Overview

Interested in learning more about how WCU staff felt about various aspects of the staff experience, the Staff Senate administered a survey May 28 – June 11, 2013. The survey asked staff (including all SPA and EPA Non-Faculty employees) to rate their overall satisfaction and engagement on campus, their work environment and relationship with their supervisor. The survey also asked respondents about work – life balance and their feelings about diversity. In addition to the Likert rating scale questions, respondents were able to add comments after each section of the survey. The response rate for the survey was a respectable 38%.

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
<th>2020 Strategic Plan</th>
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</thead>
<tbody>
<tr>
<td>Salary</td>
<td>Prioritize funding with particular attention to long term employees, compression, and appropriate banding for workload adjustments.</td>
<td>Strategic Direction #4 – Invest in Our People Goal 4.1</td>
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<tr>
<td>Training: Functional</td>
<td>New employee orientation and ongoing training for routine business practices (e.g., banner etc.)</td>
<td>Strategic Direction #4 – Invest in Our People Goal 4.2 Initiative 4.2.3</td>
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<tr>
<td>Training: Supervisory</td>
<td>New supervisor orientation and ongoing training on HR processes and protocols to ensure effectiveness</td>
<td>Strategic Direction #4 – Invest in Our People Goal 4.2 Initiative 4.2.3</td>
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<td>Workplace diversity</td>
<td>Strong emphasis on effective diversity training and commitment to recruitment and retention of a diverse workforce</td>
<td>Strategic Direction #4 – Invest in Our People Goal 4.3 Initiative 4.3.5</td>
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<tr>
<td>Career ladder</td>
<td>Effective employee relations processes with clear path for advancement</td>
<td>Strategic Direction #4 – Invest in Our People Goal 4.2</td>
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Written comments reinforced the data gathered in the Likert rating scale sections, mostly from one of the five major topic areas identified in the table, above. Staff comments on overall satisfaction or dissatisfaction with work at WCU were represented in about equal measure (of happiness or frustration).

- Salary and benefits, including the Campus Recreation Center and WHEE for Life task force on staff and faculty wellness
- Training for new hires, long-term employees and supervisors
- Annual Performance Evaluation process
- Diversity on campus
Sample comments

Although I find my work/job at WCU personally satisfying it is equally frustrating having to deal with the lack of resources and lack of support from other Divisions/Departments.

It is important to note that most administrators do not receive any kind of true leadership training when it comes to managing a department and managing people.

I have been employed at Western for [around 20] years and the improvement and growth of the University is amazing.

I've worked at several places over the past [decade or so], and WCU is by far the best place I've ever worked.

I DO wish that WCU had a comprehensive training program for Banner users (a full-time Banner trainer). We also need actual budget management training-not tutorials.

The only thing that has ever made me consider leaving my job at WCU is thinking about my family, and the fact that I might be able to make significantly more money doing something similar elsewhere.

I wish I had more input into my unit's direction. It's discouraging to have ideas that never go anywhere, and it's also discouraging to see no path for advancement at all.

I would like if my supervisor/director initiated diversity related discussions so that I would feel supported in raising such concerns.

[on diversity]: I don't believe there is a problem--I am an advocate against calling attention to where there is no problem apparent.

I haven’t personally experienced insensitivity to diversity, but I have witnessed it with others.

Annual performance evaluations are a mere formality. I've never seen one used for career development and certainly they are not used for merit increases in wages since those do not exist.

Thank you for this opportunity to share my comments and feelings. I apologize that they are not the most constructive things I can say. I hope that the information you receive is helpful to explain some of the challenges and successes of the staff at WCU.
Executive Summary - Overall

- Salary and training were the two most repeated themes throughout the survey
  - Salary is indicated as the most important issue on campus
  - Salary is referenced as the primary reason individuals don’t feel valued on campus (only 52% of respondents reported that they felt valued as an employee)
  - Better salary/compensation package elsewhere is indicated as the primary motivation for those looking for jobs elsewhere
  - Training shows up as a need throughout the open ended comments – training for supervisors as well as diversity and practical skills (Banner, business process, etc.) are noted repeatedly
- Qualitative data indicates a significant, perceived divide between “the haves” and “the have nots” (for example: staff with and without flexibility)
- Staff in the IT division are more likely to consider leaving their job than any other division with 74% seriously considering leaving in the last year

Overall Satisfaction and Working Relationship with Supervisor

- Overall job satisfaction rates fairly highly with 76% of respondents agreeing that their work is personally satisfying and 77% of people stating they feel WCU is a good place to work. These numbers are mainly consistent across years of service but vary when looking at gender and under-represented status
- 80% of respondents stated they can openly communicate with their supervisors about work-related issues and 78% stated they have an effective working relationship with their supervisor
- There is a significant difference in the responses of under-represented minorities and non-minorities when asked if their supervisor values their input, is qualified to supervise them, gives regular feedback and respects them as an individual, with minority responses being 10 or more percentage points lower than that of non-minority respondents
- Women and minority groups noted lower satisfaction with their relationship with supervisors
- 47% of respondents agreed that their annual evaluation is helpful – this drops to a low of 28% for those with 11-20 years of service
- 71% of staff reported that their supervisor would support them with release time to serve on the Staff Senate or attend Senate-sponsored events. IT reported the strongest levels of support in this area at 91%. Administration and Finance felt least supported, with only 60% responding that they could take time to participate Staff Senate activities

Diversity on Campus

- 78% of respondents feel it is important that WCU is committed to diversity (88% of under-represented minorities and 83% of women)
- 60% of respondents feel that WCU is committed to diversity (42% under-represented minorities and 63% of women)
- 48% of respondents feel that WCU offers a variety of diversity related programs for staff
• 27% of individuals stated they had experienced insensitivity to diversity issues while on the job (38% of under-represented minorities, 27% of women)

Dispute Resolution Responses

• When asked about dispute resolution, 58% of staff stated they would be likely to meet with a staff member assigned to mediate staff conflicts, followed by a mediator from outside the university (52%)

• When asked about the likelihood of bringing an issue to the WCU’s Ombudsperson Pilot Project, 33% stated they would be likely to do so and another 35% responded ambivalently which may indicate staff would be willing to participate with the right amount of outreach and education