

2019 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 Climate Survey in May 2019. 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. This survey, first conducted in 2017, 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 Staff 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 3,259 staff members at the University of Arkansas and received 1,104 responses, implying a response rate of 33.8 percent.
- In every category for which federal government survey responses are available to compare with, staff from the University responded, on aggregate, at a similar level.
- The indices for the complaints and concerns category and the healthcare benefits satisfaction category both showed significant improvements from the 2017 survey, while other overall indices showed declines.
- Indices in this report are constructed as a percentage of positive responses to the overall number of responses. Since only positive responses from participants contribute to the indices in this report, the overall declines in indices between the 2019 and 2017 surveys was due to the increase in responses that were neutral or negative. Compared to the 2017 survey, responses that were neutral or negative increased in 73.9 percent of the questions (85 of 115 questions). In these 85 questions, the increases in responses that were neutral outweighed the negative responses 52.9 percent of the time (45 questions). Refer to the Appendix for the specific results.
- Classified employees showed an improvement in almost every overall category, except secondary benefits, in comparison to 2017. However, in almost every category, classified staff continue to be less positive than non-classified staff. The results are notable in key metrics like engagement, overall satisfaction, inclusiveness, and benefits.
- Women and men both showed an improvement in their comfort and knowledge about reporting discrimination or filing grievances from 2017.
- Men reported far less satisfaction with talent management, turnover, healthcare benefits, life insurance benefits, and education benefits than women responding to the survey in 2019.
- Responses from the 2019 survey indicate that one general area for improvement would be working on global job satisfaction which measures an employee's satisfaction with their job, pay, and the University as a workplace. The 2019 survey showed a 59 percent positive response which was a decline from 63 percent in 2017.
- 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 accountability but also indicated that they were less positive about their overall job satisfaction.
- The mid-career workers (age 30-49) reported they perceived the least organizational support, while the youngest workers reported the highest perceptions of organizational support.
- Staff members from the Global Campus and College of Education expressed higher 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 smallest units reporting the greatest 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 second confidential online Staff Climate Survey which began on May 20th, 2019 and ended on June 12th, 2019. The survey was a follow-up to the first confidential online Staff Climate Survey which began on May 1st, 2017 and ended on May 22nd, 2017. The 2019 survey had a 33.8 percent participation rate among the university staff while the 2017 survey had a 31.9 percent participation rate.

The purpose of the survey has been 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 survey has been used 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 Staff 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 Staff 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 create the staff 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 2019 climate survey.

Methodology

The staff 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 Staff 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 opinion 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 staff 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.
- 76. 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 al.²

- 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 organizational 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 al.³

- 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 al.⁴ 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 al.⁵

- 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 Arkansas.⁶

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

In the tables that follow, the overall results are presented for all employees who responded to the survey. The responses of University of Arkansas staff are compared with 2017 results and, where available, U.S. Federal Government employees from their 2018 employee survey. In every category for which federal government survey responses are available to compare with, staff from the University responded, on aggregate, at a similar rate. It should be noted that the federal government survey responses all increased 2-4 percent from their previous rendition (2016) used in 2017. Overall, University staff responded slightly less positively than they had in 2017. Two exceptions were increases, from 2017, in the comfort level indicated by staff when they need to file a grievance or report discrimination and healthcare benefits satisfaction. Staff reported that they felt less supported by the university but generally felt they were supported by their supervisors.

The University of Arkansas' Human Resources sent an email on May 29th, 2019 outlining salary increases and changes in benefits for staff for the new fiscal year. Responses received after the email were slightly more positive than before. Staff specifically reported greater satisfaction in regards to engagement with their supervisor, overall job satisfaction, having a fair and supportive work culture, and their secondary benefits after receiving the email. In addition, staff reported being less likely to leave the university after receiving the email but were also less familiar with the procedure for workplace violations.

Respondents		
	UA 2019	UA 2017
Respondents	1,104	1,051
Total Staff⁷	3,259	3,299
Response Rate	33.8%	31.9%

Employee Engagement Index			
	UA 2019	UA 2017	Fed. Govt.
Overall Engagement Index	68%	71%	68%
Leaders Lead (Q: 69,70,72,76,77)	52%	56%	56%
Supervisors (Q: 58,59,60,62,63)	79%	81%	75%
Intrinsic Work Experience (Q: 3,4,6,11,12)	74%	77%	72%

Global Satisfaction Index			
	UA 2019	UA 2017	Fed. Govt.
Overall Global Satisfaction (Q: 46,84,85,86)	59%	63%	64%

⁷ The University of Arkansas had 3,259 appointed staff for Fayetteville-based units in 2019. The 2017 figure includes units based in Little Rock. The 2019 figure for total staff is 3,341 when including units based in Little Rock.

The New IQ Index			
	UA 2019	UA 2017	Fed. Govt.
Overall New IQ Index	60%	63%	61%
Fair (Q: 28,29,30,42,43,44)	45%	47%	48%
Open (Q: 37,39,56,71)	61%	61%	60%
Cooperative (Q: 74,75)	53%	59%	58%
Supportive (Q: 53,57,59,60,61)	79%	79%	78%
Empowerment (Q: 2,3,11,35)	64%	67%	60%

Human Capital Assessment and Accountability Framework Index		
	UA 2019	UA 2017
Overall Human Capital Assessment and Accountability Framework	62%	63%
Leadership and Knowledge Management Index (Q: 10,40,41,62,63,69,71,72,73,77,80)	60%	64%
Results-Oriented Performance Culture Index (Q: 12,14,15,25,27,28,29,35,37,38,53,55,81)	57%	57%
Talent Management Index (Q: 1,11,19,26,34,58,83)	65%	67%
Job Satisfaction Index (Q: 4,5,13,79,82,84,85)	63%	66%

Perceived Organizational Support Index		
	UA 2019	UA 2017
Perceived Organizational Support Index (Q: 48,49,50,51,52)	39%	41%

Perceived Supervisor Support Index		
	UA 2019	UA 2017
Perceived Supervisor Support Index (Q: 64,65,66,67,68)	76%	78%

Turnover Intentions Index		
	UA 2019	UA 2017
Turnover Intentions Index (Q: 87,88,89)	49%	53%

Intent to Stay Index		
	UA 2019	UA 2017
Intent to Stay Index (Q: 90,91)	59%	60%

Complaints and Concerns		
	UA 2019	UA 2017
How to report rule violation (Q:17)	83%	78%
Report rule violation without fear (Q: 18)	68%	65%
Where to report discrimination (Q: 21)	90%	86%
How to pursue grievance (Q: 22)	81%	77%
Comfortable reporting discrimination (Q: 24)	65%	64%

Retirement Satisfaction Index		
	UA 2019	UA 2017
Retirement Satisfaction Index (Q: 92,93,94,95,96)	78%	78%

Leave Benefits Satisfaction Index		
	UA 2019	UA 2017
Leave Benefits Satisfaction Index (Q: 97,98,99,100)	83%	85%

Healthcare Benefits Satisfaction		
	UA 2019	UA 2017
Healthcare Benefits Satisfaction Index (Q: 101,102,103,104,105)	51%	47%

Life Insurance Satisfaction Index		
	UA 2019	UA 2017
Life Insurance Satisfaction Index (Q: 106,107)	55%	59%

Other Benefits Index (Q: 109)		
	UA 2019	UA 2017
Overall Index	52%	54%
Education	70%	75%
Dental Insurance	72%	77%
Dependent Life Insurance	47%	48%
Disability Insurance	53%	54%
Employee Assistance Program (EAP)	50%	51%
Flexible Spending Account: Healthcare Reimbursement	45%	48%
Flexible Spending Account: Dependent Care Reimbursement	30%	33%
Vision Insurance	65%	66%

Indices by Gender

Female and male staff members display similar satisfaction across most categories. Men indicated less satisfaction with talent management, turnover, and healthcare benefits than female counterparts. Women and men both report an improvement in their knowledge about reporting violations and/or grievances. In addition, women reported being more comfortable with reporting discrimination or filing a grievance than men, a reversal from 2017. Comparisons of the 2017 to 2019 results showed a slight satisfaction decline for men and women in every overall category except Complaints and Concerns. Men and women both reported improvements in the process for handling discrimination and grievances.

Respondents			
	Year	Female	Male
Respondents	2019	687	416
	2017	627	424
Total Staff	2019	1,712	1,547
	2017	1,718	1,581
Response Rate	2019	40.1%	26.9%
	2017	36.5%	26.8%

Employee Engagement Index						
	2019			2017		
	Female	Male	UA	Female	Male	UA
Overall Engagement Index	69%	67%	68%	72%	70%	71%
Leaders Lead	54%	49%	52%	58%	53%	56%
Supervisors	79%	78%	79%	81%	81%	81%
Intrinsic Work Experience	74%	75%	74%	77%	76%	77%

Global Satisfaction Index						
	2019			2017		
	Female	Male	UA	Female	Male	UA
Overall Global Satisfaction	59%	60%	59%	65%	61%	63%

The New IQ Index						
	2019			2017		
	Female	Male	UA	Female	Male	UA
Overall New IQ Index	61%	60%	60%	62%	64%	63%
Fair	44%	46%	45%	46%	49%	47%
Open	61%	60%	61%	61%	62%	61%
Cooperative	54%	53%	53%	58%	61%	59%
Supportive	78%	79%	79%	79%	80%	79%
Empowerment	66%	60%	64%	67%	67%	67%

Human Capital Assessment and Accountability Framework Index						
	2019			2017		
	Female	Male	UA	Female	Male	UA
Overall Human Capital Assessment and Accountability Framework	63%	59%	62%	64%	62%	63%
Leadership and Knowledge Management Index	61%	59%	60%	65%	63%	64%
Results-Oriented Performance Culture Index	57%	57%	57%	57%	57%	57%
Talent Management Index	68%	60%	65%	69%	65%	67%
Job Satisfaction Index	64%	62%	63%	66%	65%	66%

Perceived Support and Turnover						
	2019			2017		
	Female	Male	UA	Female	Male	UA
Perceived Organizational Support Index	41%	38%	39%	40%	43%	41%
Perceived Supervisor Support Index	76%	75%	76%	78%	78%	78%
Turnover Intentions Index	52%	44%	49%	54%	52%	53%
Intent to Stay Index	60%	58%	59%	61%	58%	60%

Complaints and Concerns						
	2019			2017		
	Female	Male	UA	Female	Male	UA
How to report rule violation	85%	79%	83%	79%	77%	78%
Report rule violation without fear	68%	67%	68%	64%	67%	65%
Where to report discrimination	91%	88%	90%	88%	84%	86%
How to pursue grievance	82%	79%	81%	78%	74%	77%
Comfortable reporting discrimination	64%	68%	65%	62%	66%	64%

Major Benefits Satisfaction Index						
	2019			2017		
	Female	Male	UA	Female	Male	UA
Retirement Satisfaction Index	77%	79%	78%	79%	78%	78%
Leave Benefits Satisfaction Index	84%	82%	83%	85%	84%	85%
Healthcare Benefits Satisfaction Index	53%	47%	51%	48%	46%	47%
Life Insurance Satisfaction Index	59%	49%	55%	61%	55%	59%

Other Benefits Index						
	2019			2017		
	Female	Male	UA	Female	Male	UA
Overall Index	53%	49%	52%	55%	52%	54%
Education	71%	68%	70%	79%	70%	75%
Dental Insurance	74%	70%	72%	79%	72%	77%
Dependent Life Insurance	49%	43%	47%	49%	47%	48%
Disability Insurance	54%	50%	53%	56%	51%	54%
Employee Assistance Program (EAP)	51%	48%	50%	52%	50%	51%
Flexible Spending Account: Healthcare Reimbursement	47%	41%	45%	50%	46%	48%
Flexible Spending Account: Dependent Care Reimbursement	29%	31%	30%	31%	36%	33%
Vision Insurance	67%	61%	65%	67%	65%	66%

Indices by Classified and Non-Classified Status

Much like in the 2017 survey, classified staff responded less positively than non-classified staff across key metrics like engagement, overall satisfaction, inclusiveness, and benefits. However, classified staff have shown improved satisfaction since the 2017 survey in most of the overall categories except secondary benefits. Non-classified staff reported less satisfaction across all overall categories in comparison to the 2017 results.

Respondents			
	Year	Classified	Non Classified
Respondents	2019	483	620
	2017	499	552
Total Staff	2019	1,447	1,812
	2017	1,532	1,767
Response Rate	2019	33.4%	34.2%
	2017	32.6%	31.2%

Employee Engagement Index						
	2019			2017		
	Classified	Non Classified	UA	Classified	Non Classified	UA
Overall Engagement Index	67%	70%	68%	65%	77%	71%
Leaders Lead	50%	54%	52%	50%	62%	56%
Supervisors	77%	80%	79%	75%	85%	81%
Intrinsic Work Experience	73%	75%	74%	69%	84%	77%

Global Satisfaction Index						
	2019			2017		
	Classified	Non Classified	UA	Classified	Non Classified	UA
Overall Global Satisfaction	59%	60%	59%	53%	72%	63%

The New IQ Index						
	2019			2017		
	Classified	Non Classified	UA	Classified	Non Classified	UA
Overall New IQ Index	57%	63%	60%	57%	68%	63%
Fair	41%	48%	45%	40%	53%	47%
Open	58%	63%	61%	55%	67%	61%
Cooperative	50%	56%	53%	55%	62%	59%
Supportive	76%	80%	79%	75%	83%	79%
Empowerment	59%	68%	64%	59%	74%	67%

Human Capital Assessment and Accountability Framework Index						
	2019			2017		
	Classified	Non Classified	UA	Classified	Non Classified	UA
Overall Human Capital Assessment and Accountability Framework	58%	64%	62%	57%	69%	63%
Leadership and Knowledge Management Index	59%	62%	60%	59%	68%	64%
Results-Oriented Performance Culture Index	53%	60%	57%	51%	62%	57%
Talent Management Index	61%	68%	65%	60%	74%	67%
Job Satisfaction Index	58%	68%	63%	57%	73%	66%

Perceived Support and Turnover						
	2019			2017		
	Classified	Non Classified	UA	Classified	Non Classified	UA
Perceived Organizational Support Index	36%	42%	39%	34%	48%	41%
Perceived Supervisor Support Index	74%	77%	76%	73%	83%	78%
Turnover Intentions Index	46%	52%	49%	45%	61%	53%
Intent to Stay Index	59%	59%	59%	61%	58%	60%

Complaints and Concerns						
	2019			2017		
	Classified	Non Classified	UA	Classified	Non Classified	UA
How to report rule violation	81%	84%	83%	76%	79%	78%
Report rule violation without fear	64%	70%	68%	56%	73%	65%
Where to report discrimination	90%	90%	90%	86%	86%	86%
How to pursue grievance	80%	82%	81%	77%	77%	77%
Comfortable reporting discrimination	65%	66%	65%	59%	68%	64%

Major Benefits Satisfaction Index						
	2019			2017		
	Classified	Non Classified	UA	Classified	Non Classified	UA
Retirement Satisfaction Index	78%	77%	78%	72%	84%	78%
Leave Benefits Satisfaction Index	77%	88%	83%	80%	89%	85%
Healthcare Benefits Satisfaction Index	46%	54%	51%	41%	52%	47%
Life Insurance Satisfaction Index	54%	56%	55%	56%	61%	59%

Other Benefits Index						
	2019			2017		
	Classified	Non Classified	UA	Classified	Non Classified	UA
Overall Index	49%	54%	52%	52%	56%	54%
Education	66%	72%	70%	70%	80%	75%
Dental Insurance	68%	76%	72%	74%	79%	77%
Dependent Life Insurance	45%	48%	47%	48%	49%	48%
Disability Insurance	52%	53%	53%	54%	54%	54%
Employee Assistance Program (EAP)	48%	51%	50%	52%	50%	51%
Flexible Spending Account: Healthcare Reimbursement	38%	49%	45%	42%	54%	48%
Flexible Spending Account: Dependent Care Reimbursement	26%	33%	30%	28%	36%	33%
Vision Insurance	63%	66%	65%	65%	66%	66%

Indices by Salary Levels

The response rate to the 2019 staff climate survey varied from 19.6 percent for those making more than \$150,000 to 43.1 percent for those making between \$100,000 and \$149,999. Across the board, staff members making lower salaries expressed lower levels of positive feelings and satisfaction. Since 2017, staff earning less than \$28,000 showed improvements in satisfaction across many of the overall categories. All other staff salary bands reported declines in satisfaction across most of the overall categories since 2017.

Respondents							
	Year	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	2019	167	305	284	273	53	21
	2017	203	268	283	238	36	23
Total Staff	2019	640	781	913	695	123	107
	2017	736	836	892	631	112	92
Response Rate	2019	26.1%	39.1%	31.1%	39.3%	43.1%	19.6%
	2017	27.6%	32.1%	31.7%	37.7%	32.1%	25.0%

Employee Engagement Index								
	Year	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	2019	67%	67%	68%	70%	77%	71%	68%
	2017	62%	70%	72%	76%	85%	85%	71%
Leaders Lead	2019	52%	51%	49%	54%	67%	54%	52%
	2017	50%	56%	55%	61%	69%	69%	56%
Supervisors	2019	76%	76%	80%	81%	88%	75%	79%
	2017	71%	80%	82%	85%	96%	90%	81%
Intrinsic Work Experience	2019	72%	74%	73%	75%	77%	84%	74%
	2017	65%	75%	79%	82%	90%	95%	77%

Global Satisfaction Index								
	Year	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	2019	60%	59%	59%	59%	61%	64%	59%
	2017	51%	58%	65%	71%	84%	91%	63%

The New IQ Index								
	Year	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	2019	56%	58%	59%	64%	73%	64%	60%
	2017	56%	62%	63%	67%	74%	72%	63%
Fair	2019	41%	42%	41%	49%	60%	67%	45%
	2017	39%	46%	45%	52%	64%	64%	47%
Open	2019	56%	58%	60%	64%	75%	62%	61%
	2017	53%	60%	62%	66%	72%	71%	61%
Cooperative	2019	53%	50%	51%	58%	66%	45%	53%
	2017	58%	57%	57%	64%	62%	57%	59%
Supportive	2019	75%	76%	80%	81%	88%	72%	79%
	2017	73%	79%	80%	81%	94%	85%	79%
Empowerment	2019	57%	62%	64%	68%	75%	76%	64%
	2017	55%	66%	69%	71%	78%	85%	67%

Human Capital Assessment and Accountability Framework Index								
	Year	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	2019	57%	59%	61%	64%	76%	73%	62%
	2017	54%	63%	64%	68%	77%	78%	63%
Leadership and Knowledge Management Index	2019	60%	59%	59%	62%	73%	61%	60%
	2017	59%	63%	63%	67%	72%	72%	64%
Results-Oriented Performance Culture Index	2019	54%	54%	55%	60%	71%	72%	57%
	2017	49%	57%	56%	60%	74%	70%	57%
Talent Management Index	2019	61%	63%	65%	68%	77%	80%	65%
	2017	55%	68%	69%	71%	78%	83%	67%
Job Satisfaction Index	2019	55%	59%	63%	69%	84%	81%	63%
	2017	55%	62%	67%	73%	83%	88%	66%

Perceived Support and Turnover								
	Year	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	2019	35%	37%	37%	40%	65%	57%	39%
	2017	34%	39%	38%	46%	62%	73%	41%
Perceived Supervisor Support Index	2019	72%	74%	78%	78%	85%	64%	76%
	2017	68%	79%	79%	82%	98%	83%	78%
Turnover Intentions Index	2019	42%	48%	45%	55%	73%	54%	49%
	2017	41%	47%	57%	59%	78%	83%	53%
Intent to Stay Index	2019	59%	55%	56%	65%	72%	48%	59%
	2017	58%	62%	61%	56%	63%	67%	60%

Complaints and Concerns								
	Year	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	2019	82%	82%	78%	86%	92%	90%	83%
	2017	74%	79%	78%	77%	86%	96%	78%
Report rule violation without fear	2019	66%	64%	65%	70%	81%	95%	68%
	2017	56%	63%	64%	71%	86%	83%	65%
Where to report discrimination	2019	86%	91%	87%	92%	94%	100%	90%
	2017	84%	89%	84%	85%	94%	96%	86%
How to pursue grievance	2019	75%	80%	78%	86%	91%	90%	81%
	2017	73%	79%	77%	76%	81%	87%	77%
Comfortable reporting discrimination	2019	60%	69%	61%	66%	74%	81%	65%
	2017	61%	62%	62%	66%	72%	87%	64%

Major Benefits Satisfaction Index								
	Year	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	2019	79%	77%	78%	76%	83%	74%	78%
	2017	71%	74%	82%	84%	83%	89%	78%
Leave Benefits Satisfaction Index	2019	77%	76%	87%	89%	91%	90%	83%
	2017	77%	80%	88%	92%	85%	83%	85%
Healthcare Benefits Satisfaction Index	2019	50%	52%	47%	52%	62%	43%	51%
	2017	44%	45%	48%	50%	50%	51%	47%
Life Insurance Satisfaction Index	2019	53%	56%	52%	57%	68%	45%	55%
	2017	53%	56%	62%	62%	56%	65%	59%

Other Benefits Index								
	Year	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	2019	49%	48%	52%	54%	66%	46%	52%
	2017	49%	54%	56%	55%	57%	62%	54%
Education	2019	64%	68%	69%	72%	85%	67%	70%
	2017	72%	69%	80%	81%	76%	74%	75%
Dental Insurance	2019	68%	69%	73%	76%	79%	76%	72%
	2017	73%	74%	80%	77%	80%	78%	77%
Dependent Life Insurance	2019	47%	46%	45%	49%	57%	45%	47%
	2017	43%	49%	49%	51%	48%	52%	48%
Disability Insurance	2019	50%	50%	52%	55%	71%	43%	53%
	2017	50%	56%	53%	57%	60%	52%	54%
Employee Assistance Program (EAP)	2019	45%	47%	54%	51%	52%	43%	50%
	2017	46%	52%	55%	50%	43%	65%	51%
Flexible Spending Account: Healthcare Reimbursement	2019	37%	39%	44%	51%	73%	33%	45%
	2017	38%	48%	51%	51%	63%	70%	48%
Flexible Spending Account: Dependent Care Reimbursement	2019	27%	25%	28%	34%	53%	33%	30%
	2017	25%	32%	34%	34%	44%	50%	33%
Vision Insurance	2019	67%	64%	65%	64%	77%	48%	65%
	2017	65%	65%	68%	67%	60%	65%	66%

Indices by Age

Participation in the climate survey ranged from 24.7 percent for staff members between the ages of 26 and 29 to 39.6 percent for staff members 60 years of age and older. The youngest staff members generally expressed positive feelings about employee engagement, inclusiveness, and accountability but also indicated that they were less positive about their overall job satisfaction – their pay, their job and the University as a work environment. 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 mid-career workers (age 30-49 years old) 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.

In comparison to 2017 results, all age groups reported lower levels of satisfaction across most categories. There was a general increase in satisfaction for handling discrimination and grievances for all age groups except for the youngest. Workers in the 26 to 29 and 40 to 49 year old age groups indicated an increase in their overall job satisfaction with marked improvements in their satisfaction of benefits, especially healthcare.

Respondents							
	Year	25 and Under	26-29	30-39	40-49	50-59	60 and over
Respondents	2019	46	72	264	236	282	203
	2017	33	83	257	216	284	178
Total Staff	2019	182	292	837	693	743	512
	2017	111	347	848	697	775	521
Response Rate	2019	25.3%	24.7%	31.5%	34.1%	38.0%	39.6%
	2017	29.7%	23.9%	30.3%	31.0%	36.6%	34.2%

Employee Engagement Index								
	Year	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall Engagement Index	2019	74%	68%	68%	69%	67%	69%	68%
	2017	84%	71%	74%	70%	69%	70%	71%
Leaders Lead	2019	67%	54%	51%	50%	53%	51%	52%
	2017	74%	57%	59%	55%	54%	55%	56%
Supervisors	2019	83%	76%	79%	77%	77%	83%	79%
	2017	94%	81%	83%	79%	79%	78%	81%
Intrinsic Work Experience	2019	74%	73%	74%	78%	73%	74%	74%
	2017	84%	75%	78%	75%	75%	78%	77%

Global Satisfaction Index								
	Year	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall Global Satisfaction	2019	54%	63%	61%	62%	55%	62%	59%
	2017	73%	58%	64%	60%	63%	66%	63%

The New IQ Index								
	Year	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall New IQ Index	2019	68%	59%	60%	60%	60%	60%	60%
	2017	77%	66%	65%	61%	60%	61%	63%
Fair	2019	55%	45%	46%	42%	45%	44%	45%
	2017	58%	48%	49%	43%	45%	47%	47%
Open	2019	70%	61%	60%	60%	62%	58%	61%
	2017	80%	64%	65%	59%	59%	58%	61%
Cooperative	2019	62%	51%	53%	54%	52%	53%	53%
	2017	76%	68%	60%	60%	55%	55%	59%
Supportive	2019	83%	77%	80%	78%	77%	79%	79%
	2017	90%	80%	82%	79%	78%	76%	79%
Empowerment	2019	70%	60%	63%	63%	65%	65%	64%
	2017	83%	68%	69%	65%	63%	67%	67%

Human Capital Assessment and Accountability Framework Index								
	Year	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall Human Capital Assessment and Accountability Framework	2019	67%	59%	61%	61%	61%	63%	62%
	2017	75%	64%	65%	61%	62%	63%	63%
Leadership and Knowledge Management Index	2019	68%	59%	59%	60%	60%	62%	60%
	2017	79%	66%	65%	62%	62%	63%	64%
Results-Oriented Performance Culture Index	2019	63%	53%	57%	56%	57%	58%	57%
	2017	69%	56%	60%	55%	55%	56%	57%
Talent Management Index	2019	74%	63%	65%	65%	65%	66%	65%
	2017	81%	70%	70%	64%	66%	65%	67%
Job Satisfaction Index	2019	64%	61%	61%	62%	64%	68%	63%
	2017	70%	63%	65%	64%	67%	68%	66%

Perceived Support and Turnover								
	Year	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Perceived Organizational Support Index	2019	52%	39%	38%	39%	39%	40%	39%
	2017	56%	41%	41%	40%	42%	39%	41%
Perceived Supervisor Support Index	2019	80%	78%	78%	75%	73%	77%	76%
	2017	88%	81%	83%	77%	75%	74%	78%
Turnover Intentions Index	2019	49%	45%	44%	42%	52%	63%	49%
	2017	53%	43%	48%	48%	59%	61%	53%
Intent to Stay Index	2019	54%	44%	53%	63%	63%	65%	59%
	2017	47%	55%	53%	62%	65%	63%	60%

Complaints and Concerns								
	Year	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
How to report rule violation	2019	78%	74%	78%	89%	84%	84%	83%
	2017	79%	70%	75%	79%	82%	78%	78%
Report rule violation without fear	2019	64%	69%	67%	70%	67%	66%	68%
	2017	73%	64%	66%	66%	62%	65%	65%
Where to report discrimination	2019	87%	88%	89%	95%	90%	88%	90%
	2017	97%	88%	82%	86%	88%	88%	86%
How to pursue grievance	2019	64%	71%	77%	86%	84%	82%	81%
	2017	82%	75%	73%	76%	78%	81%	77%
Comfortable reporting discrimination	2019	64%	61%	68%	72%	62%	60%	65%
	2017	79%	70%	66%	58%	64%	61%	64%

Major Benefits Satisfaction Index								
	Year	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Retirement Satisfaction Index	2019	73%	75%	76%	78%	78%	79%	78%
	2017	81%	77%	79%	76%	81%	77%	78%
Leave Benefits Satisfaction Index	2019	77%	80%	79%	85%	85%	87%	83%
	2017	80%	77%	83%	86%	85%	88%	85%
Healthcare Benefits Satisfaction Index	2019	64%	62%	50%	51%	46%	50%	51%
	2017	46%	47%	51%	46%	45%	46%	47%
Life Insurance Satisfaction Index	2019	61%	56%	52%	53%	59%	56%	55%
	2017	65%	51%	56%	54%	64%	62%	59%

Other Benefits Index								
	Year	25 and Under	26-29	30-39	40-49	50-59	60 and over	UA
Overall Index	2019	47%	52%	48%	53%	55%	50%	52%
	2017	41%	49%	53%	53%	57%	56%	54%
Education	2019	78%	83%	68%	69%	68%	68%	70%
	2017	88%	80%	83%	73%	71%	70%	75%
Dental Insurance	2019	62%	82%	72%	74%	72%	72%	72%
	2017	58%	77%	78%	75%	79%	76%	77%
Dependent Life Insurance	2019	41%	45%	41%	52%	53%	43%	47%
	2017	39%	35%	47%	46%	52%	54%	48%
Disability Insurance	2019	37%	47%	44%	54%	62%	54%	53%
	2017	39%	46%	50%	50%	60%	61%	54%
Employee Assistance Program (EAP)	2019	43%	49%	46%	52%	55%	47%	50%
	2017	39%	43%	49%	51%	56%	54%	51%
Flexible Spending Account: Healthcare Reimbursement	2019	44%	40%	42%	43%	48%	46%	45%
	2017	27%	42%	46%	47%	54%	52%	48%
Flexible Spending Account: Dependent Care Reimbursement	2019	40%	33%	29%	33%	28%	26%	30%
	2017	27%	34%	34%	34%	32%	30%	33%
Vision Insurance	2019	63%	70%	63%	66%	68%	60%	65%
	2017	58%	66%	66%	67%	68%	64%	66%

Indices by College

Over 54 percent of the staff at the Fay Jones School of Architecture and Design participated in the 2019 staff climate survey while the other colleges ranged from 26.9 percent in the College of Education to 45.8 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 Global Campus, and the College of Education expressed the highest levels of position feelings and satisfaction. Staff at the College of Arts & Science, and the College of Agriculture, Food and Life Sciences expressed the lowest levels of positive feelings and satisfaction among the colleges.

As compared to the 2017 survey, the College of Agricultural, Food and Life Sciences, Global Campus, the Graduate School, and the College of Education showed improvements in satisfaction across many overall categories. In contrast, the School of Architecture and Design, College of Arts & Sciences, Mullins Library, and the Walton College of Business displayed a decline in satisfaction across most categories in the 2019 survey. The College of Engineering showed improvements in the areas of perceived organizational support, human capital assessment, satisfaction of secondary benefits, and handling grievances and discrimination.

Respondents										
	Year	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB
Respondents	2019	22	34	81	27	61	49	25	34	50
	2017	15	18	81	23	63	49	38	30	51
Total Staff	2019	54	62	228	59	227	132	68	78	129
	2017	50	58	221	52	245	126	66	68	125
Response Rate	2019	40.7%	54.8%	35.5%	45.8%	26.9%	37.1%	36.8%	43.6%	38.8%
	2017	30.0%	31.0%	36.7%	44.2%	25.7%	38.9%	57.6%	44.1%	40.8%

Employee Engagement Index											
	Year	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Overall Engagement Index	2019	62%	56%	64%	84%	71%	71%	75%	67%	74%	68%
	2017	58%	61%	71%	88%	73%	74%	76%	80%	80%	71%
Leaders Lead	2019	41%	38%	40%	75%	54%	58%	63%	51%	58%	52%
	2017	31%	42%	50%	76%	55%	59%	67%	69%	68%	56%
Supervisors	2019	68%	61%	77%	97%	81%	82%	88%	84%	83%	79%
	2017	76%	68%	86%	96%	84%	83%	81%	90%	90%	81%
Intrinsic Work Experience	2019	78%	70%	75%	81%	79%	74%	74%	68%	82%	74%
	2017	67%	73%	76%	91%	79%	80%	81%	81%	82%	77%

Global Satisfaction Index											
	Year	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Overall Global Satisfaction	2019	58%	66%	59%	71%	65%	62%	58%	60%	58%	59%
	2017	53%	51%	63%	72%	73%	72%	60%	66%	67%	63%

The New IQ Index											
	Year	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Overall New IQ Index	2019	56%	44%	53%	77%	66%	62%	72%	68%	63%	60%
	2017	50%	54%	60%	81%	63%	64%	64%	77%	66%	63%
Fair	2019	36%	28%	39%	69%	52%	47%	50%	54%	47%	45%
	2017	31%	39%	44%	68%	45%	49%	51%	59%	50%	47%
Open	2019	52%	42%	51%	83%	66%	63%	77%	70%	61%	61%
	2017	42%	47%	58%	78%	59%	67%	63%	82%	64%	61%
Cooperative	2019	59%	40%	39%	59%	59%	53%	78%	68%	54%	53%
	2017	47%	56%	51%	80%	61%	55%	58%	83%	59%	59%
Supportive	2019	74%	61%	78%	95%	82%	75%	82%	84%	86%	79%
	2017	76%	63%	85%	93%	83%	80%	71%	89%	90%	79%
Empowerment	2019	61%	50%	60%	79%	70%	69%	75%	63%	66%	64%
	2017	57%	67%	65%	84%	69%	69%	76%	73%	69%	67%

Human Capital Assessment and Accountability Framework Index											
	Year	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Overall Human Capital Assessment and Accountability Framework	2019	55%	50%	56%	79%	67%	66%	70%	65%	65%	51%
	2017	52%	53%	61%	79%	66%	65%	67%	71%	69%	52%
Leadership and Knowledge Management Index	2019	51%	47%	50%	83%	65%	65%	71%	63%	61%	45%
	2017	49%	53%	58%	83%	64%	65%	71%	74%	71%	49%
Results-Oriented Performance Culture Index	2019	53%	44%	52%	77%	64%	59%	63%	62%	60%	47%
	2017	45%	50%	55%	72%	59%	61%	59%	65%	64%	45%
Talent Management Index	2019	60%	51%	62%	89%	70%	70%	77%	75%	70%	54%
	2017	57%	52%	67%	84%	70%	66%	75%	77%	73%	57%
Job Satisfaction Index	2019	58%	58%	61%	67%	68%	72%	70%	59%	68%	58%
	2017	58%	59%	66%	77%	70%	70%	62%	68%	69%	58%

Perceived Support and Turnover											
	Year	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Perceived Organizational Support Index	2019	28%	33%	24%	60%	52%	45%	55%	34%	43%	39%
	2017	24%	24%	35%	60%	40%	38%	44%	39%	44%	41%
Perceived Supervisor Support Index	2019	69%	63%	76%	92%	79%	79%	90%	81%	78%	76%
	2017	79%	69%	85%	93%	82%	80%	78%	86%	88%	78%
Turnover Intentions Index	2019	45%	39%	37%	64%	50%	61%	57%	45%	59%	49%
	2017	42%	48%	50%	62%	58%	63%	50%	56%	50%	53%
Intent to Stay Index	2019	59%	50%	45%	74%	61%	63%	52%	53%	58%	59%
	2017	47%	53%	55%	74%	60%	58%	67%	53%	49%	60%

Complaints and Concerns											
	Year	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
How to report rule violation	2019	86%	74%	84%	96%	89%	86%	92%	82%	76%	83%
	2017	93%	78%	74%	83%	65%	71%	76%	87%	73%	78%
Report rule violation without fear	2019	36%	38%	68%	93%	67%	80%	83%	59%	58%	68%
	2017	73%	44%	57%	83%	56%	65%	68%	70%	62%	65%
Where to report discrimination	2019	91%	82%	90%	100%	95%	92%	96%	91%	80%	90%
	2017	100%	78%	86%	95%	79%	75%	87%	93%	80%	86%
How to pursue grievance	2019	77%	76%	76%	100%	85%	82%	92%	76%	70%	81%
	2017	93%	50%	76%	86%	67%	69%	71%	83%	73%	77%
Comfortable reporting discrimination	2019	41%	59%	63%	89%	64%	65%	84%	65%	58%	65%
	2017	47%	50%	64%	82%	48%	60%	63%	77%	62%	64%

Major Benefits Satisfaction Index											
	Year	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Retirement Satisfaction Index	2019	77%	88%	74%	74%	83%	76%	80%	79%	71%	78%
	2017	76%	86%	72%	83%	80%	89%	77%	64%	76%	78%
Leave Benefits Satisfaction Index	2019	90%	82%	84%	76%	82%	88%	84%	79%	82%	83%
	2017	85%	78%	80%	87%	81%	88%	86%	84%	84%	85%
Healthcare Benefits Satisfaction Index	2019	55%	57%	42%	53%	52%	56%	47%	42%	48%	51%
	2017	52%	53%	45%	58%	52%	57%	44%	47%	42%	47%
Life Insurance Satisfaction Index	2019	73%	57%	47%	63%	53%	59%	58%	52%	46%	55%
	2017	63%	67%	51%	62%	54%	67%	61%	62%	44%	59%

Other Benefits Index											
	Year	AFLS	ARCH	ARSC	CTED	EDUC	ENGR	GRAD	MULN	WCOB	UA
Overall Index	2019	64%	50%	46%	58%	53%	60%	51%	44%	50%	52%
	2017	58%	63%	53%	54%	47%	57%	53%	52%	50%	54%
Education	2019	64%	56%	68%	93%	72%	65%	68%	74%	72%	70%
	2017	80%	56%	70%	70%	84%	85%	82%	90%	73%	75%
Dental Insurance	2019	82%	76%	69%	89%	67%	84%	84%	67%	69%	72%
	2017	73%	83%	76%	78%	76%	79%	76%	83%	69%	77%
Dependent Life Insurance	2019	68%	56%	39%	44%	46%	49%	36%	33%	34%	47%
	2017	47%	72%	45%	36%	39%	42%	49%	37%	39%	48%
Disability Insurance	2019	59%	53%	42%	63%	52%	61%	52%	42%	36%	53%
	2017	47%	83%	54%	50%	42%	54%	58%	43%	42%	54%
Employee Assistance Program (EAP)	2019	45%	44%	41%	67%	49%	61%	56%	52%	52%	50%
	2017	53%	44%	49%	45%	46%	50%	53%	60%	41%	51%
Flexible Spending Account: Healthcare Reimbursement	2019	77%	38%	38%	56%	49%	57%	40%	39%	52%	45%
	2017	60%	50%	51%	68%	39%	75%	45%	47%	51%	48%
Flexible Spending Account: Dependent Care Reimbursement	2019	45%	26%	23%	30%	36%	38%	20%	21%	37%	30%
	2017	43%	44%	31%	41%	24%	44%	30%	30%	35%	33%
Vision Insurance	2019	68%	59%	68%	56%	69%	69%	72%	50%	70%	65%
	2017	80%	67%	66%	61%	65%	58%	61%	63%	71%	66%

Indices by Vice Chancellor Report

Participation ranged from 18.3 percent for staff at the University of Arkansas Athletics Department to 54.8 percent of staff members reporting to the Vice Chancellor for Academic Affairs (VCAC). It should be noted here that the respondents in the Miscellaneous (MISC) category include the Chancellor’s office, the Vice Chancellor for Economic Development’s office, and other smaller units.⁸ The Vice Chancellor for Academic Affairs category includes staff from the Law School, Honors College, Research and Sponsored programs, and a variety of smaller units like the ROTC programs.⁹

There were wide differences in the levels of positive feeling among staff respondents from these various units. Staff from the smaller units - Vice Chancellor for University Advancement (VCAD), and Vice Provost for Enrollment and Dean of Admissions (EMSP) – reported the highest positive feelings and satisfaction across many categories. Meanwhile, staff within the largest units, Vice Chancellor for Finance and Administration (VCFA), and Vice Chancellor for Academic Affairs reported the least positive feelings and satisfaction for many categories.

An examination of changes since the 2017 survey shows that most units reported lower positive feelings and satisfaction across most categories. A notable exception is the Vice President for Agriculture (VPAG) which showed improvements across many overall categories except secondary benefits, and global job satisfaction. The Vice Chancellor for Finance and Administration also showed improvements in employee engagement, global job satisfaction and handling grievances & discrimination.

		Respondents							
	Year	Athletics	MISC	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG
Respondents	2019	48	17	50	63	58	245	139	86
	2017	56	17	46	49	44	241	140	90
Total Staff	2019	262	32	114	115	117	737	359	398
	2017	245	107	121	117	123	745	360	425
Response Rate	2019	18.3%	53.1%	43.9%	54.8%	49.6%	33.2%	38.7%	21.6%
	2017	22.9%	15.9%	38.0%	41.9%	35.8%	32.3%	38.9%	21.2%

⁸ The Miscellaneous (MISC) category consists of the Chancellor’s office, the Vice Chancellor for Economic Development’s office, the Arkansas World Trade Center, Government Relations, the Office of Equal Opportunity & Compliance, and the Small Business Development Center.

⁹ The Vice Chancellor for Academic Affairs category consists of the office of the Vice Chancellor For Academic Affairs, the Air Force ROTC, the Center for Learning & Student Success, Office of Graduation and Retention, the Honors College, the Office of Institutional Research and Assessment, Academic Integrity & Initiatives, the Law School, the Office of the Dean of Law, the Law Library, Program Assessment, Research Compliance, Research Support & Sponsored Programs, AR Center for Space & Planetary Sciences, Teaching & Faculty Support Center, University of Arkansas Press, Vice Chancellor - Inclusion & Diversity, and Vice Chancellor - Research & Innovation.

Employee Engagement Index										
	Year	Athletics	MISC	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Overall Engagement Index	2019	70%	66%	74%	64%	76%	64%	70%	70%	68%
	2017	74%	73%	79%	74%	83%	64%	72%	63%	71%
Leaders Lead	2019	68%	58%	63%	42%	72%	44%	55%	53%	52%
	2017	67%	59%	71%	59%	75%	49%	56%	43%	56%
Supervisors	2019	72%	76%	80%	72%	82%	75%	84%	83%	79%
	2017	78%	83%	84%	82%	89%	75%	81%	73%	81%
Intrinsic Work Experience	2019	71%	65%	77%	78%	73%	73%	73%	73%	74%
	2017	76%	78%	81%	80%	87%	68%	80%	74%	77%

Global Satisfaction Index										
	Year	Athletics	MISC	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Overall Global Satisfaction	2019	60%	54%	53%	60%	62%	58%	58%	60%	59%
	2017	70%	76%	70%	69%	72%	53%	62%	64%	63%

The New IQ Index										
	Year	Athletics	MISC	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Overall New IQ Index	2019	63%	62%	64%	52%	68%	54%	64%	64%	60%
	2017	65%	67%	67%	63%	70%	57%	65%	58%	63%
Fair	2019	47%	56%	51%	34%	50%	40%	46%	48%	45%
	2017	52%	51%	50%	52%	48%	41%	51%	39%	47%
Open	2019	66%	68%	65%	52%	70%	56%	63%	61%	61%
	2017	67%	64%	72%	60%	70%	56%	62%	57%	61%
Cooperative	2019	60%	50%	58%	45%	68%	46%	57%	54%	53%
	2017	64%	63%	59%	61%	64%	56%	61%	52%	59%
Supportive	2019	73%	79%	76%	70%	86%	75%	83%	83%	79%
	2017	75%	87%	81%	78%	91%	74%	80%	77%	79%
Empowerment	2019	70%	56%	70%	58%	67%	54%	70%	74%	64%
	2017	67%	70%	74%	65%	78%	58%	70%	66%	67%

Human Capital Assessment and Accountability Framework Index										
	Year	Athletics	MISC	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Overall Human Capital Assessment and Accountability Framework	2019	68%	61%	66%	55%	68%	54%	65%	64%	62%
	2017	67%	71%	71%	65%	71%	56%	66%	60%	63%
Leadership and Knowledge Management Index	2019	69%	61%	68%	52%	72%	53%	65%	62%	60%
	2017	71%	69%	76%	65%	73%	58%	65%	56%	64%
Results-Oriented Performance Culture Index	2019	63%	59%	62%	50%	61%	50%	60%	60%	57%
	2017	56%	64%	64%	57%	63%	50%	60%	54%	57%
Talent Management Index	2019	71%	62%	70%	61%	74%	55%	69%	67%	65%
	2017	70%	76%	76%	71%	76%	57%	70%	64%	67%
Job Satisfaction Index	2019	70%	61%	66%	59%	64%	58%	65%	67%	63%
	2017	72%	73%	69%	68%	71%	59%	67%	65%	66%

Complaints and Concerns										
	Year	Athletics	MISC	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
How to report rule violation	2019	90%	88%	78%	73%	93%	82%	82%	76%	83%
	2017	96%	88%	87%	78%	79%	76%	81%	74%	78%
Report rule violation without fear	2019	81%	71%	72%	65%	70%	68%	68%	67%	68%
	2017	84%	69%	83%	71%	51%	60%	72%	60%	65%
Where to report discrimination	2019	92%	88%	84%	85%	95%	92%	92%	83%	90%
	2017	95%	94%	96%	88%	93%	86%	88%	75%	86%
How to pursue grievance	2019	81%	82%	78%	77%	88%	85%	80%	72%	81%
	2017	88%	88%	85%	73%	79%	79%	82%	64%	77%
Comfortable reporting discrimination	2019	83%	82%	66%	55%	70%	61%	69%	66%	65%
	2017	79%	82%	74%	59%	60%	60%	73%	53%	64%

Perceived Support and Turnover										
	Year	Athletics	MISC	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Perceived Organizational Support Index	2019	48%	69%	51%	33%	50%	31%	41%	37%	39%
	2017	51%	50%	47%	53%	51%	33%	47%	39%	41%
Perceived Supervisor Support Index	2019	72%	79%	74%	68%	79%	70%	84%	80%	76%
	2017	72%	82%	83%	80%	91%	70%	78%	74%	78%
Turnover Intentions Index	2019	55%	57%	40%	46%	51%	46%	50%	55%	49%
	2017	50%	73%	48%	55%	59%	49%	54%	54%	53%
Intent to Stay Index	2019	58%	59%	53%	58%	66%	63%	63%	59%	59%
	2017	46%	65%	68%	60%	78%	59%	61%	65%	60%

Major Benefits Satisfaction Index										
	Year	Athletics	MISC	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Retirement Satisfaction Index	2019	77%	87%	77%	80%	81%	78%	73%	78%	78%
	2017	81%	85%	88%	82%	84%	74%	81%	77%	78%
Leave Benefits Satisfaction Index	2019	84%	74%	77%	85%	84%	84%	82%	86%	83%
	2017	83%	81%	89%	91%	86%	85%	84%	85%	85%
Healthcare Benefits Satisfaction Index	2019	58%	54%	56%	56%	60%	48%	46%	52%	51%
	2017	53%	56%	52%	53%	57%	43%	39%	47%	47%
Life Insurance Satisfaction Index	2019	63%	55%	54%	55%	57%	56%	53%	57%	55%
	2017	55%	68%	74%	61%	62%	59%	57%	59%	59%

Other Benefits Index										
	Year	Athletics	MISC	EMSP	VCAC Other	VCAD	VCFA	VCSA	VPAG	UA
Overall Index	2019	54%	53%	53%	51%	53%	50%	52%	49%	52%
	2017	57%	60%	55%	60%	52%	53%	54%	52%	54%
Education	2019	69%	76%	69%	68%	79%	68%	72%	64%	70%
	2017	67%	71%	93%	82%	84%	69%	79%	66%	75%
Dental Insurance	2019	70%	53%	73%	69%	74%	70%	70%	76%	72%
	2017	73%	82%	74%	84%	80%	77%	73%	76%	77%
Dependent Life Insurance	2019	57%	53%	45%	48%	50%	46%	51%	46%	47%
	2017	50%	47%	54%	53%	43%	51%	53%	51%	48%
Disability Insurance	2019	56%	50%	53%	55%	59%	55%	54%	42%	53%
	2017	57%	71%	54%	61%	45%	54%	62%	49%	54%
Employee Assistance Program (EAP)	2019	55%	53%	45%	50%	57%	47%	51%	44%	50%
	2017	50%	59%	48%	59%	61%	55%	51%	44%	51%
Flexible Spending Account: Healthcare Reimbursement	2019	40%	59%	45%	44%	34%	43%	42%	42%	45%
	2017	52%	53%	52%	53%	36%	42%	46%	51%	48%
Flexible Spending Account: Dependent Care Reimbursement	2019	33%	35%	33%	25%	29%	29%	29%	27%	30%
	2017	43%	31%	39%	35%	25%	28%	33%	32%	33%
Vision Insurance	2019	67%	71%	73%	66%	71%	61%	64%	65%	65%
	2017	73%	76%	65%	78%	72%	66%	62%	61%	66%

Appendix

2019 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	
	%	Count	%	Count	%	Count	%	Count	%	Count
1. I am given a real opportunity to improve my skills in my job.	27.25%	300	45.05%	496	14.80%	163	9.63%	106	3.27%	36
2. I have enough information to do my job well.	24.50%	270	50.91%	561	12.52%	138	9.80%	108	2.27%	25
3. I feel encouraged to come up with new and better ways of doing things.	31.13%	343	39.02%	430	12.34%	136	12.25%	135	5.26%	58
4. My work gives me a feeling of personal accomplishment.	33.91%	373	39.27%	432	14.64%	161	7.27%	80	4.91%	54
5. I like the kind of work I do.	43.22%	475	43.77%	481	8.64%	95	3.37%	37	1.00%	11
6. I know what is expected of me on the job.	33.76%	372	47.10%	519	9.71%	107	6.90%	76	2.54%	28
7. When needed, I am willing to put in the extra effort to get a job done.	70.03%	771	28.07%	309	1.27%	14	0.36%	4	0.27%	3
8. I am constantly looking for ways to do my job better.	51.77%	570	41.60%	458	5.36%	59	1.18%	13	0.09%	1
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	18.62%	205	35.60%	392	17.62%	194	19.44%	214	8.72%	96
10. My workload is reasonable.	17.03%	187	45.36%	498	16.48%	181	14.39%	158	6.74%	74
11. My talents are used well in the workplace.	22.34%	246	41.87%	461	16.53%	182	11.81%	130	7.45%	82
12. I know how my work relates to the University's goals and priorities.	36.84%	406	46.19%	509	9.89%	109	4.26%	47	2.81%	31
13. The work I do is important.	55.56%	610	36.61%	402	5.92%	65	1.55%	17	0.36%	4

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.	30.70%	338	43.42%	478	10.90%	120	10.35%	114	4.63%	51
15. My performance appraisal is a fair reflection of my performance.	31.05%	340	38.45%	421	20.37%	223	6.67%	73	3.47%	38
16. I am held accountable for achieving results.	35.76%	393	50.41%	554	10.10%	111	3.00%	33	0.73%	8
17. I am aware of how I can report a suspected violation of any law, rule or regulation.	36.07%	396	46.54%	511	8.74%	96	6.83%	75	1.82%	20
18. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	30.36%	333	37.28%	409	16.04%	176	9.57%	105	6.75%	74
19. My training needs are assessed.	14.18%	156	39.91%	439	25.09%	276	15.55%	171	5.27%	58
20. In my most recent performance appraisal, I understood what I had to do to be rated at the different performance levels.	23.38%	256	38.17%	418	24.20%	265	9.22%	101	5.02%	55
21. I am aware of where I can report a concern pertaining to discrimination and/or harassment.	39.34%	432	50.55%	555	4.64%	51	3.83%	42	1.64%	18
22. I am aware of how I can pursue an employee grievance.	34.09%	374	46.76%	513	7.93%	87	8.57%	94	2.64%	29
23. I am familiar with who to contact regarding a reasonable accommodation for a disability.	36.40%	400	47.41%	521	9.19%	101	5.55%	61	1.46%	16
24. I would feel comfortable reporting a claim of discrimination and/ or harassment.	28.43%	313	36.97%	407	15.53%	171	10.90%	120	8.17%	90

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.	36.73%	404	45.09%	496	10.27%	113	6.36%	70	1.55%	17
26. My work unit is able to recruit people with the right skills.	19.73%	217	39.18%	431	20.82%	229	13.18%	145	7.09%	78
27. Promotions in my work unit are based on merit.	14.57%	160	27.41%	301	31.33%	344	14.57%	160	12.11%	133
28. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	9.58%	105	25.73%	282	32.12%	352	19.98%	219	12.59%	138
29. In my work unit, differences in performance are recognized in a meaningful way.	9.94%	109	26.25%	288	32.27%	354	22.42%	246	9.12%	100
30. Awards in my work unit depend on how well employees perform their jobs.	9.77%	107	26.30%	288	37.63%	412	15.16%	166	11.14%	122
31. Employees in my work unit share job knowledge with each other.	28.91%	318	46.45%	511	10.91%	120	9.82%	108	3.91%	43
32. The skill level in my work unit has improved in the past year.	22.75%	250	37.22%	409	26.11%	287	8.74%	96	5.19%	57

Q11 - My Work Unit

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

Very Good	46.59%	512
Good	36.21%	398
Fair	13.19%	145
Poor	2.55%	28
Very Poor	1.46%	16

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.	15.88%	175	55.26%	609	20.69%	228	6.35%	70	1.81%	20
35. Employees have a feeling of personal empowerment with respect to work processes.	9.08%	100	37.24%	410	31.43%	346	17.44%	192	4.81%	53
36. Employees are recognized for providing high quality products and services.	10.07%	111	35.21%	388	28.40%	313	18.97%	209	7.35%	81
37. Creativity and innovation are rewarded.	9.54%	105	31.34%	345	34.06%	375	17.98%	198	7.08%	78
38. Pay raises depend on how well employees perform their jobs.	4.28%	47	22.61%	248	27.89%	306	23.61%	259	21.60%	237
39. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training	17.70%	195	46.73%	515	25.32%	279	6.99%	77	3.27%	36

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.	22.91%	252	52.55%	578	15.82%	174	5.82%	64	2.91%	32
41. The University has prepared employees for potential security threats.	13.00%	143	43.64%	480	25.27%	278	14.00%	154	4.09%	45
42. Arbitrary action and personal favoritism are not tolerated.	8.55%	94	28.57%	314	29.48%	324	23.29%	256	10.10%	111
43. Coercion for partisan political purposes is not tolerated.	17.29%	190	39.22%	431	34.94%	384	5.55%	61	3.00%	33
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.	20.75%	228	46.95%	516	23.02%	253	6.19%	68	3.09%	34
45. The University is successful at accomplishing its mission.	15.43%	170	54.99%	606	24.23%	267	3.36%	37	2.00%	22
46. I recommend the University as a good place to work.	24.45%	269	47.64%	524	18.09%	199	5.91%	65	3.91%	43
47. I believe the results of this survey will be used to make the University a better place to work.	15.00%	165	31.36%	345	32.36%	356	12.55%	138	8.73%	96
48. The University takes pride in my accomplishments.	11.65%	128	33.58%	369	34.67%	381	14.74%	162	5.37%	59
49. The University really cares about my well-being.	9.27%	102	32.36%	356	34.82%	383	16.09%	177	7.45%	82
50. The University values my contributions to its well-being.	8.99%	99	34.88%	384	34.70%	382	14.90%	164	6.54%	72
51. The University strongly considers my goals and values.	7.19%	79	23.86%	262	41.35%	454	20.31%	223	7.29%	80
52. The University shows little concern for me.	10.30%	113	24.07%	264	30.17%	331	25.71%	282	9.75%	107

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.	49.68%	546	37.22%	409	6.82%	75	3.82%	42	2.46%	27
54. My supervisor provides me with opportunities to demonstrate my leadership skills.	39.16%	430	37.16%	408	12.11%	133	7.47%	82	4.10%	45
55. Discussions with my supervisor about my performance are worthwhile.	37.01%	406	33.45%	367	16.68%	183	7.57%	83	5.29%	58
56. My supervisor is committed to a workforce representative of all segments of society.	38.45%	421	34.34%	376	19.45%	213	4.93%	54	2.83%	31
57. My supervisor provides me with constructive suggestions to improve my job performance.	32.57%	357	35.77%	392	16.51%	181	9.58%	105	5.57%	61
58. Supervisors in my work unit support employee development.	35.94%	395	40.22%	442	13.19%	145	7.01%	77	3.64%	40
59. My supervisor listens to what I have to say.	46.36%	509	35.06%	385	9.11%	100	5.37%	59	4.10%	45
60. My supervisor treats me with respect.	53.56%	587	30.93%	339	8.94%	98	2.55%	28	4.01%	44
61. In the last six months, my supervisor has talked with me about my performance.	35.73%	392	35.82%	393	12.58%	138	9.39%	103	6.47%	71
62. I have trust and confidence in my supervisor.	44.81%	492	30.05%	330	12.66%	139	6.38%	70	6.10%	67

Q12 - My Supervisor

63. Overall, how good a job do you feel is being done by your immediate supervisor?	%	Count
Very Good	48.30%	527
Good	28.87%	315
Fair	13.84%	151
Poor	4.95%	54
Very Poor	4.03%	44

Q13 - My Supervisor

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	%	Count	%	Count	%	Count	%	Count	%	Count
64. My supervisor cares about my opinions.	43.72%	480	34.79%	382	10.02%	110	6.19%	68	5.28%	58
65. My supervisor really cares about my well-being.	47.54%	522	33.15%	364	10.56%	116	4.64%	51	4.10%	45
66. My supervisor strongly considers my goals and values.	40.46%	443	31.14%	341	16.62%	182	6.39%	70	5.39%	59
67. My supervisor shows very little concern for me.	7.85%	86	7.12%	78	10.77%	118	33.94%	372	40.33%	442
68. My supervisor encourages me.	38.89%	427	35.70%	392	15.03%	165	5.46%	60	4.92%	54

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.	6.65%	73	27.71%	304	38.29%	420	20.24%	222	7.11%	78
70. The University's senior campus leaders maintain high standards of honesty and integrity.	11.76%	129	35.73%	392	40.20%	441	8.84%	97	3.46%	38
71. Supervisors work well with employees of different backgrounds.	15.86%	174	48.50%	532	28.90%	317	4.92%	54	1.82%	20
72. Supervisors communicate the goals and priorities of the organization.	13.87%	152	47.35%	519	27.65%	303	8.03%	88	3.10%	34
73. Supervisors review and evaluate the organization's progress toward meeting its goals and objectives.	13.27%	145	41.90%	458	34.40%	376	7.87%	86	2.56%	28
74. Supervisors promote communication among different work units (for example, about projects, goals, needed resources).	12.24%	134	37.81%	414	30.59%	335	13.52%	148	5.84%	64
75. Supervisors support collaboration across work units to accomplish work objectives.	13.91%	152	42.54%	465	27.36%	299	11.62%	127	4.57%	50

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	24.34%	266
Good	39.62%	433
Fair	24.70%	270
Poor	6.95%	76
Very Poor	4.39%	48

Q15 - Leadership

Question	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	%	Count	%	Count	%	Count	%	Count	%	Count
77. I have a high level of respect for my University's senior campus leaders.	18.10%	198	36.11%	395	31.99%	350	10.42%	114	3.38%	37
78. Senior campus leaders demonstrate support for work/life programs.	14.25%	156	36.62%	401	33.52%	367	10.96%	120	4.66%	51

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?	14.74%	162	43.22%	475	21.29%	234	15.47%	170	5.28%	58
80. How satisfied are you with the information you receive from the administration on what's going on in your organization?	10.55%	116	38.45%	423	26.91%	296	17.82%	196	6.27%	69
81. How satisfied are you with the recognition you receive for doing a good job?	12.01%	132	34.94%	384	25.20%	277	18.38%	202	9.46%	104
82. How satisfied are you with your opportunity to get a better job in the University?	7.66%	84	25.25%	277	35.00%	384	19.14%	210	12.94%	142
83. How satisfied are you with the training you receive for your present job?	16.74%	184	43.31%	476	22.57%	248	10.92%	120	6.46%	71
84. Considering everything, how satisfied are you with your job?	24.27%	267	46.91%	516	15.55%	171	9.09%	100	4.18%	46
85. Considering everything, how satisfied are you with your pay?	4.73%	52	25.11%	276	15.56%	171	29.66%	326	24.93%	274
86. Considering everything, how satisfied are you with the University?	14.39%	158	50.09%	550	22.95%	252	9.11%	100	3.46%	38

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.	9.20%	101	21.22%	233	20.49%	225	31.33%	344	17.76%	195
88. I will probably look for a new job in the next year.	10.84%	119	17.40%	191	22.50%	247	29.33%	322	19.95%	219
89. I am considering leaving my job.	9.20%	101	19.13%	210	21.95%	241	27.69%	304	22.04%	242
90. It is very important for me to spend my career in the University.	18.02%	198	31.30%	344	31.30%	344	13.83%	152	5.55%	61
91. If I were completely free to choose, I would prefer to continue working for the University.	31.88%	350	37.34%	410	21.13%	232	5.83%	64	3.83%	42

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.	47.09%	517	41.44%	455	7.83%	86	2.73%	30	0.91%	10
93. How satisfied are you with the size of your contribution to retirement.	33.42%	367	43.99%	483	12.02%	132	8.93%	98	1.64%	18
94. How satisfied are you with the quality of retirement plan provided by the University.	31.94%	351	48.77%	536	15.01%	165	3.09%	34	1.18%	13
95. How satisfied are you that the retirement program provides economic security for your retirement.	27.26%	299	43.21%	474	20.33%	223	6.84%	75	2.37%	26
96. How satisfied are you with how the University communicates retirement information.	22.95%	252	47.63%	523	20.77%	228	7.10%	78	1.55%	17

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.	35.00%	384	46.86%	514	9.57%	105	6.75%	74	1.82%	20
98. How satisfied are you with the annual leave policy.	30.42%	334	50.91%	559	12.57%	138	4.92%	54	1.18%	13
99. How satisfied are you with the number of paid holidays.	36.01%	395	50.77%	557	8.11%	89	4.56%	50	0.55%	6
100. How satisfied are you with the amount of paid sick leave you currently receive.	34.89%	382	47.85%	524	9.50%	104	6.85%	75	0.91%	10
101. How satisfied are you with the quality of health care provided by the plan.	17.85%	196	45.36%	498	19.76%	217	11.84%	130	5.19%	57
102. How satisfied are you with the amount of health care cost provided by the University.	14.95%	164	42.21%	463	22.06%	242	14.49%	159	6.29%	69
103. How satisfied are you with the amount of health care cost you pay.	11.94%	131	36.37%	399	23.61%	259	18.51%	203	9.57%	105
104. How satisfied are you with the size of health care deductible you must pay.	7.93%	87	28.99%	318	28.35%	311	24.61%	270	10.12%	111
105. How satisfied are you with the size of health care co-pays you must pay.	8.76%	96	38.59%	423	27.55%	302	17.97%	197	7.12%	78
106. How satisfied are you with the life insurance provided by the University.	12.97%	142	42.74%	468	35.25%	386	6.48%	71	2.56%	28
107. How satisfied are you with the opportunity to buy additional life insurance.	13.58%	149	41.66%	457	40.75%	447	3.10%	34	0.91%	10
108. How satisfied are you with the education benefits provided by the University.	29.12%	320	40.58%	446	22.66%	249	5.73%	63	1.91%	21

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	21.10%	231	51.42%	563	17.81%	195	7.21%	79	2.47%	27
Dependent Life Insurance	11.18%	122	35.84%	391	49.40%	539	2.47%	27	1.10%	12
Disability Insurance	10.81%	118	41.76%	456	42.86%	468	3.21%	35	1.37%	15
Employee Assistance Program (EAP)	13.49%	147	36.33%	396	44.59%	486	3.67%	40	1.93%	21
Flexible Spending Account: Healthcare Reimbursement	12.58%	137	32.05%	349	49.04%	534	3.95%	43	2.39%	26
Flexible Spending Account: Dependent Care Reimbursement	8.39%	91	21.49%	233	66.33%	719	2.21%	24	1.57%	17
Vision Insurance	17.59%	193	47.40%	520	25.62%	281	7.66%	84	1.73%	19

Comparison of Survey Responses between 2019 and 2017¹⁰

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.	-4.33%	1.86%	1.37%	0.03%	1.06%
2. I have enough information to do my job well.	0.34%	-4.70%	1.11%	2.13%	1.12%
3. I feel encouraged to come up with new and better ways of doing things.	-6.65%	4.31%	0.16%	2.09%	0.09%
4. My work gives me a feeling of personal accomplishment.	-2.62%	-1.38%	2.36%	-0.21%	1.84%
5. I like the kind of work I do.	-2.84%	2.40%	-0.09%	0.68%	-0.15%
6. I know what is expected of me on the job.	-0.60%	-3.10%	0.69%	1.62%	1.39%
7. When needed, I am willing to put in the extra effort to get a job done.	-2.26%	1.99%	-0.07%	0.27%	0.08%
8. I am constantly looking for ways to do my job better.	-1.78%	0.72%	0.27%	0.89%	-0.10%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	-0.67%	-0.96%	-0.71%	0.63%	1.71%
10. My workload is reasonable.	-1.97%	-0.71%	2.28%	-0.49%	0.89%
11. My talents are used well in the workplace.	-2.66%	-0.15%	0.95%	0.37%	1.49%
12. I know how my work relates to the University's goals and priorities.	-1.51%	2.66%	-2.67%	-0.05%	1.57%
13. The work I do is important.	-0.01%	-1.20%	1.22%	-0.18%	0.17%

¹⁰ The figures presented in this section's tables are the differences in the percent responding in each category between 2019 and 2017, ie. 2019% - 2017%.

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.	-0.90%	-1.83%	-0.24%	1.23%	1.75%
15. My performance appraisal is a fair reflection of my performance.	1.35%	-1.09%	-0.17%	-0.18%	0.10%
16. I am held accountable for achieving results.	-0.36%	-0.60%	0.11%	0.60%	0.25%
17. I am aware of how I can report a suspected violation of any law, rule or regulation.	2.83%	1.87%	-1.82%	-1.62%	-1.25%
18. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	1.65%	1.16%	-4.67%	0.80%	1.06%
19. My training needs are assessed.	-2.20%	1.08%	-1.40%	1.19%	1.32%
20. In my most recent performance appraisal, I understood what I had to do to be rated at the different performance levels.	1.04%	0.94%	-1.43%	-1.12%	0.57%
21. I am aware of where I can report a concern pertaining to discrimination and/or harassment.	1.21%	2.52%	-1.60%	-1.94%	-0.19%
22. I am aware of how I can pursue an employee grievance.	1.21%	3.01%	-1.97%	-2.49%	0.24%
23. I am familiar with who to contact regarding a reasonable accommodation for a disability.	3.00%	4.38%	-3.61%	-3.21%	-0.57%
24. I would feel comfortable reporting a claim of discrimination and/ or harassment.	1.79%	0.04%	-0.43%	-2.08%	0.67%

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.	-4.73%	2.19%	1.25%	1.57%	-0.28%
26. My work unit is able to recruit people with the right skills.	-4.36%	0.45%	0.11%	3.07%	0.73%
27. Promotions in my work unit are based on merit.	-0.18%	0.89%	0.95%	0.01%	-1.68%
28. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	-0.54%	-2.88%	1.87%	1.48%	0.07%
29. In my work unit, differences in performance are recognized in a meaningful way.	-0.08%	-1.97%	-0.39%	2.87%	-0.42%
30. Awards in my work unit depend on how well employees perform their jobs.	-1.63%	0.21%	0.91%	-0.49%	1.00%
31. Employees in my work unit share job knowledge with each other.	-4.55%	2.42%	-0.63%	2.51%	0.26%
32. The skill level in my work unit has improved in the past year.	-3.24%	-1.05%	1.09%	1.59%	1.61%

Q11 - My Work Unit

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

Very Good	-5.34%
Good	0.85%
Fair	2.50%
Poor	1.20%
Very Poor	0.79%

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.	-1.14%	1.88%	-0.01%	-0.80%	0.07%
35. Employees have a feeling of personal empowerment with respect to work processes.	-1.30%	-0.49%	1.36%	0.27%	0.16%
36. Employees are recognized for providing high quality products and services.	-1.52%	1.78%	1.45%	-2.58%	0.88%
37. Creativity and innovation are rewarded.	-0.71%	2.03%	1.08%	-1.26%	-1.14%
38. Pay raises depend on how well employees perform their jobs.	0.12%	7.99%	-1.24%	-0.40%	-6.47%
39. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training	-0.31%	0.56%	0.25%	-0.37%	-0.12%

in awareness of diversity issues, mentoring).					
40. Employees are protected from health and safety hazards on the job.	-1.15%	-0.02%	-1.06%	1.45%	0.78%
41. The University has prepared employees for potential security threats.	-3.68%	-2.65%	5.31%	1.66%	-0.63%
42. Arbitrary action and personal favoritism are not tolerated.	-0.24%	-0.12%	-3.08%	3.68%	-0.24%
43. Coercion for partisan political purposes is not tolerated.	-3.06%	0.46%	4.03%	-1.14%	-0.29%
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.	-4.59%	2.58%	1.56%	0.36%	0.08%
45. The University is successful at accomplishing its mission.	-1.32%	-0.28%	0.03%	0.55%	1.03%
46. I recommend the University as a good place to work.	-3.43%	-2.22%	2.80%	1.17%	1.68%
47. I believe the results of this survey will be used to make the University a better place to work.	-4.31%	-3.29%	5.43%	0.87%	1.29%
48. The University takes pride in my accomplishments.	-1.52%	-0.40%	1.85%	-0.17%	0.24%
49. The University really cares about my well-being.	-0.51%	-1.65%	1.19%	0.39%	0.57%
50. The University values my contributions to its well-being.	-1.09%	-1.07%	0.97%	1.33%	-0.15%
51. The University strongly considers my goals and values.	-1.04%	0.02%	0.36%	2.19%	-1.53%
52. The University shows little concern for me.	0.39%	2.69%	-1.90%	-1.02%	-0.16%

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.	-4.86%	5.75%	-0.70%	-0.14%	-0.05%
54. My supervisor provides me with opportunities to demonstrate my leadership skills.	-3.54%	4.60%	0.52%	-1.03%	-0.54%
55. Discussions with my supervisor about my performance are worthwhile.	-2.51%	2.83%	-0.71%	0.32%	0.07%
56. My supervisor is committed to a workforce representative of all segments of society.	-2.33%	0.04%	1.58%	0.49%	0.22%
57. My supervisor provides me with constructive suggestions to improve my job performance.	-4.72%	1.56%	1.73%	0.59%	0.83%
58. Supervisors in my work unit support employee development.	-2.65%	1.53%	1.10%	-0.25%	0.25%
59. My supervisor listens to what I have to say.	-1.80%	0.18%	0.97%	0.14%	0.51%
60. My supervisor treats me with respect.	-1.86%	0.18%	2.37%	-1.12%	0.44%
61. In the last six months, my supervisor has talked with me about my performance.	-0.57%	2.04%	-0.78%	-1.65%	0.95%
62. I have trust and confidence in my supervisor.	-2.81%	0.28%	1.02%	-0.03%	1.54%

Q12 - My Supervisor

63. Overall, how good a job do you feel is being done by your immediate supervisor?	%
Very Good	-5.58%
Good	3.53%
Fair	0.93%
Poor	0.10%
Very Poor	1.02%

Q13 - My Supervisor

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
64. My supervisor cares about my opinions.	-2.56%	0.81%	0.53%	-0.39%	1.60%
65. My supervisor really cares about my well-being.	-1.83%	-0.73%	0.50%	0.87%	1.19%
66. My supervisor strongly considers my goals and values.	-1.69%	-1.61%	2.47%	-0.49%	1.32%
67. My supervisor shows very little concern for me.	0.77%	2.46%	-1.07%	-0.88%	-1.28%
68. My supervisor encourages me.	-3.01%	1.85%	0.77%	-0.06%	0.46%

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.	-1.31%	-3.48%	0.87%	2.16%	1.77%
70. The University's senior campus leaders maintain high standards of honesty and integrity.	-1.19%	-3.51%	2.91%	1.44%	0.35%
71. Supervisors work well with employees of different backgrounds.	-1.10%	-1.21%	2.58%	-0.24%	-0.03%
72. Supervisors communicate the goals and priorities of the organization.	-3.17%	2.47%	1.45%	-1.03%	0.28%
73. Supervisors review and evaluate the organization's progress toward meeting its goals and objectives.	-1.92%	-3.47%	5.19%	-0.12%	0.32%
74. Supervisors promote communication among different work units (for example, about projects, goals, needed resources).	-2.42%	-4.33%	5.93%	0.02%	0.80%
75. Supervisors support collaboration across work units to accomplish work objectives.	-3.78%	-0.80%	3.06%	1.42%	0.10%

Q14 – Leadership

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

Answer	%
Very Good	-6.95%
Good	3.27%
Fair	2.06%
Poor	-0.14%
Very Poor	1.77%

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.	-2.50%	-4.13%	2.35%	3.62%	0.66%
78. Senior campus leaders demonstrate support for work/life programs.	-2.42%	0.46%	-3.03%	3.55%	1.44%

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?	-4.16%	2.72%	1.14%	0.23%	0.07%
80. How satisfied are you with the information you receive from the administration on what's going on in your organization?	-2.79%	-1.16%	4.69%	-0.15%	-0.59%
81. How satisfied are you with the recognition you receive for doing a good job?	-3.20%	2.96%	1.56%	-0.61%	-0.71%
82. How satisfied are you with your opportunity to get a better job in the University?	-2.80%	-0.60%	4.61%	-0.80%	-0.41%
83. How satisfied are you with the training you receive for your present job?	-1.89%	-0.41%	0.46%	0.01%	1.83%
84. Considering everything, how satisfied are you with your job?	-4.71%	0.73%	2.99%	-0.09%	1.09%
85. Considering everything, how satisfied are you with your pay?	-2.54%	0.96%	-0.44%	1.73%	0.30%
86. Considering everything, how satisfied are you with the University?	-3.39%	-0.54%	1.69%	1.76%	0.47%

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.	1.48%	0.47%	-0.45%	1.41%	-2.90%
88. I will probably look for a new job in the next year.	1.57%	-0.08%	3.09%	-2.14%	-2.45%
89. I am considering leaving my job.	1.66%	0.67%	2.63%	-3.62%	-1.34%
90. It is very important for me to spend my career in the University.	-1.79%	3.28%	-1.84%	1.08%	-0.73%
91. If I were completely free to choose, I would prefer to continue working for the University.	0.51%	-3.10%	1.53%	0.33%	0.74%

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.	-1.08%	0.90%	0.21%	0.03%	-0.05%
93. How satisfied are you with the size of your contribution to retirement.	0.06%	1.24%	-0.26%	-0.17%	-0.88%
94. How satisfied are you with the quality of retirement plan provided by the University.	-0.20%	-0.02%	0.40%	-0.20%	0.02%
95. How satisfied are you that the retirement program provides economic security for your retirement.	0.49%	-3.44%	1.22%	1.60%	0.14%
96. How satisfied are you with how the University communicates retirement information.	-2.82%	0.44%	2.55%	0.22%	-0.39%

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.	-3.60%	2.14%	1.33%	0.64%	-0.50%
98. How satisfied are you with the annual leave policy.	-5.69%	3.77%	2.21%	-0.12%	-0.17%
99. How satisfied are you with the number of paid holidays.	-3.01%	2.08%	0.37%	0.88%	-0.32%
100. How satisfied are you with the amount of paid sick leave you currently receive.	-2.59%	1.54%	0.18%	1.32%	-0.45%
101. How satisfied are you with the quality of health care provided by the plan.	2.26%	2.57%	-2.21%	-1.62%	-1.00%
102. How satisfied are you with the amount of health care cost provided by the University.	-3.95%	2.28%	-1.20%	1.80%	1.06%
103. How satisfied are you with the amount of health care cost you pay.	0.12%	1.78%	-0.23%	-2.13%	0.46%
104. How satisfied are you with the size of health care deductible you must pay.	3.38%	1.88%	2.41%	-2.30%	-5.37%
105. How satisfied are you with the size of health care co-pays you must pay.	2.76%	4.71%	0.06%	-4.48%	-3.05%
106. How satisfied are you with the life insurance provided by the University.	0.95%	-1.83%	-0.41%	1.06%	0.23%
107. How satisfied are you with the opportunity to buy additional life insurance.	-0.25%	-5.25%	5.74%	-0.09%	-0.15%
108. How satisfied are you with the education benefits provided by the University.	-6.99%	1.38%	5.04%	0.02%	0.56%

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	-4.97%	0.93%	0.72%	2.58%	0.73%
Dependent Life Insurance	-1.44%	0.11%	1.05%	-0.15%	0.42%
Disability Insurance	-1.42%	-0.05%	0.28%	0.78%	0.40%
Employee Assistance Program (EAP)	-1.06%	-0.33%	1.62%	-0.50%	0.28%
Flexible Spending Account: Healthcare Reimbursement	-1.39%	-2.48%	4.32%	-0.22%	-0.23%
Flexible Spending Account: Dependent Care Reimbursement	-0.40%	-2.26%	2.99%	-0.43%	0.10%
Vision Insurance	-1.88%	0.89%	-1.13%	2.13%	-0.01%