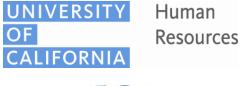
2015 Staff Engagement Survey



Volume UOC-09: SANTA BARBARA 2015 REPORT

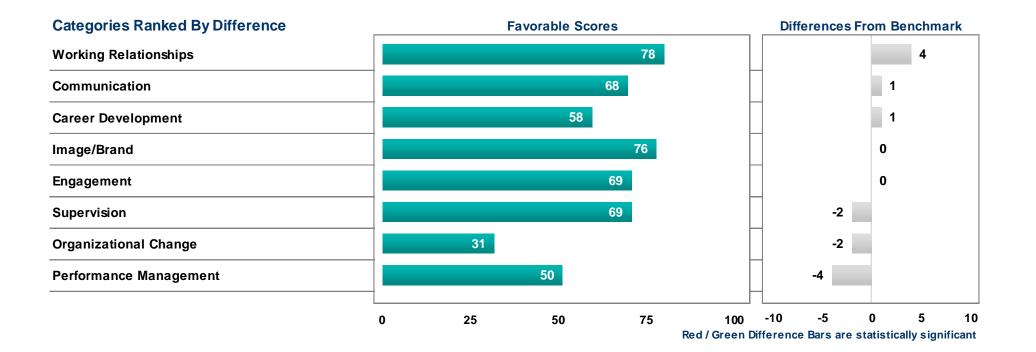


Data Collected: 2nd Quarter of 2015



Summary Category Scores vs. Benchmark SANTA BARBARA [W] (N=507)

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



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Top 10 Items SANTA BARBARA [W] (N=507) vs. UC OVERALL [W] (N=9,468)

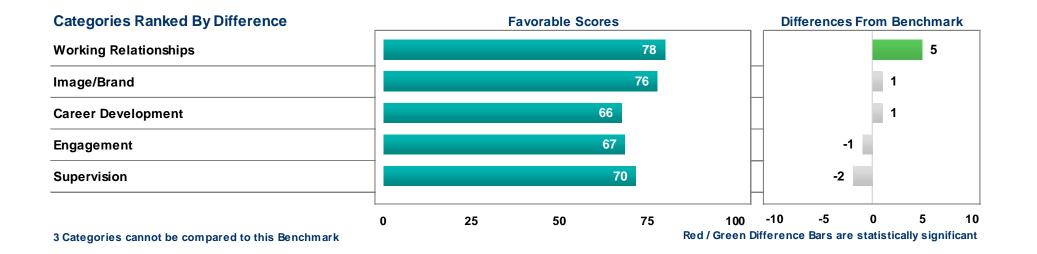
Top 10 Differences From Benchmark	Total Favorable	Diff	Neutral Midpoint	Total Unfavor- able	Don't Know (Other)
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	76	+6*	10	15	
CAREER DEVELOPMENT: I believe I have the opportunity for personal 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	* indica	ates a statis	tically signif	icant 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 Unfavor- able	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	* indica	ates a statis	tically signif	ficant difference

Summary Category Scores vs. Benchmark SANTA BARBARA [W] (N=507)

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



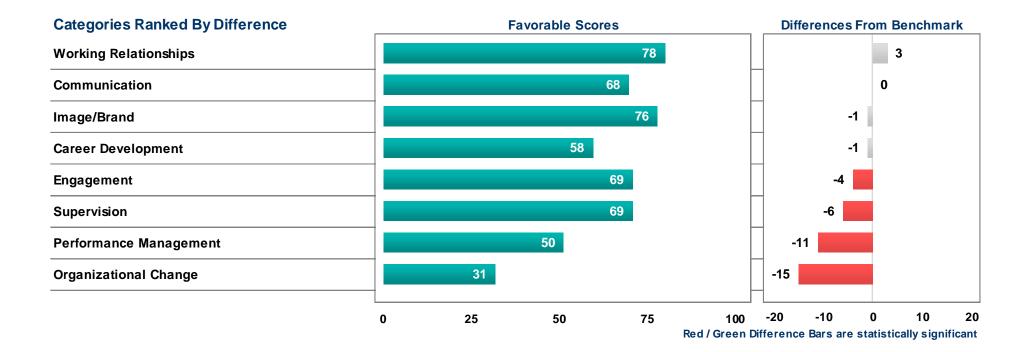
Top 10 Items SANTA BARBARA [W] (N=507) vs. 2014 US UNIVERSITIES STAFF NORM (N=14,560)

Top 10 Differences From Benchmark	Total Favorable	Diff	Neutral Midpoint	Total Unfavor- able	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	* indica	tes a statis	tically signi	ficant differenc

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 Unfavor- able	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	* indica	ates a statis	tically signi	ficant differenc

Summary Category Scores vs. Benchmark SANTA BARBARA [W] (N=507) vs. TOWERS WATSON US NATIONAL NORM (N=160,417)



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 Unfavor- able	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	* indica	ates a statis	tically signif	icant 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 Unfavor- able	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	* indica	ates a statis	tically signi	ficant difference

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Category Breakdown Matrix SANTA BARBARA [W] (N=507)

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: FEMALE (N=302)

C.	SANTA	BARBARA: MALE (N=2	205)
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D. C				
Values displayed are based on Total Favorable				d Cells i
#	Category	A	В	С
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)

A. S	ANTA BARBARA [W] (N=507) ANTA BARBARA: FEMALE (N=302)		C. SAN	TA BAR	BARA: MALE (N=205)
	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate a statistically significant difference
#	ltem Text	<u> </u>	В	С	
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)

A. SANTA BARBARA [W] (N=507) B. SANTA BARBARA: FEMALE (N=302)				TA BARI	BARA: MALE (N=205)
Values displayed are based on Total Favorable			Colored	d Cells i	ndicate a statistically significant difference
#	Item Text	Α	В	С	
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)

A. SANTA BARBARA [W] (N=507) B. SANTA BARBARA: FEMALE (N=302)				TA BARI
2. 0	Values displayed are based on Total Favorable		Colore	d Cells i
#	Item Text	A	В	С
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)

A. SANTA BARBARA [W] (N=507) B. SANTA BARBARA: FEMALE (N=302)				TA BAR	BARA: MALE (N=205)
	Values displayed are based on Total Favorable			d Cells i	indicate a statistically significant difference
#	Item Text	Α	В	С	
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)

A.	SANTA BARBARA [W] (N=507) SANTA BARBARA: FEMALE (N=302)		C. SAN	TA BAR	BARA: MALE (N=205)
	Values displayed are based on Total Favorable	÷	Colore	d Cells i	indicate a statistically significant difference
#	Item Text	Α	В	С	
5	A. Generally, recent major organizational changes across the UC system have been: Planned well	31	-3	5	
51	Generally, recent major organizational changes across the UC system have been: Explained well	36	-3	5	
5	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)

A. S	ANTA BARBARA [W] (N=507) ANTA BARBARA: FEMALE (N=302)		C. SAN	TA BARE	BARA: MALE (N=205)
	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate a statistically significant difference
#	ltem Text	Α	В	С	
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)

	SANTA BARBARA [W] (N=507) SANTA BARBARA: FEMALE (N=302)		C. SAN	TA BAR	BARA: MALE (N=205)
	Values displayed are based on Total Favorable				ndicate a statistically significant difference
#	ltem Text	A	В	С	
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	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)

A.	SANTA BARBARA [W] (N=507) SANTA BARBARA: FEMALE (N=302)		C. SAN	TA BARI	BARA: MALE (N=205)
	Values displayed are based on Total Favorable		Colored	d Cells i	ndicate a statistically significant difference
#	_Item Text	A	В	С	
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		Colore	d Cells i	ndicate a	a statist	ically significant difference
#	Category	Α	В	С	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)

D. SANTA BARBARA: HISPANIC (N=80)

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

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

	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	a statist
#	Item Text	Α	В	С	D	Ξ
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)

- 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		Colore	d Cells i	ndicate	a statistic	ally significant difference
#	Item Text	Α	В	С	D	Е	
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)

- 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	d Cells i	ndicate	a statisti	ically significant difference
#	Item Text	Α	В	С	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)

- 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 Α В С D Е 4. My campus/location is highly regarded by its employees. 66 -8 13 2 0 I am proud to be associated with the UC system. 86 30. 5 6 4 -1

Item Breakdown Matrix - Organizational Change SANTA BARBARA [W] (N=507)

B. S	SANTA BARBARA [W] (N=507) SANTA BARBARA: ASIAN (N=36) SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)			ta Bare Ta Bare			(N=80) UCASIAN (N=371)	
	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	a statist	ically significant difference	
#	Item Text	A	В	С	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	l Cells ir	ndicate a	a statisti
#	Item Text	Α	В	С	D	Е
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)

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

Item Breakdown Matrix - Working Relationships SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507) B. SANTA BARBARA: ASIAN (N=36) D. SANTA BARBARA: HISPANIC (N=80)

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

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

	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	e a statistically significant difference
#	Item Text	A	В	С	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 Tetal Favorable		Colorad		ndiaata		ieelly ei		differen	
#	Values displayed are based on Total Favorable		B	Cells I C	ndicate a D	a statist E	icany si ⊑	gnificant G	H	ice I
#	Category	A	D		U					
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)

	Values displayed are based on Total Enverable	Colored Colle indicate a statistically significant diffe
E SANTA BARBARA: 10 < 15	(N=91)	
D. SANTA BARBARA: 5 < 10 (N=110)	I. SANTA BARBARA: 30+ (N=27)
C. SANTA BARBARA: 3 < 5 (N	= 44)	H. SANTA BARBARA: 25 < 30 (N=46)
B. SANTA BARBARA: 1 < 3 (N	=65)	G. SANTA BARBARA: 20 < 25 (N=47)
A. SANTA BARBARA [W] (N=	507)	F. SANTA BARBARA: 15 < 20 (N=77)
By Years of Service		

Values displayed are based on Total Favorable Colored Cells indicate a statistically significant difference										
#	ltem Text	Α	В	С	D	E	F	G	н	
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

	m Breakdown Matrix - Communicat TA BARBARA [W] (N=507)	tion									
A. S B. S C. S D. S	Years of Service SANTA BARBARA [W] (N=507) SANTA BARBARA: 1 < 3 (N=65) SANTA BARBARA: 3 < 5 (N=44) SANTA BARBARA: 5 < 10 (N=110) SANTA BARBARA: 10 < 15 (N=91)		G. SAN H. SAN	TA BARI TA BARI	BARA: 15 BARA: 20 BARA: 25 BARA: 30-) < 25 (N⊧ 5 < 30 (N⊧	=47)				
	Values displayed are based on Total Favorable	•	Colore	d Cells i	ndicate	a statist	ically sid	nificant	differe	nce	
						a otatiot		,			
#	Item Text	Α	В	С	D	E	F	G	Н	l	
# 2.							F 2			I -10	

	m Breakdown Matrix - Engagement TA BARBARA [W] (N=507)										
By Y A. S B. S C. S D. S	ears of Service ANTA BARBARA [W] (N=507) ANTA BARBARA: 1 < 3 (N=65) ANTA BARBARA: 3 < 5 (N=44) ANTA BARBARA: 5 < 10 (N=110) ANTA BARBARA: 10 < 15 (N=91)		G. SAN H. SAN	ITA BARI TA BARI	BARA: 15 BARA: 20 BARA: 25 BARA: 304	< 25 (N⊧ < 30 (N⊧	=47)				
#	Values displayed are based on Total Favorable Item Text	А	Colore B	d Cells i C	ndicate a D	astatist E	ically sig F	gnificant G	differe H	nce	
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	

	m Breakdown Matrix - Image/Brand TA BARBARA [W] (N=507)										
By Years of Service A. SANTA BARBARA [W] (N=507) B. SANTA BARBARA: 1 < 3 (N=65)											
	Values displayed are based on Total Favorable	•	Colore	d Cells i	ndicate	a statist	ically sig	gnificant	differe	nce	
#	Values displayed are based on Total Favorable Item Text	A	Colore B	d Cells i C	ndicate : D	a statist E	ically sig F	gnificant G	differe H	nce I	
							ically sig F -8			nce I 4	

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)											
#	Values displayed are based on Total Favorable Item Text	Α	Colore B	d Cells i C	ndicate : D	a statist E	ically sig	gnificant G	differe H	nce	
# 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)
- 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	d Cells i	ndicate	a statist	ically sig	gnificant	differer	nce
#	Item Text	A	В	С	D	Е	F	G	н	1
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	e Colored Cells indicate a statistically significant difference								
#	Item Text	Α	В	С	D	E	F	G	н	
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. \square	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)

A. 9 B. 9 C. 9 D. 9	Years of Service SANTA BARBARA [W] (N=507) SANTA BARBARA: 1 < 3 (N=65) SANTA BARBARA: 3 < 5 (N=44) SANTA BARBARA: 5 < 10 (N=110) ANTA BARBARA: 10 < 15 (N=91)		G. SAN H. SAN	ta bare Ita bare Ta bare Ta barb	BARA: 20 BARA: 25) < 25 (N⊧ 5 < 30 (N⊧	=47)			
	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	a statist	ically sig	nificant	differer	nce
#	Item Text	Α	В	С	D	E	-	~		
								G	H	
8.	There is good cooperation between my department and other departments at my campus/location.	76	1	-1	-9	5	3	5	2	-6

Category Breakdown Matrix SANTA BARBARA [W] (N=507)

By Pay Range

 A. SANTA BARBARA [W] (N=507)
 F. SANTA BARBARA: 80K - 89K (N=45)

 B. SANTA BARBARA: 40K - 49K (N=76)
 G. SANTA BARBARA: 90K - 99K (N=46)

 C. SANTA BARBARA: 50K - 59K (N=117)
 H. SANTA BARBARA: 100K - 109K (N=22)

 D. SANTA BARBARA: 60K - 69K (N=85)
 I. SANTA BARBARA: 110K - 149K (N=52)

 E. SANTA BARBARA: 70K - 79K (N=51)
 F. SANTA BARBARA: 100K - 109K (N=52)

	Values displayed are based on Total Favorable		Colored	d Cells i	ndicate	a statist	ically sig	gnificant	differe	nce
#	Category	Α	В	С	D	E	F	G	Н	
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	d Cells i	ndicate	a statist	ically sig	gnificant	differe	nce
#	Item Text	A	В	С	D	E	F	G	Н	1
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

	m Breakdown Matrix - Communicat TA BARBARA [W] (N=507)	tion									
By P	Pay Range										
	SANTA BARBARA [W] (N=507)					K-89K(
	ANTA BARBARA: 40K - 49K (N=76)					0K - 99K (
	SANTA BARBARA: 50K - 59K (N=117) SANTA BARBARA: 60K - 69K (N=85)					00K - 109 0K - 149K	• •				
	ANTA BARBARA: 70K - 79K (N=51)										
	Values displayed are based on Total Favorable		Colored	l Cells i	ndicate	a statist	ically sig	gnificant	differe	nce	
#	Item Text	A	В	С	D	Е	F	G	Н	1	
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	71	-13	-7	10	-3	7	-6	11	13	

	TA BARBARA [W] (N=507)										
A. S B. S C. S D. S	Pay Range SANTA BARBARA [W] (N=507) SANTA BARBARA: 40K - 49K (N=76) SANTA BARBARA: 50K - 59K (N=117) SANTA BARBARA: 60K - 69K (N=85) ANTA BARBARA: 70K - 79K (N=51)		G. SAN H. SAN	ta Bare Ta Bare	BARA: 90 BARA: 10	K - 89K ()K - 99K ()0K - 109)K - 149P	(N=46) K (N=22)				
ш	Values displayed are based on Total Favorable	•					ically si F	gnificant		nce	
# 3.	Item Text I feel motivated to go beyond my formal job responsibilities to get the job done.	<u>А</u> 85	в -11	с -4	D 0	Е 0	2	G 2	н 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 - Engagement

	m Breakdown Matrix - Image/Brand TA BARBARA [W] (N=507)	k									
By P A. S B. S C. S D. S	Pay Range SANTA BARBARA [W] (N=507) ANTA BARBARA: 40K - 49K (N=76) SANTA BARBARA: 50K - 59K (N=117) ANTA BARBARA: 60K - 69K (N=85) ANTA BARBARA: 70K - 79K (N=51)		G. SAN H. SAN	ta bare Ita bare Ita bare Ta bare	BARA: 90 BARA: 10	0K - 99K 00K - 109	(N=46) K (N=22)				
	Values displayed are based on Total Favorab	е	Colore	d Cells i	ndicate	a statist	ically sig	nificant	differe	nce	
								,			
#	Item Text	A	В	С	D	Е	F	G	н	I.	
	Item Text My campus/location is highly regarded by its employees.	А 66	в 0				F -5			ו -1	

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) Values displayed are based on Total Favorable Values displayed are based on Total Favorable

	values displayed are based on Total Favorable		Colored	a Cells I	ndicate	a statist	ically sig	gnificant	amerer	ice
#	Item Text	Α	В	С	D	E	F	G	н	l.
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	l Cells i	ndicate	a statist	ically sig	gnificant	differe	nce
#	Item Text	Α	В	С	D	E	F	G	Н	1
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	Values displayed are based on Total Favorable Colored Cells indicate a statistically significant difference									
#	Item Text	Α	В	С	D	E	F	G	н	1	
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. \square	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	lisplayed are based on Total Favorable Colored Cells indicate a statistically significant difference									
#	Item Text	<u> </u>	В	С	D	E	F	G	Н	1	
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		Colore	d Cells i	ndicate	a statist
Category	Α	В	С	D	E
Career Development	58	-8	0	8	9
Communication	68	-3	-1	3	9
Engagement	69	-4	0	3	7
Image/Brand	76	-3	0	2	6
Organizational Change	31	-4	-1	9	-5
Performance Management	50	-4	-3	4	10
Supervision	69	-4	1	3	4
Working Relationships	78	-3	-4	7	3
	Category Career Development Communication Engagement Image/Brand Organizational Change Performance Management Supervision	CategoryACareer Development58Communication68Engagement69Image/Brand76Organizational Change31Performance Management50Supervision69	CategoryABCareer Development58-8Communication68-3Engagement69-4Image/Brand76-3Organizational Change31-4Performance Management50-4Supervision69-4	CategoryABCCareer Development58-80Communication68-3-1Engagement69-40Image/Brand76-30Organizational Change31-4-1Performance Management50-4-3Supervision69-41	CategoryABCDCareer Development58-808Communication68-3-13Engagement69-403Image/Brand76-302Organizational Change31-4-19Performance Management50-4-34Supervision69-413

Item Breakdown Matrix - Career Development SANTA BARBARA [W] (N=507)

- 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	d Cells i	ndicate	a statist	ically significant diffe
#	Item Text	Α	В	С	D	Е	
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)

- 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)

0. (
	Values displayed are based on Total Favorable	e Colored Cells indicate a statistically significant difference								
#	Item Text	Α	В	С	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)

- 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	d Cells i	ndicate a	a statisti	ically significant difference
#	Item Text	Α	В	С	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)

- 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 Α В С D Ε 4. My campus/location is highly regarded by its employees. 66 -2 1 0 5 I am proud to be associated with the UC system. 86 30. -4 -2 5 7

Item Breakdown Matrix - Organizational Change SANTA BARBARA [W] (N=507)

- 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		Colore	d Cells i	ndicate	a statist
#	Item Text	Α	В	С	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	d Cells i	ndicate	a statist
#	Item Text	Α	В	С	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 CANTA DADDADA, CUDEDV/ICOD (NL447)

D. SANTA BARBARA: MANAGER (N=125) E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	a statist
#	Item Text	Α	В	С	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	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)

- 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	Α	В	С	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



Volume UOC-09: SANTA BARBARA 2015 REPORT

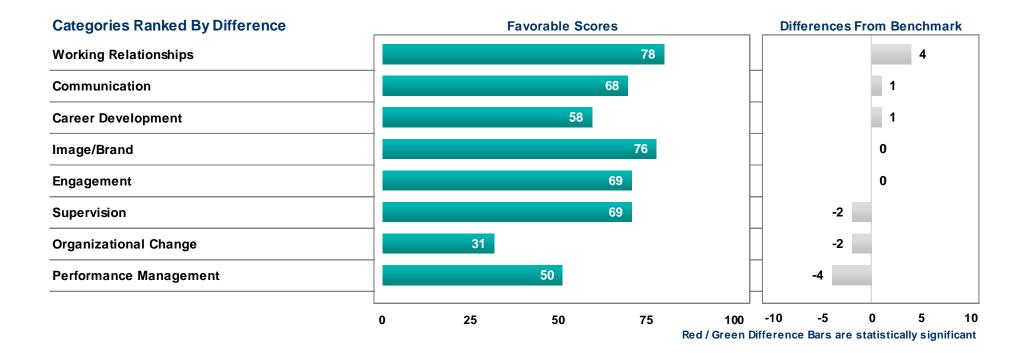
Council of UC Staff Assemblies

Data Collected: 2nd Quarter of 2015



Summary Category Scores vs. Benchmark SANTA BARBARA [W] (N=507)

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



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Top 10 Items SANTA BARBARA [W] (N=507) vs. UC OVERALL [W] (N=9,468)

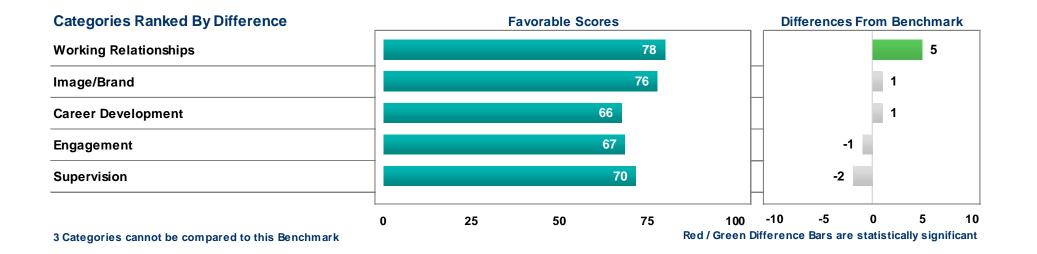
Top 10 Differences From Benchmark	Total Favorable	Diff	Neutral Midpoint	Total Unfavor- able	Don't Know (Other)
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	76	+6*	10	15	<u> </u>
CAREER DEVELOPMENT: I believe I have the opportunity 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	* indica	ates a statis	tically signi	icant 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 Unfavor- able	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	* indica	ates a statis	tically signif	ficant difference

Summary Category Scores vs. Benchmark SANTA BARBARA [W] (N=507)

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



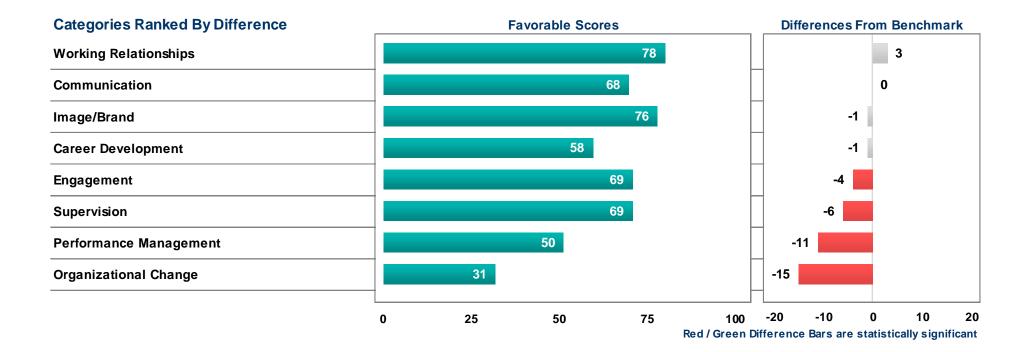
Top 10 Items SANTA BARBARA [W] (N=507) vs. 2014 US UNIVERSITIES STAFF NORM (N=14,560)

Top 10 Differences From Benchmark	Total Favorable	Diff	Neutral Midpoint	Total Unfavor- able	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 * indica	ates a statis	tically signif	icant 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 Unfavor- able	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	* indica	ates a statis	tically signi	ficant differenc

Summary Category Scores vs. Benchmark SANTA BARBARA [W] (N=507) vs. TOWERS WATSON US NATIONAL NORM (N=160,417)



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 Unfavor- able	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	* indica	ates a statis	tically signif	icant differend

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 Unfavor- able	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	* indica	ates a statis	tically signi	ficant difference

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Category Breakdown Matrix SANTA BARBARA [W] (N=507)

- A. SANTA BARBARA [W] (N=507)
- B. SANTA BARBARA: FEMALE (N=302)

C. SANTA BARBARA: MALE (N=205)	.E (N=205)
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Values displayed are based on Total Favorable								
Category	A	В	С					
Career Development	58	1	-1					
Communication	68	-2	3					
Engagement	69	1	-1					
Image/Brand	76	-1	1					
Organizational Change	31	-3	5					
Performance Management	50	1	-1					
Supervision	69	-1	2					
Working Relationships	78	2	-4					
	Values displayed are based on Total Favor Category Career Development Communication Engagement Image/Brand Organizational Change Performance Management Supervision	Values displayed are based on Total FavorableCategoryACareer Development58Communication68Engagement69Image/Brand76Organizational Change31Performance Management50Supervision69	Values displayed are based on Total FavorableColored ACategoryABCareer Development581Communication68-2Engagement691Image/Brand76-1Organizational Change31-3Performance Management501Supervision69-1					

Item Breakdown Matrix - Career Development SANTA BARBARA [W] (N=507)

	ANTA BARBARA [W] (N=507) ANTA BARBARA: FEMALE (N=302)		C. SAN	TA BARI	BARA: MALE (N=205)
	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate a statistically significant difference
#	ltem Text	<u> </u>	В	С	
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)

A. SANTA BARBARA [W] (N=507) B. SANTA BARBARA: FEMALE (N=302)				TA BAR	BARA: MALE (N=205)
	Values displayed are based on Total Favorable		Colored	d Cells i	indicate a statistically significant difference
#	Item Text	Α	В	С	
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)

A. S B. S		C. SAN	TA BARI	
	ANTA BARBARA: FEMALE (N=302) Values displayed are based on Total Favorable		Colore	d Cells i
#	Item Text	A	В	С
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)

A. SANTA BARBARA [W] (N=507) B. SANTA BARBARA: FEMALE (N=302)			C. SAN	TA BARI	BARA: MALE (N=205)
	Values displayed are based on Total Favorable		Colore	d Cells i	indicate a statistically significant difference
#	Item Text	Α	В	С	
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)

A. 1	A. SANTA BARBARA [W] (N=507) B. SANTA BARBARA: FEMALE (N=302)				BARA: MALE (N=205)
	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate a statistically significant difference
#	Item Text	A	B	С	
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)

A. S	ANTA BARBARA [W] (N=507) ANTA BARBARA: FEMALE (N=302)		C. SAN	TA BARE	BARA: MALE (N=205)
	Values displayed are based on Total Favorable		Colored	d Cells i	ndicate a statistically significant difference
#	Item Text	Α	В	С	
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) C. SANTA BARBARA: MALE (N=205) B. SANTA BARBARA: FEMALE (N=302) Colored Cells indicate a statistically significant difference Values displayed are based on Total Favorable # Item Text Α В С 62 7. My supervisor gives me regular feedback on my performance. -1 1 13. My supervisor does a good job of building teamwork. 62 -1 2 85 -1 2 17. My supervisor treats me with respect. Please indicate the extent to which you agree with the following **48** -3 5 20a. statements about your supervisor: Effectively deals with poor performers Please indicate the extent to which you agree with the following 68 -3 5 20b. statements about your supervisor: Listens carefully to different points of view before coming to conclusions Please indicate the extent to which you agree with the following 73 20c. statements about your supervisor: Encourages new ideas and new -1 1 ways of doing things 57 22. My supervisor develops people's abilities. -2 2 72 24. My supervisor communicates effectively. -3 4 have a clear understanding of how my job contributes to the 91 -1 26. departmental objectives. Regarding suggestions for change from employees, my supervisor 70 -2 27. 3 is usually responsive. My supervisor keeps me informed about issues that affect me. 73 28. -1 1 My supervisor helps me make time to participate in training and 66 -2 32. 1 development activities.

Item Breakdown Matrix - Working Relationships

SANTA BARBARA [W] (N=507)

By Gender

A. \$	SANTA BARBARA [W] (N=507) SANTA BARBARA: FEMALE (N=302)		C. SANTA BARBARA: MALE (N=205)								
	Values displayed are based on Total Favorable		Colored	d Cells i	ndicate a statistically significant difference						
#	Item Text	Α	В	С							
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		Colore	d Cells i	ndicate a	a statist	ically significant difference
#	Category	Α	В	С	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)

D. SANTA BARBARA: HISPANIC (N=80)

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

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

	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	a statist
#	ltem Text	Α	В	С	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)

- 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 В С D E Α
- My campus/location does an excellent job of keeping employees 66 2. -2 20 -2 0 informed about important organizational matters affecting us. I feel able to openly and honestly communicate my views to my 71 10. 4 22 -5 0 supervisor and other leaders.

Item Breakdown Matrix - Engagement SANTA BARBARA [W] (N=507)

- 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	d Cells i	ndicate a	a statisti	ically significant difference
#	Item Text	Α	В	С	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)

- 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 Α В С D Е 4. My campus/location is highly regarded by its employees. 66 -8 13 2 0 I am proud to be associated with the UC system. 86 30. 5 6 4 -1

Item Breakdown Matrix - Organizational Change SANTA BARBARA [W] (N=507)

В	SANTA BARBARA [W] (N=507) SANTA BARBARA: ASIAN (N=36) 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		Colore	d Cells i	ndicate	a statist	ically significant difference			
#	Item Text	Α	В	С	D	E				
5	A. Generally, recent major organizational changes across the UC system have been: Planned well	31	11	19	2	-2				
5	Generally, recent major organizational changes across the UC system have been: Explained well	36	3	18	2	-1				
5	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	l Cells ir	ndicate a	a statisti
#	Item Text	Α	В	С	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)

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

Item Breakdown Matrix - Working Relationships SANTA BARBARA [W] (N=507)

By Ethnicity

A. SANTA BARBARA [W] (N=507) B. SANTA BARBARA: ASIAN (N=36)

- D. SANTA BARBARA: HISPANIC (N=80)
- C. SANTA BARBARA: BLACK OF AFRICAN AMERICAN (N=14)
- E SANTA BARBARA: WHITE/CAUCASIAN (N=371)

	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	e a statistically significant difference
#	Item Text	Α	В	С	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	d Cells i	ndicate a	a statist	ically sig	gnificant	differe	nce
#	Category	Α	В	С	D	E	F	G	Н	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)	F. SANTA BARBARA: 15 < 20 (N=77)
B. SANTA BARBARA: 1 < 3 (N	=65)	G. SANTA BARBARA: 20 < 25 (N=47)
C. SANTA BARBARA: 3 < 5 (N	E 44)	H. SANTA BARBARA: 25 < 30 (N=46)
D. SANTA BARBARA: 5 < 10 (N=110)	I. SANTA BARBARA: 30+ (N=27)
E. SANTA BARBARA: 10 < 15	(N=91)	

	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate a	a statist	ically si	gnificant	differe	nce
#	Item Text	Α	В	С	D	E	F	G	Н	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

	m Breakdown Matrix - Communicat TA BARBARA [W] (N=507)	tion									
A. S B. S C. S D. S	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) I. SANTA BARBARA: 10 < 15 (N=91)										
	Values displayed are based on Total Favorable Colored Cells indicate a statistically significant difference										
	Values displayed are based on Total Favorable	2	Colore	d Cells i	indicate	a statist	ically sig	gnificant	differe	nce	
#	Values displayed are based on Total Favorable Item Text	e A	Colore B	d Cells i C	indicate D	a statist E	ically się F	gnificant G	differe H	nce I	
# 2.							ically sig F 2			nce I -10	

	Item Breakdown Matrix - Engagement SANTA BARBARA [W] (N=507)											
A. S B. S C. S D. S	By Years of Service F. SANTA BARBARA [W] (N=507) A. SANTA BARBARA [W] (N=507) F. SANTA BARBARA: 15 < 20 (N=77) B. SANTA BARBARA: 1 < 3 (N=65) G. SANTA BARBARA: 20 < 25 (N=47) C. SANTA BARBARA: 3 < 5 (N=44) H. SANTA BARBARA: 25 < 30 (N=46) D. SANTA BARBARA: 5 < 10 (N=110) I. SANTA BARBARA: 30+ (N=27) E SANTA BARBARA: 10 < 15 (N=91) Values displayed are based on Total Favorable											
#	Values displayed are based on Total Favorable Item Text	Α	Colore B	d Cells i C	ndicate a D	astatist E	ically sig	gnificant G	differe H	nce 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		

	m Breakdown Matrix - Image/Brand TA BARBARA [W] (N=507)										
A. S B. S. C. S D. S.	Years of Service YANTA BARBARA [W] (N=507) ANTA BARBARA: 1 < 3 (N=65)		G. SAN H. SAN	TA BAR TA BARI	BARA: 15 BARA: 20 BARA: 25 ARA: 304) < 25 (N⊧ < 30 (N⊧	=47)				
			<u> </u>								
	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate a	a statist	ically sig	gnificant	differe	nce	
#	Item Text	A	B	d Cells i C	ndicate a	a statist E	rically sig	G	differe H	nce I	
							F			nce I 4	

Item Breakdown Matrix - Organizational Change

SANTA BARBARA [W] (N=507)

A. S B. S C. S D. S	Years of Service EANTA BARBARA [W] (N=507) ANTA BARBARA: 1 < 3 (N=65) EANTA BARBARA: 3 < 5 (N=44) ANTA BARBARA: 5 < 10 (N=110) ANTA BARBARA: 10 < 15 (N=91)		G. SAN H. SAN	TA BARE ITA BARI ITA BARE ITA BARB	BARA: 20 BARA: 25) < 25 (N⊧ < 30 (N⊧	=47)				
#	Values displayed are based on Total Favorable Item Text	A	Colore B	d Cells i C	ndicate D	a statist E	ically sig	gnificant G	differe H	nce	
# 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)
- 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	d Cells i	ndicate a	a statist	ically sig	gnificant	differer	nce
#	ltem Text	Α	В	С	D	E	F	G	н	
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		Colore	d Cells i	ndicate	a statist	ically si	gnificant	differei	nce
#	Item Text	Α	В	С	D	E	F	G	н	<u> </u>
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)

A. S B. S C. S D. S	Years of Service XANTA BARBARA [W] (N=507) ANTA BARBARA: 1 < 3 (N=65) XANTA BARBARA: 3 < 5 (N=44) ANTA BARBARA: 5 < 10 (N=110) ANTA BARBARA: 10 < 15 (N=91)		G. SAN H. SAN	TA BARE ITA BARI TA BARE TA BARB	BARA: 20 BARA: 25) < 25 (N⊧ < 30 (N⊧	=47)			
Eo	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	a statist	ically sig	gnificant	differei	nce
#	Item Text	Α	В	^						
		_			<u> </u>	E	F	G	н	<u> </u>
8.	There is good cooperation between my department and other departments at my campus/location.	76	1	-1	-9	E 5	F 3	G 5	н 2	-6

Category Breakdown Matrix SANTA BARBARA [W] (N=507)

By Pay Range

 A. SANTA BARBARA [W] (N=507)
 F. SANTA BARBARA: 80K - 89K (N=45)

 B. SANTA BARBARA: 40K - 49K (N=76)
 G. SANTA BARBARA: 90K - 99K (N=46)

 C. SANTA BARBARA: 50K - 59K (N=117)
 H. SANTA BARBARA: 100K - 109K (N=22)

 D. SANTA BARBARA: 60K - 69K (N=85)
 I. SANTA BARBARA: 110K - 149K (N=52)

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

	Values displayed are based on Total Favorable)	Colore	d Cells i	ndicate	a statist	ically sig	gnificant	differe	nce
# Category		Α	В	С	D	E	F	G	Н	I
1 Career D	evelopment	58	-8	-6	6	-4	2	4	13	5
2 Communi	cation	68	-5	-5	9	-9	4	-10	7	10
3 Engagem	ent	69	-6	-4	4	1	2	-4	8	6
4 Image/Bra	and	76	-1	-4	4	-2	-3	-2	3	3
5 Organiza	tional Change	31	1	-4	9	-7	-1	-7	10	-5
6 Performa	nce Management	50	-8	-5	1	-2	1	1	19	10
7 Supervis	ion	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	d Cells i	ndicate	a statist	ically si	gnificant	differe	nce
#	Item Text	A	В	С	D	E	F	G	Н	1
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

	m Breakdown Matrix - Communicat TA BARBARA [W] (N=507)	tion									
By P	Pay Range										
	SANTA BARBARA [W] (N=507)					K-89K(
	ANTA BARBARA: 40K - 49K (N=76)					0K - 99K (
	SANTA BARBARA: 50K - 59K (N=117) SANTA BARBARA: 60K - 69K (N=85)					00K - 109 0K - 149K	• •				
	ANTA BARBARA: 70K - 79K (N=51)										
	Values displayed are based on Total Favorable		Colored	l Cells i	ndicate	a statist	ically sig	gnificant	differe	nce	
#	Item Text	A	В	С	D	Е	F	G	Н	1	
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	71	-13	-7	10	-3	7	-6	11	13	

	TA BARBARA [W] (N=507)										
A. S B. S C. S D. S	Pay Range SANTA BARBARA [W] (N=507) SANTA BARBARA: 40K - 49K (N=76) SANTA BARBARA: 50K - 59K (N=117) SANTA BARBARA: 60K - 69K (N=85) ANTA BARBARA: 70K - 79K (N=51)		G. SAN H. SAN	ta bare Ta bare Ta bare Ta barb	BARA: 90 BARA: 10)K - 99K 0K - 109	(N=46) K (N=22)				
#	Values displayed are based on Total Favorable Item Text	٨	Colore B	d Cells i C	ndicate D	astatist E	ically się F	gnificant G	differei H	nce	
# 3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	<u>А</u> 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 - Engagement

	m Breakdown Matrix - Image/Brand TA BARBARA [W] (N=507)	k									
By P A. S B. S C. S D. S	Pay Range SANTA BARBARA [W] (N=507) ANTA BARBARA: 40K - 49K (N=76) SANTA BARBARA: 50K - 59K (N=117) ANTA BARBARA: 60K - 69K (N=85) ANTA BARBARA: 70K - 79K (N=51)		G. SAN H. SAN	ta bare Ita bare Ita bare Ta bare	BARA: 90 BARA: 10	0K - 99K 00K - 109	(N=46) K (N=22)				
	Values displayed are based on Total Favorab	е	Colore	d Cells i	ndicate	a statist	ically sig	nificant	differe	nce	
								,			
#	Item Text	A	В	С	D	Е	F	G	н	I.	
	Item Text My campus/location is highly regarded by its employees.	А 66	в 0				F -5			ו -1	

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) Values displayed are based on Total Favorable Colored Cells indicate a statistically significant difference

	Values uisplayed are based off Total Pavorable		COIDIE		nuicale	a Statist	ically Sig	Jinican	unierei	ice
#	Item Text	Α	В	С	D	E	F	G	н	
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	l Cells i	ndicate	a statist	ically sig	gnificant	differe	nce
#	Item Text	Α	В	С	D	E	F	G	Н	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													
#	Item Text	Α	В	С	D	E	F	G	н	<u> </u>				
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. \square	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	В	С	D	E	F	G	Н	1
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)

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		Values displayed are based on Total Favorable		Colore	d Cells I	ndicate	a statist
#	Category		Α	В	С	D	Ε
1	Career Developm	ent	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 Ch	ange	31	-4	-1	9	-5
6	Performance Man	agement	50	-4	-3	4	10
7	Supervision		69	-4	1	3	4
8	Working Relations	ships	78	-3	-4	7	3

Item Breakdown Matrix - Career Development SANTA BARBARA [W] (N=507)

- 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		Colore	d Cells i	ndicate	a statist
#	Item Text	Α	В	С	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)

- 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)

Ο.						
	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	a statistically significant difference
#	Item Text	Α	В	С	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)

- 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	d Cells i	ndicate	a statist	ically significant difference
#	Item Text	Α	В	С	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)

- 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)
- =117)

	Values displayed are based on Total Favorable		Colored	d Cells i	ndicate a	a statistically significant difference
#	Item Text	A	В	С	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)

- 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	Α	В	С	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	Α	В	С	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 BADBADA SUBEDVISOD (NL117)

D. SANTA BARBARA: MANAGER (N=125) E. SANTA BARBARA: DIRECTOR AND ABOVE (N=65)

	Values displayed are based on Total Favorable		Colore	d Cells i	ndicate	a statist
#	Item Text	Α	В	С	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. \square	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)

- 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	Α	В	С	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				