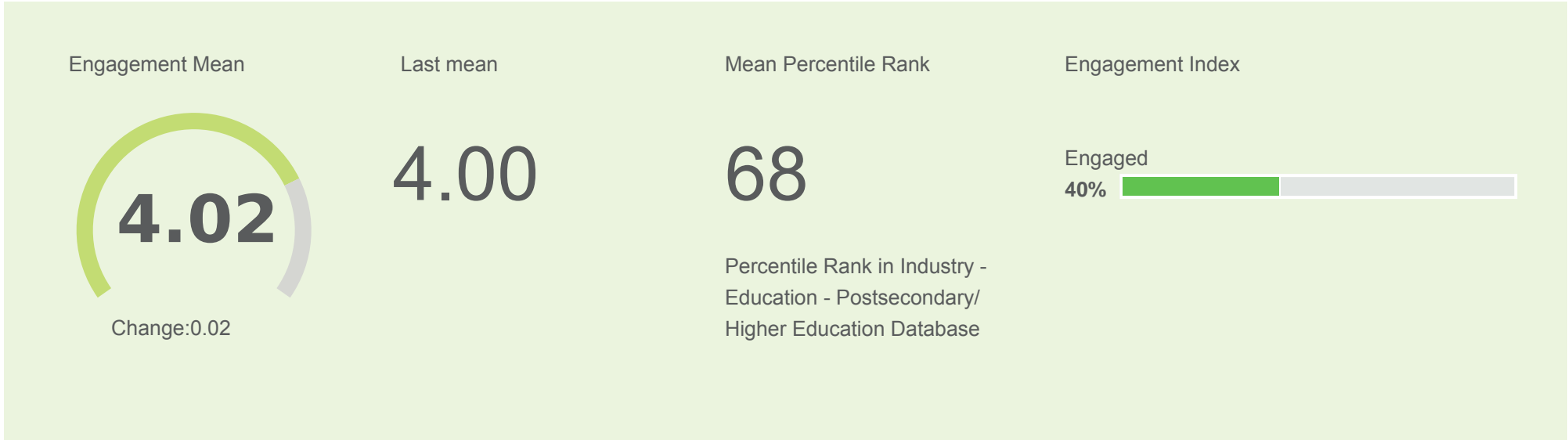


EMPLOYEE ENGAGEMENT REPORT

2021 UCR UA Engagement Survey

All - All

Feb 12, 2021 - Mar 01, 2021



* - Scores are not available due to data suppression.

Not shown if n < 4 for Mean, Top Box, Verbatim Responses, and Sentiment, n < 10 for Frequency, or data is unavailable.

Mean Percentile Rank is being calculated against other workgroup scores in the Industry - Education - Postsecondary/Higher Education database.

Meaningful change is represented by a green or red arrow if the score changes by 0.2 or more between survey periods.

Percentile Rank in Industry - Education - Postsecondary/Higher Education Database ■ < 25th Percentile ■ 25-49th Percentile ■ 50-74th Percentile ■ 75-89th Percentile ■ >= 90th Percentile

Percent Engaged available when n ≥ 30. All categories available when n ≥ 100.

Q12 Mean	Total N	Engagement Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Engagement Index
<p>The Gallup Q12 score represents the average, combined score of the 12 elements that measure employee engagement. Each element has consistently been linked to better business outcomes.</p>	88	<div><div>4.02</div></div>	0.02	<div><div>68</div></div>	<div><div>Engaged: 40%</div></div>

	Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	88	4.13	4.11	0.02	75	4.13
Q01: I know what is expected of me at work.	88	4.17	4.34	-0.17	37	4.17
Q02: I have the materials and equipment I need to do my work right.	88	4.16	4.24	-0.08	59	4.16
Q03: At work, I have the opportunity to do what I do best every day.	88	3.97	4.07	-0.10	50	3.97
Q04: In the last seven days, I have received recognition or praise for doing good work.	86	3.87	3.71	0.16	75	3.87
Q05: My supervisor, or someone at work, seems to care about me as a person.	88	4.52	4.40	0.12	75	4.52
Q06: There is someone at work who encourages my development.	88	3.94	3.96	-0.02	59	3.94
Q07: At work, my opinions seem to count.	88	3.88	3.82	0.06	62	3.88
Q08: The mission or purpose of my organization makes me feel my job is important.	87	4.37	4.31	0.06	79	4.37
Q09: My coworkers are committed to doing quality work.	87	4.37	4.36	0.01	72	4.37
Q10: I have a best friend at work.	83	3.30	3.00	▲ +0.30	59	3.30
Q11: In the last six months, someone at work has talked to me about my progress.	87	3.85	3.71	0.14	58	3.85
Q12: This last year, I have had opportunities at work to learn and grow.	87	3.90	4.11	▼ -0.21	49	3.90

There is open communication throughout all levels of my organization.

Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
87	3.53	3.37	0.16	89	3.53

The performance appraisal process at my organization is transparent and fair.

Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
85	3.39	3.54	-0.15	*	3.39

My supervisor inspires me to do more than I thought I could.

Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
87	3.66	3.67	-0.01	*	3.66

My workplace has systems in place to encourage collaboration.

Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
88	3.91	4.10	-0.19	*	3.91

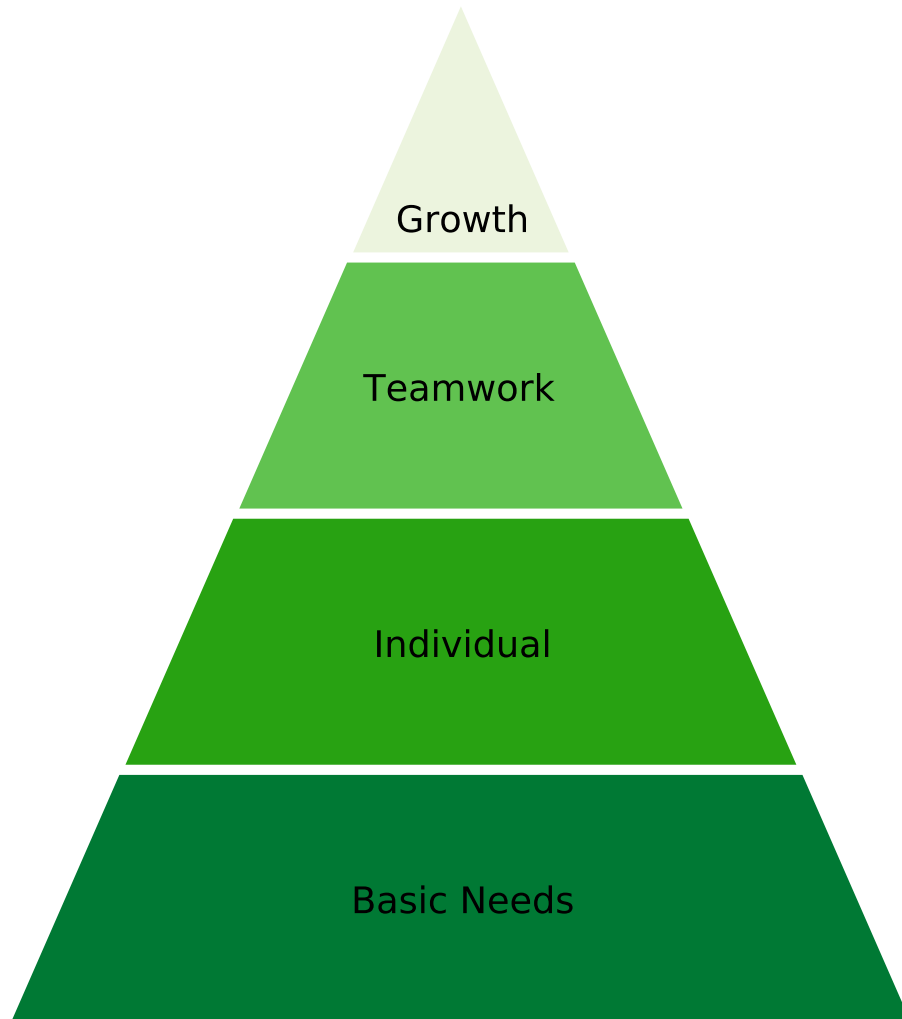
I am asked for my input regarding changes that affect my work.

Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
87	3.56	3.56	0.00	*	3.56

Please share comments or feedback here that you want Peter to read. Because this is an anonymous survey, do not include information that will reveal your identity or describe a specific situation in which you feel individual intervention is needed. If there are specific circumstances that you'd like addressed, you can discuss with your supervisor, unit head (Johnny, Jorge, Kim, Marie), or Peter directly. You can also go to <https://help.ucr.edu/> for a list of campus resources to address a wide range of workplace issues.

Total N	Sentiment Distribution	Past Total N	Past Sentiment Distribution
40	*.Sentiment available when n ≥ 50.	26	*.Sentiment available when n ≥ 50.

Engagement Hierarchy



Growth - How can I grow?

Employees need to be challenged to learn something new and find better ways to do their jobs. They need to feel a sense of movement and progress as they mature in their roles.

Teamwork - Do I belong here?

Employees need to feel like they belong and are a good fit with their team. They need to know they are part of something bigger than themselves. As a manager, encourage opportunities for teamwork and a sense of belonging.

Individual - What do I give?

Employees want to know about their individual contributions and their worth to the organization. Manager support is especially important during this stage because managers typically define and reinforce value.

Basic Needs - What do I get?

Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

ENGAGEMENT HIERARCHY

Basic Needs - What do I get?	Total N	Current Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education
	88	<div><div></div>4.16</div>	-0.13	51


	Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
Q01: Know What's Expected I know what is expected of me at work.	88	4.17	4.34	-0.17	37	4.17
Q02: Materials and Equipment I have the materials and equipment I need to do my work right.	88	4.16	4.24	-0.08	59	4.16

ENGAGEMENT HIERARCHY

Individual - What do I give?	Total N	Current Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education
	88	<div><div></div>4.08</div>	0.05	67


	Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
Q03: Opportunity to do Best						
At work, I have the opportunity to do what I do best every day.	88	3.97	4.07	-0.10	50	3.97
Q04: Recognition						
In the last seven days, I have received recognition or praise for doing good work.	86	3.87	3.71	0.16	75	3.87
Q05: Cares About Me						
My supervisor, or someone at work, seems to care about me as a person.	88	4.52	4.40	0.12	75	4.52
Q06: Development						
There is someone at work who encourages my development.	88	3.94	3.96	-0.02	59	3.94

ENGAGEMENT HIERARCHY

Teamwork - Do I belong here?	Total N	Current Mean		Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	
	88	 3.98		0.11	66	

	Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
Q07: Opinions Count At work, my opinions seem to count.	88	3.88	3.82	0.06	62	3.88
Q08: Mission/Purpose The mission or purpose of my organization makes me feel my job is important.	87	4.37	4.31	0.06	79	4.37
Q09: Committed to Quality My coworkers are committed to doing quality work.	87	4.37	4.36	0.01	72	4.37
Q10: Best Friend I have a best friend at work.	83	3.30	3.00	▲ +0.30	59	3.30

ENGAGEMENT HIERARCHY

Growth - How can I grow?	Total N	Current Mean		Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	
	87			-0.04	51	
	Total N	Current Mean	Last Mean	Change	Mean Percentile Rank - Industry - Education - Postsecondary/Higher Education	Company Overall Current Mean
Q11: Progress In the last six months, someone at work has talked to me about my progress.	87	3.85	3.71	0.14	58	3.85
Q12: Learn and Grow This last year, I have had opportunities at work to learn and grow.	87	3.90	4.11	▼ -0.21	49	3.90

Engagement Index

There is a powerful link between employees who are engaged in their jobs and the achievement of crucial business outcomes.

	%	Past %
Engaged Engaged employees feel involved in and enthusiastic about their work and workplace; they are loyal and productive.	40% <div><div></div></div>	43%

FOOTNOTES

- * - Scores are not available due to data suppression.
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- Meaningful change is represented by a green or red arrow if the score changes by 0.2 or more between survey periods.
- Percentile Rank in Industry - Education - Postsecondary/Higher Education Database ■ < 25th Percentile ■ 25-49th Percentile ■ 50-74th Percentile ■ 75-89th Percentile ■ >= 90th Percentile
- Percent Engaged available when n ≥ 30. All categories available when n ≥ 100.
- Respondents can select multiple responses for multi-select questions.
- Sentiment Distribution ■ Positive ■ Negative ■ Neutral ■ Mixed
- Sentiment Distribution is not available when n<50
- All text analytics are machine generated. Because we use machine learning to generate sentiments, results may not be 100% accurate.

GLOSSARY

The glossary provides high-level definitions of terms within the engagement report. Because of the dynamic nature of this site, not all terms will be applicable to or displayed on your report. Please use the terms that are relevant to your team when discussing and interpreting the data.

ENGAGEMENT DEFINED

EMPLOYEE ENGAGEMENT: Employee engagement refers to how committed an employee is to their organization, their role, their manager and their co-workers. Engagement drives performance. Gallup's research shows that more highly engaged employees give more discretionary effort at work and have higher productivity, profitability and customer service, as well as reduced turnover and safety incidents.

THE SURVEY ITEMS/QUESTIONS

OVERALL SATISFACTION: Overall Satisfaction is a measure of how content your team is with the overall company as a place to work. Overall Satisfaction is not included in the Overall Workgroup Engagement (GrandMean) score. Being a satisfied employee does not equate with being engaged, though the two are highly related.

Q01-Q12: These items are Gallup's proprietary workgroup engagement questions (commonly referred to as the Q¹²®). These items were selected for their strong connection to performance outcomes and the ability to take action at the workgroup level.

INDICES: In addition to the Q¹²® items, Gallup has created a number of empirically-derived sets of indices, which are comprised of 3-4 questions each. Individual scores of each index item are provided, along with a combined index score, which measures the strength of the core index construct. These indices help companies strategically pinpoint and improve specific focus areas relevant to their current situation.

CUSTOM ITEMS: These items are unique to your company and can vary across companies and surveys. While these "additional" questions link to the Gallup Engagement hierarchy, they are not always within the power of the workgroup to influence or change. These questions can provide additional insights into employees' perceptions, the situational workplace environment or company-specific initiatives.

EMPLOYEE ENGAGEMENT RESULTS

GRANDMEAN: The GrandMean measures overall Workgroup Engagement, which is an average of the 12 Workgroup Engagement items (Q01-Q12). The higher your score (with a maximum possible score of 5), the more engaged your fellow employees are.

ENGAGEMENT INDEX: The Engagement Index (EI) is a macro-level indicator of an organisation's health that allows leaders to track the engagement levels of employees. This analysis identifies the percentage of participants who are engaged, not engaged and actively disengaged based on their responses to the Q¹²® survey items. You must have 100 employees participate to receive the full spectrum of responses for the EI. If you have 30<100 employees, the report will include the percentage of engaged employees only.

ENGAGEMENT HIERARCHY: Every employee has a distinct set of needs that follows a hierarchy, with basic needs at the foundation and growth at the top. Employees feel more or less engaged depending on how well they believe their needs are being met in the workplace.

UNDERSTANDING THE SCORES

THE SURVEY SCALE: The engagement survey utilises a 5-point scale with 1=Strongly Disagree and 5=Strongly Agree. For each question, employees have the option to also select

“Don’t know” or “Does not apply”.

TOTAL N: The total number of employees who responded to the survey.

MEAN SCORES: The average score using the 5-point survey scale, with 5.00 being the highest score and 1.00 being the lowest.

TOP BOX/%5: The percentage of employees who responded “5 – Strongly Agree” to the survey item.

DISTRIBUTION OF RESPONSES: The percentage of employees who responded “1”, “2”, “3”, “4” or “5” to an item. If 10 or more employees respond to the survey, the report could display a full distribution of responses. Otherwise, only the percentage of employees who responded with a “5” (TopBox) and item means will display.

SUPPRESSED DATA: Confidentiality of responses is extremely important to Gallup. If too few employees respond to a survey item, the data will be suppressed (not published) and an asterisk (“*”) will appear in its place.

COMPARISONS

EXTERNAL BENCHMARKING: (GALLUP DATABASE COMPARISON): Used as a benchmark to determine how your team’s results compare to other workgroups within the Gallup Database of clients.

PERCENTILE RANKING: The 25th percentile indicates 75% of workgroups fell above this score; the 50th percentile indicates 50% of workgroups fell above and below this score; the 75th percentile indicates only 25% of workgroups fell above this score. The higher your percentile, the stronger the item is in relation to the database. Used as a benchmark to determine how your team’s results compare to internal and external workgroups.