

## 2012 UC CUCSA Staff Engagement Survey

UNIVERSITY  
OF  
CALIFORNIA

test  
Volume UC-09: SANTA BARBARA REPORT

Data Collected: May - July 2012

# Summary Category Scores vs. Benchmark

SANTA BARBARA 2012 (N=682)

vs. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

## Categories Ranked By Difference

Working Relationships

Supervision

Engagement

Communication

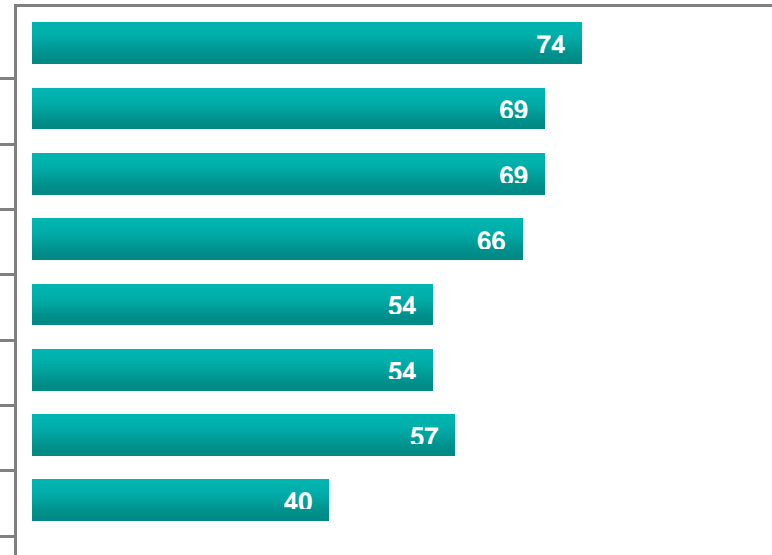
Career Development

Performance Management

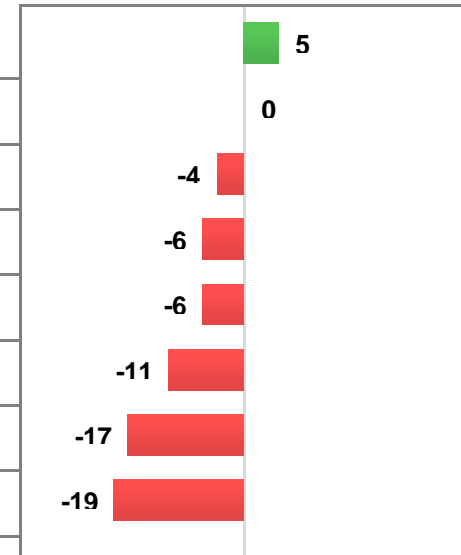
Image/Brand

Organizational Change

### Favorable Scores



### Differences From Benchmark



0 25 50 75 100 -30 -15 0 15 30

Red / Green Difference Bars are statistically significant

# Top 5 Items

SANTA BARBARA 2012 (N=682)

vs. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

## Top 5 Differences From Benchmark

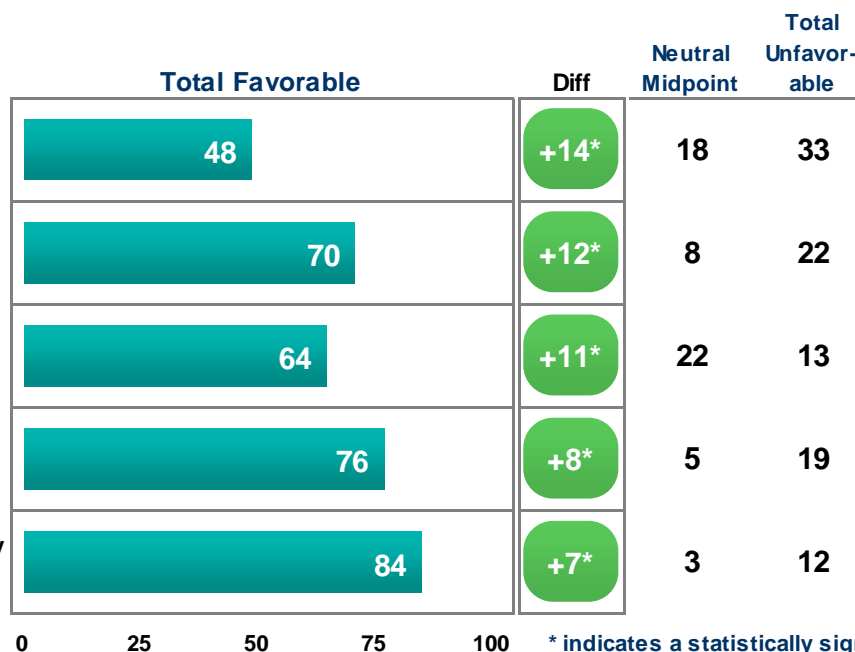
**SUPERVISION:** Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers

**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

**SUPERVISION:** My supervisor helps me make time to participate in training and development activities.

**CAREER DEVELOPMENT:** I believe I have the opportunity for personal development and growth at UC.

**ENGAGEMENT:** My work schedule allows sufficient flexibility to meet my personal/family needs.



\* indicates a statistically significant difference

# Bottom 5 Items

SANTA BARBARA 2012 (N=682)

vs. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

## Bottom 5 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
PERFORMANCE MANAGEMENT: I feel UC does a good job matching pay to performance.	18	-36*	8	74
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes at UC have been: Well communicated	42	-23*	24	34
IMAGE/BRAND: UC is highly regarded by its employees.	57	-17*	17	26
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-15*	8	51
CAREER DEVELOPMENT: UC provides people with the necessary information and resources to manage their own careers effectively.	49	-15*	19	32

0      25      50      75      100      \* indicates a statistically significant difference

# Summary Category Scores vs. Benchmark

SANTA BARBARA 2012 (N=682)

vs. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

## Categories Ranked By Difference

Performance Management

Working Relationships

Supervision

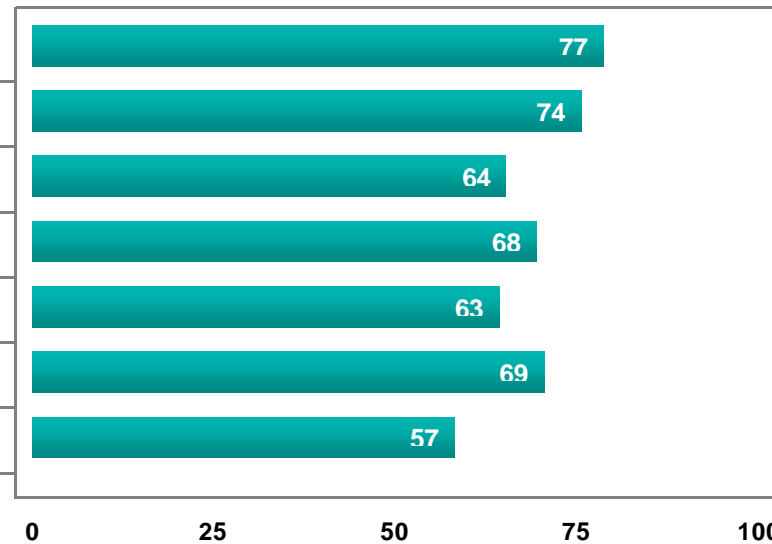
Engagement

Career Development

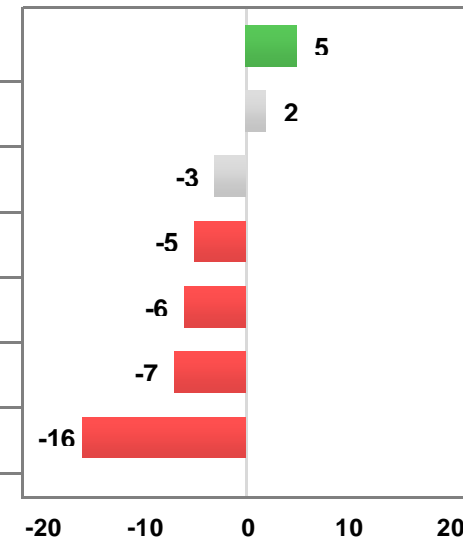
Communication

Image/Brand

## Favorable Scores



## Differences From Benchmark



1 Category cannot be compared to this Benchmark

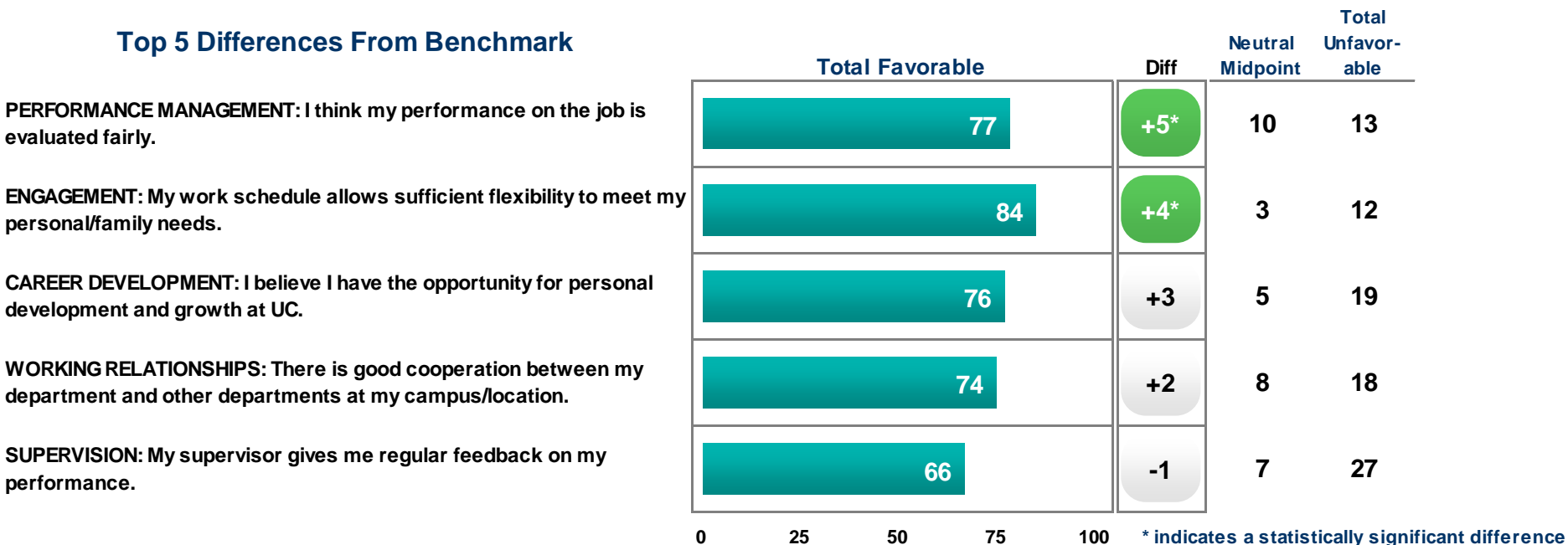
Red / Green Difference Bars are statistically significant

# Top 5 Items

SANTA BARBARA 2012 (N=682)

vs. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

## Top 5 Differences From Benchmark

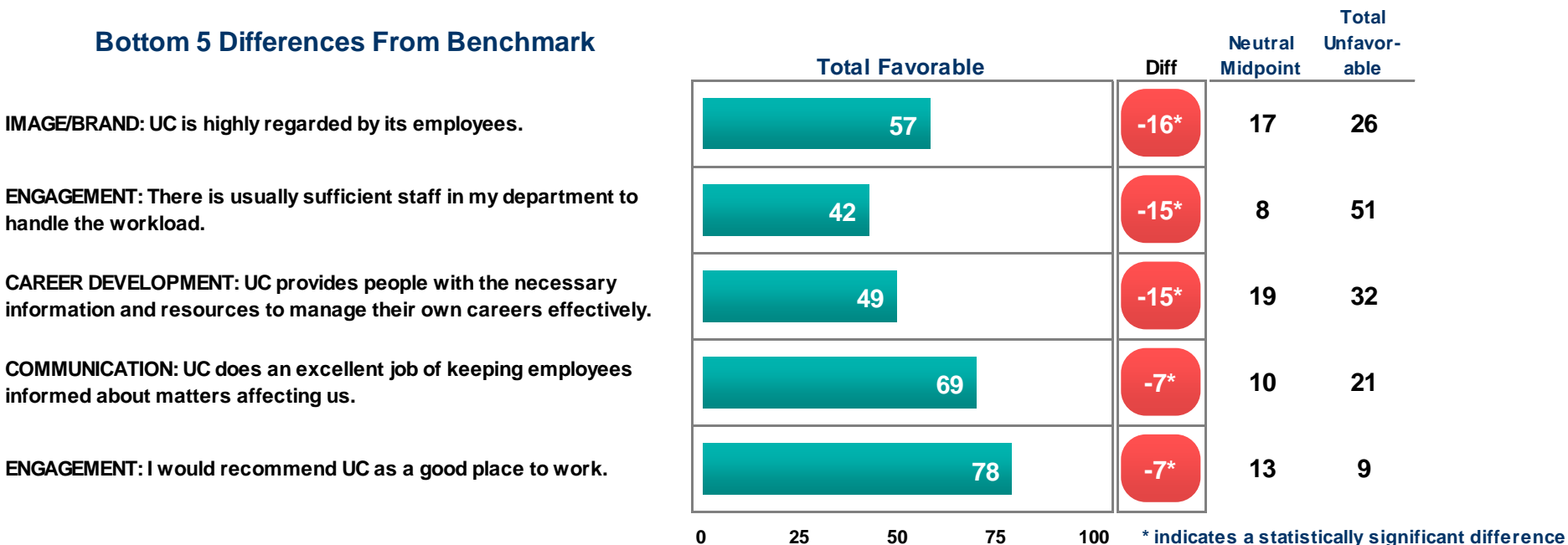


# Bottom 5 Items

SANTA BARBARA 2012 (N=682)

vs. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

## Bottom 5 Differences From Benchmark



# Summary Category Scores vs. Benchmark

SANTA BARBARA 2012 (N=682)

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

## Categories Ranked By Difference

Working Relationships

Communication

Career Development

Organizational Change

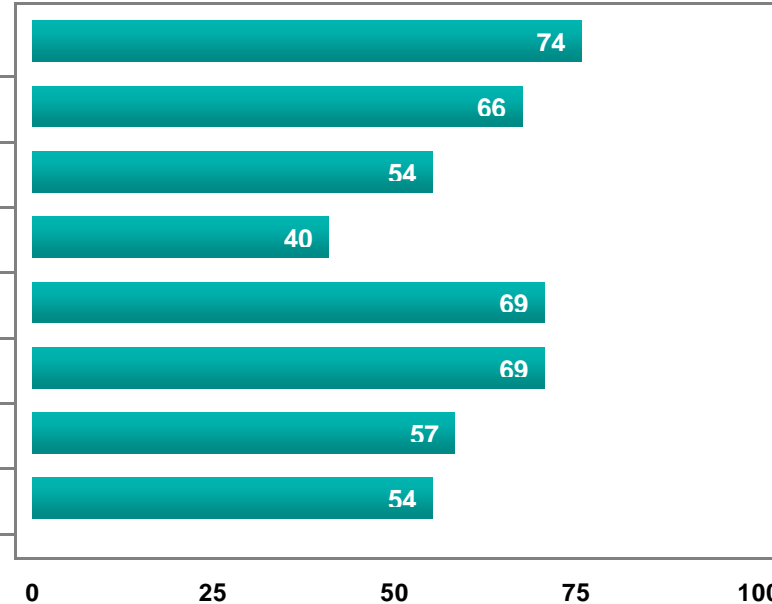
Engagement

Supervision

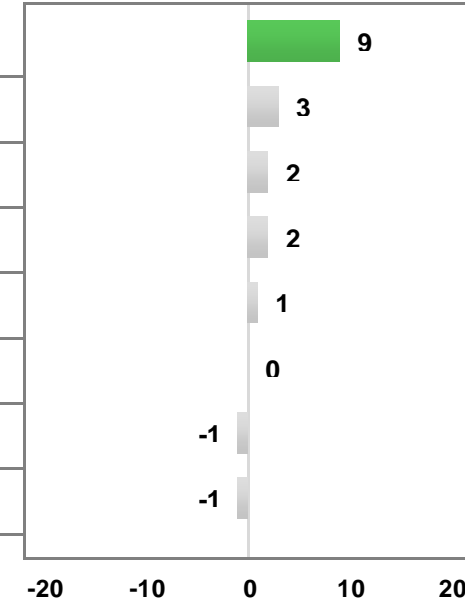
Image/Brand

Performance Management

### Favorable Scores



### Differences From Benchmark



Red / Green Difference Bars are statistically significant



# Top 5 Items

SANTA BARBARA 2012 (N=682)

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

## Top 5 Differences From Benchmark

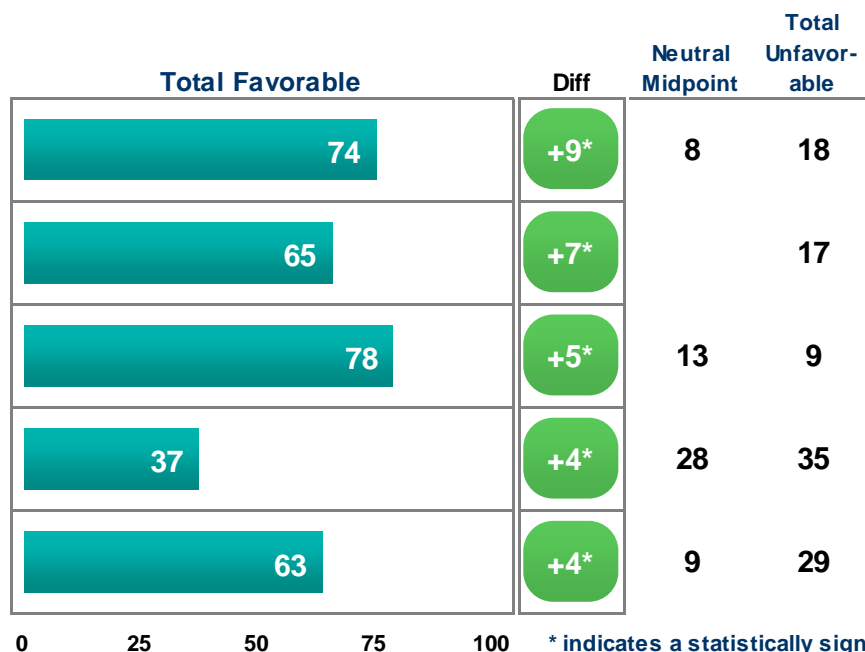
**WORKING RELATIONSHIPS:** There is good cooperation between my department and other departments at my campus/location.

**ENGAGEMENT:** At the present time, are you seriously considering leaving UC?

**ENGAGEMENT:** I would recommend UC as a good place to work.

**ORGANIZATIONAL CHANGE:** Generally, recent major organizational changes at UC have been: Well planned

**COMMUNICATION:** I feel able to openly and honestly communicate my views upwards.



# Bottom 5 Items

SANTA BARBARA 2012 (N=682)

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

## Bottom 5 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
PERFORMANCE MANAGEMENT: I feel UC does a good job matching pay to performance.	18	-6*	8	74
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	64	-4*	22	13
ENGAGEMENT: UC inspires me to do my best work.	59	-4	16	25
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	42	-1	8	51
IMAGE/BRAND: UC is highly regarded by its employees.	57	-1	17	26

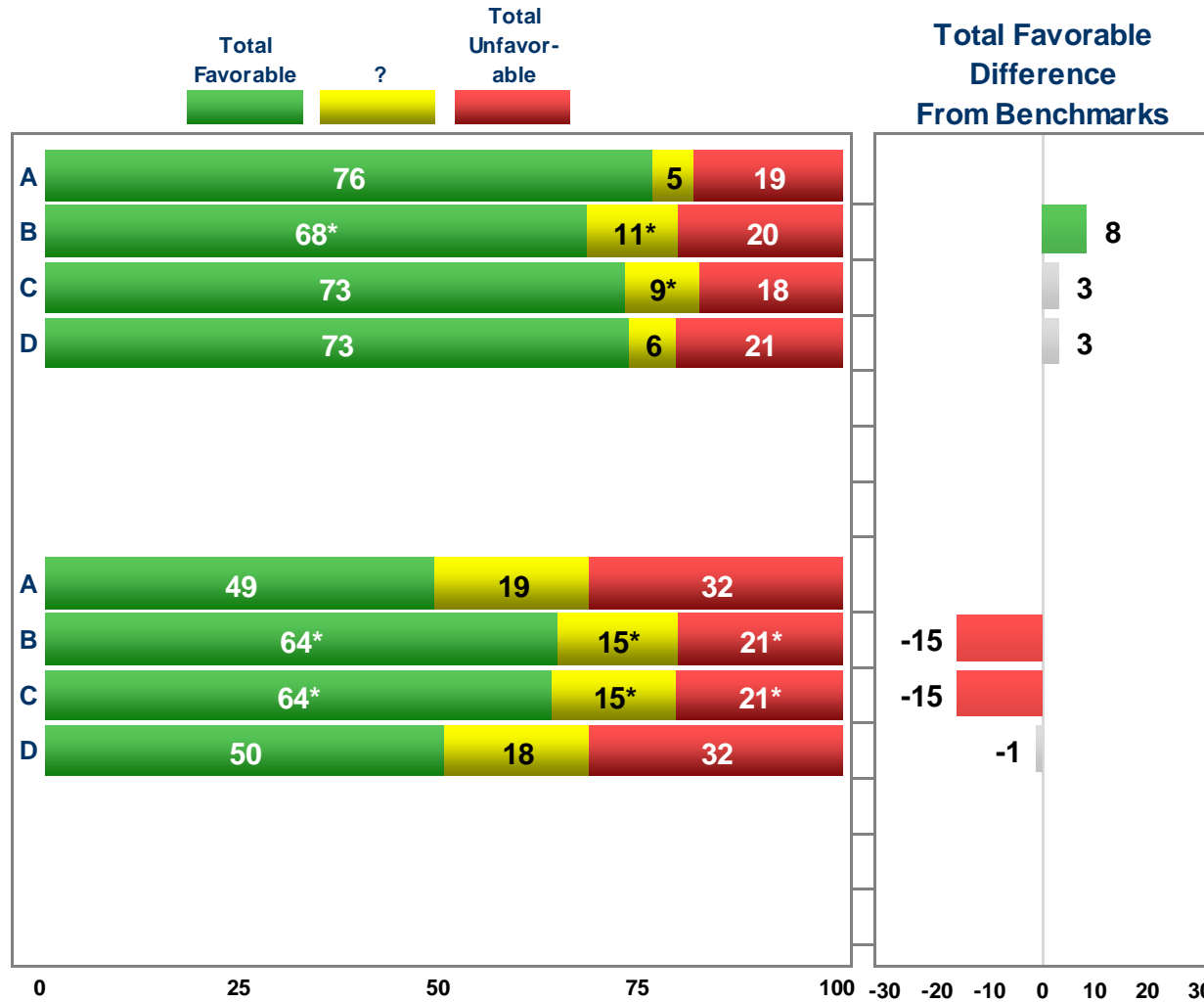
0      25      50      75      100      \* indicates a statistically significant difference

vs. 3 Benchmarks

Category 1: Career Development

1. I believe I have the opportunity for personal development and growth at UC.

9. UC provides people with the necessary information and resources to manage their own careers effectively.



\* indicates a statistically significant difference  
 Red / Green Difference Bars are statistically significant

Legend

A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

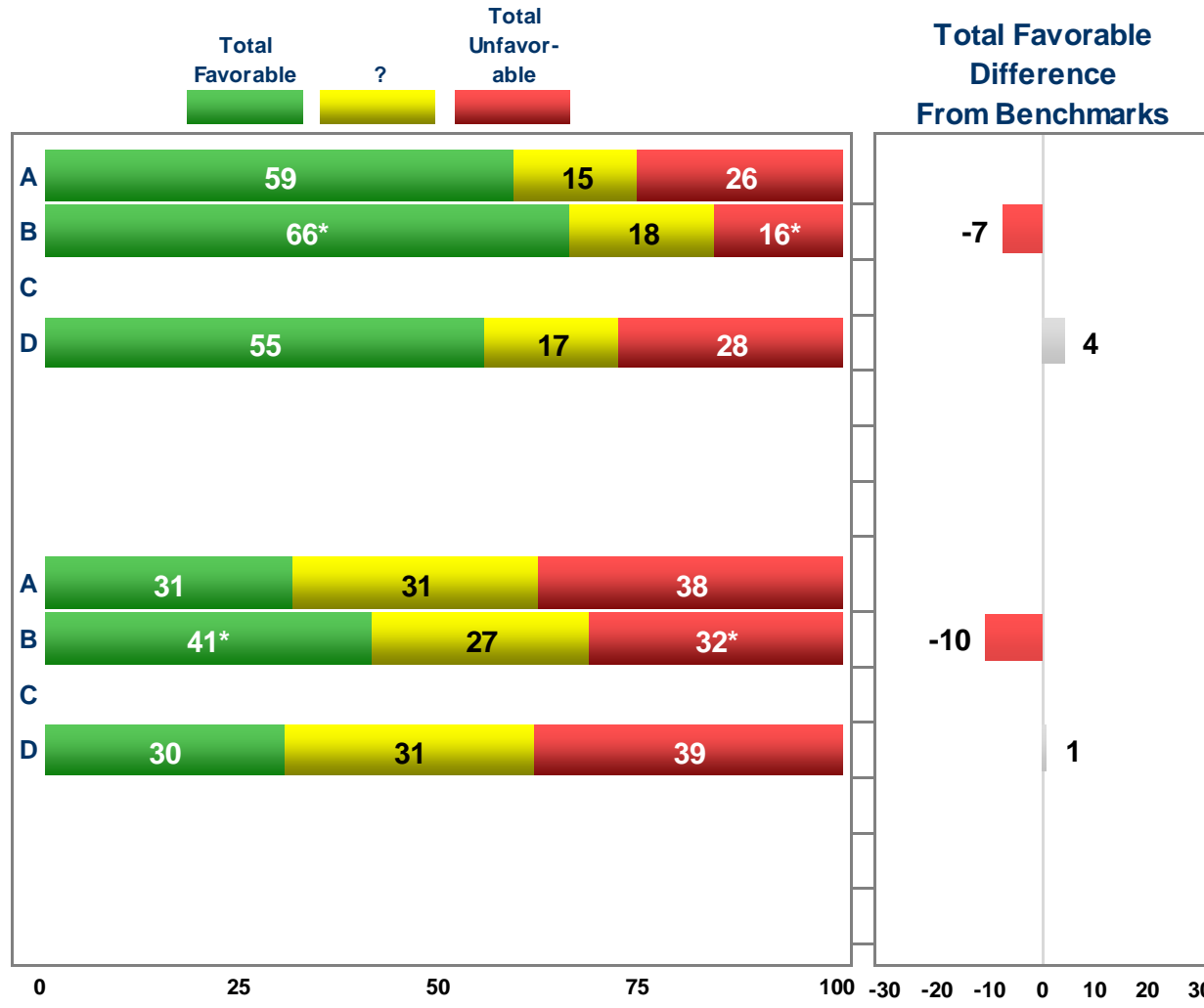
vs. 3 Benchmarks

## Category 1: Career Development

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

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

 Key Driver Item



\* indicates a statistically significant difference  
 Red / Green Difference Bars are statistically significant

### Legend

A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

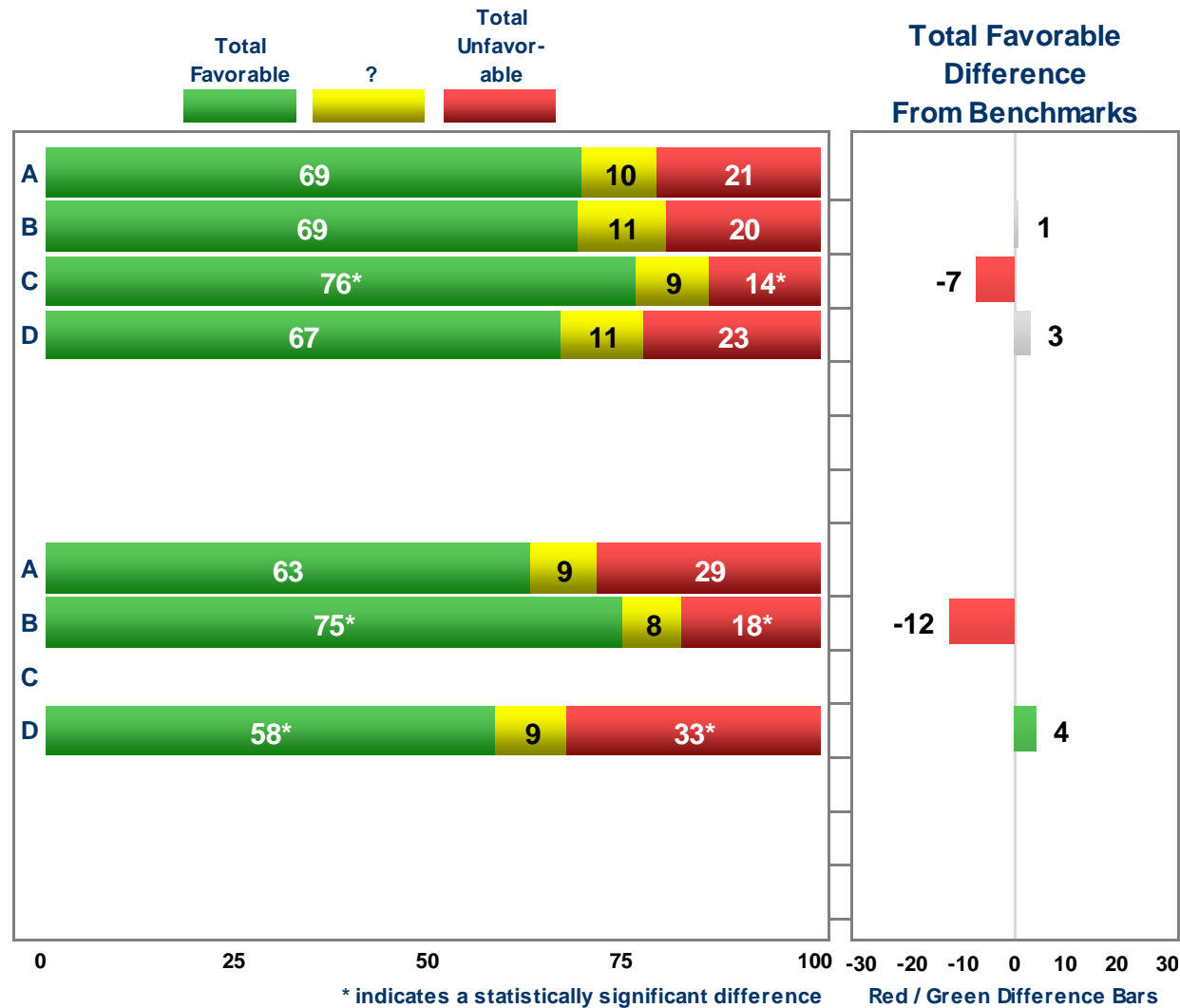
vs. 3 Benchmarks

## Category 2: Communication

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

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

 Key Driver Item



### Legend

A. SANTA BARBARA 2012 (N=682)  
B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

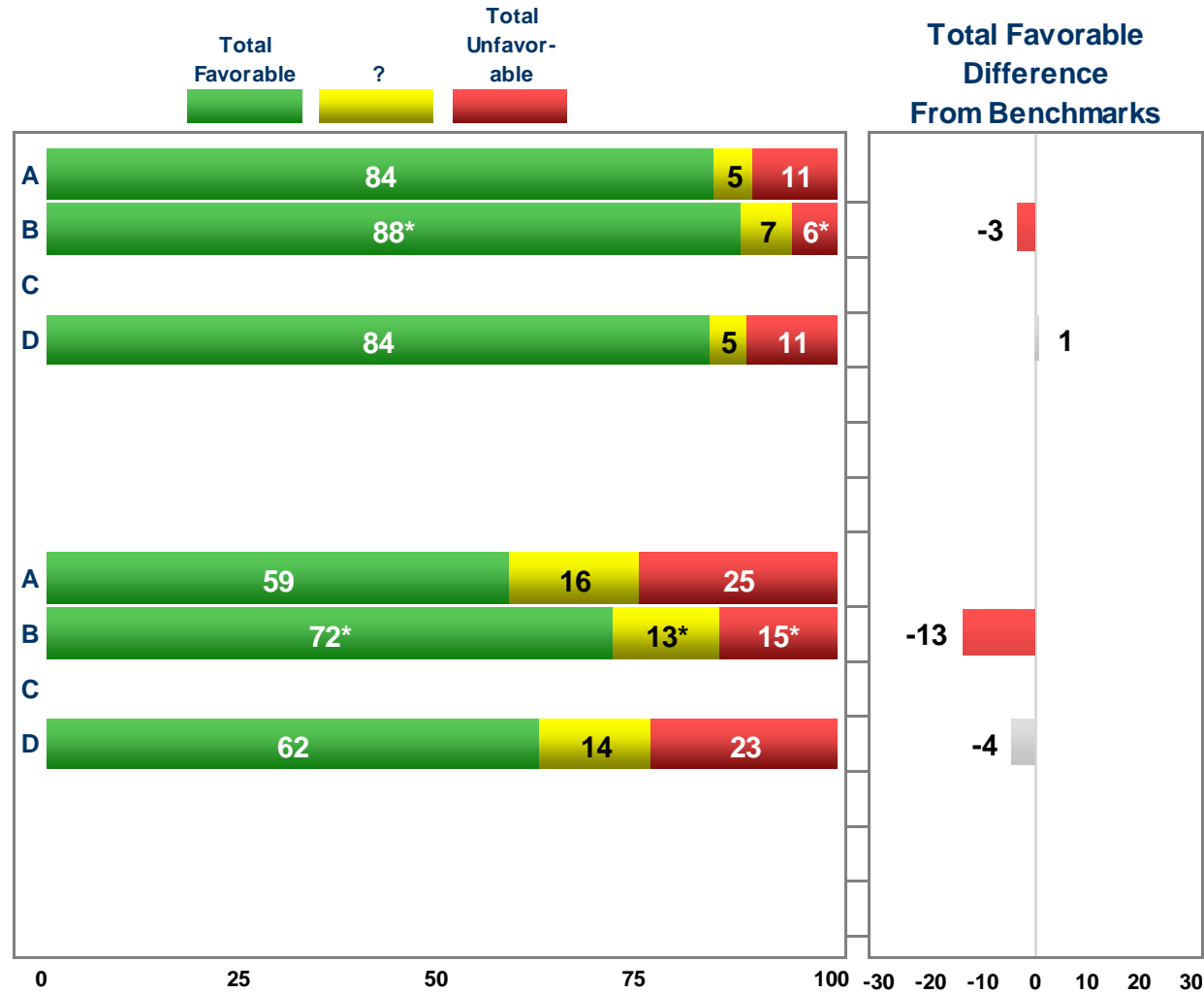
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

**Category 3: Engagement**

**3. I feel motivated to go beyond my formal job responsibilities to get the job done.**

**11. UC inspires me to do my best work.**



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

**Legend**

A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

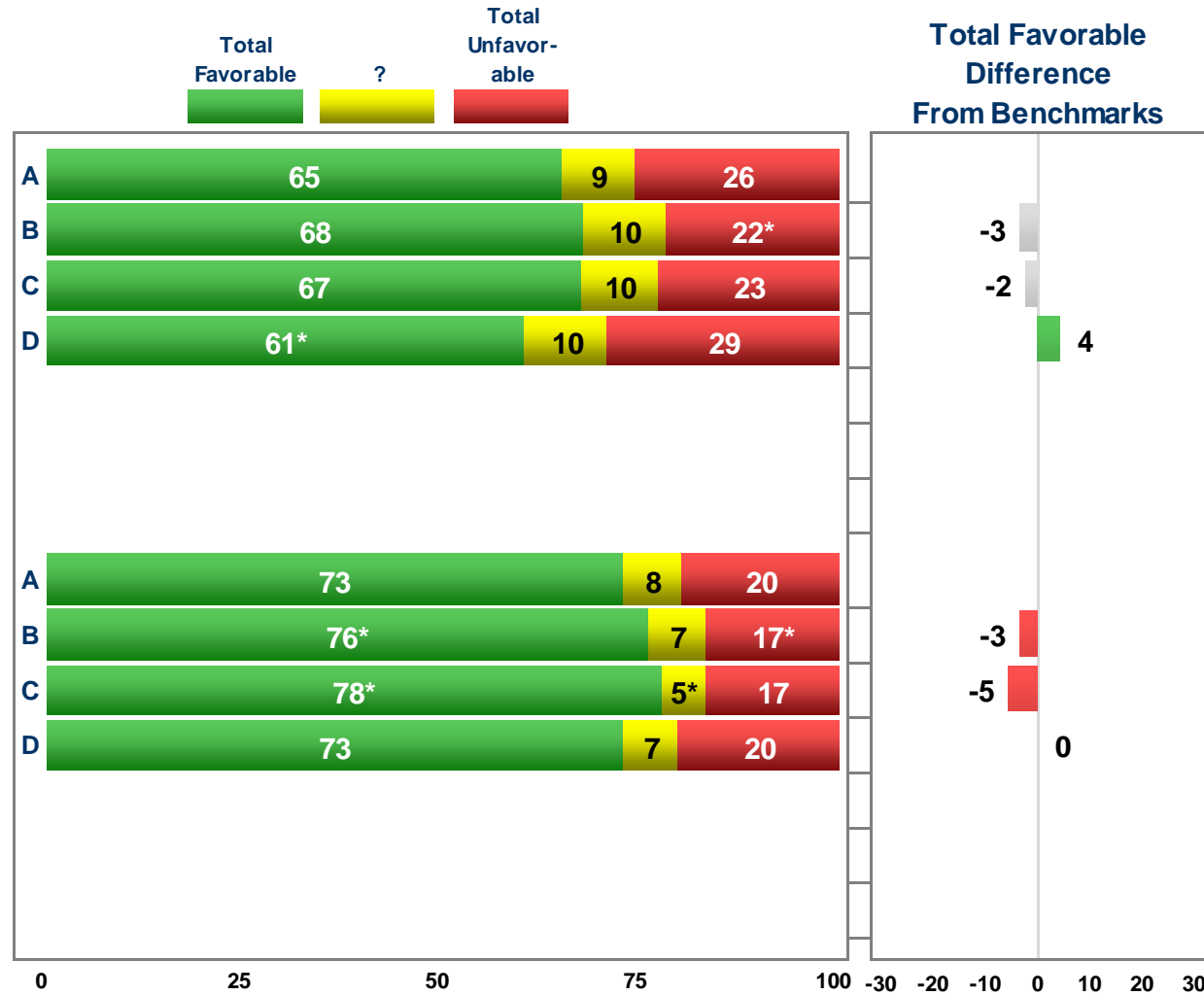
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

Category 3: Engagement

15. I am satisfied with my involvement in decisions that affect my work.

19. I have the equipment/tools/resources I need to do my job effectively.



\* indicates a statistically significant difference Red / Green Difference Bars are statistically significant

Legend

A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

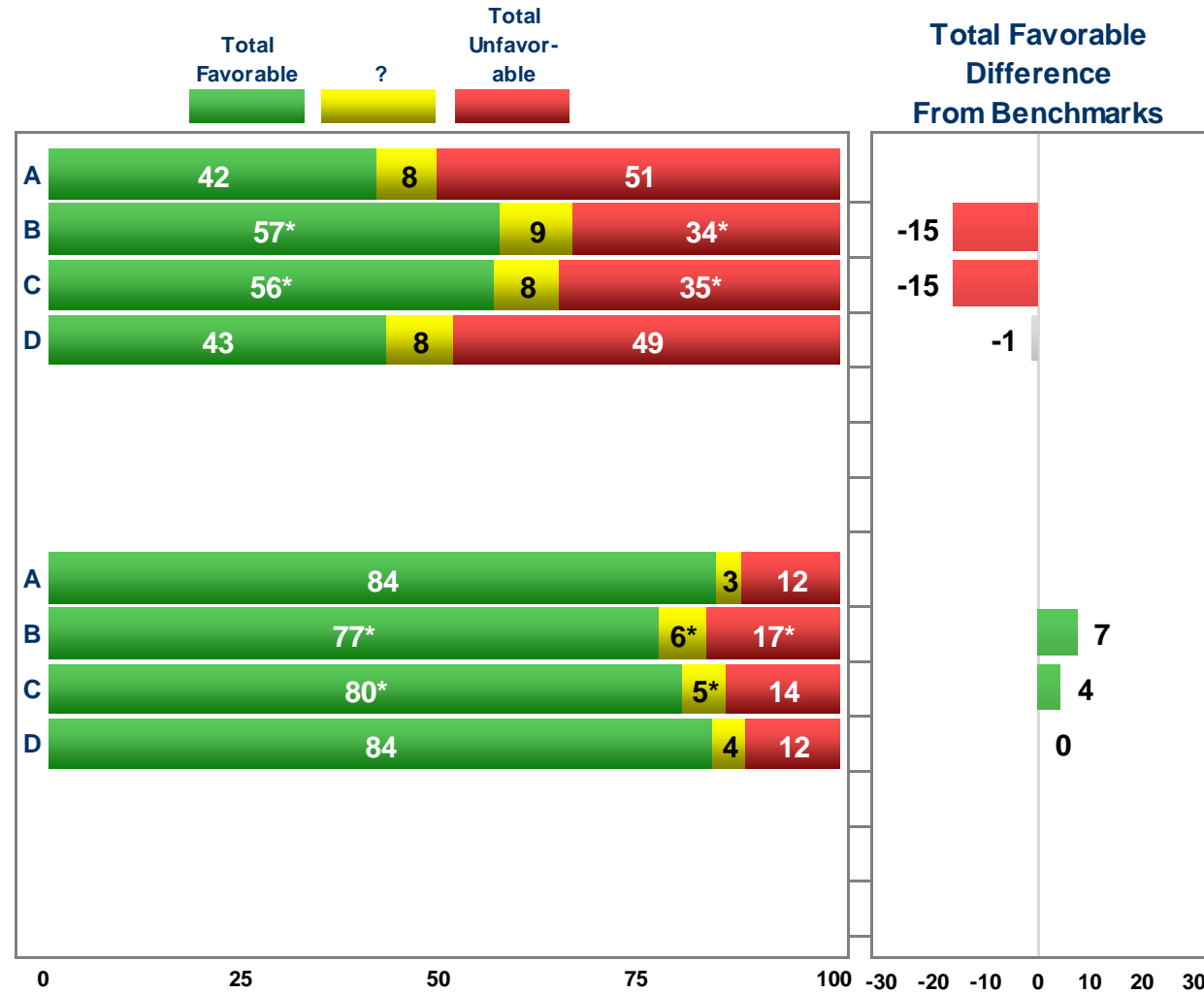
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

Category 3: Engagement

21. There is usually sufficient staff in my department to handle the workload.

23. My work schedule allows sufficient flexibility to meet my personal/family needs.



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Legend

A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

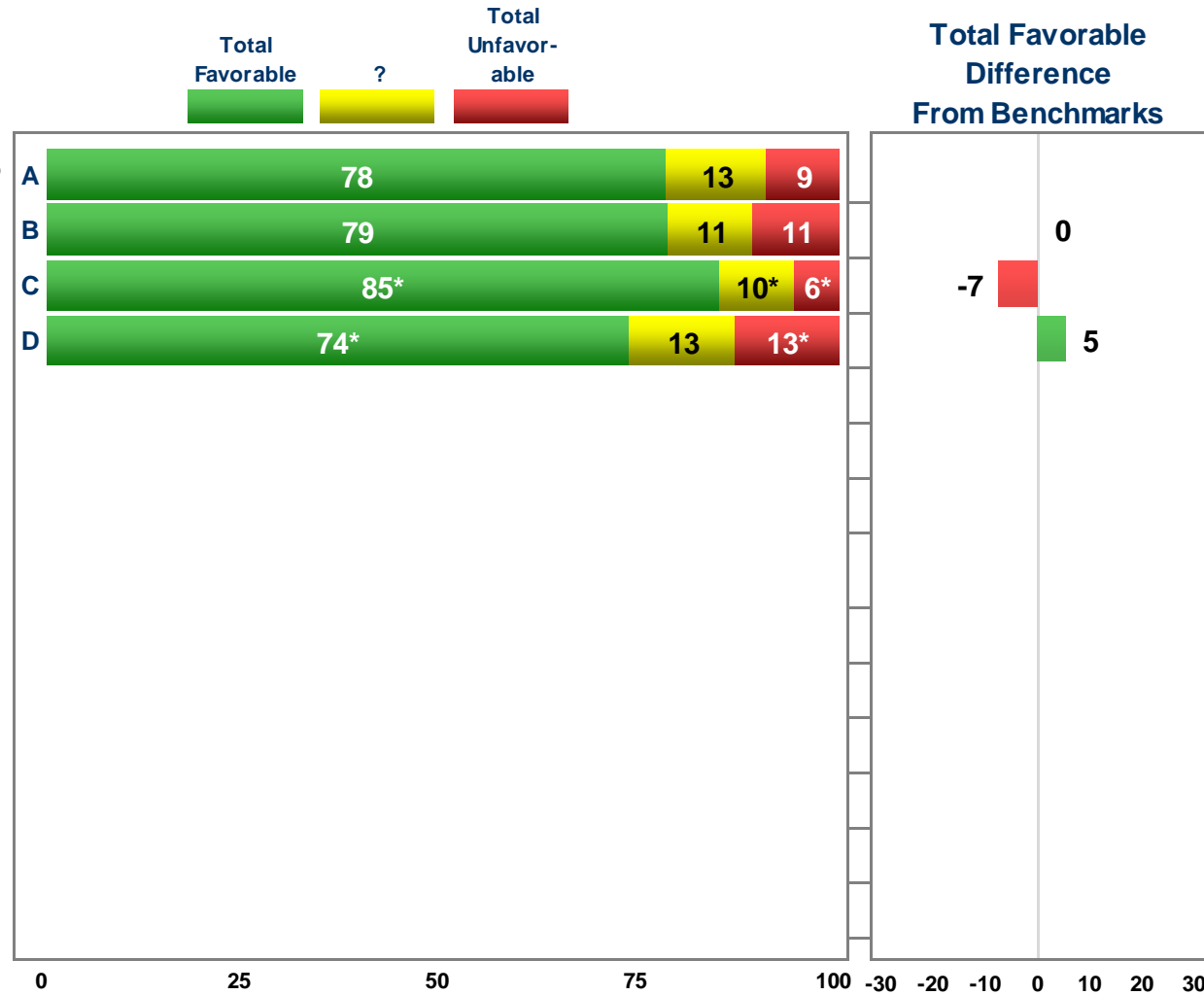
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)



vs. 3 Benchmarks

Category 3: Engagement

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



\* indicates a statistically significant difference  
 Red / Green Difference Bars are statistically significant

Legend

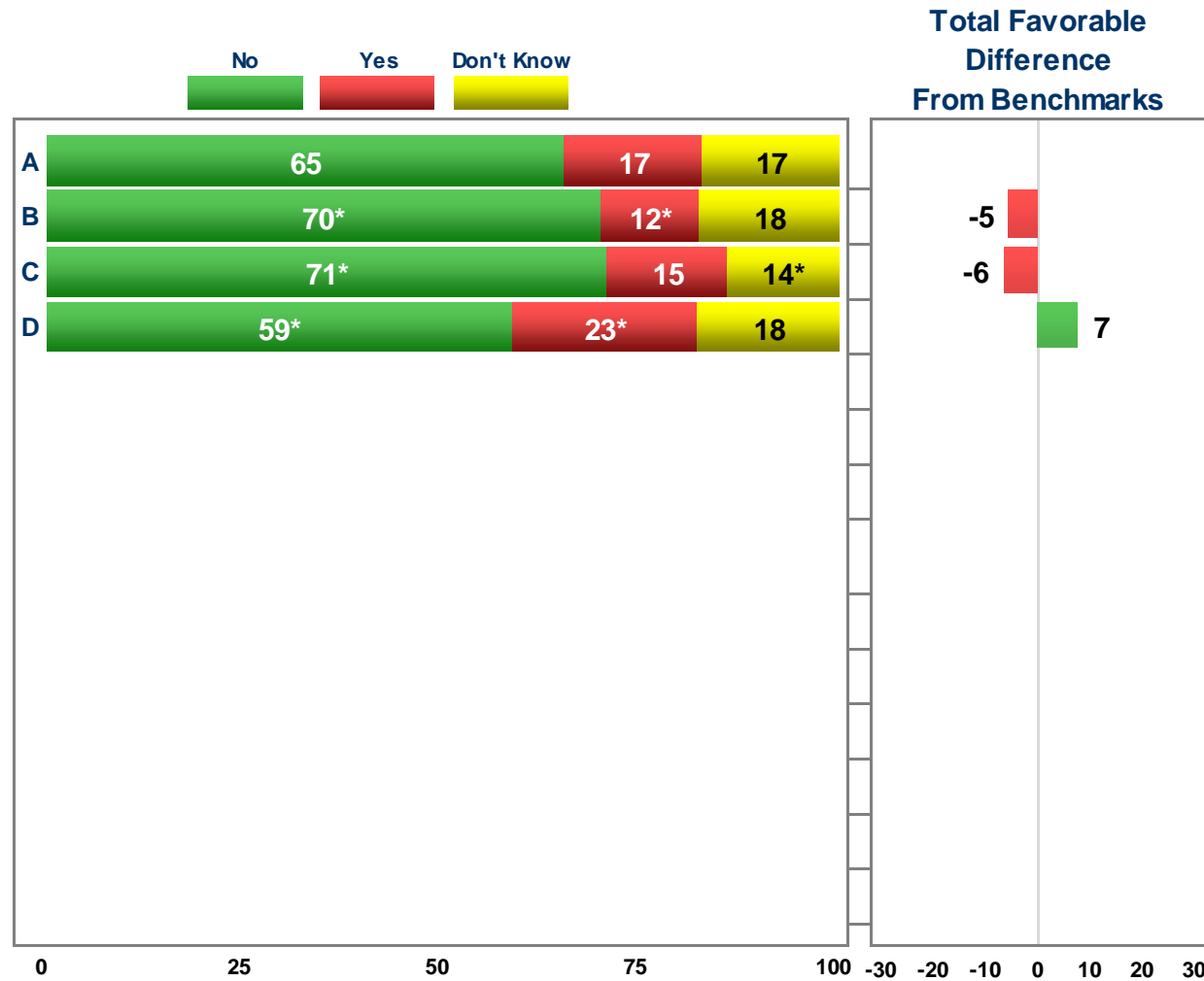
A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

Category 3: Engagement

29. At the present time, are you seriously considering leaving UC?



\* indicates a statistically significant difference  
 Red / Green Difference Bars are statistically significant

Legend

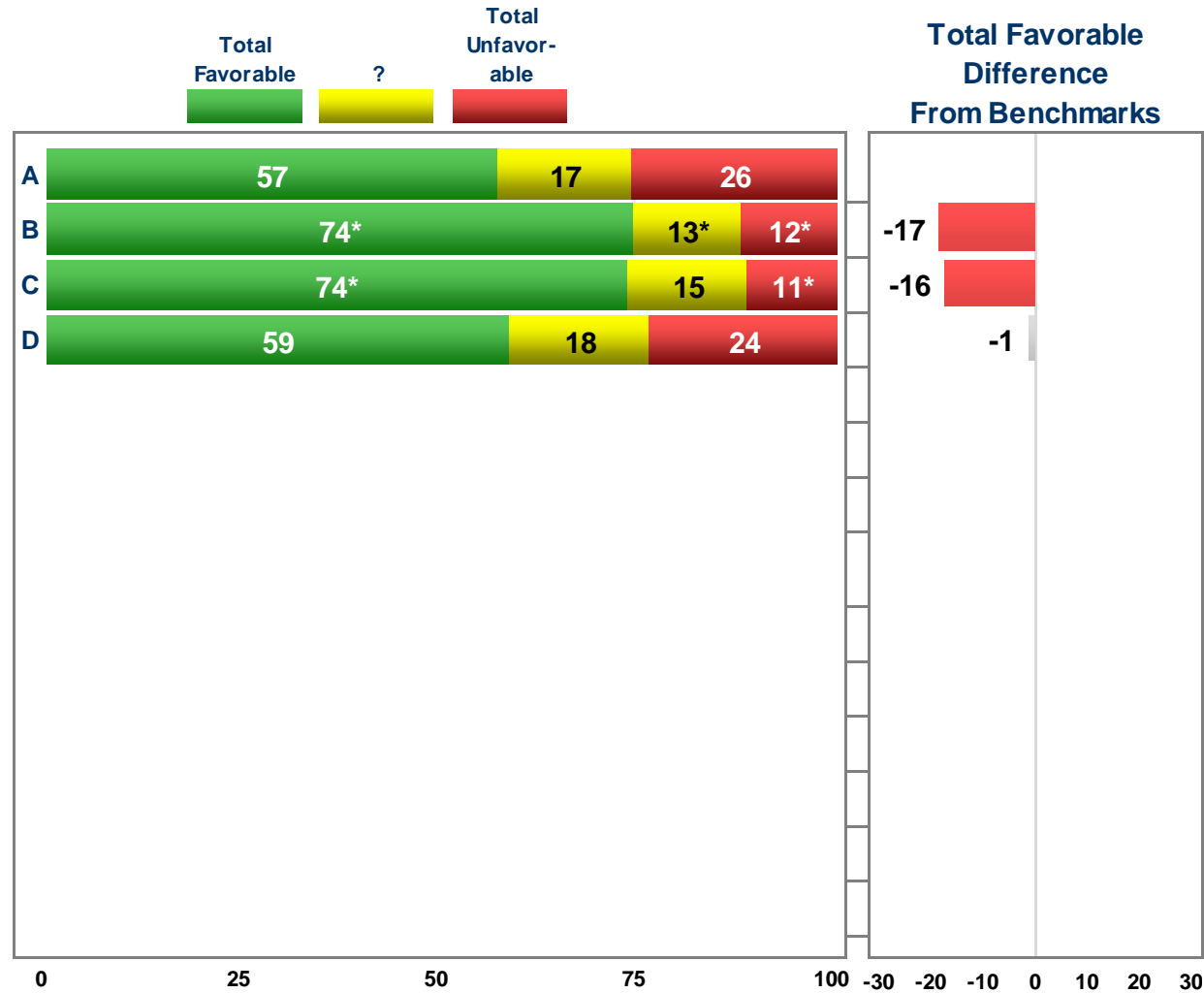
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 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

Category 4: Image/Brand

4. UC is highly regarded by its employees.



\* indicates a statistically significant difference  
 Red / Green Difference Bars are statistically significant

Legend

A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

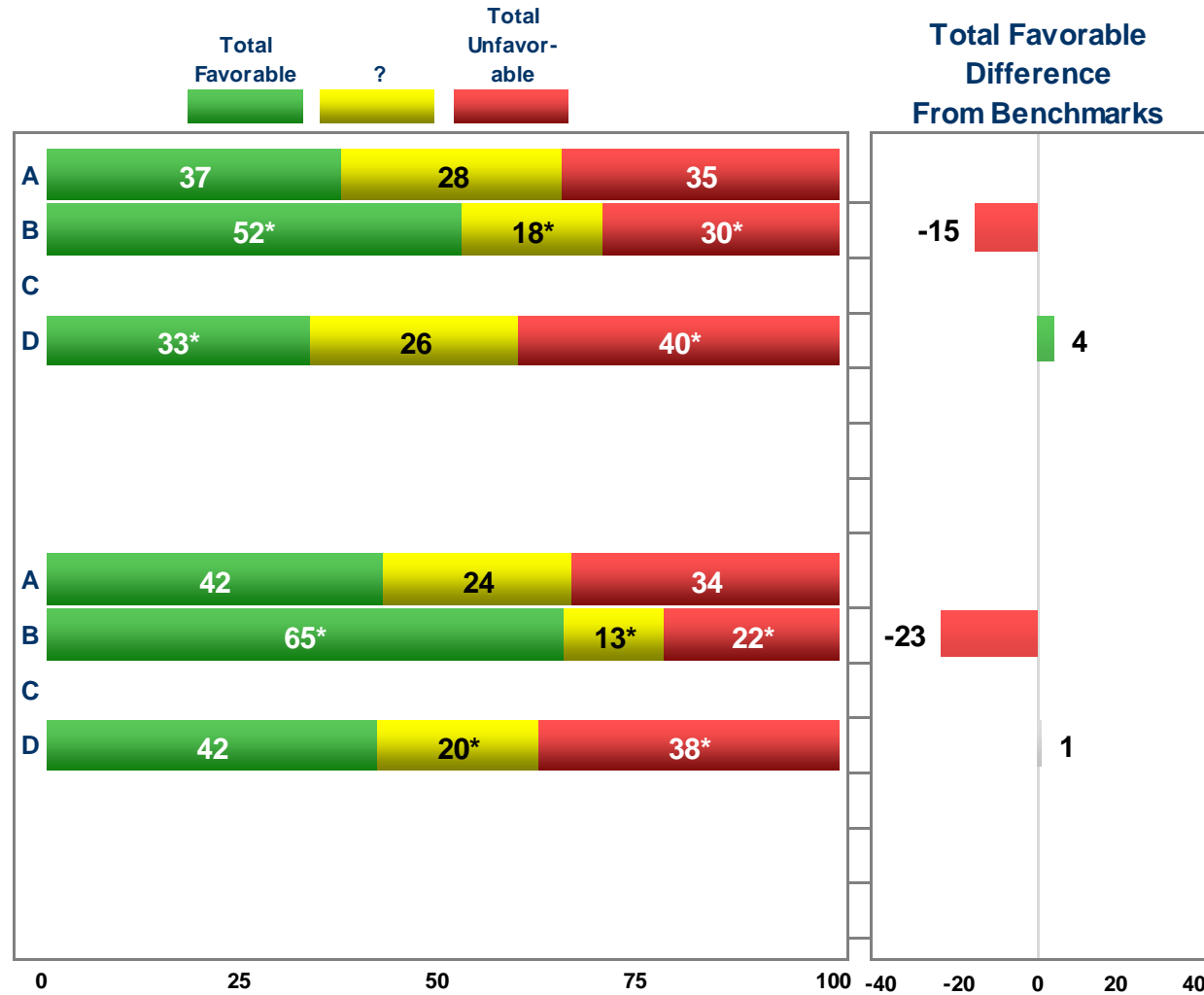
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

## Category 5: Organizational Change

5a. Generally, recent major organizational changes at UC have been: Well planned

5b. Generally, recent major organizational changes at UC have been: Well communicated



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 Red / Green Difference Bars are statistically significant

Legend

A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

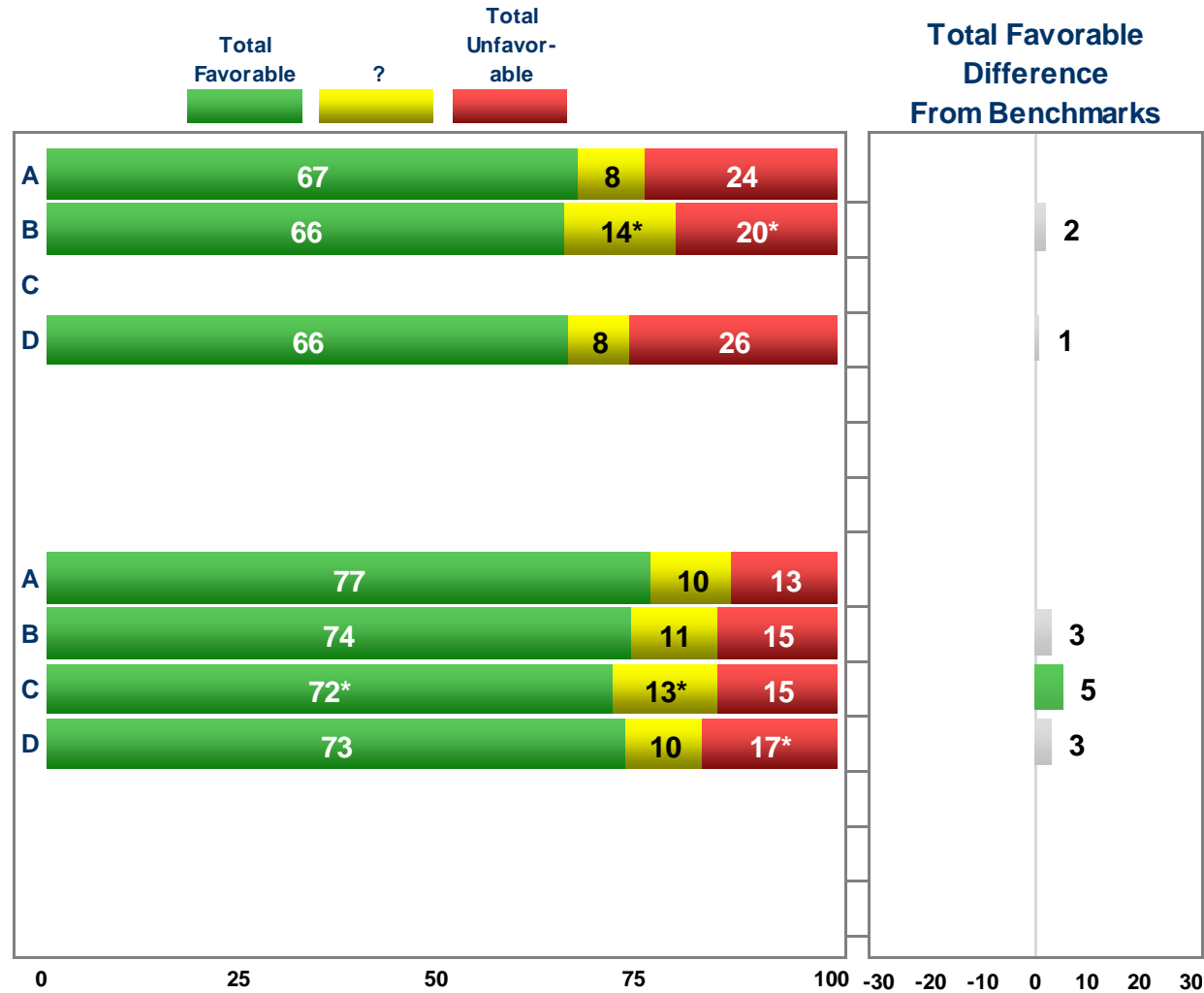
vs. 3 Benchmarks

## Category 6: Performance Management

6. I feel my personal contributions are recognized.

12. I think my performance on the job is evaluated fairly.

 Key Driver Item



Legend

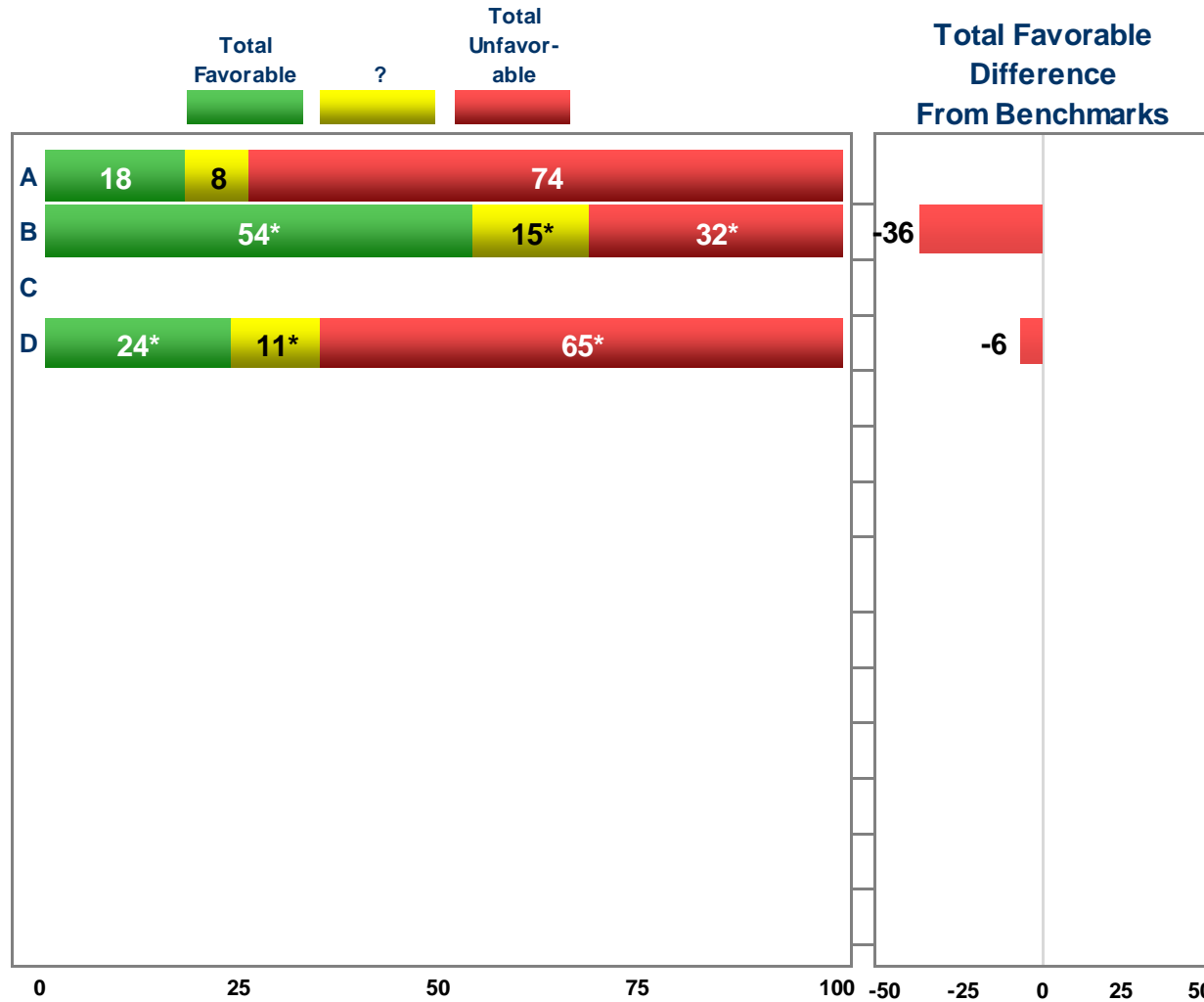
A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

## Category 6: Performance Management

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



Key Driver Item

\* indicates a statistically significant difference  
Red / Green Difference Bars are statistically significant

### Legend

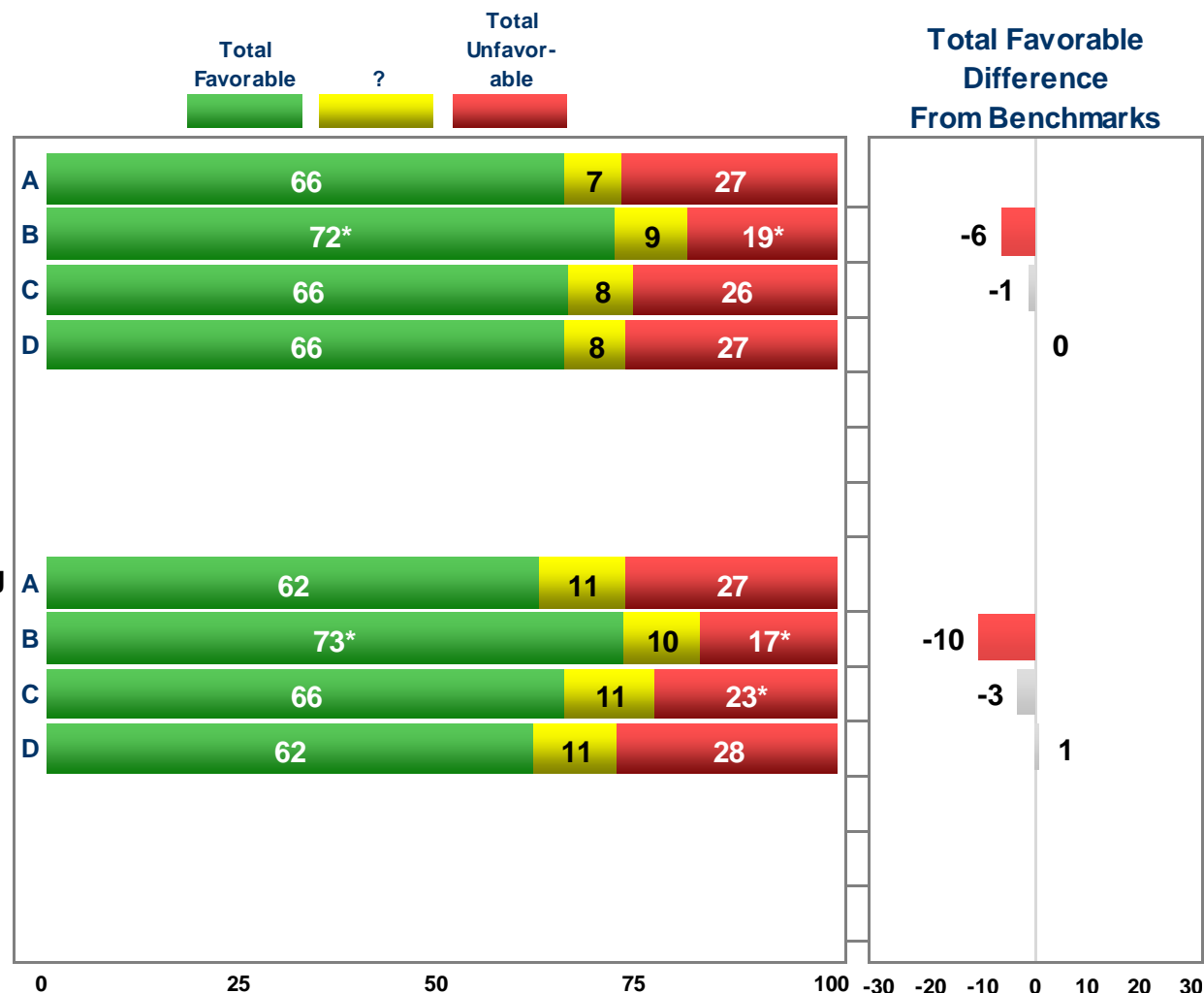
- A. SANTA BARBARA 2012 (N=682)
- B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

## Category 7: Supervision

7. My supervisor gives me regular feedback on my performance.

13. My supervisor does a good job of building teamwork.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

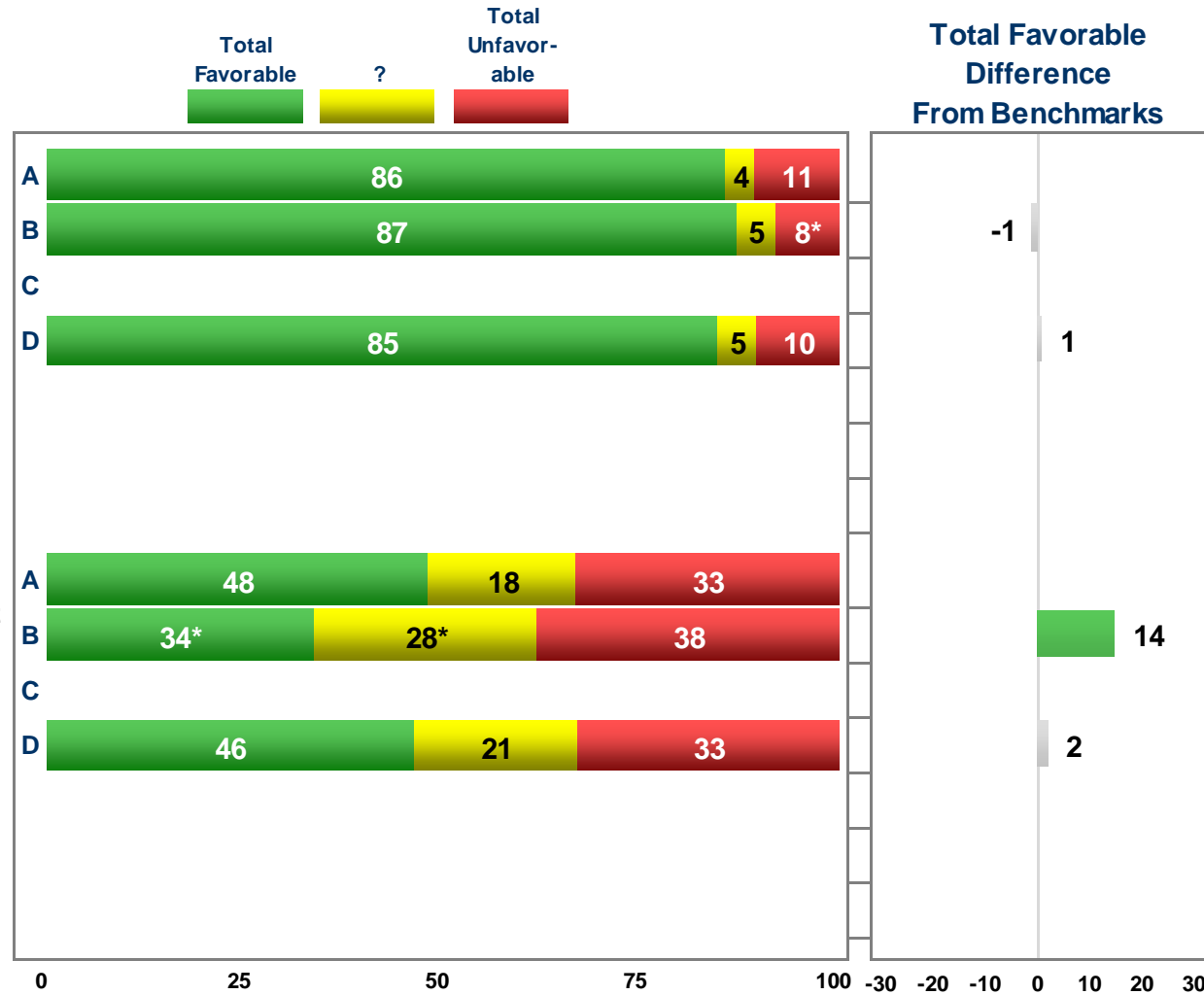
A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

**Category 7: Supervision**

17. My supervisor treats me with respect.



20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers

\* indicates a statistically significant difference Red / Green Difference Bars are statistically significant

**Legend**

- A. SANTA BARBARA 2012 (N=682)
- B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- D. UC OVERALL [W] (N=8,096)

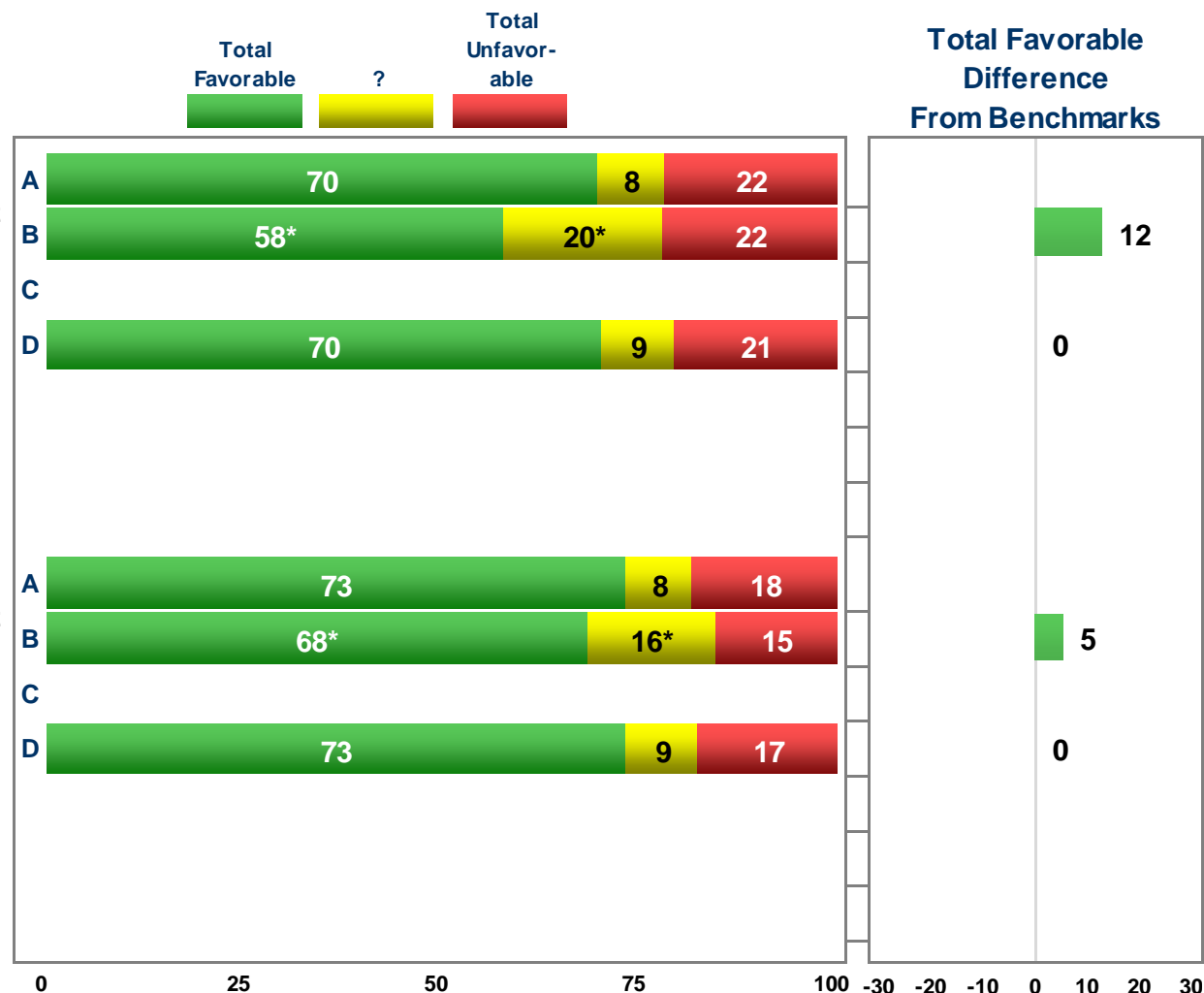


vs. 3 Benchmarks

## Category 7: Supervision

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

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



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

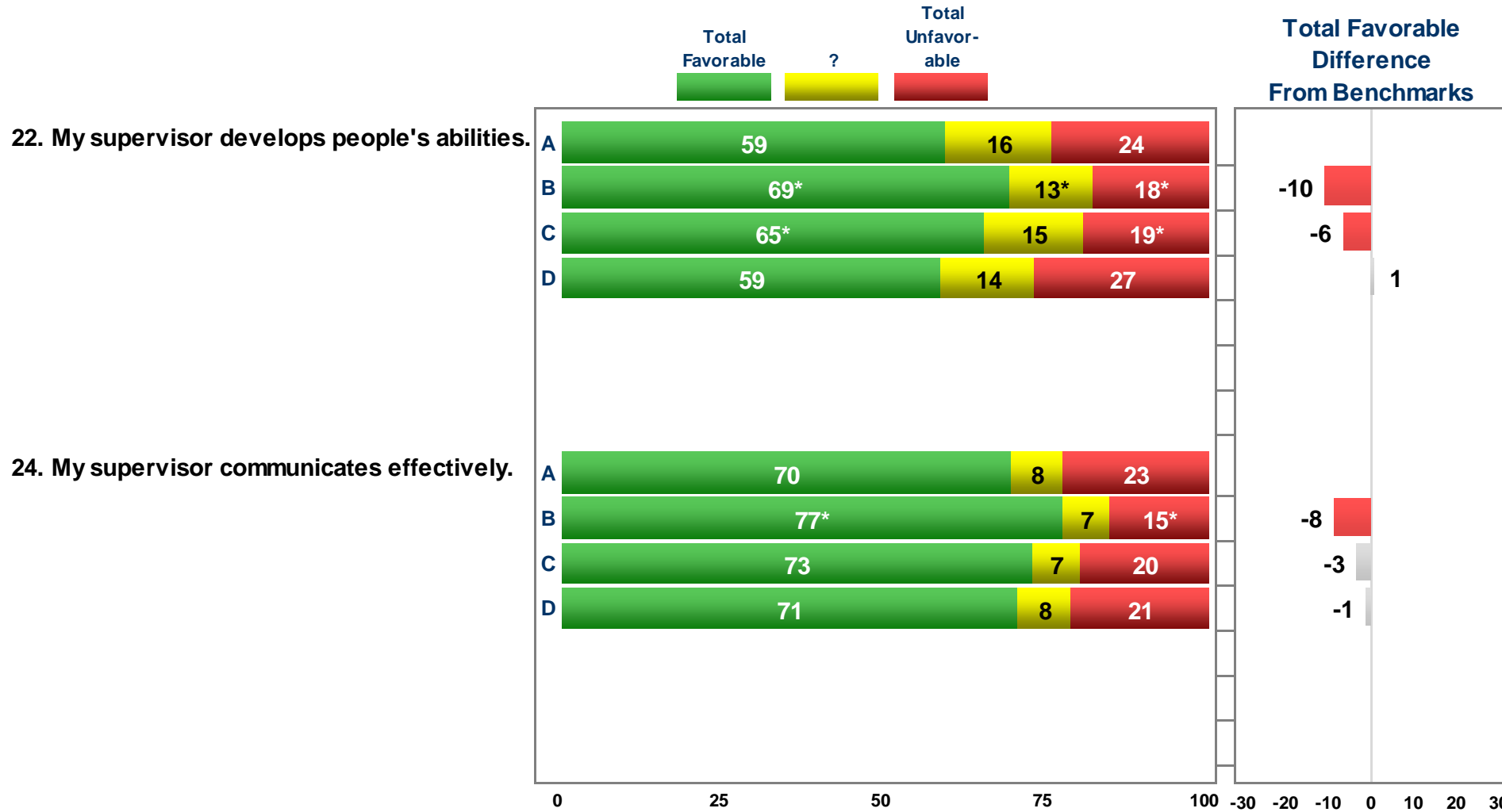
### Legend

A. SANTA BARBARA 2012 (N=682)  
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C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

## Category 7: Supervision



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 Red / Green Difference Bars are statistically significant

### Legend

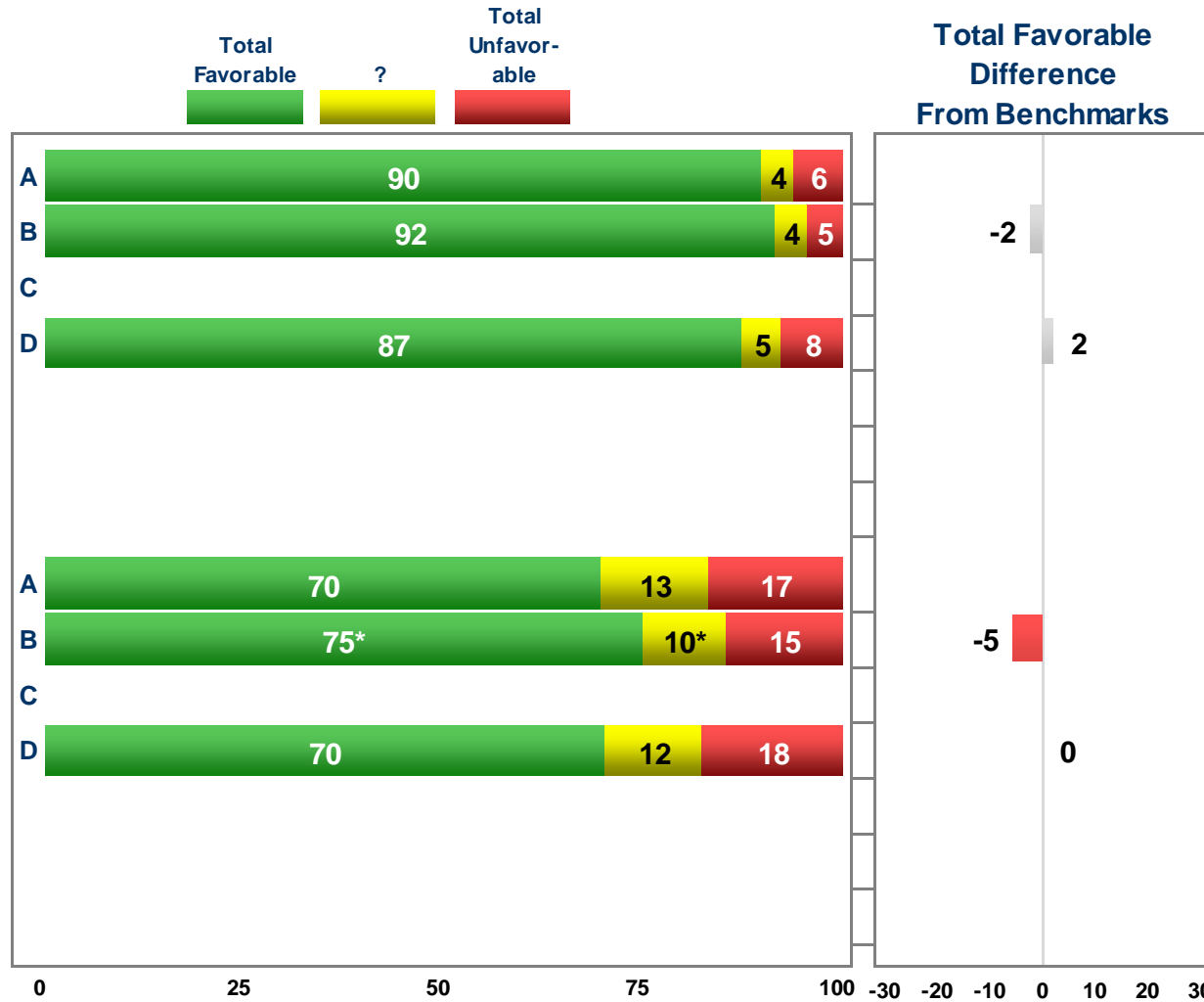
- A. SANTA BARBARA 2012 (N=682)
- B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

**Category 7: Supervision**

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

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



\* indicates a statistically significant difference Red / Green Difference Bars are statistically significant

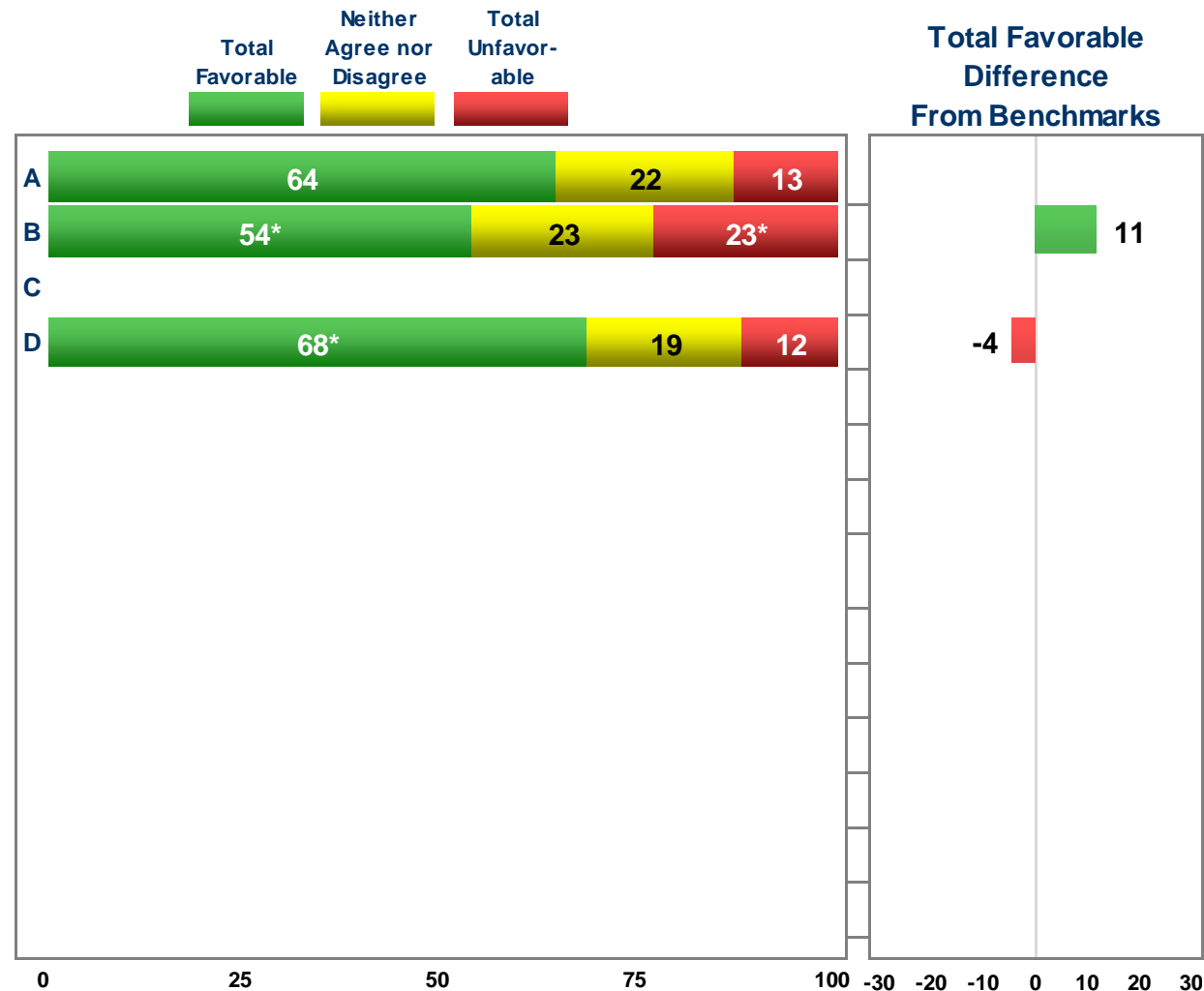
**Legend**

- A. SANTA BARBARA 2012 (N=682)
- B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

Category 7: Supervision

28. My supervisor helps me make time to participate in training and development activities.



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Red / Green Difference Bars are statistically significant

Legend

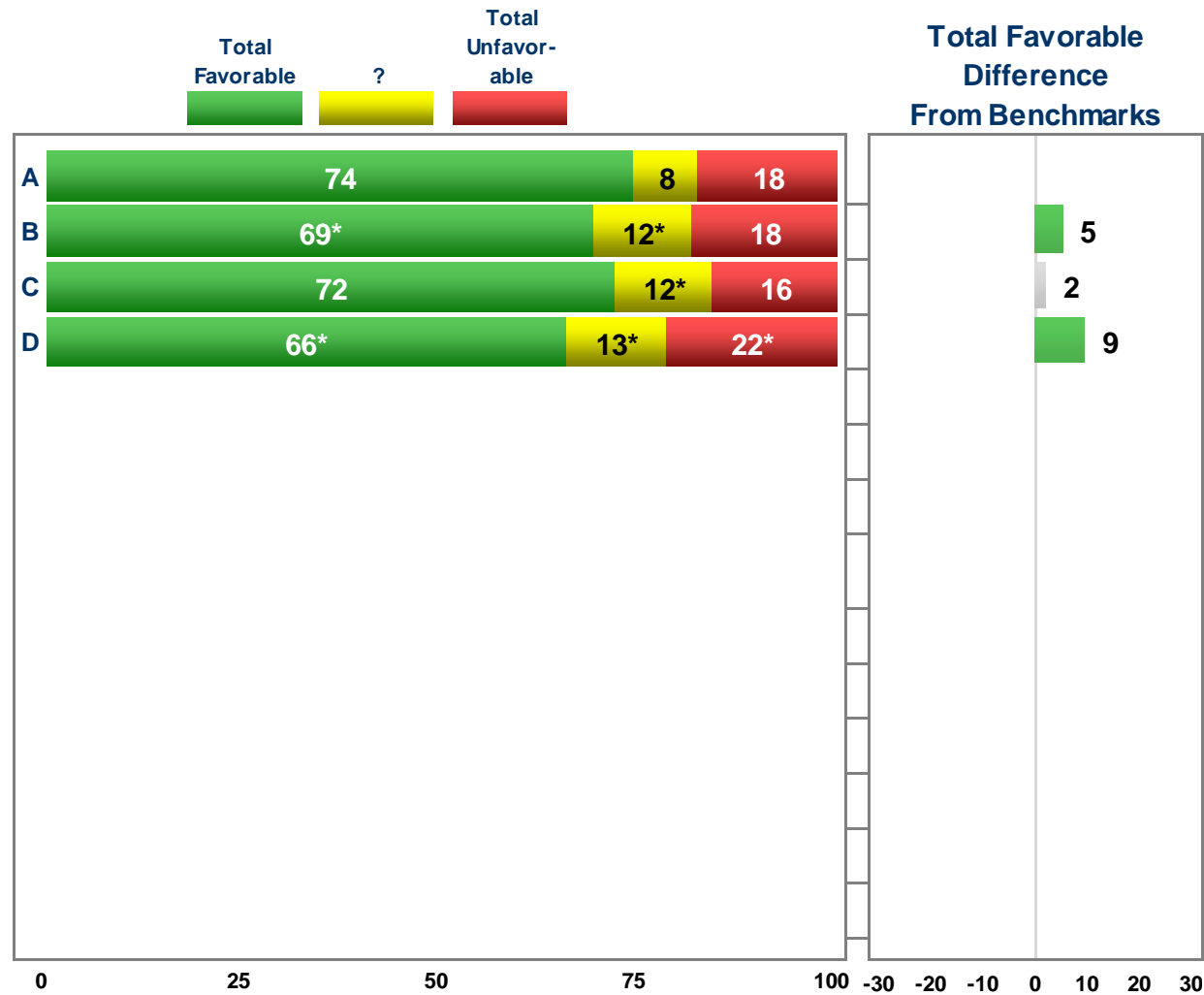
A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

vs. 3 Benchmarks

## Category 8: Working Relationships

8. There is good cooperation between my department and other departments at my campus/location.



\* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

### Legend

A. SANTA BARBARA 2012 (N=682)  
 B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)  
 D. UC OVERALL [W] (N=8,096)

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 1: Career Development

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Disagree		
	Total Agree		
1. I believe I have the opportunity for personal development and growth at UC.	76	5	19
9. UC provides people with the necessary information and resources to manage their own careers effectively.	49	19	32
14. I am confident I can achieve my personal career objectives with UC. (Key Driver Item)	59	15	26
18. My UC campus/location is doing a good job of planning for management succession. (Key Driver Item)	31	31	38

### Differences in Total Favorable From

A	B	C
+8*	+3	+3
-15*	-15*	-1
-7*	n/a	+4
-10*	n/a	+1

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 2: Communication

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Disagree		
	Total Agree		
2. UC does an excellent job of keeping employees informed about matters affecting us. (Key Driver Item)	69	10	21
10. I feel able to openly and honestly communicate my views upwards. (Key Driver Item)	63	9	29

### Differences in Total Favorable From

A	B	C
+1	-7*	+3
-12*	n/a	+4*

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 3: Engagement

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Disagree		
	?		
	Total Agree		
3. I feel motivated to go beyond my formal job responsibilities to get the job done.	84	5	11
11. UC inspires me to do my best work.	59	16	25
15. I am satisfied with my involvement in decisions that affect my work.	65	9	26
19. I have the equipment/tools/resources I need to do my job effectively.	73	8	20
21. There is usually sufficient staff in my department to handle the workload.	42	8	51
23. My work schedule allows sufficient flexibility to meet my personal/family needs.	84	3	12

### Differences in Total Favorable From

A	B	C
-3*	n/a	+1
-13*	n/a	-4
-3	-2	+4*
-3*	-5*	0
-15*	-15*	-1
+7*	+4*	0

Colored Cells indicate a statistically significant difference



# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 3: Engagement

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree			Total Disagree		
25. I would recommend UC as a good place to work.	78	13	9			?

### Differences in Total Favorable From

A	B	C
0	-7*	+5*

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 3: Engagement

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Don't Know		
	No	Yes	
29. At the present time, are you seriously considering leaving UC?	65	17	17

### Differences in Total Favorable From

A	B	C	
-5*	-6*	+7*	

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 4: Image/Brand

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
4. UC is highly regarded by its employees.	57	17	26

### Differences in Total Favorable From

A	B	C
-17*	-16*	-1

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 5: Organizational Change

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
5a. Generally, recent major organizational changes at UC have been: Well planned	37	28	35
5b. Generally, recent major organizational changes at UC have been: Well communicated	42	24	34

### Differences in Total Favorable From

A	B	C
-15*	n/a	+4*
-23*	n/a	+1

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 6: Performance Management

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree	
6. I feel my personal contributions are recognized. (Key Driver Item)	67	8	24	?
12. I think my performance on the job is evaluated fairly.	77	10	13	
16. I feel UC does a good job matching pay to performance. (Key Driver Item)	18	8	74	

### Differences in Total Favorable From

A	B	C
+2	n/a	+1
+3	+5*	+3
-36*	n/a	-6*

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 7: Supervision

Items	Total Agree		Total Disagree	
7. My supervisor gives me regular feedback on my performance.	66	7	27	?
13. My supervisor does a good job of building teamwork.	62	11	27	
17. My supervisor treats me with respect.	86	4	11	
20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	48	18	33	
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	70	8	22	
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	8	18	

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

### Differences in Total Favorable From

A	B	C
-6*	-1	0
-10*	-3	+1
-1	n/a	+1
+14*	n/a	+2
+12*	n/a	0
+5*	n/a	0

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 7: Supervision

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
			?
22. My supervisor develops people's abilities.	59	16	24
24. My supervisor communicates effectively.	70	8	23
26. I have a clear understanding of how my job contributes to the departmental objectives.	90	4	6
27. Regarding suggestions for change from employees, my supervisor is usually responsive.	70	13	17

### Differences in Total Favorable From

A	B	C
-10*	-6*	+1
-8*	-3	-1
-2	n/a	+2
-5*	n/a	0

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 7: Supervision

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Favorable			Neither Agree nor Disagree			Total Unfavorable		
28. My supervisor helps me make time to participate in training and development activities.	64	22	13						

### Differences in Total Favorable From

A	B	C	
+11*	n/a	-4*	

Colored Cells indicate a statistically significant difference



# Benchmarks Summary for Items

SANTA BARBARA 2012 (N=682)

## Category 8: Working Relationships

### Benchmarks

- A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
- B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
- C. UC OVERALL [W] (N=8,096)

Items	Total Agree		Total Disagree
8. There is good cooperation between my department and other departments at my campus/location.	74	8	18

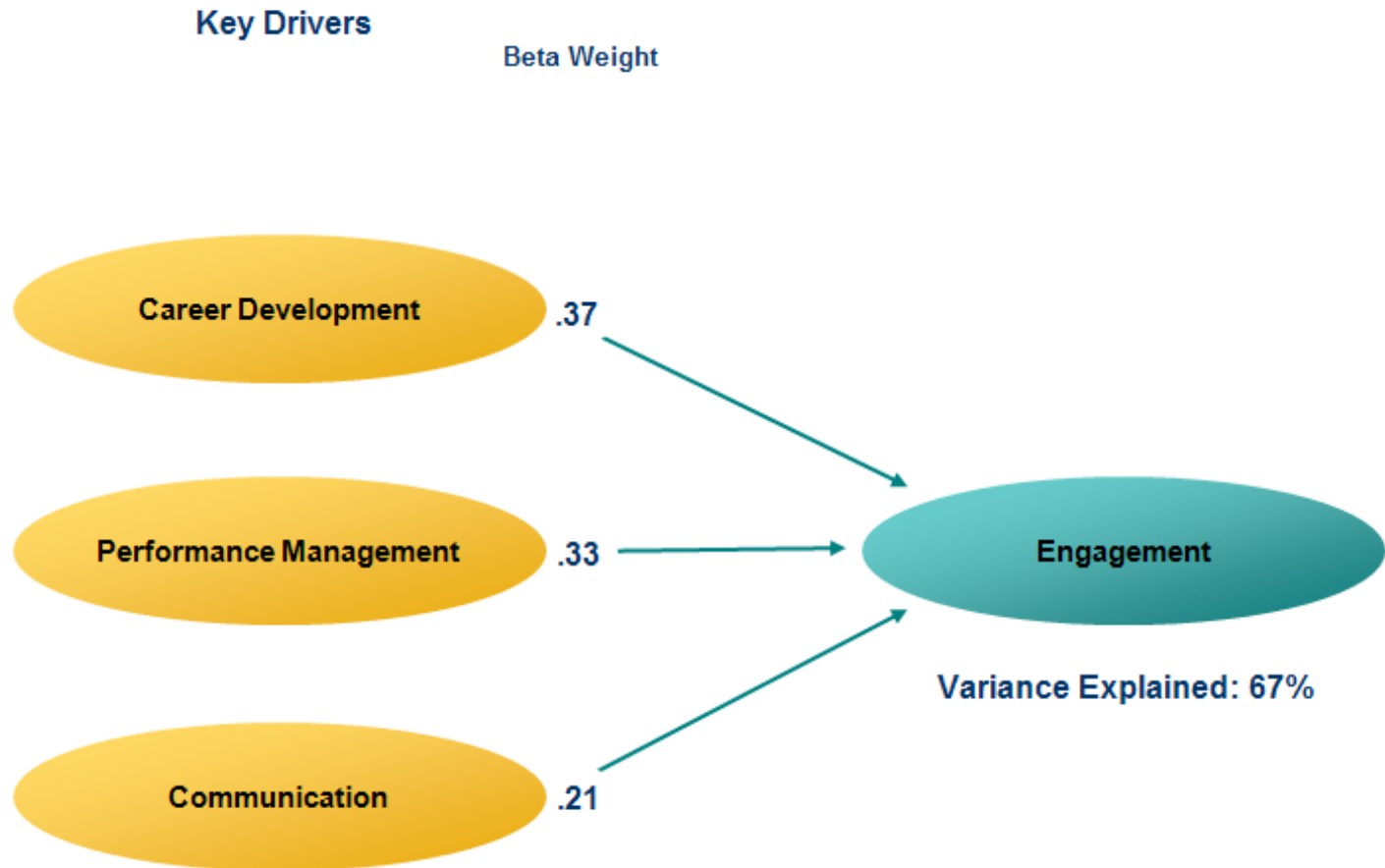
### Differences in Total Favorable From

A	B	C
+5*	+2	+9*

Colored Cells indicate a statistically significant difference

# Key Drivers of Engagement - in UC Overall

SANTA BARBARA 2012 (N=682)



# Key Driver Items of Engagement

SANTA BARBARA 2012 (N=682)

Norm Benchmark: TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

Category	Items	Scores	Difference From Norm
Career Development	14. I am confident I can achieve my personal career objectives with UC.	59	-7
Career Development	18. My UC campus/location is doing a good job of planning for management succession.	31	-10
Performance Management	6. I feel my personal contributions are recognized.	67	+2
Performance Management	16. I feel UC does a good job matching pay to performance.	18	-36
Communication	10. I feel able to openly and honestly communicate my views upwards.	63	-12
Communication	2. UC does an excellent job of keeping employees informed about matters affecting us.	69	+1



Colored Cells indicate a statistically significant difference

Variance Explained: 67%