

2017 University of Arkansas Staff Climate Survey



UNIVERSITY OF
ARKANSAS

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Executive Summary

The University of Arkansas Staff Senate, in collaboration with the Human Resources department conducted a confidential online Staff Campus Climate Survey in May 2017. The purpose of the survey was to aid the Staff Senate, and the university administration, in measuring the perceptions, attitudes, job satisfaction and engagement of all U of A staff members. The first of its kind at the University of Arkansas campus, the survey is meant to identify both strengths and concerns regarding work place issues, professional development, benefits and access to resources, among other topics. After analyzing the results of the survey presented in this report, the University aims to direct resources toward supporting all staff members, enabling them to participate freely and fully in supporting the university's priorities. Here are some key highlights from the survey:

- The University of Arkansas Campus Climate Survey contained 109 total questions. The questions were divided into seven sections, namely: work experience, work unit, the university, supervisor, leadership, satisfaction, and benefits satisfaction.
- The survey was sent out to 3,299 staff members at the University of Arkansas and received 1,051 responses, implying a response rate of 31.9 percent.
- In every category for which federal government survey responses are available to compare with, staff from the University responded more positively.
- One general area for improvement would be improving the comfort level of staff when they need to file a grievance or report discrimination.
- Women reported being less comfortable with reporting discrimination or filing a grievance than men. On the other hand, men responding to the survey reported far less satisfaction with the life insurance benefits and education benefits than women responding to the survey.
- In almost every category, classified staff responded less positively than non-classified staff including in key metrics like engagement, overall satisfaction, inclusiveness, and benefits.
- Across the board, staff members making lower salaries expressed lower levels of positive feelings and satisfaction.
- The youngest staff members generally expressed positive feelings about employee engagement, inclusiveness, and overall job satisfaction but also indicated that they were more likely to leave their jobs in the next year.
- The oldest workers reported that they perceived the least organizational support, while the youngest workers reported the highest perceptions of organizational support.
- Staff members from colleges with the least participation in the survey tended to express lower levels of positive feelings and satisfaction than staff members in other colleges.
- There were wide differences in the levels of positive feeling among staff respondents from these various units, with staff from the largest units reporting the least positive feelings and satisfaction.

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Introduction

Employee climate surveys are a critical component for understanding how an organization's employees view the overall mission and workings of the organization while providing a window into often overlooked or underreported issues. The results of an employee climate survey improves the internal workings and cohesion of an organization by identifying areas of strengths and weaknesses.

The University of Arkansas Staff Senate, in collaboration with the Human Resources department conducted a confidential online Staff Campus Climate Survey in May 2017. The purpose of the survey was to aid the Staff Senate, and the university administration, in measuring the perceptions, attitudes, job satisfaction and engagement of all U of A staff members. The first of its kind at the University of Arkansas campus, the survey is meant to identify both strengths and concerns regarding work place issues, professional development, benefits and access to resources, among other topics. After analyzing the results of the survey presented in this report, the University aims to direct resources toward supporting all staff members, enabling them to participate freely and fully in supporting the university's priorities.

The Campus Climate survey was developed by faculty and staff in the Sam M. Walton College of Business working with representatives from the Staff Senate and Human Resources. The staff from the Center for Business and Economic Research analyzed the results and prepared this report for the Staff Senate and campus administration. Additional Campus Climate Surveys will be conducted every two years to help assess the progress that is being made toward meeting staff needs.

This report begins with a methodology section describing the constructs used to construct the campus climate survey and the nature of the indices that are used to report the results of the survey. The following section presents the results of the survey in comparable indices by the following breakdowns: gender, classified or non-classified status, age, salary levels, college, and vice-chancellor reports. The appendix to this report has the detailed responses to every question on the inaugural climate survey.

Methodology

The campus climate survey that was disseminated to staff at the University of Arkansas was developed by faculty and staff from the Sam M. Walton College of Business in consultation with the university's Staff Senate and Human Resources Department. After reviewing the survey instruments used at other large institutions such as the U.S. Federal Government, the University's Staff Climate Survey was adapted from these sources to meet the specific needs of the University of Arkansas campus. Combining questions that formed the core of the U.S. Federal Government's Employee Climate Survey¹ developed by the U.S. Office of Personnel Management with questions from research in the management discipline, the final University of Arkansas Campus Climate Survey contained 109 total questions. The questions were divided into seven sections, namely: work experience, work unit, the university, supervisor, leadership, satisfaction, and benefits satisfaction.

The work experience section solicited opinions about personal work experiences and the work unit section garnered opinions on cooperation, recruitment, work quality, and performance management. Questions in the university section sought opinions regarding the institution's performance on issues such as performance appraisals, diversity, inclusion and fairness, personal empowerment, and workplace safety issues. The supervisor section of the survey polls employees about whether unit supervisors support work-life balance, provide opportunities to demonstrate leadership, and support staff development. The leadership section asks questions to measure the effectiveness of senior leadership in employee motivation and engagement, maintaining ethical standards, and effectiveness in communicating policies and procedures. Employees were asked about their satisfaction with various job related items such as pay, training, opportunities for advancement, and recognition and awards. Finally, the benefits satisfaction section asked employees about their level of satisfaction with the various benefits available to them.

The questions from these various sections were then used to construct indices that will provide the leadership of the University with an opportunity to measure the engagement of the employees with the mission of their unit and the overall University, measure the overall satisfaction of with their work and benefits, and identify areas of concern and opportunities for improvement. Some of these indices were developed through the work of staff at the U.S. Federal Government's Office of Personnel Management while others were gleaned from the literature of academic and business management practices. Each index score is calculated from the percent of positive responses to the question that comprise a sub-index measure or overall index measure. The 109 survey questions were grouped into the following indices:

Engagement Index

Adapted from the U.S. Federal Government's annual survey of employees, this index seeks to measure the factors that lead to engagement in the workplace and consists of 15 questions that are grouped into the following sub-indices:

¹ "2015 Federal Employee Viewpoint Survey EMPLOYEES INFLUENCING CHANGE." *U.S. Office of Personnel Management*, www.fedview.opm.gov/2015/.

Leaders Lead

69. In the University of Arkansas, senior campus leaders generate high levels of motivation and commitment in the workforce.

70. The University's senior campus leaders maintain high standards of honesty and integrity.

72. Supervisors communicate the goals and priorities of the organization.

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

77. I have a high level of respect for my University's senior campus leaders.

Supervisors

58. Supervisors in my work unit support employee development.

59. My supervisor listens to what I have to say.

60. My supervisor treats me with respect.

62. I have trust and confidence in my supervisor.

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

Intrinsic Work Experience

3. I feel encouraged to come up with new and better ways of doing things.

4. My work gives me a feeling of personal accomplishment.

6. I know what is expected of me on the job.

11. My talents are used well in the workplace.

12. I know how my work relates to the University's goals and priorities.

Global Satisfaction Index

This index was adapted from U.S. Federal Government's annual survey of employees as well and measures an employee's satisfaction with their job, pay, and the University.

46. I recommend the University as a good place to work.

84. Considering everything, how satisfied are you with your job?

85. Considering everything, how satisfied are you with your pay?

86. Considering everything, how satisfied are you with the University?

The New Inclusion Quotient Index

The index was developed by the U.S. Federal Government's Office of Personnel Management based on the thinking that an inclusive work environment is developed from repeated individual behaviors that form workplace habits. The individual behaviors are honed through training and practice that leads to habit of inclusiveness in individual units and throughout the organization. The New Inclusion Quotient Index is comprised of five habits of inclusion, namely, Fair, Open, Cooperative, Supportive, and Empowering.

Fair

28. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

29. In my work unit, differences in performance are recognized in a meaningful way.

30. Awards in my work unit depend on how well employees perform their jobs.

42. Arbitrary action and personal favoritism are not tolerated.

43. Coercion for partisan political purposes is not tolerated.

44. Prohibited personnel practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, etc.) are not tolerated.

Open

37. Creativity and innovation are rewarded.

39. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

56. My supervisor is committed to a workforce representative of all segments of society.

71. Supervisors work well with employees of different backgrounds.

Cooperative

74. Supervisors promote communication among different work units (for example, about projects, goals, needed resources).

75. Supervisors support collaboration across work units to accomplish work objectives.

Supportive

53. My supervisor supports my need to balance work and other life issues.

57. My supervisor provides me with constructive suggestions to improve my job performance.

59. My supervisor listens to what I have to say.

60. My supervisor treats me with respect.

61. In the last six months, my supervisor has talked with me about my performance.

Empowerment

2. I have enough information to do my job well.

3. I feel encouraged to come up with new and better ways of doing things.

11. My talents are used well in the workplace.

35. Employees have a feeling of personal empowerment with respect to work processes.

Human Capital Assessment and Accountability Framework

The index was also adapted from the U.S. Federal Government's Office of Personnel Management to gauge the effectiveness of human capital strategies in supporting the mission of the work unit and the overall University. The index is comprised of the following sub-indices:

Leadership and Knowledge Management Index

10. My workload is reasonable.

40. Employees are protected from health and safety hazards on the job.

41. The University has prepared employees for potential security threats.

62. I have trust and confidence in my supervisor.

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

69. In the University of Arkansas, senior campus leaders generate high levels of motivation and commitment in the workforce.

71. Supervisors work well with employees of different backgrounds.

72. Supervisors communicate the goals and priorities of the organization.

73. Supervisors review and evaluate the organization's progress toward meeting its goals and objectives.

77. I have a high level of respect for my University's senior campus leaders.

80. How satisfied are you with the information you receive from the administration on what's going on in your organization?

Results-Oriented Performance Culture

12. I know how my work relates to the University's goals and priorities.

- 14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.
- 15. My performance appraisal is a fair reflection of my performance.
- 25. The people I work with cooperate to get the job done.
- 27. Promotions in my work unit are based on merit.
- 28. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- 29. In my work unit, differences in performance are recognized in a meaningful way.
- 35. Employees have a feeling of personal empowerment with respect to work processes.
- 37. Creativity and innovation are rewarded.
- 38. Pay raises depend on how well employees perform their jobs.
- 53. My supervisor supports my need to balance work and other life issues.
- 55. Discussions with my supervisor about my performance are worthwhile.
- 81. How satisfied are you with the recognition you receive for doing a good job?

Talent Management Index

- 1. I am given a real opportunity to improve my skills in my job.
- 11. My talents are used well in the workplace.
- 19. My training needs are assessed.
- 26. My work unit is able to recruit people with the right skills.
- 34. The University's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
- 58. Supervisors in my work unit support employee development.
- 83. How satisfied are you with the training you receive for your present job?

Job Satisfaction Index

- 4. My work gives me a feeling of personal accomplishment.
- 5. I like the kind of work I do.
- 13. The work I do is important.
- 79. How satisfied are you with your involvement in decisions that affect your work?
- 82. How satisfied are you with your opportunity to get a better job in the University?
- 84. Considering everything, how satisfied are you with your job?
- 85. Considering everything, how satisfied are you with your pay?

Perceived Organizational Support Index

The perceived organization support seeks to measure the reciprocity norm in employer-employee relationships. In particular, when employees of an institution believe that the institution values their contributions and cares about their well-being, the reciprocity norm dictates that employees would feel an obligation to care about the institution's welfare and also work to help the institution to meet its mission and objectives. The questions in this index were adapted from research from Eisenberger, et al².

- 48. The University takes pride in my accomplishments.
- 49. The University really cares about my well-being.
- 50. The University values my contributions to its well-being.
- 51. The University strongly considers my goals and values.
- 52. The University shows little concern for me.

² Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. 2001. Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1): 42-51.

Perceived Supervisor Support Index

Just as perceived organizational support improves employees' commitment and contributions to the organization, supervisor support is similarly seen by employees as indicative of the organization's culture and policy of support for employees rather than the individual behavior of the supervisor. Perceived supervisor support translates to feelings of the organization support and therefore is important to motivating staff to carry out the mission and objectives of the organization. The rationale and questions in this index were adapted from research by Rhoades, et al³.

- 64. My supervisor cares about my opinions.
- 65. My supervisor really cares about my well-being.
- 66. My supervisor strongly considers my goals and values.
- 67. My supervisor shows very little concern for me.
- 68. My supervisor encourages me.

Turnover Intentions Index

The questions in this index were adapted from the Michigan Organizations Assessment Questionnaire that was developed by Cammann, et al⁴. It measures overall satisfaction in the job by asking questions to determine whether the employee has intentions to leave the job soon.

- 87. I often think about quitting my job with the University.
- 88. I will probably look for a new job in the next year.
- 89. I am considering leaving my job.

Intent to Stay Index

The intention to stay index is another way to measure employee job satisfaction and was adapted from research by Martin, et al⁵.

- 90. It is very important for me to spend my career in the University.
- 91. If I were completely free to choose, I would prefer to continue working for the University.

Complaints and Concerns

These questions were adapted from the U.S. Federal Government's annual employee survey and measure whether employees know about where they can register complaints and grievances and whether they feel comfortable pursuing them.

- 17. I am aware of how I can report a suspected violation of any law, rule or regulation.
- 18. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.
- 21. I am aware of where I can report a concern pertaining to discrimination and/or harassment.
- 22. I am aware of how I can pursue an employee grievance.

3 Rhoades, L., Eisenberger, R., & Armeli, S. 2001. Affective commitment to the organization: the contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5): 825

4 Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). The Michigan organizational assessment questionnaire. Unpublished manuscript, University of Michigan, Ann Arbor.

⁵ Martin, H. J., Hunt, J. G., & Osborn, R. N. (1981, August). A Macro-Organizational Approach to Leadership. In *Academy of Management Proceedings* (Vol. 1981, No. 1, pp. 234-238). Academy of Management.

The various benefits satisfaction questions were adapted from research from Balkin, et al. to reflect the kinds of benefits offered by the University of Arkansas⁶.

Retirement Satisfaction Index

- 92. How satisfied are you with the University contribution for retirement.
- 93. How satisfied are you with the size of your contribution to retirement.
- 94. How satisfied are you with the quality of retirement plan provided by the University.
- 95. How satisfied are you that the retirement program provides economic security for your retirement.
- 96. How satisfied are you with how the University communicates retirement information.

Leave Satisfaction Index

- 97. How satisfied are you with the amount of annual leave you currently receive.
- 98. How satisfied are you with the annual leave policy.
- 99. How satisfied are you with the number of paid holidays.
- 100. How satisfied are you with the amount of paid sick leave you currently receive.

Health Care Benefits Satisfaction Index

- 101. How satisfied are you with the quality of health care provided by the plan.
- 102. How satisfied are you with the amount of health care cost provided by the University.
- 103. How satisfied are you with the amount of health care cost you pay.
- 104. How satisfied are you with the size of health care deductible you must pay.
- 105. How satisfied are you with the size of health care co-pays you must pay.

Life Insurance Satisfaction Index

- 106. How satisfied are you with the life insurance provided by the University.
- 107. How satisfied are you with the opportunity to buy additional life insurance.

Other Benefits Satisfaction Index

How satisfied are you with the following benefits provided by the University:

Education Discount

Dental Insurance

Dependent Life Insurance

Disability Insurance

Employee Assistance Program (EAP)

Flexible Spending Account: Healthcare Reimbursement

Flexible Spending Account: Dependent Care Reimbursement

Vision Insurance

⁶ Balkin, D. & Griffeth, R.W. 1993. The determinants of employee benefits satisfaction. *Journal of Business and Psychology*, 7(3): 323-339

Overall Tables

The survey was sent out to 3,299 staff members at the University of Arkansas and received 1,051 responses, implying a response rate of 31.9 percent. In the tables that follow, the overall responses to the survey all employees are presented. Where available, the responses of University of Arkansas staff are compared with U.S. Federal Government employees from their 2016 employee survey. In future iterations of this survey, the University of Arkansas staff responses can be compared with previous years to measure improvements and progress. In every category for which federal government survey responses are available to compare with, staff from the University responded more positively. One area for improvement would be improving the comfort level of staff when they need to file a grievance or report discrimination.

Employee Engagement Index		
	UA	Fed. Govt.
Overall Engagement Index	71%	65%
Leaders Lead (Q: 69,70,72,76,77)	56%	53%
Supervisors (Q: 58,59,60,62,63)	81%	72%
Intrinsic Work Experience (Q: 3,4,6,11,12)	77%	70%

Global Satisfaction Index		
	UA	Fed. Govt.
Overall Global Satisfaction (Q: 46,84,85,86)	63%	61%

The New IQ Index		
	UA	Fed. Govt.
Overall New IQ Index	63%	58%
Fair (Q: 28,29,30,42,43,44)	47%	45%
Open (Q: 37,39,56,71)	61%	57%
Cooperative (Q: 74,75)	59%	54%
Supportive (Q: 53,57,59,60,61)	79%	75%
Empowerment (Q: 2,3,11,35)	67%	58%

Human Capital Assessment and Accountability Framework Index		
	UA	Fed. Govt.
Overall Human Capital Assessment and Accountability Framework	63%	59%
Leadership and Knowledge Management Index (Q: 10,40,41,62,63,69,71,72,73,77,80)	64%	60%
Results-Oriented Performance Culture Index (Q: 12,14,15,25,27,28,29,35,37,38,53,55,81)	57%	53%
Talent Management Index (Q: 1,11,19,26,34,58,83)	67%	58%
Job Satisfaction Index (Q: 4,5,13,79,82,84,85)	66%	65%

Perceived Organizational Support Index	
	UA
Perceived Organizational Support Index (Q: 48,49,50,51,52)	41%

Perceived Supervisor Support Index	
	UA
Perceived Supervisor Support Index (Q: 48,49,50,51,52)	78%

Turnover Intentions Index	
	UA
Turnover Intentions Index (Q: 87,88,89)	53%

Intent to Stay Index	
	UA
Intent to Stay Index (Q: 90,91)	60%

Complaints and Concerns	
	UA
How to report rule violation (Q:17)	78%
Report rule violation without fear (Q: 18)	65%
Where to report discrimination (Q: 21)	86%
How to pursue grievance (Q: 22)	77%
Comfortable reporting discrimination (Q: 24)	64%

Retirement Satisfaction Index	
	UA
Retirement Satisfaction Index (Q: 92,93,94,95,96)	78%

Leave Benefits Satisfaction Index	
	UA
Leave Benefits Satisfaction Index (Q: (97,98,99,100)	85%

Healthcare Benefits Satisfaction	
	UA
Healthcare Benefits Satisfaction Index (Q: 101,102,103,104,105)	47%

Life Insurance Satisfaction Index	
	UA
Life Insurance Satisfaction Index (Q: 106,107)	59%

Other Benefits Index (Q: 109)	
	UA
Overall Index	54%
Education	75%
Dental Insurance	77%
Dependent Life Insurance	48%
Disability Insurance	54%
Employee Assistance Program (EAP)	51%
Flexible Spending Account: Healthcare Reimbursement	48%
Flexible Spending Account: Dependent Care Reimbursement	33%
Vision Insurance	66%

Indices by Gender

Of the 1,718 female staff members that received the survey, 627 or 36.5 percent responded while 424 or 26.8 percent of the 1,581 male staff members responded to the survey. In most measures, there were not significant differences between the responses from female and male staff members responding to the survey. Women reported being less comfortable with reporting discrimination or filing a grievance than men. On the other hand, men responding to the survey reported far less satisfaction with the life insurance benefits and education benefits than women responding to the survey.

Employee Engagement Index			
	Female	Male	UA
Overall Engagement Index	72%	70%	71%
Leaders Lead	58%	53%	56%
Supervisors	81%	81%	81%
Intrinsic Work Experience	77%	76%	77%

Global Satisfaction Index			
	Female	Male	UA
Overall Global Satisfaction	65%	61%	63%

The New IQ Index			
	Female	Male	UA
Overall New IQ Index	62%	64%	63%
Fair	46%	49%	47%
Open	61%	62%	61%
Cooperative	58%	61%	59%
Supportive	79%	80%	79%
Empowerment	67%	67%	67%

Human Capital Assessment and Accountability Framework Index			
	Female	Male	UA
Overall Human Capital Assessment and Accountability Framework	64%	62%	63%
Leadership and Knowledge Management Index	65%	63%	64%
Results-Oriented Performance Culture Index	57%	57%	57%
Talent Management Index	69%	65%	67%
Job Satisfaction Index	66%	65%	66%

Perceived Support and Turnover			
	Female	Male	UA
Perceived Organizational Support Index	40%	43%	41%
Perceived Supervisor Support Index	78%	78%	78%
Turnover Intentions Index	54%	52%	53%
Intent to Stay Index	61%	58%	60%

Complaints and Concerns			
	Female	Male	UA
How to report rule violation	79%	77%	78%
Report rule violation without fear	64%	67%	65%
Where to report discrimination	88%	84%	86%
How to pursue grievance	78%	74%	77%
Comfortable reporting discrimination	62%	66%	64%

Major Benefits Satisfaction Index			
	Female	Male	UA
Retirement Satisfaction Index	79%	78%	78%
Leave Benefits Satisfaction Index	85%	84%	85%
Healthcare Benefits Satisfaction Index	48%	46%	47%
Life Insurance Satisfaction Index	61%	55%	59%

Other Benefits Index			
	Female	Male	UA
Overall Index	55%	52%	54%
Education	79%	70%	75%
Dental Insurance	79%	72%	77%
Dependent Life Insurance	49%	47%	48%
Disability Insurance	56%	51%	54%
Employee Assistance Program (EAP)	52%	50%	51%
Flexible Spending Account: Healthcare Reimbursement	50%	46%	48%
Flexible Spending Account: Dependent Care Reimbursement	31%	36%	33%
Vision Insurance	67%	65%	66%

Indices by Classified and Non-Classified Status

Of the 1,532 classified staff members that received the survey, 499 or 32.6 percent responded while 552 or 31.2 percent of the 1,767 non-classified staff members responded to the survey. In almost every category in the indices presented below, classified staff responded less positively than non-classified staff including in key metrics like engagement, overall satisfaction, inclusiveness, and benefits.

Employee Engagement Index			
	Classified	Non Classified	UA
Overall Engagement Index	65%	77%	71%
Leaders Lead	50%	62%	56%
Supervisors	75%	85%	81%
Intrinsic Work Experience	69%	84%	77%

Global Satisfaction Index			
	Classified	Non Classified	UA
Overall Global Satisfaction	53%	72%	63%

The New IQ Index			
	Classified	Non Classified	UA
Overall New IQ Index	57%	68%	63%
Fair	40%	53%	47%
Open	55%	67%	61%
Cooperative	55%	62%	59%
Supportive	75%	83%	79%
Empowerment	59%	74%	67%

Human Capital Assessment and Accountability Framework Index			
	Classified	Non Classified	UA
Overall Human Capital Assessment and Accountability Framework	57%	69%	63%
Leadership and Knowledge Management Index	59%	68%	64%
Results-Oriented Performance Culture Index	51%	62%	57%
Talent Management Index	60%	74%	67%
Job Satisfaction Index	57%	73%	66%

Perceived Support and Turnover			
	Classified	Non Classified	UA
Perceived Organizational Support Index	34%	48%	41%
Perceived Supervisor Support Index	73%	83%	78%
Turnover Intentions Index	45%	61%	53%
Intent to Stay Index	61%	58%	60%

Complaints and Concerns			
	Classified	Non Classified	UA
How to report rule violation	76%	79%	78%
Report rule violation without fear	56%	73%	65%
Where to report discrimination	86%	86%	86%
How to pursue grievance	77%	77%	77%
Comfortable reporting discrimination	59%	68%	64%

Major Benefits Satisfaction Index			
	Classified	Non Classified	UA
Retirement Satisfaction Index	72%	84%	78%
Leave Benefits Satisfaction Index	80%	89%	85%
Healthcare Benefits Satisfaction Index	41%	52%	47%
Life Insurance Satisfaction Index	56%	61%	59%

Other Benefits Index			
	Classified	Non Classified	UA
Overall Index	52%	56%	54%
Education	70%	80%	75%
Dental Insurance	74%	79%	77%
Dependent Life Insurance	48%	49%	48%
Disability Insurance	54%	54%	54%
Employee Assistance Program (EAP)	52%	50%	51%
Flexible Spending Account: Healthcare Reimbursement	42%	54%	48%
Flexible Spending Account: Dependent Care Reimbursement	28%	36%	33%
Vision Insurance	65%	66%	66%

Indices by Salary Levels

The response rate to the initial staff climate survey varied from 25.0 percent for those making more than \$150,000 to 37.7 percent for those making between \$55,000 and \$99,999. Across the board, staff members making lower salaries expressed lower levels of positive feelings and satisfaction.

Respondents						
	Less than \$28,000	\$28,000-\$38,999	\$39,000-\$54,999	\$55,000-\$99,999	\$100,000-\$149,999	\$150,000 and over
Respondents	203	268	283	238	36	23
Total Staff	736	836	892	631	112	92
Response Rate	27.6%	32.1%	31.7%	37.7%	32.1%	25.0%

Employee Engagement Index							
	Less than \$28,000	\$28,000-\$38,999	\$39,000-\$54,999	\$55,000-\$99,999	\$100,000-\$149,999	\$150,000 and over	UA
Overall Engagement Index	62%	70%	72%	76%	85%	85%	71%
Leaders Lead	50%	56%	55%	61%	69%	69%	56%
Supervisors	71%	80%	82%	85%	96%	90%	81%
Intrinsic Work Experience	65%	75%	79%	82%	90%	95%	77%

Global Satisfaction Index							
	Less than \$28,000	\$28,000-\$38,999	\$39,000-\$54,999	\$55,000-\$99,999	\$100,000-\$149,999	\$150,000 and over	UA
Overall Global Satisfaction	51%	58%	65%	71%	84%	91%	63%

The New IQ Index							
	Less than \$28,000	\$28,000-\$38,999	\$39,000-\$54,999	\$55,000-\$99,999	\$100,000-\$149,999	\$150,000 and over	UA
Overall New IQ Index	56%	62%	63%	67%	74%	72%	63%
Fair	39%	46%	45%	52%	64%	64%	47%
Open	53%	60%	62%	66%	72%	71%	61%
Cooperative	58%	57%	57%	64%	62%	57%	59%
Supportive	73%	79%	80%	81%	94%	85%	79%
Empowerment	55%	66%	69%	71%	78%	85%	67%

Human Capital Assessment and Accountability Framework Index							
	Less than \$28,000	\$28,000-\$38,999	\$39,000-\$54,999	\$55,000-\$99,999	\$100,000-\$149,999	\$150,000 and over	UA
Overall Human Capital Assessment and Accountability Framework	54%	63%	64%	68%	77%	78%	63%
Leadership and Knowledge Management Index	59%	63%	63%	67%	72%	72%	64%
Results-Oriented Performance Culture Index	49%	57%	56%	60%	74%	70%	57%
Talent Management Index	55%	68%	69%	71%	78%	83%	67%
Job Satisfaction Index	55%	62%	67%	73%	83%	88%	66%

Perceived Support and Turnover							
	Less than \$28,000	\$28,000-\$38,999	\$39,000-\$54,999	\$55,000-\$99,999	\$100,000-\$149,999	\$150,000 and over	UA
Perceived Organizational Support Index	34%	39%	38%	46%	62%	73%	41%
Perceived Supervisor Support Index	68%	79%	79%	82%	98%	83%	78%
Turnover Intentions Index	41%	47%	57%	59%	78%	83%	53%
Intent to Stay Index	58%	62%	61%	56%	63%	67%	60%

Complaints and Concerns							
	Less than \$28,000	\$28,000-\$38,999	\$39,000-\$54,999	\$55,000-\$99,999	\$100,000-\$149,999	\$150,000 and over	UA
How to report rule violation	74%	79%	78%	77%	86%	96%	78%
Report rule violation without fear	56%	63%	64%	71%	86%	83%	65%
Where to report discrimination	84%	89%	84%	85%	94%	96%	86%
How to pursue grievance	73%	79%	77%	76%	81%	87%	77%
Comfortable reporting discrimination	61%	62%	62%	66%	72%	87%	64%

Major Benefits Satisfaction Index							
	Less than \$28,000	\$28,000- \$38,999	\$39,000- \$54,999	\$55,000- \$99,999	\$100,000- \$149,999	\$150,000 and over	UA
Retirement Satisfaction Index	71%	74%	82%	84%	83%	89%	78%
Leave Benefits Satisfaction Index	77%	80%	88%	92%	85%	83%	85%
Healthcare Benefits Satisfaction Index	44%	45%	48%	50%	50%	51%	47%
Life Insurance Satisfaction Index	53%	56%	62%	62%	56%	65%	59%

Other Benefits Index							
	Less than \$28,000	\$28,000- \$38,999	\$39,000- \$54,999	\$55,000- \$99,999	\$100,000- \$149,999	\$150,000 and over	UA
Overall Index	49%	54%	56%	55%	57%	62%	54%
Education	72%	69%	80%	81%	76%	74%	75%
Dental Insurance	73%	74%	80%	77%	80%	78%	77%
Dependent Life Insurance	43%	49%	49%	51%	48%	52%	48%
Disability Insurance	50%	56%	53%	57%	60%	52%	54%
Employee Assistance Program (EAP)	46%	52%	55%	50%	43%	65%	51%
Flexible Spending Account: Healthcare Reimbursement	38%	48%	51%	51%	63%	70%	48%
Flexible Spending Account: Dependent Care Reimbursement	25%	32%	34%	34%	44%	50%	33%
Vision Insurance	65%	65%	68%	67%	60%	65%	66%

Indices by Age

Participation in the climate survey ranged from 23.9 percent for staff members between the ages of 26 and 29 to 36.6 percent for staff members between 50 and 59 years of age. The youngest staff members generally expressed positive feelings about employee engagement, inclusiveness, and overall job satisfaction but also indicated that they were more likely to leave their jobs in the next year. This may be due to the fact that staff members under the age of 25 maybe being pursuing an undergraduate or graduate degree while working for the University. Workers under the age of 40 also expressed more positive feelings on the New IQ index which measures the culture and habits of inclusion. The oldest workers reported that they perceived the least organizational support, while the youngest workers reported the highest perceptions of organizational support. All groups generally expressed positive feelings about perceived supervisor support.

Respondents						
	25 and Under	26-29	30-39	40-49	50-59	60 and over
Respondents	33	83	257	216	284	178
Total Staff	111	347	848	697	775	521
Response Rate	29.7%	23.9%	30.3%	31.0%	36.6%	34.2%

Employee Engagement Index							
	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall Engagement Index	84%	71%	74%	70%	69%	70%	71%
Leaders Lead	74%	57%	59%	55%	54%	55%	56%
Supervisors	94%	81%	83%	79%	79%	78%	81%
Intrinsic Work Experience	84%	75%	78%	75%	75%	78%	77%

Global Satisfaction Index							
	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall Global Satisfaction	73%	58%	64%	60%	63%	66%	63%

The New IQ Index							
	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall New IQ Index	77%	66%	65%	61%	60%	61%	63%
Fair	58%	48%	49%	43%	45%	47%	47%

Open	80%	64%	65%	59%	59%	58%	61%
Cooperative	76%	68%	60%	60%	55%	55%	59%
Supportive	90%	80%	82%	79%	78%	76%	79%
Empowerment	83%	68%	69%	65%	63%	67%	67%

Human Capital Assessment and Accountability Framework Index							
	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall Human Capital Assessment and Accountability Framework	75%	64%	65%	61%	62%	63%	63%
Leadership and Knowledge Management Index	79%	66%	65%	62%	62%	63%	64%
Results-Oriented Performance Culture Index	69%	56%	60%	55%	55%	56%	57%
Talent Management Index	81%	70%	70%	64%	66%	65%	67%
Job Satisfaction Index	70%	63%	65%	64%	67%	68%	66%

Perceived Support and Turnover							
	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Perceived Organizational Support Index	56%	41%	41%	40%	42%	39%	41%
Perceived Supervisor Support Index	88%	81%	83%	77%	75%	74%	78%
Turnover Intentions Index	53%	43%	48%	48%	59%	61%	53%
Intent to Stay Index	47%	55%	53%	62%	65%	63%	60%

Complaints and Concerns							
	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
How to report rule violation	79%	70%	75%	79%	82%	78%	78%
Report rule violation without fear	73%	64%	66%	66%	62%	65%	65%
Where to report discrimination	97%	88%	82%	86%	88%	88%	86%
How to pursue grievance	82%	75%	73%	76%	78%	81%	77%
Comfortable reporting discrimination	79%	70%	66%	58%	64%	61%	64%

Major Benefits Satisfaction Index							
	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Retirement Satisfaction Index	81%	77%	79%	76%	81%	77%	78%
Leave Benefits Satisfaction Index	80%	77%	83%	86%	85%	88%	85%
Healthcare Benefits Satisfaction Index	46%	47%	51%	46%	45%	46%	47%

Life Insurance Satisfaction Index	65%	51%	56%	54%	64%	62%	59%
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Other Benefits Index							
	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall Index	41%	49%	53%	53%	57%	56%	54%
Education	88%	80%	83%	73%	71%	70%	75%
Dental Insurance	58%	77%	78%	75%	79%	76%	77%
Dependent Life Insurance	39%	35%	47%	46%	52%	54%	48%
Disability Insurance	39%	46%	50%	50%	60%	61%	54%
Employee Assistance Program (EAP)	39%	43%	49%	51%	56%	54%	51%
Flexible Spending Account: Healthcare Reimbursement	27%	42%	46%	47%	54%	52%	48%
Flexible Spending Account: Dependent Care Reimbursement	27%	34%	34%	34%	32%	30%	33%
Vision Insurance	58%	66%	66%	67%	68%	64%	66%

Indices by College

Over 57 percent of the staff at the Graduate School and International education participated in the inaugural staff climate survey. Participation at other colleges ranged from 25.7 percent in the College of Education to 44.2 percent at the Global Campus. The response rates from the Law School and Honors College were too low to breakout and therefore their responses were included along with other respondents who report to the Vice Chancellor for Academic Affairs. Staff members from colleges with the least participation in the survey tended to express lower levels of positive feelings and satisfaction than staff members in other colleges.

Respondents									
	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB
Respondents	15	18	81	23	63	49	38	30	51
Total Staff	50	58	221	52	245	126	66	68	125
Response Rate	30.0%	31.0%	36.7%	44.2%	25.7%	38.9%	57.6%	44.1%	40.8%

Employee Engagement Index											
	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA	
Overall Engagement Index	58%	61%	71%	88%	73%	74%	76%	80%	80%	71%	
Leaders Lead	31%	42%	50%	76%	55%	59%	67%	69%	68%	56%	
Supervisors	76%	68%	86%	96%	84%	83%	81%	90%	90%	81%	
Intrinsic Work Experience	67%	73%	76%	91%	79%	80%	81%	81%	82%	77%	

Global Satisfaction Index											
	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA	
Overall Global Satisfaction	53%	51%	63%	72%	73%	72%	60%	66%	67%	63%	

The New IQ Index											
	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA	
Overall New IQ Index	50%	54%	60%	81%	63%	64%	64%	77%	66%	63%	
Fair	31%	39%	44%	68%	45%	49%	51%	59%	50%	47%	
Open	42%	47%	58%	78%	59%	67%	63%	82%	64%	61%	
Cooperative	47%	56%	51%	80%	61%	55%	58%	83%	59%	59%	
Supportive	76%	63%	85%	93%	83%	80%	71%	89%	90%	79%	
Empowerment	57%	67%	65%	84%	69%	69%	76%	73%	69%	67%	

Human Capital Assessment and Accountability Framework Index										
	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Overall Human Capital Assessment and Accountability Framework	52%	53%	61%	79%	66%	65%	67%	71%	69%	63%
Leadership and Knowledge Management Index	49%	53%	58%	83%	64%	65%	71%	74%	71%	64%
Results-Oriented Performance Culture Index	45%	50%	55%	72%	59%	61%	59%	65%	64%	57%
Talent Management Index	57%	52%	67%	84%	70%	66%	75%	77%	73%	67%
Job Satisfaction Index	58%	59%	66%	77%	70%	70%	62%	68%	69%	66%

Perceived Support and Turnover										
	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Perceived Organizational Support Index	24%	24%	35%	60%	40%	38%	44%	39%	44%	41%
Perceived Supervisor Support Index	79%	69%	85%	93%	82%	80%	78%	86%	88%	78%
Turnover Intentions Index	42%	48%	50%	62%	58%	63%	50%	56%	50%	53%
Intent to Stay Index	47%	53%	55%	74%	60%	58%	67%	53%	49%	60%

Complaints and Concerns										
	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
How to report rule violation	93%	78%	74%	83%	65%	71%	76%	87%	73%	78%
Report rule violation without fear	73%	44%	57%	83%	56%	65%	68%	70%	62%	65%
Where to report discrimination	100%	78%	86%	95%	79%	75%	87%	93%	80%	86%
How to pursue grievance	93%	50%	76%	86%	67%	69%	71%	83%	73%	77%
Comfortable reporting discrimination	47%	50%	64%	82%	48%	60%	63%	77%	62%	64%

Major Benefits Satisfaction Index										
	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Retirement Satisfaction Index	76%	86%	72%	83%	80%	89%	77%	64%	76%	78%
Leave Benefits Satisfaction Index	85%	78%	80%	87%	81%	88%	86%	84%	84%	85%
Healthcare Benefits Satisfaction Index	52%	53%	45%	58%	52%	57%	44%	47%	42%	47%
Life Insurance Satisfaction Index	63%	67%	51%	62%	54%	67%	61%	62%	44%	59%

Other Benefits Index										
	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Overall Index	58%	63%	53%	54%	47%	57%	53%	52%	50%	54%
Education	80%	56%	70%	70%	84%	85%	82%	90%	73%	75%
Dental Insurance	73%	83%	76%	78%	76%	79%	76%	83%	69%	77%
Dependent Life Insurance	47%	72%	45%	36%	39%	42%	49%	37%	39%	48%
Disability Insurance	47%	83%	54%	50%	42%	54%	58%	43%	42%	54%
Employee Assistance Program (EAP)	53%	44%	49%	45%	46%	50%	53%	60%	41%	51%
Flexible Spending Account: Healthcare Reimbursement	60%	50%	51%	68%	39%	75%	45%	47%	51%	48%
Flexible Spending Account: Dependent Care Reimbursement	43%	44%	31%	41%	24%	44%	30%	30%	35%	33%
Vision Insurance	80%	67%	66%	61%	65%	58%	61%	63%	71%	66%

Indices by Vice Chancellor Report

Participation ranged from 21.2 percent from staff members at the University of Arkansas Agricultural Extension to 41.9 percent of staff members reporting to the Vice Chancellor for Academic Affairs. It should be noted here that the respondents in the Chancellor category include the Chancellor's office, the Pryor Center, the Office of Equal Opportunity & Comp, the Arkansas Archeological Survey, the Criminal Justice Institute, Internal Audit, Office of Legal Counsel, and E-versity. The Vice Chancellor for Academic Affairs category includes the Law School and Honors College staff, along with Research and Sponsored Programs and a variety of smaller units like the Institute for Nanotechnology and Engineering, the ROTC programs, and other others. There were wide differences in the levels of positive feeling among staff respondents from these various units, with staff from the largest units reporting the least positive feelings and satisfaction.

Respondents								
	Athletics	Chancellor Other	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG
Respondents	56	17	46	49	44	241	140	90
Total Staff	245	107	121	117	123	745	360	425
Response Rate	22.9%	15.9%	38.0%	41.9%	35.8%	32.3%	38.9%	21.2%

Employee Engagement Index										
	Athletics	Chancellor Other	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA	
Overall Engagement Index	74%	73%	79%	74%	83%	64%	72%	63%	71%	
Leaders Lead	67%	59%	71%	59%	75%	49%	56%	43%	56%	
Supervisors	78%	83%	84%	82%	89%	75%	81%	73%	81%	
Intrinsic Work Experience	76%	78%	81%	80%	87%	68%	80%	74%	77%	

Global Satisfaction Index										
	Athletics	Chancellor Other	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA	
Overall Global Satisfaction	70%	76%	70%	69%	72%	53%	62%	64%	63%	

The New IQ Index									
	Athletics	Chancellor Other	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Overall New IQ Index	65%	67%	67%	63%	70%	57%	65%	58%	63%
Fair	52%	51%	50%	52%	48%	41%	51%	39%	47%
Open	67%	64%	72%	60%	70%	56%	62%	57%	61%
Cooperative	64%	63%	59%	61%	64%	56%	61%	52%	59%
Supportive	75%	87%	81%	78%	91%	74%	80%	77%	79%
Empowerment	67%	70%	74%	65%	78%	58%	70%	66%	67%

Human Capital Assessment and Accountability Framework Index									
	Athletics	Chancellor Other	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Overall Human Capital Assessment and Accountability Framework	67%	71%	71%	65%	71%	56%	66%	60%	63%
Leadership and Knowledge Management Index	71%	69%	76%	65%	73%	58%	65%	56%	64%
Results-Oriented Performance Culture Index	56%	64%	64%	57%	63%	50%	60%	54%	57%
Talent Management Index	70%	76%	76%	71%	76%	57%	70%	64%	67%
Job Satisfaction Index	72%	73%	69%	68%	71%	59%	67%	65%	66%

Complaints and Concerns									
	Athletics	Chancellor Other	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
How to report rule violation	96%	88%	87%	78%	79%	76%	81%	74%	78%
Report rule violation without fear	84%	69%	83%	71%	51%	60%	72%	60%	65%
Where to report discrimination	95%	94%	96%	88%	93%	86%	88%	75%	86%
How to pursue grievance	88%	88%	85%	73%	79%	79%	82%	64%	77%
Comfortable reporting discrimination	79%	82%	74%	59%	60%	60%	73%	53%	64%

Perceived Support and Turnover									
	Athletics	Chancellor Other	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Perceived Organizational Support Index	51%	50%	47%	53%	51%	33%	47%	39%	41%
Perceived Supervisor Support Index	72%	82%	83%	80%	91%	70%	78%	74%	78%
Turnover Intentions Index	50%	73%	48%	55%	59%	49%	54%	54%	53%
Intent to Stay Index	46%	65%	68%	60%	78%	59%	61%	65%	60%

Major Benefits Satisfaction Index									
	Athletics	Chancellor Other	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Retirement Satisfaction Index	81%	85%	88%	82%	84%	74%	81%	77%	78%
Leave Benefits Satisfaction Index	83%	81%	89%	91%	86%	85%	84%	85%	85%
Healthcare Benefits Satisfaction Index	53%	56%	52%	53%	57%	43%	39%	47%	47%
Life Insurance Satisfaction Index	55%	68%	74%	61%	62%	59%	57%	59%	59%

Other Benefits Index									
	Athletics	Chancellor Other	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Overall Index	57%	60%	55%	60%	52%	53%	54%	52%	54%
Education	67%	71%	93%	82%	84%	69%	79%	66%	75%
Dental Insurance	73%	82%	74%	84%	80%	77%	73%	76%	77%
Dependent Life Insurance	50%	47%	54%	53%	43%	51%	53%	51%	48%
Disability Insurance	57%	71%	54%	61%	45%	54%	62%	49%	54%
Employee Assistance Program (EAP)	50%	59%	48%	59%	61%	55%	51%	44%	51%
Flexible Spending Account: Healthcare Reimbursement	52%	53%	52%	53%	36%	42%	46%	51%	48%
Flexible Spending Account: Dependent Care Reimbursement	43%	31%	39%	35%	25%	28%	33%	32%	33%
Vision Insurance	73%	76%	65%	78%	72%	66%	62%	61%	66%

Appendix

Survey Responses

Q1 - My Work Experience

In this part of the survey we ask questions about your experience working for the University of Arkansas. You are asked to read each question and respond by noting your agreement/disagreement.

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
1. I am given a real opportunity to improve my skills in my job.	31.57%	329	43.19%	450	13.44%	140	9.60%	100	2.21%	23
2. I have enough information to do my job well.	24.16%	252	55.61%	580	11.41%	119	7.67%	80	1.15%	12
3. I feel encouraged to come up with new and better ways of doing things.	37.78%	394	34.71%	362	12.18%	127	10.16%	106	5.18%	54
4. My work gives me a feeling of personal accomplishment.	36.53%	381	40.65%	424	12.27%	128	7.48%	78	3.07%	32
5. I like the kind of work I do.	46.07%	480	41.36%	431	8.73%	91	2.69%	28	1.15%	12
6. I know what is expected of me on the job.	34.36%	358	50.19%	523	9.02%	94	5.28%	55	1.15%	12
7. When needed, I am willing to put in the extra effort to get a job done.	72.29%	754	26.08%	272	1.34%	14	0.10%	1	0.19%	2
8. I am constantly looking for ways to do my job better.	53.55%	558	40.88%	426	5.09%	53	0.29%	3	0.19%	2
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	19.29%	201	36.56%	381	18.33%	191	18.81%	196	7.01%	73
10. My workload is reasonable.	19.00%	198	46.07%	480	14.20%	148	14.88%	155	5.85%	61
11. My talents are used well in the workplace.	25.00%	260	42.02%	437	15.58%	162	11.44%	119	5.96%	62
12. I know how my work relates to the University's goals and priorities.	38.35%	400	43.53%	454	12.56%	131	4.31%	45	1.25%	13
13. The work I do is important.	55.57%	579	37.81%	394	4.70%	49	1.73%	18	0.19%	2

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	31.60%	329	45.24%	471	11.14%	116	9.13%	95	2.88%	30
15. My performance appraisal is a fair reflection of my performance.	29.70%	308	39.54%	410	20.54%	213	6.85%	71	3.38%	35
16. I am held accountable for achieving results.	36.12%	376	51.01%	531	9.99%	104	2.40%	25	0.48%	5
17. I am aware of how I can report a suspected violation of any law, rule or regulation.	33.24%	346	44.67%	465	10.57%	110	8.45%	88	3.07%	32
18. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	28.71%	298	36.13%	375	20.71%	215	8.77%	91	5.68%	59
19. My training needs are assessed.	16.38%	170	38.82%	403	26.49%	275	14.35%	149	3.95%	41
20. In my most recent performance appraisal, I understood what I had to do to be rated at the different performance levels.	22.34%	231	37.23%	385	25.63%	265	10.35%	107	4.45%	46
21. I am aware of where I can report a concern pertaining to discrimination and/or harassment.	38.14%	397	48.03%	500	6.24%	65	5.76%	60	1.83%	19
22. I am aware of how I can pursue an employee grievance.	32.88%	342	43.75%	455	9.90%	103	11.06%	115	2.40%	25
23. I am familiar with who to contact regarding a reasonable accommodation for a disability.	33.40%	347	43.02%	447	12.80%	133	8.76%	91	2.02%	21
24. I would feel comfortable reporting a claim of discrimination and/ or harassment.	26.63%	277	36.92%	384	15.96%	166	12.98%	135	7.50%	78

Q2 - My Work Unit

This part of the survey asks about your work unit. Questions focus on how your work unit operates and performs. You are asked to read each question and respond by noting your agreement/disagreement.

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
25. The people I work with cooperate to get the job done.	41.46%	432	42.90%	447	9.02%	94	4.80%	50	1.82%	19
26. My work unit is able to recruit people with the right skills.	24.08%	250	38.73%	402	20.71%	215	10.12%	105	6.36%	66
27. Promotions in my work unit are based on merit.	14.75%	153	26.52%	275	30.38%	315	14.56%	151	13.79%	143
28. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	10.12%	105	28.61%	297	30.25%	314	18.50%	192	12.52%	130
29. In my work unit, differences in performance are recognized in a meaningful way.	10.02%	104	28.23%	293	32.66%	339	19.56%	203	9.54%	99
30. Awards in my work unit depend on how well employees perform their jobs.	11.40%	118	26.09%	270	36.71%	380	15.65%	162	10.14%	105
31. Employees in my work unit share job knowledge with each other.	33.46%	348	44.04%	458	11.54%	120	7.31%	76	3.65%	38
32. The skill level in my work unit has improved in the past year.	25.99%	269	38.26%	396	25.02%	259	7.15%	74	3.57%	37

Q11 - My Work Unit

33. How would you rate the overall quality of work done by your work unit?

Very Good	51.93%	539
Good	35.36%	367
Fair	10.69%	111
Poor	1.35%	14
Very Poor	0.67%	7

Q6 - The University

In this part of the survey we are interested in your perceptions and attitudes regarding the University of Arkansas as a whole. You are asked to read each question and respond by noting your agreement/disagreement.

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
34. The University's workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	17.02%	176	53.38%	552	20.70%	214	7.16%	74	1.74%	18
35. Employees have a feeling of personal empowerment with respect to work processes.	10.38%	107	37.73%	389	30.07%	310	17.17%	177	4.66%	48
36. Employees are recognized for providing high quality products and services.	11.59%	120	33.43%	346	26.96%	279	21.55%	223	6.47%	67
37. Creativity and innovation are rewarded.	10.25%	106	29.30%	303	32.98%	341	19.25%	199	8.22%	85
38. Pay raises depend on how well employees perform their jobs.	4.16%	43	14.62%	151	29.14%	301	24.01%	248	28.07%	290
39. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training	18.01%	186	46.18%	477	25.07%	259	7.36%	76	3.39%	35

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
in awareness of diversity issues, mentoring).										
40. Employees are protected from health and safety hazards on the job.	24.05%	248	52.57%	542	16.88%	174	4.36%	45	2.13%	22
41. The University has prepared employees for potential security threats.	16.68%	173	46.29%	480	19.96%	207	12.34%	128	4.73%	49
42. Arbitrary action and personal favoritism are not tolerated.	8.79%	91	28.70%	297	32.56%	337	19.61%	203	10.34%	107
43. Coercion for partisan political purposes is not tolerated.	20.35%	210	38.76%	400	30.91%	319	6.69%	69	3.29%	34
44. Prohibited personnel practices (for example, illegally discriminating for or against any employee/ applicant, obstructing a person's right to compete for employment, etc.) are not tolerated.	25.34%	261	44.37%	457	21.46%	221	5.83%	60	3.01%	31
45. The University is successful at accomplishing its mission.	16.75%	173	55.28%	571	24.20%	250	2.81%	29	0.97%	10
46. I recommend the University as a good place to work.	27.88%	288	49.85%	515	15.30%	158	4.74%	49	2.23%	23
47. I believe the results of this survey will be used to make the University a better place to work.	19.31%	200	34.65%	359	26.93%	279	11.68%	121	7.43%	77
48. The University takes pride in my accomplishments.	13.17%	136	33.98%	351	32.82%	339	14.91%	154	5.13%	53
49. The University really cares about my well-being.	9.79%	101	34.01%	351	33.62%	347	15.70%	162	6.88%	71
50. The University values my contributions to its well-being.	10.08%	104	35.95%	371	33.72%	348	13.57%	140	6.69%	69
51. The University strongly considers my goals and values.	8.24%	85	23.84%	246	40.99%	423	18.12%	187	8.82%	91
52. The University shows little concern for me.	9.91%	102	21.38%	220	32.07%	330	26.72%	275	9.91%	102

Q7 - My Supervisor

This section asks you to respond to statements about your immediate supervisor, including your interactions with your supervisor and her/his behavior. You are asked to read each question and respond by noting your agreement/disagreement.

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
53. My supervisor supports my need to balance work and other life issues.	54.54%	565	31.47%	326	7.53%	78	3.96%	41	2.51%	26
54. My supervisor provides me with opportunities to demonstrate my leadership skills.	42.71%	442	32.56%	337	11.59%	120	8.50%	88	4.64%	48
55. Discussions with my supervisor about my performance are worthwhile.	39.52%	409	30.63%	317	17.39%	180	7.25%	75	5.22%	54
56. My supervisor is committed to a workforce representative of all segments of society.	40.77%	422	34.30%	355	17.87%	185	4.44%	46	2.61%	27
57. My supervisor provides me with constructive suggestions to improve my job performance.	37.29%	386	34.20%	354	14.78%	153	8.99%	93	4.73%	49
58. Supervisors in my work unit support employee development.	38.59%	399	38.68%	400	12.09%	125	7.25%	75	3.38%	35
59. My supervisor listens to what I have to say.	48.16%	497	34.88%	360	8.14%	84	5.23%	54	3.59%	37
60. My supervisor treats me with respect.	55.42%	573	30.75%	318	6.58%	68	3.68%	38	3.58%	37
61. In the last six months, my supervisor has talked with me about my performance.	36.30%	375	33.79%	349	13.36%	138	11.04%	114	5.52%	57
62. I have trust and confidence in my supervisor.	47.62%	491	29.78%	307	11.64%	120	6.40%	66	4.56%	47

Q12 - My Supervisor

63. Overall, how good a job do you feel is being done by your immediate supervisor?	%	Count
Very Good	53.88%	555
Good	25.34%	261
Fair	12.91%	133
Poor	4.85%	50
Very Poor	3.01%	31

Q13 - My Supervisor

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
64. My supervisor cares about my opinions.	46.27%	478	33.98%	351	9.49%	98	6.58%	68	3.68%	38
65. My supervisor really cares about my well-being.	49.37%	510	33.88%	350	10.07%	104	3.78%	39	2.90%	30
66. My supervisor strongly considers my goals and values.	42.15%	435	32.75%	338	14.15%	146	6.88%	71	4.07%	42
67. My supervisor shows very little concern for me.	7.08%	73	4.66%	48	11.83%	122	34.82%	359	41.61%	429
68. My supervisor encourages me.	41.90%	432	33.85%	349	14.26%	147	5.53%	57	4.46%	46

Q8 - Leadership

In this section of the survey you are asked several questions about University of Arkansas Leadership. You are asked to read each question and respond by noting your agreement/disagreement.

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
69. In the University of Arkansas, senior campus leaders generate high levels of motivation and commitment in the workforce.	7.97%	82	31.20%	321	37.41%	385	18.08%	186	5.34%	55
70. The University's senior campus leaders maintain high standards of honesty and integrity.	12.95%	133	39.24%	403	37.29%	383	7.40%	76	3.12%	32
71. Supervisors work well with employees of different backgrounds.	16.96%	174	49.71%	510	26.32%	270	5.17%	53	1.85%	19
72. Supervisors communicate the goals and priorities of the organization.	17.04%	175	44.89%	461	26.19%	269	9.06%	93	2.82%	29
73. Supervisors review and evaluate the organization's progress toward meeting its goals and objectives.	15.19%	156	45.37%	466	29.21%	300	7.98%	82	2.24%	23
74. Supervisors promote communication among different work units (for example, about projects, goals, needed resources).	14.66%	151	42.14%	434	24.66%	254	13.50%	139	5.05%	52
75. Supervisors support collaboration across work units to accomplish work objectives.	17.69%	182	43.34%	446	24.30%	250	10.20%	105	4.47%	46

Q14 – Leadership

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

Answer	%	Count
Very Good	31.29%	322
Good	36.35%	374
Fair	22.64%	233
Poor	7.09%	73
Very Poor	2.62%	27

Q15 - Leadership

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
77. I have a high level of respect for my University's senior campus leaders.	20.60%	212	40.23%	414	29.64%	305	6.80%	70	2.72%	28
78. Senior campus leaders demonstrate support for work/life programs.	16.67%	171	36.16%	371	36.55%	375	7.41%	76	3.22%	33

Q9 - My Satisfaction

This section of the survey asks you about your level of satisfaction with the University of Arkansas, your job in general, and general workplace policies. You are asked to read each question and respond by noting your satisfaction/dissatisfaction.

Question	Very Satisfied		Satisfied		Neither Satisfied nor Dissatisfied		Dissatisfied		Very Dissatisfied	
79. How satisfied are you with your involvement in decisions that affect your work?	18.90%	196	40.50%	420	20.15%	209	15.24%	158	5.21%	54
80. How satisfied are you with the information you receive from the administration on what's going on in your organization?	13.33%	138	39.61%	410	22.22%	230	17.97%	186	6.86%	71
81. How satisfied are you with the recognition you receive for doing a good job?	15.21%	157	31.98%	330	23.64%	244	18.99%	196	10.17%	105
82. How satisfied are you with your opportunity to get a better job in the University?	10.45%	108	25.85%	267	30.40%	314	19.94%	206	13.36%	138
83. How satisfied are you with the training you receive for your present job?	18.63%	193	43.73%	453	22.10%	229	10.91%	113	4.63%	48
84. Considering everything, how satisfied are you with your job?	28.99%	300	46.18%	478	12.56%	130	9.18%	95	3.09%	32
85. Considering everything, how satisfied are you with your pay?	7.27%	75	24.15%	249	16.00%	165	27.93%	288	24.64%	254
86. Considering everything, how satisfied are you with the University?	17.78%	184	50.63%	524	21.26%	220	7.34%	76	3.00%	31

Q10 - My Satisfaction

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
87. I often think about quitting my job with the University.	7.72%	80	20.75%	215	20.95%	217	29.92%	310	20.66%	214
88. I will probably look for a new job in the next year.	9.27%	96	17.47%	181	19.40%	201	31.47%	326	22.39%	232
89. I am considering leaving my job.	7.54%	78	18.45%	191	19.32%	200	31.30%	324	23.38%	242
90. It is very important for me to spend my career in the University.	19.81%	205	28.02%	290	33.14%	343	12.75%	132	6.28%	65
91. If I were completely free to choose, I would prefer to continue working for the University.	31.37%	325	40.44%	419	19.59%	203	5.50%	57	3.09%	32

Q11 - Benefits Satisfaction

This section of the survey asks you about your satisfaction with University of Arkansas benefits offered to staff. You are asked to read each question and respond by noting your satisfaction/dissatisfaction

Question	Very Satisfied		Satisfied		Neither Satisfied nor Dissatisfied		Dissatisfied		Very Dissatisfied	
92. How satisfied are you with the University contribution for retirement.	48.17%	499	40.54%	420	7.63%	79	2.70%	28	0.97%	10
93. How satisfied are you with the size of your contribution to retirement.	33.37%	345	42.75%	442	12.28%	127	9.09%	94	2.51%	26
94. How satisfied are you with the quality of retirement plan provided by the University.	32.14%	332	48.79%	504	14.62%	151	3.29%	34	1.16%	12
95. How satisfied are you that the retirement program provides economic security for your retirement.	26.77%	276	46.65%	481	19.11%	197	5.24%	54	2.23%	23
96. How satisfied are you with how the University communicates retirement information.	25.78%	266	47.19%	487	18.22%	188	6.88%	71	1.94%	20

Question	Very Satisfied		Satisfied		Neither Satisfied nor Dissatisfied		Dissatisfied		Very Dissatisfied	
97. How satisfied are you with the amount of annual leave you currently receive.	38.60%	398	44.71%	461	8.24%	85	6.11%	63	2.33%	24
98. How satisfied are you with the annual leave policy.	36.11%	373	47.14%	487	10.36%	107	5.03%	52	1.36%	14
99. How satisfied are you with the number of paid holidays.	39.01%	403	48.69%	503	7.74%	80	3.68%	38	0.87%	9
100. How satisfied are you with the amount of paid sick leave you currently receive.	37.48%	386	46.31%	477	9.32%	96	5.53%	57	1.36%	14
101. How satisfied are you with the quality of health care provided by the plan.	15.59%	161	42.79%	442	21.97%	227	13.46%	139	6.20%	64
102. How satisfied are you with the amount of health care cost provided by the University.	18.90%	195	39.92%	412	23.26%	240	12.69%	131	5.23%	54
103. How satisfied are you with the amount of health care cost you pay.	11.82%	122	34.59%	357	23.84%	246	20.64%	213	9.11%	94
104. How satisfied are you with the size of health care deductible you must pay.	4.55%	47	27.11%	280	25.94%	268	26.91%	278	15.49%	160
105. How satisfied are you with the size of health care co-pays you must pay.	6.00%	62	33.88%	350	27.49%	284	22.46%	232	10.16%	105
106. How satisfied are you with the life insurance provided by the University.	12.02%	124	44.57%	460	35.66%	368	5.43%	56	2.33%	24
107. How satisfied are you with the opportunity to buy additional life insurance.	13.83%	143	46.91%	485	35.01%	362	3.19%	33	1.06%	11
108. How satisfied are you with the education benefits provided by the University.	36.11%	373	39.21%	405	17.62%	182	5.71%	59	1.36%	14

109. How satisfied are you with the following benefits provided by the University:

Question	Very Satisfied		Satisfied		Neither Satisfied nor Dissatisfied		Dissatisfied		Very Dissatisfied	
Dental Insurance	26.06%	270	50.48%	523	17.08%	177	4.63%	48	1.74%	18
Dependent Life Insurance	12.62%	130	35.73%	368	48.35%	498	2.62%	27	0.68%	7
Disability Insurance	12.22%	126	41.80%	431	42.58%	439	2.42%	25	0.97%	10
Employee Assistance Program (EAP)	14.55%	150	36.66%	378	42.97%	443	4.17%	43	1.65%	17
Flexible Spending Account: Healthcare Reimbursement	13.97%	144	34.53%	356	44.71%	461	4.17%	43	2.62%	27
Flexible Spending Account: Dependent Care Reimbursement	8.80%	90	23.75%	243	63.34%	648	2.64%	27	1.47%	15
Vision Insurance	19.48%	201	46.51%	480	26.74%	276	5.52%	57	1.74%	18