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March 1st, 2013

Dear Department of Facilities Management,

Staff Council would like to thank you for taking your time to complete this year's Department of Facilities Management staff satisfaction survey. The Staff Council Survey Committee enjoyed the time we were able to spend with each division of Facilities Management while conducting the survey. Staff Council recognizes your valuable daily contributions to the WKU community and we would like to express our gratitude for your dedication to the Hill.

Staff Council would also like to thank Dr. Betsy Shoenfelt and her graduate students, Caley Foster, Seth Kline and Joseph Westlin, from the Department of Psychology for conducting the analyses and writing the technical report for the Department of Facilities Management's 2012 Staff Satisfaction Survey. We could not have conducted the survey without the expertise this group brought to the survey process.

There were 298 employees of DFM when the survey was conducted in November 2012. 223 employees of DFM returned completed surveys, which is a 74.8% response rate. The rate is a little lower than Staff Council expected, but we believe it is due to DFM employee scheduling conflicts during the time of the monthly meeting. Almost everyone who attended their division's monthly meeting completed a survey, unless the employee declined to participate. The 2012 response is up in comparison to the 2011 WKU Staff Satisfaction Survey, where we only received 69 completed surveys from Campus/Service Facilities Division. The response rate from this specific division of campus is what prompted Staff Council to go to DFM employees in person to see if we could increase participation and to get to know our fellow staff in DFM.

The results of the 2012 WKU Department of Facilities Management Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. The items with the most agreement were "I undergo a performance appraisal process each year and that appraisal is reviewed with me," and "My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities." The two lowest rated items were "in my area, promotions and advancements are based on performance-related criteria rather than who you know" and "There are enough employees in my section/department/office to handle the work."

DFM employees agreed that taking time off is not a problem, that computer access is not a problem, that WKU provides a safe campus environment, and that they have the equipment they need to do their job well. DFM staff members further agreed that employees work cooperatively with each other, that they can easily locate DFM policies, that they are comfortable discussing job concerns with their supervisors, and that their supervisor has received adequate supervisory training. An interesting outcome, in terms of items measuring the level of satisfaction, the three items with the relatively strongest agreement are related to supervisory practices and scheduling. This finding suggests staff members are relatively satisfied with their supervisors and various aspects of their schedules.

DFM staff members slightly agreed that their direct supervisor treats all employees consistently, that job descriptions reflect what they really do on the job, and that, if a situation occurred, they would feel comfortable contacting HR.

DFM staff members indicated that they were unsure whether their Sodexho supervisor treats all employees consistently, whether people receive recognition when they should, whether promotions were based on performance, and whether there are enough employees in their section/department/office to handle the amount of work.

The DFM staff members were given the opportunity to provide comments, good or bad, at the end of the survey. The responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises; sufficient staff, resources and funding; and management and supervision. 141 DFM employees of the 223 that took the survey declined to comment; that is, only 36.77% of the DFM survey respondents made a comment.

The report describing these results in detail is available to anyone who is interested. The report may be obtained by going to this link on the WKU webpage: <http://www.wku.edu/staffcouncil/survey.php>, or by contacting Jessica Dunnegan at Jessica.dunnegan@wku.edu or by phone, 270-745-3697.

Staff Council hopes to help the Sodexho managers and the WKU supervisors to better understand their employees' job satisfaction level and hopefully improve, where improvements can be made.

Thank you for your time,

Staff Council Survey Committee

Jessica Dunnegan
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**Western Kentucky University
Department of Facilities Management
Staff Satisfaction Survey
– 2012 –**

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January 15, 2013



**Western Kentucky University
Department of Facilities Management
Staff Satisfaction Survey
– 2012 –
Executive Summary**

This report describes the results of the Western Kentucky University Department of Facilities Management Staff Satisfaction Survey administered November 2012. All DFM staff were given the opportunity to respond to the survey; 223 employees returned completed survey instruments. The DFM Staff Satisfaction Survey instrument consisted of 17 Likert-type items addressing specific facets of the job; an 18th item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Five additional items requested demographic information and an open-ended item asked employees to list their top issues or concerns with their job.

The results of the 2012 WKU Department of Facilities Management Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 17 items tapping satisfaction with specific facets of the job, there were no items with which employees strongly agreed; nor were there any items with which DFM employees disagreed or strongly disagreed. There was agreement with 12 items, and there were 6 items on which employees were unsure whether they agreed with the item or not. DFM employees agreed most that they undergo a performance appraisal each year and that their supervisor follows university policy concerning time away from the job. DFM employees agreed least that there are enough employees in their section/department/office to handle the work and that in their area promotions and advancements are based on performance-related criteria rather than who you know.

Generally, full-time and part-time DFM employees were consistent in their pattern of responses, as were male and female DFM staff members. However, in general, DFM employees who are younger and have fewer years at WKU expressed stronger agreement with items than did those who were older and with more tenure. There were two items (i.e., job descriptions are accurate and Sodexo managers treat all employees consistently) on which those at the highest salary range reported disagreement with survey items while others at lower salary ranges either agreed or were unsure. Open-ended responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises; sufficient staff, resources, and funding; and management and supervision.

**Western Kentucky University
Department of Facilities Management
Staff Satisfaction Survey
– 2012 –**

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered to the Department of Facilities Management (DFM) in November 2012. The survey was administered in paper and pencil format at unit meetings; 223 Facilities Management employees returned surveys. This response rate may be compared to the 69 completed surveys returned by Campus/Services Facilities Division for the 2011 WKU Staff Satisfaction Survey.

Staff Satisfaction Survey Instrument

The Staff Satisfaction Survey instrument consisted of 17 Likert-type items addressing specific facets of the job; a 18th item addressed overall job satisfaction. The instrument may be found in Appendix A. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). A “Not Applicable” response option was also available, although it was used relatively infrequently. Five additional items requested demographic information and an open-ended item asked employees to list their top issues or concerns with their job.

Demographics

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

Employment Category. Some 215 employees indicated full-time employment with the university; 1 employee indicated part-time employment; 7 employees did not indicate their status.

Gender. Some 109 employees indicated they were male; 92 indicated they were female; 22 gave no response to this item.

Age. Ten (5.0%) employees indicated they were 25 or younger; 31 (15.3%) indicated they were 26-35 years old; 47 (23.3%) indicated they were 36-45 years old; 76 (37.6%) indicated they were 46-55 years old; 35 (17.3%) indicated they were 56-65 years old; 3 (1.5%) indicated 65+ years of age; 21 gave no response to the item. The median Age fell in the 46 to 55 years group, which is older than the median response for the 2011 Staff Satisfaction Survey (Md = 36 to 45).

Employment Tenure. Thirty-two (15.5%) employees reported they had been employed at WKU less than 1 year; 75 (36.2%) employees had been employed for 1-5 years; 40 (19.3%) employees for 6-10 years; 32 (15.5%) employees for 11-15 years; 19 (9.2%) employees for 16-20 years; and 9 (4.3%) employees for more than 20 years. The median tenure response fell in the 1 to 5 year category; 13.5% have been employed by WKU for more than 15 years.

Salary Range. Thirty-three (16.3%) employees reported they receive a salary of less than \$15,000; 95 (46.8%) reported a salary of \$15,001-\$25,000; 51 (25.1%) employees reported a salary of \$25,001-\$35,000; 19 (9.4%) employees reported salaries of \$35,001-\$50,000; 5 (2.5%) reported salaries of \$50,001 or more.

Results for the Satisfaction Ratings

The DFM Staff Satisfaction Survey instrument consisted of 17 Likert-type items addressing specific facets of the job; an 18th item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Reliability analyses were conducted across ratings on all items. Internal consistency analysis revealed a Cronbach’s alpha of .87, indicating the items are tapping a common underlying construct, presumably job satisfaction.

Results are reported first for ratings across all respondents. The results are then broken down by each demographic category, that is, by Employment Category, Gender, Age, Years of Employment, and Salary Range.

In this report, ratings ranging from 4.51 to 5.0 will be referred to as indicating strong agreement; responses ranging from 3.51 to 4.50 will be referred to as indicating agreement; responses ranging from 2.51 to 3.50 will be referred to as indicating being unsure about agreement with the statement; responses ranging from to 1.51 to 2.50 will be referred to as indicating disagreement.

Results from the 2011 WKU Staff Satisfaction Survey for the Facilities Division may be found in Appendix B.

Ratings across All Respondents

Table 1 contains the mean rating across all respondents and standard deviation for each of the 17 items measuring facet satisfaction and the overall job satisfaction item. The means in Table 1 are reported in descending order, that is, the facet with which employees reported the strongest agreement is listed first, followed by the facet with the second greatest agreement, etc.

DFM employees agreed that they are satisfied working at WKU (item 18). In fact, 75.5% of staff members either agreed (50.0%) or strongly agreed (25.5%) that, overall, they are satisfied working at WKU. The items with the most agreement were “I undergo a performance appraisal process each year and that appraisal is reviewed with me,” and “My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.” The two lowest rated items were “In my area, promotions and advancements are based on performance-related criteria rather than who you know” and “There are enough employees in my section/department/office to handle the work.”

DFM staff agreed that taking time off is not a problem, that computer access is not a problem, that WKU provides a safe campus environment, and that they have the equipment they need to do their job well. DFM staff members further agreed that employees work cooperatively with each other, that they can easily locate DFM policies, that they are comfortable discussing job concerns with their supervisor, and that their supervisor has received adequate supervisory training. Of interest is that, in terms of items measuring facet satisfaction, the three items with the relatively strongest agreement are related to supervisory practices and scheduling. This finding suggests staff members are relatively satisfied with their supervisors and various aspects of their schedules.

DFM staff members slightly agreed that their direct supervisor treats all employees consistently, that job descriptions reflect what they really do on the job, and that, if a situation occurred, they would feel comfortable contacting HR.

DFM staff members indicated that they were unsure whether their Sodexo supervisor treats all employees consistently, whether people receive recognition when they should, whether promotions were based on performance, and whether there are enough employees in their section/department/office to handle the amount of work.

Items 5, 6, 7, 8, 10, 13, and 16 relate to supervisory responsibilities. Employees reported agreement that supervisors follow policy concerning time away from the job and treat them fairly, that they are comfortable discussing concerns with their supervisors, and that their supervisor has received adequate supervisory training. However, staff reported that they are unsure whether their Sodexo supervisor treats employees consistently, promotions are based on objective performance-related criteria, and whether people receive the recognition they should.

Table 1. 2012 Mean Ratings across All Respondents (N= 223)

Item Number/Item Statement	Mean (Range 1-5)	SD
11. I undergo a performance appraisal process each year and that appraisal is reviewed with me.	3.91	0.90
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	3.89	0.97
18. Overall, I am satisfied with working at WKU.	3.87	0.99
13. Taking my time off, when needed, is not a problem in my area.	3.86	1.07
14. I am provided computer access to obtain the information I need related to work.	3.85	1.06
17. WKU provides a safe campus environment for DFM employees.	3.84	1.02
1. I have the equipment and supplies to do my job well.	3.83	1.08
9. Co-workers in my section/department/office work well as a team	3.74	1.19
12. DFM policies are easily located by DFM staff	3.69	1.01
8. I am comfortable in discussing my job-related concerns and issues with my supervisor.	3.68	1.20
16. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.61	1.05
5. My direct supervisor (or "I treat" if you are a supervisor) treats all employees consistently with regard to department and university policies and procedures.	3.57	1.21
2. My job description reflects what I really do.	3.50	1.13
15. If a situation occurred (that is, unfair treatment, safety concern, or discrimination), I would feel comfortable contacting HR.	3.47	1.21
6. My Sodexho manager treats all employees consistently with regard to department and university policies and procedures.	3.35	1.27
4. People in my area receive recognition when they should.	2.90	1.24
10. In my area, promotions and advancements are based on performance-related criteria rather than who you know.	2.84	1.24
3. There are enough employees in my section/department/office to handle the work.	2.70	1.35

Results by Employment Category

Only one respondent indicated being a part-time employee; all other respondents indicated being full-time. Results are not reported for the one part-time employee. Results for full-time DFM employees are essentially identical to those for all respondents reported in Table 1.

Results by Gender

The 2012 DFM Staff Satisfaction Survey included an item asking respondents to identify their gender. Some 109 (49%) employees indicated they were male; 92 (41%) indicated they were female; 22 (10%) gave no response to this item. Table 2 reports the mean ratings and standard deviations broken down by Gender for the 17 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 2 are reported in descending order for male employees, that is, the facet with which male employees reported the strongest agreement is listed first, followed by the facet with the second greatest agreement, etc.

There is a great degree of consistency between male and female employees in the extent of their level of agreement with the majority of the facets of job satisfaction and overall satisfaction. However, there were three items with which female employees expressed less agreement than did male employees.

- Male DFM employees agreed that WKU provides a safe campus environment while female employees slightly agreed.
- Male DFM employees agreed that co-workers in their section/department work well as a team while female employees were not sure whether co-workers work well as a team.
- Male DFM employees agreed that they are comfortable discussing job-related concerns and issues with their supervisor while female employees were unsure whether or not they would be comfortable with such discussions.

Table 2. Means (Standard Deviations) by Gender* Analysis of variance indicates significant differences between the means by gender ($p < .05$).

Item Number/Item Statement	Male <i>N=109</i>		Female <i>N=92</i>	
	Mean	SD	Mean	SD
*17. WKU provides a safe campus environment for DFM employees.	4.07	.74	3.54	1.20
13. Taking my time off, when needed, is not a problem in my area.	4.06	.88	3.71	1.14
*9. Co-workers in my section/department/office work well as a team.	3.99	1.10	3.49	1.19
11. I undergo a performance appraisal process each year and that appraisal is reviewed with me.	3.98	.85	3.87	.91
1. I have the equipment and supplies to do my job well.	3.96	.97	3.78	1.09
14. I am provided computer access to obtain the information I need related to work.	3.94	1.01	3.74	1.18
18. Overall, I am satisfied with working at WKU.	3.93	.95	3.79	1.05
*8. I am comfortable in discussing my job-related concerns and issues with my supervisor.	3.93	1.07	3.41	1.33
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	3.86	1.02	3.91	.91
12. DFM policies are easily located by DFM staff.	3.76	.94	3.77	.96
16. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.75	.99	3.43	1.11
5. My direct supervisor (or "I treat" if you are a supervisor) treats all employees consistently with regard to department and university policies and procedures.	3.74	1.06	3.40	1.37
15. If a situation occurred (that is, unfair treatment, safety concern, or discrimination), I would feel comfortable contacting HR.	3.56	1.14	3.40	1.26
2. My job description reflects what I really do.	3.50	1.10	3.62	1.17
6. My Sodexo manager treats all employees consistently with regard to department and university policies and procedures.	3.45	1.24	3.38	1.27
4. People in my area receive recognition when they should.	3.09	1.13	2.73	1.33
3. There are enough employees in my section/department/office to handle the work.	2.90	1.26	2.51	1.42
10. In my area, promotions and advancement are based on performance-related criteria rather than who you know.	2.86	1.21	2.84	1.26

Results by Years of Employment

Table 3 reports the mean ratings and standard deviations broken down by Years of Employment for the 17 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 3 are reported in the order in which the items appeared on the survey instrument. There is a fair amount of consistency across DFM staff members by years of employment in the extent to which they agreed with each facet of job satisfaction. However, there were two items on which there were statistically significant differences in mean ratings as a function of years of employment at WKU. These items and the differences are identified below.

- DFM employees with less than 1 year of employment agreed and those with 11 – 15 years of employment slightly agreed that their job description reflected what they really do; employees with 1 – 10 years and 16 or more years of employment were unsure whether their job description reflected what they really do.
- DFM employees with all lengths of tenure, with one exception, were unsure whether promotions and advancements were based on objective criteria rather than who you know. The exception was that employees with 6 – 10 years of experience disagreed that promotions and advancements were based on objective criteria rather than who you know.

Table 3. Means by Years of Employment* Analysis of variance indicates significant differences among the means by years of employment. ($p < .05$).

Item Number/Item Statement	< 1 <i>N</i> =32	1-5 <i>N</i> =75	6-10 <i>N</i> =40	11-15 <i>N</i> =32	16-20 <i>N</i> =19	> 21 <i>N</i> =9
1. I have the equipment and supplies to do my job well.	4.06 (1.05)	3.66 (1.11)	3.67 (1.18)	4.16 (.72)	4.16 (.69)	4.44 (.53)
*2. My job description reflects what I really do.	4.28 (.63)	3.28 (1.06)	3.44 (1.10)	3.63 (1.13)	3.32 (1.29)	3.50 (1.69)
3. There are enough employees in my section/department/office to handle the work.	3.20 (1.30)	2.58 (1.40)	2.74 (1.35)	2.93 (1.31)	2.26 (1.19)	3.00 (1.41)
4. People in my area receive recognition when they should.	3.43 (1.07)	2.72 (1.20)	2.75 (1.08)	2.94 (1.24)	2.94 (1.60)	3.00 (1.66)
5. My direct supervisor (or "I treat" if you are a supervisor) treats all employees consistently with regard to department and university policies and procedures	4.00 (1.02)	3.43 (1.25)	3.43 (1.32)	3.72 (1.22)	3.68 (1.16)	3.44 (1.33)
6. My Sodexho manager treats all employees consistently with regard to department and university policies and procedures	3.97 (1.02)	3.31 (1.23)	3.13 (1.24)	3.34 (1.29)	3.00 (1.53)	3.56 (1.33)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.13 (.78)	3.84 (.95)	3.73 (1.18)	3.91 (.86)	3.94 (1.26)	3.78 (.97)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.94 (1.15)	3.63 (1.12)	3.62 (1.29)	3.59 (1.29)	3.84 (1.34)	3.44 (1.21)
9. Co-workers in my section/department/office work well as a team.	3.93 (1.14)	3.68 (1.23)	3.65 (1.27)	3.78 (1.13)	3.95 (.91)	4.11 (.78)
*10. In my area, promotions and advancements are based on objective, performance-related criteria rather than who you know.	3.42 (1.12)	2.61 (1.20)	2.44 (1.17)	3.19 (1.22)	3.05 (1.18)	2.67 (1.22)
11. I undergo a performance appraisal process each year and that appraisal is reviewed with me	3.65 (.80)	3.90 (1.00)	4.18 (.71)	3.91 (.86)	4.00 (1.00)	4.11 (.33)
12. DFM policies are easily located by DFM staff	4.23 (.80)	3.58 (.98)	3.75 (1.00)	3.72 (.92)	3.53 (1.22)	3.67 (.71)
13. Taking my time off, when needed, is not a problem in my area	4.22 (.66)	3.79 (1.06)	3.90 (1.12)	3.97 (1.06)	3.74 (1.10)	3.89 (1.17)
14. I am provided computer access to obtain the information I need related to work	4.13 (.92)	3.72 (1.12)	3.78 (1.17)	3.81 (1.18)	4.00 (.94)	4.33 (.71)
15. If a situation occurred (that is, unfair treatment, safety concern, or discrimination), I would feel comfortable contacting HR	4.06 (1.08)	3.51 (1.08)	3.10 (1.29)	3.34 (1.21)	3.11 (1.29)	3.44 (1.33)
16. My supervisor (or you, if you are a supervisor) has received adequate supervisory training	4.00 (.97)	3.46 (1.10)	3.38 (1.21)	3.68 (.91)	3.68 (1.00)	3.88 (.64)
17. WKU provides a safe campus environment for DFM employees	4.32 (.75)	3.73 (1.06)	3.72 (1.10)	3.81 (.97)	3.84 (.90)	4.11 (.60)
18. Overall, I am satisfied working at WKU.	4.32 (.87)	3.62 (1.02)	3.78 (1.07)	4.09 (.82)	3.89 (1.02)	3.89 (1.00)

Results by Age

The DFM Staff Satisfaction Survey included an item asking respondents to identify their age. Table 4 reports the mean ratings and standard deviations broken down by Age for the 17 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 4 are reported in the order in which the items appeared on the survey.

In general, DFM employees 25 years old and younger tended to agree more with survey items than did older employees. However, for the most part, employees agreed in their perception of satisfaction with various facets of their job regardless of age as only one item reached statistical significance for age differences. That item is identified below.

- DFM Employees age 25 and younger agreed that there are enough employees in their section to handle the work; employees age 36 to 45 disagreed that there are enough employees in their section to handle the work. All other employees were unsure whether there were sufficient employees to handle the work in their section.

Table 4. Mean Ratings by Age* Analysis of variance indicates significant differences among the means by age ($p < .05$).

Item Number/Item Statement	<25 N=10	26-35 N=31	36-45 N=47	46-55 N=76	>55 N=38
1. I have the equipment and supplies to do my job well.	4.30 (.95)	3.84 (1.16)	3.98 (.95)	3.64 (1.13)	4.13 (.74)
2. My job description reflects what I really do.	4.20 (.92)	3.83 (.96)	3.38 (1.17)	3.35 (1.17)	3.76 (.98)
3. There are enough employees in my section/department/office to handle the work.	3.60 (1.35)	3.17 (1.31)	2.26 (1.26)	2.65 (1.33)	2.97 (1.34)
4. People in my area receive recognition when they should.	2.90 (1.29)	3.19 (1.14)	2.91 (1.18)	2.76 (1.30)	3.11 (1.25)
5. My direct supervisor (or "I treat" if you are a supervisor) treats all employees consistently with regard to department and university policies and procedures	4.30 (.82)	3.84 (1.21)	3.66 (1.15)	3.38 (1.30)	3.53 (1.13)
6. My Sodexho manager treats all employees consistently with regard to department and university policies and procedures	3.90 (1.20)	3.83 (1.00)	3.49 (1.20)	3.12 (1.33)	3.42 (1.27)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities	4.22 (1.20)	3.87 (1.18)	3.82 (1.03)	3.89 (.81)	3.89 (.98)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.10 (.99)	4.00 (1.10)	3.57 (1.35)	3.59 (1.27)	3.68 (1.14)
9. Co-workers in my section/department/office work well as a team.	4.70 (.67)	3.74 (1.21)	3.63 (1.34)	3.73 (1.14)	3.86 (.98)
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than who you know.	3.50 (1.35)	2.80 (1.22)	2.68 (1.24)	2.82 (1.26)	3.08 (1.12)
11. I undergo a performance appraisal process each year and that appraisal is reviewed with me	4.20 (.92)	3.94 (.89)	3.96 (.88)	3.92 (.96)	3.92 (.75)
12. DFM policies are easily located by DFM staff	4.40 (.84)	4.10 (.83)	3.78 (.73)	3.59 (1.12)	3.63 (.97)
13. Taking my time off, when needed, is not a problem in my area	4.00 (1.15)	4.10 (1.08)	3.82 (.96)	3.69 (1.16)	4.08 (.75)
14. I am provided computer access to obtain the information I need related to work	4.60 (.70)	4.19 (.95)	3.77 (1.11)	3.62 (1.22)	3.92 (.88)
15. If a situation occurred (that is, unfair treatment, safety concern, or discrimination), I would feel comfortable contacting HR	4.40 (1.07)	3.45 (1.26)	3.64 (1.07)	3.31 (1.20)	3.42 (1.20)
16. My supervisor (or you, if you are a supervisor) has received adequate supervisory training	4.20 (1.14)	3.97 (.91)	3.54 (1.15)	3.34 (1.06)	3.62 (1.00)
17. WKU provides a safe campus environment for DFM employees	4.60 (.52)	4.10 (1.08)	3.83 (.94)	3.69 (1.05)	3.87 (.93)
18. Overall, I am satisfied working at WKU.	4.20 (.79)	4.06 (1.00)	3.76 (1.06)	3.78 (1.04)	3.92 (.91)

Results by Salary Range

Table 5 reports mean ratings and standard deviations broken down by Salary Range for the 17 items measuring facet satisfaction and for the overall job satisfaction item. The means in Table 5 are reported in the order in which the items appeared on the survey instrument.

Inspection of Table 7 indicates that the results aggregated by salary group follow the same general pattern as the results across all respondents in terms of the degree of agreement with an item. However, there were two items for which there were statistically significant differences by salary range. These items and the differences are identified below.

- DFM staff members making less than \$25,000 agreed that their job description reflects what they really do. Those making between \$25,000 and \$49,999 were unsure if their job description reflects what they actually do, and those making more than \$50,000 disagreed that their job description reflects what they do.
- Most DFM staff members either were unsure or agreed slightly that their Sodexo manager treats all employees consistently with regard to department and university policies and procedures. However, those making more than \$50,000 disagreed that their Sodexo manager treats all employees consistently with regard to department and university policies and procedures.

Table 5. Means (Standard Deviations) by Salary Range

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

Item Number/Item Statement	< 15k N=33	15-25k N=94	25-35k N=51	35-50k N=19	>50k N=5
1. I have the equipment and supplies to do my job well.	3.81 (1.24)	3.82 (1.03)	3.92 (1.03)	4.00 (.82)	4.00 (.00)
*2. My job description reflects what I really do.	3.84 (1.09)	3.68 (1.01)	3.35 (1.21)	3.22 (1.11)	2.20 (1.10)
3. There are enough employees in my section/department/office to handle the work.	2.69 (1.47)	2.66 (1.35)	2.92 (1.27)	2.84 (1.07)	2.00 (1.41)
4. People in my area receive recognition when they should.	2.88 (1.31)	2.66 (1.21)	3.32 (1.25)	3.00 (1.05)	2.20 (1.10)
5. My direct supervisor (or "I treat" if you are a supervisor) treats all employees consistently with regard to department and university policies and procedures.	3.18 (1.36)	3.52 (1.26)	3.80 (1.17)	3.74 (1.04)	4.00 (1.00)
*6. My Sodexo manager treats all employees consistently with regard to department and university policies and procedures.	3.64 (1.32)	3.36 (1.25)	3.39 (1.15)	3.42 (1.26)	1.75 (1.50)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	3.96 (.96)	3.77 (.97)	3.86 (1.01)	4.21 (.85)	4.75 (.50)
8. I am comfortable in discussing my job-related concerns and issues with my supervisor	3.60 (1.17)	3.64 (1.21)	3.82 (1.21)	4.05 (1.17)	3.00 (1.18)
9. Co-workers in my section/department/office work well as a team.	3.75 (1.32)	3.94 (1.17)	3.98 (1.03)	4.26 (1.05)	4.40 (.55)
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	2.72 (1.40)	2.84 (1.22)	2.84 (1.28)	3.05 (.97)	3.25 (.96)
11. I undergo a performance appraisal process each year and that appraisal is reviewed with me.	3.79 (1.05)	3.95 (.83)	4.00 (.94)	4.26 (.56)	4.20 (.45)
12. DFM policies are easily located DFM staff	3.88 (.99)	3.70 (1.04)	3.75 (.89)	3.79 (.63)	3.20 (1.64)
13. Taking my time off, when needed, is not a problem in my area.	4.12 (.82)	3.79 (1.10)	3.82 (1.14)	4.00 (1.05)	4.00 (.71)
14. I am provided computer access to obtain the information I need related to work.	4.06 (1.00)	3.56 (1.16)	3.98 (1.11)	4.32 (.67)	4.20 (.45)
15. If a situation occurred (that is, unfair treatment, safety concerns, or discrimination), I would feel comfortable contacting HR.	3.48 (1.23)	3.52 (1.19)	3.54 (1.16)	3.21 (.92)	2.75 (2.06)
16. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.38 (1.29)	3.48 (1.10)	3.85 (.89)	3.89 (.74)	3.80 (1.10)
17. WKU provides a safe campus environment for DFM employees.	3.81 (1.26)	3.66 (1.12)	4.12 (.75)	4.05 (.62)	3.60 (.55)
18. Overall, I am satisfied working at WKU.	3.64 (1.39)	3.91 (.86)	3.90 (1.01)	4.00 (.88)	3.88 (1.00)

Top Issues or Concerns

The DFM Staff Satisfaction Survey instrument included one open-ended item that requested respondents to list their top issues or concerns. There were 82 respondents who expressed 111 concerns; 141 respondents did not express a top concern. The comments were subjected to a Q-sort to group the comments into meaningful categories. The number of comments in each of 16 categories (taken from the WKU 2011 Staff Satisfaction Survey) is listed in Table 6. The complete listing of identified concerns, grouped into these categories, may be found in Appendix C.

Table 6. Categories of Top Issues and Number of Responses Per Category

Category	Number of Comments
No Additional Comments	141
Miscellaneous Issues	7
Compensation and Benefits	32 (29%)
Pay/Salary Issues/Raises	28
Benefits (health insurance, vacation, sick leave, etc.)	2
Promotions	2
ORP/Retirement	0
Job Security	0
Logistics and Facilities	35 (32%)
Not Enough Staff/Resources Funding/Budget	21
Parking	5
Facility Quality (air quality, space, etc.)	2
Summer Hours/Spring Break/Christmas Break	1
Schedule/Shift/Transfer Issues	6
Management and Supervision	37 (33%)
Unfair Treatment (non-salary and non-performance evaluation issues; diversity)	13
Ability to Express Concerns/Give Input/Communication Issues	4
Supervision/Management	18
Training Opportunities	0
Performance Evaluations	2
TOTAL NUMBER OF COMMENTS	111

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.” That is, although 82 individuals expressed some 111 concerns, 141 individuals did not identify a concern. 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. In addition, it should be kept in context that these comments came from the same group that agreed that “Overall, I am satisfied working at WKU” ($M = 3.87$).

Inspection of Table 6 indicates that comments were about equally divided among the three general categories of Compensation and Benefits, Logistics and Facilities, and Management and Supervision. The most frequent topic of concern was Pay/Salary Issues/Raises (28 responses); the second most frequent topic of concern was lack of enough staff, resource, budget, or funding (21 responses). The concerns expressed next most frequently dealt with management and supervision (18 responses) and unfair treatment (non-salary and non-performance evaluation issues; diversity; 13 responses).

Conclusions

The results of the 2012 Western Kentucky University Department of Facilities Management Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Across the 17 items tapping satisfaction with specific facets of the job, there were no items with which DFM employees strongly agreed; nor were there any items with which DFM employees disagreed or strongly disagreed. There was agreement with 12 items, and there were 6 items on which employees were unsure whether they agreed with the item or not. DFM employees agreed most that they undergo a performance appraisal each year and that their supervisor follows university policy concerning time away from the job. DFM employees agreed least that there are enough employees in their section/department/office to handle the work and, that in their area, promotions and advancements are based on performance-related criteria rather than who you know.

Generally, full-time and part-time employees were consistent in their pattern of responses, as were male and female staff members. However, in general, DFM employees who are younger and have fewer years at WKU expressed stronger agreement with items than did those who were older and with more tenure. There were two items (i.e., job descriptions are accurate and Sodexo managers treat all employees consistently) on which those at the highest salary range reported disagreement with survey items while others at lower salary ranges either agreed or were unsure. Open-ended responses indicated that employees expressed the most concern about compensation issues including pay, salary, and raises; sufficient staff, resources, and funding; and management and supervision.

APPENDIX A: The 2012 DFM Staff Satisfaction Survey Instrument

DFM Staff Satisfaction Survey

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

Instructions: Please honestly answer each of the following items by marking the extent to which you agree (5) or disagree (1) with that statement. Do not place your name or any other identifying information on the questionnaire. Please return your completed questionnaire to one of the Staff Council Representatives at your meeting to have your results placed in an envelope.

Please mark the appropriate response.

Not Applicable	Strongly Disagree	Disagree	Unclear	Agree	Strongly Agree	
0	1	2	3	4	5	
						1) I have the equipment and supplies to do my job well.
						2) My job description reflects what I really do.
						3) There are enough employees in my section/dept/office to handle the work.
						4) People in my area receive recognition when they should.
						5) My direct supervisor (or "I treat" if you are a supervisor) treats all employees consistently with regard to department and university policies and procedures.
						6) My Sedexho manager treats all employees consistently with regard to department and university policies and procedures.
						7) My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.
						8) I am comfortable in discussing my job-related concerns and issues with my supervisor.
						9) Co-workers in my section/dept/office work well as a team.
						10) In my area, promotions and advancements are based on performance-related criteria rather than who you know.
						11) I undergo a performance appraisal process each year and that appraisal is reviewed with me.
						12) DFM policies are easily located by DFM staff.
						13) Taking my time off, when needed, is not a problem in my area.
						14) I am provided computer access to obtain the information I need related to work.
						15) If a situation occurred (that is, unfair treatment, safety concern, or discrimination), I would feel comfortable contacting HR?
						16) My supervisor (or you, if you are a supervisor) has received adequate supervisory training.
						17) WKU provides a safe campus environment for DFM employees.
						18) Overall, I am satisfied working at WKU.

18) Employment Category:

_____ part-time
_____ full-time

19) Years of employment:

_____ less than 1
_____ 1 to 5
_____ 6 to 10
_____ 11 to 15
_____ 16 to 20
_____ 21 or more

20) Age:

_____ <25
_____ 26 to 35
_____ 36 to 45
_____ 46 to 55
_____ 56 to 65
_____ >65

21) Salary range:

_____ less than \$15,000
_____ \$15,001 - \$25,000
_____ \$25,001 - \$35,000
_____ \$35,001 - \$50,000
_____ \$50,001 - \$75,000
_____ \$75,001 - \$100,000
_____ \$100,001 or more

22) Gender:

_____ Male
_____ Female

23) Additional comments:

Appendix B: 2011 Staff Satisfaction Survey Item Means (SD) for DFM

Item Number/Item Statement	Campus Services / Facilities N=69
1. I have opportunities to advance in my career at Western.	3.10 (1.17)
2. I have the equipment and supplies to do my job well.	3.75 (1.15)
3. My job description reflects what I really do.	3.32 (1.23)
4. There are enough employees in my section/dept/office to handle the work.	3.55 (1.21)
5. People in my area receive recognition when they should.	3.09 (1.38)
6. I am treated fairly by my immediate supervisor.	3.97 (1.27)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.09 (1.00)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.62 (1.34)
9. Employees in my section / department / office work cooperatively with each other.	3.86 (1.10)
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the “right” friends.	3.05 (1.39)
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	2.78 (1.36)
12. The performance appraisal process is fair.	3.09 (1.27)
13. University policies are easily located by staff.	3.54 (.93)
14. I am satisfied with the current benefits offered by the university.	3.81 (.93)
15. My annual raise should reflect my latest performance appraisal.	3.85 (1.16)
16. Taking my time off, when needed, is not a problem in my area.	4.31 (.74)
17. My computer access is adequate to obtain the information I need.	4.22 (.96)
18. Overall, I am satisfied working at WKU.	3.97 (.91)
19. Parking at Western has improved since last year.	2.92 (1.33)
20. My supervisor (or you, if you are a supervisor) has received adequate supervisory training.	3.58 (1.08)
21. WKU provides a safe campus environment.	4.09 (.59)
22. The Staff Council represents my concerns to the administration of WKU.	3.24 (1.02)
23. If a situation occurred, I would feel comfortable in contacting the Ombuds Officer.	3.45 (1.01)
24. My unit/department practices sustainability activities.	3.60 (1.05)

APPENDIX C:

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

Please note: the names of individuals identified in comments have been redacted.

No Additional Comments
I have no additional comments. (N = 141)
Pay/Salary Issues/Raises (N =28)
I think that we can need more money to live better.
Need to be paid more. There has been a study of living wage in Bowling Green. My income does not meet this. I have been told a household with 2 people employed at WKU qualify for a Habitat for Humanity house, because they do not get paid enough. No one working for a government funded or direct contractor should be paid less than living wage.
More money, of course.
Need more pay. Better pay raise.
Need more money.
I wish we would get more pay.
More pay would be nice!!!
For the work we do, more pay would be nice!!!!
More pay would be nice!!!
We need a salary increase.
Salary is very low to the amount of work one has to do. The job is demeaning. The students are nasty in terms of cleaning the bathrooms, both male and females, they feel BSA are personal maids and servants.
Need more \$\$\$\$\$
I would like to get better cost of living raises.
Should get a cost of living raise. But very thankful for my job!!
Where are merit raises!!!!
Need a raise.
We all could use better pay. Should start at \$9.50 - \$10.00 an hour.
Need more money for what we do.
More money or less work.
I believe that we are not paid enough
We are expected to perform duties that are unrealistic at a wage considered below poverty in 2011.
Need more money working nights
More pay would be ideal.
Need more pay.
Mandatory meetings should be overtime, because we need our full allotted time in our building to clean.
Why are BSA's in housing paid more than BSA's in office buildings and other structures?

Pay between E&G BSA's and HRL BSA's should be equal since the job description is the same, regardless of budget. University should take steps to make this right.
Pay scale isn't enough. Pay your bills on my salary and no other income to depend on. See how well you do. No government help also. Employees hired with experience and college hours get regular pay. Other places do better than this.
Benefits (Health Insurance, Vacation, Sick Leave, etc.) (N=2)
Not completely anonymous at all due to info above. Should be able to enjoy vacation time at any time without any hassles. Should be safe at all times. Should have more routine schedules, etc.
Cannot take time off.
Promotions/Career Issues (N=2)
Pertaining to tech levels, I believe the time (years required) of service before advancement can take place is not a good policy. This could keep quality or qualified candidates from joining WKU. Also, it limits the growth and advancement for current employees that may not have enough 'time in.'
The way people were chosen to be supervisors was an insult. Using backflow preventer to substitute for a masters license just long enough to put in place who had already been picked. Then removing it for other people who wanted to get it.
Not Enough Staff/Resources/Funding/Budget (N=21)
We are extremely short handed and the 2 group leaders we have can fly through their assigned floors, be done by 10 but don't help anybody else. Like cleaning carpets or scrubbing floors and bathrooms.
At this time, my department is short handed due to open positions and FMLA.
It is really hard working and you don't have enough people. Besides that, not everyone pulls their full share of the workload.
6+ months this year, I've had to do my work plus someone else's area due to health related absences. I am totally worn out. We are still short people. Hired process is way too long. Thank you.
I work in a building by myself. I really feel it could use a second person in it. Every building needs a break area for the BSA's. Also, need someplace to store equipment to use in their building. It is hard to borrow equipment when you need it.
Hire more people in building
Need Rovers. More people in buildings. No drafting for events.
I wish we had outside help with doing the mandatory ball games. We shouldn't have to wear the safety shoes if they cause our legs to cramp, but it is part of the uniform so is expected to be worn.
Equipment takes too long to repair
Need more help. There is never enough help.
We need more help in buildings. I love my work and job, but am unable to perform up to standards without help, am unable to work 2 areas meant for two people for long periods without failure to meet standards.
Hire more people!!!
I think there could be more employees to help with the growing number of students. It seems to me that the worker to student ratio is off.
Not enough staff to complete the job as expected.
Not enough time/manpower to complete work thoroughly
Computer access should be onsite in the building that you work in, not located in another building that one must take time away from work or personal time in order to access.

In dorms without elevators, we need equipment (such as shop vac and carpet cleaners) on EACH FLOOR instead of pulling our backs and bodies to get them up many flights of stairs.
For the past year, it seems like WKU expects more work with less people. We are spreading ourselves thin. From a safety aspect, letting workers run in pairs used to be the format, and that has also changed.
when a machine is broken it takes a year sometimes to get it fixed.
Should be paid more when expected to complete extra duties consistently due to missing co-workers. Need more employees.
I have no space to have equipment, so it is the reason I have hardly any
Parking (N=5)
We need staff parking
We need more employee parking, especially at events. As I understand, 3rd floor of PS1 is supposed to be for faculty/staff, but at the latest event, faculty/staff were turned away and told to find somewhere else to park and were forced to park far away from DFM!
We need employee parking! Especially during events.
Parking for events, staff working events, and their schedule have a hard time finding a parking spot even when we get an email on where to park the attendants refuse to let us park there.
Need an employee parking pass for people who do not have a WKU vehicle. We work here, and it's wrong for us to have to pay to park.
Quality of Facilities (air quality, space, etc.) (N=2)
I work PM shift, and I think that the building or buildings should be locked down earlier than 9 PM.
The only thing that I think that needs attention is that we work nights need air conditioning in the summer time, especially when we are doing project work.
Summer Hours/Spring Break/Christmas Break (N=1)
Should be able to take off for vacation during summer at anytime as long as you got the time and no one else in your building will be off. Over all, I give my dept (BSA) a 100%
Scheduling/Shift/Transfer Issues (N=6)
Would like to see a policy where open building positions are posted where BSA could move if wanted to. Would like to change policy to where events are worked by volunteer basis, not mandatory. Would like to see policy where hours worked are more flexible.
DFM needs more control over the facilities. This is to meet State and Federal laws. I would like to see more flexibility with shift times and schedules. I am very pleased with WKU and hope to work for them until I retire. GO TOPS!
Very unhappy working night shift. Was much more happier working the 4 AM to noon shift. It makes it difficult with small children.
Transferring from one department to another is not always an easy task. Managers seem to hold up the process.
Allow employees who have a medical reason for a shift change to be changed to accommodate employee.
I don't like the shift I have to work and always having to adjust shift.
Unfair Treatment (non-salary and non-performance evaluation issues; diversity) (N=13)
Unfair working environment
Too much favoritism in mar.

Speaking freely, it seems that there are employees that are favored. I have been a student over a decade here at WKU and quite surprised how DFM is managed. I feel there is invaluable amounts of improvement potential.
Everyone is not treated the same. All rules are not applied to everyone, and the manager tells you something and doesn't stick to it. In all, nothing is done fairly.
Supervisors and managers have favorites, so not everyone is treated fairly. We need to know what the policies are in order to follow them. We have regular inspections and extra projects to do and not enough time in the day. When we have meetings, it takes away from our cleaning time. We need a booklet of policies.
All employees are not treated the same. If you are buddies with the boss, you are treated better. Also, I feel the management staff should have drug tests periodically and random testing with all employees. Some people come in at different work times, but when we get here an hour later they haven't done anything and some employees have a larger work area than others (unfair).
Since the night shift has started: 1. the day shift gets different treatment 2. the night shift gets recognition. 3. we get treated differently
██████████ does not treat people fairly.
We spend more time in meetings than we do getting work done. Don't know when they (WKU) are going to realize that Sodexo is not the ideal people to deal with the customer service that our customers deserve. They say that favoritism doesn't exist, but they are full of it.
I feel that WKU policies and rules do not apply to everyone the same, and Sodexo changes them to suit their needs, not the employees.
Too much favoritism.
They are unaware of WKU's Affirmative Action Program or what the ADA is. There are no Black Team Leaders or Supervisors
Only certain people are treated fairly. If you're in with management, you are good, but if not you're out.
Ability to Express Concerns/Give Input/Communication Issues (N=4)
Need to cut out all gossip and trouble makers
People are afraid to speak up or even complain about anything, because you will get in in trouble or made to quit WKU. This includes myself.
Don't know if you can trust some DFM employees or Sodexo
I believe it could start by listening more often to its core laborers, BSA's.
Supervision/Management (N=18)
I am happy working under ██████████ however, I feel that some of the other managers try to undermine progress, and are at times a hinderance to my job.
Supervisors need more leadership and sensitivity training. Some real obtainable job recognition.
My team leader doesn't lead. She brings her home life to work and it affects her work. She is a good person but not a leader.
Mgr backs supervisors right or wrong.
The supervisor needs to work at least 3 to 5 years before they are supervisor. When they have to come and ask their people what to do. You know it's bad when a supervisor has to ask you how to do something.
They are more worried about meetings and paperwork, rather than fixing repairs and they want complete control.
I love working at DFM. My manager is always there for us. ██████████ cares about her employees personally and professionally. I am also grateful that they have created an HR position at DFM. I feel our HR Rep has been a great benefit to our Dept.

Sodexo mgrs are unqualified and poorly trained. Sodexo's only concern is protecting its contract with WKU, the WKU employees that are managed by them are of no consequence
Get rid of [REDACTED] and [REDACTED]. I wish we had more time with this. It's all in who you know.
I would like to see more recognition. It is much better than in the past.
We need new manager.
My supervisor, [REDACTED], is one of the best bosses I have ever had. She works well with everyone, makes sure everyone has what they need to get their jobs done properly. All in all, I enjoy working for Western.
Many BSA's should get recognition but work by themselves, so no one knows.
The change of managers has been great. My new manager, I feel like I can talk to him, unlike my other. The new area supervisor is great. Treats us like we are grown men, unlike [REDACTED] and gives us respect and helps.
I work in Diddle Arena, and there are problems with the Team Leader. I think he needs to be retrained.
Although supervisors are trained in safety related practices, we are often responsible to report to team leaders or senior employees who are not fully trained.
Some supervisors are control and power fanatics (Not [REDACTED]). On the other zone, also an alcoholic (needs help).
I think that as a part of HRL, we are often times overlooked for the work we do. When remodeling a dorm, a BSA person should have some input
Performance Evaluations (N=2)
I think the employees should get raises based on their individual performances.
I think that when you get a 100% on your Q& A's, you should be recognized.
Miscellaneous Issues (N=7)
I feel these do no good!
Thank you. [REDACTED] wants more money!! But I don't think she needs it.
Why is there no drug test?
I would like to see all football and basketball games given to cleaning company. There should not be any drafting done for this.
Don't have a lot of time been here only a week
I think grading us is too much! Also, the methods we have to go to is too much. All the methods we have, we could be working in our area.
WKU is ok!