



**Western Kentucky University
Staff Satisfaction Survey
- 2007 -**

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Western Kentucky University Staff Satisfaction Survey - 2007 -

Executive Summary

This report describes the results of the Western Kentucky University Staff Satisfaction Survey administered April 2007. All WKU staff were given the opportunity to respond to the survey; 519 employees returned completed survey instruments. The Staff Satisfaction Survey instrument consisted of 21 Likert-type items addressing specific facets of the job; a 22nd 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 2007 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Employees expressed the strongest agreement with the statement that the two-week Christmas break is an important benefit. Employees expressed the least agreement with the statement that parking at Western has improved since last year and that they were paid fairly for their job. Across all 21 items tapping satisfaction with specific facets of the job, there was strong agreement with only one item and agreement with 14 items; there were seven items for which employees were unsure whether they agreed with the item or not. Generally, full-time and part-time employees were consistent in their pattern of responses, as were male and female staff members, employees with different lengths of tenure at WKU, and employees of different ages. However, when responses were broken down by salary range, there were several items on which those at the higher salary ranges tended to report stronger agreement with survey items than did those at the lower salary ranges.

The open-ended item indicated that employees expressed the most concern with compensation and benefits issues. The most frequent topics of concern were Pay/Salary Issues (49 responses) Benefits (33 responses), Parking (29 responses), and Raises (19 responses). Some 363 respondents did not list a top issue or concern.

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



Western Kentucky University Staff Satisfaction Survey

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

Staff Satisfaction Survey Instrument

The Staff Satisfaction Survey instrument consisted of 21 Likert-type items addressing specific facets of the job; a 22nd item addressed overall job satisfaction. Responses were made on a 5-point scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). A “Not Applicable” response option was also available, although it was used relatively infrequently. Five additional items requested demographic information and an open-ended item asked employees to list their top issues or concerns with their job. The 2007 survey instrument replicated the 2006 instrument with four additional items and one additional demographic category (age). The four new items added addressed computer access (Item 17), parking (Item 19), an ombudsperson (Item 20), and the procedure for filing a grievance (Item 22). The wording on items 12 and 13 was altered slightly. The 2006 items 16 (sick days) and 17 (vacation days) were combined into Item 16 (time off). The Staff Satisfaction Survey instrument may be found in Appendix A.

Demographics

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

Employment Category. Some 477 employees indicated full-time employment with the university; 39 employees indicated part-time employment. The number of full-time employees completing the survey decreased by 60 from 2006, and the number of part-time employees completing the survey decreased by 24 in 2006.

Gender. Some 152 employees indicated they were male; 360 indicated they were female; 7 gave no response to this item.

Age. Some 37 employees indicated they were 25 or younger; 128 indicated they were 26-35 years old; 109 indicated they were 36-45 years old; 155 indicated they were 46-55 years old; 76 indicated they were 56-65 years old; 6 indicated 65+ years of age; 8 gave no response to the item. Age was not asked on the 2006 survey

Employment Tenure. Results are stated for the 2007 survey with the 2006 results in parentheses. Some 54 (82) employees reported they had been employed at WKU less than 1 year; 173 (213) employees had been employed for 1-5 years; 120 (126) employees for 6-10 years; 52 (51) employees for 11-15 years; 60 (59) employees for 16-20 years; and 58 (67) employees for more than 20 years. Just under half (43.7%) of respondents have been employed at WKU for fewer than 5 years and 22.8% have been employed by WKU for more than 15 years.

Salary Range. Results are stated for the 2007 survey with the 2006 results in parentheses. Some 38 (61) employees reported they receive a salary of less than \$15,000; 116 (160) employees reported a salary of \$15,001-\$25,000; 177 (192) employees reported \$25,001-\$35,000; 111 (114) employees reported salaries of \$35,001-\$50,000; 51 (61) employees reported salaries of \$50,001-\$75,000; 12 employees reported salaries of \$75,001-\$100,000; and 6 (2) employees reported a salary of more than \$100,000; 8 respondents failed to answer this item.

Results for the Satisfaction Ratings

The Staff Satisfaction Survey instrument consisted of 21 Likert-type items addressing specific facets of the job; a 22nd 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 .86, indicating the items are tapping a common underlying construct, presumably job satisfaction.

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

Ratings Across All Respondents

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

As in 2005 and 2006, employees agreed that they are satisfied working at WKU (item 18). In fact, 89% of staff members either agreed (52%) or strongly agreed (37%) that overall, they are satisfied working at WKU.

As seen in Table 1, staff strongly agreed that the two-week Christmas break is an important benefit. As in 2006 and 2005, this is the only item that demonstrated strong agreement across all staff members. The item with the least agreement is that parking had improved since last year. Being paid fairly for job responsibilities was the item with the next to least agreement.

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

Staff members further agreed that they have the equipment they need, are comfortable discussing concerns with their supervisor, and that they are satisfied with current benefits. They agreed that employees work cooperatively with each other, that evaluations are fairly administered, that they can easily locate university policies, that the winter term was a success, and that job descriptions reflect what they really do on the job.

Staff members were unsure whether they would benefit from having an ombudsperson. As in 2005 and 2006, staff members indicated that they were unsure whether promotions and advancements are based on performance, that there are opportunities for career advancement at WKU, and that people receive the recognition they should. They were likewise unsure whether there are enough employees in their unit to handle the work, whether procedure for filing a grievance is clear, whether they are paid fairly, and whether parking has improved since last year.

Items 6, 8, 12, 13, 10, and 5 relate to supervisory responsibilities. Employees reported agreement that supervisors treat them fairly, that they are comfortable discussing concerns with their supervisors, university policies are easily located by staff, and that the evaluation process is fair. However, staff reported that they are unsure whether promotions and advancements are based on objective performance criteria rather than on a subjective basis and whether people receive the recognition when they should. Again, these results are very similar to those for 2005 and 2006.

Table 1. 2007 Mean Ratings Across All Respondents (N= 519)

Item Number/ Item Statement	Mean (Range 1-5)	SD
15. The two-week Christmas break is an important benefit.	4.88	.41
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.37	.81
17. My computer access is adequate to obtain the information I need.	4.28	.81
6. I am treated fairly by my immediate supervisor.	4.22	.96
18. Overall, I am satisfied working at WKU.	4.22	.75
16. Taking my time off, when needed, is not a problem in my area.	4.12	.97
2. I have the equipment and supplies to do my job well.	4.06	.82
8. I am comfortable in discussing my job-related concerns and issues with my supervisor.	4.05	1.08
14. I am satisfied with the current benefits offered by the university.	3.97	.87
9. Employees in my section/department/office work cooperatively with each other.	3.92	.97
12. The evaluation process is fair.	3.69	1.07
13. University policies are easily located by staff.	3.65	.93
20. Staff members would benefit from having an ombudsperson (i.e., a neutral person) to mediate staff issues.	3.60	.88
21. The winter term was a success.	3.58	.84
3. My job description reflects what I really do.	3.54	1.14
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.	3.41	1.25
1. I have opportunities to advance in my career at Western.	3.34	1.17
5. People in my area receive recognition when they should.	3.29	1.18
4. There are enough employees in my section/department/office to handle the work	3.25	1.23
22. The procedure for filing a grievance is clear.	3.18	.94
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.06	1.20
19. Parking at Western has improved since last year.	2.80	1.23

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

Item Number/Item Statement	2007 (N=519)		2006 (N=589)		2005 (N=565)	
	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD	Mean (Range 1-5)	SD
15. The two-week Christmas break is an important benefit.	4.88*	.41	4.81	.53	4.85	.49
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.37	.81	4.30	.81	4.28	.91
6. I am treated fairly by my immediate supervisor.	4.22	.96	4.17	1.02	4.14	1.04
18. Overall, I am satisfied working at WKU.	4.22	.75	4.16	.81	4.09	.84
16. Taking my time off, when needed, is not a problem in my area.	4.12*	.97	4.34	.84	4.34	.92
2. I have the equipment and supplies to do my job well.	4.06	.82	3.94	.96	3.89	.97
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.05	1.08	3.98	1.10	3.88	1.18
14. I am satisfied with the current benefits offered by the university.	3.97*	.89	3.66	1.04	3.79	1.00
9. Employees in my section/department/office work cooperatively with each other.	3.92	.97	3.96	.99	3.95	1.00
12. The evaluation process is fair.	3.69*	1.07	3.90*	1.03	3.71	1.14
13. University policies are easily located by staff.	3.65	.93	3.63*	1.00	3.47	1.10
21. The Winter term was a success.	3.58	.84	3.59	.89	NA	NA
3. My job description reflects what I really do.	3.54	1.14	3.56*	1.17	3.44	1.18
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.41	1.25	3.40	1.22	3.29	1.21
1. I have opportunities to advance in my career at Western.	3.34	1.17	3.29	1.18	3.26	1.20
5. People in my area receive recognition when they should.	3.29	1.18	3.29	1.20	3.22	1.22
4. There are enough employees in my section/department/office to handle the work	3.25	1.23	3.34	1.23	3.24	1.29
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.06	1.20	3.11*	1.19	2.95	1.26

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

Differences Between 2007 and 2006 Ratings

Table 2 displays the overall means for survey items for 2007, 2006, and 2005. There were four items for which there was a statistically significant difference between the 2006 and 2007 ratings. These items are marked with an “*” on the 2007 mean in Table 2. On two of these items (i.e., taking time off is not a problem and evaluations are fairly administered), the 2007 ratings are lower than the 2006 ratings. On the other two items (i.e., satisfaction with university benefits and the importance of the two-week Christmas break), the 2007 ratings are higher than the 2006 rating. These differences needed to be interpreted with caution. With a large sample such as we have with the overall ratings, small differences in means can result in *statistically* significant differences. It is important to review these results in terms of *practical* significance, as well. That is, of the four items with statistical differences between 2006 and 2007, all four of them still received the same rating in terms of “strongly agree,” “agree,” or “unsure.” Thus for all practical purposes, there were no differences in the ratings from 2006 to 2007 on these items. Given the lack of practical significance for the four statistically significant findings, rather than placing a great deal of emphasis on these differences at this time, it is best to think of the differences between 2007 and 2006 as trends that should be monitored over the next several years when the practical significance can be better determined. In fact, inspection of the four items in 2006 that were statistically significantly different (but not practically different) from 2005 ratings indicates that all four of these ratings either drifted back toward the 2005 mean or remained stable in 2007.

Results by Employment Category

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

Table 3. Mean Ratings by Employment Category

Item Number/ Item Statement	Full-time N=477		Part-time N=39	
	Mean	SD	Mean	SD
15. The two-week Christmas break is an important benefit.	4.90*	.38	4.56	.56
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.37	.81	4.39	.80
17. My computer access is adequate to obtain the information I need.	4.30	.81	4.14	.79
18. Overall, I am satisfied working at WKU.	4.22	.75	4.23	.74
6. I am treated fairly by my immediate supervisor.	4.21	.96	4.31	1.03
16. Taking my time off, when needed, is not a problem in my area.	4.13	.96	3.97	1.03
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.05	1.07	4.10	1.23
2. I have the equipment and supplies to do my job well.	4.05	.84	4.18	.51
14. I am satisfied with the current benefits offered by the university.	3.99	.86	3.68	1.11
9. Employees in my section/department/office work cooperatively with each other.	3.92	.96	3.92	1.10
12. The evaluation process is fair.	3.68	1.08	3.86	.96
13. University policies are clearly communicated to all staff.	3.63	.94	3.74	.86
20. Staff members would benefit from having an ombudsperson (i.e., a neutral person) to mediate staff issues.	3.60	.88	3.65	.88
21. The winter term was a success.	3.57	.83	3.58	.96
3. My job description reflects what I really do.	3.54	1.15	3.57	1.12
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.	3.41	1.26	3.34	1.10
1. I have opportunities to advance in my career at Western.	3.33	1.17	3.52	1.15
5. People in my area receive recognition when they should.	3.26	1.18	3.67	1.15
4. There are enough employees in my section/department/office to handle the work	3.21	1.23	3.79	1.12
22. The procedure for filing a grievance is clear.	3.17	.94	3.14	.87
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.00*	1.20	3.74	1.06
19. Parking at Western has improved since last year.	2.78	1.22	2.86	1.35

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

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

There are two items on which full-time and part-time employees significantly differ. On item 15 (the two-week Christmas break is an important benefit) part-time employees are less in agreement with the item than are full-time employees, and on item 11 (I am paid fairly for my job, given the job responsibilities and performance expectations) full-time employees are unsure of whether they agree with this item while part-time employees agree slightly that they are paid fairly. This pattern of agreement for part-time versus full-time employees on item 11 was present in 2006 as well.

Results by Gender

The 2006 and 2007 Staff Satisfaction Survey included an item asking respondents to identify their gender. Gender was not included on the 2005 satisfaction survey. In 2007 some 152 employees indicated they were male; 360 indicated they were female; 7 gave no response to this item. Table 4 reports the mean ratings and standard deviations broken down by Gender for the 21 items measuring facet satisfaction and for the overall job satisfaction item.

Table 4. Mean Ratings by Gender

Item Number/Item Statement	Male <i>N=152</i>		Female <i>N=360</i>	
	Mean	SD	Mean	SD
15. The two-week Christmas break is an important benefit.	4.77*	.60	4.92	.28
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.49	.65	4.32	.86
17. My computer access is adequate to obtain the information I need.	4.34	.85	4.27	.79
6. I am treated fairly by my immediate supervisor.	4.20	1.04	4.23	.94
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.16	1.08	4.00	1.09
16. Taking my time off, when needed, is not a problem in my area.	4.15	.96	4.11	.98
18. Overall, I am satisfied working at WKU.	4.13	.82	4.27	.72
9. Employees in my section/department/office work cooperatively with each other.	3.99	.97	3.90	.97
2. I have the equipment and supplies to do my job well.	3.95	.87	4.11	.79
14. I am satisfied with the current benefits offered by the university.	3.88	.98	4.03	.82
12. The evaluation process is fair.	3.66	1.13	3.71	1.05
3. My job description reflects what I really do.	3.60	1.08	3.52	1.17
13. University policies are easily located by staff.	3.60	.97	3.66	.93
10. In my area, promotions and advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.59	1.22	3.32	1.25
20. Staff members would benefit from having an ombudsperson (i.e., a neutral person) to mediate staff issues.	3.57	.89	3.61	.88
21. The winter term was a success.	3.47	.92	3.63	.81
1. I have opportunities to advance in my career at Western.	3.39	1.19	3.33	1.16
5. People in my area receive recognition when they should.	3.30	1.17	3.29	1.20
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.24	1.11	2.97	1.23
4. There are enough employees in my section/department/office to handle the work	3.15	1.22	3.29	1.24
22. The procedure for filing a grievance is clear.	3.14	.95	3.19	.94
19. Parking at Western has improved since last year.	2.90	1.30	2.76	1.21

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

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

There is one survey item on which male and female respondents differed. Female staff rated the importance of the Christmas break higher than did male staff, although both strongly agreed that it is important.

Results by Years of Employment

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

There is one survey item on which responses differed as a function of years of employment. Those staff members with less than one year at WKU ($M = 4.10$), with one to five years at WKU ($M = 3.80$), 11 to 15 years at WKU ($M = 3.98$), and 6-10 years ($M=3.54$) agreed that the evaluation process is fair, while staff members with 16 to 20 years at WKU ($M = 3.28$) and greater than 21 years at WKU ($M = 3.47$) were unsure whether or not the evaluation process is fair. However, all in all there is agreement across survey items for staff members with different lengths of tenure as university employees.

Table 5. Mean (Standard Deviation) Rating by Years of Employment

Item Number/Item Statement	< 1 <i>N</i> =54	1-5 <i>N</i> =173	6-10 <i>N</i> =120	11-15 <i>N</i> =52	16-20 <i>N</i> =60	> 21 <i>N</i> =58
1. I have opportunities to advance in my career at Western.	3.72 (.99)	3.34 (1.18)	3.21 (1.17)	3.14 (1.34)	3.29 (1.12)	3.49 (1.14)
2. I have the equipment and supplies to do my job well.	4.15 (.72)	4.06 (.80)	4.16 (.81)	4.04 (.82)	3.78 (.86)	4.07 (.93)
3. My job description reflects what I really do.	3.89 (.99)	3.54 (1.10)	3.49 (1.14)	3.62 (1.24)	3.40 (1.25)	3.38 (1.19)
4. There are enough employees in my section/department/office to handle the work.	3.63 (1.17)	3.31 (1.20)	3.04 (1.29)	3.25 (1.40)	3.25 (1.11)	3.12 (1.23)
5. People in my area receive recognition when they should.	3.64 (1.11)	3.47 (1.17)	3.27 (1.14)	2.98 (1.33)	2.88 (1.20)	3.18 (1.09)
6. I am treated fairly by my immediate supervisor.	4.55 (.72)	4.28 (.88)	4.08 (.95)	4.37 (1.02)	4.00 (1.23)	4.14 (1.00)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.41 (.86)	4.29 (.91)	4.36 (.75)	4.57 (.71)	4.40 (.68)	4.41 (.74)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.37 (.92)	4.10 (1.02)	3.97 (1.04)	4.15 (1.19)	3.78 (1.21)	3.90 (1.21)
9. Employees in my section/department/office work cooperatively with each other.	4.28 (.86)	3.88 (.99)	3.83 (1.01)	4.00 (.82)	3.78 (.94)	4.00 (1.02)
10. In my area, promotions & advancements are based on objective, performance-related criteria rather than on a subjective basis, such as having the "right" friends.	3.69 (.95)	3.39 (1.18)	3.29 (1.21)	3.66 (1.36)	3.11 (1.46)	3.45 (1.37)
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.66 (1.02)	2.95 (1.22)	2.92 (1.15)	3.27 (1.37)	2.90 (1.18)	3.07 (1.09)
12. The evaluation process is fair.* [* Analysis of variance indicates significant differences among the means by tenure ($p < .01$)]	4.10 (.82)	3.80 (.95)	3.54 (1.14)	3.98 (.99)	3.28 (1.22)	3.47 (1.20)
13. University policies are easily located by staff.	3.83 (.94)	3.74 (.82)	3.43 (.95)	3.71 (1.05)	3.64 (.85)	3.58 (1.13)
14. I am satisfied with the current benefits offered by the university.	4.28 (.74)	4.00 (.89)	3.90 (.85)	4.00 (.99)	3.74 (.83)	4.00 (.89)
15. The two-week Christmas break is an important benefit.	4.89 (.37)	4.84 (.43)	4.86 (.45)	4.90 (.36)	4.91 (.43)	4.93 (.26)
16. Taking my time off, when needed, is not a problem in my area.	4.24 (.91)	4.12 (.98)	4.16 (.87)	4.25 (1.06)	4.02 (.91)	3.90 (1.16)
17. My computer access is adequate to obtain the information I need.	4.36 (.81)	4.42 (.66)	4.20 (.84)	4.29 (1.01)	4.03 (.93)	4.22 (.82)
18. Overall, I am satisfied working at WKU.	4.46 (.66)	4.24 (.69)	4.13 (.76)	4.19 (1.01)	4.15 (.69)	4.23 (.73)
19. Parking at Western has improved since last year.	2.79 (1.01)	2.82 (1.26)	2.66 (1.20)	2.90 (1.47)	2.96 (1.19)	2.77 (1.21)
20. Staff members would benefit from having an ombudsperson (i.e., a neutral person) to mediate staff issues.	3.44 (.83)	3.60 (.80)	3.66 (.89)	3.72 (1.07)	3.57 (.94)	3.58 (.86)
21. The winter term was a success.	3.78 (.93)	3.75 (.77)	3.46 (.82)	3.40 (1.12)	3.49 (.64)	3.39 (.85)
22. The procedure for filing a grievance is clear.	3.16 (.92)	3.16 (.90)	3.03 (.97)	3.31 (.98)	3.34 (.92)	3.30 (.96)

Results by Age

The 2007 Staff Satisfaction Survey included an item asking respondents to identify their age. Age was not included on the 2006 satisfaction survey. Some 37 employees indicated they were 25 years old or younger; 128 indicated they were 26-35 years old; 109 indicated they were 36-45 years old; 155 indicated they were 46-55 years old; 76 indicated they were 56-65 years old; 6 indicated 65+ years of age; 8 gave no response to the item.

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

Table 6. Mean (Standard Deviation) Rating by Age

Item Number/Item Statement	<25 N=37	26-35 N=128	36-45 N=109	46-55 N=155	56-65 N=76	>65 N=6
1. I have opportunities to advance in my career at Western.	3.61 (1.15)	3.28 (1.20)	3.51 (1.11)	3.26 (1.15)	3.25 (1.26)	3.50 (.71)
2. I have the equipment and supplies to do my job well.	4.03 (.70)	4.09 (.82)	4.11 (.81)	3.99 (.86)	4.13 (.79)	4.00 (1.10)
3. My job description reflects what I really do.	3.78 (.89)	3.49 (1.17)	3.61 (1.13)	3.47 (1.21)	3.43 (1.14)	4.33 (.52)
4. There are enough employees in my section/department/office to handle the work.	3.86 (.89)	3.05 (1.33)	3.11 (1.20)	3.23 (1.22)	3.41 (1.21)	4.00 (1.10)
5. People in my area receive recognition when they should.	3.35 (1.21)	3.43 (1.19)	3.19 (1.10)	3.20 (1.20)	3.36 (1.24)	3.50 (1.64)
6. I am treated fairly by my immediate supervisor.	4.41 (.80)	4.37 (.86)	4.21 (1.01)	4.07 (.95)	4.24 (1.06)	3.83 (1.47)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.	4.26 (1.01)	4.46 (.81)	4.47 (.72)	4.23 (.85)	4.45 (.58)	3.50 (1.73)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	4.14 (1.08)	4.23 (.97)	4.02 (1.19)	3.88 (1.07)	4.11 (1.11)	4.00 (1.10)
9. Employees in my section/department/office work cooperatively with each other.	4.03 (.90)	3.88 (1.04)	3.99 (.90)	3.83 (1.00)	4.11 (.82)	3.67 (1.37)
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.	3.52 (1.09)	3.50 (1.20)	3.49 (1.19)	3.21 (1.28)	3.44 (1.37)	4.00 (.82)
11. I am paid fairly for my job, given the job responsibilities and performance expectations.	3.16 (1.12)	3.06 (1.22)	3.06 (1.22)	2.98 (1.20)	3.11 (1.25)	3.33 (1.21)
12. The evaluation process is fair.	3.97 (.88)	3.90 (1.00)	3.67 (1.03)	3.58 (1.08)	3.52 (1.18)	3.83 (1.47)
13. University policies are easily located by staff.	3.66 (.80)	3.72 (.89)	3.62 (.88)	3.66 (.98)	3.53 (1.02)	3.60 (1.14)
14. I am satisfied with the current benefits offered by the university.	4.33 (.68)	3.91 (.97)	4.04 (.76)	3.98 (.85)	3.88 (.92)	3.00 (1.73)
15. The two-week Christmas break is an important benefit.	4.89 (.53)	4.85 (.46)	4.89 (.37)	4.87 (.39)	4.92 (.33)	4.60 (.55)
16. Taking my time off, when needed, is not a problem in my area.	4.03 (.99)	4.23 (.96)	4.17 (.96)	4.10 (.84)	3.88 (1.23)	4.00 (1.10)
17. My computer access is adequate to obtain the information I need.	4.46 (.69)	4.39 (.75)	4.30 (.87)	4.17 (.87)	4.25 (.77)	4.00 (.71)
18. Overall, I am satisfied working at WKU.	4.30 (.57)	4.18 (.75)	4.31 (.76)	4.23 (.72)	4.07 (.89)	4.33 (.52)
19. Parking at Western has improved since last year.	2.59 (1.02)	2.85 (1.29)	2.88 (1.29)	2.80 (1.19)	2.71 (1.26)	3.17 (.98)
20. Staff members would benefit from having an ombudsperson (i.e., a neutral person) to mediate staff issues.	3.26 (.92)	3.58 (.86)	3.76 (.81)	3.65 (.83)	3.50 (.99)	3.40 (.55)
21. The winter term was a success.	3.79 (.77)	3.68 (.89)	3.54 (.87)	3.57 (.85)	3.45 (.77)	3.00 (.00)
22. The procedure for filing a grievance is clear.	2.94 (.83)	2.98 (1.03)	3.15 (.87)	3.35 (.89)	3.27 (.95)	3.33 (.58)

Results by Salary Group

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

Inspection of Table 7 indicates that the results aggregated by salary group follow the same general pattern as the results across all respondents in terms of the degree of agreement with an item. However, there is more variability across salary range categories than across any other demographic breakdown. On four of the 21 items addressing facet satisfaction there were differences across salary range groups. Generally, those toward the higher end of the salary range agreed more with the survey items than did those toward the lower end of the salary range. There was no difference across staff members in different salary groups in terms of overall satisfaction with working at WKU.

Two of the survey items on which responses differed as a function of salary range dealt with supervisory issues: following university policy for taking classes or training and whether promotions and advancement are based on performance. All staff members agree that their supervisor follows university policy for taking classes and attending training (overall $M = 4.37$); however, those staff members making more than \$100k agreed with this statement more ($M = 4.83$) than those in the middle salary ranges and those making less than \$25k agreed less with this statement ($M = 4.02$) than those in the middle salary ranges.

A similar pattern is seen for whether promotions and advancements are performance based. Overall staff members are unsure whether promotions and advancements are performance based (overall $M = 3.41$); however, those staff members making more than \$100k strongly agreed with this statement ($M = 4.67$), and those making less than \$25k are not sure whether they agree with this statement ($M = 3.05$), expressing less agreement than those in the middle salary ranges.

Another survey item on which there were significant differences as a function of salary dealt with pay. Overall staff members are unsure whether or not they are paid fairly for their job ($M = 3.06$). However, those making \$15-25k ($M = 2.61$) and \$25-35k ($M = 2.88$) agree less with this statement than those in other salary ranges while those making \$75-100k ($M = 4.17$) agree more with this statement than those in other salary ranges.

The final item on which there were differences across salary ranges dealt with adequate computer access to obtain needed information. Overall, staff members agreed that they had adequate computer access ($M = 4.28$). Those making less than \$15k ($M = 3.78$) slightly agree with this statement, while those making more than \$50k agree or strongly agree with this statement (i.e., \$50-75k $M = 4.49$; \$. \$100k $M = 4.50$; \$75-\$100k $M = 4.67$).

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

Table 7. Mean (Standard Deviation) Rating by Salary Range

Item Number/Item Statement	< 15k N=38	15-25k N=116	25-35k N=177	35-50k N=111	50- 75k N=51	75- 100k N=12	> 100k N=6
1. I have opportunities to advance in my career at Western.	3.50 (1.41)	3.25 (1.23)	3.27 (1.10)	3.34 (1.11)	3.53 (1.17)	4.00 (1.21)	4.20 (.45)
2. I have the equipment and supplies to do my job well.	4.08 (.59)	3.94 (.83)	4.10 (.81)	4.00 (.94)	4.20 (.80)	4.42 (.67)	4.17 (.41)
3. My job description reflects what I really do.	3.97 (.85)	3.38 (1.11)	3.37 (1.25)	3.57 (1.15)	3.84 (.95)	4.17 (.84)	4.00 (1.10)
4. There are enough employees in my section/department/office to handle the work.	3.49 (1.41)	3.38 (1.18)	3.41 (1.20)	2.95 (1.27)	3.02 (1.14)	3.33 (1.23)	2.83 (1.33)
5. People in my area receive recognition when they should.	3.39 (1.41)	2.97 (1.22)	3.45 (1.13)	3.17 (1.21)	3.51 (1.03)	3.58 (1.00)	3.83 (.98)
6. I am treated fairly by my immediate supervisor.	4.24 (1.04)	4.03 (1.05)	4.29 (.92)	4.29 (.96)	4.22 (.90)	4.42 (1.17)	4.50 (.84)
7. My supervisor follows university policy concerning time away from my job for taking classes or attending training opportunities.*	4.07 (.96)	4.01 (1.04)	4.42 (.74)	4.65 (.50)	4.53 (.61)	4.58 (.67)	4.83 (.41)
8. I am comfortable discussing my job-related concerns and issues with my supervisor.	3.97 (1.26)	3.74 (1.19)	4.12 (1.01)	4.14 (1.02)	4.14 (1.08)	4.42 (1.17)	4.67 (.52)
9. Employees in my section/department/office work cooperatively with each other.	3.74 (1.08)	3.73 (1.05)	3.95 (.95)	4.03 (.94)	4.02 (.84)	4.42 (.67)	4.50 (.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.*	3.03 (1.25)	3.05 (1.22)	3.37 (1.34)	3.54 (1.12)	3.82 (.99)	4.33 (.99)	4.67 (.52)
11. I am paid fairly for my job, given the job responsibilities and performance expectations.*	3.45 (1.29)	2.61 (1.18)	2.88 (1.16)	3.28 (1.16)	3.57 (1.01)	4.17 (.84)	3.50 (.84)
12. The evaluation process is fair.	3.97 (.97)	3.48 (1.23)	3.65 (1.10)	3.79 (.91)	3.78 (.99)	4.42 (.67)	4.00 (.63)
13. University policies are easily located by staff.	3.59 (1.04)	3.70 (.88)	3.69 (.96)	3.53 (.88)	3.61 (1.00)	4.25 (.87)	3.50 (.84)
14. I am satisfied with the current benefits offered by the university.	3.81 (1.07)	3.97 (.95)	4.03 (.85)	3.93 (.76)	3.96 (.82)	4.25 (.87)	3.50 (1.64)
15. The two-week Christmas break is an important benefit.	4.58 (.56)	4.91 (.32)	4.95 (.29)	4.86 (.42)	4.78 (.65)	4.91 (.30)	4.60 (.55)
16. Taking my vacation days, when needed, is not a problem in my area.	3.81 (1.20)	3.88 (1.11)	4.20 (.94)	4.22 (.93)	4.24 (.59)	4.67 (.49)	4.00 (1.10)
17. My computer access is adequate to obtain the information I need.*	3.78 (1.17)	4.11 (.89)	4.34 (.70)	4.38 (.82)	4.49 (.51)	4.67 (.65)	4.50 (.55)
18. Overall, I am satisfied working at WKU.	4.11 (.92)	4.11 (.76)	4.25 (.70)	4.19 (.82)	4.43 (.64)	4.42 (.67)	4.33 (.52)
19. Parking at Western has improved since last year.	2.88 (1.34)	2.58 (1.03)	2.77 (1.25)	2.86 (1.31)	3.02 (1.27)	3.67 (.99)	2.40 (1.67)
20. Staff members would benefit from having an ombudsman (i.e., a neutral person) to mediate staff issues.	3.72 (1.09)	3.55 (.86)	3.72 (.87)	3.50 (.81)	3.54 (.89)	3.25 (.97)	3.33 (1.03)
21. The Winter Term was a success.	3.59 (.78)	3.68 (.80)	3.68 (.80)	3.44 (.84)	3.49 (.95)	3.09 (1.04)	2.83 (1.33)
22. The procedure for filling a grievance is clear.	2.86 (1.09)	3.15 (.86)	3.24 (.98)	3.15 (.87)	3.08 (1.00)	3.91 (.83)	3.50 (1.23)

* Analysis of variance indicates significant differences among the means by salary group ($p < .01$).

Correlations Among Survey Items

The correlation matrix was calculated for all 22 survey items. Virtually all items were positively correlated with all other items, with resulting coefficients of moderate magnitude. An exception to the pattern of items being highly intercorrelated was found for the item assessing the Christmas break. The Christmas break item was significantly related to only three other items (i.e., satisfaction with current benefits, $r = .13$; staff would benefit from an ombudsperson, $r = .15$; and overall satisfaction, $r = .16$), and the magnitude of these correlations was lower than the typical correlations among other items. The failure of the Christmas break item to correlate with other survey items is likely due to the lack of variance in the Christmas break item, that is, 98.4% of the ratings were either 4's (8.6%) or 5's (89.8%). With very little variability in the ratings of this item, it is not possible to demonstrate strong correlations (i.e., changes in ratings for this item occur in relationship to changes in ratings for another item.)

Some interesting observations may be noted among the correlations. Items most strongly correlated with the item assessing overall job satisfaction were having opportunities to advance in my career at WKU ($r = .52$), the evaluation process is fair ($r = .48$), people in my area receive the recognition they should ($r = .47$), promotions and advancements are based on performance ($r = .46$), I am comfortable discussing job-related concerns with my supervisor ($r = .43$), and I am treated fairly by my supervisor ($r = .42$). These positive correlations indicate that those who expressed greater agreement with these items also expressed more overall satisfaction with working at WKU. Clearly, fairness in supervisory practices and its consequences (i.e., evaluations, recognizing employees, promotions and advancement) are associated with greater overall job satisfaction.

The item that demonstrated the highest correlations with other items was Item 6 – “I am treated fairly by my immediate supervisor.” Perceptions of supervisor fairness were strongly correlated with being comfortable discussing my job-related concerns with my supervisor ($r = .72$); the perception that evaluations are fair ($r = .58$); the supervisor following university policy for time away for classes and training ($r = .56$); and people in my area receiving the recognition they should ($r = .46$). This pattern of correlations is similar to that found in 2006. Clearly, effective informal communication between the supervisor and subordinate has very important implications for staff-supervisory relations. This finding is very consistent with the literature on organizational justice, which indicates that “voice,” or the opportunity for input and communication by the employee, is critical to perceptions of fairness of organizational procedures and policies. Supervisors should make every effort to develop and maintain open channels of informal communication with their subordinates. Likewise, following university policy for time off and conducting fair and accurate evaluations increase subordinate perceptions of fair supervisory treatment.

Two other pairs of items demonstrated relatively high correlations with each other. Being comfortable discussing job-related issues with one's supervisor was highly correlated with the supervisor following university policy for time off for classes and training ($r = .57$). The perception that the evaluation process is fair was highly correlated with promotions and advancement being based on objective, performance-related criteria ($r = .54$).

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 2007, 156 respondents expressed 224 concerns and 363 respondents did not indicate a top concern; in 2006, 220 respondents expressed 341 concerns and 386 respondents did not indicate a top concern. The 2007 comments were subjected to a Q-sort to group the comments into meaningful categories. The same 16 categories that were used in 2006 were used in 2007. The number of comments in each of the 16 categories is listed in Table 8. The complete listing of identified concerns (grouped into these categories) may be found in Appendix B.

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

Category	Number of Comments		
	2007	2006	2005
No Additional Comments	363	386	347
Pay/Salary Issues	49	32	81
Benefits (health insurance, vacation, sick leave, etc.)	33	56	90
Parking	29	18	19
Raises/Promotions	19	54	36
Summer Hours/Spring Break/Christmas Break	15	23	31
Not Enough Staff/Resources	15	19	32
Ability to Express Concerns/Give Input/Communication Issues	10	14	16
Facility Improvements (air quality, space, etc.)	10	11	15
Supervisors/Management	8	17	23
Unfair Treatment (non-salary and non-performance evaluation issues)	7	19	18
ORP/Retirement	4	32	NA
Lack of Diversity	3	2	3
Performance Evaluations	2	5	9
Training Opportunities	1	5	5
Quality of Employees Being Hired	0	6	5
Miscellaneous Issues	19	28	11
TOTAL NUMBER OF COMMENTS	224	341	394

When reading the comments there are several reasons one needs to exercise caution in the weight given to the comments. First, most people tend to feel more comfortable interpreting narrative comments than interpreting numbers and figures. Consequently, there is something of a natural tendency to focus on written comments rather than the more objective and reliable statistics.

Bear in mind that less than one-third of the respondents wrote comments; more than two-thirds indicated they had no “top issues or concerns.” Furthermore, the survey item asked for top issues or concerns, soliciting information about problems. While it was the intent of the survey to provide a safe channel for voicing concerns, some individuals may have felt obligated to come up with a concern they may not otherwise have considered a pressing issue. Although some 224 concerns were expressed, it should be kept in context that these comments came from the same group that agreed that “Overall, I am satisfied working at WKU” ($M = 4.21$).

Inspection of Table 7 indicates that employees are most concerned with compensation and benefit issues. The most frequent topics of concern were Pay/Salary Issues (49 responses), Benefits (33 responses), and Parking (29 responses). This was followed by Raises/Promotions (19 responses), and then Summer Hours/Spring Break/Christmas Break (15 responses) and Not Enough Staff/-Resources (15 responses).

The pattern of comments for 2007 was somewhat similar to the pattern of comments for 2006. The correlation between the number of comments per topic in 2007 with 2006 is $r = .62$. The correlation between the number of comments per topic for 2006 and 2005 was $r = .81$. The pattern of comments per topic in 2007 correlated $r = .78$ with the comments in 2005. Thus, the pattern of comments in 2007 is more similar to the pattern in 2005 than in 2006. Differences in the 2007 and 2006 comments include far fewer comments on ORP in 2007, which comprised almost 10% of the 2006 comments. Proportionately, there were fewer comments in 2007 than in 2006 for Raises/Promotions and more comments in 2007 concerning Pay/Salary Issues and Parking.

Conclusions

The results of the 2007 Western Kentucky University Staff Satisfaction Survey indicated that overall, employees agreed they are satisfied working at WKU. Employees expressed the strongest agreement with the statement that the two-week Christmas break is an important benefit. Employees expressed the least agreement with the statements that parking has improved since last year and that they are paid fairly for their job. Across all 21 items tapping satisfaction with specific facets of the job, there was strong agreement with only one item and agreement with 14 items; there were seven items for which employees were unsure whether they agreed with the item or not. Generally, full-time and part-time employees were consistent in their pattern of responses, as were male and female staff members, employees with different lengths of tenure at WKU, and employees of different ages. However, when responses were broken down by salary range, there were several items on which those at the higher salary ranges tended to report stronger agreement with survey items than did those at the lower salary ranges. The open-ended responses indicated that employees expressed the most concern about compensation issues including pay/salary, benefits, parking and raises. The results obtained for the 2007 Staff Satisfaction Survey are very similar to results obtained for the 2006 and 2005 Staff Satisfaction Surveys.

**Appendix A:
Staff Satisfaction Survey Instrument**

Staff Satisfaction Survey

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

Instructions: Please honestly answer each of the following items by marking the extent to which you agree or disagree with that statement. Do not place your name or any other identifying information on the questionnaire. Please return your completed questionnaire by Friday, April 27, 2007 to Heather Stubblefield, Administrative Computing, MMTH.

Please circle the appropriate response.

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

Demographic Information

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

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

Please list your top issues or concerns:

Thank you for taking the time to complete this important questionnaire. Please return your completed questionnaire by Friday, April 27, 2007 to Heather Stubblefield, Administrative Computing, MMTH.

Appendix B:
Responses to the Open-Ended Item

Benefits

Would like to see benefits enrollment moved online so we don't have to stand at tables and talk about our personal stuff in front of others.

Would like to see an additional category added to the health insurance for "employee + one" for those that don't have kids to insure. Should make it cost less to add spouse.

Would also like to get our discount back on buying textbooks. Get a reduction on campus events.

Why years worked as permanent part time cannot be counted in some way towards retirement, when an employee is made full time.

Travel: if an employee is traveling for more than 4 hours out of town they should qualify for meal reimbursement.

The benefits to part time employees aren't communicated to the ones it affects!

The benefits and time off is always a concern. I appreciate what is offered to me. If you work hard, you will be rewarded for what you do.

The benefits (Christmas vacation days and tuition discount) mostly makes up for the low salary and low raises. Any time we lose any benefits staff members must ask themselves, "Can't I make more money elsewhere?"

Staff benefits compared to faculty benefits.

Preston membership should be free/an included benefit for WKU employees!

P/T need to be able to buy into health insurance pool, even if 100% employee premium.

P/T should be eligible for health screenings/wellness courses.

more part-time opportunities for professional staff

more job sharing or working from home opportunities

Child care would be nice

Lack of adequate child care at WKU.

If husband and wife both work at Western they should receive more than the 50% tuition waiver. Only one is really getting the benefit for their child.

I was told that spouse scholarships were half off tuition. The website and the HR manual specifically say spouses receive half off.

However when we applied we were told it was "half of half." Therefore this benefit is a joke and the HR department is lying to staff by stating that you receive half off. They need to revise the wording to say exactly what it is which is 3 credit hours free. I have asked many other faculty and staff members who all agree.

I only wish that even the loyal long-term part time employees were offered some benefits (insurance).

I feel that employee wellness needs to be more supported by the higher administration. More money needs to be issued in this area.

I am a permanent part-time employee, so I don't have benefits. I am hoping to become full-time in the future because I work at least 37.5 hrs a week, but other employees keep telling me not to get my hopes up, like I'll be stuck at part-time forever. (I just hope this isn't true.)

-Health insurance for dependents is too high.

health benefits-very expensive

Full insurance, (including family coverage)

Family insurance is very expensive. With the number of employees, I would think we could get better rates.

Employees should not be allowed to take classes while on the clock. WKU offers a great benefit in offering the 6 hrs per semester.

However I feel it is being abused by many who take these classes while on the clock - they could work around their schedule in order to take these classes.

Emphasize the importance of employees! Recognition, compensation, value added programs.

Discounts on textbooks for staff.

continued insurance improvements

continued benefits package and affordable family insurances

benefits.

Benefits - dental insurance increased

Benefits - time off left unchanged

Adding a cancer policy to the benefit packages or offering a volunteer option.

flexibility to take vacation/sick days.

ORP (Retirement Plan)

Stop funding KTRS with ORP contributions

ORP contributions

ORP

*ORP retirement issues.

Salary Issues

Would like to see a more progressive pay scale - Wages are VERY low, increases are not compatible with COLA or with comparable work in this area.

Would like better pay!

Why are some employees "salary" (staff exempt) but we are still expected to be here M-F 8-4:30? If we get our work completed why do we always have to be here or take vac/sick time?

wages,

Wages is the biggest.

Under paid.

Too much paperwork- for instance all the stuff required for student workers - it reduces my productivity

very low pay

The pay is already a "de-incentive" to work here...unless that were to improve to industry standards

The pay compared to other universities,

the amount of compensation I receive compared to the amount of work I do is way off. The pay scale here leaves a lot to be desired and does not keep up with other institutions.

Staff salaries with length of service included, salary, salary, salary.

Staff morale is usually low and most feel unappreciated and undervalued. Pay has always been low at WKU.

Since beginning my employment 8 years ago my job duties and responsibilities have increased but my job title and salary have not.

Salary, With salary it is people being hired at same rate I am making after almost 20 years.

Salary!

Salary to reach benchmark.

salary level low

salary compensation

Salary

salary

Salary

Salary

salaries should reflect evaluations!

Professional staff are not paid well enough to keep them on staff when industry offers them positions.

PAY!

Pay for his worked/comp. time

Pay equality for employees here many years

pay differences/inequities within our division in the university; similar jobs in other depts. pay a lot more.

Pay classifications should be upgraded. Merit raises should be given - always get same as everyone else - merit doesn't seem to count!

pay

Paid comparable to industry positions.

Not enough pay for what we do.

Not be compensated for the number of years here at WKU. Already brought up.

more salary increases!

Low salary!

Low pay - made up for with great benefits, but can always use more money.

Long term employees doing good job and getting normal raises and new employees starting with higher salaries with same benefits.

Bringing salaries of people in line when they have not done a good job and raises were not as much as others doing job. Some should stay at lower rate for what they do. Do not reward people for not working a full load. All grade 105 (office associates) do not do the same job, all are paid at same grade.

Just passed \$25,001 after 23 years.

Job description doesn't reflect duties/responsibilities, this pay scale does not represent work fairly or accurately, especially in areas outside of academic community. Rates of pay for staff are below what they should be.

I try not to dwell on my mediocre pay, but I am about \$3500 shy of midpoint salary. I love what I do, I love the students, I cannot survive on less than \$25000/year! Being the only office staff presents a problem when needing time off.

I think we could decrease the "big dogs" (some not all) jobs into less. Then the "little dogs" could make more. Too many big salary people combine work loads.

I feel that I am not compensated fairly compared to others in my department.

Gender pay inequities still exist. Inadequate salary for long time employees as compared to entry level employees.

Fair salary now that I understand my job.

Fair and equal pay not just for the job but with employees hired at a later date

An overall salary increase should go to everyone - if we get 2% or 10% from the lowest pd. To the president should get it. The president gets more in salary increase that over 1/2 even make - 2% or even 5% is less than \$10 per check to us which is nothing!!!!

adequate salary

1) Salary - with years of experience from another institution plus 10+ years here I'm still not at the midpoint of my salary range. It's discouraging.

Pay inequity for staff is not a priority.

Raises/Promotions

There have not been any promotion/advancements in my department since I have been here.

Since pay raises are based on salary amounts, those with lower salaries are lucky to get a raise equal to cost of living increase.

Opportunity for advancement.

Promotions and advances are not based on knowledge and skills.

Pay increases (merit-based),

Opportunity for growth/advancement.

Assignment or expectations vs. co-workers.

More equal pay increase in work area.

Merit raises should be given - always get same as everyone else - merit doesn't seem to count!

Merit pay increases with an "excellent" eval still never get staff to the "midpoint" of their salary grade

lack of adequate wage increases

How percent of pay raises are determined.

Considering how long I have been here, the pay does not reflect the amount of years of service I have given to WKU. Raises are not enough for office staff when the VP takes some of it away based on the position you are in. He doesn't consider the individual or job performance. This in my eyes is unfair. When you are paid so little, that small amount isn't much. The most frustrating thing is the principal of it and what it does for staff moral!

Employees using dept. money and time to take classes and get pay raises then leave the dept of WKU and in certain cases that's the only way they receive pay increases. They need to do better job.

Career advancement at WKU is not possible in most areas.

Advancements and no. 20

Advancement/promotion

Advancement,

Schedule of wo,

Recognition

3 or 4% is a great raise for those making 60k+ but not so good for those making under 35k.

Chance to advance

Not Enough Staff/Resources

We are very short on staff and people of color have no place to take issues.

There is a huge work load at specific times and we don't have enough staff to handle it and do a great job.

The marginalizing of staff

The main concern I have is the rate of campus enrollment growth compared to the increase in staff to service the same campus. I think classes offered to employees is one of the best benefits.

Thanks! It would be nice if I had a pt-time person to work in my dept. I have student workers (3) but workload for office associates are much more and student secretaries aren't allowed to do a lot of it!

staffing

Our area needs more staff. As the campus grows, so does our work load, but the amount of staff in our area has remained the same. IT is a daily challenge to accomplish what we need to do in the time we have with the stuff we have. This issue has been going on for years and our requests are continually denied to get more staff.

Not enough staff in area.

Not enough staff are hired to handle the additional workload caused by higher enrollments and additional faculty.

More employees to do job right.

They expect 2 people to do job of 3 or 4 people.

Need more people in bulidings to get the job done right.

Having enough help to complete the necessary work.

Fast growing IT needs, slowly increasing IT staff.

equals in my office don't meet their workload.

-Dept budgets to get the people and equipment needed to do job.

Work load requires working after hours and weekends.

Summer Hours/Spring Break/Christmas Break

X-Mas break-there is no such thing for me concerned with supervisor trying to work around having to pay many staff-making oru jobs harder

-Would like for Good Friday to be a university holiday.

We need to have spring break off. It would be greatly appreciated.

Spring break-at a couple of days possibly.

Spring break brunch for staff.

Most important 2 week Christmas break and early summer times!

KEEP 2 week Christmas break!

Holidays

Facilities changing the work hrs. from 4 AM-11:30 AM to 9 PM to 4:30 AM for summer clean up when things can still be done at our regular working hours.

Concerned about losing 2 weeks at Christmas. This is very important to have that. It's a great benefit.

Appreciate and value the 2 week Christmas break. Important benefit!

Any further reduction of benefits like X-Mas time off would be VERY bad.

*Maintaining the two-week Christmas break.

*Merit pay increases with an "excellent" eval still never get staff to the "midpoint" of their salary grade.

*Christmas break is very important!!!

*Ombudsperson is greatly needed!

keeping Christmas break (2 wks).

Supervisors/Management

Work atmosphere created by supervisor as being fair.

The difference supervisor makes in employees.

Taking time off is an issue-boss holds it against me to some extent.

Supervisor fails to relay meeting issues to his crews. We don't find out till way later and he says "Oh, I forgot!" These are things we should know!

Directors who are unaware that their secretaries "take off" whenever the director is "gone" or out of town or whatever. This time off is NEVER recorded and the director is oblivious to these facts as no one wants to "rat." This makes for very poor morale as it is a "secret all over the block." Dean, department heads, and directors should be trained on what is and is not appropriate behavior for their secretaries.

Directors are not held accountable for their responsibilities.

Concerns about leadership in my area in regards to treatment and fairness.

Administrative council needs to model cooperation and collaboration among themselves before the university as a whole can transform.

Parking

User friendly parking (some place on campus) (smaller buses) for information and guests permits

There is not enough staff parking!

Parking!!!

Parking should reflect evaluations!

Parking on the north campus is still inadequate, and will only get worse as construction accelerates. A bicycle path should be created across the "Snell Hall" lawn. There needs to be better signage for smoking areas, and some sort of enforcement. Parking patrol should issue tickets to smokers.

Parking needs to improve greatly!

parking issues,

parking is too expensive for lower income employees

Parking is bad, but there is not much more the university can do about it-Short of not allowing freshmen to park on campus.

Parking is and probably will always be an issue.

Parking is a lot worse, we need more skilled technical staff. Facilities charges too much.

Parking - I pay more and have few options.

Parking

Parking

parking

parking

Parking

Parking

Parking

Parking

Parking

Need more parking at the top of the hill for faculty and staff.

More consideration and notice when parking areas are going to be closed for special events.

Lack of parking, Lack of good planning by parking group.

Increase parking spaces near campus and stop building over lots.

Inadequate parking for faculty and staff.

I have never worked anywhere that I have not only had to pay to park, but it is difficult to find a space and if you do, you have to trek across campus to get to your work station!

Contractor & vendor parking.

1) Parking-it is beyond ridiculous that parking tickets are handed out so strictly with inadequate parking. Build a structure where the Chestnut St. lot is and all problems would be solved. The top of the hill is starved of parking spaces.

Unfair Treatment (non-salary and non-performance evaluation issues)

Primary concern is that there is no good strategy in place to deal with subpar performers within a department. I feel that our dept. would be in much better shape to handle daily demands if everyone handled their "fair share." Unfortunately, this is not the case. Subpar performers continue to get raises even with less than stellar reviews. Subpar performers make it harder for peer staff and make the work environment stressful.

-Inconsistencies of enforcing policies and procedures at university.

In our dept., favoritism and nepotism for new hires take precedence. WKU grads are not recognized when they graduate, I believe due to upper management not want it to be known to other staff that even a bachelors degree will not be a vehicle for advancement.

I am particularly concerned with issues related to gender equity. I do not feel that I receive equal pay and/or equal recognition as my male colleagues.

Gender equity in upper administration - very biased towards males at the expense of qualified and capable females.

Cliquishness and favoritism win raises and promotions. There are different sets of standards depending on who you are and who you know, and if you are in the "right" crowd.

"hoop jumping" and hand shaking to get what you need.

Ability to Express Concerns/Give Input/Communication Issues

Understanding the university budget system and distribution of funds.

There is conflict between several employees in my department.

Our input never means anything.

Not sure how to find out about all policies that could apply to me.

I have no idea of what (or where) to find staff benefits (limited they are) information.

How to deal/communicate with a supervisor that does not communicate well with you as an employee.

Decisions are made that directly affect my department without any consultation

communication of important issues

Adequate job notification of upcoming jobs

*Communication of accounting procedures and other university procedures needs improvements

Facility Improvements (air quality, space, etc.)

Working conditions in our building are very inconsistent. We have ventilation and heating/cooling problems far too often. We also need more space - (academic complex).

Work area not be so cold the majority of the time.

Tools to perform work, parking issues, tuition hikes.

The Guthrie clock towers is extremely annoying. Sometimes faculty have a difficult time talking over it. And the person who plays it never seems to get any better. In fact, both clock towers are unnecessary "noise pollution."

Space for doing job properly (office space)

Please replace Tate Page Hall soon!

Having enough meeting/auditorium facilities.

Better computer equipment for staff.

Adequate office or work space has been an issue.

*Poor condition of equipment university-wide is embarrassing!

Performance Evaluations

There are no set guidelines for the evaluation process. Different managers are able to use different criteria. University policies seem to change to fit the situation (ex: EH&S); there is no continuity from one situation to the next. I still don't understand how an outside management firm (Aramark, Sudexho) can place WKU's interests above their own.

Their evaluations are based on what someone thinks they are doing; not what they are actually doing. They take a lot of credit for things they do not do.

Training Opportunities

Having to use my lunch hour to take a class.

Lack of Diversity

The university should do more to address diversity concerns, mainly the cultural climate issues suffered by African Americans.

Not equals; always too late for people of color to apply for position or don't see posting of job until too late because it's on lock where we don't see the postings.

Need for diversity officer

Miscellaneous Issues

Western is a great institution to work for! I think better employee recognition would be good. There are a lot of things employees do for this institution and outside of work. They should be recognized for their hard work and dedication.

Transparency. Let all faculty and staff know if their computer activities are being monitored. Tell all faculty and staff what workplace issues are taken seriously. Explain why some things are defined as serious work place issues and other things are not defined as serious work place issues, or issues of any sort. Have a written policy that states that WKU employees must follow rules, regulations, and policies, but that they are free to criticize policies, regs, etc. without fear of retaliation. Create more oversight and checks and balances within the investigative, grievance, and disciplinary arms of the university. The university should be subject to an outside, non-WKU body, that can investigate, render findings, and discipline, especially with respect to those at WKU tasked with investigative, grievance, and disciplinary duties (e.g. the university attorney, the head of Equal Opportunity/ADA compliance, director of Human Resources, university president, member of the Board of Regents).

Sodexo not benefiting the department much at Western

purchasing is inconsistent

pretty happy so far.

Organization of university website - hard to navigate/locate items.

No issues, I'm out of here in 6 more years!

Increase in dept. operating budget

I feel the university is too much a business and is less concerned with students. Soon, tuition will be so high only the rich can attend.

Happy!

Flexibility to work on short-term additional projects is difficult to get.

concerned about hiring process and how search committees are formed.

Banner is useless

Although there are designated smoking areas around the bldgs. Smoking continues to take place right outside the doors even if that area is not designated for smoking. I don't think the signs have made any difference.

A university supported position would be more appropriate for myself than a grant-funded/soft-money position. I plan to retire from here why not give me a permanent position?

*Ombudsperson is greatly needed!

tuition hikes.

Relatives working under same bosses. Relatives having same positions.

In general, I'm satisfied to work at Western, as a staff