



**Western Kentucky University
Staff Satisfaction Survey
– 2011 –**

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Executive Summary**

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered January 2011. All WKU staff were given the opportunity to respond to the survey; 477 employees returned completed survey instruments. The Staff Satisfaction Survey instrument consisted of 23 Likert-type items addressing specific facets of the job; a 24th item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Six 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 2011 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 23 items tapping satisfaction with specific facets of the job, there were no items with which employees strongly agreed; there was agreement with 18 items; there were 5 items for which employees were unsure whether they agreed with the item or not. In 2009, there was one item with which employees disagreed (i.e., “The last raise I received reflected my last performance appraisal”), however this item was not included on the 2011 survey. In 2011, as in 2007 and 2008, employees expressed the least agreement with the statements that parking has improved since last year; this item was second from last in 2009.

There were two items that demonstrated practical as well as statistically significant differences from 2009 to 2011. In 2009, staff members were unsure if WKU provided a safe campus environment. In 2011, staff members indicated they agreed that WKU provides a safe campus environment. In 2009, employees were unsure if there were enough employees in their section to handle the work. In 2011, employees slightly agreed that there were enough employees to handle the work.

Generally, full-time and part-time employees were consistent in their pattern of responses, as were male and female staff members. However, when responses were broken down by age, length of tenure at WKU, salary range, and division, there were differences in responses as a function of these variables. In general, those who are younger and have fewer years at WKU expressed stronger agreement with items than did those who were older and with more tenure. 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.

As in 2009, the open-ended responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises. Some 331 respondents did not list a top issue or concern.

Overall, the results obtained for the 2011 Staff Satisfaction Survey are similar to results obtained for the 2009, 2008, 2007, 2006, and 2005 Staff Satisfaction Surveys.

Western Kentucky University Staff Satisfaction Survey – 2011 –

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered January 2011. The Staff Satisfaction Survey was not administered in 2010 as the results from the previous five years had been very consistent across the years. All WKU staff were given the opportunity to respond to the survey; in 2011, 477 employees returned completed survey instruments (499 surveys were returned in 2009; 508 surveys were returned in 2008; 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 23 Likert-type items addressing specific facets of the job; a 24th 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. Six additional items requested demographic information and an open-ended item asked employees to list their top issues or concerns with their job. The 2011 survey instrument replicated 21 of the 2009 instrument items. Three items (items 15, 22, and 24) were changed; item 22 addressed the Staff Council and item 24 addressed sustainability. The 2011 Staff Satisfaction Survey instrument may be found in Appendix A.

Demographics

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

Employment Category. Some 373 employees indicated full-time employment with the university; 32 employees indicated part-time employment; 72 responses were coded such that they did not fall into either category. The number of part-time employees differs from the number in 2009 (33) by only one. Thus, it is likely the miscoded responses were full-time employees, but we cannot know this for certain. As such, these 72 responses were not included in the analysis by employment category.

Gender. Some 181 employees indicated they were male; 288 indicated they were female; 8 gave no response to this item.

Age. Some 34 employees indicated they were 25 or younger; 128 indicated they were 26-35 years old; 99 indicated they were 36-45 years old; 120 indicated they were 46-55 years old; 65 indicated they were 56-65 years old; 9 indicated 65+ years of age; 22 gave no response to the item. In 2011, the median Age fell in the 36 to 45 years group, as it did in 2007, 2008, and 2009.

Employment Tenure. Results for tenure are stated for the 2011 survey with the 2009 results in parentheses. Some 44 (50) employees reported they had been employed at WKU less than 1 year; 145 (179) employees had been employed for 1-5 years; 103 (115) employees for 6-10 years; 95 (53) employees for 11-15 years; 42 (40) employees for 16-20 years; and 40 (50) employees for more than 20 years. The median tenure response fell in the 6 to 10 year category; 17.5% have been employed by WKU for more than 15 years.

Salary Range. Results for salary range are stated for the 2011 survey with the 2009 results in parentheses. Some 35 (25) employees reported they receive a salary of less than \$15,000; 66 (80) employees reported a salary of \$15,001-\$25,000; 160 (188) employees reported a salary of \$25,001-\$35,000; 116 (110) employees reported salaries of \$35,001-\$50,000; 74 (61) employees reported salaries of \$50,001-\$75,000; 12 (7) employees reported salaries of \$75,001-\$100,000; and 4 (8) employees reported a salary of more than \$100,000.

Division. Division was added as a new demographic item in 2009. In 2009, Student Affairs was grouped with Campus Services/Facilities. In 2011, Student Affairs was inadvertently omitted from the response categories for Division. Some respondents wrote in Student Affairs; those responses were coded as Campus Services/Facilities. Other Student Affairs respondents likely responded with Other as their Division; as such, this would group them with the Athletic Department and the President's Office. Unfortunately, the omission of Student Affairs renders the results by Division for both Campus Services/Facilities and Other difficult to interpret, as it is not clear which Divisions are included in those groups. Results for Division are stated for the 2011 survey with the 2009 results in parentheses. There were 150 (164) responses from Academic Affairs; 69 (102) responses from Campus Services/Facilities; 50 (47) from Information Technology; 41 (39) from Finance and Administration; 18 (14) from Development and Alumni Relations; 108 (65) respondents were from Other, which included those who report to Ross Bjork, Robin Taylor, or the President's Office.

Results for the Satisfaction Ratings

The Staff Satisfaction Survey instrument consisted of 23 Likert-type items addressing specific facets of the job; a 24th 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 .91, indicating the items are tapping a common underlying construct, presumably job satisfaction.

Results are reported first 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, Salary Range, and Division. 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; responses ranging from 1.51 to 2.50 will be referred to as indicating disagreement. In 2011, as in 2008, 2007, 2006, and 2005, there were no items for which the mean rating fell into the Disagree or Strongly Disagree range. In 2009, respondents disagreed that their last raise reflected their last performance appraisal. In 2011, this item was changed to "My annual raise should reflect my latest performance appraisal." Although respondents agreed with this item, the wording of the current item does not allow conclusions about satisfaction with pay raises for 2011.

Ratings across All Respondents

Table 1 contains the mean rating across all respondents and standard deviation for each of the 23 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 2011, 2009, 2008, 2007, 2006, and 2005. Inspection of Table 2 indicates that the responses for 2011, 2009, 2008, 2007, 2006, and 2005, with few exceptions, were essentially the same. Comparing responses from 2011 and 2009, there are statistically significant differences on eight items. These differences are discussed below.

As in 2005, 2006, 2007, 2008 and 2009, employees agreed that they are satisfied working at WKU (item 18). In fact, 87.9% of staff members either agreed (50.3%) or strongly agreed (37.6%) that overall, they are satisfied working at WKU. As in 2008 and 2009, the item with the most agreement was “My computer access is adequate to obtain the information I need.” The two lowest rated items this year are “I am paid fairly for my job given the job responsibilities and performance expectations” and, as was the case in 2009, 2008, and 2007, “Parking has improved since last year.”

Staff agreed that computer access is not a problem, that supervisors follow WKU policy for training and attending classes, that taking time off is not a problem, that they are treated fairly by their supervisor, and that they have the equipment they need. Of interest is 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 highly rated items deal with equipment in general and computer access specifically. As seen in Table 2, these results are very similar to those from 2005, 2006, 2007, 2008, and 2009. Staff members further agreed that WKU provides a safe campus environment, that their annual raise should reflect their latest performance appraisal, that employees work cooperatively with each other, that they are comfortable discussing concerns with their supervisor, that they are satisfied with current benefits, that their unit practices sustainability activities, and that they can easily locate university policies.

Staff members slightly agreed that the performance appraisal process is fair, that job descriptions reflect what they really do on the job, that their supervisor has received adequate supervisory training, that their unit has enough employees to handle the work, that they would feel comfortable contacting the Ombuds officer, and that the Staff Council represents their concerns to the WKU administration.

As in 2005, 2006, 2007, 2008 and 2009, staff members indicated that they were unsure whether there are opportunities for career advancement at WKU. They were likewise unsure if promotions were based on performance, whether people receive recognition when they should, whether they are paid fairly, and whether parking has improved since last year.

Items 5, 6, 7, 8, 10, 12, and 20 relate to supervisory responsibilities. Employees reported agreement that supervisors follow policy concerning time away from the job and treat them fairly, that they are comfortable discussing concerns with their supervisors, that the performance appraisal process is fair, and that their supervisor has received adequate supervisory training. However, staff reported that they are unsure whether promotions are based on objective performance-related criteria, and whether people receive the recognition they should. Again, these results are very similar to those for 2005, 2006, 2007, 2008, and 2009.

Table 1. 2011 Mean Ratings across All Respondents (N= 477)

Item Number/Item Statement	Mean (Range 1-5)	SD
17. My computer access is adequate to obtain the information I need.	4.43	0.71
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.37	0.84
16. Taking my time off, when needed, is not a problem in my area.	4.29	0.85
6. I am treated fairly by my immediate supervisor.	4.23	1.02
2. I have the equipment and supplies to do my job well.	4.21	0.82
18. Overall, I am satisfied working at WKU.	4.20	0.79
15. My annual raise should reflect my latest performance appraisal.	4.13	0.92
21. WKU provides a safe campus environment.	4.13	0.64
9. Employees in my section/department/office work cooperatively with each other.	4.01	1.01
8. I am comfortable in discussing my job-related concerns and issues with my supervisor.	3.98	1.16
14. I am satisfied with the current benefits offered by the university.	3.89	0.94
24. My unit/department practices sustainability activities.	3.86	0.89
13. University policies are easily located by staff.	3.62	0.98
12. The performance appraisal process is fair.	3.57	1.01
3. My job description reflects what I really do.	3.56	1.17
20. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.56	1.13
4. There are enough employees in my section/department/office to handle the work.	3.54	1.20
23. If a situation occurred, I would feel comfortable contacting the Ombuds Officer.	3.52	0.95
22. The Staff Council represents my concerns to the administration of WKU.	3.51	0.92
1. I have opportunities to advance my career at Western.	3.42	1.10
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	1.21
5. People in my area receive recognition when they should.	3.38	1.18
11. I am paid fairly for my job given the job responsibilities and performance expectations.	3.11	1.27
19. Parking at Western has improved since last year.	2.90	1.17

Differences between 2009 and 2011 Ratings

Table 2 displays the overall means for survey items for 2011, 2009, 2008, 2007, 2006, and 2005. There were eight items for which there were statistically significant differences between the 2011 and 2009 ratings. These items are marked with an “*” on the 2011 mean in Table 2. On four of these items, the 2011 ratings were higher than the 2009 ratings; on four of these items, the 2011 ratings were lower than the 2009 ratings.

The items with *higher* mean ratings this year than in 2009 are:

- Taking my time off, when needed, is not a problem in my area.
- WKU provides a safe campus environment.
- There are enough employees in my section/department/office to handle the work.
- Parking at Western has improved since last year.

The items with *lower* mean ratings this year than in 2009 are:

- My supervisor (or you, if supervisor) has received adequate supervisory training.
- I am satisfied with the current benefits offered by the university.
- University policies are easily located by staff.
- The performance appraisal process is fair.

These differences need to be interpreted with caution. With a large sample such as we have with the overall ratings, small differences in means can result in *statistically* significant differences that make no difference in practice. Thus, it is important to review these results in terms of *practical* significance, as well.

Of the eight items with statistical differences between 2009 and 2011, six of the items received the same rating in terms of “agree” or “unsure.” These items dealt with taking time off, parking, supervisory training, current benefits, easily locating university policies, and the performance appraisal process. Thus, for all practical purposes, there were no differences in the ratings from 2009 to 2011 on these six items. Rather than placing a great deal of emphasis on these statistical (but not practical) differences at this time, it is best to think of these differences between 2009 and 2011 as trends that should be monitored over several years when the practical significance can be better determined. In fact, inspection of these items indicates that most of the mean ratings moved toward the means from previous years.

There were two items that demonstrated practical as well as statistically significant differences from 2009 to 2011. In 2009, staff members were unsure whether WKU provided a safe campus environment. In 2011, staff members agreed that WKU provides a safe campus environment. This increase in perceptions of campus safety is closer to the mean of 2008, and reflects a year with no serious perceived threats to campus safety. This is different from 2009, when there was an incident on the South Campus and a subsequent campus lockdown, which is the likely cause of the low safety rating for 2009.

In 2009, employees were unsure if there were enough employees in their section to handle the work. In 2011, employees slightly agreed that there were enough employees to handle the work. Although the absolute difference between the 2009 rating (3.33) and the 2011 rating (3.53) is small, this is the first time since the survey was first administered in 2005 that employees have not rated this item as “unsure.”

Table 2. 2011, 2009, 2008, 2007, 2006, and 2005 Mean Ratings Across All Respondents

Item Number/Item Statement	2011 (N=477)		2009 (N=499)		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	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD
17. My computer access is adequate to obtain the information I need.	4.43	0.71	4.41	0.68	4.34	0.74	4.28	0.81	NA	NA	NA	NA
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.37	0.84	4.37	0.84	4.28	0.88	4.37	0.81	4.3	0.81	4.28	0.91
16. Taking my time off, when needed, is not a problem in my area.	4.29*	0.85	4.15	0.93	4.05	0.99	4.12*	0.97	4.34	0.84	4.34	0.92
6. I am treated fairly by my immediate supervisor.	4.23	1.02	4.25	0.96	4.15	1.02	4.22	0.96	4.17	1.02	4.14	1.04
2. I have the equipment and supplies to do my job well.	4.21	0.82	4.15	0.84	4.04	0.93	4.06	0.82	3.94	0.96	3.89	0.97
18. Overall, I am satisfied working at WKU.	4.2	0.79	4.22	0.74	4.16	0.79	4.22	0.75	4.16	0.81	4.09	0.84
21. WKU provides a safe campus environment.	4.13*	0.64	3.39*	1.11	3.94	0.78	NA	NA	NA	NA	NA	NA
15. My annual raise should reflect my latest performance appraisal.	4.13	0.92	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
9. Employees in my section/department/office work cooperatively with each other.	4.01	1.01	3.95	1.02	3.86	1.04	3.92	0.97	3.96	0.99	3.95	1
8. I am comfortable in discussing my job-related concerns and issues with my supervisor.	3.98	1.16	4.11*	1.09	3.91*	1.16	4.05	1.08	3.98	1.1	3.88	1.18
14. I am satisfied with the current benefits offered by the university.	3.89*	0.94	4.04	0.9	3.96	0.93	3.97*	0.89	3.66	1.04	3.79	1

Item Number/Item Statement	2011 (N=477)		2009 (N=499)		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	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD
24. My unit/department practices sustainability activities.	3.86	0.89	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
13. University policies are easily located by staff.	3.62*	0.98	3.71	0.95	3.7	0.91	3.65	0.93	3.63*	1	3.47	1.1
12. The performance appraisal process is fair.	3.57*	1.01	3.70*	1.04	3.51*	1.12	3.69*	1.07	3.90*	1.03	3.71	1.14
20. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.56*	1.13	4.15*	0.62	3.5	1.05	NA	NA	NA	NA	NA	NA
3. My job description reflects what I really do.	3.56	1.17	3.6	1.19	3.5	1.21	3.54	1.14	3.56*	1.17	3.44	1.18
4. There are enough employees in my section/department/office to handle the work.	3.54*	1.2	3.33	1.27	3.24	1.29	3.25	1.23	3.34	1.23	3.24	1.29
23. If a situation occurred, I would feel comfortable contacting the Ombuds Officer.	3.52	0.95	3.41	0.99	NA	NA	NA	NA	NA	NA	NA	NA
22. The Staff Council represents my concerns to the administration of WKU.	3.51	0.92	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
1. I have opportunities to advance my career at Western.	3.42	1.1	3.43	1.18	3.37	1.16	3.34	1.17	3.29	1.18	3.26	1.2
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.	3.4	1.21	3.54	1.23	3.4	1.24	3.41	1.25	3.4	1.22	3.29	1.21
5. People in my area receive recognition when they should.	3.38	1.18	3.38	1.18	3.27	1.17	3.29	1.18	3.29	1.2	3.22	1.22

Item Number/Item Statement	2011 (N=477)		2009 (N=499)		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	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD
11. I am paid fairly for my job given the job responsibilities and performance expectations.	3.11	1.27	3.14	1.27	3.08	1.19	3.06	1.2	3.11*	1.19	2.95	1.26
19. Parking at Western has improved since last year.	2.9*	1.17	2.57*	1.23	3.03*	1.2	3.28	1.23	NA	NA	NA	NA
No longer on survey: The last raise I received reflected my last performance appraisal.	NA	NA	2.37*	1.29	3.29	1.19	NA	NA	NA	NA	NA	NA
No longer on survey: If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	NA	NA	3.41	0.99	NA	NA	NA	NA	NA	NA	NA	NA
No longer on survey: I understand the responsibilities of the Ombuds Officer. [Note item changes: 2008-The Ombuds Officer is an effective way to mediate staff issues. 2007- It would be beneficial to have an Ombudsperson.]	NA	NA	3.65	1.08	3.25*	0.73	3.6	0.88	NA	NA	NA	NA
No longer on survey: I feel that information I am giving to the Ombuds officer will be confidential.	NA	NA	3.51	0.92	NA	NA	NA	NA	NA	NA	NA	NA
No longer on survey: The two-week Christmas break is an important benefit.	NA	NA	NA	NA	NA	NA	4.88*	.41	4.81	.53	4.85	.49
No longer on survey: The Winter term was a success.	NA	NA	NA	NA	NA	NA	3.58	.84	3.59	.89	NA	NA
No longer on survey: The procedure for filing a grievance is clear.	NA	NA	NA	NA	NA	NA	3.18	.94	NA	NA	NA	NA

* t-test indicates the mean marked is significantly different 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 23 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.

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 overall satisfaction. However, inspection of Table 3 indicates that there were four items on which there were differences between employment categories. On three of these items, part-time employees agreed more with the survey item than did full-time employees.

- Full-time employees were slightly unsure whether university policies were easily located by staff; part-time employees agreed that university policies were easily located by staff.
- Full-time employees were unsure whether their supervisor has received adequate supervisory training; part-time employees agreed that their supervisor has received adequate supervisory training.
- Full-time employees were unsure whether they would feel comfortable contacting the Ombuds Officer; part-time employees slightly agreed that they would feel comfortable contacting the Ombuds Officer.

On the final item for which there were differences based on the employment category, full-time employees agreed more with the survey item than did part-time employees.

- Full-time employees agreed that they are satisfied with the current benefits offered by the university; part-time employees were unsure whether they are satisfied with the current benefits offered by the university.

Table 3. Mean Ratings by Employment Category* Analysis of variance indicates significant differences between the means by employment category ($p < .05$).

Item Number/Item Statement	Full-time N=373		Part-time N=32	
	Mean	SD	Mean	SD
17. My computer access is adequate to obtain the information I need.	4.44	.70	4.50	.70
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.38	.84	4.40	.93
16. Taking my time off, when needed, is not a problem in my area.	4.29	.84	4.26	.93
2. I have the equipment and supplies to do my job well.	4.24	.80	4.35	.90
6. I am treated fairly by my immediate supervisor.	4.21	1.04	4.50	.84
18. Overall, I am satisfied working at WKU.	4.18	.79	4.39	.76
15. My annual raise should reflect my last performance appraisal.	4.12	.92	3.71	1.15
21. WKU provides a safe campus environment.	4.11	.63	4.29	.59
9. Employees in my section/department/office work cooperatively with each other.	4.01	1.07	4.19	.91
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.96	1.19	4.16	1.08
14. * I am satisfied with the current benefits offered by the university.	3.92	.90	3.15	1.35
24. My unit/department practices sustainability activities.	3.85	.87	4.07	.81
3. My job description reflects what I really do.	3.58	1.16	3.68	1.16
13. * University policies are easily located by staff.	3.57	.98	3.97	.85
12. The performance appraisal process is fair.	3.56	1.01	3.73	.78
4. There are enough employees in my section/department/office to handle the work.	3.55	1.21	3.80	1.06
22. The Staff Council represents my concerns to the administration of WKU.	3.53	.91	3.25	.80
20. *My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.52	1.14	4.00	1.11
23. * If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.49	.94	3.93	.93
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.	3.42	1.23	3.56	1.04
1. I have opportunities to advance in my career at Western.	3.40	1.10	3.50	1.00
5. People in my area receive recognition when they should.	3.37	1.18	3.77	.99
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.11	1.26	3.45	1.26
19. Parking at Western has improved since last year.	2.94	1.11	2.88	1.54

Results by Gender

The 2011 Staff Satisfaction Survey included an item asking respondents to identify their gender. Gender was not included on the 2005 satisfaction survey. In 2011, 181(38%) employees indicated they were male; 288(60%) indicated they were female; 8(2%) gave no response to this item. Table 4 reports the mean ratings and standard deviations broken down by Gender for the 23 items measuring facet satisfaction and for the overall job satisfaction item. 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 item on which male and female responses differed. Female staff rated the item “Parking at Western has improved since last year” higher than did males, although they both were unsure whether parking was improved.

Table 4. Means (Standard Deviations) by Gender* Analysis of variance indicates significant differences between the means by gender ($p < .05$)

Item Number/Item Statement	Male <i>N=181</i>		Female <i>N=288</i>	
	Mean	SD	Mean	SD
17. My computer access is adequate to obtain the information I need.	4.40	.76	4.45	.67
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.31	.84	4.42	.82
16. Taking my time off, when needed, is not a problem in my area.	4.34	.93	4.32	.77
2. I have the equipment and supplies to do my job well.	4.23	.81	4.20	.81
6. I am treated fairly by my immediate supervisor.	4.23	1.04	4.24	1.00
18. Overall, I am satisfied working at WKU.	4.13	.86	4.26	.74
15. My annual raise should reflect my last performance appraisal.	4.10	.96	4.16	.88
21. WKU provides a safe campus environment.	4.09	.68	4.15	.61
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.01	1.09	3.99	1.19
9. Employees in my section/department/office work cooperatively with each other.	3.96	.95	4.05	1.05
24. My unit/department practices sustainability activities.	3.86	.88	3.87	.88
14. I am satisfied with the current benefits offered by the university.	3.79	1.10	3.95	.821
13. University policies are easily located by staff.	3.61	1.06	3.63	.93
20. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.61	1.14	3.54	1.11
3. My job description reflects what I really do.	3.56	1.17	3.56	1.17
12. The performance appraisal process is fair.	3.54	1.08	3.60	.96
22. The Staff Council represents my concerns to the administration of WKU.	3.52	.89	3.51	.93
4. There are enough employees in my section/department/office to handle the work.	3.52	1.20	3.54	1.22
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.51	.99	3.53	.92
1. I have opportunities to advance in my career at Western.	3.44	1.13	3.41	1.07
5. People in my area receive recognition when they should.	3.38	1.20	3.37	1.17
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.	3.36	1.20	3.43	1.20
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.10	1.30	3.13	1.25
19. *Parking at Western has improved since last year.	2.73	1.20	3.00	1.13

Results by Years of Employment

Table 5 reports the mean ratings and standard deviations broken down by Years of Employment for the 23 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 fair amount of consistency across staff members by years of employment in the extent to which they agreed with each facet of job satisfaction. However, there were eight items on which there were statistically significant differences in mean ratings as a function of years of employment at WKU. These differences are identified below.

- Employees with less than 5 years and with 16 – 20 years of employment agreed that their job description reflected what they really do; employees with 6 – 15 years and 21 or more years of employment were unsure whether their job description reflected what they really do.
- Employees with less than 5 years and with 16 - 20 years of employment agreed that there are enough employees to handle the work; employees with 6 – 15 years and 21 or more years of employment were unsure whether there are enough employees to handle the work.
- Employees with less than 10 years and with 16 – 20 years of employment agreed that recognition is received when it should be; employees with 11 – 15 years and with 21 or more years of employment were unsure whether deserved recognition is received.
- All employees agreed that they are treated fairly by their immediate supervisor. However, those with less than one year of employment strongly agreed that they are treated fairly by their immediate supervisor.
- All employees agreed that employees in their unit work cooperatively; employees with less than one year of employment agreed slightly more that employees work cooperatively.
- Employees with less than 5 years of employment agreed that objective performance criteria are used for advancements and promotions; employees with 6 or more years of employment were unsure whether objective performance criteria are used for advancements and promotions.
- All employees, with one exception, were unsure whether they were paid fairly for the work performed. The exception was that employees with less than one year of employment agree that they are being paid fairly for the work being performed.
- Employees with fewer than five years and those with 16 – 20 years of employment slightly agreed that the performance appraisal process is fair; employees with 6 – 15 and with 21 or more years of employment were slightly unsure whether the performance appraisal process is fair.

Table 5. Means by Years of Employment* Analysis of variance indicates significant differences among the means by years of employment. ($p < .05$).

Item Number/Item Statement	< 1 <i>N=44</i>	1-5 <i>N=145</i>	6-10 <i>N=103</i>	11-15 <i>N=93</i>	16-20 <i>N=42</i>	> 21 <i>N=40</i>
1. I have opportunities to advance in my career at Western.	3.66 (1.07)	3.50 (1.05)	3.35 (1.10)	3.38 (1.15)	3.29 (1.02)	3.28 (1.22)
2. I have the equipment and supplies to do my job well.	4.44 (.63)	4.24 (.86)	4.17 (.79)	4.24 (.85)	4.02 (.78)	4.08 (.86)
3. *My job description reflects what I really do.	3.93 (.93)	3.73 (1.08)	3.39 (1.22)	3.46 (1.25)	3.52 (1.17)	3.23 (1.27)
4. *There are enough employees in my section/department/office to handle the work.	3.98 (1.08)	3.65 (1.17)	3.50 (1.18)	3.18 (1.28)	3.60 (1.25)	3.41 (1.09)
5. *People in my area receive recognition when they should.	3.76 (.82)	3.52 (1.15)	3.38 (1.24)	3.17 (1.18)	3.36 (1.25)	3.05 (1.20)
6. *I am treated fairly by my immediate supervisor.	4.67 (.61)	4.33 (.95)	4.08 (1.19)	4.21 (.86)	4.19 (1.23)	3.97 (1.03)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.59 (.72)	4.43 (.86)	4.32 (.86)	4.33 (.75)	4.26 (.99)	4.27 (.82)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.36 (.79)	4.10 (1.09)	3.88 (1.35)	3.88 (1.12)	3.88 (1.27)	3.78 (1.14)
9. *Employees in my section/department/office work cooperatively with each other.	4.40 (.78)	4.08 (.99)	3.96 (1.06)	3.81 (1.00)	3.86 (1.05)	4.15 (1.00)
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.	3.84 (.90)	3.57 (1.16)	3.28 (1.32)	3.14 (1.14)	3.35 (1.23)	3.33 (1.25)
11. *I am paid fairly for my job, given the job responsibilities and performance expectations.	3.67 (1.16)	3.17 (1.27)	3.03 (1.26)	2.98 (1.24)	3.17 (1.30)	2.80 (1.29)
12. *The performance appraisal process is fair.	3.76 (.74)	3.75 (.90)	3.45 (1.10)	3.37 (1.03)	3.63 (1.14)	3.38 (.98)
13. University policies are easily located by staff.	3.88 (.90)	3.64 (.96)	3.44 (1.09)	3.69 (.88)	3.41 (1.02)	3.72 (.96)
14. I am satisfied with the current benefits offered by the university.	3.97 (.85)	3.93 (.89)	3.80 (1.05)	3.95 (.87)	3.86 (.93)	3.83 (.96)
15. My annual raise should reflect my last performance appraisal.	3.97 (.85)	4.07 (.96)	4.16 (.94)	4.15 (.95)	4.21 (.95)	4.17 (.68)
16. Taking my time off, when needed, is not a problem in my area.	4.43 (.70)	4.28 (.90)	4.31 (.83)	4.29 (.74)	4.29 (.97)	4.08 (.89)
17. My computer access is adequate to obtain the information I need.	4.40 (.73)	4.48 (.71)	4.42 (.71)	4.34 (.82)	4.45 (.55)	4.46 (.56)
18. Overall, I am satisfied working at WKU.	4.48 (.74)	4.24 (.82)	4.16 (.75)	4.04 (.83)	4.19 (.74)	4.23 (.80)
19. Parking at Western has improved since last year.	3.00 (1.15)	2.79 (1.13)	2.86 (1.21)	3.01 (1.11)	3.00 (1.41)	3.03 (1.05)
20. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.93 (.81)	3.59 (1.16)	3.41 (1.32)	3.46 (.98)	3.73 (.98)	3.51 (1.13)
21. WKU provides a safe campus environment.	4.26 (.59)	4.14 (.56)	4.18 (.64)	3.98 (.71)	4.12 (.71)	4.13 (.69)
22. The Staff Council represents my concerns to the administration of WKU.	3.54 (.85)	3.59 (.83)	3.49 (1.05)	3.39 (.87)	3.36 (1.10)	3.70 (.76)
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.66 (.79)	3.47 (.91)	3.42 (1.00)	3.47 (.94)	3.71 (1.13)	3.70 (.94)
24. My unit/department practices sustainability activities.	4.05 (.72)	3.99 (.82)	3.80 (.96)	3.69 (.90)	3.71 (1.06)	3.87 (.80)

Results by Age

The 2007, 2008, 2009, and 2011 Staff Satisfaction Survey included an item asking respondents to identify their age. Age was not included on the 2005 or 2006 satisfaction survey. Table 6 reports the mean ratings and standard deviations broken down by Age for the 23 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.

For the most part, employees agreed in their perception of satisfaction with various facets of their job regardless of age. However, there were six items on which there were statistically significant differences in mean ratings as a function of age. These differences are identified below.

- Employees who are younger (i.e., < 35) and those who are older (i.e., > 65) agreed that there are opportunities to advance; employees 36 – 65 were unsure whether there are opportunities to advance. This likely is an accurate perception by younger individuals as they typically have more of their career before them and are more likely to have an opportunity to advance than do older employees who either have already advanced or are not eligible to advance.
- All employees agreed that they are treated fairly by their immediate supervisor; employees under age 25 strongly agreed that they are treated fairly by their immediate supervisor.
- All employees agreed that their supervisor follow university policy; younger employees (i.e., those under 35) strongly agreed that their supervisor follows university policy.
- Employees age 35 and younger and those over 65 slightly agreed that objective performance criteria are used for advancements and promotions; employees age 36 – 65 were unsure whether objective performance criteria are used for advancements and promotions.
- Employees age 35 and younger, those over the age of 65, and those age 46 - 55 agreed that the performance appraisal process is fair; employees age 36 - 45 and age 56 - 65 were unsure whether the performance appraisal process is fair.
- Employees age 36 – 55 were unsure whether their supervisor received adequate supervisory training; the remainder agreed that their supervisor received adequate supervisory training.

Table 6. Mean Ratings by Age* Analysis of variance indicates significant differences among the means by age ($p < .05$).

Item Number/Item Statement	<25 <i>N=34</i>	26-35 <i>N=128</i>	36-45 <i>N=99</i>	46-55 <i>N=120</i>	56-65 <i>N=65</i>	>65 <i>N=9</i>
1. *I have opportunities to advance in my career at Western.	3.79 (1.02)	3.53 (.99)	3.38 (1.10)	3.40 (1.20)	3.11 (1.15)	3.86 (.69)
2. I have the equipment and supplies to do my job well.	4.27 (.76)	4.32 (.73)	4.16 (.84)	4.13 (.85)	4.28 (.84)	4.00 (1.23)
3. My job description reflects what I really do.	3.76 (.94)	3.62 (1.18)	3.54 (1.17)	3.54 (1.19)	3.44 (1.31)	4.00 (.58)
4. There are enough employees in my section/department/office to handle the work.	3.76 (1.12)	3.51 (1.19)	3.37 (1.27)	3.52 (1.20)	3.73 (1.16)	3.78 (1.09)
5. People in my area receive recognition when they should.	3.64 (1.06)	3.48 (1.12)	3.32 (1.25)	3.31 (1.20)	3.47 (1.17)	3.22 (1.09)
6. *I am treated fairly by my immediate supervisor.	4.68 (.68)	4.45 (.86)	4.17 (.99)	4.10 (1.09)	4.14 (1.09)	4.44 (.53)
7. *My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.65 (.66)	4.57 (.72)	4.31 (.89)	4.34 (.75)	4.25 (.93)	4.11 (.60)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.41 (.70)	4.14 (1.05)	3.96 (1.25)	3.84 (1.20)	3.95 (1.21)	4.33 (.71)
9. Employees in my section/department/office work cooperatively with each other.	4.22 (.87)	4.17 (.94)	3.91 (1.01)	3.97 (1.04)	3.98 (1.06)	4.33 (.71)
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.	3.87 (.98)	3.73 (1.07)	3.33 (1.20)	3.21 (1.23)	3.15 (1.25)	3.63 (1.06)
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.29 (1.38)	3.04 (1.27)	3.07 (1.22)	3.21 (1.30)	2.95 (1.25)	3.89 (1.05)
12. *The performance appraisal process is fair.	4.07 (.98)	3.73 (.81)	3.41 (1.11)	3.53 (1.01)	3.47 (1.04)	3.88 (.84)
13. University policies are easily located by staff.	3.87 (.94)	3.65 (.90)	3.63 (.97)	3.58 (1.05)	3.59 (.99)	3.78 (1.20)
14. I am satisfied with the current benefits offered by the university.	4.14 (1.03)	3.90 (.82)	3.91 (.92)	3.87 (.97)	3.89 (.96)	3.43 (1.13)
15. My annual raise should reflect my last performance appraisal.	4.25 (.93)	4.27 (.86)	4.13 (.91)	4.09 (.89)	3.92 (1.05)	4.13 (.64)
16. Taking my time off, when needed, is not a problem in my area.	4.48 (.71)	4.38 (.81)	4.21 (.93)	4.30 (.77)	4.17 (.94)	3.88 (.99)
17. My computer access is adequate to obtain the information I need.	4.53 (.62)	4.57 (.60)	4.36 (.80)	4.37 (.72)	4.45 (.59)	4.44 (.53)
18. Overall, I am satisfied working at WKU.	4.36 (.78)	4.22 (.73)	4.18 (.72)	4.18 (.84)	4.20 (.89)	4.33 (.71)
19. Parking at Western has improved since last year.	2.68 (1.28)	2.85 (1.16)	2.95 (1.14)	2.99 (1.16)	3.00 (1.13)	2.86 (1.46)
20. *My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.91 (.93)	3.66 (1.09)	3.36 (1.17)	3.48 (1.13)	3.74 (1.06)	4.11 (.93)
21. WKU provides a safe campus environment.	4.32 (.54)	4.18 (.65)	4.10 (.58)	4.03 (.69)	4.16 (.62)	4.44 (.53)
22. The Staff council represents my concerns to the administrations of WKU.	3.66 (.87)	3.53 (.82)	3.60 (.90)	3.39 (1.01)	3.54 (.92)	3.89 (.78)
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.73 (.72)	3.39 (.95)	3.57 (.95)	3.57 (.99)	3.63 (.93)	4.00 (.71)
24. My unit/department practices sustainability activities.	4.16 (.72)	3.96 (.84)	3.91 (.79)	3.70 (1.00)	3.80 (.91)	4.00 (1.00)

Results by Salary Range

Table 7 reports mean ratings and standard deviations broken down by Salary Range for the 23 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 were six items addressing facet satisfaction where there were statistically significant differences in mean ratings across salary range groups. These differences are identified below. On virtually all of these items, 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.

- Staff members earning less than \$50,000 were unsure whether people have opportunities to advance at Western; those earning more than \$50,000 agreed that people have opportunities to advance at Western. Those making \$15,000 to \$25,000 were more unsure and those making \$100,000 or more agreed more that people have opportunities to advance in their career.
- Most staff members agreed that their job description reflects what they really do. However, those making \$15,000 to \$50,000 were unsure whether their job description is accurate and those making \$100,000 or more strongly agreed that their job description reflects what they actually do.
- Staff members making \$35,000 to \$100,000 were unsure whether there were enough employees in their department to handle work, while those making less than \$35,000 and \$100,000 or more agreed that there were enough employees to handle work. However, those making \$50,000 to \$75,000 were more unsure and those making over \$100,000 agreed more.
- Those making \$15,000 to \$35,000 were unsure whether promotions in their area were based on objective, performance-related criteria; other staff members agreed promotions are based on objective criteria. However, those making \$100,000 or more strongly agreed that promotions were based on objective, performance-related criteria.
- Those making \$15,000 to \$75,000 were unsure whether they were paid fairly given the job responsibilities and performance expectations; those making more than \$75,000 and those making less than \$15,000 agreed that they were paid fairly. Those making more than \$100,000 agreed more that they were paid fairly.
- Those making \$15,000 or less were unsure whether they are satisfied with the current benefits offered by the university; other staff members agreed that they are satisfied with the current benefits. Those making more than \$100,000 strongly agreed that they are satisfied with current benefits.

Table 7. Means (Standard Deviations) by Salary Range

Item Number/Item Statement	< 15k	15-25k	25-35k	35-50k	50 - 75k	75 - 100k	> 100k
	N=35	N=66	N=160	N=116	N=74	N=12	N=4
1. *I have opportunities to advance in my career at Western.	3.46 (.99)	3.02 (1.22)	3.45 (1.09)	3.32 (1.11)	3.64 (1.00)	3.92 (.79)	4.25 (.50)
2. I have the equipment and supplies to do my job well.	4.44 (.67)	4.06 (.95)	4.20 (.85)	4.20 (.82)	4.31 (.68)	4.17 (.84)	4.50 (.58)
3. *My job description reflects what I really do.	3.87 (1.02)	3.53 (1.13)	3.41 (1.24)	3.54 (1.17)	3.64 (1.15)	4.36 (.51)	4.75 (.51)
4. *There are enough employees in my section/department/office to handle the work.	4.13 (.92)	3.56 (1.20)	3.70 (1.18)	3.43 (1.20)	3.19 (1.25)	3.45 (.82)	4.50 (.577)
5. People in my area receive recognition when they should.	3.78 (1.01)	3.20 (1.24)	3.36 (1.18)	3.42 (1.14)	3.39 (1.13)	3.42 (1.17)	3.75 (1.26)
6. I am treated fairly by my immediate supervisor.	4.42 (.80)	4.11 (1.20)	4.21 (1.05)	4.30 (.98)	4.22 (.94)	4.33 (.49)	4.50 (.58)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.43 (.68)	4.16 (1.07)	4.34 (.88)	4.34 (.88)	4.45 (.80)	4.49 (.71)	4.33 (.50)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.18 (1.04)	3.88 (1.26)	3.92 (1.18)	4.03 (1.17)	4.04 (1.13)	4.17 (.84)	4.50 (.58)
9. Employees in my section/department/office work cooperatively with each other.	4.34 (.87)	3.91 (1.07)	3.92 (1.13)	3.99 (.94)	4.14 (.91)	4.17 (.72)	4.50 (.58)
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.	3.60 (1.00)	3.00 (1.34)	3.29 (1.26)	3.53 (1.11)	3.59 (1.11)	4.00 (.85)	4.75 (.50)
11. *I am paid fairly for my job, given the job responsibilities and performance expectations.	3.69 (1.20)	2.91 (1.31)	2.93 (1.31)	3.16 (1.16)	3.34 (1.20)	3.58 (1.24)	4.25 (1.50)
12. The performance appraisal process is fair.	3.65 (.75)	3.53 (1.15)	3.49 (1.05)	3.58 (.95)	3.72 (.84)	3.58 (1.38)	4.25 (.957)
13. University policies are easily located by staff.	4.06 (.81)	3.68 (.98)	3.62 (.90)	3.50 (1.06)	3.55 (1.00)	4.00 (.95)	4.25 (1.50)
14. *I am satisfied with the current benefits offered by the university.	3.48 (1.2)	3.97 (.98)	4.05 (.79)	3.75 (.91)	3.74 (1.02)	4.08 (1.00)	4.75 (.50)
15. My annual raise should reflect my last performance appraisal.	3.77 (1.11)	3.95 (1.08)	4.18 (.96)	4.15 (.76)	4.24 (.90)	4.25 (.62)	4.50 (.58)
16. Taking my vacation days, when needed, is not a problem in my area.	4.48 (.72)	4.23 (.88)	4.22 (.93)	4.33 (.76)	4.34 (.82)	4.33 (.78)	4.50 (.58)
17. My computer access is adequate to obtain the information I need.	4.45 (.81)	4.26 (.85)	4.45 (.71)	4.42 (.70)	4.54 (.53)	4.36 (.67)	4.75 (.50)
18. Overall, I am satisfied working at WKU.	4.38 (.80)	4.11 (.90)	4.23 (.78)	4.13 (.81)	4.25 (.66)	4.58 (.52)	4.50 (.57)
19. Parking at Western has improved since last year.	3.22 (1.40)	2.67 (1.10)	2.83 (1.12)	2.95 (1.13)	3.07 (1.19)	3.20 (.92)	2.75 (1.71)
20. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.90 (1.14)	3.70 (1.14)	3.52 (1.20)	3.52 (1.10)	3.38 (1.00)	3.67 (.78)	4.25 (.96)
21. WKU provides a safe campus environment.	4.34 (.48)	4.12 (.67)	4.13 (.56)	4.07 (.74)	4.12 (.62)	4.33 (.65)	4.50 (.58)
22. The Staff Council represents my concerns to the administration of WKU.	3.52 (.77)	3.44 (.94)	3.56 (.91)	3.48 (.91)	3.52 (.97)	3.91 (.83)	3.75 (.96)
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.94 (.73)	3.61 (.99)	3.40 (.96)	3.53 (.92)	3.53 (.95)	3.83 (.84)	4.25 (.96)
24. My unit/department practices sustainability activities.	4.17 (.60)	3.71 (1.05)	3.88 (.86)	3.88 (.86)	3.86 (.87)	3.67 (1.07)	4.00 (.82)

* Analysis of variance indicates significant differences among the means by salary group ($p < .05$)

Results by Division

Table 8 reports the mean ratings and standard deviations broken down by Division for the 23 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 8 are reported in the order in which the items appeared on the survey instrument. The 2011 Staff Satisfaction Survey inadvertently omitted Student Services as a response option; in 2009 Student Services was included in the Campus Services/Facilities Division. In 2011, individuals who wrote in that they were part of Student Affairs were included as part of the Campus Services/Facilities Division. The inadvertent omission of Student Affairs likely is reflected in an increased number of respondents in the Other Division and a decrease in the Campus Services/Facilities Division as compared to 2009. In 2009 there were 102 (20%) respondents who identified Student Affairs/Campus Services/Facilities; in 2011, 69(14%) reported being part of Campus Services/Facilities. In 2009, 85 (17%) identified Other as their division; in 2011, 108 (23%) reported Other as their Division. Given the problem of omitting Student Affairs as a Division option, the results for Campus Services/Facilities and Other should be interpreted with caution as it is unclear which employees are in those categories.

All divisions agreed that employees in their section/department/office work cooperatively with each other, that promotions and advancements are based on objective performance criteria, that their annual raise should reflect their last performance appraisal, that they are satisfied with WKU overall, that the staff council represents their concerns to administration, and that their unit/department practices sustainability activities. All divisions were unsure whether they are paid fairly for their job given the job responsibilities and performance expectations.

As seen in Table 8, on 16 of the 24 survey items, statistically significant differences in mean agreement were found as a function of Division. However, on 7 of the 15 items where statistical differences in mean agreement were found, differences between divisions lacked practical significance as there were no differences across Divisions in the response category. That is, despite statistically significant differences, the Division responses reflected the same degree of agreement.

On the following 9 items, statistically significant differences in mean agreement across Divisions also reflected practical differences in degree of agreement.

- Campus Services/Facilities were unsure about career advancement as Western, while Finance and Administration agreed that they have opportunities to advance their careers.
- All divisions agreed that they have the equipment and supplies to do their job well, but Campus Services/Facilities only slightly agreed.
- All divisions agreed that their job description reflects what they really do, but Campus Services/Facilities and Information Technology agreed slightly less and Finance and Administration agreed slightly more.
- Development and Alumni and Information Technology were unsure whether there are enough employees in their section/department/office to handle the work. Academic Affairs, Campus Services/Facilities, Other, and Finance and Administration agreed that there are enough employees to handle the work; Finance and Administration agreed slightly more that there are enough employees to handle the work.

- Development and Alumni, Campus Services/Facilities, and Academic Affairs were unsure whether people in their area receive recognition when they should; the Development and Alumni Division was more uncertain than was the Academic Affairs Division. Information Technology, Finance and Administration, and Other agreed that people in their area receive recognition when they should.
- All Divisions agreed that their supervisor follows university policy concerning time away from the job for taking classes or attending training opportunities. Campus Services/Facilities agreed slightly less; Information Technology strongly agreed.
- Campus Services/Facilities and Development and Alumni were unsure whether the performance appraisal process is fair. Academic Affairs, Finance and Administration, Information Technology, and Other agreed that the performance appraisal process is fair.
- All Divisions agreed that they are satisfied with current benefits offered by the university. However, Information Technology agreed slightly less and Finance and Administration and Development and Alumni agreed slightly more that they are satisfied with the current benefits.
- All Divisions agreed that their computer access is adequate to obtain the information they need. However, Campus Services/Facilities agreed slightly less and Development and Alumni and Information Technology strongly agreed that their computer access is adequate.

Table 8. Means (Standard Deviations) by Division.* Analysis of variance indicates significant differences among the means by division ($p < .05$)

Item Number/Item Statement	Academic Affairs <i>N=150</i>	Development and Alumni <i>N=18</i>	Finance and Administration <i>N=41</i>	Information Technology <i>N=50</i>	Campus Services/Facilities <i>N=69</i>	Other <i>N=108</i>
1. *I have opportunities to advance in my career at Western.	3.33 (1.1)	3.33 (1.09)	3.78 (.92)	3.46 (.97)	3.10 (1.17)	3.65 (1.07)
2. *I have the equipment and supplies to do my job well.	4.26 (.80)	4.22 (.43)	4.34 (.66)	4.46 (.65)	3.75 (1.15)	4.31 (.65)
3. *My job description reflects what I really do.	3.45 (1.26)	3.44 (1.04)	4.10 (.66)	3.36 (1.28)	3.32 (1.23)	3.76 (1.15)
4. *There are enough employees in my section/dept/office to handle the work.	3.54 (1.21)	2.61 (1.46)	3.88 (1.03)	3.12 (1.30)	3.55 (1.21)	3.74 (1.07)
5. *People in my area receive recognition when they should.	3.36 (1.11)	2.67 (1.09)	3.53 (1.11)	3.52 (1.11)	3.09 (1.38)	3.67 (1.09)
6. I am treated fairly by my immediate supervisor.	4.21 (1.06)	4.06 (1.11)	4.22 (1.01)	4.46 (.61)	3.97 (1.27)	4.40 (.86)
7. *My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.34 (.88)	4.44 (1.04)	4.40 (.74)	4.62 (.60)	4.09 (1.00)	4.48 (.77)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.99 (1.14)	4.00 (1.19)	4.20 (1.05)	4.14 (1.03)	3.62 (1.34)	4.1 (1.15)
9. *Employees in my section / department / office work cooperatively with each other.	3.96 (1.04)	3.72 (1.13)	4.17 (.75)	4.02 (.89)	3.86 (1.10)	4.30 (.88)
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.	3.46 (1.22)	3.22 (1.06)	3.39 (1.26)	3.55 (1.04)	3.05 (1.39)	3.65 (1.10)
11. *I am paid fairly for my job, given the job responsibilities and performance expectations.	3.01 (1.28)	2.78 (1.35)	3.38 (1.10)	3.06 (1.35)	2.78 (1.36)	3.43 (1.20)
12. *The performance appraisal process is fair.	3.61 (.96)	3.33 (1.03)	3.71 (.96)	3.78 (.79)	3.09 (1.27)	3.79 (.86)
13. University policies are easily located by staff.	3.62 (.95)	3.44 (1.25)	3.68 (1.02)	3.62 (1.09)	3.54 (.93)	3.79 (.94)
14. *I am satisfied with the current benefits offered by the university.	3.92 (.84)	4.28 (.75)	4.12 (.81)	3.58 (1.11)	3.81 (.93)	3.93 (.96)
15. *My annual raise should reflect my latest performance appraisal.	4.27 (.81)	4.24 (.437)	4.15 (.80)	4.25 (.86)	3.85 (1.16)	4.04 (.98)
16. Taking my time off, when needed, is not a problem in my area.	4.30 (.91)	4.00 (1.19)	4.17 (.89)	4.59 (.61)	4.31 (.74)	4.24 (.84)
17. *My computer access is adequate to obtain the information I need.	4.44 (.73)	4.64 (.49)	4.27 (.74)	4.71 (.46)	4.22 (.96)	4.49 (.56)
18. *Overall, I am satisfied working at WKU.	4.16 (.87)	4.33 (.59)	4.22 (.79)	4.23 (.66)	3.97 (.91)	4.39 (.65)
19. Parking at Western has improved since last year.	2.77 (1.17)	3.17 (.92)	2.93 (1.16)	3.04 (1.27)	2.92 (1.33)	3.01 (1.07)
20. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.53 (1.21)	3.00 (1.24)	3.49 (1.05)	3.65 (.97)	3.58 (1.08)	3.66 (1.10)
21. WKU provides a safe campus environment.	4.09 (.70)	4.24 (.44)	4.07 (.72)	4.18 (.67)	4.09 (.59)	4.23 (.54)
22. *The Staff Council represents my concerns to the administration of WKU.	3.45 (.94)	3.78 (.73)	3.51 (.84)	3.71 (.87)	3.24 (1.02)	3.63 (.84)
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.44 (1.03)	3.22 (.94)	3.61 (.77)	3.66 (.94)	3.45 (1.01)	3.68 (.82)
24. *My unit/department practices sustainability activities.	3.86 (.95)	4.00 (.77)	3.93 (.72)	3.85 (.88)	3.60 (1.05)	4.07 (.68)

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 2011, 147 respondents expressed 186 concerns; 331 respondents did not express a top concern. The 2011 comments were subjected to a Q-sort to group the comments into meaningful categories. The number of comments in each of 15 categories is listed in Table 9. The complete listing of identified concerns (grouped into these categories) may be found in Appendix B.

Table 9. Categories of Top Issues and Number of Responses Per Category

^a 2005-2008 Promotions category included comments about promotions *and* raises.

Category	Number of Comments					
	2011	2009	2008	2007	2006	2005
No Additional Comments	331	289	252	363	386	347
Miscellaneous Issues	32	32	32	22	30	14
Compensation and Benefits	86 (46%)	143 (49%)	94 (35%)	105 (47%)	174 (51%)	207 (53%)
Pay/Salary Issues/Raises	52	98	39	49	32	81
Benefits (health insurance, vacation, sick leave, etc.)	20	19	26	33	56	90
Promotions ^a	12	9	22	19	54	36
ORP/Retirement	0	4	7	4	32	NA
Job Security	2	13	NA	NA	NA	NA
Logistics and Facilities	34 (18%)	68 (23%)	84 (31%)	69 (31%)	71 (21%)	97 (25%)
Not Enough Staff/Resources Funding/Budget	12	29	40	15	19	32
Parking	10	27	19	29	18	19
Facility Quality (air quality, space, etc.)	8	7	18	10	11	15
Summer Hours/Spring Break/Christmas Break	4	5	7	15	23	31
Management and Supervision	34 (18%)	49 (17%)	60 (22%)	28 (13%)	57 (17%)	74 (19%)
Unfair Treatment (non-salary and non- performance evaluation issues; diversity)	11	19	18	7	19	18
Ability to Express Concerns/Give Input/Communication Issues	4	5	14	10	14	16
Supervision/Management	15	13	14	8	17	23
Training Opportunities	1	6	8	1	5	5
Performance Evaluations	3	6	6	2	5	9
TOTAL NUMBER OF COMMENTS	186	292	270	224	341	394

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 fewer than half of the respondents wrote comments; thus, more than 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 186 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” ($M = 4.20$).

Inspection of Table 9 indicates that employees are most concerned with Compensation and Benefit Issues. By far, the most frequent topic of concern was Pay/Salary Issues/Raises (52 responses). The next most frequent topics of concern were Benefits (health insurance, vacation, sick leave, etc.; 20 responses) and Supervision/Management (15 responses). The area of Compensation and Benefits continues to receive the most comments across the years 2005 to 2011.

Conclusions

The results of the 2011 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 23 items tapping satisfaction with specific facets of the job, there were no items with which employees strongly agreed; there was agreement with 18 items; there were 5 items for which employees were unsure whether they agreed with the item or not. In 2009, there was one item with which employees disagreed (i.e., “The last raise I received reflected my last performance appraisal.”), however this item was not included on the 2011 survey. In 2011, as in 2007 and 2008, employees expressed the least agreement with the statements that parking has improved since last year. In 2009, staff members were unsure if WKU provided a safe campus environment; in 2011, staff members indicated they agreed that WKU provides a safe campus environment.

Generally, full-time and part-time employees were consistent in their pattern of responses, as were male and female staff members. However, in general, those who are younger and have fewer years at WKU expressed stronger agreement with items than did those who were older and with more tenure. 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. There were differences in responses as a function of Division. As in 2009, the open-ended responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises.

Overall, the results obtained for the 2011 Staff Satisfaction Survey are very similar to results obtained for the 2009, 2008, 2007, 2006, and 2005 Staff Satisfaction Surveys.

APPENDIX A:

The 2011 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 Monday, January 24, 2011 to Diane Carver, Administrative Systems and Applications, MMTH 364.

Please mark the appropriate response.

Not Applicable	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. I have opportunities to advance in my career at Western.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. I have the equipment and supplies to do my job well.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. My job description reflects what I really do.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. There are enough employees in my section/department/office to handle the work.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. People in my area receive recognition when they should.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6. I am treated fairly by my immediate supervisor.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8. I am comfortable in discussing my job-related concerns and issues with my supervisor.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	9. Employees in my section/department/office work cooperatively with each other.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11. I am paid fairly for my job, given the job responsibilities and performance expectations.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12. The performance appraisal process is fair.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	13. University policies are easily located by staff.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	14. I am satisfied with the current benefits offered by the university.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	15. My annual raise should reflect my latest performance appraisal.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	16. Taking my time off, when needed, is not a problem in my area.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	17. My computer access is adequate to obtain the information I need.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	18. Overall, I am satisfied working at WKU.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	19. Parking at Western has improved since last year.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	20. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	21. WKU provides a safe campus environment.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	22. The Staff Council represents my concerns to the administration of WKU.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	23. If a situation occurred, I would feel comfortable contacting the Ombuds Officer.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	24. My unit/department practices sustainability activities.

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

25. Employment category:	26. Years of employment:	27. Salary range:	28. Age:
<input type="checkbox"/> part-time	<input type="checkbox"/> less than 1	<input type="checkbox"/> less than \$15,000	<input type="checkbox"/> < 25
<input type="checkbox"/> full-time	<input type="checkbox"/> 1-5	<input type="checkbox"/> \$15,001 - \$25,000	<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"/> 21 or more	<input type="checkbox"/> \$75,001 - \$100,000	<input type="checkbox"/> > 65
		<input type="checkbox"/> \$100,001 or more	
29. Gender:	30. Division:		
<input type="checkbox"/> Male	<input type="checkbox"/> Academic Affairs (Gordon Emslie)		
<input type="checkbox"/> Female	<input type="checkbox"/> Development and Alumni (John Paul Blair)		
	<input type="checkbox"/> Finance and Administration (Ann Mead)		
	<input type="checkbox"/> Information Technology (Bob Owen)		
	<input type="checkbox"/> Campus Services/Facilities (John Osborne)		
	<input type="checkbox"/> Other (Ross Bjork, Robbin Taylor, President's Office, etc)		

31. Please list your top issues or concerns:

APPENDIX B:

**Responses to the Open-Ended Item:
Please list your top issues or concerns.**

Appendix B:

No Additional Comments

I have no additional comments. (N = 332)

Pay/Salary Issues/Raises (N = 52)

Would love to see annual salary reflect actual job responsibilities.

Salary increase.

Sarreries should not be easily accessible to the general public.

Salary-raises

money!!!

I would work at WKU if I never received a raise in pay but I don't think its right to go for years without a raise even if you are permanent part time.

A salary increase in the future would be niceto have.

\$

pay increases

the work load keeps increasing along with std enrollment and mort grants, but the pay doesn's change.

I am working harder for the same pay not too fair.

Like to get paid what the industry standard is for my job.

Raises. Raises. Raises.

What raise- if one gets a raise of 10% everybody should. The president and others get more in their raise than I make and that is not fair.

Better pay.

My main concern is that professional staff categories are inaccurate in description and pay compensation. The ranges of both are far too broad to reflect an accurate compensation to job duty rates.

Salary

My raise isn't based on my excellent evaluations. Anyone who gets subpar or mediocre performance evaluations gets the exact same wage increase. I wish WKU was more of a mediocracy than it is.

raises.

If raises are not going to be given, bonuses should be.

Inadequate pay and raises.

Lack of pay raise for cost of living.

BSA's should start at \$10 an hr. They should also be paid more when hired with cleaning experience and college hrs or a degree.

Staff raises,

Lack of salary increase and increasing cost for health coverage

salary

Lack of raise yearly.

Fair treatment/ wages.

I feel the salary in my department is low.

my only concern is money. My current job salary. I feel that because I don't have a higher degree, I'm being paid \$5000 less than a fellow employee even though mmy annual reviews are significantly higher and job responsibilities more. Other than that, I love & enjoy being employed at WKU..

need a raise.

salary

Inprove salary.

salary.

pay scale.

Should have annual pay raises.

Raises and fair pay.

No annual raises.

Salary

Salary are often too low for position expectations.

My area is under staffed for what is expected of us and in comparison to other benchmark institutions my area and my job position is under paid and not competitive.

Western is the worse when it comes to raises for faculty and staff. Shows no appreciation for those who make Western work.

I do not feel I am paid fairly when compared to others in my department, but I have been compensated slightly to get more on track with others in my department.

3, 10, and 11.

I am on the grounds crew and my main issue is that we are severly underpaid for the work we do and especially underpaid with the work environment we work in, as far as the extreme heat in the summer and cold in the winter. I do not understand why we are so underpaid when we do an excellent job at keeping the campus looking so good like we do.

salaries have not increases at the same rate as rise in cost of living.

Tired of raises being the same as everyone elses although appraisals excellent. Everytime you get new supervisor, you have to start over.

Pay rate compared to non academic pay. Love my job, just wish pay was better- especially whe n compared to upper division pay increases.

My only complaint about my job is that my pay is inadequate. Other than that, I'm very happy and content here at WKU.

Lack of raises and how merit of work is not always the venue for awarding raises.

People are getting hired at the pay it has taken me 15 years to make. Favoritism in the department has gone too far.

it is all about who you know herre at wku in order to advance or get a raise.

Bonus at Christmas time would be nice.

Benefits (Health Insurance, Vacation, Sick Leave, etc.) (N=20)

Insurrance- the high end copays are too expensive. It is supposed to be the best plan but \$25 copay is ridiculous! It costs me \$50 just 2 kids to the doctor!

Cost for health benefits personal and family.

Benefits! Why should employees who elect not to use the insurance at WKU not receive the same amount in their flex account that WKU spends on employees who do? If I don't use it you get it back, but to not treat all employees the same is not good for morale.

insurance is too expensive.

parking insurance & benefits

Unpaid maternity leave. Other than that I love working here and feel employes are treated great.

I would like to have the ability to pay for life Insurance on my husband who is over 70 years old.

Wondering if I will ever get any credit for all the sick leave and vacation time I have given up over the years. I am concerned that the morale of my co workers is declining. I am concerned that some co workers are gone so much they can not do their jobs well.

I'm considering part time but I work 35 hrs a week with little to no benefits. That doesn't seem fair.
benefits

Need better dental plan options- this is key to overall good health.

Benefits.

Wish there were more diverse health insurance options, such as including a HDHP with a lower premium.

Health care benefits and pricing.

I would like to use my benefit of college tuition for a child to be one grandchild if my children are too old. I lose that benefit.

Benefits have decreased,
health benefits.

Having fees at Preston Center for staff in my salary range

I do miss the health fair and the option of getting the free blood draw and the incentive to earn the extra day off. That was a nice perk.

HR is unresponsive as a whole, don't believe they are as effective as they could/should be.

Promotions/Career Issues (N=12)

There are no opportunities except to apply for other jobs and move around a lot from department to department. It is easier for a department to hire someone off the street at a higher pay than to promote within.

opportunities for advancement.

My department is very small, therefore there are few opportunities for advancement.

Promotions and salary based on performance.

Lack of career advancement opportunities pay raises for select few in dept.

Lack of promotability within my department.

Not able to advance in my career.

Promotions and advancement are based on who likes who and not on merit.

Opportunities for promotion.

job promotions

advancement opportunities.

selections. There have been instances in which persons were preselected for positions even before the job was announced.

ORP/Retirement (N=0)

Job Security (N=2)

Job Security

Becoming full time.

Not Enough Staff/Resources/Funding/Budget (N=12)

Not enough money or support to do my job effectively and efficiently.

Love what I do and who I work for, but there are never enough of us to get the job done.

Budget reductions.

Adequate staffing across the campus.

The technology is old. Staff who travel frequently should be required to have a university cell phone plan (those who travel <100 miles per week) due to safety concerns and lack of time spent with access

to business line.

Staff funding

Lack of updated equipment necessary to do job.

Funding for equipment to keep my area at the proper level. Not enough funding built into budget, budget cuts.

I don't feel that as WKU expands the number of students it has, the academic affairs support staff in expanding to keep up. We need more staff.

Budget.

Availability for update of computers to do our jobs better for all areas and departments. Mine is 9 years old and has crashed 3 times this fiscal year alone! Department does not have revenue to replace our computers.

Parking (N=10)

And parking is still terrible.

Parking is too expensive.

Parking

Better parking.

Parking.

Parking costs too high for low paid staff.

Concerns include lack of adequate parking

Campus access for cars.

Parking is still not generally adequate.

Parking

Quality of Facilities (air quality, space, etc.) (N=8)

Possible radon plus black mold.

Can see the the mold in the HVAC vents.

No heat in my office for months.

smoking still occurring in front of EST building.

Larger work space and more student workers.

Water drainage issues in chestnut parking lot. Had to jump over six feet of water to get to work.

Unfortunately didn't make it and feet were wet all day.

Smoking ban in office/class room buildings.

some parts of campus still lack appropriate lighting at night.

Summer Hours/Spring Break/Christmas Break (N=4)

Day off given at spring and fall break.

Would like spring break off. Would like to be able to use sick time for weather related call ins.

making sure we don't lose two weeks at christmas.

If were going green to save energy, wku needs a return of that three week shut down and a one or two week summer shutdown.

Unfair Treatment

(non-salary and non-performance evaluation issues; diversity) (N=11)

If you do not have a PHD, you don't exist.

Good ole boys network. Women are not treated fairly.

Difference in respect given to support staff and professional staff. Both jobs are equally important.

Equaity and farness.

Sexism in the workplace.

Preferential treatment of faculty/staff/ students by department head.

unfair supervisors who has sexist tendencies and spreads rumors.

My division is left off this instrument and tends to find itself on the bottom of the totem pole fairly often in university recognition and decisions.

Some of my duties (that have nothing to do with my main job) is only because my supervisors favorite staff member didn't want to do it, si I got eht extra workload.

Department head shows favoritism and says there may not be enough funds to continue her job.

How some departments charge for services, and others do not.

Ability to Express Concerns/Give Input/Communication Issues (N=4)

When departments have policy changes they are not always shared with the appropriate persons.

As an athletics staff member, I would appreciate a list of point people in each inity of the university.

Better communication from the top down.

Clear communication from administration.

Supervision/Management (N=15)

VP's not being supervised or held accountable.

bad managers and supervisors.

Accountability of supervisor to abide by vacation/sick leave policy.

The management I have to work for is not trained and have very little knowledge on how to manage the work we do.

supervisor is unqualified & unsuitable for management position.

My supervisor is married to another supervisor under the same manager.

Need to get rid of sodexo managers. They don't do their job right and can discriminate against anybody they want! WKU is a college for teachers but can't manage their own people that's wrong. Supervisor can get by with playing favorites and management will do nothing about it because they say the job gets done.

Leadership of our department by the department head and Dean- staff feedback is not available and should be.

Supervisor leadership and co workers attitude.

Management

Lack of training for supervisors, and in some instances, lack of concern by supervisors.

Higher administration needs to support politicks.

Supervisor not trained.

My department head is extremely unperfessional. He treats student's as colleagues and faculty as underlings. It helps to be related to someone higher up.

main concern is that my supervisor is abusing student work hours. They are more like friends. Ther nap, do homework, watch movies, and even drink together on university property while on the clock.

Training Opportunities (N=1)

Training

Performance Evaluations (N=3)

Don't see correlation between performance appraisal and salary raises. Appraisal process good to mark completed goals and to generate discussion but useless otherwise.

Appraisals are not done fairly- I have been marked down because the supervisor does not like me.

Opportunities are given for some in the office but not for all. Some are allowed to take classes or teach classes during hours while others are denied that opportunity. Lunch is only break given. Very unhappy with how office and office politics operate but I know if I complain to others and my other supervisors find out- it will only be worse.

There is too much playing favorites for adequate promotion. Not paid for doing a good job just rewarded with doing other people's work.

Miscellaneous Issues (N=32)

fragmented organizational structures.

Lack of student affairs on item 30.

Since parttime, returning from retirement did not answer some questions- only in dep short time.

Hope when they start attending class for masters it wont affect work or vice versa.

Question 9 is hard to answer. People in my section work great together. But outside my section I would strongly disagree.

Undercompensation for work performed,

Get rid of ?. They stop us from doing our job right & safely.

why did student affairs get left off? HB

Faculty. They are lazy. They are never held accountable for their actions or inactions. Instead of being WKU-focused, they are "me" focused. Shameful.

Flexibility of work schedule

WKU is a great place to be!

Being able to hire the best person for an open position, and being able to replace them if they don't perform well or aren't a good fit.

Would like to see the staff health fair return.

inappropriate hiring practices.

Decision to locate new P.D. is not good. Should have been in service supply building.

Division is Admissions.

Need another auditorium on campus.

Better job title.

Ombuds for wku = failure, termination

I really enjoy working at wku and the people I work with.

Job postings should take into experience of current employees rather than a degree. Example financial aid.

Flexible work hours.

Policies are old and hard to locate. Policies are often gray with little guidance from HR.

I would like consideration given to 4 day work weeks. 36 hours/ 9 hours a day.

Availability of electronic w-2's sooner would be helpful for tax time.

Campus mail is too slow and gets lost.

Raises.

Wish a strong development of WKU's academic affairs in near future. It's possible , just put in effort and time by

everyone.

We have a long-term employee in the office who is rude and hateful to co-workers.

staff computer upgrades

the all the departments in my area follow procedures and stop playing by their rules

staff is not provided computers when faculty are.