2012 UC CUCSA Staff Engagement Survey

UNIVERSITY OF CALIFORNIA

Volume UC-11: MERCED REPORT
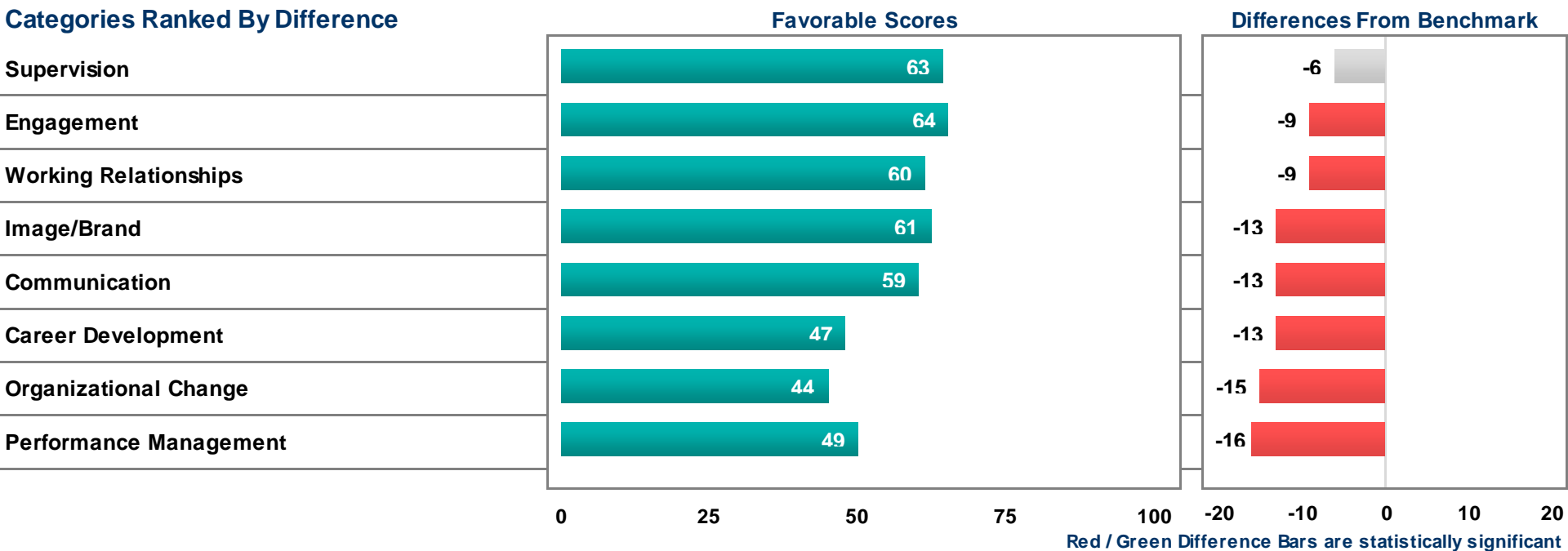
Data Collected: May - July 2012

TOWERS WATSON

Summary Category Scores vs. Benchmark

MERCED 2012 (N=180)

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

TOWERS WATSON

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
Supervision	63	-6
Engagement	64	-9
Working Relationships	60	-9
Image/Brand	61	-13
Communication	59	-13
Career Development	47	-13
Organizational Change	44	-15
Performance Management	49	-16

Favorable Scores axis: 0, 25, 50, 75, 100

Differences From Benchmark axis: -20, -10, 0, 10, 20

Red / Green Difference Bars are statistically significant

Top 5 Items
MERCED 2012 (N=180)
vs. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

Top 5 Differences From Benchmark

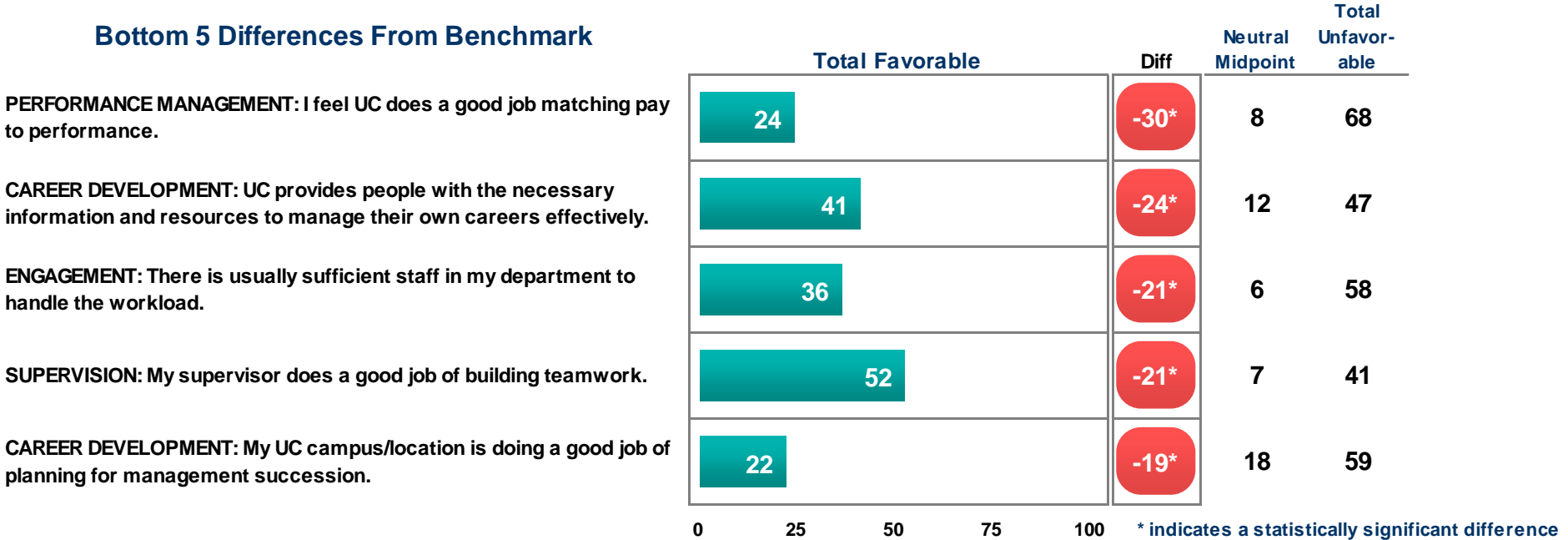|	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	69	+15*	16	16
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	83	+5	5	12
SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	37	+3	16	47
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	70	+1	8	22
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	59	+1	7	34

0   25   50   75   100

* indicates a statistically significant difference

Bottom 5 Items

TOWERS WATSON

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.	24	-30*	8	68
CAREER DEVELOPMENT: UC provides people with the necessary information and resources to manage their own careers effectively.	41	-24*	12	47
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	36	-21*	6	58
SUPERVISION: My supervisor does a good job of building teamwork.	52	-21*	7	41
CAREER DEVELOPMENT: My UC campus/location is doing a good job of planning for management succession.	22	-19*	18	59

0   25   50   75   100

* indicates a statistically significant difference

Summary Category Scores vs. Benchmark

MERCED 2012 (N=180)

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

TOWERS WATSON

Categories Ranked By Difference

Favorable Scores

Differences From Benchmark

Category	Favorable Score	Difference From Benchmark
Performance Management	66	-5
Supervision	57	-10
Engagement	62	-11
Working Relationships	60	-12
Image/Brand	61	-13
Career Development	54	-14
Communication	62	-15

0   25   50   75   100

-20   -10   0   10   20

1 Category cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 5 Items

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

TOWERS WATSON

Top 5 Differences From Benchmark

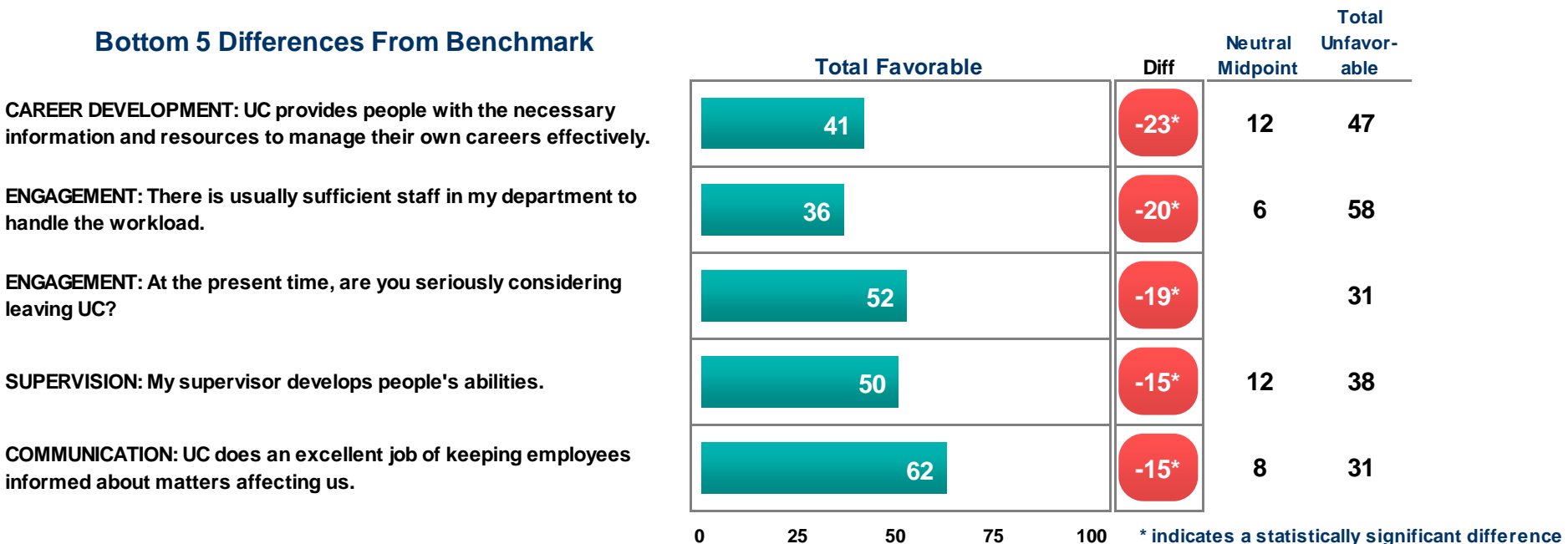|	Total Favorable	Diff	Neutral Midpoint	Total Unfavor-able
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	83	+2	5	12
SUPERVISION: My supervisor gives me regular feedback on my performance.	62	-4	4	34
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	66	-5	6	27
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth at UC.	67	-6	6	27
SUPERVISION: My supervisor communicates effectively.	65	-7*	4	30

0   25   50   75   100

* indicates a statistically significant difference

Bottom 5 Items

MERCED 2012 (N=180)

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

TOWERS WATSON

Bottom 5 Differences From Benchmark

Bottom 5 Differences From Benchmark	Total Favorable	Diff	Neutral Midpoint	Total Unfavor-able
CAREER DEVELOPMENT: UC provides people with the necessary information and resources to manage their own careers effectively.	41	-23*	12	47
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	36	-20*	6	58
ENGAGEMENT: At the present time, are you seriously considering leaving UC?	52	-19*		31
SUPERVISION: My supervisor develops people's abilities.	50	-15*	12	38
COMMUNICATION: UC does an excellent job of keeping employees informed about matters affecting us.	62	-15*	8	31

0   25   50   75   100

* indicates a statistically significant difference

Summary Category Scores vs. Benchmark

MERCED 2012 (N=180)

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

TOWERS WATSON

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
Organizational Change	44	6
Image/Brand	61	2
Engagement	64	-3
Communication	59	-4
Career Development	47	-5
Supervision	63	-6
Working Relationships	60	-6
Performance Management	49	-6

Favorable Scores axis: 0 25 50 75 100

Differences From Benchmark axis: -10 -5 0 5 10

Red / Green Difference Bars are statistically significant

Top 5 Items
MERCED 2012 (N=180)
vs. UC OVERALL [W] (N=8,096)

TOWERS WATSON

Top 5 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes at UC have been: Well planned	42	+8*	16	42
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes at UC have been: Well communicated	46	+4	13	41
ENGAGEMENT: I would recommend UC as a good place to work.	76	+3	12	12
CAREER DEVELOPMENT: I am confident I can achieve my personal career objectives with UC.	58	+3	14	28
IMAGE/BRAND: UC is highly regarded by its employees.	61	+2	15	25

0   25   50   75   100

* indicates a statistically significant difference

Bottom 5 Items

MERCED 2012 (N=180)

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

TOWERS WATSON

Bottom 5 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavor- able
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	59	-11*	7	34
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	56	-11*	7	37
SUPERVISION: My supervisor does a good job of building teamwork.	52	-10*	7	41
CAREER DEVELOPMENT: UC provides people with the necessary information and resources to manage their own careers effectively.	41	-9*	12	47
SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	37	-9*	16	47

0   25   50   75   100
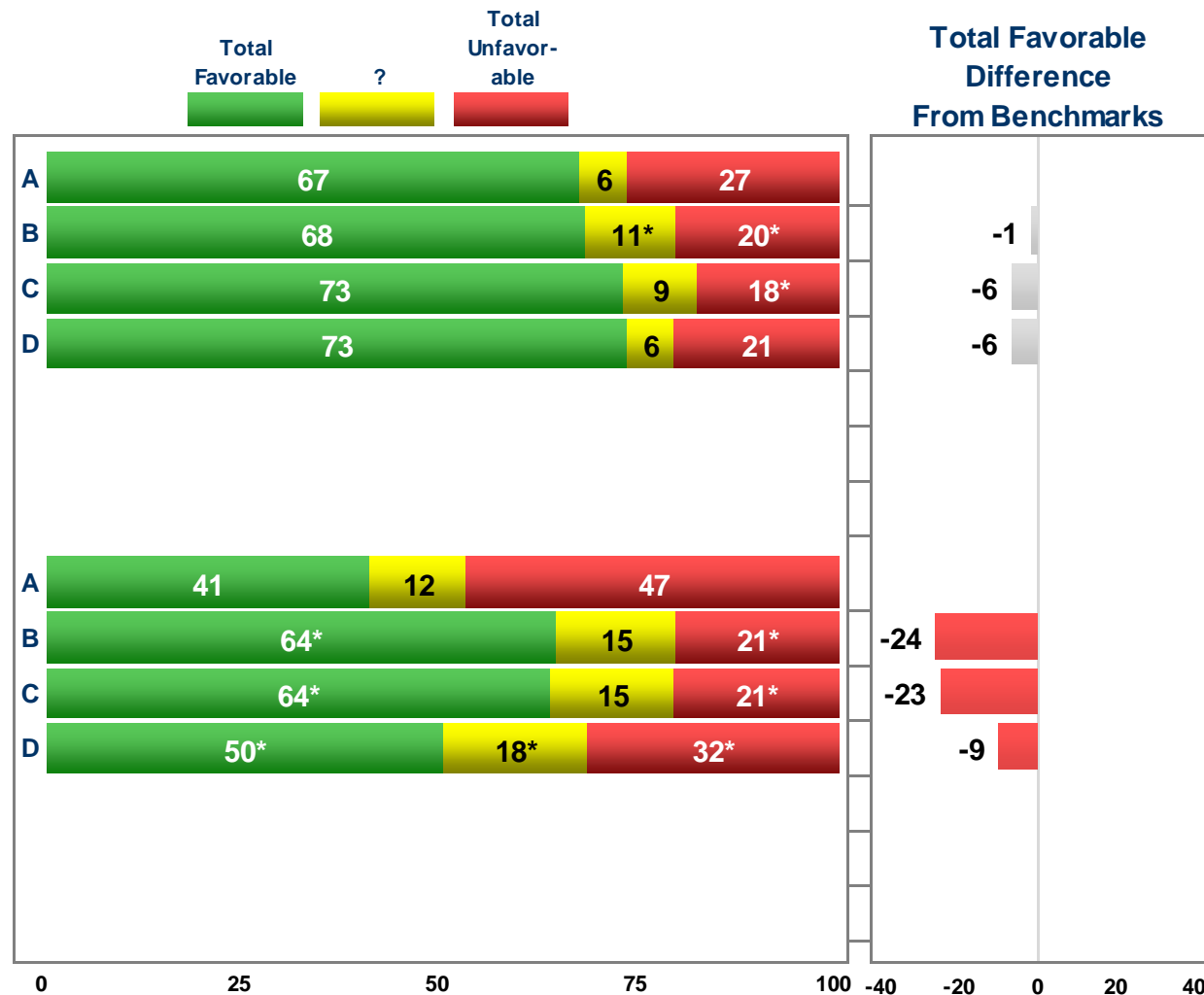
* indicates a statistically significant difference

Items By Category

MERCED 2012 (N=180)

vs. 3 Benchmarks

Category 1: Career Development

Legend (chart): Total Favorable (green), ? (yellow), Total Unfavorable (red). Total Favorable Difference From Benchmarks.

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

	Total Favorable	?	Total Unfavorable	Difference
A	67	6	27	
B	68	11*	20*	-1
C	73	9	18*	-6
D	73	6	21	-6

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

	Total Favorable	?	Total Unfavorable	Difference
A	41	12	47	
B	64*	15	21*	-24
C	64*	15	21*	-23
D	50*	18*	32*	-9

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

TOWERS WATSON

Items By Category

MERCED 2012 (N=180)

TOWERS WATSON

vs. 3 Benchmarks

Category 1: Career Development

Total Favorable   **?**   **Total Unfavorable**

Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable	Difference
A	58	14	28	
B	66*	18	16*	-8
C				
D	55	17	28	3

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

	Total Favorable	?	Total Unfavorable	Difference
A	22	18	59	
B	41*	27*	32*	-19
C				
D	30*	31*	39*	-8

0   25   50   75   100   -30 -20 -10 0 10 20 30

Key Driver Item

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. MERCED 2012 (N=180)

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)
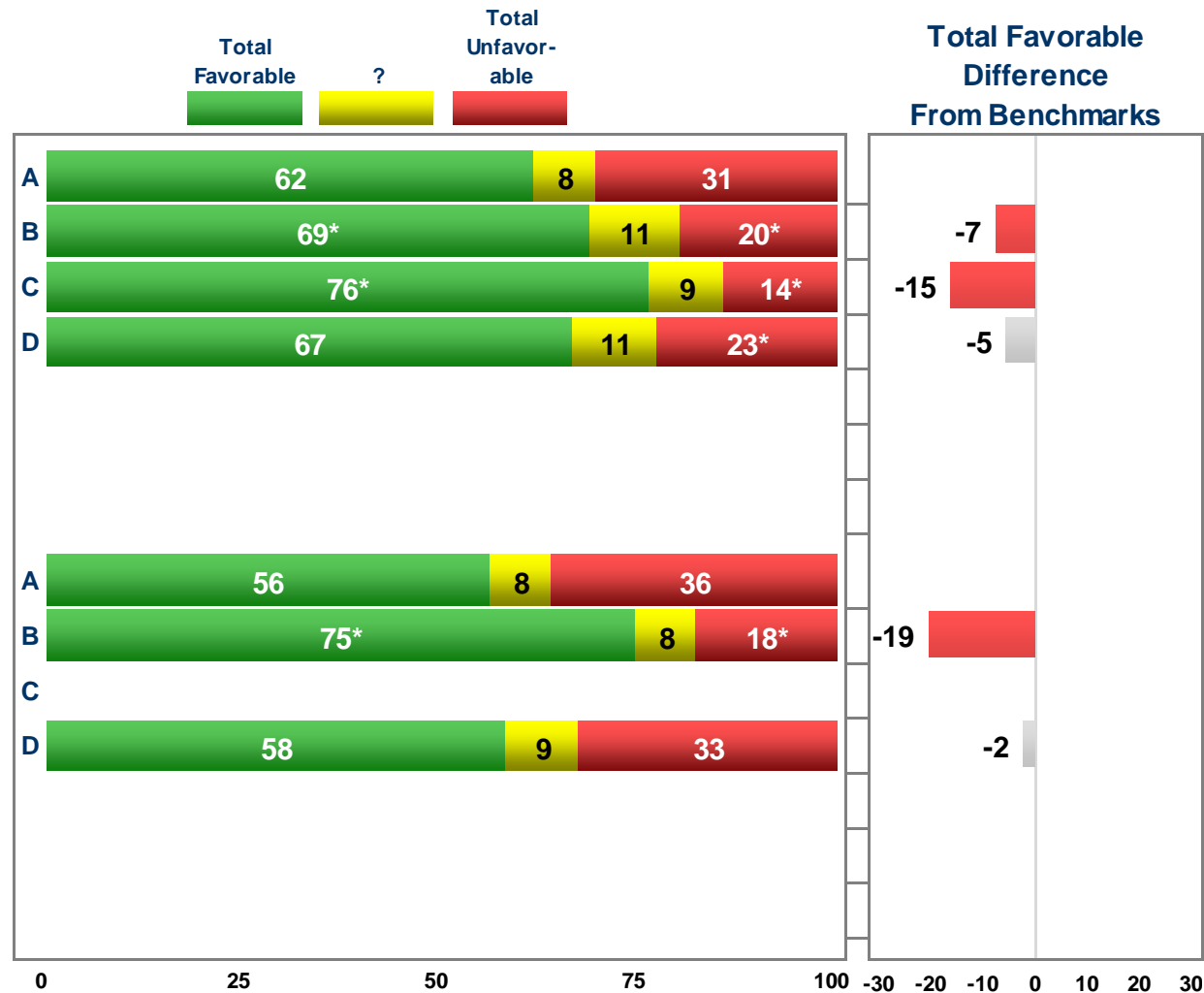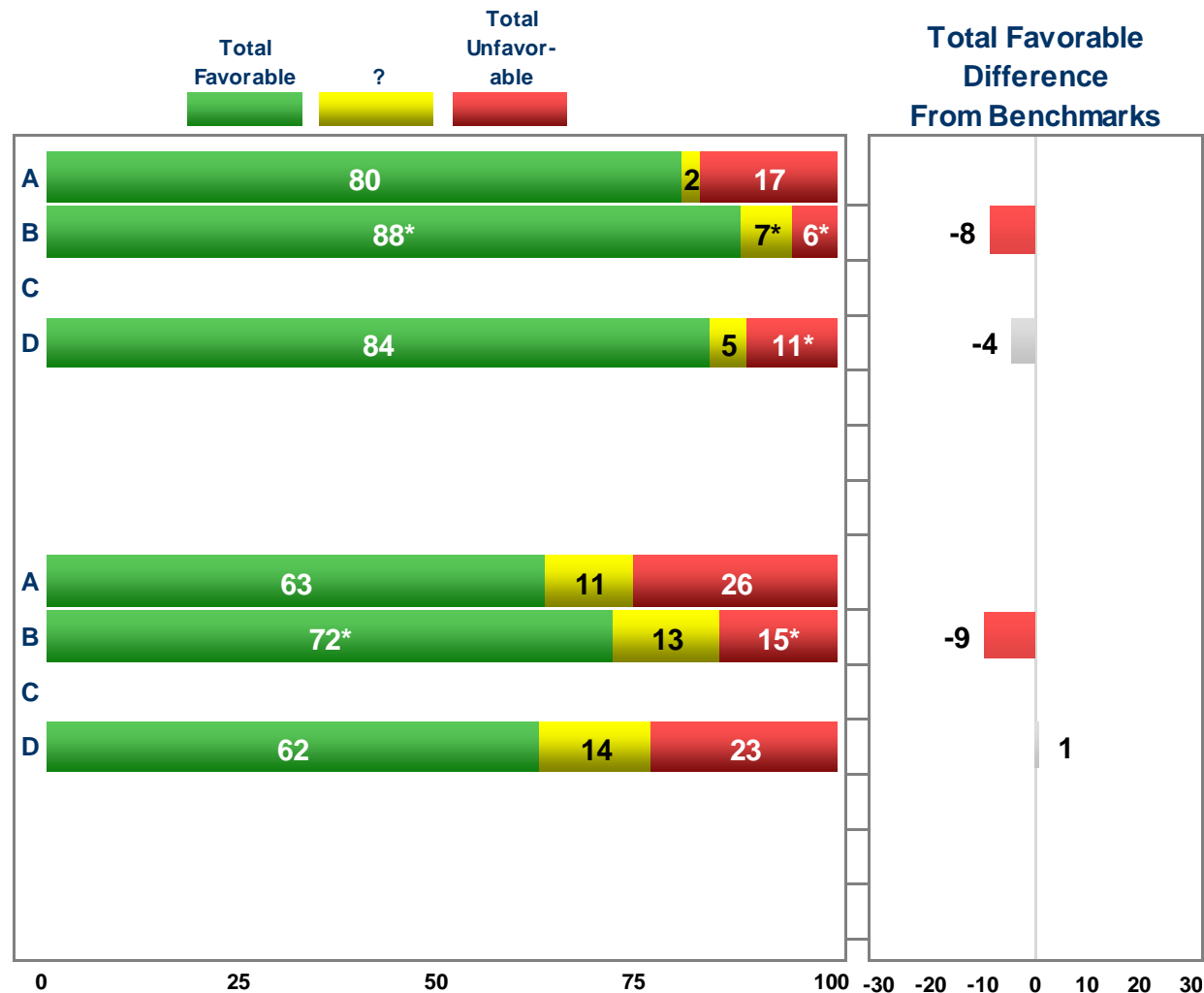
Items By Category

MERCED 2012 (N=180)

vs. 3 Benchmarks

Category 2: Communication

	Total Favorable	?	Total Unfavorable

Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable	Difference
A	62	8	31	
B	69*	11	20*	-7
C	76*	9	14*	-15
D	67	11	23*	-5

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

	Total Favorable	?	Total Unfavorable	Difference
A	56	8	36	
B	75*	8	18*	-19
C				
D	58	9	33	-2

Scale: 0   25   50   75   100

-30 -20 -10   0   10   20   30

Key Driver Item

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. MERCED 2012 (N=180)

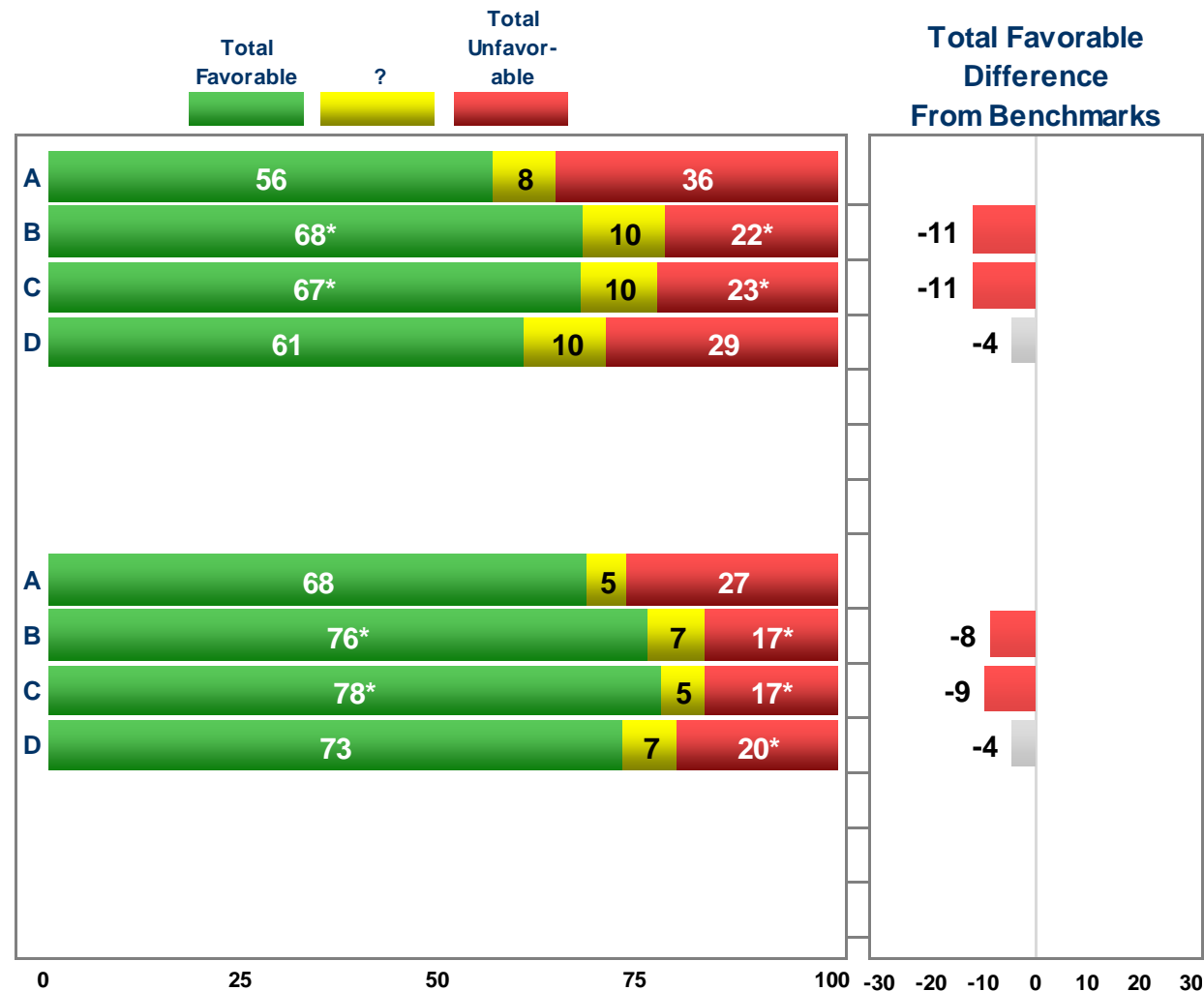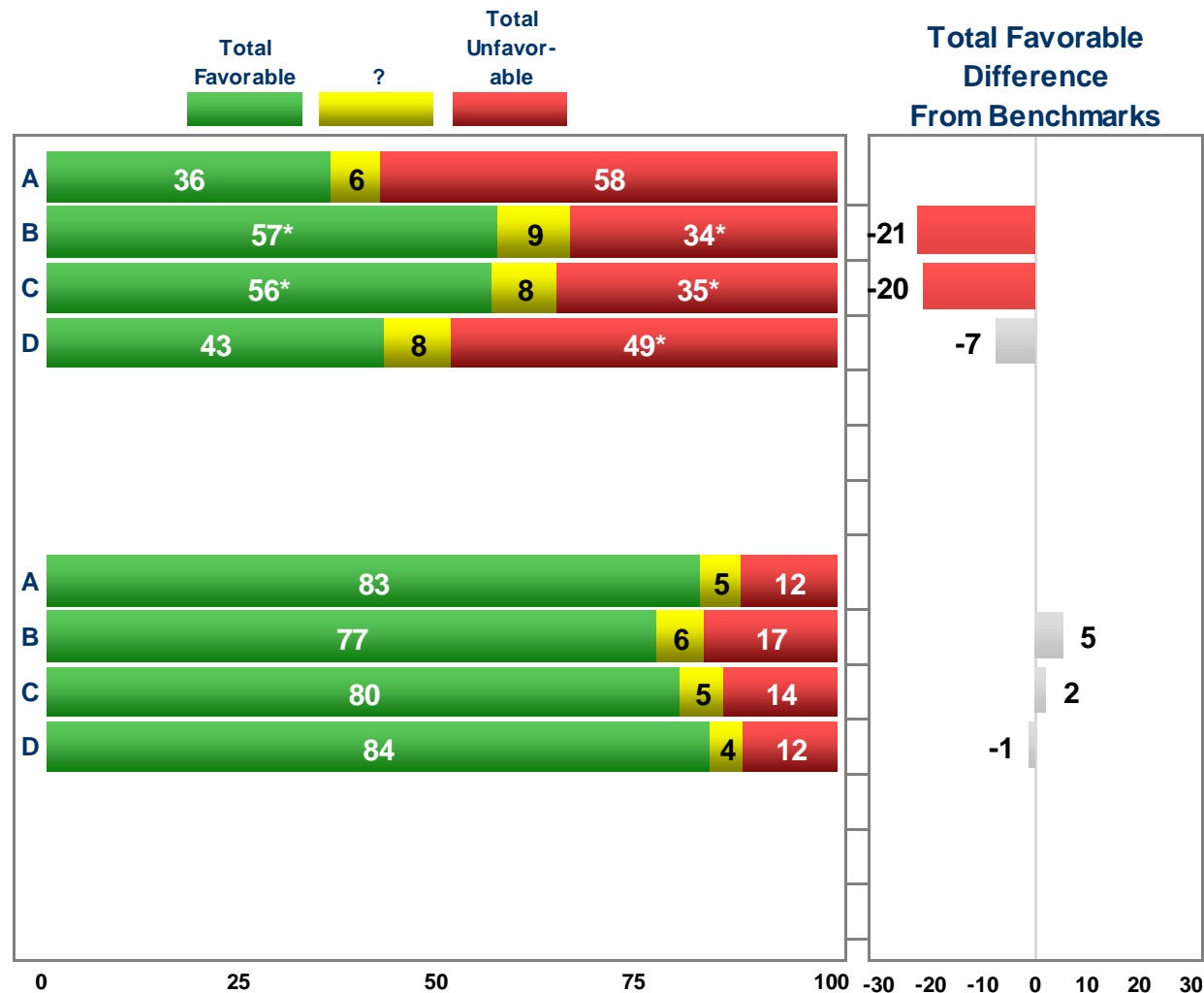B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

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

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

TOWERS WATSON

Category 3: Engagement

	Total Favorable	?	Total Unfavorable

Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable	Difference
A	80	2	17	
B	88*	7*	6*	-8
C				
D	84	5	11*	-4

11. UC inspires me to do my best work.

	Total Favorable	?	Total Unfavorable	Difference
A	63	11	26	
B	72*	13	15*	-9
C				
D	62	14	23	1

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Items By Category

MERCED 2012 (N=180)

vs. 3 Benchmarks

Category 3: Engagement

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

Benchmark	Total Favorable	?	Total Unfavorable	Total Favorable Difference From Benchmarks
A	56	8	36	
B	68*	10	22*	-11
C	67*	10	23*	-11
D	61	10	29	-4

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

Benchmark	Total Favorable	?	Total Unfavorable	Total Favorable Difference From Benchmarks
A	68	5	27	
B	76*	7	17*	-8
C	78*	5	17*	-9
D	73	7	20*	-4

0   25   50   75   100   -30 -20 -10 0 10 20 30

*** indicates a statistically significant difference**

Red / Green Difference Bars are statistically significant

Legend

A. MERCED 2012 (N=180)

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

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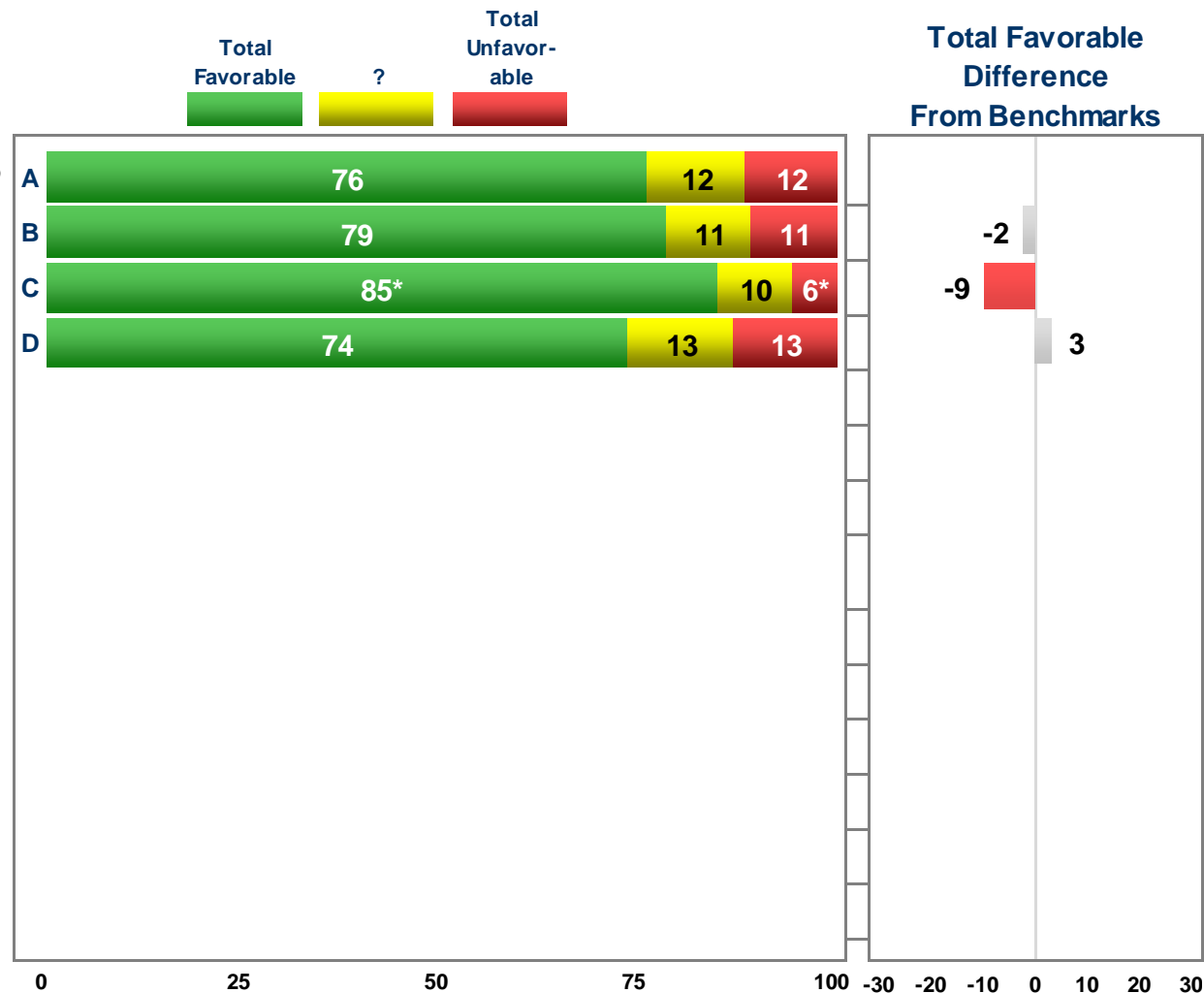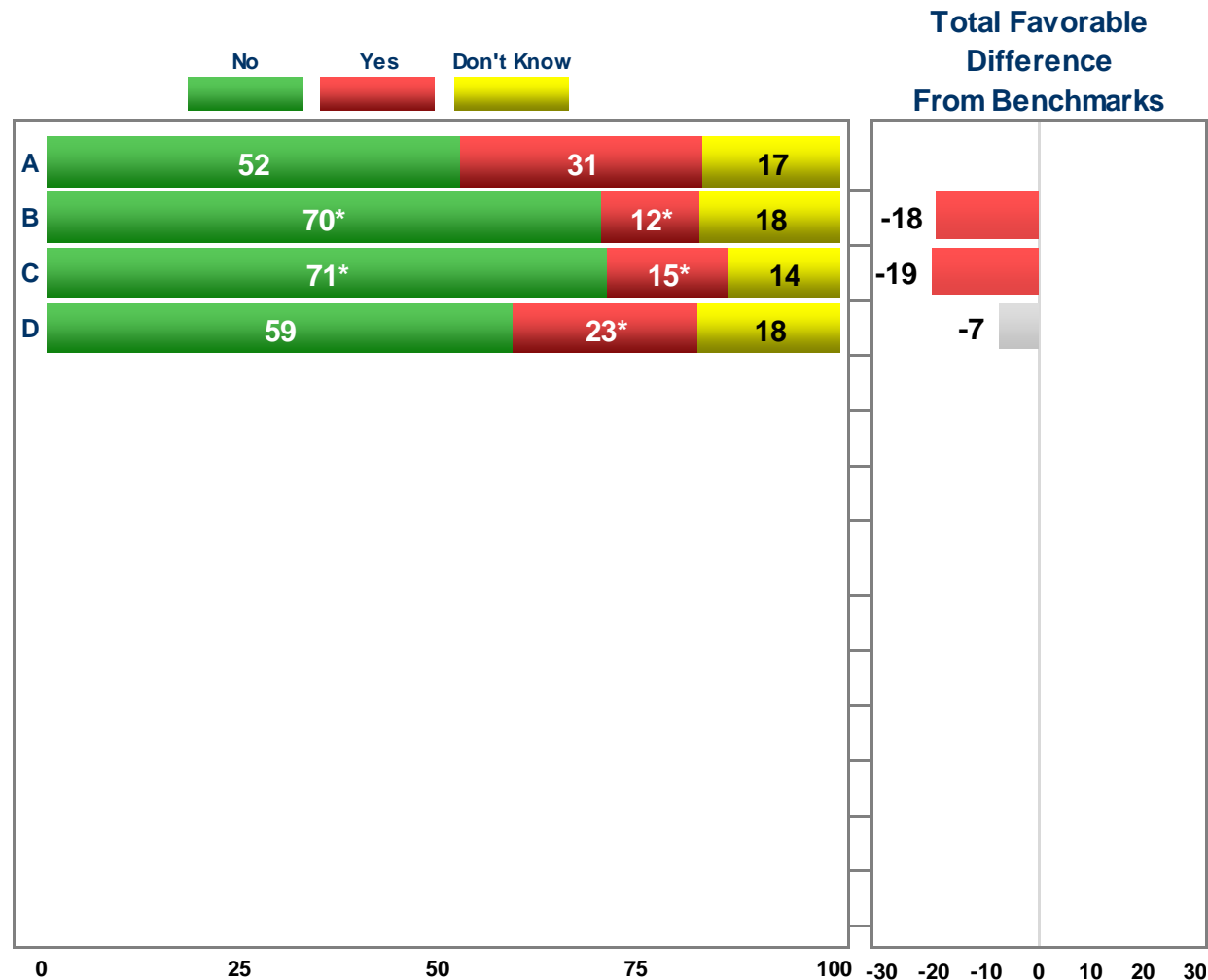
D. UC OVERALL [W] (N=8,096)

TOWERS WATSON

Items By Category

TOWERS WATSON

Category 3: Engagement

Total Favorable | **?** | **Total Unfavorable**

Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable	Difference
A	36	6	58	
B	57*	9	34*	-21
C	56*	8	35*	-20
D	43	8	49*	-7

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

	Total Favorable	?	Total Unfavorable	Difference
A	83	5	12	
B	77	6	17	5
C	80	5	14	2
D	84	4	12	-1

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Category 3: Engagement

Total Favorable   **?**   **Total Unfavor-able**

Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable	Difference From Benchmarks
A	76	12	12	
B	79	11	11	-2
C	85*	10	6*	-9
D	74	13	13	3

Scale: 0   25   50   75   100   -30 -20 -10 0 10 20 30

*** indicates a statistically significant difference**

Red / Green Difference Bars are statistically significant

Legend

A. MERCED 2012 (N=180)

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

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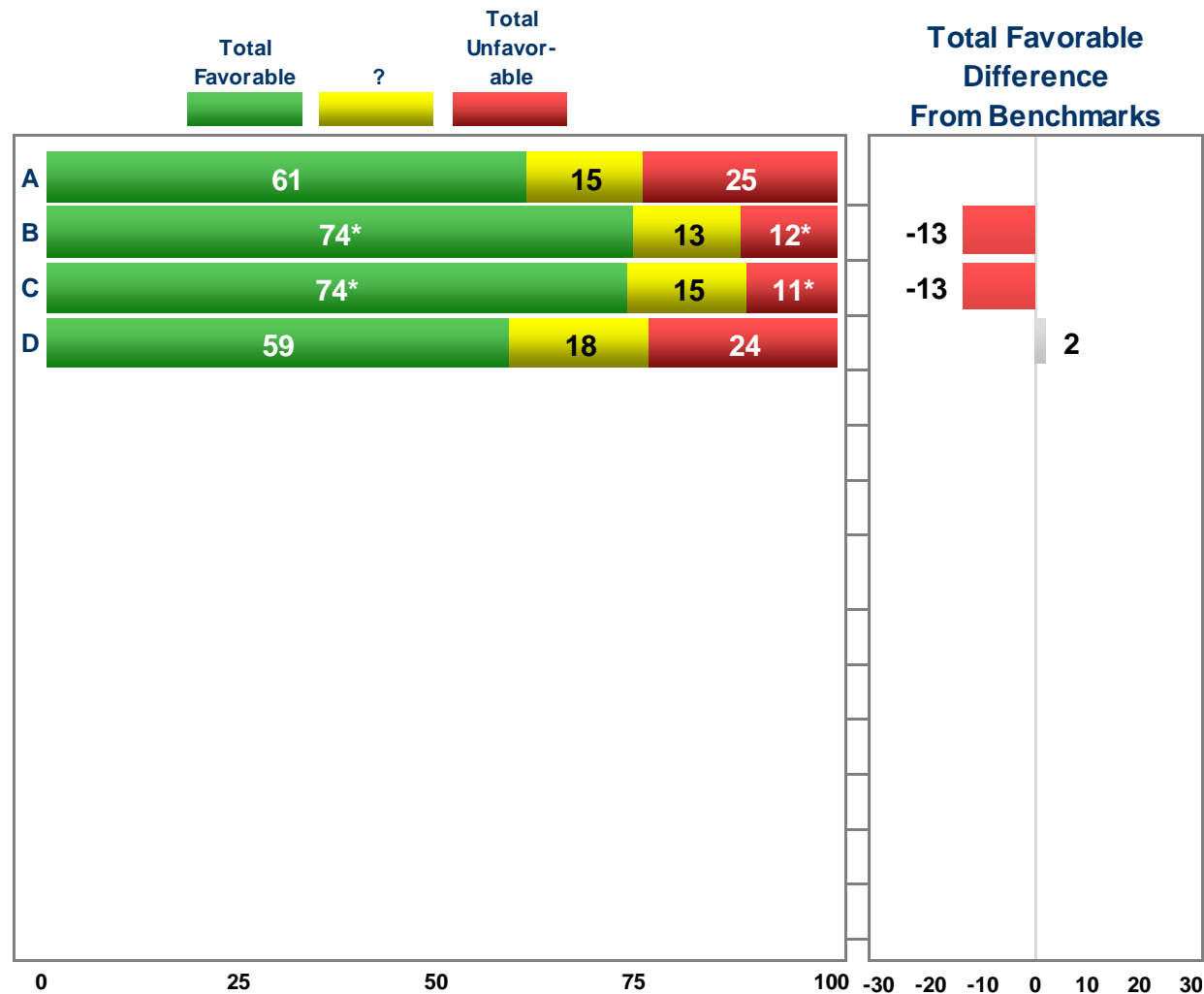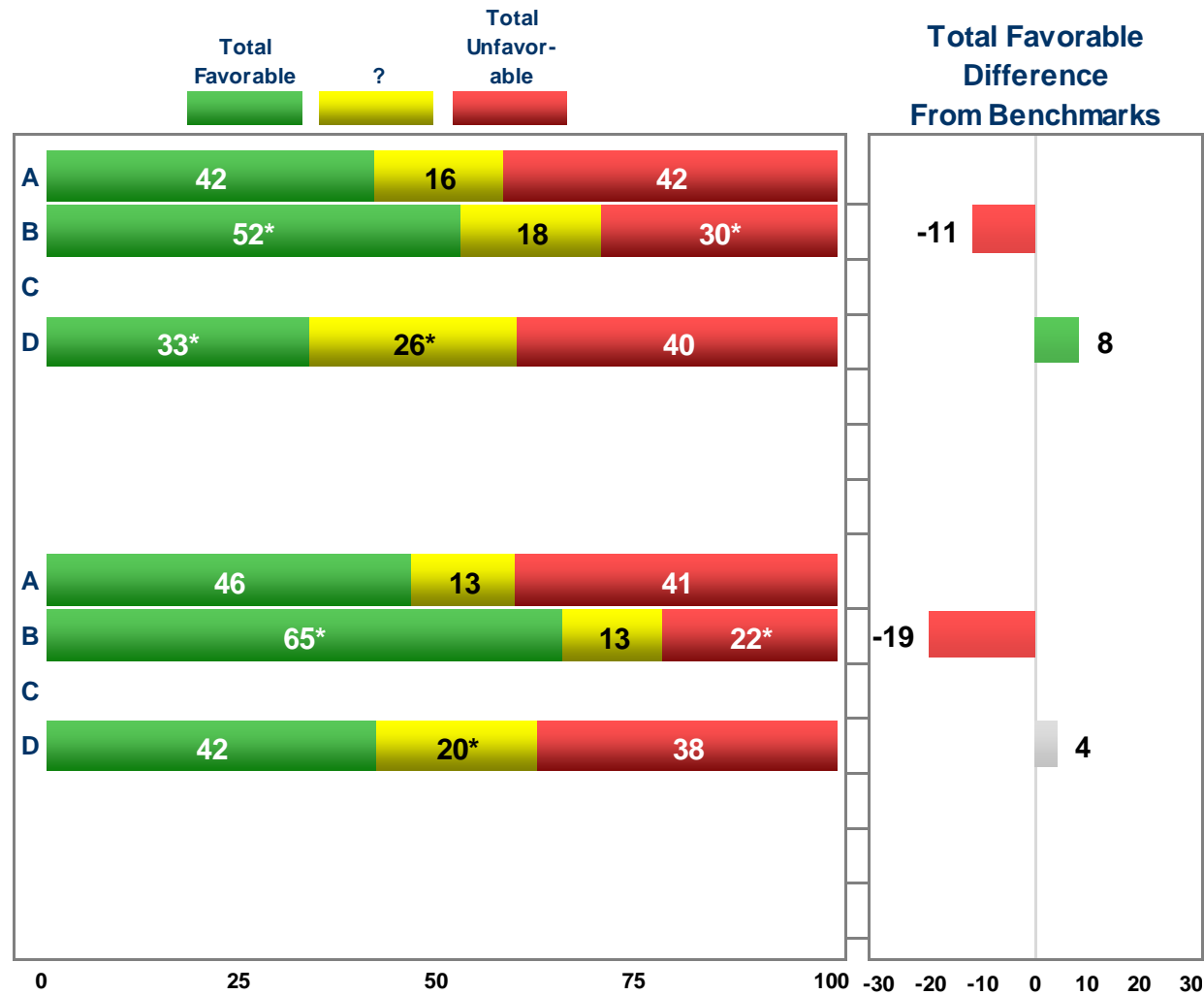
D. UC OVERALL [W] (N=8,096)

Items By Category

MERCED 2012 (N=180)

vs. 3 Benchmarks

Category 3: Engagement

Total Favorable Difference From Benchmarks

	No	Yes	Don't Know

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

	No	Yes	Don't Know	Difference
A	52	31	17	
B	70*	12*	18	-18
C	71*	15*	14	-19
D	59	23*	18	-7

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Items By Category

TOWERS WATSON

Category 4: Image/Brand

	Total Favorable	?	Total Unfavorable

Total Favorable Difference From Benchmarks

4. UC is highly regarded by its employees.

	Total Favorable	?	Total Unfavorable		Difference
A	61	15	25		
B	74*	13	12*		-13
C	74*	15	11*		-13
D	59	18	24		2

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

TOWERS WATSON

Category 5: Organizational Change

Total Favorable   **?**   **Total Unfavorable**

Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable	Difference
A	42	16	42	
B	52*	18	30*	-11
C				
D	33*	26*	40	8

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

	Total Favorable	?	Total Unfavorable	Difference
A	46	13	41	
B	65*	13	22*	-19
C				
D	42	20*	38	4

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Category 6: Performance Management

Total Favorable | **?** | **Total Unfavorable**

Total Favorable Difference From Benchmarks

6. I feel my personal contributions are recognized.

	Total Favorable	?	Total Unfavorable	Difference
A	56	7	37	
B	66*	14*	20*	-10
C				
D	66*	8	26*	-11

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

	Total Favorable	?	Total Unfavorable	Difference
A	66	6	27	
B	74*	11*	15*	-7
C	72	13*	15*	-5
D	73*	10	17*	-7

Scale: 0   25   50   75   100   -30 -20 -10 0 10 20 30

Key Driver Item

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. MERCED 2012 (N=180)
B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
C. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)
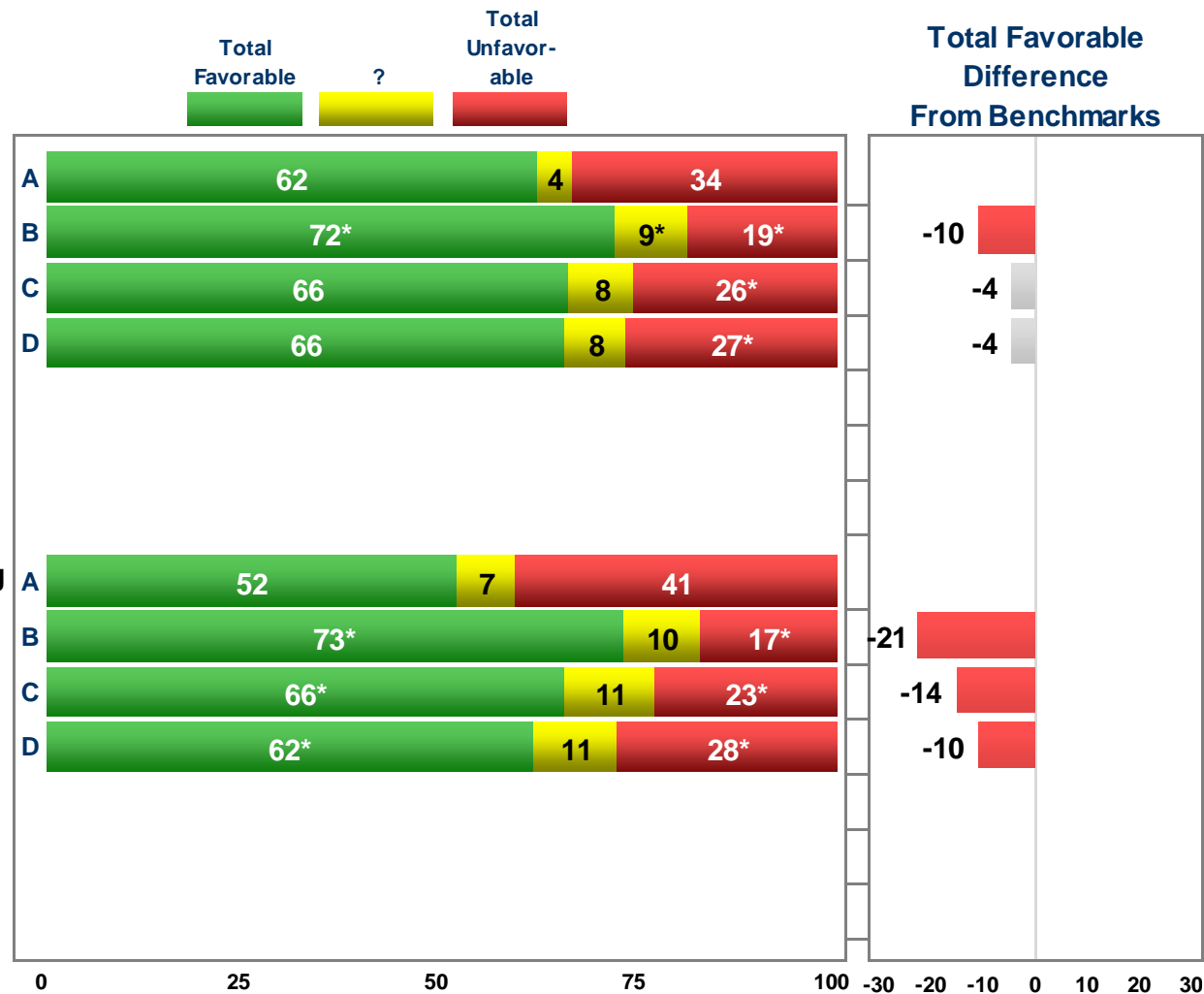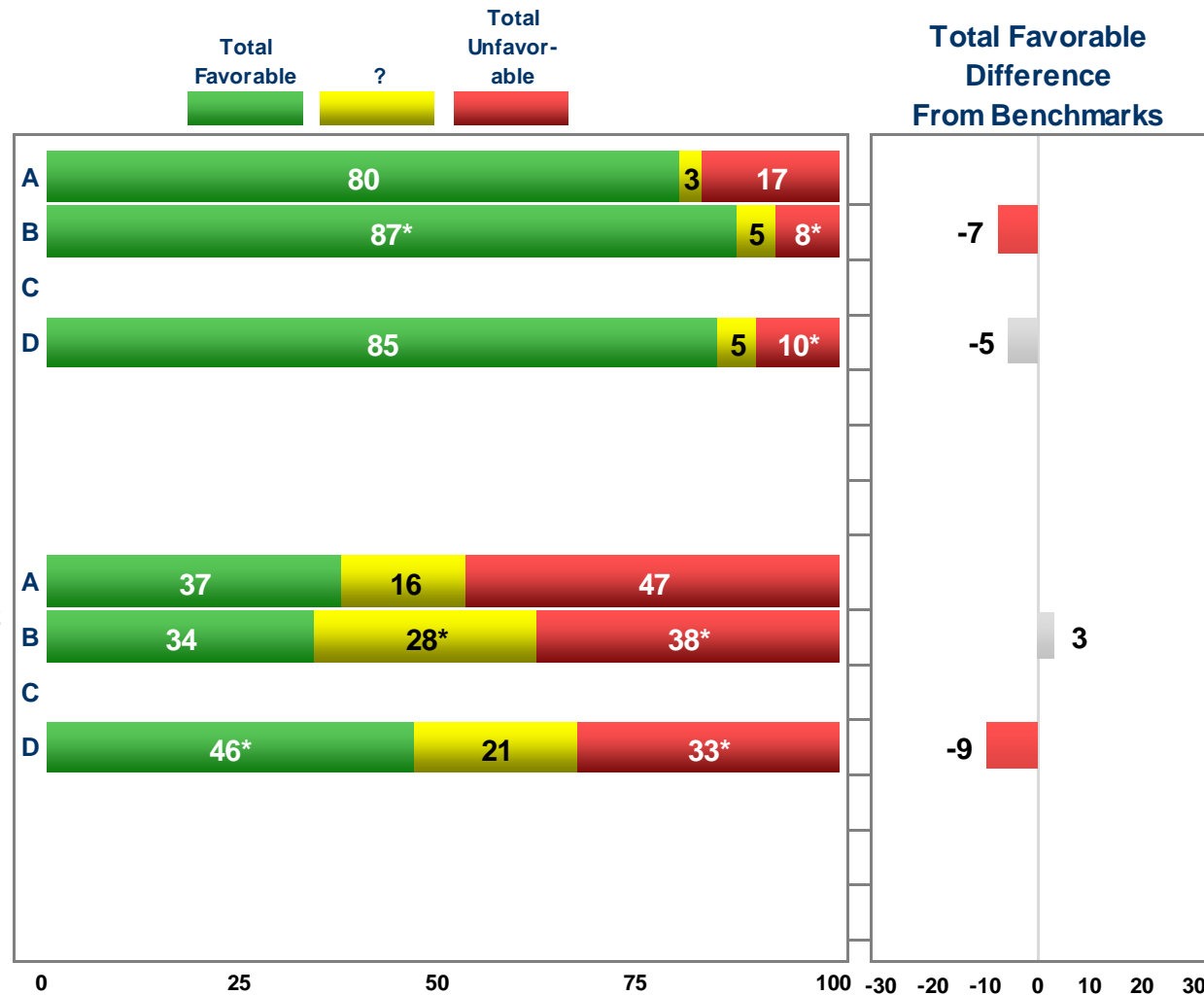D. UC OVERALL [W] (N=8,096)

Items By Category

MERCED 2012 (N=180)

vs. 3 Benchmarks

Category 6: Performance Management

	Total Favorable	?	Total Unfavorable
	(green)	(yellow)	(red)

Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable
A	24	8	68
B	54*	15*	32*
C			
D	24	11	65

Total Favorable Difference From Benchmarks:
- B: -30
- D: 0

Scale (favorable bars): 0, 25, 50, 75, 100

Scale (difference bars): -50, -25, 0, 25, 50

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant
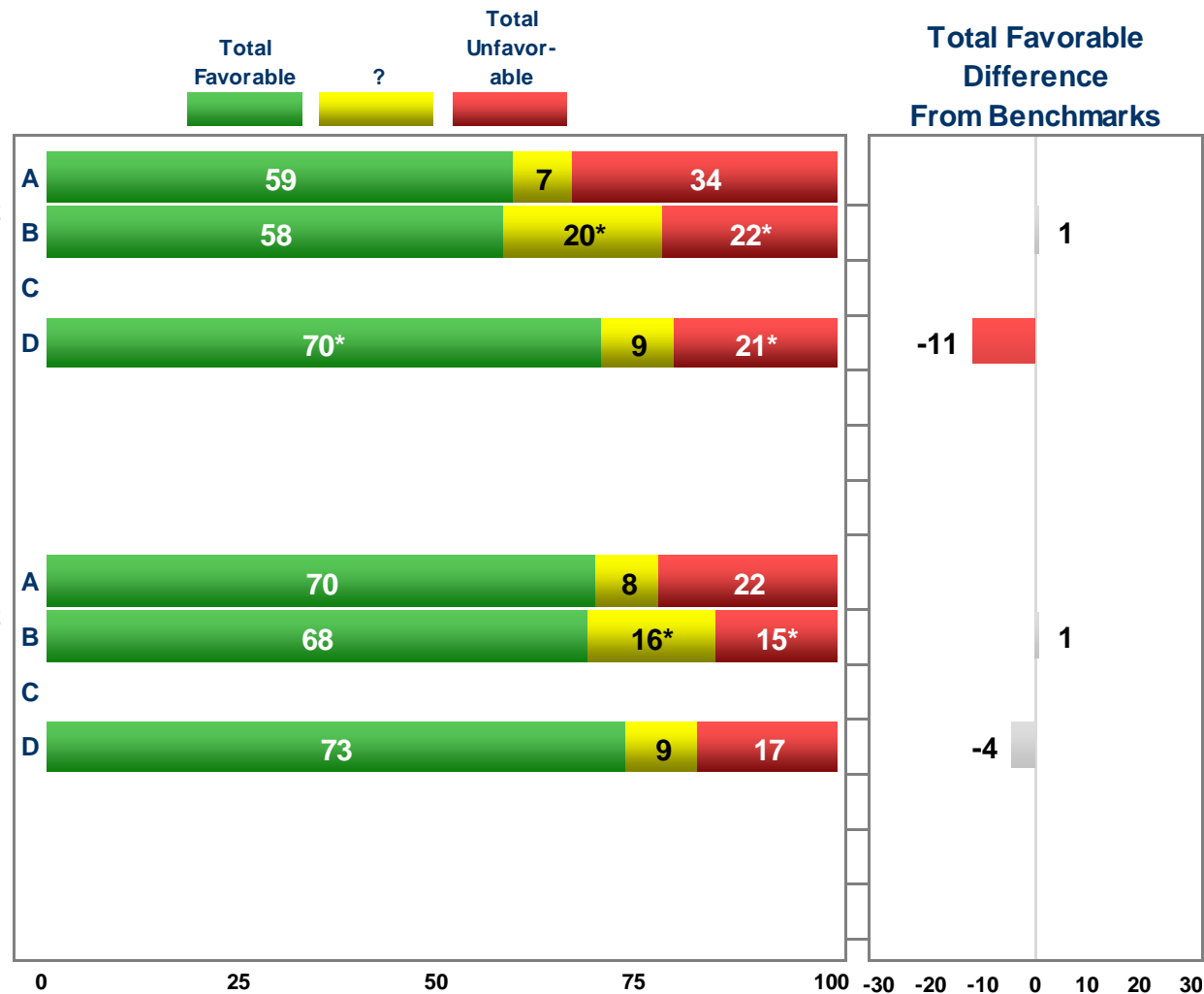
→ **Key Driver Item**

Legend

A. MERCED 2012 (N=180)

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)

Items By Category

MERCED 2012 (N=180)

vs. 3 Benchmarks

Category 7: Supervision

	Total Favorable	?	Total Unfavorable	Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable	Difference
A	62	4	34	
B	72*	9*	19*	-10
C	66	8	26*	-4
D	66	8	27*	-4

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

	Total Favorable	?	Total Unfavorable	Difference
A	52	7	41	
B	73*	10	17*	-21
C	66*	11	23*	-14
D	62*	11	28*	-10

0   25   50   75   100   -30 -20 -10 0 10 20 30

*indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. MERCED 2012 (N=180)

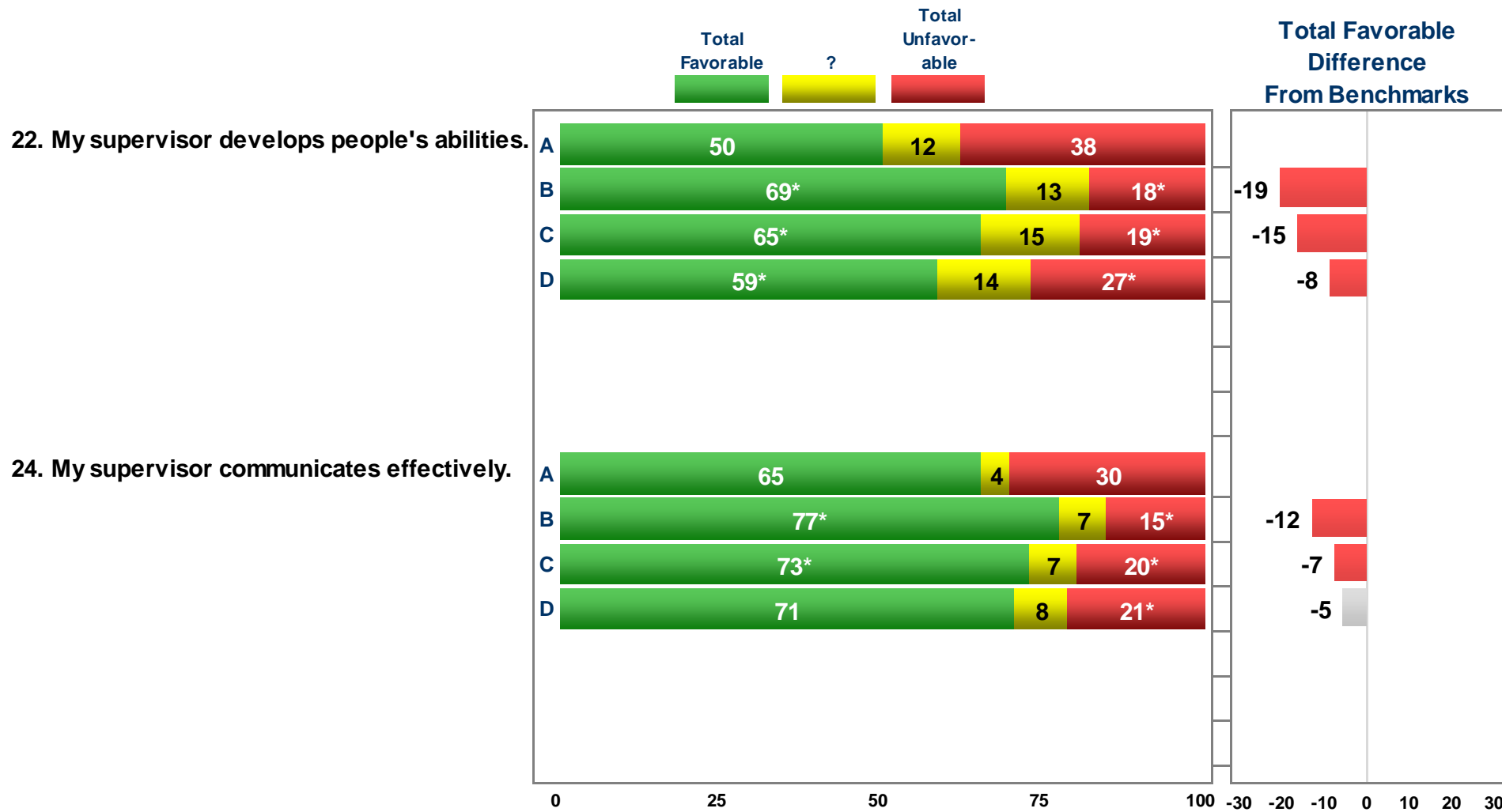B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

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

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

Items By Category

vs. 3 Benchmarks

Category 7: Supervision

TOWERS WATSON

Total Favorable

Total Unfavor-able

?

Total Favorable Difference From Benchmarks

17. My supervisor treats me with respect.

	Total Favorable	?	Total Unfavorable	Difference
A	80	3	17	
B	87*	5	8*	-7
C				
D	85	5	10*	-5

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

	Total Favorable	?	Total Unfavorable	Difference
A	37	16	47	
B	34	28*	38*	3
C				
D	46*	21	33*	-9

0   25   50   75   100

* indicates a statistically significant difference

-30 -20 -10   0   10   20   30

Red / Green Difference Bars are statistically significant

Legend

A. MERCED 2012 (N=180)

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

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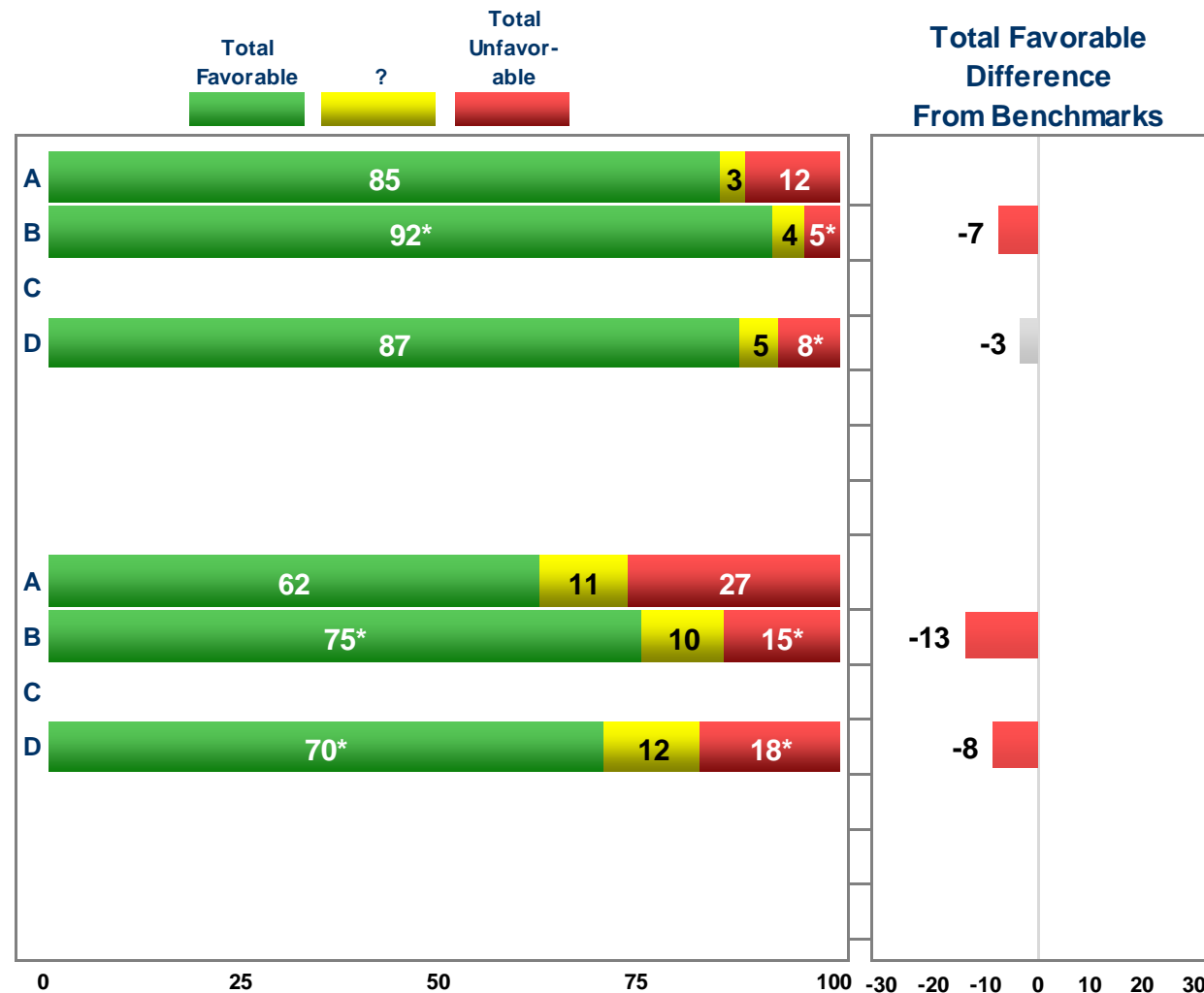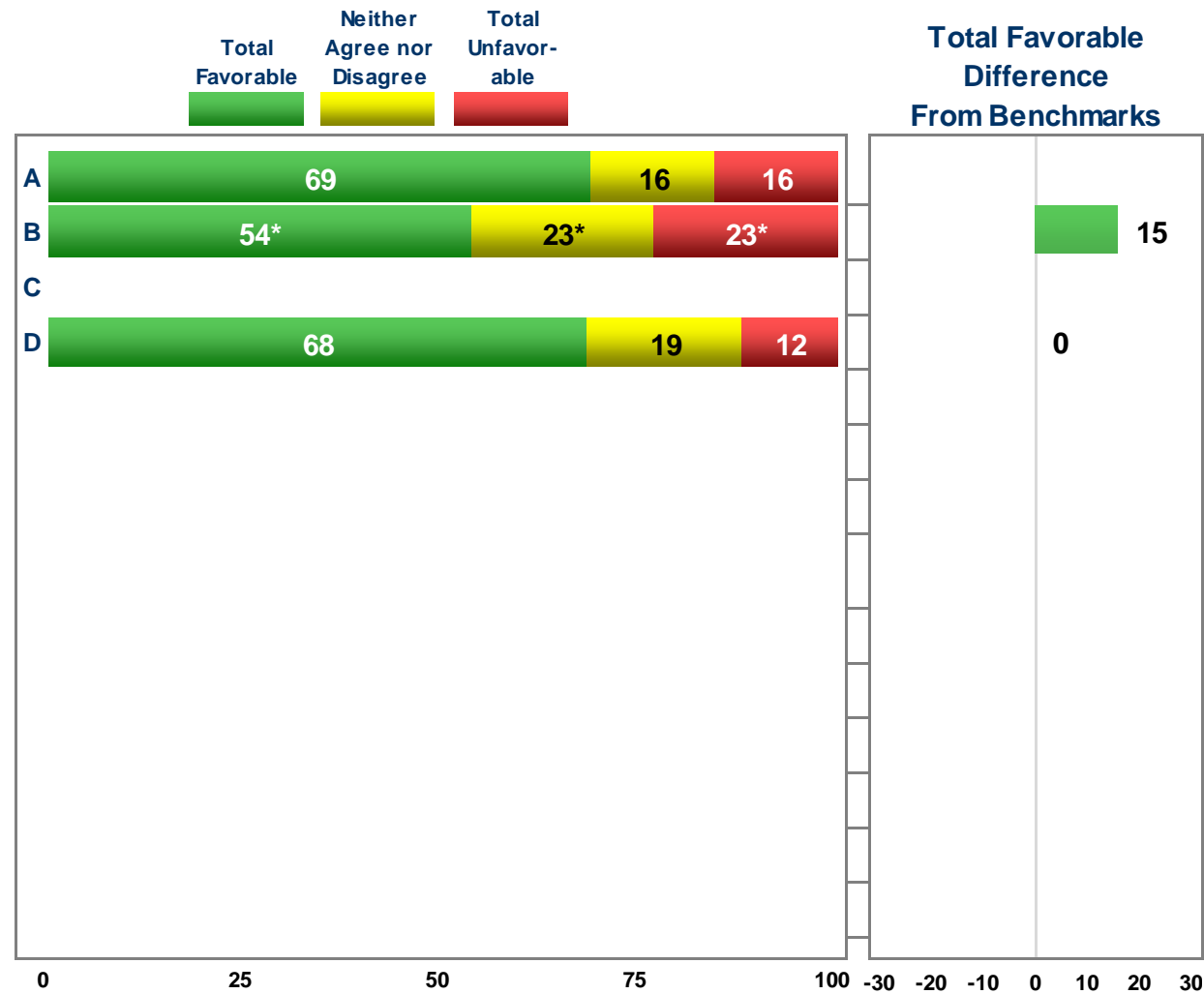
D. UC OVERALL [W] (N=8,096)

Items By Category

TOWERS WATSON

Category 7: Supervision

Total Favorable | **?** | **Total Unfavorable**

Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable	Difference
A	59	7	34	
B	58	20*	22*	1
C				
D	70*	9	21*	-11

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

	Total Favorable	?	Total Unfavorable	Difference
A	70	8	22	
B	68	16*	15*	1
C				
D	73	9	17	-4

0   25   50   75   100

-30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Items By Category

MERCED 2012 (N=180)

vs. 3 Benchmarks

Category 7: Supervision

22. My supervisor develops people's abilities.

	Total Favorable	?	Total Unfavorable	Total Favorable Difference From Benchmarks
A	50	12	38	
B	69*	13	18*	-19
C	65*	15	19*	-15
D	59*	14	27*	-8

24. My supervisor communicates effectively.

	Total Favorable	?	Total Unfavorable	Total Favorable Difference From Benchmarks
A	65	4	30	
B	77*	7	15*	-12
C	73*	7	20*	-7
D	71	8	21*	-5

0   25   50   75   100   -30 -20 -10   0   10   20   30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Legend

A. MERCED 2012 (N=180)

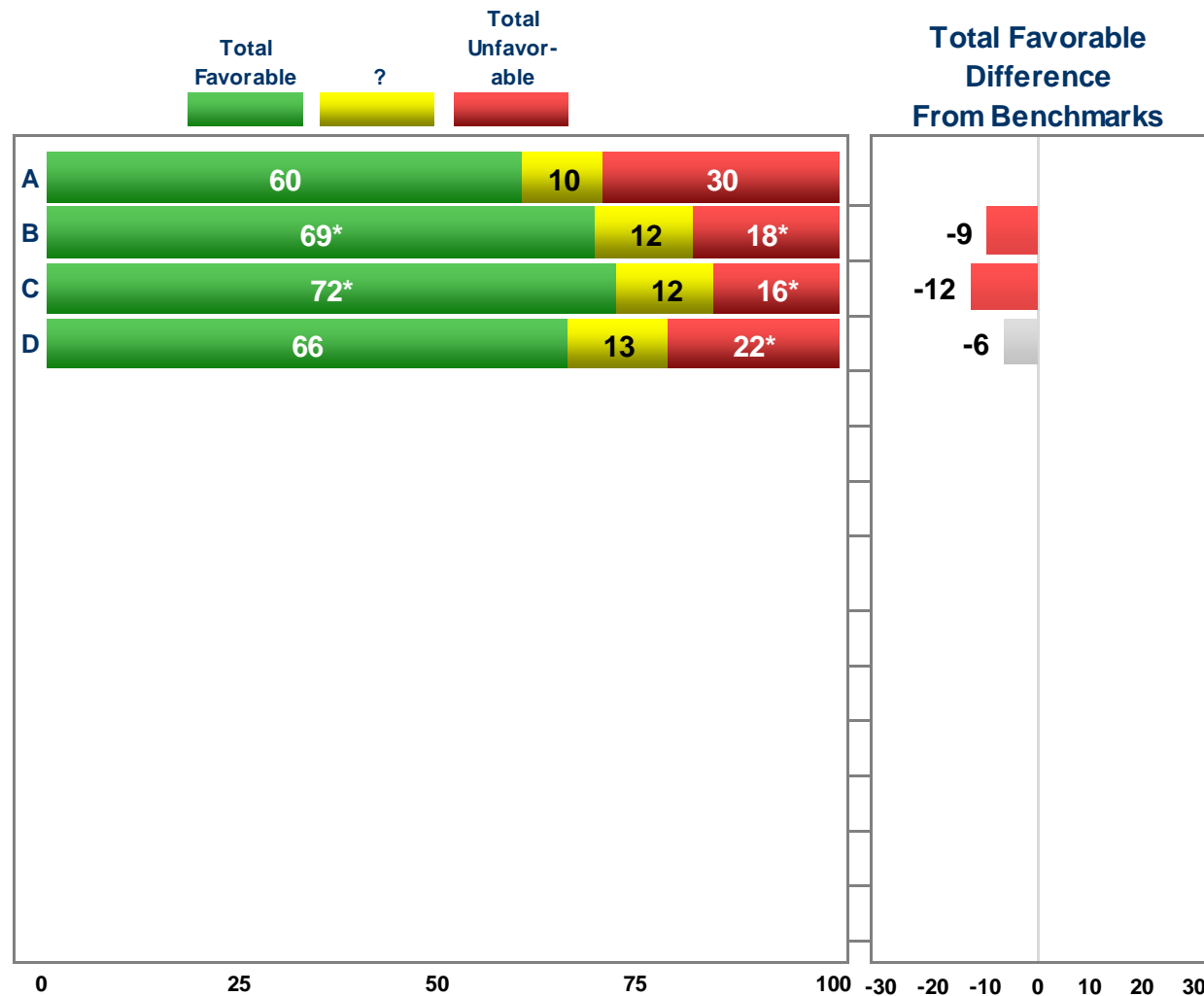B. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)

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

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

TOWERS WATSON

Category 7: Supervision

Total Favorable

Total Unfavor-able

?

Total Favorable Difference From Benchmarks

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

A	85	3	12
B	92*	4	5*	-7
C		
D	87	5	8*	-3

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

A	62	11	27
B	75*	10	15*	-13
C		
D	70*	12	18*	-8

0   25   50   75   100

-30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Category 7: Supervision

	Total Favorable	Neither Agree nor Disagree	Total Unfavorable

Total Favorable Difference From Benchmarks

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

	Total Favorable	Neither Agree nor Disagree	Total Unfavorable		Difference
A	69	16	16		
B	54*	23*	23*		15
C					
D	68	19	12		0

0   25   50   75   100   -30 -20 -10 0 10 20 30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

TOWERS WATSON

vs. 3 Benchmarks

Category 8: Working Relationships

Total Favorable **?** **Total Unfavor-able**

Total Favorable Difference From Benchmarks

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

	Total Favorable	?	Total Unfavorable	Difference
A	60	10	30	
B	69*	12	18*	-9
C	72*	12	16*	-12
D	66	13	22*	-6

0   25   50   75   100

-30 -20 -10   0   10   20   30

* indicates a statistically significant difference

Red / Green Difference Bars are statistically significant

Benchmarks Summary for Items

MERCED 2012 (N=180)

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 Agree	Total Disagree ?	
1. I believe I have the opportunity for personal development and growth at UC.	67	6	27
9. UC provides people with the necessary information and resources to manage their own careers effectively.	41	12	47
14. I am confident I can achieve my personal career objectives with UC. (Key Driver Item)	58	14	28
18. My UC campus/location is doing a good job of planning for management succession. (Key Driver Item)	22	18	59

Differences in Total Favorable From

A	B	C
-1	-6	-6
-24*	-23*	-9*
-8*	n/a	+3
-19*	n/a	-8*

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

TOWERS WATSON

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 Agree	?	Total Disagree
2. UC does an excellent job of keeping employees informed about matters affecting us. (Key Driver Item)	62	8	31
10. I feel able to openly and honestly communicate my views upwards. (Key Driver Item)	56	8	36

Differences in Total Favorable From

A	B	C	
-7*	-15*	-5	
-19*	n/a	-2	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

TOWERS WATSON

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	?	Differences in Total Favorable From A	B	C
3. I feel motivated to go beyond my formal job responsibilities to get the job done.	80	2	17	-8*	n/a	-4
11. UC inspires me to do my best work.	63	11	26	-9*	n/a	+1
15. I am satisfied with my involvement in decisions that affect my work.	56	8	36	-11*	-11*	-4
19. I have the equipment/tools/resources I need to do my job effectively.	68	5	27	-8*	-9*	-4
21. There is usually sufficient staff in my department to handle the workload.	36	6	58	-21*	-20*	-7
23. My work schedule allows sufficient flexibility to meet my personal/family needs.	83	5	12	+5	+2	-1

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

MERCED 2012 (N=180)

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.	76	12	12

Differences in Total Favorable From

A	B	C
-2	-9*	+3

Colored Cells indicate a statistically significant difference

TOWERS WATSON

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)

Differences in Total Favorable From

Items	No	Yes	Don't Know		A	B	C	
29. At the present time, are you seriously considering leaving UC?	52	31	17		-18*	-19*	-7	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

TOWERS WATSON

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.	61	15	25

Differences in Total Favorable From

A	B	C
-13*	-13*	+2

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

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	42	16	42
5b. Generally, recent major organizational changes at UC have been: Well communicated	46	13	41

Differences in Total Favorable From

A	B	C	
-11*	n/a	+8*	
-19*	n/a	+4	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

TOWERS WATSON

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)	56	7	37
12. I think my performance on the job is evaluated fairly.	66	6	27
16. I feel UC does a good job matching pay to performance. (Key Driver Item)	24	8	68

Differences in Total Favorable From

A	B	C	
-10*	n/a	-11*	
-7*	-5	-7*	
-30*	n/a	0	

Colored Cells indicate a statistically significant difference

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	?		Differences in Total Favorable From		
					A	**B**	**C**
7. My supervisor gives me regular feedback on my performance.	62	4	34		-10*	-4	-4
13. My supervisor does a good job of building teamwork.	52	7	41		-21*	-14*	-10*
17. My supervisor treats me with respect.	80	3	17		-7*	n/a	-5
20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	37	16	47		+3	n/a	-9*
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	59	7	34		+1	n/a	-11*
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	70	8	22		+1	n/a	-4

Colored Cells indicate a statistically significant difference

TOWERS WATSON

Benchmarks Summary for Items

TOWERS WATSON

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	?		Differences in Total Favorable From		
					A	B	C
22. My supervisor develops people's abilities.	50	12	38		-19*	-15*	-8*
24. My supervisor communicates effectively.	65	4	30		-12*	-7*	-5
26. I have a clear understanding of how my job contributes to the departmental objectives.	85	3	12		-7*	n/a	-3
27. Regarding suggestions for change from employees, my supervisor is usually responsive.	62	11	27		-13*	n/a	-8*

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

TOWERS WATSON

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.	69	16	16

Differences in Total Favorable From

A	B	C	
+15*	n/a	0	

Colored Cells indicate a statistically significant difference

Benchmarks Summary for Items

TOWERS WATSON

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.	60	10	30

Differences in Total Favorable From

A	B	C	
-9*	-12*	-6	

Colored Cells indicate a statistically significant difference

Key Drivers of Engagement - in UC Overall

TOWERS WATSON

Key Drivers

Beta Weight

Career Development — .37

Performance Management — .33

Communication — .21

Engagement

Variance Explained: 67%

# Key Driver Items of Engagement

MERCED 2012 (N=180)

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

TOWERS WATSON

Category	Items	Scores	Difference From Norm
Career Development	14. I am confident I can achieve my personal career objectives with UC.	58	-8
Career Development	18. My UC campus/location is doing a good job of planning for management succession.	22	-19
Performance Management	6. I feel my personal contributions are recognized.	56	-10
Performance Management	16. I feel UC does a good job matching pay to performance.	24	-30
Communication	10. I feel able to openly and honestly communicate my views upwards.	56	-19
Communication	2. UC does an excellent job of keeping employees informed about matters affecting us.	62	-7
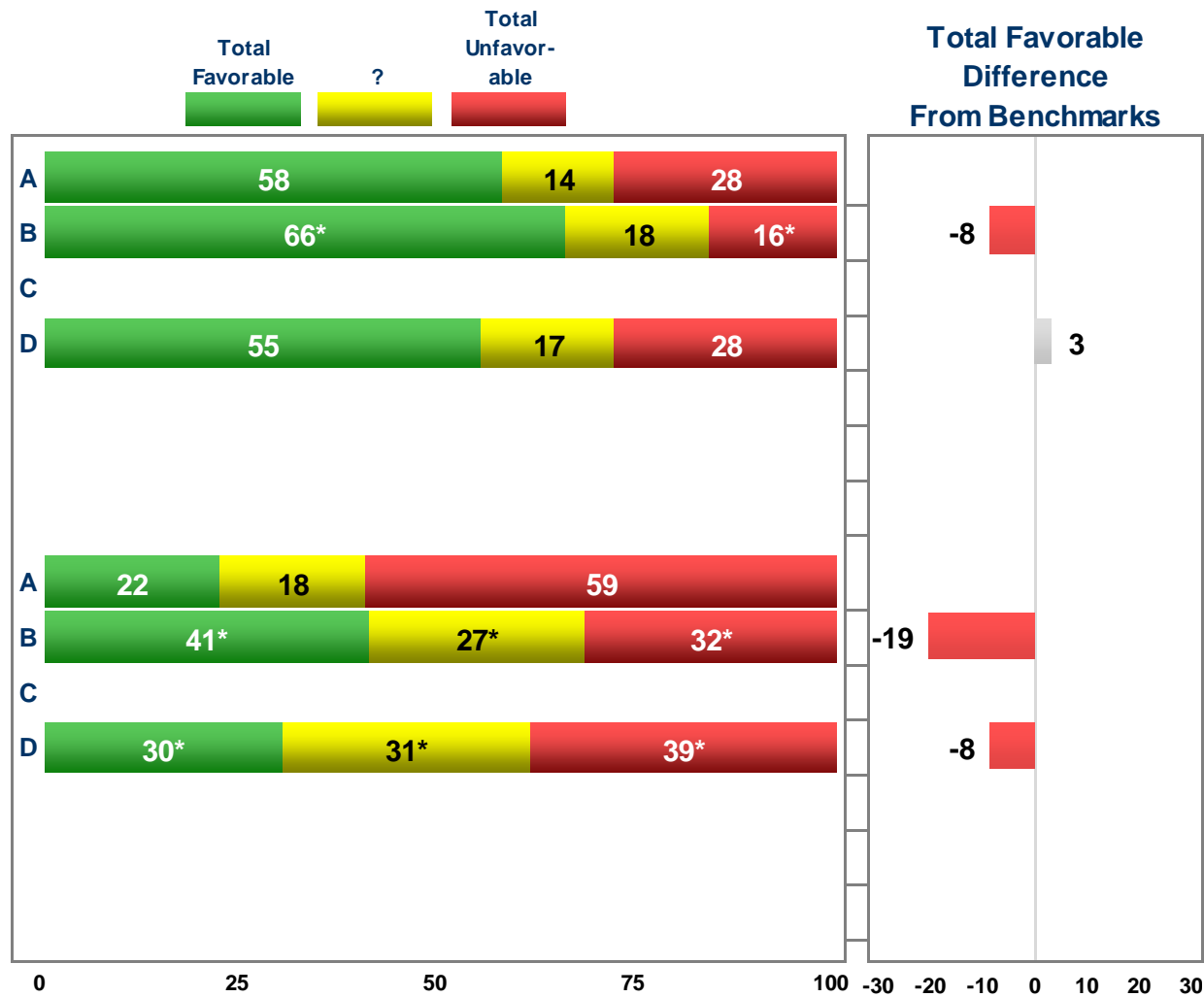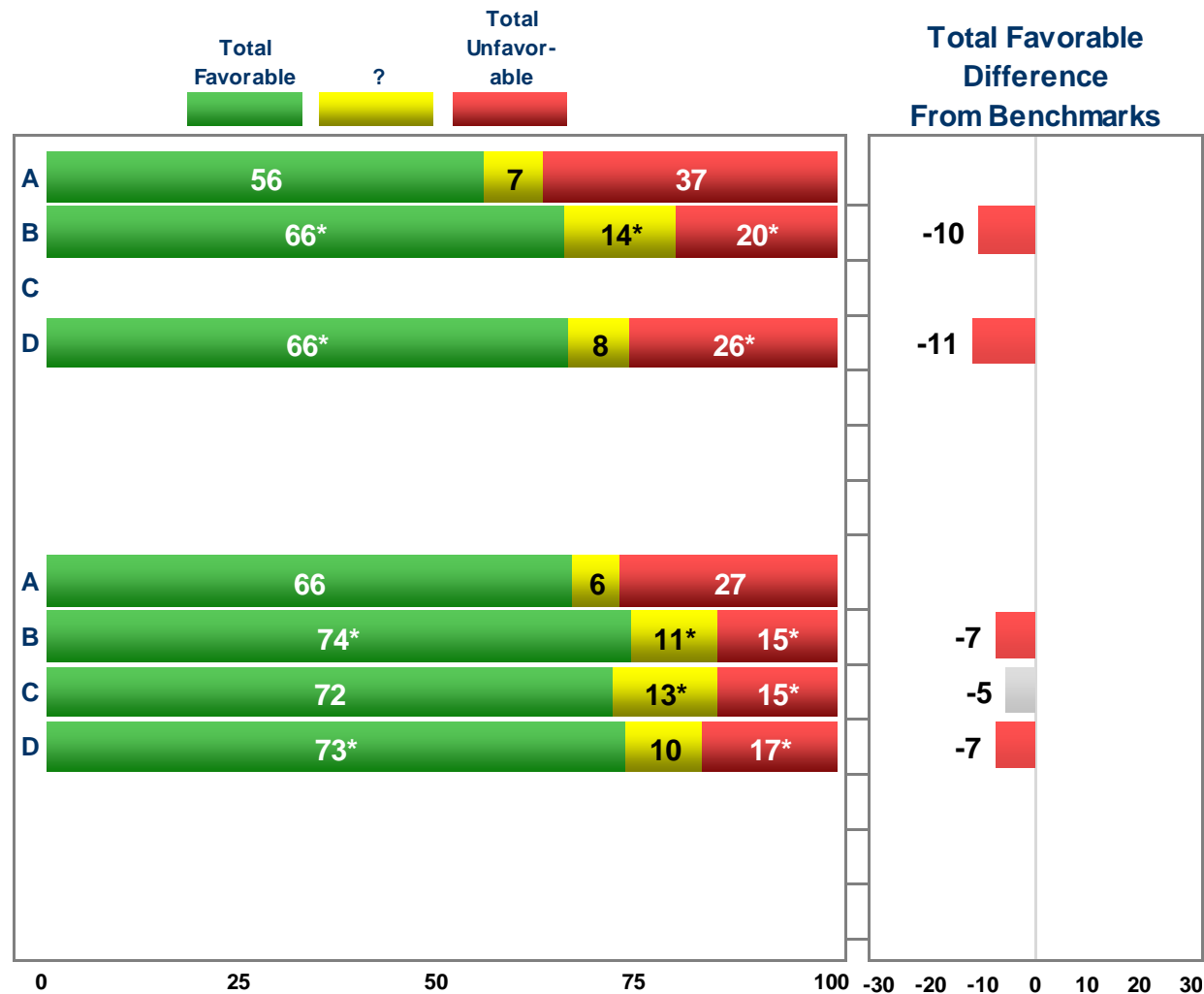
Engagement 64 -9
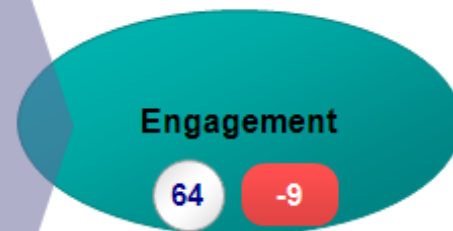
Colored Cells indicate a statistically significant difference

Variance Explained: 67%