

SAC STAFF SURVEY

Spring 2006

University of the Pacific

SAC STAFF SURVEY

A staff survey conducted in 2003 raised a number of issues that have been addressed by the university. In the spring of 2006 the Staff Advisory Council conducted another survey to determine if staff members felt that the issues have been adequately addressed, what areas might need improvement, and to what extent staff opportunities are being utilized. The Planning and Research office assisted SAC by administering the survey and analyzing the results.

The SAC Staff Survey was available online to staff on the three university campuses. A total of 207 staff completed the survey with an overall response rate of 23%. Thirty-six percent of Stockton staff (n=468), 8% of San Francisco staff (n=238), and 7% of Sacramento staff (n=214) responded to the survey. For this report, only the data collected from the Stockton campus (n=170) were analyzed due to missing information and variations in the data from the Sacramento and San Francisco campuses. The analysis focused on staff development, campus communication, work environment, and harassment/discrimination by staff exempt status and pay-grade.

Staff Development

A majority of staff (72%) were satisfied with the performance review program and most (79%) also reported that the HR training for program reviews was helpful. There were no statistical differences between exempt and non-exempt status. For example, 72% of exempt and 72% of non-exempt staff were satisfied with the implementation of the performance review program. Differences among individual pay grades could not be tested due to the low number of responses in some grades. Pay grades were, therefore, collapsed into four groups: 1-4, 5-7, 8-9, and 10 or higher. Based on these four pay grade categories there were no significant differences in satisfaction with the performance review program or the HR training provided.

A majority of staff (72%) indicated that they had professional development discussions as part of their review and 58% reported that they had drafted a personal development plan in their goals and objectives for the year. No differences were found by pay grade or exempt status. Many individuals (89%) found their supervisors to be supportive and encouraging of staff training and

development. Staff members (63%) received either IT or non-IT training(s) in the past year. Many found both the quality of campus IT training helpful (76%) and all other on campus training helpful (79%). Those who participated in the harassment training or wellness program rated the training or program helpful (83%). However 19% have not taken the harassment program online and 60% have not participated in a Wellness Center program. The top reasons listed for individuals not participating in on campus training were the course time conflicting with work (38%) and the course content was not relevant to their position (33%). Most of the comments collected from the staff development section suggested training improvements such as more advanced or specific training. See Appendix A for more detailed comments on staff development.

Campus Communication

Most staff (90%) had unlimited access to the web and email communication. While 62% of staff rated the quality of campus-wide communication good nearly 38% thought the quality needed improvement. A majority of staff (82%) reported that they liked the web communication and comments collected on campus communication indicated that staff welcomed the university e-news. People also commented that there was too much communication and finding what one needs is difficult particularly online such as with course sign ups. Reducing complexity by centralizing communication or having more communication from campus units were two suggestions for improvement. No significant differences were found by staff exempt and non-exempt status or pay grade on any item relating to campus communication.

Work Environment

Each item in the work environment section was analyzed by staff exempt and non-exempt status and pay grade, one difference was found. Non-exempt staff (93%) felt Pacific was a more diverse community than exempt staff (80%). Most staff indicated that the campus environment (93%) and their departmental environment (97%) was accepting and respectful for those of diverse backgrounds. Comments from the work environment section did show some concerns about campus diversity such as recruitment and retention of staff from diverse backgrounds (see Appendix A).

Staff members (65%) also reported that campus security has improved and comments indicated that people felt lighting, parking, and campus security was most improved on campus. People also indicated that further improvements in campus safety are needed such as adding more lighting at specific areas on campus (see Appendix A).

Harassment and Discrimination

No group differences were found between exempt and non-exempt staff or by pay grade in the harassment and discrimination section. Staff members were asked if they had experienced any harassment or discrimination related to ethnicity, gender, sex, religion, culture, sexual orientation, or disability, 87% of staff reported “no” or “not sure”. Among the staff that had a complaint, a grievance, or had experienced harassment, 46% reported that the university’s process for addressing these issues was effective. Comments on harassment and discrimination suggest that clarifying procedures for employee conflict and more respect for staff may be needed on campus, see Appendix A for more detail.

Future SAC surveys should focus on specific campus topics to get more detailed feedback. For example, one survey on performance reviews would indicate more about what improvements could be made if needed. The training survey sent out by HR this past spring is an example of a survey that focused on one campus issue, training. Representation from the Sacramento and San Francisco campuses was low. Future analysis should either address the other two campuses or take into account that some concerns on the Stockton campus are not relevant for the Law and Dental Campuses.

Appendix A Summarized Comments

Staff Training and Development

Training Kudos:

- *Glad there will be a Microsoft trainer on campus this year to teach courses that have not been offered in the past*
- *Free webcast training sessions have been well-received*
- *Lunchtime use of the fitness center is great!*

Training suggestions

- *Instructor's pace sometimes too fast*
- *Class content not what was expected (perhaps a course description could be provided in advance so people will know what will be covered)*
- *Some questions not covered in class (perhaps a brown-bag for specific questions or short Q&A, or individual consultations for specific issues could be included in the process of training)*
- *Recommend making sure there is opportunity/funding for at least one training opportunity per year per staff person*
- *Would like to see first aid/CPR classes offered.*
- *Need better communication about training opportunities that are available*
- *Need more intermediate and advanced training. It seems as though most opportunities are for beginners*
- *Improve communication about SAC staff professional development scholarships*
- *Need more training for higher level exempt staff.*
- *Need more training opportunities for Banner Finance*
- *Need training specific to my department.*
- *Every budget should have funds for employee development and those funds for employee development should not be diverted to other purposes, especially when development is rated on the performance review.*
- *There should be more training opportunities that are at little or no cost, perhaps more use of low cost or free on-line training programs that can be done at employee's convenience*
- *IT training needs a dedicated classroom*
- *Course times need to be offered with part-time staff in mind as well, perhaps varying course times at morning and afternoons to accommodate shift workers*
- *A basic computer class would be helpful*

Performance Review Suggestions

- *Could there be an opportunity for staff to rate their supervisors?*
- *Performance Review form not very suitable for the exempt staff person that does NOT supervise other staff*
- *Annual Raises should be based on merit rather than everyone receiving the same percentage. If everyone gets the same increase it makes the performance review pretty meaningless.*

- *Performance review program needs to be applied consistently. Some departments not using the form or not using the process.*
- *The performance review document needs to have some flexible components for specialized units. Some of the criteria in that document do not apply campus-wide.*

Wellness Program

- *Confidentiality is a concern. Staff need to know that the information will not be used against them*
- *Would like to see fee for Baun Fitness Center eliminated.*
- *Some offerings were not relevant, some were full – perhaps find a way to gauge interest for a particular opportunity in advance*
- *Better communication of wellness opportunities needed*

Community Communication

Communication Kudos

- *Appreciate that we can receive & read E-News via email.*
- *Some of us rarely have need to go to the Web and as a result do not see what has been posted. E-mail is a better form of communication.*
- *Think campus ENEWS is very helpful. However, there are some departments that need to make their policy changes known, no matter how small they are.*

Communication suggestions

- *Web tools need to be more user friendly - It is difficult to know where to find items on the web and what can be found there.*
- *Their needs to be a master calendar of activities and events. We get info from too many varying sources, with no time to read it all. If there's one place it can all be posted, that would be helpful. Everything from HR orientations to IT training to exercise classes to SAC meetings.*
- *Websites need to be maintained so that information provided is current and valid.*
- *Multiple communication media needed - can't depend on just one form; combination of web, email and paper. and send out the message multiple times using multiple methods.*
- *Improve the use of the individual units' websites as a tool for communicating information.*
- *It is helpful to receive email/web announcements of upcoming classes, but hard copies of sign-up forms are very useful in getting approval from supervisors (esp. for fees/time away from the office for training).*
- *Rarely see communications from Stockton campus on San Francisco campus via e-mail. It would be nice to be included in Stockton news more often*
- *Important items for the campus community should be communicated to staff and faculty before the public*
- *Need better communication on events that will effect parking*
- *Suggest HR work more closely with Marketing and University Relations to improve communication with employees.*
- *Communication to staff needs to be consistent throughout the institution*
- *Information from specific departments not communicated across the university*

- *For faculty and staff working at off-campus locations it would be great to have digital files of flyers and such that could be emailed to them*
- *Print is preferable for newsletters, such as the university bulletin*
- *need more directional signage on and off the campus. It is very hard to tell people how to find offices on the campus.*

Staff Advisory Council Comments and Suggestions

- *Need to hear more from the SAC rep, particularly highlights of the meetings and upcoming events*
- *Perhaps another presentation from the SAC officers to the dental school staff on what SAC is all about, what SAC can do for the staff, etc. would be a great way to introduce/rejuvenate this relationship.*
- *Need better support of SAC from Unit directors to be sure information is being communicated to staff.*

Campus Security

Good Job

- *Greatly improved in recent years.*
- *Lights in parking areas are a tremendous improvement, and campus police seem to be much more visible around campus as well.*
- *Think great strides are being made in this area.*

Security and Maintenance Suggestions

- *Need additional staff in public safety*
- *Increased hours for dispatch center*
- *Proactive handling of facilities maintenance issues by regular campus review of facilities. Funding for maintenance so departments aren't charged.*
- *Insure that safety and emergency manuals are kept up-to-date at all campuses.*
- *Would like to see security cameras installed in areas vulnerable to crime*
- *Need officer to check library for transients at 1:00am closing times*
- *Post event lock-ups not consistent posing security concern. Perhaps more staffing for this.*
- *Need better security to prevent unauthorized persons in campus buildings*

Lighting suggestions

- *Better maintenance needed on blue lights and campus lights, broken lights are not being repaired very quickly*
- *Improve response time for blue light calls*
- *Some areas of campus are pretty dark still, particularly on south campus*
- *It would be helpful to have some police on foot or on bikes in the campus interior areas.*

Other Suggestions

- *Would like to see environmental tests need to be done on our staff's workplaces.*
- *Staff should have assigned parking so that they are close to the campus.*
- *Many sidewalks are still unsafe.*
- *Need a better system for parking for contractors and other vendors when on campus.*

Diversity Community

Diversity Kudos

- *Lots of measures toward diversity going on at Dental School*
- *Much better climate than other places I have worked.*
- *School of Pharmacy very diverse*
- *Compared to several small Colleges and Universities, Pacific is very diverse.*

Diversity concerns

- *We have lost quite a few African American staff members over the past year.*
- *Concerned that the environment is not very accepting of gays and lesbians on the student, staff, or faculty level, and that African American student population is so small.*
- *Recruitment and retention are critical*
- *Need more African Americans in faculty and management positions, disproportionate number of females in middle management and little growth opportunity in that sector.*
- *need more female coaching positions*
- *would like to see more diversity of thought and openness to diverse political opinions.*
- *There is a major separation of classes when it comes to incorporating group activities amongst the support staff.*
- *In some areas there is a double standard*
- *upper level administration is white male dominated*
- *Sometimes the campus seems to be playing to political correctness at the expense of real ideological diversity.*
- *It would be beneficial if the university explains what it means by diversity and its plans to achieve it as a priority, including any progress it has made.*
- *There is still an economic elitism. Cultivating volunteer work would increase humility - Christmas in April, Habitat for Humanity, etc*
- *More consideration for people with physical handicap*
- *Age is also a basis for discrimination*

Harassment or Discrimination

Suggestions on Harassment or Discrimination Training

- *Think the harassment seminar needs to be delivered in person by someone who is not a Pacific employee.*
- *There is a definite need for gender and race sensitivity training.*

Effective Solution or Measures Are Needed

- *There is a perception among some staff that harassment or discrimination complaints will not be kept confidential or will not be follow-up on appropriately.*
- *Some staff do not report issues for fear of losing their job, or that they will not receive support from HR*
- *There is a perception that issues will be swept under the rug or that follow-up is inconsistent from one time to another.*
- *Some feel they are paid less than others in their department who are doing the same type of work and have been with the university for a shorter time.*
- *Better communication of the complaint grievance process needed to prevent misunderstanding and disappointment*
- *Some have been discouraged from making complaints or reprimanded for discussing issues.*

Some Staff Did Not Feel That They Were Respected By Others

- *Double standard between staff and faculty*
- *Staff not felt they are appreciated or respected by faculty*
- *Concern that disparaging comments about parts of Stockton as unsafe or bad areas may be offensive to staff that live in these areas, unfair stereotypes and insensitive to certain socioeconomic groups*

Other CommentsGood Job

- *Have seen a big improvement in the IT department over the last few years. This is a huge help.*
- *Thank you for your survey.*

Salary and Benefits

- *Staff salaries are still not where they should be.*
- *Would like to see a buyout of sick leave when accumulated over a certain number of hours, and extended medical benefits for retirees*
- *Would like to see staff meal plan that could be purchased by staff*
- *Would like to see flexibility with vacation accruals so vacations could be taken at desired time for staff person or when required by department even if all the vacation time had not been accrued yet (example – need to take vacation in March, but only have half the accrual necessary)*

Parking

- *Dissatisfaction with parking fees*
- *Separate A & B passes have been helpful, but are not always enforced – especially in the morning when people are coming to work.*
- *Possible solutions for parking challenges; support alternative work schedules, increase support for Telecommuting.*

Policy Related Comments

- *Would like to see more focus on punctuality, some staff abuse starting time*
- *Would like to see flexibility for work hours to deal with traffic/commute problems.*
- *Some abuse sick leave*
- *Would like to see more effort to promote from within before recruitment is done to public – good for staff morale to feel growth opportunity is there and less expensive for recruitment*
- *There are some challenges to the tuition remission benefit that make it difficult for staff to take advantage – staff at SF or Sacramento don't have ability to avail themselves of classes due to distance and availability of classes conflicts with work schedules*

Staff Survey

- *Survey needs to have more content that is pertinent to other campus issues at SF and Sacramento, seems to pertain largely to Stockton*
- *Survey should have more questions relating to salary and benefits*