



Organizational **breakthroughs**.
Bottom line **results**.

Results Report
University of California
Office of the President

Opinion Survey Conducted
December 2007

April 9, 2008

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Survey Summary

The University of California Office of the President (UCOP) employee survey was developed by Sirota Survey Intelligence© in conjunction with an oversight committee from the University. The survey was administered electronically to 1752 employees and achieved a response rate of 50%.

The survey items were divided into nine dimensions on the basis of content and statistical analyses. The nine dimensions were: UCOP as an Organization, Performance Management, Involvement, Professional Development, Leadership, Teamwork, Change Readiness, Diversity, and Ethics .

The analysis of the survey responses indicated both strengths and opportunities for improvement at UCOP. Among the strengths are the general satisfaction with performance management within departments and their relationship with their immediate supervisor. They have feelings of accomplishment in their jobs which contributes to their pride in being a part of UCOP and pride in their department's contribution to UCOP. They see UCOP as an ethical organization which respects diversity and provides opportunities to minority groups.

The survey indicated opportunities to increase satisfaction by increasing communication between employees and the leadership of UCOP, increasing participation in the decision making process and increasing teamwork across UCOP to the level of teamwork within departments. Employees want more opportunities for advancement and to increase their skills.

Survey Summary

The survey results are consistent across Division, employee groupings, ethnic groups and gender.

The responses to the open ended question, “What does UCOP most need to do to support the future success of the University of California” indicated the most important tasks are providing strong effective leadership, a better working organization and improved communication. The written comments corroborate the survey results.

UCOP has many strengths as well as many opportunities for positive change. Among the greatest strengths are:

- **Performance Management by departments**
- **Leadership of immediate supervisors and managers**
- **Managers and supervisors permitted to make decisions**
- **Feelings of personal accomplishment**
- **Contributions of their departments to UCOP**

The most important opportunities for UCOP are:

- **Build trust by increasing communication and transparency**
- **Select people for leadership positions who demonstrate:**
 - **Concern for employees – interest in well being of employees**
 - **Concern for task accomplishment – set goals, plan strategy, hold people accountable for task accomplishment.**
- **Develop Teamwork across UCOP**
- **Provide opportunities for professional development**

Survey Preparation and Administration

The University of California Office of the President (UCOP) employee survey was developed by Sirota Survey Intelligence© in conjunction with an oversight committee from the university. Several telephone conferences were held with the oversight committee in order to draft the survey. On Nov. 1, Dr. Reichman, from Sirota met with the oversight committee to review and approve each item in the 62 item survey. In addition, the survey had one open-ended question and five demographic questions. The survey covered the necessary range of information and was brief enough to be completed in an average of 15 minutes.

Wyatt R. Hume, Provost and Executive Vice President of Academic and Health Affairs and Katherine N. Lapp, Executive Vice President of Business Operations announced the survey through an email letter to all employees introducing Sirota Survey Intelligence© and urging employees to respond to the survey.

On December 13, 2007 each employee received an email from Dr. Walter Reichman a Vice President of Sirota Survey Intelligence©. He described the survey, promised confidentiality of responses and enclosed his email address for any questions or concerns. The email contained a link to the survey and a date to return responses. When the survey link was activated the survey appeared along with a copy of the letter from Wyatt R. Hume and Katherine N. Lapp for those who may have missed the initial mailing. After completing the survey the employees were instructed to click the submit button which directed the responses to protected files at Sirota Survey Intelligence©. The survey closed on December 17, 2007. Two reminder notices were sent out, one on December 10, 2007 and the second on December 14, 2007.

Emails inviting UCOP employees to participate in the survey were sent to 1760 employees with 1752 successfully transmitted. Responses were received from 872 employees yielding a 50% response rate. This response rate is acceptable for a first survey from an educational institution. There are several reasons employees do not respond to surveys. Some do not trust that their responses will be kept confidential and fear negative consequences. Some people think it is a waste of time since nothing positive will result from the survey. Others plan to respond but never get around to it. Our experience is that response rates increase in later surveys if something positive results from the first survey.

Data Analysis

The responses to the 62 items were divided into nine dimensions as a result of intercorrelating and factor analyzing the responses and examining the content of the items.

The nine dimensions are:

- *UCOP as an Organization* measures the attitudes of employees toward UCOP and its leadership.
- *Performance Management* measures attitudes toward how their performance is being managed by their departments.
- *Involvement* indicates their personal relationship with their work and with UCOP.
- *Leadership* is a direct reflection of their attitudes toward their immediate managers and supervisors
- *Professional Development* indicates employee attitudes about opportunities for professional progress at UCOP
- *Teamwork* describes their perceptions of working with colleagues both within their department and across UCOP
- *Ethics* describes their feelings about ethics at UCOP and what they feel they can do when they become aware of unethical practices
- *Diversity* describes their attitude toward what UCOP is willing to do to give various minorities and gender groups an opportunity to succeed
- *Change Readiness* describes employee's perceptions and attitudes toward change at UCOP

Data Analysis

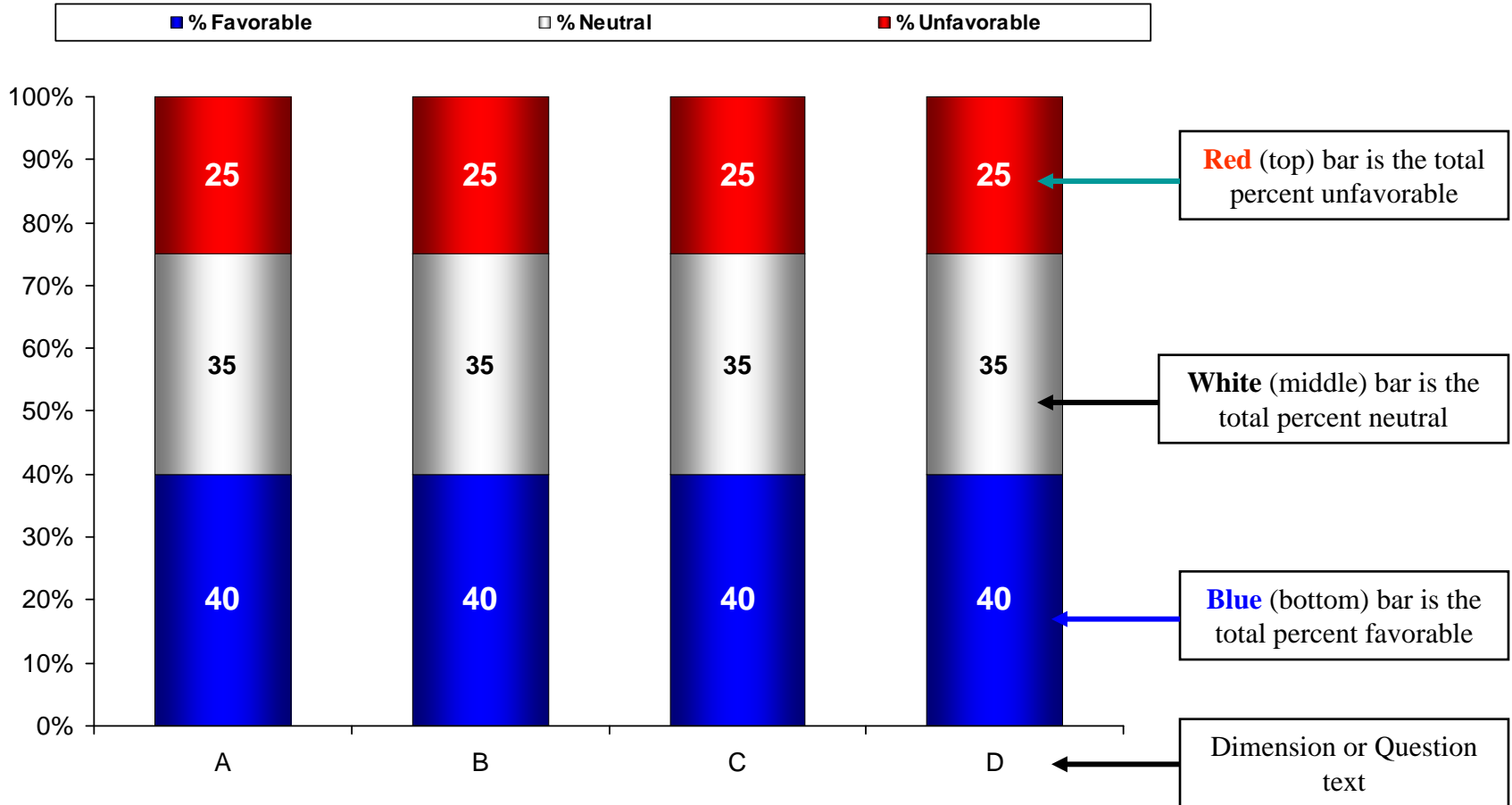
In addition to the nine dimensions, four items were selected and listed as Outcome measures. These items are: I feel proud of my contributions in my department; I feel proud to work at UCOP; I would recommend UCOP as a place to work; and Do you believe the results of this survey will be used constructively by management? The first two items relating to pride summarize the relationship of employee to their department and to UCOP. Pride is an indicator of involvement in their work and organization.

Willingness to recommend one's place of employment is a major indicator of satisfaction with the organization. Expectations that the survey will be used constructively also serves as an indication of trust and confidence in management. **These four items will be benchmarks for improvement in attitude in future surveys.**

Results

The following charts present the results of the survey. There were no statistically significant difference in responses among divisions, employee groupings, gender and ethnic groups. Those employed less than a year were **more** favorable than those employed longer.

How to Read Your Report



% **Favorable** is the combined % of respondents selecting **Strongly Agree** or **Agree**

% **Neutral** is the % selecting **Neither Agree nor Disagree**

% **Unfavorable** is the combined % of respondents selecting **Disagree** or **Strongly Disagree**.

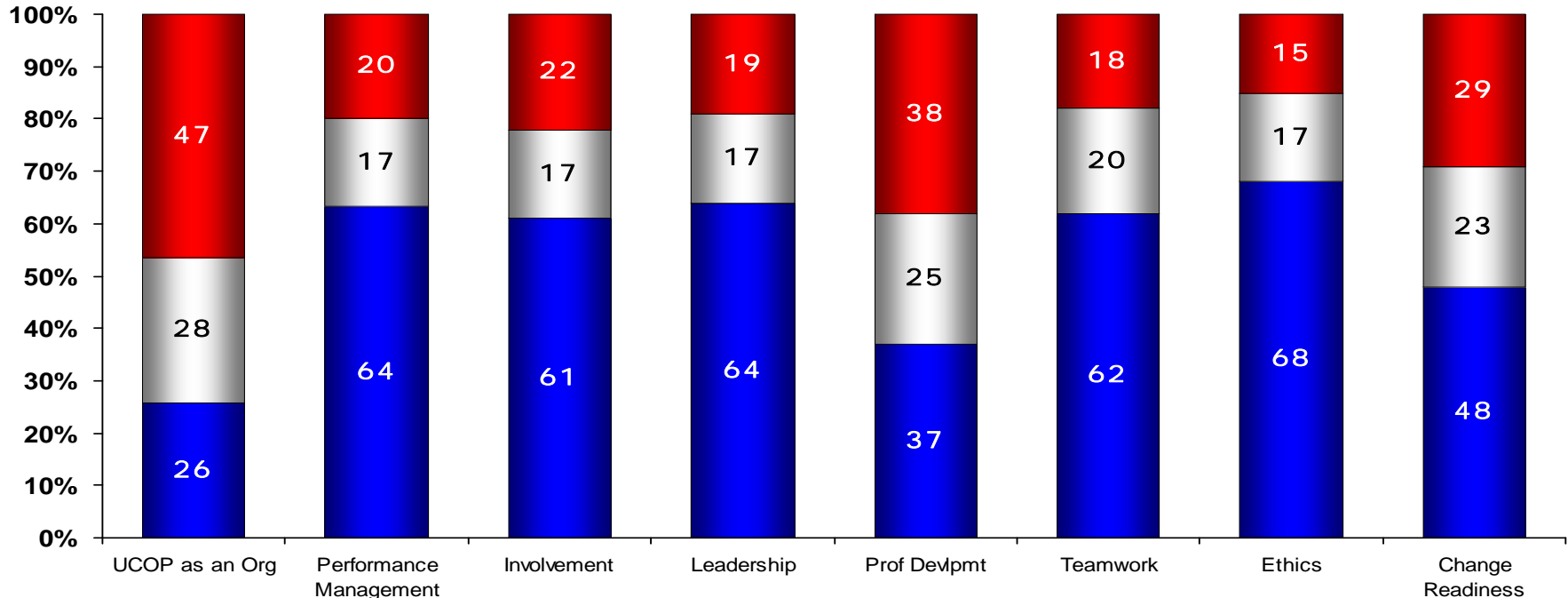
Dimension Summary

There are no statistically significant differences between the divisions on the dimensions

■ % Favorable

□ % Neutral

■ % Unfavorable

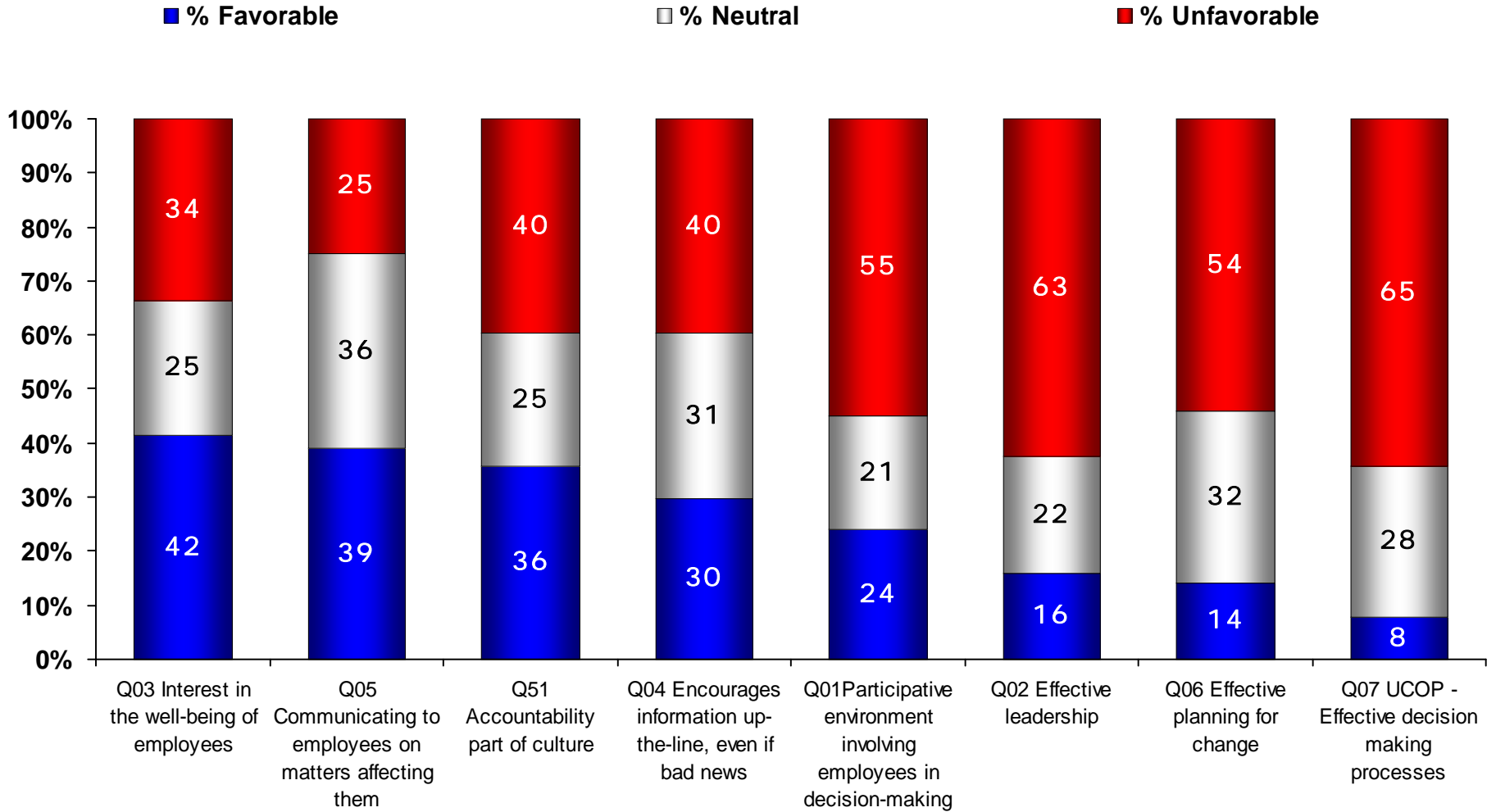


The items were divided into nine dimensions based on statistical analyses and content. The Diversity dimension is not shown on this page because it was measured on a different scale and could not be shown as comparable to the other dimensions. The items of the scale are shown on page 18 and indicate satisfaction with opportunities for diverse groups at UCOP.

Employees are most favorable toward ethics at UCOP, Performance Management, Departmental Leadership and Involvement. They are least satisfied with Change Readiness, UCOP as an Organization, and Professional Development.

The following graphs show the items under each dimension.

Dimension : UCOP As An Organization



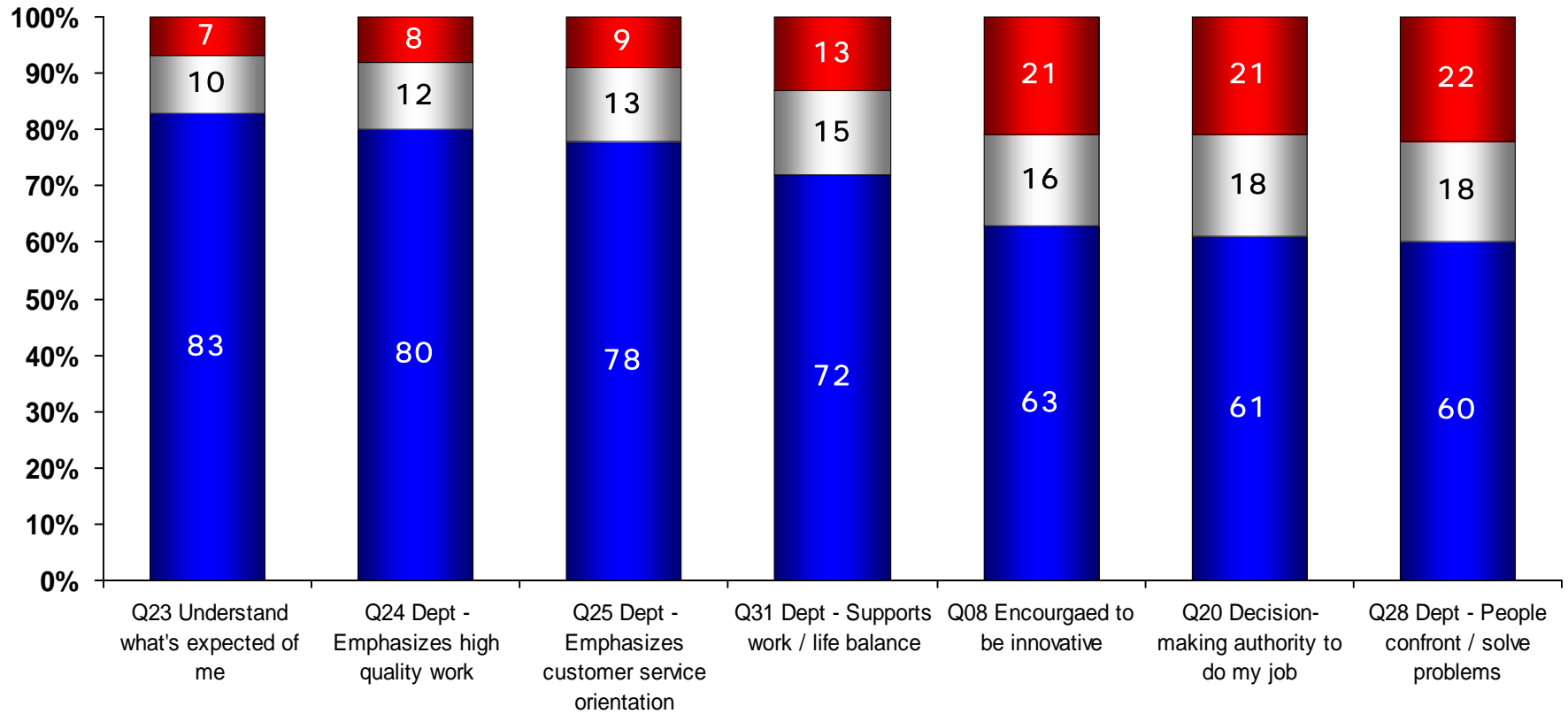
There are opportunities to improve leadership, communication, planning and accountability. There are no differences among divisions.

Dimension : Performance Management *(slide 1 of 2)*

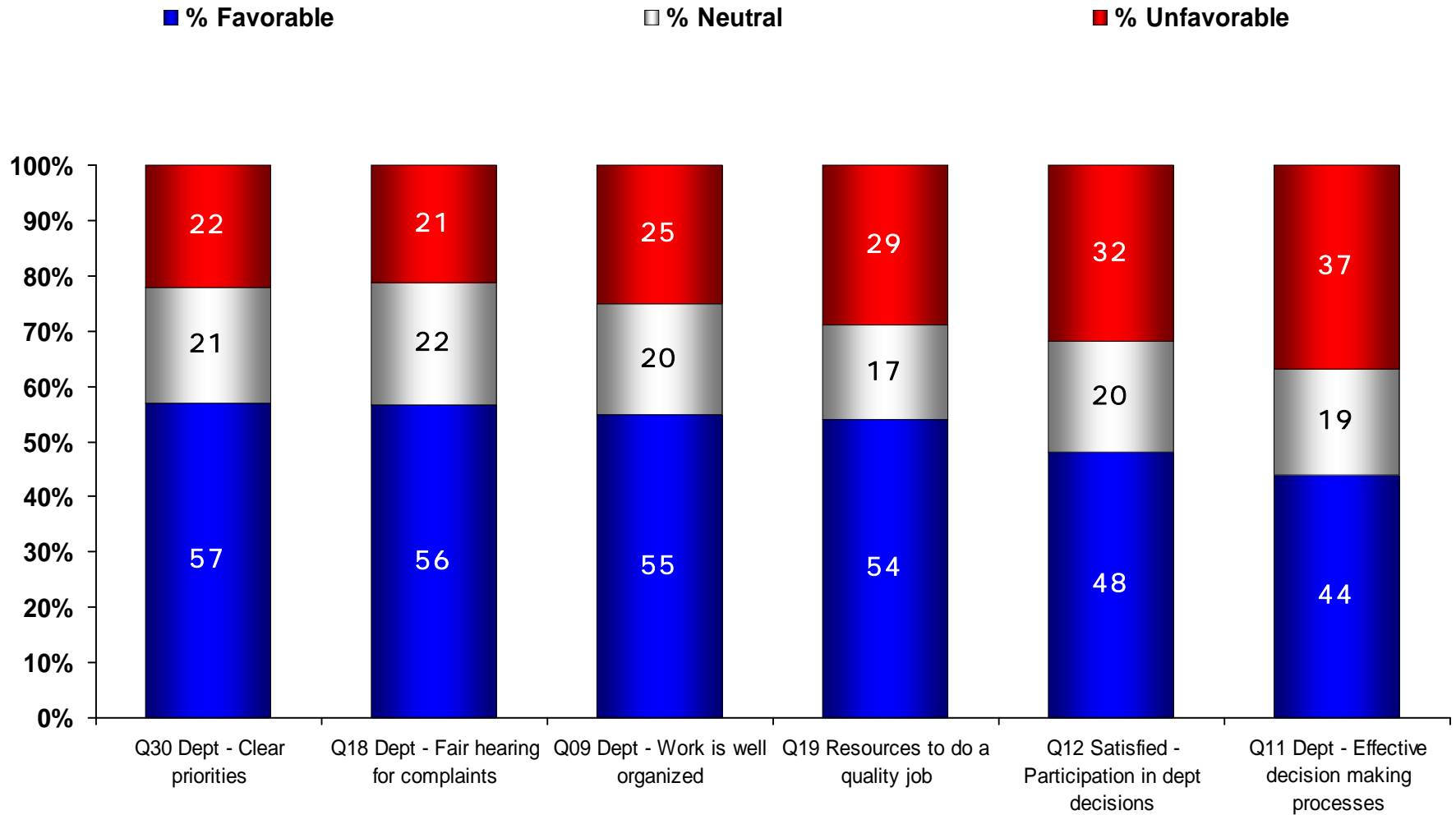
■ % Favorable

■ % Neutral

■ % Unfavorable



Dimension : Performance Management *(slide 2 of 2)*



Employees are generally favorable about their departments. There are some opportunities for setting clear priorities, providing resources and improving decision making.

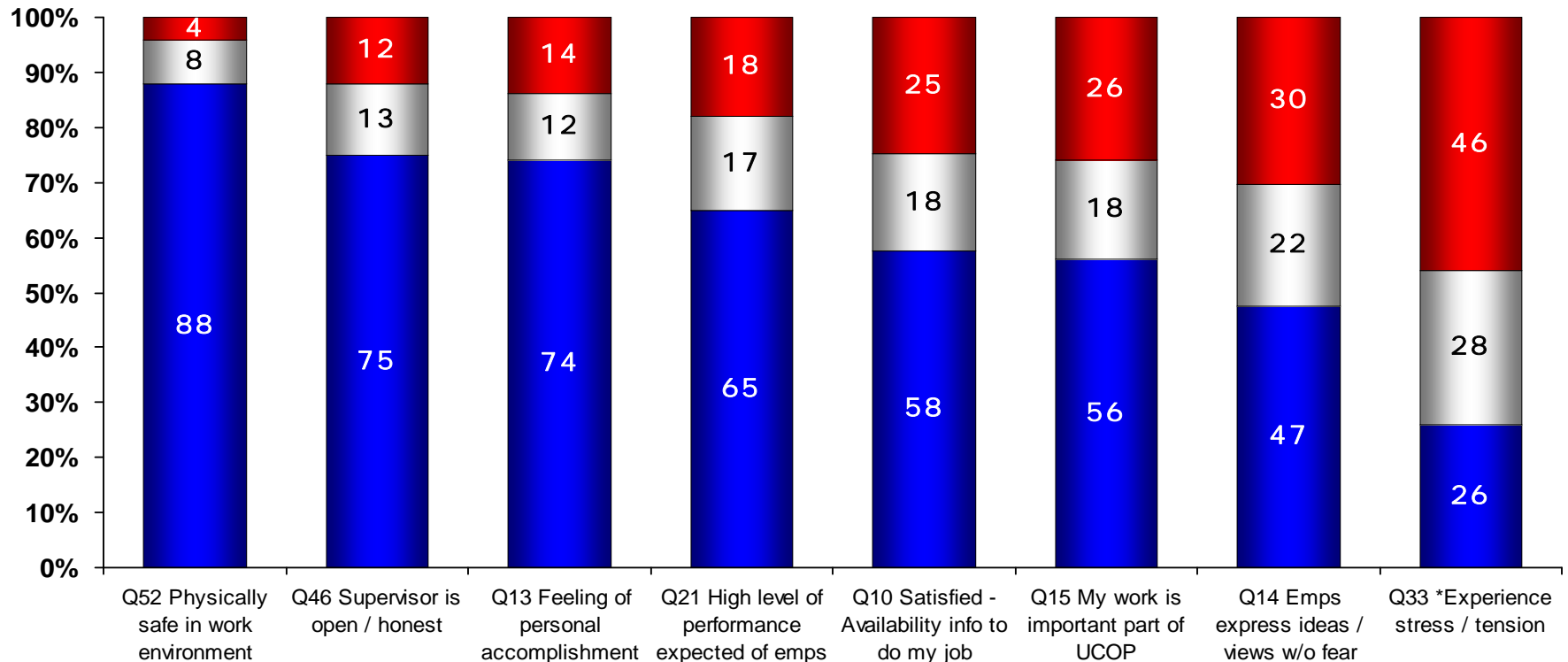
Dimension : Involvement

■ % Favorable

■ % Neutral

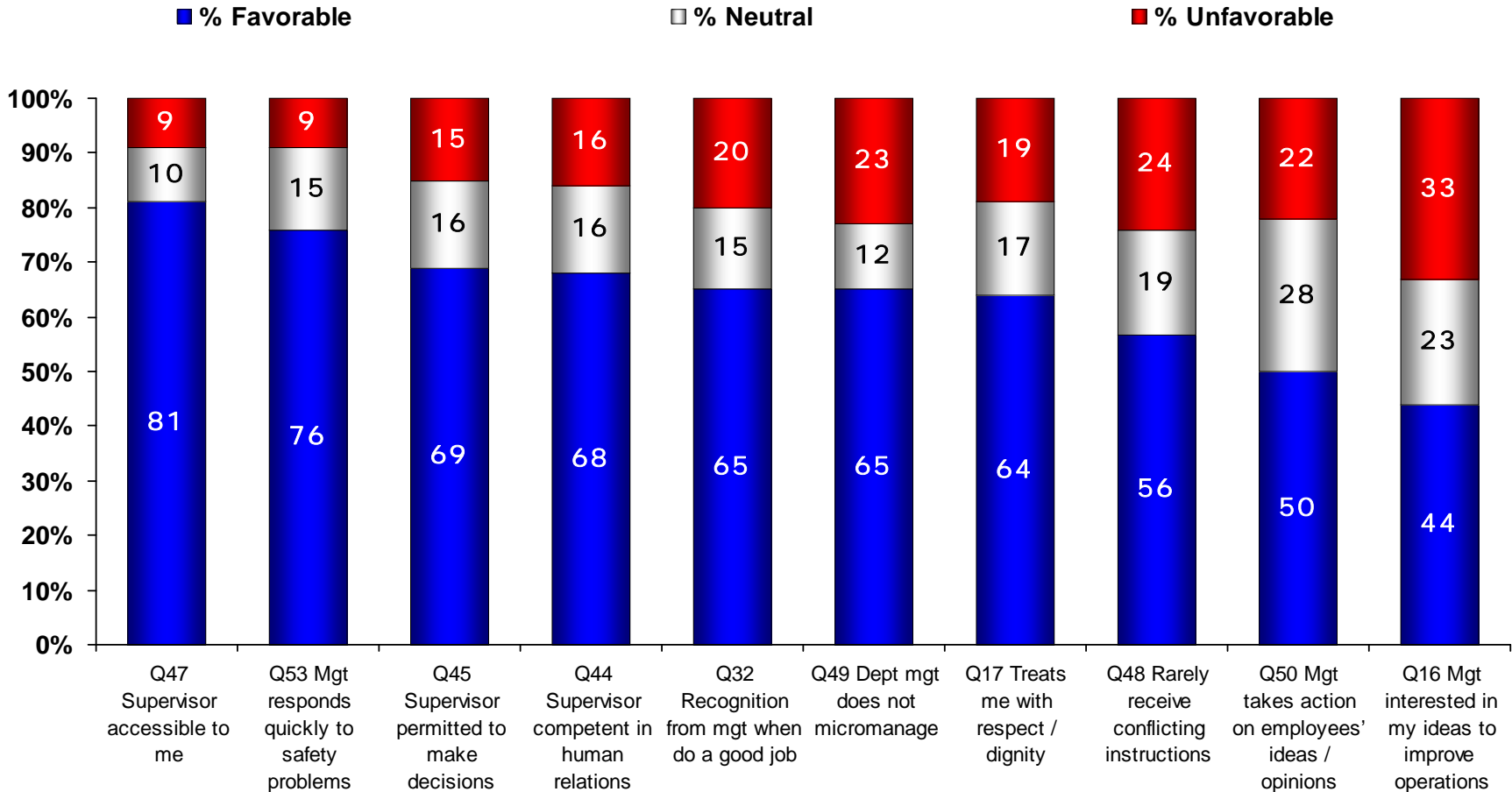
■ % Unfavorable

**reversed question –
46% do experience stress*



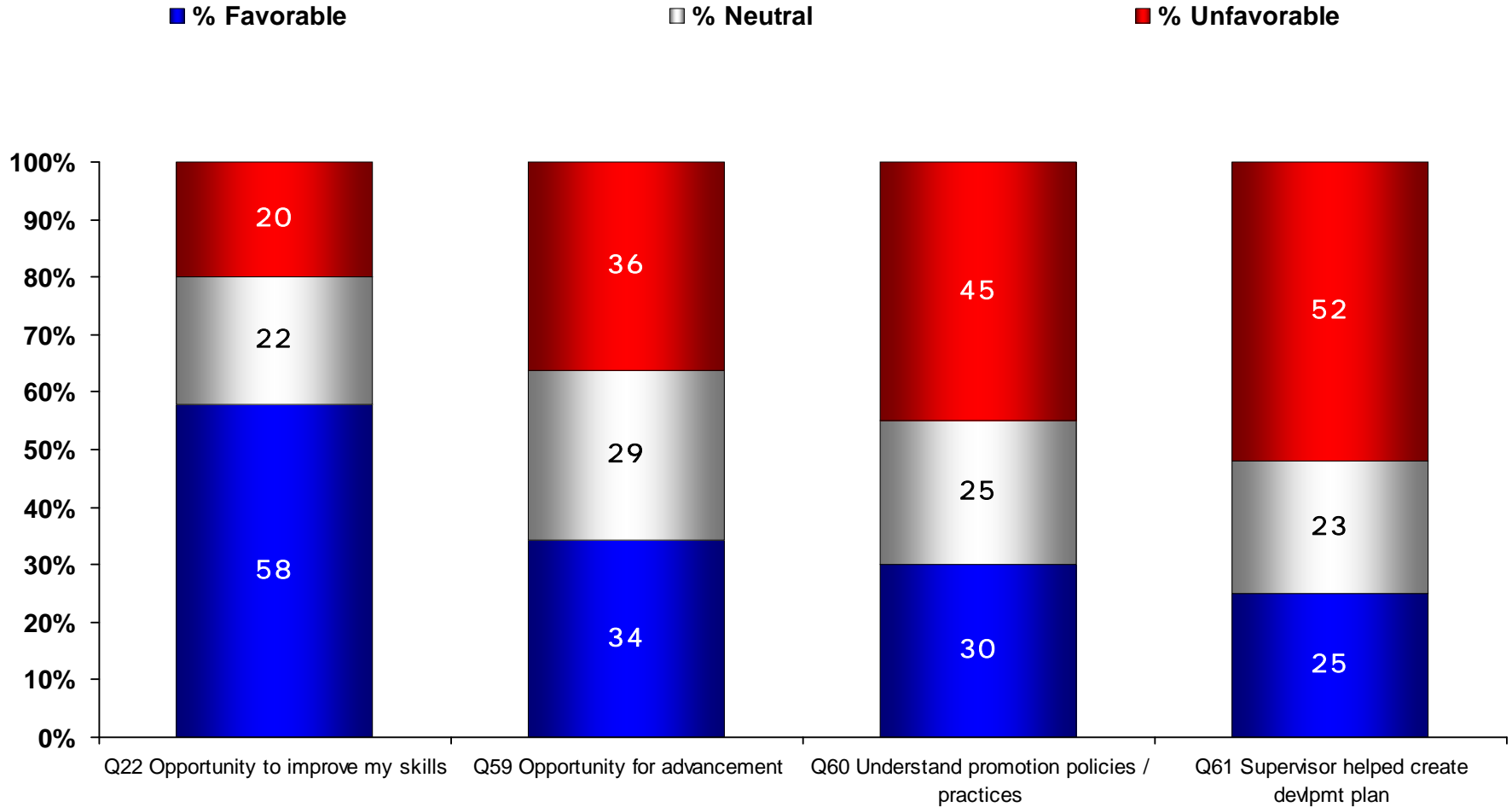
Employees feel safe, respected and have feelings of accomplishment in fulfilling high levels of expectation. They are less satisfied with information available to them, the extent to which they can express their ideas, views and feelings and that their work is important to UCOP. They experience stress.

Dimension : Leadership



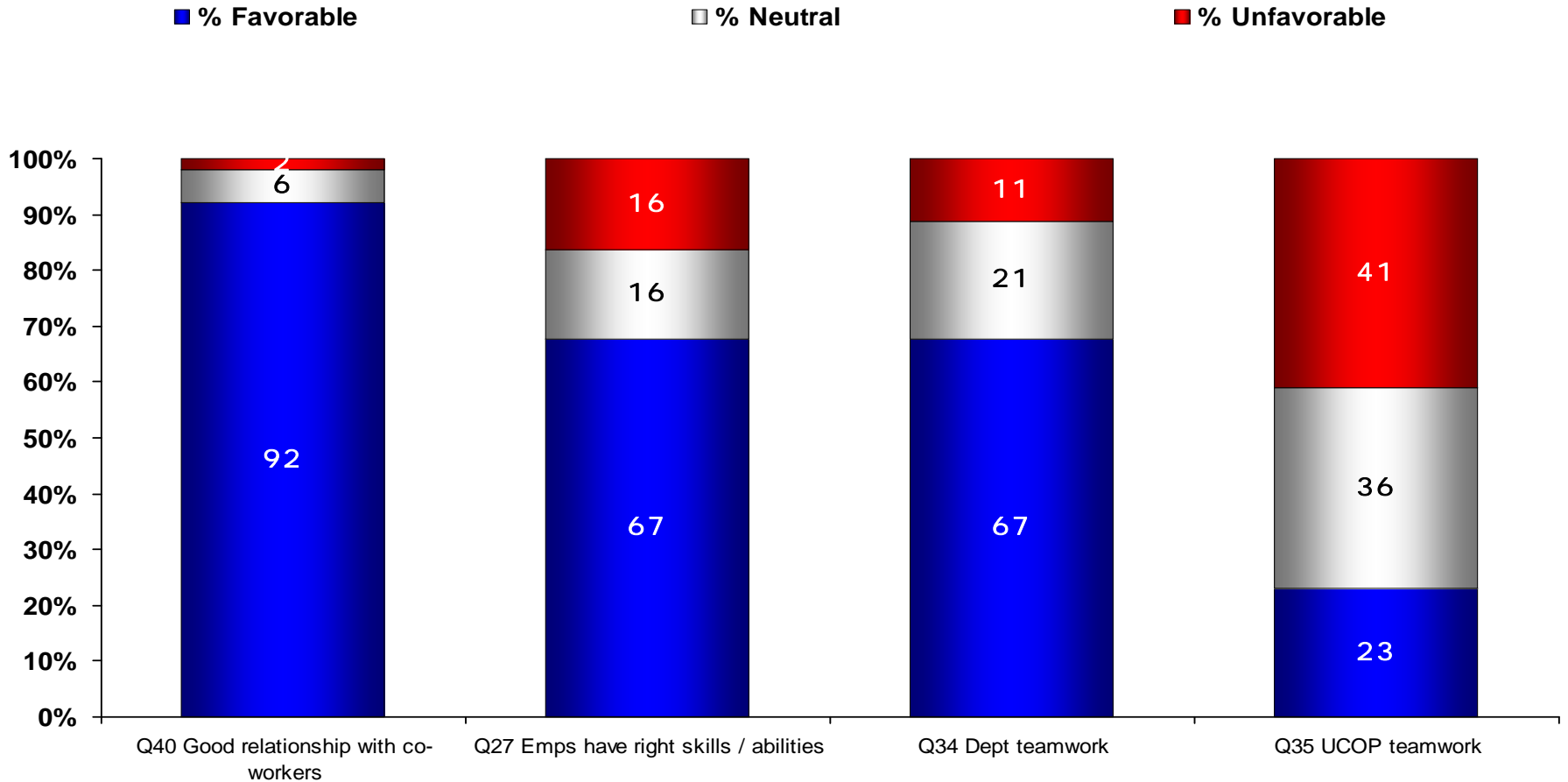
They are generally satisfied with their leadership. They do experience some conflicting instructions, and believe that management is not very interested in their ideas or takes action on their ideas and opinions.

Dimension : Professional Development



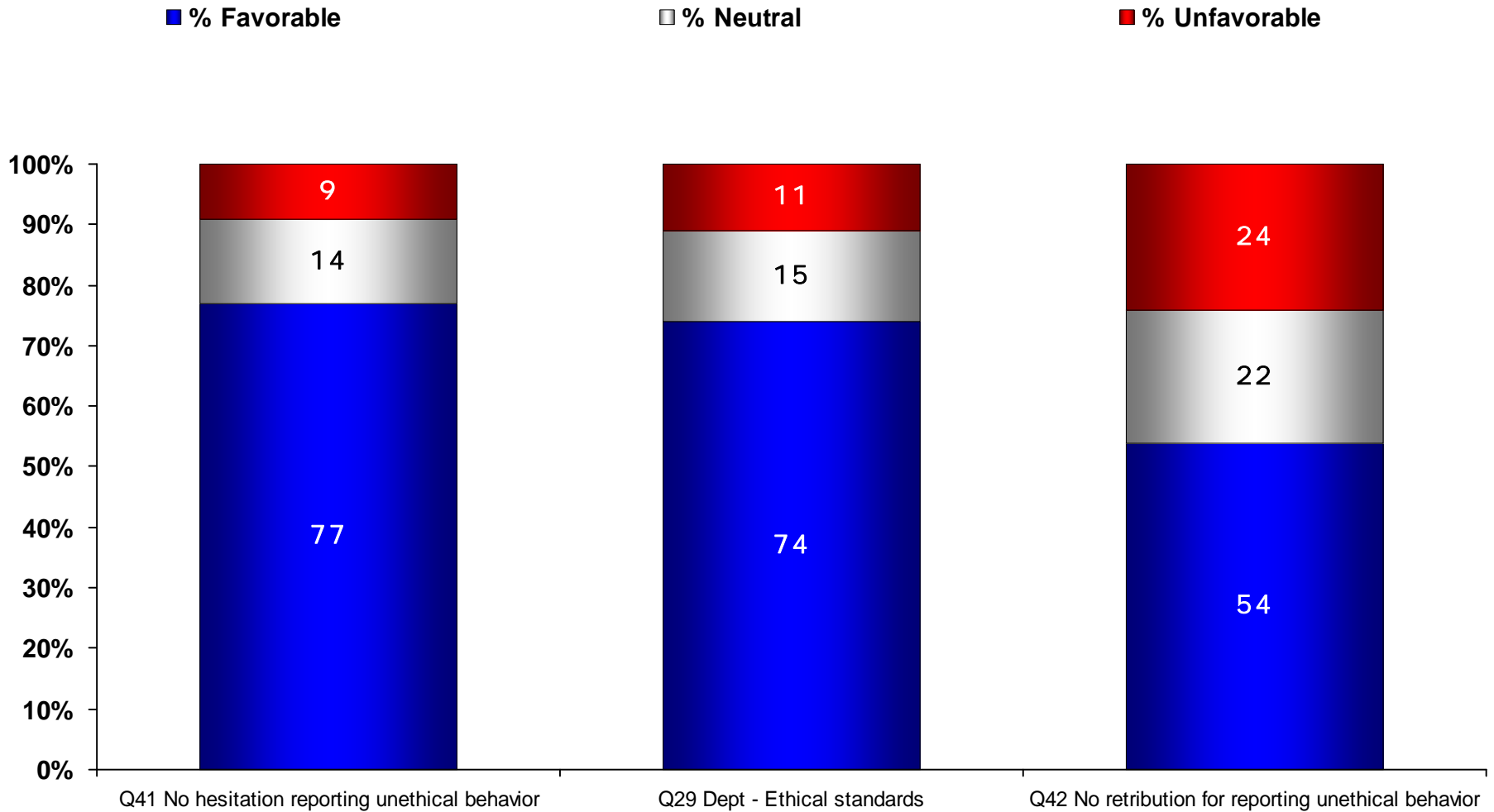
There are opportunities for management to benefit their employees by providing them information, opportunities and development plans.

Dimension : Teamwork



There is a difference between teamwork within departments and between departments that should be addressed.

Dimension : Ethics



Employees perceive their departments as ethical but many fear retribution for reporting unethical behavior.

Dimension : Diversity

■ % Favorable

□ % Neutral

■ % Unfavorable

65% Fav

74% Fav

72% Fav

Q54 People of diverse backgrounds can succeed



Question Text	N	MTM*	TM*	ABR*	TL*	MTL*
Q55 UCOP efforts - Opportunities for minorities	618	2%	6%	60%	24%	8%
Q56 UCOP efforts - Opportunities for women	665	1%	4%	68%	20%	7%
Q57 UCOP efforts - Opportunities for Lesbian, Gay, Bisexual / Transgender employees	494	2%	6%	80%	9%	3%
Q58 UCOP efforts - Opportunities for emps with a disability	481	1%	2%	79%	13%	5%

Most believe opportunities provided are about right

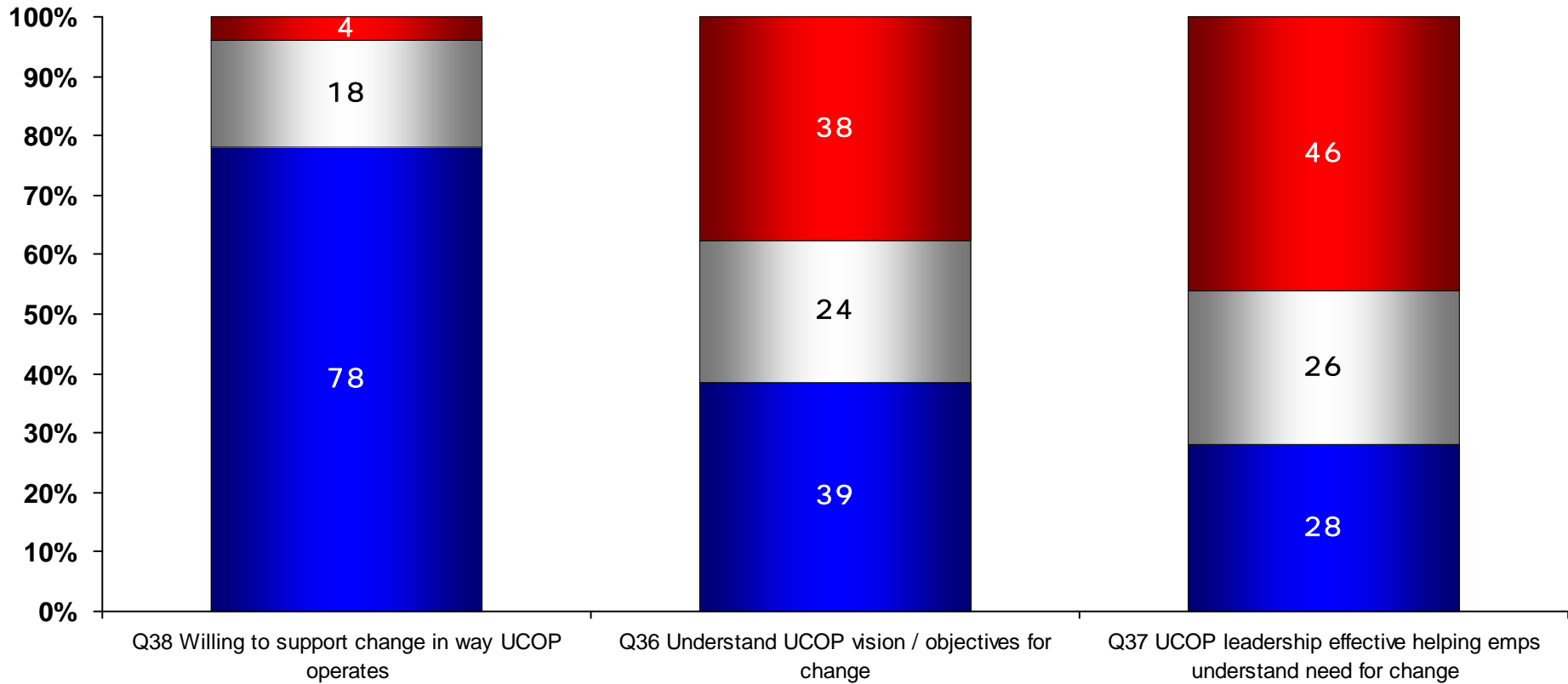
*MTM-Much Too Much; TM-Too Much; ABR-About Right; TL-Too Little; MTL-Much Too Little

Dimension : Change Readiness

■ % Favorable

■ % Neutral

■ % Unfavorable



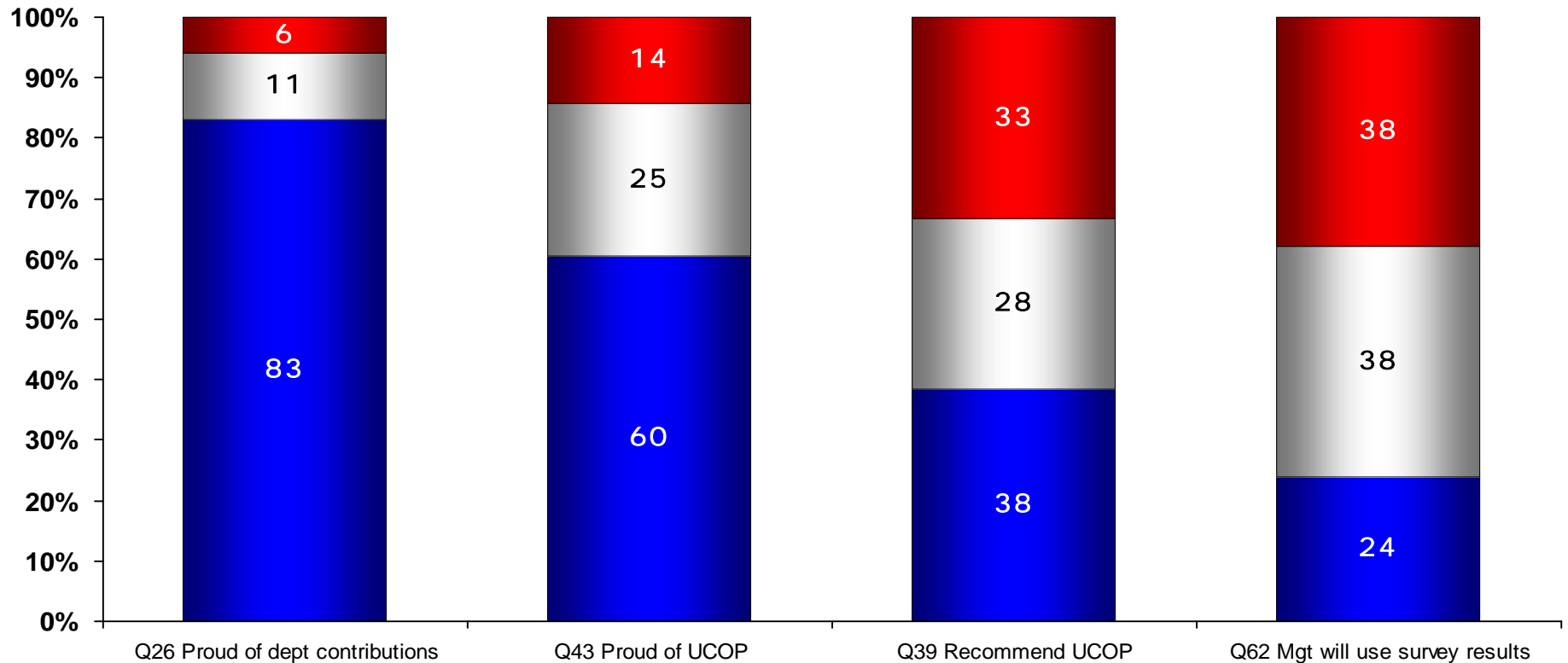
Employees are willing to support change if they could only understand it. Action by management can change this.

Dimension : Outcome

■ % Favorable

■ % Neutral

■ % Unfavorable



Their pride is related to their feelings of accomplishment. They do not trust management and would not recommend UCOP as a place to work.

Comments Summary

%	What does UCOP most need to do to support the future success of the University of California?
19	Strong/effective leadership
13	Better work organization
9	More/better communication/listen to the employees concerns/ideas
7	Better employee treatment/stop the favoritism
7	Hold people accountable for their actions
6	Better decision making/empower employees to make decision/seek employees input before changes happen
5	More advancement/training opportunities
5	Better pay/benefits
5	Hiring/retaining qualified employees
4	More teamwork/communication between departments
3	Less bureaucracy
17	Miscellaneous

The total responses for open-end question was 568

The write-in comments supported the responses to the survey questions. UCOP most needs leadership, better organization and better communication.

Recommendations

INTRODUCTION

This is the first time that UCOP has conducted an employee satisfaction survey to measure attitudes on a number of work factors deemed important to the organization. While it chose to focus only on those attitudes that directly impact the success of the change process currently occurring at UCOP, we understand that in future it may broaden the survey dimensions to include other issues that are important to employees. The questions chosen were in most cases similar to questions used by other organizations, both private and public, to assess employee attitudes. This allows for normative comparisons with other organizations as shown in Appendix I. However since very few Higher Education organizations currently use this type of employee opinion survey, caution should be used when interpreting these data. The different culture prevalent in Higher Education may distort direct comparisons with other organizations generally.

Additionally, in analyzing and interpreting the survey results, Sirota is aware that UCOP is undergoing a major process of change that presently creates uncertainty and insecurity among at least some employees. This should not of itself alter employee opinions but it may influence to some degree how they express them.

Based on a review of the data we suggest some discussion points for UCOP leadership.

We hope that UCOP leadership will use the results of the survey to develop and promote procedures to enhance employee satisfaction.

WHAT THE DATA SHOW

The data indicate a great number of strengths at UCOP that should be preserved and further strengthened. They also point to a series of opportunities for UCOP to improve satisfaction and morale and promote acceptance of the changes.

I. STRENGTHS

Employees of UCOP are generally satisfied with the way their performance is managed within their departments. There appears to be a level of comfort with what is expected of them, how their work and personal life are balanced and how plans are made and problems solved within the department. They do however, have concerns about the decision making process and their participation in it. It might be valuable for the department managers to explore this issue with their employees.

Employees are also satisfied with the leadership of their supervisors and immediate managers. This satisfaction suggests that managers will have an influence on their employees. UCOP leadership should make positive use of this influence. They should promote the benefits of the changes to the department leaders. If they accept the changes they are likely to convey their positive attitude to those who report to them and thereby increase the likelihood of subordinate acceptance of the changes.

It is noteworthy that employees believe that their supervisors are permitted to make decisions. Leadership should be certain not to change this in the future as it contributes to the positive relationship with their employees.

Employees, however, would like more involvement in that decision making process themselves.

The Involvement Dimension indicates the comfort that employees have in their jobs, with their supervisors and with a sense of personal accomplishment on the job. Feelings of personal accomplishment are very important at UCOP. Those feelings contribute to their pride in UCOP and to the pride they feel about the contributions of their department. It is important that any changes made in UCOP governance not diminish their sense of accomplishment. It is this sense of accomplishment that drives commitment and pride in their work, department and organization.

Recommendations: Strengths *(slide 2 of 2)*

I. STRENGTHS (con't)

Employees perceive UCOP as an ethical organization. They are willing to report unethical behavior even in the expectation of many that they would suffer retribution. Information about the consequences of such reporting should diminish that expectation.

Employees see UCOP as giving opportunities to minorities and giving people from diverse backgrounds opportunities to succeed.

In bringing about change at UCOP be sure to maintain or strengthen the strengths. Utilize the results of this survey to increase satisfaction of employees and increase their commitment to the changes that are coming.

Recommendations: Opportunities *(slide 1 of 3)*

II. OPPORTUNITIES

The responses to the items in the dimension, UCOP as an Organization, indicate a low level of confidence in the functioning and leadership of UCOP. We suggest that the leadership at UCOP should look into the cause of this low level of confidence. However, while they are doing this it is advisable to take some direct action with employees to promote the acceptance of change. One of the most immediate actions might be to increase the communication with personnel. We suggest:

- Issue a document or series of documents explaining the planned changes and its positive and negative consequences for UCOP and its employees
- Hold open forums at a variety of time slots for employees to encounter the leadership to ask questions and voice their concerns. Anticipate criticism and negativity and handle them productively by expressing appreciation for their input, responding with facts, agreeing to consider reasonable requests and suggestions, and following up with those who speak at the forums.
- Assert leadership by providing direction and explanation for the impending changes. It is noteworthy that 78% of the respondents are willing to support change but fewer than 40 % understand the vision and objectives of the change and only 28% perceive UCOP leadership as being effective in helping employees understand the need for change
- Consider the qualities for strong proven leaders in filling positions in UCOP. Strong leaders are those with enough confidence in themselves to develop a participative management style that involves employees in decision making while holding them accountable for performance. They have the ability to be both concerned for the well being of their employees and to get the job done to a high standard. The proven ability to do both should be the criterion for selection of a good leader.

Recommendations: Opportunities *(slide 2 of 3)*

II. OPPORTUNITIES (con't)

The responses to the Teamwork items show a meaningful contrast that suggest opportunities for action. The employees have good relationships; respect each other's skills and work as a team within their department. By contrast they do not cooperate and work as a team for the benefit of UCOP as a whole. These data suggest divisions, silos and, competition, among the different components of UCOP. For UCOP to be successful there is a need for cooperation and compromise within the organization. The lack of teamwork is unfortunately, common in university settings. It is often due to the limitation of resources, the different allegiances and commitments that people have and a misunderstanding of the goals and motivations of the other groups. This state, although common, must not be allowed to frustrate actions that benefit UCOP as a whole. UCOP should investigate the establishment of joint committees to develop plans to move toward cooperation in university wide affairs. Efforts should be made to increase communication among the various groups to make each aware of the goals, concerns and needs of the other. Develop work groups composed of representatives from different departments to work on UCOP issues and make recommendations to the Leadership. Develop social functions at which employees from different units are invited so as to give them opportunities to meet and know each other. The leadership should emphasize the need for teamwork and reward and publicize those groups that demonstrate it. The increase of teamwork across UCOP should be a goal incorporated into the plans for change.

The respondents indicated a lack of opportunities for Professional development in UCOP. It might be advisable to circulate promotion policies. Wherever feasible, supervisors should create development plans for employees. It is also recommended that the administration determine the knowledge, skills and abilities (KSAs) that will be needed during and after the implementation of the changes. Then they should determine the availability of personnel with those KSAs within UCOP. If they are not available in sufficient number it would be advisable to set up training programs for people to develop the type of proficiencies needed. Lines of advancement could also be developed so as to promote potential careers at UCOP and thus reducing turnover.

II. OPPORTUNITIES (con't)

The Outcome items are an indication of where UCOP stands at the moment with respect to their employees. With all the issues facing UCOP 60% of its employees are proud to be a part of UCOP and 83% are proud of their department's contribution to UCOP. However, only 38% of employees would recommend UCOP as a place to work. This percentage is at least partially explained by the recent announcement of a voluntary severance program and expectations of layoffs and restrictions. Nevertheless, this item can be a benchmark for the future. As UCOP succeeds, the percentage for "willing to recommend UCOP as a place to work" will increase.

Only 24% of employees believe that management will use the survey results constructively. This is an indication of the low level of trust. The leadership should prove them wrong by instituting as soon as possible some of the recommendation resulting from the survey and publicize it as stemming from the survey results. A future increase in the figure above 24% will be an indication of increased trust in the UCOP administration.

Appendix I: Norm Comparisons

(slide 1 of 2)

		UCOP % Fav	*NORM Avg % Fav	Diff
Above Norm	Q52 I feel physically safe in my work environment	88	80	+8
	Q32 I receive recognition from management when I do a good job	65	59	+6
	Q40 I have a good relationship with my co-workers	92	88	+4
	Q18 Employees in my department can usually get a fair hearing for their complaints	56	53	+3
Q28 People in my department are willing to confront and solve problems (rather than sweeping them under the rug)		60	60	0
Q47 My supervisor is accessible to me when I need him/her		81	81	0
Q15 I am made to feel that my work is an important part of UCOP		56	56	0
Q11 My department has effective decision making processes (no undue delays)		44	44	0
Below Norm <i>(cont'd on next slide)</i>	Q13 My work gives me a feeling of personal accomplishment	74	75	-1
	Q09 In my department the work is well organized (smooth work flow etc)	55	56	-1
	Q46 My supervisor is open and honest with me	75	76	-1
	Q23 I understand what is expected of me in my job	83	85	-2
	Q44 Rate your supervisor on being competent in human relations (dealing with people)	68	70	-2
	Q54 UCOP has an environment where people of diverse backgrounds can succeed**	70	75	-5
	Q31 My department supports the need for balance between my work life and my personal life	72	77	-5
	Q22 I have been given a real opportunity to improve my skills at UCOP	58	64	-6
	Q08 I am encouraged to be innovative on my job (trying new ways of doing things)	63	70	-7
	Q10 I am satisfied with the availability of the information I need to do my job	58	66	-8
	Q50 Management takes action on employees' ideas and opinions	50	58	-8
	Q17 Management in general treats me with respect and dignity	64	74	-10
Q59 How would you rate your opportunity for advancement	34	44	-10	

* Norms based on total Sirota data

** Reverse scale question

Appendix I: Norm Comparisons

(slide 2 of 2)

Below Norm
(cont'd from previous slide)

Norm Questions	UCOP % Fav	*NORM Avg % Fav	Diff
Q12 I am satisfied with my participation in department decisions	48	61	-13
Q03 UCOP takes a genuine interest in the well-being of its employees	42	58	-16
Q14 Employees can express their ideas/views without fear of retribution	47	64	-17
Q05 Rate UCOP on communicating to employees on matters that affect them	39	57	-18
Q43 I feel proud to work at UCOP	60	79	-19
Q21 A high level of performance is expected of employees here	65	84	-19
Q62 Do you believe the results of the this survey will be used constructively by management	24	53	-29
Q39 I would recommend UCOP (to family and friends) as a place to work	38	72	-34
Q04 Top management at UCOP encourages reporting important information up-the-line, even if it is bad news	30	66	-36
Q35 How would you rate teamwork throughout UCOP	23	59	-36
Q07 Rate UCOP on having effective decision making processes (no undue delays)	8	44	-36
Q02 UCOP has effective leadership (a top management that knows what it wants, inspires confidence, etc)	16	59	-43

This Appendix shows the comparison between the favorable responses of UCOP employees and Sirota Survey Intelligence© normative data. The normative data are from different organizations collected over a five year period. The organizations are both private and public but do not include more than two educational institutions. It is more important to attend to the differences in responses within UCOP than in comparing responses between UCOP and the normative data. A difference of less than 10 percentage points between UCOP and the norms is not a meaningful difference. The largest difference between the normative data and UCOP are about UCOP's leadership, management and communication.

* Norms based on total Sirota data.

Appendix II: Dimension Summary by Division

	Total UCOP			Academic Affairs			Business Ops			Other Divisions		
N	871			327			284			166		
Dimensions	% Fav	% Neu	% UnFav	% Fav	% Neu	% UnFav	% Fav	% Neu	% UnFav	% Fav	% Neu	% UnFav
UCOP as an Org	26	28	47	24	27	50	26	28	46	29	27	45
Performance Management	64	17	20	66	15	19	64	17	19	62	17	21
Involvement	61	17	22	63	16	21	61	18	21	59	18	23
Leadership	64	17	19	65	16	19	66	18	17	61	18	21
Prof Devlpmt	37	25	38	39	24	38	37	28	35	35	22	43
Teamwork	62	20	18	63	18	20	62	22	16	63	20	18
Ethics	68	17	15	69	17	15	68	17	15	67	17	15
Change Readiness	48	23	29	49	20	31	49	23	27	47	24	29
Outcome	41	30	28	39	30	31	41	30	28	42	31	26

There are no statistically significant difference on the Dimensions among the Divisions.

Appendix III: Question Detail by Division

(slide 1 of 3)

Questions Text	Total UCOP			Academic Affairs	Business Ops	Other Divisions
N	871			327	284	260
	% Fav	% Neu	% Unfav	% Fav	% Fav	% Fav
UCOP as an Organization	26	28	47	24	26	29
Q01 Participative environment involving employees in decision-making	24	21	55	17	28	29
Q02 Effective leadership*	16	22	63	15	14	18
Q03 Interest in the well-being of employees*	42	25	34	38	43	45
Q04 Encourages information up-the-line, even if bad news*	30	31	40	28	28	34
Q05 Communicating to employees on matters affecting them*	39	36	25	37	41	40
Q06 Effective planning for change	14	32	54	11	14	17
Q07 UCOP - Effective decision making processes*	8	28	65	6	8	10
Q51 Accountability part of culture	36	25	40	36	34	36
Performance Management	64	17	20	66	64	62
Q08 Encouraged to be innovative*	63	16	21	67	64	58
Q09 Dept - Work is well organized*	55	20	25	55	55	54
Q11 Dept - Effective decision making processes*	44	19	37	46	42	43
Q12 Satisfied - Participation in dept decisions*	48	20	32	50	46	47
Q18 Dept - Fair hearing for complaints*	56	22	21	62	53	53
Q19 Resources to do a quality job	54	17	29	56	56	52
Q20 Decision-making authority to do my job	61	18	21	64	59	60
Q23 Understand what's expected of me*	83	10	7	84	83	81
Q24 Dept - Emphasizes high quality work	80	12	8	82	78	80
Q25 Dept - Emphasizes customer service orientation	78	13	9	78	82	75
Q28 Dept - People confront / solve problems*	60	18	22	61	63	57
Q30 Dept - Clear priorities	57	21	22	53	58	59
Q31 Dept - Supports work / life balance*	72	15	13	77	70	69

* Normative Item as shown in Appendix I

Appendix III: Question Detail by Division

(slide 2 of 3)

Questions Text	Total UCOP			Academic Affairs	Business Ops	Other Divisions
N	871			327	284	260
	% Fav	% Neu	% Unfav	% Fav	% Fav	% Fav
Involvement	61	17	22	63	61	59
Q10 Satisfied - Availability info to do my job*	58	18	25	61	55	56
Q13 Feeling of personal accomplishment*	74	12	14	76	72	74
Q14 Emps express ideas / views w/o fear *	47	22	30	52	47	42
Q15 My work is important part of UCOP*	56	18	26	55	60	51
Q21 High level of performance expected of emps*	65	17	18	63	64	67
Q33 *Experience stress / tension	26	28	46	26	28	24
Q46 Supervisor is open / honest*	75	13	12	78	75	71
Q52 Physically safe in work environment*	88	8	4	89	90	85
Leadership	64	17	19	65	66	61
Q16 Mgt interested in my ideas to improve operations	44	23	33	49	44	38
Q17 Treats me with respect / dignity*	64	17	19	63	70	60
Q32 Recognition from mgt when do a good job*	65	15	20	65	69	61
Q44 Supervisor competent in human relations*	68	16	16	72	69	63
Q45 Supervisor permitted to make decisions	69	16	15	70	72	63
Q47 Supervisor accessible to me*	81	10	9	81	83	80
Q48 Rarely receive conflicting instructions	56	19	24	55	57	58
Q49 Dept mgt does not micromanage	65	12	23	66	67	62
Q50 Mgt takes action on employees' ideas / opinions*	50	28	22	53	48	48
Q53 Mgt responds quickly to safety problems	76	15	9	78	77	72

* Normative Item as shown in Appendix I

Appendix III: Question Detail by Division

(slide 3 of 3)

Questions Text	Total UCOP			Academic Affairs	Business Ops	Other Divisions
N	871			327	284	260
	% Fav	% Neu	% Unfav	% Fav	% Fav	% Fav
Professional Development	37	25	38	39	37	35
Q22 Opportunity to improve my skills*	58	22	20	63	54	55
Q59 Opportunity for advancement*	34	29	36	33	39	31
Q60 Understand promotion policies / practices	30	25	45	34	30	27
Q61 Supervisor helped create devlpmt plan	25	23	52	24	25	27
Teamwork	62	20	18	63	62	63
Q27 Emps have right skills / abilities	67	16	16	69	66	67
Q34 Dept teamwork	67	21	11	68	67	68
Q35 UCOP teamwork*	23	36	41	21	23	24
Q40 Good relationship with co-workers*	92	6	2	94	93	91
Ethics	68	17	15	69	68	67
Q29 Dept - Ethical standards	74	15	11	73	75	73
Q41 No hesitation reporting unethical behavior	77	14	9	79	76	76
Q42 No retribution for reporting unethical behavior	54	22	24	54	54	53
Change Readiness	48	23	29	49	49	47
Q36 Understand UCOP vision / objectives for change	39	24	38	41	38	36
Q37 UCOP leadership effective helping emps understand need for change	28	26	46	27	29	29
Q38 Willing to support change in way UCOP operates	78	18	4	78	80	77

* Normative Item as shown in Appendix I