



**Western Kentucky University  
Staff Satisfaction Survey  
- 2008 -**

**Prepared by**

**Elizabeth L. Shoenfelt, Ph.D.  
Reagan D. Brown, Ph.D.**

**Department of Psychology  
Western Kentucky University**

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**Executive Summary**

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered April 2008. All WKU staff members were given the opportunity to respond to the survey; 508 employees returned completed survey instruments. The Staff Satisfaction Survey instrument consisted of 21 Likert-type items addressing specific facets of the job; a 22<sup>nd</sup> item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Five additional items requested demographic information and an open-ended item asked employees to list their top issues or concerns with their job.

The results of the 2008 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 21 items tapping satisfaction with specific facets of the job, there was no item with which employees strongly agreed; there was agreement with 11 items; there were 10 items for which employees were unsure whether they agreed with the item or not. As in 2007, employees expressed the least agreement with the statements that parking has improved since last year and that they are paid fairly for their job. Generally, full-time and part-time employees were consistent in their pattern of responses, as were male and female staff members, employees with different lengths of tenure at WKU, and employees of different ages. However, when responses were broken down by salary range, there were several items on which those at the higher salary ranges tended to report stronger agreement with survey items than did those at the lower salary ranges.

The open-ended responses indicated that employees expressed the most concern about compensation issues including pay/salary, benefits, and raises. Employees also expressed concern about having enough staff and resources, and funding and budget issues. Some 252 respondents did not list a top issue or concern.

The results obtained for the 2008 Staff Satisfaction Survey are very similar to results obtained for the 2007, 2006, and 2005 Staff Satisfaction Surveys.



## Western Kentucky University Staff Satisfaction Survey

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered April 2008. All WKU staff were given the opportunity to respond to the survey; 508 employees returned completed survey instruments (519 surveys were returned in 2007; 606 surveys were returned in 2006; 565 were returned in 2005).

### Staff Satisfaction Survey Instrument

The Staff Satisfaction Survey instrument consisted of 21 Likert-type items addressing specific facets of the job; a 22<sup>nd</sup> item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). A “Not Applicable” response option was also available, although it was used relatively infrequently. Five additional items requested demographic information and an open-ended item asked employees to list their top issues or concerns with their job. The 2008 survey instrument replicated 17 of the 2006 instrument items. Three new items (items 15, 21, and 22) replaced three items that were dropped from the 2006 instrument (i.e., The Winter term was a success; The 2-week Christmas break is an important benefit; and The procedure for filing a grievance is clear). The wording was changed on two items (item 12: “evaluation” was replaced with “performance appraisal;” item 20: “Faculty members would benefit from having an ombudsperson.” was replaced with “The Ombuds Officer is an effective way to mediate staff issues.”) The Staff Satisfaction Survey instrument may be found in Appendix A.

### Demographics

Five items requested demographic information from respondents. Responses to these items are reported below.

**Employment Category.** Some 465 employees indicated full-time employment with the university; 38 employees indicated part-time employment; five did not respond to this item. The number of full-time employees completing the survey decreased by 8 from 2006, and the number of part-time employees completing the survey decreased by 1 from 2006.

**Gender.** Some 161 employees indicated they were male; 345 indicated they were female; 2 gave no response to this item.

**Age.** Some 56 employees indicated they were 25 or younger; 110 indicated they were 26-35 years old; 102 indicated they were 36-45 years old; 164 indicated they were 46-55 years old; 63 indicated they were 56-65 years old; 12 indicated 65+ years of age; 1 gave no response to the item. In 2008, the median Age fell in the 36 to 45 years group, as it did in 2007.

**Employment Tenure.** Results for tenure are stated for the 2008 survey with the 2007 results in parentheses. Some 61 (54) employees reported they had been employed at WKU less than 1 year; 182 (173) employees had been employed for 1-5 years; 109 (120) employees for 6-10 years; 55 (52) employees for 11-15 years; 44 (60) employees for 16-20 years; and 57 (58) employees for more than 20 years. Just under half (i.e., 47.8%) of respondents have been employed at WKU for fewer than 5 years and 19.7% have been employed by WKU for more than 15 years.

**Salary Range.** Results for salary range are stated for the 2008 survey with the 2007 results in parentheses. Some 42 (38) employees reported they receive a salary of less than \$15,000; 115 (116) employees reported a salary of \$15,001-\$25,000; 187 (177) employees reported \$25,001-\$35,000; 97 (111) employees reported salaries of \$35,001-\$50,000; 51 (51) employees reported salaries of \$50,001-\$75,000; 9 (12) employees reported salaries of \$75,001-\$100,000; and 7 (6) employees reported a salary of more than \$100,000.

## **Results for the Satisfaction Ratings**

The Staff Satisfaction Survey instrument consisted of 21 Likert-type items addressing specific facets of the job; a 22<sup>nd</sup> item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Reliability analyses were conducted across ratings on all items. Internal consistency analysis revealed a Cronbach’s alpha of .89, indicating the items are tapping a common underlying construct, presumably job satisfaction.

Results are first reported for ratings across all respondents. The results are then broken down by each demographic category, that is, by Employment Category, Gender, Age, Years of Employment, and Salary Range. In this report, ratings ranging from 4.51 to 5.0 will be referred to as indicating strong agreement; responses ranging from 3.51 to 4.50 will be referred to as indicating agreement; responses ranging from 2.51 to 3.50 will be referred to as indicating being unsure about agreement with the statement. It might be noted that, as in 2007, 2006, and 2005, there were no items for which the mean rating fell into the Disagree or Strongly Disagree range.

## Ratings Across All Respondents

Table 1 contains the mean rating across all respondents and standard deviation for each of the 21 items measuring facet satisfaction and the overall job satisfaction item. The means in Table 1 are reported in descending order, that is, the facet with which employees reported the strongest agreement is listed first, followed by the facet with the second greatest agreement, etc. Table 2 contains a comparison of the mean ratings across all respondents for 2008, 2007, 2006, and 2005. Inspection of Table 2 indicates that the responses for 2008, 2007, 2006, and 2005 were essentially the same. Comparing responses from 2008 and 2007, there are statistically significant differences on four items. These differences are discussed below.

As in 2005, 2006, and 2007, employees agreed that they are satisfied working at WKU (item 18). In fact, 85% of staff members either agreed (50%) or strongly agreed (35%) that overall, they are satisfied working at WKU.

The 2008 item with the most agreement is “My computer access is adequate to obtain the information I need.” The item with the most agreement in previous years, “The two-week Christmas break is an important benefit,” was not included in the survey this year as it has been clearly established that employees believe the Christmas break is an important benefit. The two items with the least agreement are “I am paid fairly for job responsibilities.” and “Parking has improved since last year.” These were also the items with the least agreement in 2007. It might be noted that these responses were made prior to the announcement of only a \$500 across-the-board raise for 2008-2009.

Staff indicated they agree that supervisors follow WKU policy for training and attending classes, computer access is not a problem, that they are treated fairly by their supervisor, that taking time off is not a problem, and that they have the equipment they need. It might be of interest to note that, in terms of items measuring facet satisfaction, three of the five items with the strongest agreement are related to supervisory practices and scheduling. This finding suggests staff members are relatively satisfied with their supervisors and various aspects of their schedules. The other two items deal with equipment in general and computer access specifically. As seen in Table 2, these results mirror those from 2005, 2006, and 2007.

Staff members further agreed they are satisfied with current benefits, that WKU provides a safe campus, and that they are comfortable discussing concerns with their supervisor. They agreed that employees work cooperatively with each other, that they can easily locate university policies, that performance appraisals are fairly administered, that their supervisor has received adequate training, and that job descriptions reflect what they really do on the job.

As in 2005, 2006, and 2007, staff members indicated that they were unsure whether promotions and advancements are based on performance, that there are opportunities for career advancement at WKU, and that people receive the recognition they should. They were likewise unsure whether there are enough employees in their unit to handle the work, whether they are paid fairly, and whether parking has improved since last year. Although last year staff members agreed they would benefit from having an ombudsperson, this year they were unsure whether the Ombudsperson is an effective way to mediate issues.

**Table 1. 2008 Mean Ratings Across All Respondents (N= 508)**

<b>Item Number/Item Statement</b>	<b>Mean (Range 1-5)</b>	<b>SD</b>
17. My computer access is adequate to obtain the information I need.	4.34	.74
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.28	.88
<b>18. Overall, I am satisfied working at WKU.</b>	<b>4.16</b>	<b>.79</b>
6. I am treated fairly by my immediate supervisor.	4.15	1.02
16. Taking my time off, when needed, is not a problem in my area.	4.05	.99
2. I have the equipment and supplies to do my job well.	4.04	.93
14. I am satisfied with the current benefits offered by the university.	3.96	.93
22. WKU provides a safe campus environment	3.94	.78
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.91	1.16
9. Employees in my section/department/office work cooperatively with each other.	3.86	1.04
13. University policies are easily located by staff.	3.70	.91
12. The performance appraisal process is fair.	3.51	1.12
21. My supervisor (or you, if supervisor) has received adequate supervisory training.	3.50	1.05
3. My job description reflects what I really do.	3.50	1.21
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.40	1.24
1. I have opportunities to advance in my career at Western.	3.37	1.16
15. The last raise I received reflected my last performance appraisal.	3.29	1.19
5. People in my area receive recognition when they should.	3.27	1.17
20. The Ombuds Officer is an effective way to mediate staff issues. (last year item asked if it would be beneficial to have an Ombudsperson.)	3.25	.73
4. There are enough employees in my section/department/office to handle the work	3.24	1.29
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.08	1.19
19. Parking at Western has improved since last year.	3.03	1.20

Items 5, 6, 7, 8, 10, 12, and 21 relate to supervisory responsibilities. Employees reported agreement that supervisors follow policy concerning time away from the job, supervisors treat them fairly, that they are comfortable discussing concerns with their supervisors, that the performance appraisal process is fair. However, staff reported that they are unsure whether their supervisor has received adequate supervisory training, whether promotions and advancements are based on objective performance criteria rather than on a subjective basis, and whether people receive the recognition when they should. Again, these results are very similar to those for 2005, 2006, and 2007.

### **Differences Between 2007 and 2008 Ratings**

Table 2 displays the overall means for survey items for 2008, 2007, 2006, and 2005. There were four items for which there was a statistically significant difference between the 2008 and 2007 ratings. These items are marked with an “\*” on the 2008 mean in Table 2. On all four of these items, the 2008 ratings are lower than the 2007 ratings. The items with lower mean ratings this year than last year are:

- I am comfortable discussing my job-related concerns and issues with my supervisor.
- The performance appraisal process is fair.
- Parking at Western has improved since last year.
- The Ombuds Officer is an effective way to mediate staff issues. (Last year asked if it would be beneficial to have an Ombudsperson.)

These differences need to be interpreted with caution. With a large sample such as we have with these overall ratings, small differences in means can result in *statistically* significant differences. It is important to review these results in terms of *practical* significance, as well. That is, of the four items with statistical differences between 2008 and 2007, three of the four items still received the same rating in terms of “agree,” or “unsure.” Thus for all practical purposes, there were no differences in the ratings from 2008 to 2007 on these three items. Given the lack of practical significance for these three statistically significant findings, rather than placing a great deal of emphasis on these differences at this time, it is best to think of the differences between 2007 and 2008 as trends that should be monitored over the next several years when the practical significance can be better determined. In fact, inspection of the items in 2006 and 2007 that were statistically significantly different (but not practically different) from 2005 and 2006 ratings, respectively, indicates that all of these ratings either drifted back toward the previous mean or remained stable in subsequent years.

The item on which satisfaction decreased both statistically and practically from 2007 dealt with the Ombudsperson. In 2007 staff members agreed that it would be beneficial to have an ombudsperson. However, in 2008 the staff is unsure whether the Ombuds Officer is an effective way to mediate staff issues. This perception is mirrored by some of the comments in response to the final open-ended item on the survey. There were several individuals who indicated their top concern was that a staff ombudsperson was needed because the current ombudsperson is a faculty member rather than a staff member.

**Table 2. 2008, 2007, 2006, and 2005 Mean Ratings Across All Respondents**

Item Number/Item Statement	2008 (N=508)		2007 (N=519)		2006 (N=589)		2005 (N=565)	
	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD
17. My computer access is adequate to obtain the information I need.	4.34	.74	4.28	.81	NA	NA	NA	NA
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.28	.88	4.37	.81	4.30	.81	4.28	.91
18. Overall, I am satisfied working at WKU.	4.16	.79	4.22	.75	4.16	.81	4.09	.84
6. I am treated fairly by my immediate supervisor.	4.15	1.02	4.22	.96	4.17	1.02	4.14	1.04
16. Taking my time off, when needed, is not a problem in my area.	4.05	.99	4.12*	.97	4.34	.84	4.34	.92
2. I have the equipment and supplies to do my job well.	4.04	.93	4.06	.82	3.94	.96	3.89	.97
14. I am satisfied with the current benefits offered by the university.	3.96	.93	3.97*	.89	3.66	1.04	3.79	1.00
22. WKU provides a safe campus environment	3.94	.78	NA	NA	NA	NA	NA	NA
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.91*	1.16	4.05	1.08	3.98	1.10	3.88	1.18
9. Employees in my section/department/office work cooperatively with each other.	3.86	1.04	3.92	.97	3.96	.99	3.95	1.00
13. University policies are easily located by staff.	3.70	.91	3.65	.93	3.63*	1.00	3.47	1.10
12. The performance appraisal process is fair.	3.51*	1.12	3.69*	1.07	3.90*	1.03	3.71	1.14
21. My supervisor (or you, if supervisor) has received adequate supervisory training.	3.50	1.05	NA	NA	NA	NA	NA	NA
3. My job description reflects what I really do.	3.50	1.21	3.54	1.14	3.56*	1.17	3.44	1.18
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.40	1.24	3.41	1.25	3.40	1.22	3.29	1.21
1. I have opportunities to advance in my career at Western.	3.37	1.16	3.34	1.17	3.29	1.18	3.26	1.20



15. The last raise I received reflected my last performance appraisal.	3.29	1.19	NA	NA	NA	NA	NA	NA
5. People in my area receive recognition when they should.	3.27	1.17	3.29	1.18	3.29	1.20	3.22	1.22
20. The Ombuds Officer is an effective way to mediate staff issues. (Last year asked if it would be beneficial to have an Ombudsperson.)	3.25*	.73	3.60	.88	NA	NA	NA	NA
4. There are enough employees in my section/department/office to handle the work	3.24	1.29	3.25	1.23	3.34	1.23	3.24	1.29
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.08	1.19	3.06	1.20	3.11*	1.19	2.95	1.26
19. Parking at Western has improved since last year.	3.03*	1.20	3.28	1.23	NA	NA	NA	NA
(15.) The two-week Christmas break is an important benefit.	NA	NA	4.88*	.41	4.81	.53	4.85	.49
(21.) The Winter term was a success.	NA	NA	3.58	.84	3.59	.89	NA	NA

\* t-test indicates the mean marked is statistically significantly lower from the mean for this item the previous year ( $p < .01$ ).

## Results by Employment Category

Table 3 reports the mean ratings and standard deviations broken down by Employment Category for the 21 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 3 are reported in descending order for full-time employees, that is, the facet with which full-time employees reported the strongest agreement is listed first, followed by the facet with the second greatest agreement, etc.

**Table 3. Mean Ratings by Employment Category**

Item Number/ Item Statement	Full-time N=462		Part-time N=37	
	Mean	SD	Mean	SD
17. My computer access is adequate to obtain the information I need.	4.34	.75	4.31	.68
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.28	.89	4.24	.75
18. Overall, I am satisfied working at WKU.	4.16	.80	4.19	.66
6. I am treated fairly by my immediate supervisor.	4.14	1.03	4.35	.75
2. I have the equipment and supplies to do my job well.	4.05	.84	4.00	.79
16. Taking my time off, when needed, is not a problem in my area.	4.03	1.01	4.24	.64
14. I am satisfied with the current benefits offered by the university.	4.01*	.89	3.30	1.24
22. WKU provides a safe campus environment.	3.97	.76	3.76	.71
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.88	1.18	4.22	.89
9. Employees in my section/department/office work cooperatively with each other.	3.82	1.06	4.22	.75
13. University policies are easily located by staff.	3.70	.92	3.70	.84
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.50	1.07	3.54	.87
12. The performance evaluation process is fair.	3.49	1.13	3.61	1.02
3. My job description reflects what I really do.	3.47	1.22	3.76	1.04
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.39	1.24	3.63	1.04
1. I have opportunities to advance in my career at Western.	3.38	1.16	3.22	1.07
15. The last raise I received reflected my last performance appraisal.	3.29	1.19	3.32	1.18
20. The Ombuds Officer to mediate staff issues.	3.26	.71	3.14	.65
5. People in my area receive recognition when they should.	3.24	1.18	3.59	.93
4. There are enough employees in my section/department/office to handle the work	3.23	1.30	3.56	1.03
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.06	1.19	3.25	1.18
19. Parking at Western has improved since last year.	3.03	1.20	2.94	1.15

\* t-test indicates Full-time mean is significantly different than Part-time mean ( $p < .01$ ).

As seen in Table 3, there is a great degree of consistency between full-time and part-time employees in the extent to which they agreed with each survey item assessing facets of job satisfaction and in overall satisfaction. The results generally follow the same pattern as the results across all respondents.

There is only one item on which full-time and part-time employees significantly differ. On item 11 (I am satisfied with the current benefits offered by the university.) full-time employees agree that they are satisfied with the current benefits while part-time employees are unsure whether they are satisfied with current benefits.

## Results by Gender

The 2006, 2007, and 2008 Staff Satisfaction Survey included an item asking respondents to identify their gender. Gender was not included on the 2005 satisfaction survey. In 2008, 161 employees indicated they were male; 345 indicated they were female; 2 gave no response to this item. Table 4 reports the mean ratings and standard deviations broken down by Gender for the 21 items measuring facet satisfaction and for the overall job satisfaction item.

**Table 4. Mean Ratings by Gender**

Item Number/Item Statement	Male N=158		Female N=345	
	Mean	SD	Mean	SD
17. My computer access is adequate to obtain the information I need.	4.39	.75	4.31	.74
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.35	.88	4.25	.87
16. Taking my time off, when needed, is not a problem in my area.	4.13	.95	4.01	1.01
18. Overall, I am satisfied working at WKU.	4.13	.83	4.18	.78
6. I am treated fairly by my immediate supervisor.	4.10	1.16	4.17	.95
22. WKU provides a safe campus environment.	3.97	.80	3.94	.74
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.94	1.17	3.89	1.15
14. I am satisfied with the current benefits offered by the university.	3.89	1.00	4.00	.89
9. Employees in my section/department/office work cooperatively with each other.	3.88	1.05	3.84	1.04
2. I have the equipment and supplies to do my job well.	3.84*	1.04	4.13	.86
13. University policies are easily located by staff.	3.71	.87	3.69	.93
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.50	1.04	3.49	1.06
3. My job description reflects what I really do.	3.48	1.26	3.51	1.18
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.37	1.32	3.41	1.20
12. The evaluation process is fair.	3.36	1.24	3.57	1.06
1. I have opportunities to advance in my career at Western.	3.31	1.24	3.40	1.11
15. The last raise I received reflected my last performance appraisal.	3.28	1.31	3.30	1.14
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.19	1.22	3.02	1.18
5. People in my area receive recognition when they should.	3.17	1.21	3.31	1.15
20. The Ombuds Officer is an effective way to mediate staff issues.	3.13	.76	3.29	.69
4. There are enough employees in my section/department/office to handle the work.	3.09	1.31	3.32	1.27
19. Parking at Western has improved since last year.	2.99	1.24	3.04	1.18

\* t-test indicates Male mean is significantly different than Female mean ( $p < .01$ ).

The means in Table 4 are reported in descending order for male employees, that is, the facet with which male employees reported the strongest agreement is listed first, followed by the facet with the second greatest agreement, etc. There is a great degree of consistency between male and female employees in the extent to which they agreed with each facet of job satisfaction.

There is one survey item on which male and female respondents differed. Female staff rated the item "I have the equipment and supplies to do my job well." higher than did males, although they both agreed with the statement.

## Results by Years of Employment

Table 5 reports the mean ratings and standard deviations broken down by Years of Employment for the 21 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 5 are reported in the order in which the items appeared on the survey instrument. There is a great degree of consistency across staff members by years of employment in the extent to which they agreed with each facet of job satisfaction and in overall satisfaction with working at WKU. The results by tenure generally follow the same pattern as the results across all respondents.

There were three survey items on which responses differed as a function of years of employment.

- Those staff members with five or fewer years at WKU agree that they have the opportunity to advance in their careers at Western, while those with 6 or more years of experience at WKU are unsure whether they have opportunities to advance in their careers at Western.
- Those staff members with five or fewer years of experience at WKU agree that their job descriptions reflect what they really do, while those with 6 or more years of tenure at WKU are unsure whether their job descriptions reflect what they really do.
- Only those individuals with 5 or fewer years at WKU agree that people in their area get the recognition they should, while those with 6 or more years at WKU are unsure whether people in their areas get the recognition they deserve.

However, all in all, there is agreement across survey items for staff members with different lengths of tenure as university employees.

**Table 5. Mean Rating (Standard Deviation) by Years of Employment**\* ANOVA tests indicate significant differences among group means ( $p < .01$ ).

<b>Item Number/Item Statement</b>	<b>&lt; 1</b> <i>N</i> =59	<b>1-5</b> <i>N</i> =182	<b>6-10</b> <i>N</i> =108	<b>11-15</b> <i>N</i> =54	<b>16-20</b> <i>N</i> =44	<b>&gt; 21</b> <i>N</i> =56
1.* I have opportunities to advance in my career at Western.	3.70 (.94)	3.54 (.98)	3.09 (1.25)	3.12 (1.41)	3.42 (1.16)	3.17 (1.31)
2. I have the equipment and supplies to do my job well.	4.12 (.91)	4.04 (.98)	4.15 (.80)	4.08 (.76)	3.80 (.98)	3.91 (1.09)
3.* My job description reflects what I really do.	3.88 (.98)	3.64 (1.10)	3.35 (1.24)	3.37 (1.24)	3.30 (1.41)	3.21 (1.38)
4. There are enough employees in my section/department/office to handle the work.	3.22 (1.34)	3.39 (1.23)	3.26 (1.23)	3.04 (1.37)	3.23 (1.40)	3.00 (1.35)
5.* People in my area receive recognition when they should.	3.68 (.95)	3.39 (1.18)	3.18 (1.18)	3.00 (1.14)	3.00 (1.28)	3.11 (1.17)
6. I am treated fairly by my immediate supervisor.	4.31 (1.02)	4.26 (.92)	4.14 (.96)	3.91 (1.14)	4.07 (1.11)	3.96 (1.21)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.37 (.64)	4.32 (.97)	4.26 (.85)	4.12 (.90)	4.44 (.63)	4.13 (.95)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.25 (.96)	3.97 (1.10)	3.82 (1.12)	3.65 (1.38)	3.75 (1.31)	3.91 (1.23)
9. Employees in my section/department/office work cooperatively with each other.	4.10 (.87)	3.89 (1.00)	3.79 (1.03)	3.69 (1.23)	3.74 (.98)	3.86 (1.21)
10. In my area, promotions & advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the right friends.	3.63 (1.07)	3.47 (1.22)	3.40 (1.25)	3.11 (1.29)	3.14 (1.36)	3.44 (1.28)
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.26 (1.05)	3.15 (1.17)	3.00 (1.21)	2.96 (1.23)	2.91 (1.34)	3.02 (1.21)
12. The evaluation process is fair.	3.57 (.89)	3.69 (1.06)	3.36 (1.15)	3.38 (1.23)	3.41 (1.23)	3.40 (1.21)
13. University policies are easily located by staff.	3.76 (.82)	3.84 (.85)	3.52 (.91)	3.69 (.93)	3.70 (1.15)	3.55 (.94)
14. I am satisfied with the current benefits offered by the university.	4.27 (.75)	3.98 (.97)	3.79 (.96)	3.89 (.90)	3.90 (.96)	4.07 (.84)
15. The last raise I received reflected my last performance appraisal.	3.29 (.85)	3.33 (1.23)	3.23 (1.15)	3.24 (1.18)	3.19 (1.33)	3.45 (1.19)
16. Taking my time off, when needed, is not a problem in my area.	4.21 (.77)	4.09 (.99)	3.96 (1.01)	3.83 (1.10)	4.16 (.94)	4.05 (1.08)
17. My computer access is adequate to obtain the information I need.	4.34 (.78)	4.45 (.64)	4.39 (.58)	4.08 (.96)	4.18 (.92)	4.27 (.77)
18. Overall, I am satisfied working at WKU.	4.27 (.76)	4.24 (.78)	3.98 (.86)	4.02 (.90)	4.14 (.63)	4.33 (.67)
19. Parking at Western has improved since last year.	2.98 (1.08)	2.99 (1.23)	2.92 (1.24)	3.08 (1.13)	3.17 (1.03)	3.29 (1.25)
20. The Ombuds Officer is an effective way to mediate staff issues.	3.18 (.45)	3.22 (.71)	3.23 (.86)	3.35 (.67)	3.30 (.82)	3.33 (.68)
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.43 (1.04)	3.61 (1.00)	3.48 (1.04)	3.23 (1.05)	3.50 (1.11)	3.49 (1.18)
22. WKU provides a safe campus environment.	3.95 (.67)	3.95 (.79)	3.82 (.77)	4.02 (.69)	3.91 (.98)	4.13 (.69)

## **Results by Age**

The 2007 and 2008 Staff Satisfaction Surveys included an item asking respondents to identify their age. Age was not included on the 2005 or 2006 satisfaction survey. Some 56 employees indicated they were 25 years old or younger; 110 indicated they were 26-35 years old; 102 indicated they were 36-45 years old; 164 indicated they were 46-55 years old; 63 indicated they were 56-65 years old; 12 indicated 65+ years of age; 1 individual gave no response to the item.

Table 6 reports the mean ratings and standard deviations broken down by Age for the 21 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 6 are reported in the order in which the items appeared on the survey. Interestingly, there were no differences across age groups in responses to any of the survey items. Across age groups, employees agree in their perception of satisfaction with various facets of their job and overall level of job satisfaction. These responses mirror the overall responses to the survey found in Table 1.



**Table 6. Mean Rating (Standard Deviation) by Age**

Note: ANOVA tests did not indicate any significant differences among group means.

<b>Item Number/Item Statement</b>	<b>&lt;25 N=54</b>	<b>26-35 N=110</b>	<b>36-45 N=101</b>	<b>46-55 N=164</b>	<b>56-65 N=63</b>	<b>&gt;65 N=12</b>
1. I have opportunities to advance in my career at Western.	3.58 (1.13)	3.42 (1.03)	3.46 (1.19)	3.31 (1.10)	3.15 (1.45)	3.29 (.95)
2. I have the equipment and supplies to do my job well.	3.96 (1.01)	4.06 (.98)	4.09 (.91)	4.01 (.85)	4.03 (1.02)	4.18 (.87)
3. My job description reflects what I really do.	3.57 (1.12)	3.42 (1.13)	3.54 (1.28)	3.44 (1.24)	3.48 (1.26)	4.25 (.87)
4. There are enough employees in my section/department/office to handle the work.	3.09 (1.43)	3.17 (1.25)	3.21 (1.21)	3.23 (1.31)	3.42 (1.31)	4.08 (1.16)
5. People in my area receive recognition when they should.	3.28 (1.28)	3.35 (1.10)	3.29 (1.19)	3.22 (1.12)	3.15 (1.29)	3.75 (1.22)
6. I am treated fairly by my immediate supervisor.	4.20 (1.02)	4.16 (1.14)	4.26 (.84)	4.09 (1.00)	4.03 (1.16)	4.50 (.67)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.25 (.90)	4.33 (1.00)	4.31 (.82)	4.26 (.85)	4.31 (.79)	3.89 (.93)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.81 (1.33)	3.94 (1.12)	4.06 (1.02)	3.81 (1.18)	3.87 (1.25)	4.25 (1.14)
9. Employees in my section/department/office work cooperatively with each other.	3.92 (1.10)	3.79 (1.03)	3.96 (1.03)	3.80 (1.01)	3.89 (1.12)	4.17 (.94)
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.51 (1.43)	3.43 (1.20)	3.67 (1.16)	3.26 (1.24)	3.13 (1.28)	3.67 (.87)
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.15 (1.17)	3.09 (1.07)	3.00 (1.20)	3.03 (1.26)	3.18 (1.29)	3.42 (.90)
12. The evaluation process is fair.	3.60 (1.03)	3.65 (1.00)	3.59 (1.21)	3.38 (1.13)	3.33 (1.23)	3.75 (.87)
13. University policies are easily located by staff.	3.79 (.91)	3.73 (.85)	3.69 (.98)	3.70 (.87)	3.60 (1.07)	3.64 (.81)
14. I am satisfied with the current benefits offered by the university.	4.30 (.80)	3.93 (1.02)	3.92 (.92)	3.91 (.88)	3.95 (.91)	4.11 (.93)
15. The last raise I received reflected my last performance appraisal.	3.43 (1.17)	3.24 (1.19)	3.38 (1.25)	3.24 (1.20)	3.26 (1.16)	3.67 (.87)
16. Taking my time off, when needed, is not a problem in my area.	4.04 (.92)	4.07 (1.09)	4.01 (.99)	4.04 (.91)	4.06 (1.07)	4.42 (.90)
17. My computer access is adequate to obtain the information I need.	4.25 (.97)	4.48 (.62)	4.35 (.74)	4.26 (.72)	4.35 (.79)	4.45 (.52)
18. Overall, I am satisfied working at WKU.	4.21 (.75)	4.15 (.85)	4.17 (.74)	4.12 (.84)	4.22 (.60)	4.50 (.52)
19. Parking at Western has improved since last year.	3.31 (1.14)	2.92 (1.14)	3.11 (1.25)	2.99 (1.21)	2.93 (1.25)	3.22 (1.09)
20. The Ombuds Officer is an effective way to mediate staff issues.	3.29 (.64)	3.17 (.80)	3.31 (.76)	3.21 (.67)	3.35 (.77)	3.44 (.53)
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.42 (1.05)	3.52 (.93)	3.51 (1.11)	3.50 (1.09)	3.46 (1.09)	3.83 (.83)
22. WKU provides a safe campus environment.	3.88 (.99)	4.00 (.69)	3.94 (.76)	3.96 (.74)	3.92 (.73)	3.91 (.83)

## **Results by Salary Range**

Table 7 reports mean ratings and standard deviations broken down by Salary Range for the 21 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 7 are reported in the order in which the items appeared on the survey instrument.

Inspection of Table 7 indicates that the results aggregated by salary group follow the same general pattern as the results across all respondents in terms of the degree of agreement with an item. However, there is more variability across salary range categories than across any other demographic breakdown. On six of the 21 items addressing facet satisfaction there were differences across salary range groups. Generally, those toward the higher end of the salary range agreed more with the survey items than did those toward the lower end of the salary range.

Three of the six items on which responses differed as a function of salary range were related to fair performance appraisals, promotions, and pay.

- Those making \$50,000 or more agree that their last raise reflected their last performance appraisal, while those making less than \$50,000 were unsure whether their last raise reflected their last performance appraisal.
- Those making \$35,000 or more agreed that promotions and advancements are based on objective criteria, while those making less than \$35,000 were unsure whether promotions and advancements are based on objective criteria.
- Those who make \$75,000 or more agree they are paid fairly for their job while those making less than \$75,000 are unsure whether they are paid fairly.

The other three items on which there were differences based on salary related to campus safety, parking, and overall satisfaction.

- All staff respondents agreed that WKU provides a safe campus environment, but those making more than \$100,000 strongly agreed with this statement.
- Those staff members making \$75,000 to \$100,000 agreed that parking at WKU has improved since last year; all other respondents were unsure whether parking has improved since last year.
- All staff respondents agreed that overall, they are satisfied working at WKU, but those making more than \$75,000 strongly agreed with this statement.

Generally, there is agreement across salary ranges in terms of satisfaction with various facets of the job. On six of the 22 items there were significant differences in satisfaction as a function of pay range. In each of these six cases, those at the higher end of the pay scale expressed more satisfaction than did those at the lower end of the pay scale.

**Table 7. Mean Rating (Standard Deviation) by Salary Range**\* Analysis of variance indicates significant differences among the means by salary group ( $p < .01$ ).

<b>Item Number/Item Statement</b>	<b>&lt; 15k</b> <i>N=40</i>	<b>15-25k</b> <i>N=115</i>	<b>25-35k</b> <i>N=187</i>	<b>35-50k</b> <i>N=96</i>	<b>50-75k</b> <i>N=51</i>	<b>75-100k</b> <i>N=9</i>	<b>&gt; 100k</b> <i>N=7</i>
1. I have opportunities to advance in my career at Western.	3.23 (1.11)	3.21 (1.21)	3.47 (1.09)	3.37 (1.15)	3.28 (1.20)	4.44 (.88)	3.57 (1.62)
2. I have the equipment and supplies to do my job well.	3.77 (.96)	3.93 (1.01)	4.05 (.94)	4.09 (.81)	4.16 (.87)	4.67 (.50)	4.57 (.53)
3. My job description reflects what I really do.	3.73 (1.09)	3.27 (1.20)	3.47 (1.25)	3.60 (1.17)	3.45 (1.27)	4.33 (.50)	4.43 (.53)
4. There are enough employees in my section/department/office to handle the work.	3.21 (1.20)	3.15 (1.31)	3.38 (1.26)	3.14 (1.32)	3.20 (1.33)	3.11 (1.69)	3.43 (1.40)
5. People in my area receive recognition when they should.	3.35 (1.19)	3.11 (1.21)	3.31 (1.19)	3.25 (1.11)	3.24 (1.14)	4.22 (.83)	3.83 (.98)
6. I am treated fairly by my immediate supervisor.	4.18 (1.03)	4.01 (.95)	4.24 (.98)	4.14 (1.12)	4.04 (1.21)	4.67 (.50)	4.43 (.53)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.18 (.94)	4.06 (1.01)	4.31 (.87)	4.38 (.75)	4.46 (.73)	4.78 (.44)	4.29 (.76)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.00 (1.18)	3.64 (1.23)	3.95 (1.17)	3.99 (1.05)	4.00 (1.17)	4.56 (.53)	4.14 (1.21)
9. Employees in my section/department/office work cooperatively with each other.	3.93 (.94)	3.73 (1.06)	3.80 (1.04)	4.00 (1.00)	3.86 (1.20)	4.44 (.73)	4.29 (.76)
10. *In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.12 (1.23)	3.16 (1.34)	3.37 (1.19)	3.55 (1.14)	3.66 (1.27)	4.56 (.53)	4.29 (1.11)
11. *I am paid fairly for my job, given the job responsibilities and performance expectations.	3.33 (1.15)	2.83 (1.22)	2.90 (1.16)	3.23 (1.13)	3.36 (1.17)	4.44 (.73)	4.29 (.76)
12. The evaluation process is fair.	3.33 (1.06)	3.32 (1.15)	3.53 (1.11)	3.63 (1.08)	3.48 (1.20)	4.44 (.53)	4.00 (1.00)
13. University policies are easily located by staff.	3.82 (.72)	3.72 (.84)	3.63 (1.00)	3.71 (.89)	3.69 (.93)	4.00 (1.00)	4.14 (.69)
14. I am satisfied with the current benefits offered by the university.	3.64 (1.17)	4.01 (.98)	4.00 (.82)	3.94 (.97)	3.94 (.88)	4.44 (.53)	3.71 (1.38)
15. *The last raise I received reflected my last performance appraisal.	3.23 (.91)	3.00 (1.27)	3.32 (1.13)	3.23 (1.26)	3.63 (1.08)	4.38 (1.06)	4.43 (.79)
16. Taking my vacation days, when needed, is not a problem in my area.	4.15 (.83)	3.82 (1.14)	4.00 (.99)	4.14 (.92)	4.33 (.84)	4.56 (.53)	4.57 (.53)
17. My computer access is adequate to obtain the information I need.	4.13 (.93)	4.30 (.74)	4.32 (.75)	4.36 (.71)	4.53 (.50)	4.56 (.53)	4.43 (1.13)
18. *Overall, I am satisfied working at WKU.	4.10 (.79)	3.94 (.88)	4.22 (.75)	4.25 (.76)	4.20 (.75)	4.67 (.50)	4.57 (.53)
19. *Parking at Western has improved since last year.	2.55 (1.23)	2.81 (1.19)	3.08 (1.19)	3.15 (1.15)	3.21 (1.22)	4.25 (.71)	3.00 (.71)
20. The Ombuds Officer is an effective way to mediate staff issues.	3.11 (.64)	3.18 (.71)	3.26 (.73)	3.36 (.74)	3.20 (.73)	2.75 (.50)	4.33 (.58)
21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.75 (.84)	3.29 (.97)	3.53 (1.14)	3.53 (.93)	3.35 (1.20)	4.22 (.67)	4.14 (.90)
22. *WKU provides a safe campus environment.	3.69 (.79)	3.82 (.84)	3.95 (.79)	4.01 (.66)	4.06 (.73)	4.44 (.53)	4.57 (.53)

## **Correlations Among Survey Items**

The correlation matrix was calculated for all 22 survey items. Virtually all items were positively correlated with all other items, with resulting coefficients of moderate magnitude.

Some interesting observations may be noted among the correlations. Items most strongly correlated with the item assessing overall job satisfaction were the performance appraisal process is fair ( $r = .50$ ), promotions and advancements are based on performance ( $r = .50$ ), having opportunities to advance in my career at WKU ( $r = .48$ ), being comfortable discussing job-related concerns with my supervisor ( $r = .47$ ), being paid fairly ( $r = .45$ ), raises reflecting the last performance appraisal ( $r = .45$ ), people in my area receiving the recognition they should ( $r = .44$ ), and being treated fairly by supervisors ( $r = .43$ ). These positive correlations indicate that those who expressed greater agreement with these items also expressed more overall satisfaction with working at WKU. Clearly, fairness in personnel management practices and their consequences (i.e., evaluations, promotion and advancement, raises, recognizing employees) are associated with greater overall job satisfaction.

The item that demonstrated the highest correlations with other items was Item 6 – “I am treated fairly by my immediate supervisor.” Perceptions of supervisor fairness were strongly correlated with being comfortable discussing my job-related concerns with my supervisor ( $r = .72$ ); the supervisor following university policy for time away for classes and training ( $r = .56$ ); people in my area receiving the recognition they should ( $r = .53$ ); and the perception that evaluations are fair ( $r = .49$ ). This pattern of correlations is similar to that found in 2006 and 2007. Clearly, effective informal communication between the supervisor and subordinate has very important implications for staff-supervisory relations. This finding is consistent with the literature on organizational justice, which indicates that “voice,” or the opportunity for input and communication by the employee, is critical to perceptions of fairness of organizational procedures and policies. Supervisors should make every effort to develop and maintain open channels of informal communication with their subordinates. Likewise, recognizing employees, following university policy for time off, and conducting fair and accurate evaluations increase subordinate perceptions of fair supervisory treatment.

Two other pairs of items demonstrated relatively high correlations with each other. Being comfortable discussing job-related issues with one’s supervisor was highly correlated with the supervisor following university policy for time off for classes and training ( $r = .60$ ). The perception that the evaluation process is fair was highly correlated with promotions and advancement being based on objective, performance-related criteria ( $r = .58$ ).

## Top Issues or Concerns

The Staff Satisfaction Survey instrument included one open-ended item that requested respondents to list their top issues or concerns. In 2008, 256 respondents expressed concerns and 252 did not express a top concern; in 2007, 156 respondents expressed 224 concerns and 363 respondents did not indicate a top concern; in 2006, 220 respondents expressed 341 concerns and 386 respondents did not indicate a top concern. The 2008 comments were subjected to a Q-sort to group the comments into meaningful categories. The number of comments in each of the 16 categories is listed in Table 8. The complete listing of identified concerns (grouped into these categories) may be found in Appendix B.

**Table 8. Categories of Top Issues and Number of Responses Per Category**

Category	Number of Comments			
	2008	2007	2006	2005
No Additional Comments	252	363	386	347
Miscellaneous Issues	32	22	30	14
<b>Compensation and Benefits</b>	<b>94 (35%)</b>	<b>105 (47%)</b>	<b>174 (51%)</b>	<b>207 (53%)</b>
Pay/Salary Issues	39	49	32	81
Benefits (health insurance, vacation, sick leave, etc.)	26	33	56	90
Raises/Promotions	22	19	54	36
ORP/Retirement	7	4	32	NA
<b>Logistics and Facilities</b>	<b>84 (31%)</b>	<b>69 (31%)</b>	<b>71 (21%)</b>	<b>97 (25%)</b>
Not Enough Staff/Resources Funding/Budget	40	15	19	32
Parking	19	29	18	19
Quality of Facilities (air quality, space, etc.)	18	10	11	15
Summer Hours/Spring Break/Christmas Break	7	15	23	31
<b>Management and Supervision</b>	<b>60 (22%)</b>	<b>28 (13%)</b>	<b>57 (17%)</b>	<b>74 (19%)</b>
Unfair Treatment (non-salary and non-performance evaluation issues; diversity)	18	7	19	18
Ability to Express Concerns/Give Input/Communication Issues	14	10	14	16
Supervision/Management	14	8	17	23
Training Opportunities	8	1	5	5
Performance Evaluations	6	2	5	9
<b>TOTAL NUMBER OF COMMENTS</b>	<b>270</b>	<b>224</b>	<b>341</b>	<b>394</b>

When reading the comments there are several reasons one needs to exercise caution in the weight given to the comments. First, most people tend to feel more comfortable interpreting narrative comments than interpreting numbers and figures. Consequently, there is something of a natural tendency to focus on written comments rather than the more objective and reliable statistics. Bear in mind that only half of the respondents wrote comments; thus, half of the respondents indicated no “top issues or concerns.” Furthermore, the survey item asked for top issues or concerns, soliciting information about problems. While it was the intent of the survey to provide a safe channel for voicing concerns, some individuals may have felt obligated to come up with a concern they may not otherwise have considered a pressing issue. Although some 270 concerns were expressed, it should be kept in context that these comments came from the same group that agreed that “Overall, I am satisfied working at WKU” ( $M = 4.16$ ).

Inspection of Table 8 indicates that employees are most concerned with Compensation and Benefit Issues. The most frequent topic of concern was Pay/Salary Issues (40 responses), followed closely by Not Enough Staff/Resources/Funding/Budget Issues (39). Although the area of Compensation and Benefits continues to receive the most comments across the years 2005 to 2008, the percentage of comments for this area has decreased. In 2008, the area that received the greatest increase in comments as compared to 2007 (13% of comments) and 2006 (17% of comments) was Management and Supervision (22% of comments). In 2008, the greatest increase in comments for a topic was for Not Enough Staff/Resources/Funding/Budget Issues (2008=15% of comments, 2007=7%, 2006=6%, and 2005=8%).

## Conclusions

The results of the 2008 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 21 items tapping satisfaction with specific facets of the job, there was no item with which employees strongly agreed; there was agreement with 11 items; there were 10 items for which employees were unsure whether they agreed with the item or not. As in 2007, employees expressed the least agreement with the statements that parking has improved since last year and that they are paid fairly for their job. Generally, full-time and part-time employees were consistent in their pattern of responses, as were male and female staff members, employees with different lengths of tenure at WKU, and employees of different ages. However, when responses were broken down by salary range, there were several items on which those at the higher salary ranges tended to report stronger agreement with survey items than did those at the lower salary ranges. The open-ended responses indicated that employees expressed the most concern about compensation issues including pay/salary, benefits, and raises. Employees also expressed concern about enough staff and resources, and funding and budget issues. The results obtained for the 2008 Staff Satisfaction Survey are very similar to results obtained for the 2007, 2006, and 2005 Staff Satisfaction Surveys.

**Appendix A:  
Staff Satisfaction Survey Instrument**

## Staff Satisfaction Survey

This survey is being administered by the Staff Council to help establish future goals. Final results will be provided to administration and the Board of Regents in an effort to reflect the views and concerns of the staff. This survey is completely anonymous.

**Instructions:** Please honestly answer each of the following items by marking the extent to which you agree or disagree with that statement. Do not place your name or any other identifying information on the questionnaire. Please return your completed questionnaire by Friday, March 21, 2008 to Diane Carver, Administrative Computing, MMTH.

Please circle the appropriate response.

Applicable	Not	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree	
0	1	2	3	4	5		
0	1	2	3	4	5		1. I have opportunities to advance in my career at Western.
0	1	2	3	4	5		2. I have the equipment and supplies to do my job well.
0	1	2	3	4	5		3. My job description reflects what I really do.
0	1	2	3	4	5		4. There are enough employees in my section/department/office to handle the work.
0	1	2	3	4	5		5. People in my area receive recognition when they should.
0	1	2	3	4	5		6. I am treated fairly by my immediate supervisor.
0	1	2	3	4	5		7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.
0	1	2	3	4	5		8. I am comfortable in discussing my job-related concerns and issues with my supervisor.
0	1	2	3	4	5		9. Employees in my section/department/office work cooperatively with each other.
0	1	2	3	4	5		10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.
0	1	2	3	4	5		11. I am paid fairly for my job, given the job responsibilities and performance expectations.
0	1	2	3	4	5		12. The performance appraisal process is fair.
0	1	2	3	4	5		13. University policies are easily located by staff.
0	1	2	3	4	5		14. I am satisfied with the current benefits offered by the university.
0	1	2	3	4	5		15. The last raise I received reflected my last performance appraisal.
0	1	2	3	4	5		16. Taking my time off, when needed, is not a problem in my area.
0	1	2	3	4	5		17. My computer access is adequate to obtain the information I need.
0	1	2	3	4	5		18. Overall, I am satisfied working at WKU.
0	1	2	3	4	5		19. Parking at Western has improved since last year.
0	1	2	3	4	5		20. The Ombuds Officer is an effective way to mediate staff issues.
0	1	2	3	4	5		21. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.
0	1	2	3	4	5		22. WKU provides a safe campus environment.

### Demographic Information

Please indicate your response by placing a ✓ or an X on the appropriate line.

23. Employment category:	24. Years of employment:	25. Salary range:	26. Gender:	27. Age:
<input type="checkbox"/> part-time	<input type="checkbox"/> less than 1	<input type="checkbox"/> less than \$15,000	<input type="checkbox"/> Male	<input type="checkbox"/> < 25
<input type="checkbox"/> full-time	<input type="checkbox"/> 1-5	<input type="checkbox"/> \$15,001 - \$25,000	<input type="checkbox"/> Female	<input type="checkbox"/> 26 - 35
	<input type="checkbox"/> 6-10	<input type="checkbox"/> \$25,001 - \$35,000		<input type="checkbox"/> 36 - 45
	<input type="checkbox"/> 11-15	<input type="checkbox"/> \$35,001 - \$50,000		<input type="checkbox"/> 46 - 55
	<input type="checkbox"/> 16-20	<input type="checkbox"/> \$50,001 - \$75,000		<input type="checkbox"/> 56 - 65
	<input type="checkbox"/> more than 21	<input type="checkbox"/> \$75,001 - \$100,000		<input type="checkbox"/> > 65
		<input type="checkbox"/> \$100,001 or more		

Please list your top issues or concerns:

Thank you for taking the time to complete this important questionnaire. Please return your completed questionnaire by Friday, March 21, 2008 to Diane Carver, Administrative Computing, MMTH.



**Appendix B:  
Responses to the Open-Ended Item**

<b>Compensation and Benefits</b>
<b>Pay/Salary Issues</b>
Job title does not reflect what I do. People in other departments who do what I do have different job titles and higher pay rates.
Poor raises. Inadequate salary for job responsibilities.
Compensation for "on call" status, cell phones, etc.
Given job responsibilities pay rates are excessively low.
Higher wages for support staff.
Expectations to do more, with less, for the same pay.
Salary ranges.
If I worked in the "real world" my pay would reflect (most likely) the amount of work I do.
Pay scale vs. experience.
Salary
There are employees in my department w/significantly fewer years of service, hired with similar levels of experience to myself, who were hired at much higher salaries than I made at that time. I have since been given additional compensation because I made
Pay issue and time off during the heating season.
Salary needs to be comparative and/or competitive to peer institutions
Salary for Library Staff vs. years of employment.
Low salary.
Salary
Under Paid
Need better pay scales.
Salary, I have been here in May 10 years and have not reached midpoint on the pay scale.
Inaccurate pay when compared to other co-workers in same department.
Salaries should be higher.
Equal Job duties not according to pay within area.
Need more money for this type of work.
Need more money.
Staff salaries are well below median for the area and it doesn't seem that they will approach any benchmark anytime soon.
BSA's are still underpaid and grossly overworked.
Pay rates.
My pay compared to others on campus w/similar responsibilities.
Salary
Low Wages - Titles - Office Assistant, Associate etc., what purpose do they serve?
I supervise 6 people and I am considered only an Office Associate. I do not have the title nor salary that properly reflects my position. Why? Because XXXXXXXX will not approve an upgrade.
Pay
Pay scale needs to be higher.
Salary - or lack thereof.
Professional staff salaries
Rest of staff being appropriately for over-time.
Salary is to low for all the work they want.
Pay raises do not reflect performance appraisals - merely a cost of living, rather than performance

Pay. I have to moonlight.
Minimum salary range after 8 years on the job, taking on more job responsibilities, no increase (excludes medical ins.) in pay, except for what WKU gives to everyone, Isn't merit raises. People making high salary wage benefits more with 3 - 4% raise oppos
<b>Benefits (health insurance, vacation, sick leave, etc.)</b>
Competitive benefit package at reasonable cost.
Improvement in staff spouse/family scholarship to meet KCTCS.
I did not receive health benefits although I am working 7 months. (Oct-May)
Because we have a large number of employees, I wonder if we could get a better rate on health insurance. The family policy takes a huge amount of my pay check.
For the amount of employees here at WKU, the health insurance cost is very high except for the "employee only". I would think being self insured entity that the cost would be less rather than more compared to many employees in B.G. but the other perks at
On Campus Child Care.
I think there needs to be more resources for employee wellness program. I love having the program, but there needs to be more.
Health benefits.
Health care.
Tuition benefits for graduate students would attract more out-of-state people to WKU Student Affairs program.
Retirement benefits, health insurance - in/out patient costs.
Taking my time off.
FMLA policy. Why do we have to use our vacation and sick time to get paid for this time off? In other countries they give 6 months or more paid time off.
Employee Health - WKU
Provide Staff with Preston Center membership.
On-Campus Child Care
I do not receive the University insurance plan due to my husband's job benefits but I believe it is unfair not to allow me the same amount of money in my reimbursement acct. that's equal to what I would get from the University if I did take out insurance
Staff/Faculty use of Preston free.
We need a "hands off" Health insurance policy.
No insurance or benefits of any kind.
I wish part-time employees could receive some kind of benefits after they have been with WKU for a number of years. I've been with WKU for 8 years.
Cost of family medical is too high for me to afford - I can only pay for me and my children.
Lack of maternity leave for female employees.
Short term disability is not retroactive to the 1st day of illness/injury if you are off work for more than 10 days.
We should be able to get health insurance for our spouse at the lowest level even if we have the highest plan. It would be better than them having no insurance at all and I cannot afford to pay for his coverage.
Benefits
<b>Raises/Promotions</b>
I'm positive there is no where for me to move to advance my career.
Competitive salary w/comp. Raises.
Promotions, Pay raises are not based upon skills & job performance.
One issue of concern is that with emphasis on office personnel, few to no promotion opportunities.

Cost of living increase.
Cost of living raise and or raise (budget issues) in general.
The only way to advance in my area is for someone to leave. There should be advancement opportunities built in based on time and job performance.
Raises and Salary.
All three supervisors in my area are looking to retire within the next 3 - 5 years. I am hoping that with a completed MA and experience in my department that I would have the opportunity to fill one of these positions.
Budget cuts in relation to raises, benefits.
Promotions not being considered or granted for Staff.
Advancement opportunities.
Promotion within a job position is non-existent. This should be studied.
Merit raises are not awarded consistent with performance appraisals. I consistently receive excellent ratings but have for three years received no or little raise, while others in the department with lower ratings get bigger raises.
I do not feel that I have been treated fairly by my supervisor regarding the issue of my promotion. My supervisor creates a hostile work environment when dealing with Staff matters regarding promotions & equality.
Adequate raises.
Inability for advancement.
Budget cuts are my major concern and how they will reflect my raise.
Promotion opportunities after you reach a certain level in pay grade.
Pay increases and benefits for part-time employees.
Performance evaluation does not correlate with raise. Raises given are only "cost of living" increases.
No Money
Again as always, someone (XXXXXXXX) who knows absolutely nothing about me or the job I do is in control of my raises. I love my job and I am loyal and will stay but it is terribly frustrating to be held back. I have been here 12 years and make a little over
Advancement - I have not had a raise in Job Description in 28 years staffing.
I don't think it's the University's fault, but I feel there is no way to advance given my position in the department. I feel I should be in a higher grade band, and I've brought this to my past three supervisor's attention. (STUCK)
I would also like to see merit raises and not just cost of living raises. Cost of living raises do not keep.
My position is grant funded and I have not had a performance appraisal since I started in Jan. 2006. Raises are not received unless there is money in grant.
More Money
Zero opportunities for advancement.
Raises
I would have the ability to negotiate a fair raise.
<b>ORP/Retirement</b>
ORP contributions
Retirement
Should offer severance packages.
ORP - terrible funding
Retirement.
<b>Logistics and Facilities</b>
<b>Not Enough Staff/Resources/Funding/Budget</b>
The more you do the more you are expected to do with less. A lot of departments on campus won't give

you the time of day when you need help.
(for my department) having enough people to do what is asked of our department.
Realistic funding for departmental budgets and the need for additional personnel.
There are not enough people in my area to perform the work expected of them.
Job Attrition.
An increased demand on my time due to constantly increasing paper work requirements, which takes away from my re.
Not enough Staff are being hired to accommodate increased number of Faculty and Students.
We are understaffed with all employees doing many things that do not apply to their job description.
Having the right equipment to do our jobs, we need both of these.
Hiring Freeze.
We have limited budget to perform the tasks that are required from our department.
Department head refers to "Staff reductions" regarding funds from tax reductions". This makes staff worried about future employment and to apply for other positions off campus.
Budget Cuts
Budget Cuts. Why do we spend so much money by being open during Spring Break? We could save a few \$\$ in facility expenses, Yes??
Too much money is spent on frivolous things; after all this is a State University.
Budget cuts/Job security
Budget cuts.
State Budget.
State Budget Cuts.
Losing funding.
Job security
Use of funds by Vice-Presidential office, at the cost to units.
We have inadequate equipment.
We have one photo copier (which is actually intended for patron use) for the entire building.
We all do far more for our areas, past our job description because we need more staff.
I don't take off very much because we are short handed.
Too many projects, not enough time / Resources to complete.
Western is a great place to work, but I have 35 full-time faculty and 6 part-time adjunct faculty and have very few opportunities to feel comfortable taking anytime off. I feel that I need a part-time office assistant to help out. We are a very busy dept.,
Need more workers.
Too many job responsibilities.
Need to have more help.
Need supervisors to help with work when we are short of help.
Staff and Service areas should receive more money in their budgets.
Not enough Staff to do Job.
Top issue is that because of budget restraints, I am a one-person office staff. This isn't so much a problem because of work load but because it is difficult to "be ill" unrepentantly.
Inadequate staffing plans relative to growth expectations.
Inadequate staffing plans relative to growth expectations.
Doing more with less.
Since I am a grant employee, I don't always have funds for equipment, expenses, raises etc. nature of the beast.
We need more people where I work.

They are getting the milk without buying the cow.
<b>Parking</b>
Parking - Students, staff & for visitors.
Better and more parking for staff/faculty.
Parking.
Parking is too expensive for staff.
Parking on the Ogden College side of hill.
Parking with new buildings going in at bottom of hill. Parking is being diminished, unfair to purchase premium pass with little to no premium spots.
That cost to us for parking is probably going to be raised and that money would be used for bus maintenance.
Parking - over use of closing lots for "Special Events" Diddle N@S lots.
Closing of old parking structure during workday hours for "Special Events", for faculty and staff that have paid for parking permits.
Parking policies for guests are not user friendly.
Parking & Transportation office is in terrible location.
Parking Rates.
Parking - No Students should be allowed to park in Mimosa - Only Faculty/Staff.
Parking inadequate & appears to be getting worse due to green space.
No Parking . Coming in on second shift there is never a spot.
Parking
Also, the journey one must make to get to the Hilltop grated lot is
I've heard "ALL" parking on campus will be (could be) eliminated and changed to "Bus in". I would like for that not to happen as it would be highly inconvenient for most of us
Better parking
<b>Quality of Facilities (air quality, space, etc.)</b>
I work in the Academic Complex - A terrible facility where the heating and cooling is horrible and makes the working environment impossible several times a year.
Stay current with technology.
Manager's priority of a "pretty" campus award over actual maintenance needs.
Too much construction, too much reworking street access and los
Preston update.
I'd like to see a STAFF computer-pool replacement system established, especially for those offices/departments on campus where the user could actually benefit from the upgrade (application-intensive work-Banner, topnet, Astra users).
My top concern is second-hand smoke. When the wind is from the south, it blows inside to the point where people ask me how I can stand it. The "NO Smoking" signs are meaningless because no one (including staff council) knows what they mean. Staff Council
Top Issue: Environmental Health In TPH. (but our new building is going up)
Western provides an overall excellent work environment.
I am also pleased with efforts to maintain campus safety.
Campus Safety.
Safety - such as expected to be here when State Police say stay off roads..
<b>Summer Hours/Spring Break/Christmas Break</b>
I continue to be thankful for our benefits, particularly holidays and specifically Christmas break.
Working during spring break stinks. There is no one here to work for, but my office sure is clean and organized. Thanks for the Survey.

Need Spring Break off.
Losing 2 weeks at Christmas.
I hope that WKU will always keep the Christmas break and shortened Summer schedule. These are the best part of working here.
Continue to receive Christmas Break Off.
Keeping 2 weeks off fir Christmas.
<b>Management and Supervision</b>
<b>Unfair Treatment (non-salary and non-performance evaluation issues; diversity)</b>
Generally speaking, support staff are under-appreciated because the rest of the staff doesn't understand us.
There is too much favoritism towards certain individuals in our office.
I still fill it is a "Good Ole Boy" system for advancement and job placement.
Fair hiring practices
The director in the department has favorites and it definitely shows.
Sometimes advancement at WKU is based on "who you know" and specialized placement of people on search committees. I know of at least one case of someone being hired because their "buddies" were on the search committee.
Being a male in a female environment, I feel at a disadvantage concerning wages. Almost all receive higher pay for same position and several started after me.
Discrimination
Partiality/Individuals
Job security for staff personnel. When I made a complaint against my supervisor, to his supervisor, I was told to seek employment elsewhere. When I pressed the issue, I was told that I serve at their pleasure.
Lack of respect between administration and staff; lack of respect between faculty and staff.
#8 - Not any more - seems to come back to "bite me"
We need more black leadership.
Diversity
Black/White issue
Have always taken pride in being a part of quality teaching with anticipated retirement. I hope for the best in getting quality teachers to replace those leaving. Really feel that students from this dept. Leave with knowledge
More fair hiring practices.
Lack of real world experience by some faculty who are teaching.
<b>Ability to Express Concerns/Give Input/Communication Issues</b>
When policies or procedures change, it would be good to be notified as they change.
If they communicate better, things would run smoother.
Caste system seems worse - the difference between Faculty, Staff - PT Faculty (who have no voice - poor benefits) & facilities has grown.
No discussion between administration, supervisors and staff regarding new programs to be implemented.
No communication
Communication within some sections of the department.
Supervision/Management
I think Western Maintenance and BSA would run smoother if Sodexho did not run things.
Management doesn't seem to think that we know what we're talking about. They don't understand our jobs.
Management I.E. forcing people away fro WKU.

General sense of apathy from outside managing services.
Faculty Supers are terrible in this area. If this is a general "thing" on campus, this is going to be bad press, for the "natives are restless",
Academic success does not equal managerial/supervisory ability.
Supervisor would allow promotions and advancement within the department if WKU policy allows.
My department hires (and pays) people to lead but they do not have the remotest idea how to do so, and are never held accountable.
Departmental supervisors do not handle inter-office conflict or provide respectable leadership.
Supervisors lack of managerial skills.
My department is lacking leaders in supervisor positions.
Leadership - Management does not meet the changing needs of technology - Director, Asst. Director, Programming Mgr.
I could not ask for a better supervisor.
Inability of supervisors to address performance issues in a timely fashion.
<b>Training Opportunities</b>
Campus wide emergency response training for "all" employees.
Also training would be good or a manual would be great. People here think we are mind-readers.
There is inadequate training for new employees - particularly support staff. It takes months to learn everything by experience and trial and error.
Minimum training of staff for new programs; training of su
My only concern is the lack of Banner Finance training.
I feel that budgets/budget maintenance is very important and adequate training should reflect such.
Insufficient Job WKU orientation.
<b>Performance Evaluations</b>
The appraisal system is a joke. It's over-inflated. The grading scale should be reduced and redone to reflect, very basically, whether you do your job satisfactorily or not. Does not meet expectations.
Appraisal process is questionable. Almost unnecessary as most supervisors of areas dole out money however they choose. Often times highly rated on appraisal might not get full raise - for example 4%. They might only get 3.2 or 3.5. Whatever supervisor
Tenure is a very bad joke in the "area"
Defining what performance appraisal levels actually are.
It seems that I only hear about the bad things I/others do but do not get recognized for the jobs done well.
Performance Appraisal means nothing.
<b>Miscellaneous Issues</b>
Banner system needs am overhaul. It's antiqued.
Purchasing's check system is convoluted and not easily tracked or linked to vendor invoices. People receive a travel check and all they know is that it is a WKU check. There are no notations for events, location.
Losing focus of why WKU exists - OUR STUDENTS. "And I am NOT faculty".
This should have been offered on line to conserve paper.
Sodexho.
Lackluster work coming out of the Dept. of Planning, Design and Construction.
Thanks for the office associate luncheon that was held at the Sloan Convention Center. I think events such as these help us feel appreciated more because of recognized such as the luncheon.
Gridlock while driving on campus - due to bus stops and cars stopping in the road and jaywalking.
Generally, staff are not recognized publicly, as being a valued part of WKU
Overall I am quite glad and happy to be a WKU employee. Thank you for having me.



Lack of positive attitudes within department.
Supervisors & staff that get away with not reporting all days they take off, not doing work assignments, etc.
Job descriptions - A lot of us work very closely w/department heads and budget and should be classified as Adm. Asst.
Why do surveys have to be on paper and not across the Net Work.
No opportunity for full-time 1st shift position
Make sure everyone follows policy.
WKU becoming depersonalized due to electronic communiqué. Too many "online only" processes especially in HR.
We need a Staff ombuds officer, not a Faculty/Staff one.
The Ombuds office is faculty, not staff.
The Ombuds office is faculty, not staff.