

2015 Staff Engagement Survey

UNIVERSITY
OF
CALIFORNIA

Human
Resources



Volume UOC-09: SANTA BARBARA 2015 REPORT

Data Collected: 2nd Quarter of 2015

Summary Category Scores vs. Benchmark

SANTA BARBARA [W] (N=507)

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

Categories Ranked By Difference

Working Relationships

Communication

Career Development

Image/Brand

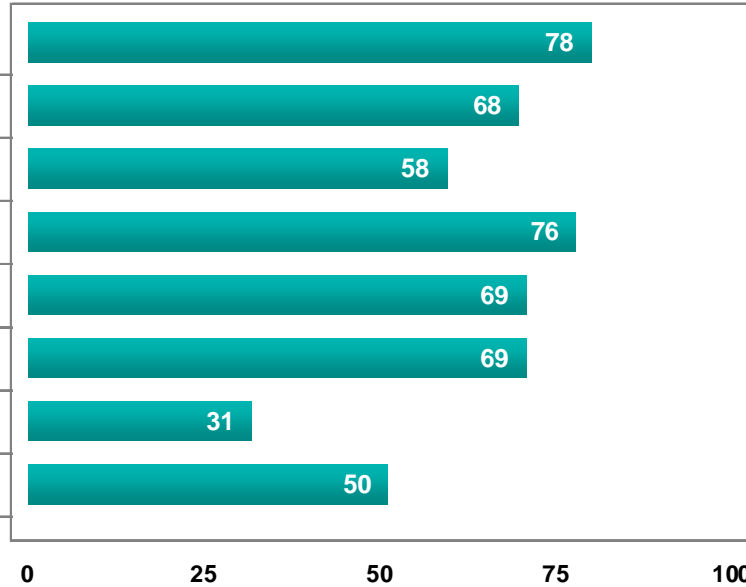
Engagement

Supervision

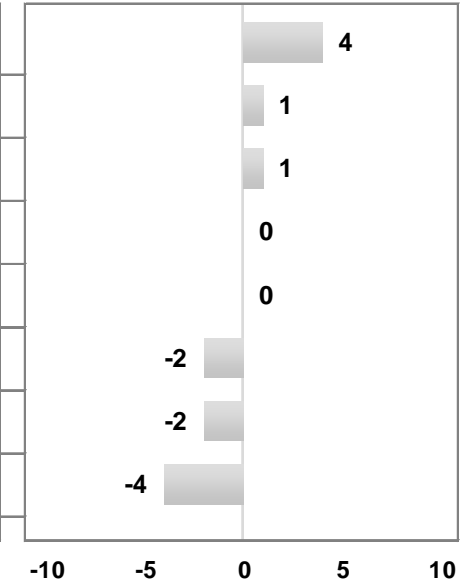
Organizational Change

Performance Management

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

SANTA BARBARA [W] (N=507)

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

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	76	+6*	10	15	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	75	+3	6	19	
ENGAGEMENT: I would recommend the UC system as a good place to work.	80	+2	14	6	
SUPERVISION: I have a clear understanding of how my job contributes to the departmental objectives.	91	+2	5	5	
ENGAGEMENT: I feel motivated to go beyond my formal job responsibilities to get the job done.	85	+2	4	11	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	+2	7	22	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	81	+2	7	12	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	63	+1	14	23	
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	32	+1	28	39	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	74	+1	11	15	

0 25 50 75 100

* indicates a statistically significant difference

Bottom 10 Items

SANTA BARBARA [W] (N=507)

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.	20	-9*	11	69	
SUPERVISION: My supervisor gives me regular feedback on my performance.	62	-7*	7	30	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Planned well	31	-4	31	38	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	54	-4	16	30	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Executed well	27	-3	33	39	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-3	11	47	
ENGAGEMENT: Working for the UC system inspires me to do my best work.	68	-3	16	16	
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	68	-3	13	19	
SUPERVISION: Regarding suggestions for change from employees, my supervisor is usually responsive.	70	-3	16	15	
SUPERVISION: My supervisor keeps me informed about issues that affect me.□	73	-2	9	18	

0 25 50 75 100

* indicates a statistically significant difference

Summary Category Scores vs. Benchmark

SANTA BARBARA [W] (N=507)

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

Categories Ranked By Difference

Working Relationships

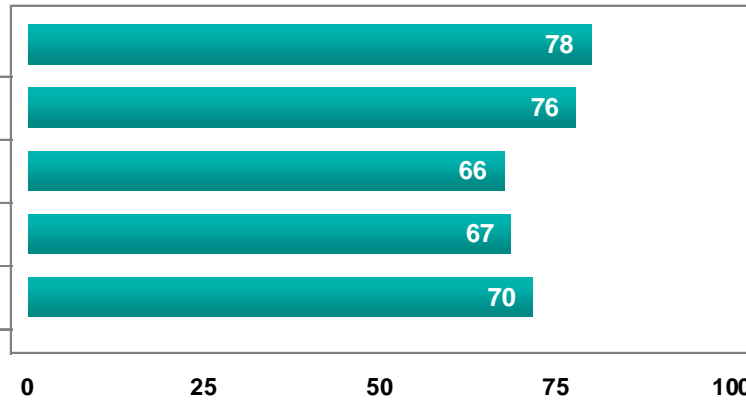
Image/Brand

Career Development

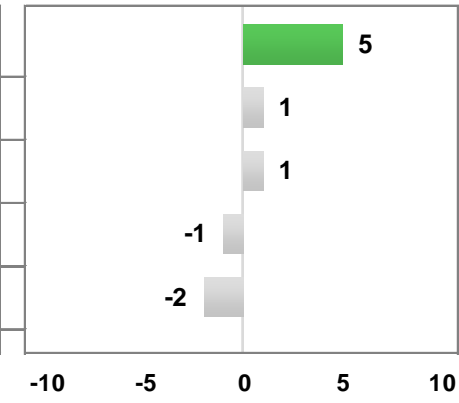
Engagement

Supervision

Favorable Scores



Differences From Benchmark



3 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 10 Items

SANTA BARBARA [W] (N=507)

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)
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	76	+8*	10	15	
IMAGE/BRAND: My campus/location is highly regarded by its employees.	66	+5*	19	15	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	75	+5*	6	19	
ENGAGEMENT: I would recommend the UC system as a good place to work.	80	+4*	14	6	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	+3	18	27	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	81	+2	7	12	
SUPERVISION: My supervisor treats me with respect.	85	+1	5	10	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	63	0	14	23	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	74	0	11	15	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	4	12	

0 25 50 75 100

* indicates a statistically significant difference

Bottom 10 Items

SANTA BARBARA [W] (N=507)

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)
SUPERVISION: My supervisor gives me regular feedback on my performance.	62	-7*	7	30	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-6*	11	47	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	-4	12	21	
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	-3	12	22	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	71	-2	9	20	
SUPERVISION: My supervisor communicates effectively.	72	-2	10	19	
SUPERVISION: My supervisor does a good job of building teamwork.	62	-1	13	25	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	60	0		22	18
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	4	12	

0 25 50 75 100

* indicates a statistically significant difference

Summary Category Scores vs. Benchmark

SANTA BARBARA [W] (N=507)

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

Categories Ranked By Difference

Working Relationships

Communication

Image/Brand

Career Development

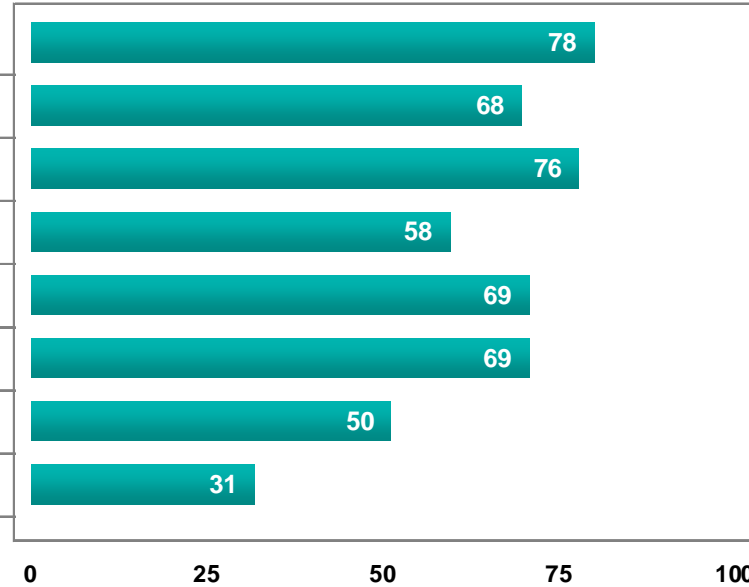
Engagement

Supervision

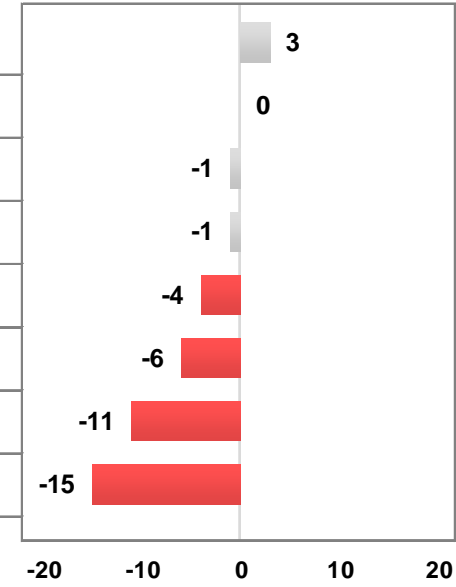
Performance Management

Organizational Change

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

SANTA BARBARA [W] (N=507)

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*	4	12	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	76	+5*	10	15	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	+5*	7	22	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	75	+5*	6	19	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	66	+2	21	13	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	81	+2	7	12	
SUPERVISION: I have a clear understanding of how my job contributes to the departmental objectives.	91	+1	5	5	
ENGAGEMENT: I would recommend the UC system as a good place to work.	80	0	14	6	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	74	0	11	15	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	-1	12	21	

0 25 50 75 100

* indicates a statistically significant difference

Bottom 10 Items

SANTA BARBARA [W] (N=507)

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	27	-25*	33	39	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	20	-19*	11	69	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	54	-15*	16	30	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	36	-15*	28	37	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-13*	11	47	
SUPERVISION: My supervisor develops people's abilities.	57	-12*	20	23	
SUPERVISION: My supervisor does a good job of building teamwork.	62	-11*	13	25	
SUPERVISION: My supervisor gives me regular feedback on my performance.	62	-10*	7	30	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	60	-8*		22	18
SUPERVISION: My supervisor keeps me informed about issues that affect me.□	73	-8*	9	18	

0 25 50 75 100 * indicates a statistically significant difference

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Category	A	B	C			
1	Career Development	58	1	-1			
2	Communication	68	-2	3			
3	Engagement	69	1	-1			
4	Image/Brand	76	-1	1			
5	Organizational Change	31	-3	5			
6	Performance Management	50	1	-1			
7	Supervision	69	-1	2			
8	Working Relationships	78	2	-4			

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	75	2	-2			
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	1	-1			
14.	I am confident I can achieve my personal career objectives within the UC system.	60	1	-1			
18.	My campus/location is doing a good job of planning for management succession.	32	-2	3			
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	2	-2			

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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	-3	5			
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	-1	2			

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	85	2	-3			
11.	Working for the UC system inspires me to do my best work.	68	1	-1			
15.	I am satisfied with my involvement in decisions that affect my work.	63	1	-1			
19.	I have the equipment/tools/resources I need to do my job effectively.	71	1	-1			
21.	There is usually sufficient staff in my department to handle the workload.	42	0	0			
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	0			
25.	I would recommend the UC system as a good place to work.	80	3	-4			
33.	At the present time, are you seriously considering leaving the UC system?	60	0	1			

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	66	-2	3			
30.	I am proud to be associated with the UC system. □	86	1	-1			

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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	-3	5			
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-3	5			
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	-3	4			

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	54	0	1	
12.	I think my performance on the job is evaluated fairly.	74	3	-5	
16.	I feel my campus/location does a good job matching pay to performance.	20	-1	2	

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	62	-1	1			
13.	My supervisor does a good job of building teamwork.	62	-1	2			
17.	My supervisor treats me with respect.	85	-1	2			
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	-3	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	-3	5			
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	73	-1	1			
22.	My supervisor develops people's abilities.	57	-2	2			
24.	My supervisor communicates effectively.	72	-3	4			
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	1	-1			
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	-2	3			
28.	My supervisor keeps me informed about issues that affect me. □	73	1	-1			
32.	My supervisor helps me make time to participate in training and development activities.	66	1	-2			

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	76	2	-3			
29.	There is good cooperation between staff in my department.	81	3	-4			

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Category	A	B	C	D	E
1	Career Development	58	7	18	1	-1
2	Communication	68	1	21	-3	0
3	Engagement	69	4	9	0	0
4	Image/Brand	76	-1	10	3	0
5	Organizational Change	31	7	19	4	-2
6	Performance Management	50	1	3	0	0
7	Supervision	69	9	12	2	-2
8	Working Relationships	78	6	7	1	-1

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	75	11	18	1	-1
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	6	16	5	-2
14.	I am confident I can achieve my personal career objectives within the UC system.	60	7	12	-2	0
18.	My campus/location is doing a good job of planning for management succession.	32	1	18	1	-1
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	10	25	0	-2

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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	-2	20	-2	0	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	4	22	-5	0	

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	85	1	8	-2	0					
11.	Working for the UC system inspires me to do my best work.	68	1	18	3	-1					
15.	I am satisfied with my involvement in decisions that affect my work.	63	4	1	1	0					
19.	I have the equipment/tools/resources I need to do my job effectively.	71	6	7	5	-2					
21.	There is usually sufficient staff in my department to handle the workload.	42	-9	15	4	-1					
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	11	9	-6	0					
25.	I would recommend the UC system as a good place to work.	80	7	13	-1	0					
33.	At the present time, are you seriously considering leaving the UC system?	60	15	4	-3	0					

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	66	-8	13	2	0	
30.	I am proud to be associated with the UC system. □	86	5	6	4	-1	

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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	11	19	2	-2	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	3	18	2	-1	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	6	19	7	-3	

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	54	-10	3	-1	1
12.	I think my performance on the job is evaluated fairly.	74	1	11	1	0
16.	I feel my campus/location does a good job matching pay to performance.	20	14	-5	2	-2

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OR AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	62	4	23	4	-2
13.	My supervisor does a good job of building teamwork.	62	2	15	-1	-1
17.	My supervisor treats me with respect.	85	6	8	1	-1
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	13	9	2	-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	68	10	18	2	-2
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	73	5	13	2	-1
22.	My supervisor develops people's abilities.	57	16	8	1	-2
24.	My supervisor communicates effectively.	72	12	21	2	-2
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	7	2	4	-1
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	11	16	0	-1
28.	My supervisor keeps me informed about issues that affect me. □	73	13	6	0	-1
32.	My supervisor helps me make time to participate in training and development activities.	66	12	5	5	-2

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	76	2	10	2	-1	
29.	There is good cooperation between staff in my department.	81	11	4	0	-1	

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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	58	1	2	-4	4	-2	0	-1	3	
2	Communication	68	0	3	-1	1	2	4	-8	-5	
3	Engagement	69	2	0	-5	3	-1	1	1	6	
4	Image/Brand	76	3	5	-3	3	-6	0	1	2	
5	Organizational Change	31	-2	6	1	1	-1	-4	3	-9	
6	Performance Management	50	4	1	-5	2	-2	2	-2	6	
7	Supervision	69	6	4	0	4	-3	-2	-9	-8	
8	Working Relationships	78	0	-6	-3	2	1	6	2	-1	

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	75	-3	9	-4	6	-1	-1	-4	2	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	-5	2	-5	8	-3	0	3	4	
14.	I am confident I can achieve my personal career objectives within the UC system.	60	3	-1	-10	1	0	13	5	3	
18.	My campus/location is doing a good job of planning for management succession.	32	7	4	-1	4	-6	2	-8	-2	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	3	-2	2	2	0	-12	0	7	

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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	-2	5	2	0	2	-2	-2	-10	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	3	1	-3	1	3	10	-13	-1	

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	85	-3	-1	-6	4	-2	9	-2	12	
11.	Working for the UC system inspires me to do my best work.	68	1	-2	-11	7	6	-2	-3	16	
15.	I am satisfied with my involvement in decisions that affect my work.	63	3	1	-6	2	-2	-3	9	7	
19.	I have the equipment/tools/resources I need to do my job effectively.	71	4	1	-1	4	-3	-10	-3	6	
21.	There is usually sufficient staff in my department to handle the workload.	42	4	1	1	-2	-1	-10	-3	10	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	3	3	-3	-2	-2	6	1	2	
25.	I would recommend the UC system as a good place to work.	80	-1	0	-5	6	-2	-1	1	9	
33.	At the present time, are you seriously considering leaving the UC system?	60	6	-6	-9	7	-6	16	6	-12	

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	66	0	9	-3	3	-8	2	-1	4	
30.	I am proud to be associated with the UC system. □	86	6	0	-4	4	-5	-1	3	-1	

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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	-1	3	1	3	-5	-5	2	-1	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-7	10	0	2	3	-2	1	-14	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	1	5	3	-1	-2	-5	5	-12	

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	54	5	7	-9	-1	2	5	-4	9	
12.	I think my performance on the job is evaluated fairly.	74	7	3	-3	5	-6	2	-11	7	
16.	I feel my campus/location does a good job matching pay to performance.	20	0	-6	-2	2	-1	0	9	3	

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	62	1	10	7	2	0	-5	-19	-14	
13.	My supervisor does a good job of building teamwork.	62	12	1	-3	8	-2	0	-14	-16	
17.	My supervisor treats me with respect.	85	5	3	0	4	-5	0	-5	-7	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	7	0	-2	10	-3	-6	-5	-18	
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	9	-4	5	-6	0	-3	-13	
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	73	6	2	-3	4	-4	6	-5	-6	
22.	My supervisor develops people's abilities.	57	13	5	4	0	-6	-5	-13	-9	
24.	My supervisor communicates effectively.	72	4	1	-2	3	1	1	-4	-12	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	2	2	0	0	1	-6	-6	6	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	4	5	-5	9	-6	5	-13	4	
28.	My supervisor keeps me informed about issues that affect me. □	73	3	5	2	0	1	-2	-12	1	
32.	My supervisor helps me make time to participate in training and development activities.	66	6	4	5	2	-4	-11	-7	-7	

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	76	1	-1	-9	5	3	5	2	-6	
29.	There is good cooperation between staff in my department.	81	-1	-11	3	-1	-2	6	2	4	

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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	58	-8	-6	6	-4	2	4	13	5	
2	Communication	68	-5	-5	9	-9	4	-10	7	10	
3	Engagement	69	-6	-4	4	1	2	-4	8	6	
4	Image/Brand	76	-1	-4	4	-2	-3	-2	3	3	
5	Organizational Change	31	1	-4	9	-7	-1	-7	10	-5	
6	Performance Management	50	-8	-5	1	-2	1	1	19	10	
7	Supervision	69	-10	1	6	-4	5	-6	8	2	
8	Working Relationships	78	-8	1	5	4	-11	-1	3	3	

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	75	-15	-5	2	-1	5	5	16	11	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	-5	-7	5	-1	0	3	8	8	
14.	I am confident I can achieve my personal career objectives within the UC system.	60	-14	-8	7	-5	-4	10	27	13	
18.	My campus/location is doing a good job of planning for management succession.	32	2	-3	3	-4	5	-4	4	-5	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	-8	-9	12	-7	6	6	10	0	

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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	4	-2	7	-15	1	-13	3	8	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	-13	-7	10	-3	7	-6	11	13	

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	85	-11	-4	0	0	2	2	6	15	
11.	Working for the UC system inspires me to do my best work.	68	-8	-6	2	0	1	-5	23	6	
15.	I am satisfied with my involvement in decisions that affect my work.	63	-8	-8	2	4	-1	-2	5	18	
19.	I have the equipment/tools/resources I need to do my job effectively.	71	-4	1	5	1	2	-5	-3	-2	
21.	There is usually sufficient staff in my department to handle the workload.	42	9	3	6	1	-7	-12	-6	-17	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-11	-2	1	5	1	-1	12	9	
25.	I would recommend the UC system as a good place to work.	80	-9	-8	2	9	3	-4	16	9	
33.	At the present time, are you seriously considering leaving the UC system?	60	-6	-10	11	-9	13	-3	12	9	

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	66	0	-5	8	-5	-5	-1	-2	-1	
30.	I am proud to be associated with the UC system. □	86	-2	-3	1	2	-2	-4	9	6	

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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	1	-2	9	-9	-4	-5	15	-6	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	1	-4	9	-6	0	-8	5	-3	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	2	-5	10	-7	2	-8	9	-6	

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	54	-20	-7	2	2	10	2	14	15	
12.	I think my performance on the job is evaluated fairly.	74	0	0	3	-6	-6	-9	12	8	
16.	I feel my campus/location does a good job matching pay to performance.	20	-4	-9	-3	-2	-2	11	30	7	

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	62	-11	3	7	-4	13	-8	-3	-5	
13.	My supervisor does a good job of building teamwork.	62	-3	1	9	-11	7	-19	6	1	
17.	My supervisor treats me with respect.	85	-9	1	2	1	1	-1	6	3	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	-6	1	6	-3	7	-16	11	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	68	-14	2	5	-11	5	4	18	3	
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	73	-13	-3	7	2	3	-1	4	6	
22.	My supervisor develops people's abilities.	57	-7	1	6	-11	6	-9	12	3	
24.	My supervisor communicates effectively.	72	-14	4	7	1	4	-9	-3	1	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	-5	2	1	5	-6	1	5	0	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	-10	-4	5	-3	6	0	16	5	
28.	My supervisor keeps me informed about issues that affect me. □	73	-15	3	6	-8	10	-5	5	4	
32.	My supervisor helps me make time to participate in training and development activities.	66	-8	-2	6	-1	3	-12	25	1	

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	76	-9	1	3	1	-7	5	6	3	
29.	There is good cooperation between staff in my department.	81	-7	2	7	7	-14	-7	1	4	

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Category	A	B	C	D	E
1	Career Development	58	-8	0	8	9
2	Communication	68	-3	-1	3	9
3	Engagement	69	-4	0	3	7
4	Image/Brand	76	-3	0	2	6
5	Organizational Change	31	-4	-1	9	-5
6	Performance Management	50	-4	-3	4	10
7	Supervision	69	-4	1	3	4
8	Working Relationships	78	-3	-4	7	3

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	75	-10	3	7	14
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	-8	-1	9	11
14.	I am confident I can achieve my personal career objectives within the UC system.	60	-9	-4	13	11
18.	My campus/location is doing a good job of planning for management succession.	32	-4	0	5	1
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	-7	1	6	8

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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	-4	1	0	8	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	-3	-4	6	9	

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	85	-9	-1	9	12
11.	Working for the UC system inspires me to do my best work.	68	-6	-3	7	12
15.	I am satisfied with my involvement in decisions that affect my work.	63	-7	-1	6	12
19.	I have the equipment/tools/resources I need to do my job effectively.	71	3	-4	1	-1
21.	There is usually sufficient staff in my department to handle the workload.	42	-1	7	-2	-5
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	0	-6	12
25.	I would recommend the UC system as a good place to work.	80	-7	-2	11	7
33.	At the present time, are you seriously considering leaving the UC system?	60	-3	0	1	7

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	66	-2	1	0	5
30.	I am proud to be associated with the UC system. □	86	-4	-2	5	7

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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	-3	-2	10	-8
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-4	-2	7	1
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	-4	1	9	-7

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	54	-5	-6	5	18
12.	I think my performance on the job is evaluated fairly.	74	-4	2	2	4
16.	I feel my campus/location does a good job matching pay to performance.	20	-3	-6	6	8

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	62	-1	3	0	-1
13.	My supervisor does a good job of building teamwork.	62	-3	3	-1	6
17.	My supervisor treats me with respect.	85	-3	2	0	5
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	-3	-2	7	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	68	-3	-1	4	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	73	-6	2	5	7
22.	My supervisor develops people's abilities.	57	-3	2	-3	11
24.	My supervisor communicates effectively.	72	-4	3	1	4
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	-1	-2	5	0
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	-7	5	6	3
28.	My supervisor keeps me informed about issues that affect me. □	73	-3	-1	4	6
32.	My supervisor helps me make time to participate in training and development activities.	66	-5	0	4	6

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	76	-3	-6	10	3
29.	There is good cooperation between staff in my department.	81	-2	-2	4	4

2015 Staff Engagement Survey

UNIVERSITY
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Human
Resources



Volume UOC-09: SANTA BARBARA 2015 REPORT

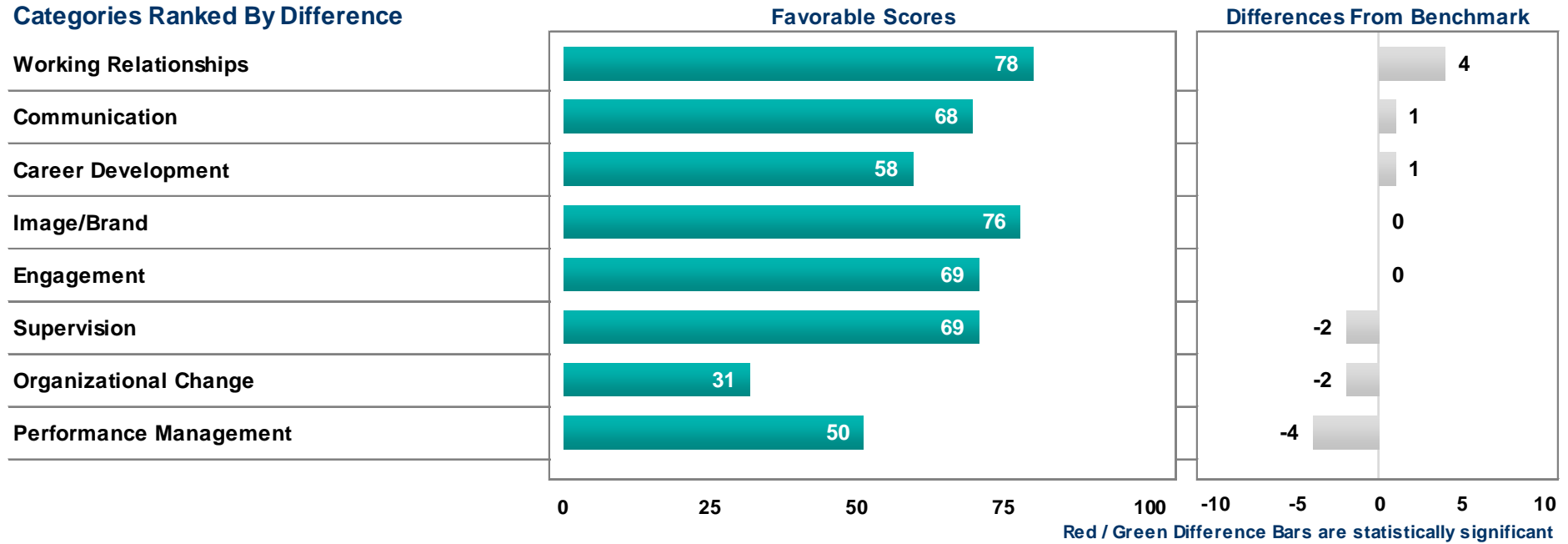
Data Collected: 2nd Quarter of 2015

Summary Category Scores vs. Benchmark

SANTA BARBARA [W] (N=507)

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

Categories Ranked By Difference



Top 10 Items

SANTA BARBARA [W] (N=507)

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

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	76	+6*	10	15	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	75	+3	6	19	
ENGAGEMENT: I would recommend the UC system as a good place to work.	80	+2	14	6	
SUPERVISION: I have a clear understanding of how my job contributes to the departmental objectives.	91	+2	5	5	
ENGAGEMENT: I feel motivated to go beyond my formal job responsibilities to get the job done.	85	+2	4	11	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	+2	7	22	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	81	+2	7	12	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	63	+1	14	23	
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	32	+1	28	39	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	74	+1	11	15	

0 25 50 75 100

* indicates a statistically significant difference

Bottom 10 Items

SANTA BARBARA [W] (N=507)

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.	20	-9*	11	69	
SUPERVISION: My supervisor gives me regular feedback on my performance.	62	-7*	7	30	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Planned well	31	-4	31	38	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	54	-4	16	30	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Executed well	27	-3	33	39	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-3	11	47	
ENGAGEMENT: Working for the UC system inspires me to do my best work.	68	-3	16	16	
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	68	-3	13	19	
SUPERVISION: Regarding suggestions for change from employees, my supervisor is usually responsive.	70	-3	16	15	
SUPERVISION: My supervisor keeps me informed about issues that affect me.□	73	-2	9	18	

0 25 50 75 100

* indicates a statistically significant difference

Summary Category Scores vs. Benchmark

SANTA BARBARA [W] (N=507)

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

Categories Ranked By Difference

Working Relationships

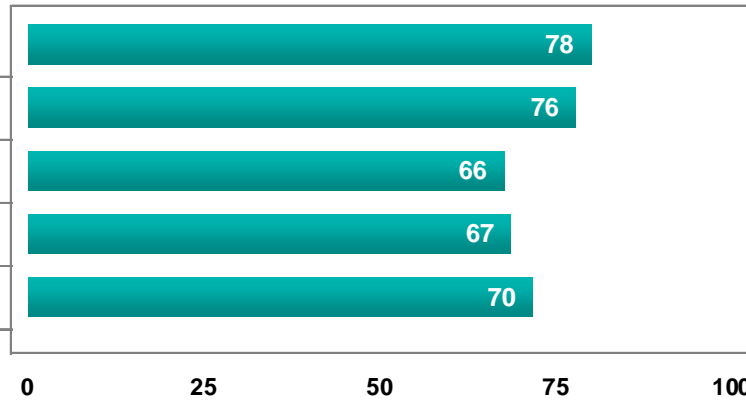
Image/Brand

Career Development

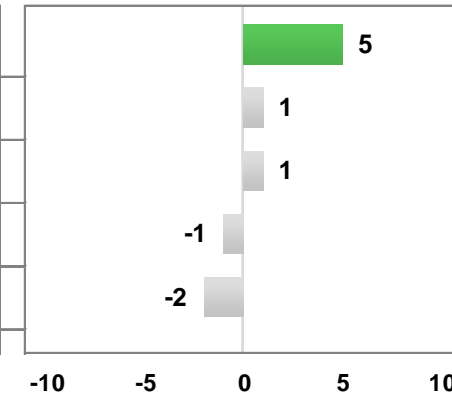
Engagement

Supervision

Favorable Scores



Differences From Benchmark



3 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 10 Items

SANTA BARBARA [W] (N=507)

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)
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	76	+8*	10	15	
IMAGE/BRAND: My campus/location is highly regarded by its employees.	66	+5*	19	15	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	75	+5*	6	19	
ENGAGEMENT: I would recommend the UC system as a good place to work.	80	+4*	14	6	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	+3	18	27	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	81	+2	7	12	
SUPERVISION: My supervisor treats me with respect.	85	+1	5	10	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	63	0	14	23	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	74	0	11	15	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	4	12	

0 25 50 75 100

* indicates a statistically significant difference

Bottom 10 Items

SANTA BARBARA [W] (N=507)

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)
SUPERVISION: My supervisor gives me regular feedback on my performance.	62	-7*	7	30	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-6*	11	47	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	-4	12	21	
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	-3	12	22	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	71	-2	9	20	
SUPERVISION: My supervisor communicates effectively.	72	-2	10	19	
SUPERVISION: My supervisor does a good job of building teamwork.	62	-1	13	25	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	60	0		22	18
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	4	12	

0 25 50 75 100

* indicates a statistically significant difference

Summary Category Scores vs. Benchmark

SANTA BARBARA [W] (N=507)

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

Categories Ranked By Difference

Working Relationships

Communication

Image/Brand

Career Development

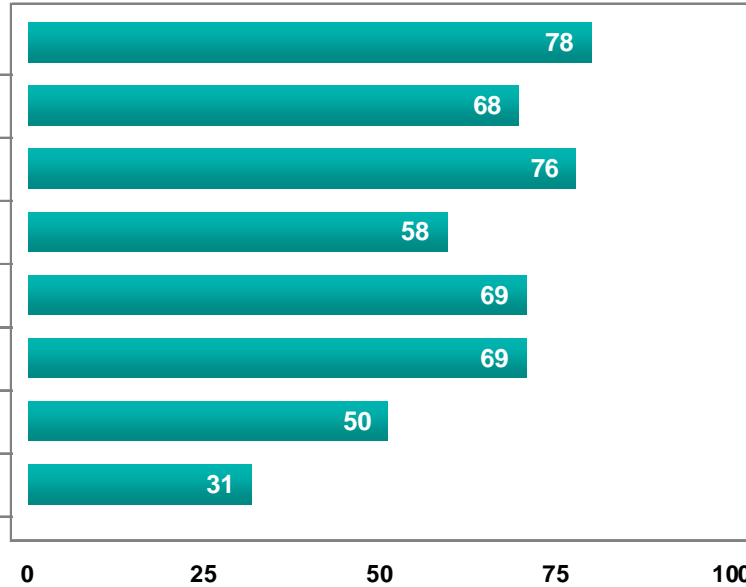
Engagement

Supervision

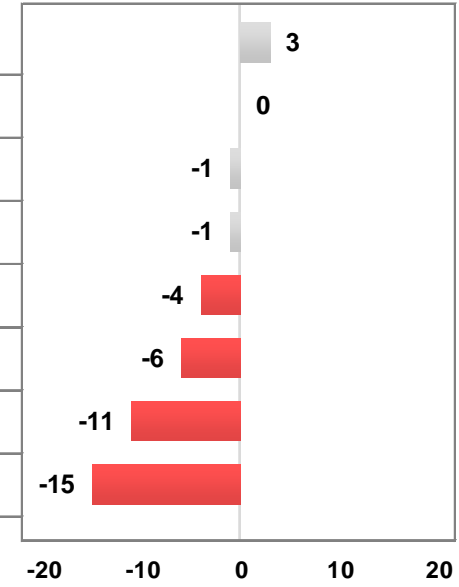
Performance Management

Organizational Change

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

SANTA BARBARA [W] (N=507)

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*	4	12	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	76	+5*	10	15	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	+5*	7	22	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	75	+5*	6	19	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	66	+2	21	13	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	81	+2	7	12	
SUPERVISION: I have a clear understanding of how my job contributes to the departmental objectives.	91	+1	5	5	
ENGAGEMENT: I would recommend the UC system as a good place to work.	80	0	14	6	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	74	0	11	15	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	-1	12	21	

0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

SANTA BARBARA [W] (N=507)

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	27	-25*	33	39	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	20	-19*	11	69	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	54	-15*	16	30	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	36	-15*	28	37	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-13*	11	47	
SUPERVISION: My supervisor develops people's abilities.	57	-12*	20	23	
SUPERVISION: My supervisor does a good job of building teamwork.	62	-11*	13	25	
SUPERVISION: My supervisor gives me regular feedback on my performance.	62	-10*	7	30	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	60	-8*		22	18
SUPERVISION: My supervisor keeps me informed about issues that affect me.□	73	-8*	9	18	

0 25 50 75 100 * indicates a statistically significant difference

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Category	A	B	C			
1	Career Development	58	1	-1			
2	Communication	68	-2	3			
3	Engagement	69	1	-1			
4	Image/Brand	76	-1	1			
5	Organizational Change	31	-3	5			
6	Performance Management	50	1	-1			
7	Supervision	69	-1	2			
8	Working Relationships	78	2	-4			

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	75	2	-2			
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	1	-1			
14.	I am confident I can achieve my personal career objectives within the UC system.	60	1	-1			
18.	My campus/location is doing a good job of planning for management succession.	32	-2	3			
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	2	-2			

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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	-3	5			
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	-1	2			

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	85	2	-3			
11.	Working for the UC system inspires me to do my best work.	68	1	-1			
15.	I am satisfied with my involvement in decisions that affect my work.	63	1	-1			
19.	I have the equipment/tools/resources I need to do my job effectively.	71	1	-1			
21.	There is usually sufficient staff in my department to handle the workload.	42	0	0			
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	0			
25.	I would recommend the UC system as a good place to work.	80	3	-4			
33.	At the present time, are you seriously considering leaving the UC system?	60	0	1			

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	66	-2	3			
30.	I am proud to be associated with the UC system. □	86	1	-1			

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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	-3	5			
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-3	5			
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	-3	4			

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	54	0	1			
12.	I think my performance on the job is evaluated fairly.	74	3	-5			
16.	I feel my campus/location does a good job matching pay to performance.	20	-1	2			

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Gender

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)

		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.	62	-1	1			
13.	My supervisor does a good job of building teamwork.	62	-1	2			
17.	My supervisor treats me with respect.	85	-1	2			
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	-3	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	-3	5			
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	73	-1	1			
22.	My supervisor develops people's abilities.	57	-2	2			
24.	My supervisor communicates effectively.	72	-3	4			
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	1	-1			
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	-2	3			
28.	My supervisor keeps me informed about issues that affect me. □	73	1	-1			
32.	My supervisor helps me make time to participate in training and development activities.	66	1	-2			

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Gender				
		A. SANTA BARBARA [W] (N=507)	C. SANTA BARBARA: MALE (N=205)	
		B. SANTA BARBARA: FEMALE (N=302)		
		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.	76	2	-3
29.	There is good cooperation between staff in my department.	81	3	-4

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Category	A	B	C	D	E
1	Career Development	58	7	18	1	-1
2	Communication	68	1	21	-3	0
3	Engagement	69	4	9	0	0
4	Image/Brand	76	-1	10	3	0
5	Organizational Change	31	7	19	4	-2
6	Performance Management	50	1	3	0	0
7	Supervision	69	9	12	2	-2
8	Working Relationships	78	6	7	1	-1

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	75	11	18	1	-1
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	6	16	5	-2
14.	I am confident I can achieve my personal career objectives within the UC system.	60	7	12	-2	0
18.	My campus/location is doing a good job of planning for management succession.	32	1	18	1	-1
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	10	25	0	-2

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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	-2	20	-2	0	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	4	22	-5	0	

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	85	1	8	-2	0					
11.	Working for the UC system inspires me to do my best work.	68	1	18	3	-1					
15.	I am satisfied with my involvement in decisions that affect my work.	63	4	1	1	0					
19.	I have the equipment/tools/resources I need to do my job effectively.	71	6	7	5	-2					
21.	There is usually sufficient staff in my department to handle the workload.	42	-9	15	4	-1					
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	11	9	-6	0					
25.	I would recommend the UC system as a good place to work.	80	7	13	-1	0					
33.	At the present time, are you seriously considering leaving the UC system?	60	15	4	-3	0					

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	66	-8	13	2	0	
30.	I am proud to be associated with the UC system. □	86	5	6	4	-1	

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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	11	19	2	-2	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	3	18	2	-1	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	6	19	7	-3	

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	54	-10	3	-1	1
12.	I think my performance on the job is evaluated fairly.	74	1	11	1	0
16.	I feel my campus/location does a good job matching pay to performance.	20	14	-5	2	-2

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OR AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	62	4	23	4	-2
13.	My supervisor does a good job of building teamwork.	62	2	15	-1	-1
17.	My supervisor treats me with respect.	85	6	8	1	-1
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	13	9	2	-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	68	10	18	2	-2
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	73	5	13	2	-1
22.	My supervisor develops people's abilities.	57	16	8	1	-2
24.	My supervisor communicates effectively.	72	12	21	2	-2
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	7	2	4	-1
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	11	16	0	-1
28.	My supervisor keeps me informed about issues that affect me. □	73	13	6	0	-1
32.	My supervisor helps me make time to participate in training and development activities.	66	12	5	5	-2

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: ASIAN (N=36)

C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)

D. SANTA BARBARA: HISPANIC (N=80)

E. SANTA BARBARA: WHITE/CAUCASIAN (N=371)

		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.	76	2	10	2	-1	
29.	There is good cooperation between staff in my department.	81	11	4	0	-1	

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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	58	1	2	-4	4	-2	0	-1	3	
2	Communication	68	0	3	-1	1	2	4	-8	-5	
3	Engagement	69	2	0	-5	3	-1	1	1	6	
4	Image/Brand	76	3	5	-3	3	-6	0	1	2	
5	Organizational Change	31	-2	6	1	1	-1	-4	3	-9	
6	Performance Management	50	4	1	-5	2	-2	2	-2	6	
7	Supervision	69	6	4	0	4	-3	-2	-9	-8	
8	Working Relationships	78	0	-6	-3	2	1	6	2	-1	

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	75	-3	9	-4	6	-1	-1	-4	2	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	-5	2	-5	8	-3	0	3	4	
14.	I am confident I can achieve my personal career objectives within the UC system.	60	3	-1	-10	1	0	13	5	3	
18.	My campus/location is doing a good job of planning for management succession.	32	7	4	-1	4	-6	2	-8	-2	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	3	-2	2	2	0	-12	0	7	

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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	-2	5	2	0	2	-2	-2	-10	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	3	1	-3	1	3	10	-13	-1	

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	85	-3	-1	-6	4	-2	9	-2	12	
11.	Working for the UC system inspires me to do my best work.	68	1	-2	-11	7	6	-2	-3	16	
15.	I am satisfied with my involvement in decisions that affect my work.	63	3	1	-6	2	-2	-3	9	7	
19.	I have the equipment/tools/resources I need to do my job effectively.	71	4	1	-1	4	-3	-10	-3	6	
21.	There is usually sufficient staff in my department to handle the workload.	42	4	1	1	-2	-1	-10	-3	10	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	3	3	-3	-2	-2	6	1	2	
25.	I would recommend the UC system as a good place to work.	80	-1	0	-5	6	-2	-1	1	9	
33.	At the present time, are you seriously considering leaving the UC system?	60	6	-6	-9	7	-6	16	6	-12	

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	66	0	9	-3	3	-8	2	-1	4	
30.	I am proud to be associated with the UC system. □	86	6	0	-4	4	-5	-1	3	-1	

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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	-1	3	1	3	-5	-5	2	-1	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-7	10	0	2	3	-2	1	-14	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	1	5	3	-1	-2	-5	5	-12	

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	54	5	7	-9	-1	2	5	-4	9	
12.	I think my performance on the job is evaluated fairly.	74	7	3	-3	5	-6	2	-11	7	
16.	I feel my campus/location does a good job matching pay to performance.	20	0	-6	-2	2	-1	0	9	3	

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	62	1	10	7	2	0	-5	-19	-14	
13.	My supervisor does a good job of building teamwork.	62	12	1	-3	8	-2	0	-14	-16	
17.	My supervisor treats me with respect.	85	5	3	0	4	-5	0	-5	-7	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	7	0	-2	10	-3	-6	-5	-18	
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	9	-4	5	-6	0	-3	-13	
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	73	6	2	-3	4	-4	6	-5	-6	
22.	My supervisor develops people's abilities.	57	13	5	4	0	-6	-5	-13	-9	
24.	My supervisor communicates effectively.	72	4	1	-2	3	1	1	-4	-12	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	2	2	0	0	1	-6	-6	6	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	4	5	-5	9	-6	5	-13	4	
28.	My supervisor keeps me informed about issues that affect me. □	73	3	5	2	0	1	-2	-12	1	
32.	My supervisor helps me make time to participate in training and development activities.	66	6	4	5	2	-4	-11	-7	-7	

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Years of Service

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: 1 < 3 (N=65)
- C. SANTA BARBARA: 3 < 5 (N=44)
- D. SANTA BARBARA: 5 < 10 (N=110)
- E. SANTA BARBARA: 10 < 15 (N=91)

- F. SANTA BARBARA: 15 < 20 (N=77)
- G. SANTA BARBARA: 20 < 25 (N=47)
- H. SANTA BARBARA: 25 < 30 (N=46)
- I. SANTA BARBARA: 30+ (N=27)

		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.	76	1	-1	-9	5	3	5	2	-6	
29.	There is good cooperation between staff in my department.	81	-1	-11	3	-1	-2	6	2	4	

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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	58	-8	-6	6	-4	2	4	13	5	
2	Communication	68	-5	-5	9	-9	4	-10	7	10	
3	Engagement	69	-6	-4	4	1	2	-4	8	6	
4	Image/Brand	76	-1	-4	4	-2	-3	-2	3	3	
5	Organizational Change	31	1	-4	9	-7	-1	-7	10	-5	
6	Performance Management	50	-8	-5	1	-2	1	1	19	10	
7	Supervision	69	-10	1	6	-4	5	-6	8	2	
8	Working Relationships	78	-8	1	5	4	-11	-1	3	3	

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	75	-15	-5	2	-1	5	5	16	11	
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	-5	-7	5	-1	0	3	8	8	
14.	I am confident I can achieve my personal career objectives within the UC system.	60	-14	-8	7	-5	-4	10	27	13	
18.	My campus/location is doing a good job of planning for management succession.	32	2	-3	3	-4	5	-4	4	-5	
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	-8	-9	12	-7	6	6	10	0	

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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	4	-2	7	-15	1	-13	3	8	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	-13	-7	10	-3	7	-6	11	13	

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	85	-11	-4	0	0	2	2	6	15	
11.	Working for the UC system inspires me to do my best work.	68	-8	-6	2	0	1	-5	23	6	
15.	I am satisfied with my involvement in decisions that affect my work.	63	-8	-8	2	4	-1	-2	5	18	
19.	I have the equipment/tools/resources I need to do my job effectively.	71	-4	1	5	1	2	-5	-3	-2	
21.	There is usually sufficient staff in my department to handle the workload.	42	9	3	6	1	-7	-12	-6	-17	
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	-11	-2	1	5	1	-1	12	9	
25.	I would recommend the UC system as a good place to work.	80	-9	-8	2	9	3	-4	16	9	
33.	At the present time, are you seriously considering leaving the UC system?	60	-6	-10	11	-9	13	-3	12	9	

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	66	0	-5	8	-5	-5	-1	-2	-1	
30.	I am proud to be associated with the UC system. □	86	-2	-3	1	2	-2	-4	9	6	

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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	1	-2	9	-9	-4	-5	15	-6	
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	1	-4	9	-6	0	-8	5	-3	
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	2	-5	10	-7	2	-8	9	-6	

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	54	-20	-7	2	2	10	2	14	15	
12.	I think my performance on the job is evaluated fairly.	74	0	0	3	-6	-6	-9	12	8	
16.	I feel my campus/location does a good job matching pay to performance.	20	-4	-9	-3	-2	-2	11	30	7	

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	62	-11	3	7	-4	13	-8	-3	-5	
13.	My supervisor does a good job of building teamwork.	62	-3	1	9	-11	7	-19	6	1	
17.	My supervisor treats me with respect.	85	-9	1	2	1	1	-1	6	3	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	-6	1	6	-3	7	-16	11	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	68	-14	2	5	-11	5	4	18	3	
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	73	-13	-3	7	2	3	-1	4	6	
22.	My supervisor develops people's abilities.	57	-7	1	6	-11	6	-9	12	3	
24.	My supervisor communicates effectively.	72	-14	4	7	1	4	-9	-3	1	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	-5	2	1	5	-6	1	5	0	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	-10	-4	5	-3	6	0	16	5	
28.	My supervisor keeps me informed about issues that affect me. □	73	-15	3	6	-8	10	-5	5	4	
32.	My supervisor helps me make time to participate in training and development activities.	66	-8	-2	6	-1	3	-12	25	1	

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Pay Range

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: 40K - 49K (N=76)

C. SANTA BARBARA: 50K - 59K (N=117)

D. SANTA BARBARA: 60K - 69K (N=85)

E. SANTA BARBARA: 70K - 79K (N=51)

F. SANTA BARBARA: 80K - 89K (N=45)

G. SANTA BARBARA: 90K - 99K (N=46)

H. SANTA BARBARA: 100K - 109K (N=22)

I. SANTA BARBARA: 110K - 149K (N=52)

		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.	76	-9	1	3	1	-7	5	6	3	
29.	There is good cooperation between staff in my department.	81	-7	2	7	7	-14	-7	1	4	

Category Breakdown Matrix

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference	
#	Category	A	B	C	D	E
1	Career Development	58	-8	0	8	9
2	Communication	68	-3	-1	3	9
3	Engagement	69	-4	0	3	7
4	Image/Brand	76	-3	0	2	6
5	Organizational Change	31	-4	-1	9	-5
6	Performance Management	50	-4	-3	4	10
7	Supervision	69	-4	1	3	4
8	Working Relationships	78	-3	-4	7	3

Item Breakdown Matrix - Career Development

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	75	-10	3	7	14
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	55	-8	-1	9	11
14.	I am confident I can achieve my personal career objectives within the UC system.	60	-9	-4	13	11
18.	My campus/location is doing a good job of planning for management succession.	32	-4	0	5	1
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	68	-7	1	6	8

Item Breakdown Matrix - Communication

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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	-4	1	0	8	
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	71	-3	-4	6	9	

Item Breakdown Matrix - Engagement

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	85	-9	-1	9	12
11.	Working for the UC system inspires me to do my best work.	68	-6	-3	7	12
15.	I am satisfied with my involvement in decisions that affect my work.	63	-7	-1	6	12
19.	I have the equipment/tools/resources I need to do my job effectively.	71	3	-4	1	-1
21.	There is usually sufficient staff in my department to handle the workload.	42	-1	7	-2	-5
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	84	0	0	-6	12
25.	I would recommend the UC system as a good place to work.	80	-7	-2	11	7
33.	At the present time, are you seriously considering leaving the UC system?	60	-3	0	1	7

Item Breakdown Matrix - Image/Brand

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	66	-2	1	0	5
30.	I am proud to be associated with the UC system. □	86	-4	-2	5	7

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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	-3	-2	10	-8
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	36	-4	-2	7	1
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	27	-4	1	9	-7

Item Breakdown Matrix - Performance Management

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	54	-5	-6	5	18
12.	I think my performance on the job is evaluated fairly.	74	-4	2	2	4
16.	I feel my campus/location does a good job matching pay to performance.	20	-3	-6	6	8

Item Breakdown Matrix - Supervision

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	62	-1	3	0	-1
13.	My supervisor does a good job of building teamwork.	62	-3	3	-1	6
17.	My supervisor treats me with respect.	85	-3	2	0	5
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	-3	-2	7	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	68	-3	-1	4	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	73	-6	2	5	7
22.	My supervisor develops people's abilities.	57	-3	2	-3	11
24.	My supervisor communicates effectively.	72	-4	3	1	4
26.	I have a clear understanding of how my job contributes to the departmental objectives.	91	-1	-2	5	0
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	70	-7	5	6	3
28.	My supervisor keeps me informed about issues that affect me. □	73	-3	-1	4	6
32.	My supervisor helps me make time to participate in training and development activities.	66	-5	0	4	6

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Role

A. SANTA BARBARA [W] (N=507)

B. SANTA BARBARA: INDIVIDUAL CONTRIBUTOR (N=197)

C. SANTA BARBARA: SUPERVISOR (N=117)

D. SANTA BARBARA: MANAGER (N=125)

E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

		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.	76	-3	-6	10	3
29.	There is good cooperation between staff in my department.	81	-2	-2	4	4