2015 Staff Engagement Survey

UNIVERSITY OF CALIFORNIA Human Resources

CUCSA Council of UC Staff Assemblies

Volume UOC-11: MERCED 2015 REPORT

Data Collected: 2nd Quarter of 2015

TOWERS WATSON

Summary Category Scores vs. Benchmark

MERCED [W] (N=254)

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

Categories Ranked By Difference

Category	Favorable Scores	Differences From Benchmark
Supervision	68	-3
Engagement	66	-3
Working Relationships	70	-4
Organizational Change	28	-5
Career Development	51	-6
Image/Brand	70	-6
Communication	59	-8
Performance Management	43	-11
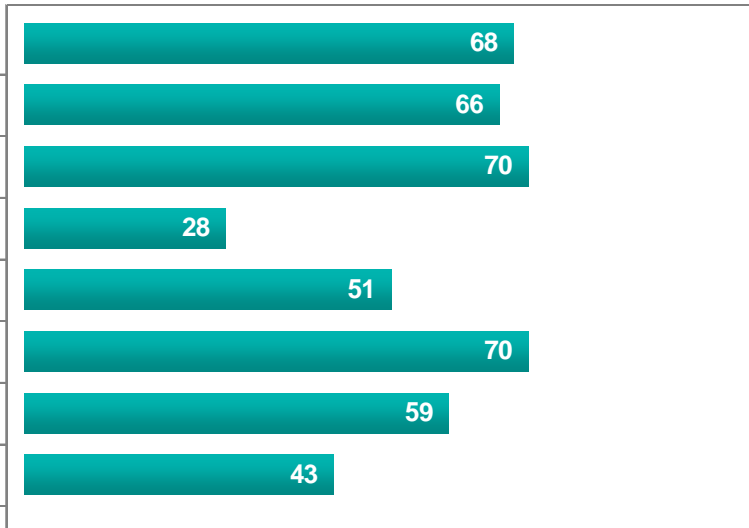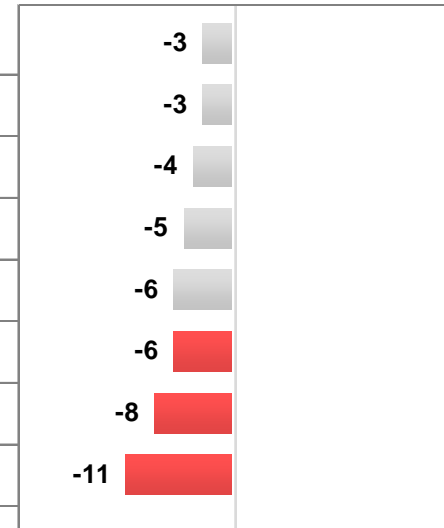
Red / Green Difference Bars are statistically significant

Top 10 Items
MERCED [W] (N=254)
vs. UC OVERALL [W] (N=9,468)

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavorable	Don't Know (Other)
IMAGE/BRAND: I am proud to be associated with the UC system.	91	+5*	6	3	
ENGAGEMENT: I would recommend the UC system as a good place to work.	81	+4	9	10	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	87	+3	3	9	
ENGAGEMENT: Working for the UC system inspires me to do my best work.	74	+3	12	13	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	68	+1	21	12	
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	9	16	
CAREER DEVELOPMENT: I am confident I can achieve my personal career objectives within the UC system.	57	-2	20	23	
ENGAGEMENT: I feel motivated to go beyond my formal job responsibilities to get the job done.	81	-2	6	13	
SUPERVISION: I have a clear understanding of how my job contributes to the departmental objectives.	87	-2	5	8	
SUPERVISION: Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	47	-2	19	35	

0   25   50   75   100

* indicates a statistically significant difference

Bottom 10 Items

Bottom 10 Differences From Benchmark

|	Total Favorable	Diff	Neutral Midpoint	Total Unfavor-able	Don't Know (Other)
IMAGE/BRAND: My campus/location is highly regarded by its employees.	48	-18*	21	31	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	15	-13*	11	74	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	45	-13*	16	38	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	33	-12*	10	57	
COMMUNICATION: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	54	-12*	16	30	
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	20	-11*	25	55	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	43	-11*	17	40	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	51	-10*	15	33	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Executed well	21	-9*	37	42	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	64	-8*	12	24	

0   25   50   75   100   * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

MERCED [W] (N=254)

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

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
Working Relationships	70	-3
Supervision	69	-3
Image/Brand	70	-5
Engagement	62	-5
Career Development	59	-6

3 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

Top 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavor-able	Don't Know (Other)
ENGAGEMENT: I would recommend the UC system as a good place to work.	81	+6*	9	10	
ENGAGEMENT: My work schedule allows sufficient flexibility to meet my personal/family needs.	87	+4	3	9	
IMAGE/BRAND: I am proud to be associated with the UC system.	91	+2	6	3	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	69	-2	9	22	
SUPERVISION: My supervisor treats me with respect.	82	-3	8	10	
SUPERVISION: My supervisor does a good job of building teamwork.	60	-3	13	27	
WORKING RELATIONSHIPS: There is good cooperation between my department and other departments at my campus/location.	65	-3	12	23	
ENGAGEMENT: At the present time, are you seriously considering leaving the UC system?	57	-3		26	18
SUPERVISION: My supervisor communicates effectively.	69	-4	11	19	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	75	-4	9	16	

0   25   50   75   100   * indicates a statistically significant difference

Bottom 10 Items

Bottom 10 Differences From Benchmark

	Total Favorable	Diff	Neutral Midpoint	Total Unfavor-able	Don't Know (Other)
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	33	-15*	10	57	
COMMUNICATION: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	54	-15*	16	30	
IMAGE/BRAND: My campus/location is highly regarded by its employees.	48	-12*	21	31	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	51	-12*	15	33	
ENGAGEMENT: I have the equipment/tools/resources I need to do my job effectively.	64	-10*	12	24	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	43	-9*	17	40	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	-7*	15	21	
PERFORMANCE MANAGEMENT: I think my performance on the job is evaluated fairly.	68	-7*	17	16	
SUPERVISION: My supervisor gives me regular feedback on my performance.	65	-4	6	29	
WORKING RELATIONSHIPS: There is good cooperation between staff in my department.	75	-4	9	16	

0   25   50   75   100   * indicates a statistically significant difference

Summary Category Scores vs. Benchmark

MERCED [W] (N=254)

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

Categories Ranked By Difference	Favorable Scores	Differences From Benchmark
Working Relationships	70	-5
Supervision	68	-7
Engagement	66	-7
Image/Brand	70	-8
Communication	59	-9
Career Development	51	-9
Performance Management	43	-18
Organizational Change	28	-18
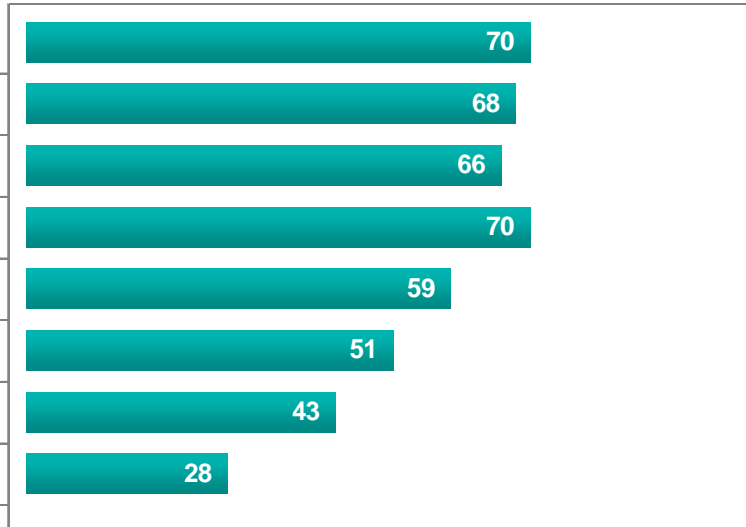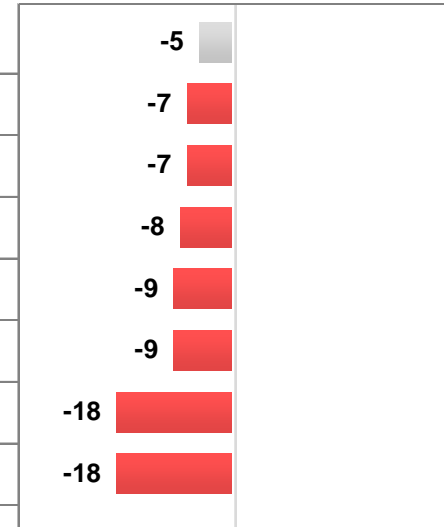
Red / Green Difference Bars are statistically significant

Top 10 Items
MERCED [W] (N=254)
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.	87	+10*	3	9	
IMAGE/BRAND: I am proud to be associated with the UC system.	91	+4	6	3	
SUPERVISION: My supervisor helps me make time to participate in training and development activities.	68	+3	21	12	
ENGAGEMENT: I would recommend the UC system as a good place to work.	81	+2	9	10	
ENGAGEMENT: Working for the UC system inspires me to do my best work.	74	+1	12	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	9	16	
CAREER DEVELOPMENT: I believe I have the opportunity for personal development and growth within the UC system.	69	-1	9	22	
COMMUNICATION: I feel able to openly and honestly communicate my views to my supervisor and other leaders.	65	-2	8	28	
CAREER DEVELOPMENT: There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	-4	15	21	
CAREER DEVELOPMENT: I am confident I can achieve my personal career objectives within the UC system.	57	-4	20	23	

0   25   50   75   100   * indicates a statistically significant difference

Bottom 10 Items

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

Bottom 10 Differences From Benchmark

Bottom 10 Differences From Benchmark	Total Favorable	Diff	Neutral Midpoint	Total Unfavor-able	Don't Know (Other)
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Executed well	21	-32*	37	42	
PERFORMANCE MANAGEMENT: I feel my personal contributions are recognized.	45	-24*	16	38	
PERFORMANCE MANAGEMENT: I feel my campus/location does a good job matching pay to performance.	15	-23*	11	74	
ENGAGEMENT: There is usually sufficient staff in my department to handle the workload.	33	-22*	10	57	
CAREER DEVELOPMENT: My campus/location provides people with the necessary information and resources to manage their own careers effectively.	43	-20*	17	40	
IMAGE/BRAND: My campus/location is highly regarded by its employees.	48	-19*	21	31	
ENGAGEMENT: I am satisfied with my involvement in decisions that affect my work.	51	-18*	15	33	
ORGANIZATIONAL CHANGE: Generally, recent major organizational changes across the UC system have been: Explained well	33	-18*	24	43	
COMMUNICATION: My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	54	-16*	16	30	
CAREER DEVELOPMENT: My campus/location is doing a good job of planning for management succession.	20	-14*	25	55	

0   25   50   75   100   * indicates a statistically significant difference

Category Breakdown Matrix
MERCED [W] (N=254)

By Gender

A. MERCED [W] (N=254)   C. MERCED: MALE (N=79)
B. MERCED: FEMALE (N=175)

	Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference		
#	**Category**	**A**	**B**	**C**	
1	Career Development	51	-1	2	
2	Communication	59	-1	3	
3	Engagement	66	1	-3	
4	Image/Brand	70	-1	2	
5	Organizational Change	28	0	0	
6	Performance Management	43	0	0	
7	Supervision	68	0	0	
8	Working Relationships	70	0	0	

Item Breakdown Matrix - Career Development

MERCED [W] (N=254)

By Gender

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference		
#	**Item Text**	**A**	**B**	**C**
1.	I believe I have the opportunity for personal development and growth within the UC system.	69	0	1
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	43	0	1
14.	I am confident I can achieve my personal career objectives within the UC system.	57	-1	3
18.	My campus/location is doing a good job of planning for management succession.	20	-2	5
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	0	0

Item Breakdown Matrix - Communication

MERCED [W] (N=254)

By Gender

A. MERCED [W] (N=254)

C. MERCED: MALE (N=79)

B. MERCED: FEMALE (N=175)

#	Item Text	*Values displayed are based on Total Favorable*	*Colored Cells indicate a statistically significant difference*	
		A	B	C
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	54	-3	7
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	65	1	-2

Item Breakdown Matrix - Engagement

MERCED [W] (N=254)

By Gender

A. MERCED [W] (N=254)
B. MERCED: FEMALE (N=175)

C. MERCED: MALE (N=79)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference		
#	**Item Text**	**A**	**B**	**C**
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	-1	1
11.	Working for the UC system inspires me to do my best work.	74	-2	4
15.	I am satisfied with my involvement in decisions that affect my work.	51	1	-3
19.	I have the equipment/tools/resources I need to do my job effectively.	64	3	-8
21.	There is usually sufficient staff in my department to handle the workload.	33	3	-8
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	87	1	-3
25.	I would recommend the UC system as a good place to work.	81	0	-1
33.	At the present time, are you seriously considering leaving the UC system?	57	3	-8

Item Breakdown Matrix - Image/Brand

MERCED [W] (N=254)

By Gender

A. MERCED [W] (N=254)
B. MERCED: FEMALE (N=175)

C. MERCED: MALE (N=79)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference
#	**Item Text**	**A**	**B**	**C**	
4.	My campus/location is highly regarded by its employees.	**48**	**-2**	**3**	
30.	I am proud to be associated with the UC system. ☐	**91**	**0**	**1**	

Item Breakdown Matrix - Organizational Change

MERCED [W] (N=254)

By Gender

A. MERCED [W] (N=254)

B. MERCED: FEMALE (N=175)

C. MERCED: MALE (N=79)

#	Item Text	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	31	2	-4
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	33	-3	6
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	21	0	-1

Item Breakdown Matrix - Performance Management
MERCED [W] (N=254)

By Gender

A. MERCED [W] (N=254)
B. MERCED: FEMALE (N=175)

C. MERCED: MALE (N=79)

#	Item Text	Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference
		A	B	C	
6.	I feel my personal contributions are recognized.	45	1	-2	
12.	I think my performance on the job is evaluated fairly.	68	2	-3	
16.	I feel my campus/location does a good job matching pay to performance.	15	-3	7	

Item Breakdown Matrix - Supervision
MERCED [W] (N=254)

By Gender

A. MERCED [W] (N=254)
B. MERCED: FEMALE (N=175)

C. MERCED: MALE (N=79)

#	Item Text	Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference
		A	**B**	**C**
7.	My supervisor gives me regular feedback on my performance.	65	-1	3
13.	My supervisor does a good job of building teamwork.	60	-1	3
17.	My supervisor treats me with respect.	82	0	0
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	47	-3	7
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	65	-1	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	0	-1
22.	My supervisor develops people's abilities.	55	0	0
24.	My supervisor communicates effectively.	69	-1	3
26.	I have a clear understanding of how my job contributes to the departmental objectives.	87	2	-5
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	68	2	-4
28.	My supervisor keeps me informed about issues that affect me.☐	70	1	-3
32.	My supervisor helps me make time to participate in training and development activities.	68	3	-6

Item Breakdown Matrix - Working Relationships
MERCED [W] (N=254)

By Gender

A. MERCED [W] (N=254)
B. MERCED: FEMALE (N=175)

C. MERCED: MALE (N=79)

#	Item Text	Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference
		A	B	C
8.	There is good cooperation between my department and other departments at my campus/location.	65	0	-1
29.	There is good cooperation between staff in my department.	75	-1	1

Category Breakdown Matrix
MERCED [W] (N=254)

By Ethnicity

A. MERCED [W] (N=254)
B. MERCED: ASIAN (N=25)
C. MERCED: BLACK OF AFRICAN AMERICAN (N=11)
D. MERCED: HISPANIC (N=60)
E. MERCED: WHITE/CAUCASIAN (N=155)

		Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference			
#	Category	A	B	C	D	E
1	Career Development	51	-7	-2	5	0
2	Communication	59	-2	-9	9	-2
3	Engagement	66	-8	-13	7	0
4	Image/Brand	70	-6	-20	7	0
5	Organizational Change	28	-6	-19	4	1
6	Performance Management	43	-2	-18	3	1
7	Supervision	68	-5	-7	3	0
8	Working Relationships	70	-18	-16	7	2

Item Breakdown Matrix - Career Development

MERCED [W] (N=254)

By Ethnicity

A. MERCED [W] (N=254)
B. MERCED: ASIAN (N=25)
C. MERCED: BLACK OF AFRICAN AMERICAN (N=11)

D. MERCED: HISPANIC (N=60)
E. MERCED: WHITE/CAUCASIAN (N=155)

#	Item Text	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.	69	-21	11	1	3
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	43	-1	-16	5	0
14.	I am confident I can achieve my personal career objectives within the UC system.	57	-7	6	10	-3
18.	My campus/location is doing a good job of planning for management succession.	20	-3	-11	5	0
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	-2	-1	4	0

Item Breakdown Matrix - Communication

MERCED [W] (N=254)

By Ethnicity

A. MERCED [W] (N=254)
B. MERCED: ASIAN (N=25)
C. MERCED: BLACK OF AFRICAN AMERICAN (N=11)

D. MERCED: HISPANIC (N=60)
E. MERCED: WHITE/CAUCASIAN (N=155)

		Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	54	-2	-26	10	-1
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	65	-2	8	9	-2

Item Breakdown Matrix - Engagement

MERCED [W] (N=254)

By Ethnicity

A. MERCED [W] (N=254)
B. MERCED: ASIAN (N=25)
C. MERCED: BLACK OF AFRICAN AMERICAN (N=11)

D. MERCED: HISPANIC (N=60)
E. MERCED: WHITE/CAUCASIAN (N=155)

	Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	-9	-31	9	0
11.	Working for the UC system inspires me to do my best work.	74	-16	-11	11	-1
15.	I am satisfied with my involvement in decisions that affect my work.	51	3	-24	9	-1
19.	I have the equipment/tools/resources I need to do my job effectively.	64	-6	-19	13	-1
21.	There is usually sufficient staff in my department to handle the workload.	33	0	3	-2	1
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	87	-8	-15	-1	2
25.	I would recommend the UC system as a good place to work.	81	-19	-9	12	0
33.	At the present time, are you seriously considering leaving the UC system?	57	-11	-2	8	-1

Item Breakdown Matrix - Image/Brand

MERCED [W] (N=254)

By Ethnicity

A. MERCED [W] (N=254)
B. MERCED: ASIAN (N=25)
C. MERCED: BLACK OF AFRICAN AMERICAN (N=11)

D. MERCED: HISPANIC (N=60)
E. MERCED: WHITE/CAUCASIAN (N=155)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference				
#	**Item Text**	**A**	**B**	**C**	**D**	**E**
4.	My campus/location is highly regarded by its employees.	48	-8	-39	10	1
30.	I am proud to be associated with the UC system.	91	-4	0	4	0

Item Breakdown Matrix - Organizational Change

MERCED [W] (N=254)

By Ethnicity

A. MERCED [W] (N=254)
B. MERCED: ASIAN (N=25)
C. MERCED: BLACK OF AFRICAN AMERICAN (N=11)

D. MERCED: HISPANIC (N=60)
E. MERCED: WHITE/CAUCASIAN (N=155)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference				
#	**Item Text**	**A**	**B**	**C**	**D**	**E**
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	31	-7	-22	4	2
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	33	-9	-15	2	2
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	21	-1	-21	4	0

Item Breakdown Matrix - Performance Management

MERCED [W] (N=254)

By Ethnicity

A. MERCED [W] (N=254)
B. MERCED: ASIAN (N=25)
C. MERCED: BLACK OF AFRICAN AMERICAN (N=11)

D. MERCED: HISPANIC (N=60)
E. MERCED: WHITE/CAUCASIAN (N=155)

	Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference			
#	**Item Text**	**A**	**B**	**C**	**D**	**E**
6.	I feel my personal contributions are recognized.	45	3	-18	3	1
12.	I think my performance on the job is evaluated fairly.	68	-5	-22	-1	3
16.	I feel my campus/location does a good job matching pay to performance.	15	-3	-15	7	-1

Item Breakdown Matrix - Supervision

MERCED [W] (N=254)

By Ethnicity

A. MERCED [W] (N=254)
B. MERCED: ASIAN (N=25)
C. MERCED: BLACK OF AFRICAN AMERICAN (N=11)

D. MERCED: HISPANIC (N=60)
E. MERCED: WHITE/CAUCASIAN (N=155)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference
#	**Item Text**	**A**	**B**	**C**	**D**	**E**
7.	My supervisor gives me regular feedback on my performance.	65	-3	-11	0	1
13.	My supervisor does a good job of building teamwork.	60	-1	-23	4	1
17.	My supervisor treats me with respect.	82	-3	9	1	-1
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	47	-5	-19	3	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	65	1	26	-5	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	0	7	3	-2
22.	My supervisor develops people's abilities.	55	-5	-19	1	1
24.	My supervisor communicates effectively.	69	-7	-15	6	0
26.	I have a clear understanding of how my job contributes to the departmental objectives.	87	-16	-5	10	-1
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	68	-10	-5	2	2
28.	My supervisor keeps me informed about issues that affect me.□	70	-12	-6	5	0
32.	My supervisor helps me make time to participate in training and development activities.	68	-1	-22	4	0

Item Breakdown Matrix - Working Relationships

MERCED [W] (N=254)

By Ethnicity

A. MERCED [W] (N=254)
B. MERCED: ASIAN (N=25)
C. MERCED: BLACK OF AFRICAN AMERICAN (N=11)

D. MERCED: HISPANIC (N=60)
E. MERCED: WHITE/CAUCASIAN (N=155)

	Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E
8.	There is good cooperation between my department and other departments at my campus/location.	65	-19	-1	7	1
29.	There is good cooperation between staff in my department.	75	-17	-30	6	3

Category Breakdown Matrix
MERCED [W] (N=254)

By Years of Service

A. MERCED [W] (N=254)
B. MERCED: 1 < 3 (N=47)
C. MERCED: 3 < 5 (N=47)

D. MERCED: 5 < 10 (N=93)
E. MERCED: 10 < 15 (N=41)
F. MERCED: 15 < 20 (N=12)

		Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference				
#	Category	A	B	C	D	E	F
1	Career Development	51	4	3	-1	-1	-7
2	Communication	59	2	4	2	-6	-5
3	Engagement	66	0	4	-2	3	-3
4	Image/Brand	70	0	8	-4	-2	5
5	Organizational Change	28	5	2	0	-8	0
6	Performance Management	43	0	1	-1	6	-7
7	Supervision	68	4	5	-1	-2	-4
8	Working Relationships	70	-1	-1	1	-2	-8

Item Breakdown Matrix - Career Development

MERCED [W] (N=254)

By Years of Service

A. MERCED [W] (N=254)
B. MERCED: 1 < 3 (N=47)
C. MERCED: 3 < 5 (N=47)

D. MERCED: 5 < 10 (N=93)
E. MERCED: 10 < 15 (N=41)
F. MERCED: 15 < 20 (N=12)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference					
#	**Item Text**	**A**	**B**	**C**	**D**	**E**	**F**
1.	I believe I have the opportunity for personal development and growth within the UC system.	69	6	-1	-1	0	6
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	43	5	8	-3	-2	-10
14.	I am confident I can achieve my personal career objectives within the UC system.	57	5	5	0	-3	-15
18.	My campus/location is doing a good job of planning for management succession.	20	4	1	2	-6	-12
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	1	4	-2	6	-6

Item Breakdown Matrix - Communication

MERCED [W] (N=254)

By Years of Service

A. MERCED [W] (N=254)
B. MERCED: 1 < 3 (N=47)
C. MERCED: 3 < 5 (N=47)

D. MERCED: 5 < 10 (N=93)
E. MERCED: 10 < 15 (N=41)
F. MERCED: 15 < 20 (N=12)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference					
#	Item Text	A	B	C	D	E	F
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	54	2	8	1	-12	5
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	65	3	-1	2	1	-15

Item Breakdown Matrix - Engagement

MERCED [W] (N=254)

By Years of Service

A. MERCED [W] (N=254)	D. MERCED: 5 < 10 (N=93)
B. MERCED: 1 < 3 (N=47)	E. MERCED: 10 < 15 (N=41)
C. MERCED: 3 < 5 (N=47)	F. MERCED: 15 < 20 (N=12)

		Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	-2	2	-2	4	2
11.	Working for the UC system inspires me to do my best work.	74	-3	7	-3	-1	9
15.	I am satisfied with my involvement in decisions that affect my work.	51	-4	2	2	2	-1
19.	I have the equipment/tools/resources I need to do my job effectively.	64	-3	6	-3	9	-6
21.	There is usually sufficient staff in my department to handle the workload.	33	-1	7	-5	6	0
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	87	2	8	-2	-2	4
25.	I would recommend the UC system as a good place to work.	81	8	2	-6	4	-6
33.	At the present time, are you seriously considering leaving the UC system?	57	7	-3	0	4	-23

Item Breakdown Matrix - Image/Brand

MERCED [W] (N=254)

By Years of Service

A. MERCED [W] (N=254)
B. MERCED: 1 < 3 (N=47)
C. MERCED: 3 < 5 (N=47)

D. MERCED: 5 < 10 (N=93)
E. MERCED: 10 < 15 (N=41)
F. MERCED: 15 < 20 (N=12)

		Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference					
#	Item Text	A	B	C	D	E	F	
4.	My campus/location is highly regarded by its employees.	48	-2	11	-3	-5	2	
30.	I am proud to be associated with the UC system.☐	91	2	4	-4	1	9	

Item Breakdown Matrix - Organizational Change

MERCED [W] (N=254)

By Years of Service

A. MERCED [W] (N=254)
B. MERCED: 1 < 3 (N=47)
C. MERCED: 3 < 5 (N=47)

D. MERCED: 5 < 10 (N=93)
E. MERCED: 10 < 15 (N=41)
F. MERCED: 15 < 20 (N=12)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference					
#	Item Text	A	B	C	D	E	F
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	31	5	1	0	-9	3
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	33	5	5	-1	-9	-8
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	21	5	0	0	-6	4

Item Breakdown Matrix - Performance Management
MERCED [W] (N=254)

By Years of Service

A. MERCED [W] (N=254)
B. MERCED: 1 < 3 (N=47)
C. MERCED: 3 < 5 (N=47)

D. MERCED: 5 < 10 (N=93)
E. MERCED: 10 < 15 (N=41)
F. MERCED: 15 < 20 (N=12)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference					
#	Item Text	A	B	C	D	E	F
6.	I feel my personal contributions are recognized.	45	-3	-1	-2	13	-4
12.	I think my performance on the job is evaluated fairly.	68	2	0	3	1	-9
16.	I feel my campus/location does a good job matching pay to performance.	15	2	2	-3	4	-7

Item Breakdown Matrix - Supervision
MERCED [W] (N=254)

By Years of Service

A. MERCED [W] (N=254)	D. MERCED: 5 < 10 (N=93)
B. MERCED: 1 < 3 (N=47)	E. MERCED: 10 < 15 (N=41)
C. MERCED: 3 < 5 (N=47)	F. MERCED: 15 < 20 (N=12)

		Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	
7.	My supervisor gives me regular feedback on my performance.	65	11	9	0	-14	-7	
13.	My supervisor does a good job of building teamwork.	60	3	4	-2	-4	7	
17.	My supervisor treats me with respect.	82	3	-1	3	1	-7	
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	47	3	4	1	-5	-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	65	2	1	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	-3	6	-3	3	8	
22.	My supervisor develops people's abilities.	55	8	6	0	-4	-5	
24.	My supervisor communicates effectively.	69	3	3	0	9	-19	
26.	I have a clear understanding of how my job contributes to the departmental objectives.	87	5	7	-5	-6	5	
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	68	6	12	-9	2	-2	
28.	My supervisor keeps me informed about issues that affect me.☐	70	0	9	-3	6	-20	
32.	My supervisor helps me make time to participate in training and development activities.	68	6	-6	3	-2	-1	

Item Breakdown Matrix - Working Relationships

MERCED [W] (N=254)

By Years of Service

A. MERCED [W] (N=254)	D. MERCED: 5 < 10 (N=93)
B. MERCED: 1 < 3 (N=47)	E. MERCED: 10 < 15 (N=41)
C. MERCED: 3 < 5 (N=47)	F. MERCED: 15 < 20 (N=12)

		Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference				
#	**Item Text**	**A**	**B**	**C**	**D**	**E**	**F**	
8.	There is good cooperation between my department and other departments at my campus/location.	65	0	-1	3	-9	-6	
29.	There is good cooperation between staff in my department.	75	-2	-1	-1	5	-9	

Category Breakdown Matrix
MERCED [W] (N=254)

By Pay Range

A. MERCED [W] (N=254)
B. MERCED: 40K - 49K (N=39)
C. MERCED: 50K - 59K (N=45)
D. MERCED: 60K - 69K (N=55)
E. MERCED: 70K - 79K (N=28)

F. MERCED: 80K - 89K (N=14)
G. MERCED: 90K - 99K (N=25)
H. MERCED: 100K - 109K (N=13)
I. MERCED: 110K - 149K (N=24)

#	Category	A	B	C	D	E	F	G	H	I
	Values displayed are based on Total Favorable					Colored Cells indicate a statistically significant difference				
1	Career Development	51	10	2	3	-6	-9	-9	3	-8
2	Communication	59	9	-1	0	3	0	-9	-13	-3
3	Engagement	66	8	3	0	-5	-4	-4	-3	-6
4	Image/Brand	70	7	5	0	-4	-13	-4	-8	-5
5	Organizational Change	28	3	4	0	3	0	-8	-23	0
6	Performance Management	43	7	7	0	-5	-3	-12	-9	1
7	Supervision	68	11	8	-2	-3	-4	-3	-6	-13
8	Working Relationships	70	4	-6	1	-1	3	-6	-5	5

Item Breakdown Matrix - Career Development

MERCED [W] (N=254)

By Pay Range

A. MERCED [W] (N=254)
B. MERCED: 40K - 49K (N=39)
C. MERCED: 50K - 59K (N=45)
D. MERCED: 60K - 69K (N=55)
E. MERCED: 70K - 79K (N=28)

F. MERCED: 80K - 89K (N=14)
G. MERCED: 90K - 99K (N=25)
H. MERCED: 100K - 109K (N=13)
I. MERCED: 110K - 149K (N=24)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference							
#	Item Text	A	B	C	D	E	F	G	H	I
1.	I believe I have the opportunity for personal development and growth within the UC system.	69	3	2	5	-4	-12	-5	0	-2
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	43	18	4	1	-4	-12	-11	11	-18
14.	I am confident I can achieve my personal career objectives within the UC system.	57	14	1	-1	4	-19	-17	4	1
18.	My campus/location is doing a good job of planning for management succession.	20	5	2	11	-9	-5	-12	-12	-16
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	7	2	-3	-14	5	0	12	-6

Item Breakdown Matrix - Communication

MERCED [W] (N=254)

By Pay Range

A. MERCED [W] (N=254)
B. MERCED: 40K - 49K (N=39)
C. MERCED: 50K - 59K (N=45)
D. MERCED: 60K - 69K (N=55)
E. MERCED: 70K - 79K (N=28)

F. MERCED: 80K - 89K (N=14)
G. MERCED: 90K - 99K (N=25)
H. MERCED: 100K - 109K (N=13)
I. MERCED: 110K - 149K (N=24)

		Values displayed are based on Total Favorable				Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E	F	G	H	I
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	54	13	-2	-3	4	4	-6	-15	-8
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	65	4	0	2	3	-3	-13	-11	2

Item Breakdown Matrix - Engagement

MERCED [W] (N=254)

By Pay Range

A. MERCED [W] (N=254)
B. MERCED: 40K - 49K (N=39)
C. MERCED: 50K - 59K (N=45)
D. MERCED: 60K - 69K (N=55)
E. MERCED: 70K - 79K (N=28)

F. MERCED: 80K - 89K (N=14)
G. MERCED: 90K - 99K (N=25)
H. MERCED: 100K - 109K (N=13)
I. MERCED: 110K - 149K (N=24)

#	Item Text	A	B	C	D	E	F	G	H	I
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	6	-3	-3	5	-10	7	4	-6
11.	Working for the UC system inspires me to do my best work.	74	13	3	-7	-6	-13	2	-5	-3
15.	I am satisfied with my involvement in decisions that affect my work.	51	10	-2	5	-9	2	-7	2	-10
19.	I have the equipment/tools/resources I need to do my job effectively.	64	3	3	0	-14	13	-4	-2	3
21.	There is usually sufficient staff in my department to handle the workload.	33	8	11	0	-8	-2	-13	-10	0
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	87	0	10	-4	2	-3	-3	-10	0
25.	I would recommend the UC system as a good place to work.	81	6	3	0	-6	-4	-5	11	-11
33.	At the present time, are you seriously considering leaving the UC system?	57	15	-3	11	-3	-18	-9	-10	-23

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

Item Breakdown Matrix - Image/Brand

MERCED [W] (N=254)

By Pay Range

A. MERCED [W] (N=254)
B. MERCED: 40K - 49K (N=39)
C. MERCED: 50K - 59K (N=45)
D. MERCED: 60K - 69K (N=55)
E. MERCED: 70K - 79K (N=28)

F. MERCED: 80K - 89K (N=14)
G. MERCED: 90K - 99K (N=25)
H. MERCED: 100K - 109K (N=13)
I. MERCED: 110K - 149K (N=24)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference							
#	Item Text	A	B	C	D	E	F	G	H	I
4.	My campus/location is highly regarded by its employees.	48	13	3	4	-9	-20	-8	-18	-3
30.	I am proud to be associated with the UC system.	91	1	6	-4	2	-7	1	1	-8

Item Breakdown Matrix - Organizational Change
MERCED [W] (N=254)

By Pay Range

A. MERCED [W] (N=254)
B. MERCED: 40K - 49K (N=39)
C. MERCED: 50K - 59K (N=45)
D. MERCED: 60K - 69K (N=55)
E. MERCED: 70K - 79K (N=28)

F. MERCED: 80K - 89K (N=14)
G. MERCED: 90K - 99K (N=25)
H. MERCED: 100K - 109K (N=13)
I. MERCED: 110K - 149K (N=24)

| | | Values displayed are based on Total Favorable | | | Colored Cells indicate a statistically significant difference | | | | | |
#	Item Text	A	B	C	D	E	F	G	H	I
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	31	8	5	-3	1	-2	-7	-31	3
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	33	0	2	0	6	-4	-5	-18	0
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	21	2	3	3	1	8	-13	-21	-4

Item Breakdown Matrix - Performance Management

MERCED [W] (N=254)

By Pay Range

A. MERCED [W] (N=254)
B. MERCED: 40K - 49K (N=39)
C. MERCED: 50K - 59K (N=45)
D. MERCED: 60K - 69K (N=55)
E. MERCED: 70K - 79K (N=28)

F. MERCED: 80K - 89K (N=14)
G. MERCED: 90K - 99K (N=25)
H. MERCED: 100K - 109K (N=13)
I. MERCED: 110K - 149K (N=24)

		Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference					
#	Item Text	A	B	C	D	E	F	G	H	I
6.	I feel my personal contributions are recognized.	45	11	8	2	-10	-3	-21	-7	2
12.	I think my performance on the job is evaluated fairly.	68	14	15	-2	-3	-6	-20	-6	-1
16.	I feel my campus/location does a good job matching pay to performance.	15	-5	-2	1	-1	0	5	-15	2

Item Breakdown Matrix - Supervision
MERCED [W] (N=254)

By Pay Range

A. MERCED [W] (N=254)
B. MERCED: 40K - 49K (N=39)
C. MERCED: 50K - 59K (N=45)
D. MERCED: 60K - 69K (N=55)
E. MERCED: 70K - 79K (N=28)

F. MERCED: 80K - 89K (N=14)
G. MERCED: 90K - 99K (N=25)
H. MERCED: 100K - 109K (N=13)
I. MERCED: 110K - 149K (N=24)

#	Item Text	A	B	C	D	E	F	G	H	I
7.	My supervisor gives me regular feedback on my performance.	65	22	10	-3	-5	-4	-13	-11	-15
13.	My supervisor does a good job of building teamwork.	60	7	11	-2	5	-14	-8	-21	-14
17.	My supervisor treats me with respect.	82	10	7	1	-11	-5	2	2	-11
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	47	10	7	-12	0	7	9	0	-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	65	9	8	0	-12	-11	-5	-11	-3
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	10	7	-10	3	2	-3	-14	-4
22.	My supervisor develops people's abilities.	55	11	11	-1	-5	-1	1	-9	-22
24.	My supervisor communicates effectively.	69	15	4	-2	-5	0	7	-8	-19
26.	I have a clear understanding of how my job contributes to the departmental objectives.	87	3	7	-5	-4	6	-7	6	-3
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	68	11	12	1	-8	1	-12	-7	-18
28.	My supervisor keeps me informed about issues that affect me.□	70	7	3	-1	5	-16	-6	7	-7
32.	My supervisor helps me make time to participate in training and development activities.	68	14	4	5	-3	-14	0	-6	-26

Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

Item Breakdown Matrix - Working Relationships

MERCED [W] (N=254)

By Pay Range

A. MERCED [W] (N=254)
B. MERCED: 40K - 49K (N=39)
C. MERCED: 50K - 59K (N=45)
D. MERCED: 60K - 69K (N=55)
E. MERCED: 70K - 79K (N=28)

F. MERCED: 80K - 89K (N=14)
G. MERCED: 90K - 99K (N=25)
H. MERCED: 100K - 109K (N=13)
I. MERCED: 110K - 149K (N=24)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference							
#	**Item Text**	**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**	**I**
8.	There is good cooperation between my department and other departments at my campus/location.	65	7	-14	2	-1	12	-9	-3	2
29.	There is good cooperation between staff in my department.	75	1	2	-1	0	-6	-3	-6	8

Category Breakdown Matrix

MERCED [W] (N=254)

By Role

A. MERCED [W] (N=254)
B. MERCED: INDIVIDUAL CONTRIBUTOR (N=107)
C. MERCED: SUPERVISOR (N=36)
D. MERCED: MANAGER (N=56)
E. MERCED: DIRECTOR AND ABOVE (N=54)

	Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference			
#	**Category**	**A**	**B**	**C**	**D**	**E**
1	**Career Development**	51	0	5	0	-4
2	**Communication**	59	-1	1	2	0
3	**Engagement**	66	1	-1	-2	0
4	**Image/Brand**	70	0	1	-1	1
5	**Organizational Change**	28	2	-8	1	0
6	**Performance Management**	43	2	5	-6	-1
7	**Supervision**	68	4	6	-7	-3
8	**Working Relationships**	70	-6	8	-1	9

Item Breakdown Matrix - Career Development

MERCED [W] (N=254)

By Role

A. MERCED [W] (N=254)
B. MERCED: INDIVIDUAL CONTRIBUTOR (N=107)
C. MERCED: SUPERVISOR (N=36)

D. MERCED: MANAGER (N=56)
E. MERCED: DIRECTOR AND ABOVE (N=54)

	Values displayed are based on Total Favorable		Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E
1.	I believe I have the opportunity for personal development and growth within the UC system.	69	1	-2	3	-2
9.	My campus/location provides people with the necessary information and resources to manage their own careers effectively.	43	0	7	3	-8
14.	I am confident I can achieve my personal career objectives within the UC system.	57	1	7	-2	-5
18.	My campus/location is doing a good job of planning for management succession.	20	0	8	-1	-3
31.	There are sufficient opportunities for me to receive training to improve my skills in my current job.	64	0	8	-4	-1

Item Breakdown Matrix - Communication

MERCED [W] (N=254)

By Role

A. MERCED [W] (N=254)
B. MERCED: INDIVIDUAL CONTRIBUTOR (N=107)
C. MERCED: SUPERVISOR (N=36)

D. MERCED: MANAGER (N=56)
E. MERCED: DIRECTOR AND ABOVE (N=54)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference				
#	**Item Text**	**A**	**B**	**C**	**D**	**E**
2.	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.	54	1	-1	5	-5
10.	I feel able to openly and honestly communicate my views to my supervisor and other leaders.	65	-3	2	-1	6

Item Breakdown Matrix - Engagement
MERCED [W] (N=254)

By Role

A. MERCED [W] (N=254)
B. MERCED: INDIVIDUAL CONTRIBUTOR (N=107)
C. MERCED: SUPERVISOR (N=36)

D. MERCED: MANAGER (N=56)
E. MERCED: DIRECTOR AND ABOVE (N=54)

		Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference			
#	Item Text	A	B	C	D	E
3.	I feel motivated to go beyond my formal job responsibilities to get the job done.	81	-4	0	1	6
11.	Working for the UC system inspires me to do my best work.	74	-3	-5	-5	13
15.	I am satisfied with my involvement in decisions that affect my work.	51	0	7	-5	2
19.	I have the equipment/tools/resources I need to do my job effectively.	64	4	3	-7	-3
21.	There is usually sufficient staff in my department to handle the workload.	33	5	-5	-8	2
23.	My work schedule allows sufficient flexibility to meet my personal/family needs.	87	3	2	-3	-4
25.	I would recommend the UC system as a good place to work.	81	-1	-1	10	-7
33.	At the present time, are you seriously considering leaving the UC system?	57	7	-7	-1	-8

Item Breakdown Matrix - Image/Brand
MERCED [W] (N=254)

By Role

A. MERCED [W] (N=254)
B. MERCED: INDIVIDUAL CONTRIBUTOR (N=107)
C. MERCED: SUPERVISOR (N=36)

D. MERCED: MANAGER (N=56)
E. MERCED: DIRECTOR AND ABOVE (N=54)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference				
#	**Item Text**	**A**	**B**	**C**	**D**	**E**
4.	My campus/location is highly regarded by its employees.	48	0	7	-6	2
30.	I am proud to be associated with the UC system. □	91	0	-5	3	-1

Item Breakdown Matrix - Organizational Change
MERCED [W] (N=254)

By Role

A. MERCED [W] (N=254)
B. MERCED: INDIVIDUAL CONTRIBUTOR (N=107)
C. MERCED: SUPERVISOR (N=36)

D. MERCED: MANAGER (N=56)
E. MERCED: DIRECTOR AND ABOVE (N=54)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference				
#	Item Text	A	B	C	D	E
5a.	Generally, recent major organizational changes across the UC system have been: Planned well	31	2	-8	1	1
5b.	Generally, recent major organizational changes across the UC system have been: Explained well	33	1	-8	4	0
5c.	Generally, recent major organizational changes across the UC system have been: Executed well	21	4	-7	-3	-1

Item Breakdown Matrix - Performance Management
MERCED [W] (N=254)

By Role

A. MERCED [W] (N=254)
B. MERCED: INDIVIDUAL CONTRIBUTOR (N=107)
C. MERCED: SUPERVISOR (N=36)

D. MERCED: MANAGER (N=56)
E. MERCED: DIRECTOR AND ABOVE (N=54)

#	Item Text	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.	45	1	5	-1	-4
12.	I think my performance on the job is evaluated fairly.	68	4	5	-9	-3
16.	I feel my campus/location does a good job matching pay to performance.	15	1	4	-8	3

Item Breakdown Matrix - Supervision

MERCED [W] (N=254)

By Role

A. MERCED [W] (N=254)
B. MERCED: INDIVIDUAL CONTRIBUTOR (N=107)
C. MERCED: SUPERVISOR (N=36)

D. MERCED: MANAGER (N=56)
E. MERCED: DIRECTOR AND ABOVE (N=54)

	Values displayed are based on Total Favorable			Colored Cells indicate a statistically significant difference		
#	Item Text	A	B	C	D	E
7.	My supervisor gives me regular feedback on my performance.	65	8	-1	-6	-10
13.	My supervisor does a good job of building teamwork.	60	6	13	-15	-4
17.	My supervisor treats me with respect.	82	-1	7	-4	1
20a.	Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers	47	4	9	-11	-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	65	1	1	-6	5
20c.	Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things	75	-1	11	-4	-1
22.	My supervisor develops people's abilities.	55	8	9	-14	-5
24.	My supervisor communicates effectively.	69	4	9	-5	-8
26.	I have a clear understanding of how my job contributes to the departmental objectives.	87	0	2	-3	0
27.	Regarding suggestions for change from employees, my supervisor is usually responsive.	68	5	7	-11	-2
28.	My supervisor keeps me informed about issues that affect me.☐	70	4	5	-2	-7
32.	My supervisor helps me make time to participate in training and development activities.	68	3	2	0	-8

Item Breakdown Matrix - Working Relationships

MERCED [W] (N=254)

By Role

A. MERCED [W] (N=254)
B. MERCED: INDIVIDUAL CONTRIBUTOR (N=107)
C. MERCED: SUPERVISOR (N=36)

D. MERCED: MANAGER (N=56)
E. MERCED: DIRECTOR AND ABOVE (N=54)

	Values displayed are based on Total Favorable	Colored Cells indicate a statistically significant difference				
#	**Item Text**	**A**	**B**	**C**	**D**	**E**
8.	There is good cooperation between my department and other departments at my campus/location.	65	-11	10	3	11
29.	There is good cooperation between staff in my department.	75	-2	5	-6	8