



# University of California 2021 Staff Engagement Survey

Overall (11,256)

# How to Read Results

## Scores

Scores shown are the total Percent Favorable (typically the top two options), or the Top Box. For example:



Top Box + Other Favorable

## Differences and Colors

Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

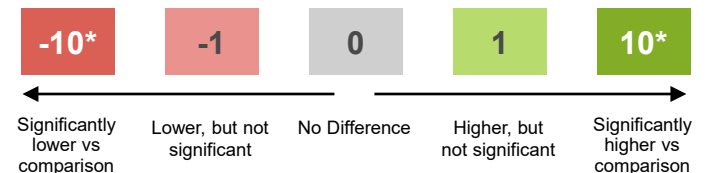
For example:

	Total Favorable Score	Historical	Parent Group	Company Overall	Industry Norm
<b>Employee Engagement</b>	<b>76</b>	<b>-8*</b>	<b>3*</b>	<b>3*</b>	<b>-10*</b>
<b>3</b> I have a good understanding of our goals. ©	<b>74</b>	n/a	<b>1</b>	<b>-9*</b>	<b>2*</b>
<b>12</b> I have a good understanding of how my job contributes to achieving our goals. ★	<b>78</b>	<b>1</b>	<b>4*</b>	<b>-1</b>	<b>0</b>

## Icons (if applicable)

- # When a question number is shown in red it is a priority issue.
- © Strategic Priority Question
- ★ Key driver question.
- (N) On some questions disagreeing is the favorable response.
- n/a Score not available

\* **Statistically significant** differences are indicated with asterisks and darker colors. They are meaningful differences, where we are 95% confident it did not occur by chance. The cut-off for significance varies according to the size of the groups being compared. Small groups require a bigger difference for it to be significant.

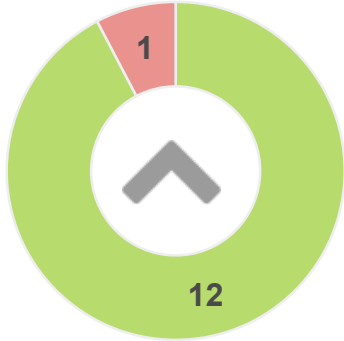


# Results Summary

Overall (11,256) - Scores based on Total Favorable

## 2021 Overall Results vs. Overall Jun 2019

12 Out Of 13 Categories Have Improved



### Most Improved

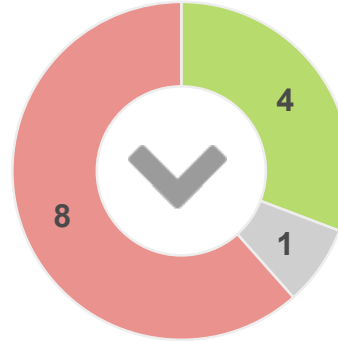
- Leadership 9\*
- Organizational Change & Innovation 9\*
- Communication 7\*

### Most Declined

- Retention -2\*

## 2021 Overall Results vs. US Norm

8 Out Of 13 Categories Are Below



### Most Favorable

- Communication 6\*
- Working Relationships 4\*
- Image/Brand 3\*

### Least Favorable

- Retention -10\*
- Career Development -7\*
- Empowered Culture -7\*

## Sustainable Engagement



Overall Jun 2019



US Norm



### Strengths


- ▶ Communication, Image/Brand, Organizational Change & Innovation


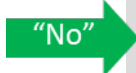
### Opportunities

- ▶ Career Development, Performance Management, Retention

# Strengths and Opportunities

Overall (11,256)

		% Favorable 2019 Overall (9,020)	US Norm (147,268)
<b>Strengths</b>			
 We should continue to build on these.	26 I believe strongly in the teaching, research, and public service mission of the UC system.	94	0 4*
	1 My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. ★	84	12* 15*
	9 Generally, recent major organizational changes across the UC system have been: Explained well	59	15* 7*

		% Favorable 2019 Overall	US Norm
<b>Opportunities</b>			
 These are our priority areas to focus on.	16 I am confident I can achieve my personal career objectives within the UC system. ★	64	2* -11*
	38 At the present time, are you seriously considering leaving the UC system? 	57	-2* -10*
	2 I feel my campus/location does a good job matching pay to performance.	37	4* -14*

These questions were chosen through an advanced algorithm that incorporates trends over time, difference from internal and external benchmarks, and predictive modelling of engagement and performance metrics, where available.

# Suggested Actions

Overall (11,256)

## WHAT WE COULD DO



"Best practice"  
suggested actions

- ▶ **Help employees better understand how they can meet their career goals.**  
Schedule one-on-one meetings with your employees to learn about their personal interests and aspirations. For example, what motivators are most important to them (e.g., salary, position, kinds of work, influence, location, etc.) Discuss how their priorities and values relate to their current position, and to future opportunities. Incorporate this information into development plans.
- ▶ **Improve connection between pay and performance.**  
Although senior leadership sets performance management parameters for the organization overall, consider what options you may have that are under your control and discuss them with your HR business partner. There may be options available you were not aware of, and HR may have good advice on to best communicate and set expectations with employees on this topic. Also, talk with your manager colleagues to learn how they are using pay to differentiate successfully.

# Categories vs. Benchmarks

Overall (11,256)

	Total Favorable Score	Overall Jun 2019 (9,020)	US Norm (147,268)
Career Development	64	4*	-7*
Diversity & Inclusion	76	3*	-1*
Empowered Culture	68	5*	-7*
Communication	78	7*	6*
Image/Brand	85	2*	3*
Leadership	62	9*	-5*
Organizational Change & Innovation	66	9*	-2*
Performance Management	63	5*	-3*
Retention	57	-2*	-10*
Supervision	81	6*	0
Sustainable Engagement	81	4*	2*
Wellness	65	6*	-1
Working Relationships	79	5*	4*

# Category Breakdown by Lookdown (1 of 3)

Differences based on Total Favorable

	Overall (11,256)	AG & NATURAL RESOURCES (259)	BERKELEY (1,534)	BERKELEY LAB (691)	DAVIS (1,321)	IRVINE (919)	LOS ANGELES (1,689)
Career Development	64	-5	1	10*	3*	2	-1
Diversity & Inclusion	76	3	-2	6*	1	2	0
Empowered Culture	68	4	1	11*	0	0	-1
Communication	78	-1	4*	9*	-1	2	-2*
Image/Brand	85	-5*	2	7*	1	2	1
Leadership	62	4	1	17*	1	6*	-3*
Organizational Change & Innovation	66	1	1	5*	0	3*	-2*
Performance Management	63	-5	2	11*	1	0	-4*
Retention	57	-6*	0	11*	4*	3	0
Supervision	81	0	1	3*	0	2	-3*
Sustainable Engagement	81	1	0	6*	1	1	0
Wellness	65	0	1	8*	2	2	-2
Working Relationships	79	-2	-2	3	1	2	-1

# Category Breakdown by Lookdown (2 of 3)

Differences based on Total Favorable

	Overall (11,256)	MERCED (359)	RIVERSIDE (577)	SAN DIEGO (1,320)	SAN FRANCISCO (1,060)	SANTA BARBARA (576)	SANTA CRUZ (448)
Career Development	64	-13*	0	-1	4*	-1	-12*
Diversity & Inclusion	76	-18*	-3	2	5*	0	-6*
Empowered Culture	68	-20*	-3	1	4*	3	-6*
Communication	78	-16*	-3	2	4*	-5*	-6*
Image/Brand	85	-12*	-6*	-1	4*	-2	-8*
Leadership	62	-15*	-3	0	11*	-19*	-14*
Organizational Change & Innovation	66	-13*	-1	0	7*	-2	-9*
Performance Management	63	-13*	-2	0	8*	-1	-8*
Retention	57	-18*	0	-4*	7*	-1	-11*
Supervision	81	-8*	1	-1	1	4*	-3
Sustainable Engagement	81	-10*	-2	-1	3*	0	-7*
Wellness	65	-12*	-2	-2	3*	0	-8*
Working Relationships	79	-10*	2	1	2	6*	-5*



# Category Breakdown by Lookdown (3 of 3)

Differences based on Total Favorable

	Overall (11,256)	UCOP (503)
Career Development	64	-6*
Diversity & Inclusion	76	-4
Empowered Culture	68	-6*
Communication	78	-4*
Image/Brand	85	-4*
Leadership	62	-8*
Organizational Change & Innovation	66	-3
Performance Management	63	-4
Retention	57	-5*
Supervision	81	1
Sustainable Engagement	81	-2
Wellness	65	0
Working Relationships	79	-2

# Categories Over Time (1 of 3)

Scores based on Total Favorable

	Overall vs. Jun 2019 11,256 vs. 9,020	AG & NATURAL RESOURCES vs. Jun 2019 259 vs. 222	BERKELEY vs. Jun 2019 1,534 vs. 923	BERKELEY LAB vs. Jun 2019 691 vs. 497	DAVIS vs. Jun 2019 1,321 vs. 1,068	IRVINE vs. Jun 2019 919 vs. 796	LOS ANGELES vs. Jun 2019 1,689 vs. 1,405
Career Development	4*	6	9*	9*	2	2	1
Diversity & Inclusion	3*	4	5*	7*	3	3	3
Empowered Culture	5*	9*	3	11*	4*	5*	6*
Communication	7*	10*	12*	9*	5*	5*	5*
Image/Brand	2*	3	4*	3	2	0	1
Leadership	9*	18*	7*	19*	9*	9*	7*
Organizational Change & Innovation	9*	14*	12*	16*	8*	10*	9*
Performance Management	5*	3	8*	10*	7*	3	3
Retention	-2*	-2	0	0	-3	-5*	-1
Supervision	6*	6	8*	7*	5*	6*	5*
Sustainable Engagement	4*	7	7*	5*	3*	1	4*
Wellness	6*	14*	9*	13*	3	4	4*
Working Relationships	5*	6	7*	9*	7*	5*	5*

# Categories Over Time (2 of 3)

Scores based on Total Favorable

	Overall vs. Jun 2019 11,256 vs. 9,020	MERCED vs. Jun 2019 359 vs. 338	RIVERSIDE vs. Jun 2019 577 vs. 488	SAN DIEGO vs. Jun 2019 1,320 vs. 1,004	SAN FRANCISCO vs. Jun 2019 1,060 vs. 961	SANTA BARBARA vs. Jun 2019 576 vs. 551	SANTA CRUZ vs. Jun 2019 448 vs. 375
Career Development	4*	-1	5	3	3	0	6
Diversity & Inclusion	3*	1	4	4*	2	1	4
Empowered Culture	5*	0	10*	8*	1	0	3
Communication	7*	8*	10*	10*	3	-1	8*
Image/Brand	2*	-1	0	3	3*	1	5
Leadership	9*	6	7*	12*	10*	0	7
Organizational Change & Innovation	9*	2	12*	10*	9*	5	7*
Performance Management	5*	1	7*	3	2	6*	5
Retention	-2*	-6	4	-3	3	-6*	-8*
Supervision	6*	6	10*	5*	2	6*	4
Sustainable Engagement	4*	1	5*	3	2	2	4
Wellness	6*	0	6*	6*	7*	1	5
Working Relationships	5*	-1	7*	6*	5*	5*	4

# Categories Over Time (3 of 3)

Scores based on Total Favorable

	Overall vs. Jun 2019 11,256 vs. 9,020	UCOP vs. Jun 2019 503 vs. 392
Career Development	4*	2
Diversity & Inclusion	3*	-1
Empowered Culture	5*	-3
Communication	7*	5
Image/Brand	2*	0
Leadership	9*	1
Organizational Change & Innovation	9*	3
Performance Management	5*	2
Retention	-2*	-6
Supervision	6*	6*
Sustainable Engagement	4*	2
Wellness	6*	5
Working Relationships	5*	3

# Category Breakdown by Role

Differences based on Total Favorable

	Overall (11,256)	Individual Contributor (6,078)	Supervisor (2,086)	Manager) (1,903)	Director and above (1,147)
Career Development	64	-1	0	1	4*
Diversity & Inclusion	76	-1	0	1	2
Empowered Culture	68	-1	1	2	3*
Communication	78	0	-1	0	2
Image/Brand	85	0	-1	1	4*
Leadership	62	1	-4*	0	2
Organizational Change & Innovation	66	0	-2	1	3
Performance Management	63	0	-1	1	2
Retention	57	0	0	1	1
Supervision	81	0	-1	0	0
Sustainable Engagement	81	0	-1	1	3*
Wellness	65	1	-2*	-1	2
Working Relationships	79	-1	-3*	2	7*

# Category Breakdown by Gender (HRIS)

Differences based on Total Favorable

	Overall (11,256)	Female (6,847)	Male (3,681)	Unknown (728)
Career Development	64	0	3*	-17*
Diversity & Inclusion	76	-1	5*	-15*
Empowered Culture	68	-2*	6*	-14*
Communication	78	-1	4*	-13*
Image/Brand	85	1	1	-11*
Leadership	62	0	3*	-16*
Organizational Change & Innovation	66	0	3*	-14*
Performance Management	63	-1	3*	-11*
Retention	57	1	2	-15*
Supervision	81	-1	2*	-7*
Sustainable Engagement	81	0	2*	-11*
Wellness	65	-1	4*	-11*
Working Relationships	79	1	1	-9*

# Category Breakdown by Tenure (1 of 2)

Differences based on Total Favorable

	Overall (11,256)	1 < 3 (2,502)	3 < 5 (1,524)	5 < 10 (2,604)	10 < 15 (1,757)	15 < 20 (1,281)	20 < 25 (855)
Career Development	64	0	-4*	-3*	-1	3*	6*
Diversity & Inclusion	76	2*	-1	-1	-1	-1	0
Empowered Culture	68	2*	-2	-2*	0	-1	0
Communication	78	1	-2	-1	0	0	-1
Image/Brand	85	0	-1	-1	0	-1	2
Leadership	62	1	-1	-2	0	-1	3
Organizational Change & Innovation	66	0	-2	-2	0	1	2
Performance Management	63	2	-1	-2*	0	0	2
Retention	57	-4*	-4*	-2*	4*	4*	6*
Supervision	81	1	-1	-1	0	-1	1
Sustainable Engagement	81	0	-3*	-1	0	1	2
Wellness	65	0	-2	-1	0	1	2
Working Relationships	79	-1	-2	-2	1	2	4*

# Category Breakdown by Tenure (2 of 2)

Differences based on Total Favorable

	Overall (11,256)	25 < 30 (409)	30+ (324)
Career Development	64	8*	12*
Diversity & Inclusion	76	3	2
Empowered Culture	68	3	6*
Communication	78	3	3
Image/Brand	85	3	6*
Leadership	62	1	3
Organizational Change & Innovation	66	3	6*
Performance Management	63	5	5
Retention	57	6*	4
Supervision	81	2	4
Sustainable Engagement	81	4*	6*
Wellness	65	3	5
Working Relationships	79	4	6*



# Category Breakdown by Ethnicity (1 of 2)

Differences based on Total Favorable

	Overall (11,256)	American Indian/Alaskan Native (45)	Asian (2,152)	Black/African American (674)	Hispanic (1,816)	Native Hawaiian or Other Pacific Islander (22)	Two or More races (237)
Career Development	64	8	1	-5*	1	0	-8*
Diversity & Inclusion	76	-8	0	-16*	-3*	-12	-5
Empowered Culture	68	-5	-2	-9*	-4*	-14	-3
Communication	78	-3	0	-2	-2*	-12	-3
Image/Brand	85	-1	0	-4*	-1	-8	-2
Leadership	62	0	2	-2	-2	-7	-6
Organizational Change & Innovation	66	-3	1	-6*	-1	-10	-3
Performance Management	63	-2	0	-5*	-3*	-5	-1
Retention	57	16*	0	-5*	-2	-5	-8*
Supervision	81	-2	0	-2	0	-5	0
Sustainable Engagement	81	0	0	-3	-1	-6	-3
Wellness	65	-4	0	-3	-3*	-13	-6
Working Relationships	79	0	0	0	-2*	-11	-3

# Category Breakdown by Ethnicity (2 of 2)

Differences based on Total Favorable

	Overall (11,256)	Unknown (490)	White (5,820)
Career Development	64	-8*	1
Diversity & Inclusion	76	-7*	3*
Empowered Culture	68	-5*	3*
Communication	78	-4*	1*
Image/Brand	85	-4*	1*
Leadership	62	-6*	1
Organizational Change & Innovation	66	-6*	1
Performance Management	63	-3	2*
Retention	57	-8*	2*
Supervision	81	-3	1
Sustainable Engagement	81	-6*	1
Wellness	65	-3	2*
Working Relationships	79	-5*	2*

## Over the past year, have you worked primarily onsite at your campus/location, remotely, or both?

Differences based on Total Favorable

	Overall (11,256)	On Campus / Location (1,191)	Remotely / From Home (8,238)	Mix of Both (1,810)
Career Development	64	3	-1	1
Diversity & Inclusion	76	-1	0	0
Empowered Culture	68	-1	0	0
Communication	78	-3*	1	-2
Image/Brand	85	-2	0	-1
Leadership	62	-2	0	-1
Organizational Change & Innovation	66	0	0	-1
Performance Management	63	-3	1	-1
Retention	57	-2	1	-1
Supervision	81	-3*	1	-2
Sustainable Engagement	81	-2*	1	-1
Wellness	65	-3*	1	-3*
Working Relationships	79	-4*	1	-2*

# Career Development

Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Career Development</b>	<b>64</b>	<b>4*</b>	<b>-7*</b>
<b>16</b> I am confident I can achieve my personal career objectives within the UC system. ★	<b>64</b>	<b>2*</b>	<b>-11*</b>
<b>20</b> My campus/location provides people with the necessary information and resources to manage their own careers effectively. ★	<b>63</b>	<b>6*</b>	<b>-3*</b>

# Diversity & Inclusion

Overall (11,256)

		Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Diversity &amp; Inclusion</b>		<b>76</b>	<b>3*</b>	<b>-1*</b>
<b>8</b>	I feel that management at my campus/location supports equal opportunity for all employees, of all differences, including, but not limited to, age, gender identity, ethnicity and disability status.	<b>76</b>	<b>2*</b>	<b>0</b>
<b>25</b>	I can be myself at this organization without worrying about how I will be accepted.	<b>77</b>	<b>1</b>	<b>-2*</b>
<b>32</b>	Employees at my campus/location are treated with dignity and respect, regardless of their position or background.	<b>74</b>	<b>7*</b>	<b>-2*</b>

# Empowered Culture

Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Empowered Culture</b>	<b>68</b>	<b>5*</b>	<b>-7*</b>
<b>30</b> Most of the time it is safe to speak up in this organization.	<b>65</b>	<b>5*</b>	<b>-6*</b>
<b>33</b> I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.	<b>72</b>	<b>5*</b>	<b>-8*</b>

# Communication

Overall (11,256)

		Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Communication</b>		<b>78</b>	<b>7*</b>	<b>6*</b>
1	My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us. ★	84	12*	15*
10	I feel able to openly and honestly communicate my views to my supervisor and other leaders. ★	72	2*	-4*

# Image/Brand

Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Image/Brand</b>	<b>85</b>	<b>2*</b>	<b>3*</b>
<b>5</b> I am proud to be associated with the UC system.	<b>89</b>	<b>2*</b>	<b>1*</b>
<b>15</b> My campus/location is highly regarded by its employees.	<b>71</b>	<b>5*</b>	<b>5*</b>
<b>26</b> I believe strongly in the teaching, research, and public service mission of the UC system.	<b>94</b>	<b>0</b>	<b>4*</b>



# Leadership

Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Leadership</b>	<b>62</b>	<b>9*</b>	<b>-5*</b>
27 Senior leadership at my campus/location has adequately communicated the organization's long-range goals and strategic direction.	66	7*	-5*
28 There is sufficient contact between senior leadership at my campus/location and employees in this organization.	58	10*	-6*

# Organizational Change & Innovation

Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Organizational Change &amp; Innovation</b>	<b>66</b>	<b>9*</b>	<b>-2*</b>
9 Generally, recent major organizational changes across the UC system have been: Explained well	59	15*	7*
29 People here are open to trying new and different ways of addressing our departmental challenges.	62	7*	-11*
31 People in my department are encouraged to come up with innovative solutions to work-related problems.	78	6*	-3*

# Performance Management

Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Performance Management</b>	<b>63</b>	<b>5*</b>	<b>-3*</b>
2 I feel my campus/location does a good job matching pay to performance.	37	4*	-14*
4 I feel my personal contributions are recognized.	73	5*	3*
17 I think my performance on the job is evaluated fairly.	78	5*	3*

# Retention

Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Retention</b>	<b>57</b>	<b>-2*</b>	<b>-10*</b>
<b>38</b> At the present time, are you seriously considering leaving the UC system?	<b>57</b>	<b>-2*</b>	<b>-10*</b>



# Supervision

Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Supervision</b>	<b>81</b>	<b>6*</b>	<b>0</b>
<b>3</b> My supervisor keeps me informed about issues that affect me.	<b>83</b>	<b>9*</b>	<b>2*</b>
<b>11</b> My supervisor treats me with respect.	<b>90</b>	<b>4*</b>	<b>2*</b>
<b>18</b> My supervisor listens carefully to different points of view before coming to conclusions.	<b>80</b>	<b>6*</b>	<b>1</b>
<b>23</b> My supervisor does a good job of building teamwork.	<b>74</b>	<b>8*</b>	<b>-3*</b>
<b>34</b> My supervisor helps me make time to participate in training and development activities.	<b>76</b>	<b>2*</b>	<b>n/a</b>

# Sustainable Engagement

Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Sustainable Engagement</b>	<b>81</b>	<b>4*</b>	<b>2*</b>
<b>6</b> I am satisfied with my involvement in decisions that affect my work.	<b>72</b>	<b>4*</b>	<b>-1</b>
<b>12</b> My work schedule allows sufficient flexibility to meet my personal/family needs.	<b>86</b>	<b>2*</b>	<b>8*</b>
<b>13</b> I feel motivated to go beyond my formal job responsibilities to get the job done.	<b>85</b>	<b>1</b>	<b>-2*</b>
<b>14</b> I have the equipment/tools/resources I need to do my job effectively.	<b>82</b>	<b>6*</b>	<b>6*</b>
<b>19</b> I would recommend the UC system as a good place to work.	<b>82</b>	<b>3*</b>	<b>2*</b>
<b>21</b> Working for the UC system inspires me to do my best work.	<b>76</b>	<b>4*</b>	<b>1</b>

# Wellness

Overall (11,256)

		Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Wellness</b>		<b>65</b>	<b>6*</b>	<b>-1</b>
<b>24</b>	My supervisor is supportive of my participation in health or wellness-related initiatives and programs offered at my campus/location.	<b>80</b>	<b>6*</b>	n/a
<b>35</b>	My organization promotes an environment of physical, mental, and social well-being. ★	<b>71</b>	<b>6*</b>	<b>-1</b>
<b>36</b>	The stress levels at work are manageable. ★	<b>56</b>	n/a	n/a
<b>37</b>	How often do financial concerns impact your ability to perform at work?	<b>52</b>	n/a	n/a

# Working Relationships

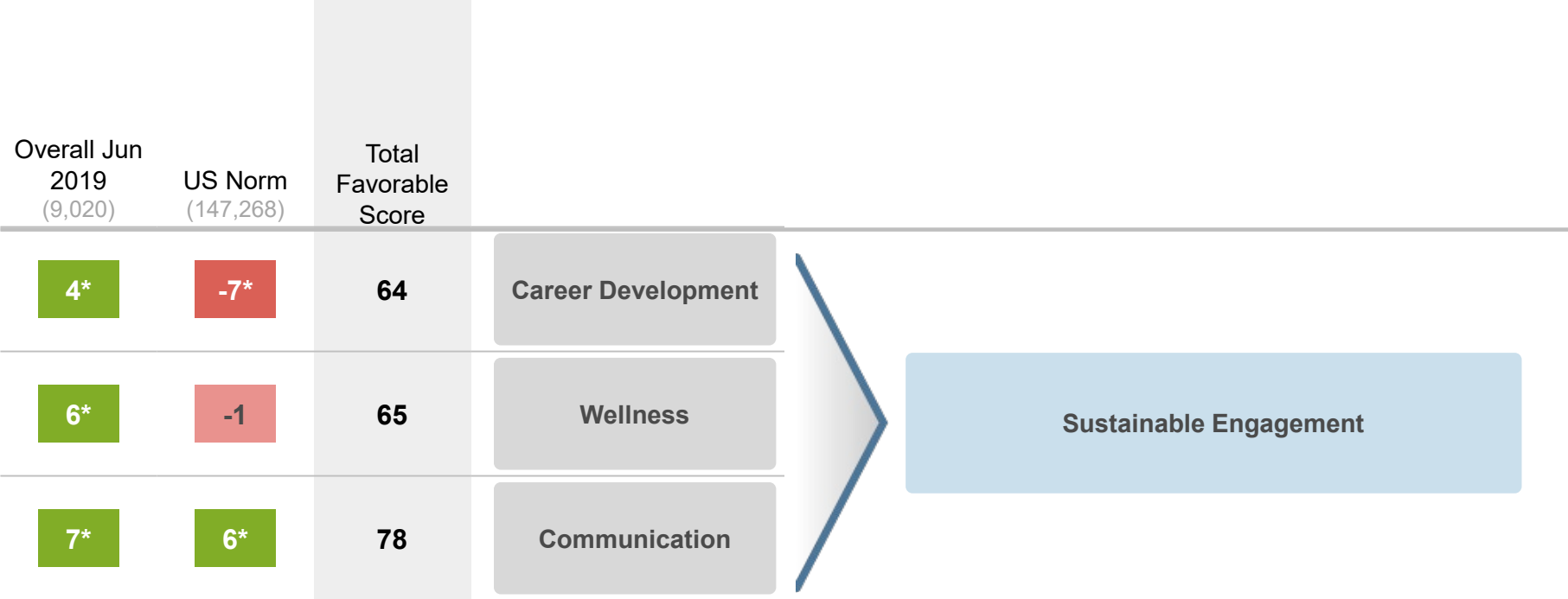
Overall (11,256)

	Total Favorable	Overall Jun 2019 (9,020)	US Norm (147,268)
<b>Working Relationships</b>	<b>79</b>	<b>5*</b>	<b>4*</b>
7 There is good cooperation between my department and other departments at my campus/location.	74	7*	2*
22 There is good cooperation between staff in my department.	84	4*	5*



# Key Drivers - Sustainable Engagement

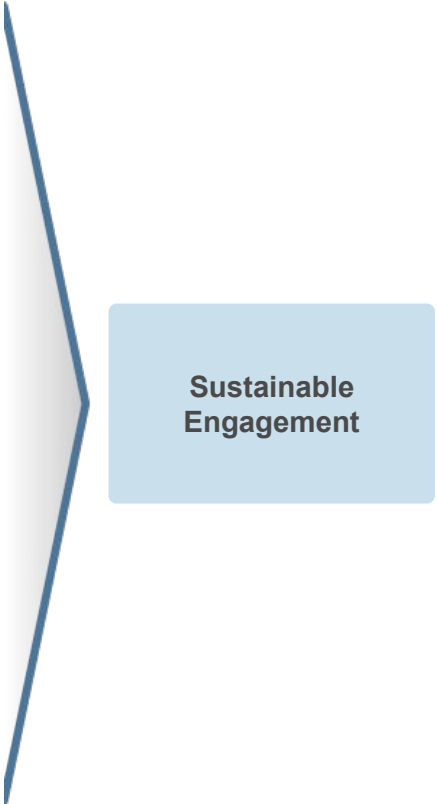
Overall (11,256)



# Key Driver Questions - Sustainable Engagement

Overall (11,256)

Overall Jun 2019 (9,020)	US Norm (147,268)	Total Favorable Score	
2*	-11*	64	<b>Career Development:</b> I am confident I can achieve my personal career objectives within the UC system.
6*	-3*	63	<b>Career Development:</b> My campus/location provides people with the necessary information and resources to manage their own careers effectively.
6*	-1	71	<b>Wellness:</b> My organization promotes an environment of physical, mental, and social well-being.
n/a	n/a	56	<b>Wellness:</b> The stress levels at work are manageable.
2*	-4*	72	<b>Communication:</b> I feel able to openly and honestly communicate my views to my supervisor and other leaders.
12*	15*	84	<b>Communication:</b> My campus/location does an excellent job of keeping employees informed about important organizational matters affecting us.



# Group Sizes

Overall (11,256)

## Benchmarks

Overall Jun 2019.....	9,020	US Norm.....	147,268
Overall May 2017.....	10,539	University Staff Norm.....	13,525

## Lookdown

AG & NATURAL RESOURCES.....	259	RIVERSIDE.....	577
BERKELEY.....	1,534	SAN DIEGO.....	1,320
BERKELEY LAB.....	691	SAN FRANCISCO.....	1,060
DAVIS.....	1,321	SANTA BARBARA.....	576
IRVINE.....	919	SANTA CRUZ.....	448
LOS ANGELES.....	1,689	UCOP.....	503
MERCED.....	359		

## Role

Individual Contributor.....	6,078	Manager.....	1,903
Supervisor.....	2,086	Director and above .....	1,147

## Over the past year, have you worked primarily onsite at your campus/location, remotely, or both?

On Campus / Location .....	1,191	Mix of Both .....	1,810
Remotely / From Home .....	8,238		

## Gender (HRIS)

Female .....	6,847	Unknown .....	728
Male .....	3,681		

<b>Nationality</b>			
American Indian/Alaskan Native .....	45	Native Hawaiian or Other Pacific Islander .....	22
Asian .....	2,152	Two or More races .....	237
Black/African American .....	674	Unknown .....	490
Hispanic .....	1,816	White .....	5,820

<b>Tenure</b>			
1 < 3 .....	2,502	15 < 20 .....	1,281
3 < 5 .....	1,524	20 < 25 .....	855
5 < 10 .....	2,604	25 < 30 .....	409
10 < 15 .....	1,757	30+ .....	324

**Overall Jun 2019**

AG & NATURAL RESOURCES Jun 2019.....	222	RIVERSIDE Jun 2019.....	488
BERKELEY Jun 2019.....	923	SAN DIEGO Jun 2019.....	1,004
BERKELEY LAB Jun 2019.....	497	SAN FRANCISCO Jun 2019.....	961
DAVIS Jun 2019.....	1,068	SANTA BARBARA Jun 2019.....	551
IRVINE Jun 2019.....	796	SANTA CRUZ Jun 2019.....	375
LOS ANGELES Jun 2019.....	1,405	UCOP Jun 2019.....	392
MERCED Jun 2019.....	338		

**Overall May 2017**

AG & NATURAL RESOURCES May 2017.....	234	RIVERSIDE May 2017.....	491
BERKELEY May 2017.....	1,363	SAN DIEGO May 2017.....	1,203
BERKELEY LAB May 2017.....	659	SAN FRANCISCO May 2017.....	1,126
DAVIS May 2017.....	1,122	SANTA BARBARA May 2017.....	607
IRVINE May 2017.....	737	SANTA CRUZ May 2017.....	473
LOS ANGELES May 2017.....	1,728	UCOP May 2017.....	529
MERCED May 2017.....	267		