



University Staff Advisory Council 2006 Staff Survey Summary

May 15, 2006

Matthew D. Levy

Coordinator of Assessment and Technology Operations
School of Arts and Sciences

in cooperation with the USAC Survey Focus Group:

Christie D'Amour

Office of the Controller
2005-06 USAC Chair

Terri Weaver

School of Arts and Sciences
2006-07 USAC Chair

Clovis Khoury

Information Services

Bob Naracon

University Facilities

Dianne St. John

Onecard Office

Dolores MacNeilly

Undergraduate Admissions

Rick Neal

Boatwright Library

Scott Tilghman

Information Services

Sue Murphy

Jepson School of Leadership

Bob Plymale

Office of the Controller

Gail Zwirner

Law School Library

USAC Statement

The University Staff Advisory Council believes that conducting this survey is a positive step in demonstrating the University's concern about the well-being of its staff employees. It is the Council's hope that the University will address the issues highlighted by this survey and institute improvements where possible.

This survey was conducted to gauge workplace satisfaction among the University staff. USAC is confident that this survey highlights key areas of concern among the staff and intends to proceed with the following action plan:

1. USAC will share specific data with senior leadership of each administrative area.
2. USAC will present the results of the survey to the board of trustees.
3. USAC will conduct follow-up surveys in the future to measure changes in staff satisfaction.

USAC is grateful to all who participated. Your responses will help to improve overall work satisfaction at the University of Richmond.

USAC would like to thank the Office of Institutional Research, University Printing Services, and the University Mail Room for their assistance with this survey.

Table of Contents

Executive Summary	4
Expanded Results	6
Demographics.....	6
Agreement Items.....	7
1. Leadership, Communication, and Compensation.....	7
2. Direct Supervisor and Work Environment.....	9
3. Strategic Planning.....	13
4. Benefits.....	14
5. Other.....	16
Free Response Items	17
Action Items and Conclusion	21
Appendix A. 2006 USAC Staff Survey.....	22
Appendix B. Results for each survey agreement item	25

Graphs

1. Leadership and Communication: Total percentages for 8 items	8
2. Compensation: Total percentages for 4 items	9
3. Direct Supervisor: Total percentages for 11 items.....	10
4 – 9. Direct Supervisor by Administrative Area: Total percentages	11
10 & 11. Manager leadership versus Administration leadership.....	12
12. Benefits: Total percentages for 4 items	14
13 – 17. Retirement benefits by Years of Employment.....	15
18 – 21. Free response questions: Percentages of responses	17

The full version of this report is available online at
<http://oncampus.richmond.edu/staff/usac/USACSurveyReport.pdf>

Executive Summary

This report provides a summary of the results of the USAC staff survey administered in February of 2006. The survey was offered either online or in paper to every staff member at the University of Richmond. Of the 1065 staff members, 670 completed the survey, a 63% response rate. Both statistical analysis and comparative study of response rates on similar surveys suggests that the 63% achieved on this survey is quite high and yields a good representation of the overall staff population. The survey population has a slight overrepresentation from Academic Affairs and Student Development, and a slight underrepresentation from the offices within the Business and Finance division and the President's Office (which included athletics).

The survey consisted of 4 demographics questions, 50 agreement items, and 4 free response questions. The survey is attached as Appendix A.

For each of the fifty agreement items, survey participants were asked to rate on a four-point scale how strongly they agreed or disagreed with the statement. The fifty agreement items were clustered into five categories using factor analysis. The five main categories are:

1. Leadership, Communication, and Compensation

There is a serious discontent with the senior leadership and the state of communication at the University. In addition, a strong majority of staff believe they are not compensated at their market value.

2. Direct Supervisor and Work Environment

In general, staff have very positive perceptions of their supervisors and department. This stands in stark contrast to how staff rate the senior administration.

3. Strategic Planning

The University Strategic Plan has not been effectively communicated to staff, potentially lessening the overall sense of teamwork at the University.

4. Benefits

In general, staff are very satisfied with the current benefits package. Further strengthening of the benefits package will most likely foster a sense of staff appreciation. In addition, staff feel strongly that they should be given first opportunity to apply for open positions.

5. Other

This category consisted of items that are not related to any of the other four categories. The major finding is that a majority of staff would support an on-campus childcare facility and discounted public transportation for UR employees.

Based on the results of this survey, USAC recommends the following action items to University leadership:

1. **Continue to implement improvements in the compensation of staff employees.**
USAC recognizes the action taken through the Mercer study and awaits the full implementation of the recommended changes.
2. **Continue to engage staff employees as vital to the University mission.**
Engagement occurs through the implementation of improved communication and management practices, active promotion of the contributions of staff to the University community, and solicitation of staff input on mission-critical University initiatives.
3. **Continue to address University leadership and communication deficiencies.**
USAC recognizes that the University is in a period of transition and supports efforts to strengthen the leadership of the University. USAC is also encouraged that communication and inclusiveness are University priorities through the Common Ground initiative. In addition, interdepartmental communication must be improved to foster community, purpose, and efficiency among staff.

The results of this survey should be used to continue the dialog between the University and its staff employees. Like all institutions, the University has areas of great strength and areas of concern. Staff members take great pride in working for the University of Richmond and seek to make it the very best it can be. Listening to the many voices that make up the University community is a vital step in continuing the daily progress of this institution.

Expanded Results

Demographics

Survey respondents self-categorized by responding to the first four items on the survey. The percentages are listed below:

Work area:

Academic Affairs: 161 respondents (24% of total; 86.6% of staff in this area)

Advancement: 51 respondents (7.6% of total; 64.6% of staff in this area)

Business and Finance: 226 respondents (33.7% of total; 52.8% of staff in this area)

Information Services: 97 respondents (14.5% of total; 78.4% of staff in this area)

Student Development: 53 respondents (7.9% of total; 96.4% of staff in this area)

President's Office: 18 respondents (2.7% of total; 18.9% of staff in this area)

Other/No response: 64 respondents (9.5% of total)

For a breakdown of departments in each administrative work area, please see Appendix A (Demographics section). There were a few survey items which had significant differences based on work area. The major items are discussed later in this report.

Length of Employment at UR:

0-5 years: 276 respondents (41.2% of total)

6-10 years: 137 respondents (20.4% of total)

11-15 years: 84 respondents (12.5% of total)

16-20 years: 69 respondents (10.3% of total)

Over 20 years: 87 respondents (13% of total)

There were few significant differences in responses on the survey items based on length of employment. The major area of difference was regarding retirement benefits; this is discussed in detail later in the report.

Employment at another college:

Yes: 176 respondents (26.3% of total)

No: 468 respondents (69.9% of total)

There were no major differences on the survey items based on employment at another college.

Gender:

Female: 422 respondents (63% of total)

Male: 217 respondents (32.4% of total)

There were no major differences on the survey items based on gender.

The demographic composition of the survey respondents is a good representation of the overall staff population at the University.

Agreement Items

For each of the fifty agreement items, survey participants were asked to rate on a four-point scale how strongly they agreed or disagreed with the statement. The fifty agreement items were clustered into five categories using factor analysis (principal component analysis with varimax rotation). Statistical analysis finds that this survey has high internal consistency (Cronbach's alpha = .917) and is appropriate to analyze via factor analysis (KMO = .909). The five main categories are:

1. Leadership, Communication, and Compensation
2. Direct Supervisor and Work Environment
3. Strategic Planning
4. Benefits
5. Other

Each category is discussed in detail below.

1. Leadership, Communication, and Compensation

An analysis of the items in this category reveals a discontent with the senior leadership and communication at the University. In addition, a strong majority of staff believe they are not compensated at their market value. While it may not be surprising to learn that staff feel underpaid, it is compelling to note that the survey's compensation items strongly correlated with the leadership and communication items. This means that those respondents that disagreed on leadership and communication items also disagreed on compensation items.

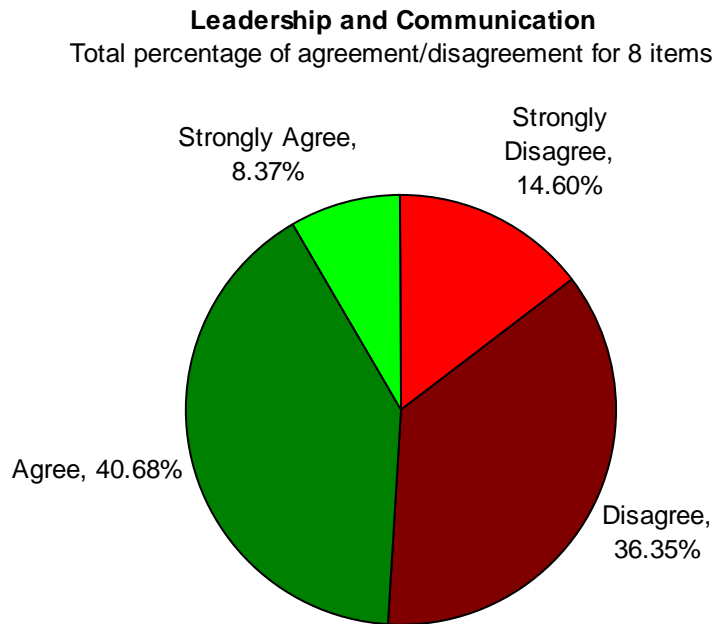
Eight leadership and communication items clustered into this category, along with 4 compensation items. The eight leadership and communication items are (ranked by level of total disagreement):

4. People communicate comfortably at this university regardless of their position or level	Strongly Disagree 17.9%	Disagree 46.7%	Total Disagreement 64.5%
2. Information is shared openly at this university	Strongly Disagree 14.7%	Disagree 44.2%	Total Disagreement 58.9%
21. I am confident that the senior administration will carefully consider the results of this survey	Strongly Disagree 15.3%	Disagree 35.1%	Total Disagreement 50.5%
25. UR administration (President and senior administrators) provides good leadership	Strongly Disagree 14.1%	Disagree 36.3%	Total Disagreement 50.5%
23. UR administration (President and senior administrators) respects its employees	Strongly Disagree 11.9%	Disagree 37.3%	Total Disagreement 49.2%

49. UR staff are valued for their beliefs and attitudes even if they are different from others			
Strongly Disagree	Disagree	Total Disagreement	
15.0%	30.9%	45.9%	
48. Morale among staff is good in my department			
Strongly Disagree	Disagree	Total Disagreement	
17.8%	27.7%	45.6%	
1. Staff members are valued at this university			
Strongly Disagree	Disagree	Total Disagreement	
8.5%	28.8%	37.3%	

Overall disagreement on these 8 items is 51%. Graph 1 shows the total agreement/disagreement for the 8 leadership and communication items.

Graph 1.



The four compensation items in this category are (ranked by level of total disagreement):

30. I know how the pay ranges for jobs at this university are determined			
Strongly Disagree	Disagree	Total Disagreement	
40.0%	41.1%	81.1%	
43. The pay I receive is competitive to what is offered by other employers for similar positions			
Strongly Disagree	Disagree	Total Disagreement	
23.7%	38.5%	62.2%	
31. Bonus programs are administered fairly			
Strongly Disagree	Disagree	Total Disagreement	
33.2%	27.2%	60.4%	

29. I am compensated fairly for the position I hold

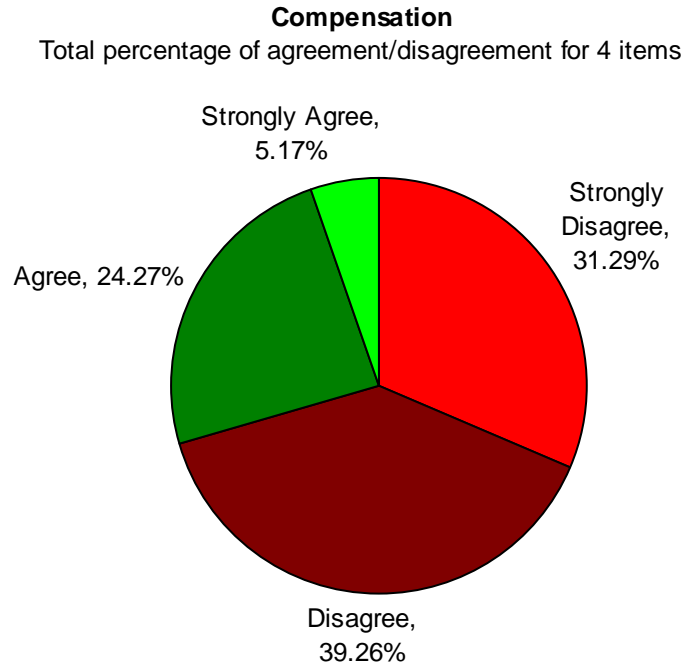
Strongly Disagree
19.1%

Disagree
39.1%

Total Disagreement
58.5%

The overall disagreement on these 4 items is 70.6%. Graph 2 shows the total agreement/disagreement for the 4 compensation items.

Graph 2.

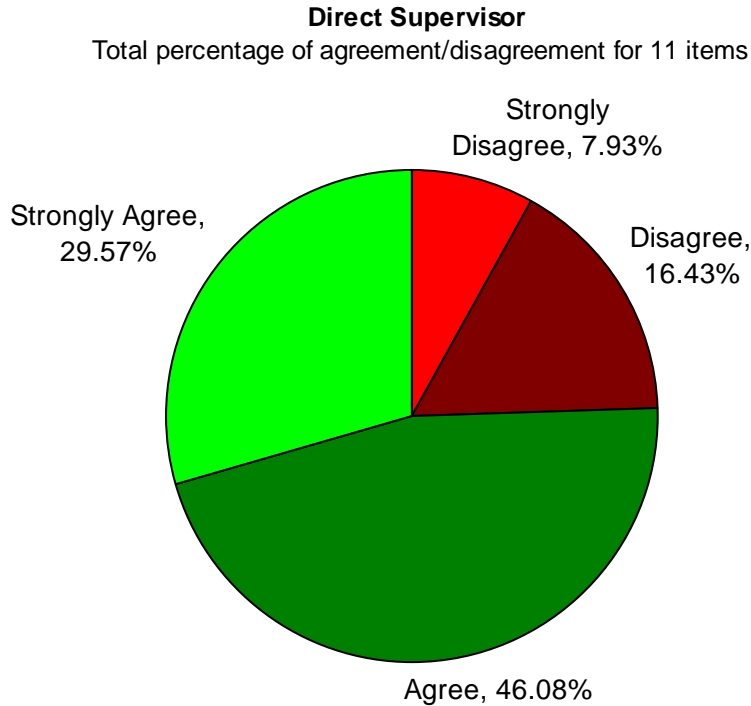


2. Direct Supervisor and Work Environment

Seventeen survey items clustered into this category, with the bulk of the questions related to the performance of the respondent’s direct supervisor. In general, staff have very positive perceptions of their supervisors. This stands in stark contrast to how staff rate the senior administration.

There were 11 items specific to the direct supervisor. All were overwhelmingly positive. Graph 3 represents the total agreement/disagreement for the 11 items (see Appendix B for individual item results). The overall agreement for these items was 75.7%:

Graph 3.



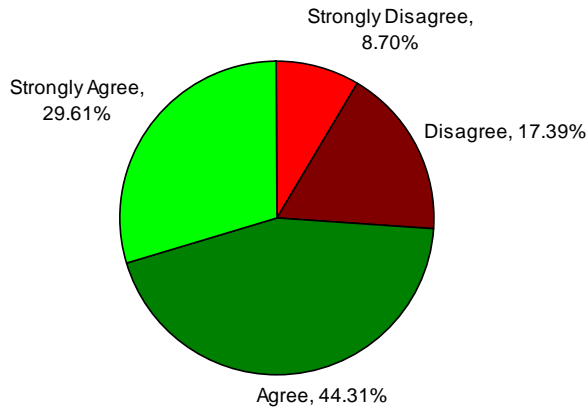
The remaining items in this category touch on the day-to-day operational environment. These items were very positive as well, though two items had greater than 20% total disagreement:

12. UR allows flexible scheduling that meets both university and employee need.		
Strongly Disagree	Disagree	Total Disagreement
8.4%	19.5%	27.9%
42. I am encouraged/given time for training opportunities to keep my skills current.		
Strongly Disagree	Disagree	Total Disagreement
7.4%	22.9%	30.3%

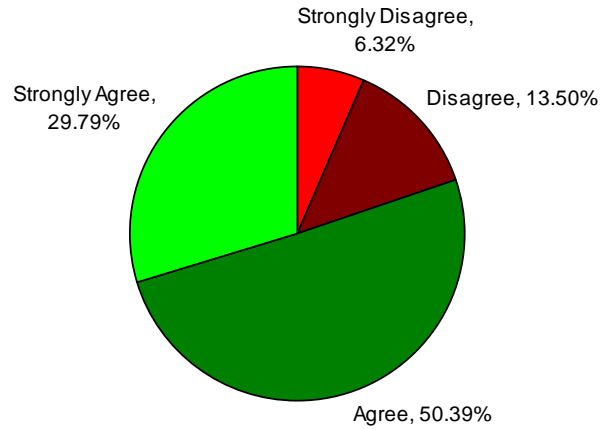
A breakdown of the survey results by administrative area of respondents shows significant differences between the areas on the Direct Supervisor and Work Environment (DSWE) items. While all administrative divisions had very positive ratings, there were a few divisions that may wish to strengthen management practices and address any work environment issues. In particular, the Business and Finance division had nearly 30% disagreement on the direct supervisor and work environment items, a sizable number of employees in real numbers (68 out of 226).

Graphs 4 – 9.

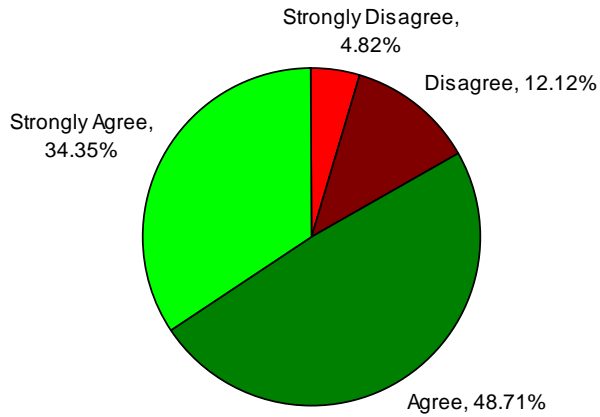
President's Office and Other
Total percentage of agreement/disagreement on DSWE items



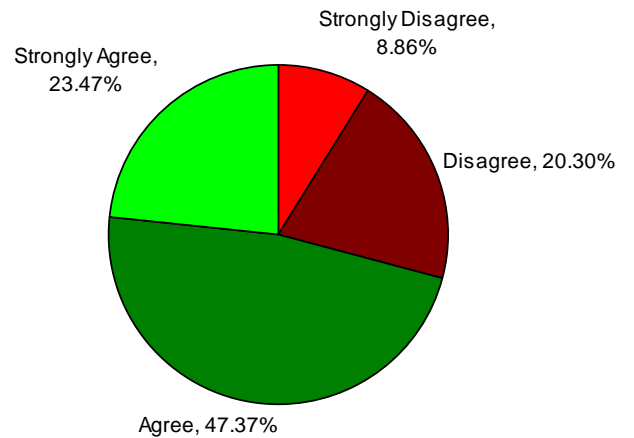
Academic Affairs
Total percentage of agreement/disagreement on DSWE items



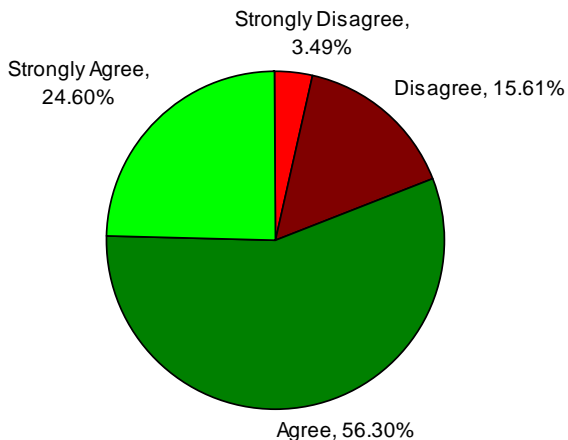
Advancement
Total percentage of agreement/disagreement on DSWE items



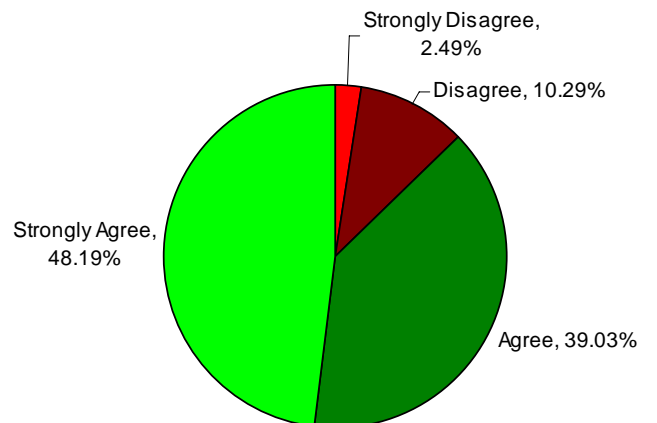
Business and Finance
Total percentage of agreement/disagreement on DSWE items



Information Services
Total percentage of agreement/disagreement on DSWE items



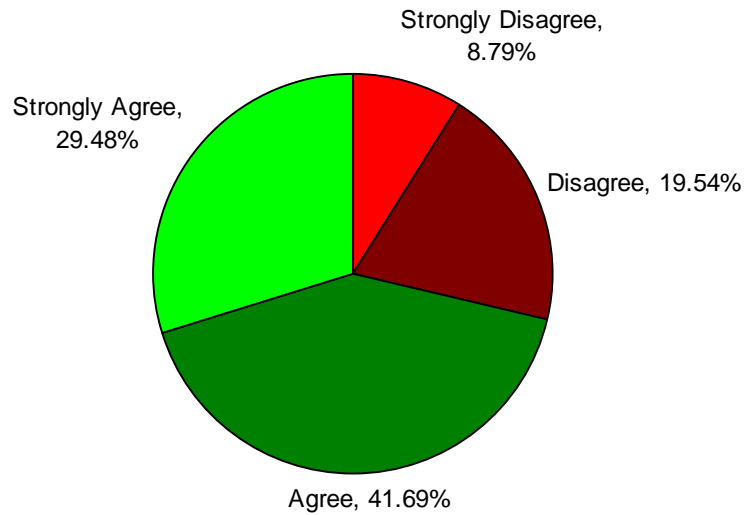
Student Development
Total percentage of agreement/disagreement on DSWE items



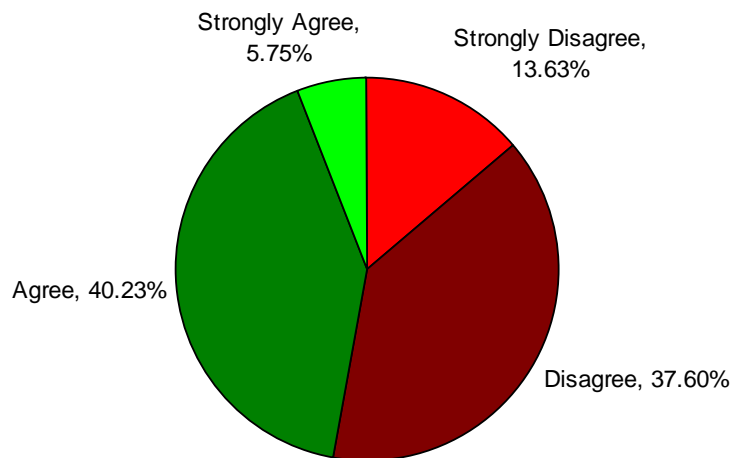
It is noteworthy to compare the contrast in ratings of leadership provided by respondents' direct supervisors and that of the senior University administration.

Graphs 10 & 11.

My manager/supervisor provides good leadership



UR administration (President and senior administrators) provides good leadership



3. Strategic Planning

This category highlighted 4 items related to the University's strategic plan. Disagreement was high for these items, suggesting that the strategic plan has not been effectively communicated to staff:

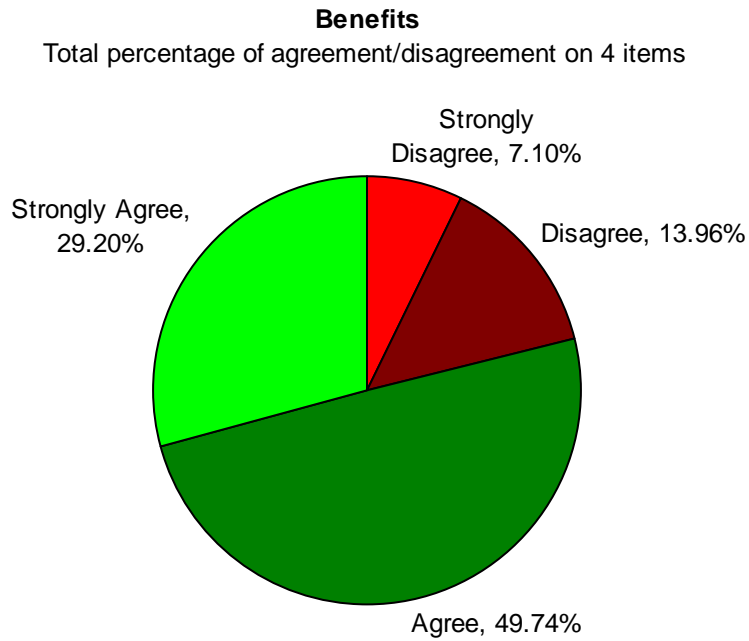
	45. A shared institutional vision is effectively communicated to staff.	
Strongly Disagree	Disagree	Total Disagreement
10.6%	35.4%	46.0%
	47. I understand how my job duties fit into the strategic plan.	
Strongly Disagree	Disagree	Total Disagreement
6.4%	36.6%	43.0%
	6. There is a spirit of teamwork at this university.	
Strongly Disagree	Disagree	Total Disagreement
9.4%	34.5%	43.9%
	46. I am familiar with the UR Strategic Plan	
Strongly Disagree	Disagree	Total Disagreement
6.7%	24.4%	31.1%

It is noteworthy that the teamwork item is correlated with the strategic plan items, suggesting that better communication and implementation of the strategic plan may serve to bolster University cohesion and efficacy.

4. Benefits

There were 4 main items related to benefits. In general, staff are very satisfied with the current benefits package. Overall agreement on the 4 benefits items was 78.9%.

Graph 12.

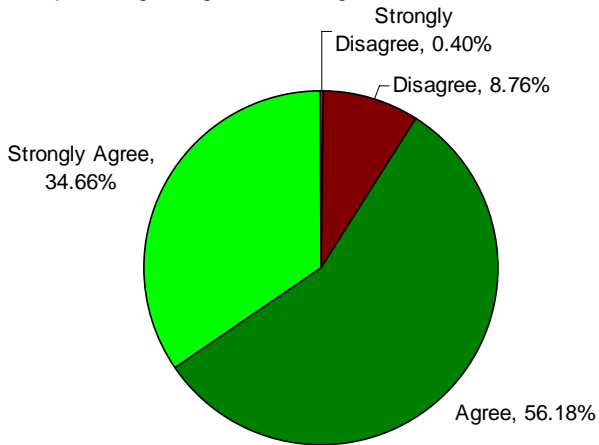


While most demographic groups looked similar on the benefits items, it is interesting to note that length of employment impacts sentiment regarding retirement benefits:

Graphs 13 – 17:

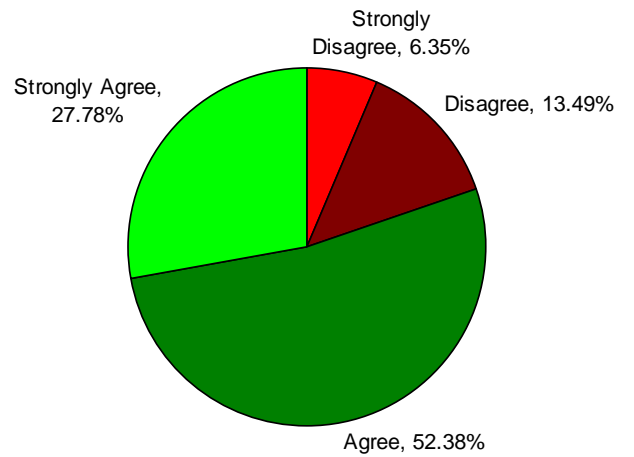
0-5 Years Employment at UR

Total percentage of agreement/disagreement on retirement benefits



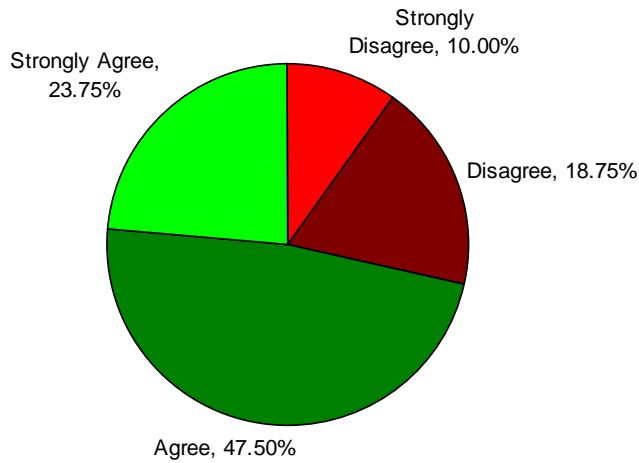
6-10 Years Employment at UR

Total percentage of agreement/disagreement on retirement benefits



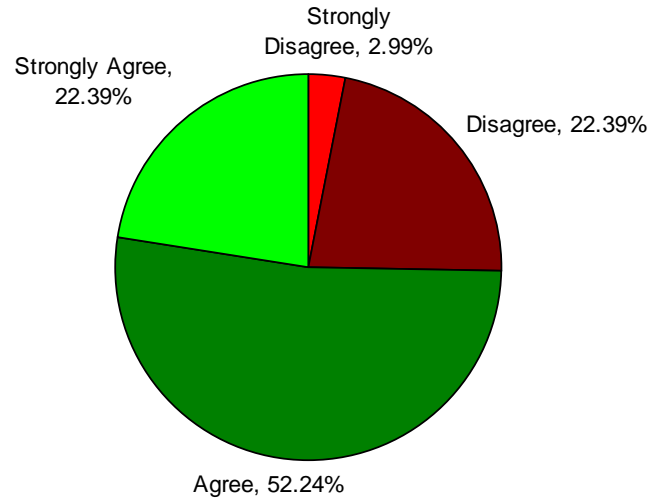
11-15 Years Employment at UR

Total percentage of agreement/disagreement on retirement benefits



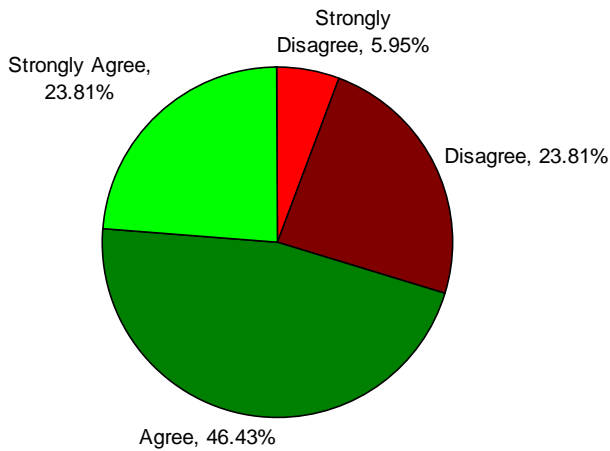
16-20 Years Employment at UR

Total percentage of agreement/disagreement on retirement benefits



Over 20 Years Employment at UR

Total percentage of agreement/disagreement on retirement benefits



Four other items were correlated with the 4 main Benefits items. Two of these items related to HR practice and policy:

38. Benefits offered at UR are explained so that I can understand them.		
Strongly Agree	Agree	Total Agreement
16.0%	64.0%	80.0%

40. Current employees should be given first opportunity to apply for new or open positions at the university.		
Strongly Agree	Agree	Total Agreement
52.5%	35.7%	88.2%

Of note, two items dealing with staff self-worth were correlated with the benefits items. It is likely that any enhancements to the benefits package will further cultivate a message of staff appreciation.

18. My work is important to the success of this university.		
Strongly Agree	Agree	Total Agreement
46.0%	48.5%	94.5%

50. I take pride in working for this university.		
Strongly Agree	Agree	Total Agreement
47.3%	45.4%	92.7%

5. Other

This category consisted of items that are not related to any of the other four categories. Results from these items include:

- 57.7% of respondents believe the University should allocate resources for an on-campus childcare facility.
- While only 8.3% of survey respondents depend on public transportation each day, 65.5% of survey respondents agree that discounted public transportation for UR employees is important.
- Over 80% of staff regularly read SpiderBytes.
- On-the-job injuries and hazardous situations are swiftly and efficiently managed.

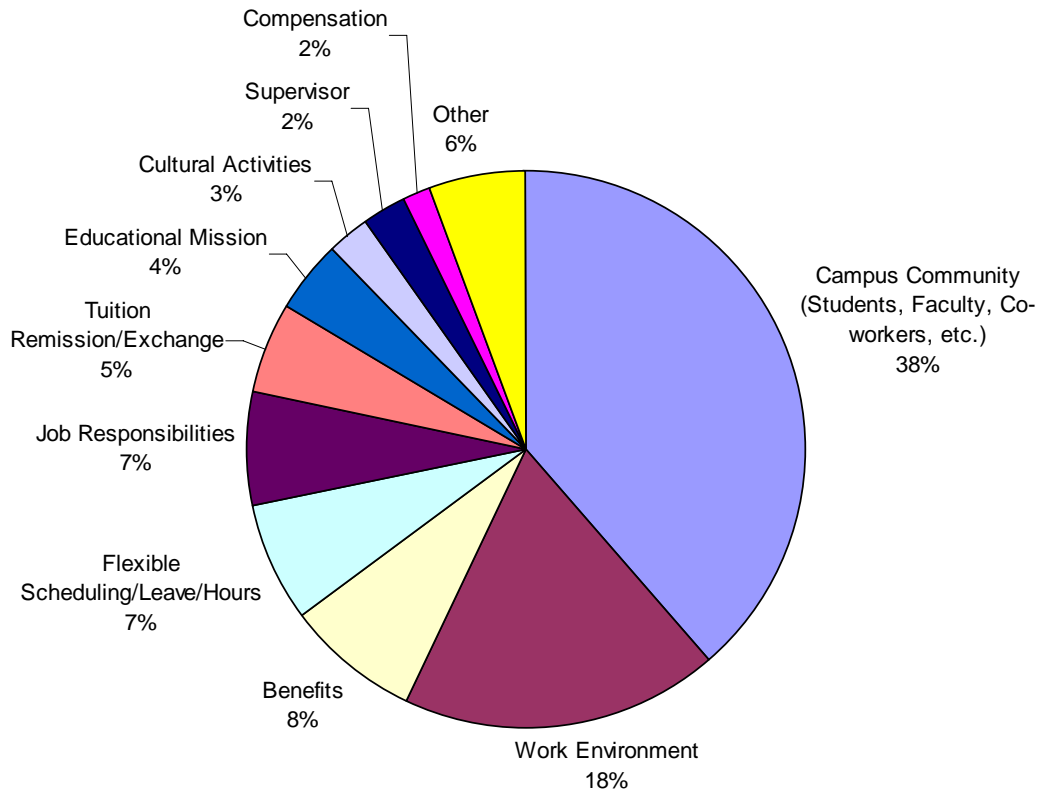
For a full summary of all survey items, please see Appendix B.

Free Response Items

There were four free response questions at the end of the survey. Responses to these questions were classified and tallied to provide a summary of the most pertinent issues for staff. Complete results for these four questions are provided below.

Graphs 18 – 21.

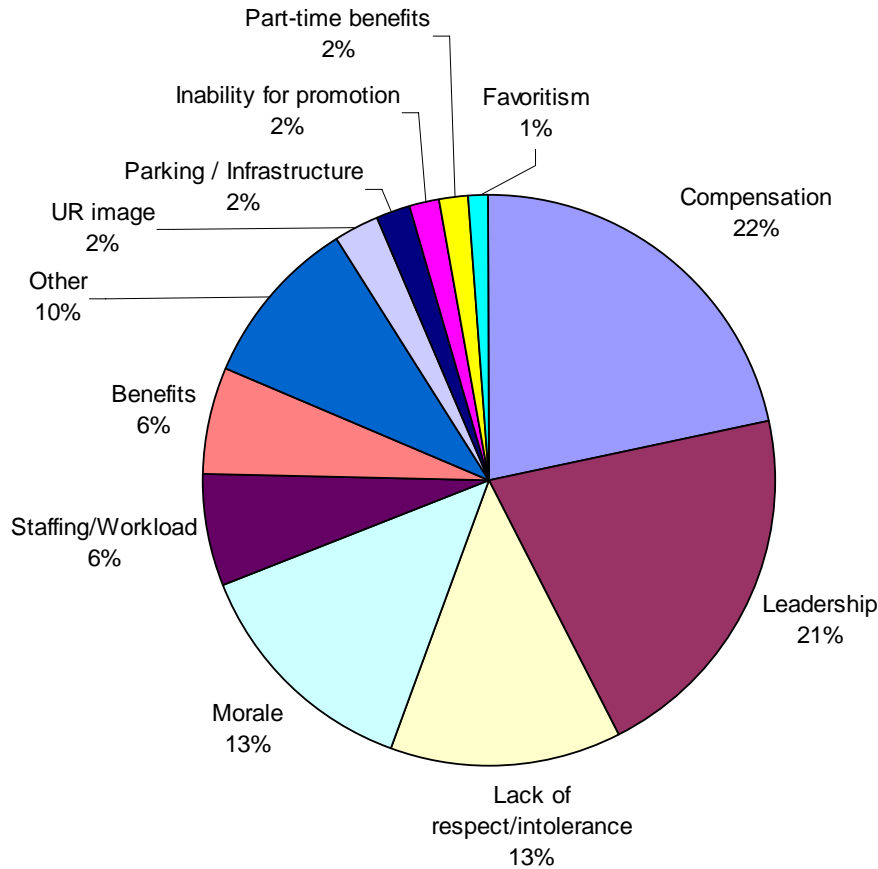
1. What do you like most about working for this university?



Below are a few representative responses to this question:

- “The atmosphere. UR is a great place to work because of the people. I love the family oriented environment.”
- “Working with the students both in their academic progress or deficiency and their learning outside the classroom. Also the staff in my department are the best.”
- “Student-centered approach, collegiality, collaborative spirit among staff members.”

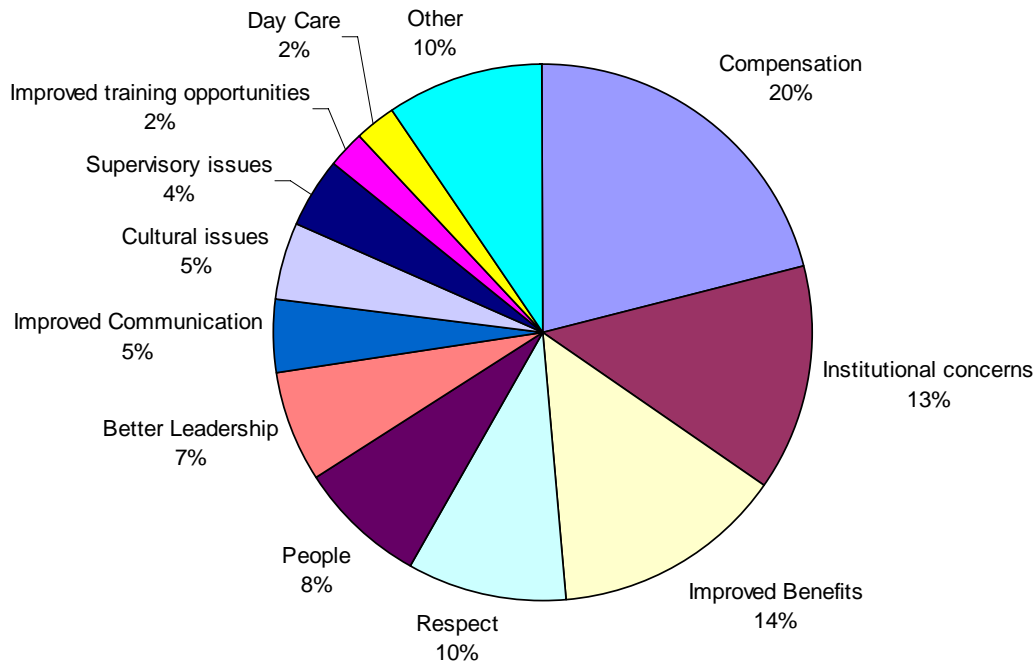
2. What do you like least about working for this university?



Below are a few representative responses to this question:

- “The feeling I get that my job is less important than others in ensuring the success of the University and the students who attend this University.”
- “The frequency with which staff contributions to the university community are devalued, underappreciated, or not sufficiently acknowledged (i.e., comments like `a great university is made up of great faculty and great students` with no mention of `great staff` as a necessary component).”
- “There should be something done about the point system, especially, for those who work on the weekend shift and catch the bus.”
- “The salary...the fact that internal transfers, job advancement to gain better wages are non-existing. After taking benefit of the education you will have to leave the University... I also dislike the difference between faculty and staff employment.”
- “The university has lost the family atmosphere in the last several years.”

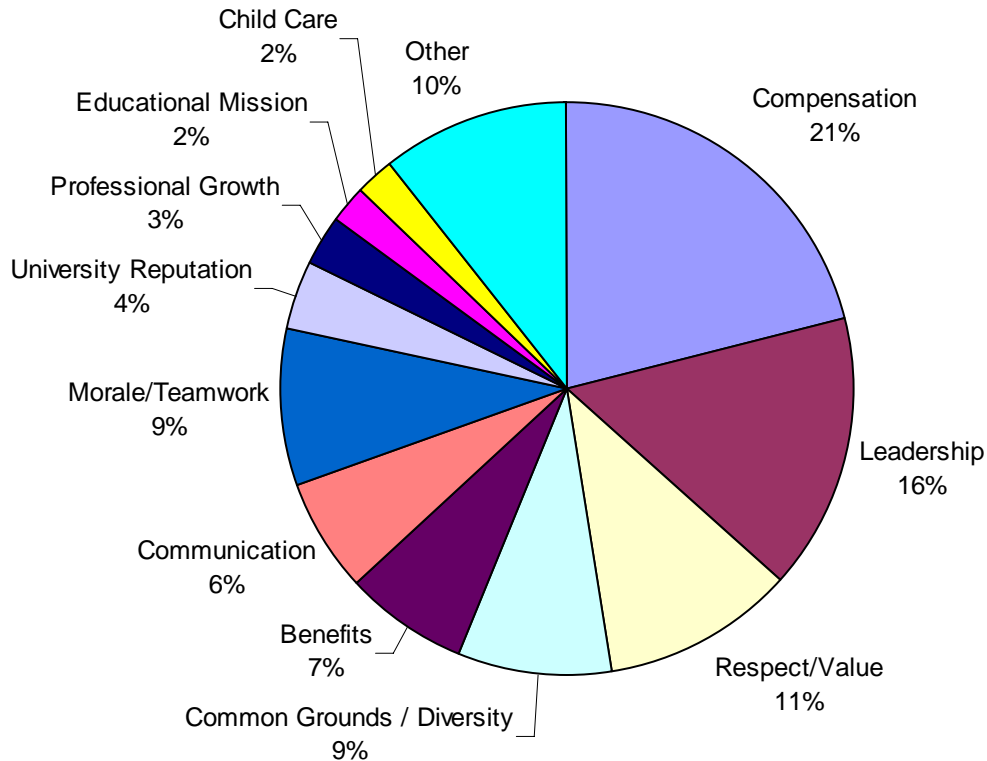
3. If you could change one thing at this university what would it be?



Below are a few representative responses to this question:

- “Raise the pay scale. Add career development so each employee knows where they stand in relation to every other position on campus.”
- “Unreasonable rules that change to fit the manager at the time...double standards. Also change the point system. I understand using it, but sometimes points shouldn't be given. (in the hospital, death)”
- “Give supervisors additional training about working with their staff to achieve optimal results.”
- “I would appreciate being rewarded financially in direct proportion to the work I do and the skills I have acquired.”
- “I would level the playing field in terms of salaries. It should be embarrassing to the University that it does not pay some of its staff members a better-than-competitive wage since it obviously has the resources to do so. The fact that the University has a gift drive every year for its own employees speaks volumes. ”

4. What do you consider the most important issue to address at this university?



Below are a few representative responses to this question:

- “Provide an environment where employees are respected and treated fairly regardless of their race or ethnicity. Eliminate the class system perpetrated throughout the campus.”
- “There seems to be an identity crisis at the university as it seeks to move into the national arena. I feel it is essential to resolve this by formulating a consistent, cogent vision from which to move us all forward.”
- “Developing and maintaining respect of employees. Better compensation for employees. Given the large tuition increase, a 3-1/2% raise for employees last year seems inadequate.”
- “The Board of Trustees and the new president should make a real effort at inclusiveness as far as staff, faculty and alumni are concerned. Make sure the lines of communication are open and accessible so everyone has a sense of importance in making the University of Richmond the best it can be.”

A majority of staff consider the work environment and people on campus to be the best part of working at the University. By contrast, perceptions of the senior administration and its leadership are quite low. Leadership, coupled with a lack of respect and low morale, accounts for almost half of all responses to the least liked aspect of working for the University. Compensation was also an area of major concern with 20% of staff citing this as the top priority for improvement. This finding, coupled with the results from the compensation agreement items, clearly indicates that staff pay must be considered a top University priority to assuage staff concerns.

Action Items and Conclusion

Based on the results of this survey, USAC recommends the following action items to University leadership:

1. **Continue to implement improvements in the compensation of staff employees.**
USAC recognizes the action taken through the Mercer study and awaits the full implementation of the recommended changes.
2. **Continue to engage staff employees as vital to the University mission.**
Engagement occurs through the implementation of improved communication and management practices, active promotion of the contributions of staff to the University community, and solicitation of staff input on mission-critical University initiatives.
3. **Continue to address University leadership and communication deficiencies.**
USAC recognizes that the University is in a period of transition and supports efforts to strengthen the leadership of the University. USAC is also encouraged that communication and inclusiveness are University priorities through the Common Ground initiative. In addition, interdepartmental communication must be improved to foster community, purpose, and efficiency among staff.

This survey should be considered a vital component of the ongoing conversation between the University leadership and the staff employees. While this survey was administered during a time of great tension at the University, USAC firmly believes that the underlying issues discussed in this report are systemic and must be addressed at the highest level. As such, USAC will work with the senior leadership of each administrative area to address the action items spotlighted by this survey. USAC recognizes that great strides are in progress, particularly through the Common Ground initiative, the Mercer study, and the presidential search, and anticipates further advancement of staff concerns through these and other initiatives.

Appendix A.

University of Richmond University Staff Advisory Council

Staff Survey

Purpose of Survey: The purpose of this survey is to measure satisfaction with the work environment of staff members. We will collect and publish this information in order to understand staff needs and make recommendations to university administration. The results of this survey should not be interpreted as a binding action plan.

Demographic Information: The questions in the demographics section are optional. All responses on this survey are voluntary. No effort will be made to identify individual respondents.

DEMOGRAPHICS

(Optional) In which area of the university do you work?

— **Academic Affairs**

School of Arts and Sciences/Modlin Center; Robins School of Business/Management Institute; Jepson School of Leadership Studies; The School of Law; School of Continuing Studies; Admissions; International Education; University Registrar; Financial Aid; Institutional Research; Richmond Research Institute; Provost's Office; Center for Civic Engagement

— **Advancement**

Development; University Communications; Foundation, Corporate and Government Grants; Donor and Community Relations; Alumni Relations; Advancement Services; Principal Gifts

— **Business and Finance**

Spider Management Company; Controller; Human Resource Services; Facilities; Auxiliary and Food Services; University Police; Administrative Services; Safety and Risk Management; University Services; Internal Audit

— **Information Services**

University Library; Systems and Networks; Center for Teaching, Learning and Technologies; Telecommunications, Multimedia Support and User Services; Administrative and Security Group

— **Student Development**

Student Activities; Recreation and Wellness; Counseling and Psychological Services (CAPS); Career Development Center (CDC); Student Health Center; Office of Multicultural Affairs; Richmond College; Westhampton College

— **President's Office**

President's staff; Chaplaincy; Athletics

— **Other**

(Optional) How long have you worked at the university?

- 0 – 5 years
 6 – 10 years
 11-15 years
 16-20 years
 Over 20 years

(Optional) Have you ever worked at another college/university?

- Yes
 No

(Optional) What is your gender?

- Female
 Male

SURVEY QUESTIONS

Survey Questions Instructions: Select the degree to which you agree or disagree with each statement below. All responses on this survey are voluntary. No effort will be made to identify individual respondents.

1=Strongly Disagree 2=Disagree 3=Agree 4=Strongly Agree N/A=Not Applicable

1. Staff members are valued at this university.
2. Information is shared openly at this university.
3. I read SpiderBytes regularly.
4. People communicate comfortably at this university regardless of their position or level.
5. My direct supervisor is responsive to employee satisfaction.
6. There is a spirit of teamwork at this university.
7. My direct supervisor values staff ideas and suggestions.
8. On the job injuries are cared for swiftly and competently.
9. When safety hazards are identified and reported, management takes swift corrective action.
10. I have the supplies and equipment necessary to do my job well.
11. I am provided the training necessary to do my job to the best of my ability.
12. UR allows flexible scheduling that meets both university and employee needs.
13. My department is staffed adequately.
14. I receive adequate feedback from my annual performance evaluation.
15. I am given adequate time to complete tasks.
16. My job description is a good match for my skills.
17. My work is rewarding.
18. My work is important to the success of this university.
19. My co-workers treat me with dignity and respect.
20. A spirit of teamwork is encouraged in my department.
21. I am confident that the senior administration will carefully consider the results of this survey.
22. My manager/supervisor respects me as an employee.

23. UR administration (President and Senior Administrators) respects its employees.
24. My manager/supervisor provides good leadership.
25. UR administration (President and Senior Administrators) provides good leadership.
26. My manager/supervisor communicates honestly concerning workplace issues.
27. My manager/supervisor avoids favoritism.
28. I can disagree with my manager/supervisor without fear of getting in trouble.
29. I am compensated fairly for the position I hold.
30. I know how the pay ranges for jobs at this university are determined.
31. Bonus programs are administered fairly.
32. I am satisfied with the education/tuition remission benefits offered at UR.
33. I am satisfied with the health insurance benefits at UR.
34. I am satisfied with leave benefits at UR (vacation, sick and holiday).
35. I am satisfied with retirement benefits at UR.
36. I depend on public transportation each day.
37. I think discounted public transportation for UR employees is important.
38. Benefits offered at UR are explained so that I can understand them.
39. It is important for the university to allocate resources to provide an on-campus childcare facility.
40. Current employees should be given first opportunity to apply for new or open positions at UR.
41. UR provides training opportunities for me to do my job better.
42. I am encouraged/given time for training opportunities to keep my skills current.
43. The pay I receive is competitive to what is offered by other employers for similar positions.
44. My manager/supervisor encourages my professional development.
45. A shared institutional vision is effectively communicated to staff.
46. I am familiar with the UR Strategic Plan.
47. I understand how my job duties fit into the strategic plan.
48. Morale among staff is good in my department.
49. UR staff are valued for their beliefs and attitudes even if they are different from others.
50. I take pride in working for this university.

Other (free response items):

1. What do you like most about working for this university?
2. What do you like least about working for this university?
3. If you could change one thing at this university what would it be?
4. What do you consider the most important issue to address at this university?
5. May we use your anonymous comments when publishing the results of this survey?
 Yes
 No

Appendix B.

Results for each survey agreement item.

1. Staff members are valued here.

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	56	8.5	8.5
Disagree	190	28.8	37.3
Agree	334	50.7	88.0
Strongly Agree	77	11.7	99.7
N/A Not Applicable	2	.3	100.0
Total	659	100.0	

2. Information is shared openly at this university

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	97	14.7	14.7
Disagree	291	44.2	58.9
Agree	229	34.7	93.6
Strongly Agree	38	5.8	99.4
N/A Not Applicable	4	.6	100.0
Total	659	100.0	

3. I read SpiderBytes regularly

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	37	5.6	5.6
Disagree	60	9.1	14.8
Agree	251	38.3	53.0
Strongly Agree	283	43.1	96.2
N/A Not Applicable	25	3.8	100.0
Total	656	100.0	

4. People communicate comfortably at this university regardless of their position or level

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	118	17.9	17.9
Disagree	308	46.7	64.5
Agree	198	30.0	94.5
Strongly Agree	34	5.2	99.7
N/A Not Applicable	2	.3	100.0
Total	660	100.0	

5. My direct supervisor is responsive to employee satisfaction

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	62	9.4	9.4
Disagree	118	17.9	27.2
Agree	242	36.6	63.8
Strongly Agree	232	35.1	98.9
N/A Not Applicable	7	1.1	100.0
Total	661	100.0	

6. There is a spirit of teamwork at this university

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	62	9.4	9.4
Disagree	228	34.5	43.9
Agree	296	44.8	88.8
Strongly Agree	71	10.8	99.5
N/A Not Applicable	3	.5	100.0
Total	660	100.0	

7. My direct supervisor values staff ideas and suggestions

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	56	8.5	8.5
Disagree	87	13.1	21.6
Agree	272	41.1	62.7
Strongly Agree	241	36.4	99.1
N/A Not Applicable	6	.9	100.0
Total	662	100.0	

8. On-the-job injuries are are cared for swiftly and competently

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	12	1.8	1.8
Disagree	34	5.2	7.0
Agree	221	33.6	40.6
Strongly Agree	145	22.0	62.6
N/A Not Applicable	246	37.4	100.0
Total	658	100.0	

9. When safety hazards are identified and reported, management takes swift and corrective action

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	25	3.8	3.8
Disagree	66	10.0	13.8
Agree	248	37.6	51.4
Strongly Agree	128	19.4	70.9
N/A Not Applicable	192	29.1	100.0
Total	659	100.0	

10. I have the supplies and equipment necessary to do my job well

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	22	3.3	3.3
Disagree	56	8.5	11.8
Agree	355	53.6	65.4
Strongly Agree	227	34.3	99.7
N/A Not Applicable	2	.3	100.0
Total	662	100.0	

11. I am provided the training necessary to do my job to the best of my ability

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	24	3.6	3.6
Disagree	99	15.0	18.6
Agree	354	53.6	72.3
Strongly Agree	177	26.8	99.1
N/A Not Applicable	6	.9	100.0
Total	660	100.0	

12. UR allows flexible scheduling that meets both university and employee needs

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	54	8.1	8.1
Disagree	126	19.0	27.1
Agree	323	48.7	75.9
Strongly Agree	142	21.4	97.3
N/A Not Applicable	18	2.7	100.0
Total	663	100.0	

13. My department is staffed adequately

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	76	11.5	11.5
Disagree	176	26.6	38.1
Agree	318	48.0	86.1
Strongly Agree	89	13.4	99.5
N/A Not Applicable	3	.5	100.0
Total	662	100.0	

14. I receive adequate feedback from my annual performance evaluation

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	45	6.8	6.8
Disagree	97	14.7	21.5
Agree	340	51.4	72.8
Strongly Agree	140	21.1	94.0
N/A Not Applicable	40	6.0	100.0
Total	662	100.0	

15. I am given adequate time to complete tasks

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	22	3.3	3.3
Disagree	65	9.8	13.1
Agree	428	64.6	77.7
Strongly Agree	144	21.7	99.4
N/A Not Applicable	4	.6	100.0
Total	663	100.0	

16. My job description is a good match for my skills

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	38	5.7	5.7
Disagree	86	13.0	18.7
Agree	347	52.4	71.1
Strongly Agree	184	27.8	98.9
N/A Not Applicable	7	1.1	100.0
Total	662	100.0	

17. My work is rewarding

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	29	4.4	4.4
Disagree	80	12.1	16.5
Agree	345	52.3	68.8
Strongly Agree	201	30.5	99.2
N/A Not Applicable	5	.8	100.0
Total	660	100.0	

18. My work is important to the success of this university

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	9	1.4	1.4
Disagree	22	3.3	4.7
Agree	319	48.5	53.2
Strongly Agree	303	46.0	99.2
N/A Not Applicable	5	.8	100.0
Total	658	100.0	

19. My co-workers treat me with dignity and respect

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	20	3.0	3.0
Disagree	69	10.4	13.4
Agree	334	50.4	63.8
Strongly Agree	239	36.0	99.8
N/A Not Applicable	1	.2	100.0
Total	663	100.0	

20. A spirit of teamwork is encouraged in my department

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	48	7.3	7.3
Disagree	132	19.9	27.2
Agree	252	38.1	65.3
Strongly Agree	227	34.3	99.5
N/A Not Applicable	3	.5	100.0
Total	662	100.0	

21. I am confident that the senior administration will carefully consider results of this survey

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	101	15.3	15.3
Disagree	231	35.1	50.5
Agree	256	38.9	89.4
Strongly Agree	66	10.0	99.4
N/A Not Applicable	4	.6	100.0
Total	658	100.0	

22. My manager/supervisor respects me as an employee

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	40	6.1	6.1
Disagree	57	8.6	14.7
Agree	298	45.1	59.8
Strongly Agree	263	39.8	99.5
N/A Not Applicable	3	.5	100.0
Total	661	100.0	

23. UR administration (President and senior administrators) respects its employees

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	78	11.9	11.9
Disagree	245	37.3	49.2
Agree	265	40.4	89.6
Strongly Agree	48	7.3	97.0
N/A Not Applicable	20	3.0	100.0
Total	656	100.0	

24. My manager/supervisor provides good leadership

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	63	9.5	9.5
Disagree	131	19.8	29.3
Agree	267	40.3	69.5
Strongly Agree	199	30.0	99.5
N/A Not Applicable	3	.5	100.0
Total	663	100.0	

25. UR administration (President and senior administrators) provides good leadership

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	93	14.1	14.1
Disagree	239	36.3	50.5
Agree	267	40.6	91.0
Strongly Agree	41	6.2	97.3
N/A Not Applicable	18	2.7	100.0
Total	658	100.0	

26. My manager/supervisor communicates honestly concerning workplace issues

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	44	6.6	6.6
Disagree	119	17.9	24.5
Agree	309	46.5	71.1
Strongly Agree	189	28.5	99.5
N/A Not Applicable	3	.5	100.0
Total	664	100.0	

27. My manager/supervisor avoids favoritism

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	75	11.3	11.3
Disagree	133	20.1	31.4
Agree	294	44.4	75.8
Strongly Agree	151	22.8	98.6
N/A Not Applicable	9	1.4	100.0
Total	662	100.0	

28. I can disagree with my manager/supervisor without fear of getting in trouble

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	67	10.0	10.0
Disagree	124	18.6	28.6
Agree	301	45.1	73.8
Strongly Agree	168	25.2	99.0
N/A Not Applicable	7	1.0	100.0
Total	667	100.0	

29. I am compensated fairly for the position I hold

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	128	19.4	19.4
Disagree	258	39.1	58.5
Agree	220	33.3	91.8
Strongly Agree	53	8.0	99.8
N/A Not Applicable	1	.2	100.0
Total	660	100.0	

30. I know how the pay ranges for jobs at this university are determined

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	265	40.0	40.0
Disagree	272	41.1	81.1
Agree	82	12.4	93.5
Strongly Agree	21	3.2	96.7
N/A Not Applicable	22	3.3	100.0
Total	662	100.0	

31. Bonus programs are administered fairly

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	216	33.2	33.2
Disagree	177	27.2	60.4
Agree	106	16.3	76.7
Strongly Agree	14	2.2	78.8
N/A Not Applicable	138	21.2	100.0
Total	651	100.0	

32. I am satisfied with the education/tuition remission benefits offered at UR

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	39	5.9	5.9
Disagree	48	7.3	13.1
Agree	298	45.0	58.2
Strongly Agree	227	34.3	92.4
N/A Not Applicable	50	7.6	100.0
Total	662	100.0	

33. I am satisfied with the health insurance benefits at UR

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	88	13.3	13.3
Disagree	149	22.5	35.8
Agree	260	39.3	75.1
Strongly Agree	109	16.5	91.5
N/A Not Applicable	56	8.5	100.0
Total	662	100.0	

34. I am satisfied with leave benefits at UR (vacation, sick, holiday)

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	23	3.5	3.5
Disagree	61	9.2	12.6
Agree	357	53.7	66.3
Strongly Agree	213	32.0	98.3
N/A Not Applicable	11	1.7	100.0
Total	665	100.0	

35. I am satisfied with retirement benefits at UR

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	27	4.1	4.1
Disagree	90	13.7	17.8
Agree	325	49.3	67.1
Strongly Agree	179	27.2	94.2
N/A Not Applicable	38	5.8	100.0
Total	659	100.0	

36. I depend on public transportation each day

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	171	25.8	25.8
Disagree	78	11.7	37.5
Agree	21	3.2	40.7
Strongly Agree	34	5.1	45.8
N/A Not Applicable	360	54.2	100.0
Total	664	100.0	

37. I think discounted public transportation for UR employees is important

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	21	3.2	3.2
Disagree	52	7.9	11.1
Agree	264	40.0	51.1
Strongly Agree	168	25.5	76.5
N/A Not Applicable	155	23.5	100.0
Total	660	100.0	

38. Benefits offered at UR are explained so that I can understand them

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	25	3.8	3.8
Disagree	91	13.7	17.5
Agree	429	64.8	82.3
Strongly Agree	107	16.2	98.5
N/A Not Applicable	10	1.5	100.0
Total	662	100.0	

39. It is important for the university to allocate resources to provide an on-campus childcare facility

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	62	9.3	9.3
Disagree	91	13.7	23.0
Agree	213	32.1	55.1
Strongly Agree	170	25.6	80.7
N/A Not Applicable	128	19.3	100.0
Total	664	100.0	

40. Current employees should be given first opportunity to apply for new or open positions at the university

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	18	2.7	2.7
Disagree	52	7.8	10.6
Agree	237	35.7	46.3
Strongly Agree	348	52.5	98.8
N/A Not Applicable	8	1.2	100.0
Total	663	100.0	

41. UR provides training opportunities for me to do my job better

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	37	5.7	5.7
Disagree	145	22.2	27.8
Agree	358	54.7	82.6
Strongly Agree	103	15.7	98.3
N/A Not Applicable	11	1.7	100.0
Total	654	100.0	

42. I am encouraged/given time for training opportunities to keep my skills current

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	47	7.2	7.2
Disagree	146	22.3	29.4
Agree	328	50.0	79.4
Strongly Agree	118	18.0	97.4
N/A Not Applicable	17	2.6	100.0
Total	656	100.0	

43. The pay I receive is competitive to what is offered by other employers for similar positions

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	153	23.7	23.7
Disagree	249	38.5	62.2
Agree	183	28.3	90.6
Strongly Agree	38	5.9	96.4
N/A Not Applicable	23	3.6	100.0
Total	646	100.0	

44. My manager/supervisor encourages my professional development

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	48	7.3	7.3
Disagree	118	17.9	25.2
Agree	310	47.1	72.3
Strongly Agree	172	26.1	98.5
N/A Not Applicable	10	1.5	100.0
Total	658	100.0	

45. A shared institutional vision is effectively communicated to staff

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	69	10.6	10.6
Disagree	230	35.4	46.0
Agree	277	42.6	88.6
Strongly Agree	60	9.2	97.8
N/A Not Applicable	14	2.2	100.0
Total	650	100.0	

46. I am familiar with the UR Strategic Plan

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	44	6.7	6.7
Disagree	160	24.4	31.1
Agree	367	55.9	87.0
Strongly Agree	65	9.9	97.0
N/A Not Applicable	20	3.0	100.0
Total	656	100.0	

47. I understand how my job duties fit into the strategic plan

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	42	6.4	6.4
Disagree	239	36.6	43.0
Agree	294	45.0	88.1
Strongly Agree	60	9.2	97.2
N/A Not Applicable	18	2.8	100.0
Total	653	100.0	

48. Morale among staff is good in my department

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	117	17.8	17.8
Disagree	182	27.7	45.6
Agree	277	42.2	87.8
Strongly Agree	78	11.9	99.7
N/A Not Applicable	2	.3	100.0
Total	656	100.0	

49. UR staff are valued for their beliefs and attitudes even if they are different from others

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	99	15.0	15.0
Disagree	204	30.9	45.9
Agree	289	43.8	89.7
Strongly Agree	53	8.0	97.7
N/A Not Applicable	15	2.3	100.0
Total	660	100.0	

50. I take pride in working for this university

	Frequency	Valid Percent	Cumulative Percent
Strongly Disagree	8	1.2	1.2
Disagree	35	5.3	6.5
Agree	304	45.9	52.4
Strongly Agree	313	47.3	99.7
N/A Not Applicable	2	.3	100.0
Total	662	100.0	