# 2012 UC CUCSA Staff Engagement Survey

UNIVERSITY OF CALIFORNIA

test

## Volume UC-01: UC OVERALL REPORT

Data Collected: May - July 2012

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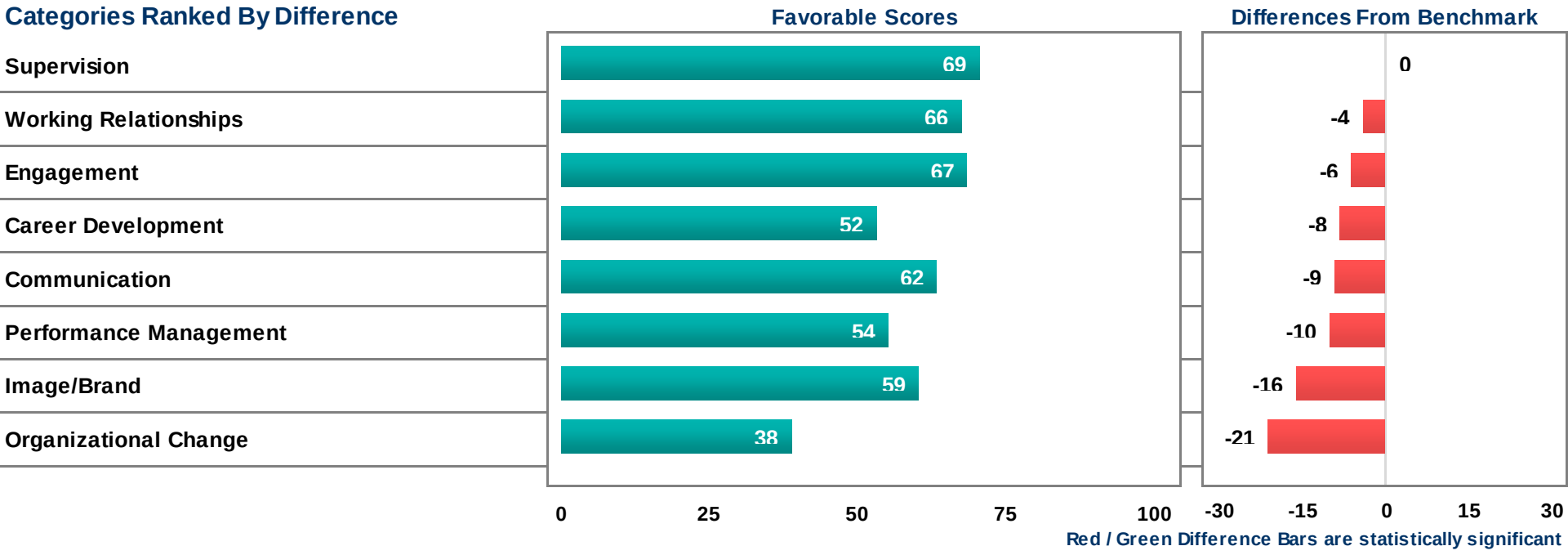
TOWERS WATSON

# Summary Category Scores vs. Benchmark

TOWERS WATSON

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

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



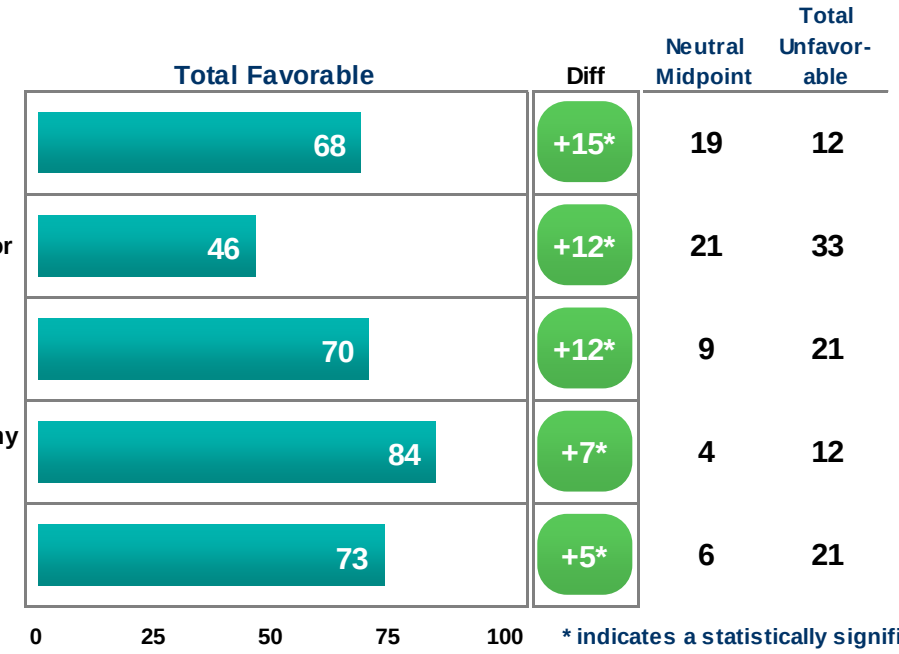
# Top 5 Items

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

TOWERS WATSON

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

### Top 5 Differences From Benchmark



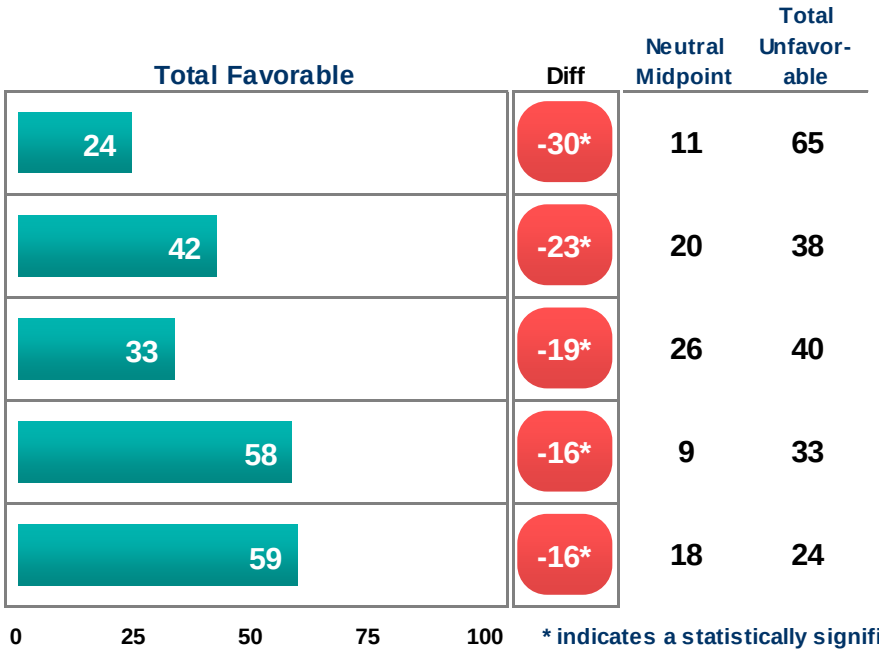
# Bottom 5 Items

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

TOWERS WATSON

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

### Bottom 5 Differences From Benchmark

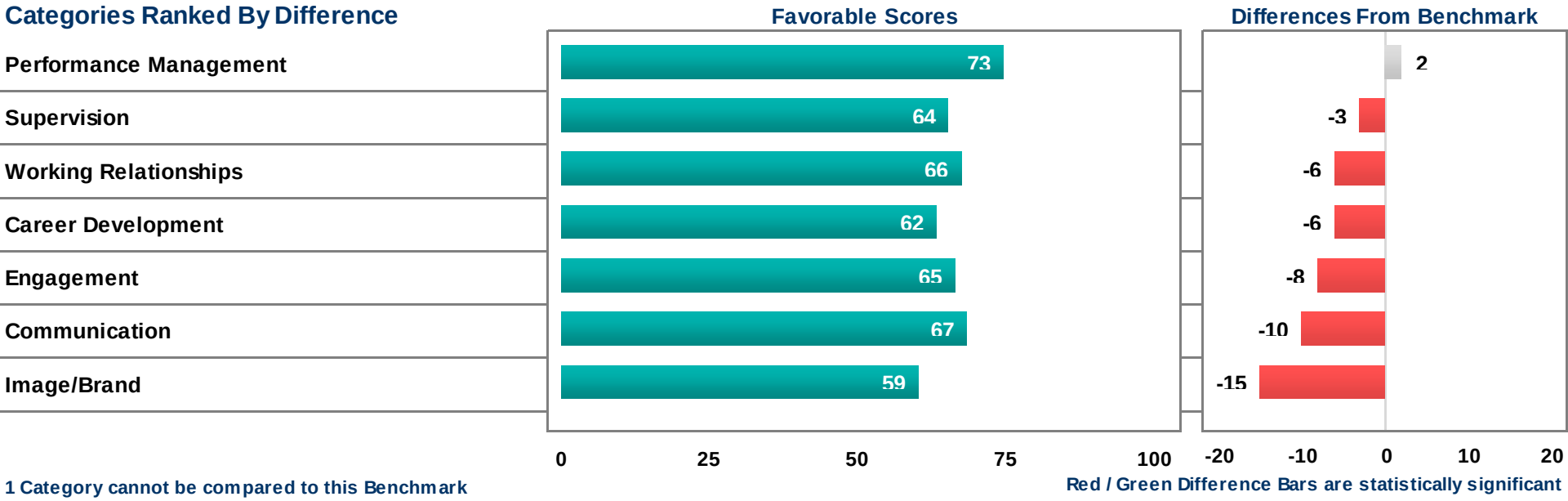


# Summary Category Scores vs. Benchmark

TOWERS WATSON

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

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




1 Category cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

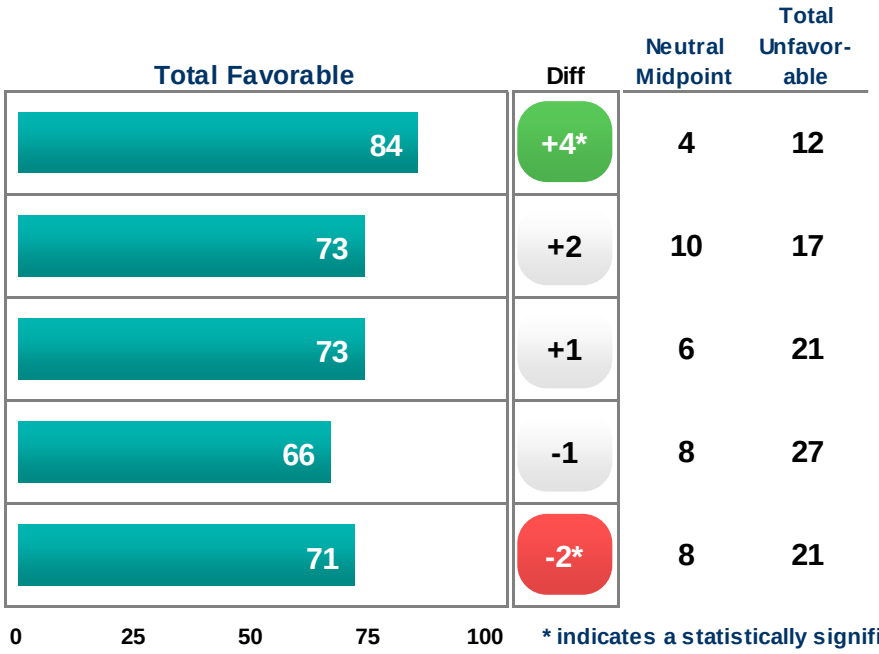
# Top 5 Items

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

TOWERS WATSON

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

### Top 5 Differences From Benchmark



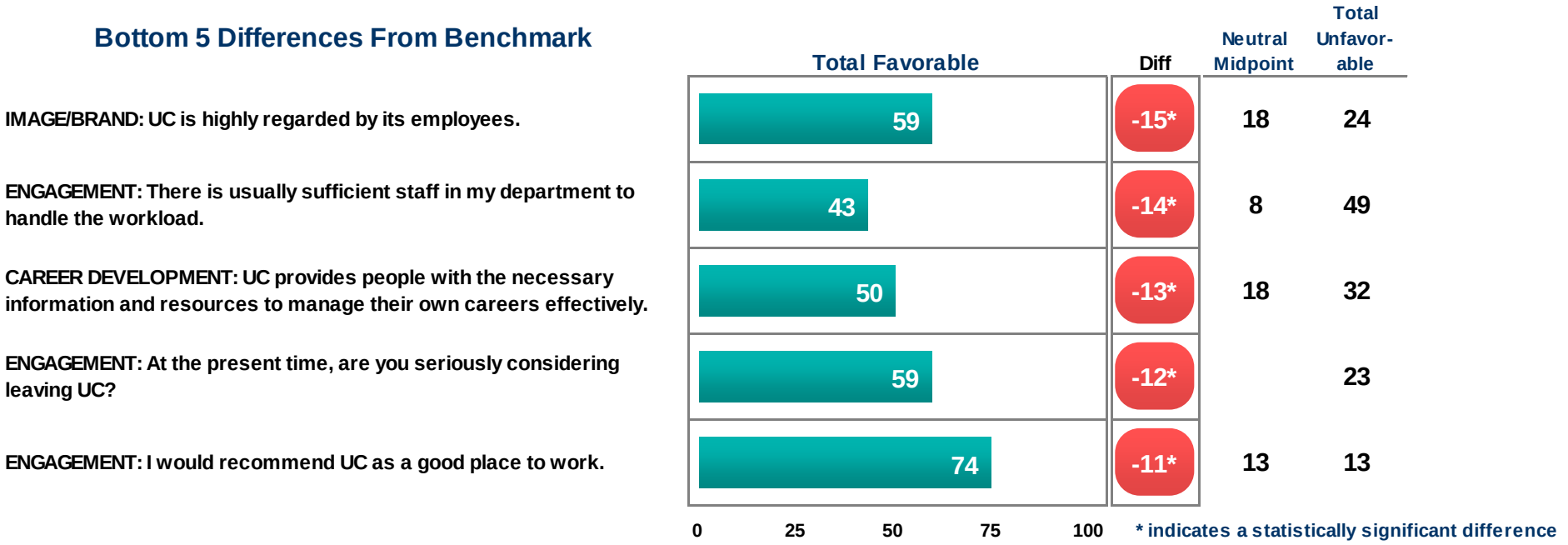
# Bottom 5 Items

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

TOWERS WATSON

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

### Bottom 5 Differences From Benchmark



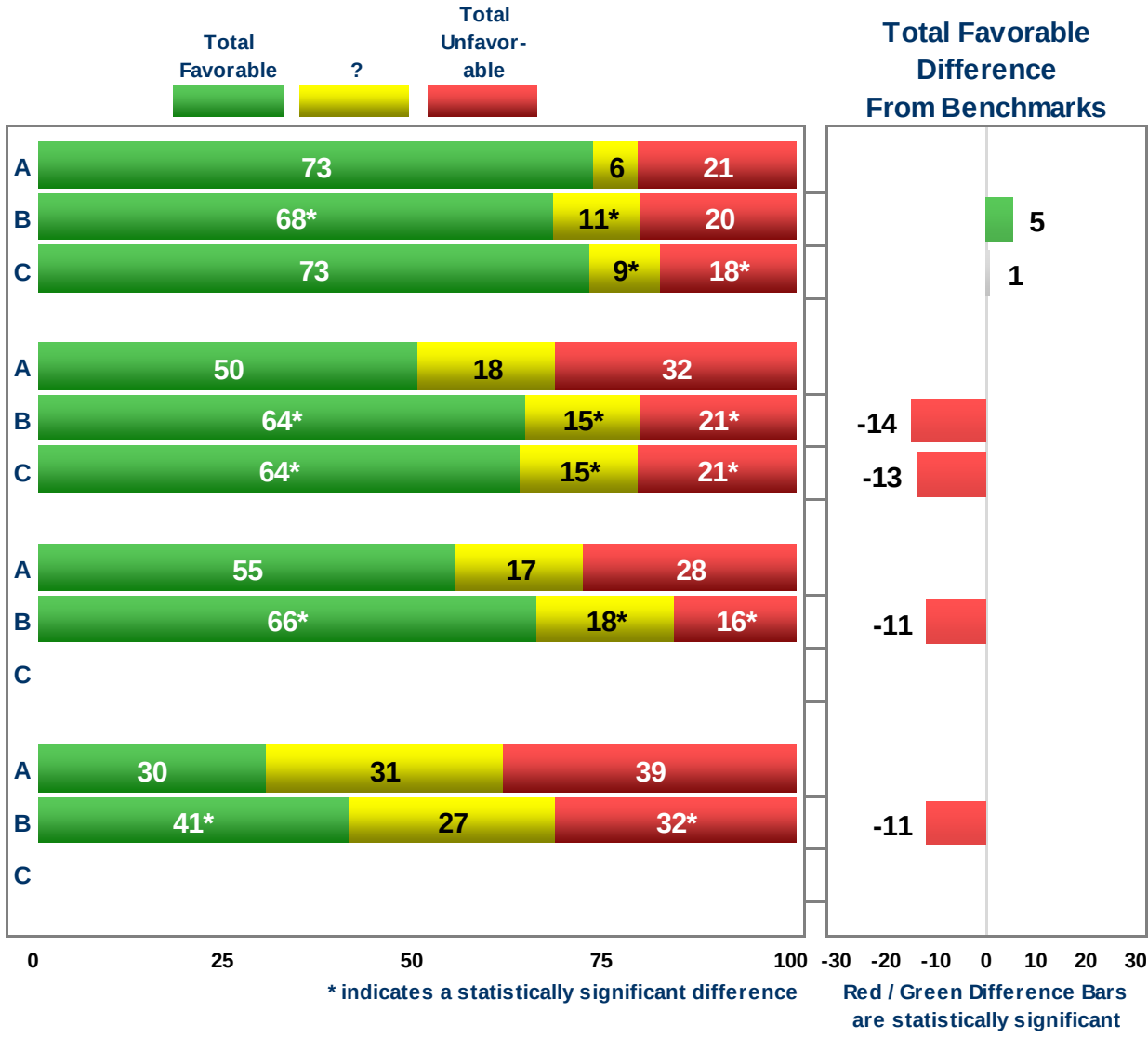
# Items By Category

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

TOWERS WATSON

### vs. 2 Benchmarks

### Category 1: Career Development




Key Driver Item

**Legend**

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

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

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

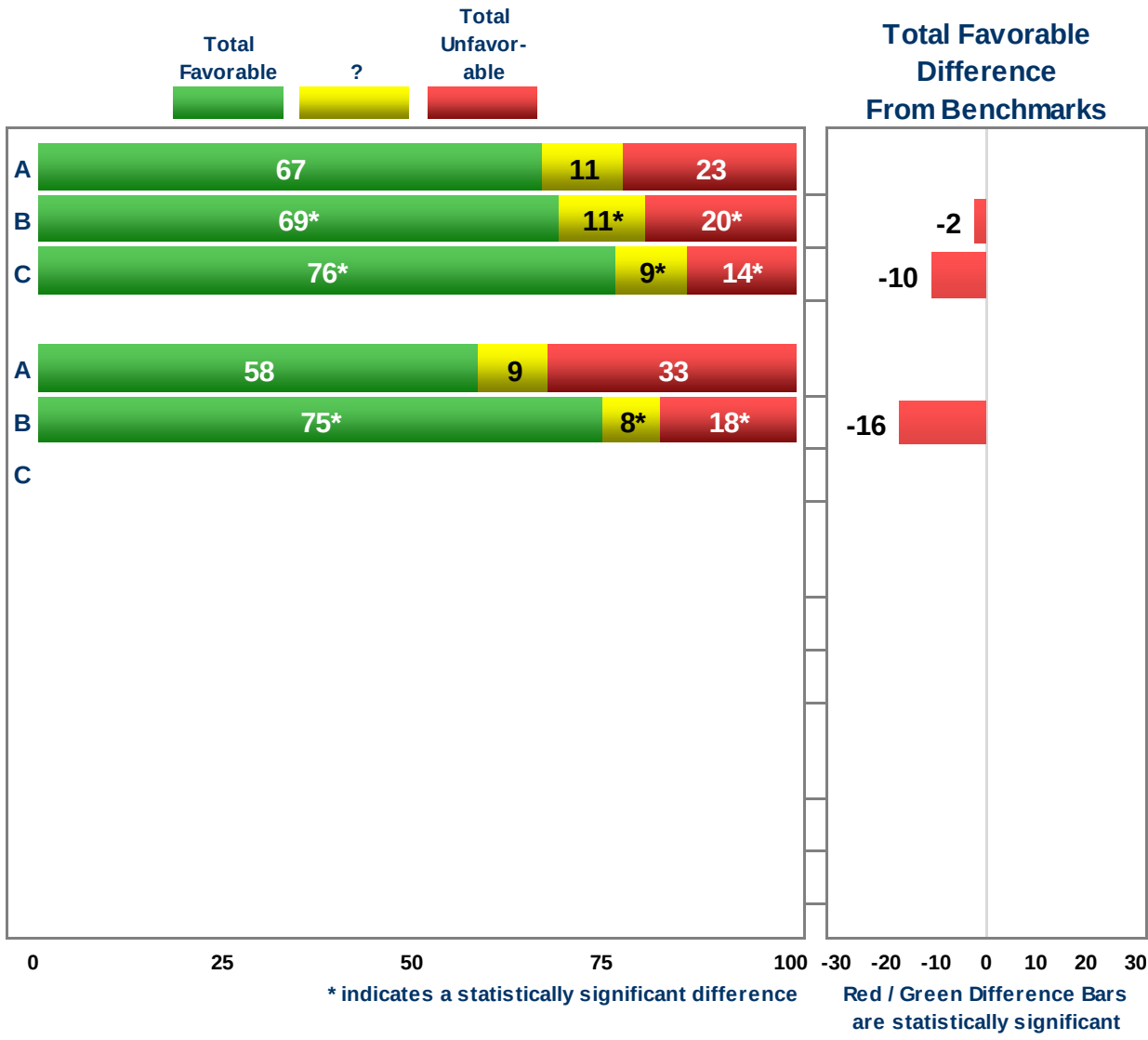
# Items By Category

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

TOWERS WATSON

### vs. 2 Benchmarks

### Category 2: Communication




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

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

Key Driver Item

Legend

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

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

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

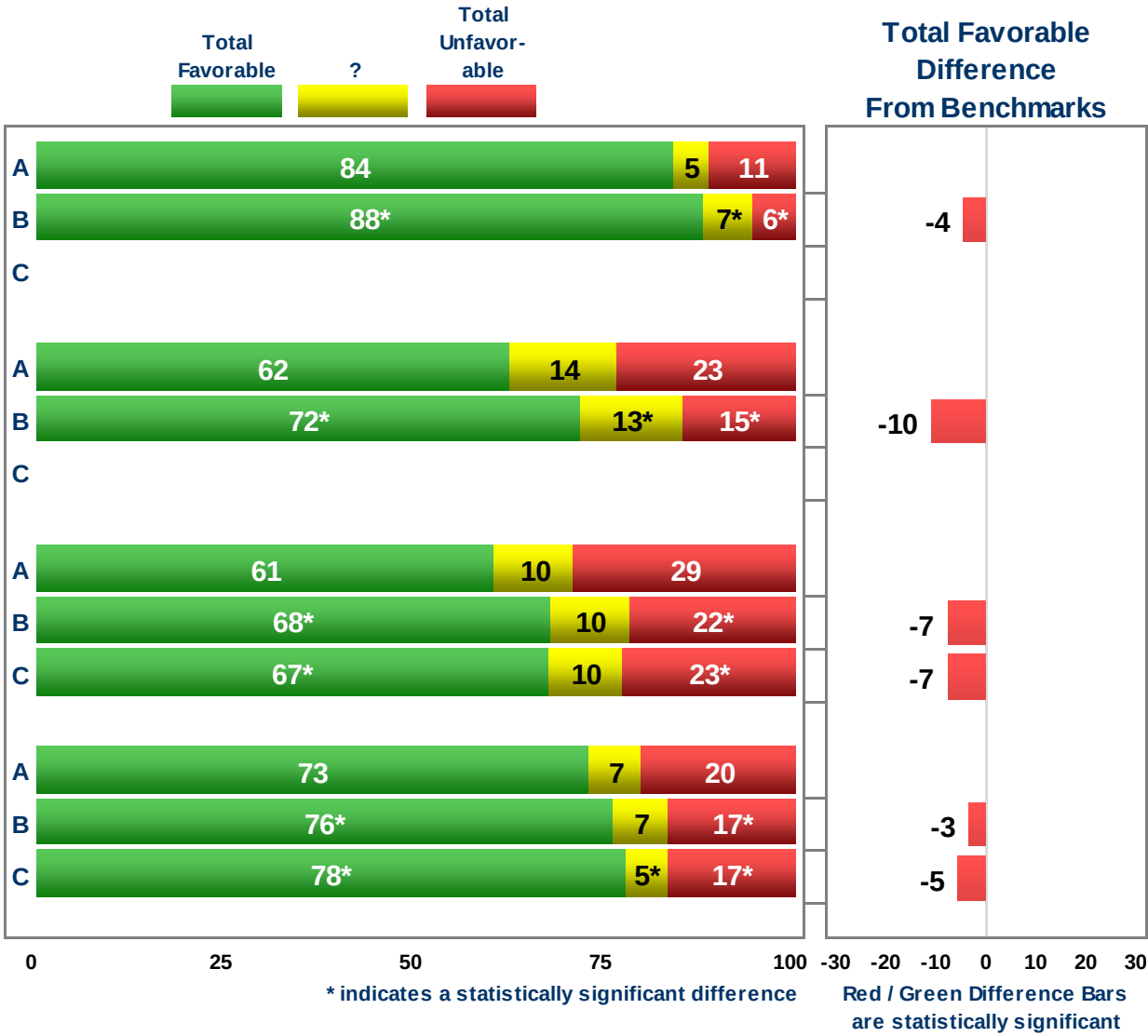
# Items By Category

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

TOWERS WATSON

### vs. 2 Benchmarks

### Category 3: Engagement




Legend

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

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

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

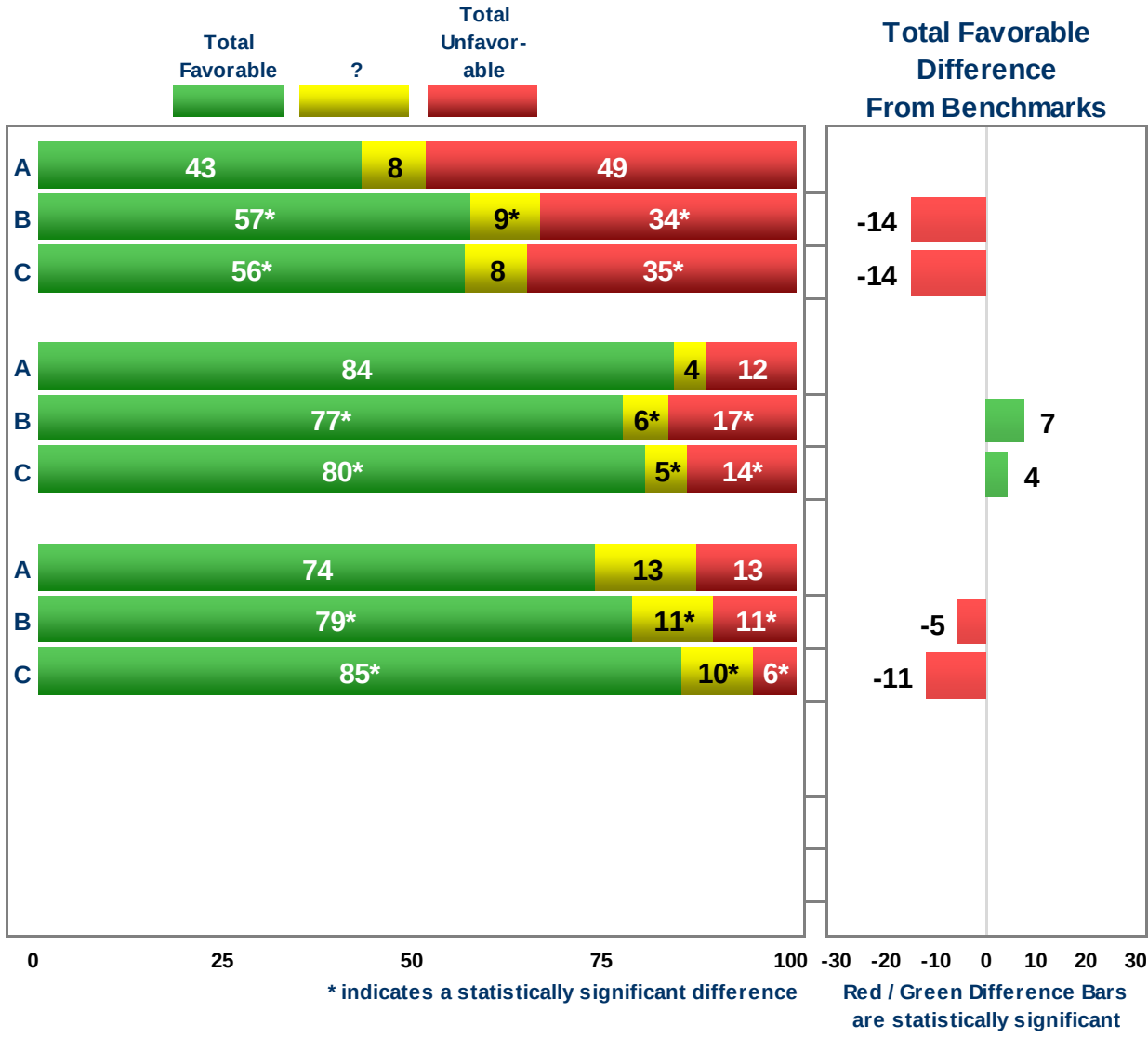
# Items By Category

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

TOWERS WATSON

### vs. 2 Benchmarks

### Category 3: Engagement




**Legend**

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

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

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

# Items By Category

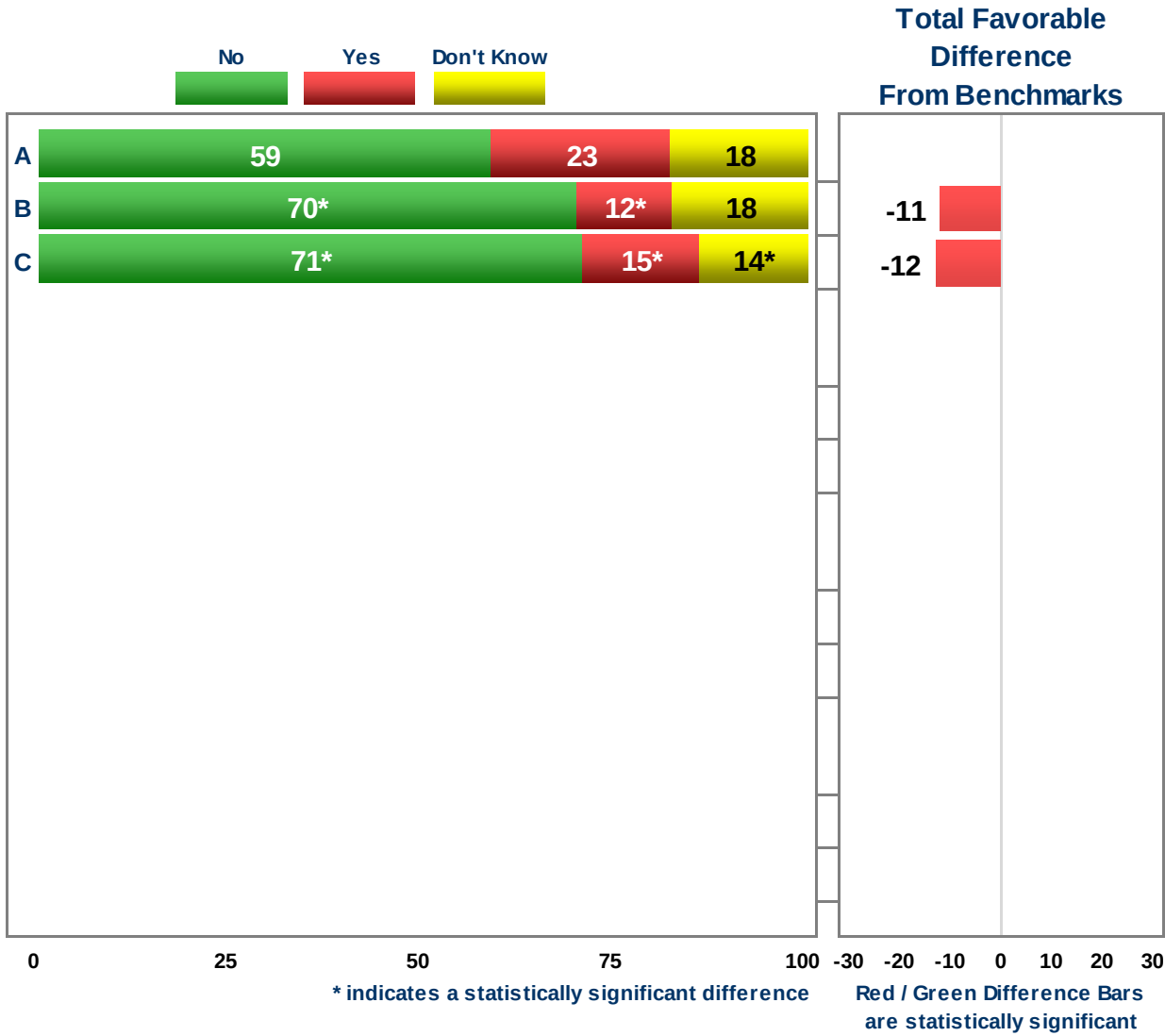
## UC OVERALL [W] (N=8,096)

TOWERS WATSON

### vs. 2 Benchmarks

### Category 3: Engagement

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




Legend

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

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

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

# Items By Category

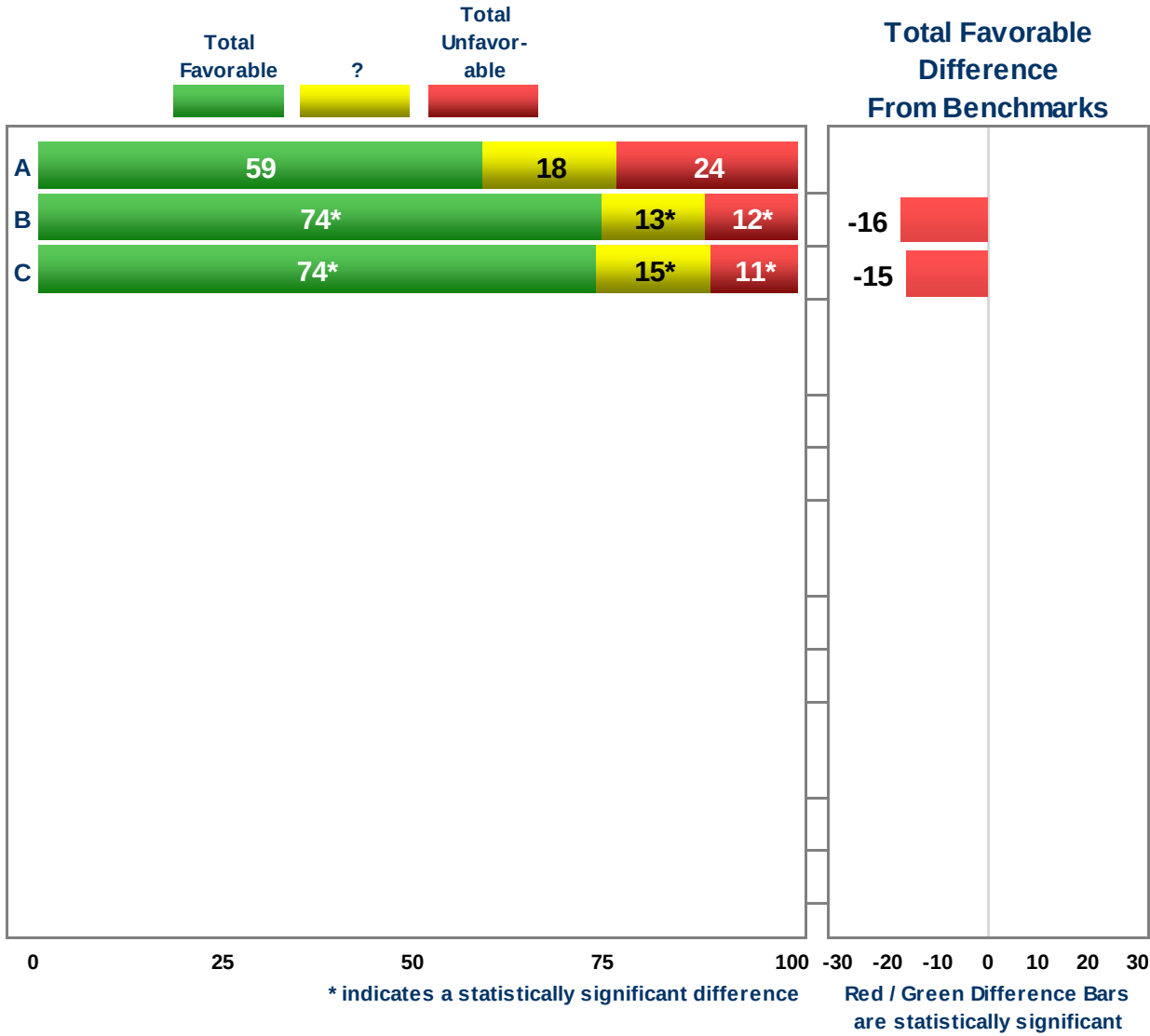
## UC OVERALL [W] (N=8,096)

TOWERS WATSON

### vs. 2 Benchmarks

### Category 4: Image/Brand

**4. UC is highly regarded by its employees.**




**Legend**

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

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

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

# Items By Category

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

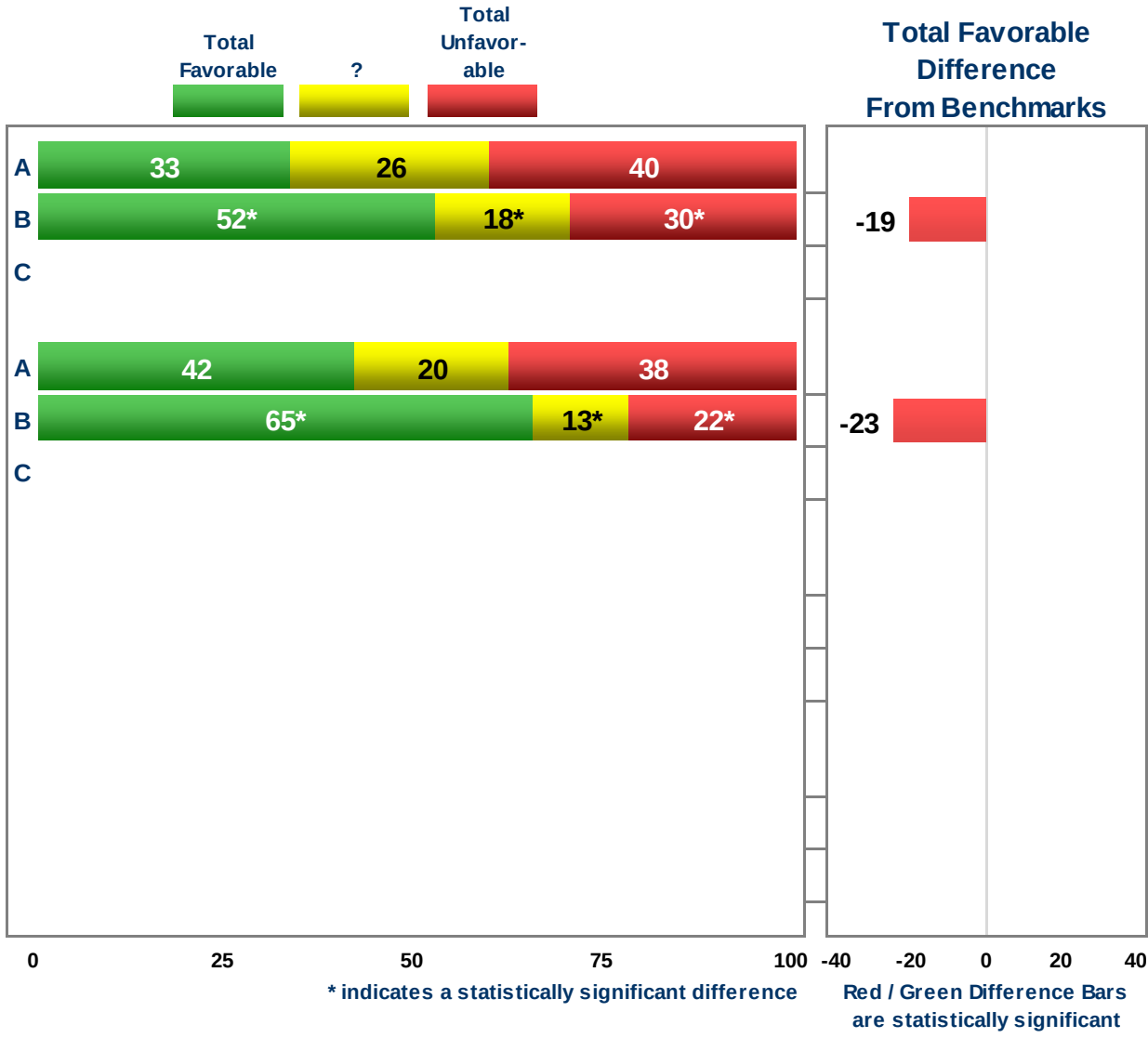
TOWERS WATSON

### vs. 2 Benchmarks

### Category 5: Organizational Change

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

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




Legend

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

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

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

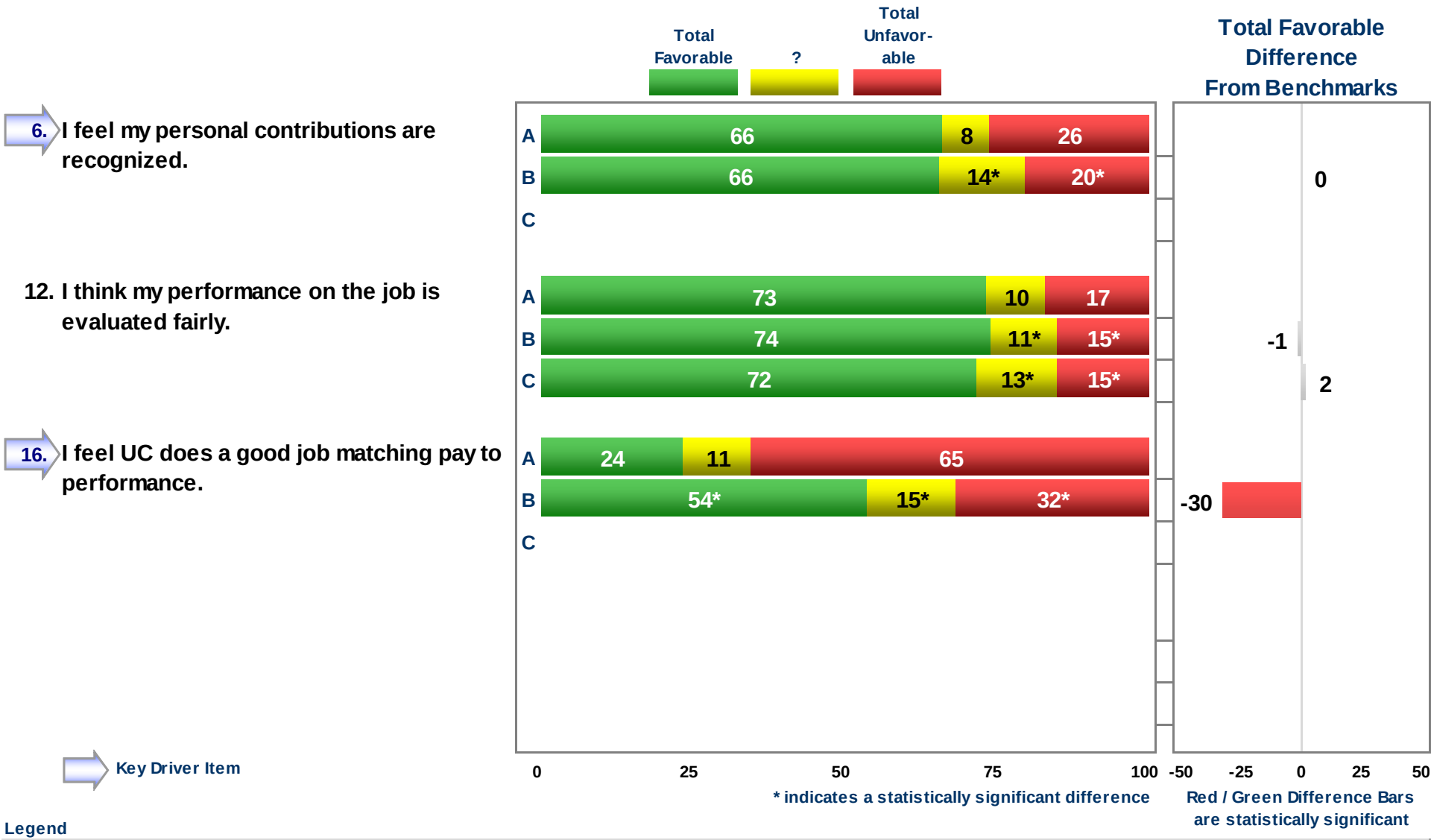
# Items By Category

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

TOWERS WATSON

### vs. 2 Benchmarks

### Category 6: Performance Management




**Legend**

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

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

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

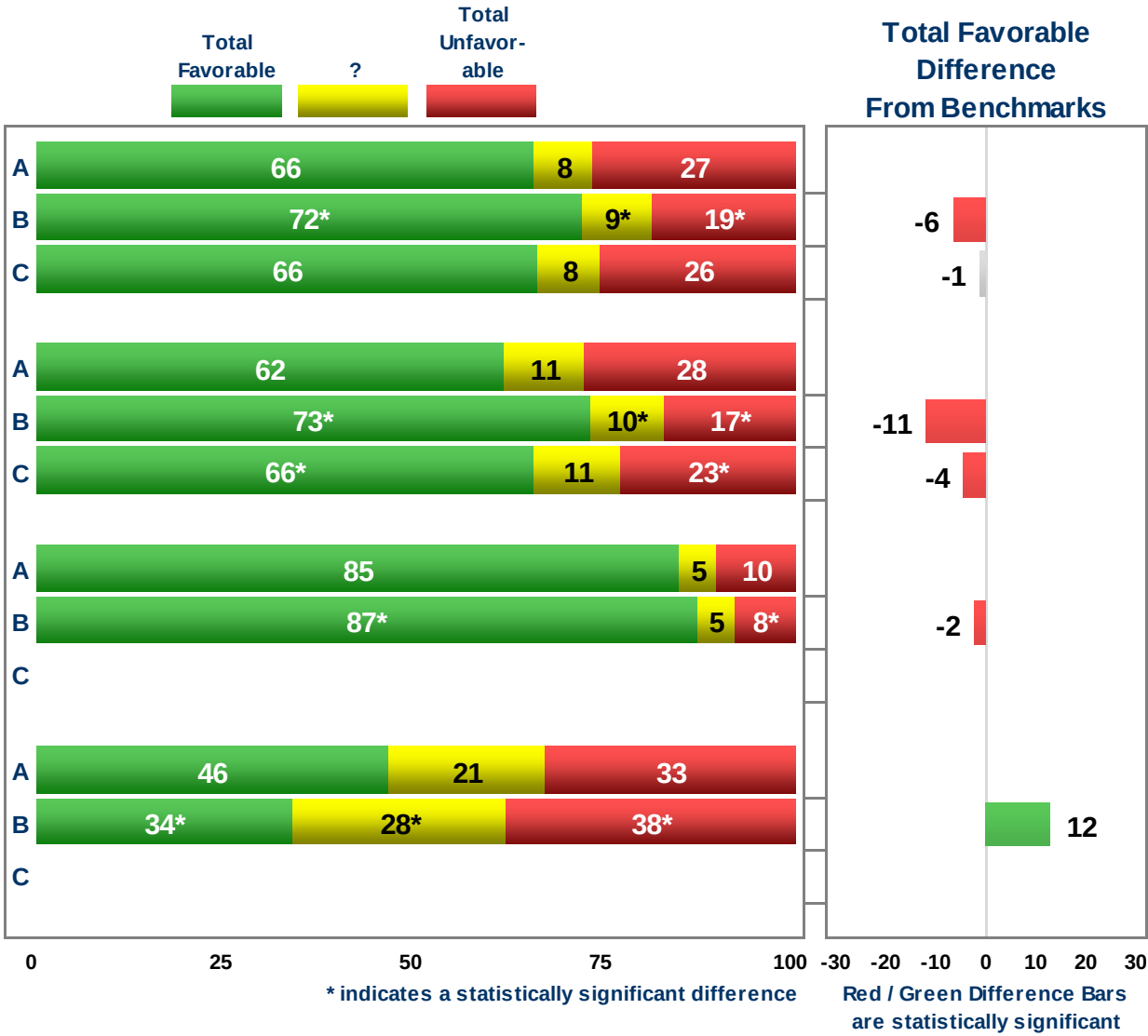
# Items By Category

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

TOWERS WATSON

### vs. 2 Benchmarks

### Category 7: Supervision




**Legend**

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

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

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

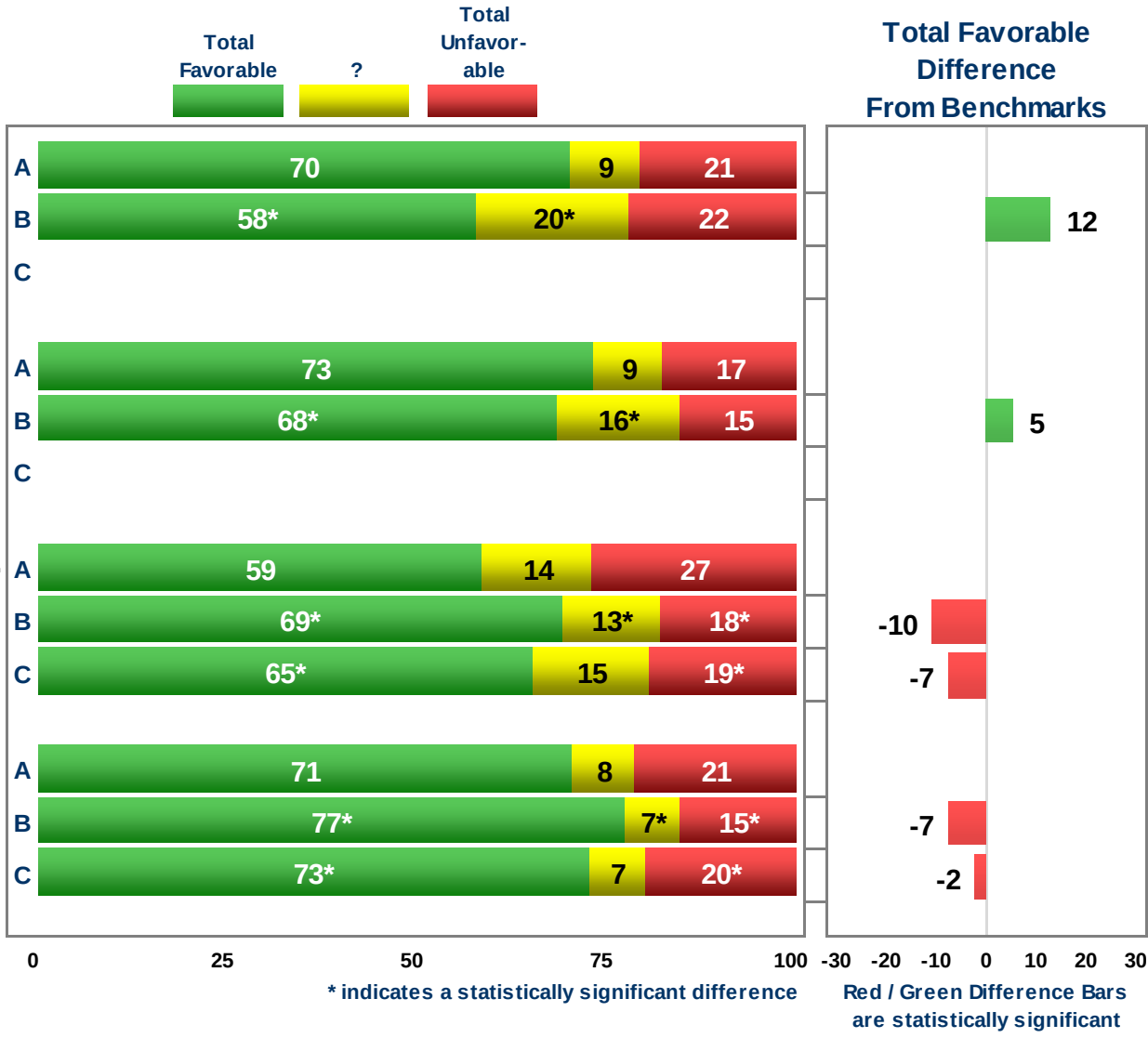
# Items By Category

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

TOWERS WATSON

### vs. 2 Benchmarks

### Category 7: Supervision




Legend

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

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

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

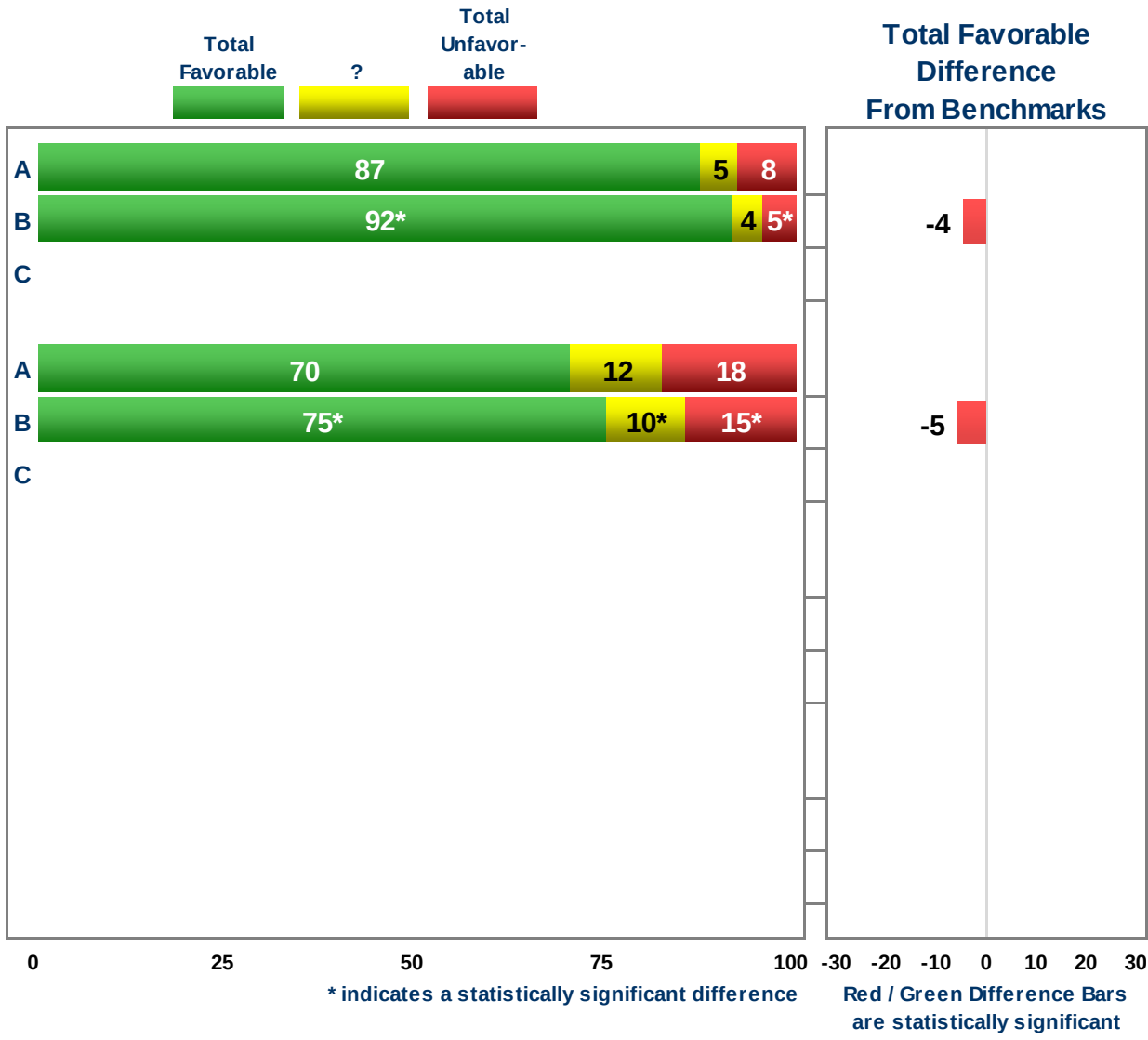
# Items By Category

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

TOWERS WATSON

### vs. 2 Benchmarks

### Category 7: Supervision




Legend

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

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

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

# Items By Category

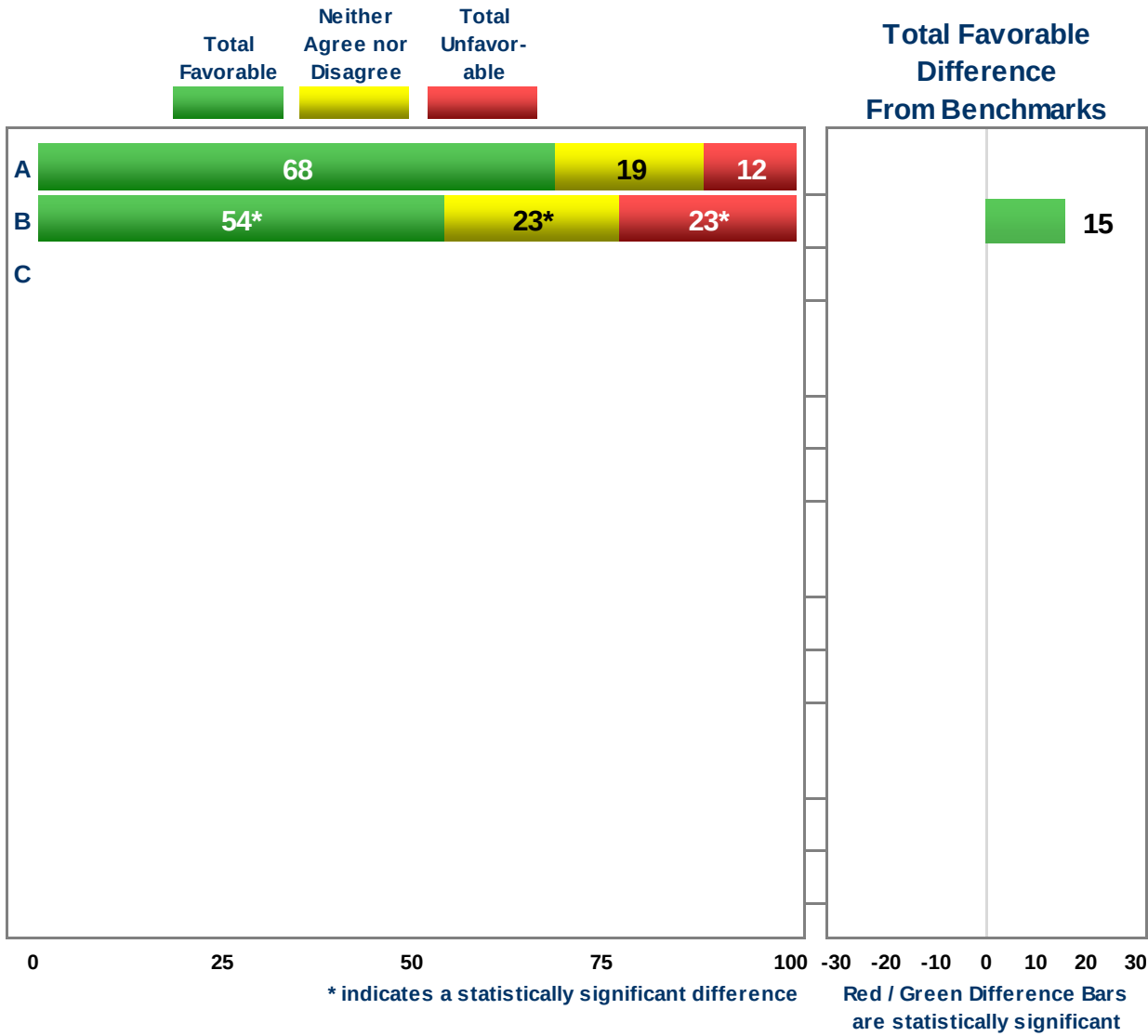
## UC OVERALL [W] (N=8,096)

TOWERS WATSON

### vs. 2 Benchmarks

### Category 7: Supervision

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




Legend

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

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

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

# Items By Category

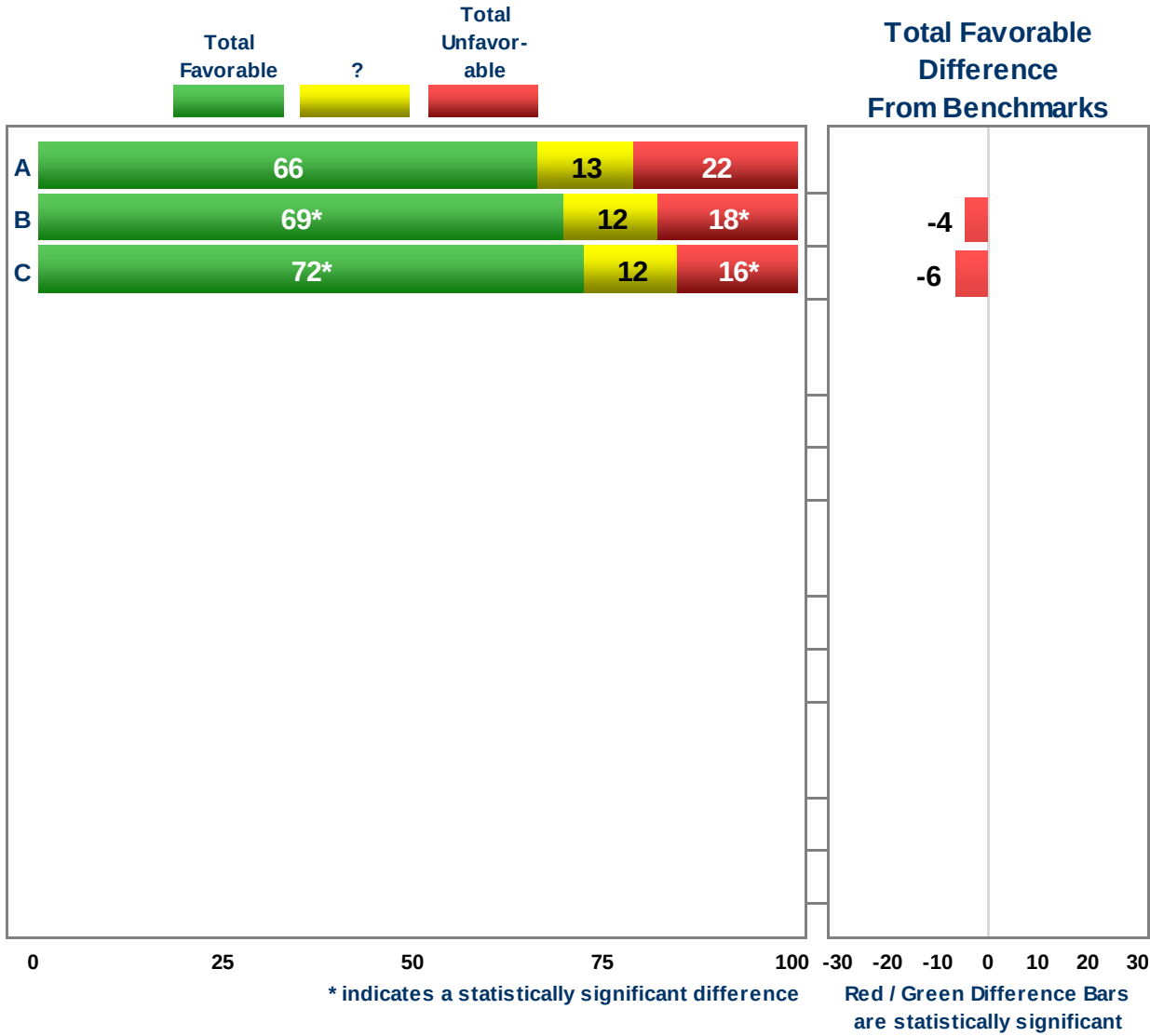
## UC OVERALL [W] (N=8,096)

TOWERS WATSON

### vs. 2 Benchmarks

### Category 8: Working Relationships

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




Legend

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

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

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

# Benchmarks Summary for Items

TOWERS WATSON

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

### 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)

| Items | Total Agree | ? | Total Disagree | Differences in Total Favorable From A | Differences in Total Favorable From B |
|---|---|---|---|---|---|
| 1. I believe I have the opportunity for personal development and growth at UC. | 73 | 6 | 21 | +5* | +1 |
| 9. UC provides people with the necessary information and resources to manage their own careers effectively. | 50 | 18 | 32 | -14* | -13* |
| **14. I am confident I can achieve my personal career objectives with UC. (Key Driver Item)** | 55 | 17 | 28 | -11* | n/a |
| **18. My UC campus/location is doing a good job of planning for management succession. (Key Driver Item)** | 30 | 31 | 39 | -11* | n/a |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

TOWERS WATSON

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

### Category 2: Communication

**Benchmarks**

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

| Items | Total Agree | ? | Total Disagree | Differences in Total Favorable From A | Differences in Total Favorable From B |
|---|---|---|---|---|---|
| 2. UC does an excellent job of keeping employees informed about matters affecting us. (Key Driver Item) | 67 | 11 | 23 | -2* | -10* |
| 10. I feel able to openly and honestly communicate my views upwards. (Key Driver Item) | 58 | 9 | 33 | -16* | n/a |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

TOWERS WATSON

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

### Category 3: Engagement

| Items | Total Agree | ? | Total Disagree |
|---|---|---|---|
| 3. I feel motivated to go beyond my formal job responsibilities to get the job done. | 84 | 5 | 11 |
| 11. UC inspires me to do my best work. | 62 | 14 | 23 |
| 15. I am satisfied with my involvement in decisions that affect my work. | 61 | 10 | 29 |
| 19. I have the equipment/tools/resources I need to do my job effectively. | 73 | 7 | 20 |
| 21. There is usually sufficient staff in my department to handle the workload. | 43 | 8 | 49 |
| 23. My work schedule allows sufficient flexibility to meet my personal/family needs. | 84 | 4 | 12 |

**Benchmarks**

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

**Differences in Total Favorable From**

| A | B |
|---|---|
| -4* | n/a |
| -10* | n/a |
| -7* | -7* |
| -3* | -5* |
| -14* | -14* |
| +7* | +4* |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

TOWERS WATSON

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

### Category 3: Engagement

| Items | Total Agree | ? | Total Disagree |
|---|---|---|---|
| 25. I would recommend UC as a good place to work. | 74 | 13 | 13 |

**Benchmarks**

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

**Differences in Total Favorable From**

| A | B |
|---|---|
| -5* | -11* |

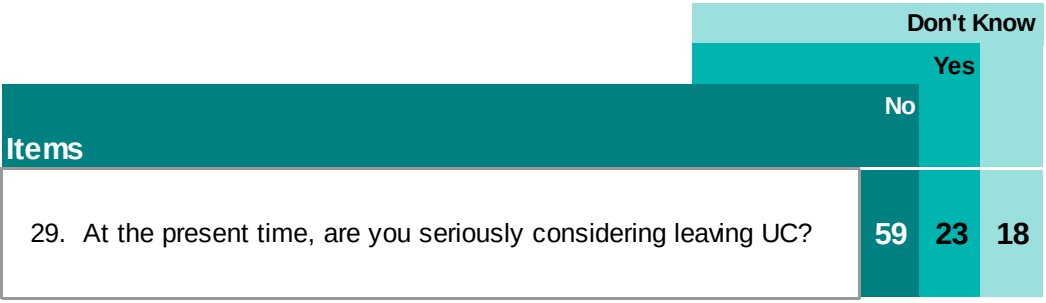
Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

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)

**Differences in Total Favorable From**

| A | B |
|---|---|
| -11* | -12* |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

TOWERS WATSON

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

### 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)

| Items | Total Agree | ? | Total Disagree | Differences in Total Favorable From A | Differences in Total Favorable From B |
|---|---|---|---|---|---|
| 4. UC is highly regarded by its employees. | 59 | 18 | 24 | -16* | -15* |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

TOWERS WATSON

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

### Category 5: Organizational Change

| Items | Total Agree | ? | Total Disagree |
|---|---|---|---|
| 5a. Generally, recent major organizational changes at UC have been: Well planned | 33 | 26 | 40 |
| 5b. Generally, recent major organizational changes at UC have been: Well communicated | 42 | 20 | 38 |

**Benchmarks**

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

**Differences in Total Favorable From**

| A | B |
|---|---|
| -19* | n/a |
| -23* | n/a |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

### Category 6: Performance Management

| Items | Total Agree | ? | Total Disagree |
|---|---|---|---|
| 6. I feel my personal contributions are recognized. (Key Driver Item) | 66 | 8 | 26 |
| 12. I think my performance on the job is evaluated fairly. | 73 | 10 | 17 |
| 16. I feel UC does a good job matching pay to performance. (Key Driver Item) | 24 | 11 | 65 |

**Benchmarks**

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

**Differences in Total Favorable From**

| A | B |
|---|---|
| 0 | n/a |
| -1 | +2 |
| -30* | n/a |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

TOWERS WATSON

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

### Category 7: Supervision

| Items | Total Agree | ? | Total Disagree |
|---|---|---|---|
| 7. My supervisor gives me regular feedback on my performance. | 66 | 8 | 27 |
| 13. My supervisor does a good job of building teamwork. | 62 | 11 | 28 |
| 17. My supervisor treats me with respect. | 85 | 5 | 10 |
| 20a. Please indicate the extent to which you agree with the following statements about your supervisor: Effectively deals with poor performers | 46 | 21 | 33 |
| 20b. Please indicate the extent to which you agree with the following statements about your supervisor: Listens carefully to different points of view before coming to conclusions | 70 | 9 | 21 |
| 20c. Please indicate the extent to which you agree with the following statements about your supervisor: Encourages new ideas and new ways of doing things | 73 | 9 | 17 |

**Benchmarks**

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

**Differences in Total Favorable From**

| A | B |
|---|---|
| -6* | -1 |
| -11* | -4* |
| -2* | n/a |
| +12* | n/a |
| +12* | n/a |
| +5* | n/a |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

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

### Category 7: Supervision

TOWERS WATSON

**Benchmarks**

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

| Items | Total Agree | ? | Total Disagree | Differences in Total Favorable From A | Differences in Total Favorable From B |
|---|---|---|---|---|---|
| 22. My supervisor develops people's abilities. | 59 | 14 | 27 | -10* | -7* |
| 24. My supervisor communicates effectively. | 71 | 8 | 21 | -7* | -2* |
| 26. I have a clear understanding of how my job contributes to the departmental objectives. | 87 | 5 | 8 | -4* | n/a |
| 27. Regarding suggestions for change from employees, my supervisor is usually responsive. | 70 | 12 | 18 | -5* | n/a |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

TOWERS WATSON

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

### Category 7: Supervision

**Benchmarks**

A. TOWERS WATSON U.S. NATIONAL NORM (N=160,605)
B. TOWERS WATSON GLOBAL UNIVERSITIES STAFF COMPOSITE (N=6,539)

| Items | Total Favorable | Neither Agree nor Disagree | Total Unfavorable |
|---|---|---|---|
| 28. My supervisor helps me make time to participate in training and development activities. | 68 | 19 | 12 |

**Differences in Total Favorable From**

| A | B |
|---|---|
| +15* | n/a |

Colored Cells indicate a statistically significant difference

# Benchmarks Summary for Items

TOWERS WATSON

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

### 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)

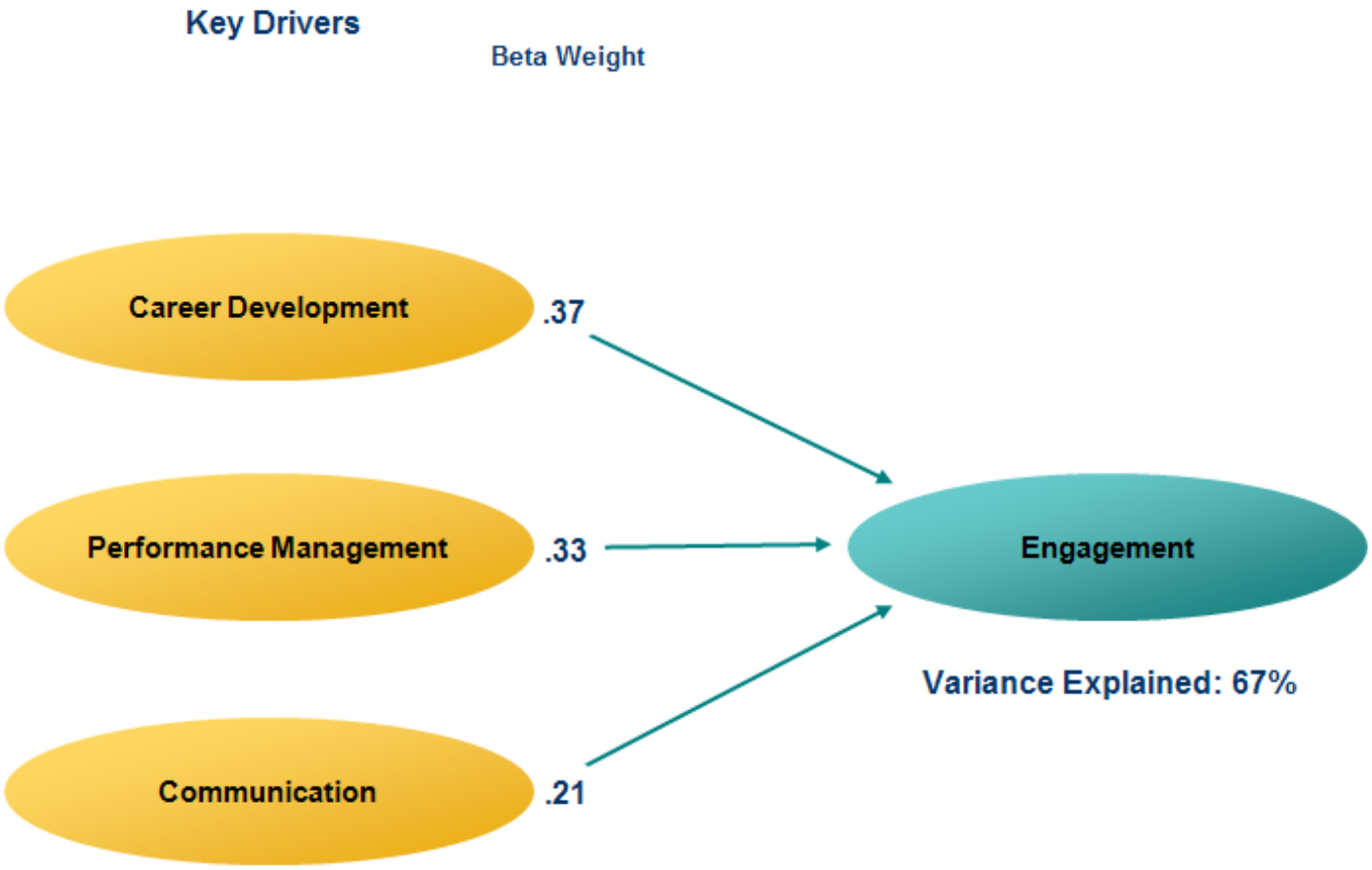
| Items | Total Agree | ? | Total Disagree | Differences in Total Favorable From A | Differences in Total Favorable From B |
|---|---|---|---|---|---|
| 8. There is good cooperation between my department and other departments at my campus/location. | 66 | 13 | 22 | -4* | -6* |

Colored Cells indicate a statistically significant difference

# Key Drivers of Engagement - in UC Overall

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

TOWERS WATSON



# Key Driver Items of Engagement

TOWERS WATSON

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

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

| Category | Items | Scores | Difference From Norm |
|---|---|---|---|
| Career Development | 14. I am confident I can achieve my personal career objectives with UC. | 55 | -11 |
| Career Development | 18. My UC campus/location is doing a good job of planning for management succession. | 30 | -11 |
| Performance Management | 6. I feel my personal contributions are recognized. | 66 | 0 |
| 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. | 58 | -16 |
| Communication | 2. UC does an excellent job of keeping employees informed about matters affecting us. | 67 | -2 |

Colored Cells indicate a statistically significant difference

Variance Explained: 67%