

**2019 Regent Universities
USS-UPS Poll
(Excluding University-Specific Findings)**



Conducted for the
University Support Staff Senates

May 2019



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Mission:

To Facilitate Effective Public Policy Decision-Making.

The staff of the Docking Institute of Public Affairs and its University Center for Survey Research are dedicated to serving the people of Kansas and surrounding states.

2019 Regent Universities USS-UPS Poll (Excluding University-Specific Findings)

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Introduction, Methods, and Executive Summary

Introduction

University Support Staff (USS) Senates of five Regent Universities asked the Docking Institute of Public Affairs to conduct a poll of USS and Unclassified Professional Staff (UPS) employees. The five universities included Emporia State University (ESU), Fort Hays State University (FHSU), Kansas State University (KSU), Pittsburg State University (PSU), and Wichita State University (WSU).¹

The poll was conducted using Qualtrics on-line survey software. Email addresses for USS and UPS employees employed at the five universities during the spring 2019 semester were provide to the Docking Institute. Requests (including a link to an on-line poll) were sent to USS and UPS employees.

This research project was submitted to the FHSU Institutional Review Board (IRB) for review.

This report contains a number of additional appendices. Appendices A, B, and C show responses to open-ended survey questions. The poll instrument can be found in Appendix D.

Methods

Emails were sent to 8,043 USS and UPS employees at the five universities. The Institute received 2,846 completed interviews, providing a response rate of 35.4%. Since the lists provided by each university included all USS and UPS employees employed during the spring 2019 semester, no margin of error is calculated.

Email requests, containing links to an online poll utilizing Qualtrics software, were sent to all USS and UPS employees on the lists. The initial email was sent on March 18, 2019. Additional email requests were sent to non-responding employees on March 21, March 26, and April 1. Wichita State provided additional lists of UPS employees on March 28 and April 2. Follow-up emails were sent on April 1 and April 9, respectively.

The table on the next page compares the lists and completions for each university, as well as the response rates of each university.

¹ The University of Kansas was asked to participate but declined to do so.

Table 1 shows, for example, that employees from KSU represented 63% of the initial lists, while half of the completions came from KSU employees. As such, KSU can be said to be under-represented by about 13% of the completions. All other university employees are slightly over-represented by the completed interviews. The table also shows that KSU had the lowest response rate (28%), while PSU had the highest (60.2%).

Table 1: Lists, Completions, and Response Rates by University

	Lists	% of Lists	Completions	% of Comp	%C-%L	Rate per Univ.
ESU	445	5.5%	186	6.5%	1.0%	41.8%
FHSU	568	7.1%	299	10.5%	3.4%	52.6%
KSU	5,070	63.0%	1,419	49.9%	-13.2%	28.0%
PSU	480	6.0%	289	10.2%	4.2%	60.2%
WSU	1,480	18.4%	653	22.9%	4.5%	44.1%
Total	8,043	100%	2,846	100%		35.4%

Data was downloaded into SPSS software for analysis. Email addresses and the names of faculty members were deleted from the SPSS file before analysis began. Only grouped data were analyzed, and no attempt was made to link individual responses to individual respondents.

Executive Summary

The Docking Institute's independent analysis of the data set shows the following:

- About half of the respondents are employed at KSU and slightly more than a fifth (22.9%) are employed at WSU. About 10% of the respondents are employed at PSU and FHSU each, and 6.5% are employed at ESU.
- A third (33.6%) of survey respondents have worked at their universities for four or fewer years. Almost a fifth (19.2%) have worked at their universities for five to nine years, while slightly more than a fifth (22.7%) have worked at their universities for 20 years or more.
- Slightly more than two-fifths (41.6%) are Unclassified Professional Staff salary wage earners, while about a third (33.9%) are University Support Staff hourly wage earners. Fewer are Unclassified Professional Staff hourly wage earners (17.2%) and University Support Staff salary wage earners (5.3%).
- When asked to rank the importance of four items (recognition for the work you perform, amount of pay or compensation, additional incentives or perks, and professional development opportunities), about three-quarters (75.6%) rank "amount of pay or compensation" highest. Almost 15% rank "recognition for work performed" highest, 6.8% rank "professional development opportunities" highest, and 2.8% rank "additional incentives or perks" highest.
- When asked how co-workers, immediate supervisors, department heads, and university administrators appreciate their work performance, most respondents report that their work is greatly appreciated by their co-workers (57.8%) and their immediate supervisors (63.8%). About two-fifths (43.1%) report that their work is greatly appreciated by their department heads. Only 13.9% report that their work is greatly appreciated by their university administration.
- Respondents were asked "generally speaking, how do you rate your morale at work?" Many respondents rate their morale as somewhat positive (43.3%) or extremely positive (18.9%). Almost a fifth (19.1%) rate their morale as somewhat negative.
- When asked "compared to two years ago, would you say your morale has improved, remained the same, or worsened," a fifth of respondents (20.7%) report that their morale has improved, while more than a third (37.7%) report that their morale has remained the same. About two-fifths (41.6%) report that their morale has worsened in the past two years.
- Of respondents whose morale had worsened, 38.8% report that they have been given additional work duties with no or minimal pay increases, and 35.3% report that salary increases have not kept up with costs.
- When asked to "rate your salary or hourly wage with regard to the work you currently perform," 19.5% report that their wages are reasonable and 3.3% report that their wages are extremely reasonable. Alternatively, 13.9% report that their wages are unreasonable and 7.3% report that their wages are extremely unreasonable.

- Slightly more than a third (36%) of respondents have a second job or other means of income. Of those who do not, 42% report that they are considering getting a second job (or are pursuing another option) to increase their incomes.
- Two-fifths (41%) of those with a second job/considering a second job are doing so to pay down debts and bills. A fifth (20%) need additional discretionary income and 39% desire to better provide for their families.
- Of those with a second job/considering a second job, a vast majority of respondents report the need for health insurance (85.2%) as a reason for continued university employment. A large percentage of respondents also selected employment stability (78.3%) as a reason for continued university employment.
- When asked about job satisfaction, most respondents (51.6%) agree with the statement “I enjoy the things I do a work,” while 46.9% agree with the statement “I have a generally positive work environment.” On the other hand, 26.6% disagree with the statement “I have a fair chance of advancement in my job” and 29.9% disagree with the statement “I have a fair chance for future salary or wage increases.”
- When asked about the important of various incentives or benefits, 39.6% report that improved health care benefits are extremely important and 32.3% report that flex-time or flexible hours are extremely important. Close to a fifth (17.1%) report that on-the-job training is also important extremely important.
- Regarding health insurance, 6.2% of respondents report that they are receiving more health insurance value at more cost, while 28.9% report that they are receiving the same health care insurance value at more cost and 41.1% report receiving less value at more cost.
- When asked how budget limitations have influence their work, majorities of respondents report that their duties have increased (69.3%), their workload has increase (66.3%), resources have been reduced (55%), and they have taken on more advanced duties (54.8%). Almost half (47.3%) report that staff has been reduced as open positions have gone unfilled, and a third report that staff has been reduced as positions cannot be filled at the salary and wages offered to new employees.
- In response to the question “are you currently looking for a different job or have you looked for a new job in the past year or so,” almost two-fifths (38%) report looking for a job or having looked for a job in the past year or so.
- Of those looking for a new job, 90.3% are interested in a different off-campus job and 63% are looking for a different on-campus job.

2019 USS-UPS Poll Findings

This section of the report provides percentage responses to each question in the poll. Questions were grouped by theme and do not necessarily follow the flow of the poll questions (see Appendix B).

Background Questions

The following figures provide a demographic look at poll respondents. Figure 1 shows respondents by university (also show in Table 1, page 2). About half of the respondents are employed at KSU and slightly more than a fifth (22.9%) are employed at WSU. About 10% of the respondents are employed at PSU and FHSU each and 6.5% are employed at ESU.

Figure 1: Respondents by University

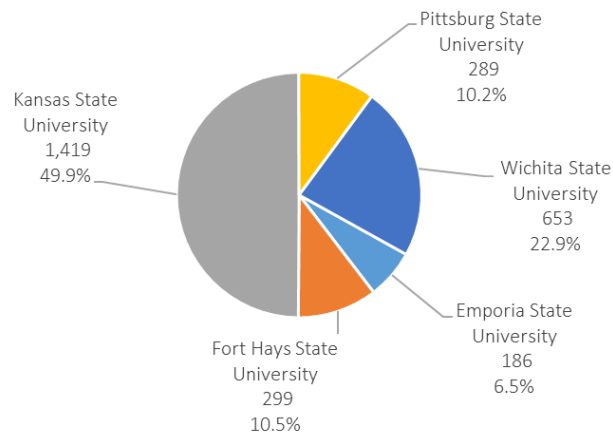


Table 2 shows respondents by years of employment. A third (33.6%) of survey respondents have worked at their universities for four or fewer years. Almost a fifth (19.2%) have worked at their universities for five to nine years, while slightly more than a fifth (22.7%) have worked at their universities for 20 years or more.

Table 2: Length of Employment

	Frequency	Percent
0-4 years	954	33.6
5-9 years	546	19.2
10-14 years	388	13.6
15-19 years	311	10.9
20 years or more	644	22.7
Total	2,843	100

Table 3 shows respondents by employment classification. Slightly more than two-fifths (41.6%) are Unclassified Professional Staff salary wage earners, while about a third (33.9%) are University Support Staff hourly wage earners. Fewer are Unclassified Professional Staff hourly wage earners (17.2%) and University Support Staff salary wage earners (5.3%). Two percent answered “don’t know.”

Table 3: Employment Classification

	Frequency	Percent
Unclassified Professional Staff (UPS) - Hourly	490	17.2
Unclassified Professional Staff (UPS) - Salary	1,184	41.6
University Support Staff (USS) - Hourly Wage	965	33.9
University Support Staff (USS) - Salary	151	5.3
I Don't Know	56	2.0
Total	2,846	100.0

Item Importance and Appreciation of Work Performance

Figure 2 shows responses to four items. Respondents were asked to rank each according to importance. The items were:

- Recognition for the work you perform
- Amount of pay or compensation
- Additional incentives or perks
- Professional development opportunities

Figure 2 shows that about three-quarters (75.6%) rank “amount of pay or compensation” highest (1st). An additional 16.9% rank “amount of pay or compensation” second highest.

Almost 15% rank “recognition for work performed” highest and 32.2% rank this item second.

Only 2.8% of respondents rank “additional incentives or perks” highest and about a third (33.8%) rank this item second highest.

Finally, only 6.8% of respondents rank “professional development opportunities” highest and 17.2% rank this item second highest.

Figure 2: Item Ranking

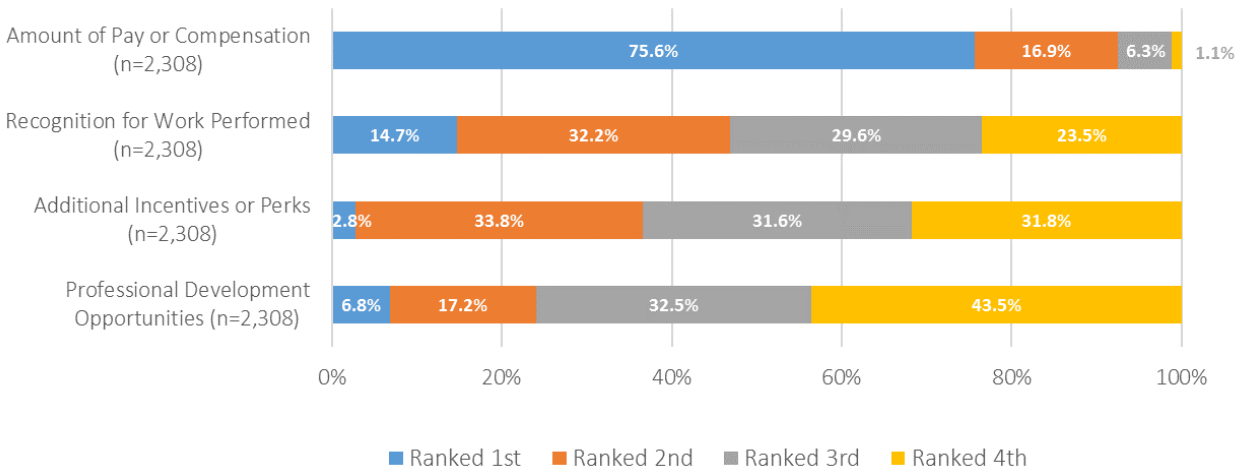
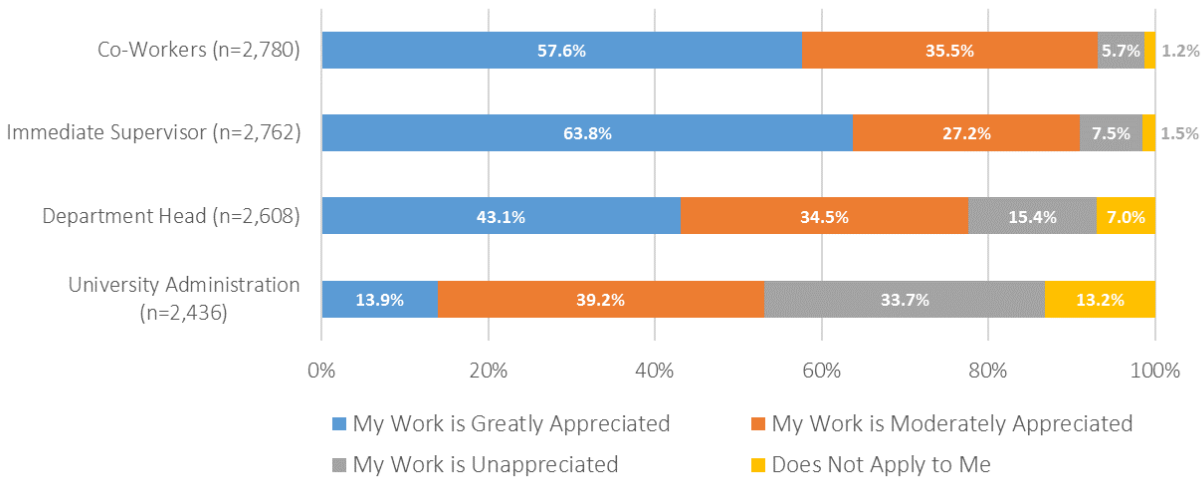


Figure 3 shows responses to statements addressing the work performance appreciation by various groups and individuals. The groups and individuals include co-workers, immediate supervisors, department heads, and university administrators. The statements include “my work is unappreciated,” “my work is moderately appreciated,” “my work is greatly appreciated,” and “this item does not apply to me.”

Figure 3 shows that most (57.8%) respondents report that their work is greatly appreciate by their co-workers and their immediate supervisors (63.8%). About two-fifths (43.1%) report that their work is greatly appreciated by their department heads. Only 13.9% report that their work is greatly appreciated by their university administration, although another 13.2% report that work appreciation by university administration does not apply to them.

Figure 3: Appreciation of Work Performed



Work Morale

This section of the report addresses work morale directly. Figure 4 shows responses to the question “generally speaking, how do you rate your morale at work?” Answer options ranged from “extremely positive” to “extremely negative”.

Figure 4 shows that most respondents rate their morale as somewhat positive (43.3%) or extremely positive (18.9%). Almost a fifth (19.1%) rate their morale as somewhat negative.

Figure 4: Morale at Work

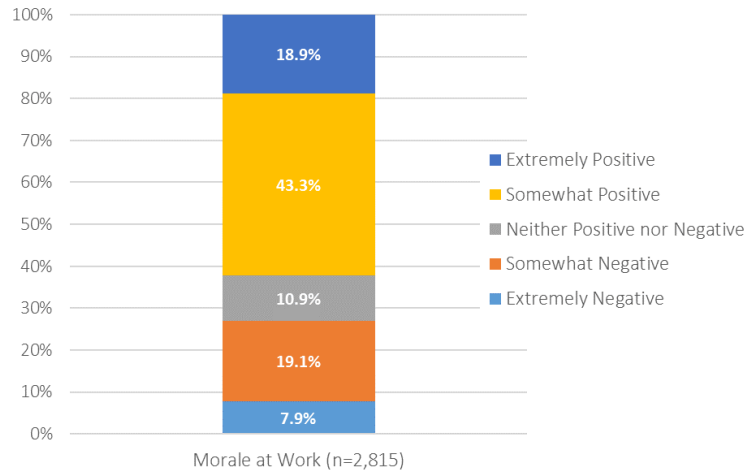
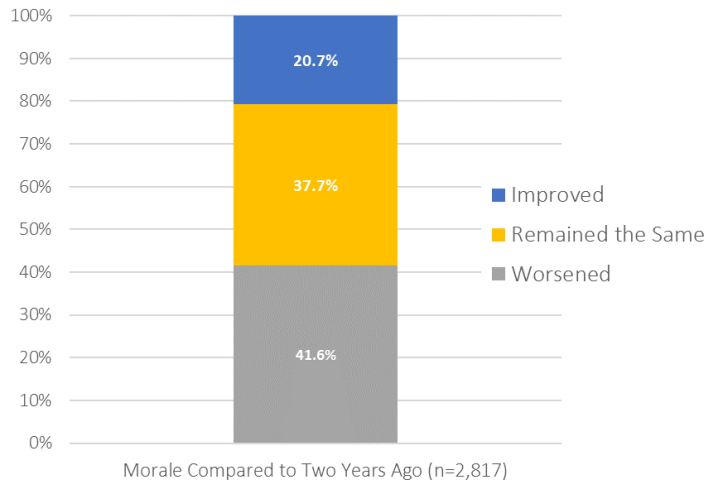


Figure 5 shows responses to a question asking “compared to two years ago, would you say your morale has improved, remained the same, or worsened.” A fifth of respondents (20.7%) report that their morale has improved, while more than a third (37.7%) report that their morale has remained the same. About two-fifths (41.6%) report that their morale has worsened in the past two years.

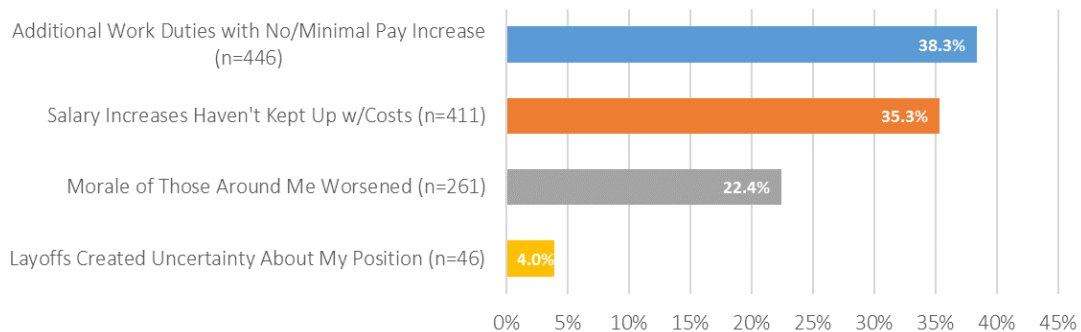
Figure 5: Morale Compared to Two Years Ago



Respondents indicating that their morale has worsened compared to two years ago (41.6% in Figure 6 or approximately 1,170 respondents) were asked follow-up questions about why morale has worsened. Responses were non-mutually exclusive and included “salary increases haven’t kept up with increased costs,” “Had to take on additional work duties with no/minimal increases in pay,” “morale of those around me has worsened,” and “layoffs have created uncertainty about the future of my position.”

Figure 6 shows that of those respondents reporting that their morale has worsened compared to two years ago, more than a third report that they have been given additional work duties with no or minimal pay increases (38.3%) and that salary increases have not kept up with costs (35.3%). Almost a quarter (22.4%) report that the morale of those around them have worsened. Only 4% report that layoffs have made them feel uncertain about their position at work.

Figure 6: Why Morale Has Worsened



Wages and Second Job

This section of the report addresses wage and a second job (if workers have a second job and/or if they have considered one).

Figure 7 shows responses to the question “how do you rate your salary or hourly wage with regard to the work you currently perform?” Answer options ranged from “extremely reasonable” to “extremely unreasonable”.

The figure shows that almost a quarter report that their wages are at least reasonable (with 19.5% reporting their wages as reasonable and 3.3% reporting their wages as extremely reasonable).

About a fifth (22.2%) report that that their wages are somewhat reasonable, and a quarter (25%) report that their wages are somewhat unreasonable.

Finally, at about a fifth report that their wages are at least unreasonable (with 13.9% reporting their wages as unreasonable and 7.3% reporting their wages as extremely unreasonable).

Figure 7: Perception of Current Wages

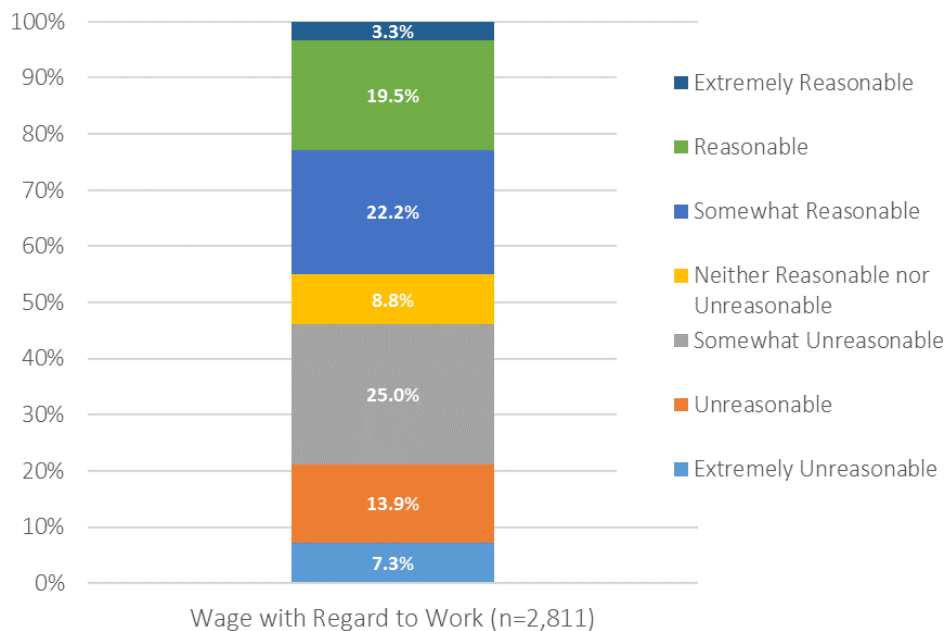
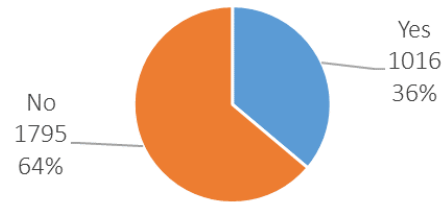


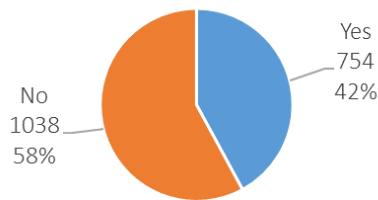
Figure 8 shows responses to a question asking “do you (yourself) have a second job or other means of income?” The figure shows that slightly more than a third (36%) of respondents have a second job or other means of income.

Figure 8: Second Job or Other Income



Respondents answering “no” to the question above were asked the question “are you considering getting a second job (or considering some other option) to increase your income?” Figure 9 shows that 42% percent answered “yes” to this question.

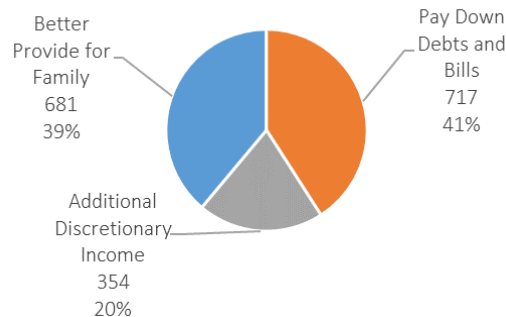
Figure 9: Considering a Second Job



Respondents with a second job (“yes” Figure 12) and those considering a second job (“yes” Figure 13) were asked the question “of the following, which BEST describes the reason you have taken a second job or are considering a second job?” Answer options included to “be able to better provide for family,” “help to pay down debts/bills,” and “be able to have additional discretionary income (i.e., to spend on vacations, upgraded car, etc.)”

Figure 10 shows that 41% have a second job or are considering one to pay down debts and bills. A fifth (20%) need additional discretionary income, and 39% desire to better provide for their families.

Figure 10: Reasons for a Second Job



Respondents with a second job (“yes” Figure 12) and those considering a second job (“yes” Figure 13) were also presented with the following statement and question:

“You mentioned that you have a second job or that you are considering taking a second job. Regarding your job with the University, which of the following reasons have encouraged you to remain employed there?”

Respondents were presented the list of the following statements and asked if they agree or disagree with each (recorded as “yes” or “no”).

- I earn a better salary than a comparable job in the private sector
- The stability in employment
- I need the health insurance
- I need access to the education discounts offered (i.e. tuition waivers) for self/dependents
- I am close to retirement age
- I enjoy the work so much that I remain

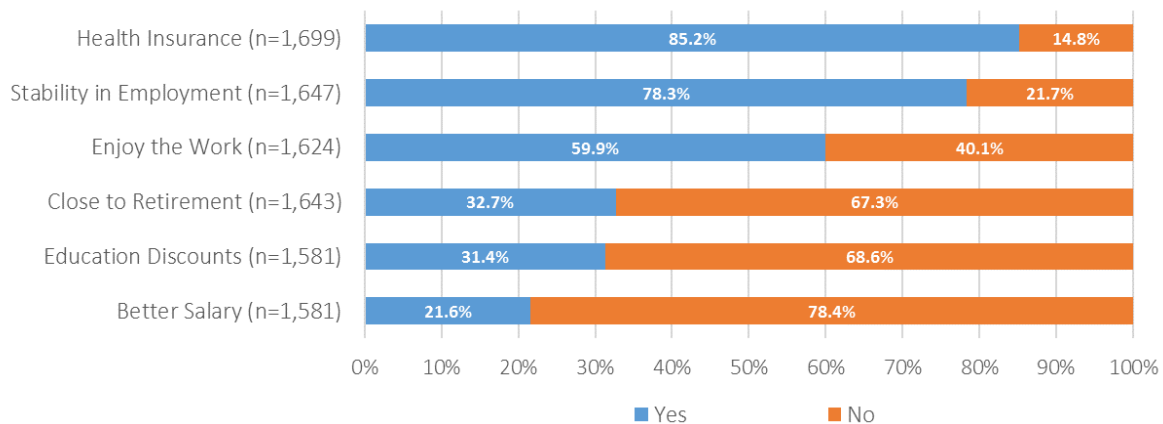
Figure 11 shows the responses to these statements ranked by largest “yes” percentage to lowest. The figure shows that a vast majority of respondents report the need for health insurance (85.2%) as a reason for continued university employment. A large percentage of respondents also selected stability in employment (78.3%) as a reason for continued university employment.

Three-fifths (59.9%) of respondents report that work enjoyment is a reason for continued university employment.

About a third report that they are close to retirement (32.7%) and a third report that education discounts (31.4%) were reasons for continued university employment.

Finally, 21.6% of respondents report that their salaries are better than those offered in the private sector.

Figure 11: Reasons for Continued University Employment



Job Satisfaction, Incentives, and Health Insurance

This section of the report addresses job satisfaction, incentives or opportunities that might be of interest to employees, and opinions about health insurance.

Regarding job satisfaction, respondents were presented with a number of statements and asked to respond to each with answer options ranging from “strongly agree” to “strongly disagree.” The statement included the following:

- I enjoy the things I do at work
- I have a generally positive work environment
- I am sufficiently trained to complete my required job duties
- I have a reasonable workload
- I have a fair chance of advancement in my job
- I have a fair chance for future salary or wage increases

Figure 12 shows responses to each statement ranked by strongly agree and agree combined. The figure shows that most respondents agree with the statement “I enjoy the things I do a work” (51.6%), while about a third (33.8%) strongly agree with the statement.

The figure also shows that 44.9% of respondents agree with the statement “I am sufficiently trained to complete my required job duties,” while more than a third (38.4%) strongly agree with the statement.

Almost half (46.9%) agree with the statement “I have a generally positive work environment,” while a quarter (25.1%) strongly agree with the statement.

Most respondents at least disagree (26.6% disagree and 28.3% strongly disagree) with the statement “I have a fair chance of advancement in my job.” Most respondents also at least disagree (29.9% disagree and 33.4% strongly disagree) with the statement “I have a fair chance for future salary or wage increases.”

Figure 12: Job Satisfaction

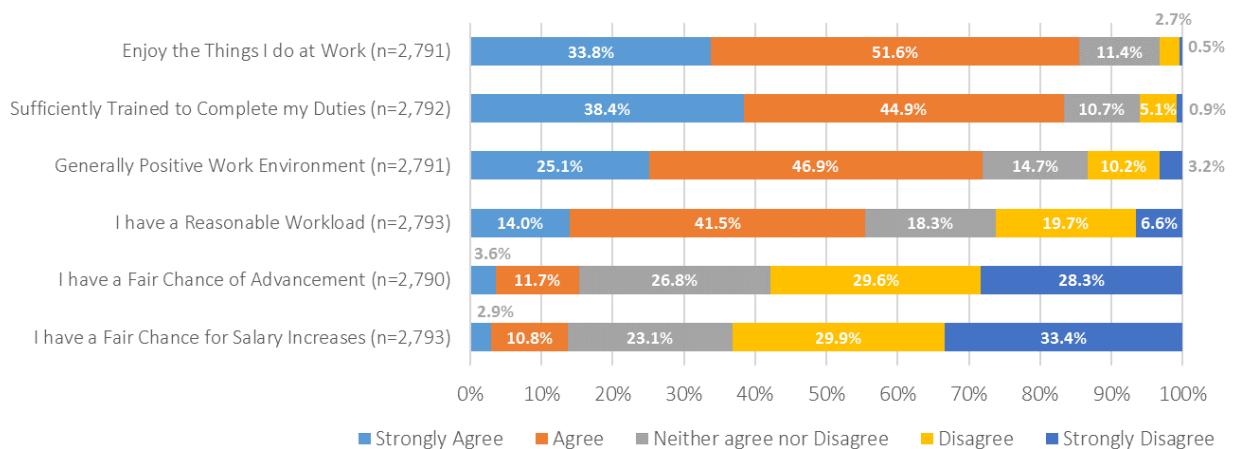


Figure 13 shows responses to the series statements regarding incentives or opportunities that might be of interest to employees. Respondents were asked to respond to each with answer options ranging from “extremely important” to “not at all important.” The incentives or opportunities are listed below:

- Flex-time or flexible hours
- On-the-job training
- Transportation assistance (such as a ride sharing program)
- Childcare assistance (such as financial assistance or care at work)
- Improved healthcare benefits

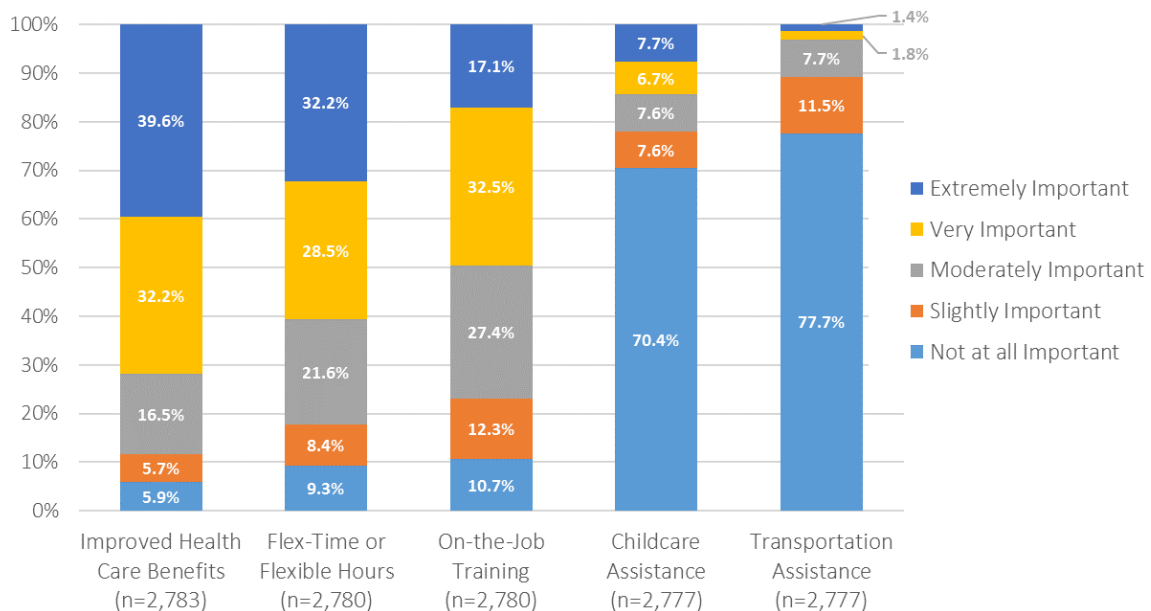
The figure below shows the items ranked by extremely important. The figure shows that almost two-fifths (39.6%) of respondents report that improved health care benefits are extremely important, while about a third (32.2%) report improved health care benefits are very important.

Flex-time or flexible hours is another area of importance among respondents, with 32.3% rating this incentive as extremely important and 28.5% as very important.

On-the-job training is also important to many respondents, with 17.1% rating this incentive as extremely important and more a third (32.5%) rating this incentive as very important.

Childcare assistance and transportation assistance received the largest percentages of “not at all important” ratings, with 70.4% and 77.7% respectively.

Figure 13: Incentives or Opportunities



Respondents were asked to provide another incentive in a text box. Table 4 shows 927 comments collapsed into 22 categories.²

The table shows that about 13% respondents report that a promotion schedule, merit schedule, or annual raises are desired incentives or opportunities. Slightly fewer than 13% report that an immediate base pay increase is an important incentive or opportunity. Another pay related issue is financial incentives or bonus for extra work. About 7% of the respondents offered this response (include in this category are responses relating to taking on more responsibility for added work).

NOTE: Some respondents provided more than one incentive or opportunity. The categories below show the first incentive/opportunity listed.

Table 4: Additional Incentives or Opportunities

Additional Incentives/Opportunities	Frequency	Percent
Promotion Schedule/Merit Schedule/Annual Raises	123	13.3
Immediate Base Pay Increase	119	12.8
Paid or Reduced Parking Fee	81	8.7
Tuition Assistance Improvement/Loan Repayment	75	8.1
Financial Incentives or Bonuses for Extra Work	68	7.3
Additional Paid Time Off/Paid During Semester Breaks	61	6.6
Working Remotely/Telecommute	54	5.8
Appreciation for Work Performed/Better Work Environment	49	5.3
Professional Development Opportunities	47	5.1
Paid or Reduced Recreation or Entertainment Fees	46	5.0
Improved Health Care Insurance	41	4.4
Retirement Plan or 401k Options/Options for Part-Time Work	35	3.8
Upper Admin. Planning/Understanding of Our Entities & Jobs	21	2.3
Hire Additional Staff/Fill Vacant Positions	18	1.9
Parent or Child Leave Policy	16	1.7
Other Comments	15	1.6
Four Day Work Week	14	1.5
Work Cell Phones/Work Items Provided	12	1.3
Flexible Working Hours/Flex-Time	11	1.2
Additional Office/Work Space or Improve Work Stations	8	0.9
Time for Exercise During Workday	7	0.8
Reduced Fees for on Campus Meals	6	0.6
Total	927	100

Please see Appendix A for a list of all responses.

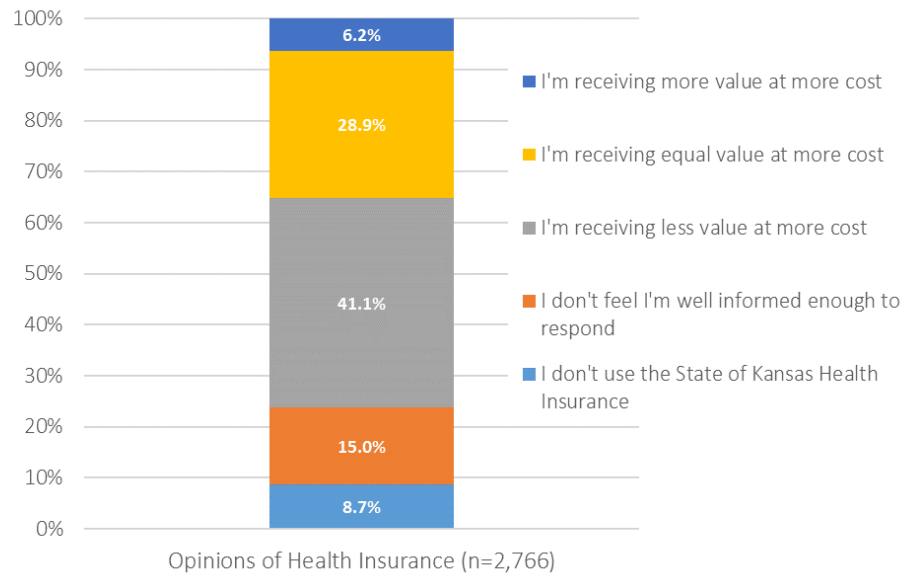
² 25 respondents provided “Don’t Know,” “N/A,” “No Comment,” “Not at this time,” or a similar comment. These comments are not provided in the table above.

Respondents were asked to respond to the statement “with regard to your health insurance through the State of Kansas, which of the following statements MOST applies to you.” The following items were provided:

- I'm receiving more value at more cost
- I'm receiving equal value at more cost
- I'm receiving less value at more cost
- I don't feel I'm well informed enough to respond
- I don't use the State of Kansas Health Insurance

Figure 14 shows that 6.2% of respondents report that they are receiving more health insurance value at more cost, while 28.9% report that they are receiving the same health care insurance value at more cost. Slightly more than two-fifths (41.1%) report receiving less value at more cost.

Figure 14: Opinions about Health Insurance



Budget Limitation Impacts

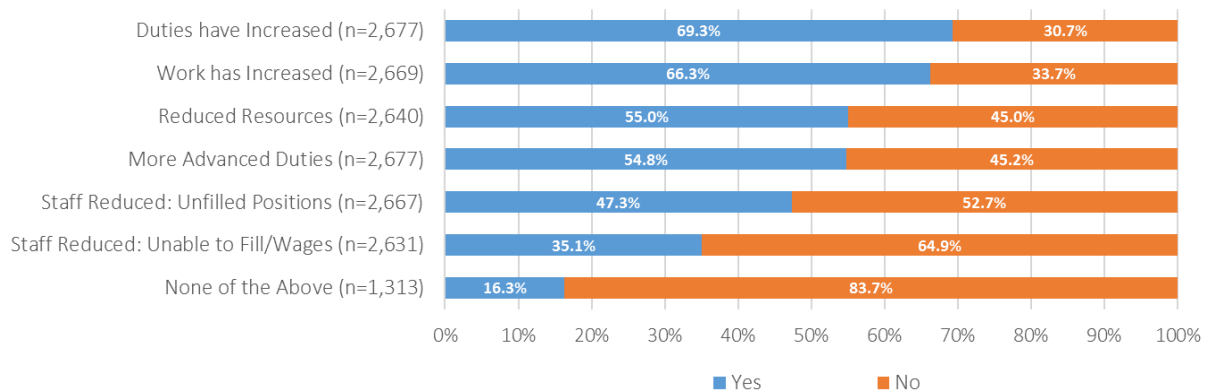
This section of the report addresses opinions about the impacts of budget limitations. Respondents were presented with the following question and statement: “Have budget limitations impacted your job? If so, please mark all of the areas below that have been impacted by budget limitations.” They were presented with a table containing the items below and asked to select “yes” or “no” to each.

- My amount or quantity of my work has increased
- My duties have increased
- I now complete more advanced level duties/tasks
- Our staff has been reduced because of unfilled positions
- Our staff has been reduced because we are unable to fill open positions at current salary/wage levels
- Resources and supplies have been reduced
- None of the above

Figure 15 shows responses to each statement, ranked by “yes” responses. A majority of respondents report that their duties have increased (69.3%), their workload has increased (66.3%), resources have been reduced (55%), and they have taken on more advanced duties (54.8%) because of budget limitations.

Almost half of respondents (47.3%) report that staff has been reduced as open positions have gone unfilled, and a third report that staff has been reduced as positions cannot be filled at the salary and wages offered to new employees.

Figure 15: Opinions about Budget Limitation Impacts



Respondents were asked to provide another impact of budget limitations in a text box. Table 5 shows 763 comments collapsed into 17 categories.³

The table shows that about 16% respondents report that budget limitations have resulted in a lack of raises and salary compression. About 13% respondents report that budget limitations have resulted in a lack of funds to retain or replace staff. Slightly less than 13% respondents report issues relating to accomplishing tasks and/or purchasing supplies to accomplish tasks. More than 10% report work load increases due to staff reductions and/or consolidation. More than 10% also report a reduced ability to fund professional development.

NOTE: Many respondents provided more than one implication of budget limitations. The categories below show the first limitation listed.

Table 5: Additional Budget Impact Comments

Additional Comments Regarding Budget Limitations	Frequency	Percent
Lack Raises/Salary Compression	127	16.6
Lack Funds to Retain/Replace Staff	102	13.4
Lack Funds to Accomplish Tasks/Purchase Supplies	97	12.7
Work Load Increased/Staff Reduction & Consolidation	81	10.6
Reduced Ability to Fund Professional Development	80	10.5
Frustration/Stress/Decreasing Morale	68	8.9
Reduced Ability to Buy/Replace Technology	44	5.8
Reduced Ability to Add New Staff/Expand Program	30	3.9
Reduced Ability for Facility Repairs/Improvements	23	3.0
Other Unit's Funding Reduction Impacts My Unit	25	3.3
Lack of Funds for Overtime Pay/Work Stacking Up	18	2.4
Lack of Funds for Quality Hires/Personnel	14	1.8
Inequality in Pay/Raises/Merit/Staffing	14	1.8
Lack of Funds for Quality Supplies	11	1.4
Limited Opportunities for Student Recruitment/Marketing	11	1.4
Lack of Funds for Adequate Custodial Services	11	1.4
Funding Allocated Away from Unit	7	0.9
Total	763	100

Please see Appendix B for a list of all responses.

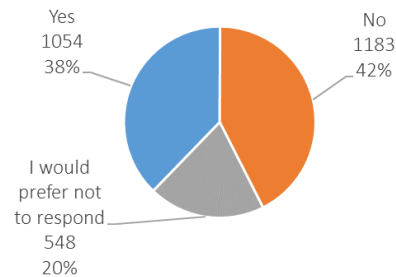
³ 34 respondents provided "Don't Know," "N/A," "No Comment," "Not employed long enough to answer," or a similar comment. These comments are not provided in the table above.

Different Job

Respondents were asked “are you currently looking for a different job or have you looked for a new job in the past year or so?”

Figure 16 shows that 38% of respondents report looking for a job or having looked for a job in the past year or so. On the other hand 42% report not having a different job or looking for one. A fifth (20%) selected “I would prefer not to respond.”

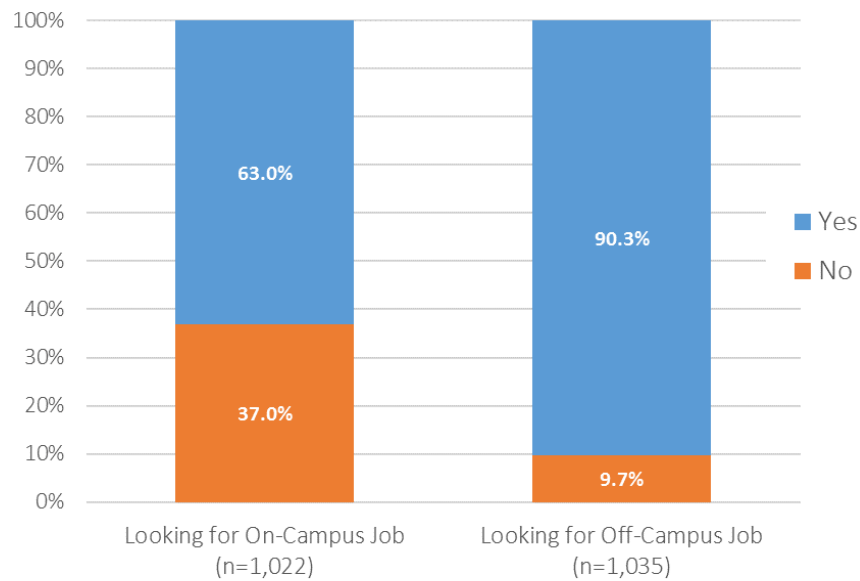
Figure 16: Looking for Different Job



Respondents who answered “yes” to the question presented in Figure 26 were asked if they were looking for a different on-campus job and/or off-campus job.

Figure 17 shows that 90.3% respondents looking for a different job are looking for an off-campus job. About two-thirds (63%) are looking for an on-campus job.

Figure 17: Looking for On- or Off-Campus Job



Finally, respondents were asked if they had any other comments they would like to add. Table 6 shows 838 comments collapsed into 11 categories.⁴

The table shows that almost a fifth (19.5%) respondents report a need for a wage increase or a desire for a wage schedule or yearly cost of living adjustments. Slightly more than 13% respondents left comments expressing frustration at the workplace or expressed that morale is low. Another 13% expressed concerned regarding wages not matching skill level or years of service. Some of the comments in this category describe “wage compression.”

About 12% of the respondents leaving comments describe poor management, favoritism at the workplace, and bullying by management. Another 12% describe a “top heavy” administration and/or suggest that wage increases seem to go only to top administrators and/or that top administrators are out of touch with staff and the duties which staff perform.

NOTE: A vast majority of respondents provided comments about multiple issues. The categories below present the general theme of each comment provided and do not fully represent most comments. All comments are provided in the appendices.

Table 6: Additional Comments

Final/Additional Comments	Frequency	Percent
Wage Increases/Wage Increase Schedule/Yearly CoL Adjustments Needed	163	19.5
Generalized Frustration/Low Morale Expressed	112	13.4
Wages Should Better Match Skills and/or Years of Service	111	13.2
Poor Management Decisions/Favoritism/Bullying by Management	102	12.2
Top Heavy Administration/Wage Increases Go Only to Top/Admin Out of Touch	101	12.1
We are Understaffed and Overworked	63	7.5
Criticism of HealthQuest or Health Insurance Coverage or Costs	56	6.7
Favorable Comments about University Employment or University Leadership	50	6.0
Lack of Advancement Opportunities	35	4.2
Miscellaneous Comments/Comments about Survey (Pros and Cons)	28	3.3
Other Incentives to Increase Morale Offered	17	2.0
Total	838	100

As noted in Table 6, 17 respondents left comments regarding other/potential incentives to increase morale. A sample of responses include the following: paid parking, paid maternity/paternity leave, tuition assistance (at the nearest university), paid time off, reduced pricing at a campus establishment, free or reduced access to campus recreational facilities, flex-time or flexible hours, and new(er) university vehicles.

Please see Appendix C for a list of all responses.

⁴ 12 respondents provided “Don’t Know,” “N/A,” “No Comment,” “Not employed long enough to answer,” or a similar comment. These comments are not provided in the table above.