

**2012 UC CUCSA Staff Engagement Survey**

**UNIVERSITY  
OF  
CALIFORNIA**

**Volume UC-01: UC OVERALL REPORT**

**Data Collected: May - July 2012**

# Summary Category Scores vs. Benchmark

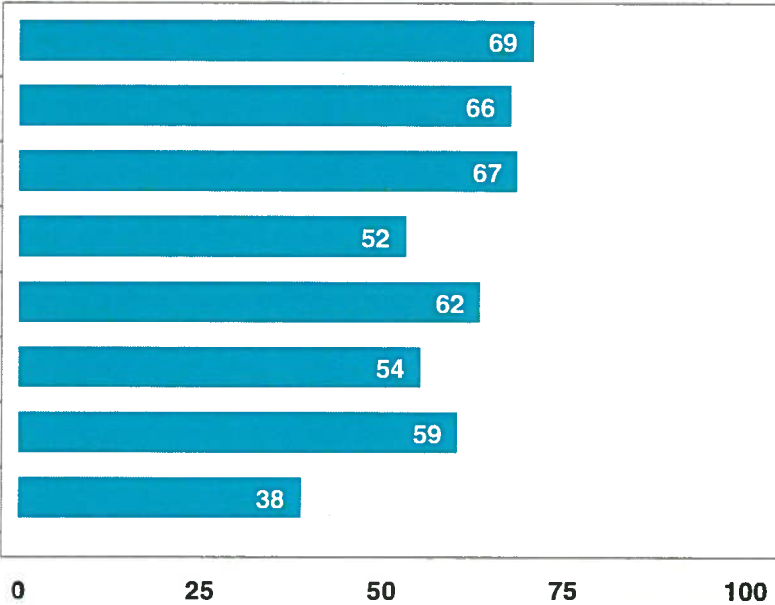
UC OVERALL [W] (N=8,096)

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

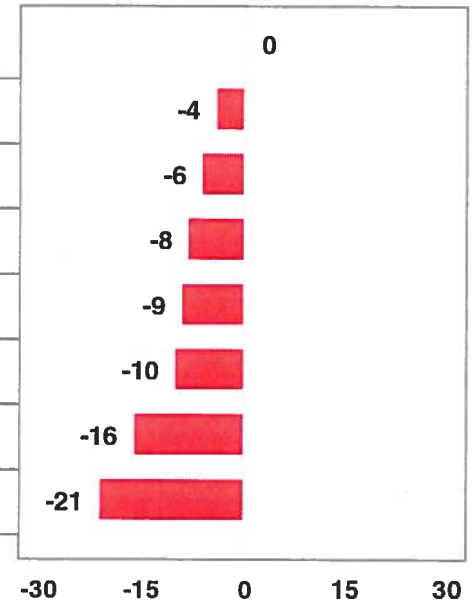
## Categories Ranked By Difference

Supervision
Working Relationships
Engagement
Career Development
Communication
Performance Management
Image/Brand
Organizational Change

## Favorable Scores



## Differences From Benchmark



Red / Green Difference Bars are statistically significant

# Top 5 Items

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

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

## Top 5 Differences From Benchmark

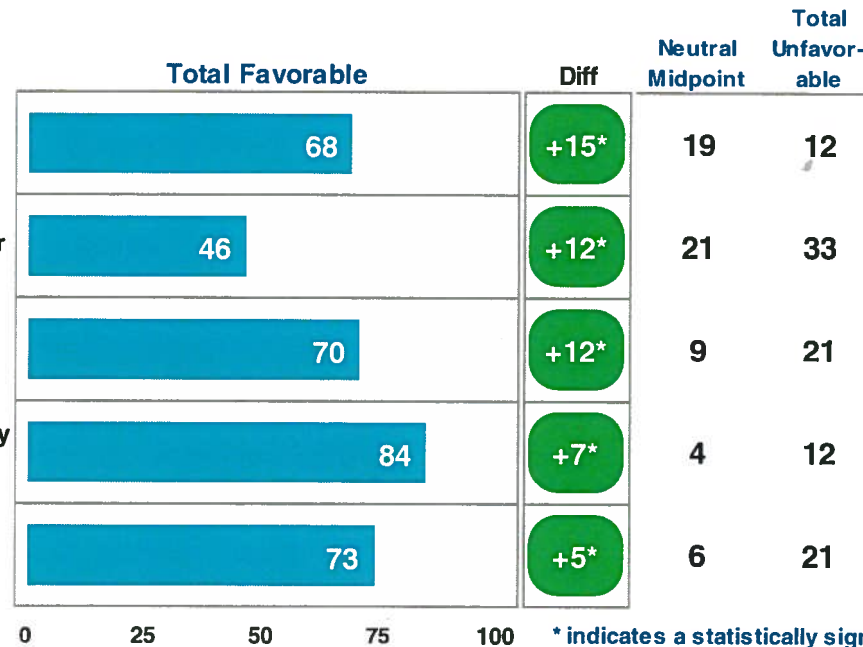
**SUPERVISION:** My supervisor helps me make time to participate in training and development activities.

**SUPERVISION:** Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers

**SUPERVISION:** 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

**ENGAGEMENT:** My work schedule allows sufficient flexibility to meet my personal/family needs.

**CAREER DEVELOPMENT:** I believe I have the opportunity for personal development and growth at UC.



# Bottom 5 Items

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

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

## Bottom 5 Differences From Benchmark

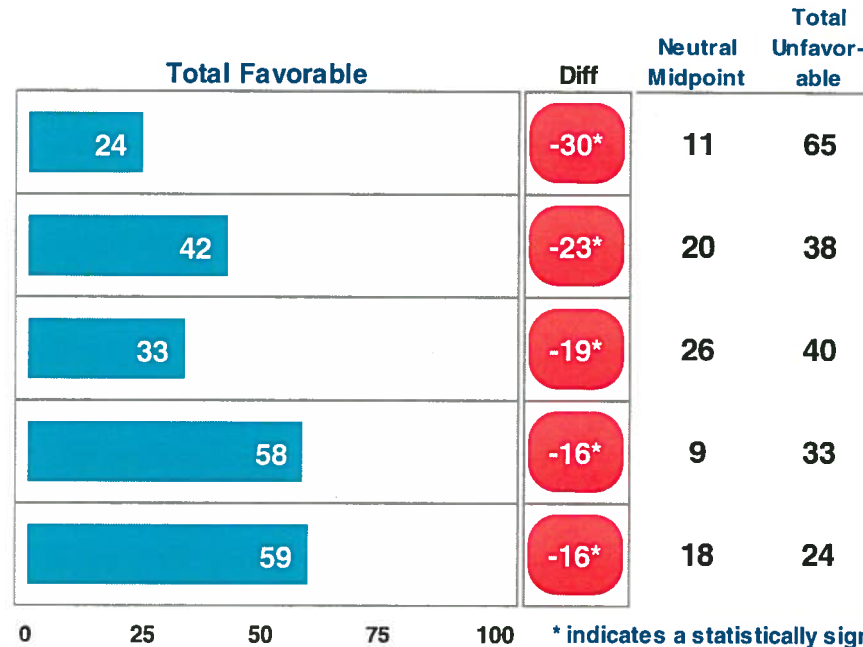
**PERFORMANCE MANAGEMENT:** I feel UC does a good job matching pay to performance.

**ORGANIZATIONAL CHANGE:** Generally, recent major organizational changes at UC have been: Well communicated

**ORGANIZATIONAL CHANGE:** Generally, recent major organizational changes at UC have been: Well planned

**COMMUNICATION:** I feel able to openly and honestly communicate my views upwards.

**IMAGE/BRAND:** UC is highly regarded by its employees.



# Summary Category Scores vs. Benchmark

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

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

## Categories Ranked By Difference

Performance Management

Supervision

Working Relationships

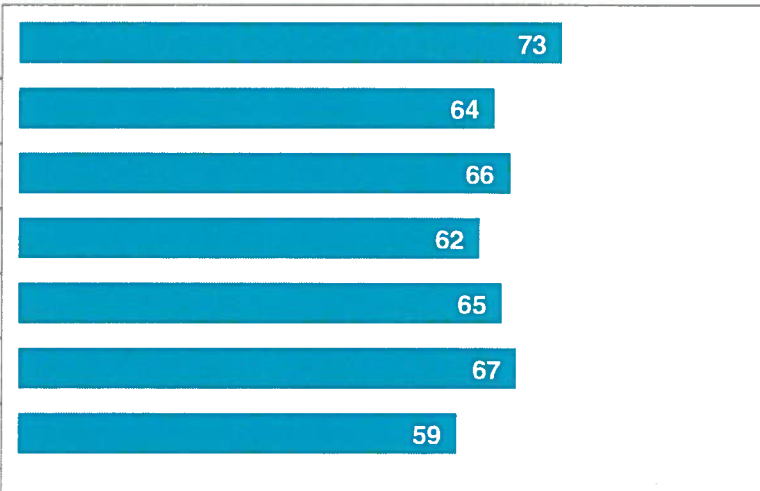
Career Development

Engagement

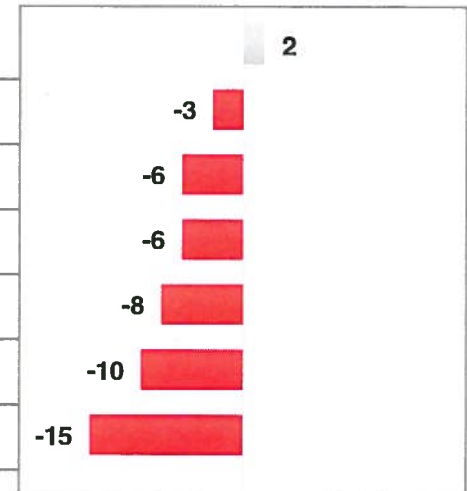
Communication

Image/Brand

## Favorable Scores



## Differences From Benchmark



1 Category cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

# Top 5 Items

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

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

## Top 5 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
<b>ENGAGEMENT:</b> My work schedule allows sufficient flexibility to meet my personal/family needs.	84	+4*	4	12
<b>PERFORMANCE MANAGEMENT:</b> I think my performance on the job is evaluated fairly.	73	+2	10	17
<b>CAREER DEVELOPMENT:</b> I believe I have the opportunity for personal development and growth at UC.	73	+1	6	21
<b>SUPERVISION:</b> My supervisor gives me regular feedback on my performance.	66	-1	8	27
<b>SUPERVISION:</b> My supervisor communicates effectively.	71	-2*	8	21

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

# Bottom 5 Items

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

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

## Bottom 5 Differences From Benchmark

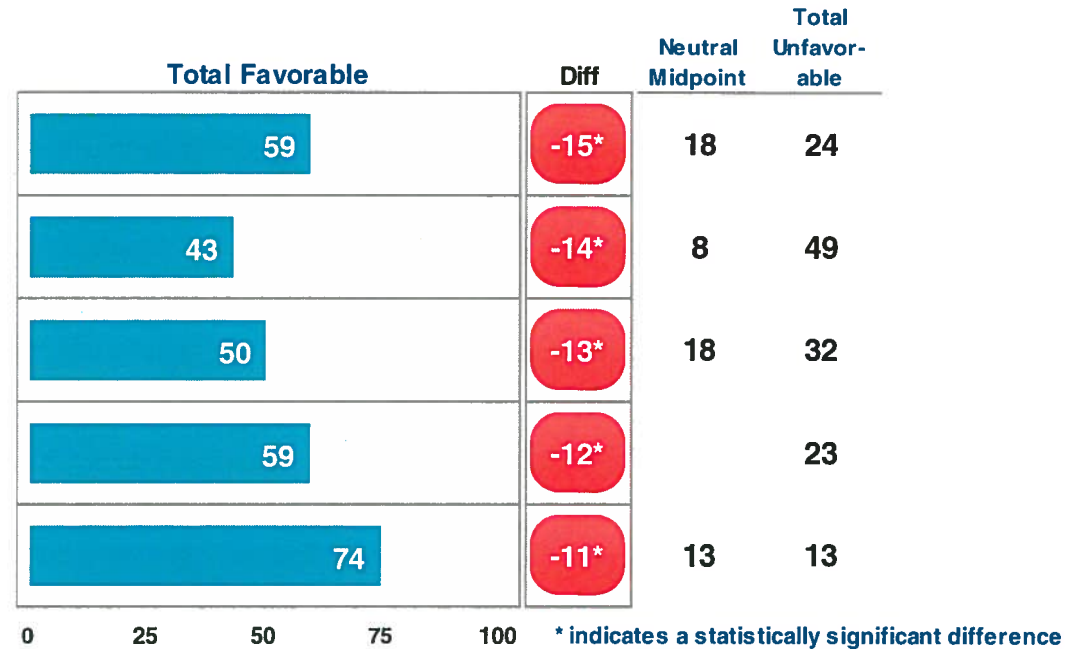
IMAGE/BRAND: UC is highly regarded by its employees.

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

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

ENGAGEMENT: At the present time, are you seriously considering leaving UC?

ENGAGEMENT: I would recommend UC as a good place to work.

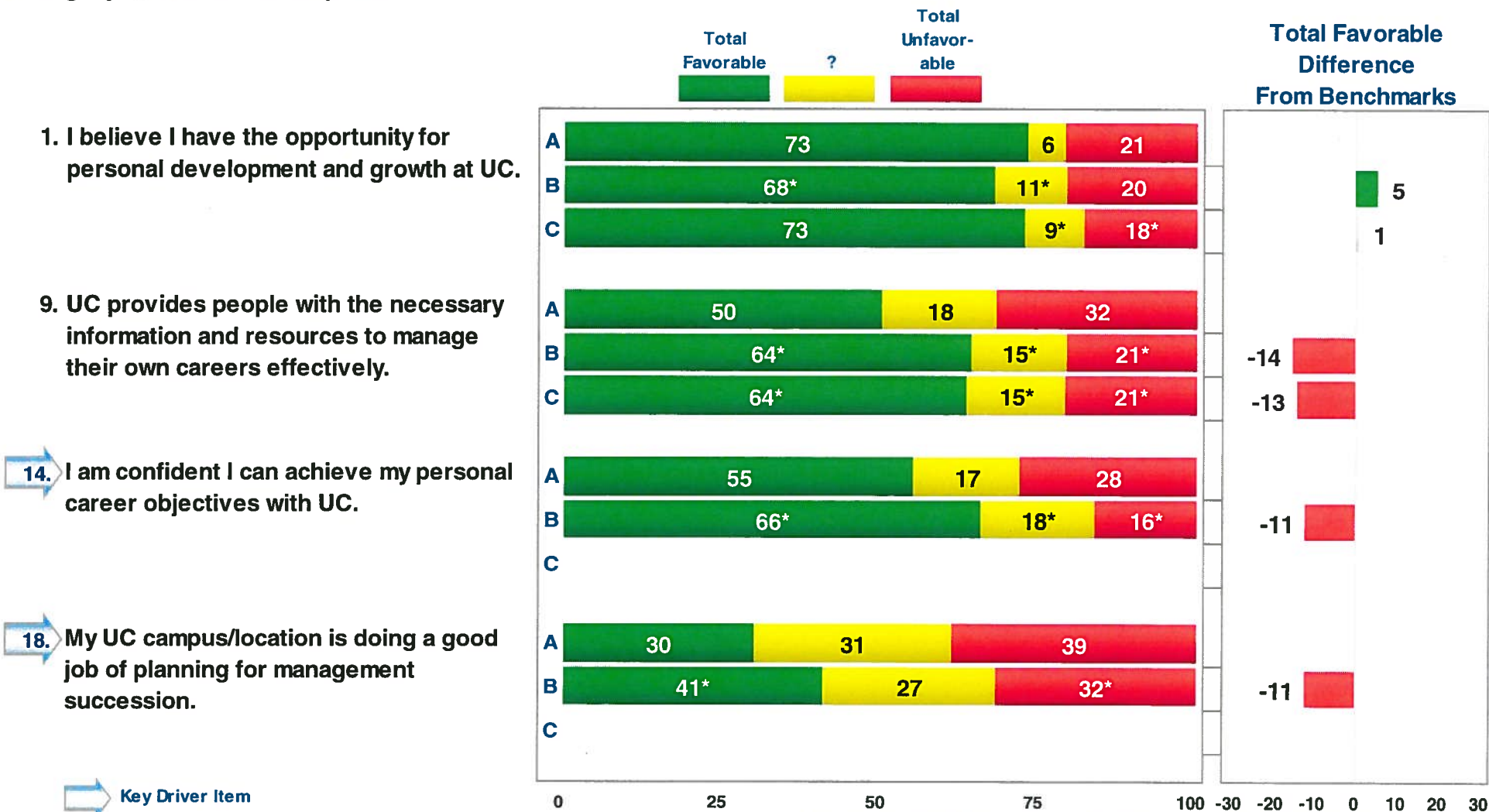


# Items By Category

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

vs. 2 Benchmarks

## Category 1: Career Development



**Legend**

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

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

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

\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant



# Items By Category

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

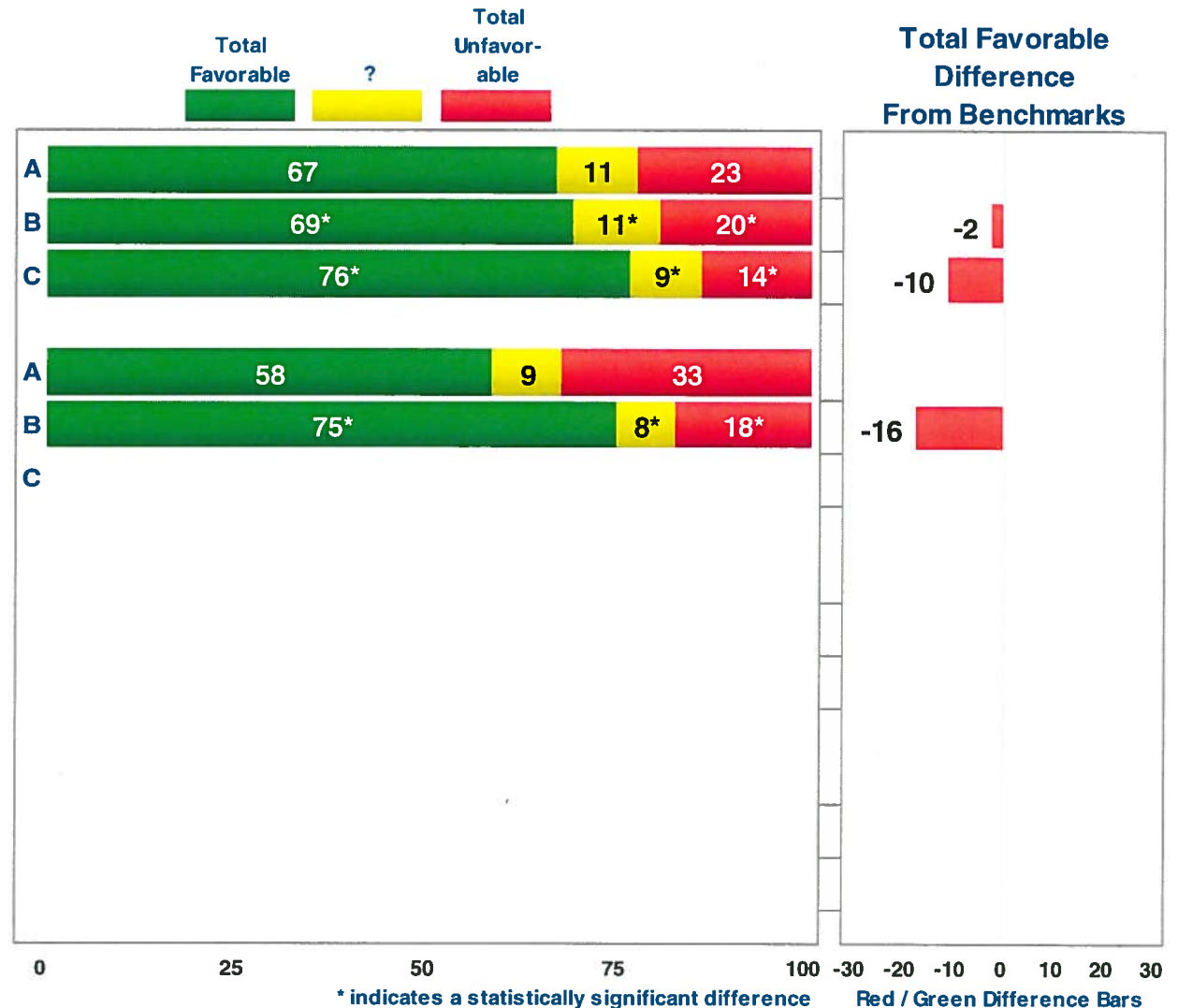
vs. 2 Benchmarks

## 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



**Legend**

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

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

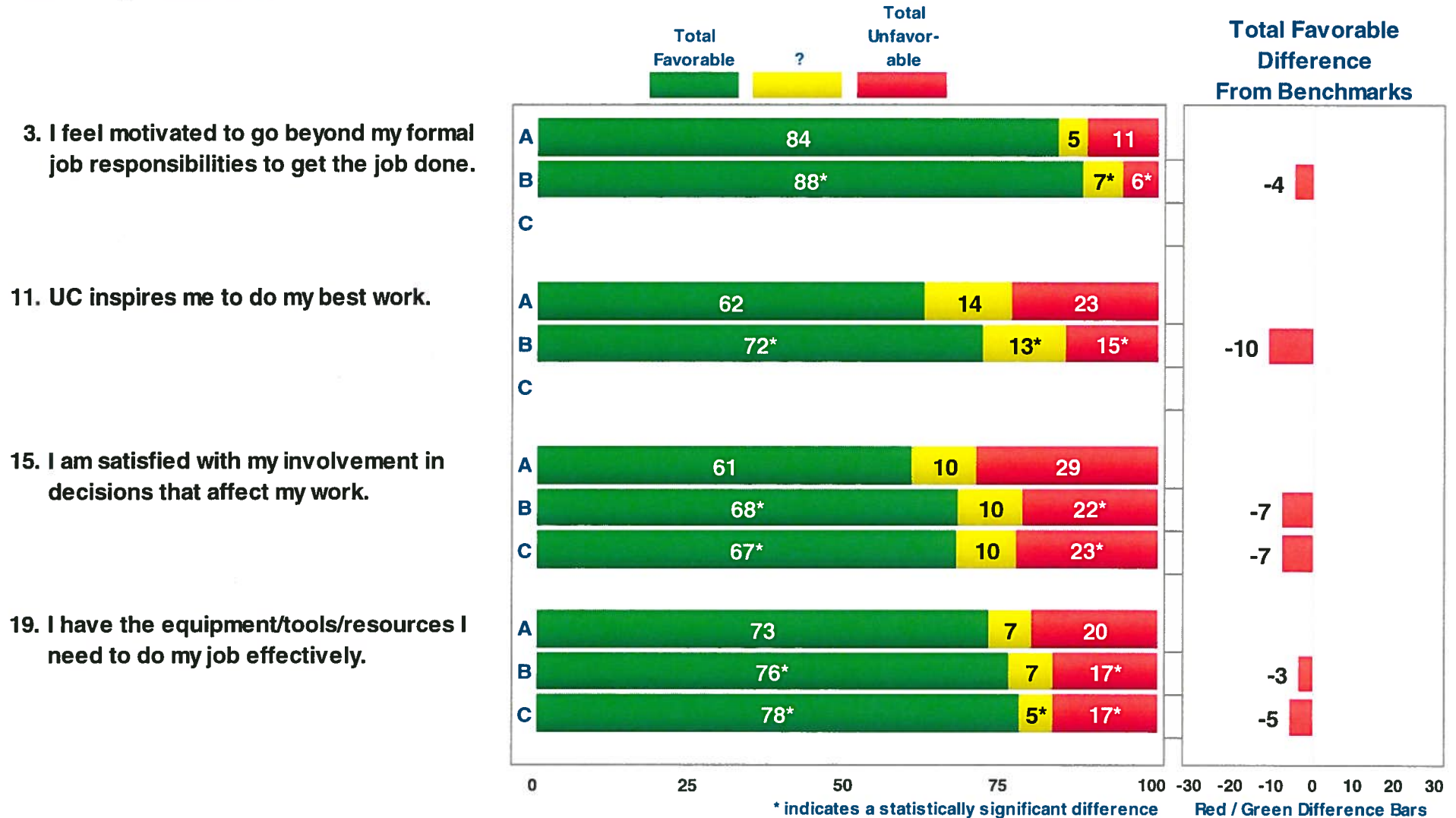
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

# Items By Category

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

vs. 2 Benchmarks

## Category 3: Engagement



**Legend**

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

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

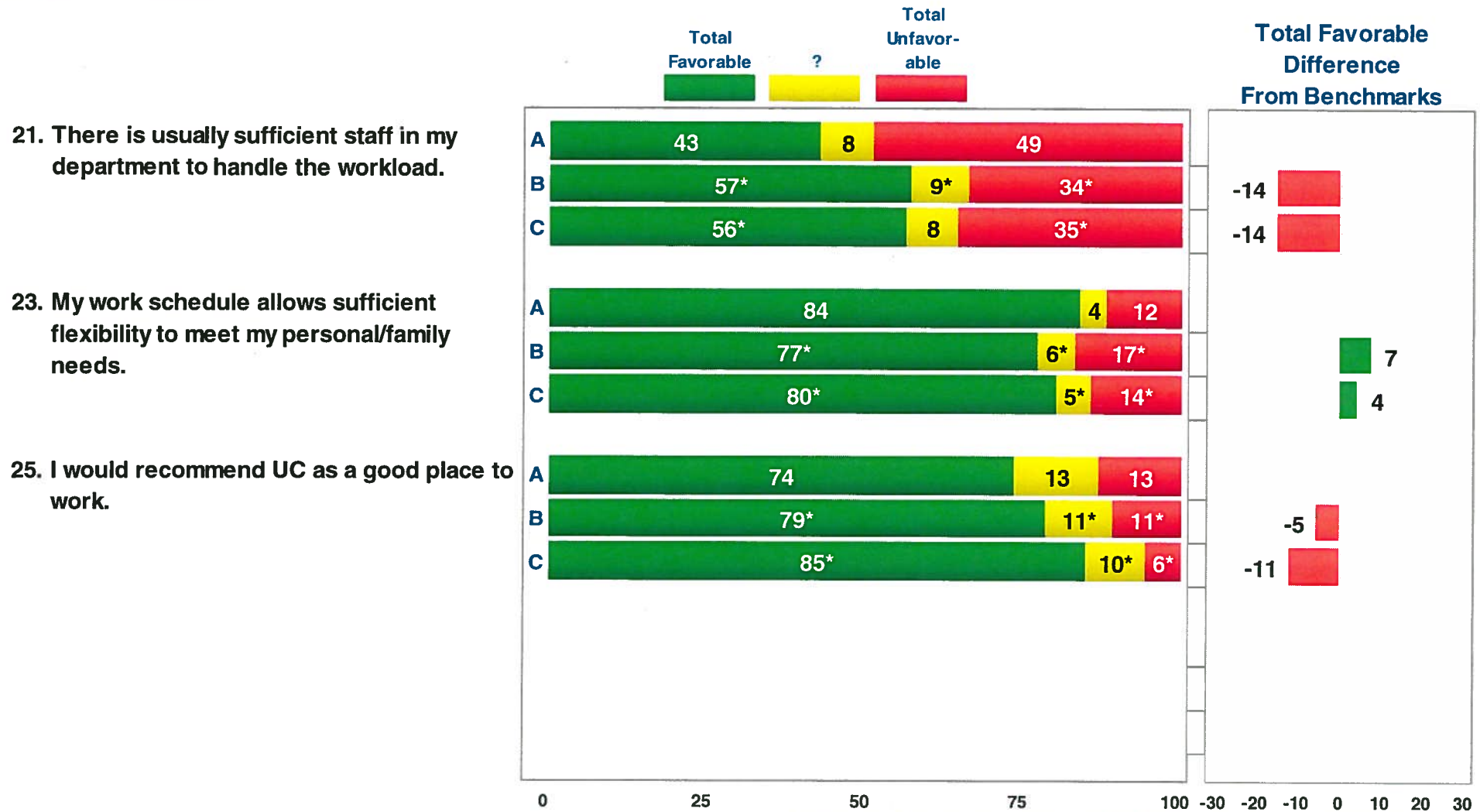
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

# Items By Category

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

vs. 2 Benchmarks

## Category 3: Engagement



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

**Legend**

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

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

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

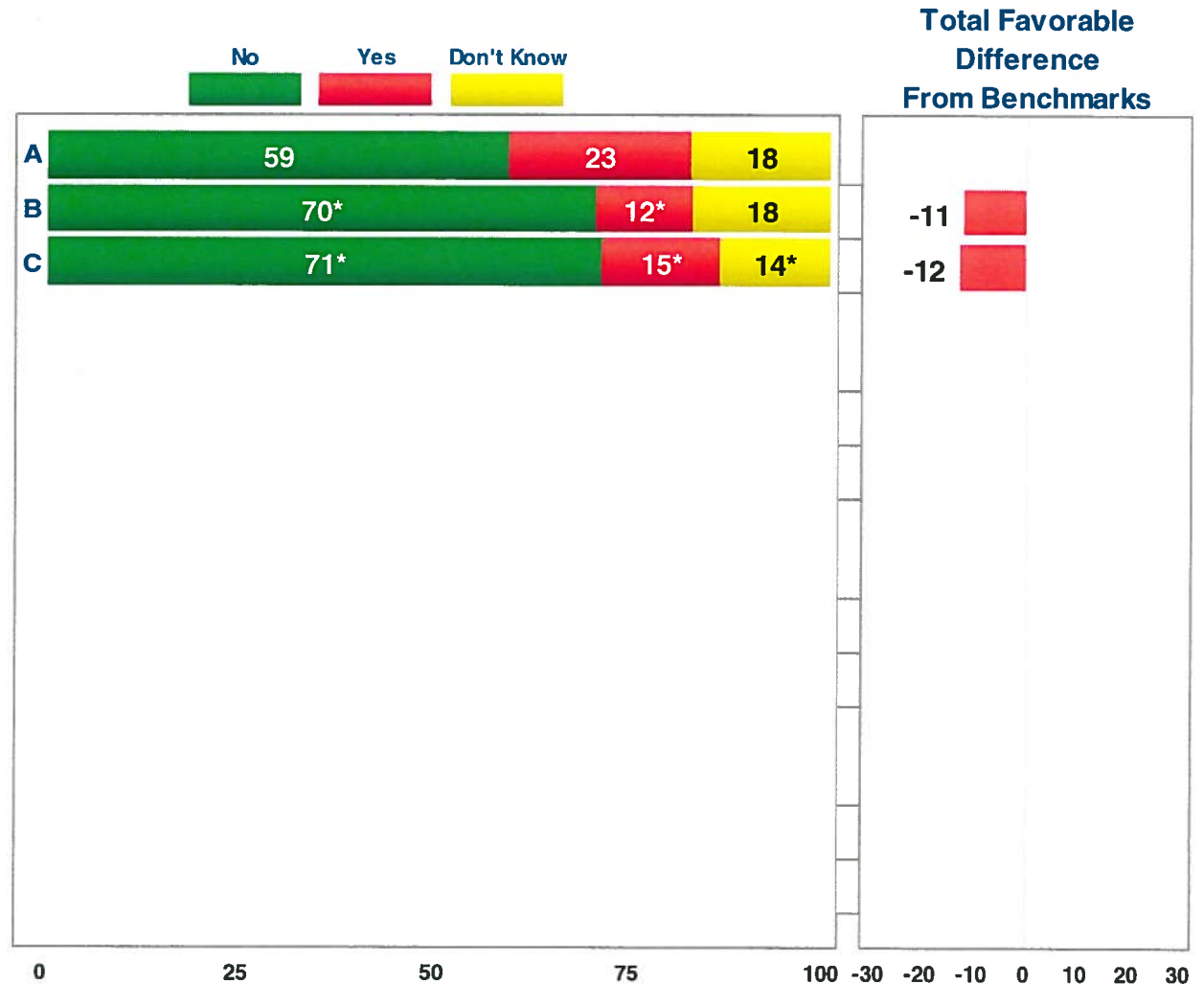
# Items By Category

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

vs. 2 Benchmarks

## Category 3: Engagement

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



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

**Legend**

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

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

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

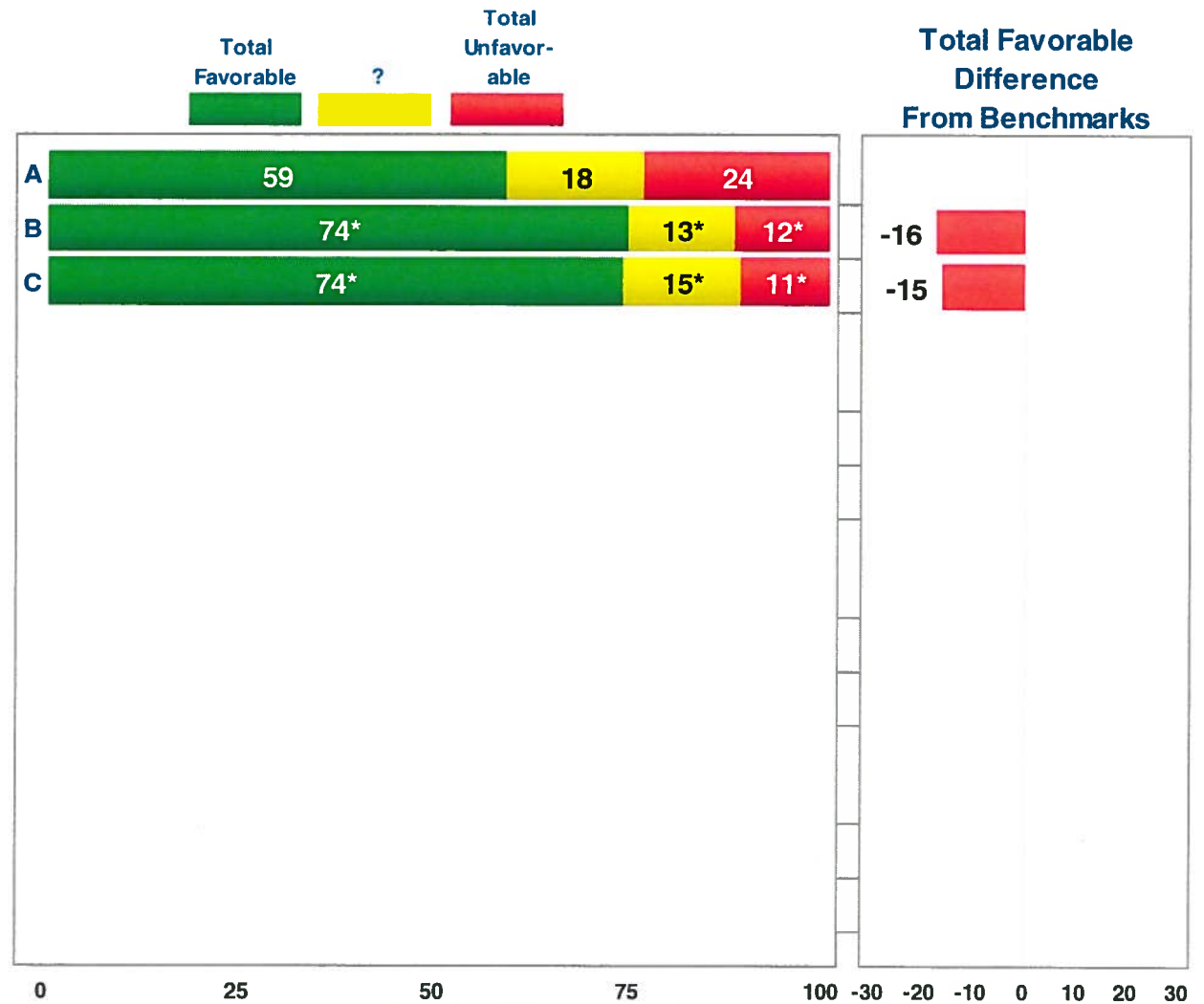
# Items By Category

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

vs. 2 Benchmarks

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

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

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

# Items By Category

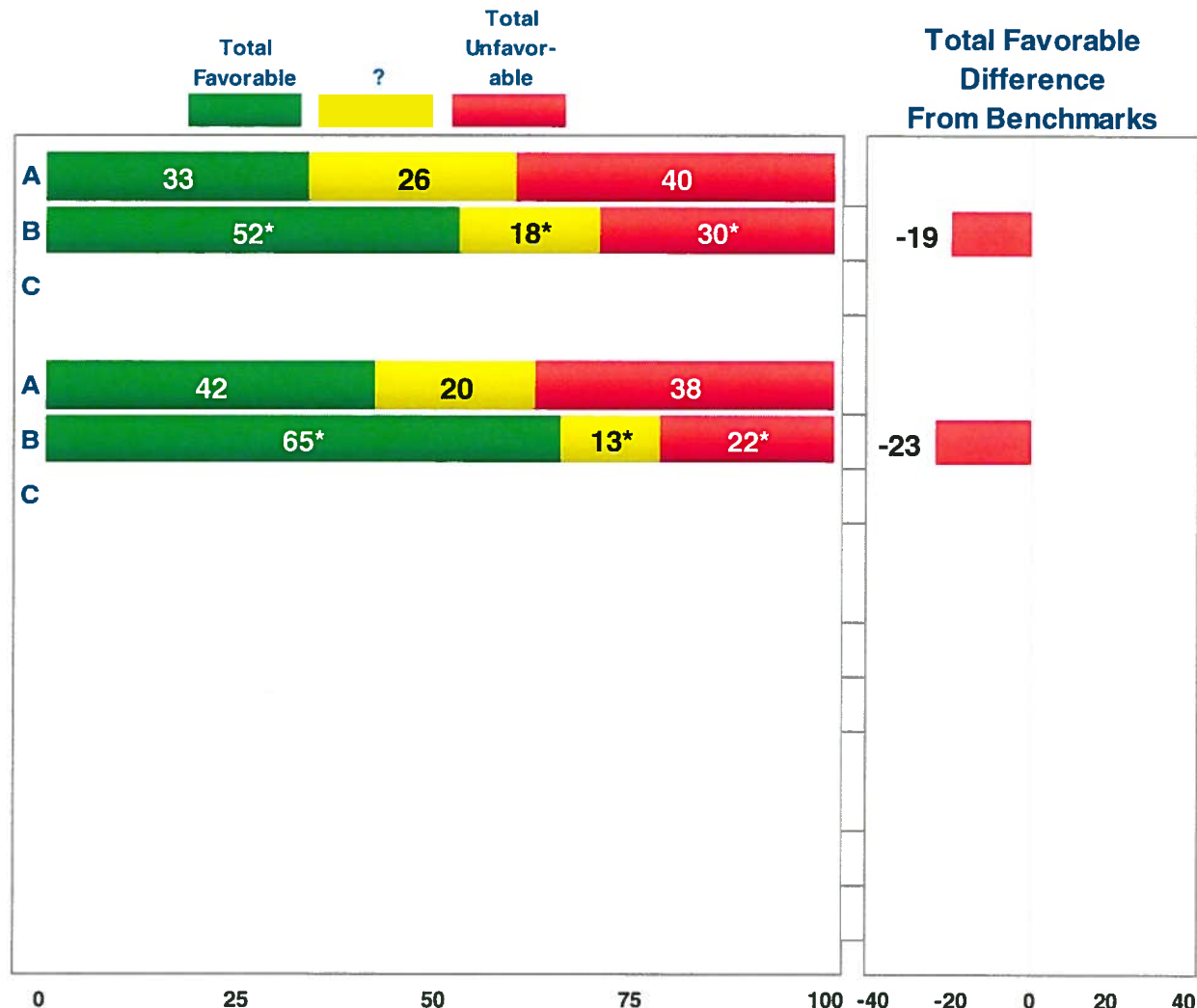
UC OVERALL [W] (N=8,096)

vs. 2 Benchmarks

## 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



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 Red / Green Difference Bars are statistically significant

**Legend**

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

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

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

# Items By Category

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

vs. 2 Benchmarks

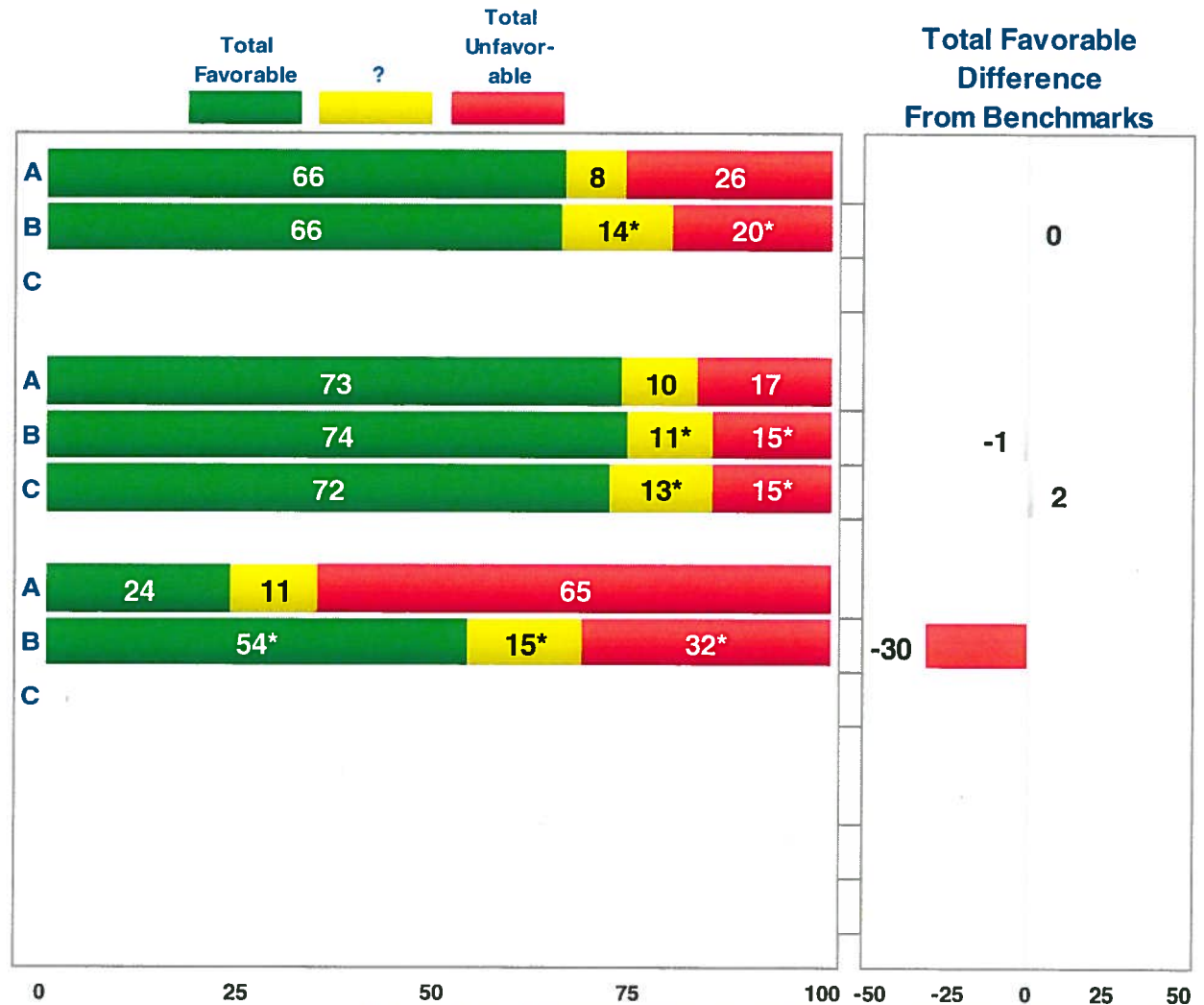
## Category 6: Performance Management

**6.** I feel my personal contributions are recognized.

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

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

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

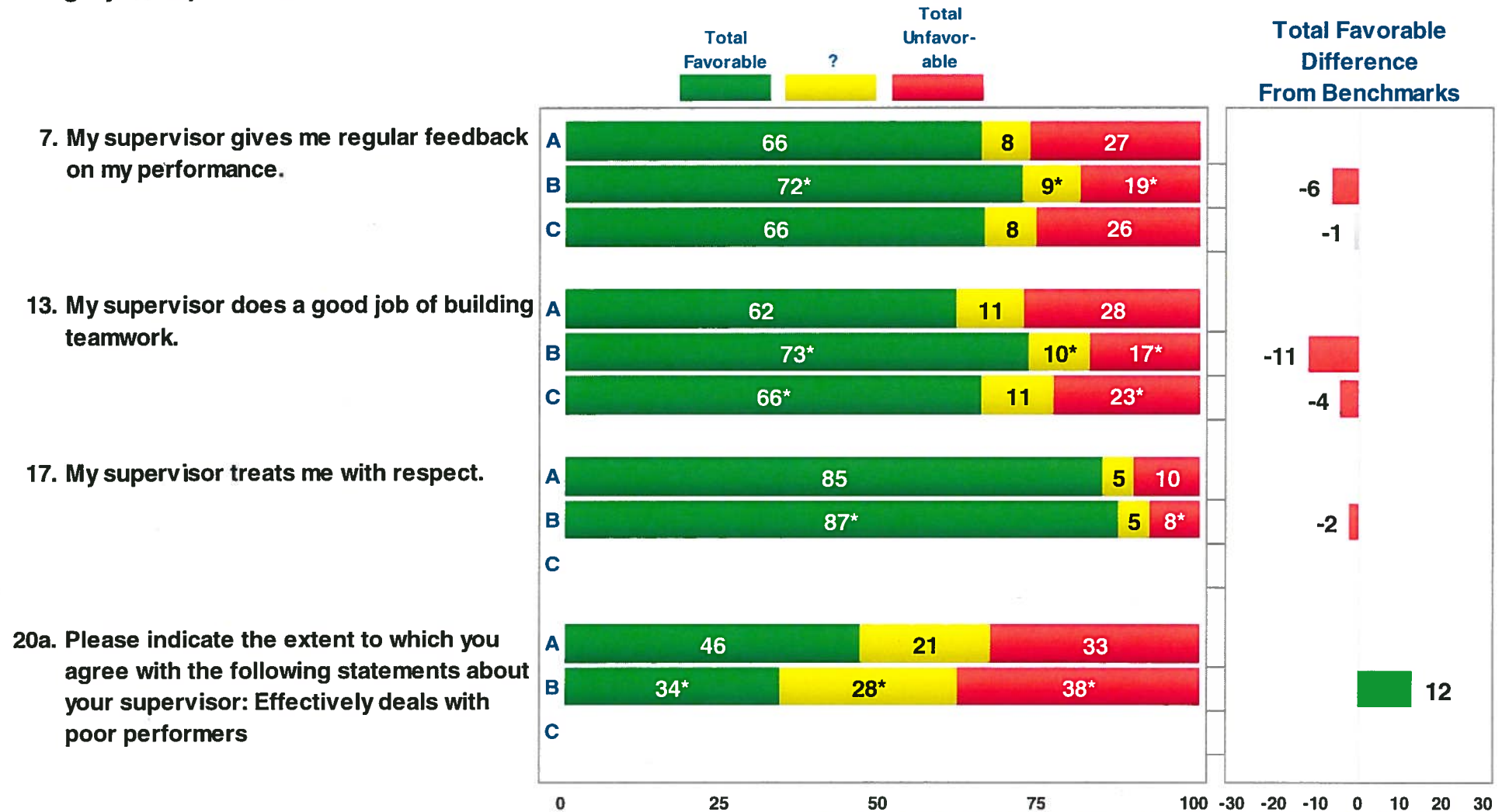
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

# Items By Category

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

vs. 2 Benchmarks

## Category 7: Supervision



**Legend**

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

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

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

\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

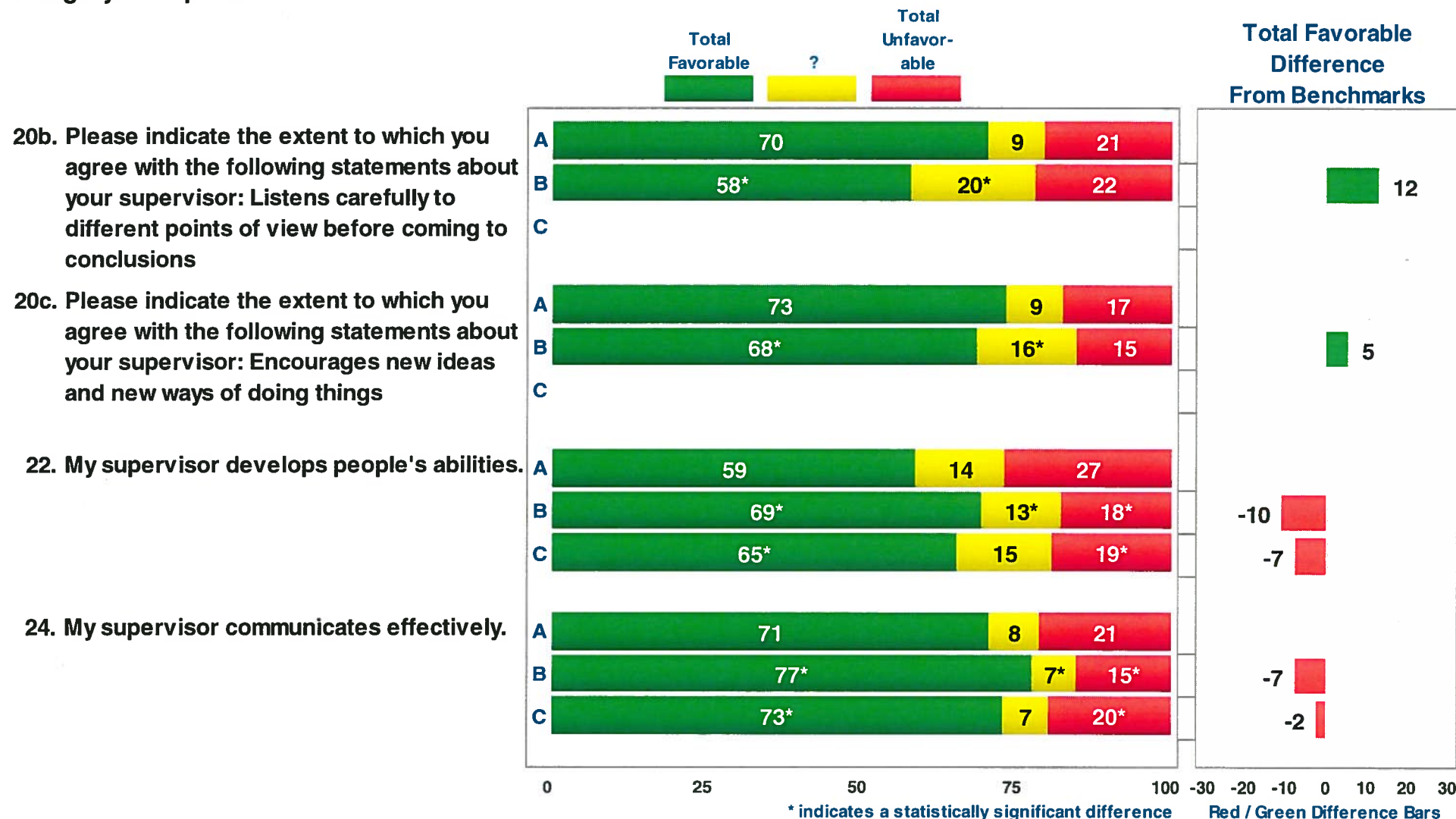


# Items By Category

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

vs. 2 Benchmarks

## Category 7: Supervision



### Legend

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

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

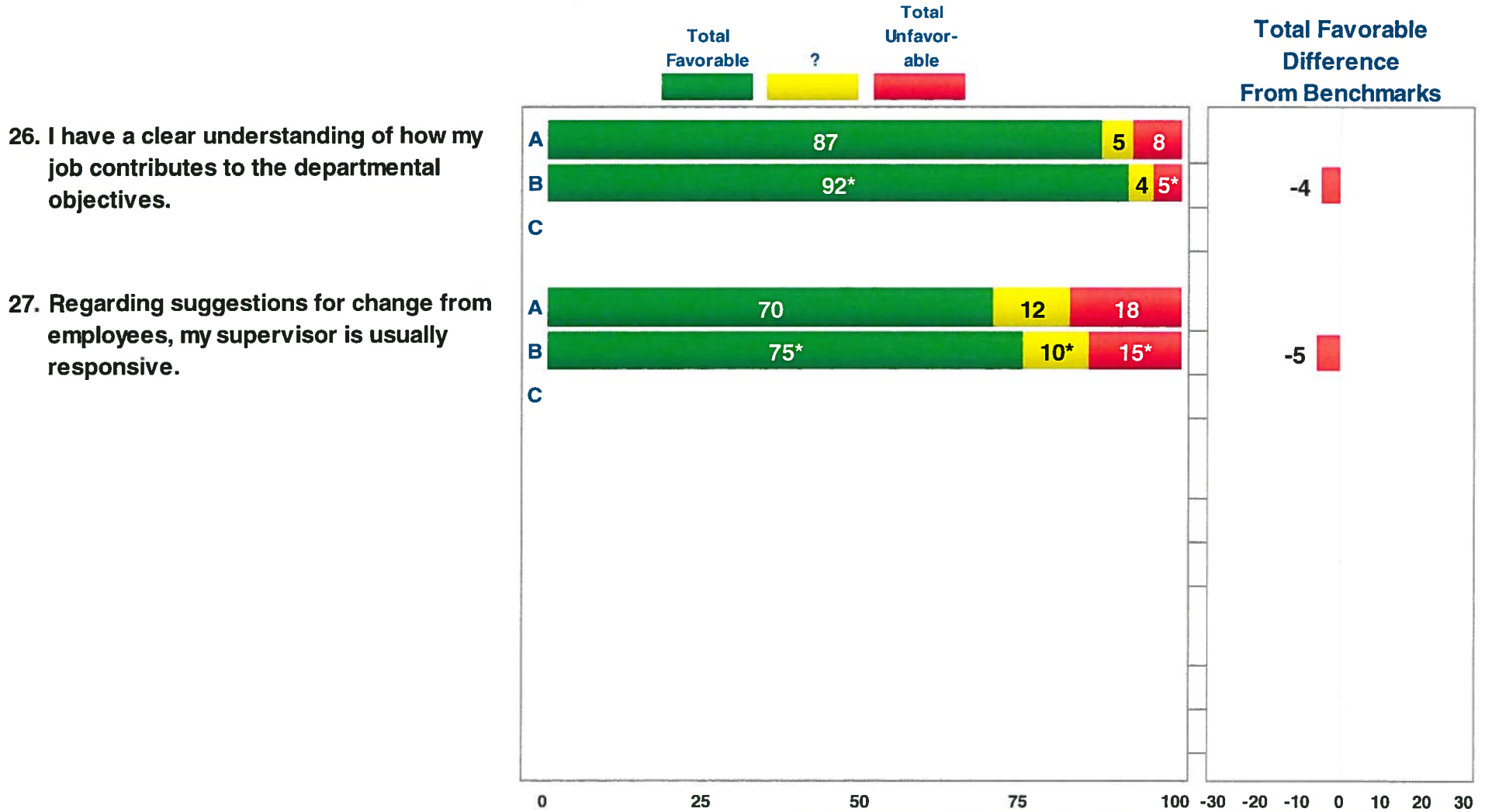
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

# Items By Category

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

vs. 2 Benchmarks

## Category 7: Supervision



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

**Legend**

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

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

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

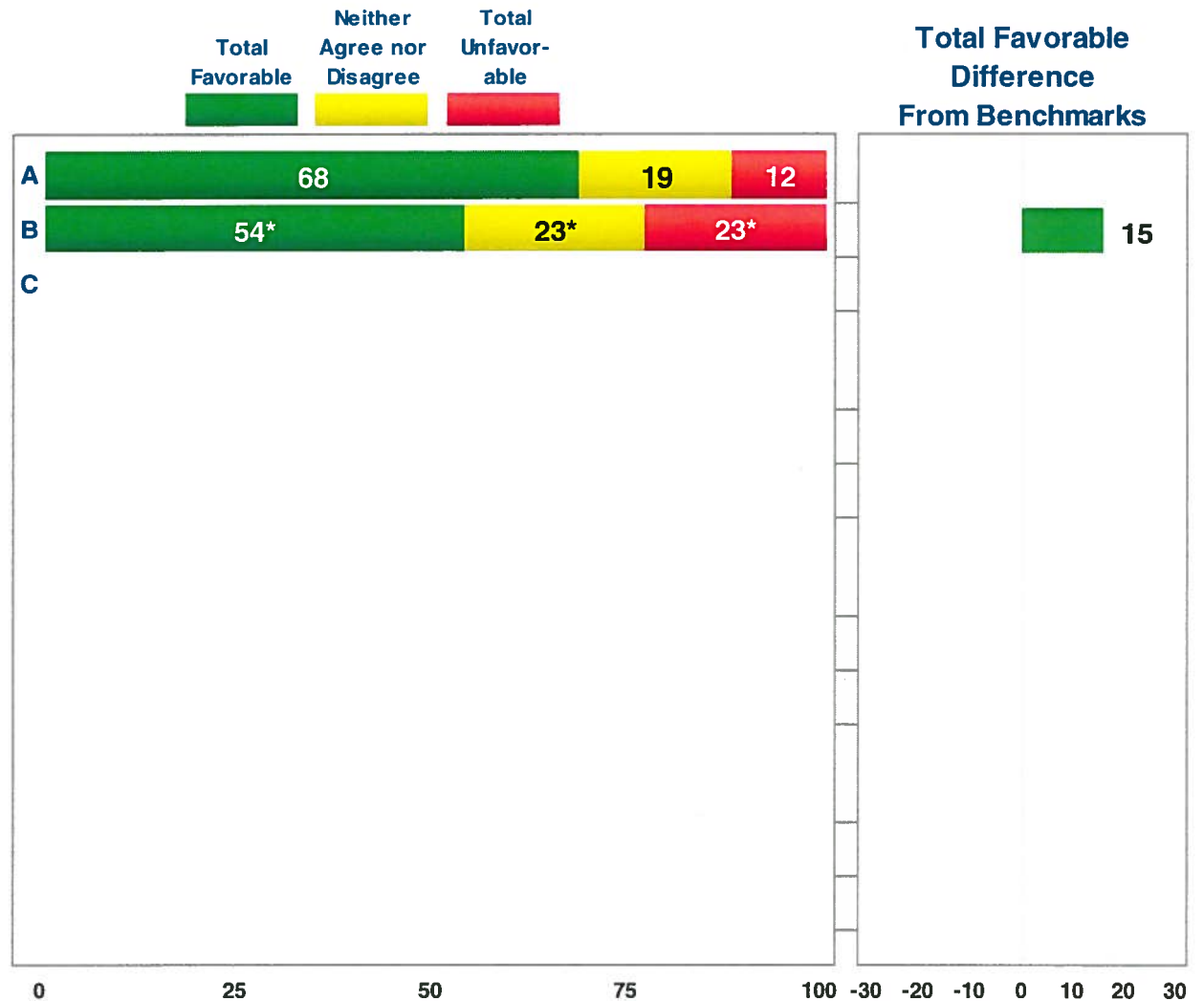
# Items By Category

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

vs. 2 Benchmarks

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

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

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

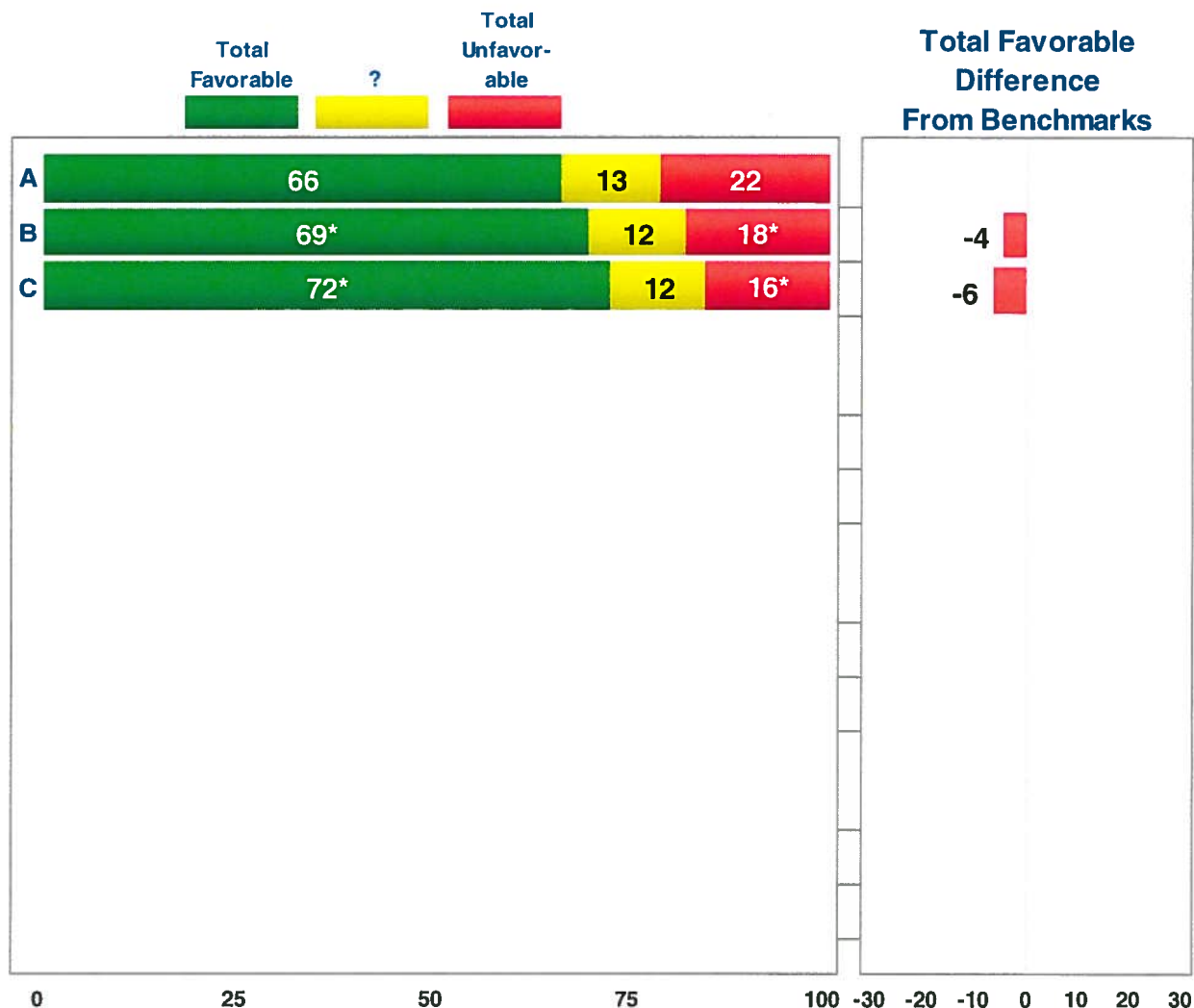
# Items By Category

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

vs. 2 Benchmarks

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

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

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

# Benchmarks Summary for Items

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

## Category 1: Career Development

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Items	Total Agree			Total Disagree		
	73	6	21	73	6	21
1. I believe I have the opportunity for personal development and growth at UC.	73	6	21	73	6	21
9. UC provides people with the necessary information and resources to manage their own careers effectively.	50	18	32	50	18	32
14. I am confident I can achieve my personal career objectives with UC. (Key Driver Item)	55	17	28	55	17	28
18. My UC campus/location is doing a good job of planning for management succession. (Key Driver Item)	30	31	39	30	31	39

### Differences in Total Favorable From

	A	B
	+5*	+1
	-14*	-13*
	-11*	n/a
	-11*	n/a

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

Category 2: Communication

## Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Items	Total Agree			Total Disagree		
2. UC does an excellent job of keeping employees informed about matters affecting us. (Key Driver Item)	67	11	23			
10. I feel able to openly and honestly communicate my views upwards. (Key Driver Item)	58	9	33			

### Differences in Total Favorable From

A	B
-2*	-10*
-16*	n/a

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

## Category 3: Engagement

### Benchmarks

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)  
 B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Items	Total Disagree		
	Total Agree		?
3. I feel motivated to go beyond my formal job responsibilities to get the job done.	84	5	11
11. UC inspires me to do my best work.	62	14	23
15. I am satisfied with my involvement in decisions that affect my work.	61	10	29
19. I have the equipment/tools/resources I need to do my job effectively.	73	7	20
21. There is usually sufficient staff in my department to handle the workload.	43	8	49
23. My work schedule allows sufficient flexibility to meet my personal/family needs.	84	4	12

### Differences in Total Favorable From

A	B
-4*	n/a
-10*	n/a
-7*	-7*
-3*	-5*
-14*	-14*
+7*	+4*

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

## Category 3: Engagement

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Items	Total Agree			Total Disagree
				?
25. I would recommend UC as a good place to work.	74	13	13	

### Differences in Total Favorable From

A	B
-5*	-11*

Colored Cells indicate a statistically significant difference



# Benchmarks Summary for Items

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

## Category 3: Engagement

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

### Differences in Total Favorable From

	A	B
	-11*	-12*

Items	No		Yes	Don't Know
29. At the present time, are you seriously considering leaving UC?	59	23	18	

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

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)

## Differences in Total Favorable From

A	B
-16*	-15*

Items	Total Agree			Total Disagree		
4. UC is highly regarded by its employees.	59	18	24			?

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

## 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)

Items	Total Agree			Total Disagree		
	33	26	40	?		
5a. Generally, recent major organizational changes at UC have been: Well planned	33	26	40			
5b. Generally, recent major organizational changes at UC have been: Well communicated	42	20	38			

### Differences in Total Favorable From

A	B
-19*	n/a
-23*	n/a

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

## 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)

Items	Total Disagree		
	?		
	Total Agree		
6. I feel my personal contributions are recognized. (Key Driver Item)	66	8	26
12. I think my performance on the job is evaluated fairly.	73	10	17
16. I feel UC does a good job matching pay to performance. (Key Driver Item)	24	11	65

### Differences in Total Favorable From

A	B
0	n/a
-1	+2
<b>-30*</b>	n/a

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

## Category 7: Supervision

### Benchmarks

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)  
 B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Items	Total Disagree		
	Total Agree		?
7. My supervisor gives me regular feedback on my performance.	66	8	27
13. My supervisor does a good job of building teamwork.	62	11	28
17. My supervisor treats me with respect.	85	5	10
20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	46	21	33
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	70	9	21
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	73	9	17

### Differences in Total Favorable From

A	B
-6*	-1
-11*	-4*
-2*	n/a
+12*	n/a
+12*	n/a
+5*	n/a

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

## Category 7: Supervision

### Benchmarks

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)  
 B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Items	Total Agree		Total Disagree
			?
22. My supervisor develops people's abilities.	59	14	27
24. My supervisor communicates effectively.	71	8	21
26. I have a clear understanding of how my job contributes to the departmental objectives.	87	5	8
27. Regarding suggestions for change from employees, my supervisor is usually responsive.	70	12	18

### Differences in Total Favorable From

A	B
-10*	-7*
-7*	-2*
-4*	n/a
-5*	n/a

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

## Category 7: Supervision

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

Items	Total Favorable			Total Unfavorable
	Neither Agree nor Disagree			
28. My supervisor helps me make time to participate in training and development activities.	68	19	12	

### Differences in Total Favorable From

A	B
+15*	n/a

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

## 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)

### Differences in Total Favorable From

A	B
-4*	-6*

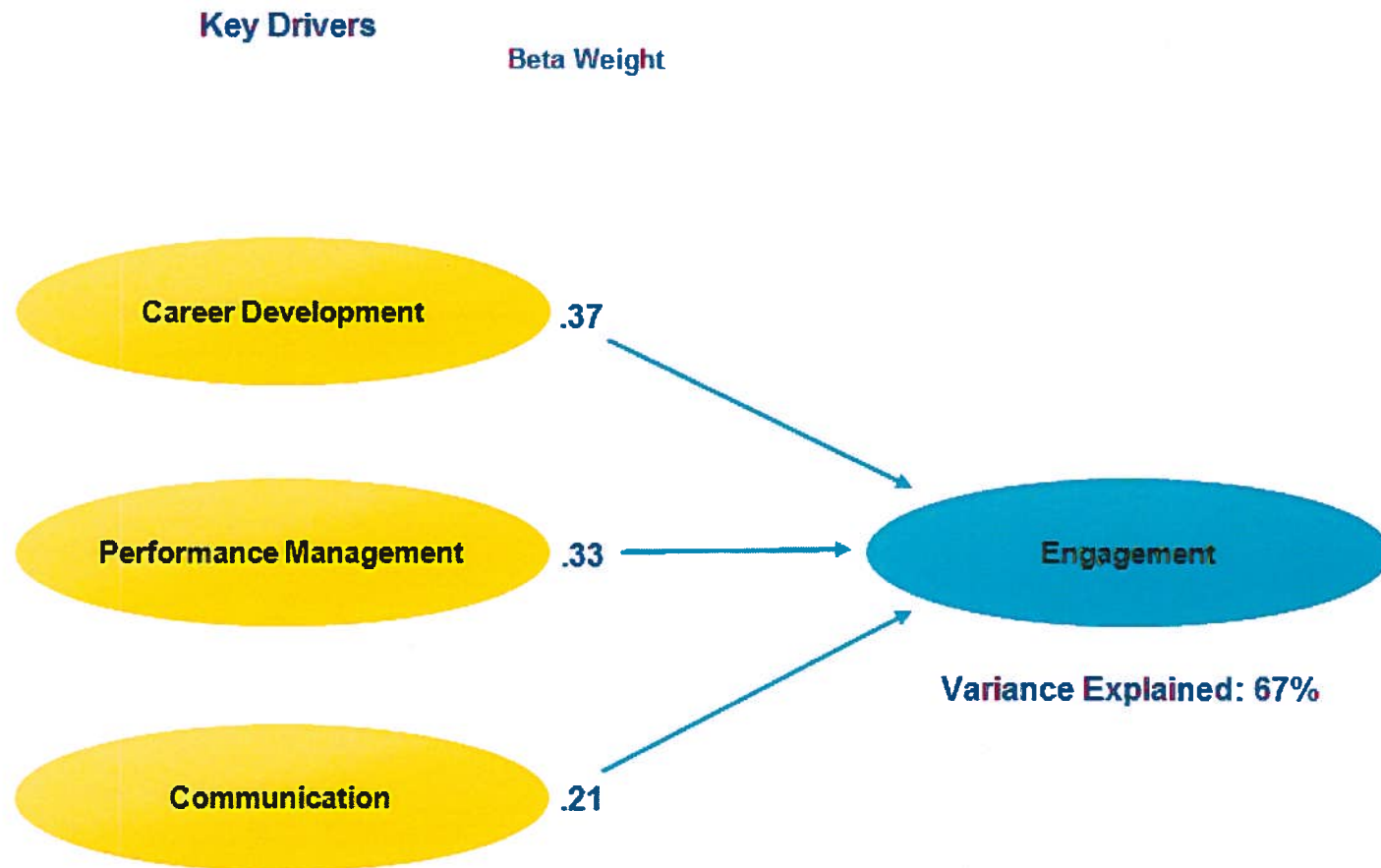
Items	Total Agree			Total Disagree		
	66	13	22	?		
8. There is good cooperation between my department and other departments at my campus/location.	66	13	22	?		

Colored Cells indicate a statistically significant difference



# Key Drivers of Engagement - in UC Overall

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



# Key Driver Items of Engagement

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

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.	55	-11
Career Development	18. My UC campus/location is doing a good job of planning for management succession.	30	-11
Performance Management	6. I feel my personal contributions are recognized.	66	0
Performance Management	16. I feel UC does a good job matching pay to performance.	24	-30
Communication	10. I feel able to openly and honestly communicate my views upwards.	58	-16
Communication	2. UC does an excellent job of keeping employees informed about matters affecting us.	67	-2

**Engagement**

67   -6

Colored Cells indicate a statistically significant difference

Variance Explained: 67%