UC is highly regarded by its employees.	56	21	23

### Differences in Total Favorable From

A	B	C	
-18*	-17*	-2	

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 5: Organizational Change

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
5a. Generally, recent major organizational changes at UC have been: Well planned	30	21	49
5b. Generally, recent major organizational changes at UC have been: Well communicated	37	18	46

### Differences in Total Favorable From

A	B	C
-22*	n/a	-3
-29*	n/a	-5

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 6: Performance Management

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree	
6. I feel my personal contributions are recognized. (Key Driver Item)	64	8	28	?
12. I think my performance on the job is evaluated fairly.	70	7	23	
16. I feel UC does a good job matching pay to performance. (Key Driver Item)	25	14	60	

### Differences in Total Favorable From

A	B	C
-2	n/a	-2
-4	-2	-4
<b>-28*</b>	n/a	+2

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 7: Supervision

Items	Total Disagree		
	Total Agree		?
7. My supervisor gives me regular feedback on my performance.	65	8	27
13. My supervisor does a good job of building teamwork.	56	11	33
17. My supervisor treats me with respect.	82	5	13
20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	39	26	35
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	66	10	24
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	68	9	23

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

### Differences in Total Favorable From

A	B	C
-7*	-1	-1
-17*	-10*	-6*
-5*	n/a	-3
+5	n/a	-7*
+8*	n/a	-4
0	n/a	-5*

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 7: Supervision

Items	Total Agree		Total Disagree	
22. My supervisor develops people's abilities.	54	17	29	?
24. My supervisor communicates effectively.	69	8	24	
26. I have a clear understanding of how my job contributes to the departmental objectives.	82	7	11	
27. Regarding suggestions for change from employees, my supervisor is usually responsive.	69	12	20	

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

### Differences in Total Favorable From

A	B	C
-16*	-12*	-5
-9*	-4	-2
-10*	n/a	-6*
-7*	n/a	-2

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 7: Supervision

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Favorable			Neither Agree nor Disagree			Total Unfavorable		
	28. My supervisor helps me make time to participate in training and development activities.	67	23	10					

### Differences in Total Favorable From

A	B	C	
+13*	n/a	-1	

Colored Cells indicate a statistically significant difference



# Benchmarks Summary for Items

OFFICE OF THE PRESIDENT 2012 (N=362)

## Category 8: Working Relationships

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
8. There is good cooperation between my department and other departments at my campus/location.	67	10	23

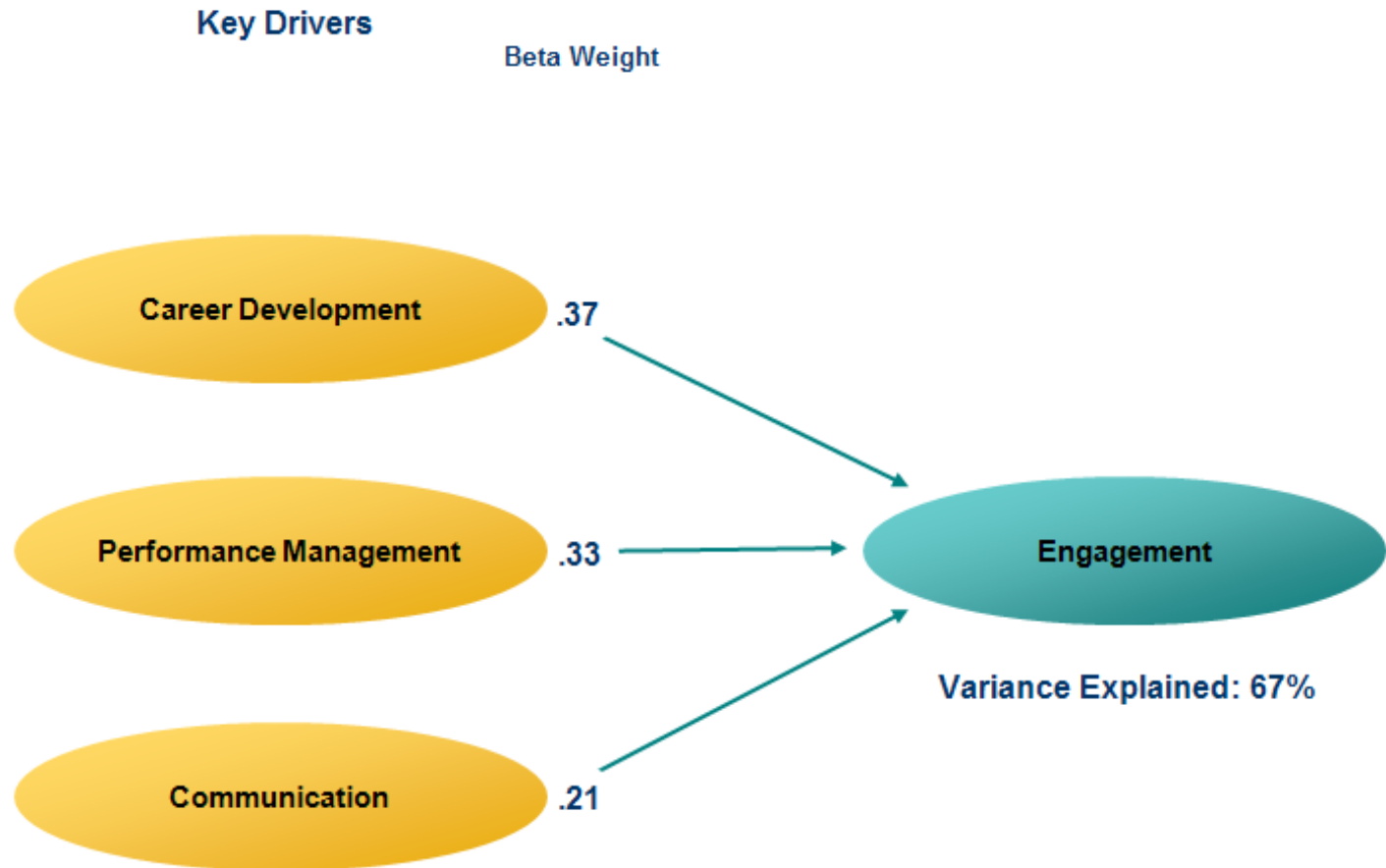
### Differences in Total Favorable From

A	B	C	
-3	-5*	+1	

Colored Cells indicate a statistically significant difference

# Key Drivers of Engagement - in UC Overall

OFFICE OF THE PRESIDENT 2012 (N=362)

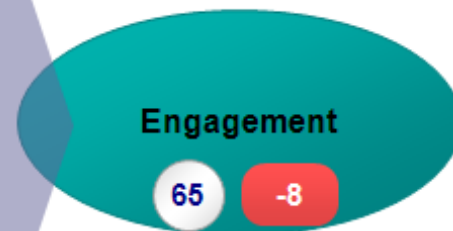


# Key Driver Items of Engagement

OFFICE OF THE PRESIDENT 2012 (N=362)

Norm Benchmark: TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

Category	Items	Scores	Difference From Norm
Career Development	14. I am confident I can achieve my personal career objectives with UC.	54	-12
Career Development	18. My UC campus/location is doing a good job of planning for management succession.	23	-18
Performance Management	6. I feel my personal contributions are recognized.	64	-2
Performance Management	16. I feel UC does a good job matching pay to performance.	25	-28
Communication	10. I feel able to openly and honestly communicate my views upwards.	51	-23
Communication	2. UC does an excellent job of keeping employees informed about matters affecting us.	66	-3



Colored Cells indicate a statistically significant difference

Variance Explained: 67%