



University of California

2012 UC Staff Engagement Survey Results

Agenda

- UC Survey Objectives and Methods
- Key Messages
- University of California Overall Results: Norm Comparisons
- Sustainable Engagement and Retention at UC
- Written Comments
- Action Area Considerations and Next Steps

UC Survey Objectives and Methods

Survey Objectives

- Understand the current state of engagement of the UC workforce system-wide and how it differs by key organizational segments and demographics
- Determine what drives engagement at UC specifically
- Surface strengths to build on and opportunities to address; create a shortlist of actions to address issues and improve employee engagement across the system
- Involve and communicate with leaders and employees throughout the process

Target Population

Non-represented UC staff with at least 1 year of service were invited to take the survey from **May 31st to July 12th, 2012**. All UC locations participated except Hastings, ASUCLA and the Medical Centers.

Employee Sample

A random stratified sample was selected based on campus. We over-sampled to account for the roles of employees within the each campus. The personnel category was used to increase the sample (e.g., professional and support staff, management).

Survey Content

32 opinion items: Engagement (8); Career Development (4); Communication (2); Image/Brand (1); Organizational Change (2); Performance Management (3); Supervision (11); Working Relationships (1)

1 open-ended comment opportunity: “*What is the University of California's most significant unrealized opportunity? And how can we capitalize on it?*” (58% comment response rate)

Survey Participation Breakdown by Location

Administration Dates: May 31st – July 12th

Campus	Outgoing	Returned	Return Rate
UC Overall	18,789	8,096	43%
Berkeley	1,861	746	40%
San Francisco	1,789	686	38%
Davis	2,798	1,168	42%
Los Angeles	2,383	834	35%
Riverside	1,188	559	47%
San Diego	2,246	959	43%
Santa Cruz	1,249	624	50%
Santa Barbara	1,399	682	49%
Irvine	1,642	800	49%
Merced	405	180	44%
Lawrence Berkeley National Laboratory	1,067	485	45%
Division of Agriculture and Natural Resources	26	11	42%
Office of the President	735	362	49%

Key Messages — An Opportunity to Engage the Workforce

- Employee favorability overall is moderate, most categories falling below norms
- There are positive engagement signs — e.g., 84% are motivated to go beyond their job responsibilities and 74% would recommend UC as a good place to work
- Supervisor relationships and schedule flexibility are also perceived positively
- Yet there is a clear opportunity to further engage employees, as only about 2/3rds are generally engaged — this is below the national average and university benchmark
- If we break engagement down, **37%** of employees are **fully plugged in** at UC , **21%** are **engaged but report being at risk for leaving**, **22%** are **uninspired but not planning to leave**, and **20%** are **fully disengaged**
- Aspects of work life that matter most in engaging employees at UC offer opportunities:
 - **Developing** — inspiring and equipping employees on a fulfilling career path at UC
 - **Involving** — by listening and creating two-way dialogues
 - **Recognizing performance** — informally and by matching pay with performance

Retention risk:

- Some employees (21%) are engaged but considering leaving — there should be a focus on retaining these employees; turnover risk is notably higher than the U.S. norm and among other universities – more acute in specific populations
- In addition to development, supervisor relationships are important in retaining talent at UC

Key Messages — Strengths and Opportunities

- Strengths on which to build:

- **Supervisor relationships** — most employees feel favorable about their relationship with their supervisor. Specifically, most feel treated with respect and are clear on departmental goals. Most see their supervisor as listening to different point of views, encouraging new ideas, and supporting them in participating in training and development opportunities
- **Work-life balance** — 84% of UC employees report that their schedule affords them the flexibility they need to meet their personal/family responsibilities
- **'Natural' development** — 73% of employees do feel they have opportunities for personal growth and development at UC (most likely by nature of the job)

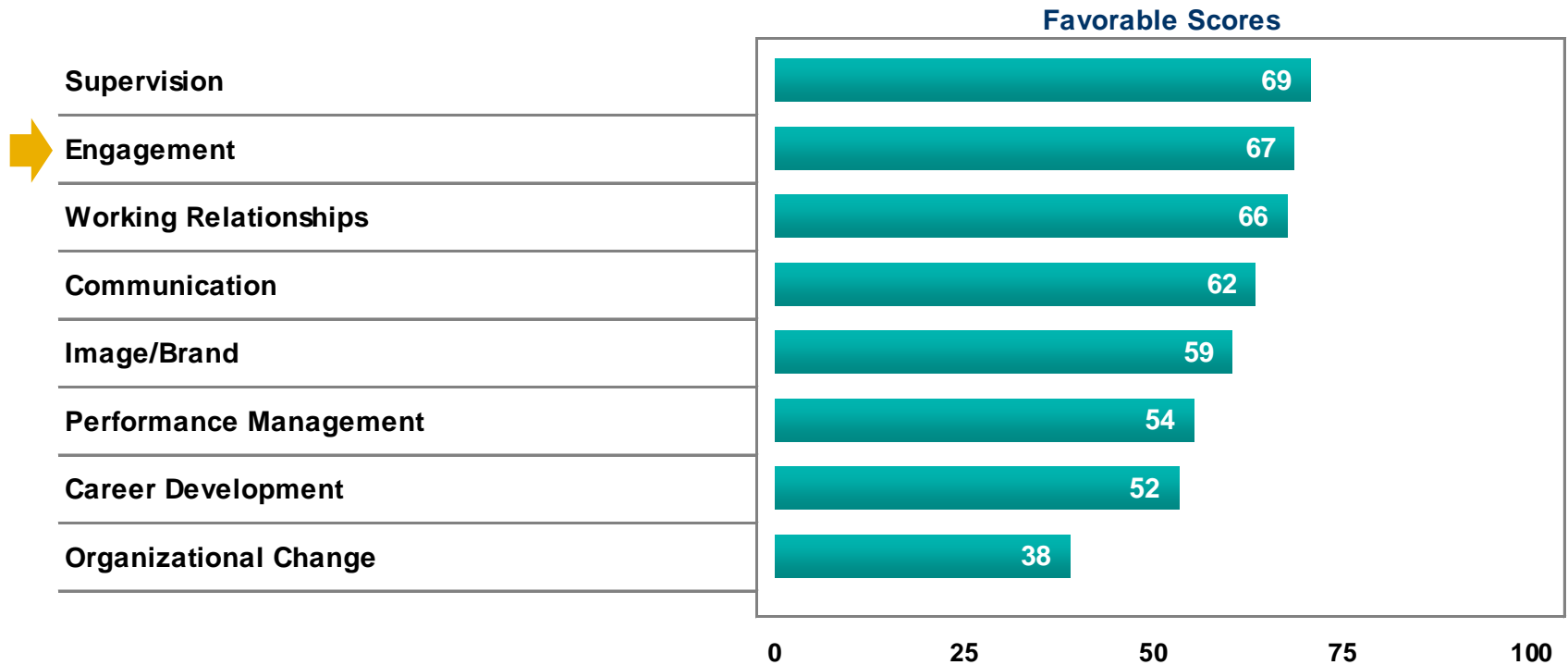
- Opportunities to address:

- **UC's support of development** — just 50% of employees say that UC provides them with the information and resources they need to manage their careers, only 59% say that their supervisors are directly involved in developing them, only 30% feel their UC campus/location is planning for management succession well, and only 55% are confident that they can achieve their personal/career objectives at UC. #1 in written comments and in driving engagement + retention
- **Involving by communicating** — just 61% of employees are satisfied with their involvement, only 58% say they can share their honest views, and only 67% say UC does an excellent job of keeping them informed
- **Managing performance** — only 24% feel UC matches pay and performance well. Performance management is #3 in written comments and clear driver of engagement



UC Overall Results: Norm Comparisons

UC Category Results



Note: The Image/Brand and Working Relationships categories contain only one item.

Variations by Role

A. UC OVERALL [W] (N=8,096)
 B. INDIVIDUAL CONTRIBUTOR 2012 (N=4,089)
 C. SUPERVISOR 2012 (N=1,514)

D. MANAGER 2012 (N=1,607)
 E. DIRECTOR AND ABOVE 2012 (N=851)

		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	3	4	7
2	Communication	62	-3	1	3	7
3	Engagement	67	-1	1	1	2
4	Image/Brand	59	-3	1	1	6
5	Organizational Change	38	-1	0	2	1
6	Performance Management	54	-2	2	2	5
7	Supervision	69	-1	2	2	2
8	Working Relationships	66	-3	0	5	11

Five Most and Least Favorable Items

Top 5 Favorable Scores

	Total Favorable	Neutral Midpoint	Total Unfavorable
SUPERVISION: I have a clear understanding of how my job contributes to the departmental objectives.	87	5	8
SUPERVISION: My supervisor treats me with respect.	85	5	10
ENGAGEMENT: I feel motivated to go beyond my formal job responsibilities to get the job done.	84	5	11
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	4	12
ENGAGEMENT: I would recommend UC as a good place to work.	74	13	13

Bottom 5 Favorable Scores

	Total Favorable	Neutral Midpoint	Total Unfavorable
PERFORMANCE MANAGEMENT: I feel UC does a good job matching pay to performance.	24	11	65
CAREER DEVELOPMENT: My UC campus/location is doing a good job of planning for management succession.	30	31	39
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes at UC have been: Well planned	33	26	40
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes at UC have been: Well communicated	42	20	38
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	43	8	49

Towers Watson Benchmarks for UC

Towers Watson U.S. National Norm

The U.S. National Norm provides a broad comparison to a composite of U.S. based organizations.

associates represented: 1,254,281

Sample companies: Amazon, Amgen, AT&T, Coca-Cola, Del Monte Foods, DirecTV, General Mills, Kaiser, McKesson, REI, Sara Lee, Verizon

Towers Watson Universities Staff Composite

The Global Universities Staff Composite provides a comparison to a composite of non-faculty staff employees in a cross-section of universities.

associates represented: 31,851

Sample universities: University of Notre Dame, Georgetown University, Loyola University Chicago

Category Results: UC Overall vs. U.S. National Norm

Categories Ranked By Difference

Supervision

Working Relationships

Engagement

Career Development

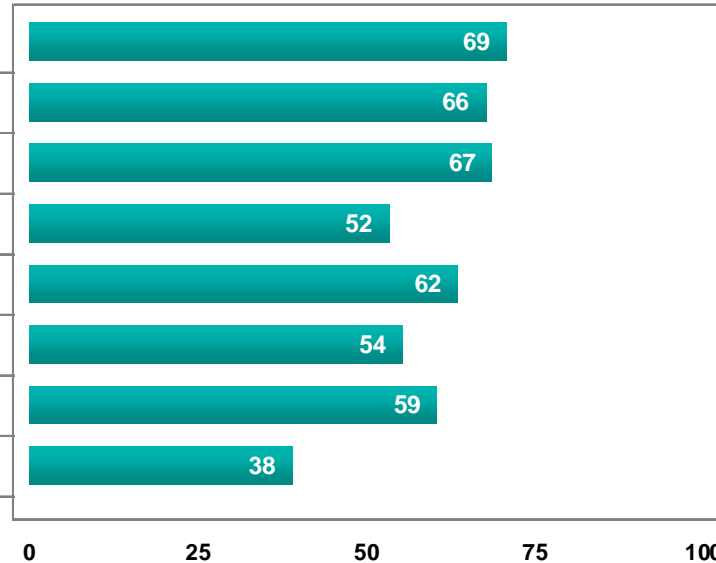
Communication

Performance Management

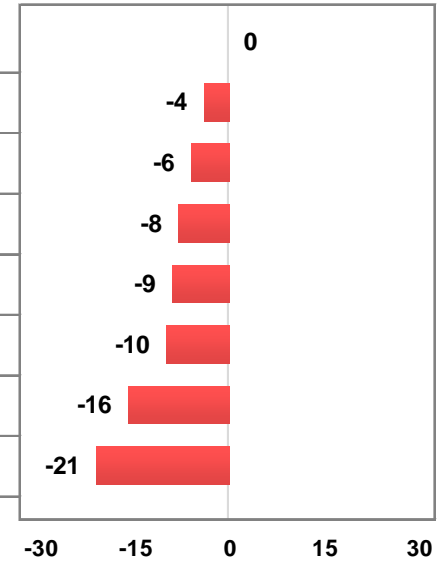
Image/Brand

Organizational Change

Favorable Scores



vs. U.S. National



Red / Green Difference Bars are statistically significant

Note: The Image/Brand and Working Relationships categories contain only one item.

Category Results: UC Overall vs. Universities Staff Composite

Categories Ranked By Difference

Performance Management

Supervision

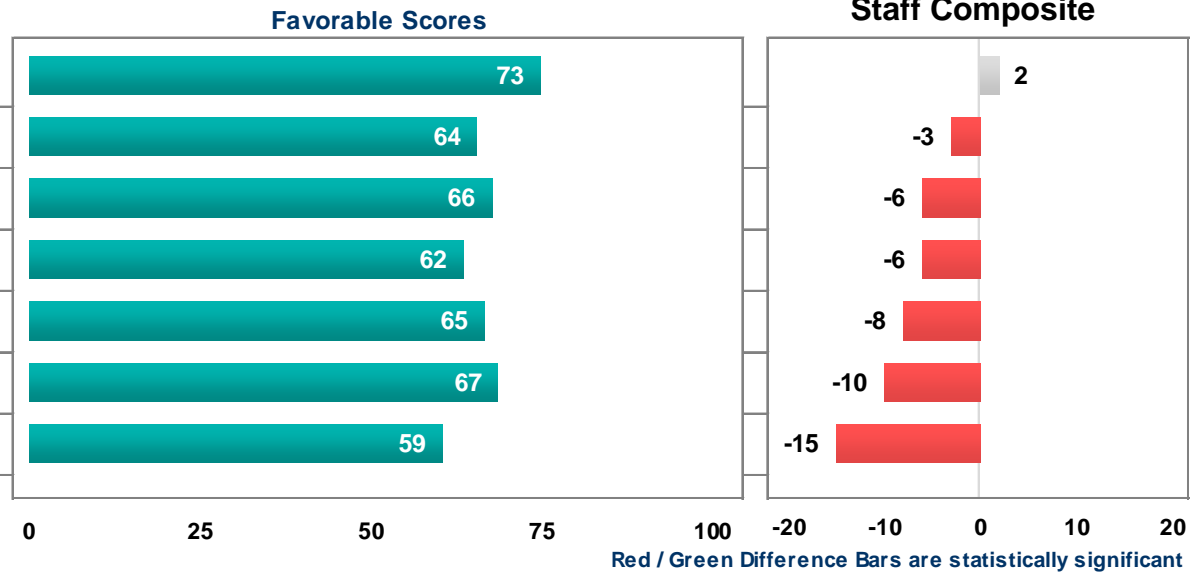
Working Relationships

Career Development

Engagement

Communication

Image/Brand



Note: The Image/Brand and Working Relationships categories contain only one item.

Greatest Positive Variations for UC vs. U.S. National Norm

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	68	+15*	19	12
SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	46	+12*	21	33
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	70	+12*	9	21
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	+7*	4	12
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth at UC.	73	+5*	6	21
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	73	+5*	9	17



Positive Variations for UC vs. Universities Staff Composite

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	+4*	4	12
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	73	+2	10	17
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth at UC.	73	+1	6	21

Greatest Negative Variations for UC vs. U.S. National Norm

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
PERFORMANCE MANAGEMENT: I feel UC does a good job matching pay to performance.	24	-30*	11	65
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes at UC have been: Well communicated	42	-23*	20	38
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes at UC have been: Well planned	33	-19*	26	40
COMMUNICATION: I feel able to openly and honestly communicate my views upwards.	58	-16*	9	33
IMAGE/BRAND: UC is highly regarded by its employees.	59	-16*	18	24
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	43	-14*	8	49
CAREER DEVELOPMENT: UC provides people with the necessary information and resources to manage their own careers effectively.	50	-14*	18	32
CAREER DEVELOPMENT: I am confident I can achieve my personal career objectives with UC.	55	-11*	17	28
ENGAGEMENT: At the present time, are you seriously considering leaving UC?	59 	-11*	18 % "Don't Know"	23 
SUPERVISION: My supervisor does a good job of building teamwork.	62	-11*	11	28

Greatest Negative Variations for UC vs. Univ. Staff Composite

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
IMAGE/BRAND: UC is highly regarded by its employees.	59	-15*	18	24
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	43	-14*	8	49
CAREER DEVELOPMENT: UC provides people with the necessary information and resources to manage their own careers effectively.	50	-13*	18	32
ENGAGEMENT: At the present time, are you seriously considering leaving UC?	59 	-12*	18 % "Don't Know"	23 
ENGAGEMENT: I would recommend UC as a good place to work.	74	-11*	13	13
COMMUNICATION: UC does an excellent job of keeping employees informed about matters affecting us.	67	-10*	11	23
SUPERVISION: My supervisor develops people's abilities.	59	-7*	14	27
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	61	-7*	10	29
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	66	-6*	13	22
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	73	-5*	7	20



Sustainable Engagement at UC

Sustainably Engaging UC's Workforce

- Sustainable Engagement at UC is...
 - The intensity of employees' connection to UC, marked by a commitment to UC and inspiration to do one's best work (being engaged) in environments that support productivity (being enabled) and maintain personal well-being (feeling energized)

Traditionally Engaged

- *I feel motivated to go beyond my formal job responsibilities to get the job done.*
- *UC inspires me to do my best work.*
- *I would recommend UC as a good place to work.*

Enabled

- *I am satisfied with my involvement in decisions that affect my work.*
- *I have the equipment /tools /resources I need to do my job effectively.*

Energized

- *There is usually sufficient staff in my department to handle the workload.*
- *My work schedule allows sufficient flexibility to meet my personal/family needs.*

The truly engaged UC employee wants to stay with the organization, so a retention item is also included in the index: *At the present time, are you seriously considering leaving UC?*

UC Engagement Items

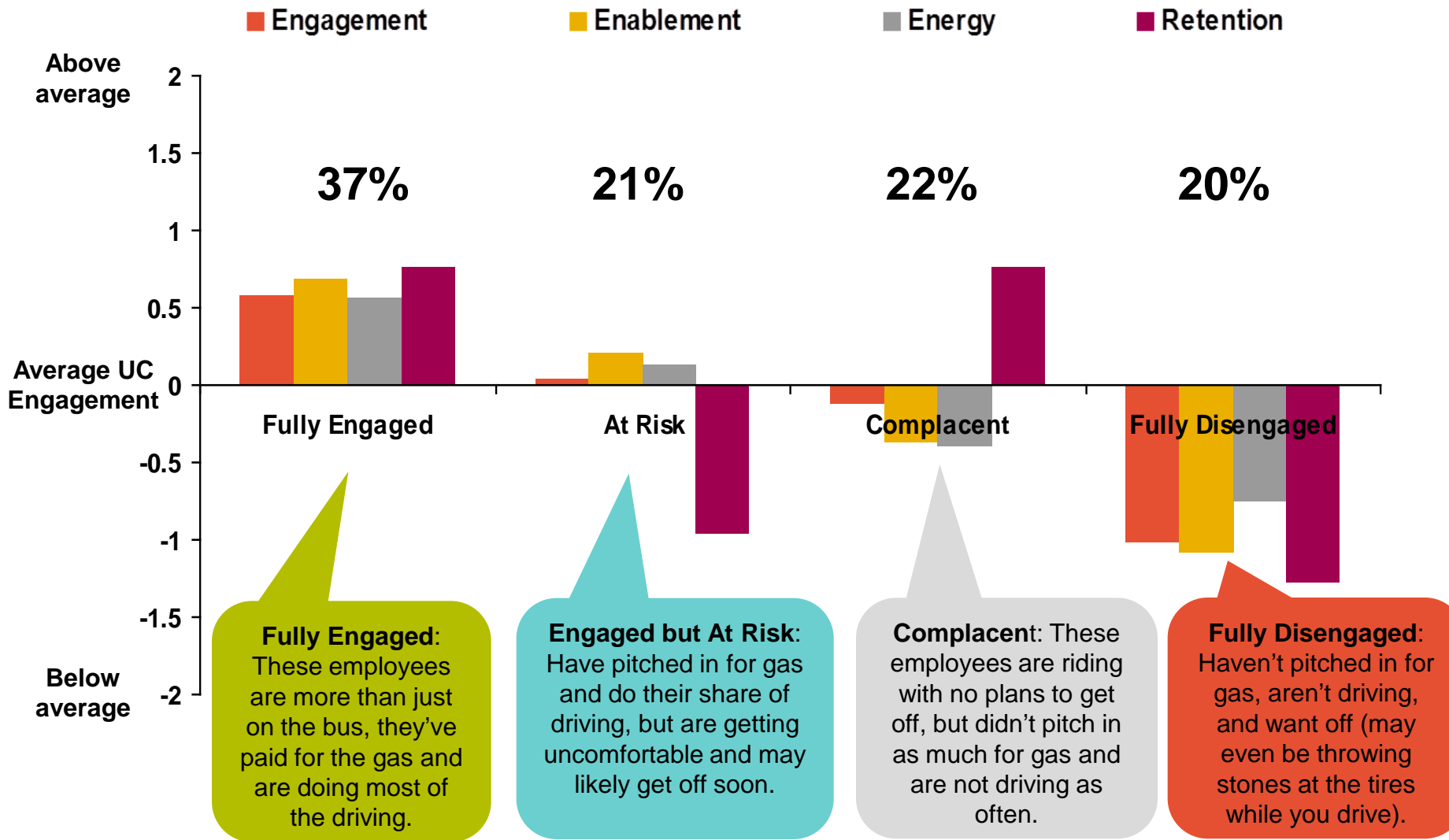
Comparison to U.S. National Norm and Global Universities Staff Composite

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
25. I would recommend UC as a good place to work.	74	13	13

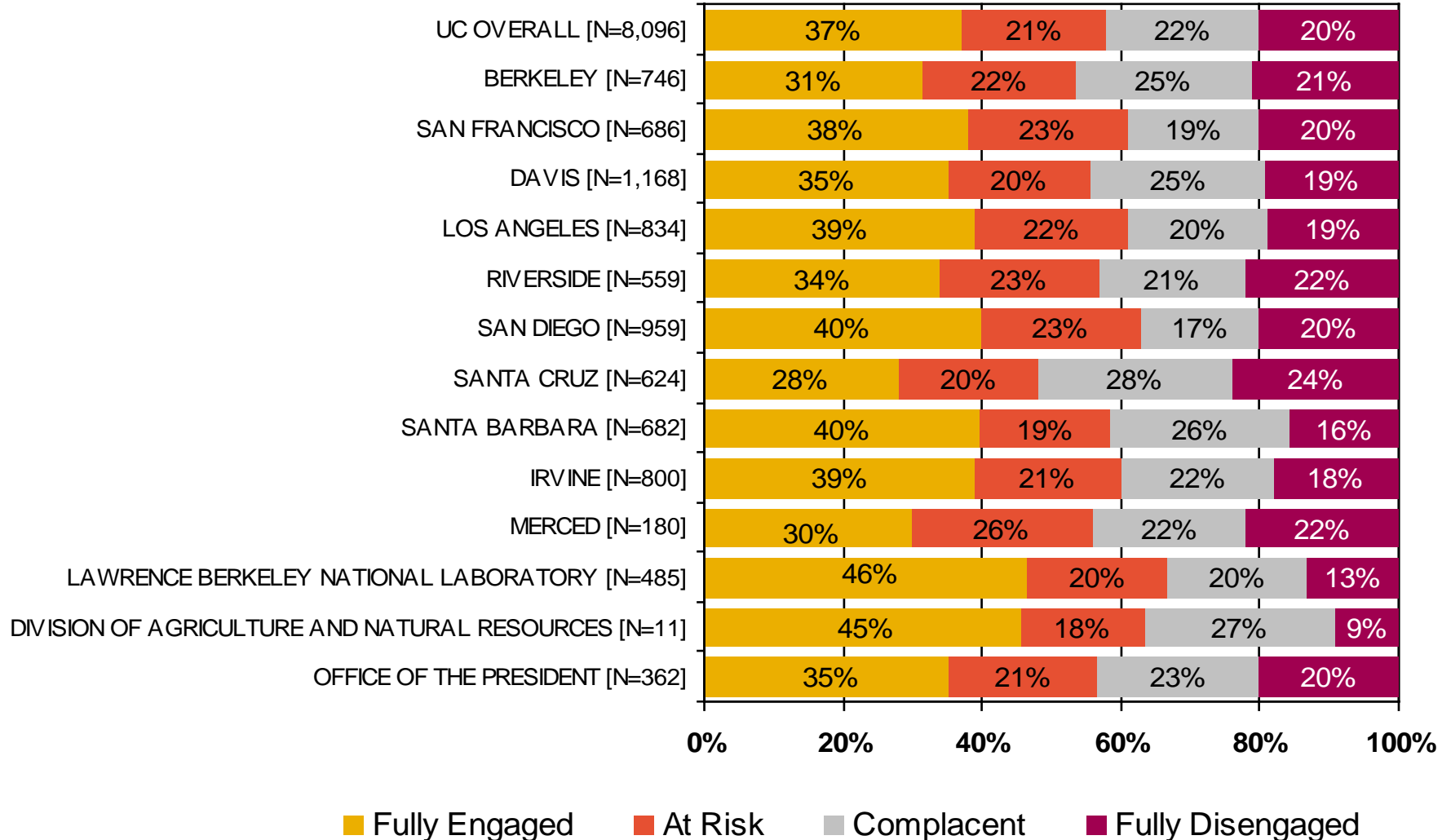
		vs. U.S. National Norm	vs. University Composite
A	B		
-4*	n/a		
-10*	n/a		
-7*	-7*		
-3*	-5*		
-14*	-14*		
+7*	+4*		
-5*	-11*		

Colored Cells indicate a statistically significant difference

Sustainable Engagement Profile (Cluster Analysis)



Sustainable Engagement Profile by Location



Key Drivers of Engagement at UC

vs. U.S.
Natl. Norm

-11

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

-11

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

0

6. I feel my personal contributions are recognized.

-30

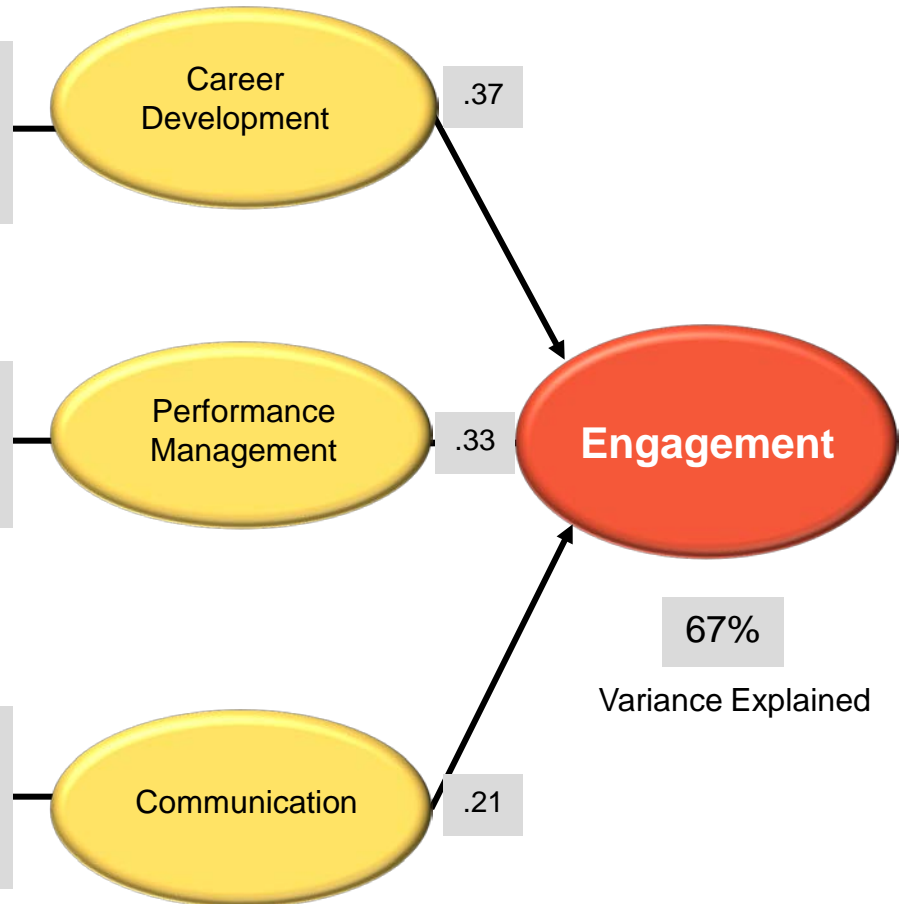
16. I feel UC does a good job matching pay to performance.

-16

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

-2

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

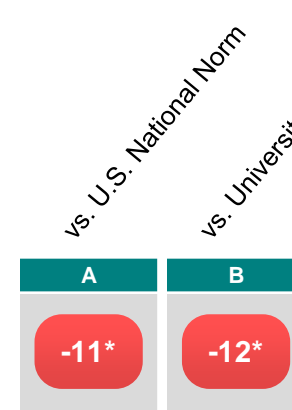


Red highlighting indicates a statistically significant negative variance from benchmark

Retention Item

Comparison to U.S. National Norm and Global Universities Staff Composite

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



Observations on retention risk at UC:

- Locations: Certain campuses have notably higher risk than others
- Pay Ranges: \$150k-\$200k and \$200k+ (more definitive 'yes' responses)
- Tenure: 3-5 & 5-10 ('yes' and uncertainty); 25-30 & 30+ (more definitive 'yes')
- Gender: Males at greater risk
- Role and Ethnicity: No notable differences

Key Drivers of Retention at UC

vs. U.S.
Natl. Norm

-11

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

-11

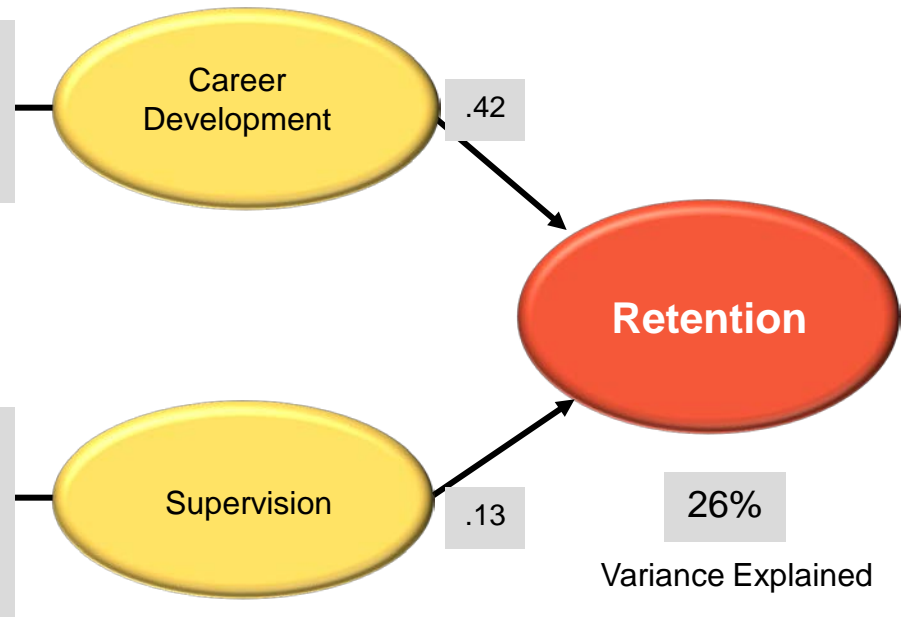
18. My UC campus/location is doing a good job of planning for management succession.

-5

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

-4

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



Red or green highlighting indicates statistical significance

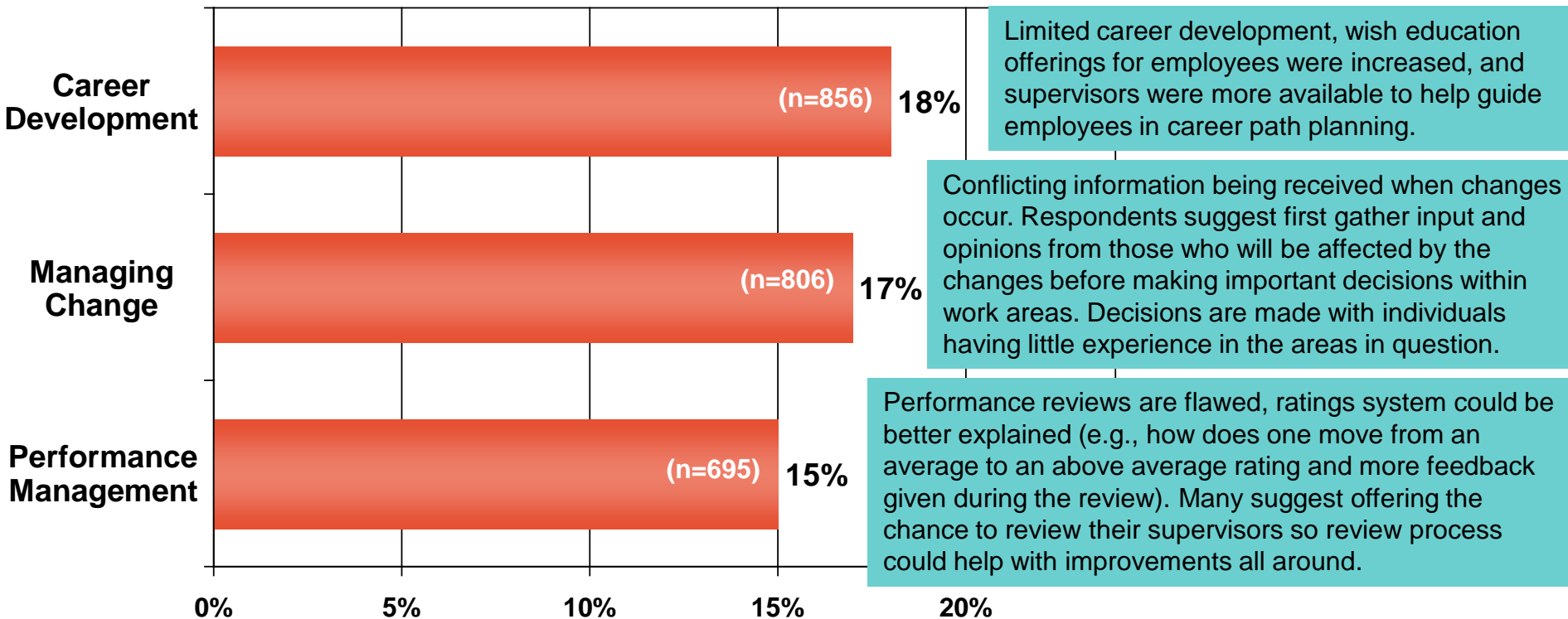


Written Comments

Comment Summary

What is the University of California's most significant unrealized opportunity? And how can we capitalize on it?"

Number of comments: **4,729 (58% comment response rate)**





Action Area Considerations and Next Steps

Action Area Considerations

- As you review your campus results, please consider these areas for focus, as they are consistently important to staff and lower than desired across the system:
 1. UC's support of staff development
 2. Involving & communicating
 3. Managing performance (esp. recognition)

Notable mention:

- We see **management of change** as a pain point for many staff members — just 33% of UC employees feel changes have been well planned and only 42% feel they have been well communicated. It is also #2 in written comments. We believe focusing on the above, especially involving & communicating, will help to address such concerns.

Next Steps

- **Over to Joe Epperson...**



Appendix

Survey Sample

Administration Dates: May 31st – July 12th

Campus	Total Population	Outgoing Sample	Returned	Return Rate	Precision
UC Overall	31,755	18,789	8,096	43%	0.9%
Berkeley	4,074	1,861	746	40%	3.2%
San Francisco	3,492	1,789	686	38%	3.4%
Davis	3,882	2,798	1,168	42%	2.4%
Los Angeles	6,507	2,383	834	35%	3.2%
Riverside	1,206	1,188	559	47%	3.0%
San Diego	3,948	2,246	959	43%	2.8%
Santa Cruz	1,356	1,249	624	50%	2.9%
Santa Barbara	1,524	1,399	682	49%	2.8%
Irvine	2,376	1,642	800	49%	2.8%
Merced	413	405	180	44%	5.5%
Lawrence Berkeley National Laboratory	1,916	1,067	485	45%	3.8%
Division of Agriculture and Natural Resources	26	26	11	42%	22.9%
Office of the President	1,035	735	362	49%	4.2%

Variations by Campus/Location — Part 1

A. UC OVERALL [W] (N=8,096)
 B. BERKELEY 2012 (N=746)
 C. SAN FRANCISCO 2012 (N=686)
 D. DAVIS 2012 (N=1,168)

E. LOS ANGELES 2012 (N=834)
 F. RIVERSIDE 2012 (N=559)
 G. SAN DIEGO 2012 (N=959)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Category	A	B	C	D	E	F	G	
1	Career Development	52	-6	-1	0	1	1	5	
2	Communication	62	-8	-1	-3	3	1	3	
3	Engagement	67	-4	0	-1	2	-1	2	
4	Image/Brand	59	-14	-2	-5	7	6	7	
5	Organizational Change	38	-7	1	-4	5	6	3	
6	Performance Management	54	-4	3	0	-1	0	2	
7	Supervision	69	-1	2	1	-3	-2	2	
8	Working Relationships	66	-1	-4	-2	-1	1	4	

Variations by Campus/Location — Part 2

		A. UC OVERALL [W] (N=8,096)				E. MERCED 2012 (N=180)			
		B. SANTA CRUZ 2012 (N=624)				F. LAWRENCE BERKELEY NATIONAL LABORATORY 2012 (N=485)			
		C. SANTA BARBARA 2012 (N=682)				G. DIVISION OF AGRICULTURE AND NATURAL RESOURCES 2012 (N=11)			
		D. IRVINE 2012 (N=800)				H. OFFICE OF THE PRESIDENT 2012 (N=362)			
		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Category	A	B	C	D	E	F	G	H
1	Career Development	52	-6	2	1	-5	5	9	-5
2	Communication	62	2	3	2	-4	4	15	-4
3	Engagement	67	-6	1	1	-3	6	8	-2
4	Image/Brand	59	-19	-1	2	2	13	23	-2
5	Organizational Change	38	-3	2	4	6	-7	8	-4
6	Performance Management	54	-1	-1	0	-6	7	12	-1
7	Supervision	69	1	0	2	-6	1	8	-4
8	Working Relationships	66	4	9	4	-6	-3	7	1

Variations by Pay Range

A. UC OVERALL [W] (N=8,096)
 B. < \$40K 2012 (N=206)
 C. \$40K < \$50K 2012 (N=1,105)
 D. \$50K < \$60K 2012 (N=1,618)
 E. \$60K < \$70K 2012 (N=1,302)
 F. \$70K < \$80K 2012 (N=1,055)

G. \$80K < \$90K 2012 (N=790)
 H. \$90K < \$100K 2012 (N=594)
 I. \$100K < \$110K 2012 (N=390)
 J. \$110K < \$150K 2012 (N=747)
 K. \$150K < \$200K 2012 (N=219)
 L. \$200K OR MORE 2012 (N=70)

#	Category	Values displayed are based on Total Favorable												
		A	B	C	D	E	F	G	H	I	J	K	L	
1	Career Development	52	-2	-2	-3	-2	-1	2	2	2	5	11	12	
2	Communication	62	0	-2	-5	-1	0	4	2	6	5	8	4	
3	Engagement	67	-2	-1	-2	-1	-1	1	3	1	1	5	5	
4	Image/Brand	59	0	-2	-7	-2	-3	3	1	3	7	15	8	
5	Organizational Change	38	2	1	-1	-1	0	4	-1	-1	-3	-3	-4	
6	Performance Management	54	-5	-4	-5	-2	0	4	4	6	6	13	8	
7	Supervision	69	-2	-1	-1	1	0	1	2	1	1	4	2	
8	Working Relationships	66	-8	-2	0	1	-2	2	0	3	7	14	11	

Variations by Years of Service

- A. UC OVERALL [W] (N=8,096)
- B. 1 YR < 3 YRS 2012 (N=964)
- C. 3 YRS < 5 YRS 2012 (N=1,092)
- D. 5 YRS < 10 YRS 2012 (N=1,906)
- E. 10 YRS < 15 YRS 2012 (N=1,555)

- F. 15 YRS < 20 YRS 2012 (N=942)
- G. 20 YRS < 25 YRS 2012 (N=789)
- H. 25 YRS < 30 YRS 2012 (N=521)
- I. 30 YRS OR MORE 2012 (N=327)

		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	1	-3	-2	-1	3	2	1	10	
2	Communication	62	5	-1	0	-2	1	-1	-2	6	
3	Engagement	67	1	-3	-1	-1	2	0	0	3	
4	Image/Brand	59	5	-1	-1	-5	1	0	-2	1	
5	Organizational Change	38	6	2	-1	-3	1	-3	-2	0	
6	Performance Management	54	3	-1	-2	-2	2	0	2	6	
7	Supervision	69	3	-1	0	-1	1	-1	0	3	
8	Working Relationships	66	-6	-2	-1	1	5	5	7	7	

Variations by Gender

		C. FEMALE 2012 (N=5,147)		
A. UC OVERALL [W] (N=8,096)				
B. MALE 2012 (N=2,949)				
Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference		
#	Category	A	B	C
1	Career Development	52	0	0
2	Communication	62	2	-1
3	Engagement	67	-1	0
4	Image/Brand	59	0	-1
5	Organizational Change	38	0	0
6	Performance Management	54	1	-1
7	Supervision	69	1	-1
8	Working Relationships	66	-2	2

Variations by Ethnicity

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

B. AMERICAN INDIAN/ALASKAN NATIVE 2012 (N=56)

C. ASIAN 2012 (N=1,212)

D. BLACK/AFRO-AMERICA 2012 (N=411)

E. CAUCASIAN/WHITE 2012 (N=5,326)

F. HISPANIC/LATINO 2012 (N=886)

G. UNSPECIFIED 2012 (N=205)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference			
#	Category	A	B	C	D	E	F	G	
1	Career Development	52	-5	1	-4	0	2	-6	
2	Communication	62	-5	1	-6	0	0	-2	
3	Engagement	67	-3	0	-1	0	2	-4	
4	Image/Brand	59	-9	3	-2	-2	2	-8	
5	Organizational Change	38	-6	4	1	-1	2	-6	
6	Performance Management	54	-7	-1	-6	1	-1	-2	
7	Supervision	69	-4	0	-2	1	0	-2	
8	Working Relationships	66	-3	-2	-1	2	1	-7	

Sample of Comments

- “Providing better education benefits and opportunities to its employees. The University should expand its part-time evening programs to allow full-time employees the opportunity to apply for degree programs at UC or make work schedules flexible to allow for class scheduling given the current lack of part-time evening programs. ... Tuition should be covered whether or not the degree has to do with the employee’s current position, providing that the degree has to do with future career objectives at UC.”
- “UC has vast amounts of talent already existing in their ranks. They should make it a priority to recognize the talent they already have. Current policy makes it difficult to promote from within, and almost impossible to recognize above and beyond achievements extrinsically.”
- “There is no effective, well thought out organizational infrastructure. Everything is pieced together and decentralized; the campuses have been left to their own devices for years with little or no support from the top. Departments have been left to fend for themselves and make things work without proper systems in place. You have 10 people telling you what you did wrong, but no one that can tell you the correct way to do it when you are trying to be proactive and do things properly.”
- “There is no clear direction or plan that will achieve the state goals. Little, if any, input from the people who actually do the work is being asked. Typically, consultants who are developing a plan to change an organization will sit with employees and develop an understanding of the work involved. I suspect that decision makers do not understand the different needs between the faculty of one department from the other.”
- “The 3 divisions of a UC (Research, Operations, and Student Affairs) have conflicting goals, hence, have conflicting organizations. Each is rewarded for looking inward, yet to effect change we need to partner with outlying departments.”
- “Those in a leadership/management position are afraid to address the issue of people not doing their jobs. Instead of addressing this issue, their work gets dumped on the people who actually do their job. There is no incentive to do A+ work because you get more work and do not get compensated for it.”