

2015 Staff Engagement Survey

UNIVERSITY
OF
CALIFORNIA

Human
Resources



Volume UOC-02: BERKELEY 2015 REPORT

Data Collected: 2nd Quarter of 2015

Summary Category Scores vs. Benchmark

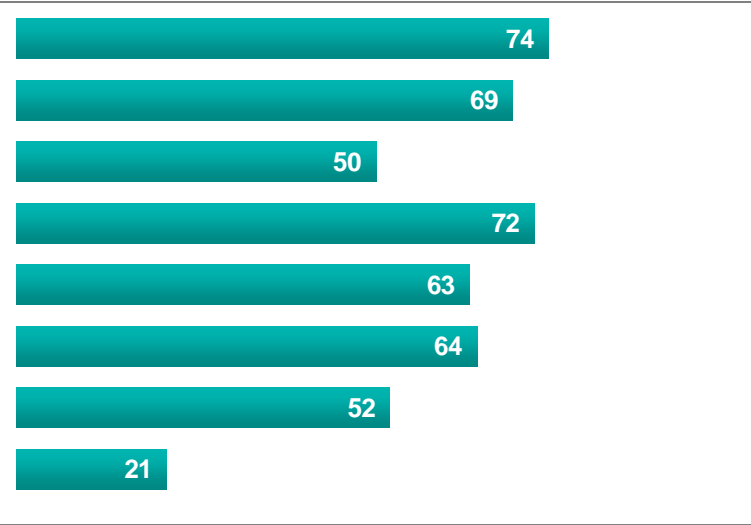
BERKELEY [W] (N=1,034)

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

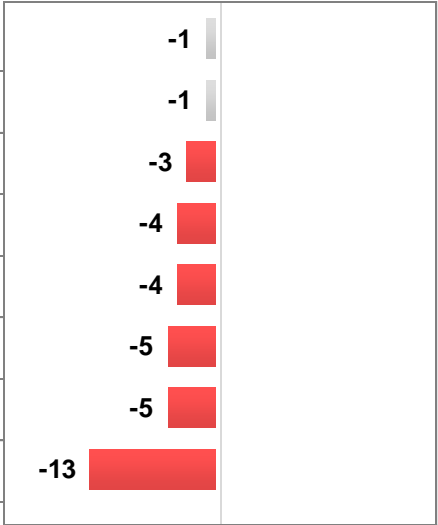
Categories Ranked By Difference

Working Relationships
Supervision
Performance Management
Image/Brand
Communication
Engagement
Career Development
Organizational Change

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

BERKELEY [W] (N=1,034)

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

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	80	+1	9	11	
SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	72	+1	9	18	
SUPERVISION: My supervisor treats me with respect.	85	+1	4	10	
SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	0	10	15	
SUPERVISION: Regarding suggestions for change from employees, my supervisor is usually responsive.	72	0	14	14	
SUPERVISION: My supervisor keeps me informed about issues that affect me.	75	0	9	16	
SUPERVISION: My supervisor communicates effectively.	73	-1	9	17	
SUPERVISION: My supervisor does a good job of building teamwork.	64	-1	12	24	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	58	-1	14	28	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	68	-1	8	25	

0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

BERKELEY [W] (N=1,034)

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

Bottom 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Executed well	16	-14*	25	59	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Planned well	21	-13*	28	51	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	25	-11*	24	51	
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	20	-11*	32	48	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	64	-9*	11	25	
ENGAGEMENT: I would recommend the UC system as a good place to work.	68	-9*	15	16	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	21	-7*	12	67	
COMMUNICATION: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	59	-7*	12	29	
ENGAGEMENT: Working for the UC system inspires me to do my best work.	65	-6*	15	20	
CAREER DEVELOPMENT: I am confident I can achieve my personal career objectives within the UC system.	53	-6*	19	28	

0 25 50 75 100 * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

BERKELEY [W] (N=1,034)

vs. BERKELEY 2012 (N=746)

Categories Ranked By Difference

Communication

Career Development

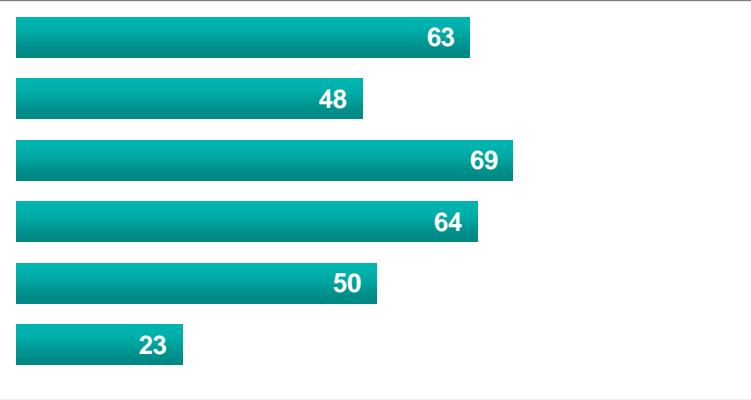
Supervision

Engagement

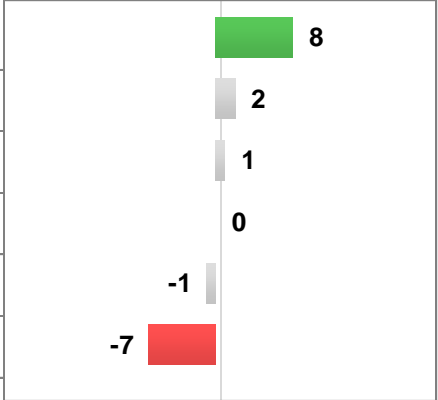
Performance Management

Organizational Change

Favorable Scores



Differences From Benchmark



2 Categories cannot be compared to this Benchmark

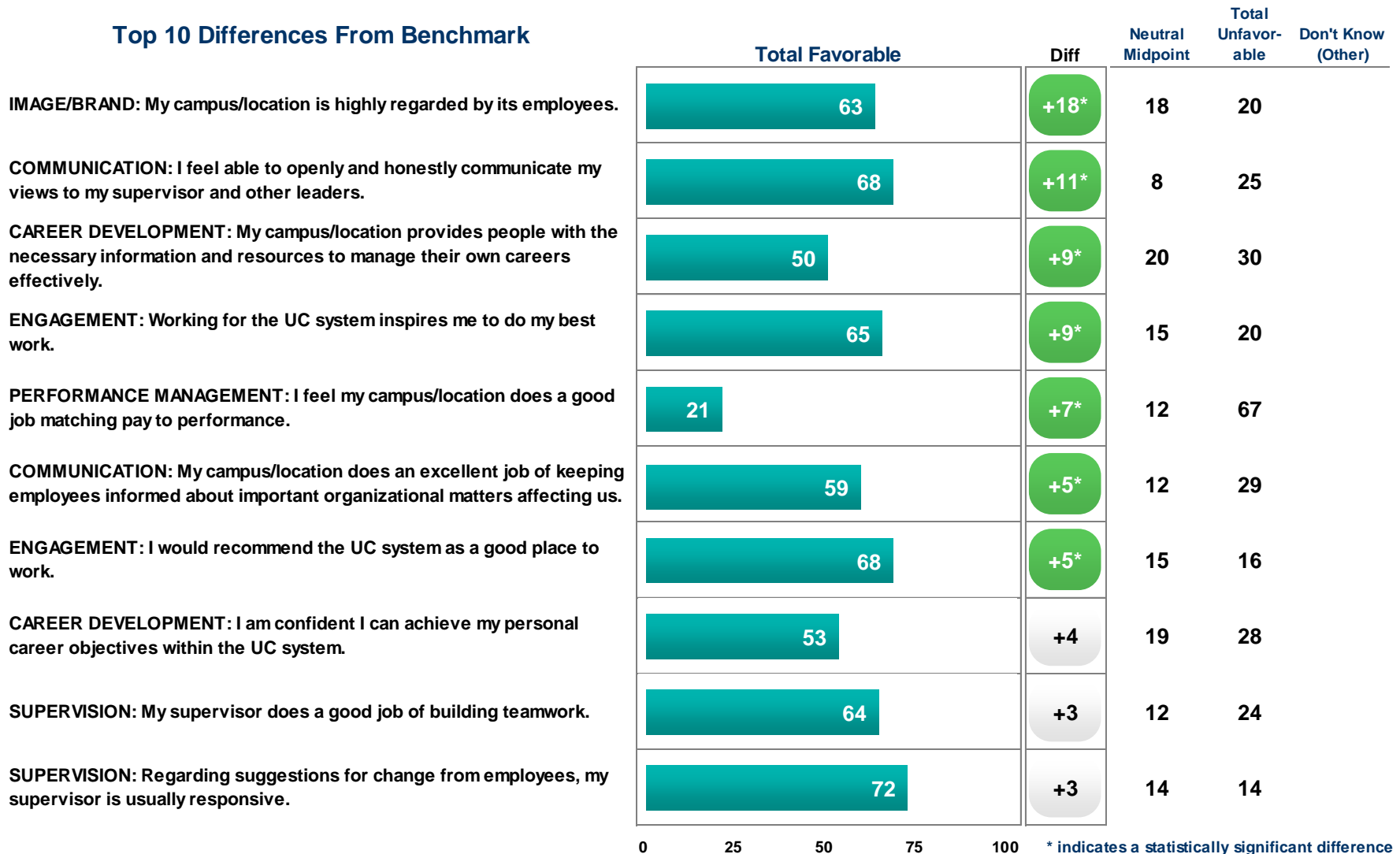
Red / Green Difference Bars are statistically significant

Top 10 Items

BERKELEY [W] (N=1,034)

vs. BERKELEY 2012 (N=746)

Top 10 Differences From Benchmark



Bottom 10 Items

BERKELEY [W] (N=1,034)

vs. BERKELEY 2012 (N=746)

Bottom 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	25	-12*	24	51	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	58	-8*	14	28	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	64	-5*	23	13	
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	20	-4*	32	48	
ENGAGEMENT: I feel motivated to go beyond my formal job responsibilities to get the job done.	81	-4*	6	13	
SUPERVISION: I have a clear understanding of how my job contributes to the departmental objectives.	86	-4*	6	8	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	82	-3	5	13	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	54	-2		25	20
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	70	-2	8	22	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	64	-2	11	25	

0 25 50 75 100 * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

BERKELEY [W] (N=1,034)

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

Categories Ranked By Difference

Working Relationships

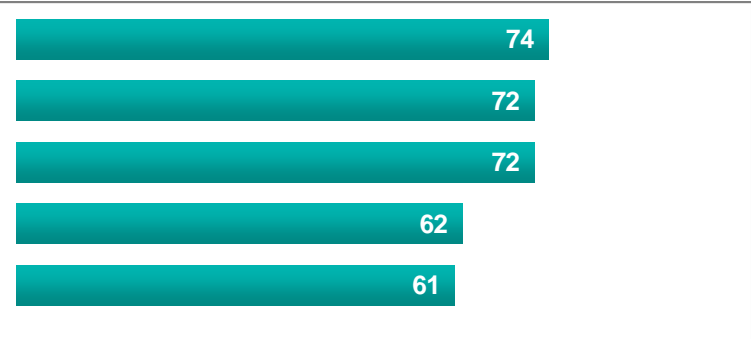
Supervision

Image/Brand

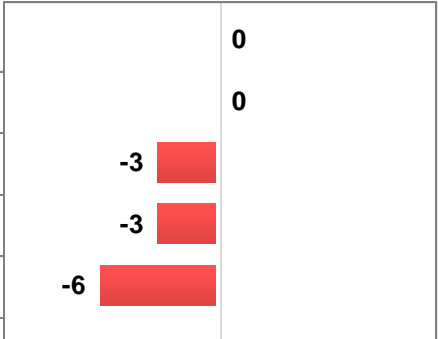
Career Development

Engagement

Favorable Scores



Differences From Benchmark



3 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 10 Items

BERKELEY [W] (N=1,034)

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

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
IMAGE/BRAND: My campus/location is highly regarded by its employees.	63	+2	18	20	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	80	+1	9	11	
SUPERVISION: My supervisor does a good job of building teamwork.	64	+1	12	24	
SUPERVISION: My supervisor treats me with respect.	85	+1	4	10	
SUPERVISION: My supervisor communicates effectively.	73	0	9	17	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	67	-1	14	19	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	70	-1	8	22	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	82	-1	5	13	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	50	-2	20	30	
SUPERVISION: My supervisor gives me regular feedback on my performance.	66	-3*	10	24	

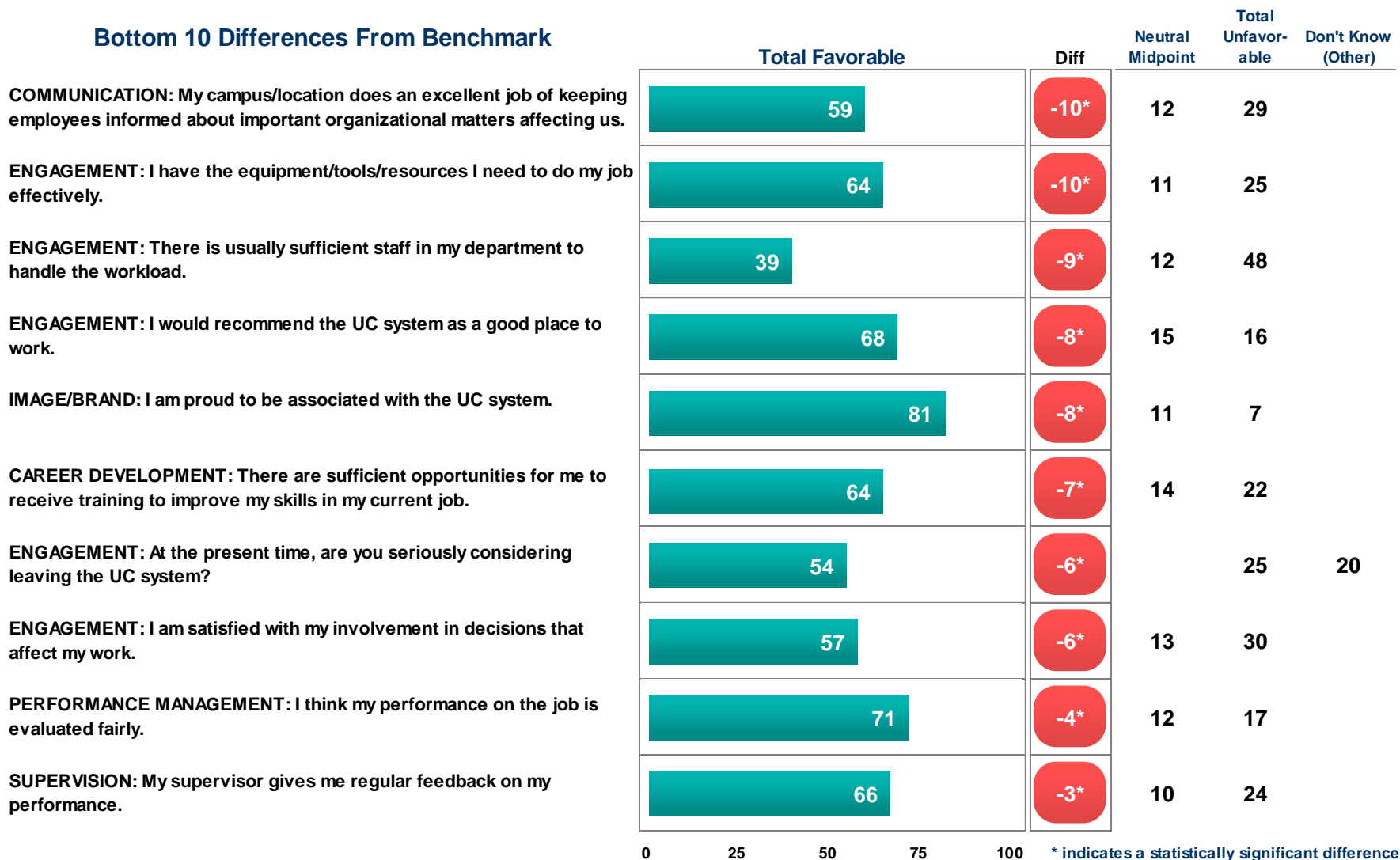
0 25 50 75 100 * indicates a statistically significant difference

Bottom 10 Items

BERKELEY [W] (N=1,034)

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

Bottom 10 Differences From Benchmark



Summary Category Scores vs. Benchmark

BERKELEY [W] (N=1,034)

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

Categories Ranked By Difference

Working Relationships

Image/Brand

Supervision

Communication

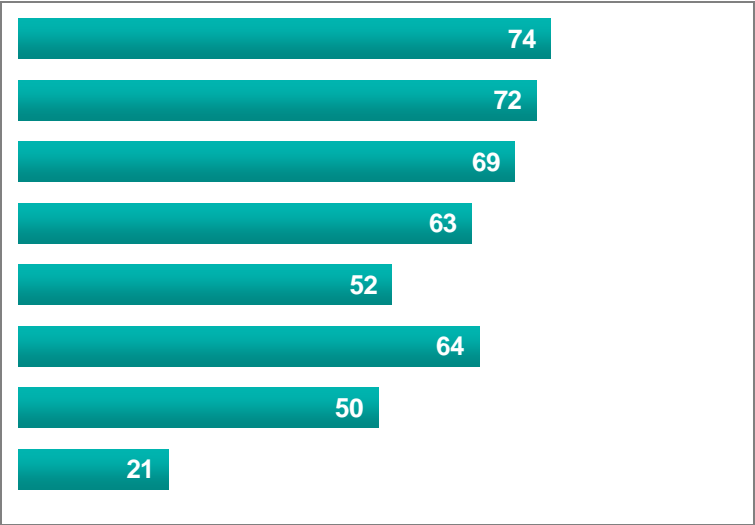
Career Development

Engagement

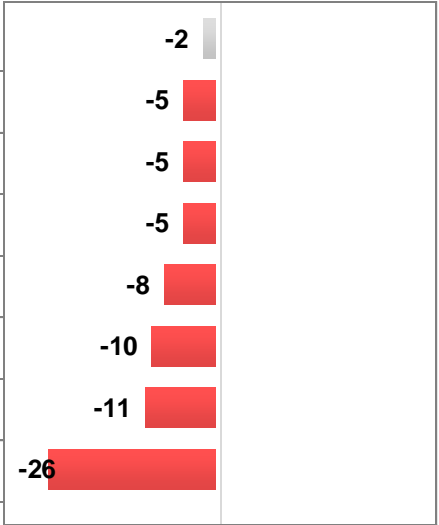
Performance Management

Organizational Change

Favorable Scores



Differences From Benchmark



Red / Green Difference Bars are statistically significant

Top 10 Items

BERKELEY [W] (N=1,034)

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

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	82	+4*	5	13	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	80	+1	9	11	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	68	+1	8	25	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	70	0	8	22	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	64	-1	23	13	
SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-1	10	15	
SUPERVISION: My supervisor treats me with respect.	85	-1	4	10	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	71	-3*	12	17	
SUPERVISION: Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-4*	14	14	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	67	-4*	14	19	

0 25 50 75 100

* indicates a statistically significant difference

Bottom 10 Items

BERKELEY [W] (N=1,034)

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

Bottom 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Executed well	16	-37*	25	59	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	25	-26*	24	51	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	21	-17*	12	67	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	39	-16*	12	48	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Planned well	21	-15*	28	51	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	54	-14*		25	20
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	20	-14*	32	48	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	50	-13*	20	30	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	57	-12*	13	30	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	64	-12*	11	25	

0 25 50 75 100 * indicates a statistically significant difference

Category Breakdown Matrix

BERKELEY [W] (N=1,034)

By Gender

A. BERKELEY [W] (N=1,034)

B. BERKELEY: FEMALE (N=677)

C. BERKELEY: MALE (N=357)

		Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference	
#	Category	A	B	C	
1	Career Development	52	0	0	
2	Communication	63	-1	1	
3	Engagement	64	0	0	
4	Image/Brand	72	0	0	
5	Organizational Change	21	-2	3	
6	Performance Management	50	-1	2	
7	Supervision	69	-1	2	
8	Working Relationships	74	0	0	

Item Breakdown Matrix - Career Development

BERKELEY [W] (N=1,034)

By Gender

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: FEMALE (N=677)

C. BERKELEY: MALE (N=357)

[Click here to view Category Scores Matrix](#)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

		A	B	C
1.	I believe I have the opportunity for personal development and growth within the UC system.	70	2	-3
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	50	0	0
14.	I am confident I can achieve my personal career objectives within the UC system.	53	0	-1
18.	My campus/location is doing a good job of planning for management succession.	20	-2	4
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	1	-2

Item Breakdown Matrix - Communication

BERKELEY [W] (N=1,034)

By Gender

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: FEMALE (N=677)

C. BERKELEY: MALE (N=357)

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

[Click here to view Category Scores Matrix](#)

		A	B	C
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	59	-1	2
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	68	0	1

Item Breakdown Matrix - Engagement

BERKELEY [W] (N=1,034)

By Gender

A. BERKELEY [W] (N=1,034)

B. BERKELEY: FEMALE (N=677)

C. BERKELEY: MALE (N=357)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
		A	B	C			
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	2	-3			
11.	Working for the UC system inspires me to do my best work.	65	0	0			
15.	I am satisfied with my involvement in decisions that affect my work.	57	-1	2			
19.	I have the equipment/tools/resources I need to do my job effectively.	64	-1	1			
21.	There is usually sufficient staff in my department to handle the workload.	39	0	0			
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	82	-2	3			
25.	I would recommend the UC system as a good place to work.	68	1	-2			
33.	At the present time, are you seriously considering leaving the UC system?	54	1	-2			

[Click here to view Category Scores Matrix](#)

Item Breakdown Matrix - Image/Brand

BERKELEY [W] (N=1,034)

By Gender

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: FEMALE (N=677)

C. BERKELEY: MALE (N=357)

[Click here to view Category Scores Matrix](#)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

		A	B	C
4.	My campus/location is highly regarded by its employees.	63	0	1
30.	I am proud to be associated with the UC system.	81	1	-1

Item Breakdown Matrix - Organizational Change

BERKELEY [W] (N=1,034)

By Gender

A. BERKELEY [W] (N=1,034)

B. BERKELEY: FEMALE (N=677)

C. BERKELEY: MALE (N=357)

[Click here to view Category Scores Matrix](#)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

		A	B	C
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	21	-2	3
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	25	-1	3
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	16	-2	3

Item Breakdown Matrix - Performance Management

BERKELEY [W] (N=1,034)

By Gender

A. BERKELEY [W] (N=1,034)

C. BERKELEY: MALE (N=357)

B. BERKELEY: FEMALE (N=677)

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

[Click here to view Category Scores Matrix](#)

		A	B	C
6.	I feel my personal contributions are recognized.	58	0	0
12.	I think my performance on the job is evaluated fairly.	71	-1	2
16.	I feel my campus/location does a good job matching pay to performance.	21	-1	3

Item Breakdown Matrix - Supervision

BERKELEY [W] (N=1,034)

By Gender

A. BERKELEY [W] (N=1,034)

B. BERKELEY: FEMALE (N=677)

C. BERKELEY: MALE (N=357)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C
7.	My supervisor gives me regular feedback on my performance.	66	-3	5
13.	My supervisor does a good job of building teamwork.	64	-3	6
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	43	-3	6
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	72	-2	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	75	-1	3
22.	My supervisor develops people's abilities.	57	0	0
24.	My supervisor communicates effectively.	73	-2	5
26.	I have a clear understanding of how my job contributes to the departmental objectives.	86	1	-2
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	0	0
28.	My supervisor keeps me informed about issues that affect me.	75	-1	1
32.	My supervisor helps me make time to participate in training and development activities.	64	0	1

Item Breakdown Matrix - Working Relationships

BERKELEY [W] (N=1,034)

By Gender

A. BERKELEY [W] (N=1,034)
 B. BERKELEY: FEMALE (N=677)

C. BERKELEY: MALE (N=357)

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

[Click here to view Category Scores Matrix](#)

		A	B	C
8.	There is good cooperation between my department and other departments at my campus/location.	67	1	-1
29.	There is good cooperation between staff in my department.	80	0	1

Category Breakdown Matrix

BERKELEY [W] (N=1,034)

By Ethnicity

A. BERKELEY [W] (N=1,034)

B. BERKELEY: ASIAN (N=182)

C. BERKELEY: BLACK OR AFRICAN AMERICAN (N=96)

D. BERKELEY: HISPANIC (N=102)

E. BERKELEY: WHITE/CAUCASIAN (N=650)

		Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference		
#	Category	A	B	C	D	E
1	Career Development	52	-3	2	0	1
2	Communication	63	-3	5	-2	0
3	Engagement	64	-4	4	-2	1
4	Image/Brand	72	-5	-1	-1	2
5	Organizational Change	21	2	4	-2	-1
6	Performance Management	50	-3	-1	-2	1
7	Supervision	69	-1	1	-3	0
8	Working Relationships	74	-3	-6	-4	3

Item Breakdown Matrix - Career Development

BERKELEY [W] (N=1,034)

By Ethnicity

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: ASIAN (N=182)
- C. BERKELEY: BLACK OF AFRICAN AMERICAN (N=96)

- D. BERKELEY: HISPANIC (N=102)
- E. BERKELEY: WHITE/CAUCASIAN (N=650)

		Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference		
		A	B	C	D	E
1.	I believe I have the opportunity for personal development and growth within the UC system.	70	-8	7	1	1
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	50	-6	2	-1	2
14.	I am confident I can achieve my personal career objectives within the UC system.	53	0	-1	2	0
18.	My campus/location is doing a good job of planning for management succession.	20	1	-7	-1	1
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	-3	11	0	-1

[Click here to view Category Scores Matrix](#)

Item Breakdown Matrix - Communication

BERKELEY [W] (N=1,034)

By Ethnicity

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: ASIAN (N=182)
- C. BERKELEY: BLACK OR AFRICAN AMERICAN (N=96)

- D. BERKELEY: HISPANIC (N=102)
- E. BERKELEY: WHITE/CAUCASIAN (N=650)

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

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	59	-4	10	1	-1
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	68	-1	0	-4	1

Item Breakdown Matrix - Engagement

BERKELEY [W] (N=1,034)

By Ethnicity

A. BERKELEY [W] (N=1,034)

B. BERKELEY: ASIAN (N=182)

C. BERKELEY: BLACK OR AFRICAN AMERICAN (N=96)

D. BERKELEY: HISPANIC (N=102)

E. BERKELEY: WHITE/CAUCASIAN (N=650)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	-5	3	-4	2
11.	Working for the UC system inspires me to do my best work.	65	-6	6	2	0
15.	I am satisfied with my involvement in decisions that affect my work.	57	-2	1	0	1
19.	I have the equipment/tools/resources I need to do my job effectively.	64	-5	3	-5	2
21.	There is usually sufficient staff in my department to handle the workload.	39	-1	-3	-4	1
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	82	-8	3	-2	2
25.	I would recommend the UC system as a good place to work.	68	-3	10	5	-1
33.	At the present time, are you seriously considering leaving the UC system?	54	-1	7	-10	1

Item Breakdown Matrix - Image/Brand

BERKELEY [W] (N=1,034)

By Ethnicity

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: ASIAN (N=182)
- C. BERKELEY: BLACK OR AFRICAN AMERICAN (N=96)

- D. BERKELEY: HISPANIC (N=102)
- E. BERKELEY: WHITE/CAUCASIAN (N=650)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
4.	My campus/location is highly regarded by its employees.	63	-3	-10	-5	3
30.	I am proud to be associated with the UC system.	81	-7	7	3	0

Item Breakdown Matrix - Organizational Change

BERKELEY [W] (N=1,034)

By Ethnicity

A. BERKELEY [W] (N=1,034)

B. BERKELEY: ASIAN (N=182)

C. BERKELEY: BLACK OR AFRICAN AMERICAN (N=96)

D. BERKELEY: HISPANIC (N=102)

E. BERKELEY: WHITE/CAUCASIAN (N=650)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	21	2	7	-1	-1
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	25	2	2	-2	0
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	16	2	3	-3	0

Item Breakdown Matrix - Performance Management

BERKELEY [W] (N=1,034)

By Ethnicity

A. BERKELEY [W] (N=1,034)

B. BERKELEY: ASIAN (N=182)

C. BERKELEY: BLACK OR AFRICAN AMERICAN (N=96)

D. BERKELEY: HISPANIC (N=102)

E. BERKELEY: WHITE/CAUCASIAN (N=650)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
6.	I feel my personal contributions are recognized.	58	-6	-2	-6	3
12.	I think my performance on the job is evaluated fairly.	71	-2	-1	-5	2
16.	I feel my campus/location does a good job matching pay to performance.	21	-2	-2	6	0

Item Breakdown Matrix - Supervision

BERKELEY [W] (N=1,034)

By Ethnicity

A. BERKELEY [W] (N=1,034)

B. BERKELEY: ASIAN (N=182)

C. BERKELEY: BLACK OF AFRICAN AMERICAN (N=96)

D. BERKELEY: HISPANIC (N=102)

E. BERKELEY: WHITE/CAUCASIAN (N=650)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
7.	My supervisor gives me regular feedback on my performance.	66	4	5	-1	-2
13.	My supervisor does a good job of building teamwork.	64	1	2	-6	1
17.	My supervisor treats me with respect.	85	-1	2	2	0
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	43	-1	1	-10	2
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	72	-4	3	-4	1
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-5	-4	-3	2
22.	My supervisor develops people's abilities.	57	-1	-9	-4	2
24.	My supervisor communicates effectively.	73	2	2	0	-1
26.	I have a clear understanding of how my job contributes to the departmental objectives.	86	-3	1	1	1
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-3	2	-5	1
28.	My supervisor keeps me informed about issues that affect me.	75	1	1	-5	0
32.	My supervisor helps me make time to participate in training and development activities.	64	3	5	-4	-1

Item Breakdown Matrix - Working Relationships

BERKELEY [W] (N=1,034)

By Ethnicity

A. BERKELEY [W] (N=1,034)

B. BERKELEY: ASIAN (N=182)

C. BERKELEY: BLACK OR AFRICAN AMERICAN (N=96)

D. BERKELEY: HISPANIC (N=102)

E. BERKELEY: WHITE/CAUCASIAN (N=650)

		Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference		
		A	B	C	D	E
8.	There is good cooperation between my department and other departments at my campus/location.	67	-4	-4	-6	3
29.	There is good cooperation between staff in my department.	80	-2	-8	-3	2

[Click here to view Category Scores Matrix](#)

Category Breakdown Matrix

BERKELEY [W] (N=1,034)

By Years of Service

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 1 < 3 (N=199)
- C. BERKELEY: 3 < 5 (N=100)
- D. BERKELEY: 5 < 10 (N=247)
- E. BERKELEY: 10 < 15 (N=185)

- F. BERKELEY: 15 < 20 (N=121)
- G. BERKELEY: 20 < 25 (N=60)
- H. BERKELEY: 25 < 30 (N=72)
- I. BERKELEY: 30+ (N=50)

#	Category	Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
		A	B	C	D	E	F	G	H	I	
1	Career Development	52	6	-1	-2	1	-6	-3	4	-3	
2	Communication	63	8	-2	-3	1	-7	2	0	-3	
3	Engagement	64	3	-3	-1	1	-2	1	1	0	
4	Image/Brand	72	2	3	0	0	-6	2	1	-2	
5	Organizational Change	21	9	2	0	-1	-7	-6	-3	-12	
6	Performance Management	50	4	2	-1	1	-5	-4	-2	-2	
7	Supervision	69	4	1	-2	2	0	-5	-4	-2	
8	Working Relationships	74	0	-2	-2	-1	-1	5	7	2	

Item Breakdown Matrix - Career Development

BERKELEY [W] (N=1,034)

By Years of Service

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 1 < 3 (N=199)
- C. BERKELEY: 3 < 5 (N=100)
- D. BERKELEY: 5 < 10 (N=247)
- E. BERKELEY: 10 < 15 (N=185)

- F. BERKELEY: 15 < 20 (N=121)
- G. BERKELEY: 20 < 25 (N=60)
- H. BERKELEY: 25 < 30 (N=72)
- I. BERKELEY: 30+ (N=50)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I
1.	I believe I have the opportunity for personal development and growth within the UC system.	70	7	-2	-2	4	-8	0	-1	-8
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	50	7	1	-2	-2	-7	-2	8	-1
14.	I am confident I can achieve my personal career objectives within the UC system.	53	7	-5	-3	0	-5	0	6	3
18.	My campus/location is doing a good job of planning for management succession.	20	5	0	1	-2	-4	-10	5	-2
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	6	0	-5	6	-6	-3	0	-5

Item Breakdown Matrix - Communication

BERKELEY [W] (N=1,034)

By Years of Service

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 1 < 3 (N=199)
- C. BERKELEY: 3 < 5 (N=100)
- D. BERKELEY: 5 < 10 (N=247)
- E. BERKELEY: 10 < 15 (N=185)

- F. BERKELEY: 15 < 20 (N=121)
- G. BERKELEY: 20 < 25 (N=60)
- H. BERKELEY: 25 < 30 (N=72)
- I. BERKELEY: 30+ (N=50)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	59	11	0	-6	2	-10	8	1	-7
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	68	6	-5	0	0	-5	-4	0	0

Item Breakdown Matrix - Engagement

BERKELEY [W] (N=1,034)

By Years of Service

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 1 < 3 (N=199)
- C. BERKELEY: 3 < 5 (N=100)
- D. BERKELEY: 5 < 10 (N=247)
- E. BERKELEY: 10 < 15 (N=185)

- F. BERKELEY: 15 < 20 (N=121)
- G. BERKELEY: 20 < 25 (N=60)
- H. BERKELEY: 25 < 30 (N=72)
- I. BERKELEY: 30+ (N=50)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	1	-10	-1	2	-1	4	3	5
11.	Working for the UC system inspires me to do my best work.	65	6	4	-3	2	-4	-8	-4	1
15.	I am satisfied with my involvement in decisions that affect my work.	57	5	1	-4	1	-2	1	7	-9
19.	I have the equipment/tools/resources I need to do my job effectively.	64	1	-3	-1	-2	3	1	2	0
21.	There is usually sufficient staff in my department to handle the workload.	39	4	0	2	3	-8	-4	-5	-3
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	82	0	-5	0	6	-3	-4	-3	4
25.	I would recommend the UC system as a good place to work.	68	4	-1	2	-5	-3	4	-3	3
33.	At the present time, are you seriously considering leaving the UC system?	54	1	-11	-3	1	3	11	8	-2

Item Breakdown Matrix - Image/Brand

BERKELEY [W] (N=1,034)

By Years of Service

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 1 < 3 (N=199)
- C. BERKELEY: 3 < 5 (N=100)
- D. BERKELEY: 5 < 10 (N=247)
- E. BERKELEY: 10 < 15 (N=185)

- F. BERKELEY: 15 < 20 (N=121)
- G. BERKELEY: 20 < 25 (N=60)
- H. BERKELEY: 25 < 30 (N=72)
- I. BERKELEY: 30+ (N=50)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I
4.	My campus/location is highly regarded by its employees.	63	3	4	0	1	-7	2	-2	-1
30.	I am proud to be associated with the UC system.	81	1	3	0	-1	-4	2	5	-4

Item Breakdown Matrix - Organizational Change

BERKELEY [W] (N=1,034)

By Years of Service

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 1 < 3 (N=199)
- C. BERKELEY: 3 < 5 (N=100)
- D. BERKELEY: 5 < 10 (N=247)
- E. BERKELEY: 10 < 15 (N=185)

- F. BERKELEY: 15 < 20 (N=121)
- G. BERKELEY: 20 < 25 (N=60)
- H. BERKELEY: 25 < 30 (N=72)
- I. BERKELEY: 30+ (N=50)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	21	10	1	0	-2	-5	-6	-3	-13
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	25	9	3	0	-1	-9	-5	3	-13
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	16	10	3	0	0	-7	-6	-10	-10

Item Breakdown Matrix - Performance Management

BERKELEY [W] (N=1,034)

By Years of Service

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 1 < 3 (N=199)
- C. BERKELEY: 3 < 5 (N=100)
- D. BERKELEY: 5 < 10 (N=247)
- E. BERKELEY: 10 < 15 (N=185)

- F. BERKELEY: 15 < 20 (N=121)
- G. BERKELEY: 20 < 25 (N=60)
- H. BERKELEY: 25 < 30 (N=72)
- I. BERKELEY: 30+ (N=50)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
		A	B	C	D	E	F	G	H	I	
6.	I feel my personal contributions are recognized.	58	4	5	1	2	-10	-4	-4	-4	
12.	I think my performance on the job is evaluated fairly.	71	3	1	-2	4	-4	-6	-3	6	
16.	I feel my campus/location does a good job matching pay to performance.	21	6	-1	-1	-1	0	-3	1	-7	

[Click here to view Category Scores Matrix](#)

Item Breakdown Matrix - Supervision

BERKELEY [W] (N=1,034)

By Years of Service

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 1 < 3 (N=199)
- C. BERKELEY: 3 < 5 (N=100)
- D. BERKELEY: 5 < 10 (N=247)
- E. BERKELEY: 10 < 15 (N=185)

- F. BERKELEY: 15 < 20 (N=121)
- G. BERKELEY: 20 < 25 (N=60)
- H. BERKELEY: 25 < 30 (N=72)
- I. BERKELEY: 30+ (N=50)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
		A	B	C	D	E	F	G	H	I	
7.	My supervisor gives me regular feedback on my performance.	66	8	6	-3	0	-5	-9	-4	-1	
13.	My supervisor does a good job of building teamwork.	64	5	4	-2	-2	5	-5	-9	-2	
17.	My supervisor treats me with respect.	85	2	3	-1	2	-4	-5	2	1	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	43	3	-2	-1	2	-3	1	-4	1	
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	72	2	-2	2	0	2	-3	-4	-6	
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	1	-1	0	3	-1	-3	-8	5	
22.	My supervisor develops people's abilities.	57	7	1	-2	1	0	-8	-4	-5	
24.	My supervisor communicates effectively.	73	9	-1	-4	-1	0	0	-3	-3	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	86	-3	1	1	1	-1	-1	4	1	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	4	0	-3	0	3	-6	0	-4	
28.	My supervisor keeps me informed about issues that affect me.	75	5	1	-1	5	-5	-3	-9	-7	
32.	My supervisor helps me make time to participate in training and development activities.	64	7	3	-6	8	4	-13	-12	-10	

[Click here to view Category Scores Matrix](#)

Item Breakdown Matrix - Working Relationships

BERKELEY [W] (N=1,034)

By Years of Service

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 1 < 3 (N=199)
- C. BERKELEY: 3 < 5 (N=100)
- D. BERKELEY: 5 < 10 (N=247)
- E. BERKELEY: 10 < 15 (N=185)

- F. BERKELEY: 15 < 20 (N=121)
- G. BERKELEY: 20 < 25 (N=60)
- H. BERKELEY: 25 < 30 (N=72)
- I. BERKELEY: 30+ (N=50)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I
8.	There is good cooperation between my department and other departments at my campus/location.	67	-2	-1	-3	-3	-1	6	16	9
29.	There is good cooperation between staff in my department.	80	2	-2	-1	2	-1	3	-1	-4

Category Breakdown Matrix

BERKELEY [W] (N=1,034)

By Pay Range

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 40K - 49K (N=31)
- C. BERKELEY: 50K - 59K (N=136)
- D. BERKELEY: 60K - 69K (N=202)
- E. BERKELEY: 70K - 79K (N=187)

- F. BERKELEY: 80K - 89K (N=130)
- G. BERKELEY: 90K - 99K (N=111)
- H. BERKELEY: 100K - 109K (N=66)
- I. BERKELEY: 110K - 149K (N=120)
- J. BERKELEY: 150K - 199K (N=43)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference					
#	Category	A	B	C	D	E	F	G	H	I	J	
1	Career Development	52	-7	-1	0	-3	0	-3	-5	7	12	
2	Communication	63	0	2	0	-5	-1	4	-9	4	11	
3	Engagement	64	-4	-3	1	-4	1	3	-5	6	6	
4	Image/Brand	72	-4	-5	-2	-2	3	0	-3	7	13	
5	Organizational Change	21	8	3	0	1	2	-5	-11	2	-5	
6	Performance Management	50	-10	-1	-3	-4	1	1	-1	8	16	
7	Supervision	69	3	-2	-1	-3	-1	3	-3	5	9	
8	Working Relationships	74	-4	-3	-3	-2	2	2	-2	5	16	

Item Breakdown Matrix - Career Development

BERKELEY [W] (N=1,034)

By Pay Range

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 40K - 49K (N=31)
- C. BERKELEY: 50K - 59K (N=136)
- D. BERKELEY: 60K - 69K (N=202)
- E. BERKELEY: 70K - 79K (N=187)

- F. BERKELEY: 80K - 89K (N=130)
- G. BERKELEY: 90K - 99K (N=111)
- H. BERKELEY: 100K - 109K (N=66)
- I. BERKELEY: 110K - 149K (N=120)
- J. BERKELEY: 150K - 199K (N=43)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I	J
1.	I believe I have the opportunity for personal development and growth within the UC system.	70	-9	-5	-2	-2	3	-3	-5	8	18
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	50	-8	4	2	-3	0	-6	1	2	1
14.	I am confident I can achieve my personal career objectives within the UC system.	53	-5	-9	0	-7	-3	2	-4	18	19
18.	My campus/location is doing a good job of planning for management succession.	20	6	2	-1	-3	3	-7	-11	5	12
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	-19	1	1	0	-1	-2	-4	2	10

Item Breakdown Matrix - Communication

BERKELEY [W] (N=1,034)

By Pay Range

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 40K - 49K (N=31)
- C. BERKELEY: 50K - 59K (N=136)
- D. BERKELEY: 60K - 69K (N=202)
- E. BERKELEY: 70K - 79K (N=187)

- F. BERKELEY: 80K - 89K (N=130)
- G. BERKELEY: 90K - 99K (N=111)
- H. BERKELEY: 100K - 109K (N=66)
- I. BERKELEY: 110K - 149K (N=120)
- J. BERKELEY: 150K - 199K (N=43)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I	J
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	59	3	6	2	-5	-2	1	-16	1	14
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	68	-3	-2	-2	-6	0	6	-2	7	9

Item Breakdown Matrix - Engagement

BERKELEY [W] (N=1,034)

By Pay Range

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 40K - 49K (N=31)
- C. BERKELEY: 50K - 59K (N=136)
- D. BERKELEY: 60K - 69K (N=202)
- E. BERKELEY: 70K - 79K (N=187)

- F. BERKELEY: 80K - 89K (N=130)
- G. BERKELEY: 90K - 99K (N=111)
- H. BERKELEY: 100K - 109K (N=66)
- I. BERKELEY: 110K - 149K (N=120)
- J. BERKELEY: 150K - 199K (N=43)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
		A	B	C	D	E	F	G	H	I	J
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	-3	-3	0	-5	2	2	-5	7	12
11.	Working for the UC system inspires me to do my best work.	65	3	-4	-1	-5	2	0	-3	7	12
15.	I am satisfied with my involvement in decisions that affect my work.	57	4	-13	2	-6	0	9	-7	10	15
19.	I have the equipment/tools/resources I need to do my job effectively.	64	-6	1	2	-4	4	0	-12	1	4
21.	There is usually sufficient staff in my department to handle the workload.	39	-10	8	4	-3	0	-5	-14	2	5
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	82	-8	-2	-2	-4	1	6	5	2	6
25.	I would recommend the UC system as a good place to work.	68	3	-2	-1	-2	1	-2	-5	7	6
33.	At the present time, are you seriously considering leaving the UC system?	54	-16	-7	5	-7	-2	11	2	7	-13

[Click here to view Category Scores Matrix](#)

Item Breakdown Matrix - Image/Brand

BERKELEY [W] (N=1,034)

By Pay Range

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 40K - 49K (N=31)
- C. BERKELEY: 50K - 59K (N=136)
- D. BERKELEY: 60K - 69K (N=202)
- E. BERKELEY: 70K - 79K (N=187)

- F. BERKELEY: 80K - 89K (N=130)
- G. BERKELEY: 90K - 99K (N=111)
- H. BERKELEY: 100K - 109K (N=66)
- I. BERKELEY: 110K - 149K (N=120)
- J. BERKELEY: 150K - 199K (N=43)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I	J
4.	My campus/location is highly regarded by its employees.	63	-4	-3	-5	-4	3	0	-1	12	14
30.	I am proud to be associated with the UC system.	81	-4	-6	1	1	3	0	-6	2	11

Item Breakdown Matrix - Organizational Change

BERKELEY [W] (N=1,034)

By Pay Range

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 40K - 49K (N=31)
- C. BERKELEY: 50K - 59K (N=136)
- D. BERKELEY: 60K - 69K (N=202)
- E. BERKELEY: 70K - 79K (N=187)

- F. BERKELEY: 80K - 89K (N=130)
- G. BERKELEY: 90K - 99K (N=111)
- H. BERKELEY: 100K - 109K (N=66)
- I. BERKELEY: 110K - 149K (N=120)
- J. BERKELEY: 150K - 199K (N=43)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I	J
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	21	8	3	-2	0	2	-2	-7	1	-7
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	25	10	4	2	1	0	-8	-14	2	-2
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	16	7	1	1	3	3	-6	-11	1	-7

Item Breakdown Matrix - Performance Management

BERKELEY [W] (N=1,034)

By Pay Range

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 40K - 49K (N=31)
- C. BERKELEY: 50K - 59K (N=136)
- D. BERKELEY: 60K - 69K (N=202)
- E. BERKELEY: 70K - 79K (N=187)

- F. BERKELEY: 80K - 89K (N=130)
- G. BERKELEY: 90K - 99K (N=111)
- H. BERKELEY: 100K - 109K (N=66)
- I. BERKELEY: 110K - 149K (N=120)
- J. BERKELEY: 150K - 199K (N=43)

		Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
		A	B	C	D	E	F	G	H	I	J
6.	I feel my personal contributions are recognized.	58	-16	2	-5	-5	-4	5	-2	16	8
12.	I think my performance on the job is evaluated fairly.	71	-3	-5	-2	-5	4	-1	4	4	20
16.	I feel my campus/location does a good job matching pay to performance.	21	-12	-1	-3	-2	4	-1	-6	4	20

[Click here to view Category Scores Matrix](#)

Item Breakdown Matrix - Supervision

BERKELEY [W] (N=1,034)

By Pay Range

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 40K - 49K (N=31)
- C. BERKELEY: 50K - 59K (N=136)
- D. BERKELEY: 60K - 69K (N=202)
- E. BERKELEY: 70K - 79K (N=187)

- F. BERKELEY: 80K - 89K (N=130)
- G. BERKELEY: 90K - 99K (N=111)
- H. BERKELEY: 100K - 109K (N=66)
- I. BERKELEY: 110K - 149K (N=120)
- J. BERKELEY: 150K - 199K (N=43)

Click here to view Category Scores Matrix

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

		A	B	C	D	E	F	G	H	I	J
7.	My supervisor gives me regular feedback on my performance.	66	5	5	1	-7	-7	6	-6	2	11
13.	My supervisor does a good job of building teamwork.	64	14	-2	-3	-3	-4	3	-2	7	5
17.	My supervisor treats me with respect.	85	5	-5	0	-2	-2	7	-2	1	5
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	43	-7	-2	-3	-3	-4	1	-4	11	13
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	72	5	-5	-3	-4	5	5	0	3	0
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-1	-4	-1	-5	0	4	-5	9	11
22.	My supervisor develops people's abilities.	57	5	-2	-4	2	-1	3	-11	7	1
24.	My supervisor communicates effectively.	73	-2	-3	-1	0	-3	0	-2	4	15
26.	I have a clear understanding of how my job contributes to the departmental objectives.	86	4	-5	-1	-2	1	-2	0	5	14
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	5	0	3	-6	-5	6	-6	3	9
28.	My supervisor keeps me informed about issues that affect me.	75	0	-2	-4	-3	1	3	7	1	13
32.	My supervisor helps me make time to participate in training and development activities.	64	1	0	0	-5	4	3	-7	1	11

Item Breakdown Matrix - Working Relationships

BERKELEY [W] (N=1,034)

By Pay Range

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: 40K - 49K (N=31)
- C. BERKELEY: 50K - 59K (N=136)
- D. BERKELEY: 60K - 69K (N=202)
- E. BERKELEY: 70K - 79K (N=187)

- F. BERKELEY: 80K - 89K (N=130)
- G. BERKELEY: 90K - 99K (N=111)
- H. BERKELEY: 100K - 109K (N=66)
- I. BERKELEY: 110K - 149K (N=120)
- J. BERKELEY: 150K - 199K (N=43)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E	F	G	H	I	J
8.	There is good cooperation between my department and other departments at my campus/location.	67	-6	-3	-2	-2	3	-1	-1	5	16
29.	There is good cooperation between staff in my department.	80	-2	-3	-4	-3	2	5	-4	4	15

Category Breakdown Matrix

BERKELEY [W] (N=1,034)

By Role

A. BERKELEY [W] (N=1,034)

B. BERKELEY: INDIVIDUAL CONTRIBUTOR (N=633)

C. BERKELEY: SUPERVISOR (N=120)

D. BERKELEY: MANAGER (N=185)

E. BERKELEY: DIRECTOR AND ABOVE (N=90)

		Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference		
#	Category	A	B	C	D	E
1	Career Development	52	-1	0	2	7
2	Communication	63	-1	-4	0	10
3	Engagement	64	-1	-1	2	5
4	Image/Brand	72	-1	-6	4	10
5	Organizational Change	21	0	3	-1	1
6	Performance Management	50	-2	-1	3	12
7	Supervision	69	0	-1	0	4
8	Working Relationships	74	-1	-5	4	9

Item Breakdown Matrix - Career Development

BERKELEY [W] (N=1,034)

By Role

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: INDIVIDUAL CONTRIBUTOR (N=633)
- C. BERKELEY: SUPERVISOR (N=120)

- D. BERKELEY: MANAGER (N=185)
- E. BERKELEY: DIRECTOR AND ABOVE (N=90)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
1.	I believe I have the opportunity for personal development and growth within the UC system.	70	-2	1	5	8
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	50	-1	-5	2	7
14.	I am confident I can achieve my personal career objectives within the UC system.	53	-3	2	6	13
18.	My campus/location is doing a good job of planning for management succession.	20	0	3	-3	6
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	0	0	1	3

Item Breakdown Matrix - Communication

BERKELEY [W] (N=1,034)

By Role

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: INDIVIDUAL CONTRIBUTOR (N=633)
- C. BERKELEY: SUPERVISOR (N=120)
- D. BERKELEY: MANAGER (N=185)
- E. BERKELEY: DIRECTOR AND ABOVE (N=90)

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[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	59	2	-8	-4	7
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	68	-3	1	4	12

Item Breakdown Matrix - Engagement

BERKELEY [W] (N=1,034)

By Role

A. BERKELEY [W] (N=1,034)

B. BERKELEY: INDIVIDUAL CONTRIBUTOR (N=633)

C. BERKELEY: SUPERVISOR (N=120)

D. BERKELEY: MANAGER (N=185)

E. BERKELEY: DIRECTOR AND ABOVE (N=90)

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Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	-3	3	6	9
11.	Working for the UC system inspires me to do my best work.	65	-3	4	3	10
15.	I am satisfied with my involvement in decisions that affect my work.	57	-4	-1	9	13
19.	I have the equipment/tools/resources I need to do my job effectively.	64	3	-8	-1	-3
21.	There is usually sufficient staff in my department to handle the workload.	39	2	-4	-3	0
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	82	0	-4	-3	9
25.	I would recommend the UC system as a good place to work.	68	-1	-1	3	5
33.	At the present time, are you seriously considering leaving the UC system?	54	0	-2	3	-1

Item Breakdown Matrix - Image/Brand

BERKELEY [W] (N=1,034)

By Role

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: INDIVIDUAL CONTRIBUTOR (N=633)
- C. BERKELEY: SUPERVISOR (N=120)
- D. BERKELEY: MANAGER (N=185)
- E. BERKELEY: DIRECTOR AND ABOVE (N=90)

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[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
4.	My campus/location is highly regarded by its employees.	63	-2	-9	7	15
30.	I am proud to be associated with the UC system.	81	0	-4	2	5

Item Breakdown Matrix - Organizational Change

BERKELEY [W] (N=1,034)

By Role

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: INDIVIDUAL CONTRIBUTOR (N=633)
- C. BERKELEY: SUPERVISOR (N=120)
- D. BERKELEY: MANAGER (N=185)
- E. BERKELEY: DIRECTOR AND ABOVE (N=90)

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[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	21	-1	1	2	-2
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	25	0	3	-4	3
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	16	0	4	-2	1

Item Breakdown Matrix - Performance Management

BERKELEY [W] (N=1,034)

By Role

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: INDIVIDUAL CONTRIBUTOR (N=633)
- C. BERKELEY: SUPERVISOR (N=120)
- D. BERKELEY: MANAGER (N=185)
- E. BERKELEY: DIRECTOR AND ABOVE (N=90)

[Click here to view Category Scores Matrix](#)

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

		A	B	C	D	E
6.	I feel my personal contributions are recognized.	58	-3	0	4	16
12.	I think my performance on the job is evaluated fairly.	71	-2	1	4	7
16.	I feel my campus/location does a good job matching pay to performance.	21	0	-5	0	12

Item Breakdown Matrix - Supervision

BERKELEY [W] (N=1,034)

By Role

A. BERKELEY [W] (N=1,034)

B. BERKELEY: INDIVIDUAL CONTRIBUTOR (N=633)

C. BERKELEY: SUPERVISOR (N=120)

D. BERKELEY: MANAGER (N=185)

E. BERKELEY: DIRECTOR AND ABOVE (N=90)

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

[Click here to view Category Scores Matrix](#)

		A	B	C	D	E
7.	My supervisor gives me regular feedback on my performance.	66	1	0	-4	2
13.	My supervisor does a good job of building teamwork.	64	1	-4	-5	10
17.	My supervisor treats me with respect.	85	0	-4	2	6
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	43	-2	3	5	-1
20b.	Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions	72	1	1	-2	-1
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-1	0	3	5
22.	My supervisor develops people's abilities.	57	1	-2	-3	2
24.	My supervisor communicates effectively.	73	1	-5	-2	6
26.	I have a clear understanding of how my job contributes to the departmental objectives.	86	-2	-4	9	5
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	72	-1	3	1	2
28.	My supervisor keeps me informed about issues that affect me.	75	-1	3	-1	5
32.	My supervisor helps me make time to participate in training and development activities.	64	0	-1	0	3

Item Breakdown Matrix - Working Relationships

BERKELEY [W] (N=1,034)

By Role

- A. BERKELEY [W] (N=1,034)
- B. BERKELEY: INDIVIDUAL CONTRIBUTOR (N=633)
- C. BERKELEY: SUPERVISOR (N=120)
- D. BERKELEY: MANAGER (N=185)
- E. BERKELEY: DIRECTOR AND ABOVE (N=90)

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		A	B	C	D	E
8.	There is good cooperation between my department and other departments at my campus/location.	67	-2	-7	6	10
29.	There is good cooperation between staff in my department.	80	-1	-2	2	8