



**Western Kentucky University
Staff Satisfaction Survey
– 2017 –**

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Staff Satisfaction Survey
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Executive Summary**

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered March 2017. The 2017 Staff Council added 19 new items to the 24 items from the 2011 Survey. Thus, the 2017 Staff Satisfaction Survey instrument consisted of 42 Likert-type items addressing specific facets of the job and a 43rd item that 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. All WKU staff were invited to respond to the survey; 575 (547 full-time; 28 part-time) employees returned completed the survey.

The results of the 2017 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 42 items tapping satisfaction with specific facets of the job, there were two items with which employees strongly agreed, “Christmas Break is an important benefit to me” (Item 13) and “Christmas break and the summer hours schedule is an important benefit for me” (Item 15). There was agreement with 19 items; there were 21 items for which employees were unsure whether or not they agreed with the item. The two lowest rated items this year were “The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation” (Item 17) and “I am paid fairly for my job” (Item 17). One item on the survey among the 19 new items added by the 2017 Staff Council was “I have a Conceal & Carry License.” This item was included among the items rated on the 5-point scale, although it should have been rated as either Yes/No/Unsure or Prefer Not to Say. Because of the inappropriate rating scale, the results for this item are ambiguous and are discussed in more detail later in the report.

There were three items that demonstrated practical as well as statistically significant differences from 2011 to 2017. Participants agreed with all three items in 2011; however, in 2017 participants indicated they were unsure with all three items. Those three items are: Item 8: “I am satisfied with the current benefits offered by WKU;” Item 19: “My job description reflects what I really do;” Item 32: “There are enough employees in my section/department/office to handle the work.”

Generally, full-time and part-time employees were consistent in their pattern of responses; there were ten items on which part-time employees agreed more than did full-time employees. When responses were broken down by gender, age, length of tenure at WKU, salary range, and division, there were similar or fewer numbers of items on which there were differences in responses as a function of these demographics. In general, those who have fewer years at WKU expressed stronger agreement with items than did those 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 2011, the 2017 open-ended responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises (126 comments), followed by benefits (65 comments). Some 313 respondents did not list a top issue or concern.

Overall, the results obtained for the 2017 Staff Satisfaction Survey are similar to results obtained for the 2011, 2009, 2008, 2007, 2006, and 2005 Staff Satisfaction Surveys.



Western Kentucky University
Staff Satisfaction Survey
 – 2017 –

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered March 2017. The Staff Satisfaction Survey was last administered in January 2011. All WKU staff were invited to complete the survey online; 575 employees (547 full-time; 28 part-time) completed the survey (477 surveys were returned in 2011; 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 2017 Staff Council added 19 new items to the 24 items from the 2011 Survey. Thus, the 2017 Staff Satisfaction Survey instrument consisted of 42 Likert-type items addressing specific facets of the job; a 43rd 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 also was 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.

Demographics

Six items requested demographic information from respondents. Response rates for these demographic categories are reported below.

Employment Category. Some 547 employees indicated full-time employment with the university; 28 employees indicated part-time employment.

Gender. Some 141 employees indicated they were male; 423 indicated they were female; 4 indicated other; 7 gave no response to this item.

Age. Some 29 employees indicated they were 25 or younger; 135 indicated they were 26-35 years old; 154 indicated they were 36-45 years old; 127 indicated they were 46-55 years old; 110 indicated they were 56-65 years old; 16 indicated 65+ years of age; 4 gave no response to the item. In 2017, the median Age range was 36-45 years old, as was the case in 2011, 2009, 2008, and 2007.

Employment Tenure. Results for tenure are: 43 employees reported they had been employed at WKU less than 1 year; 179 employees had been employed for 1-5 years; 125 employees for 6-10 years; 95 employees for 11-15 years; 68 employees for 16-20 years; and 62 employees for more than 20 years. The median tenure response fell in the 6 to 10 year category; 22.7% have been employed by WKU for more than 15 years.

Salary Range. Results for salary range are: 15 employees reported they receive a salary of less than \$15,000; 34 employees reported a salary of \$15,001-\$25,000; 203 employees reported a salary of \$25,001-\$35,000; 207 employees reported salaries of \$35,001-\$50,000; 79 employees reported salaries of \$50,001-\$75,000; 24 employees reported salaries of \$75,001-\$100,000; and 7 employees reported a salary of more than \$100,000. The median salary fell within the \$35,001 to \$50,000 range.

Division. For the 2017 Staff Satisfaction Survey, there were 219 responses from Academic Affairs; 33 responses from Campus Services; 56 from Information Technology; 45 from Finance and Administration; 19 from Development and Alumni Relations; 24 from Student Affairs; 118 respondents were from Other, which included those who report to Robin Taylor, the President's Office, or others.

It should be noted that Student Affairs was inadvertently omitted from the response categories for Division that were provided for the survey by the Staff Council. Once this omission was discovered, Student Affairs was added to the online survey. Some early respondents from Student Affairs likely indicated Other as their Division; as such, this would group them with the Athletic Department, the President's Office, and Robin Taylor's staff. Thus, it is likely that the number of respondents for Student Affairs under represents the actual number of respondents from Student Affairs and that the number for Other is over represented; thus, results for both of these groups should be regarded with caution.

Interpretation of Results for the Satisfaction Ratings

The Staff Satisfaction Survey instrument consisted of 42 Likert-type items addressing specific facets of the job; a 43rd item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). A sixth option "Not Applicable" also was available for each item. Responses for an item indicating Not Applicable were not included in the analyses for that item. Other than for the analysis examining differences between full-time and part-time staff members, responses from the 28 part-time employees were not included in the analyses.

Reliability analyses were conducted across ratings on all items. Internal consistency analysis revealed a Cronbach's alpha of .88, indicating the items are tapping a common underlying construct, presumably job satisfaction.

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 2017, as in 2011, 2008, 2007, 2006, and 2005, there were no items for which the mean rating fell into the Strongly Disagree range.

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.

For each of the analyses by demographic category, differences between categories that reached statistical significance are identified. It should be noted that these differences need to be interpreted with caution. With a large sample such as we have the 2017 Staff Satisfaction Survey, small differences in means can reach statistical significance yet have little practical significance. For example, means of 4.00 and 4.27 may be statistically significant. However, both means indicate that respondents agree with the item; thus, there is no practical significance between these two means. Accordingly, practically significant differences for items in each demographic category are reported as well.

There are several survey items that merit clarification. 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,” and was retained in the 2017 survey (Item 24). Although respondents agreed with this item, the wording of the current item does not allow conclusions about satisfaction with pay raises for 2011 or 2017.

Two items added by the Staff Council in 2017 dealt with Conceal and Carry on campus: Item 34: “I know the Conceal & Carry Policy for WKU,” and Item 35: “I have a Conceal & Carry License.” Item 34 fit well with the Disagree to Agree scale; the mean rating was 3.20 (SD = 1.11), indicating that on average, WKU staff are unsure about the WKU Conceal & Carry Policy. Item 35: “I have a Conceal & Carry License” does not fit well with the Disagree to Agree scale; it would have been more appropriate to rate this item as No/Yes/Unsure or Prefer Not to Say. The ratings for Item 35 were distributed such that 256 staff members indicated the item did not apply to them, 100 strongly disagreed, 117 disagreed, 5 were unsure, 36 agreed, and 57 strongly agreed. The results for this item should be interpreted with caution; one interpretation is that 93 staff members have a Conceal & Carry License, 5 are unsure whether they have such a license, and the remaining 473 likely do not have a Conceal & Carry License.

Ratings across All Respondents

Ratings Clustered by Topic

Table 1 contains the mean rating across all respondents and the standard deviation for each of the 42 items measuring facet satisfaction and the overall job satisfaction item. The items in Table 1 are categorized into groups based on their content. The mean and standard deviation are reported for each item as well as the mean and standard deviation across all items within a group.

Inspection of Table 1 indicates that, overall, WKU staff members agree that they are satisfied working at WKU. Across the survey items on Campus Safety, employees slightly agreed, with means ranging from unsure for having adequate campus safety training and good air quality to agreeing that they felt safe on campus during the day and that WKU provides a safe campus.

Across all items concerning Benefits, employees agreed, with items ranging from being unsure about their satisfaction with health insurance and current benefits to strongly agreeing that Christmas break and summer hours are important benefits.

Across all items concerning Personnel Policies and Practices, employees indicated they were unsure. Items receiving the lowest ratings (Items 21 and 17) addressed fair and appropriate pay and compensation. The item that received the highest rating in this group (Item 24) was that annual raises should reflect recent performance appraisals ($M = 4.10$). Mean ratings for all other items in this group fell at the unsure level; that is employees were unsure whether they agreed or disagreed with each item.

Across all items in the Supervisor and Resources group, staff members indicated they agreed. In fact, as a group, this set of items received the highest mean ratings. Staff members agreed with all items in this group with two exceptions. Employees were unsure whether supervisors have received adequate training (Item 30) and whether there are enough employees in their unit to handle the work (Item 32).

Across all items in the final group of Other Policies and Issues, staff members indicated they were unsure. There was agreement with only two items: Item 36: I am aware of the smoking policy for WKU, and Item 42: My unit/department practices sustainability activities. On the remaining eight items in this group, employees indicated they were unsure whether they agreed or disagreed with each item.

Table 1. Mean Ratings and SDs Across All Respondents Clustered by Topic

Overall Satisfaction	Mean	SD
43. Overall, I am satisfied working at WKU	4.07	0.77
Campus Safety	Mean	SD
Overall for this group	3.70	0.91
2. I feel safe on campus during the daytime	4.40	0.58
1. WKU provides a safe campus	4.10	0.63
3. I feel safe on campus at night	3.72	0.86
5. The air quality in my building/work environment is good	3.22	1.21
4. I have had adequate campus safety training including active shooter training	3.04	1.26
Benefits	Mean	SD
Overall for this group	3.87	0.93
13. Christmas Break is an important benefit to me	4.86	0.42
15. Christmas break and the summer hours schedule is an important benefit for me	4.81	0.50
14. I am satisfied with the summer hours schedule	4.35	0.86
16. Staff should be off during Spring and Fall Break	3.93	1.18
10. I am satisfied with our Vision Insurance	3.56	1.00
11. I am satisfied with our Dental Insurance	3.52	1.03
12. I am satisfied with the Health/Wellness Tier Options	3.42	1.15
8. I am satisfied with the current benefits offered by WKU	3.34	1.06
9. I am satisfied with our Health Insurance	3.09	1.19
Personnel Policies and Practices	Mean	SD
Overall for this group	3.20	1.09
24. My annual raise should reflect my latest performance appraisal	4.10	0.86
6. University policies are easily located by staff	3.47	1.01
22. The performance appraisal process is fair	3.43	1.03
7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer	3.37	0.97
19. My job description reflects what I really do	3.31	1.16
20. People in my area receive recognition when they should	3.04	1.16
23. 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	3.03	1.18
18. I have opportunities to advance in my career at WKU	2.91	1.12
21. I am paid fairly for my job, given the job responsibilities and performance expectations	2.73	1.20
17. The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation	2.63	1.22

Supervisor and Resources	Mean	SD
Overall for this group	3.99	0.98
26. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.30	0.83
25. I am treated fairly by my immediate supervisor	4.29	0.91
33. My computer access is adequate to obtain the information I need	4.29	0.72
28. Taking my time off, when needed, is not a problem in my area	4.24	0.93
27. I am comfortable discussing my job-related concerns and issues with my supervisor	4.05	1.06
31. I have the equipment and supplies to do my job well	4.02	0.93
39. Employees in my section/department/office work cooperatively with each other	4.02	0.91
29. My supervisor allows Flex scheduling	3.94	1.03
30. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.50	1.13
32. There are enough employees in my section/department/office to handle the work	3.25	1.34
Other Policies and Issues	Mean	SD
Overall for this group	3.20	1.08
36. I am aware of the Smoking Policy for WKU	3.88	0.79
42. My unit/department practices sustainability activities	3.66	0.88
41. The Staff Council represents my concerns to the administration of WKU	3.44	0.85
34. I know the Conceal & Carry Policy for WKU	3.20	1.11
38. I am aware that WKU has an Ethics and Compliance Hotline	3.08	1.18
37. I believe the WKU Smoking Policy is effective	2.96	1.16
40. Parking at WKU has improved over the last few years	2.91	1.16
35. I have a Conceal & Carry License	2.47	1.48

Ratings Sorted by Mean Rating

Table 2 contains the mean rating (and standard deviation) across all respondents for each of the 42 items measuring facet satisfaction and the overall job satisfaction item. The means in Table 2 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, and so on.

Employees agreed that they are satisfied working at WKU (Item 43). In fact, 86.5% of staff members either agreed (60.3%) or strongly agreed (26.2%) that overall, they are satisfied working at WKU. The two items with the strongest agreement were “Christmas Break is an important benefit to me” (Item 13) and “Christmas break and the summer hours schedule is an important benefit for me” (Item 15). The two lowest rated items this year are “The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation” (Item 17) and “I have a Conceal & Carry License” (Item 35).

Staff agreed that Christmas break and summer hours are important, they feel safe on campus during the day, that they are satisfied with the summer hours schedule, that supervisors follow university policy concerning time away from the job, and that they are treated fairly by their supervisor. Of interest is that, in terms of items measuring facet satisfaction, three of the six items with the strongest agreement are related to Christmas break and summer hours. Two other highly rated items deal with their supervisors treating them fairly and following university policies.

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 have the equipment and supplies to do their jobs well, their supervisors allow flex scheduling, and that their unit practices sustainability activities.

Staff members were unsure whether 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.

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.

Table 2. 2017 Mean Ratings and Standard Deviations Across All Respondents Sorted by Mean Rating (N = 502 to 544)

Item Number/Item Statement	Mean	SD
13. Christmas Break is an important benefit to me	4.86	0.42
15. Christmas break and the summer hours schedule is an important benefit for me	4.81	0.50
2. I feel safe on campus during the daytime	4.40	0.58
14. I am satisfied with the summer hours schedule	4.35	0.86
26. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.30	0.83
25. I am treated fairly by my immediate supervisor	4.29	0.91
33. My computer access is adequate to obtain the information I need	4.29	0.72
28. Taking my time off, when needed, is not a problem in my area	4.24	0.93
1. WKU provides a safe campus	4.10	0.63
24. My annual raise should reflect my latest performance appraisal	4.10	0.86
43. Overall, I am satisfied working at WKU	4.07	0.77
27. I am comfortable discussing my job-related concerns and issues with my supervisor	4.05	1.06
31. I have the equipment and supplies to do my job well	4.02	0.93
39. Employees in my section/department/office work cooperatively with each other	4.02	0.91
29. My supervisor allows Flex scheduling	3.94	1.03
16. Staff should be off during Spring and Fall Break	3.93	1.18
36. I am aware of the Smoking Policy for WKU	3.88	0.79
3. I feel safe on campus at night	3.72	0.86
42. My unit/department practices sustainability activities	3.66	0.88
10. I am satisfied with our Vision Insurance	3.56	1.00
11. I am satisfied with our Dental Insurance	3.52	1.03
30. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.50	1.13
6. University policies are easily located by staff	3.47	1.01
41. The Staff Council represents my concerns to the administration of WKU	3.44	0.85
22. The performance appraisal process is fair	3.43	1.03
12. I am satisfied with the Health/Wellness Tier Options	3.42	1.15
7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer	3.37	0.97
8. I am satisfied with the current benefits offered by WKU	3.34	1.06
19. My job description reflects what I really do	3.31	1.16

Item Number/Item Statement	Mean	SD
32. There are enough employees in my section/department/office to handle the work	3.25	1.34
5. The air quality in my building/work environment is good	3.22	1.21
34. I know the Conceal & Carry Policy for WKU	3.20	1.11
9. I am satisfied with our Health Insurance	3.09	1.19
38. I am aware that WKU has an Ethics and Compliance Hotline	3.08	1.18
4. I have had adequate campus safety training including active shooter training	3.04	1.26
20. People in my area receive recognition when they should	3.04	1.16
23. 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	3.03	1.18
37. I believe the WKU Smoking Policy is effective	2.96	1.16
18. I have opportunities to advance in my career at WKU	2.91	1.12
40. Parking at WKU has improved over the last few years	2.91	1.16
21. I am paid fairly for my job, given the job responsibilities and performance expectations	2.73	1.20
17. The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation	2.63	1.22
35. I have a Conceal & Carry License	2.47	1.48

Differences Between 2011 and 2017 Ratings

Table 3 displays the overall means for survey items for 2017, 2011, 2009, 2008, and 2007, and includes a comparison of the mean ratings across all respondents for adjacent years. The means in Table 3 are reported in descending order for the 2017 survey items; that is, the facet with which employees reported the strongest agreement in 2017 is listed first, followed by the facet with the second greatest agreement, and so on. Inspection of Table 3 indicates that the responses for 2017, 2011, 2009, 2008, and 2007, with few exceptions, were essentially equivalent.

In comparing responses from 2017 and 2011, there were 14 items for which there were statistically significant differences between the 2017 and 2011 mean ratings. These items are marked with an asterisk on the 2017 mean in Table 3. For each of these 14 items, the 2017 mean ratings were lower than the 2011 mean ratings.

As mentioned in the introductory section of this report, statistically significant differences need to be interpreted with caution. With a large sample, as is the case with the 2017 Staff Satisfaction Survey, relatively small differences in means can be statistically significant, but have no practical significance. Thus, it is important to review these results in terms of practical significance as well.

Of the 14 items with statistically significant differences between 2011 and 2017, 11 of the items received ratings that were in the same rating category (e.g., Agree) in both 2017 and 2011. Thus, the differences on these 11 items, although statistically significant, are not consequential. These items dealt with computer access, overall satisfaction, equipment and supplies, sustainability efforts, recognition, promotions and advancement, compensation, university policies, performance appraisal, and contacting the Ombuds officer. Rather than placing a great deal of emphasis on these statistical (but not practical) differences, it is best to monitor these differences to determine if more meaningful trends develop across years. These eleven items are listed below.

- 33. My computer access is adequate to obtain the information I need
- 43. Overall, I am satisfied working at WKU
- 31. I have the equipment and supplies to do my job well
- 42. My unit/department practices sustainability activities
- 6. University policies are easily located by staff
- 22. The performance appraisal process is fair
- 7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer.
- 20. People in my area receive recognition when they should
- 23. 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
- 18. I have opportunities to advance in my career at WKU
- 21. I am paid fairly for my job, given the job responsibilities and performance expectations

Three items demonstrated practical as well as statistically significant differences from 2011 to 2017. Participants agreed with all three items in 2011; however, in 2017 participants indicated they were unsure with all three items. These three items are listed below.

- 8. I am satisfied with the current benefits offered by WKU
 - The ratings on this item likely reflect that, since 2011, more of the cost of health insurance has been transferred to the employees. This cost shifting is likely driving the change in mean ratings from Agree in 2011 to Unsure in 2017.

- 19. My job description reflects what I really do
 - It should be noted that if an employee believes his/her job description is not accurate, s/he should review it with their supervisor.

- 32. There are enough employees in my section/department/office to handle the work
 - Although, very few employees have been terminated for budget reasons, replacement positions often are not filled.

Table 3. 2017, 2011, 2009, 2008, and 2007 Mean Ratings and Standard Deviations Across All Respondents

Item Number/Item Statement	2017 (N=544)		2011 (N=477)		2009 (N=499)		2008 (N=508)		2007 (N=519)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
13. Christmas Break is an important benefit to me	4.86	0.42	NA	NA	NA	NA	NA	NA	NA	NA
15. Christmas break and the summer hours schedule is an important benefit for me	4.81	0.50	NA	NA	NA	NA	NA	NA	NA	NA
2. I feel safe on campus during the daytime	4.40	0.58	NA	NA	NA	NA	NA	NA	NA	NA
14. I am satisfied with the summer hours schedule	4.35	0.86	NA	NA	NA	NA	NA	NA	NA	NA
26. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.30	0.83	4.37	0.84	4.37	0.84	4.28	0.88	4.37	0.81
25. I am treated fairly by my immediate supervisor	4.29	0.91	4.23	1.02	4.25	0.96	4.15	1.02	4.22	0.96
33. My computer access is adequate to obtain the information I need	4.29*	0.72	4.43	0.71	4.41	0.68	4.34	0.74	4.28	0.81
28. Taking my time off, when needed, is not a problem in my area	4.24	0.93	4.29*	0.85	4.15	0.93	4.05	0.99	4.12	0.97
1. WKU provides a safe campus	4.10	0.63	4.13*	0.64	3.39*	1.11	3.94	0.78	NA	NA
24. My annual raise should reflect my latest performance appraisal	4.10	0.86	4.13	0.92	NA	NA	NA	NA	NA	NA
43. Overall, I am satisfied working at WKU	4.07*	0.77	4.20	0.79	4.22	0.74	4.16	0.79	4.22	0.75
27. I am comfortable discussing my job-related concerns and issues with my supervisor	4.05	1.06	3.98	1.16	4.11*	1.09	3.91*	1.16	4.05	1.08
31. I have the equipment and supplies to do my job well	4.02*	0.93	4.21	0.82	4.15	0.84	4.04	0.93	4.06	0.82
39. Employees in my section/department/office work cooperatively with each other	4.02	0.91	4.01	1.01	3.95	1.02	3.86	1.04	3.92	0.97
29. My supervisor allows Flex scheduling	3.94	1.03	NA	NA	NA	NA	NA	NA	NA	NA
16. Staff should be off during Spring and Fall Break	3.93	1.18	NA	NA	NA	NA	NA	NA	NA	NA

* t-test indicate the mean marked is significantly different from the mean for this item the previous year ($p < .01$)

Item Number/Item Statement	2017 (N=544)		2011 (N=477)		2009 (N=499)		2008 (N=508)		2007 (N=519)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
36. I am aware of the Smoking Policy for WKU	3.88	0.79	NA	NA	NA	NA	NA	NA	NA	NA
3. I feel safe on campus at night	3.72	0.86	NA	NA	NA	NA	NA	NA	NA	NA
42. My unit/department practices sustainability activities	3.66*	0.88	3.86	0.89	NA	NA	NA	NA	NA	NA
10. I am satisfied with our Vision Insurance	3.56	1.00	NA	NA	NA	NA	NA	NA	NA	NA
11. I am satisfied with our Dental Insurance	3.52	1.03	NA	NA	NA	NA	NA	NA	NA	NA
30. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.50	1.13	3.56*	1.13	4.15*	0.62	3.50	1.05	NA	NA
6. University policies are easily located by staff	3.47*	1.01	3.62*	0.98	3.71	0.95	3.70	0.91	3.65	0.93
41. The Staff Council represents my concerns to the administration of WKU	3.44	0.85	3.51	0.92	NA	NA	NA	NA	NA	NA
22. The performance appraisal process is fair	3.43*	1.03	3.57*	1.01	3.70*	1.04	3.51*	1.12	3.69	1.07
12. I am satisfied with the Health/Wellness Tier Options	3.42	1.15	NA	NA	NA	NA	NA	NA	NA	NA
7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer	3.37*	0.97	3.52	0.95	3.41	0.99	NA	NA	NA	NA
8. I am satisfied with the current benefits offered by WKU	3.34*	1.06	3.89*	0.94	4.04	0.9	3.96	0.93	3.97	0.89
19. My job description reflects what I really do	3.31*	1.16	3.56	1.17	3.60	1.19	3.50	1.21	3.54	1.14
32. There are enough employees in my section/department/office to handle the work	3.25*	1.34	3.54*	1.2	3.33	1.27	3.24	1.29	3.25	1.23
5. The air quality in my building/work environment is good	3.22	1.22	NA	NA	NA	NA	NA	NA	NA	NA
34. I know the Conceal & Carry Policy for WKU	3.20	1.11	NA	NA	NA	NA	NA	NA	NA	NA
9. I am satisfied with our Health Insurance	3.09	1.19	NA	NA	NA	NA	NA	NA	NA	NA
38. I am aware that WKU has an Ethics and Compliance Hotline	3.08	1.18	NA	NA	NA	NA	NA	NA	NA	NA

* t-test indicate the mean marked is significantly different from the mean for this item the previous year ($p < .01$)

Item Number/Item Statement	2017 (N=544)		2011 (N=477)		2009 (N=499)		2008 (N=508)		2007 (N=519)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
4. I have had adequate campus safety training including active shooter training	3.04	1.26	NA	NA	NA	NA	NA	NA	NA	NA
20. People in my area receive recognition when they should	3.04*	1.16	3.38	1.18	3.38	1.18	3.27	1.17	3.29	1.18
23. 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	3.03*	1.18	3.40	1.21	3.54	1.23	3.40	1.24	3.41	1.25
37. I believe the WKU Smoking Policy is effective	2.96	1.16	NA	NA	NA	NA	NA	NA	NA	NA
18. I have opportunities to advance in my career at WKU	2.91*	1.12	3.42	1.1	3.43	1.18	3.37	1.16	3.34	1.17
40. Parking at WKU has improved over the last few years	2.91	1.16	2.90*	1.17	2.57*	1.23	3.03*	1.2	3.28	1.23
21. I am paid fairly for my job, given the job responsibilities and performance expectations	2.73*	1.20	3.11	1.27	3.14	1.27	3.08	1.19	3.06	1.2
17. The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation	2.63	1.22	NA	NA	NA	NA	NA	NA	NA	NA
35. I have a Conceal & Carry License	2.47	1.48	NA	NA	NA	NA	NA	NA	NA	NA
No longer on survey: The last raise I received reflected my last performance appraisal.	NA	NA	NA	NA	2.37*	1.29	3.29	1.19	NA	NA

* t-test indicate the mean marked is significantly different from the mean for this item the previous year ($p < .01$)

Item Number/Item Statement	2017 (N=544)		2011 (N=477)		2009 (N=499)		2008 (N=508)		2007 (N=519)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
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	NA	NA	3.65	1.08	3.25*	0.73	3.60	0.88
No longer on survey: I feel that information I am giving to the Ombuds officer will be confidential.	NA	NA	NA	NA	3.51	0.92	NA	NA	NA	NA
No longer on survey: The two-week Christmas break is an important benefit.	NA	NA	NA	NA	NA	NA	NA	NA	4.88	.41
No longer on survey: The Winter term was a success.	NA	NA	NA	NA	NA	NA	NA	NA	3.58	.84
No longer on survey: The procedure for filing a grievance is clear.	NA	NA	NA	NA	NA	NA	NA	NA	3.18	.94

* t-test indicate the mean marked is significantly different from the mean for this item the previous year ($p < .01$)

Results by Employment Category

Table 4 reports the mean ratings and standard deviations broken down by Employment Category for the 42 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 4 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, and so on.

As seen in Table 4, 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 4 indicates that there were fifteen items on which there were statistically significant differences between employment categories. On fourteen of these items, part-time employees agreed more with the survey item than did full-time employees. The exception was Item 15, where both full-time and part-time employees strongly agreed the Christmas and summer break are an important benefit.

On ten of these fifteen items, the differences between part-time and full-time employees demonstrated practical significance. These ten items are listed below.

- 2. Full-time employees agreed that they feel safe on campus during the daytime; part-time employees strongly agreed that they feel safe on campus during the daytime.
- 25. Full-time employees agreed that they are treated fairly by their immediate supervisor; part-time employees strongly agreed they are treated fairly by their immediate supervisor.
- 28. Full-time employees agreed that taking time off, when needed, is not a problem in their area; part-time employees strongly agreed that taking time off, when needed is not a problem in their area.
- 27. Full-time employees agreed that they are comfortable discussing their job-related concerns and issues with their supervisors; part-time employees strongly agreed that they are comfortable discussing their job-related concerns and issues with their supervisor.
- 41. Full-time employees were unsure if the Staff Council represented their concerns to the administration of WKU; part-time employees agreed that the Staff Council represented their concerns to the administration of WKU.
- 22. Full-time employees were unsure if the performance appraisal process is fair; part-time employees agreed the performance appraisal process is fair.
- 19. Full-time employees were unsure if their job description reflects what they really do; part-time employees agreed their job description reflects what they really do.

- 5. Full-time employees were unsure if the air quality in their building/work environment was good; part-time employees agreed that the air quality in their building/work environment was good.
- 38. Full-time employees were unsure if they were aware WKU has an Ethics and Compliance Hotline; part-time employees agreed they were aware WKU has an Ethics and Compliance Hotline.
- 20. Full-time employees were unsure if people in their area receive recognition when they should; part-time employees agreed that people in their area receive recognition when they should.

Table 4. Mean Ratings and Standard Deviations by Employment Category

* Independent-samples t-test indicates significant differences between the means by employment category ($p < .05$).

Item Number/Item Statement	Full-time <i>N</i> = 520 - 547		Part-time <i>N</i> = 20 - 28	
	Mean	SD	Mean	SD
13. Christmas Break is an important benefit to me	4.86	.42	4.73	.46
15.* Christmas break and the summer hours schedule is an important benefit to me	4.81	.50	4.54	.66
2.* I feel safe on campus during the daytime	4.40	.58	4.64	.49
14. I am satisfied with the summer hours schedule	4.35	.86	4.09	.92
26. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.30	.83	4.52	.77
25.* I am treated fairly by my immediate supervisor	4.29	.91	4.79	.42
33. My computer access is adequate to obtain the information I need	4.29	.72	4.29	.81
28.* Taking my time off, when needed, is not a problem in my area	4.24	.93	4.64	.57
1. WKU provides a safe campus	4.10	.63	4.29	.53
24. My annual raise should reflect my latest performance appraisal	4.10	.86	4.12	1.17
43. Overall, I am satisfied working at WKU	4.07	.77	4.00	1.09
27.* I am comfortable discussing my job-related concerns and issues with my supervisor	4.05	1.06	4.54	.69
39. Employees in my section/department/office work cooperatively with each other	4.02	.91	4.36	.49
31. I have the equipment and supplies to do my job well	4.02	.93	4.25	.84
29. My supervisor allows Flex scheduling	3.94	1.03	4.36	.85
16. Staff should be off during Spring and Fall Break	3.93	1.18	3.74	1.10
36. I am aware of the Smoking Policy for WKU	3.88	.79	4.07	1.02

Item Number/Item Statement	Full-time N = 520 - 547		Part-time N = 20 - 28	
	Mean	SD	Mean	SD
3.* I feel safe on campus at night	3.72	.86	4.15	.77
42.* My unit/department practices sustainability activities	3.66	.88	4.08	.69
10. I am satisfied with our Vision Insurance	3.56	1.00	3.10	1.37
11. I am satisfied with our Dental Insurance	3.52	1.03	3.36	1.29
30.* My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.50	1.13	4.24	.83
6. University policies are easily located by staff	3.47	1.01	3.68	.67
41.* The Staff Council represents my concerns to the administration of WKU	3.44	.85	3.78	.80
22.* The performance appraisal process is fair	3.43	1.03	3.88	1.05
12. I am satisfied with the Health/Wellness Tier Options	3.42	1.15	3.36	1.43
7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer	3.37	.97	3.54	1.10
8. I am satisfied with the current benefits offered by WKU	3.34	1.06	3.28	1.36
19.* My job description reflects what I really do	3.31	1.16	3.96	.79
32. There are enough employees in my section/department/office to handle the work	3.25	1.34	3.58	1.14
5.* The air quality in my building/work environment is good	3.22	1.21	3.75	1.17
34. I know the Conceal and Carry Policy for WKU	3.20	1.11	3.37	1.24
9. I am satisfied with our Health Insurance	3.09	1.19	3.18	1.33
38.* I am aware that WKU has an Ethics and Compliance Hotline	3.08	1.18	3.59	.93
20.* People in my area receive recognition when they should	3.04	1.16	3.52	1.09
4. I have had adequate campus safety training including active shooter training	3.04	1.26	3.35	1.26
23. 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	3.03	1.18	3.48	1.24
37. I believe the WKU smoking policy is effective	2.96	1.16	3.32	1.19
40. Parking at WKU has improved since last year	2.91	1.16	3.35	1.13
18. I have opportunities to advance in my career at WKU	2.91	1.12	2.88	1.37
21.* I am paid fairly for my job, given the job responsibilities and performance expectations	2.73	1.20	3.21	1.47
17. The President demonstrated the value of the WKU staff by providing appropriate pay levels and compensation	2.63	1.22	3.08	1.32
35. I have a Conceal & Carry License	2.47	1.48	2.00	1.22

Results by Gender

The 2017 Staff Satisfaction Survey included an item asking respondents to identify their gender. In 2017, 141 (23.2%) employees indicated they were male; 423 (69.7%) indicated they were female; 4 (.7%) indicated other; 7 (1.2%) gave no response to this item. Table 5 reports the mean ratings and standard deviations broken down by Gender for the 42 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 5 are reported in descending order by male means; that is, the facet with the highest mean is listed first, followed by the facet with the second highest, and so on.

Statistically significant differences between Males and Females were observed on eight items. On seven of these items, the means indicated the same level of agreement; thus, these differences are not practically significant. Females agreed less strongly than Males for three of these items (Items 3, 4, 8) and agreed more strongly than Males for four items (Items 13, 15, 16, and 43).

The only item for which male and female differences were practically as well as statistically significant was Item 12. Females agreed that they were satisfied with the Health/Wellness Tier Options; but Males were unsure if they were satisfied with the Health/Wellness Tier Options.

Table 5. Mean Ratings and Standard Deviations by Gender

* Independent samples t test indicates significant differences among the means by division ($p < .05$)

Item Number/Item Statement	Male N=137		Female N=399	
	Mean	SD	Mean	SD
13. * Christmas Break is an important benefit to me	4.73	0.59	4.91	0.33
15. * Christmas break and the summer hours schedule is an important benefit for me	4.68	0.62	4.86	0.44
2. I feel safe on campus during the daytime	4.38	0.68	4.41	0.54
28. Taking my time off, when needed, is not a problem in my area	4.34	0.81	4.22	0.96
14. I am satisfied with the summer hours schedule	4.29	0.93	4.37	0.83
33. My computer access is adequate to obtain the information I need	4.28	0.79	4.29	0.69
26. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.27	0.79	4.32	0.84
25. I am treated fairly by my immediate supervisor	4.27	0.80	4.31	0.93
27. I am comfortable discussing my job-related concerns and issues with my supervisor	4.11	0.97	4.04	1.08
1. WKU provides a safe campus	4.09	0.70	4.11	0.60
29. My supervisor allows Flex scheduling	4.04	0.89	3.92	1.05
24. My annual raise should reflect my latest performance appraisal	4.01	0.90	4.13	0.84
39. Employees in my section/department/office work cooperatively with each other	3.97	0.88	4.06	0.90
3. * I feel safe on campus at night	3.95	0.86	3.64	0.84
43. * Overall, I am satisfied working at WKU	3.92	0.94	4.13	0.68
31. I have the equipment and supplies to do my job well	3.91	1.01	4.07	0.90
36. I am aware of the Smoking Policy for WKU	3.81	0.89	3.90	0.76
10. I am satisfied with our Vision Insurance	3.58	0.95	3.56	1.02
42. My unit/department practices sustainability activities	3.55	0.90	3.71	0.88
16. * Staff should be off during Spring and Fall Break	3.53	1.36	4.06	1.09
30. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.47	1.15	3.52	1.12
11. I am satisfied with our Dental Insurance	3.45	1.05	3.56	1.02

Item Number/Item Statement	Male N=137		Female N=399	
	Mean	SD	Mean	SD
19. My job description reflects what I really do	3.45	1.11	3.26	1.19
7. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer	3.40	0.96	3.38	0.97
34. I know the Conceal & Carry Policy for WKU	3.38	1.14	3.15	1.09
4. * I have had adequate campus safety training including active shooter training	3.36	1.18	2.94	1.27
22. The performance appraisal process is fair	3.35	1.12	3.46	1.00
6. University policies are easily located by staff	3.34	1.07	3.54	0.98
41. The Staff Council represents my concerns to the administration of WKU	3.33	0.86	3.50	0.82
5. The air quality in my building/work environment is good	3.27	1.26	3.20	1.20
32. There are enough employees in my section/department/office to handle the work	3.20	1.33	3.28	1.34
38. I am aware that WKU has an Ethics and Compliance Hotline	3.19	1.15	3.04	1.20
8. * I am satisfied with the current benefits offered by WKU	3.16	1.17	3.42	1.01
12. * I am satisfied with the Health/Wellness Tier Options	3.11	1.23	3.56	1.01
20. People in my area receive recognition when they should	3.09	1.16	3.03	1.16
9. I am satisfied with our Health Insurance	3.00	1.23	3.14	1.18
23. In my area, promotions and advancements are based on objective, performance-related criteria rather than on an subjective basis, such as having the “right” friends	2.94	1.28	3.06	1.14
18. I have opportunities to advance in my career at WKU	2.89	1.15	2.93	1.11
37. I believe the WKU Smoking Policy is effective	2.87	1.21	3.01	1.13
40. Parking at WKU has improved over the last few years	2.87	1.18	2.93	1.16
21. I am paid fairly for my job, given the job responsibilities and performance expectations	2.70	1.26	2.75	1.19
35. I have a Conceal & Carry License	2.62	1.59	2.40	1.43
17. The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation	2.56	1.23	2.68	1.22

Results by Age

Table 8 reports the mean ratings and standard deviations broken down by age for the 42 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.

For the most part, employees agreed in their perception of satisfaction with various facets of their job regardless of age. However, there were three items on which there were statistically significant differences in mean ratings as a function of age. For one of these items, Item 34: I know the Conceal & Carry Policy, on average employees regardless of age indicated they were unsure whether they knew the policy. Thus, for Item 34 the results were not practically significant. The two items on which age differences were both statistically and practically significant are described below.

- 4. Employees age 25 and under disagreed that they had received adequate safety training. Employees 26 years and older were unsure whether they had received adequate safety training.
- 38. Employees age 25 and under disagreed that they knew about the WKU Ethics and Compliance Hotline, whereas employees over 26 years and older were unsure.

Table 8. Mean Ratings (Standard Deviations) by Age* Analysis of variance indicates significant differences among the means by age ($p < .05$).

Item Number/Item Statement	<25 <i>N=24</i>	26-35 <i>N=130</i>	36-45 <i>N=151</i>	46-55 <i>N=123</i>	56-65 <i>N=103</i>	>65 <i>N=12</i>
1. WKU provides a safe campus	4.08 (.83)	4.13 (.60)	4.09 (.66)	4.07 (.64)	4.15 (.57)	4.08 (.51)
2. I feel safe on campus during the daytime	4.46 (.72)	4.45 (.51)	4.39 (.63)	4.36 (.53)	4.42 (.55)	4.25 (.62)
3. I feel safe on campus at night	3.71 (.81)	3.75 (.86)	3.75 (.90)	3.64 (.88)	3.74 (.78)	3.73 (.79)
4. *I have had adequate campus safety training including active shooter training	2.48 (1.08)	2.97 (1.31)	2.98 (1.27)	2.95 (1.24)	3.50 (1.14)	3.30 (1.06)
5. The air quality in my building/work environment is good	3.08 (1.21)	3.37 (1.20)	3.20 (1.25)	3.09 (1.26)	3.22 (1.13)	3.50 (1.09)
6. University policies are easily located by staff	3.29 (.96)	3.53 (1.03)	3.61 (1.01)	3.41 (.96)	3.37 (1.00)	3.42 (.90)
7. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer	3.00 (1.10)	3.36 (.93)	3.38 (1.00)	3.34 (.99)	3.49 (.89)	3.50 (1.17)
8. I am satisfied with the current benefits offered by the university	3.46 (.93)	3.32 (1.06)	3.35 (1.16)	3.30 (1.05)	3.40 (.96)	3.64 (.67)
9. I am satisfied with our Health Insurance	3.50 (1.06)	3.24 (1.15)	3.03 (1.29)	3.07 (1.14)	2.99 (1.17)	3.20 (1.14)
10. I am satisfied with our Vision Insurance	3.79 (.88)	3.60 (.99)	3.63 (1.03)	3.52 (1.00)	3.46 (.99)	3.30 (.95)
11. I am satisfied with our Dental Insurance	3.75 (.85)	3.51 (1.04)	3.52 (1.12)	3.59 (.90)	3.46 (1.03)	3.45 (.82)
12. I am satisfied with the Health/Wellness Tier options	3.75 (.85)	3.61 (1.06)	3.42 (1.21)	3.23 (1.22)	3.41 (1.10)	3.40 (.97)
13. Christmas Break is an important benefit to me	5.00 (.00)	4.82 (.54)	4.87 (.38)	4.87 (.41)	4.85 (.38)	4.91 (.30)
14. I am satisfied with the summer hours' schedule	4.17 (.82)	4.35 (.96)	4.46 (.82)	4.30 (.89)	4.32 (.76)	4.18 (.60)
15. Christmas break and the summer hour schedule is an important benefit for me, working at WKU	4.96 (.20)	4.74 (.65)	4.85 (.41)	4.85 (.44)	4.80 (.49)	4.64 (.50)
16. Staff should be off during Spring and Fall Break	4.38 (.97)	3.99 (1.22)	4.03 (1.10)	3.85 (1.17)	3.74 (1.25)	3.42 (1.31)
17. The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation	3.04 (1.33)	2.68 (1.22)	2.68 (1.24)	2.46 (1.22)	2.60 (1.16)	2.64 (1.12)
18. I have opportunities to advance in my career at WKU	3.29 (1.00)	3.06 (1.11)	2.86 (1.17)	2.68 (1.13)	2.97 (1.03)	2.90 (1.10)
19. My job description reflects what I really do	3.50 (1.06)	3.35 (1.21)	3.33 (1.20)	3.17 (1.21)	3.35 (1.01)	3.25 (1.22)
20. People in my area receive recognition when they should	3.67 (.96)	2.95 (1.29)	2.95 (1.16)	3.00 (1.15)	3.18 (.98)	3.09 (1.14)
21. I am paid fairly for my job, given the job responsibilities and performance expectations	3.21 (1.14)	2.55 (1.14)	2.85 (1.30)	2.62 (1.19)	2.79 (1.13)	2.82 (1.08)
22. The performance appraisal process is fair	3.67 (.96)	3.52 (.98)	3.47 (1.04)	3.25 (1.12)	3.38 (1.02)	3.50 (.67)
23. 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	3.21 (1.10)	3.03 (1.12)	2.96 (1.23)	3.02 (1.21)	3.08 (1.17)	3.09 (1.14)

Item Number/Item Statement	<25 N=24	26-35 N=130	36-45 N=151	46-55 N=123	56-65 N=103	>65 N=12
24. My annual raise should reflect my last performance appraisal	4.38 (.88)	4.01 (.97)	4.09 (.86)	4.09 (.84)	4.18 (.71)	3.92 (.67)
25. I am treated fairly by my immediate supervisor	4.63 (.88)	4.36 (.88)	4.22 (.97)	4.30 (.79)	4.23 (.97)	4.25 (.97)
26. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.67 (.48)	4.39 (.80)	4.23 (.85)	4.21 (.90)	4.36 (.76)	4.18 (.98)
27. I am comfortable discussing my job-related concerns and issues with my supervisor	4.25 (.94)	4.12 (1.06)	4.07 (1.06)	3.95 (1.05)	4.02 (1.08)	3.83 (1.03)
28. Taking my time off, when needed, is not a problem in my area.	4.50 (.78)	4.19 (1.08)	4.29 (.85)	4.28 (.89)	4.18 (.89)	4.17 (.83)
29. My supervisor allows Flex scheduling	4.33 (1.13)	4.02 (1.08)	3.97 (.97)	3.91 (1.00)	3.80 (1.00)	3.67 (.98)
30. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.96 (1.16)	3.59 (1.16)	3.43 (1.14)	3.35 (1.12)	3.60 (1.06)	3.33 (1.23)
31. I have the equipment and supplies to do my job well	4.13 (1.03)	4.05 (1.02)	3.97 (.94)	3.94 (.94)	4.19 (.63)	3.75 (1.29)
32. There are enough employees in my section/department/office to handle the work	3.50 (1.25)	3.10 (1.32)	3.32 (1.34)	3.08 (1.41)	3.48 (1.30)	3.58 (1.00)
33. My computer access is adequate to obtain the information I need	4.58 (.50)	4.38 (.61)	4.26 (.82)	4.24 (.86)	4.22 (.50)	4.33 (.49)
34.*I know the Conceal & Carry Policy for WKU	3.13 (1.23)	2.90 (1.18)	3.35 (1.14)	3.14 (1.08)	3.45 (.94)	3.36 (.67)
35. I have a Conceal & Carry License	2.73 (1.83)	2.16 (1.39)	2.56 (1.53)	2.68 (1.49)	2.30 (1.31)	3.40 (1.34)
36. I am aware of the Smoking Policy for WKU	3.75 (1.03)	3.79 (.86)	3.90 (.80)	3.84 (.81)	4.03 (.62)	3.91 (.30)
37. I believe the WKU Smoking Policy is effective	2.79 (1.18)	2.88 (1.13)	2.90 (1.22)	3.03 (1.14)	3.10 (1.09)	3.20 (1.40)
38. *I am aware that WKU has an Ethics and Compliance Hotline	2.50 (1.06)	2.91 (1.26)	3.22 (1.25)	2.96 (1.17)	3.39 (.96)	2.92 (1.08)
39. Employees in my section/department/office work cooperatively with each other	4.08 (.93)	4.03 (.90)	4.05 (.89)	3.97 (1.00)	4.07 (.82)	3.75 (.97)
40. Parking at WKU has improved over the last few years	2.96 (1.11)	2.71 (1.07)	2.96 (1.22)	2.90 (1.18)	3.14 (1.15)	2.44 (1.13)
41. The Staff council represents my concerns to the administration of WKU	3.39 (.84)	3.38 (.81)	3.44 (.92)	3.54 (.85)	3.50 (.77)	3.18 (.87)
42. My unit/department practices sustainability activities	3.58 (.93)	3.52 (.96)	3.66 (.93)	3.77 (.80)	3.76 (.77)	3.40 (.84)
43. Overall, I am satisfied working at WKU	4.30 (.76)	4.03 (.75)	4.07 (.81)	3.98 (.77)	4.16 (.70)	4.25 (.75)

Results by Years of Employment

Table 6 reports the mean ratings and standard deviations broken down by Years of Employment for the 42 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 instrument. Largely, there is consistency across staff members by years of employment in the extent to which they agreed with each facet of job satisfaction. However, there were 17 items for which there were statistically significant differences among the group means. Differences for 4 of these 17 items were not practically significant as all tenure groups agreed with the items to the same extent (Items 2, 16, 18, and 43).

The remaining 13 items where group differences reached statistical significance also demonstrated practical significance. The 13 items below demonstrated practically significant differences in mean ratings as a function of years of employment at WKU.

- 4. Employees with 21 or more years of employment agreed that they did have adequate campus safety training including active shooter training. All other groups were unsure whether they had adequate campus safety training including active shooter training.
- 8. Employees with less than one year and employees with more than 20 years of employment agreed that they were satisfied with the benefits offered. All other groups were unsure whether they were satisfied with the benefits offered.
- 9. Employees with less than one year of employment agreed that they were satisfied with their health insurance. All other groups of employees were unsure whether they were satisfied with their health insurance.
- 10. Employees with 11-15 years of experience were unsure that they were satisfied with the vision insurance. All other groups agreed that they were satisfied.
- 11. Employees with 11-15 years of experience were unsure that they were satisfied with the dental insurance. All other groups agreed that they were satisfied.
- 12. Employees with less than one year of employment and employees with 1-5 years of employment agreed that they were satisfied with the health/wellness options. All other employees were unsure whether they were satisfied.
- 17. Employees with less than one year of employment were unsure whether the President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation; all other employees showed lower levels of agreement with employees with 6-10 years of employment disagreeing that the President was demonstrating the value of the WKU staff.

- 19. Employees with less than one year of employment agreed that their job description reflects what they really do. All other groups of employees were unsure whether their job description reflects what they really do.
- 17. Employees with less than one year of employment were unsure whether they were paid fairly; all other employees showed lower levels of agreement with employees with 6-10 years of employment disagreeing that they were paid fairly.
- 22. Employees with less than one year of employment and employees with 1-5 years of employment agreed that the performance appraisal process is fair; all other employees were unsure whether the process is fair.
- 30. Employees with less than one year of employment and employees with 1-5 years of employment agreed that their supervisors had received adequate supervisory training; all other employees were unsure that their supervisors had received adequate supervisory training.
- 32. Employees with less than one year of employment agreed that there are enough employees in their section/department/office to handle the work; all other employees were unsure whether there are enough employees to handle the work.
- 36. Employees with less than one year of employment were unsure whether they knew the Smoking Policy for WKU; all other employees agreed that they do know the Smoking Policy for WKU.

Table 6. Mean Ratings and Standard Deviations by Years of Employment*Analysis of variance indicates significant differences among the means by salary group ($p < .05$)

Item Number/Item Statement	< 1 <i>N=40</i>	1-5 <i>N=166</i>	6-10 <i>N=121</i>	11-15 <i>N=90</i>	16-20 <i>N=68</i>	> 21 <i>N=59</i>
1. WKU provides a safe campus	4.08 (.47)	4.13 (.70)	4.11 (.52)	3.93 (.72)	4.13 (.57)	4.25 (.63)
2. *I feel safe on campus during the daytime	4.49 (.51)	4.47 (.58)	4.33 (.52)	4.30 (.63)	4.31 (.63)	4.51 (.57)
3. I feel safe on campus at night	3.76 (.55)	3.77 (.91)	3.64 (.85)	3.56 (.91)	3.87 (.79)	3.82 (.85)
4. *I have had adequate campus safety training including active shooter training	2.63 (1.29)	2.87 (1.25)	3.13 (1.35)	2.98 (1.25)	3.19 (1.11)	3.62 (1.06)
5. The air quality in my building/work environment is good	3.60 (.98)	3.20 (1.26)	3.17 (1.20)	3.03 (1.26)	3.19 (1.20)	3.42 (1.18)
6. University policies are easily located by staff	3.63 (.93)	3.46 (.99)	3.55 (1.03)	3.37 (.97)	3.42 (1.11)	3.47 (.99)
7. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer	3.28 (.97)	3.37 (.89)	3.33 (.92)	3.28 (1.04)	3.33 (1.14)	3.75 (.90)
8. *I am satisfied with the current benefits offered by the university	3.62 (.96)	3.45 (1.00)	3.21 (1.11)	3.13 (1.15)	3.31 (.97)	3.52 (1.05)
9. *I am satisfied with our Health Insurance	3.71 (1.02)	3.26 (1.14)	2.90 (1.21)	2.84 (1.21)	3.08 (1.17)	3.05 (1.26)
10. *I am satisfied with our Vision Insurance	3.97 (.73)	3.52 (1.01)	3.51 (1.02)	3.40 (1.07)	3.78 (.83)	3.53 (1.06)
11. *I am satisfied with our Dental Insurance	3.97 (.58)	3.52 (1.02)	3.50 (1.05)	3.26 (1.15)	3.63 (.96)	3.58 (1.00)
12. *I am satisfied with the Health/Wellness Tier Options	3.82 (.83)	3.56 (1.06)	3.42 (1.14)	3.22 (1.31)	3.22 (1.20)	3.33 (1.23)
13. Christmas Break is an important benefit to me	4.92 (.28)	4.84 (.51)	4.84 (.43)	4.87 (.38)	4.88 (.38)	4.91 (.28)
14. I am satisfied with the summer hours schedule	4.33 (.72)	4.38 (.89)	4.26 (.98)	4.34 (.81)	4.47 (.71)	4.36 (.74)
15. Christmas break and the summer hours schedule is an important benefit for me	4.85 (.37)	4.77 (.60)	4.77 (.56)	4.81 (.47)	4.88 (.33)	4.90 (.31)
16. *Staff should be off during Spring and Fall Break	3.92 (1.15)	4.05 (1.11)	3.89 (1.21)	4.13 (1.08)	3.62 (1.30)	3.69 (1.29)
17. *The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation	3.23 (1.05)	2.71 (1.18)	2.45 (1.16)	2.55 (1.34)	2.63 (1.24)	2.50 (1.25)
18. *I have opportunities to advance in my career at WKU	3.43 (.87)	2.98 (1.13)	2.74 (1.09)	2.87 (1.23)	2.78 (.95)	2.98 (1.21)
19. *My job description reflects what I really do	3.70 (.99)	3.43 (1.09)	3.17 (1.22)	3.08 (1.28)	3.33 (1.05)	3.34 (1.24)
20. People in my area receive recognition when they should	3.41 (1.02)	3.17 (1.15)	2.88 (1.18)	2.92 (1.15)	2.94 (1.15)	3.05 (1.17)
21. *I am paid fairly for my job, given the job responsibilities and performance expectations	3.38 (.95)	2.82 (1.19)	2.45 (1.13)	2.59 (1.23)	2.76 (1.19)	2.75 (1.31)
22. *The performance appraisal process is fair	3.63 (.88)	3.58 (.93)	3.31 (1.07)	3.18 (1.15)	3.45 (1.02)	3.39 (1.11)
23. 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	3.45 (.89)	3.06 (1.13)	2.90 (1.18)	2.89 (1.30)	2.97 (1.25)	3.20 (1.24)

Item Number/Item Statement	< 1 <i>N=40</i>	1-5 <i>N=166</i>	6-10 <i>N=121</i>	11-15 <i>N=90</i>	16-20 <i>N=68</i>	> 21 <i>N=59</i>
24. My annual raise should reflect my last performance appraisal	4.33 (.66)	4.12 (.83)	3.96 (.96)	4.07 (.85)	4.10 (.91)	4.20 (.72)
25. I am treated fairly by my immediate supervisor	4.49 (.97)	4.44 (.81)	4.21 (.98)	4.19 (.90)	4.15 (.89)	4.19 (.99)
26. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.43 (.95)	4.38 (.77)	4.33 (.79)	4.20 (.96)	4.18 (.63)	4.26 (.97)
27. I am comfortable discussing my job-related concerns and issues with my supervisor	4.38 (.94)	4.16 (1.02)	3.99 (1.11)	3.89 (1.09)	3.97 (.95)	3.97 (1.14)
28. Taking my time off, when needed, is not a problem in my area	4.48 (.82)	4.23 (.97)	4.17 (1.03)	4.15 (.98)	4.15 (.74)	4.49 (.75)
29. My supervisor allows Flex scheduling	3.94 (1.16)	4.00 (1.03)	3.97 (.99)	3.70 (1.18)	3.95 (.78)	4.04 (1.01)
30. *My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.71 (.96)	3.70 (1.14)	3.45 (1.06)	3.39 (1.12)	3.19 (1.17)	3.47 (1.25)
31. I have the equipment and supplies to do my job well	4.20 (.76)	4.05 (.92)	3.96 (1.08)	4.02 (.74)	4.01 (.75)	4.00 (1.11)
32. *There are enough employees in my section/department/office to handle the work	3.87 (1.11)	3.30 (1.33)	3.17 (1.31)	3.12 (1.36)	3.03 (1.31)	3.36 (1.47)
33. My computer access is adequate to obtain the information I need	4.35 (.66)	4.37 (.68)	4.22 (.76)	4.25 (.65)	4.15 (.80)	4.37 (.74)
34. I know the Conceal & Carry Policy for WKU	2.98 (1.17)	3.07 (1.19)	3.23 (1.15)	3.18 (1.03)	3.39 (.97)	3.48 (.96)
35. I have a Conceal & Carry License	2.67 (1.52)	2.50 (1.53)	2.45 (1.55)	2.65 (1.48)	2.19 (1.39)	2.28 (1.25)
36. *I am aware of the Smoking Policy for WKU	3.46 (.94)	3.84 (.86)	3.94 (.77)	3.95 (.78)	3.91 (.63)	4.02 (.67)
37. I believe the WKU Smoking Policy is effective	3.43 (.96)	2.97 (1.15)	2.78 (1.12)	3.00 (1.18)	2.91 (1.19)	3.03 (1.26)
38. I am aware that WKU has an Ethics and Compliance Hotline	2.98 (1.21)	3.12 (1.21)	3.12 (1.16)	2.89 (1.23)	3.16 (1.14)	3.17 (1.16)
39. Employees in my section/department/office work cooperatively with each other	4.30 (.76)	4.13 (.84)	3.97 (.91)	3.93 (.97)	3.88 (.91)	3.97 (1.03)
40. Parking at WKU has improved over the last few years	3.24 (.94)	2.83 (1.11)	2.83 (1.19)	2.80 (1.20)	2.98 (1.16)	3.28 (1.23)
41. The Staff Council represents my concerns to the administration of WKU	3.36 (.58)	3.46 (.82)	3.47 (.79)	3.30 (1.04)	3.47 (.82)	3.61 (.93)
42. My unit/department practices sustainability activities	3.73 (.91)	3.58 (.82)	3.61 (.96)	3.71 (.81)	3.72 (.86)	3.84 (.93)
43. *Overall, I am satisfied working at WKU	4.30 (.61)	4.11 (.74)	4.07 (.73)	3.90 (.90)	3.96 (.78)	4.21 (.69)

Results by Salary Range

Table 7 reports the mean ratings and standard deviations broken down by salary range for the 42 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. There is a fair degree of consistency across staff members by salary range in the extent to which they agreed with each facet of job satisfaction. However, there were ten items on which there were statistically significant differences in mean ratings as a function of salary range. The differences for two of these items (Items 3 and 32) were not practically significant as all employees regardless of salary agreed with Item 3 and all employees regardless of salary were unsure about Item 32.

Difference across salary groups for the remaining eight items were large enough to indicate different levels of agreement across salary ranges. These items and the differences between employees in different salary ranges are identified below.

- 5. All staff members across all salary ranges, with one exception, were unsure whether the air quality in their building/work environment is good. Those making \$75,000 to \$100,000 agreed that the air quality in the building/work environment is good.
- 12. All staff members across all salary ranges, with one exception, were unsure whether they are satisfied with the Health/Wellness Tier Options. Those making \$25,000 to \$35,000 agreed that they are satisfied with the Health/Wellness Tier Options.
- 15. Staff members making more than \$100,000 agreed that Christmas and the summer hours schedule is an important benefit. Staff members across all salary ranges less than \$100,000 strongly agreed that Christmas and the summer hours schedule is an important benefit.
- 16. Staff members making less than \$75,000 agreed that staff should be off during Spring and Fall Break. Those making \$75,000 to \$100,000 were unsure whether staff should be off during Spring and Fall Break. Those making more than \$100,000 disagreed that staff should be off during Spring and Fall Break.
- 21. Most staff members were unsure whether they are paid fairly for their job, given the job responsibilities and performance expectations. Those making \$15,000 to \$25,000 disagreed that they are paid fairly for their job, given the job responsibilities and performance expectations. Employees making more than \$100,000 agreed they are paid fairly for their job, given the job responsibilities and performance expectations.
- 27. Staff members making \$15,000 to \$25,000 were unsure whether they were comfortable discussing job-related issues and concerns with their supervisors. All other staff members agreed that they are comfortable discussing job-related issues and concerns with their supervisors.

- 30. Staff members earning less than \$25,000 were unsure whether their supervisors have received adequate supervisory training. Those making \$25,000 to \$50,000 agreed that their supervisors have received adequate supervisory training. Staff members making \$50,000 to \$100,000 were unsure whether their supervisors have received adequate supervisory training. Those making more than \$100,000 agreed that their supervisors have received adequate supervisory training.
- 40. Most staff members are unsure whether parking at WKU has improved over the last few years. Those making more than \$75,000 agreed that parking at WKU has improved over the last few years.

Table 7. Mean Ratings (Standard Deviations) by Salary Range

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

Item Number/Item Statement	15-25k N=30	25-35k N=198	35-50k N=202	50-75k N=79	75-100k N=24	> 100k N=7
1. WKU provides a safe campus	4.03 (.49)	4.15 (.63)	4.02 (.60)	4.14 (.76)	4.21 (.42)	4.57 (.54)
2. I feel safe on campus during the daytime	4.33 (.48)	4.40 (.56)	4.37 (.60)	4.41 (.65)	4.58 (.50)	4.71 (.49)
3. *I feel safe on campus at night	3.58 (.81)	3.61 (.93)	3.73 (.80)	3.89 (.87)	3.88 (.80)	4.43 (.53)
4. I have had adequate campus safety training including active shooter training	3.04 (1.32)	2.92 (1.32)	3.05 (1.18)	3.13 (1.29)	3.54 (1.25)	3.86 (.38)
5. *The air quality in my building/work environment is good	3.07 (1.26)	3.12 (1.24)	3.20 (1.23)	3.33 (1.17)	4.04 (.62)	3.43 (.98)
6. University policies are easily located by staff	3.60 (.86)	3.52 (.97)	3.45 (1.00)	3.44 (1.13)	3.33 (1.09)	3.43 (1.13)
7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer	3.23 (.82)	3.41 (.94)	3.28 (1.01)	3.52 (.95)	3.54 (1.06)	3.67 (.52)
8. I am satisfied with the current benefits offered by WKU	3.20 (1.13)	3.42 (1.00)	3.30 (1.08)	3.28 (1.14)	3.42 (1.02)	3.29 (1.38)
9. I am satisfied with our Health Insurance	3.14 (1.35)	3.13 (1.15)	3.09 (1.18)	2.97 (1.29)	3.33 (1.01)	3.17 (1.72)
10. I am satisfied with our Vision Insurance	3.39 (1.13)	3.62 (.97)	3.52 (.98)	3.60 (1.07)	3.70 (.76)	3.29 (1.60)
11. I am satisfied with our Dental Insurance	3.52 (1.09)	3.63 (.95)	3.43 (1.07)	3.51 (1.06)	3.71 (.86)	3.29 (1.60)
12. *I am satisfied with the Health/Wellness Tier Options	2.93 (1.31)	3.60 (1.03)	3.42 (1.14)	3.22 (1.28)	3.35 (1.27)	3.43 (1.51)
13. Christmas Break is an important benefit to me	4.83 (.59)	4.87 (.40)	4.86 (.42)	4.90 (.35)	4.71 (.46)	4.83 (.41)
14. I am satisfied with the summer hours schedule	4.14 (.95)	4.35 (.77)	4.39 (.89)	4.40 (.92)	4.13 (.74)	4.14 (1.07)
15. *Christmas break and the summer hours schedule is an important benefit for me	4.73 (.64)	4.84 (.46)	4.84 (.46)	4.81 (.49)	4.63 (.49)	4.29 (1.11)
16. *Staff should be off during Spring and Fall Break	4.00 (.95)	4.20 (1.06)	3.93 (1.15)	3.71 (1.29)	2.83 (1.34)	2.33 (.82)
17. The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation	2.63 (1.27)	2.69 (1.22)	2.58 (1.25)	2.57 (1.17)	2.67 (1.17)	2.86 (1.35)

Item Number/Item Statement	15-25k N=30	25-35k N=198	35-50k N=202	50 -75k N=79	75-100k N=24	> 100k N=7
18. I have opportunities to advance in my career at WKU	2.60 (1.19)	3.00 (1.06)	2.85 (1.14)	2.95 (1.15)	3.04 (1.19)	3.17 (.98)
19. My job description reflects what I really do	3.07 (1.17)	3.21 (1.17)	3.36 (1.15)	3.39 (1.22)	3.63 (1.06)	4.00 (0.00)
20. People in my area receive recognition when they should	2.93 (1.31)	2.98 (1.15)	3.06 (1.16)	3.08 (1.18)	3.21 (1.02)	3.57 (1.13)
21. *I am paid fairly for my job, given the job responsibilities and performance expectations	2.34 (1.14)	2.67 (1.12)	2.70 (1.27)	2.92 (1.21)	3.04 (1.12)	3.71 (.95)
22. The performance appraisal process is fair	3.20 (1.27)	3.44 (.96)	3.39 (1.07)	3.39 (1.05)	3.83 (.92)	4.14 (.38)
23. 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	2.72 (1.33)	3.01 (1.12)	2.99 (1.20)	3.16 (1.17)	3.27 (1.16)	4.14 (.90)
24. My annual raise should reflect my latest performance appraisal	4.00 (.74)	4.13 (.83)	4.04 (.91)	4.22 (.83)	4.00 (.78)	4.50 (.55)
25. I am treated fairly by my immediate supervisor	4.03 (1.19)	4.40 (.92)	4.27 (.86)	4.20 (.76)	4.17 (1.13)	4.57 (.53)
26. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.07 (1.00)	4.36 (.85)	4.30 (.81)	4.28 (.68)	4.30 (.88)	4.43 (.53)
27. *I am comfortable discussing my job-related concerns and issues with my supervisor	3.47 (1.48)	4.18 (1.05)	4.01 (1.01)	4.04 (.95)	4.13 (1.03)	4.43 (.53)
28. Taking my time off, when needed, is not a problem in my area	3.87 (1.20)	4.25 (.98)	4.24 (.89)	4.34 (.89)	4.38 (.49)	4.29 (.76)
29. My supervisor allows Flex scheduling	3.50 (1.26)	3.86 (1.07)	4.08 (.93)	3.97 (1.08)	3.86 (.64)	4.17 (.75)
30. *My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.14 (1.15)	3.70 (1.13)	3.51 (1.06)	3.17 (1.19)	3.38 (1.28)	3.86 (.69)
31. I have the equipment and supplies to do my job well	3.93 (1.11)	4.11 (.93)	4.01 (.93)	3.91 (.98)	3.96 (.69)	4.00 (0.00)
32. *There are enough employees in my section/department/office to handle the work	3.43 (1.14)	3.49 (1.25)	3.13 (1.40)	2.90 (1.39)	3.25 (1.36)	3.14 (1.46)
33. My computer access is adequate to obtain the information I need	4.07 (.92)	4.34 (.63)	4.31 (.72)	4.27 (.75)	4.13 (.90)	4.00 (1.00)
34. I know the Conceal & Carry Policy for WKU	2.89 (1.09)	3.24 (1.08)	3.12 (1.13)	3.25 (1.15)	3.52 (1.08)	3.43 (.79)
35. I have a Conceal & Carry License	2.12 (1.05)	2.71 (1.50)	2.24 (1.44)	2.41 (1.54)	2.93 (1.67)	1.67 (.52)
36. I am aware of the Smoking Policy for WKU	3.67 (.83)	3.93 (.76)	3.89 (.80)	3.80 (.87)	3.96 (.75)	3.57 (.53)
37. I believe the WKU Smoking Policy is effective	2.81 (1.14)	3.03 (1.11)	2.93 (1.21)	2.91 (1.18)	3.00 (1.13)	3.14 (.69)
38. I am aware that WKU has an Ethics and Compliance Hotline	3.04 (1.10)	3.07 (1.15)	2.99 (1.23)	3.20 (1.21)	3.25 (1.15)	4.00 (.58)
39. Employees in my section/department/office work cooperatively with each other	3.77 (1.04)	4.05 (.97)	4.00 (.84)	4.10 (.83)	4.00 (.93)	4.43 (.53)
40. *Parking at WKU has improved over the last few years	2.86 (1.22)	2.75 (1.10)	2.85 (1.18)	3.14 (1.21)	3.58 (.83)	4.00 (.58)
41. The Staff Council represents my concerns to the administration of WKU	3.39 (.79)	3.48 (.82)	3.44 (.89)	3.35 (.91)	3.52 (.59)	3.83 (.75)
42. My unit/department practices sustainability activities	3.31 (1.00)	3.72 (.85)	3.64 (.94)	3.67 (.83)	3.79 (.59)	3.71 (.49)
43. Overall, I am satisfied working at WKU	3.87 (.97)	4.11 (.79)	4.04 (.73)	4.06 (.72)	4.08 (.72)	4.43 (.53)

Results by Division

Table 9 reports the mean ratings and standard deviations broken down by Division for the 43 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 9 are reported in the order in which the items appeared on the survey instrument. As noted in the introductory section of this report, Student Affairs initially was inadvertently omitted from the response categories for Division; it was added once the omission was discovered. Accordingly, results for both Student Affairs and Other should be regarded with caution.

As seen in Table 9, there is a great deal of consistency across Divisions in their level of agreement with the survey items. Statistically significant differences between Divisions were found for ten survey items. For two of these items, these differences were not practically significant as employees across all Divisions agreed they felt safe on campus at night (Item 3) and that their supervisor allows flex scheduling (item 29). The remaining eight items demonstrated practical significance as well as statistical significance. These differences are described below.

- 4. Development and Alumni and Student Affairs staff agreed that they have adequate campus safety training. The remaining divisions were unsure that they have adequate campus safety training.
- 5. Development and Alumni staff agreed that there was good air quality in their building/work environment. The remaining divisions (particularly Information Technology) were unsure about the air quality.
- 6. Finance and Administration and Other Division staff agreed that University policies are easily located by staff. Employees in the remaining divisions were unsure that University policies are easily located.
- 8. Finance and Administration staff agreed that they were satisfied with the current benefits offered at Western Kentucky University, while Information Technology staff and Student Affairs staff were unsure.
- 28. Information Technology staff strongly agreed that taking time off is not a problem. Employees in remaining divisions agreed that taking time off is not a problem.
- 32. Finance and Administration and Campus Services staff agreed that there are enough employees in their section/department/office to handle the work. Employees in the remaining divisions were unsure whether there are enough employees to handle the work.
- 34. Campus Services/Facilities and Student Affairs agreed that they knew the Conceal & Carry policy whereas the employees in the remaining divisions were unsure of the policy.
- 38. Development and Alumni and Campus Services staff agreed that they were aware that Western Kentucky University has an Ethics and Compliance Hotline, while the remaining divisions were unsure.

Table 9. Mean Ratings (Standard Deviations) by Division

Item Number/Item Statement	Academic Affairs N=208	Development and Alumni N=19	Finance and Admin N=45	IT N=54	Campus Services/ Facilities N=29	Student Affairs N=21	Other N=113
1. WKU provides a safe campus	4.06 (.65)	4.37 (.50)	4.04 (.67)	4.11 (.58)	4.00 (.85)	4.38 (.50)	4.15 (.57)
2. I feel safe on campus during the daytime	4.37 (.55)	4.63 (.50)	4.40 (.62)	4.45 (.64)	4.21 (.86)	4.52 (.51)	4.47 (.52)
3.* I feel safe on campus at night	3.59 (.91)	3.95 (.71)	3.70 (.89)	3.92 (.71)	3.64 (.95)	4.10 (.64)	3.89 (.78)
4. *I have had adequate campus safety training including active shooter training	2.89 (1.30)	3.79 (.85)	2.98 (1.13)	3.06 (1.17)	3.45 (1.18)	3.65 (.93)	3.07 (1.34)
5. *The air quality in my building/work environment is good	3.25 (1.24)	3.84 (.60)	3.00 (1.11)	2.81 (1.46)	3.41 (1.27)	3.43 (1.21)	3.23 (1.17)
6. *University policies are easily located by staff	3.36 (1.11)	3.68 (.67)	3.80 (.67)	3.28 (1.10)	3.41 (1.02)	3.38 (.97)	3.63 (.88)
7. If a situation occurred, I would feel comfortable contacting the Ombuds Officer	3.29 (.99)	3.53 (.84)	3.49 (.79)	3.21 (1.13)	3.52 (1.06)	3.52 (.98)	3.45 (.96)
8. *I am satisfied with the current benefits offered by WKU	3.32 (1.05)	3.53 (.96)	3.73 (.82)	3.04 (1.13)	3.07 (1.19)	2.95 (1.02)	3.38 (1.08)
9. I am satisfied with our Health Insurance	3.09 (1.18)	3.42 (1.26)	3.37 (.99)	2.81 (1.27)	3.1 (1.18)	2.86 (1.35)	3.08 (1.16)
10. I am satisfied with our Vision Insurance	3.45 (1.06)	4.00 (.75)	3.70 (.95)	3.43 (1.10)	3.54 (.69)	3.43 (1.25)	3.65 (.93)
11. I am satisfied with our Dental Insurance	3.43 (1.08)	3.68 (1.06)	3.72 (.85)	3.47 (1.08)	3.31 (.93)	3.38 (1.16)	3.61 (1.01)
12. I am satisfied with the Health/Wellness Tier Options	3.36 (1.19)	4.00 (1.00)	3.59 (1.06)	3.24 (1.27)	3.63 (.88)	2.95 (1.32)	3.51 (1.12)
13. Christmas Break is an important benefit to me	4.89 (.37)	4.68 (.75)	4.96 (.21)	4.89 (.37)	4.83 (.38)	4.81 (.40)	4.84 (.52)
14. I am satisfied with the summer hours schedule	4.26 (.95)	4.53 (.61)	4.58 (.58)	4.54 (.66)	4.38 (.68)	4.30 (.92)	4.30 (.91)
15. Christmas break and the summer hours schedule is an important benefit to me	4.84 (.48)	4.63 (.76)	4.93 (.25)	4.87 (.39)	4.76 (.44)	4.80 (.52)	4.72 (.62)
16. Staff should be off during Spring and Fall Break	3.99 (1.20)	3.79 (1.03)	3.67 (1.02)	3.76 (1.18)	3.54 (1.26)	4.19 (1.08)	4.00 (1.26)
17. The President demonstrated the value of the WKU staff by providing appropriate pay levels and compensation	2.57 (1.26)	2.42 (1.02)	2.53 (.92)	2.31 (1.38)	2.97 (1.27)	2.67 (.97)	2.80 (1.25)
18. I have opportunities to advance in my career at WKU	2.85 (1.10)	2.72 (.96)	3.02 (1.10)	2.81 (1.15)	3.21 (1.08)	3.00 (1.30)	2.91 (1.14)
19. My job description reflects what I really do	3.18 (1.18)	3.42 (1.22)	3.51 (.94)	3.43 (1.16)	3.62 (1.12)	3.10 (1.34)	3.31 (1.22)

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

Item Number/Item Statement	Academic Affairs N=208	Development and Alumni N=19	Finance and Admin N=45	IT N=54	Campus Services/ Facilities N=29	Student Affairs N=21	Other N=113
20. People in my area receive recognition when they should	3.00 (1.17)	3.26 (1.15)	3.07 (1.07)	3.15 (1.35)	3.00 (1.07)	3.48 (.98)	2.95 (1.17)
21. I am paid fairly for my job, given the job responsibilities and performance expectations	2.64 (1.17)	2.95 (1.18)	2.89 (1.19)	2.81 (1.35)	3.07 (1.12)	2.57 (1.16)	2.64 (1.21)
22. The performance appraisal process is fair	3.43 (1.02)	3.17 (1.10)	3.62 (.91)	3.33 (1.21)	3.55 (1.06)	3.33 (1.06)	3.44 (1.01)
23. 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	3.05 (1.15)	2.95 (.97)	3.27 (1.17)	2.87 (1.36)	3.11 (1.23)	3.3 (1.13)	3.05 (1.18)
24. My annual raise should reflect my latest performance appraisal	4.12 (.86)	3.94 (1.16)	4.11 (.88)	4.04 (1.01)	4.29 (.71)	3.95 (.86)	4.11 (.76)
25. I am treated fairly by my immediate supervisor	4.31 (.95)	4.21 (.71)	4.34 (.91)	4.19 (1.05)	4.31 (.60)	4.24 (.83)	4.31 (.95)
26. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.37 (.87)	4.12 (.70)	4.32 (.71)	4.26 (.90)	4.34 (.61)	4.19 (1.03)	4.30 (.87)
27. I am comfortable discussing my job-related concerns and issues with my supervisor	4.01 (1.15)	3.89 (.94)	4.16 (.95)	4.17 (.95)	4.24 (.74)	3.81 (1.08)	4.04 (1.12)
28. *Taking my time off, when needed, is not a problem in my area	4.16 (1.06)	4.11 (.81)	4.38 (.81)	4.65 (.59)	4.31 (.60)	4.10 (.94)	4.21 (1.03)
29. *My supervisor allows flex scheduling	3.84 (1.16)	3.89 (.90)	3.68 (.96)	4.37 (.71)	4.07 (.81)	3.86 (1.06)	3.97 (1.08)
30. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.41 (1.18)	3.16 (.96)	3.84 (.98)	3.44 (1.33)	3.79 (.98)	3.79 (.92)	3.55 (1.14)
31. I have the equipment and supplies to do my job well	4.10 (.86)	3.79 (.79)	3.89 (.98)	4.24 (.89)	3.76 (1.02)	3.86 (1.20)	3.94 (1.09)
32. *There are enough employees in my section/department/office to handle the work	3.15 (1.35)	2.58 (1.26)	3.64 (1.13)	3.24 (1.41)	3.76 (1.02)	3.14 (1.46)	3.22 (1.45)
33. My computer access is adequate to obtain the information I need	4.26 (.81)	4.21 (.42)	4.27 (.45)	4.57 (.69)	4.24 (.58)	4.33 (.58)	4.24 (.78)
34. *I know the Conceal & Carry Policy for WKU	3.09 (1.14)	3.42 (.96)	3.21 (1.01)	3.04 (1.28)	3.76 (.95)	3.65 (.88)	3.20 (1.14)
35. I have a Conceal & Carry License	2.38 (1.46)	1.71 (1.11)	2.33 (1.39)	2.58 (1.73)	3.06 (1.60)	1.75 (1.14)	2.45 (1.45)
36. I am aware of the Smoking Policy for WKU	3.93 (.79)	4.00 (.79)	3.76 (.88)	3.89 (.75)	3.79 (.96)	4.11 (.47)	3.80 (.84)
37. I believe the WKU Smoking Policy is effective	2.98 (1.17)	3.39 (.92)	2.67 (1.17)	2.69 (1.36)	3.14 (1.13)	3.25 (.97)	2.94 (1.09)
38. *I am aware that WKU has an Ethics and Compliance Hotline	2.99 (1.21)	3.68 (.95)	3.27 (1.13)	3.15 (1.26)	3.52 (.99)	3.15 (1.18)	2.85 (1.21)

Item Number/Item Statement	Academic Affairs N=208	Development and Alumni N=19	Finance and Admin N=45	IT N=54	Campus Services/ Facilities N=29	Student Affairs N=21	Other N=113
39. Employees in my section/department/office work cooperatively with each other	4.00 (.93)	4.05 (1.08)	4.18 (.83)	4.02 (.92)	4.21 (.77)	3.95 (1.07)	3.96 (.92)
40. Parking at WKU has improved since last year	2.84 (1.13)	3.11 (.94)	2.86 (1.21)	2.76 (1.26)	3.14 (1.18)	2.62 (1.24)	3.02 (1.16)
41. The Staff Council represents my concerns to the administration of WKU	3.33 (.88)	3.50 (.62)	3.43 (.73)	3.61 (.96)	3.46 (.84)	3.32 (1.25)	3.59 (.71)
42. My unit/department practices sustainability activities	3.69 (.95)	3.63 (.60)	3.73 (.69)	3.65 (.89)	3.83 (.85)	3.70 (1.03)	3.53 (.86)
43. Overall, I am satisfied working at WKU	4.05 (.74)	4.00 (.82)	4.18 (.69)	3.98 (.90)	4.03 (.91)	4.15 (.75)	4.10 (.73)

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 2017, 262 respondents expressed 435 concerns; 313 respondents did not express a top concern. The 2017 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 10. The complete listing of identified concerns (grouped into these categories) may be found in Appendix A.

Table 10. Categories of Top Issues and Number of Responses Per Category

^a2006-2008 Promotions category included comments about promotions *and* raises.

Category	Number of Comments					
	2017	2011	2009	2008	2007	2006
No Additional Comments	313	331	289	252	363	386
Miscellaneous Issues	44	32	32	32	22	30
Compensation and Benefits	222 (51%)	86 (46%)	143 (49%)	94 (35%)	105 (47%)	174 (51%)
Pay/Salary Issues/Raises	126	52	98	39	49	32
Benefits (health insurance, vacation, sick leave, etc.)	65	20	19	26	33	56
Promotions ^a	17	12	9	22	19	54
ORP/Retirement	5	0	4	7	4	32
Job Security	9	2	13	NA	NA	NA
Logistics and Facilities	102 (23%)	34 (18%)	68 (23%)	84 (31%)	69 (31%)	71 (21%)
Not Enough Staff/Resources Funding/Budget	35	12	29	40	15	19
Parking	20	10	27	19	29	18
Facility Quality (air quality, space, etc.)	18	8	7	18	10	11
Summer Hours/Spring Break/Christmas Break	29	4	5	7	15	23
Management and Supervision	67 (15%)	34 (18%)	49 (17%)	60 (22%)	28 (13%)	57 (17%)
Unfair Treatment (non-salary and non-performance evaluation issues; diversity)	21	11	19	18	7	19
Ability to Express Concerns/Give Input/Communication Issues	12	4	5	14	10	14
Supervision/Management	16	15	13	14	8	17
Training Opportunities	12	1	6	8	1	5
Performance Evaluations	6	3	6	6	2	5
TOTAL NUMBER OF COMMENTS	435	186	292	270	224	341

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. Of those who did write a comment, many expressed more than one issue. Multiple issues expressed by a single respondent were divided into separate comments, to the extent possible. Although there were 435 concerns expressed, it should be kept in context that these comments are from a subset of the employees who agreed that “Overall, I am satisfied working at WKU” (M = 4.07).

Inspection of Table 10 indicates that employees are most concerned with Compensation and Benefit Issues. By far, the most frequent topic of concern was Pay/Salary Issues/Raises (126 responses). The next most frequent topics of concern were Benefits (health insurance, vacation, sick leave, etc.; 65 responses) and Not Enough Staff/Resources/Funding/Budget (35 responses). The area of Compensation and Benefits continues to receive the most comments across the years 2006 to 2017. The Miscellaneous category contains five of the relatively few comments that were positive.

There were six comments in the category of Supervision/Management that identified specific individuals in administrative positions; four comments were about the same individual. These comments are redacted in Appendix A, but may be obtained from the researchers on a need to know basis.

Conclusions

The results of the 2017 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 42 items tapping satisfaction with specific facets of the job, there were two items with which employees strongly agreed, “Christmas Break is an important benefit to me” (Item 13) and “Christmas break and the summer hours schedule is an important benefit for me” (Item 15). There was agreement with 19 items; there were 21 items for which employees were unsure whether or not they agreed with the item. The two lowest rated items this year are “The President demonstrates the value of the WKU staff by providing appropriate pay levels and compensation” (Item 17) and “I am paid fairly for my job” (Item 17). One item on the survey, among the 19 new items added by the 2017 Staff Council, was “I have a Conceal & Carry License.” This item was included among the items rated on the 5-point scale, although it should have been rated as either Yes/No/Unsure or Prefer Not to Say. Because of the inappropriate rating scale, the results for this item are ambiguous and were discussed in more detail in introductory section of the report.

Generally, full-time and part-time employees were consistent in their pattern of responses; there were ten items on which part-time employees agreed more than did full-time employees. When responses were broken down by gender, age, length of tenure at WKU, salary range, and division, there were similar or fewer numbers of items on which there were differences in responses as a function of these demographics. In general, those who have fewer years at WKU expressed stronger agreement with items than did those 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 2011, the 2017 open-ended responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises (126 comments), followed by benefits (65 comments). Some 313 respondents did not list a top issue or concern.

Overall, the results obtained for the 2017 Staff Satisfaction Survey are similar to results obtained for the 2011, 2009, 2008, 2007, 2006, and 2005 Staff Satisfaction Surveys.

APPENDIX A:

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

Appendix A

No Additional Comments (N = 313)

Pay/Salary Issues/Raises (N = 126)

- I feel like if raises are not being offered, there should be other benefit options for staff such as free parking passes for employees, or free lunch at least once a week anywhere on campus.
- I would like to see the implementation of performance-based raises for staff. This should reflect the bi-yearly performance appraisals that, at this point, mean nothing.
- ability to adv/incr salary minimal
- no pay raises or promotions (due to being understaffed) = no incentive
- Pay compensation
- Pay - We are underpaid compared to other similar institutions
- compensation, or lack thereof
- No rhyme/reason to staff titles vs. pay vs. duties.
- Lack of pay raises for long time workers with good evaluations
- Compensation
- Cost of living raises need to be implemented
- No merit based raises.
- Appropriate Compensation
- Being asked to pick up additional duties and not being compensated for said duties. Discussing this with my supervisor didn't provide an acceptable resolution.
- benefits and pay need to be addressed. pay is unfair on campus. and the university is to "top" heavy with administration that get paid well over what should be allowed and do not understand the stu
- Pay raises for PT employees
- Benefits in terms of salary
- Compensation and benefits. Merit raises.
- Compensation
- Compensation for the amount of work done is inadequate. Not allowed a student worker to assist.
- Compensation is biggest issue in my opinion. I have dealt with salary compression issues and it is very unfair for younger, less experienced people to be hired in at the same salary I am
- Compensation
- HR's inability to appropriately classify staff on the basis of education, experience, and time in service. There is significant salary compression among staff
- Compensation. I viewed the salary document. It is clear that women and blacks get paid less compared to individuals with similar titles in the same office or in different offices.
- Cost of living / pay raises
- Yearly Raises
- Temp Raises are unbearable
- Extra duties for no more pay

- Employee raises (lack of)
- Fair pay rises to match cost of living increases.
- Lack of raises has really hurt morale.
- I really want comp time instead of mandatory overtime, especially for holiday breaks when I am required to work.
- salary increases for exemplary performance.
- Salary
- Lack of raises
- I am in my 5th year as a part-time staff member and have not received any raise in pay or increase in hours. It would be great if I had the opportunity to get an increase in pay.
- I believe that the staff which has not received raises (anything substantial) in quite some time, should be considered for raises on a yearly basis.
- I believe there should be cost of living raises across the board, then if there is additional money merit raises on top of cost of living.
- I do not think some staff are paid appropriately for the work they do in my area.
- Raises/Working between Silos
- I enjoy working for WKU, but sometimes it feels like an uphill battle against older ideals and attitudes. Compensation, not limited to money, is low for the expected staff presence & productivity.
- I feel that morale is low because there are little to no: -performance based raises
- I know there are budgeting issues that cause lack of raises, but not having basic cost of living raises for years makes it HARD on people.
- I am concerned we are losing top employees to other jobs due to lack of pay and benefits or even just lack of recognition or fairness in supervision.
- I see employees at our store that do an excellent job every day that deserve better pay, but are strung along as a part-timer with a carrot just out of reach.
- I'm part-time. I don't feel the university values me or my experiences. Not received a raise in the 4 years I've been here. I do not get the free lunch nor do I get to participate in wellness fairs.
- In my area the people that get paid the most do less work and the hard workers get looked over. People get jobs based on who they know and you only get a raise if you play the game.
- in ten years working for WKU, I have not once had a merit-based salary increase, though my job duties have increased many times. I suspect this is a top issue for many WKU staff members
- Have not received a merit raise once, am not paid adequately for hours worked, and paid well below others in my field.
- It would be nice if we cannot get raises
- It would be nice to have our pay reflect what we actually do. Since we have not had decent raises in years, a re-evaluation of pay scales should be looked at and revised to reflect cost-of-living inc.
- pay and compensation
- pay
- Lack of pay for education and experience.

- Lack of pay for performance and lack of salary equity in same positions. Additionally, job duties have been increased without compensation.
- Lack of pay increases
- lack of raises if any. I am single mother of two and cannot pay my bills with what I make (would be better off if I had gotten my raises like I should) (4%)
- Level of pay for amount of work/job description.
- Longevity should be rewarded. After 25 years of employment, new employees are paid at or above my pay level.
- Lots of overtime worked with no additional pay
- My job description and pay grade is not equivalent to the work that I'm doing.
- My only complaints are the lack of staff raises/compensation
- My top issues/concerns are related to pay and benefits. I feel as though I am underpaid for the amount of work and the education level that I have.
- Need a pay raise
- "Need for compensation of Staff to be based upon outside benchmarks
- "Need more merit pools for salary increases instead of minimal COLA
- Need structure to ensure pay equity across positions
- No raise in many years; most staff are well underpaid. Raises/pay adjustments are biased.
- No raises while benefits continue to decline.
- No yearly cost of living raises. Cost of living has gone up dramatically. Our raises do NOT reflect that.
- Merit increases should be encouraged.
- we need cost of living raises
- Part time employees do not get raises or have any chances for advancement.
- Pay and career progression opportunities
- Pay are not as good as they were in the past.
- Pay continues to be a concern. Holiday breaks go a long way, but at some point, you have to pay people what they are worth.
- Pay equity is an issue throughout campus.
- Pay in certain areas of WKU can feel imbalanced.
- Pay is a big concern. Without funds to increase pay, the new president may need to find low-cost increases in benefits to retain good staff. This could include: weekly free meal, greater flex time.
- Pay levels are not equal. I was hired a month after my co-worker. I had more experience and was hired at a much lower pay rate. I took over her duties with no pay raise when she left the dept.
- Pay of staff compared to other institutions with the same jobs.
- Pay raises
- Pay
- pay
- pay
- Pay-definitely need pay increase. Moved from Office Associate to Coordinator & my pay is lower than the starting pay 2009+ more duties
- Raises

- raises due to my age and what the lack of raises has done to my retirement.
- Some form of compensation
- Raises for loyal, skilled, dedicated employees based on performance appraisals. If not, top-notch employees will be lost, and enrollment will continue to decline at a faster pace.
- "Raises to keep up with inflation.
- We are making less yearly when all the deductions are made."
- Raises, Extra days off at Christmas break in lieu of adequate raises,
- Raises
- Responsibility is constantly "added to" without taking in consideration of extra effort and time it will add. No added compensation for extra work
- Some staff paid higher for same duties given others
- No annual raises that coincide with cost-of-living expenses.
- salaries
- Salaries are stagnate.
- salaries, salaries, salaries
- Salary
- Salary
- Salary increases based on performance evaluation and cost of living.
- salary
- Salary
- Salary. I am very strongly motivated to work hard & do the best job I can, no matter what. However, merit raises would be so appreciated. We have a great place to work, we just need to make more money
- Significant pay raises are becoming a must to keep up with the job market outside of WKU. Once there is a sizable pay gap between WKU and the outside market, the winter break time off isn't enough.
- Staff are overworked and underpaid. We are under extreme pressure to recruit new students when there are folks getting paid 6 figure salaries to manage enrollment. Why aren't they held accountable?
- RAISES- no matter how hard you work, you get the same raise as those who do nothing.
- Staff raises--these are not regular or very big at all.
- Staff receive zero compensation for added duties and responsibilities to their job, unlike faculty who not only have a choice as to whether they do the extra work, but also receive \$ stipends.
- Stagnant wages and salary compression due to years of budget shortfalls.
- Stagnant wages! I know we got a tiny raise but after years of nothing we are not even close to where we should be.
- Many people in our department put in more hours than they are paid for.
- A nice raise would be nice.
- The lack of pay raises and having a \$2,600 medical deductible in order to have the best package.
- Salary does not reflect the skills I bring to the table or the quality and amount of work that I put in.

- There should be a cap on salary for those who do not have an undergraduate degree. Professional staff positions (Undergraduate degree or higher) should be considered different from staff.
- Under paid for the job being done. If WKU wants to retain students, I need time to deal with them on top of all my other office duties.
- Wages are stagnant and do not reflect the opportunity cost associated with choosing WKU as an employer.
- We are falling way behind on pay increases
- We don't receive yearly raises, it would be nice.
- We have not had substantial raises in quite a long time. I feel we need our yearly raises like we used to get, that is why we do evaluations.
- "Workable budget model
- Pay increases based on job performance"
- Salary
- Would love to see differences distinguished between professional staff (those whose jobs require a higher education degree) and staff. Compensation should reflect that.
- Inappropriate spending and "taxing" of students that go towards the high salaries in Wetherby/Pres Office

Benefits (Health Insurance, Vacation, Sick Leave, etc.) (N = 65)

- I do not feel that the tuition waver is accurate. We should not have to count that money as part of our income.
- Overworked, underpaid and benefits continue to get worse. Health insurance is ridiculous.
- Protecting the jobs and benefits employees have
- Tuition waiver
- Health Insurance costs high-decreases living \$
- Health insurance
- I believe our spouses should be able to receive educational benefits like they used to.
- Affordable Benefits
- Although part time employees do not have insurance or other benefits, this is an important factor for us. Even if benefits were less inclusive, something to help us have coverage would be nice.
- Benefits for PT employees
- Benefits in terms of health insurance
- Flex Time
- Doctor visits/medicine cost too much.
- Health Insurance benefits and cost
- health insurance has gotten increasingly worse while costing more.
- Health Insurance increases and lack of copays for families has become a burden, especially with no significant raises.
- health insurance is too expensive with too high deductibles.
- Health Insurance
- Health Insurance

- High deductible insurance
- I absolutely hate that our insurance moved from a copay system to what we have now.
- I no longer tell people that WKU has good benefits.
- I am concerned that the level of insurance will continue to decrease over time as it has the past 3 years. And is there EVER a chance that it would get better rather than worse? also dental and vision
- Our high deductible health insurance is horrible!!!
- I understand the budget concerns, however the best part of working at WKU are the benefits. I think it is important to continue offering time off and incentives for health improvement
- I very much enjoy working at WKU & plan to spend my career here. With budget cuts looming, I'm worried about my department & if there will be any change to our benefits.
- I work for HRL, so I am impacted a little differently by some of these things. Time we can take off is sometimes limited and from my perspective,
- I would like a free Preston Membership to be part of the wellness incentives.
- If WKU were to work with other public entities to create a larger pool for insurance, we could probably save some money and provide improved health insurance.
- I'm very concerned about the Health Insurance, I find it extremely ineffective, I end up paying out of pocket way more than I feel I should. I've begun to research moving to my husbands insurance
- Insurance plan is confusing, expensive out of pocket and too stringent
- I've worked at WKU for nine years, and every year we are asked to do more with less. Benefits have decreased and morale is crappy. I no longer plan to stay at WKU long term. Needed more characters
- benefits were better when I came to work here 8 years ago than they are now.
- Health & wellness options
- benefits
- loss of some benefits (spousal tuition)
- lack of health insurance
- Maintaining adequate benefits for all WKU employees
- I don't understand why HR won't look into outsourcing health insurance, why are we paying so much when other KY Univ aren't?!
- My only concern has to do with benefits. I don't want any employee to lose any of our current benefits.
- Need better health plan coverage/plans. Coverage for Warren County school teachers is now better than WKU's self-insured plans. The Avesis vision plan is weak, it provides minimal benefits/coverage
- Need more health incentive for non-smokers and staff not needing weight control.
- Insurance is a struggle with the deductibles that have to be met each year. The \$500 the university give us is not much help.
- Higher insurance costs have DECREASED income significantly. I can't afford to go to dr.
- our health insurance has consistently gotten more expensive over the years,i would like to see that change for the better

- Our Health Insurance is not the best we have had. We pay in, the university pays in, and we still have to do the wellness to get the \$1300.
- insurance deductibles
- health care plans are horrible, deductibles too high,
- On site health care should be much more affordable.
- health benefits
- time off
- Health insurance works fine for me since I am single, but it is not favorable to families
- Poor health insurance coverage with a demeaning wellness program
- expanding benefits to part-time employees where possible
- Health Insurance
- Benefits
- insurance
- The cost of health care is a primary concern, as we seem to pay more for premiums than other similar sized organizations with the same high deductibles.
- the insurance could be better (copay would be nice) and the dental and vision could cover more. Insurance was better in the past (money-wise) than it is now.
- The need for better health insurance
- Top Issue: Better options for Health Insurance costs for young, married couples with no children & better whole life insurance options needed
- Rising cost of insurance and other benefits without pay increases
- health insurance seems to be for catastrophic illness only, better than nothing, but when you make low wages seems hard to keep up
- Wellness program is too complicated and time consuming.
- Health insurance

Promotions/Career Issues (N = 17)

- I do well beyond the scope of my title, yet there are no hopes for a title change (or pay) to reflect what I do. I have an entry level title and pay, but do so much more.
- promotion/advancements question- N/A THEY DO NOT HAPPEN
- Appointments to positions rather than job searches
- Hiring within when it does NOT benefit WKU.
- Appropriate opportunities for advancement at regional campuses
- Opportunities for advancement
- promotion opportunity
- I am satisfied working at WKU however, there is no room to advance or encouragement to do so
- I feel that morale is low because there are little to no: -opportunities for advancement
- There are no advancement opportunities in a staff position with a faculty supervisor.
- opportunities for upward mobility, especially in lower pay grades is needed
- It is expected that even when promotions occur that job functions begin immediately even though compensation can be delayed through HR for over a year.
- advancement

- Consistent hiring and promotion based on experience and not just that you have the correct degree
- Staff have very little if any opportunity to move up and being reclassified is very difficult as your job changes.
- There is no way for me to improve my current position at WKU, no opportunities for advancement. I fear that I will spend the next 15yrs here and only be making just a bit more than my current pay.

ORP/Retirement (N = 5)

- KY's Pension Situation
- KTRS Retirement system must be fixed for current and future employees.
- I would love to see an option for professional staff similar to the transitional retirement option for faculty.
- I am not in agreement with WKU hiring "retirees" back in full-time positions. We have several on campus who have fully retired then returned in a full-time capacity, in high paying positions.
- retirement benefits are not as good as they were in the past.

Job Security (N = 9)

- Budget shortfall and how it will impact programs/positions
- Uncertainty over job cuts. Concern over the constant budget reductions.
- job security
- job security
- Job security
- Job security
- job security/morale
- Personally, I would rather see people keep their jobs than get a raise
- Job Security

Not Enough Staff/Resources/Funding/Budget (N = 35)

- Realistic, balanced budget for the University
- being incredibly understaffed
- lack of funding to have supplies to adequately do my job
- Continued Budget Cuts
- Potential loss of revenue producing accounts to support non producing areas on campus
- As the new incoming president, do not over-promise and under-deliver. Help the budgeting office come up with better way to forecast shortfalls! The number of students is decreasing. Plan on it!
- Being asked to do more programming while at the same time possibly losing our Graduate Assistants. Should this happen, this will be detrimental to our department. We have lost professional staff.
- Budget concerns, cost to students, campus morale due to budget issues, and losing senior leadership. Faculty tenure will become a concern if WKU examines program sustainability for budget relief.

- Budget
- I feel my area is overstaffed. Too many people for the workload.
- Computer equip has to be purchased & maintained by the dept, yet certain machines are no longer able to be serviced by IT b/c they are deemed "old." A depts funding is limited & can't buy newer ones.
- New/Updated computers needed
- I have close to 700 advisees and best practice is 300 per advisor. My department has refused to hire another advisor and refused extra pay for the added workload.
- Kicking the budget issues down the road, not addressing them with a strategic vision for WKU's future.
- lack of appropriate staffing
- Not enough workers in our department safety
- My position is grant funded. Our major funding source has decided to stop supporting the program despite a 10 yr history of success and growth. WKU isn't providing any help or support for next steps.
- Inability to fill vacant faculty and staff positions
- Workload issues
- staffing needs to be planned
- Workload
- I'm here at the University to enjoy participating in University activities and events as well as pursue a higher degree. Often my workload conflicts with these things.
- The \$6.5 million dollar deficit
- The amount of wasted money by WKU departments.
- The annual death-by-a-thousand-cuts budget-making policy the university uses. Honestly appraise what programs are and are not working, and make the cuts in the programs that are not moving WKU forward.
- The variety of tasks I'm involved with is unmanageably wide.
- To many years where the administration kept same polices regarding the budget. They did not think outside the box and get ahead of the state funding issue. By continue to depend on tuition increases
- We need more people at the dept level to retain WKU students.
- University budget and impact on staff salaries
- Vision of the administration in regards to budgeting practices and strategic growth.
- We had a full time employee reassigned to another area under our director. The position has remained vacant for a couple years. We were told to hire students to make up for it, but that isn't working.
- When departments at WKU are temporarily short-staffed, current staff are often asked to take on additional responsibilities and work extra hours with no additional compensation, which seems unfair.
- My department can't afford new chairs and mine is broken
- Old equipment (copiers). When will the Managed Print Service begin?
- More strategic with budget cuts instead of across the board Focus on enhancements to priorities and eliminate some areas

Parking (N = 20)

- Parking is a nightmare.
- I would like to see the breakdown of why we pay for parking.
- As a regional campus employee that often takes equipment to the Bowling Green campus, it would be nice to have better loading/unloading zones around and near MMTH.
- Parking will always be an issue.
- parking on main campus
- Even if you pay for gated parking, specifically Gated Regents, you'll have to deal with an influx of drivers with C1/H tags in the lot in early AM & exactly at 4:30. Extend GR permit-only hours 7->7?
- Parking is too expensive for staff who have not gotten sufficient raises.
- Parking (we pay a lot for premium parking and have to take lunch at odd hours just to ensure a spot is available when we return)
- PTS doesn't really help when it comes to parking.
- My top concern as a parent of a young child is campus parking. It is stressful knowing that I can't arrive at campus when I need to and have a parking spot.
- Parking availability and cost of permits for employee
- parking too expensive
- "Parking
- expensive/insufficient parking.
- Parking
- There is not adequate Non-Premium parking at the top of the hill near Cherry & Potter Halls, or Weatherby Administration Building.
- Campus parking and continued increase in permit charges
- I feel paying for parking to go to work is terrible.
- Parking
- I have not had issues with parking (FS3) and I hope it remains that way.

Quality of Facilities (air quality, space, etc.) (N = 18)

- The campus smoking ban can't come soon enough; I hope it will encourage smokers to stop in parking lots, walkways, and near doors--right now, smokers still do not follow the rules.
- Possible mold in Potter Hall causing daily headaches among co-workers
- Maintenance workers smoking outside of open windows
- I work in the Garrett Conference Center. The air quality is terrible. This has been an ongoing issue since I began working here (3 years).
- Air quality at Tate Page Hall
- I listed unsure about the air quality but I wasn't thinking of smells - my office is in Garrett Conf. Center and we often have to close the door to our office because of the all day smell.
- My allergies flare up at work in DSU.

- ones Jagers that is affected with mold & has not been resolved permanently. This is a huge health concern for TRIO programs housed here & especially for the children that attend the daycare here.
- the air quality in my building, Potter Hall, seems to have mold
- The air Quality in the Tate Page Hall
- The building I work with has a lot of mold. I am very allergic to mold and have expressed concern to Environmental Department. They are not willing to help with mold issue or the poor air quality
- Lack of enforcement of the smoking policy
- The smoking policy is not well enforced. I see folks smoking directly in front of entrances constantly.
- The Smoking policy on campus is very strict, but has no teeth.
- The smoking situation on campus needs to be addressed. The toothless policy in place now is beyond pathetic. Other campuses in the state have gone smoke free, why do we have to wait?
- Was a mistake to place smoking areas in unsheltered hi traffic walkways, just to maximize dehumanization. Reasonable smoking areas with appropriate butt receptacles would be more reasonable approach.
- You asked the question about the air quality in my building, but did not ask which building I'm in. I'm in Garrett. The smell from Panda forces us to close our door so we don't smell it.
- Do not like sharing office space due to co-workers inability to be good at sharing office space. All employees need sit/stand desks and should be allowed to work away during slow periods.

Summer Hours/Spring Break/Christmas Break (N = 29)

- I think there should be a vote by ALL employees concerning the summer work hours.
- Bigger raises would be great, but winter break/summer hours and tuition waivers are currently more important to me.
- Summer schedule hours were not voted on.
- Spring/Fall break spec hrs, like summer
- I worked at another university where we had Spring Break off + Christmas break = great
- Flex Time - I work 60-70 hours/week when school is in session and feel that breaks (summer/fall/spring), we should have off.
- Albeit small, having a break improves employee moral. With this being said, I believe fall and spring breaks should be granted for staff.
- Because we have not gotten raises, it would be good to be able to be off for at least 2 days of the Spring Break. Other universities have begun to allow their staff employees to have these types off
- Christmas break and summer hours are why employees stay at WKU. It makes up for bad pay scales. Staff should get off Fall break and Spring break since faculty does.
- Days off Spring & Fall Break + Good Friday
- It;3Christmas+Thanksgiving Break
- Please align our fall/spring breaks with K-12 and provide that time off, to compensate for the lack of pay and raises.

- Fall and Spring break would be major additions to overall employee satisfaction, especially among staff members. If no additions in these, more vacation days starting off would be important.
- Having fall and spring break would help the moral of WKU staff. It would compensate us for not receiving pay raises and for negative changes in our health insurance.
- I do think that during Winter/Spring/Fall break we should operate on a different schedule, such as the summer schedule. There are very few student here during that time.
- Giving staff fall & spring break would help this and morale.
- I love the Christmas break and have really appreciated the extra time added on the last few years. When the budget situation is bad and we are not getting raises, this has been a nice bonus.
- I really think the university should be closed or have modified offices hours during fall and spring break.
- I strongly believe that staff being of during fall/spring break would make sense. Faculty and students aren't here. It would be a great added benefit.
- If not given raises, increase time off--spring break, fall break.
- It would be nice to allow us to have Fall Break and Spring Break off. Or Get a few days as an incentive.
- Keeping x-mas break and the summer hours. Those are most important to me. If we receive any other breaks that would be wonderful.
- Maintaining adequate time off for staff
- Fall & Spring break-staff off
- Fall/spring break should apply towards faculty/staff
- Continuance of Christmas Break/Summer Hours/Vacation & Sick Leave
- The summer hours are a valued and appreciated benefit to me as is the winter conservation break. I think the university and staff morale would benefit from a fall and spring conservation break.
- With the exception of necessary personnel, WKU employees have wanted to have Spring and Fall breaks off work for many years. Many employees do unnecessary busy work at this time.
- It would be nice to have either fall or spring break off for staff.

Unfair Treatment (non-salary and non-performance evaluation issues; diversity) (N = 21)

- less preference to special groups and projects like athletics, honors, international programs
- Ensuring that individuals are not promoted/ hired because of who they know.
- I am penalized when taking days off of work
- Gender salary inequality.
- HR Director not following the policies as they are written.
- Rules regarding promotions and compensation seem to be different for different people.
- Staff in the same department who are doing the same job and have the same job titles do not have the same salary. One employee earns \$31,000 for the same job as another employee who earns \$24,000.

- Inequity in pay levels for individuals who work and care about their jobs, versus pay raises given based on friendship(s)
- The stipend process; it is not equal across campus.
- being made to feel valuable, despite your position
- How I am treated as female employee
- We should prosecute students guilty of sexual assault to the fullest extent
- Fairness between employees
- Respect for ALL staff, regardless of pay level
- Lack of diversity
- Equality for PT employees
- Also, I would like to see more diversity.
- equal treatment to faculty
- Some employees in our department are not treated fairly when it comes to job duties, evaluations, title changes, and raises.
- Favorability issues with hiring committees.
- WKU's non-discrimination policy needs to be revised to include "gender-identity" and "gender-exp

Ability to Express Concerns/Give Input/Communication Issues (N = 12)

- Too much flip flopping, no written procedures or policies, and the managers above me can not stop contradicting themselves, very confusing.
- Transparency from the Administration regarding decision-making
- Being able to know that my concerns will be heard and that something will be done about these concerns as well.
- Feel like HR works on behalf of WKU not employees. Confusion the last few months regarding exempt, non exempt status and overtime, flex time. Policies unclear.
- Having a staff voice to the administration
- Break down barriers between faculty and staff
- effective & accurate communication
- I am disheartened by lack of communication; uninformed VPs making decisions with no understanding of how things work.
- We are employed and paid by WKU but are managed by outside firm. This firm wants everyone to follow their company policy and states this is how it is done within our company. No Moral.
- I wish there was more communication from the top level about important issues. Often I learn about important issues from the WKU Herald or through the rumor mill.
- Lack of accountability in certain departments or ability to clearly and effectively communicate processes and policies at WKU. The target constantly moves among various departments.
- enhancement of communication is crucial

Supervision/Management (N = 16)

- Out sourcing is a great disservice to the University aesthetics and cleanliness has gone down hill with current Management
- Respect of staff and their contributions to WKU by all administrative levels
- Increased transparency from the Board of Regents while holding WKU administration more accountable regarding University mission.
- disrespectful supervisor
- My supervisor provides no flexibility.
- Employees in my area who abuse not having a supervisor working in the same. The supervisor is two floors away and does not care what goes on. He only wants people present so he does not have to do
- Leadership is very poor in our dept
- my supervisor does not value me or my position. I do have many coworkers who value my position.
- I have a great supervisor who cares and works with me. Some employees do not get the same respect that I get and that makes me sad for people who are not treated as fair as I am. Consistency of policy
- Stability amongst leadership changes across the university



Training Opportunities (N = 12)

- Training and accountability for supervisors
- With so many higher administration officials reaching retirement age, there needs to be a better focus on younger professional development and retention of these faculty/staff members.
- Better new staff training - it was pretty haphazard for me, and as a result I was very unsure of my duties and resources available to me.
- Coming from a smaller university I was shocked with the lack of involvement from the HR department when I started. There was no orientation, no employee handbook, and no training available.
- I feel there should be a university orientation for all new employees, in addition to a departmental orientation. This would help new employees familiarize themselves with campus and its resources.
- training for department heads to be more efficient in running their areas
- Leadership training for new supervisors or dept heads is a good idea.
- professional development

- ensuring opportunities for professional development and advancement for WKU employees.
- There needs to be orientation given by HR when you start employment at WKU. I still don't feel welcomed by WKU as a whole nor do I know what resources are available to me.
- While I feel safe from crime on campus, I do not believe we have adequate training or well-planned procedures for weather-related events, such as a tornado.
- Needed a questions about Title IX training.

Performance Evaluations (N = 6)

- Mentoring/mapping a career path for staff with good perf reviews would be helpful for WKU and encouraging for those employees.
- Lack of ability to remove faculty who are not performing
- Why have evals? not punish for poor work, not reward for excellent work.
- Unsure of reverse appraisal process
- Performance appraisals that are meaningless
- The annual appraisal process in our department is not taken seriously and means nothing.

Miscellaneous Issues (N = 44)

Positive comments (5)

- I love my job and my department. I am very happy that I made the decision to come and work for WKU.
- I love WKU but we can always be improving. Also, thank you staff council for all that you do. I appreciate your efforts.
- I really like having a job and I love this job and WKU. I don't think that makes me unique and that is one of the many great things about us.
- I started on August 15th, 2016. I have so far very much enjoyed my position. I appreciate that there is a Staff Council. Please keep doing what you're doing!
- I love my job and my department!

Other Miscellaneous Issues

- Airline points/rewards earned using univ. funds should be put in a pool so anyone on campus can use them for future univ. business only.
- Future FLSA Guidelines for exempt and non-exempt employees
- Knowledge of disappointing interactions with on campus counseling services for both professional staff and students.
- 4 day work wk to save \$
- Discontinue the double-dipping policy and give others a chance. Pull the reins back on travel--staff partying in Vegas?
- Healthy work relationships with colleagues
- Lack of strategy and thoughtful coordination of our many parts. Too busy chasing new bells and whistles to first consider whether (or if!) they align with our institutional mission and vision.
- I feel that morale is low because there are little to no: -recognition of achievement

- too many higher administrative jobs.
- scholarships for intl students
- a return to the core academic mission and identity;
- we need an ice cream truck during the warm months
- That is balanced with work/life balance which is also a top priority
- Currently revamping all previous procedures, ask again later.
- unrealistic work conditions
- Paperwork on my end has become a nightmare.
- I have only worked here less than a month, which is why I answered N/A to many of the questions.
- Security Cams
- I'm not sure why you ask if I have a Conceal & Carry License, but you don't ask if I smoke??? I don't believe that question is applicable to this survey.
- My right to defend my life shouldn't stop when I enter the building. WKU should change its policy on firearms and allow the right to carry to those who have met the state requirements.
- WKU has a Conceal & Carry Policy that's not outright prohibition? I've never seen any policy related to that. I'd be interested, especially working odd hours outside of regular business.
- You ask me to respond to yes/no items (I.e, whether I possess a Concealed Carry Permit) through an agree/disagree scale and then you offer 200 CHARACTERS to comment?
Our staff has woeful repretation
- morale
- Work-life balance
- one of the best places ive ever worked in my life
- Please do something about the all-staff/all-faculty emails.
- put tops on lights on campus to decrease light pollution
- continue to support sustainability efforts at WKU
- Would like more flowers on campus though.
- Liberal agenda pushed by a few members of our campus community
- maintaining/improving staff morale
- finding loopholes instead of innovating to retain students lessening their financial burden
- Morale is at an all time low!
- Concerned about the quality of education we provide.
- Student retention.
- We have lost our focus and need an internal transformation. Too much emphasis has been placed on athletics, honors and international. Why? Less glitz. Get back to basics. Put students first and reward us \$.
- saftey pratices
- Need to update staff professional consulting policy to be closer in alignment to faculty
- Outsourcing