



ACADEMIC AFFAIRS

Staff@Work Survey Analysis, 2009 - 2013

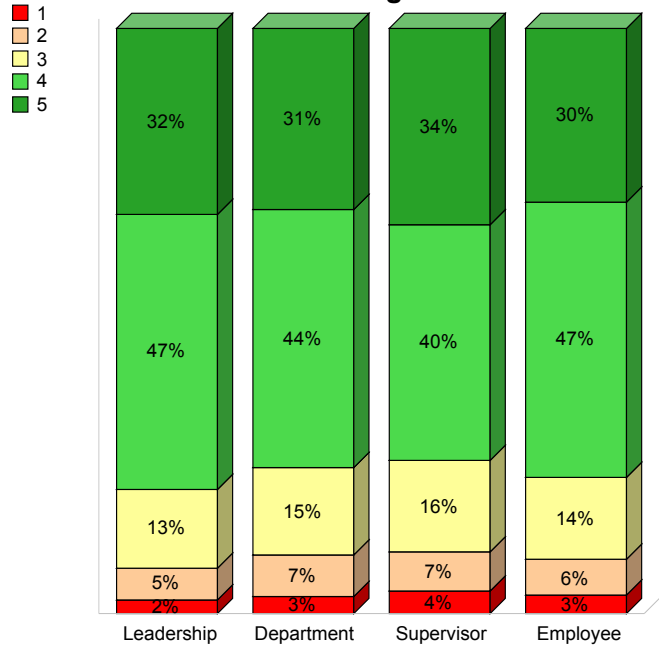
| | 2012 | 2013 |
|--------------------|------|------|
| Response | 59% | 58% |
| Average Mean Score | 3.90 | 3.95 |

This year, of the 53 attribute mean scores:
 37 are in the excellent range (>3.8)
 0 increased from the previous year
 0 decreased from the previous year

Primary Opportunities:

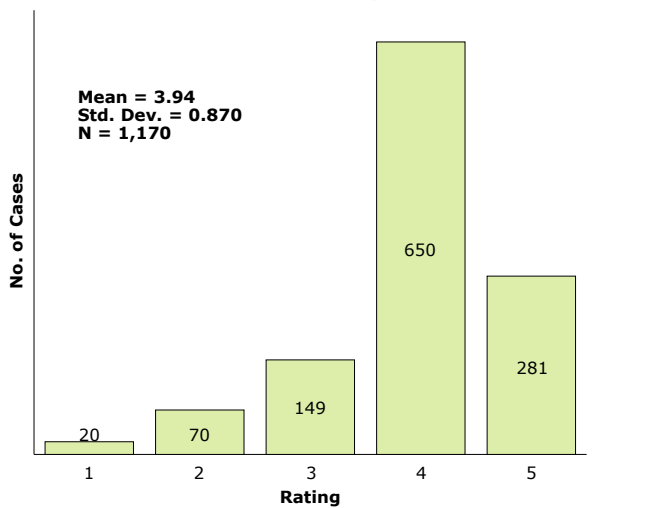
- 42 Salary and Benefits
 - 49 Career Advancement
 - 40 Resolves Staff Issues
- (see page 3 for more details)

2013 Dimension Rating Breakdown

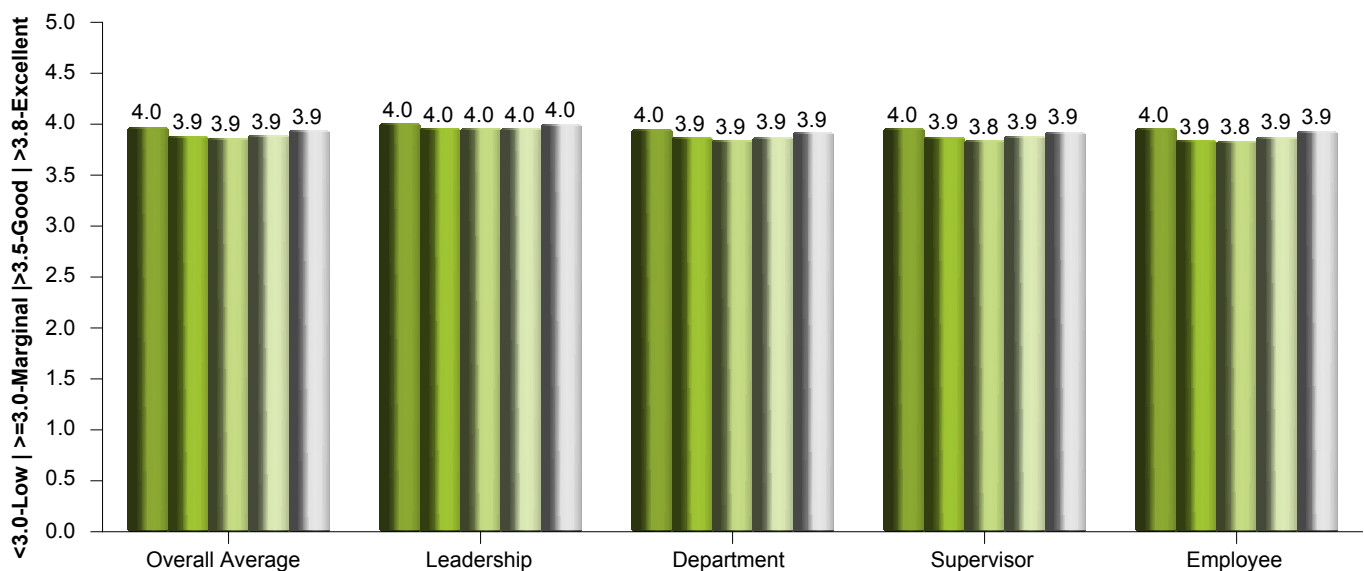


1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

Overall Satisfaction, 2013



Average Mean Scores by Question Dimension, 2009 - 2013



ACADEMIC AFFAIRS Staff@Work Survey Mean Score Trend Analysis, 2009 to 2013

| | | 2009 | 2010 | 2011 | 2012 | 2013 | 12 - 13 | UCSD 2013 Total |
|---------------------------------------|--------------------------------|----------------------|-------|-------|-------|-------|---------|-----------------|
| | 1 Satisfied Employee | 4.0 | 3.7 | 3.7 | 3.87 | 3.94 | ➔ | 3.97 |
| Leadership | 2 Understands Mission | 4.2 | 4.2 | 4.3 | 4.26 | 4.27 | ➔ | 4.26 |
| | 3 Understands Contribution | 4.3 | 4.3 | 4.3 | 4.30 | 4.27 | ➔ | 4.29 |
| | 4 Leadership Communicates | 3.7 | 3.6 | 3.6 | 3.65 | 3.70 | ➔ | 3.66 |
| | 5 Recommendations Without Fear | 4.0 | 4.0 | 3.9 | 3.91 | 3.97 | ➔ | 3.90 |
| | 6 Sufficient Freedom | 4.2 | 4.1 | 4.1 | 4.11 | 4.14 | ➔ | 4.11 |
| | 7 Faculty Respect | 4.0 | 4.0 | 4.0 | 3.99 | 4.05 | ➔ | 4.04 |
| | 8 Staff Respect | 4.2 | 4.2 | 4.2 | 4.21 | 4.21 | ➔ | 4.15 |
| | 9 Valued Member | 3.9 | 3.6 | 3.7 | 3.73 | 3.81 | ➔ | 3.80 |
| | 10 Faculty Value Contributions | 3.8 | 3.8 | 3.8 | 3.81 | 3.87 | ➔ | 3.83 |
| | 11 Staff Value Contributions | 4.1 | 4.1 | 4.0 | 4.05 | 4.09 | ➔ | 4.02 |
| | 12 Receive Timely Information | 3.7 | 3.6 | 3.6 | 3.61 | 3.66 | ➔ | 3.63 |
| | Department | 13 Annual Dept Goals | 3.7 | 3.5 | 3.6 | 3.63 | 3.67 | ➔ |
| 14 Measures Dept Goals | | 3.6 | 3.5 | 3.5 | 3.51 | 3.59 | ➔ | 3.61 |
| 15 Measures Customer Satisfaction | | 3.5 | 3.5 | 3.5 | 3.51 | 3.56 | ➔ | 3.69 |
| 16 Improves Services/Products | | 3.7 | 3.7 | 3.7 | 3.68 | 3.72 | ➔ | 3.75 |
| 17 Adequate Staffing | | 3.2 | 2.9 | 2.9 | 2.99 | 3.05 | ➔ | 2.99 |
| 18 Have Tools | | 4.0 | 4.0 | 3.9 | 3.92 | 3.97 | ➔ | 3.93 |
| 19 Physical Environment | | 4.1 | 4.1 | 4.0 | 4.06 | 4.08 | ➔ | 4.03 |
| 20 Safe Environment | | 4.3 | 4.2 | 4.2 | 4.23 | 4.26 | ➔ | 4.20 |
| 21 Participate in Decisions | | 4.0 | 3.9 | 3.9 | 3.90 | 3.97 | ➔ | 3.90 |
| 22 Better Ways Recognized | | 3.7 | 3.6 | 3.6 | 3.65 | 3.66 | ➔ | 3.60 |
| 23 Balance Work/Life | | 4.1 | 4.1 | 4.0 | 4.05 | 4.08 | ➔ | 4.05 |
| 24 All Cultures Treated Fairly | | 4.4 | 4.4 | 4.3 | 4.33 | 4.33 | ➔ | 4.24 |
| 25 Sexual Orientations Treated Fairly | | 4.4 | 4.4 | 4.4 | 4.37 | 4.40 | ➔ | 4.31 |
| 26 All Welcomed | | 4.3 | 4.2 | 4.2 | 4.14 | 4.23 | ➔ | 4.19 |
| 27 Diverse Environment | | 4.2 | 4.1 | 4.1 | 4.15 | 4.18 | ➔ | 4.14 |
| 28 Spirit of Cooperation | | 3.9 | 3.8 | 3.8 | 3.85 | 3.92 | ➔ | 3.80 |
| 29 Principles of Community | | 4.1 | 4.0 | 4.0 | 4.03 | 4.08 | ➔ | 4.00 |
| Supervisor | 30 Work Assigned Equitably | 3.6 | 3.5 | 3.5 | 3.56 | 3.63 | ➔ | 3.54 |
| | 31 Appropriate Stress | 3.7 | 3.6 | 3.5 | 3.63 | 3.63 | ➔ | 3.60 |
| | 32 Praise Work | 4.0 | 4.0 | 3.9 | 3.95 | 3.98 | ➔ | 3.91 |
| | 33 Suggestions for Improvement | 3.9 | 3.9 | 3.8 | 3.87 | 3.91 | ➔ | 3.86 |
| | 34 Evaluated Fairly | 4.0 | 4.0 | 3.9 | 3.97 | 3.98 | ➔ | 3.92 |
| | 35 Annual Appraisals | 3.8 | 3.7 | 3.6 | 3.66 | 3.73 | ➔ | 3.72 |
| | 36 Advancement Opportunities | 4.1 | 4.0 | 3.9 | 3.94 | 4.01 | ➔ | 3.92 |
| | 37 Supports Training | 4.2 | 4.1 | 4.0 | 4.09 | 4.08 | ➔ | 4.00 |
| | 38 Treats With Respect | 4.3 | 4.3 | 4.2 | 4.24 | 4.27 | ➔ | 4.20 |
| | 39 Supportive | 4.4 | 4.4 | 4.3 | 4.35 | 4.37 | ➔ | 4.29 |
| | 40 Resolves Staff Issues | 3.6 | 3.5 | 3.5 | 3.55 | 3.61 | ➔ | 3.55 |
| Employee | 41 Influence Community | 4.3 | 4.2 | 4.2 | 4.22 | 4.27 | ➔ | 4.21 |
| | 42 Salary and Benefits | 2.9 | 2.5 | 2.6 | 2.90 | 2.98 | ➔ | 3.00 |
| | 43 Ethical Conduct | 4.1 | 4.1 | 4.1 | 4.07 | 4.13 | ➔ | 4.04 |
| | 44 Most Perform | 4.0 | 4.0 | 4.0 | 4.00 | 4.07 | ➔ | 3.96 |
| | 45 Get Information | 4.3 | 4.2 | 4.2 | 4.17 | 4.22 | ➔ | 4.19 |
| | 46 Good Use of Skills | 4.0 | 4.0 | 4.0 | 3.99 | 4.00 | ➔ | 4.01 |
| | 47 Know How To Use Tools | 4.4 | 4.4 | 4.3 | 4.35 | 4.37 | ➔ | 4.35 |
| | 48 Manage Workload | 4.1 | 4.1 | 4.0 | 4.08 | 4.12 | ➔ | 4.07 |
| | 49 Career Advancement | 3.5 | 3.2 | 3.2 | 3.27 | 3.37 | ➔ | 3.39 |
| | 50 Valuable Training | 3.9 | 3.7 | 3.7 | 3.74 | 3.78 | ➔ | 3.78 |
| | 51 Feel Valued | 4.0 | 3.8 | 3.8 | 3.85 | 3.90 | ➔ | 3.82 |
| | 52 Recommend UCSD | 4.1 | 3.8 | 3.8 | 3.92 | 4.01 | ➔ | 4.00 |
| | 53 Friends At Work | | 4.0 | 4.0 | 3.95 | 3.98 | ➔ | 3.98 |
| | Average Score of 53 Questions | 4.0 | 3.9 | 3.9 | 3.90 | 3.95 | ➔ | 3.91 |
| | Total Surveyed (N) | 2,211 | 2,182 | 2,086 | 2,096 | 2,058 | | 8,481 |
| | Total Responded (n) | 1,002 | 1,040 | 1,149 | 1,242 | 1,184 | | 4,541 |
| | | 45% | 48% | 55% | 59% | 58% | | 54% |

Mean score change from the prior year statistically significant (P < 0.05)

2013 mean score greater than that of UCSD

*Increase/Decrease: a change of more than 0.09

Highest - 25 Sexual Orientations Treated Fairly (4.4)

Lowest - 42 Salary and Benefits (3.0)

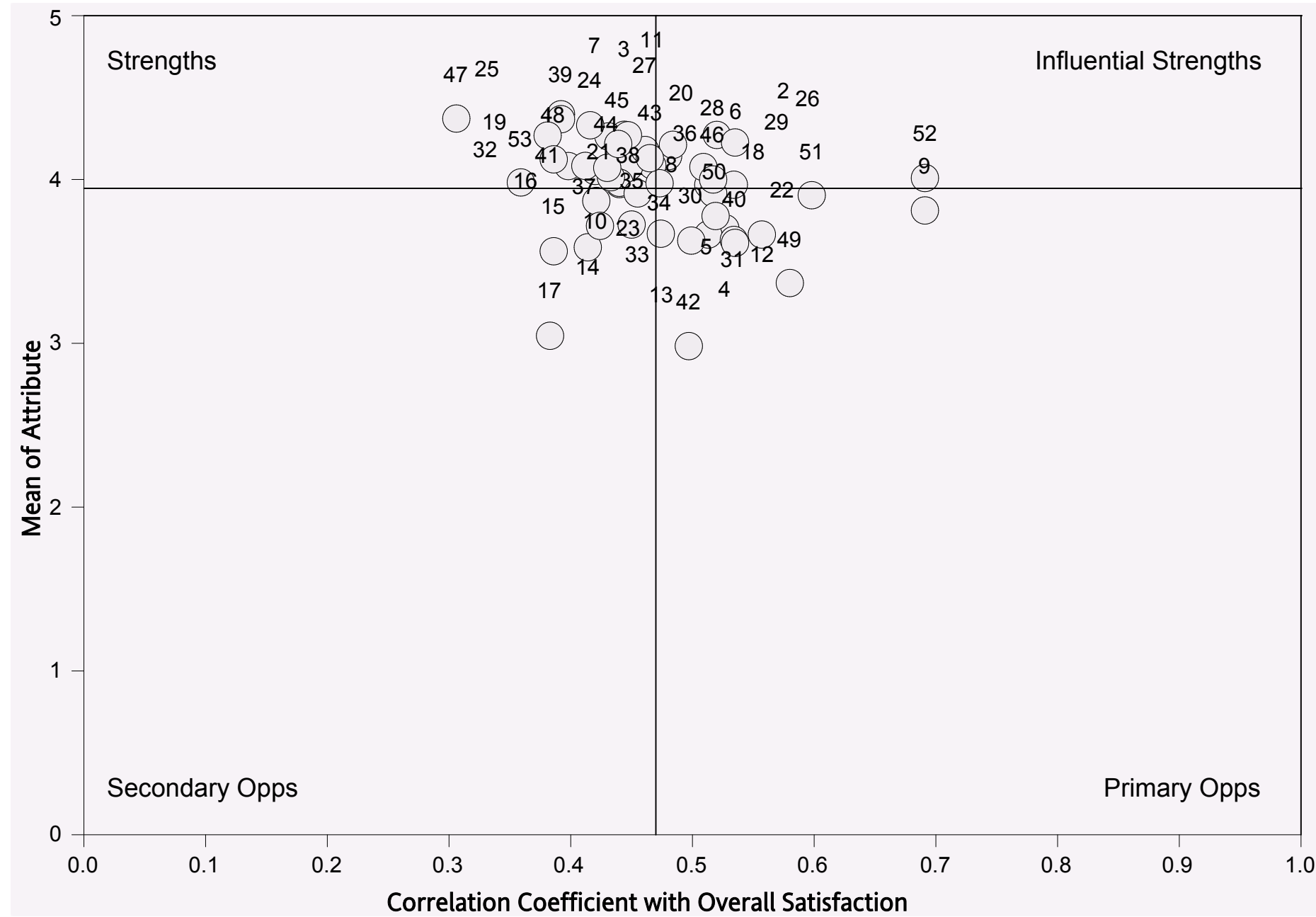
| | |
|------------------|----------|
| Increase | 0 |
| Decrease | 0 |
| Excellent >3.8 - | 37 (70%) |

ACADEMIC AFFAIRS - All Respondents

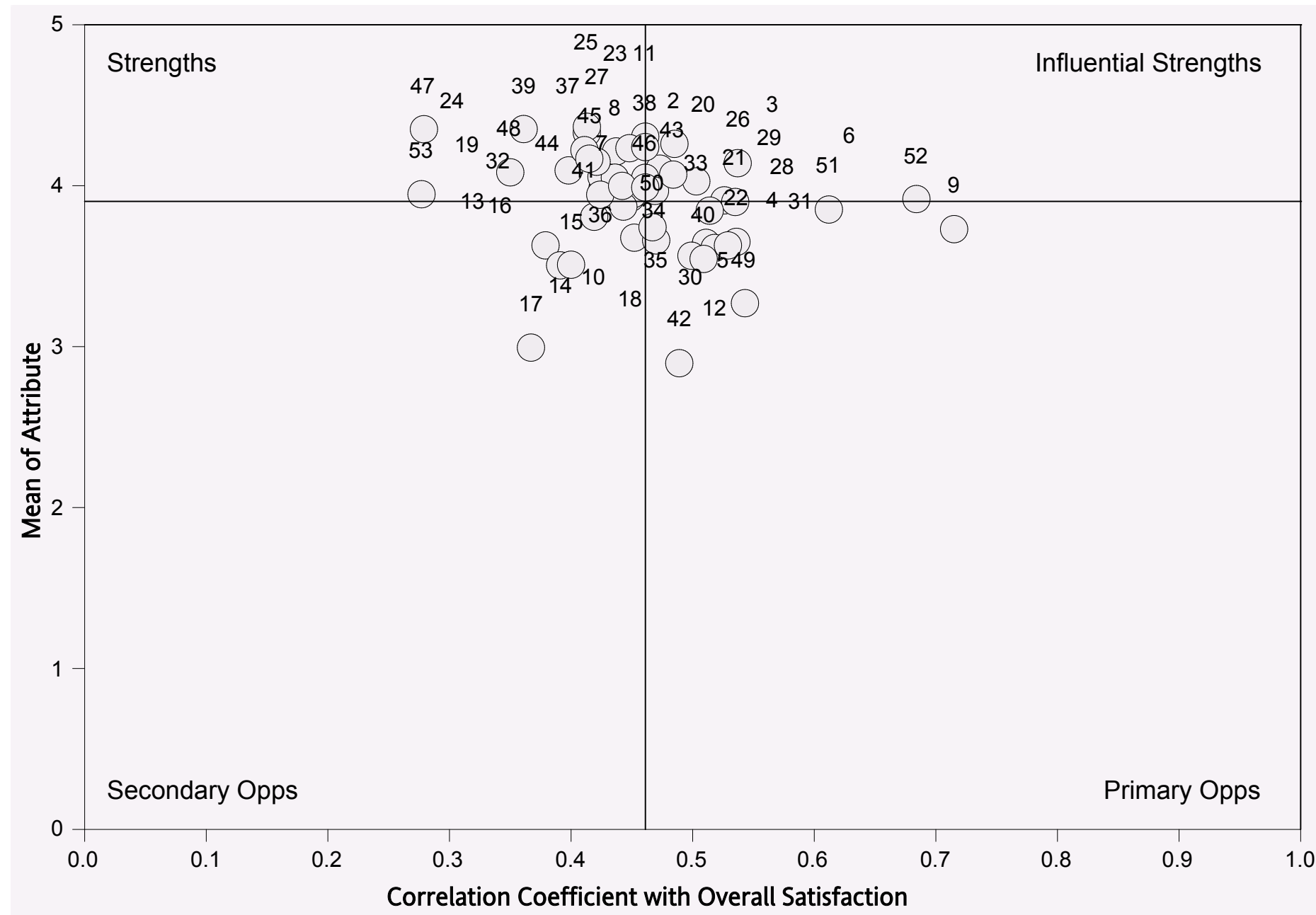
Attribute movements between quadrants from 2012 to 2013 Green - Positive, Red - Negative, Black - Neutral or same

Area: E - Employee, D - Department, L - Leadership, S - Supervisor

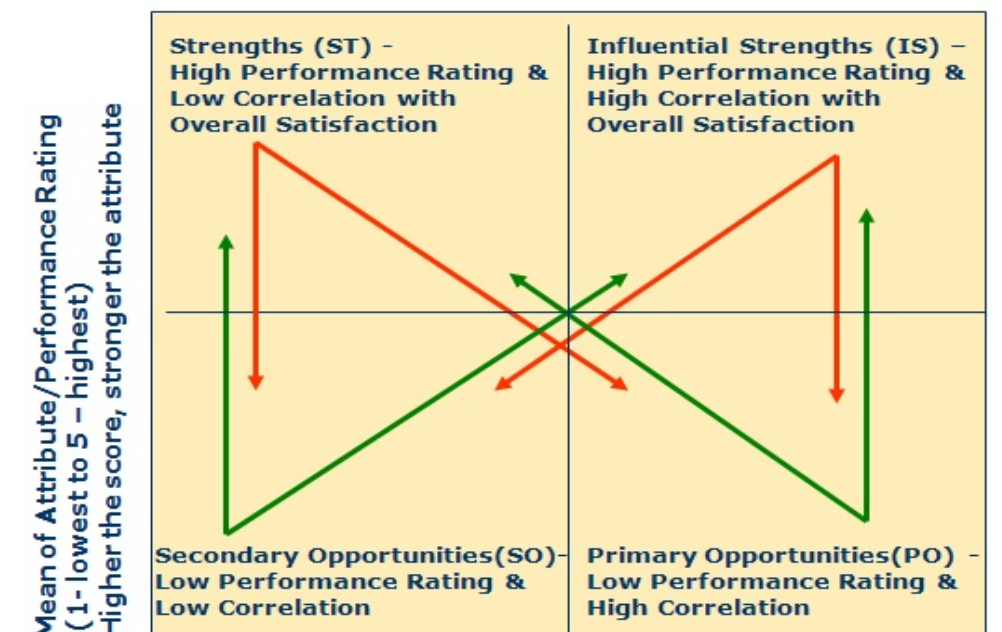
2013 : n/N = 1,184/ 2,058 (58%)
 Mean Average = 3.95
 Correlation Coefficient Average = 0.47



2012 : n/N = 1,242/ 2,096 (59%)
 Mean Average = 3.90
 Correlation Coefficient Average = 0.46



| Area | Question | 2012 | 2013 | 2013 Mean | 2013 Corr |
|------|---------------------------------------|------|------|-----------|-----------|
| L | 5 Recommendations Without Fear | IS | IS | 3.97 | 0.51 |
| D | 21 Participate in Decisions | PO | IS | 3.97 | 0.53 |
| S | 34 Evaluated Fairly | IS | IS | 3.98 | 0.47 |
| E | 46 Good Use of Skills | IS | IS | 4.00 | 0.52 |
| E | 52 Recommend UCSD | IS | IS | 4.01 | 0.69 |
| D | 29 Principles of Community | IS | IS | 4.08 | 0.51 |
| L | 6 Sufficient Freedom | IS | IS | 4.14 | 0.48 |
| L | 8 Staff Respect | ST | IS | 4.21 | 0.48 |
| D | 26 All Welcomed | IS | IS | 4.23 | 0.54 |
| L | 2 Understands Mission | IS | IS | 4.27 | 0.52 |
| E | 42 Salary and Benefits | PO | PO | 2.98 | 0.50 |
| E | 49 Career Advancement | PO | PO | 3.37 | 0.58 |
| S | 40 Resolves Staff Issues | PO | PO | 3.61 | 0.54 |
| S | 30 Work Assigned Equitably | PO | PO | 3.63 | 0.50 |
| S | 31 Appropriate Stress | PO | PO | 3.63 | 0.53 |
| D | 22 Better Ways Recognized | PO | PO | 3.66 | 0.51 |
| L | 12 Receive Timely Information | PO | PO | 3.66 | 0.56 |
| D | 13 Annual Dept Goals | SO | PO | 3.67 | 0.47 |
| L | 4 Leadership Communicates | PO | PO | 3.70 | 0.53 |
| E | 50 Valuable Training | PO | PO | 3.78 | 0.52 |
| L | 9 Valued Member | PO | PO | 3.81 | 0.69 |
| E | 51 Feel Valued | PO | PO | 3.90 | 0.60 |
| D | 28 Spirit of Cooperation | PO | PO | 3.92 | 0.52 |
| D | 17 Adequate Staffing | SO | SO | 3.05 | 0.38 |
| D | 15 Measures Customer Satisfaction | SO | SO | 3.56 | 0.39 |
| D | 14 Measures Dept Goals | SO | SO | 3.59 | 0.41 |
| D | 16 Improves Services/Products | SO | SO | 3.72 | 0.42 |
| S | 35 Annual Appraisals | PO | SO | 3.73 | 0.45 |
| L | 10 Faculty Value Contributions | SO | SO | 3.87 | 0.42 |
| S | 33 Suggestions for Improvement | SO | SO | 3.92 | 0.46 |
| D | 18 Have Tools | ST | ST | 3.97 | 0.44 |
| E | 53 Friends At Work | ST | ST | 3.98 | 0.36 |
| S | 32 Praise Work | ST | ST | 3.98 | 0.44 |
| S | 36 Advancement Opportunities | ST | ST | 4.01 | 0.43 |
| L | 7 Faculty Respect | ST | ST | 4.05 | 0.42 |
| E | 44 Most Perform | ST | ST | 4.07 | 0.43 |
| D | 19 Physical Environment | ST | ST | 4.08 | 0.40 |
| S | 37 Supports Training | ST | ST | 4.08 | 0.41 |
| D | 23 Balance Work/Life | ST | ST | 4.08 | 0.45 |
| L | 11 Staff Value Contributions | IS | ST | 4.09 | 0.47 |
| E | 48 Manage Workload | ST | ST | 4.12 | 0.39 |
| E | 43 Ethical Conduct | IS | ST | 4.13 | 0.47 |
| D | 27 Diverse Environment | ST | ST | 4.18 | 0.46 |
| E | 45 Get Information | ST | ST | 4.22 | 0.44 |
| D | 20 Safe Environment | ST | ST | 4.26 | 0.43 |
| E | 41 Influence Community | ST | ST | 4.27 | 0.38 |
| L | 3 Understands Contribution | IS | ST | 4.27 | 0.44 |
| S | 38 Treats With Respect | IS | ST | 4.27 | 0.45 |
| D | 24 All Cultures Treated Fairly | ST | ST | 4.33 | 0.42 |
| E | 47 Know How To Use Tools | ST | ST | 4.37 | 0.31 |
| S | 39 Supportive | ST | ST | 4.37 | 0.39 |
| D | 25 Sexual Orientations Treated Fairly | ST | ST | 4.40 | 0.39 |



Correlation Coefficient - strength of a linear relationship between an attribute and Overall Satisfaction (-1 to +1. Weak: 0.1, Moderate: 0.3, Strong: 0.5) Higher the coefficient, stronger the relationship between the attribute and Overall Satisfaction. Correlation between two variables does not necessarily imply any casual relationship.

Staff at Work Survey Questions

Please indicate to what extent you agree or disagree with the following statements. Results will be summarized to ensure anonymity. Please select 'N/A' if it is not applicable or you don't know.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

N/A

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Overall, I am a satisfied UCSD employee. 2. I understand my department's mission. 3. I understand how my job contributes to my department's mission. 4. Leadership in my department communicates essential information to all levels of the organization. 5. I can make recommendations to leaders in my department without fear of negative consequences. 6. I have sufficient freedom to decide how best to perform my work. 7. Faculty members with whom I interact treat me with respect. 8. Staff members with whom I interact treat me with respect. 9. I feel valued as a member of the UCSD Community. 10. Faculty members value my contributions. 11. Staff members value my contributions. 12. I receive essential information on a timely basis. 13. My department establishes annual departmental performance goals. 14. My department routinely measures departmental performance goal achievement. 15. My department routinely measures customer satisfaction with services and products delivered. 16. My department routinely takes action to improve services and products based on customer feedback. 17. My department has adequate staffing to handle our workload. 18. I have the tools (i.e., equipment and technology) needed to perform my work. 19. My physical work environment (e.g. office, lab) is adequate for the job that I do. 20. I feel safe in my work environment. 21. I have the opportunity to participate in making decisions that affect my work. 22. People in my department are recognized for finding better ways of doing things. 23. My department creates a flexible environment that allows me to balance my work and personal life. 24. People of all ethnic groups, cultures, and backgrounds are treated fairly in my department. 25. People of all sexual orientations are treated fairly in my department. 26. UCSD promotes a work environment where all people are welcomed. | <ol style="list-style-type: none"> 27. My department actively supports a diverse work environment. 28. There is a spirit of cooperation within my department. 29. My department practices UCSD's Principles of Community. 30. Work is assigned equitably in my department. 31. I feel that the amount of stress associated with my job is appropriate for my position. 32. The person to whom I report gives me praise for my work. 33. The person to whom I report gives me useful suggestions for improvement. 34. My performance is evaluated fairly. 35. My annual performance review is beneficial to me 36. The person to whom I report gives me opportunities to develop new skills to support my career advancement. 37. The person to whom I report actively supports my participation in training and education programs related to my job responsibilities. 38. The person to whom I report treats me with respect. 39. The person to whom I report is supportive when personal issues arise. 40. My department effectively resolves staff-related issues (i.e., staff work interactions). 41. I understand how my job performance positively influences what members of the UCSD community think about my department. 42. I am satisfied with my total compensation, including salary and benefits. 43. Most people in my department conduct themselves in an ethical manner. 44. Most people in my department perform their responsibilities. 45. I know how to get the information I need to be effective in my job. 46. My job makes good use of my skills and abilities. 47. I know how to use the tools (i.e., equipment and technology) I have to do my work. 48. I am able to manage my workload effectively. 49. I am satisfied with my opportunity for career advancement at UCSD. 50. The training I receive at UCSD is valuable for improving my job performance. 51. I feel valued by my department. 52. I would recommend UCSD to others as a good place to work. 53. I consider some of the people I work with to be good friends. |
|---|---|

Question Number

- Leadership: 2 - 12
- Department: 13 - 29
- Supervisor: 30 - 40
- Employee: 1, 41 - 53