

2015 Staff Engagement Survey

UNIVERSITY
OF
CALIFORNIA

Human
Resources



Volume UOC-14: OFFICE OF THE PRESIDENT 2015 REPORT

Data Collected: 2nd Quarter of 2015

Summary Category Scores vs. Benchmark

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

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

Categories Ranked By Difference

Performance Management

Organizational Change

Supervision

Engagement

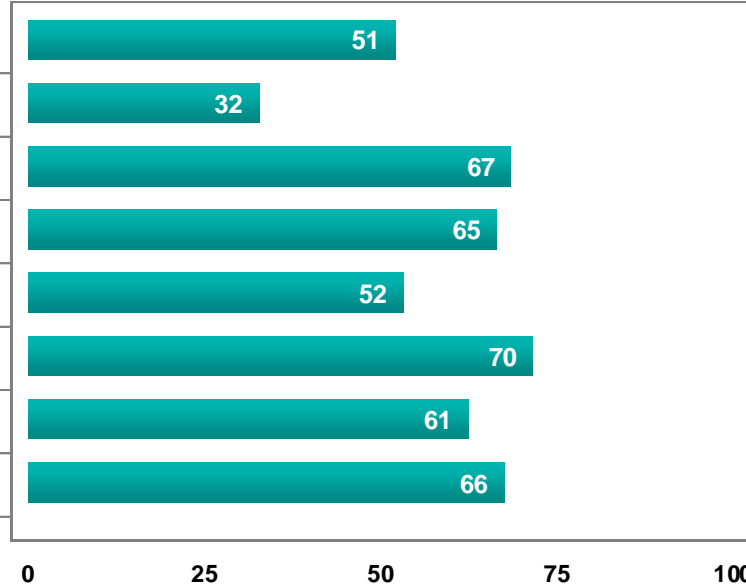
Career Development

Working Relationships

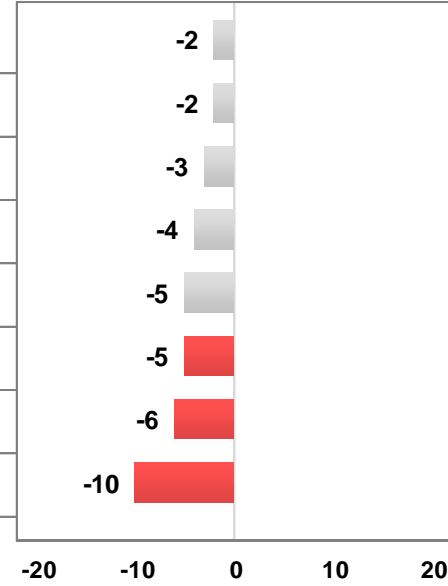
Communication

Image/Brand

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

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

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

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	67	+1	22	11	
IMAGE/BRAND: I am proud to be associated with the UC system.	87	+1	8	6	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	5	12	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	27	-1	16	57	
ENGAGEMENT: Working for the UC system inspires me to do my best work.	71	-1	14	15	
SUPERVISION: My supervisor treats me with respect.	84	-1	5	11	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	35	-1	21	44	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	65	-2	15	20	
SUPERVISION: My supervisor communicates effectively.	72	-2	9	19	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	56	-2	14	30	

0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

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

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

Bottom 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.	46	-21*	25	30	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	60	-9*	10	30	
ENGAGEMENT: I would recommend the UC system as a good place to work.	69	-8*	17	14	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	47	-7*	20	32	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	65	-7*	14	21	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	53	-6*		29	17
SUPERVISION: My supervisor does a good job of building teamwork.	58	-6*	13	29	
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	25	-6*	30	45	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	66	-6*	9	25	
SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	69	-6*	11	20	

0 25 50 75 100 * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

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

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

Categories Ranked By Difference

Supervision

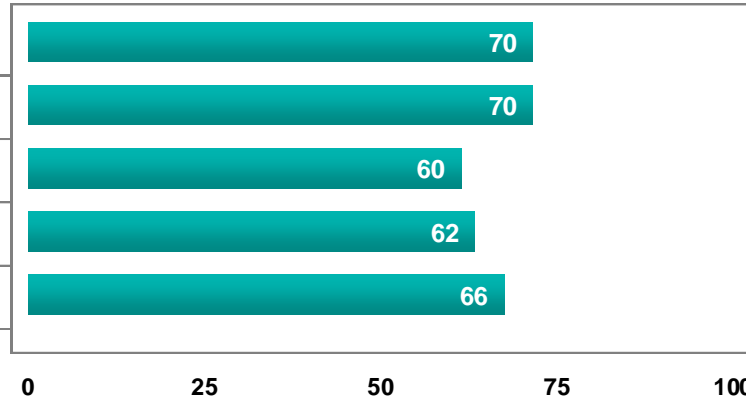
Working Relationships

Career Development

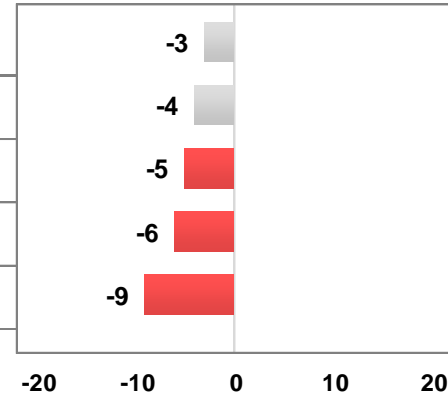
Engagement

Image/Brand

Favorable Scores



Differences From Benchmark



3 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 10 Items

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

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)
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	+1	5	12	
SUPERVISION: My supervisor treats me with respect.	84	-1	5	11	
SUPERVISION: My supervisor communicates effectively.	72	-2	9	19	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	65	-3	15	20	
IMAGE/BRAND: I am proud to be associated with the UC system.	87	-3	8	6	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	75	-4	11	14	
SUPERVISION: My supervisor gives me regular feedback on my performance.	66	-4	7	27	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	70	-4	9	21	
SUPERVISION: My supervisor does a good job of building teamwork.	58	-5	13	29	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	47	-5*	20	32	

0 25 50 75 100

* indicates a statistically significant difference

Bottom 10 Items

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

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)
IMAGE/BRAND: My campus/location is highly regarded by its employees.	46	-15*	25	30	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	65	-8*	14	21	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	53	-7*		29	17
COMMUNICATION: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	62	-7*	14	25	
ENGAGEMENT: I would recommend the UC system as a good place to work.	69	-7*	17	14	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	57	-6*	12	31	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	65	-6*	15	20	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-6*	12	45	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	66	-5*	9	25	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	47	-5*	20	32	

0 25 50 75 100 * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

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

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

Categories Ranked By Difference

Working Relationships

Supervision

Communication

Engagement

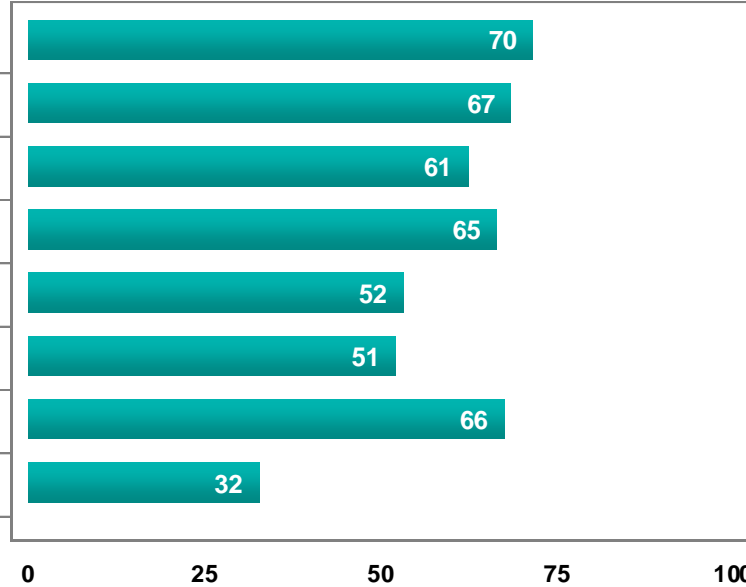
Career Development

Performance Management

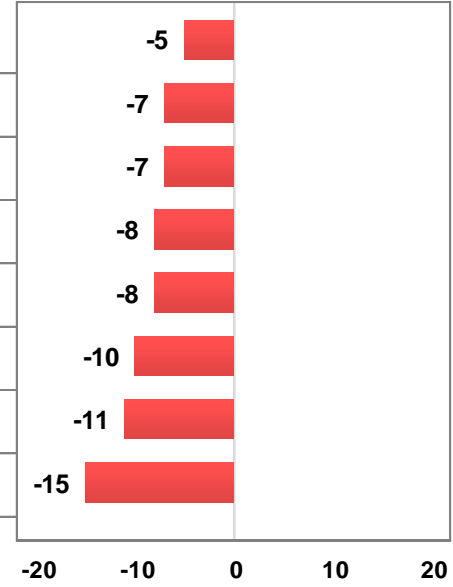
Image/Brand

Organizational Change

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

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

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	+6*	5	12	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	67	+2	22	11	
IMAGE/BRAND: I am proud to be associated with the UC system.	87	-1	8	6	
ENGAGEMENT: Working for the UC system inspires me to do my best work.	71	-2	14	15	
SUPERVISION: My supervisor treats me with respect.	84	-2	5	11	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	65	-3	15	20	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	70	-4	9	21	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	66	-4	9	25	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	75	-4*	11	14	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Planned well	31	-5	27	41	

0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

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

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	28	-24*	28	44	
IMAGE/BRAND: My campus/location is highly regarded by its employees.	46	-22*	25	30	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	35	-16*	21	44	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	53	-15*		29	17
SUPERVISION: My supervisor does a good job of building teamwork.	58	-15*	13	29	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	47	-15*	20	32	
SUPERVISION: My supervisor develops people's abilities.	54	-14*	17	29	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	57	-13*	12	31	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-13*	12	45	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	56	-13*	14	30	

0 25 50 75 100 * indicates a statistically significant difference

Category Breakdown Matrix

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

By Gender

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

B. OFFICE OF THE PRESIDENT: FEMALE (N=251)

C. OFFICE OF THE PRESIDENT: MALE (N=106)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C
1	Career Development	52	0	1
2	Communication	61	-2	5
3	Engagement	65	0	0
4	Image/Brand	66	-1	2
5	Organizational Change	32	-1	2
6	Performance Management	51	-2	4
7	Supervision	67	-1	3
8	Working Relationships	70	0	1

Item Breakdown Matrix - Career Development

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

By Gender

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

B. OFFICE OF THE PRESIDENT: FEMALE (N=251)

C. OFFICE OF THE PRESIDENT: MALE (N=106)

		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.	66	1	-2			
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	47	0	0			
14.	I am confident I can achieve my personal career objectives within the UC system.	56	1	-1			
18.	My campus/location is doing a good job of planning for management succession.	25	-1	2			
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	65	-2	5			

Item Breakdown Matrix - Communication

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

By Gender

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

B. OFFICE OF THE PRESIDENT: FEMALE (N=251)

C. OFFICE OF THE PRESIDENT: MALE (N=106)

		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.	62	-1	2	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	60	-3	7	

Item Breakdown Matrix - Engagement

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

By Gender

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

B. OFFICE OF THE PRESIDENT: FEMALE (N=251)

C. OFFICE OF THE PRESIDENT: MALE (N=106)

		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.	80	3	-7			
11.	Working for the UC system inspires me to do my best work.	71	1	-3			
15.	I am satisfied with my involvement in decisions that affect my work.	57	1	-2			
19.	I have the equipment/tools/resources I need to do my job effectively.	65	-2	5			
21.	There is usually sufficient staff in my department to handle the workload.	42	-1	3			
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-2	5			
25.	I would recommend the UC system as a good place to work.	69	0	1			
33.	At the present time, are you seriously considering leaving the UC system?	53	-1	1			

Item Breakdown Matrix - Image/Brand

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

By Gender

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

B. OFFICE OF THE PRESIDENT: FEMALE (N=251)

C. OFFICE OF THE PRESIDENT: MALE (N=106)

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.	46	-1	2
30.	I am proud to be associated with the UC system.	87	-1	2

Item Breakdown Matrix - Organizational Change

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

By Gender

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

B. OFFICE OF THE PRESIDENT: FEMALE (N=251)

C. OFFICE OF THE PRESIDENT: MALE (N=106)

		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	31	-1	3		
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	35	-1	2		
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	28	-1	2		

Item Breakdown Matrix - Performance Management

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

By Gender

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

B. OFFICE OF THE PRESIDENT: FEMALE (N=251)

C. OFFICE OF THE PRESIDENT: MALE (N=106)

		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.	56	-3	6			
12.	I think my performance on the job is evaluated fairly.	70	1	-3			
16.	I feel my campus/location does a good job matching pay to performance.	27	-3	7			

Item Breakdown Matrix - Supervision

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

By Gender

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

B. OFFICE OF THE PRESIDENT: FEMALE (N=251)

C. OFFICE OF THE PRESIDENT: MALE (N=106)

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.	66	0	-1
13.	My supervisor does a good job of building teamwork.	58	-1	2
17.	My supervisor treats me with respect.	84	-1	3
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	44	-2	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	68	-2	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	69	0	0
22.	My supervisor develops people's abilities.	54	-2	4
24.	My supervisor communicates effectively.	72	-3	6
26.	I have a clear understanding of how my job contributes to the departmental objectives.	85	-1	3
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	69	-1	3
28.	My supervisor keeps me informed about issues that affect me.	71	-1	2
32.	My supervisor helps me make time to participate in training and development activities.	67	-1	3

Item Breakdown Matrix - Working Relationships

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

By Gender

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

B. OFFICE OF THE PRESIDENT: FEMALE (N=251)

C. OFFICE OF THE PRESIDENT: MALE (N=106)

		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.	65	2	-6	
29.	There is good cooperation between staff in my department.	75	-3	7	

Category Breakdown Matrix

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

By Ethnicity

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

B. OFFICE OF THE PRESIDENT: ASIAN (N=89)

C. OFFICE OF THE PRESIDENT: BLACK OF AFRICAN AMERICAN (N=37)

D. OFFICE OF THE PRESIDENT: HISPANIC (N=39)

E. OFFICE OF THE PRESIDENT: WHITE/CAUCASIAN (N=192)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C	D	E
1	Career Development	52	-1	-11	7	1
2	Communication	61	-7	-8	10	3
3	Engagement	65	-2	-1	3	1
4	Image/Brand	66	0	-6	-2	2
5	Organizational Change	32	-1	-5	-3	2
6	Performance Management	51	-3	-8	6	2
7	Supervision	67	-2	-12	3	3
8	Working Relationships	70	-5	-1	-3	3

Item Breakdown Matrix - Career Development

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

By Ethnicity

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

B. OFFICE OF THE PRESIDENT: ASIAN (N=89)

C. OFFICE OF THE PRESIDENT: BLACK OF AFRICAN AMERICAN (N=37)

D. OFFICE OF THE PRESIDENT: HISPANIC (N=39)

E. OFFICE OF THE PRESIDENT: WHITE/CAUCASIAN (N=192)

		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.	66	-3	-9	11	1
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	47	-3	-18	9	3
14.	I am confident I can achieve my personal career objectives within the UC system.	56	1	-15	11	1
18.	My campus/location is doing a good job of planning for management succession.	25	1	-3	3	-1
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	65	0	-11	1	2

Item Breakdown Matrix - Communication

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

By Ethnicity

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

B. OFFICE OF THE PRESIDENT: ASIAN (N=89)

C. OFFICE OF THE PRESIDENT: BLACK OR AFRICAN AMERICAN (N=37)

D. OFFICE OF THE PRESIDENT: HISPANIC (N=39)

E. OFFICE OF THE PRESIDENT: WHITE/CAUCASIAN (N=192)

		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.	62	-1	-8	15	-1
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	60	-13	-9	4	7

Item Breakdown Matrix - Engagement

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

By Ethnicity

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

B. OFFICE OF THE PRESIDENT: ASIAN (N=89)

C. OFFICE OF THE PRESIDENT: BLACK OF AFRICAN AMERICAN (N=37)

D. OFFICE OF THE PRESIDENT: HISPANIC (N=39)

E. OFFICE OF THE PRESIDENT: WHITE/CAUCASIAN (N=192)

		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.	80	-5	-5	-1	4
11.	Working for the UC system inspires me to do my best work.	71	-2	-11	12	1
15.	I am satisfied with my involvement in decisions that affect my work.	57	-2	-6	10	0
19.	I have the equipment/tools/resources I need to do my job effectively.	65	-6	0	9	1
21.	There is usually sufficient staff in my department to handle the workload.	42	1	11	-6	-1
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-1	3	1	-1
25.	I would recommend the UC system as a good place to work.	69	-6	1	3	2
33.	At the present time, are you seriously considering leaving the UC system?	53	3	-2	0	-1

Item Breakdown Matrix - Image/Brand

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

By Ethnicity

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

B. OFFICE OF THE PRESIDENT: ASIAN (N=89)

C. OFFICE OF THE PRESIDENT: BLACK OF AFRICAN AMERICAN (N=37)

D. OFFICE OF THE PRESIDENT: HISPANIC (N=39)

E. OFFICE OF THE PRESIDENT: WHITE/CAUCASIAN (N=192)

		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.	46	-1	-12	-3	3
30.	I am proud to be associated with the UC system.	87	0	0	0	0

Item Breakdown Matrix - Organizational Change

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

By Ethnicity

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

B. OFFICE OF THE PRESIDENT: ASIAN (N=89)

C. OFFICE OF THE PRESIDENT: BLACK OF AFRICAN AMERICAN (N=37)

D. OFFICE OF THE PRESIDENT: HISPANIC (N=39)

E. OFFICE OF THE PRESIDENT: WHITE/CAUCASIAN (N=192)

		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	31	-2	-7	-8	4
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	35	1	0	-4	0
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	28	-2	-7	2	2

Item Breakdown Matrix - Performance Management

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

By Ethnicity

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

B. OFFICE OF THE PRESIDENT: ASIAN (N=89)

C. OFFICE OF THE PRESIDENT: BLACK OF AFRICAN AMERICAN (N=37)

D. OFFICE OF THE PRESIDENT: HISPANIC (N=39)

E. OFFICE OF THE PRESIDENT: WHITE/CAUCASIAN (N=192)

		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.	56	1	-25	10	3
12.	I think my performance on the job is evaluated fairly.	70	-6	0	6	2
16.	I feel my campus/location does a good job matching pay to performance.	27	-4	3	1	1

Item Breakdown Matrix - Supervision

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

By Ethnicity

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

B. OFFICE OF THE PRESIDENT: ASIAN (N=89)

C. OFFICE OF THE PRESIDENT: BLACK OR AFRICAN AMERICAN (N=37)

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E. OFFICE OF THE PRESIDENT: WHITE/CAUCASIAN (N=192)

		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.	66	1	-9	1	1
13.	My supervisor does a good job of building teamwork.	58	1	-18	1	2
17.	My supervisor treats me with respect.	84	-1	-11	-2	3
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	44	-7	-19	2	6
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	68	-4	-22	1	6
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	69	0	-20	-4	5
22.	My supervisor develops people's abilities.	54	-6	-14	7	4
24.	My supervisor communicates effectively.	72	-3	-7	8	1
26.	I have a clear understanding of how my job contributes to the departmental objectives.	85	-5	1	5	1
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	69	-2	-10	0	3
28.	My supervisor keeps me informed about issues that affect me.	71	-4	-12	3	3
32.	My supervisor helps me make time to participate in training and development activities.	67	-1	-7	10	-1

Item Breakdown Matrix - Working Relationships

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

By Ethnicity

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

B. OFFICE OF THE PRESIDENT: ASIAN (N=89)

C. OFFICE OF THE PRESIDENT: BLACK OF AFRICAN AMERICAN (N=37)

D. OFFICE OF THE PRESIDENT: HISPANIC (N=39)

E. OFFICE OF THE PRESIDENT: WHITE/CAUCASIAN (N=192)

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.	65	-6	6	2	2
29.	There is good cooperation between staff in my department.	75	-4	-7	-8	5

Category Breakdown Matrix

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

By Years of Service

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 1 < 3 (N=68)
- C. OFFICE OF THE PRESIDENT: 3 < 5 (N=59)
- D. OFFICE OF THE PRESIDENT: 5 < 10 (N=81)
- E. OFFICE OF THE PRESIDENT: 10 < 15 (N=52)

- F. OFFICE OF THE PRESIDENT: 15 < 20 (N=39)
- G. OFFICE OF THE PRESIDENT: 20 < 25 (N=22)
- H. OFFICE OF THE PRESIDENT: 25 < 30 (N=25)
- I. OFFICE OF THE PRESIDENT: 30+ (N=11)

		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	52	5	2	-11	-2	7	2	0	21	
2	Communication	61	2	8	-7	-7	10	-11	3	16	
3	Engagement	65	3	3	-7	-2	4	-7	4	16	
4	Image/Brand	66	3	4	-5	-3	2	-12	10	11	
5	Organizational Change	32	5	4	-3	-4	7	-7	-9	-1	
6	Performance Management	51	5	3	-6	-1	5	-3	-9	12	
7	Supervision	67	6	7	-8	-3	5	-15	-3	12	
8	Working Relationships	70	-1	0	-7	5	7	-8	4	17	

Item Breakdown Matrix - Career Development

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

By Years of Service

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 1 < 3 (N=68)
- C. OFFICE OF THE PRESIDENT: 3 < 5 (N=59)
- D. OFFICE OF THE PRESIDENT: 5 < 10 (N=81)
- E. OFFICE OF THE PRESIDENT: 10 < 15 (N=52)

- F. OFFICE OF THE PRESIDENT: 15 < 20 (N=39)
- G. OFFICE OF THE PRESIDENT: 20 < 25 (N=22)
- H. OFFICE OF THE PRESIDENT: 25 < 30 (N=25)
- I. OFFICE OF THE PRESIDENT: 30+ (N=11)

		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.	66	2	5	-7	-6	6	7	-6	25	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	47	-2	7	-10	0	12	-2	-7	25	
14.	I am confident I can achieve my personal career objectives within the UC system.	56	8	2	-12	-2	6	-1	-4	35	
18.	My campus/location is doing a good job of planning for management succession.	25	3	2	-12	2	14	-7	7	-7	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	65	13	-4	-12	-6	-4	12	11	26	

Item Breakdown Matrix - Communication

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

By Years of Service

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 1 < 3 (N=68)
- C. OFFICE OF THE PRESIDENT: 3 < 5 (N=59)
- D. OFFICE OF THE PRESIDENT: 5 < 10 (N=81)
- E. OFFICE OF THE PRESIDENT: 10 < 15 (N=52)

- F. OFFICE OF THE PRESIDENT: 15 < 20 (N=39)
- G. OFFICE OF THE PRESIDENT: 20 < 25 (N=22)
- H. OFFICE OF THE PRESIDENT: 25 < 30 (N=25)
- I. OFFICE OF THE PRESIDENT: 30+ (N=11)

		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.	62	9	6	-8	-12	0	-16	14	29	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	60	-6	9	-6	-3	19	-6	-8	3	

Item Breakdown Matrix - Engagement

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

By Years of Service

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 1 < 3 (N=68)
- C. OFFICE OF THE PRESIDENT: 3 < 5 (N=59)
- D. OFFICE OF THE PRESIDENT: 5 < 10 (N=81)
- E. OFFICE OF THE PRESIDENT: 10 < 15 (N=52)

- F. OFFICE OF THE PRESIDENT: 15 < 20 (N=39)
- G. OFFICE OF THE PRESIDENT: 20 < 25 (N=22)
- H. OFFICE OF THE PRESIDENT: 25 < 30 (N=25)
- I. OFFICE OF THE PRESIDENT: 30+ (N=11)

		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.	80	-2	5	0	-6	4	-17	8	20	
11.	Working for the UC system inspires me to do my best work.	71	3	7	-10	-5	1	2	9	11	
15.	I am satisfied with my involvement in decisions that affect my work.	57	6	7	-9	-11	12	-11	-5	25	
19.	I have the equipment/tools/resources I need to do my job effectively.	65	0	-4	4	-2	4	-20	11	8	
21.	There is usually sufficient staff in my department to handle the workload.	42	5	-1	-7	6	1	-14	2	12	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	4	-4	-3	-2	3	4	7	
25.	I would recommend the UC system as a good place to work.	69	0	9	-15	2	5	-5	11	22	
33.	At the present time, are you seriously considering leaving the UC system?	53	8	1	-11	-1	3	6	-5	19	

Item Breakdown Matrix - Image/Brand

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

By Years of Service

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 1 < 3 (N=68)
- C. OFFICE OF THE PRESIDENT: 3 < 5 (N=59)
- D. OFFICE OF THE PRESIDENT: 5 < 10 (N=81)
- E. OFFICE OF THE PRESIDENT: 10 < 15 (N=52)

- F. OFFICE OF THE PRESIDENT: 15 < 20 (N=39)
- G. OFFICE OF THE PRESIDENT: 20 < 25 (N=22)
- H. OFFICE OF THE PRESIDENT: 25 < 30 (N=25)
- I. OFFICE OF THE PRESIDENT: 30+ (N=11)

		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.	46	5	2	-6	-4	8	-18	6	18	
30.	I am proud to be associated with the UC system.	87	0	6	-4	-2	-5	-5	13	4	

Item Breakdown Matrix - Organizational Change

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

By Years of Service

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 1 < 3 (N=68)
- C. OFFICE OF THE PRESIDENT: 3 < 5 (N=59)
- D. OFFICE OF THE PRESIDENT: 5 < 10 (N=81)
- E. OFFICE OF THE PRESIDENT: 10 < 15 (N=52)

- F. OFFICE OF THE PRESIDENT: 15 < 20 (N=39)
- G. OFFICE OF THE PRESIDENT: 20 < 25 (N=22)
- H. OFFICE OF THE PRESIDENT: 25 < 30 (N=25)
- I. OFFICE OF THE PRESIDENT: 30+ (N=11)

		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	31	5	8	-4	-6	0	-4	-7	5	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	35	6	1	-5	0	11	-8	-11	-8	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	28	2	3	0	-5	9	-10	-8	-1	

Item Breakdown Matrix - Performance Management

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

By Years of Service

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 1 < 3 (N=68)
- C. OFFICE OF THE PRESIDENT: 3 < 5 (N=59)
- D. OFFICE OF THE PRESIDENT: 5 < 10 (N=81)
- E. OFFICE OF THE PRESIDENT: 10 < 15 (N=52)

- F. OFFICE OF THE PRESIDENT: 15 < 20 (N=39)
- G. OFFICE OF THE PRESIDENT: 20 < 25 (N=22)
- H. OFFICE OF THE PRESIDENT: 25 < 30 (N=25)
- I. OFFICE OF THE PRESIDENT: 30+ (N=11)

		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.	56	8	4	-10	-3	3	3	-8	24	
12.	I think my performance on the job is evaluated fairly.	70	3	9	-4	-5	-1	-4	-8	11	
16.	I feel my campus/location does a good job matching pay to performance.	27	4	-5	-4	6	14	-9	-11	0	

Item Breakdown Matrix - Supervision

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

By Years of Service

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 1 < 3 (N=68)
- C. OFFICE OF THE PRESIDENT: 3 < 5 (N=59)
- D. OFFICE OF THE PRESIDENT: 5 < 10 (N=81)
- E. OFFICE OF THE PRESIDENT: 10 < 15 (N=52)

- F. OFFICE OF THE PRESIDENT: 15 < 20 (N=39)
- G. OFFICE OF THE PRESIDENT: 20 < 25 (N=22)
- H. OFFICE OF THE PRESIDENT: 25 < 30 (N=25)
- I. OFFICE OF THE PRESIDENT: 30+ (N=11)

		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.	66	11	9	-13	-4	8	-7	-10	7	
13.	My supervisor does a good job of building teamwork.	58	10	10	-10	-4	9	-31	2	5	
17.	My supervisor treats me with respect.	84	6	8	-5	-1	1	-16	-8	7	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	44	8	7	-12	4	5	-20	-8	20	
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	68	2	6	-3	1	6	-23	-8	14	
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	69	2	13	-7	-9	6	-14	3	13	
22.	My supervisor develops people's abilities.	54	0	13	-8	-4	7	-12	-6	18	
24.	My supervisor communicates effectively.	72	11	5	-10	-9	5	-8	4	10	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	85	3	-2	-3	-6	5	-3	7	15	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	69	4	4	-3	-2	8	-26	-5	22	
28.	My supervisor keeps me informed about issues that affect me.	71	5	9	-7	-2	3	-12	-3	2	
32.	My supervisor helps me make time to participate in training and development activities.	67	8	4	-8	1	-3	-3	-7	6	

Item Breakdown Matrix - Working Relationships

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

By Years of Service

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 1 < 3 (N=68)
- C. OFFICE OF THE PRESIDENT: 3 < 5 (N=59)
- D. OFFICE OF THE PRESIDENT: 5 < 10 (N=81)
- E. OFFICE OF THE PRESIDENT: 10 < 15 (N=52)

- F. OFFICE OF THE PRESIDENT: 15 < 20 (N=39)
- G. OFFICE OF THE PRESIDENT: 20 < 25 (N=22)
- H. OFFICE OF THE PRESIDENT: 25 < 30 (N=25)
- I. OFFICE OF THE PRESIDENT: 30+ (N=11)

		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.	65	-3	3	-6	2	10	-6	-1	17	
29.	There is good cooperation between staff in my department.	75	2	-4	-7	8	5	-11	9	16	

Category Breakdown Matrix

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

By Pay Range

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

B. OFFICE OF THE PRESIDENT: 50K - 59K (N=31)

C. OFFICE OF THE PRESIDENT: 60K - 69K (N=48)

D. OFFICE OF THE PRESIDENT: 70K - 79K (N=53)

E. OFFICE OF THE PRESIDENT: 80K - 89K (N=47)

F. OFFICE OF THE PRESIDENT: 90K - 99K (N=35)

G. OFFICE OF THE PRESIDENT: 100K - 109K (N=35)

H. OFFICE OF THE PRESIDENT: 110K - 149K (N=64)

I. OFFICE OF THE PRESIDENT: 150K - 199K (N=26)

J. OFFICE OF THE PRESIDENT: 200K + (N=12)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
#	Category	A	B	C	D	E	F	G	H	I	J
1	Career Development	52	-3	-2	2	-2	2	-2	-6	18	2
2	Communication	61	-4	-2	8	-2	0	-5	-2	20	-11
3	Engagement	65	1	0	3	-3	-1	-2	-3	8	3
4	Image/Brand	66	3	-5	2	-9	2	2	0	9	1
5	Organizational Change	32	5	-1	7	-5	-2	-8	-2	7	-1
6	Performance Management	51	-3	3	3	-1	-2	-7	-4	19	-7
7	Supervision	67	-1	4	2	-1	-4	-11	-2	14	0
8	Working Relationships	70	1	3	0	-2	-4	0	-1	5	1

Item Breakdown Matrix - Career Development

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

By Pay Range

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

B. OFFICE OF THE PRESIDENT: 50K - 59K (N=31)

C. OFFICE OF THE PRESIDENT: 60K - 69K (N=48)

D. OFFICE OF THE PRESIDENT: 70K - 79K (N=53)

E. OFFICE OF THE PRESIDENT: 80K - 89K (N=47)

F. OFFICE OF THE PRESIDENT: 90K - 99K (N=35)

G. OFFICE OF THE PRESIDENT: 100K - 109K (N=35)

H. OFFICE OF THE PRESIDENT: 110K - 149K (N=64)

I. OFFICE OF THE PRESIDENT: 150K - 199K (N=26)

J. OFFICE OF THE PRESIDENT: 200K + (N=12)

		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	J	
1.	I believe I have the opportunity for personal development and growth within the UC system.	66	5	-3	4	-11	5	-3	-2	11	1	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	47	-9	-4	2	5	4	-4	-9	26	3	
14.	I am confident I can achieve my personal career objectives within the UC system.	56	-4	1	-7	-2	4	4	-2	14	3	
18.	My campus/location is doing a good job of planning for management succession.	25	-2	4	5	-1	4	-16	-9	17	8	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	65	-7	-7	6	-2	-8	12	-5	23	-7	

Item Breakdown Matrix - Communication

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

By Pay Range

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

B. OFFICE OF THE PRESIDENT: 50K - 59K (N=31)

C. OFFICE OF THE PRESIDENT: 60K - 69K (N=48)

D. OFFICE OF THE PRESIDENT: 70K - 79K (N=53)

E. OFFICE OF THE PRESIDENT: 80K - 89K (N=47)

F. OFFICE OF THE PRESIDENT: 90K - 99K (N=35)

G. OFFICE OF THE PRESIDENT: 100K - 109K (N=35)

H. OFFICE OF THE PRESIDENT: 110K - 149K (N=64)

I. OFFICE OF THE PRESIDENT: 150K - 199K (N=26)

J. OFFICE OF THE PRESIDENT: 200K + (N=12)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Item Text	Values displayed are based on Total Favorable									
		A	B	C	D	E	F	G	H	I	J
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	62	-8	-3	12	-2	1	1	-7	19	-12
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	60	1	0	4	-3	0	-12	2	21	-10

Item Breakdown Matrix - Engagement

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

By Pay Range

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

B. OFFICE OF THE PRESIDENT: 50K - 59K (N=31)

C. OFFICE OF THE PRESIDENT: 60K - 69K (N=48)

D. OFFICE OF THE PRESIDENT: 70K - 79K (N=53)

E. OFFICE OF THE PRESIDENT: 80K - 89K (N=47)

F. OFFICE OF THE PRESIDENT: 90K - 99K (N=35)

G. OFFICE OF THE PRESIDENT: 100K - 109K (N=35)

H. OFFICE OF THE PRESIDENT: 110K - 149K (N=64)

I. OFFICE OF THE PRESIDENT: 150K - 199K (N=26)

J. OFFICE OF THE PRESIDENT: 200K + (N=12)

		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	J	
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	80	7	-5	-1	-2	-3	0	-1	8	11	
11.	Working for the UC system inspires me to do my best work.	71	7	-2	-1	-2	-11	1	0	6	13	
15.	I am satisfied with my involvement in decisions that affect my work.	57	8	1	2	-4	-3	-5	-4	20	-15	
19.	I have the equipment/tools/resources I need to do my job effectively.	65	-1	4	1	-3	1	3	-5	-4	10	
21.	There is usually sufficient staff in my department to handle the workload.	42	-10	-6	9	0	9	-5	-2	-4	16	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	3	0	7	-3	-4	-1	-6	9	0	
25.	I would recommend the UC system as a good place to work.	69	-1	4	1	-5	0	-3	-2	16	-2	
33.	At the present time, are you seriously considering leaving the UC system?	53	-2	3	3	-7	4	-8	-3	16	-12	

Item Breakdown Matrix - Image/Brand

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

By Pay Range

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

B. OFFICE OF THE PRESIDENT: 50K - 59K (N=31)

C. OFFICE OF THE PRESIDENT: 60K - 69K (N=48)

D. OFFICE OF THE PRESIDENT: 70K - 79K (N=53)

E. OFFICE OF THE PRESIDENT: 80K - 89K (N=47)

F. OFFICE OF THE PRESIDENT: 90K - 99K (N=35)

G. OFFICE OF THE PRESIDENT: 100K - 109K (N=35)

H. OFFICE OF THE PRESIDENT: 110K - 149K (N=64)

I. OFFICE OF THE PRESIDENT: 150K - 199K (N=26)

J. OFFICE OF THE PRESIDENT: 200K + (N=12)

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	J
4.	My campus/location is highly regarded by its employees.	46	6	-4	-1	-11	6	3	-1	12	4
30.	I am proud to be associated with the UC system.	87	0	-6	6	-6	-1	2	1	6	-3

Item Breakdown Matrix - Organizational Change

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

By Pay Range

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

B. OFFICE OF THE PRESIDENT: 50K - 59K (N=31)

C. OFFICE OF THE PRESIDENT: 60K - 69K (N=48)

D. OFFICE OF THE PRESIDENT: 70K - 79K (N=53)

E. OFFICE OF THE PRESIDENT: 80K - 89K (N=47)

F. OFFICE OF THE PRESIDENT: 90K - 99K (N=35)

G. OFFICE OF THE PRESIDENT: 100K - 109K (N=35)

H. OFFICE OF THE PRESIDENT: 110K - 149K (N=64)

I. OFFICE OF THE PRESIDENT: 150K - 199K (N=26)

J. OFFICE OF THE PRESIDENT: 200K + (N=12)

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	J
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	31	7	-2	8	-8	-3	-8	-3	13	2
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	35	5	-1	5	-3	-1	-6	-4	5	-2
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	28	2	1	7	-3	-3	-11	2	4	-3

Item Breakdown Matrix - Performance Management

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

By Pay Range

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

B. OFFICE OF THE PRESIDENT: 50K - 59K (N=31)

C. OFFICE OF THE PRESIDENT: 60K - 69K (N=48)

D. OFFICE OF THE PRESIDENT: 70K - 79K (N=53)

E. OFFICE OF THE PRESIDENT: 80K - 89K (N=47)

F. OFFICE OF THE PRESIDENT: 90K - 99K (N=35)

G. OFFICE OF THE PRESIDENT: 100K - 109K (N=35)

H. OFFICE OF THE PRESIDENT: 110K - 149K (N=64)

I. OFFICE OF THE PRESIDENT: 150K - 199K (N=26)

J. OFFICE OF THE PRESIDENT: 200K + (N=12)

		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	J	
6.	I feel my personal contributions are recognized.	56	2	0	-2	-1	-6	3	-4	21	-6	
12.	I think my performance on the job is evaluated fairly.	70	0	11	5	-2	-8	-15	1	10	-12	
16.	I feel my campus/location does a good job matching pay to performance.	27	-11	-2	7	1	7	-10	-8	27	-2	

Item Breakdown Matrix - Supervision

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

By Pay Range

- A. OFFICE OF THE PRESIDENT [W] (N=357)
- B. OFFICE OF THE PRESIDENT: 50K - 59K (N=31)
- C. OFFICE OF THE PRESIDENT: 60K - 69K (N=48)
- D. OFFICE OF THE PRESIDENT: 70K - 79K (N=53)
- E. OFFICE OF THE PRESIDENT: 80K - 89K (N=47)

- F. OFFICE OF THE PRESIDENT: 90K - 99K (N=35)
- G. OFFICE OF THE PRESIDENT: 100K - 109K (N=35)
- H. OFFICE OF THE PRESIDENT: 110K - 149K (N=64)
- I. OFFICE OF THE PRESIDENT: 150K - 199K (N=26)
- J. OFFICE OF THE PRESIDENT: 200K + (N=12)

		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	J		
7.	My supervisor gives me regular feedback on my performance.	66	-1	9	0	-2	-3	-9	-5	11	-8		
13.	My supervisor does a good job of building teamwork.	58	3	6	10	-5	-10	-12	-8	19	0		
17.	My supervisor treats me with respect.	84	-3	2	1	6	-7	-7	-1	9	0		
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	44	5	2	3	-1	-7	-12	0	18	-10		
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	68	-7	3	-4	4	-5	-11	2	16	7		
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	69	2	-4	3	2	-6	-6	0	12	-2		
22.	My supervisor develops people's abilities.	54	0	4	4	-8	8	-12	-9	19	4		
24.	My supervisor communicates effectively.	72	-4	3	2	2	-3	-17	0	13	3		
26.	I have a clear understanding of how my job contributes to the departmental objectives.	85	2	2	-6	-2	-11	1	2	15	-2		
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	69	-5	2	-1	-2	-6	-12	7	12	6		
28.	My supervisor keeps me informed about issues that affect me.	71	-7	8	2	-3	-3	-17	0	13	4		
32.	My supervisor helps me make time to participate in training and development activities.	67	1	6	7	1	2	-18	-10	10	0		

Item Breakdown Matrix - Working Relationships

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

By Pay Range

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

B. OFFICE OF THE PRESIDENT: 50K - 59K (N=31)

C. OFFICE OF THE PRESIDENT: 60K - 69K (N=48)

D. OFFICE OF THE PRESIDENT: 70K - 79K (N=53)

E. OFFICE OF THE PRESIDENT: 80K - 89K (N=47)

F. OFFICE OF THE PRESIDENT: 90K - 99K (N=35)

G. OFFICE OF THE PRESIDENT: 100K - 109K (N=35)

H. OFFICE OF THE PRESIDENT: 110K - 149K (N=64)

I. OFFICE OF THE PRESIDENT: 150K - 199K (N=26)

J. OFFICE OF THE PRESIDENT: 200K + (N=12)

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	J
8.	There is good cooperation between my department and other departments at my campus/location.	65	3	4	1	-8	4	-5	-6	12	2
29.	There is good cooperation between staff in my department.	75	-1	2	-1	4	-12	5	4	-2	0

Category Breakdown Matrix

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

By Role

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

B. OFFICE OF THE PRESIDENT: INDIVIDUAL CONTRIBUTOR (N=234)

C. OFFICE OF THE PRESIDENT: SUPERVISOR (N=39)

D. OFFICE OF THE PRESIDENT: MANAGER (N=47)

E. OFFICE OF THE PRESIDENT: DIRECTOR AND ABOVE (N=32)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C	D	E
1	Career Development	52	-4	5	6	8
2	Communication	61	-4	4	7	11
3	Engagement	65	-2	6	2	3
4	Image/Brand	66	-3	2	5	10
5	Organizational Change	32	-3	9	0	3
6	Performance Management	51	-3	8	0	8
7	Supervision	67	-1	4	-1	3
8	Working Relationships	70	-1	-7	0	11

Item Breakdown Matrix - Career Development

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

By Role

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

B. OFFICE OF THE PRESIDENT: INDIVIDUAL CONTRIBUTOR (N=234)

C. OFFICE OF THE PRESIDENT: SUPERVISOR (N=39)

D. OFFICE OF THE PRESIDENT: MANAGER (N=47)

E. OFFICE OF THE PRESIDENT: DIRECTOR AND ABOVE (N=32)

		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.	66	-5	6	15	6
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	47	-2	-1	0	12
14.	I am confident I can achieve my personal career objectives within the UC system.	56	-6	16	10	7
18.	My campus/location is doing a good job of planning for management succession.	25	-1	1	-4	3
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	65	-4	4	11	10

Item Breakdown Matrix - Communication

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

By Role

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

B. OFFICE OF THE PRESIDENT: INDIVIDUAL CONTRIBUTOR (N=234)

C. OFFICE OF THE PRESIDENT: SUPERVISOR (N=39)

D. OFFICE OF THE PRESIDENT: MANAGER (N=47)

E. OFFICE OF THE PRESIDENT: DIRECTOR AND ABOVE (N=32)

		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.	62	-3	2	4	7
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	60	-6	6	10	15

Item Breakdown Matrix - Engagement

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

By Role

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

B. OFFICE OF THE PRESIDENT: INDIVIDUAL CONTRIBUTOR (N=234)

C. OFFICE OF THE PRESIDENT: SUPERVISOR (N=39)

D. OFFICE OF THE PRESIDENT: MANAGER (N=47)

E. OFFICE OF THE PRESIDENT: DIRECTOR AND ABOVE (N=32)

		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.	80	-3	7	5	10
11.	Working for the UC system inspires me to do my best work.	71	-4	9	2	14
15.	I am satisfied with my involvement in decisions that affect my work.	57	-5	17	3	6
19.	I have the equipment/tools/resources I need to do my job effectively.	65	1	-4	1	-12
21.	There is usually sufficient staff in my department to handle the workload.	42	0	-1	1	-2
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	1	-5	4
25.	I would recommend the UC system as a good place to work.	69	-4	8	5	9
33.	At the present time, are you seriously considering leaving the UC system?	53	-4	11	6	-3

Item Breakdown Matrix - Image/Brand

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

By Role

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

B. OFFICE OF THE PRESIDENT: INDIVIDUAL CONTRIBUTOR (N=234)

C. OFFICE OF THE PRESIDENT: SUPERVISOR (N=39)

D. OFFICE OF THE PRESIDENT: MANAGER (N=47)

E. OFFICE OF THE PRESIDENT: DIRECTOR AND ABOVE (N=32)

		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.	46	-3	1	6	13	
30.	I am proud to be associated with the UC system.	87	-3	3	5	7	

Item Breakdown Matrix - Organizational Change

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

By Role

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

B. OFFICE OF THE PRESIDENT: INDIVIDUAL CONTRIBUTOR (N=234)

C. OFFICE OF THE PRESIDENT: SUPERVISOR (N=39)

D. OFFICE OF THE PRESIDENT: MANAGER (N=47)

E. OFFICE OF THE PRESIDENT: DIRECTOR AND ABOVE (N=32)

		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	31	-4	12	1	7
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	35	-1	4	-1	-3
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	28	-3	10	1	4

Item Breakdown Matrix - Performance Management

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

By Role

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

B. OFFICE OF THE PRESIDENT: INDIVIDUAL CONTRIBUTOR (N=234)

C. OFFICE OF THE PRESIDENT: SUPERVISOR (N=39)

D. OFFICE OF THE PRESIDENT: MANAGER (N=47)

E. OFFICE OF THE PRESIDENT: DIRECTOR AND ABOVE (N=32)

		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.	56	-6	12	11	13
12.	I think my performance on the job is evaluated fairly.	70	-3	9	-2	5
16.	I feel my campus/location does a good job matching pay to performance.	27	-1	4	-8	7

Item Breakdown Matrix - Supervision

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

By Role

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

B. OFFICE OF THE PRESIDENT: INDIVIDUAL CONTRIBUTOR (N=234)

C. OFFICE OF THE PRESIDENT: SUPERVISOR (N=39)

D. OFFICE OF THE PRESIDENT: MANAGER (N=47)

E. OFFICE OF THE PRESIDENT: DIRECTOR AND ABOVE (N=32)

		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.	66	-1	6	-4	3
13.	My supervisor does a good job of building teamwork.	58	2	-2	-9	-2
17.	My supervisor treats me with respect.	84	1	-2	-3	-3
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	44	-3	18	-7	9
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	68	-2	1	6	0
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	69	-2	1	8	-3
22.	My supervisor develops people's abilities.	54	-2	7	-4	8
24.	My supervisor communicates effectively.	72	-1	3	-1	0
26.	I have a clear understanding of how my job contributes to the departmental objectives.	85	-3	0	2	15
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	69	-3	5	5	3
28.	My supervisor keeps me informed about issues that affect me.	71	-2	6	-3	10
32.	My supervisor helps me make time to participate in training and development activities.	67	-1	3	-1	-1

Item Breakdown Matrix - Working Relationships

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

By Role

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

B. OFFICE OF THE PRESIDENT: INDIVIDUAL CONTRIBUTOR (N=234)

C. OFFICE OF THE PRESIDENT: SUPERVISOR (N=39)

D. OFFICE OF THE PRESIDENT: MANAGER (N=47)

E. OFFICE OF THE PRESIDENT: DIRECTOR AND ABOVE (N=32)

		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.	65	0	-13	-3	17	
29.	There is good cooperation between staff in my department.	75	-2	-1	4	6	