

2015 Staff Engagement Survey

UNIVERSITY
OF
CALIFORNIA

Human
Resources



Volume UOC-07: SAN DIEGO 2015 REPORT

Data Collected: 2nd Quarter of 2015

Summary Category Scores vs. Benchmark

SAN DIEGO [W] (N=1,096)

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

Categories Ranked By Difference

Image/Brand

Career Development

Organizational Change

Engagement

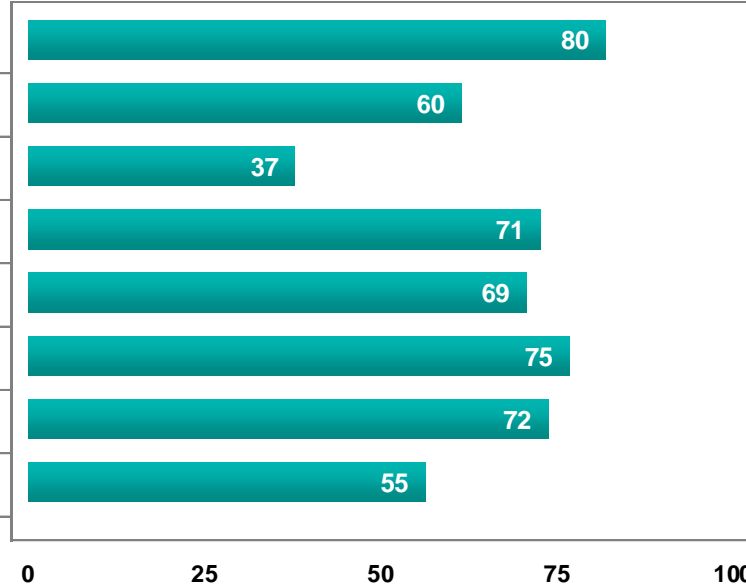
Communication

Working Relationships

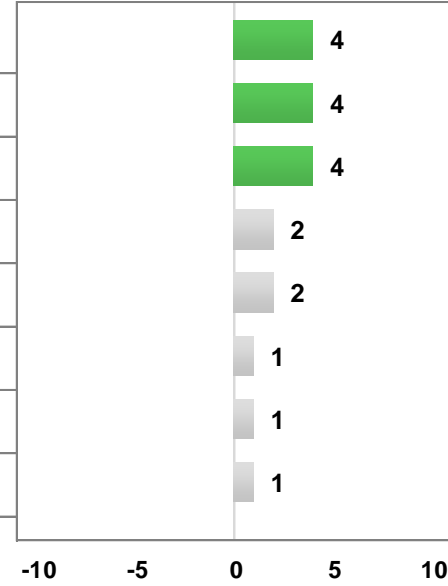
Supervision

Performance Management

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

SAN DIEGO [W] (N=1,096)

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

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	62	+9*	18	20	
IMAGE/BRAND: My campus/location is highly regarded by its employees.	75	+8*	14	12	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	78	+5*	8	14	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Planned well	39	+5*	32	29	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	78	+4*	11	11	
SUPERVISION: My supervisor gives me regular feedback on my performance.	73	+4*	7	19	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	71	+4*	12	17	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	66	+4*	12	23	
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	35	+4*	27	37	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Executed well	34	+4*	32	34	

0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

SAN DIEGO [W] (N=1,096)

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

Bottom 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	27	-1	12	60	
SUPERVISION: Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-1	13	15	
SUPERVISION: My supervisor communicates effectively.	73	-1	9	17	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	44	-1	12	45	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	78	-1	10	12	
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	72	0	10	18	
IMAGE/BRAND: I am proud to be associated with the UC system.	86	0	8	5	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	73	0	9	19	
SUPERVISION: My supervisor keeps me informed about issues that affect me.	75	0	11	14	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	4	11	

0 25 50 75 100 * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

SAN DIEGO [W] (N=1,096)

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

Categories Ranked By Difference

Image/Brand

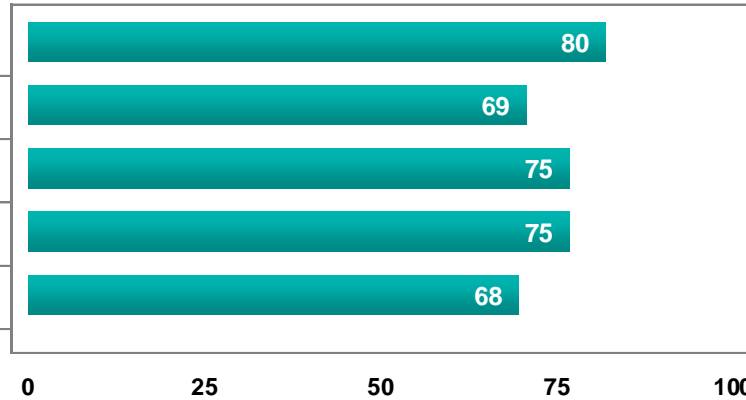
Career Development

Supervision

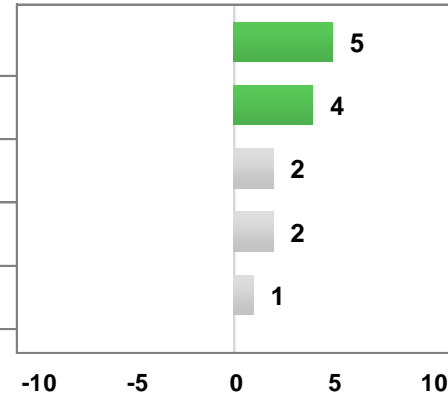
Working Relationships

Engagement

Favorable Scores



Differences From Benchmark



3 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 10 Items

SAN DIEGO [W] (N=1,096)

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

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
IMAGE/BRAND: My campus/location is highly regarded by its employees.	75	+14*	14	12	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	62	+10*	18	20	
SUPERVISION: My supervisor does a good job of building teamwork.	67	+5*	10	23	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	72	+4*	13	15	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	78	+4*	8	14	
SUPERVISION: My supervisor gives me regular feedback on my performance.	73	+4*	7	19	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	78	+3*	11	11	
ENGAGEMENT: I would recommend the UC system as a good place to work.	78	+3*	12	10	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	66	+3	12	23	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	73	+2	9	19	

0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

SAN DIEGO [W] (N=1,096)

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)
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	44	-4*	12	45	
IMAGE/BRAND: I am proud to be associated with the UC system.	86	-3*	8	5	
COMMUNICATION: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	66	-2	12	22	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	78	-1	10	12	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	71	0	12	17	
SUPERVISION: My supervisor communicates effectively.	73	0	9	17	
SUPERVISION: My supervisor treats me with respect.	85	0	7	8	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	61	+1		22	17
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	+1	4	11	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	73	+2	9	19	

0 25 50 75 100 * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

SAN DIEGO [W] (N=1,096)

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

Categories Ranked By Difference

Image/Brand

Communication

Career Development

Working Relationships

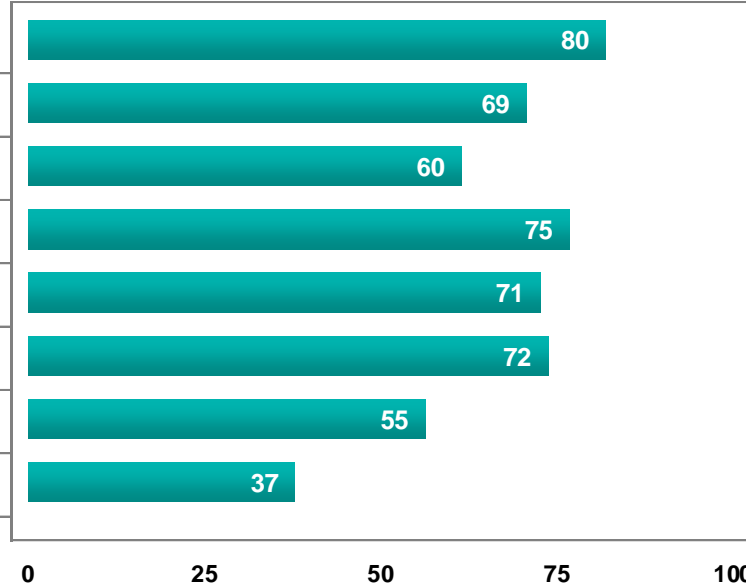
Engagement

Supervision

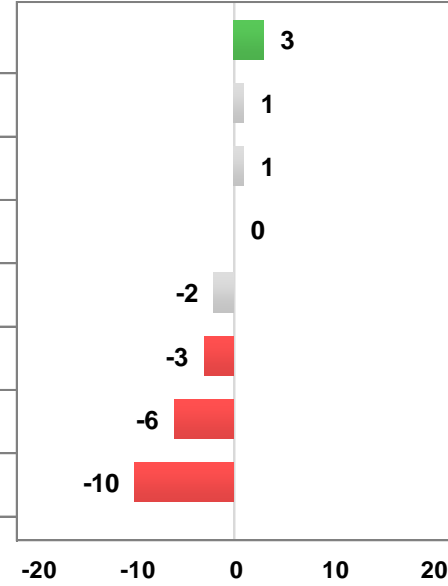
Performance Management

Organizational Change

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

SAN DIEGO [W] (N=1,096)

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)
IMAGE/BRAND: My campus/location is highly regarded by its employees.	75	+7*	14	12	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	+7*	4	11	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	69	+5*	20	11	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	72	+5*	8	20	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	78	+3*	11	11	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	73	+3*	9	19	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Planned well	39	+3	32	29	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	71	+2	12	17	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	78	+2	8	14	
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	35	+2	27	37	

0 25 50 75 100

* indicates a statistically significant difference

Bottom 10 Items

SAN DIEGO [W] (N=1,096)

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	34	-18*	32	34	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	38	-13*	26	36	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	44	-12*	12	45	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	27	-11*	12	60	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	59	-10*	14	27	
SUPERVISION: My supervisor develops people's abilities.	61	-8*	18	22	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	61	-7*		22	17
SUPERVISION: My supervisor does a good job of building teamwork.	67	-6*	10	23	
SUPERVISION: My supervisor keeps me informed about issues that affect me.	75	-6*	11	14	
ENGAGEMENT: I feel motivated to go beyond my formal job responsibilities to get the job done.	84	-5*	5	11	

0 25 50 75 100 * indicates a statistically significant difference

Category Breakdown Matrix

SAN DIEGO [W] (N=1,096)

By Gender

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: FEMALE (N=720)

C. SAN DIEGO: MALE (N=376)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C
1	Career Development	60	0	1
2	Communication	69	-1	3
3	Engagement	71	0	0
4	Image/Brand	80	-1	1
5	Organizational Change	37	0	1
6	Performance Management	55	-1	1
7	Supervision	72	0	1
8	Working Relationships	75	0	0

Item Breakdown Matrix - Career Development

SAN DIEGO [W] (N=1,096)

By Gender

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: FEMALE (N=720)

C. SAN DIEGO: MALE (N=376)

		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.	73	0	0			
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	62	-1	1			
14.	I am confident I can achieve my personal career objectives within the UC system.	61	0	1			
18.	My campus/location is doing a good job of planning for management succession.	35	-1	2			
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	71	0	0			

Item Breakdown Matrix - Communication

SAN DIEGO [W] (N=1,096)

By Gender

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: FEMALE (N=720)

C. SAN DIEGO: MALE (N=376)

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.	66	-1	2
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	72	-2	4

Item Breakdown Matrix - Engagement

SAN DIEGO [W] (N=1,096)

By Gender

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: FEMALE (N=720)

C. SAN DIEGO: MALE (N=376)

		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.	84	1	-2			
11.	Working for the UC system inspires me to do my best work.	73	0	0			
15.	I am satisfied with my involvement in decisions that affect my work.	66	-2	4			
19.	I have the equipment/tools/resources I need to do my job effectively.	78	0	1			
21.	There is usually sufficient staff in my department to handle the workload.	44	0	1			
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-1	1			
25.	I would recommend the UC system as a good place to work.	78	0	0			
33.	At the present time, are you seriously considering leaving the UC system?	61	2	-4			

Item Breakdown Matrix - Image/Brand

SAN DIEGO [W] (N=1,096)

By Gender

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: FEMALE (N=720)

C. SAN DIEGO: MALE (N=376)

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.	75	-1	3
30.	I am proud to be associated with the UC system.	86	0	0

Item Breakdown Matrix - Organizational Change

SAN DIEGO [W] (N=1,096)

By Gender

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: FEMALE (N=720)

C. SAN DIEGO: MALE (N=376)

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	39	-1	2
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	38	0	-1
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	34	-1	1

Item Breakdown Matrix - Performance Management

SAN DIEGO [W] (N=1,096)

By Gender

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: FEMALE (N=720)

C. SAN DIEGO: MALE (N=376)

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.	59	0	0
12.	I think my performance on the job is evaluated fairly.	78	-1	1
16.	I feel my campus/location does a good job matching pay to performance.	27	-1	2

Item Breakdown Matrix - Supervision

SAN DIEGO [W] (N=1,096)

By Gender

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: FEMALE (N=720)

C. SAN DIEGO: MALE (N=376)

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.	73	-2	3
13.	My supervisor does a good job of building teamwork.	67	-1	1
17.	My supervisor treats me with respect.	85	0	0
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	50	-2	4
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	72	0	1
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	0	-1
22.	My supervisor develops people's abilities.	61	0	-1
24.	My supervisor communicates effectively.	73	-1	3
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	1	-3
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-1	2
28.	My supervisor keeps me informed about issues that affect me.	75	-1	1
32.	My supervisor helps me make time to participate in training and development activities.	69	0	-1

Item Breakdown Matrix - Working Relationships

SAN DIEGO [W] (N=1,096)

By Gender

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: FEMALE (N=720)

C. SAN DIEGO: MALE (N=376)

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.	72	0	-1
29.	There is good cooperation between staff in my department.	78	0	1

Category Breakdown Matrix

SAN DIEGO [W] (N=1,096)

By Ethnicity

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: ASIAN (N=190)

C. SAN DIEGO: BLACK OF AFRICAN AMERICAN (N=51)

D. SAN DIEGO: HISPANIC (N=152)

E. SAN DIEGO: WHITE/CAUCASIAN (N=697)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Category	A	B	C	D	E
1	Career Development	60	0	2	2	-1
2	Communication	69	0	-4	1	0
3	Engagement	71	-2	0	3	0
4	Image/Brand	80	-2	-6	3	0
5	Organizational Change	37	4	3	9	-3
6	Performance Management	55	-1	-9	4	0
7	Supervision	72	0	-2	3	-1
8	Working Relationships	75	-3	-6	-1	1

Item Breakdown Matrix - Career Development

SAN DIEGO [W] (N=1,096)

By Ethnicity

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: ASIAN (N=190)

C. SAN DIEGO: BLACK OF AFRICAN AMERICAN (N=51)

D. SAN DIEGO: HISPANIC (N=152)

E. SAN DIEGO: WHITE/CAUCASIAN (N=697)

		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.	73	-2	6	-1	0
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	62	-1	6	0	0
14.	I am confident I can achieve my personal career objectives within the UC system.	61	1	4	2	-1
18.	My campus/location is doing a good job of planning for management succession.	35	5	-6	8	-3
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	71	0	2	1	0

Item Breakdown Matrix - Communication

SAN DIEGO [W] (N=1,096)

By Ethnicity

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: ASIAN (N=190)

C. SAN DIEGO: BLACK OF AFRICAN AMERICAN (N=51)

D. SAN DIEGO: HISPANIC (N=152)

E. SAN DIEGO: WHITE/CAUCASIAN (N=697)

		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.	66	0	-2	-1	0
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	72	0	-6	2	0

Item Breakdown Matrix - Engagement

SAN DIEGO [W] (N=1,096)

By Ethnicity

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: ASIAN (N=190)

C. SAN DIEGO: BLACK OF AFRICAN AMERICAN (N=51)

D. SAN DIEGO: HISPANIC (N=152)

E. SAN DIEGO: WHITE/CAUCASIAN (N=697)

		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.	84	-5	4	2	1
11.	Working for the UC system inspires me to do my best work.	73	-3	2	3	0
15.	I am satisfied with my involvement in decisions that affect my work.	66	0	-1	5	-1
19.	I have the equipment/tools/resources I need to do my job effectively.	78	-5	1	5	0
21.	There is usually sufficient staff in my department to handle the workload.	44	0	-4	5	-1
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-1	4	2	0
25.	I would recommend the UC system as a good place to work.	78	-3	-2	2	0
33.	At the present time, are you seriously considering leaving the UC system?	61	0	-4	-4	1

Item Breakdown Matrix - Image/Brand

SAN DIEGO [W] (N=1,096)

By Ethnicity

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: ASIAN (N=190)

C. SAN DIEGO: BLACK OF AFRICAN AMERICAN (N=51)

D. SAN DIEGO: HISPANIC (N=152)

E. SAN DIEGO: WHITE/CAUCASIAN (N=697)

		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.	75	-3	-15	4	1
30.	I am proud to be associated with the UC system.	86	-2	2	3	0

Item Breakdown Matrix - Organizational Change

SAN DIEGO [W] (N=1,096)

By Ethnicity

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: ASIAN (N=190)

C. SAN DIEGO: BLACK OF AFRICAN AMERICAN (N=51)

D. SAN DIEGO: HISPANIC (N=152)

E. SAN DIEGO: WHITE/CAUCASIAN (N=697)

		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	39	3	2	9	-3
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	38	5	7	10	-4
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	34	5	-1	7	-3

Item Breakdown Matrix - Performance Management

SAN DIEGO [W] (N=1,096)

By Ethnicity

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: ASIAN (N=190)

C. SAN DIEGO: BLACK OF AFRICAN AMERICAN (N=51)

D. SAN DIEGO: HISPANIC (N=152)

E. SAN DIEGO: WHITE/CAUCASIAN (N=697)

		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.	59	3	-12	1	0
12.	I think my performance on the job is evaluated fairly.	78	-5	-3	7	0
16.	I feel my campus/location does a good job matching pay to performance.	27	-2	-12	4	1

Item Breakdown Matrix - Supervision

SAN DIEGO [W] (N=1,096)

By Ethnicity

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: ASIAN (N=190)

C. SAN DIEGO: BLACK OR AFRICAN AMERICAN (N=51)

D. SAN DIEGO: HISPANIC (N=152)

E. SAN DIEGO: WHITE/CAUCASIAN (N=697)

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.	73	3	-5	4	-1
13.	My supervisor does a good job of building teamwork.	67	3	-3	-1	0
17.	My supervisor treats me with respect.	85	0	-4	4	-1
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	50	4	-7	5	-2
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	72	-2	-1	2	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	75	-2	-5	3	0
22.	My supervisor develops people's abilities.	61	0	-8	1	0
24.	My supervisor communicates effectively.	73	1	-3	4	-1
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	-5	-1	0	1
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-1	-1	2	0
28.	My supervisor keeps me informed about issues that affect me.	75	2	-4	2	-1
32.	My supervisor helps me make time to participate in training and development activities.	69	1	13	4	-2

Item Breakdown Matrix - Working Relationships

SAN DIEGO [W] (N=1,096)

By Ethnicity

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: ASIAN (N=190)

C. SAN DIEGO: BLACK OF AFRICAN AMERICAN (N=51)

D. SAN DIEGO: HISPANIC (N=152)

E. SAN DIEGO: WHITE/CAUCASIAN (N=697)

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.	72	-4	-2	1	1
29.	There is good cooperation between staff in my department.	78	-2	-10	-2	2

Category Breakdown Matrix

SAN DIEGO [W] (N=1,096)

By Years of Service

- A. SAN DIEGO [W] (N=1,096)
- B. SAN DIEGO: 1 < 3 (N=151)
- C. SAN DIEGO: 3 < 5 (N=108)
- D. SAN DIEGO: 5 < 10 (N=305)
- E. SAN DIEGO: 10 < 15 (N=200)

- F. SAN DIEGO: 15 < 20 (N=139)
- G. SAN DIEGO: 20 < 25 (N=79)
- H. SAN DIEGO: 25 < 30 (N=74)
- I. SAN DIEGO: 30+ (N=40)

		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	60	-1	1	-1	-2	1	-1	3	5	
2	Communication	69	-3	6	-1	-1	1	-1	1	3	
3	Engagement	71	-1	-2	0	-2	1	2	2	4	
4	Image/Brand	80	2	3	1	-3	2	-3	-4	0	
5	Organizational Change	37	4	3	2	-4	0	-1	-9	-2	
6	Performance Management	55	0	2	-1	-1	3	-2	-3	0	
7	Supervision	72	1	1	0	-1	0	-1	0	-1	
8	Working Relationships	75	-3	-1	1	3	1	-5	2	-4	

Item Breakdown Matrix - Career Development

SAN DIEGO [W] (N=1,096)

By Years of Service

- A. SAN DIEGO [W] (N=1,096)
- B. SAN DIEGO: 1 < 3 (N=151)
- C. SAN DIEGO: 3 < 5 (N=108)
- D. SAN DIEGO: 5 < 10 (N=305)
- E. SAN DIEGO: 10 < 15 (N=200)

- F. SAN DIEGO: 15 < 20 (N=139)
- G. SAN DIEGO: 20 < 25 (N=79)
- H. SAN DIEGO: 25 < 30 (N=74)
- I. SAN DIEGO: 30+ (N=40)

		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.	73	4	5	0	-5	1	-4	3	0	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	62	-5	-3	0	-1	1	3	8	8	
14.	I am confident I can achieve my personal career objectives within the UC system.	61	-2	0	-2	-5	8	4	1	9	
18.	My campus/location is doing a good job of planning for management succession.	35	0	3	-1	3	3	-8	-4	0	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	71	0	0	0	-1	-6	1	9	9	

Item Breakdown Matrix - Communication

SAN DIEGO [W] (N=1,096)

By Years of Service

- A. SAN DIEGO [W] (N=1,096)
- B. SAN DIEGO: 1 < 3 (N=151)
- C. SAN DIEGO: 3 < 5 (N=108)
- D. SAN DIEGO: 5 < 10 (N=305)
- E. SAN DIEGO: 10 < 15 (N=200)

- F. SAN DIEGO: 15 < 20 (N=139)
- G. SAN DIEGO: 20 < 25 (N=79)
- H. SAN DIEGO: 25 < 30 (N=74)
- I. SAN DIEGO: 30+ (N=40)

		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.	66	-1	9	-1	-1	-3	0	-4	9	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	72	-4	4	-2	0	4	-2	5	-2	

Item Breakdown Matrix - Engagement

SAN DIEGO [W] (N=1,096)

By Years of Service

- A. SAN DIEGO [W] (N=1,096)
- B. SAN DIEGO: 1 < 3 (N=151)
- C. SAN DIEGO: 3 < 5 (N=108)
- D. SAN DIEGO: 5 < 10 (N=305)
- E. SAN DIEGO: 10 < 15 (N=200)

- F. SAN DIEGO: 15 < 20 (N=139)
- G. SAN DIEGO: 20 < 25 (N=79)
- H. SAN DIEGO: 25 < 30 (N=74)
- I. SAN DIEGO: 30+ (N=40)

		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.	84	0	1	-2	0	3	-4	1	1	
11.	Working for the UC system inspires me to do my best work.	73	0	-7	-2	-1	7	4	1	10	
15.	I am satisfied with my involvement in decisions that affect my work.	66	-1	-1	2	-7	2	1	6	7	
19.	I have the equipment/tools/resources I need to do my job effectively.	78	-7	-2	1	-1	2	7	1	10	
21.	There is usually sufficient staff in my department to handle the workload.	44	4	-4	2	-3	-3	3	4	-6	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-2	-1	-1	1	-1	0	5	8	
25.	I would recommend the UC system as a good place to work.	78	2	4	2	-6	0	0	-1	4	
33.	At the present time, are you seriously considering leaving the UC system?	61	-3	-4	1	0	1	2	1	2	

Item Breakdown Matrix - Image/Brand

SAN DIEGO [W] (N=1,096)

By Years of Service

- A. SAN DIEGO [W] (N=1,096)
- B. SAN DIEGO: 1 < 3 (N=151)
- C. SAN DIEGO: 3 < 5 (N=108)
- D. SAN DIEGO: 5 < 10 (N=305)
- E. SAN DIEGO: 10 < 15 (N=200)

- F. SAN DIEGO: 15 < 20 (N=139)
- G. SAN DIEGO: 20 < 25 (N=79)
- H. SAN DIEGO: 25 < 30 (N=74)
- I. SAN DIEGO: 30+ (N=40)

		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.	75	2	2	2	-3	2	-5	-7	-5	
30.	I am proud to be associated with the UC system.	86	2	4	-1	-3	2	-1	-1	4	

Item Breakdown Matrix - Organizational Change

SAN DIEGO [W] (N=1,096)

By Years of Service

- A. SAN DIEGO [W] (N=1,096)
- B. SAN DIEGO: 1 < 3 (N=151)
- C. SAN DIEGO: 3 < 5 (N=108)
- D. SAN DIEGO: 5 < 10 (N=305)
- E. SAN DIEGO: 10 < 15 (N=200)

- F. SAN DIEGO: 15 < 20 (N=139)
- G. SAN DIEGO: 20 < 25 (N=79)
- H. SAN DIEGO: 25 < 30 (N=74)
- I. SAN DIEGO: 30+ (N=40)

		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	39	3	2	3	-3	2	-3	-11	-3	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	38	3	5	2	-5	-1	0	-9	4	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	34	6	3	1	-4	0	-1	-7	-6	

Item Breakdown Matrix - Performance Management

SAN DIEGO [W] (N=1,096)

By Years of Service

- A. SAN DIEGO [W] (N=1,096)
- B. SAN DIEGO: 1 < 3 (N=151)
- C. SAN DIEGO: 3 < 5 (N=108)
- D. SAN DIEGO: 5 < 10 (N=305)
- E. SAN DIEGO: 10 < 15 (N=200)

- F. SAN DIEGO: 15 < 20 (N=139)
- G. SAN DIEGO: 20 < 25 (N=79)
- H. SAN DIEGO: 25 < 30 (N=74)
- I. SAN DIEGO: 30+ (N=40)

		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.	59	-4	0	2	-2	8	-1	-8	-6	
12.	I think my performance on the job is evaluated fairly.	78	2	3	-2	0	1	-5	4	0	
16.	I feel my campus/location does a good job matching pay to performance.	27	3	4	-3	-1	1	0	-3	8	

Item Breakdown Matrix - Supervision

SAN DIEGO [W] (N=1,096)

By Years of Service

- A. SAN DIEGO [W] (N=1,096)
- B. SAN DIEGO: 1 < 3 (N=151)
- C. SAN DIEGO: 3 < 5 (N=108)
- D. SAN DIEGO: 5 < 10 (N=305)
- E. SAN DIEGO: 10 < 15 (N=200)

- F. SAN DIEGO: 15 < 20 (N=139)
- G. SAN DIEGO: 20 < 25 (N=79)
- H. SAN DIEGO: 25 < 30 (N=74)
- I. SAN DIEGO: 30+ (N=40)

		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.	73	0	3	-1	-1	4	-2	-6	7	
13.	My supervisor does a good job of building teamwork.	67	0	1	0	1	0	0	-4	2	
17.	My supervisor treats me with respect.	85	5	5	1	-3	-3	-4	-1	-10	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	50	-6	-2	1	-1	4	5	4	-7	
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	72	1	0	0	0	1	0	0	-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	75	2	-3	2	-2	2	-4	-1	0	
22.	My supervisor develops people's abilities.	61	4	3	1	0	-1	-1	-9	-3	
24.	My supervisor communicates effectively.	73	0	2	0	-2	-1	-1	7	-1	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	4	-2	-1	0	0	2	-2	-2	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	3	2	0	-2	-3	-1	0	6	
28.	My supervisor keeps me informed about issues that affect me.	75	2	2	0	-3	1	-3	4	-5	
32.	My supervisor helps me make time to participate in training and development activities.	69	1	0	1	-2	-6	2	5	6	

Item Breakdown Matrix - Working Relationships

SAN DIEGO [W] (N=1,096)

By Years of Service

- A. SAN DIEGO [W] (N=1,096)
- B. SAN DIEGO: 1 < 3 (N=151)
- C. SAN DIEGO: 3 < 5 (N=108)
- D. SAN DIEGO: 5 < 10 (N=305)
- E. SAN DIEGO: 10 < 15 (N=200)

- F. SAN DIEGO: 15 < 20 (N=139)
- G. SAN DIEGO: 20 < 25 (N=79)
- H. SAN DIEGO: 25 < 30 (N=74)
- I. SAN DIEGO: 30+ (N=40)

		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.	72	-4	-2	1	4	1	-8	5	-7	
29.	There is good cooperation between staff in my department.	78	-3	0	1	2	0	-2	-1	-1	

Category Breakdown Matrix

SAN DIEGO [W] (N=1,096)

By Pay Range

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: < 40K (N=20)

C. SAN DIEGO: 40K - 49K (N=158)

D. SAN DIEGO: 50K - 59K (N=251)

E. SAN DIEGO: 60K - 69K (N=174)

F. SAN DIEGO: 70K - 79K (N=117)

G. SAN DIEGO: 80K - 89K (N=108)

H. SAN DIEGO: 90K - 99K (N=71)

I. SAN DIEGO: 100K - 109K (N=46)

J. SAN DIEGO: 110K - 149K (N=123)

K. SAN DIEGO: 150K - 199K (N=19)

		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	K	
1	Career Development	60	-9	-5	1	-4	-4	0	5	5	7	13	
2	Communication	69	-12	-5	2	-2	-2	-1	2	0	5	10	
3	Engagement	71	-9	-3	0	-2	-3	3	4	1	3	8	
4	Image/Brand	80	0	-2	-2	-1	1	0	2	2	4	6	
5	Organizational Change	37	3	5	1	-2	-3	-1	6	-2	-6	-2	
6	Performance Management	55	-5	-7	-2	-1	-4	2	6	4	6	16	
7	Supervision	72	-7	1	3	-1	-4	-3	4	0	-1	9	
8	Working Relationships	75	-5	-1	0	-3	-8	0	2	5	5	20	

Item Breakdown Matrix - Career Development

SAN DIEGO [W] (N=1,096)

By Pay Range

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: < 40K (N=20)

C. SAN DIEGO: 40K - 49K (N=158)

D. SAN DIEGO: 50K - 59K (N=251)

E. SAN DIEGO: 60K - 69K (N=174)

F. SAN DIEGO: 70K - 79K (N=117)

G. SAN DIEGO: 80K - 89K (N=108)

H. SAN DIEGO: 90K - 99K (N=71)

I. SAN DIEGO: 100K - 109K (N=46)

J. SAN DIEGO: 110K - 149K (N=123)

K. SAN DIEGO: 150K - 199K (N=19)

		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	K	
1.	I believe I have the opportunity for personal development and growth within the UC system.	73	-13	-4	1	-3	-4	2	3	1	6	17	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	62	-17	-5	1	-7	1	-1	0	12	9	11	
14.	I am confident I can achieve my personal career objectives within the UC system.	61	-11	-8	-2	-2	-7	5	7	7	8	23	
18.	My campus/location is doing a good job of planning for management succession.	35	-10	-6	2	-3	-5	-4	14	2	6	7	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	71	4	-4	3	-4	-2	-2	4	3	4	8	

Item Breakdown Matrix - Communication

SAN DIEGO [W] (N=1,096)

By Pay Range

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: < 40K (N=20)

C. SAN DIEGO: 40K - 49K (N=158)

D. SAN DIEGO: 50K - 59K (N=251)

E. SAN DIEGO: 60K - 69K (N=174)

F. SAN DIEGO: 70K - 79K (N=117)

G. SAN DIEGO: 80K - 89K (N=108)

H. SAN DIEGO: 90K - 99K (N=71)

I. SAN DIEGO: 100K - 109K (N=46)

J. SAN DIEGO: 110K - 149K (N=123)

K. SAN DIEGO: 150K - 199K (N=19)

		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	K	
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	66	-21	-5	4	-4	0	-4	6	-3	6	7	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	72	-2	-5	1	1	-4	2	-1	4	4	12	

Item Breakdown Matrix - Engagement

SAN DIEGO [W] (N=1,096)

By Pay Range

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: < 40K (N=20)

C. SAN DIEGO: 40K - 49K (N=158)

D. SAN DIEGO: 50K - 59K (N=251)

E. SAN DIEGO: 60K - 69K (N=174)

F. SAN DIEGO: 70K - 79K (N=117)

G. SAN DIEGO: 80K - 89K (N=108)

H. SAN DIEGO: 90K - 99K (N=71)

I. SAN DIEGO: 100K - 109K (N=46)

J. SAN DIEGO: 110K - 149K (N=123)

K. SAN DIEGO: 150K - 199K (N=19)

		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	K	
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	84	-9	-3	0	-2	-4	1	5	-1	3	16	
11.	Working for the UC system inspires me to do my best work.	73	-13	-6	-1	-3	-4	6	7	5	6	11	
15.	I am satisfied with my involvement in decisions that affect my work.	66	-16	-4	-3	-1	-3	6	-3	2	8	18	
19.	I have the equipment/tools/resources I need to do my job effectively.	78	-13	0	1	-5	-2	5	6	-4	0	12	
21.	There is usually sufficient staff in my department to handle the workload.	44	-4	-2	5	-4	-5	2	2	-2	-1	4	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-9	-2	-2	3	-1	3	1	2	3	-11	
25.	I would recommend the UC system as a good place to work.	78	2	4	1	-4	-6	-1	7	8	-4	6	
33.	At the present time, are you seriously considering leaving the UC system?	61	-11	-10	1	2	-1	1	4	0	6	8	

Item Breakdown Matrix - Image/Brand

SAN DIEGO [W] (N=1,096)

By Pay Range

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: < 40K (N=20)

C. SAN DIEGO: 40K - 49K (N=158)

D. SAN DIEGO: 50K - 59K (N=251)

E. SAN DIEGO: 60K - 69K (N=174)

F. SAN DIEGO: 70K - 79K (N=117)

G. SAN DIEGO: 80K - 89K (N=108)

H. SAN DIEGO: 90K - 99K (N=71)

I. SAN DIEGO: 100K - 109K (N=46)

J. SAN DIEGO: 110K - 149K (N=123)

K. SAN DIEGO: 150K - 199K (N=19)

		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	K	
4.	My campus/location is highly regarded by its employees.	75	0	-4	-4	-4	5	1	4	6	5	10	
30.	I am proud to be associated with the UC system.	86	-1	-1	0	1	-2	-1	0	-1	2	3	

Item Breakdown Matrix - Organizational Change

SAN DIEGO [W] (N=1,096)

By Pay Range

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: < 40K (N=20)

C. SAN DIEGO: 40K - 49K (N=158)

D. SAN DIEGO: 50K - 59K (N=251)

E. SAN DIEGO: 60K - 69K (N=174)

F. SAN DIEGO: 70K - 79K (N=117)

G. SAN DIEGO: 80K - 89K (N=108)

H. SAN DIEGO: 90K - 99K (N=71)

I. SAN DIEGO: 100K - 109K (N=46)

J. SAN DIEGO: 110K - 149K (N=123)

K. SAN DIEGO: 150K - 199K (N=19)

		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	K	
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	39	1	6	0	-1	-1	-3	6	-4	-5	-2	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	38	2	5	4	-3	-3	-2	2	-3	-6	-1	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	34	6	3	0	-1	-4	0	10	0	-6	-3	

Item Breakdown Matrix - Performance Management

SAN DIEGO [W] (N=1,096)

By Pay Range

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: < 40K (N=20)

C. SAN DIEGO: 40K - 49K (N=158)

D. SAN DIEGO: 50K - 59K (N=251)

E. SAN DIEGO: 60K - 69K (N=174)

F. SAN DIEGO: 70K - 79K (N=117)

G. SAN DIEGO: 80K - 89K (N=108)

H. SAN DIEGO: 90K - 99K (N=71)

I. SAN DIEGO: 100K - 109K (N=46)

J. SAN DIEGO: 110K - 149K (N=123)

K. SAN DIEGO: 150K - 199K (N=19)

		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	K	
6.	I feel my personal contributions are recognized.	59	-6	-7	-4	0	-3	1	10	8	7	15	
12.	I think my performance on the job is evaluated fairly.	78	-8	-1	3	1	-5	3	-3	-9	0	12	
16.	I feel my campus/location does a good job matching pay to performance.	27	-2	-12	-4	-4	-4	2	12	12	12	20	

Item Breakdown Matrix - Supervision

SAN DIEGO [W] (N=1,096)

By Pay Range

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: < 40K (N=20)

C. SAN DIEGO: 40K - 49K (N=158)

D. SAN DIEGO: 50K - 59K (N=251)

E. SAN DIEGO: 60K - 69K (N=174)

F. SAN DIEGO: 70K - 79K (N=117)

G. SAN DIEGO: 80K - 89K (N=108)

H. SAN DIEGO: 90K - 99K (N=71)

I. SAN DIEGO: 100K - 109K (N=46)

J. SAN DIEGO: 110K - 149K (N=123)

K. SAN DIEGO: 150K - 199K (N=19)

		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	K	
7.	My supervisor gives me regular feedback on my performance.	73	2	4	2	-2	-3	-7	4	3	-4	6	
13.	My supervisor does a good job of building teamwork.	67	-17	2	3	-4	-4	-1	4	6	-2	6	
17.	My supervisor treats me with respect.	85	-10	1	2	-2	-3	-2	4	0	1	5	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	50	10	-6	2	-4	-1	2	2	3	3	8	
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	72	-12	-2	2	6	-7	-4	0	-3	0	18	
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-5	2	3	2	-4	-7	4	-4	-3	19	
22.	My supervisor develops people's abilities.	61	4	-2	2	0	1	-5	7	-3	-4	8	
24.	My supervisor communicates effectively.	73	-8	4	4	-3	-8	-2	4	2	-3	11	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	-9	4	1	-1	-5	1	-2	-3	-2	11	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-17	-3	3	0	-2	-6	7	-5	1	18	
28.	My supervisor keeps me informed about issues that affect me.	75	-15	3	3	-2	-5	-5	4	-1	4	-1	
32.	My supervisor helps me make time to participate in training and development activities.	69	-4	0	3	-2	-4	-2	11	1	-2	-6	

Item Breakdown Matrix - Working Relationships

SAN DIEGO [W] (N=1,096)

By Pay Range

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: < 40K (N=20)

C. SAN DIEGO: 40K - 49K (N=158)

D. SAN DIEGO: 50K - 59K (N=251)

E. SAN DIEGO: 60K - 69K (N=174)

F. SAN DIEGO: 70K - 79K (N=117)

G. SAN DIEGO: 80K - 89K (N=108)

H. SAN DIEGO: 90K - 99K (N=71)

I. SAN DIEGO: 100K - 109K (N=46)

J. SAN DIEGO: 110K - 149K (N=123)

K. SAN DIEGO: 150K - 199K (N=19)

		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	K
8.	There is good cooperation between my department and other departments at my campus/location.	72	-7	-1	-1	-5	-10	3	8	6	7	17
29.	There is good cooperation between staff in my department.	78	-3	0	1	-1	-6	-3	-4	4	4	22

Category Breakdown Matrix

SAN DIEGO [W] (N=1,096)

By Role

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: INDIVIDUAL CONTRIBUTOR (N=559)

C. SAN DIEGO: SUPERVISOR (N=191)

D. SAN DIEGO: MANAGER (N=230)

E. SAN DIEGO: DIRECTOR AND ABOVE (N=102)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C	D	E
1	Career Development	60	-3	0	1	12
2	Communication	69	-2	3	-3	7
3	Engagement	71	-1	0	-1	6
4	Image/Brand	80	-1	0	-1	8
5	Organizational Change	37	1	-2	-2	0
6	Performance Management	55	-3	2	-1	12
7	Supervision	72	-2	7	-3	1
8	Working Relationships	75	-2	-1	1	10

Item Breakdown Matrix - Career Development

SAN DIEGO [W] (N=1,096)

By Role

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: INDIVIDUAL CONTRIBUTOR (N=559)

C. SAN DIEGO: SUPERVISOR (N=191)

D. SAN DIEGO: MANAGER (N=230)

E. SAN DIEGO: DIRECTOR AND ABOVE (N=102)

		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.	73	-2	-1	0	12
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	62	-3	-3	4	13
14.	I am confident I can achieve my personal career objectives within the UC system.	61	-5	1	3	17
18.	My campus/location is doing a good job of planning for management succession.	35	-4	3	3	7
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	71	-2	2	-2	10

Item Breakdown Matrix - Communication

SAN DIEGO [W] (N=1,096)

By Role

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: INDIVIDUAL CONTRIBUTOR (N=559)

C. SAN DIEGO: SUPERVISOR (N=191)

D. SAN DIEGO: MANAGER (N=230)

E. SAN DIEGO: DIRECTOR AND ABOVE (N=102)

		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.	66	0	-1	-3	10
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	72	-3	7	-2	5

Item Breakdown Matrix - Engagement

SAN DIEGO [W] (N=1,096)

By Role

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: INDIVIDUAL CONTRIBUTOR (N=559)

C. SAN DIEGO: SUPERVISOR (N=191)

D. SAN DIEGO: MANAGER (N=230)

E. SAN DIEGO: DIRECTOR AND ABOVE (N=102)

		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.	84	-3	2	3	8
11.	Working for the UC system inspires me to do my best work.	73	-3	3	-1	10
15.	I am satisfied with my involvement in decisions that affect my work.	66	-5	2	3	12
19.	I have the equipment/tools/resources I need to do my job effectively.	78	1	-2	-1	2
21.	There is usually sufficient staff in my department to handle the workload.	44	3	-6	-4	-1
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	0	-1	0
25.	I would recommend the UC system as a good place to work.	78	-1	1	-2	4
33.	At the present time, are you seriously considering leaving the UC system?	61	0	-2	-3	11

Item Breakdown Matrix - Image/Brand

SAN DIEGO [W] (N=1,096)

By Role

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: INDIVIDUAL CONTRIBUTOR (N=559)

C. SAN DIEGO: SUPERVISOR (N=191)

D. SAN DIEGO: MANAGER (N=230)

E. SAN DIEGO: DIRECTOR AND ABOVE (N=102)

		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.	75	-2	0	-1	11
30.	I am proud to be associated with the UC system.	86	-1	1	-1	5

Item Breakdown Matrix - Organizational Change

SAN DIEGO [W] (N=1,096)

By Role

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: INDIVIDUAL CONTRIBUTOR (N=559)

C. SAN DIEGO: SUPERVISOR (N=191)

D. SAN DIEGO: MANAGER (N=230)

E. SAN DIEGO: DIRECTOR AND ABOVE (N=102)

		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	39	1	-2	-1	1
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	38	2	-1	-4	0
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	34	1	-3	-1	0

Item Breakdown Matrix - Performance Management

SAN DIEGO [W] (N=1,096)

By Role

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: INDIVIDUAL CONTRIBUTOR (N=559)

C. SAN DIEGO: SUPERVISOR (N=191)

D. SAN DIEGO: MANAGER (N=230)

E. SAN DIEGO: DIRECTOR AND ABOVE (N=102)

		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.	59	-3	2	-2	16
12.	I think my performance on the job is evaluated fairly.	78	-2	6	-4	7
16.	I feel my campus/location does a good job matching pay to performance.	27	-3	-2	3	13

Item Breakdown Matrix - Supervision

SAN DIEGO [W] (N=1,096)

By Role

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: INDIVIDUAL CONTRIBUTOR (N=559)

C. SAN DIEGO: SUPERVISOR (N=191)

D. SAN DIEGO: MANAGER (N=230)

E. SAN DIEGO: DIRECTOR AND ABOVE (N=102)

		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.	73	-1	3	-3	0
13.	My supervisor does a good job of building teamwork.	67	-2	9	-5	2
17.	My supervisor treats me with respect.	85	-2	7	-3	3
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	50	-5	11	2	0
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	72	-3	10	-3	1
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-2	9	-5	1
22.	My supervisor develops people's abilities.	61	-1	8	-4	-3
24.	My supervisor communicates effectively.	73	-1	9	-5	-3
26.	I have a clear understanding of how my job contributes to the departmental objectives.	89	1	-2	-3	3
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-2	5	-1	3
28.	My supervisor keeps me informed about issues that affect me.	75	-1	5	-3	0
32.	My supervisor helps me make time to participate in training and development activities.	69	-2	7	-3	3

Item Breakdown Matrix - Working Relationships

SAN DIEGO [W] (N=1,096)

By Role

A. SAN DIEGO [W] (N=1,096)

B. SAN DIEGO: INDIVIDUAL CONTRIBUTOR (N=559)

C. SAN DIEGO: SUPERVISOR (N=191)

D. SAN DIEGO: MANAGER (N=230)

E. SAN DIEGO: DIRECTOR AND ABOVE (N=102)

		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.	72	-3	-1	3	10
29.	There is good cooperation between staff in my department.	78	-1	-1	-1	9