

University of Alaska

Employee Opinion Survey

Prepared for:

University of Alaska

Statewide Office of Human Resources

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Purpose and Scope

In July 1999, the University of Alaska (UA) Statewide Office of Human Resources contracted with the McDowell Group to conduct a survey of approximately 1,000 Classified and 800 Exempt UA employees. The purpose of the survey was to measure employee attitudes and opinions on a range of topics concerning the workplace. The survey was also to measure changes in employee attitudes from 1998, when this survey was first administered.

Methodology

The survey methodology 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 416 surveys were returned, including 332 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 332, the survey is representative of the total population of exempt and classified employees, with a maximum margin of error of $\pm 6\%$ at the 95% confidence level. Subgroup error margins are somewhat higher. For example, the survey return included 139 exempt employees. The maximum margin of error for this subsample is $\pm 8.6\%$. The following table provides maximum error margins for the subgroup results presented in this report.

Subgroup Size	Sample	Maximum Margin of Error
Total Sample	332	$\pm 5.5\%$
Exempt	139	$\pm 8.6\%$
Classified	193	$\pm 7.1\%$
UAF Employees	148	$\pm 8.2\%$
UAA	126	$\pm 9.1\%$
UAS	24	$\pm 20.0\%$
Statewide	34	$\pm 18.1\%$

Survey design was conducted in consultation between the McDowell Group and the UA Statewide Office of Human Resources. The survey includes 29 questions (a survey instrument is included in the appendix).

Overview

Compared to the 1998 survey, University of Alaska employees are substantially more confident in the direction of both the university system and their individual campuses. Communications with top managers and with campus and system administration are improved, particularly on the university system level. Salary and benefits package ratings are down slightly, and indicators of job satisfaction are mixed.

Direction of the University

Survey results indicate a remarkable one-year shift in employees' level of confidence in the direction of the university system and in direction of their individual campuses. In 1998, two out of three employees surveyed expressed a lack of confidence in the direction of the university system. The 1999 survey indicates only one in three employees lacks confidence in the direction of the university system. Survey results show a similar improvement for confidence in direction of campuses; a 24 percent reduction in unfavorable ratings.

- Favorable ratings for university system direction improved from 9 percent to 28 percent. Unfavorable ratings decreased from 67 percent to 32 percent.
- Favorable ratings for campus direction improved from 20 percent to 29 percent. Unfavorable ratings decreased from 60 percent to 36 percent.

Communications

Another concern identified in the 1998 survey is top management's ability to demonstrate employees' importance to the success of the university. Ratings show significant improvement at the university system level.

- At the university system level, favorable ratings for top management's demonstration of employee importance improved from 9 percent to 22 percent.
- At the campus level, favorable responses for top management's demonstration of employee importance remained essentially unchanged. However, neutral responses increased by 9 percent, netting a reduction of 9 percent in unfavorable ratings.

Administration's communication to employees is slightly improved in 1999, but one in three workers still rate it ineffective. As with other progress areas, improvement on the university system level is higher than on the campus level.

- Favorable ratings for effectiveness of university management's communications improved from 23 percent to 32 percent.
- Favorable ratings for effectiveness of campus management's communications improved from 33 percent to 39 percent.

Job Satisfaction

- Nearly two-thirds of University of Alaska employees (64 percent) are satisfied or very satisfied with their job (about the same as in the 1998 survey).
- Six of ten university system employees (61 percent) rate their immediate supervisor as either good or very good.
- Compared to the 1998 survey, favorable ratings for job security improved to 43 percent (up by 10 percent) and neutral ratings increased by 4 percent for a net reduction of 14 percent in unfavorable ratings of job security.
- Seven of ten university system employees (72 percent) say their job makes good use of their skills and abilities either all or most of the time.
- Just over half (55 percent) of University system employees say they are encouraged to participate in decisions affecting their work either all or most of the time.
- Only one in three University of Alaska employees (33 percent) feels they have enough people to get their job done all or most of the time. This is down 4 percent from 1998.

Salary and Benefits

University employees' rating of their benefits package and leave benefits declined from 1998. While the majority of employees still rate these as favorable, there is a significant reduction in the top rating of "very good." Employee ratings of the salary package show little change from the 1998 survey and are split almost evenly between favorable and unfavorable.

- The percentage of employees rating their benefits package "very good" decreased from 29 percent in the 1998 survey to 20 percent in 1999.
- When comparing their benefits package to jobs outside the university system, the percentage of employees rating it "very good" decreased from 26 percent in 1998 to 15 percent in 1999.
- When comparing their leave benefits to jobs outside the university system, the percentage of employees rating it "very good" declined from 24 percent in 1998 to 17 percent in 1999.
- In 1999, slightly over one-third (36 percent) of employees rate their salary package favorably. A similar proportion (37 percent) rate their salary unfavorably.
- Forty-six percent of employees prefer the current leave plan while 39 percent would prefer a combined time off plan.

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.

	Acceptable Ratings ¹ %	Negative Ratings ² %
Top Group		
• Job use of skills and abilities	94	6
• University policy deals with sexual harassment issues	92	8
• Leave benefits compared to other organizations	91	9
• University policy deals with discrimination issues	91	9
• Overall benefits package	90	10
• Job satisfaction	85	15
• Encouraged to try new ways of doing things	84	16
• Enough material resources to get the job done	83	17
• Benefits compared to jobs outside UA	83	17
• Supervisor's job performance	81	19
Middle Group		
• Clarity of supervisor's expectations	79	21
• Encouraged to participate in work decisions	79	21
• Job security	75	25
• Usefulness of supervisor's feedback	74	26
• Salary package compared to similar jobs inside UA	72	28
• Grievance policy effectiveness	71	29
• Quick resolution of work group problems	70	30
Low Group		
• Enough people to get the job done	68	32
• Confidence in system direction	68	32
• Accuracy of job evaluation form	68	32
• Campus administration communication	67	33
• University system communication	66	34
• Confidence in campus direction	64	36
• Overall salary package	63	37
• Campus demonstration of employee importance	57	43
• System demonstration of employee importance	54	46
• Salary package compared to similar jobs outside UA	45	55

¹ Depending on the question, a total of the following ratings: Very Effectively, Effectively, Neutral and No Response; Very Accurately, Accurately, Neutral and No Response; All of the Time, Most of the Time, Some of the Time and No Response; Very Satisfied, Satisfied, Neutral and No Response; Very Good, Good, Neutral and No Response.

² Depending on the question, a total of the following ratings: Not Effectively and Not at all Effectively; Not Accurately and Not at all Accurately; Very Seldom and None of the Time; Not satisfied and Not at all Satisfied; Not Good and Not at all Good.

Survey Analysis

Overall, how satisfied are you with your job?

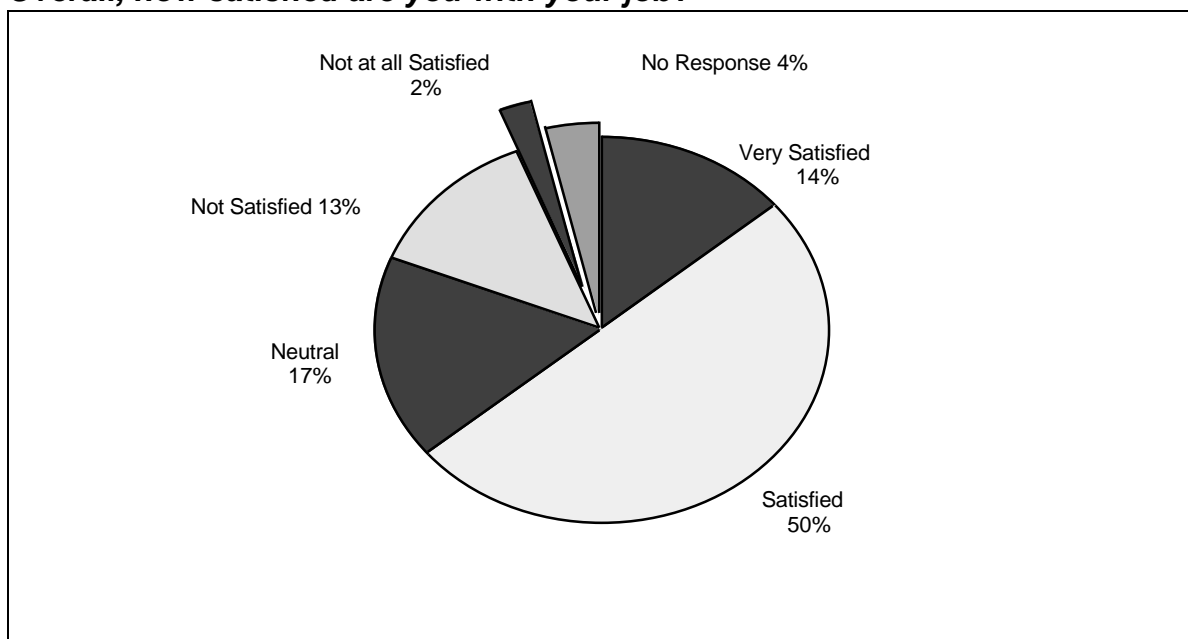
- Nearly two out of three (64 percent) University of Alaska employees say that they are either satisfied or very satisfied with their job. In 1998 that percentage was slightly higher at 67 percent, not a statistically significant difference.
- One out of seven respondents (15 percent) said they were either “not satisfied” or “not at all satisfied” with their jobs, compared with 17 percent in 1998, also not a statistically significant change.
- The most seasoned employees (more than 16 years on the job) gave the highest satisfaction rating, with 76 percent reporting they are either satisfied or very satisfied with their jobs. Employees with 10 to 15 years’ service gave the lowest ratings, with 54 percent satisfied with their job.

Table 1

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Satisfied	14	12	15	17	15	16	12
Satisfied	50	54	48	42	47	50	49
Neutral	17	19	14	25	21	14	20
Not Satisfied	13	10	16	17	12	14	13
Not at all Satisfied	2	1	3	–	3	1	2
Refused	4	5	4	–	3	5	3
Mean (1 - 5 Scale*)	3.6	3.7	3.6	3.6	3.6	3.7	3.6

* 1 = Not at all satisfied, 5 = Very satisfied.

Overall, how satisfied are you with your job?



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

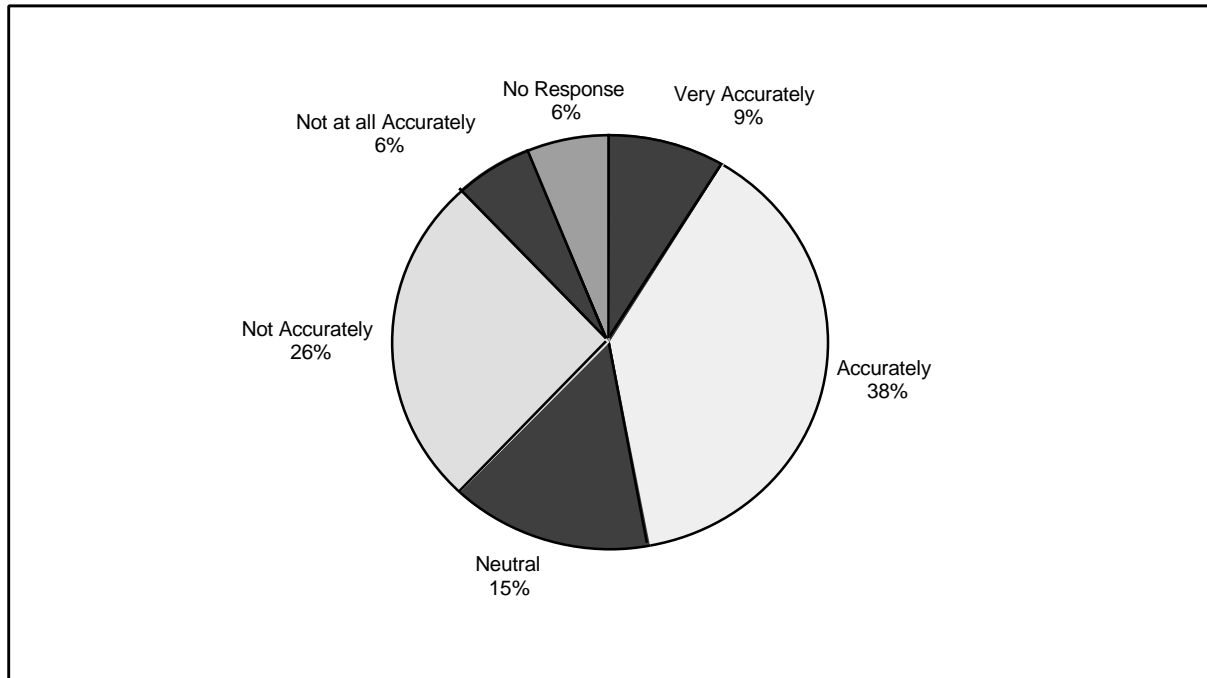
- Nearly one half of respondents (47 percent) say their job evaluation form accurately describes their job, 3 percent less than in 1998.
- One third of respondents (32 percent) claim the form does not accurately describe their job, 6 percent more than in last year's survey.

Table 2

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Accurately	9	10	8	8	9	10	8
Accurately	38	41	39	13	38	40	36
Neutral	15	12	16	25	18	17	13
Not Accurately	26	25	24	46	26	21	30
Not at all Accurately	6	6	6	4	6	4	7
Refused	6	6	8	4	3	7	6
Mean (1 - 5 Scale)	3.2	3.3	3.2	2.7	3.2	3.3	3.1

* 1 = Not at all accurately, 5 = Very accurately.

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



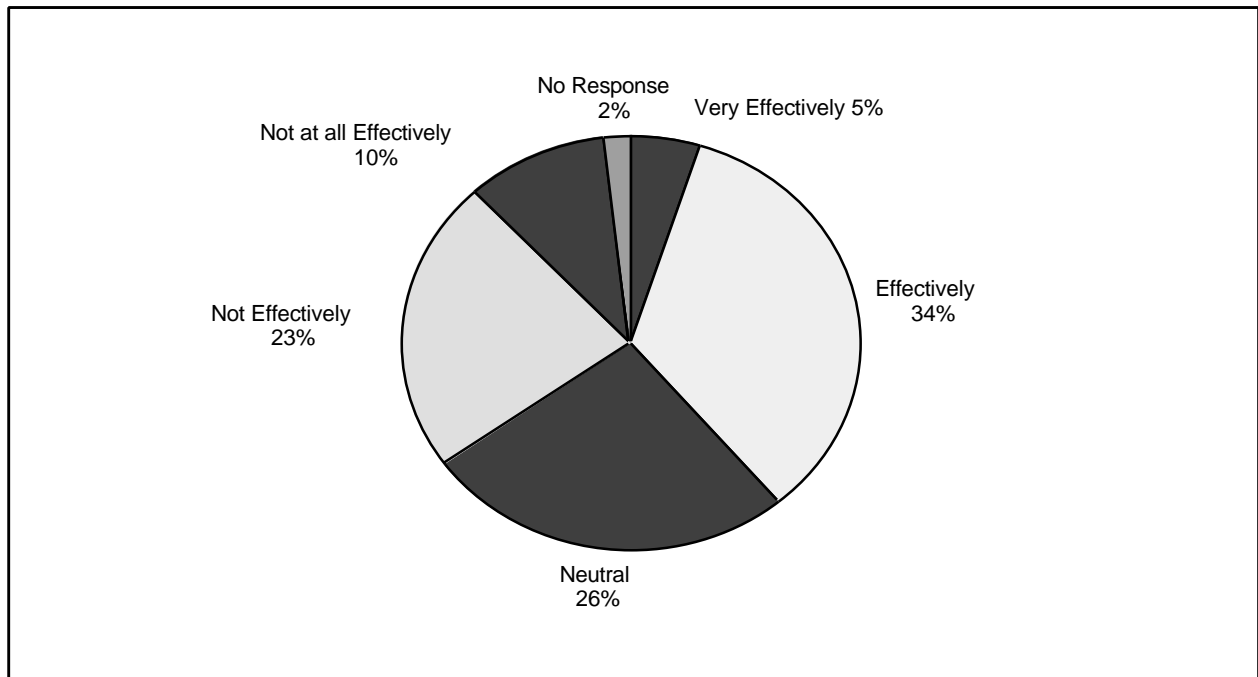
How effectively do you feel your campus administration communicates to employees on issues of importance to you?

- Four out of ten university employees (39 percent) report their campus administration is effective in communicating on issues of importance. One third (33 percent) of respondents report their campus administration does not communicate effectively.
- These responses are more favorable than in 1998, when 33 percent of respondents claimed the administration communicated effectively, and 42 percent disagreed.

Table 3

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Effectively	5	5	5	–	12	4	6
Effectively	34	32	32	50	44	37	33
Neutral	26	27	27	21	24	25	27
Not Effectively	23	23	24	21	15	22	23
Not at all Effectively	10	12	11	8	3	10	10
Refused	2	2	1	–	3	2	1
Mean (1 - 5 Scale)	3.0	2.9	3.0	3.1	3.5	3.0	3.0

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



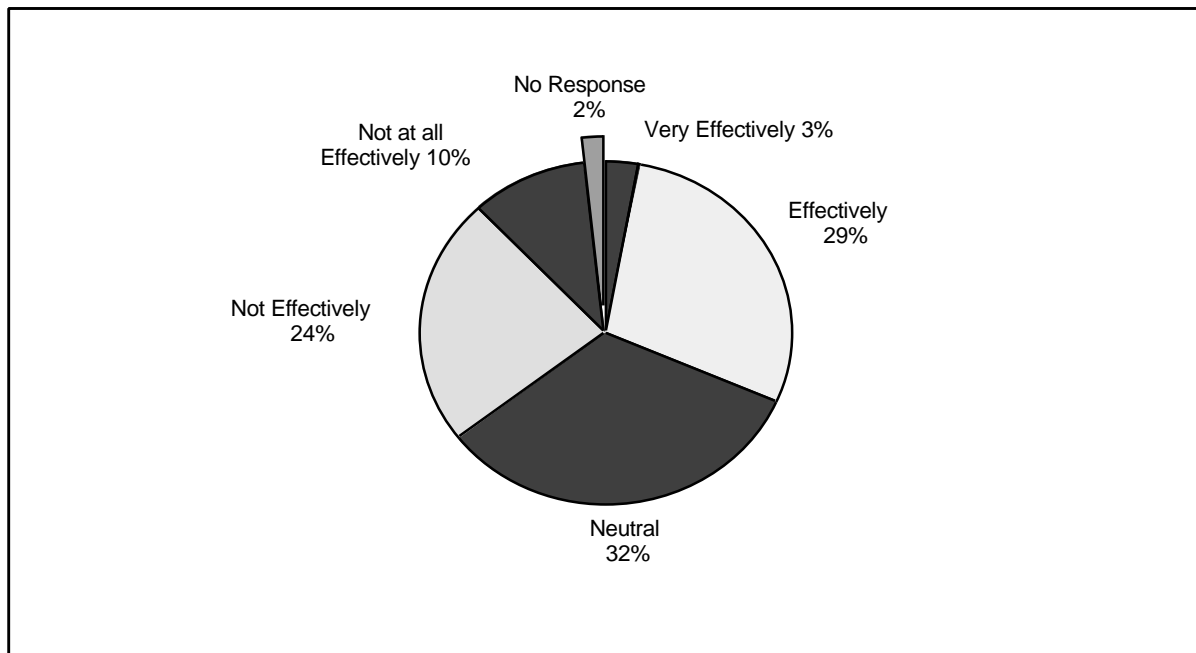
How effectively do you feel the university system communicates on issues of importance to you?

- Over one third of respondents (34 percent) report that the university is not effective in communicating on issues of importance. Nearly as many (32 percent) disagree, claiming the communication is effective.
- Response to this question was more favorable than last year, when only 23 percent believed that communication by the university was effective, and 46 percent said it was ineffective.
- Nearly half (48 percent) of new employees (less than one year on the job) believe the university system communicates effectively, while only 23 percent of 7 to 10 year employees agree.

Table 4

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Effectively	3	2	2	4	9	3	3
Effectively	29	26	25	29	53	27	30
Neutral	33	35	30	42	29	33	33
Not Effectively	24	25	29	21	6	27	22
Not at all Effectively	10	10	12	–	3	9	10
Refused	2	2	1	4	–	1	2
Mean (1 - 5 Scale)	2.9	2.9	2.8	3.2	3.6	2.9	2.9

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



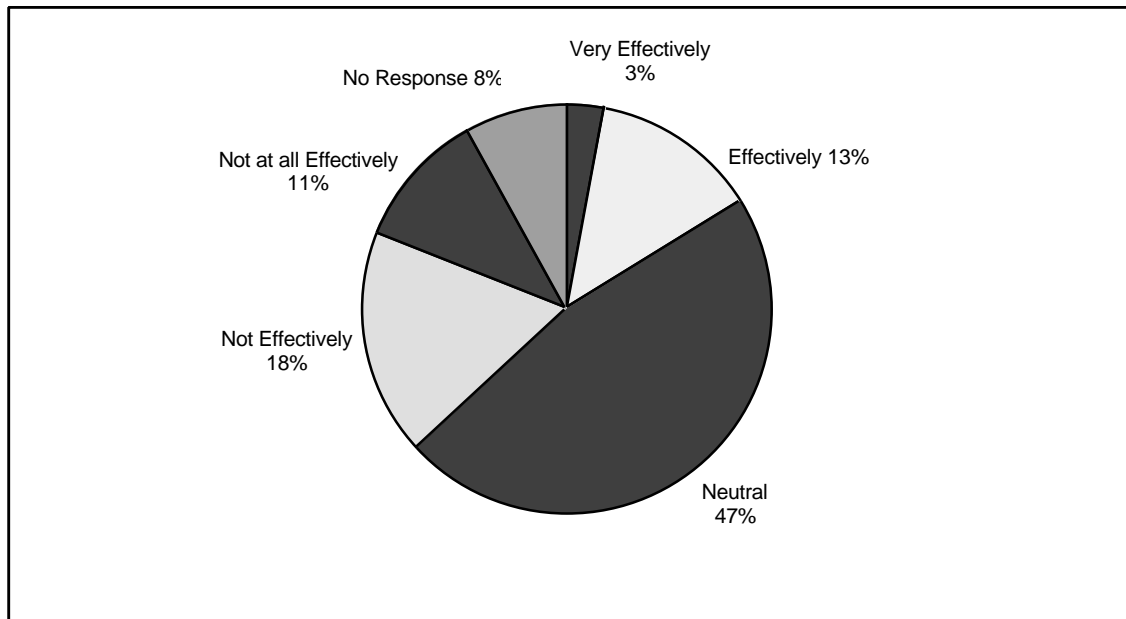
How effectively do you believe the university grievance policy addresses employee concerns?

- Nearly half of survey respondents (47 percent) are neutral on the effectiveness of the grievance policy. One third of employees (29 percent) report the grievance policy is not effective compared to 16 percent who think the policy is effective.
- Although fewer respondents felt neutral on this issue in 1998 (43 percent), the percentage who felt it was effective or ineffective did not change.

Table 5

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Effectively	3	2	3	–	6	3	3
Effectively	13	9	14	8	29	15	12
Neutral	47	52	45	50	41	49	46
Not Effectively	18	18	18	17	15	20	16
Not at all Effectively	11	10	11	13	9	6	14
Refused	8	10	8	13	–	6	9
Mean (1 - 5 Scale)	2.8	2.7	2.8	2.6	3.1	2.9	2.7

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



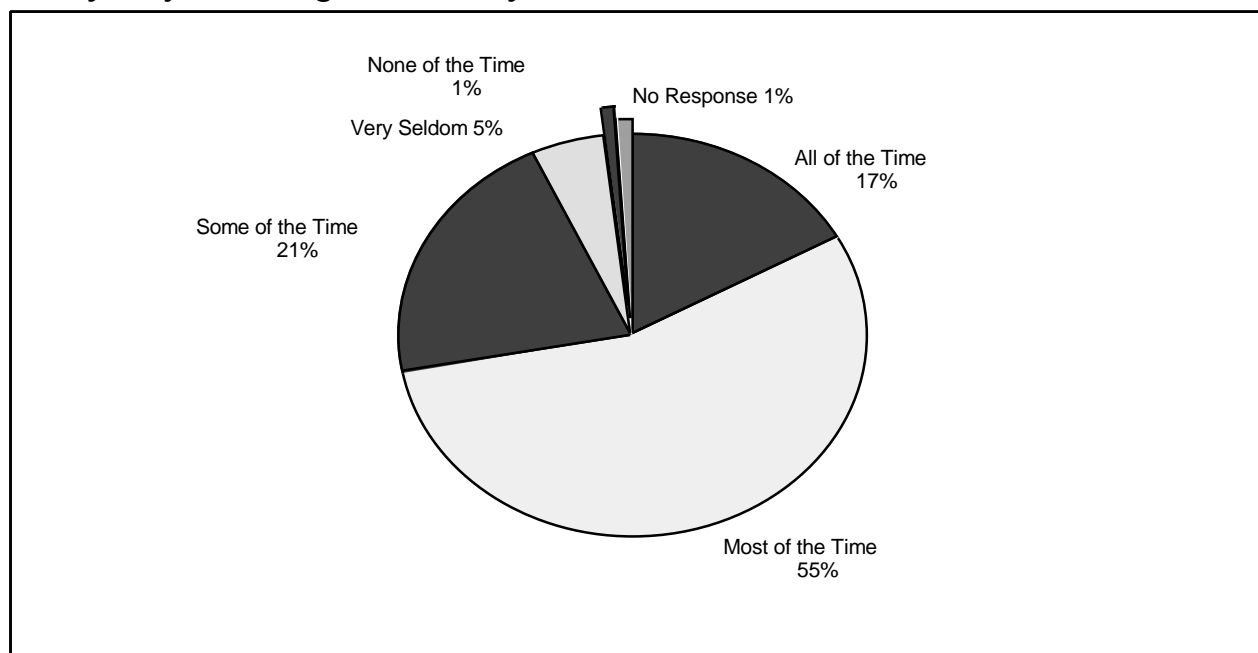
Does your job make good use of your skills and abilities?

- Nearly three-quarters (72 percent) of responding employees say their job makes good use of their skills and abilities either all or most of the time, while 6 percent disagree.
- These results are similar to the 1998 survey, when 70 percent answered “all or most of the time,” and 5 percent answered “very seldom” or “none of the time.”
- Eighty percent of long-time employees (over 16 years of service) felt that their jobs made good use of their skills, compared to 67 percent of 7 to 10 year employees.
- Eighty-eight percent of those who are satisfied with their jobs report good use of their skills and abilities, compared with 32 percent of those who are unsatisfied with their jobs.

Table 6

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
All of the Time	17	21	17	13	12	19	16
Most of the Time	55	52	56	54	59	59	52
Some of the Time	21	20	20	29	24	17	24
Very Seldom	5	7	4	4	6	4	7
None of the Time	1	–	2	–	–	1	1
Mean (1 - 5 Scale)	3.8	3.9	3.8	3.8	3.8	3.9	3.8

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



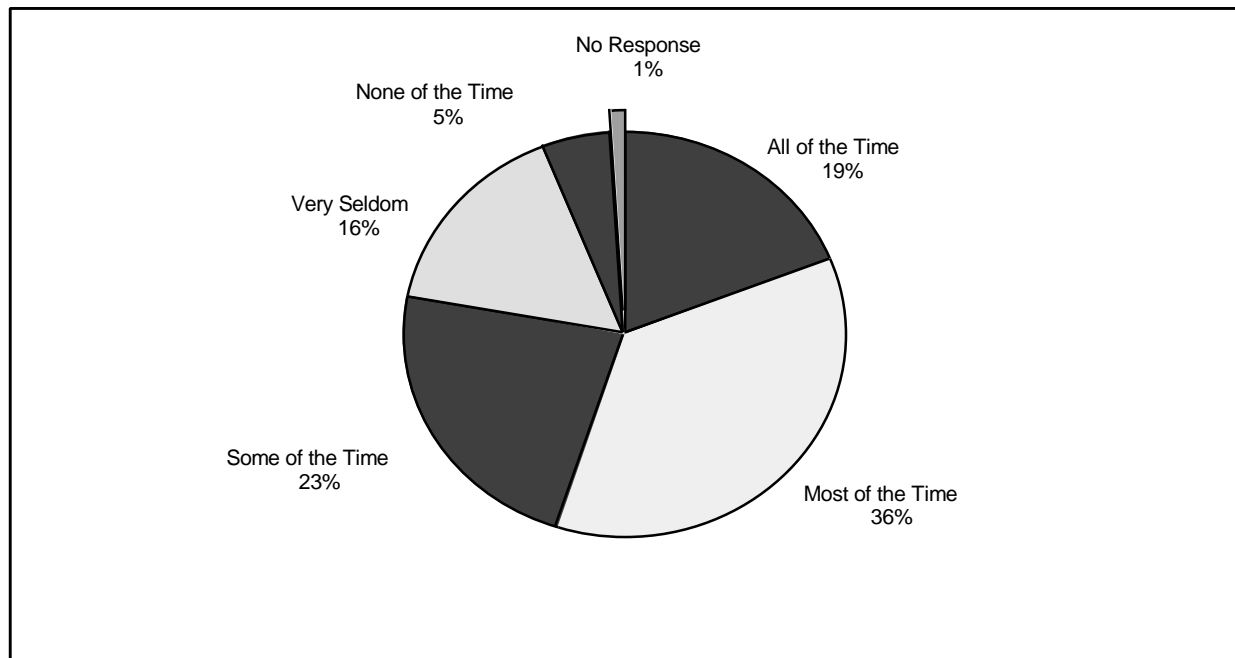
Are you encouraged to participate in decisions that affect your work?

- Over half of university employees (55 percent) report they are encouraged to participate in decisions affecting their work either all or most of the time. Sixteen percent of employees say they are seldom encouraged to participate and 5 percent report their participation is never encouraged.
- Employee opinion on this matter did not change significantly from last year, when 57 percent reported they were encouraged all or most of the time, and 19 percent answered very seldom or none of the time.
- Among employees who are satisfied with their job, 72 percent say they are involved in decisions. Of employees dissatisfied with their job, only 20 percent say they are encouraged to participate in decisions.

Table 7

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
All of the Time	19	21	20	8	12	23	16
Most of the Time	36	39	33	33	38	41	32
Some of the Time	23	24	22	29	26	19	27
Very Seldom	16	13	19	17	15	12	19
None of the Time	5	3	4	13	9	4	5
Refused	1	–	2	–	–	1	1
Mean (1 - 5 Scale)	3.5	3.6	3.5	3.1	3.3	3.7	3.3

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



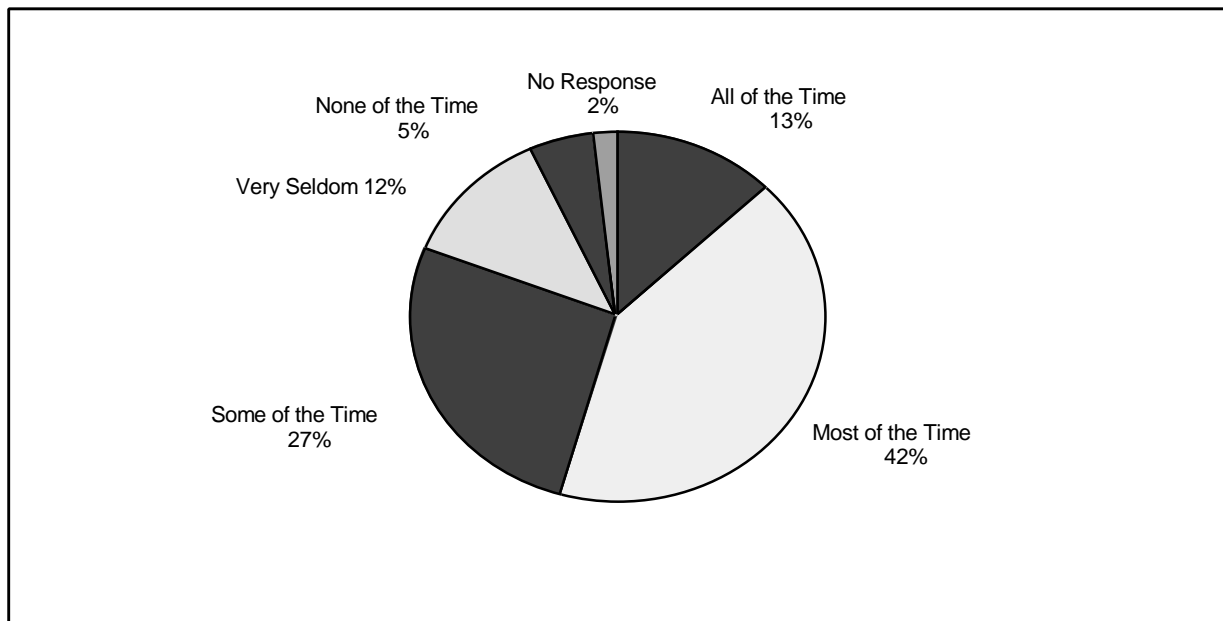
Where you work, are there enough material resources (such as budget, equipment, etc.) to get the job done?

- Over half of respondents (55 percent) say there are enough material resources to get the job done all or most of the time. Seventeen percent disagree, saying they seldom or never have enough material resources to get the job done.
- Response did not change significantly from last year, when 53 percent answered all or most of the time, and 19 percent disagreed.

Table 8

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
All of the Time	13	14	9	8	26	9	16
Most of the Time	42	47	32	54	56	43	41
Some of the Time	27	27	31	25	9	27	27
Very Seldom	12	6	20	13	6	14	11
None of the Time	5	5	5	–	3	4	5
Mean (1 - 5 Scale)	3.5	3.6	3.2	3.6	4.0	3.4	3.5

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



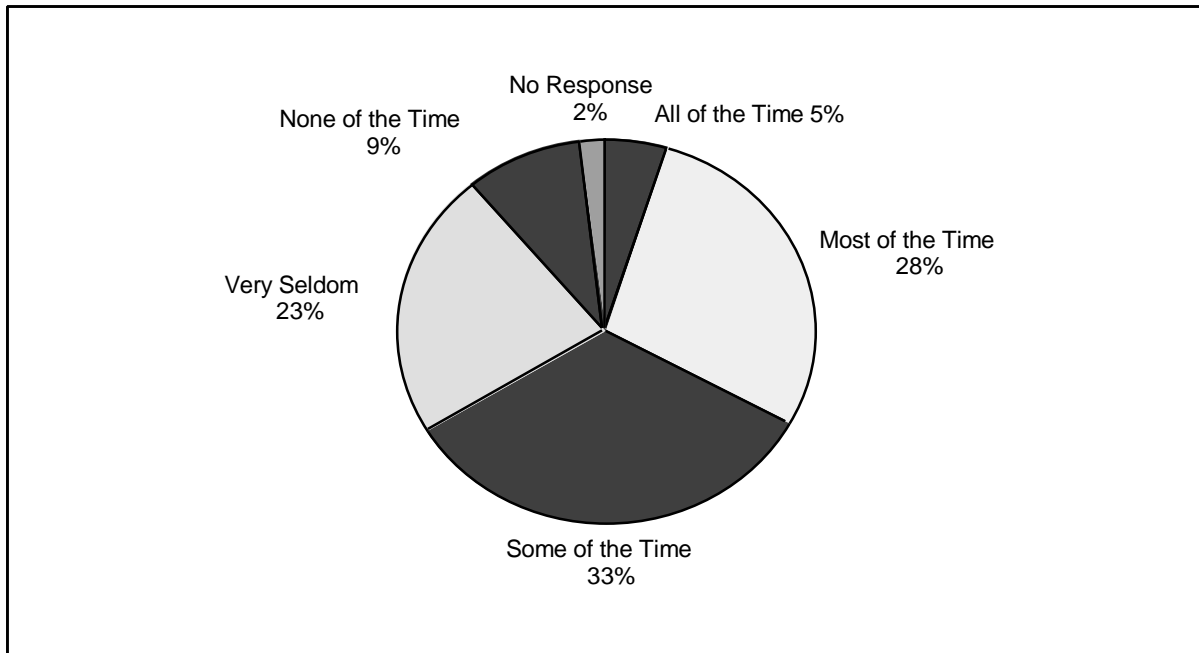
Where you work, are there enough people to get the job done?

- One-third of respondents (33 percent) said there were enough people to get the job done all or most of the time, compared to 37 percent in 1998. Another third (32 percent) disagreed, saying there were enough people only seldom or never. The remainder (33 percent) answered “some of the time.”
- Classified employees appear more satisfied with staffing levels than exempt employees. Twenty-six percent of exempt employees report having enough people all or most of the time, while 38 percent of classified employees say they have enough people all or most of the time.

Table 9

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
All of the Time	5	6	5	8	–	5	5
Most of the Time	28	30	22	38	35	21	33
Some of the Time	33	36	30	33	38	39	29
Very Seldom	23	19	28	13	21	24	22
None of the Time	9	9	12	4	3	9	9
Mean (1 - 5 Scale)	3.0	3.1	2.8	3.3	3.1	2.9	3.0

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



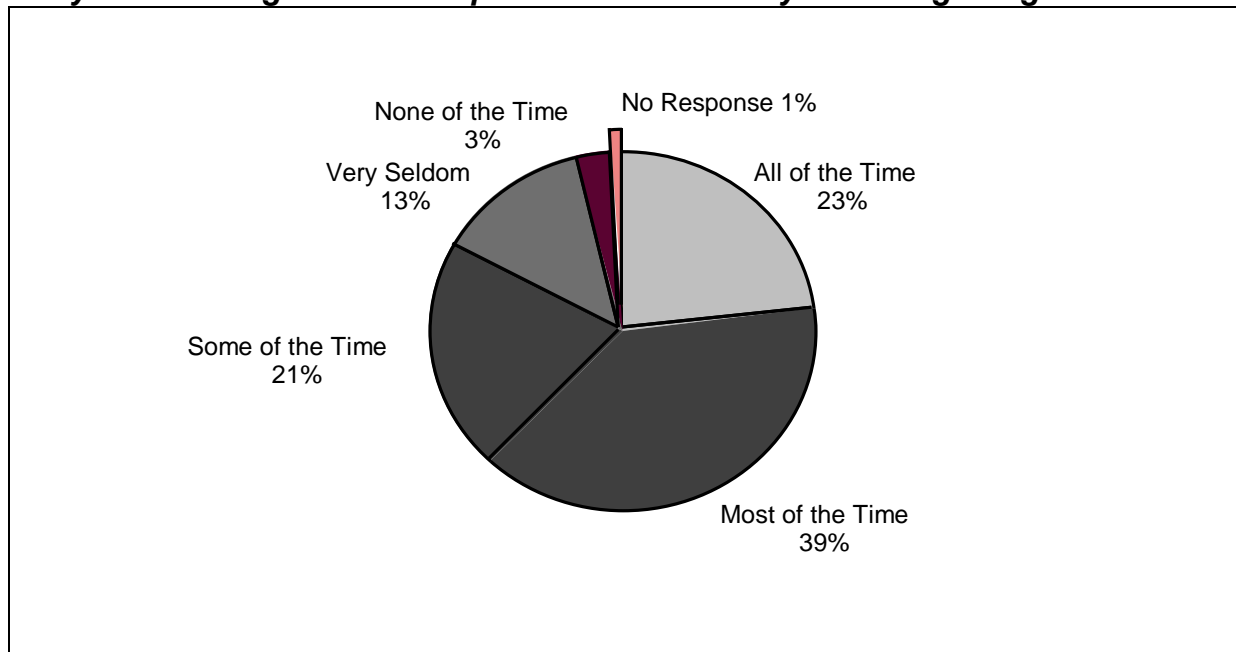
Are you encouraged to develop new and better ways of doing things at work?

- The majority of survey respondents (62 percent) say they are encouraged to develop new and better ways of doing things at work most or all of the time. This compares to 60 percent in 1998's survey.
- Only 16 percent say they are seldom or never encouraged to develop new and better ways of doing things at work. In 1998 that number was 17 percent.
- Exempt employees are more likely to say they are encouraged to develop new ways of doing work. Sixty-seven percent claim this happens all or most of the time, compared to 57 percent of classified employees.

Table 10

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
All of the Time	23	28	20	17	21	29	18
Most of the Time	39	34	39	38	56	38	39
Some of the Time	21	21	24	33	6	18	24
Very Seldom	13	14	11	13	15	12	14
None of the Time	3	3	4	–	3	2	4
Refused	1	–	2	–	–	1	1
Mean (1 - 5 Scale)	3.7	3.7	3.6	3.6	3.8	3.8	3.5

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



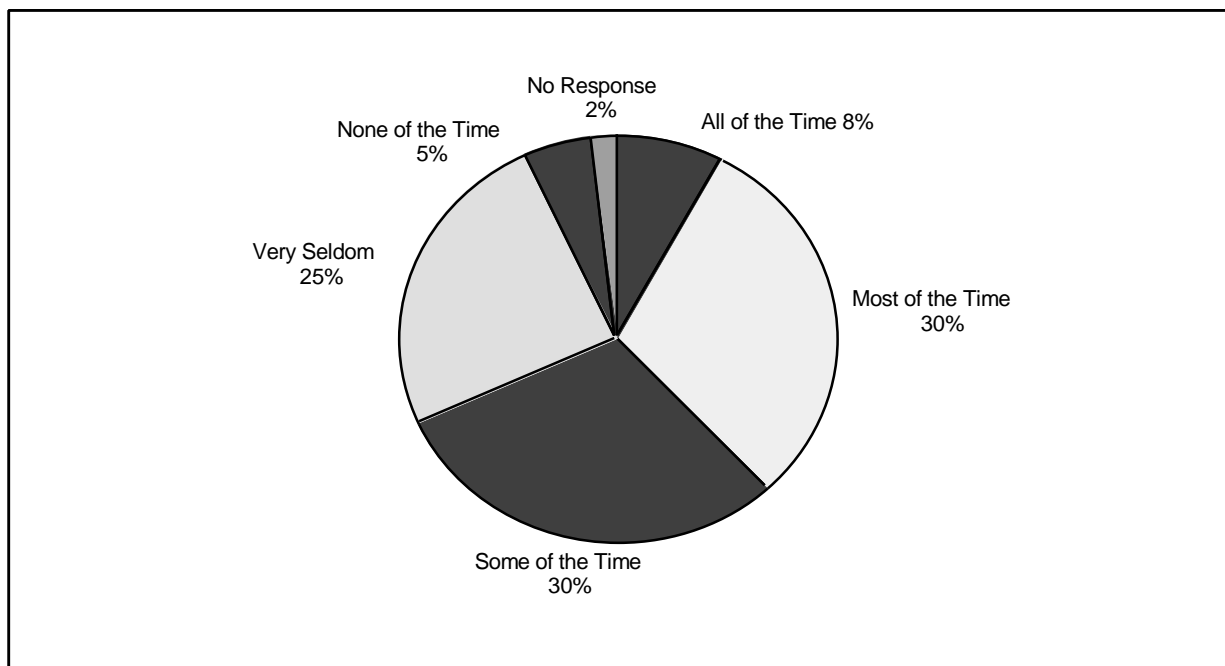
When there are problems in your work group, do they get corrected quickly?

- Thirty-eight percent of responding employees believe problems get corrected quickly all or most of the time, while nearly as many (30 percent) say this happens very seldom or never.
- In 1998's survey, 4 percent fewer respondents gave a favorable answer (34 percent). However, 4 percent fewer respondents also answered unfavorably (26 percent).
- Those who have worked at the university the longest (over 16 years) tend to think that problems do not get corrected quickly. Only 11 percent of these respondents answered "all of the time" or "most of the time," compared to 50 percent of new employees (less than a year of service).

Table 11

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
All of the Time	8	9	8	–	9	10	6
Most of the Time	30	37	22	33	38	29	31
Some of the Time	30	24	36	38	24	33	28
Very Seldom	25	22	26	25	29	22	27
None of the Time	5	7	5	4	–	4	6
Refused	2	2	3	–	–	3	1
Mean (1 - 5 Scale)	3.1	3.2	3.0	3.0	3.3	3.2	3.0

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



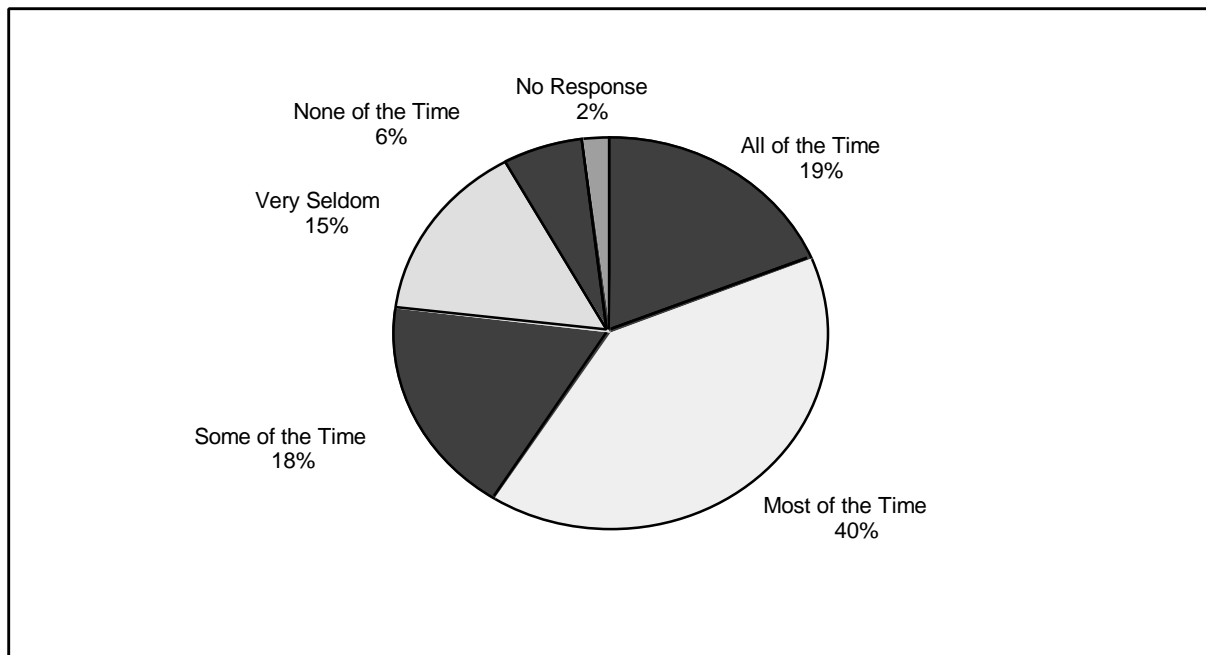
Does your supervisor make it clear what you are expected to do?

- Six of ten university employees (59 percent) report that their supervisor makes it clear what they are expected to do (compared to 61 percent in 1998). Twenty-one percent claim their supervisor very seldom or never makes it clear what they are expected to do. This is 4 percent more than in 1998.

Table 12

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
All of the Time	19	21	16	21	21	17	20
Most of the Time	40	37	44	50	29	43	38
Some of the Time	18	17	17	8	32	17	19
Very Seldom	15	18	14	13	12	16	15
None of the Time	6	4	7	4	6	5	6
Refused	2	2	3	4	—	3	2
Mean (1 - 5 Scale)	3.5	3.5	3.5	3.7	3.5	3.5	3.5

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



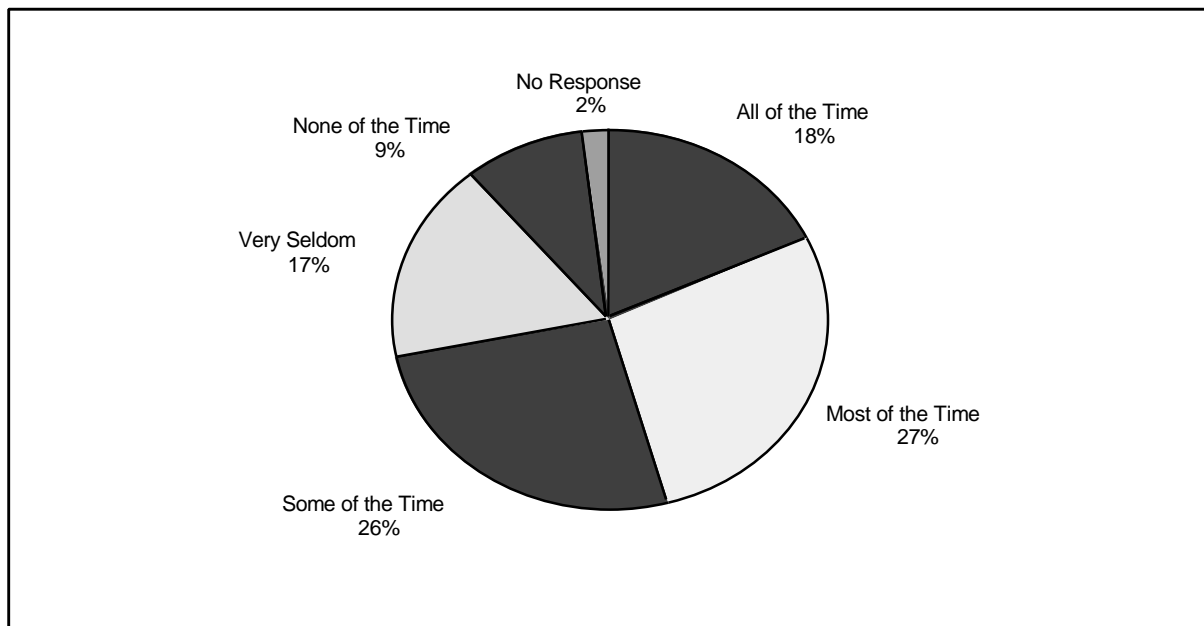
Does your supervisor give you useful feedback on how well you are doing in your position?

- Less than half of surveyed employees (45 percent) get useful feedback from their supervisor on how well they are doing. One-fourth (26 percent) claim this happens some of the time, while another fourth (26 percent) answered “very seldom” or “none of the time.”
- These results are similar to 1998’s survey, when 48 percent answered all or most of the time and 28 percent answered seldom or none of the time.
- New employees (less than a year of service) were the most satisfied with this aspect of their position, with 59 percent saying they get useful feedback most or all of the time. Only a third (33 percent) of 4 to 7 year employees agreed.

Table 13

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
All of the Time	18	21	15	21	18	18	18
Most of the Time	27	26	29	33	21	27	27
Some of the Time	26	24	29	13	29	24	27
Very Seldom	17	18	14	21	26	18	17
None of the Time	9	9	11	8	6	9	9
Refused	2	2	3	4	–	3	2
Mean (1 - 5 Scale)	3.3	3.3	3.2	3.4	3.2	3.3	3.3

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



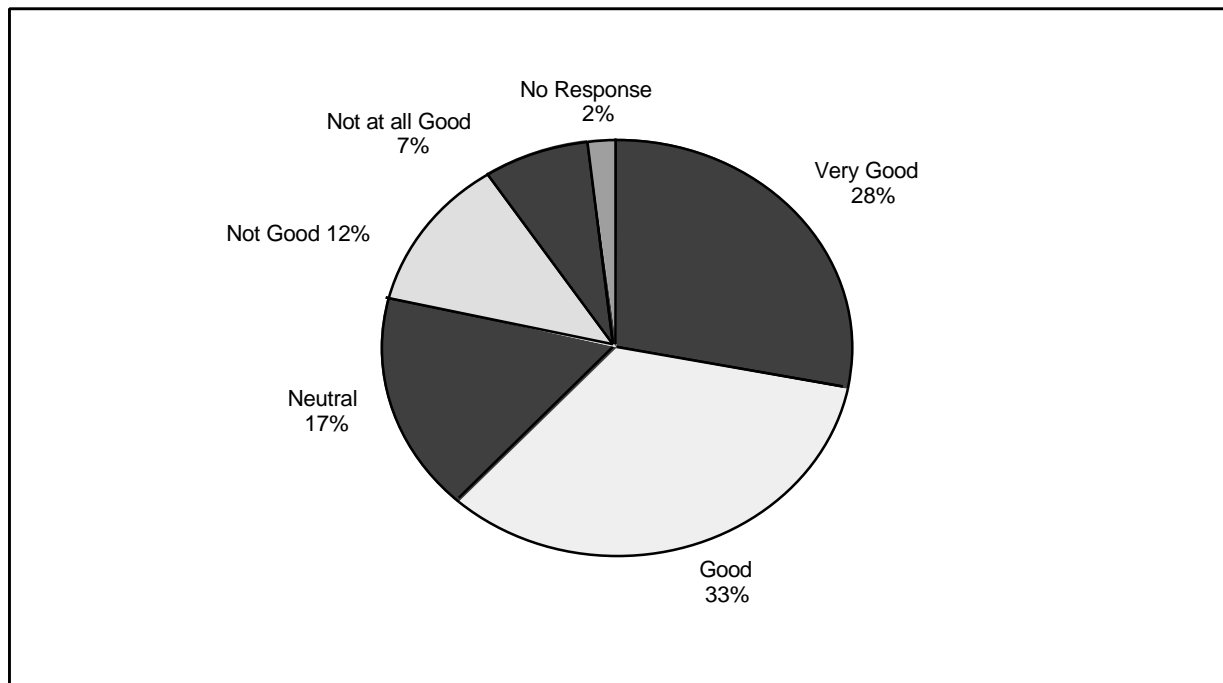
Overall, how good a job do you feel is being done by your immediate supervisor?

- Six of ten university employees (61 percent) rate their immediate supervisor as either good or very good. About one in five employees (19 percent) say their immediate supervisor is not good or not at all good.
- Supervisors received slightly better ratings than in 1998. In the last survey, 59 percent of respondents gave a “very good” or “good” rating, while 21 percent gave a negative review.

Table 14

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Good	28	35	21	25	35	27	28
Good	33	27	42	29	24	35	33
Neutral	17	17	18	17	18	18	17
Not Good	12	15	8	21	15	12	13
Not at all Good	7	5	8	4	9	5	8
Refused	2	1	3	4	—	4	1
Mean (1 - 5 Scale)	3.7	3.7	3.6	3.5	3.6	3.7	3.6

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



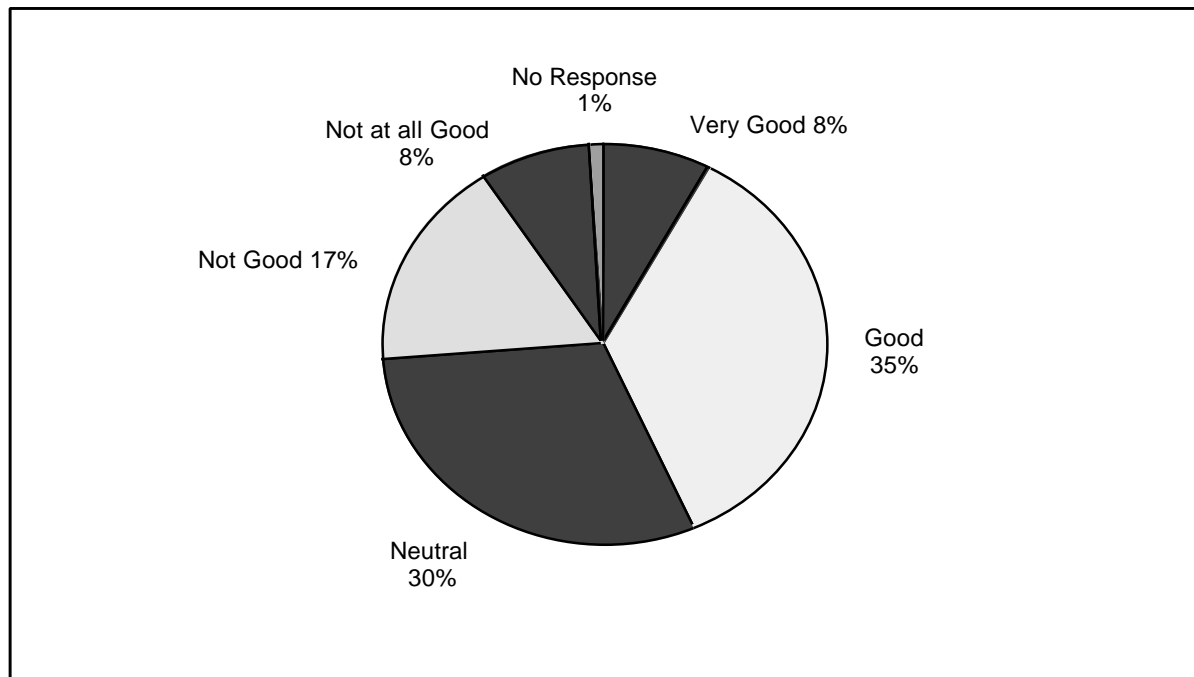
How do you rate the university in providing job security for people like yourself?

- These ratings are significantly better than in 1998, when only a third (33 percent) gave a favorable review and slightly more (39 percent) were dissatisfied.
- One fourth of respondents (25 percent) rate the university's job security as "not good" or "not at all good," while 43 percent think it is good or very good.
- Job security ratings are highest among veteran employees (over 16 years of service), 52 percent of whom gave a positive review. Only 29 percent of 7 to 10 year employees agreed.

Table 15

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Good	8	9	7	8	15	12	6
Good	35	36	32	50	38	32	37
Neutral	30	25	37	38	18	24	35
Not Good	17	19	16	4	24	20	15
Not at all Good	8	10	7	–	6	9	7
Refused	1	2	1	–	–	2	1
Mean (1 - 5 Scale)	3.2	3.1	3.2	3.6	3.3	3.2	3.2

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



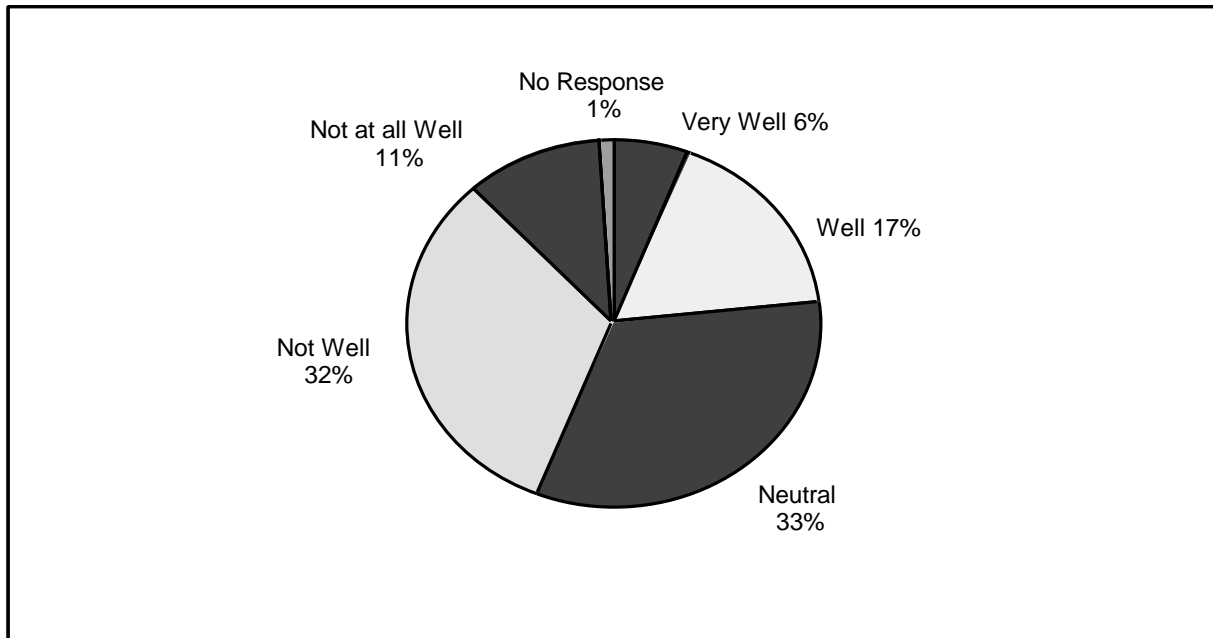
How well do you feel top management at your campus demonstrates that employees are important to the success of the university?

- Forty-three percent of respondents feel top management at their campus does not adequately demonstrate the importance of employees to the success of the university. While this number is high, it is a significant improvement over last year, when 52 percent of respondents made the same assertion.
- One-fourth of respondents (23 percent) disagree, saying the management at their campus demonstrates employees' importance "well" or "very well."

Table 16

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Well	6	6	4	8	18	6	6
Well	17	20	14	29	18	23	13
Neutral	33	32	35	25	29	26	37
Not Well	32	33	32	25	26	35	29
Not at all Well	11	10	13	13	6	7	13
Refused	1	–	2	–	3	2	1
Mean (1 - 5 Scale)	2.8	2.8	2.6	3.0	3.2	2.9	2.7

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



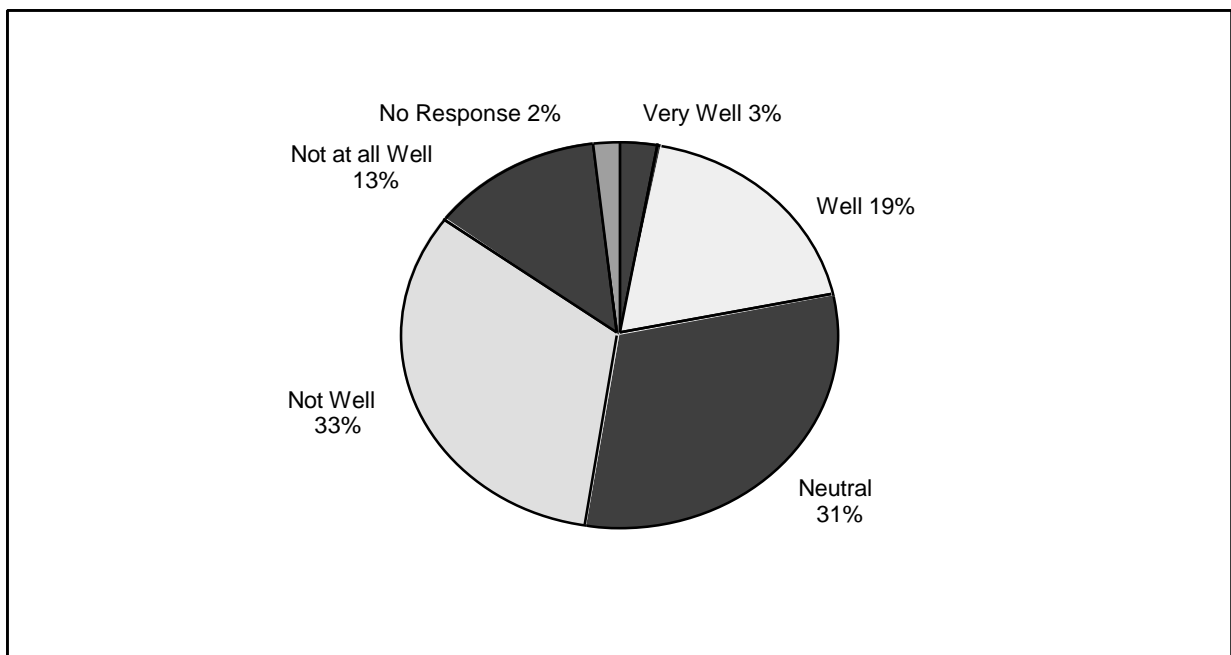
How well do you feel top management at the university system demonstrates that employees are important to the success of the university?

- Nearly half of surveyed employees (46 percent) feel top university system management does not adequately demonstrate the importance of employees to the success of the university. Only one-fifth of respondents (22 percent) thought the university performed this task “well” or “very well.”
- In 1998 employees gave far poorer reviews to this aspect of the university. Sixty-two percent of respondents answered “not well” or “not at all well,” while only 9 percent gave a positive response.

Table 17

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Well	3	2	2	–	15	4	3
Well	19	17	16	29	29	17	20
Neutral	31	33	30	38	24	30	32
Not Well	33	35	33	21	29	40	27
Not at all Well	13	12	16	8	3	8	16
Refused	2	–	3	4	–	1	2
Mean (1 - 5 Scale)	2.7	2.6	2.5	2.9	3.2	2.7	2.7

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



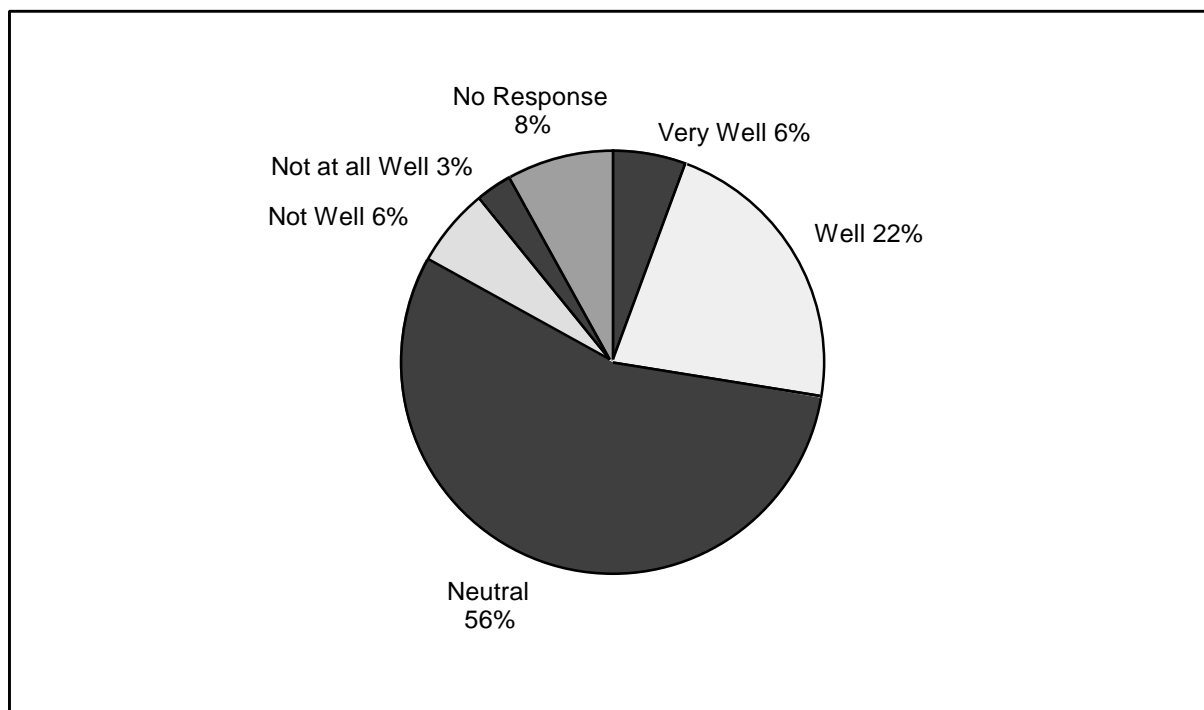
How well do you feel the university’s policy has dealt with discrimination issues?

- The majority of university employees (56 percent) gave a “neutral” response to this question. Over a quarter of respondents (28 percent) approved of the university’s discrimination policy, while a minority (9 percent) gave an unfavorable response.
- Response did not differ significantly than last year, when 32 percent gave answered favorably and 13 percent were dissatisfied. Respondents were more likely to feel neutral in 1999 (56 percent compared to 46 percent).

Table 18

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Well	6	2	6	13	15	7	5
Well	22	17	24	29	24	21	22
Neutral	56	60	52	46	62	57	55
Not Well	6	7	7	–	–	6	5
Not at all Well	3	3	4	–	–	2	4
Refused	8	10	7	13	–	6	9
Mean (1 - 5 Scale)	3.2	3.1	3.2	3.6	3.5	3.3	3.2

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



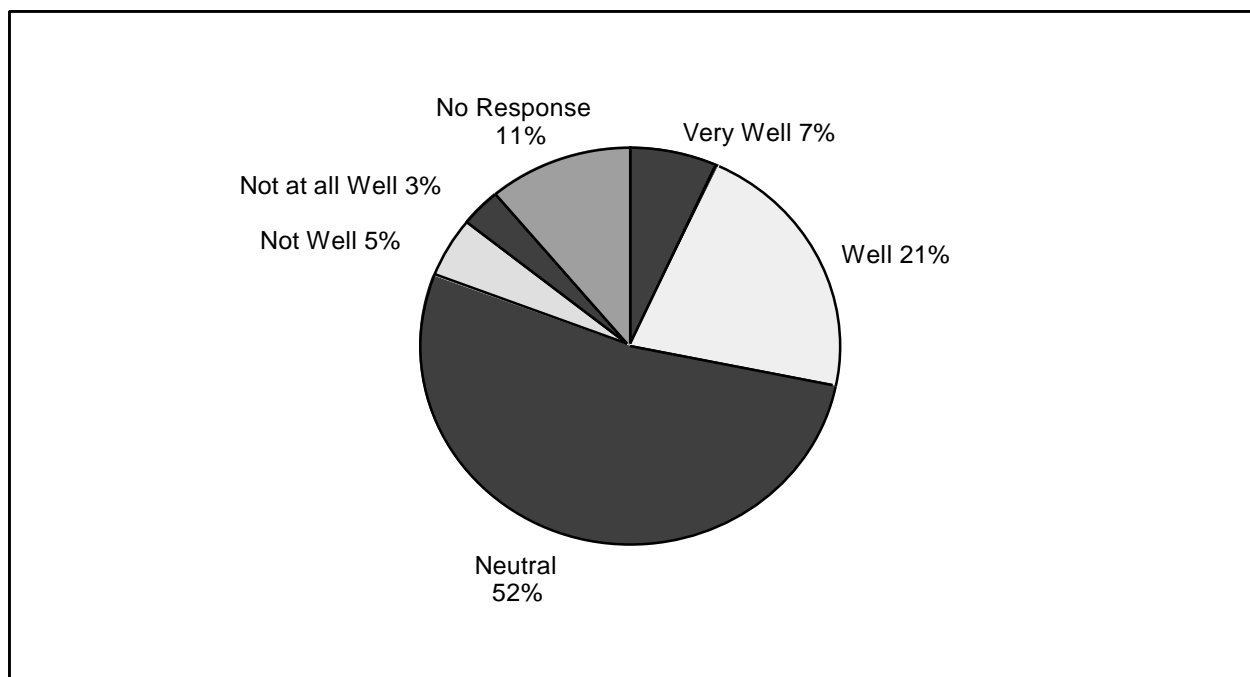
How well do you feel the university's policy has dealt with sexual harassment issues?

- Few respondents felt strongly on this issue: over half (52 percent) gave a “neutral” response. Over a quarter (28 percent) of those surveyed felt the university’s policy has dealt well with harassment issues, while a minority (8 percent) disagreed.
- 1998 results were very similar, with 31 percent of respondents answering favorably and 9 percent answering “not well” or “not at all well.”
- Men are slightly more inclined than women to rate the policy favorably; 31 percent of men say the policy has dealt well or very well with sexual harassment issues, as opposed to 27 percent of women.

Table 19

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Well	7	3	9	13	9	8	6
Well	21	15	22	29	35	19	23
Neutral	52	57	50	38	56	53	52
Not Well	5	7	6	–	–	6	5
Not at all Well	3	5	3	–	–	4	3
Refused	11	13	10	21	–	11	11
Mean (1 - 5 Scale)	3.3	3.1	3.3	3.7	3.5	3.3	3.3

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



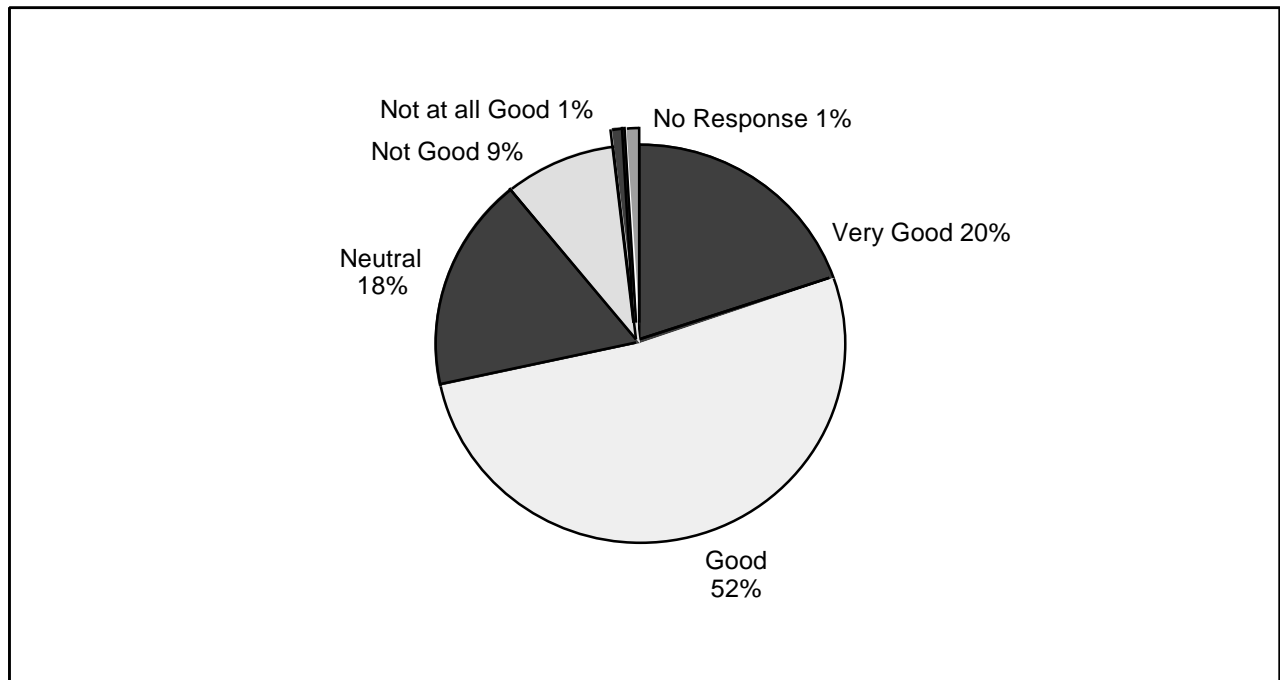
How do you rate the university's benefits program?

- Nearly three-quarters of survey respondents (72 percent) rate the university's benefits program as good or very good. This is down slightly from 1998, when 81 percent of respondents said the same.
- One in ten respondents (10 percent) say the benefits program is not good or not at all good, compared to 6 percent in 1998.

Table 20

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Good	20	21	15	21	35	22	18
Good	52	55	53	58	44	50	52
Neutral	18	14	22	21	15	14	21
Not Good	9	12	9	–	3	13	6
Not at all Good	1	2	–	–	3	–	2
Mean (1 - 5 Scale)	3.8	3.8	3.7	4.0	4.1	3.8	3.8

How do you rate the university's benefits program?



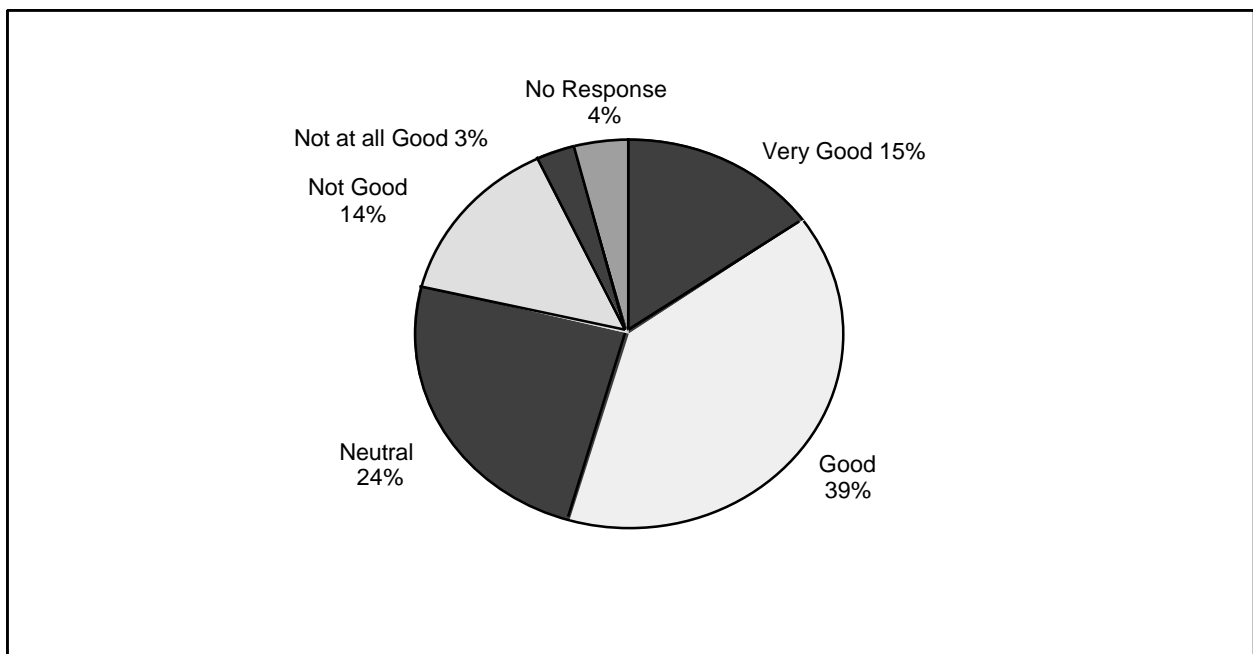
How do you rate your benefits package compared with people in similar jobs outside the university?

- A little over half of surveyed employees (54 percent) rate their benefits package favorably compared to those available in similar jobs outside the university. This rating is lower than in 1998's survey, when 64 percent of respondents rated their package favorably.
- Those respondents with the highest salaries (earning over \$2,500 bi-weekly) rated their benefits package the lowest, with 43 percent giving a favorable rating. These respondents were also twice as likely to give a "not good" or "not at all good" response: 36 percent compared to 18 percent overall.

Table 21

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Good	15	16	13	8	26	19	12
Good	39	42	36	54	35	35	42
Neutral	24	17	28	25	29	22	26
Not Good	14	17	16	4	6	14	15
Not at all Good	3	4	3	—	3	4	3
Refused	4	4	3	8	—	5	3
Mean (1 - 5 Scale)	3.5	3.5	3.4	3.7	3.8	3.5	3.5

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



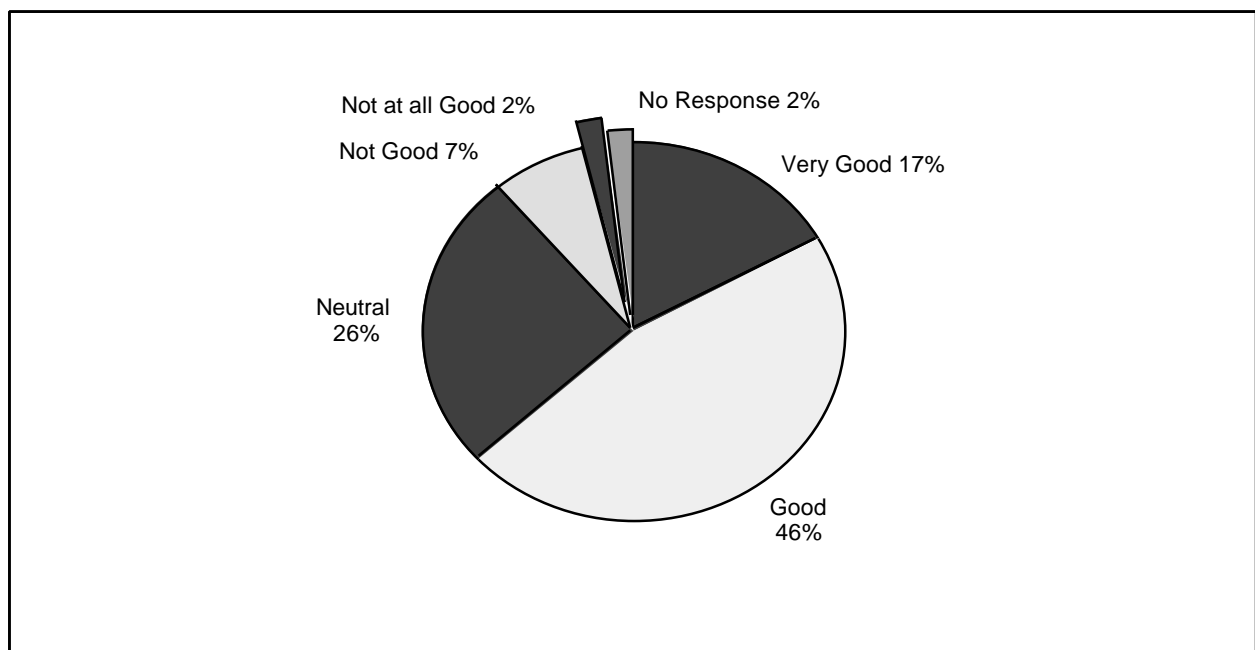
How do you rate the university's leave benefits compared with those provided in other organizations?

- Almost two thirds (63 percent) of university employees rate leave benefits favorably compared to benefits provided in other organizations. This rating is lower than in the 1998 survey, when 69 percent gave a favorable response.
- One in ten (9 percent) say leave benefits are not good, slightly less than in 1998 (10 percent).

Table 22

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Good	17	18	15	13	21	18	16
Good	46	52	42	50	44	43	49
Neutral	26	18	31	25	29	26	25
Not Good	7	8	7	4	6	8	6
Not at all Good	2	2	2	8	–	2	2
Refused	2	2	3	–	–	3	2
Mean (1 - 5 Scale)	3.7	3.8	3.6	3.5	3.8	3.7	3.7

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



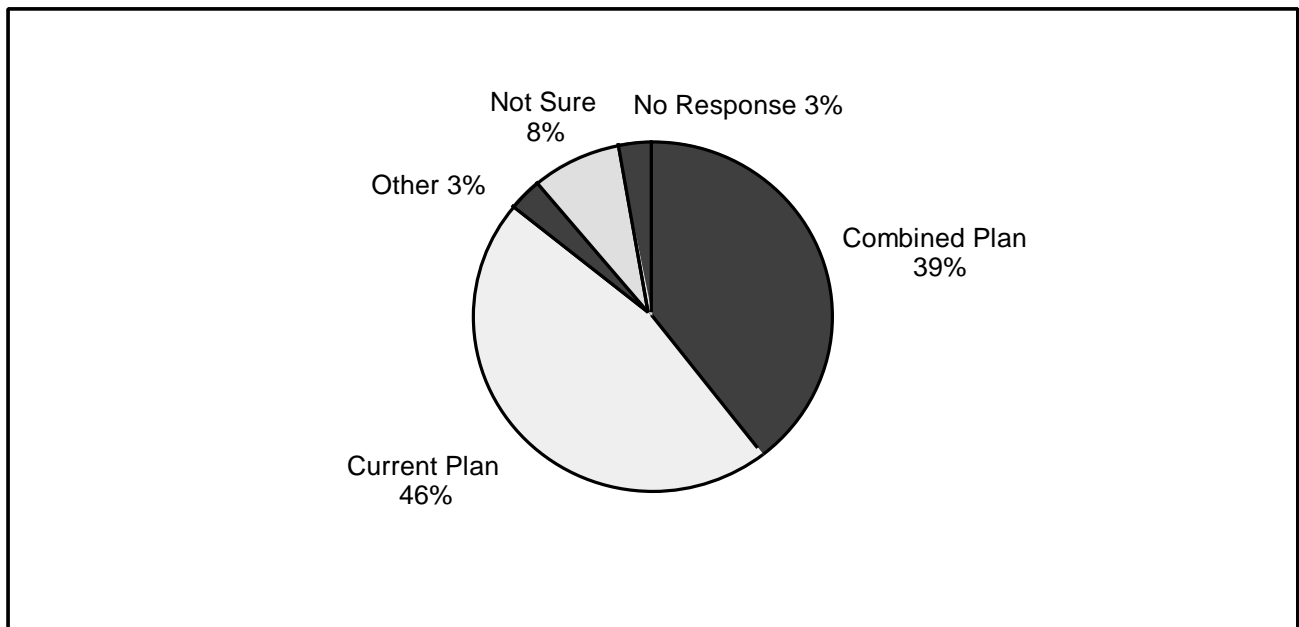
If you were to choose, which of the following leave plans would you prefer?

- Nearly half of surveyed employees (46 percent) would prefer the current leave plan. Slightly fewer (39 percent) say they would prefer a combined paid time off plan.
- Classified employees were far more likely than exempt employees to prefer the current annual and sick leave plan (52 percent compared to 31 percent).

Table 23

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
A Combined Paid Time Off Plan	39	34	37	50	59	50	31
The Current Annual & Sick Leave Plan	46	50	48	29	35	37	52
Other	3	5	2	–	3	1	4
Not Sure	8	8	8	21	3	7	9
Refused	3	3	5	–	–	4	3

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



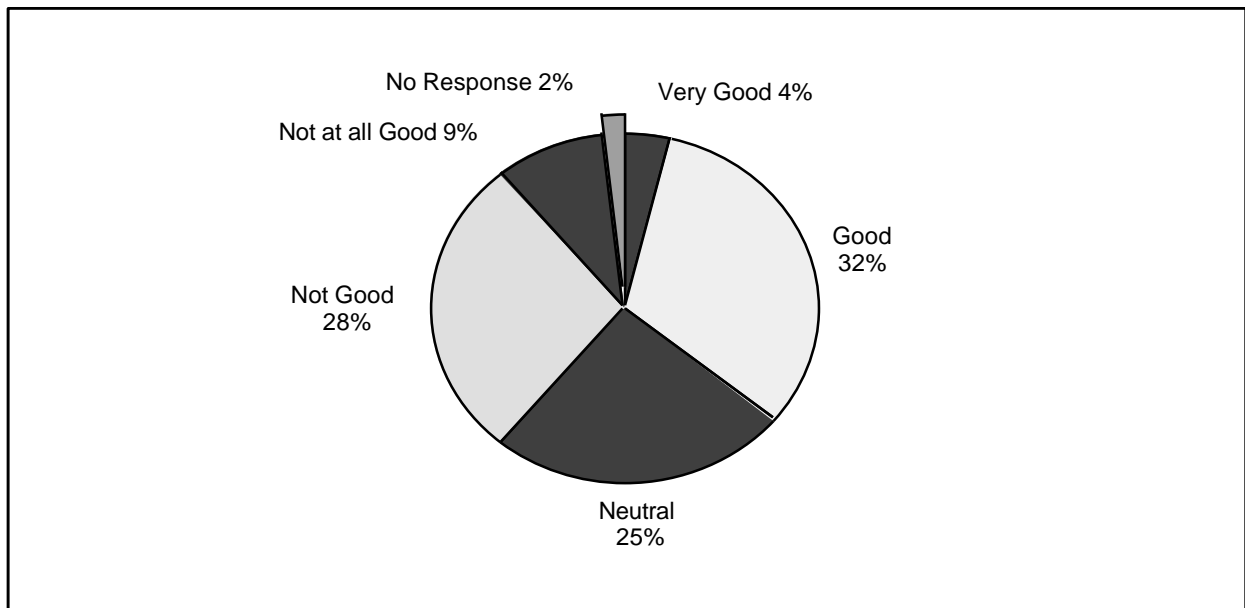
How do you rate your salary package?

- Over one third of respondents (36 percent) rated their salary package favorably, while slightly more (37 percent) gave a negative rating. In the 1998 survey, 39 percent answered favorably, while the same amount answered unfavorably.
- Females were more likely than males to be satisfied with their salary package – 42 percent versus 25 percent.

Table 24

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Good	4	3	3	4	9	5	3
Good	32	32	32	17	44	37	28
Neutral	25	31	21	21	24	24	26
Not Good	28	25	28	50	18	23	31
Not at all Good	9	7	13	4	6	8	10
Refused	2	2	3	4	–	3	2
Mean (1 - 5 Scale)	2.9	3.0	2.8	2.7	3.3	3.1	2.8

How do you rate your salary package?



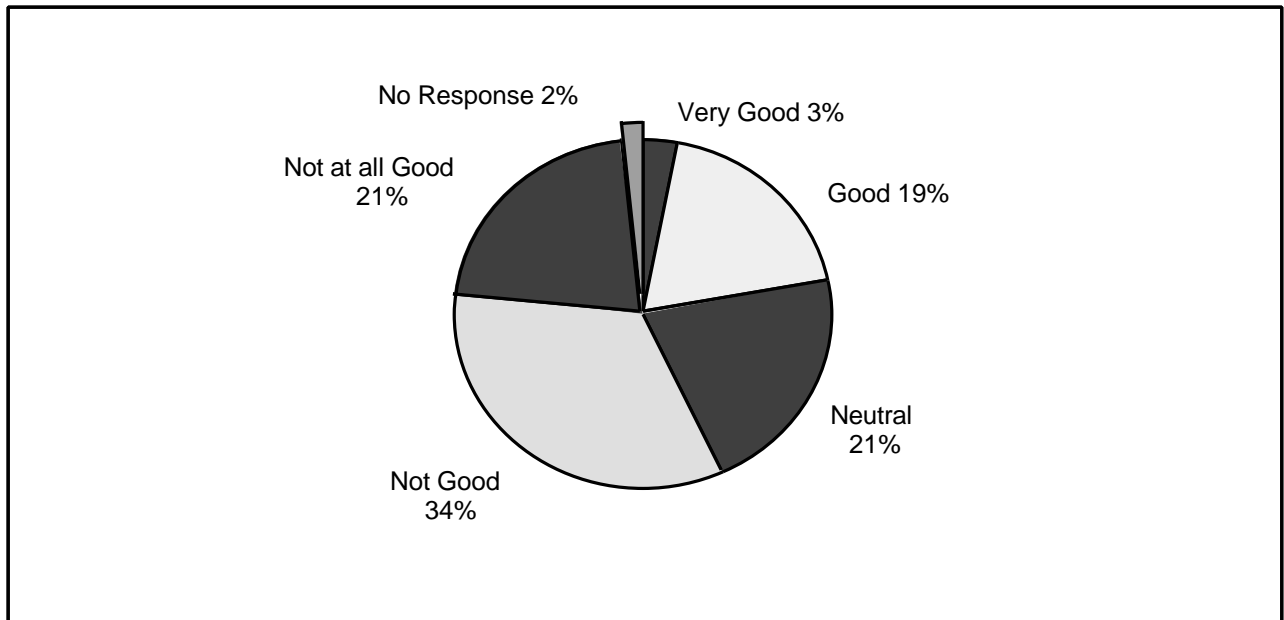
How do you rate your salary compared with people in similar jobs outside the university?

- Over half of university employees (55 percent) rate their salary unfavorably in comparison to jobs outside the university, five percent less than in the 1998 survey. Twenty-two percent believe their salary compares favorably to outside jobs.

Table 25

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Good	3	2	3	4	–	4	2
Good	19	18	18	8	35	18	20
Neutral	21	21	22	17	21	19	22
Not Good	34	39	28	42	32	37	32
Not at all Good	21	17	26	29	12	19	23
Refused	2	3	3	–	–	4	2
Mean (1 - 5 Scale)	2.5	2.5	2.4	2.2	2.8	2.5	2.5

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



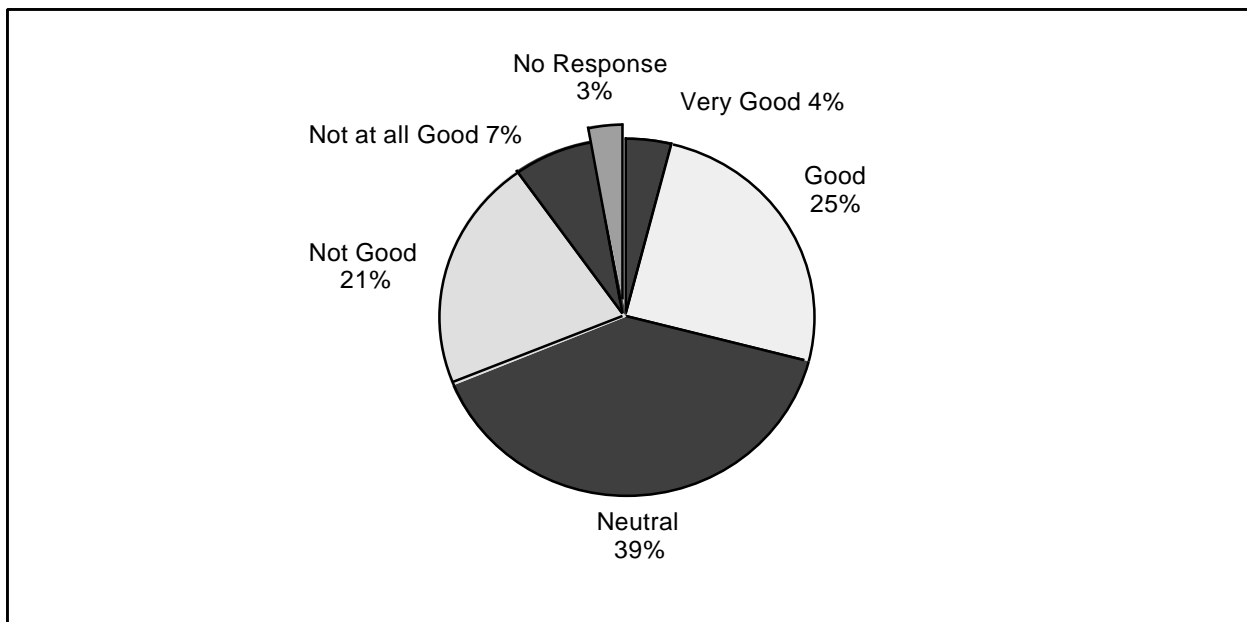
How do you rate your salary compared with people in similar jobs inside the university?

- A large portion of respondents (39 percent) felt neutral on this matter. About an equal number of employees felt their salary compared favorably with other university jobs (29 percent) as compared unfavorably (28 percent).
- These ratings are slightly more positive than in 1998, when 27 percent felt good about how their salary compared and 36 percent disagreed.

Table 26

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Good	4	3	4	4	9	6	3
Good	25	27	24	25	26	24	26
Neutral	39	41	36	38	44	37	40
Not Good	21	19	26	17	15	23	20
Not at all Good	7	7	7	13	3	6	8
Refused	3	2	3	4	3	4	2
Mean (1 - 5 Scale)	3.0	3.0	2.9	2.9	3.2	3.0	3.0

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



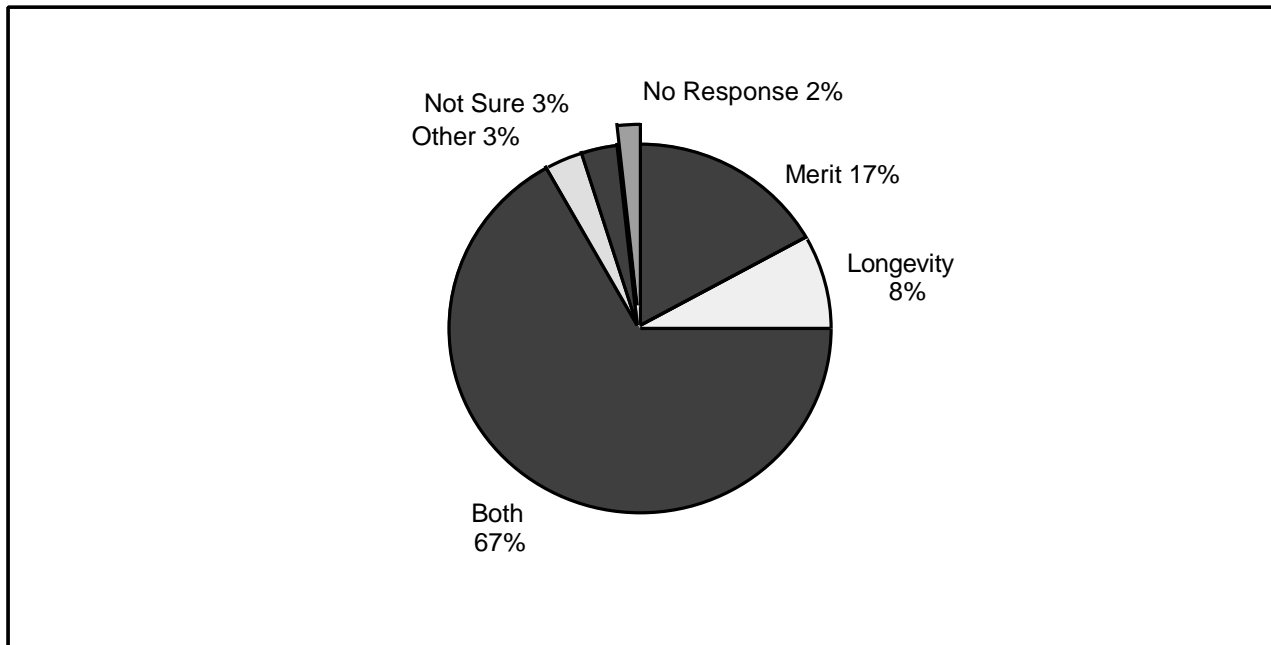
In general, should pay raises be based on merit or how long a person has worked at the university?

- Two of three university employees (67 percent) say raises should be based on both merit and longevity. Seventeen percent say raises should be based on merit only and 8 percent say raises should be on longevity only.

Table 27

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Merit	17	21	15	21	15	20	16
Longevity	8	7	5	13	15	6	8
Both	67	64	71	63	65	64	69
Other	3	4	3	4	–	4	2
Not Sure	3	3	3	–	6	4	3
Refused	2	1	3	–	–	1	2

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



What percentage should be based on merit?

Table 27a

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
1 - 25%	8	11	8	–	5	11	6
26 - 50%	43	43	45	47	32	42	44
51 - 75%	31	31	31	27	36	29	33
76 - 99%	4	4	3	13	9	3	5
Not Sure	13	11	13	13	18	15	12
Mean	55.0	53.5	54.1	61.9	60.3	52.8	56.4

What percentage should be based on longevity?

Table 27b

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
1 - 25%	21	14	20	33	27	12	26
26 - 50%	53	59	49	53	50	56	51
51 - 75%	9	5	14	–	5	11	7
76 - 99%	4	7	4	–	–	6	4
Not Sure	13	11	13	13	18	15	12
Mean	45.0	46.5	45.9	38.1	39.7	47.3	43.6

- Employees who say raises should be based on both merit and longevity indicate raises should be based (on average) 55 percent on merit and 45 percent on longevity.

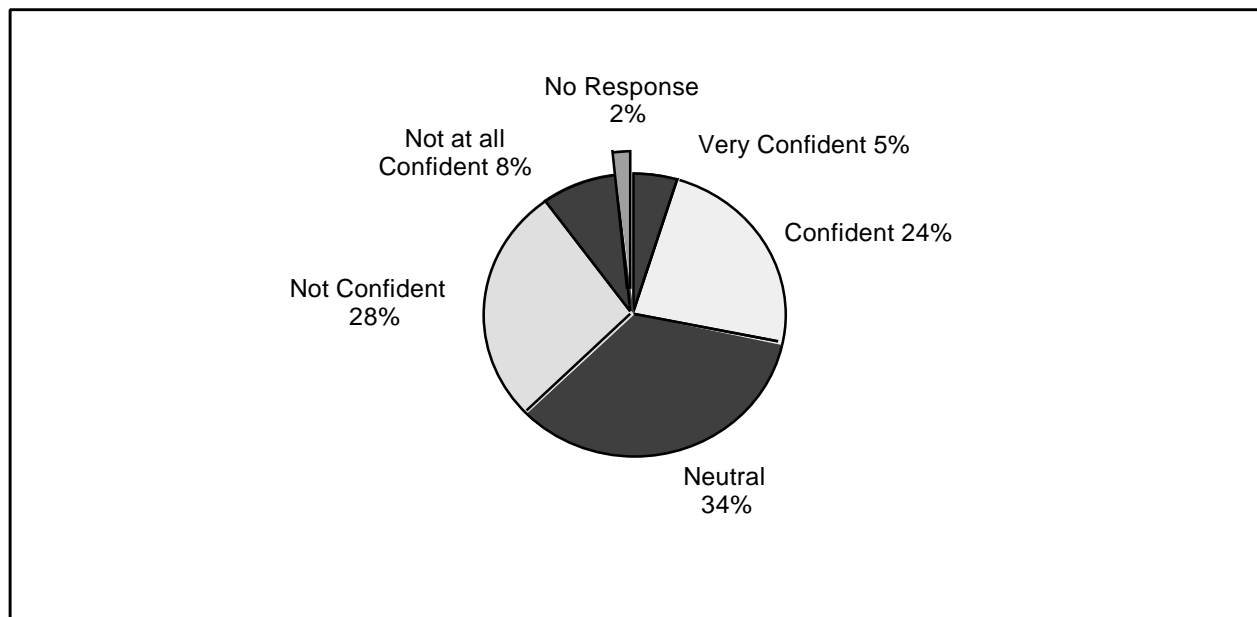
How confident do you feel about the direction your campus is heading?

- About one third (29 percent) of surveyed employees are confident or very confident about the direction their campus is heading. In the 1998 survey that number was substantially lower at 20 percent.
- Over one third of respondents (36 percent) are “not confident” or “not at all confident” about the direction their campus is heading. This compares with 60 percent in 1998’s survey.
- New hires (those hired within the last year) report the highest confidence in their campus’ direction, with 40 percent responding favorably. Half as many 7 to 10 year employees (21 percent) agree.

Table 28

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Confident	5	5	4	4	6	6	4
Confident	24	22	20	38	35	23	24
Neutral	34	34	36	33	26	34	34
Not Confident	28	28	31	17	24	24	31
Not at all Confident	8	11	5	8	3	11	5
Refused	2	–	3	–	6	2	2
Mean (1 - 5 Scale)	2.9	2.8	2.9	3.1	3.2	2.9	2.9

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



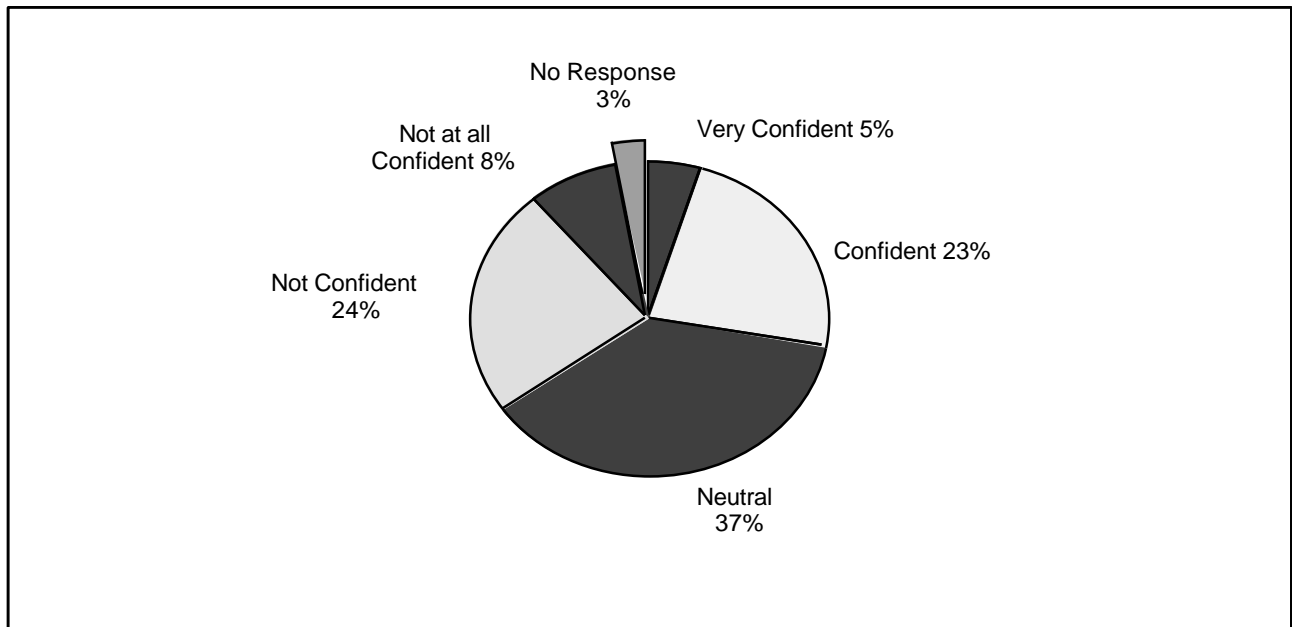
How confident do you feel about the direction the university system is heading?

- 28 percent of respondents reported confidence in the direction of the university and 28 percent disagreed. 37 percent were neutral on the issue.
- This response was the largest divergence from 1998 results when only 9 percent of surveyed employees expressed confidence in the system’s direction and 67 percent said they were “not confident” or “not at all confident.”

Table 29

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Very Confident	5	2	4	4	18	5	5
Confident	23	21	21	21	47	22	24
Neutral	37	40	36	58	18	40	35
Not Confident	24	26	26	13	18	24	24
Not at all Confident	8	10	9	–	–	6	9
Refused	3	1	5	4	–	1	4
Mean (1 - 5 Scale)	2.9	2.8	2.9	3.2	3.6	2.9	2.9

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



Respondent Demographics

Table 30 (MAU)

	Total %	Exempt %	Classified %
SW	10	13	8
UAA	38	36	39
UAF	45	50	41
UAS	7	1	11

Table 31 (Classified/Exempt)

	Total %	UAA %	UAF %	UAS %	SW %
Classified	42	40	47	8	53
Exempt	58	60	53	92	47

Table 32 (Bi-Weekly Pay)

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
\$0-\$1,500	65	72	56	96	56	29	91
\$1,501-\$2,000	24	22	30	–	21	46	8
\$2,001-\$2,500	7	2	9	4	18	14	2
\$2,501 or Over	4	3	5	–	6	10	–

Table 33 (Gender)

	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %
Male	35	28	43	29	32	50	24
Female	65	72	57	71	68	50	76

Table 34 (Years in Service)

Years	Total %	UAA %	UAF %	UAS %	SW %	Exempt %	Classified %	
0.1 to 0.9	13	11	11	13	24	10	15	
1.0 to 3.9		26	27	23	38	26	22	29
4.0 to 6.9		14	13	16	8	12	17	12
7.0 to 9.9		16	15	20	8	6	21	12
10.0 to 15.9	16	17	14	13	21	18	14	
16.0 or over	16	17	16	21	12	13	19	
Mean (years)	9	8	9	8	8	9	8	

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 (July 19, 1999 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
- 0 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
- 0 Refused

	Very Effectively	Effectively	Neutral	Not Effectively	Not at all Effectively	Refused
3. How effectively do you feel your campus administration communicates on issues of importance to you?	5	4	3	2	1	9
4. How effectively do you feel the University system 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

	All of the time	Most of the time	Some of the time	Very Seldom	None of the time	Refused
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

	Very Well	Well	Neutral	Not Well	Not at all Well	Refused
16. How well do you feel top management at your campus 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 the University system 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 leave benefits compared with those provided in other	5	4	3	2	1	9

organiza tions?						
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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 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 <u>the University system</u> is heading?	5	4	3	2	1	9

Thank you for your participation in this important project!