

# UNIVERSITY OF ALASKA EMPLOYEE SURVEY

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Dear University Employee:

The following is the September 1998 Employee Opinion Survey. These types of feedback from you are valuable inputs and insights as to how well we are satisfying our important human resource.

The first step in reviewing, with value, such a survey is simply to believe it. We won't grade it or prepare a defense against it. We will take it as the considered opinions of the people we work with every day. If you say, as you do, that you have no idea where the University is headed, our job is to address that lack of communication, not to cite some obscure report that may contain our latest version of the direction of the University.

My read is, other than the separate issue of salary and benefits, nearly all of the very critical areas center around communications. This is an area we will focus on early and often. If you are uninformed, I take the responsibility for that and will continue to try to effect the desired understanding of the University's direction.

Understand that communication is a multi-layered responsibility. Direct communication on all issues to all people is impossible. Each of us has a responsibility to pass important information both up and down. Let's remind each other often. The first step is to communicate the results of this survey.

Please read through this report carefully with an eye toward how we might address your concerns.

Sincerely,

Mark R. Hamilton  
President

# *University of Alaska*

## *Employee Opinion Survey*

*Prepared for:*

### **University of Alaska Labor Relations**

**Office of Human Resources**

**212 Butrovich Building**

**P. O. Box 755140**

**Fairbanks, Alaska 99775-5140**

**(907) 474-7879 Phone**

**(907) 474-5934 Fax**

*Prepared by:*



**416 Harris Street, Suite 301**

**PO Box 21009**

**Juneau, Alaska, 99802**

**(907) 586-6126**

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# Introduction

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## Purpose and Scope

In July 1998, the University of Alaska (UA) Office of Human Resources contracted with the McDowell Group, a Juneau-based research firm, to conduct a survey of 1,045 Classified and 783 Exempt UA employees. The purpose of the survey was to measure employee attitudes and opinions on a range of topics concerning the workplace.

## Methodology

The survey methodology implemented was a mail survey to a randomly selected sample of employees. Where necessary, telephone follow-up was conducted to encourage response to the survey. To achieve a target return of 200 exempt and 200 classified employees, a total of 800 surveys were mailed to a randomly selected sample of employees, including 400 “primary” and 400 “alternate” respondents (if a primary respondent did not return a survey, the alternative respondent’s survey was substituted).

A total of 522 surveys were returned, including 388 useable surveys. Where both primary and alternate surveys were returned, only the primary was used in the analysis, to insure the integrity of the random sample.

With a sample size of 388, the survey is representative of the total population of exempt and classified employees, with a maximum margin of error of  $\pm 5\%$  at the 95% confidence level. Subgroup error margins are somewhat higher. For example, the survey return included 203 exempt employees. The maximum margin of error for this subsample is  $\pm 7.1\%$ . The following table provides maximum error margins for the subgroup results presented in this report.

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Subgroup	Sample Size	Maximum Margin of Error
Total Sample	388	$\pm 5.0\%$
Exempt	203	$\pm 7.1\%$
Classified	185	$\pm 7.3\%$
UAF Employees	200	$\pm 7.1\%$
UAA	139	$\pm 8.7\%$
UAS	23	$\pm 20.0\%$
Statewide	26	$\pm 20.0\%$

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Survey design was conducted in consultation between the McDowell Group and the UA Labor Relations office. The survey includes 29 questions (a survey instrument is included in the appendix).

# Executive Summary

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## Job Satisfaction

- Two out of three (67%) University of Alaska employees report they are either satisfied or very satisfied with their job.
- Seven of ten university employees (70%) say their job makes good use of their skills and abilities either all or most of the time.
- Six of ten university employees (59%) rate their immediate supervisor as either good or very good.

## Communications

- Only one-third (33%) of employees report their campus administration communicates effectively on issues of importance to them. About four in ten (42%) rate communications as ineffective. The balance are neutral.
- Less than one quarter (22%) of employees think the university system is effective in communicating on issues of importance to them. Nearly half of employees surveyed (46%) report that communications are not effective.
- Just over half (52%) of university employees feel top management at their campus does not adequately demonstrate the importance of employees to the success of the university. Only one in five (22%) report that their campus does well in this area.

## Wages and Benefits

- A significant majority of university employees (81%) rate their benefits package either good or very good.
- Employees' ratings for their salary package are evenly split between favorable ratings (39%) and unfavorable ratings (also 39%). About one quarter (22%) are neutral.
- Two of three university employees (66%) say raises should be based on both merit and longevity. Eighteen percent say raises should be based on merit only and 8% say raises should be on longevity only.
- Forty four percent of employees prefer the current leave plan and 39% would prefer a combined paid time off plan. The balance are unsure.

## Direction of the University

- Six of ten (60%) university employees are not confident about the direction their campus is heading. Just 20% are confident.
- Two of three university employees are not confident about the direction the university system is heading. Only 9% are confident about the university system's direction.

## Survey Interpretation Guidelines

The following guidelines can be used to evaluate survey results at a glance. Readers are urged to review the full report for detailed survey results.

<b>Category</b>	<b>If favorable % is:</b>	<b>and Unfavorable % is:</b>
Strength	more than 65%	less than 20%
Borderline	50% to 65%	20% to 30%
Concern	less than 50%	20% to 30%
Critical	less than 50%	more than 30%

### **Strength**

- *Job satisfaction*
- *Job use of skills and abilities*
- *Benefits program overall*
- *Benefits program compared to similar outside jobs*
- *Leave benefits compared with other organizations*

### **Borderline**

- *Job evaluation form accuracy*
- *Enough material resources to get the job done*
- *Encouragement to develop new ways of doing things*
- *Clarity of supervisor's expectations*
- *Supervisor's job performance*

### **Concern**

- *Prompt work group problem solving*
- *Usefulness of supervisor's feedback*
- *University's discrimination policy*
- *University's sexual harassment policy*

### **Critical**

- *Campus communications*
- *University system communications*
- *Grievance policy effectiveness*
- *Enough people to get the job done*
- *Job security*
- *Campus demonstration of employee importance*
- *System demonstration of employee importance*
- *Salary package overall*
- *Salary package compared with similar jobs outside UA*
- *Salary package compared with similar jobs inside UA*
- *Confidence in campus direction*
- *Confidence in university system direction*

# Survey Analysis

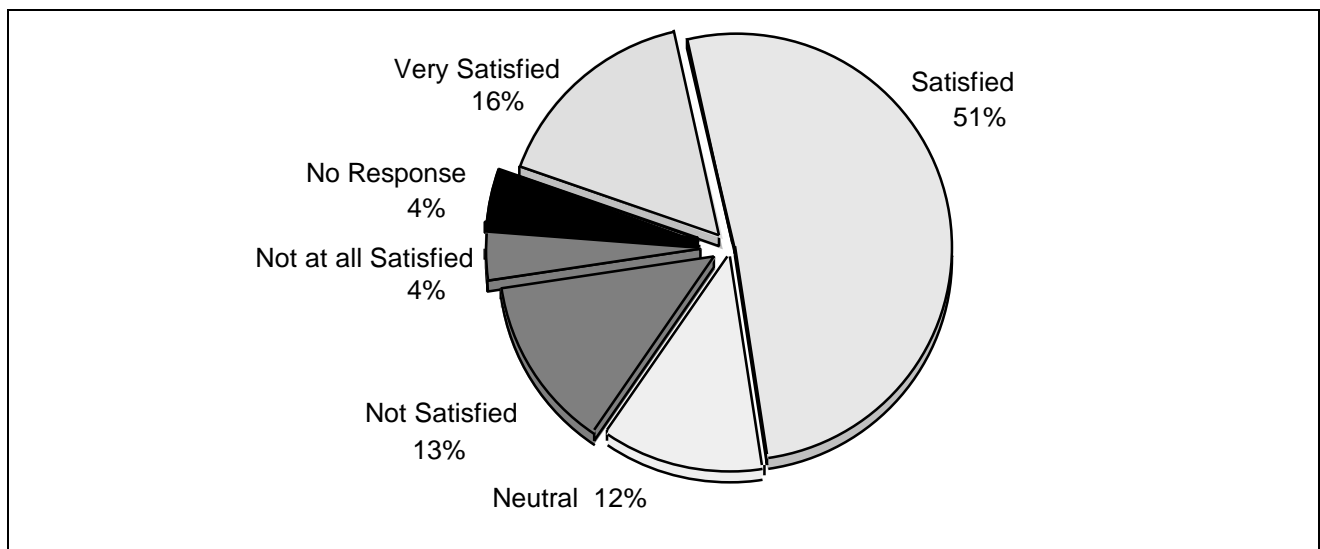
## Overall, how satisfied are you with your job?

- Two out of three (67%) University of Alaska employees report they are either satisfied or very satisfied with their job. About one in six employees (17%) report they are not satisfied with their job.

Table 1

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Satisfied	16 %	15 %	17 %	17 %	12 %	15 %	17 %
Satisfied	51	53	50	61	46	48	55
Neutral	12	13	12	4	15	14	10
Not Satisfied	13	12	14	4	23	15	11
Not at all Satisfied	4	4	5	–	–	5	3
Refused	4	3	4	13	4	3	4
Mean (5 - 1 Scale)	3.6	3.6	3.6	4.1	3.5	3.5	3.8

## Overall, how satisfied are you with your job?



- New employees (less than one year on the job) gave the highest satisfaction rating with 92% reporting they are satisfied with their job. Employees with 7 to 10 years' service are the least satisfied; only 56% report they are satisfied with their job.
- Female employees of the University are more likely to be satisfied with their job. Nearly 3 out of 4 women (74%) say they are either satisfied or very satisfied, while 57% of men report they are either satisfied or very satisfied.

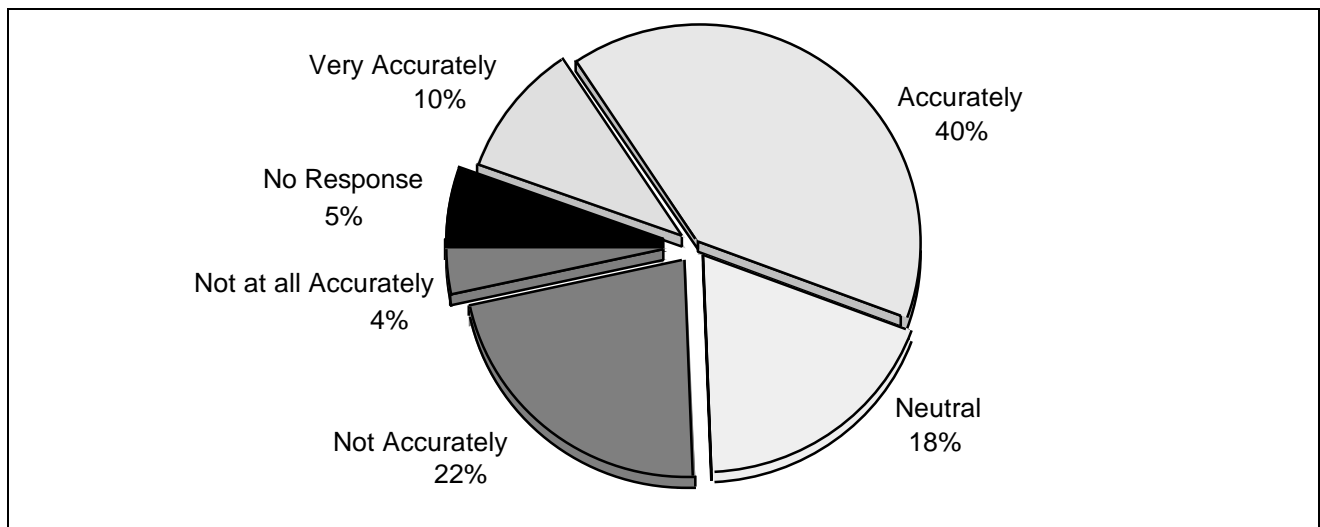
## How accurately do you think your job evaluation form describes your job?

- One half of University employees say their job evaluation form accurately describes their job. About one in four employees (26%) report the form does not accurately describe their job.

Table 2

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Accurately	10 %	12 %	11 %	4 %	4 %	11 %	9 %
Accurately	40	39	41	39	50	43	38
Neutral	18	17	17	22	27	17	18
Not Accurately	22	19	25	22	15	20	24
Not at all Accurately	4	6	4	–	–	5	4
Refused	5	6	4	13	4	4	6
Mean (5 - 1 Scale)	3.3	3.3	3.3	3.3	3.4	3.4	3.3

## How accurately do you think your job evaluation form describes your job?



- Male university employees were somewhat less likely than female employees to report the job evaluation form as being accurate. Forty-four percent of men say the form is either accurate or very accurate, while 54% of women say the form is either accurate or very accurate.

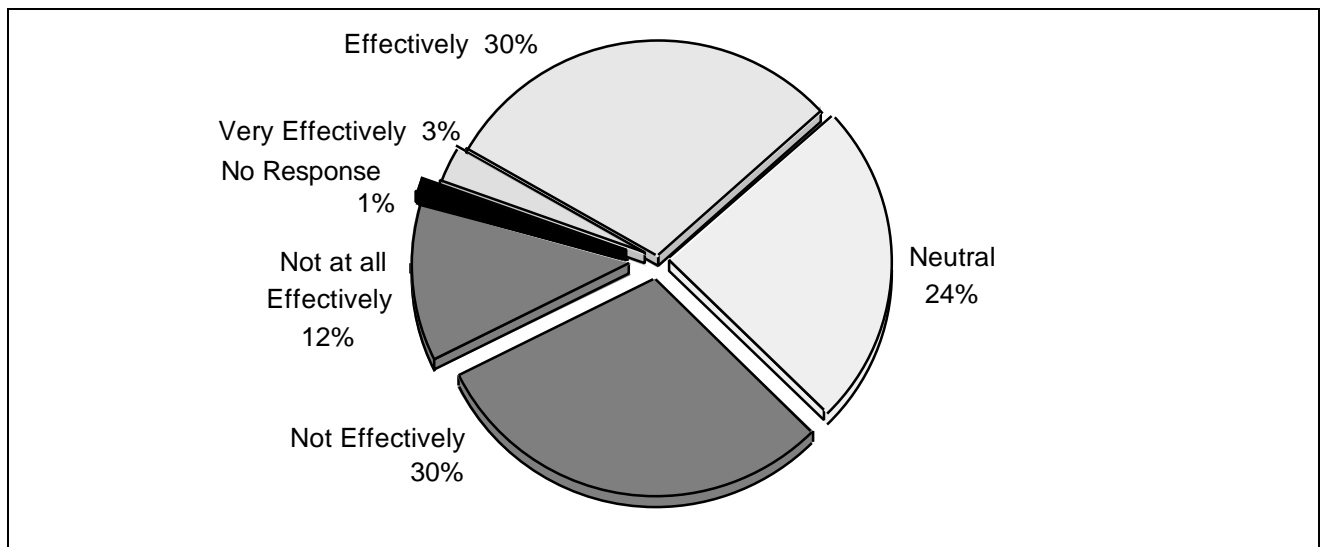
**How effectively do you feel your campus administration communicates to employees on issues of importance to you?**

- Four out of ten university employees (42%) report their campus administration is not effective in communicating issues of importance to the employee. One third (33%) of employees report their campus administration communicates effectively on issues of importance to them. The balance are neutral on the issue.

Table 3

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Effectively	3 %	6 %	1 %	4 %	4 %	3 %	3 %
Effectively	30	27	31	48	35	31	30
Neutral	24	23	25	26	19	22	26
Not Effectively	30	34	30	17	31	32	29
Not at all Effectively	12	11	14	4	8	12	11
Refused	1	–	2	–	4	1	1
Mean (5 - 1 Scale)	2.8	2.8	2.7	3.3	3.0	2.8	2.8

*How effectively do you feel your campus administration communicates to employees on issues of importance to you?*



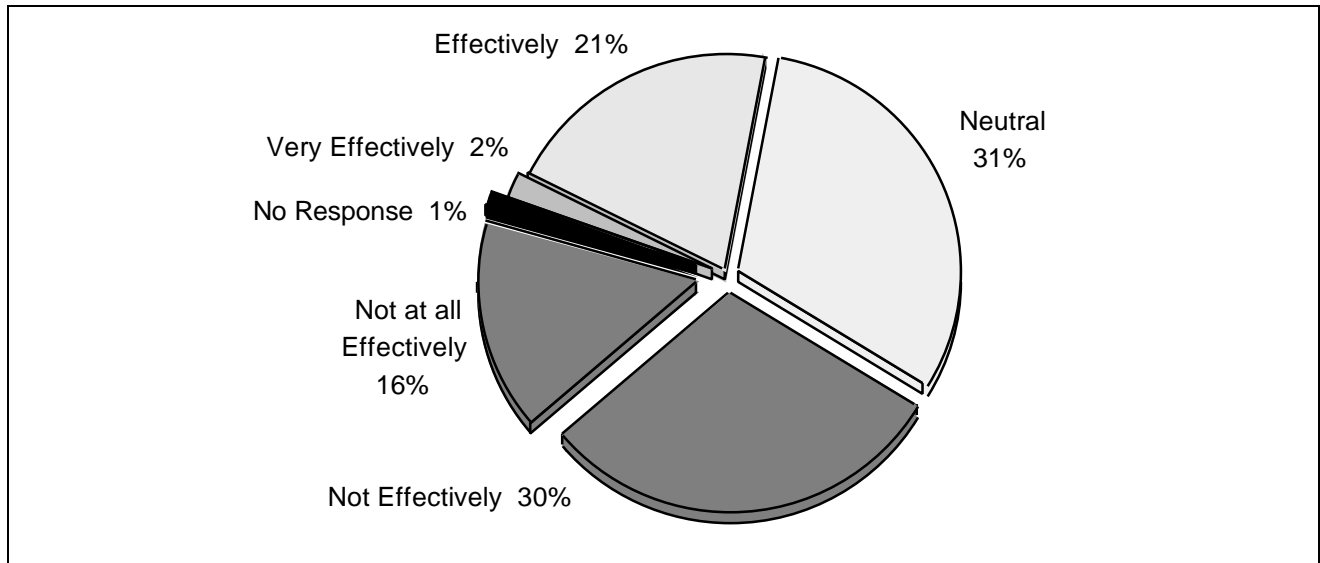
**How effectively do you feel the university system communicates on issues of importance to you?**

- Nearly half of employees surveyed (46%) report the university system is not effective in communicating on issues of importance to them. Just under one quarter (23%) say the university system communicates effectively.

Table 4

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Effectively	2 %	2 %	1 %	– %	8 %	3 %	1 %
Effectively	21	22	19	22	23	20	21
Neutral	31	24	34	35	42	34	26
Not Effectively	30	33	29	39	19	27	35
Not at all Effectively	16	18	17	4	8	16	15
Refused	1	1	2	–	–	–	2
Mean (5 - 1 Scale)	2.6	2.6	2.6	2.7	3.0	2.6	2.6

*How effectively do you feel the university system communicates on issues of importance to you?*



- New employees (less than one year on the job) are most likely (37%) to say the university system communicates effectively. In contrast, just 15% of employees with 7 to 10 years' service say the university system communicates effectively.

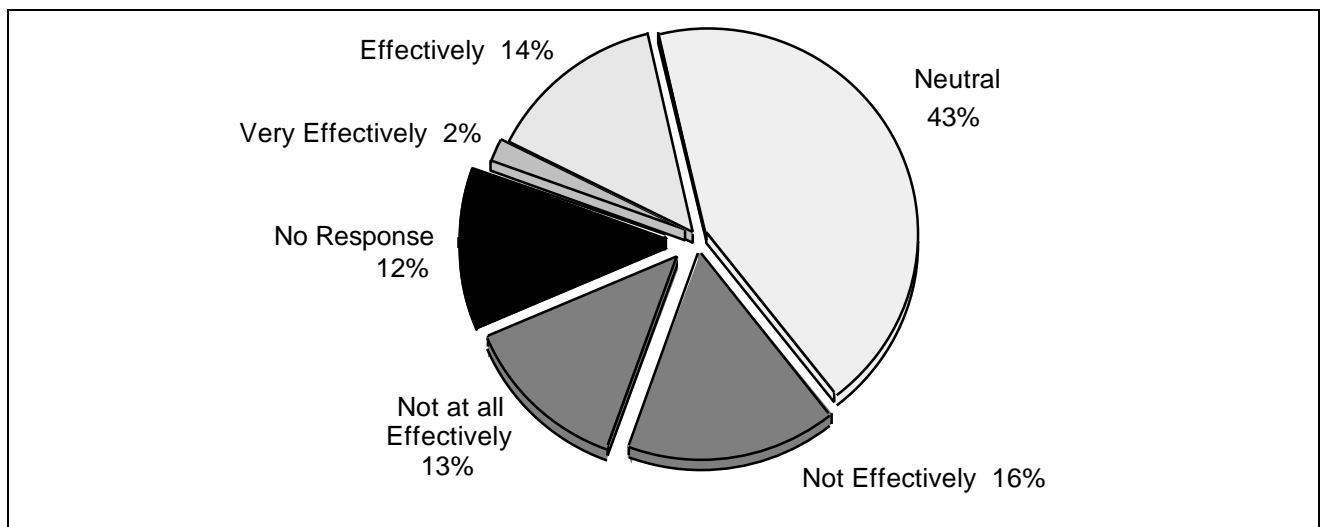
**How effectively do you believe the university grievance policy addresses employee concerns?**

- Four of ten university employees (43%) are neutral on the effectiveness of the grievance policy but of those expressing an opinion, the majority say it is not effective. One third of employees (29%) report the grievance policy is not effective compared to 16% who think the policy is effective.

Table 5

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Effectively	2 %	1 %	2 %	– %	8 %	1 %	2 %
Effectively	14	11	17	9	15	14	14
Neutral	43	46	39	61	38	44	41
Not Effectively	16	18	15	13	15	14	18
Not at all Effectively	13	12	15	9	12	12	14
Refused	12	12	13	9	12	14	10
Mean (5 - 1 Scale)	2.7	2.7	2.7	2.8	2.9	2.8	2.7

*How effectively do you believe the university grievance policy addresses employee concerns?*



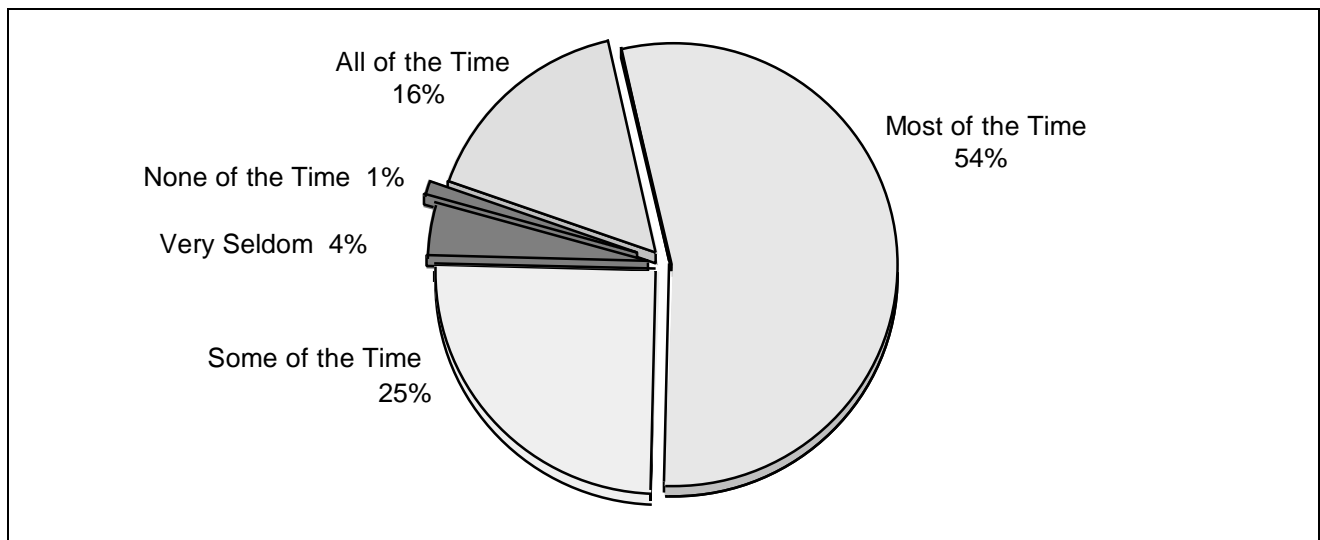
## Does your job make good use of your skills and abilities?

- Seven of ten university employees say their job makes good use of their skills and abilities either all or most of the time.

Table 6

	Total	UAA	UAF	UAS	SW	Exempt	Classified
All of the Time	16 %	13 %	21 %	9 %	8 %	15 %	17 %
Most of the Time	54	58	50	70	58	58	50
Some of the Time	25	25	24	22	31	23	27
Very Seldom	4	4	5	–	4	4	5
None of the Time	1	–	1	–	–	–	1
Mean (5 - 1 Scale)	3.8	3.8	3.8	3.9	3.7	3.8	3.8

### Does your job make good use of your skills and abilities?



- Not surprisingly, there appears to be a correlation between job satisfaction and use of skills and abilities. Among employees who are satisfied with their job, 83% report their job makes good use of their skills and abilities. This compares favorably with the total population, where 70% of employees report good use of their skills and abilities all or most of the time.

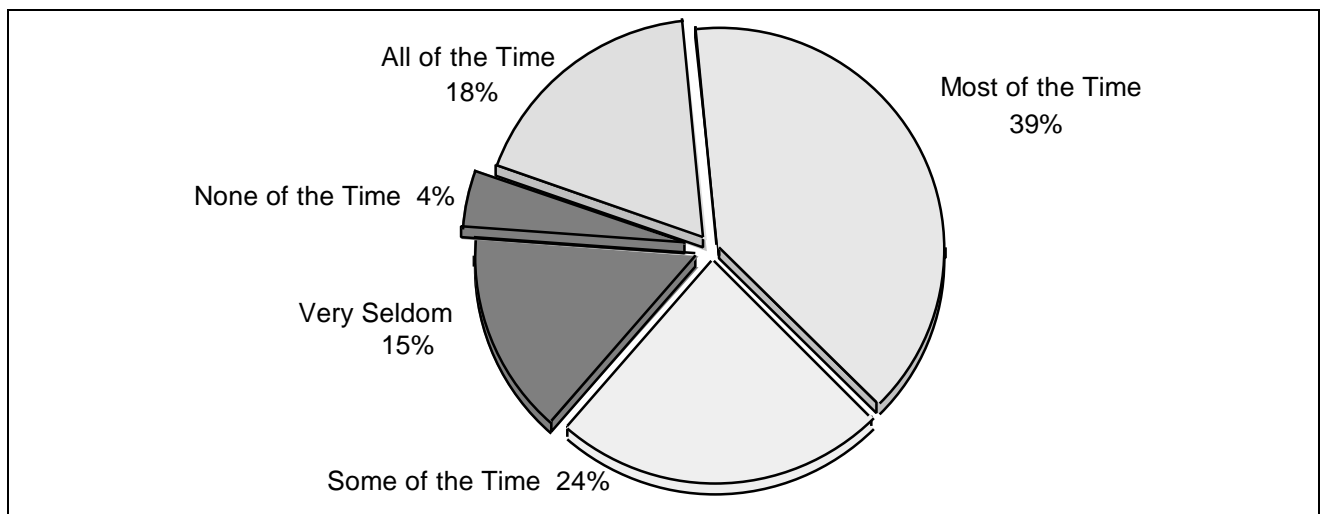
## Are you encouraged to participate in decisions that affect your work?

- Over half of university employees (57%) report they are encouraged to participate in decisions affecting their work either all or most of the time. Fifteen percent of employees say they are seldom encouraged to participate and 4% report their participation is encouraged none of the time.

Table 7

	Total	UAA	UAF	UAS	SW	Exempt	Classified
All of the Time	18 %	16 %	19 %	26 %	8 %	16 %	19 %
Most of the Time	39	40	37	35	62	43	35
Some of the Time	24	24	25	22	15	22	26
Very Seldom	15	17	14	17	15	15	15
None of the Time	4	4	6	–	–	4	4
Refused	0	–	1	–	–	–	1
Mean (5 - 1 Scale)	3.5	3.5	3.5	3.7	3.6	3.5	3.5

## Are you encouraged to participate in decisions that affect your work?



- Employees with less than one year of service are most likely (67%) to feel encouraged to participate in decisions; while employees with 10 to 16 years' service were least likely (48%).
- Involvement in decisions appears to have a positive impact on job satisfaction. Overall, 57% of employees say they are encouraged to participate in decisions which affect their job all or most of the time. Among employees who are satisfied with their job, 69% say they are involved in decisions. Of employees dissatisfied with their job, only 18% say they are encouraged to participate in decisions.
- Employees who are encouraged to participate in decisions affecting their work are more inclined to be confident about the direction the university system is heading. Of employees confident in the direction, 79% feel encouraged to participate in decisions all or most of the time. Of those employees not confident about direction, 52% feel encouraged to participate in decisions.

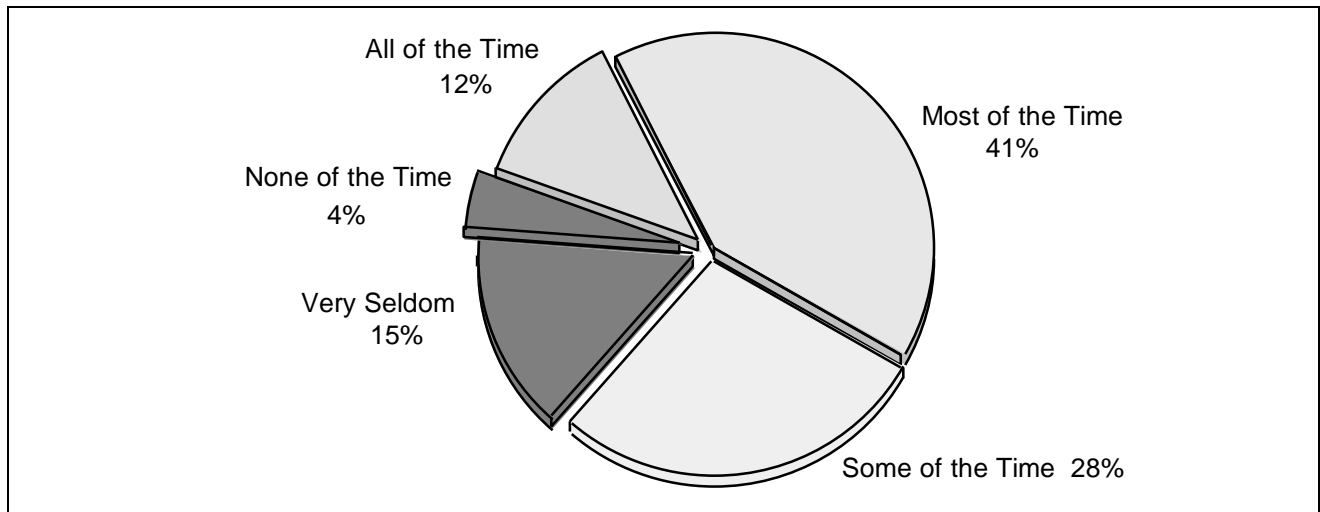
Where you work, are there enough material resources (such as budget, equipment, etc.) to get the job done?

- Slightly more than half (53%) of university employees say they have sufficient material resources to get the job done all or most of the time. Fifteen percent of employees say they very seldom have enough material resources to get the job done and 4% say they have enough none of the time.

Table 8

	Total	UAA	UAF	UAS	SW	Exempt	Classified
All of the Time	12 %	10 %	9 %	17 %	35 %	10 %	13 %
Most of the Time	41	42	38	43	54	37	45
Some of the Time	28	29	32	22	4	29	28
Very Seldom	15	14	17	17	4	17	12
None of the Time	4	5	5	–	4	6	2
Mean (5 - 1 Scale)	3.4	3.4	3.3	3.6	4.1	3.3	3.5

Where you work, are there enough material resources (such as budget, equipment, etc.) to get the job done?



- Slightly less than half (47%) of employees in exempt positions report having enough material resources most or all of the time, while 58% of employees in classified position say they have enough resources most or all of the time.

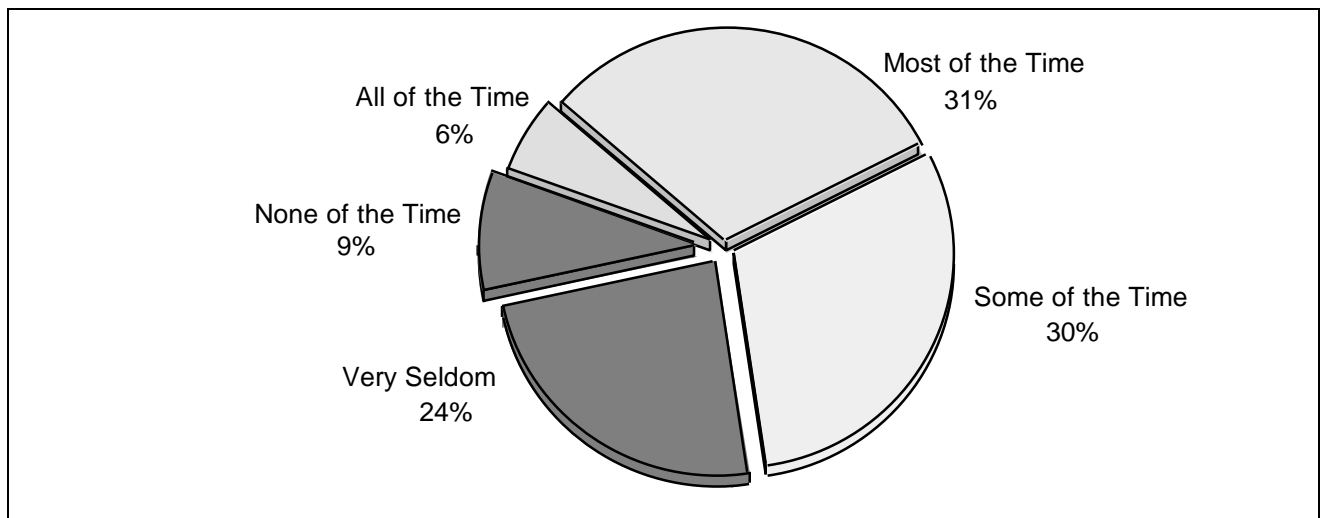
## Where you work, are there enough people to get the job done?

- About one in three (37%) university employees say they have enough people to get the job done most or all of the time. About one in three (33%) say they very seldom or never have enough people to get the job done.

Table 9

	Total	UAA	UAF	UAS	SW	Exempt	Classified
All of the Time	6 %	6 %	5 %	17 %	4 %	5 %	6 %
Most of the Time	31	29	30	35	42	25	37
Some of the Time	30	31	33	13	23	32	29
Very Seldom	24	24	24	30	23	27	22
None of the Time	9	9	9	4	8	10	6
Mean (5 - 1 Scale)	3.0	3.0	3.0	3.3	3.1	2.9	3.2

## Where you work, are there enough people to get the job done?



- Classified employees appear more satisfied with staffing levels than exempt employees. Thirty percent of exempt employees report having enough people all or most of the time, while 43% of classified employees say they have enough people all or most of the time.
- Satisfaction with staffing levels declines with length of employment. The most significant difference is between new hires (less than a year on the job) and employees with 1-4 years' service. Over half (52%) of new hires say they have enough people to do the job most or all of the time, as opposed to 39% of the 1-4 year employees and 31% of employees with over 16 years' service.

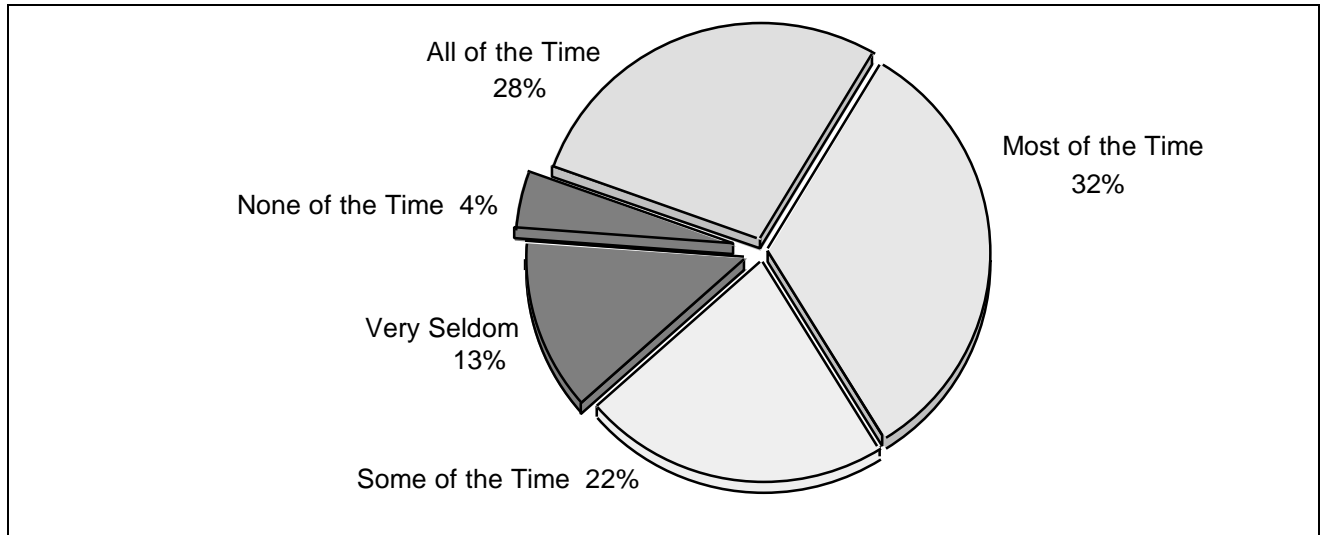
## Are you encouraged to develop new and better ways of doing things at work?

- Three in five university employees say they are encouraged to develop new and better ways of doing things at work most or all of the time. Only 17% say they are seldom or never encouraged to develop new and better ways of doing things at work.

Table 10

	Total	UAA	UAF	UAS	SW	Exempt	Classified
All of the Time	28 %	26 %	29 %	35 %	31 %	27 %	30 %
Most of the Time	32	33	32	26	35	35	29
Some of the Time	22	24	20	26	23	21	23
Very Seldom	13	12	16	9	12	13	14
None of the Time	4	5	4	–	–	3	4
Refused	–	–	–	4	–	–	1
Mean (5 - 1 Scale)	3.7	3.6	3.7	3.9	3.8	3.7	3.7

## Are you encouraged to develop new and better ways of doing things at work?



- Among employees with less than one year's service, 46% report being encouraged to develop new and better ways of doing things at work. The percentage declines steadily with longevity, bottoming out at only 14% of employees with 16 years or more on the job.

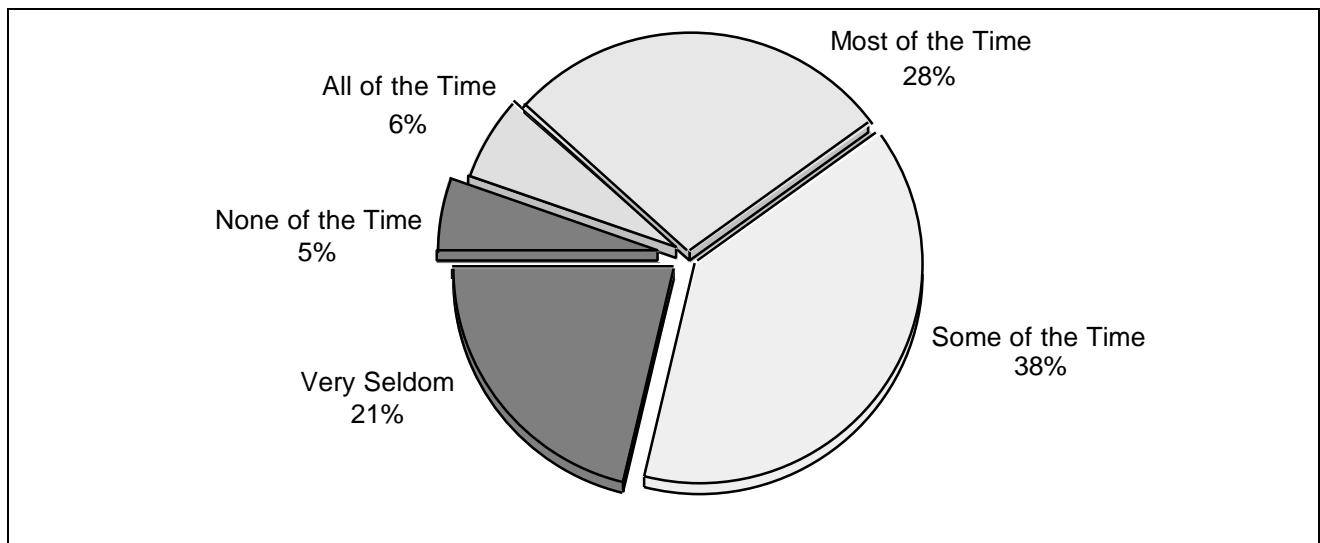
## When there are problems in your work group, do they get corrected quickly?

- One in three university employees (34%) say problems in their work group are corrected quickly the majority of the time. One in four employees (26%) report that problems are very seldom corrected quickly.

Table 11

	Total	UAA	UAF	UAS	SW	Exempt	Classified
All of the Time	6 %	6 %	5 %	17 %	12 %	5 %	8 %
Most of the Time	28	27	30	22	35	28	29
Some of the Time	38	43	35	52	31	40	37
Very Seldom	21	20	24	4	23	21	21
None of the Time	5	4	7	4	–	5	6
Refused	–		–1		–	–	–
Mean (5 - 1 Scale)	3.1	3.1	3.0	3.4	3.3	3.1	3.1

## When there are problems in your work group, do they get corrected quickly?



- Ratings for timely correction of problems in the work group varied widely among length-of-employment groups. New-hires are most likely to report quick resolution of problems; 55% say this occurs most or all of the time. That proportion drops to 36% for employees with 1-4 years' service. Among employees with 10-16 years' service, only 22% say problems are corrected quickly all or most of the time.

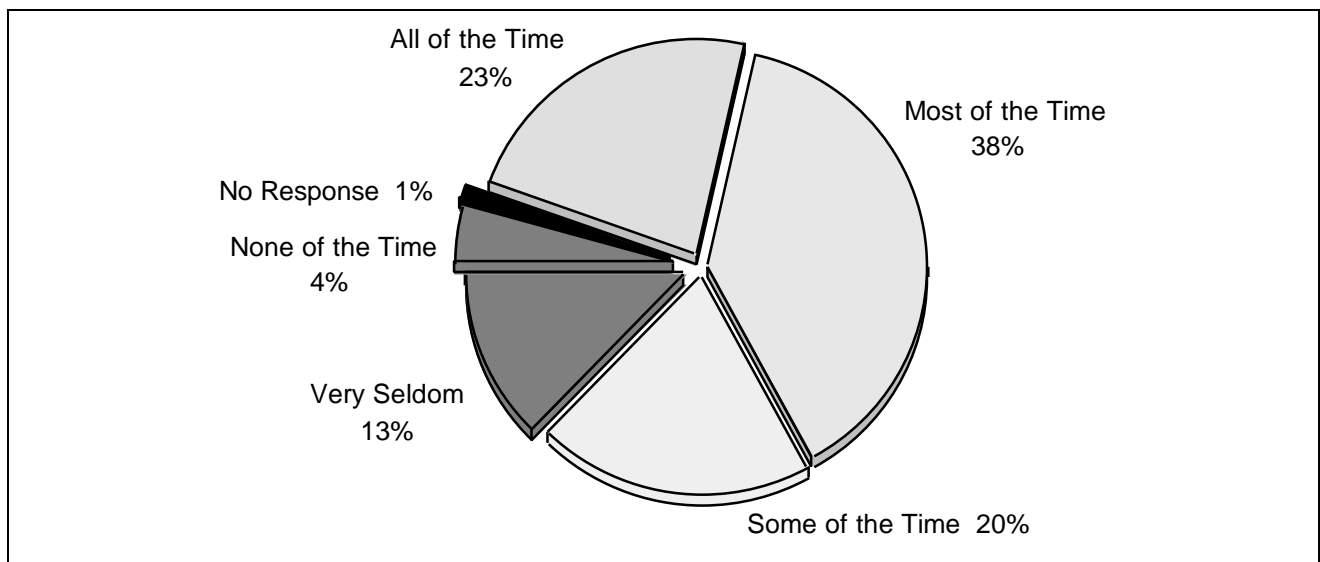
## Does your supervisor make it clear what you are expected to do?

- Six of ten university employees report that their supervisor makes it clear what they are expected to do. About one in six employees say their supervisor very seldom or never make it clear what they are expected to do.

Table 12

	Total	UAA	UAF	UAS	SW	Exempt	Classified
All of the Time	23 %	29 %	18 %	26 %	31 %	21 %	26 %
Most of the Time	38	38	38	43	35	40	36
Some of the Time	20	19	21	13	23	18	21
Very Seldom	13	10	17	9	8	16	11
None of the Time	4	4	5	4	4	4	5
Refused	1	–	2	4	–	1	1
Mean (5 - 1 Scale)	3.6	3.8	3.5	3.8	3.8	3.6	3.7

### Does your supervisor make it clear what you are expected to do?



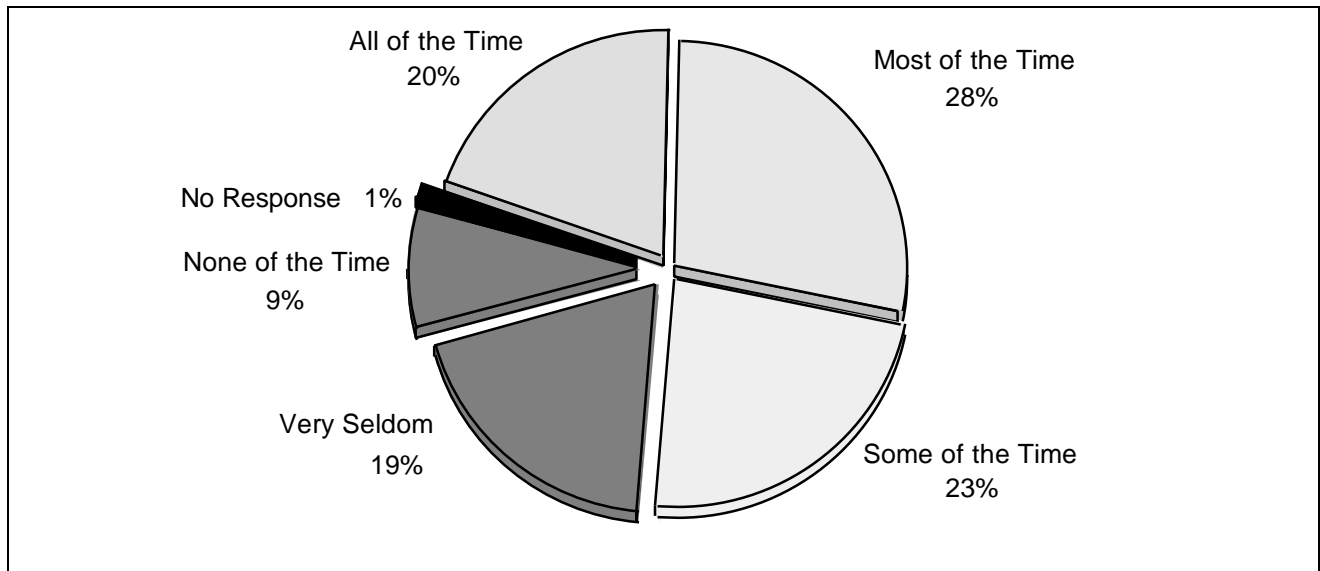
**Does your supervisor give you useful feedback on how well you are doing in your position?**

- About half of university employees (48%) receive useful feedback from their supervisor all or most of the time. Just over one quarter (28%) receive useful feedback very seldom or none of the time.

Table 13

	Total	UAA	UAF	UAS	SW	Exempt	Classified
All of the Time	20 %	24 %	16 %	22 %	23 %	14 %	25 %
Most of the Time	28	28	28	30	27	28	28
Some of the Time	23	24	22	26	23	27	19
Very Seldom	19	17	22	9	23	23	16
None of the Time	9	6	12	9	4	8	10
Refused	1	1	1	4	–	1	1
Mean (5 - 1 Scale)	3.3	3.5	3.1	3.5	3.4	3.2	3.4

*Does your supervisor give you useful feedback on how well you are doing in your position?*



- Classified employees are more likely to receive useful feedback from supervisors all or most of the time. Over half (53%) of classified employees receive useful feedback all or most of the time, compared to 42% of exempt employees.

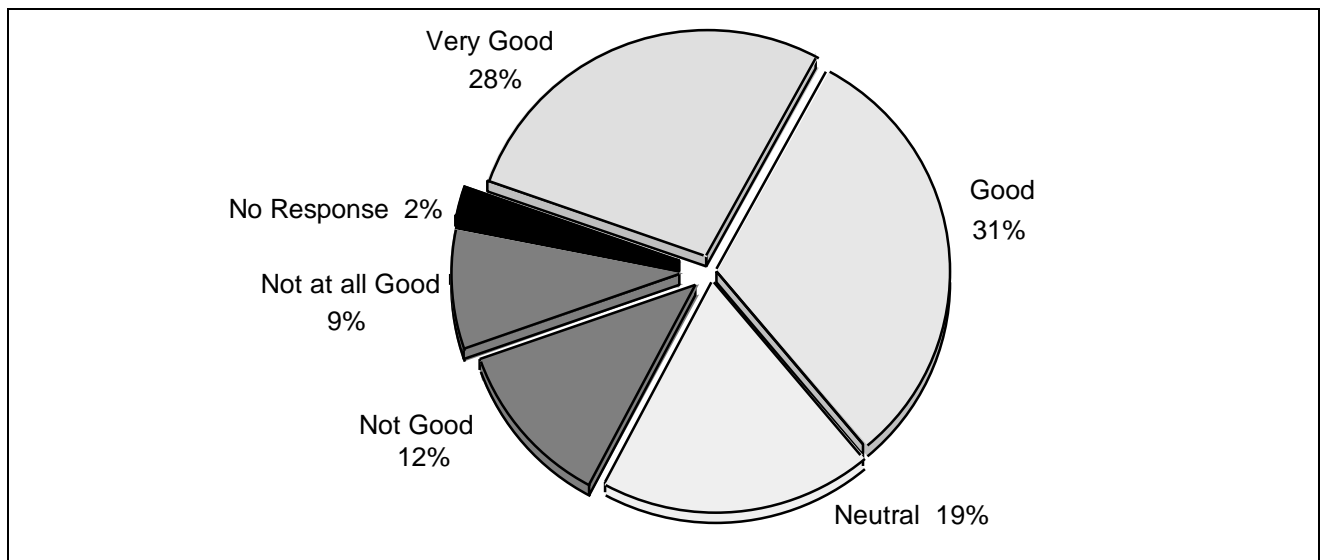
**Overall, how good a job do you feel is being done by your immediate supervisor?**

- Six of ten university employees (59%) rate their immediate supervisor as either good or very good. About one in five employees (21%) say their immediate supervisor is not good or not at all good.

Table 14

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Good	28 %	38 %	22 %	26 %	27 %	28 %	29 %
Good	31	24	34	43	31	28	34
Neutral	19	19	21	13	15	19	19
Not Good	12	12	12	4	23	15	9
Not at all Good	9	6	11	9	4	9	8
Refused	2	1	2	4	–	1	2
Mean (5 - 1 Scale)	3.6	3.8	3.4	3.8	3.5	3.5	3.7

*Overall, how good a job do you feel is being done by your immediate supervisor?*



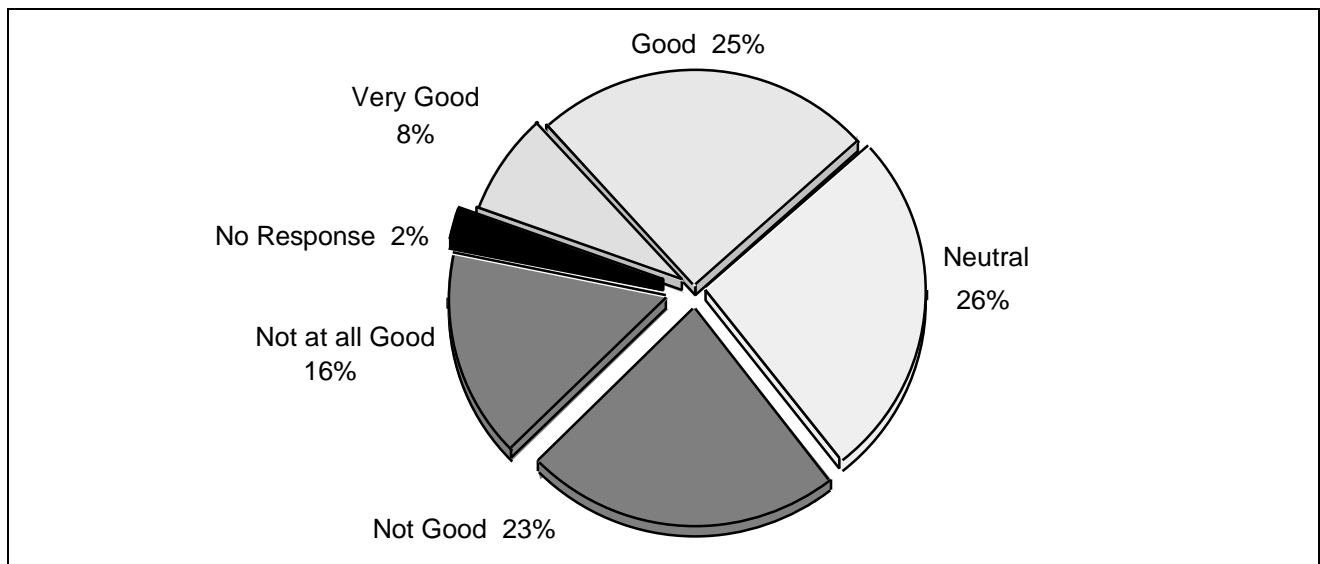
## How do you rate the university in providing job security for people like yourself?

- Employee ratings for job security lean slightly toward the negative end of the scale. About one-third (33%) of employees say job security at the university is very good or good. In comparison, 39% say their job security is not good or not at all good.

Table 15

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Good	8 %	6 %	9 %	– %	12 %	8 %	7 %
Good	25	27	23	39	23	27	24
Neutral	26	22	29	22	35	24	29
Not Good	23	27	19	35	23	24	23
Not at all Good	16	16	19	4	8	16	16
Refused	2	2	2	–	–	1	2
Mean (5 - 1 Scale)	2.9	2.8	2.8	3.0	3.1	2.9	2.8

### How do you rate the university in providing job security for people like yourself?



- Job security ratings are highest among employees with 1-4 years' service (43% rate it either good or very good) and lowest among employees with over 16 years' service; where only 24% rate job security either good or very good.

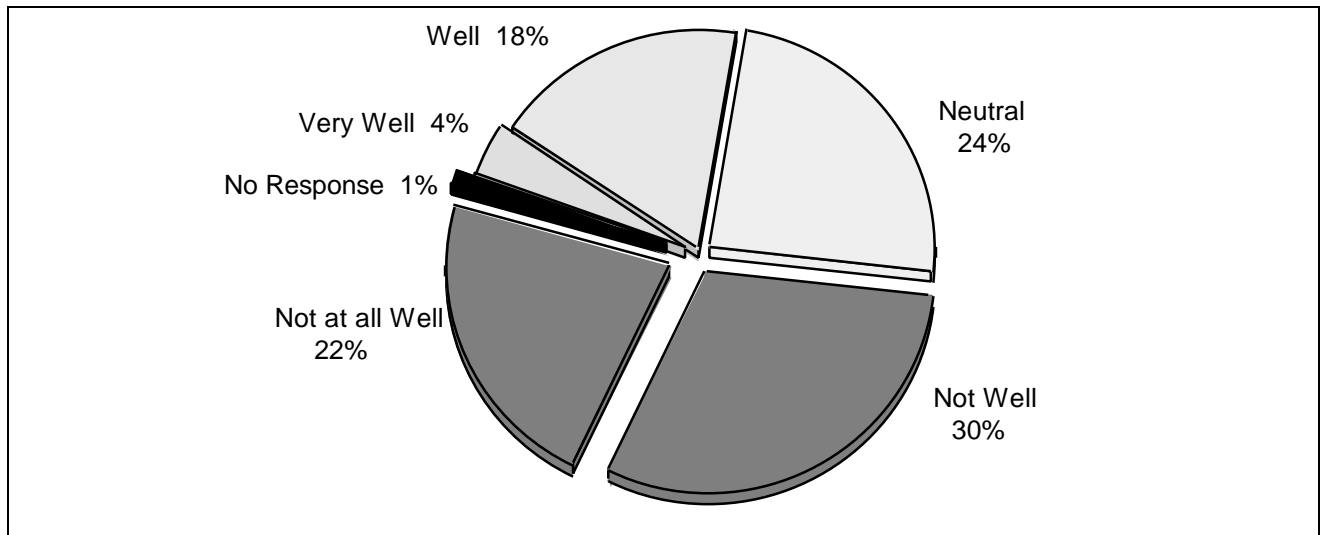
How well do you feel top management at your campus demonstrates that employees are important to the success of the university?

- Just over half (52%) of university employees feel top management at their campus does not adequately demonstrate the importance of employees to the success of the university. Just 22% of employees say management demonstrates importance very well or well.

Table 16

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Well	4 %	5 %	4 %	– %	8 %	4 %	4 %
Well	18	23	14	48	41	6	21
Neutral	24	24	24	26	27	23	25
Not Well	30	29	33	9	35	33	27
Not at all Well	22	18	25	13	23	23	21
Refused	1	–	2	4	4	–	2
Mean (5 - 1 Scale)	2.5	2.7	2.4	3.1	2.4	2.5	2.6

How well do you feel top management at your campus demonstrates that employees are important to the success of the university?



- Employees in exempt position are more likely to rate top campus management poorly on demonstrating the importance of employees. Fifty six percent of exempt employees say management demonstrates this either not well or not at all well compared to 48% percent of classified employees.
- Employees with 7-10 years' service are most critical of their campus management's demonstration of employee importance. Seven of ten employees (72%) with 7-10 years' service say their top campus management does not do a good job of demonstrating employee importance compared to 36% of employees with 1-4 years' service.

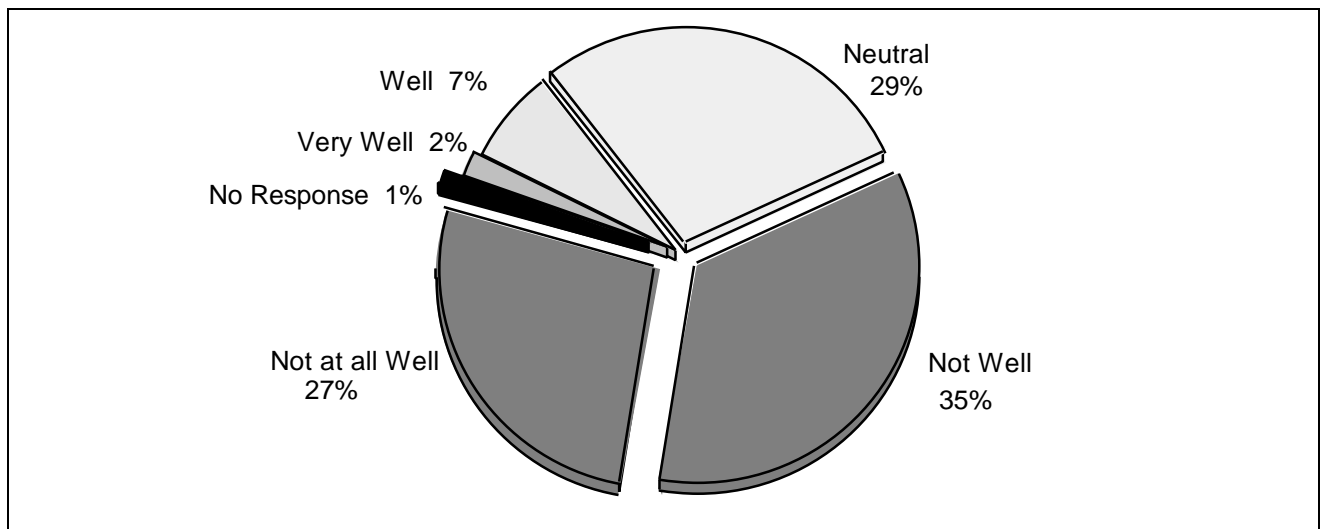
How well do you feel top management at the university system demonstrates that employees are important to the success of the university?

- Six out of ten university employees (62%) feel top university system management does not adequately demonstrate the importance of employees to the success of the university.

Table 17

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Well	2 %	2 %	2 %	– %	8 %	1 %	3 %
Well	7	9	5	13	8	6	8
Neutral	29	30	26	57	15	26	32
Not Well	35	34	38	13	38	37	32
Not at all Well	27	25	29	13	31	29	24
Refused	1	–	1	4	–	–	1
Mean (5 - 1 Scale)	2.2	2.3	2.1	2.7	2.2	2.1	2.3

How well do you feel top management at the university system demonstrates that employees are important to the success of the university?



- Two out of three exempt employees (66%) say top management demonstrates employee importance either not well or not at all well compared to 56% percent of classified employees.
- Employees with 7-10 years on the job are most critical, with a remarkable 86% indicating the university's top management does not do a good job of demonstrating employee importance. This proportion is four times higher than new hires (21%).

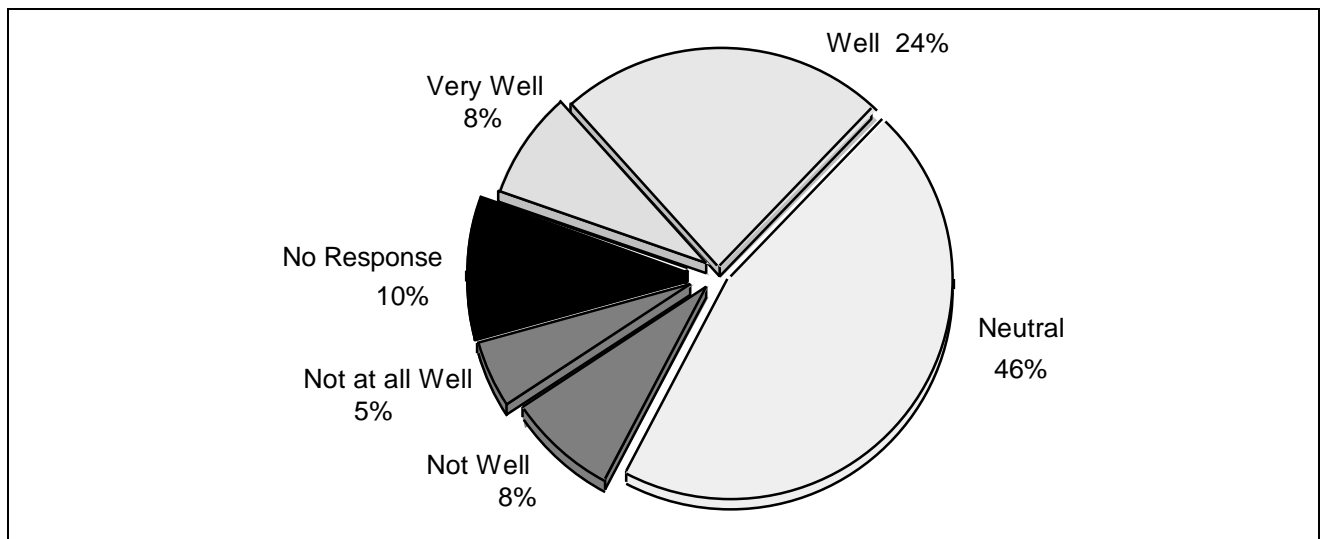
## How well do you feel the university's policy has dealt with discrimination issues?

- Almost half of university employees (46%) gave a “neutral” response to this question but of those responding with an opinion, the majority spoke favorably. One third (32%) of employees feel the university's policy has dealt well with discrimination issues. One in eight (13%) say the policy has not dealt well with discrimination issues.

Table 18

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Well	8 %	4 %	11 %	9 %	12 %	9 %	6 %
Well	24	24	25	13	23	21	27
Neutral	46	51	43	48	38	46	45
Not Well	8	9	6	13	12	8	8
Not at all Well	5	6	6	–	4	6	4
Refused	10	7	11	17	12	9	10
Mean (5 - 1 Scale)	3.2	3.1	3.3	3.2	3.3	3.2	3.3

### How well do you feel the university's policy has dealt with discrimination issues?



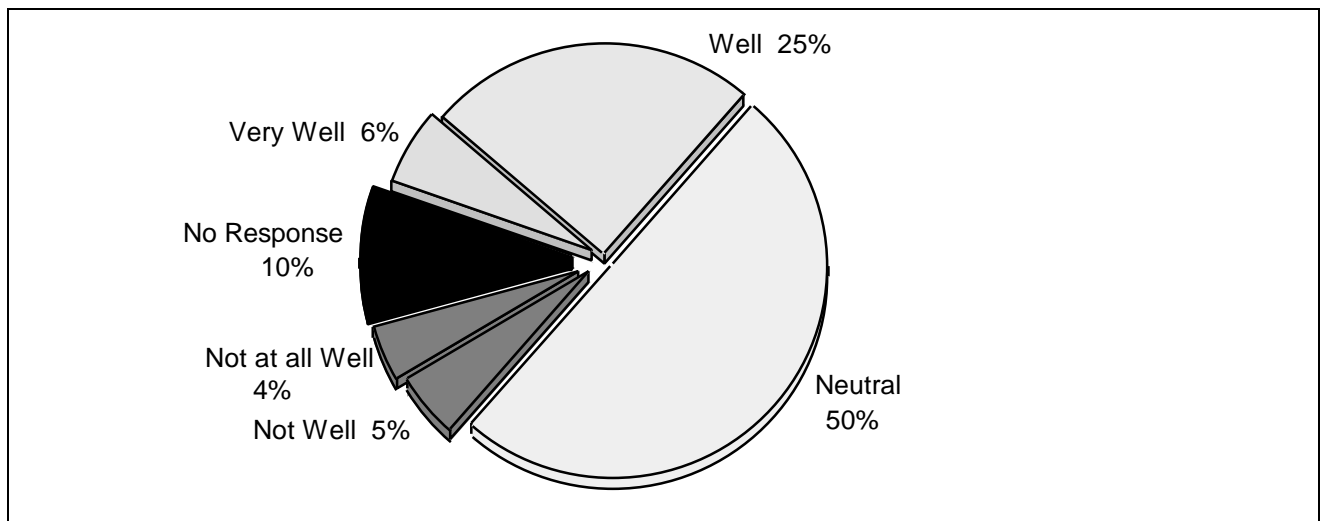
**How well do you feel the university's policy has dealt with sexual harassment issues?**

- This question returned the highest proportion of neutral responses in the entire survey. One half of employees feel neutral about the effectiveness of the university's policy on sexual harassment issues.
- One in three employees (31%) feel the university's policy has dealt well with sexual harassment issues. One in ten (9%) percent report the policy has not dealt well with sexual harassment issues.
- Men are slightly more inclined than women to rate the policy favorably; 35% of men say the policy has dealt well or very well with sexual harassment issues, as opposed to 29% of women.

Table 19

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Well	6 %	2 %	8 %	4 %	16 %	8 %	4 %
Well	25	27	25	9	31	26	24
Neutral	50	55	49	52	31	47	52
Not Well	5	4	5	9	8	5	4
Not at all Well	4	5	4	4	4	5	3
Refused	10	7	11	22	12	8	12
Mean (5 - 1 Scale)	3.3	3.2	3.3	3.0	3.5	3.3	3.3

*How well do you feel the university's policy has dealt with sexual harassment issues?*



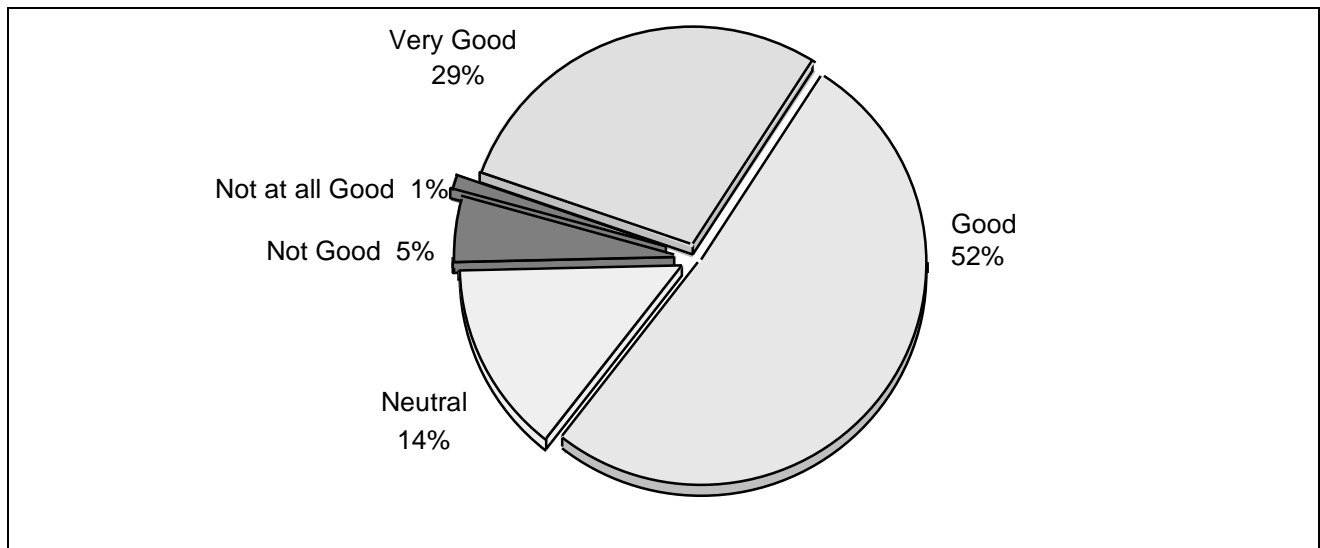
## How do you rate the university's benefits program?

- A significant majority of university employees (81%) rate their benefits package either good or very good. Only 6% of employees say the benefits package is not good.

Table 20

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Good	29 %	24 %	31 %	30 %	35 %	28 %	29 %
Good	52	55	50	57	50	52	52
Neutral	14	14	14	9	15	15	13
Not Good	5	6	5	4	–	5	4
Not at all Good	1	1	1	–	–	–	1
Mean (5 - 1 Scale)	4.0	4.0	4.0	4.1	4.2	4.0	4.0

## How do you rate the university's benefits program?



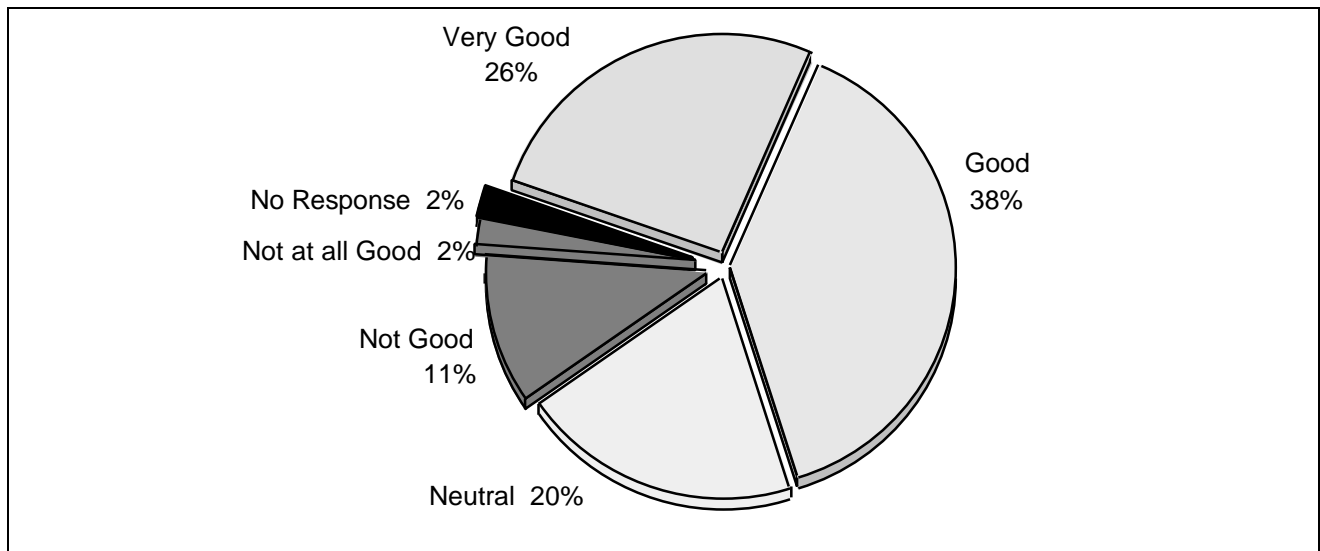
**How do you rate your benefits package compared with people in similar jobs outside the university?**

- When comparing their benefits package to those available in similar jobs outside the university, 64% of university employees still rate their package favorably. One in eight employees (13%) rate their package as not good.

Table 21

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Good	26 %	26 %	26 %	22 %	35 %	23 %	30 %
Good	38	41	36	48	35	39	38
Neutral	20	19	22	17	19	24	17
Not Good	11	12	11	13	8	11	11
Not at all Good	2	2	3	–	–	1	3
Refused	2	1	2	–	4	2	1
Mean (5 - 1 Scale)	3.8	3.8	3.7	3.8	4.0	3.7	3.8

*How do you rate your benefits package compared with people in similar jobs outside the university?*



- University employees with the lowest pay rate their benefits package highest. Of employees earning \$1,500 or less bi-weekly, 71% rate their benefits package as either good or very good compared to similar jobs outside the university.
- Benefits ratings are highest among new hires, 79% of whom rated their package favorably. Satisfaction bottoms out at 58% for employees with 7-10 years' service.
- Only 17% of male employees rated their benefits package very good as compared to 31% of female employees.

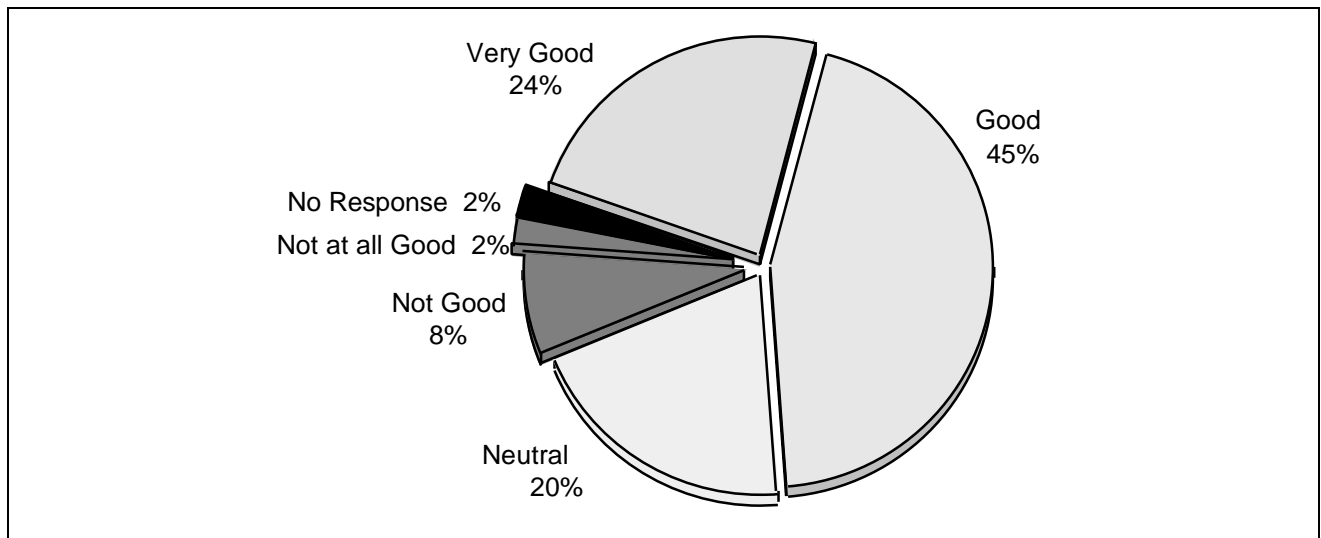
How do you rate the university's leave benefits compared with those provided in other organizations?

- Over two thirds (69%) of university employees rate leave benefits favorably compared to benefits provided in other organizations. One in ten (10%) say leave benefits are not good.

Table 22

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Good	24 %	26 %	23 %	17 %	27 %	21 %	26 %
Good	45	46	45	39	46	44	46
Neutral	20	17	22	17	23	23	17
Not Good	8	10	6	26	–	9	7
Not at all Good	2	–	3	–	–	1	2
Refused	2	1	2	–	4	1	2
Mean (5 - 1 Scale)	3.8	3.9	3.8	3.5	4.0	3.8	3.9

How do you rate the university's leave benefits compared with those provided in other organizations?



- Ratings for leave benefits are inversely proportionate to salary. Three of four employees (74%) earning \$1,500 or less bi-weekly rate the leave benefits as either good or very good. This proportion is lowest among employees earning more than \$2,501 bi-weekly; 51% rate leave benefits as either good or very good.

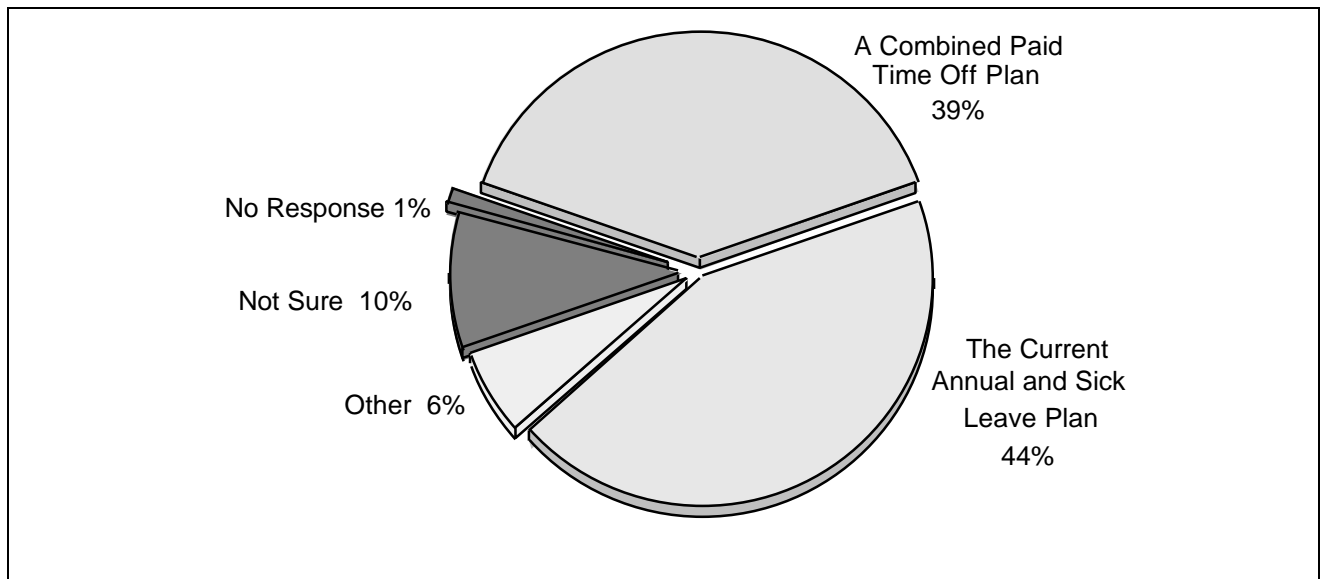
If you were to choose, which of the following leave plans would you prefer?

- Forty four percent of employees prefer the current leave plan and 39% would prefer a combined paid time off plan.

Table 23

	Total	UAA	UAF	UAS	SW	Exempt	Classified
A Combined Paid Time Off Plan	39 %	41 %	35 %	52 %	50 %	43 %	34 %
The Current Annual & Sick Leave Plan	44	40	49	35	42	39	50
Other	6	9	6	4	4	7	5
Not Sure	10	9	11	4	4	9	10
Refused	1	1	1	4	–	1	–

If you were to choose, which of the following leave plans would you prefer?



- Employees earning less than \$1,500 bi-weekly preferred the current plan (48% current versus 34% combined) and employees earning \$1,501 to \$2,000 were split evenly, with 45% choosing each plan. Among employees earning \$2,001 to \$2,500 bi-weekly, there is a strong preference for the combined plan; 58% of this group would choose the combined plan versus 22% who would choose the current plan.

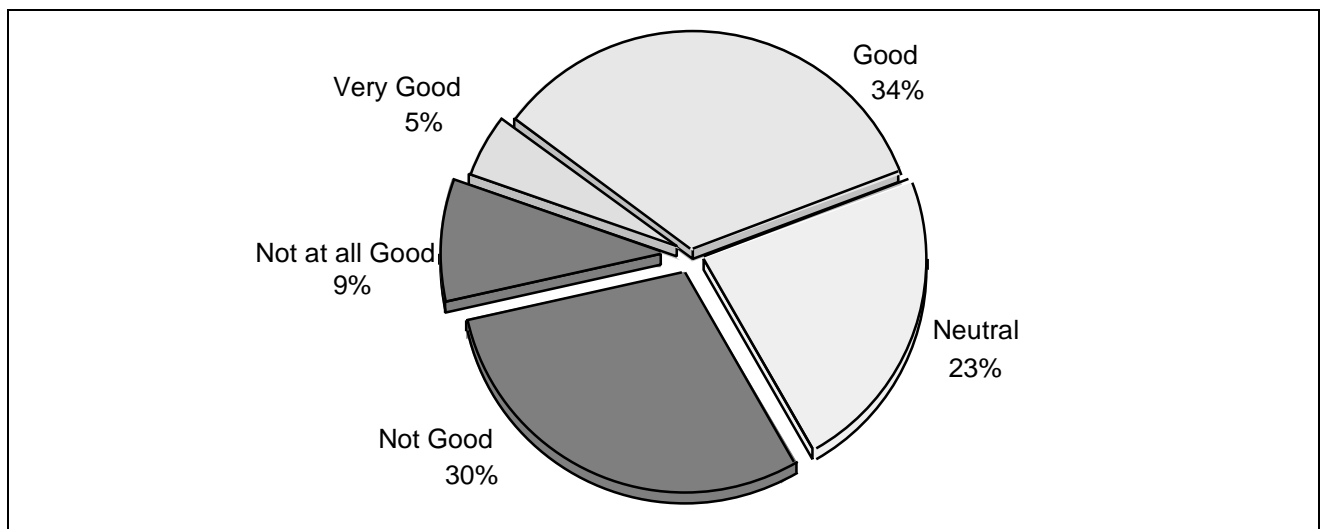
## How do you rate your salary package?

- Employees' ratings for their salary package are evenly split between favorable ratings (39%) and unfavorable ratings (also 39%). About one quarter (23%) are neutral.

Table 24

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Good	5 %	1 %	8 %	– %	8 %	5 %	4 %
Good	34	35	35	17	35	33	34
Neutral	23	19	25	35	19	22	23
Not Good	30	32	26	43	35	29	31
Not at all Good	9	14	8	4	4	10	8
Refused	–	–	1	–	–	–	1
Mean (5 - 1 Scale)	2.9	2.8	3.1	2.7	3.1	3.0	2.9

### How do you rate your salary package?



- Female employees rate their salary package higher than males with 45% of male employees rating their salary unfavorably versus 36% of female employees.
- Naturally, there is a positive correlation between overall job satisfaction and salary. Of those reporting satisfaction with their job, 47% give their salary a favorable rating.
- Employees who rate their salary favorably are more inclined to be confident about the direction their campus and the university system is heading. Of those confident in their campus' direction, 55% rate their salary either good or very good.

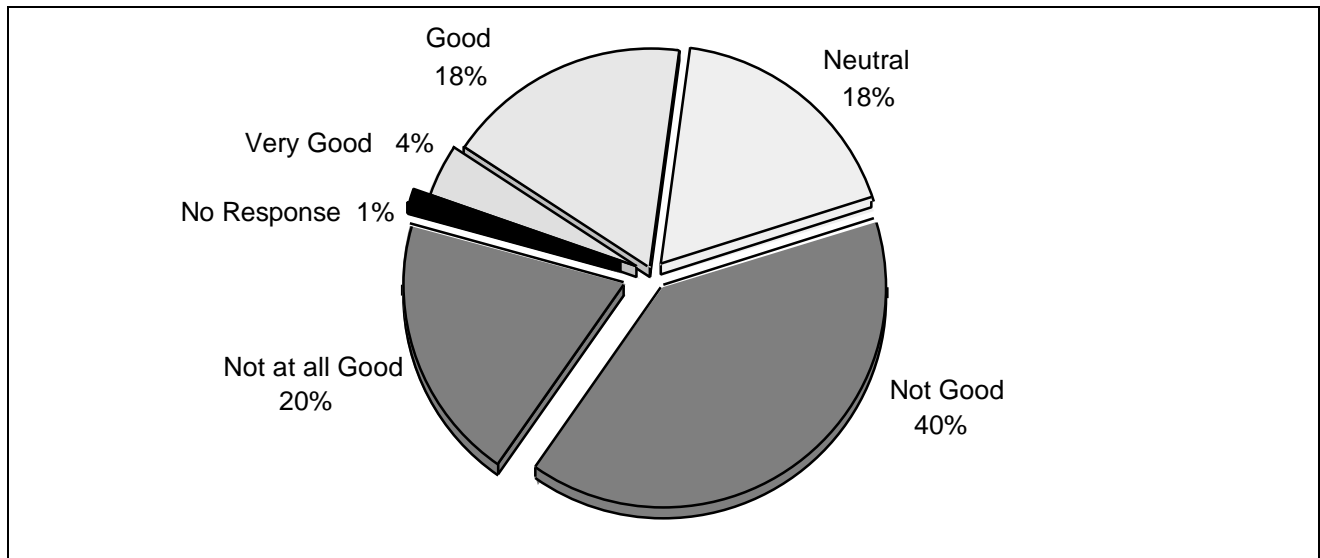
How do you rate your salary compared with people in similar jobs outside the university?

- When compared to similar jobs outside the university, six of ten (60%) university employees rate their salary unfavorably. Only 22% compare their salary favorably.

Table 25

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Good	4 %	1 %	8 %	– %	4 %	5 %	4 %
Good	18	21	19	–	12	13	23
Neutral	18	17	15	30	38	20	16
Not Good	40	40	39	57	31	41	38
Not at all Good	20	22	20	13	12	20	19
Refused	1	–	1	–	4	–	1
Mean (5 - 1 Scale)	2.5	2.4	2.6	2.2	2.6	2.4	2.5

How do you rate your salary compared with people in similar jobs outside the university?



- Salary ratings vary with length of employment and are lowest among employees with 7 to 10 years' service. Nearly three quarters of employees in the 7 to 10 year range (74%) rate their salary either not good or not at all good.
- Male employees are more inclined to rate their salary poorly than female employees. Seventy one percent of men rate their salary either not good or not at all good compared to 53% of women.

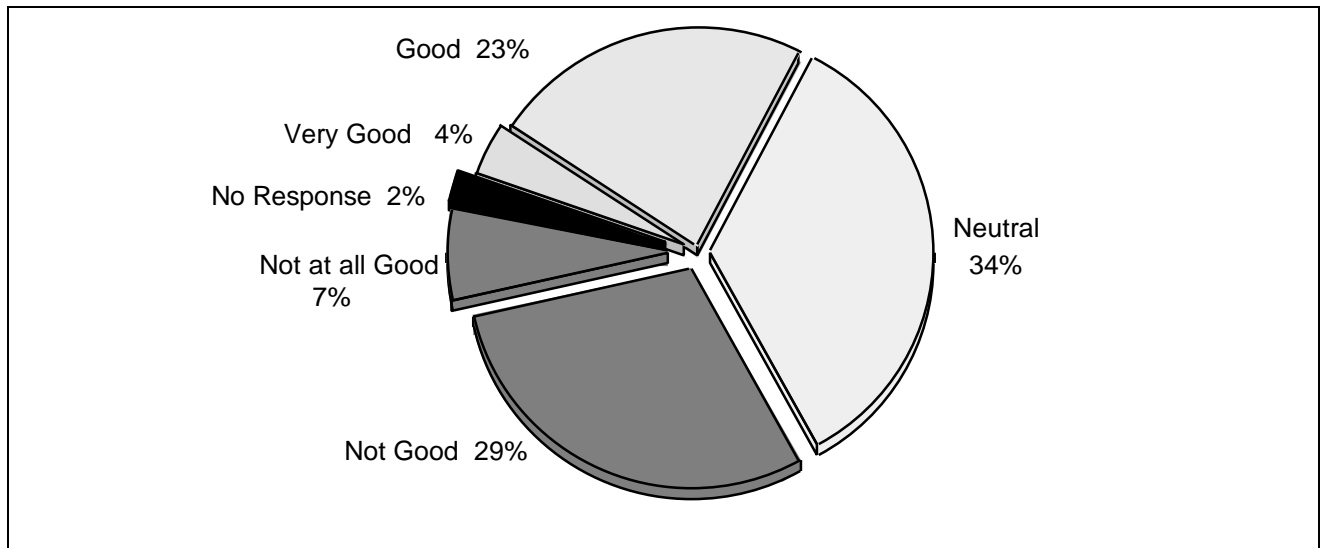
How do you rate your salary compared with people in similar jobs inside the university?

- When comparing their salary to similar jobs inside the university, employees' salary ratings rose slightly; 27% rate their salary favorably. About one-third (34%) are neutral and 36% rate it unfavorably.

Table 26

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Good	4 %	1 %	7 %	4 %	4 %	6 %	3 %
Good	23	28	21	13	23	23	24
Neutral	34	37	31	39	42	31	38
Not Good	29	27	30	30	23	31	26
Not at all Good	7	6	9	4	4	8	6
Refused	2	–	3	9	4	1	3
Mean (5 - 1 Scale)	2.9	2.9	2.9	2.8	3.0	2.9	2.9

How do you rate your salary compared with people in similar jobs inside the university?



- Among length-of-employment groups, 7 to 10 year employees are least satisfied with their salary. Nearly half of this group (49%) rate their salary unfavorably.

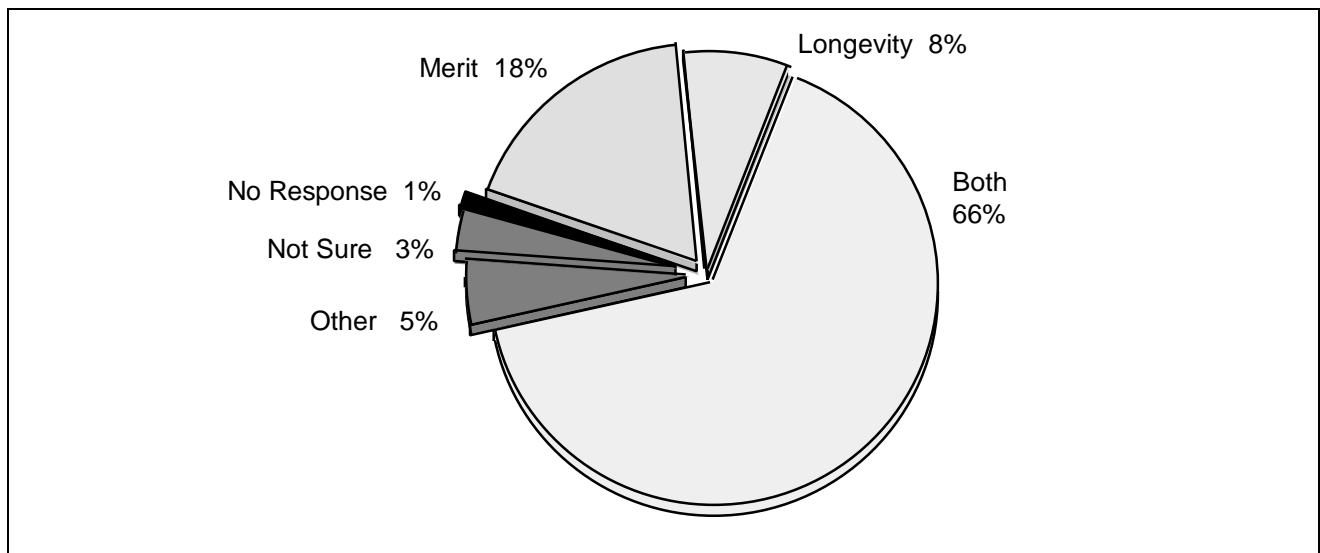
**In general, should pay raises be based on merit or how long a person has worked at the university?**

- Two of three university employees (66%) say raises should be based on both merit and longevity. Eighteen percent say raises should be based on merit only and 8% say raises should be on longevity only.
- Exempt employees are more inclined to base raises on merit only; 24% chose this as compared to 11% of classified employees.

Table 27

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Merit	18 %	19 %	17 %	26 %	15 %	24 %	11 %
Longevity	8	3	10	13	15	6	9
Both	66	70	66	48	62	63	69
Other	5	5	6	4	—	3	7
Not Sure	3	2	3	9	8	3	3
Refused	1	1		—	—	—	1

*In general, should pay raises be based on merit or how long a person has worked at the university?*



- Opinions on the basis for raises are polarized between the lowest and highest salaries. Half of employees earning over \$2,501 bi-weekly (50%) say raises should be based on merit only. This contrasts with employees earning less than \$1,500, only 12% of whom say raises should be based on merit only.
- Male employees are slightly more inclined than females to base raises on merit only; 24% for men and 15% for women.

## What percentage should be based on merit?

Table 27a

	Total	UAA	UAF	UAS	SW	Exempt	Classified
1 - 25%	5 %	6 %	4 %	– %	6 %	6 %	3 %
26 - 50%	46	51	43	45	44	52	40
51 - 75%	31	23	33	45	50	27	35
76 - 99%	3	3	3	9	–	4	2
Not Sure	16	18	18	–	–	12	20
Mean	55.6	53.9	55.9	60.0	58.8	54.0	57.3

## What percentage should be based on longevity?

Table 27b

	Total	UAA	UAF	UAS	SW	Exempt	Classified
1 - 25%	16 %	14 %	14 %	27 %	44 %	16 %	17 %
26 - 50%	59	59	60	73	38	61	57
51 - 75%	8	7	8	–	19	10	6
76 - 99%	1	2	1	–	–	2	1
Not Sure	16	18	18	–	–	12	20
Mean	44.4	46.1	44.1	40.0	41.3	46.0	42.7

- Employees who say raises should be based on both merit and longevity indicated raises should be 56% on merit and 44% on longevity.

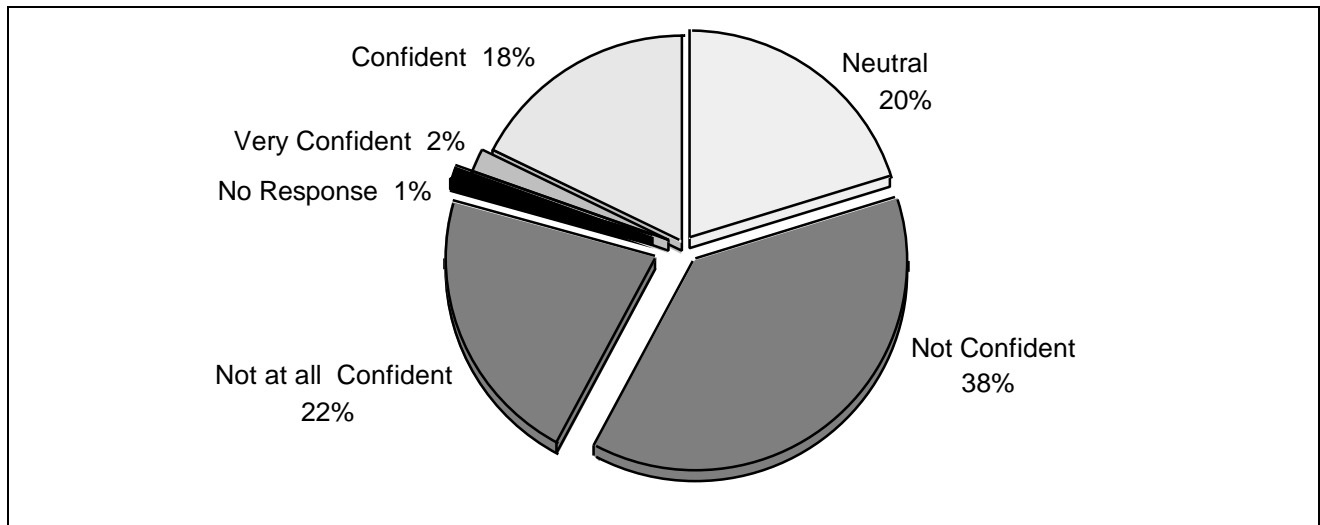
## How confident do you feel about the direction your campus is heading?

- Six of ten (60%) university employees are not confident about the direction their campus is heading. Just 20% are confident.

Table 28

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Confident	2 %	4 %	1 %	4 %	– %	3 %	1 %
Confident	18	14	16	48	23	14	22
Neutral	20	22	20	22	12	22	18
Not Confident	38	40	36	22	58	37	38
Not at all Confident	22	20	28	4	4	24	20
Refused	1	–	1	–	4	–	1
Mean (5 - 1 Scale)	2.4	2.4	2.3	3.3	2.6	2.4	2.5

## How confident do you feel about the direction your campus is heading?



- Confidence in campus direction is lowest among employees earning \$2,001 to \$2,500 bi-weekly; 69% are either not confident or not at all confident.
- Generally, confidence in campus direction appears to decline with longevity. New hires have the highest confidence in university direction at 33%. Confidence drops to 12% among those with over 16 years' service.

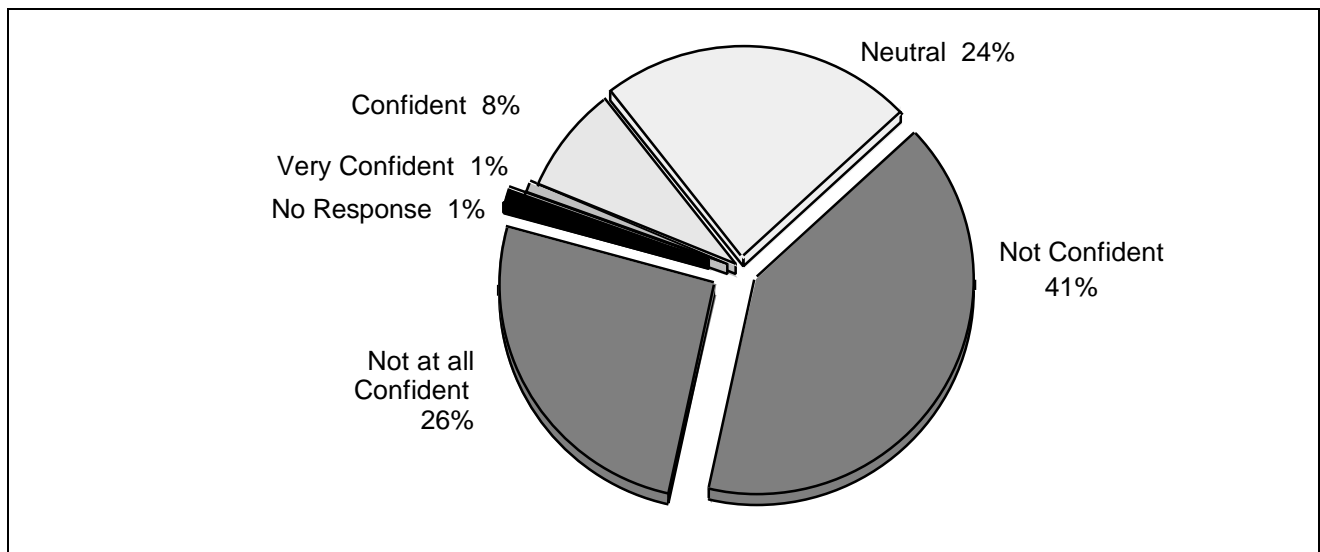
How confident do you feel about the direction the university system is heading?

- Two of three university employees are not confident about the direction the university system is heading. Only 9% are confident about the university system's direction.

Table 29

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Very Confident	1 %	1 %	– %	4 %	– %	1 %	1 %
Confident	8	7	7	13	19	5	11
Neutral	24	25	23	35	12	23	24
Not Confident	41	40	44	22	50	42	41
Not at all Confident	26	27	27	17	19	28	23
Refused	1	–	–	9	–	–	1
Mean (5 - 1 Scale)	2.2	2.2	2.1	2.6	2.3	2.1	2.2

How confident do you feel about the direction the university system is heading?



- Confidence in the university system's direction is inversely proportionate to salary. Among employees earning less than \$1,500 bi-weekly, 65% are not confident about direction. Among those earning \$1,501 to \$2,000 68% are not confident. Eight of ten (78%) earning \$2,001 to \$2,500 are not confident and nearly nine out of ten employees (88%) earning over \$2,501 bi-weekly are not confident about the university system's direction.

## Demographics

**Table 30 (MAU)**

	Total	UAA	UAF	UAS	SW	Exempt	Classified
SW	7 %	– %	– %	– %	100 %	8 %	5 %
UAA	36	100	–	–	–	36	36
UAF	52	–	100–	–	–	51	52
UAS	6	–	–	100	–	5	7

**Table 31 (Classified/Exempt)**

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Classified	52 %	53 %	52 %	43 %	65 %	100 %	– %
Exempt	48	47	49	57	35	–	100

**Table 32 (Bi-Weekly Pay)**

	Total	UAA	UAF	UAS	SW	Exempt	Classified
\$0 - \$1,500	63 %	63 %	64 %	83 %	35 %	36 %	92 %
\$1,501 - \$2,000	26	28	25	13	35	43	8
\$2,001 - \$2,500	9	8	9	4	23	17	1
\$2,501 or Over	2	1	3	–	8	4	–

**Table 33 (Salary Differentials)**

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Group 1	96 %	96 %	94 %	100 %	100 %	97 %	95 %
Group 2	4	4	6	–	–	3	5

**Table 34 (Gender)**

	Total	UAA	UAF	UAS	SW	Exempt	Classified
Male	35 %	28 %	39 %	35 %	38 %	50 %	17 %
Female	65	72	62	65	62	50	83

**Table 35 (Years in Service)**

Years	Total	UAA	UAF	UAS	SW	Exempt	Classified
0.1 to 0.9	6 %	6 %	6 %	13 %	8 %	3 %	9 %
1.0 to 3.9	26	27	24	35	23	22	30
4.0 to 6.9	17	19	16	22	15	18	16
7.0 to 9.9	18	19	20	9	15	18	18
10.0 to 15.9	20	19	20	13	31	24	15
16.0 or over	13	11	16	9	8	14	12
Mean (years)	8	8	9	6	9	9	7

# Appendix

## Survey Instrument

### Survey of University of Alaska Employees



McDowell Group, Inc. (907) 586-6126  
P.O. Box 21009, Juneau, Alaska 99802  
FAX (907) 586-2673 TOLL FREE 1-888-860-6126

Survey Control # \_\_\_\_\_

This number is assigned to this survey in order to maintain confidentiality and also to insure no duplication of surveys in the sample group.

Dear University of Alaska Employee:

The University of Alaska has contracted with the McDowell Group, a Juneau based research firm, to gather opinions from University of Alaska employees concerning job satisfaction, work life, salary, and your benefits package.

**Your name will not appear on this survey.** All survey information requested will be treated as **STRICTLY CONFIDENTIAL**. The McDowell Group will aggregate survey results and report them as group totals only. All completed surveys will remain the property of the McDowell Group.

If you have any questions regarding this survey please call the McDowell Group at the number(s) provided.

Please respond as soon as possible (August 3, 1998 deadline) by fax, mail, or telephone.

## Job Satisfaction and Work Life

### 1. Overall, how satisfied are you with your job?

- 5  Very Satisfied
- 4  Satisfied
- 3  Neutral
- 2  Not Satisfied
- 1  Not at all Satisfied
- 9  Refused

### 2. How accurately do you think your Job Evaluation Form describes your job?

- 5  Very Accurately
- 4  Accurately
- 3  Neutral
- 2  Not Accurately
- 1  Not at all Accurately
- 9  Refused

	<b>Very Effectively</b>	<b>Effectively</b>	<b>Neutral</b>	<b>Not Effectively</b>	<b>Not at all Effectively</b>	<b>Refused</b>
3. How effectively do you feel <u>your campus administration</u> communicates on issues of importance to you?	5	4	3	2	1	9
4. How effectively do you feel the <u>University system</u> communicates to employees on issues of importance to you?	5	4	3	2	1	9
5. How effectively do you believe the University grievance policy addresses employee concerns?	5	4	3	2	1	9

	<b>All of the time</b>	<b>Most of the time</b>	<b>Some of the time</b>	<b>Very Seldom</b>	<b>None of the time</b>	<b>Refused</b>
6. Does your job make good use of your skills and abilities?	5	4	3	2	1	9
7. Are you encouraged to participate in decisions that affect your work?	5	4	3	2	1	9
8. Where you work, are there enough material resources (such as budget, equipment, etc.) to get the job done?	5	4	3	2	1	9
9. Where you work, are there enough people to get the job done?	5	4	3	2	1	9
10. Are you encouraged to develop new and better ways of doing things at work?	5	4	3	2	1	9
11. When there are problems in your work group, do they get corrected quickly?	5	4	3	2	1	9
12. Does your supervisor make it clear what you are expected to do?	5	4	3	2	1	9
13. Does your supervisor give you useful feedback on how well you are doing in your position?	5	4	3	2	1	9

	Very Good	Good	Neutral	Not Good	Not at all Good	Refused
14. Overall, how good a job do you feel is being done by your immediate supervisor?	5	4	3	2	1	9
15. How do you rate the University in providing job security for people like yourself?	5	4	3	2	1	9

16. How well do you feel top management at <u>your campus</u> demonstrates that employees are important to the success of the University?	5	4	3	2	1	9
17. How well do you feel top management at <u>the University system</u> demonstrates that employees are important to the success of the University?	5	4	3	2	1	9
18. How well do you think the University's policy has dealt with discrimination issues?	5	4	3	2	1	9
19. How well do you think the University's policy has dealt with sexual harassment issues?	5	4	3	2	1	9

## Salary and Benefits

	Very Good	Good	Neutral	Not Good	Not at all Good	Refused
20. How do you rate the University's benefits program?	5	4	3	2	1	9
21. How do you rate your benefits package compared with people in similar jobs outside the University?	5	4	3	2	1	9
22. How do you rate the University's <u>leave</u> benefits compared with those provided in other organizations?	5	4	3	2	1	9

23. If you were to choose, which of the following leave plans would you prefer?

1  a combined paid time off plan

2  the current annual and sick leave plan

7  Other \_\_\_\_\_

8  Don't Know/Not Sure

9  Refused

	Very Good	Good	Neutral	Not Good	Not at all Good	Refused
24. How do you rate your salary package?	5	4	3	2	1	9
25. How do you rate your salary compared with people in similar jobs <u>outside</u> the University?	5	4	3	2	1	9
26. How do you rate your salary compared with people in similar jobs <u>inside</u> the University?	5	4	3	2	1	9

27. In general, should pay raises be based on merit or how long a person has worked at the University?

1  Merit

2  Longevity

3  Both——>Please indicate merit percentage \_\_\_\_\_% and longevity percentage \_\_\_\_\_%

7  Other \_\_\_\_\_

8  Don't Know/Not Sure

9  Refused

	Very Confident	Confident	Neutral	Not Confident	Not at all Confident	Refused
28. How confident do you feel about the direction <u>your campus</u> is heading?	5	4	3	2	1	9
29. How confident do you feel about the direction the <u>University system</u> is heading	5	4	3	2	1	9

***Thank you for your participation in this important project!***

