



UAF/ASD Employee Survey

Prepared for:
University of Alaska
Administrative Services

Prepared by:
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Overall Job Satisfaction

Satisfaction	Percent	Number
Very Satisfied	23%	58
Satisfied	55%	137
Neutral	14%	35
Dissatisfied	5%	12
Very Dissatisfied	3%	8
Total	100%	250

Job Satisfaction By Department

Year	Satisfied	Dissatisfied
Vice-Chancellor's Office	100%	0%
UAF Police	90	0
Env. Health, Safety & Risk Mgmt.	89	0
Procurement	89	11
UAF Fire	86	0
Grants & Contracts	82	0
Facilities Services	81	9
Financial Services	68	9
Human Resources	60	7
Auxiliary & Business Services	47	20
Average	78%	8%

Overall Job Satisfaction

- **Auxiliary Business Services** (Mean of 3.2 on 5-point scale) **Financial Services** (3.6) and **Human Resources** (3.7) recorded the lowest job satisfaction scores.
- **Police** (4.6), **Fire** (4.3) and **Vice Chancellor's Office** (4.3) gave the highest job satisfaction ratings.

The Best of UAF

- **People are the best part of the job.**
 - “Co-workers” and “The people” were dominant themes in 8 of 10 units.
- **The job is also a good thing.**
 - “Interesting work”, “the job”, “daily challenges” were repeated themes.
- **Managers make a difference.**
 - “Good manager” and “Good management” were cited.
- **Parking is considered a premium benefit in at least 3 units** (OGCA, HR and Financial Services)

The Worst of UAF

- Turnover and inconsistency at the top has taken its toll. Issues with supervision and management were major themes in 7 of 10 units.
 - "Lack of upper level support. Lack (or inconsistency) of direction. Department level management. Lack of trust in upper management. Communications and support from upper management. Supervision issues."
- Inadequate office space was cited by the same 3 units that prized their parking.
- "University politics and "Bureaucracy" received honorable mention.

Communications

	Agree	Disagree
Immediate Supervisor Communications	60%	23%
Understand Priorities	78	11
Performance Feedback Timely	41	36
Performance Feedback Useful	49	24
Two-way Communication – Workers/Managers	54	25
Two-way Communication – Staff	48	25
Two-way Communication – Managers/Upper Management	33	33
Average	52%	25%

Communications

- Understanding department priorities is the highest ranking communications item (78% of all respondents agree).
- Employees see a communications disconnect between their managers and upper UAF management (only 33% are positive).
- Timely performance feedback has the most negative score (36%), while useful performance feedback also scores low (33%).
- Top level supervisors rate communication significantly more positive than do others.
- Procurement rates communication highest, Environmental Health and HR give the lowest ratings.

Empowerment

	Agree	Disagree
Contribution to Department Goals	83%	4%
Access to Staff Expertise	82	5
Satisfied with Work Arrangements	75	14
Authority to Carry Out Responsibilities	66	16
Input on Decisions Affecting Work	65	16
Receive Needed Information	61	16
Department Employee Accountability	52	30
Average	69%	14%

Empowerment

- Empowerment is the highest scoring general category (the 7-Q average is 69% agree, 14% disagree).
- Employees agree (83%) that they make important contributions to the goals of their departments, followed by the perception that they have access to other staff (82% agree).
- Accountability is by far the most significant negative empowerment issue (30% disagree that others are held accountable).
- HR and EHS&RM feel least empowered.

Process Efficiency

	Agree	Disagree
Match of Strength to Job Requirements	81%	7%
Adequacy of Physical Work Conditions	79	9
Materials & Equipment Needed	73	10
Decisions Made Appropriately	54	27
Time to Complete High Quality Work	54	27
Workflow is Well Organized	49	24
Decisions Made Timely	49	27
Workload Distributed Fairly	45	34
Job is Not Too Stressful	42	36
Average	58%	22%

Process Efficiency

- Process efficiency is viewed in a relatively positive light (58% agree, 22% disagree in the 9-Q average).
- Employees in all units agree there is an excellent match between their strengths and job requirements (81% agree). High ratings also go to materials and equipment and physical conditions (except Fire).
- Job stress, workload disparity and level of work decisions are significant process issues.

Motivation

	Agree	Disagree
Enjoy Daily Tasks	82%	6%
Mission/Purpose Makes My Job Important	74	12
Accountable for Performance	69	15
Authority Encourages Development	58	21
Receive Recognition	50	24
Progress Discussion in Last Six Months	41	37
Average	62%	19%

Motivation

- Significant differences exist among units in motivation scoring.
 - Grants, Procurement and Police rate highest (75-77% agree).
 - HR, ABS and Fin. Svcs. rate lowest (59-60% agree)
- Employees like their jobs. “Enjoying daily work tasks” is the highest rating in the motivation category – 82% agree.
- Performance feedback (someone has talked to me about my progress in the last 6 months) ranks lowest - 37% disagree.

Professional Services Improvement

	Agree	Disagree
Customer Satisfaction is Priority	85%	4%
Right Skills to Accomplish Department Goals	78	8
Lasting Improvement is Priority	59	17
Efficient Work Teams	57	15
Timely Work Completion	56	16

Professional Services Improvement (con't)

	Agree	Disagree
Leaders have Clear Priorities	55%	25%
Receive Adequate Training	50	20
Opportunities to Improve Professional Skills	49	24
Appropriate Performance Measures	45	20
Professional Training Decisions Are Fair	43	28
Average	58%	18%

Professional Services Improvement

- Employees clearly understand customer service is a high priority (85% agree).
- They also agree that they and their coworkers have the right skills to meet their department goals.
- Significant (low scoring) issues include:
 - Fairness in deciding who gets training (esp. ABS & Fire)
 - Their leaders having clear priorities (HR, Fire, ABS)
 - Opportunities to improve professional skills (Fire, FS, ABS, OGCA)

Collaboration

	Agree	Disagree
Enjoy Working with Colleagues	81%	5%
Schedule Fits Lifestyle	73	12
Good Friend at Work	70	10
Effective Group Effort	69	9
Trust My Coworkers	63	17
Consistent/Reasonable Promotion Criteria	32	37
Average	65%	15%

Collaboration

- Collaboration scores are positive (65% agree for the 6-Q average).
- “I enjoy working with my colleagues” tops the charts at 81% agree, but is lowest in EH, S&RM and HR.
- Of most concern is the disagreement (37% disagree and only 32% agree) with the statement, “Consistent, reasonable criteria are used to decide on promotions for positions like mine.”

Supervision

	Agree	Disagree
Supervisor Treats me with Dignity & Respect	80%	9%
Balance Work & Personal Life	76	8
Satisfied with Supervision	67	17
Know What is Expected of Me	66	14
Appropriate Action Taken when I Bring Problems or Concern's to his/her attention	63	20
Supervisor Listens to Issues Concerning Pay/Promotions	46	18
Favoritism Does Not Enter Employment Decisions	44	35
Average	63%	17%

Supervision

- Employees rate supervisors highest in “. . .treats me with dignity and respect.” (80% agree).
- Lowest scores include:
 - “Favoritism does not enter. . . “ with only 44% agreeing and 35% perceiving favoritism exists with their supervisors.
 - Supervisors listening when employees bring up pay and promotion (only 46% agree).

Benefits

	Agree	Disagree
Opportunities for Professional Growth & Advancement	82%	4%
Satisfied with Medical Benefits	69	12
Satisfied with Retirement Plan	64	13
Appropriate Compensation for Responsibility	40	41
Clear Opportunities for Career Advancement	34	39
Average	58%	22%

Benefits

- Opportunity for career advancement (only 34% agree) and appropriate compensation for the position (40% agree) are significant issues.
- Professional growth opportunities are very important to employees in all units (82% agree).
- Employees are relatively satisfied with their retirement plan and medical benefits (except OGCA employees).

Summary of Findings

- Overall satisfaction, teamwork within departments, and the match between skills, interests and job duties are strong.
- Big differences in type-of-work and culture among the ten departments create a management challenge.
- Past weaknesses and turnover in upper-level management have caused anxiety and a feeling of disconnectedness from the greater university.

Summary of Findings (con't)

- Staff want transparency, frequent communications and accountability from the top.
- They also want regular performance reviews, clear criteria for advancement and more recognition.
- Comments indicate that people feel things have improved recently and that ongoing improvement is anticipated.



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