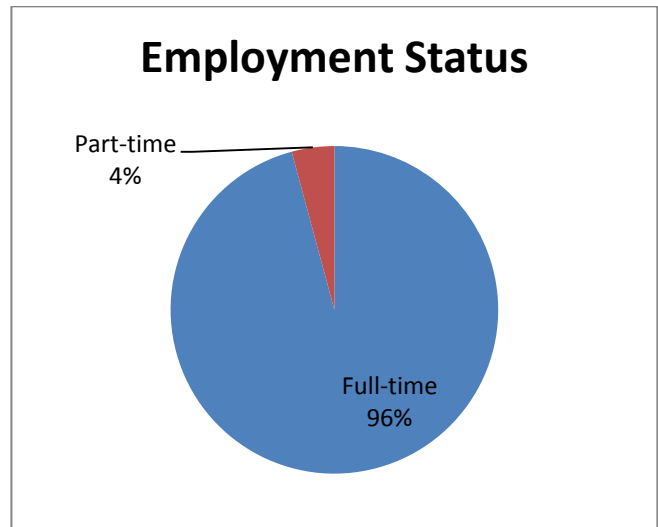
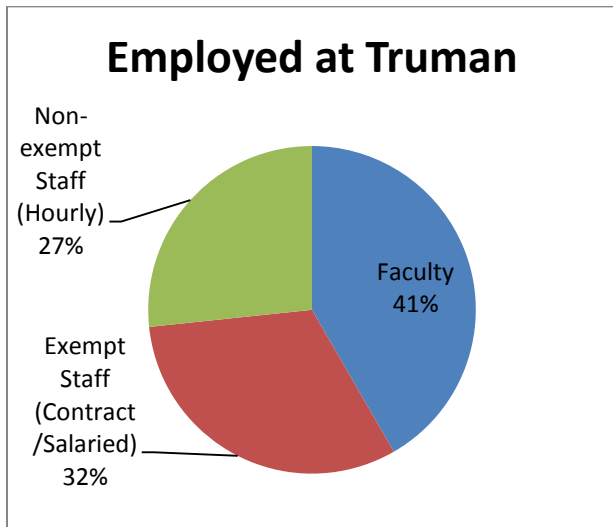


(Prepared and distributed by the President’s Sustainability Action Committee, Human Resources, and Staff Council)

The faculty and staff survey was administered in the spring of 2013. 240 employees completed the survey for a 31.9% response rate overall.

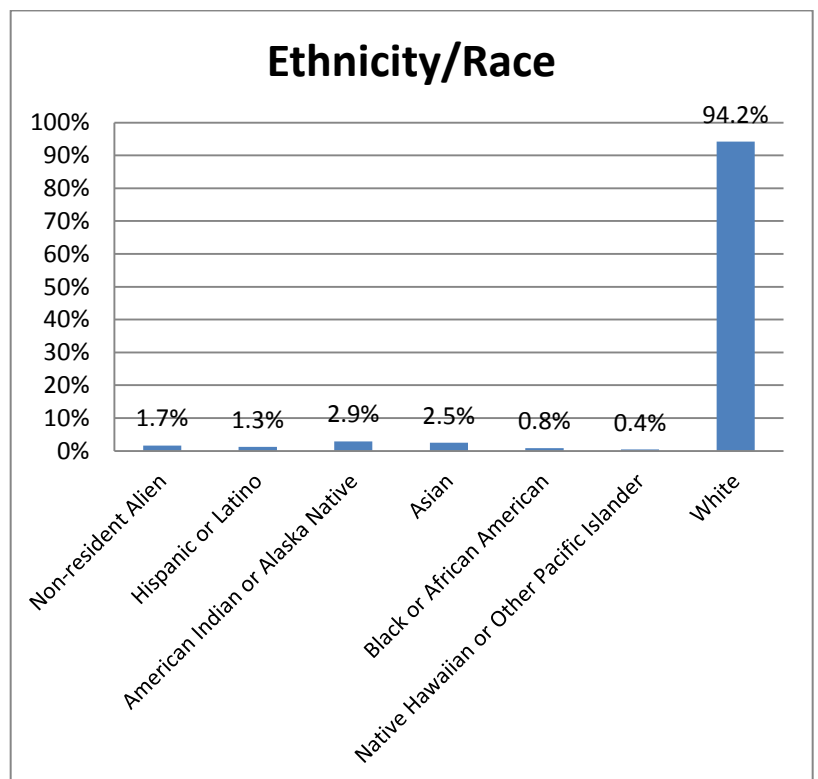
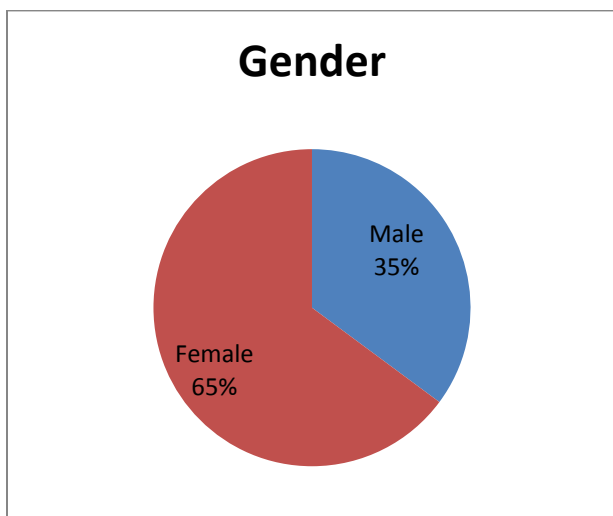
Of those responding, 41.7% were faculty, 31.7% were exempt staff, and 26.7% were non-exempt staff.

95.8% were employed full-time and 4.2% part-time.

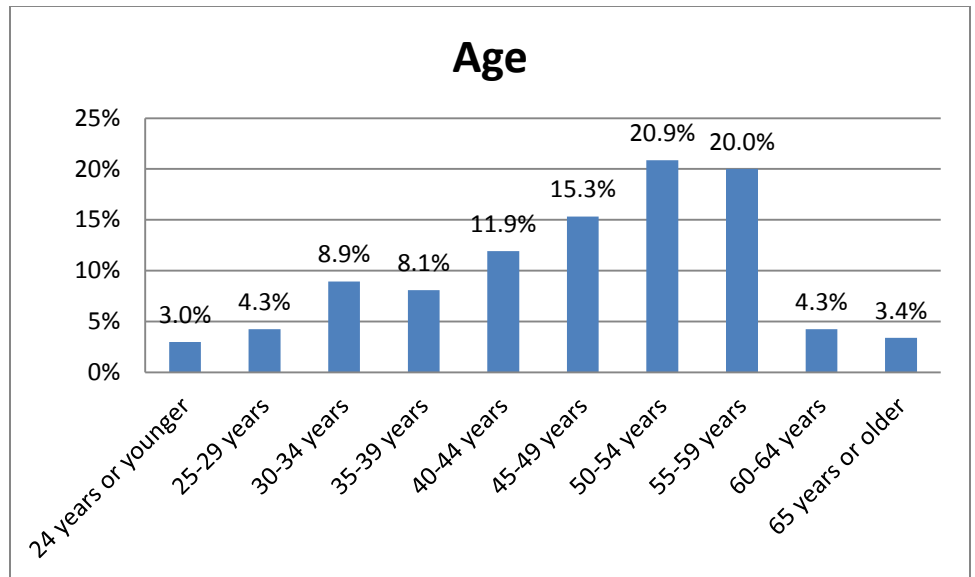


64.9% were female and 35.1% were male.

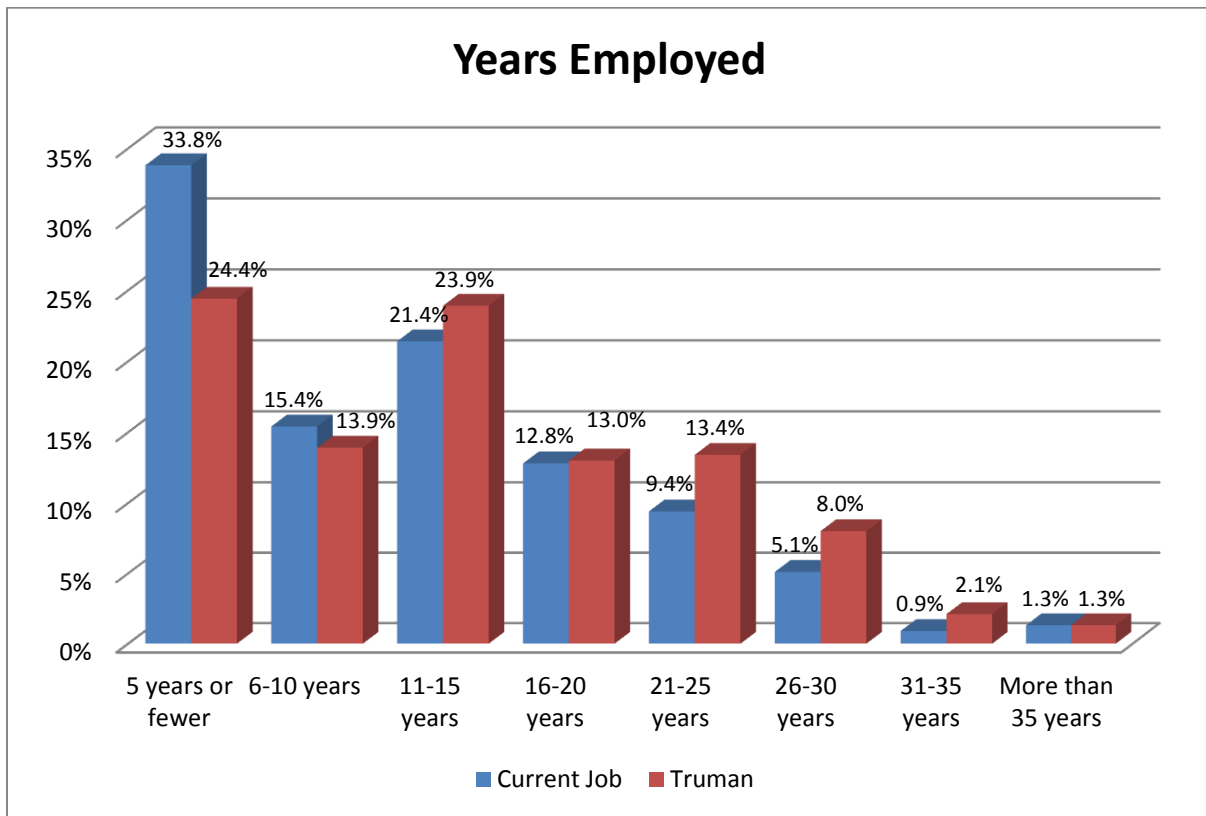
Respondents were allowed to select any and all ethnicities that applied. 94.2% marked white, 1.7% marked non-resident alien, and 7.9% marked a minority.



- 7.3% of the respondents were less than 30 years old
- 17.0% were 30 or older but less than 40
- 27.2% were 40 or older but less than 50
- 40.9% were 50 or older but less than 60
- 7.7% were 60 or older



The graph below also indicates how long workers have been employed in their current job, and at Truman overall.



Length of time at Truman:

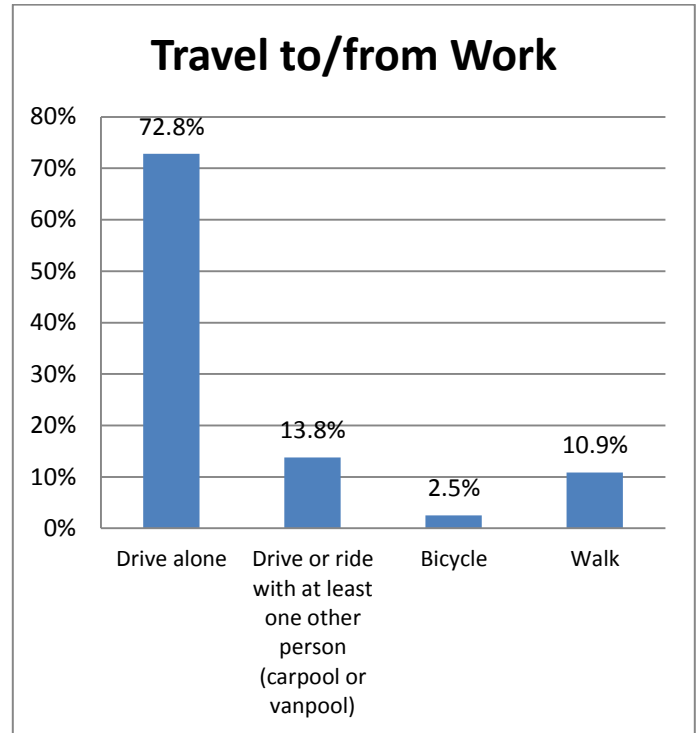
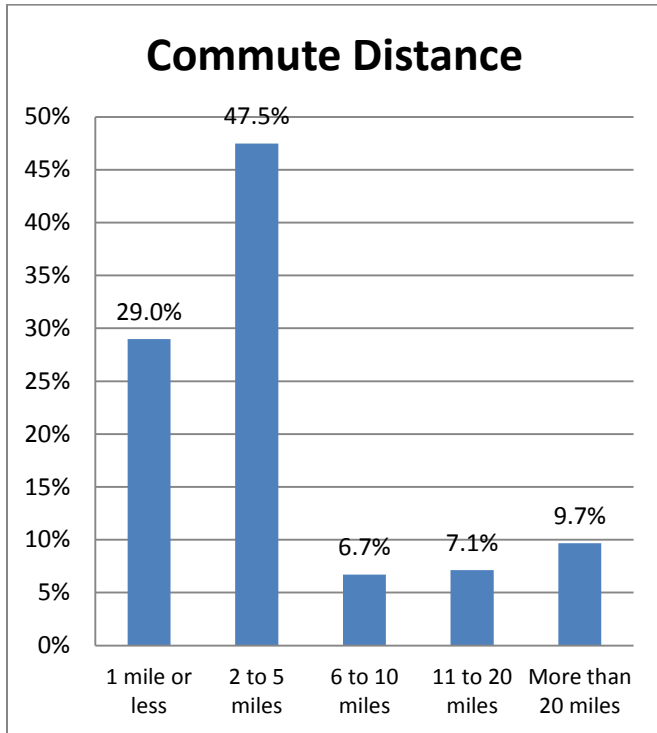
- 38.3% have worked at Truman 10 years or less
- 36.9% have worked from 11 to 20 years
- 21.4% have worked from 21 to 30 years
- 3.4% have worked more than 30 years

Length of time in current job at Truman:

- 49.2% have worked at their current job for 10 years or less
- 34.2% have worked from 11 to 20 years
- 14.5% have worked from 21 to 30 years
- 2.2% have worked more than 30 years in their current job

Employee Commute

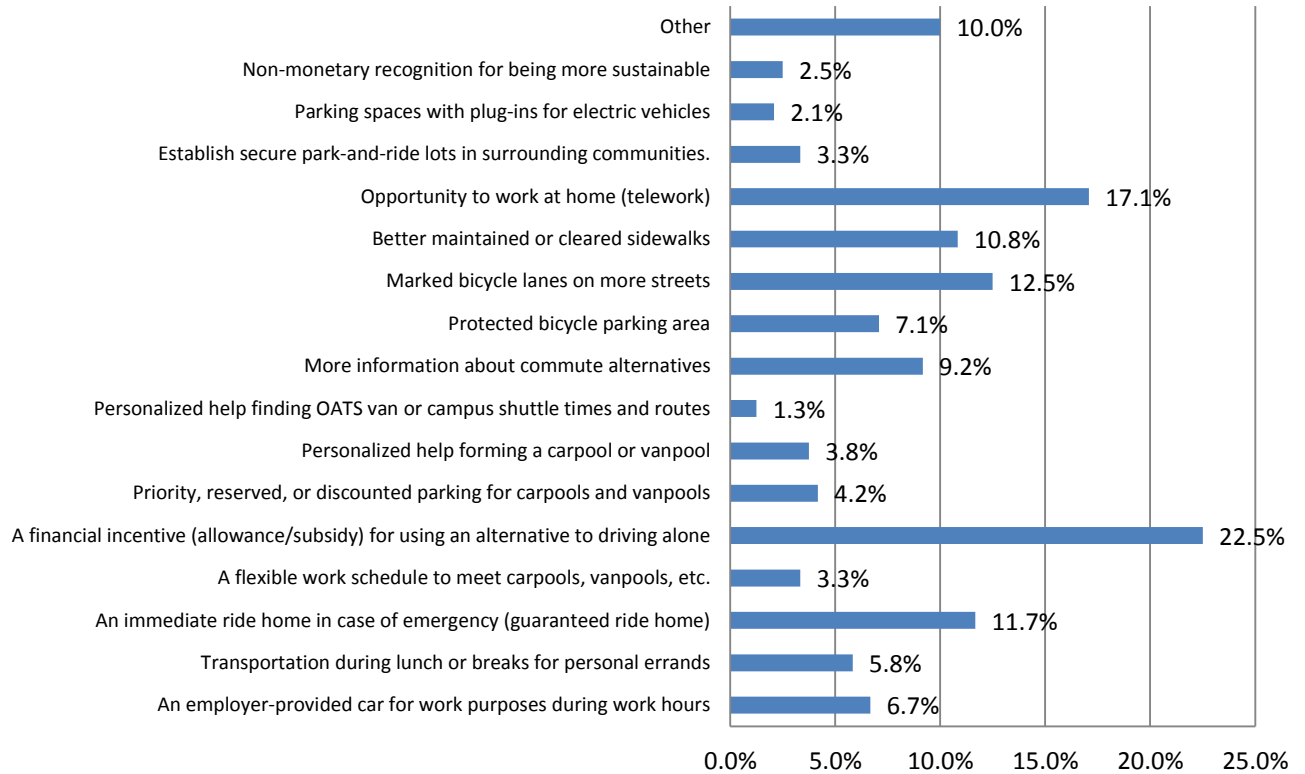
The average commute distance traveled one way from home to work was 6.35 miles. 50% of the respondents travel 2.5 miles or less to work; 80% travel 7 miles or less; and 10% live more than 20 miles from work. 72.8% of the workers drive alone; 13.8% carpool/vanpool; 10.9% walk; and 2.5% bike to work. Of those who carpool/vanpool, 75.8% drive or ride with one other person, 24.3% drive or ride with 2 or 3 other people, 43.8% of the 1 or 2 riders are less than 16 years old, and only 6.3% utilize a park & ride arrangement.



The top 5 considerations to encourage alternatives to driving alone were:

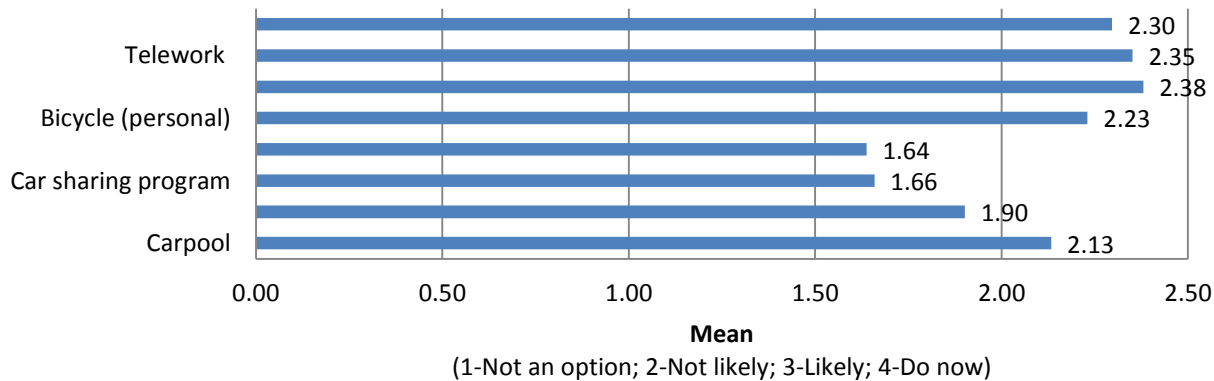
1. A financial incentive (allowance/subsidy) – 22.5%
2. Opportunity to work at home (telework) – 17.1%
3. Marked bicycle lanes on more streets – 12.5%
4. An immediate ride home in case of emergency (guaranteed ride home) – 11.7%
5. Better maintained or cleared sidewalks – 10.8%

Alternatives to Driving Alone



The respondents expressed interest in trying alternatives for commuting. The University may want to focus attention on the two areas where respondents indicated most often that they were “likely” to do or “do now”: 53.6% would try a Compressed work week and 52.8% would try Telework (work from home). Only 18.9% of the respondents were aware of Truman’s carpool website, so this may also be an option to pursue.

Ways of Getting to Work



Truman cannot control where employees live or how they travel to work, but we can work to address some of the alternatives employees indicated as potential options to driving alone or commuting to work.

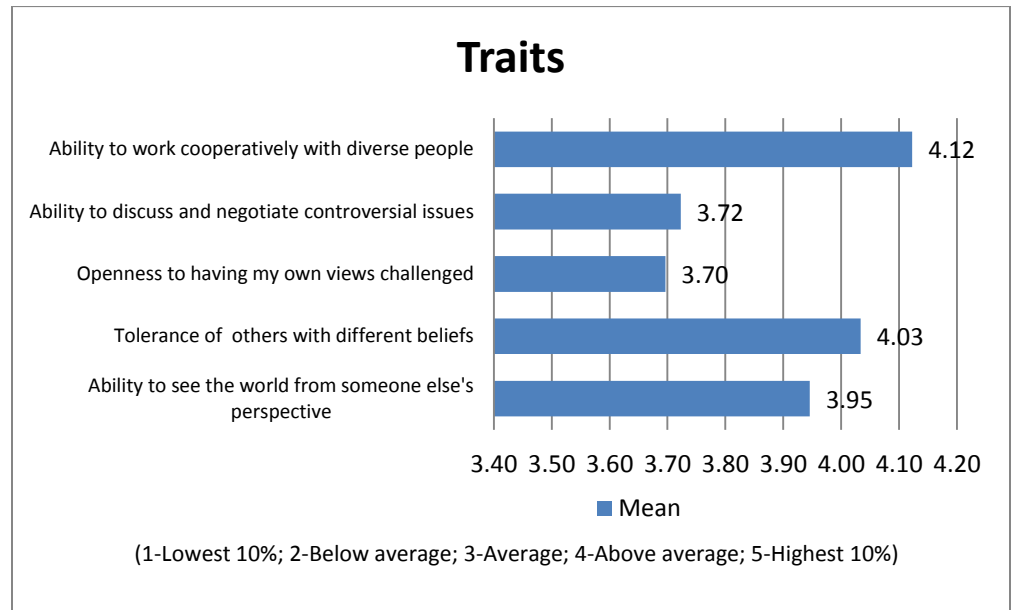
Campus Cultural Diversity

The majority of the Truman employees who responded rated themselves “Above Average” or higher/better compared with the average person their age on all of the traits.

The 3 highest rated traits were:

1. Ability to work cooperatively with diverse people (32.1%)
2. Tolerance of others with different beliefs (75.4%)
3. Ability to see the world from someone else’s perspective (73.8%)

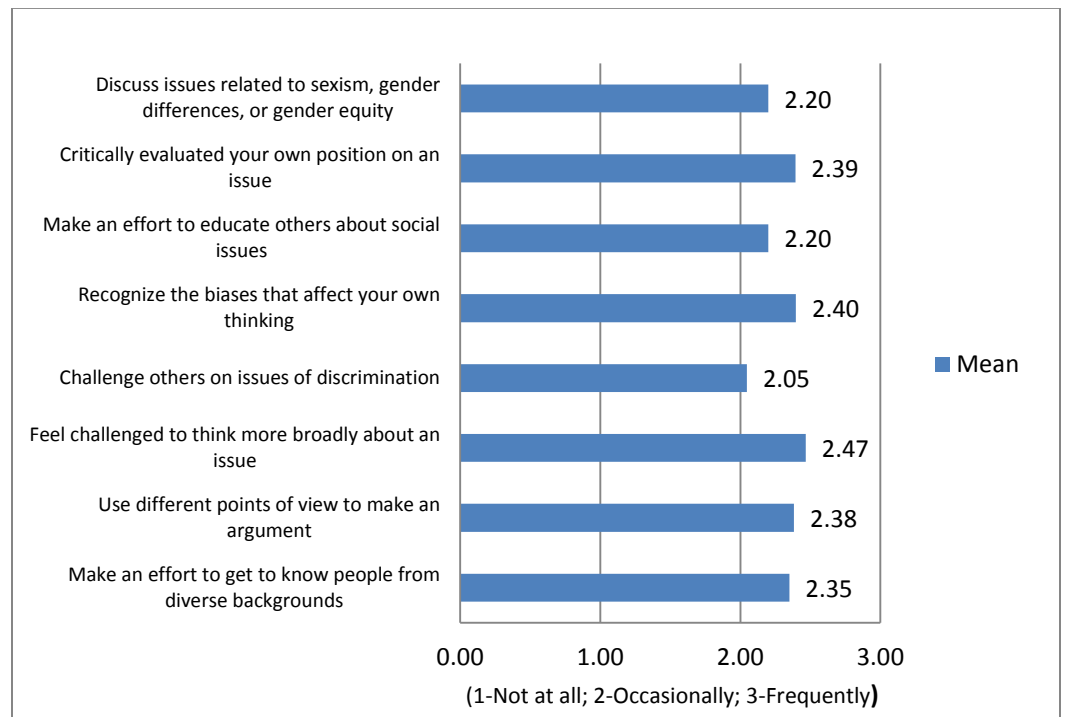
Employees were inclined to rate themselves as high on Ability to discuss and negotiate controversial issues (59.7%) and Openness to having my own views challenged (57.0%).



Employees were asked to indicate how often (frequently, occasionally, or not at all) they involved themselves in a cultural diversity setting or issue such as “Make an effort to get to know people from diverse backgrounds”, etc. On each question an overwhelming majority indicated that they occasionally or frequently did what the questions asked.

More specifically:

- 51.7% frequently Felt challenged to think more broadly on an issue
- 45.6% frequently Critically evaluated their own position on an issue
- 44.8% frequently Recognized the biases that affected their own thinking
- 44.6% frequently Used different points of view to make an argument
- 40.4% frequently Made an effort to get to know people from diverse backgrounds



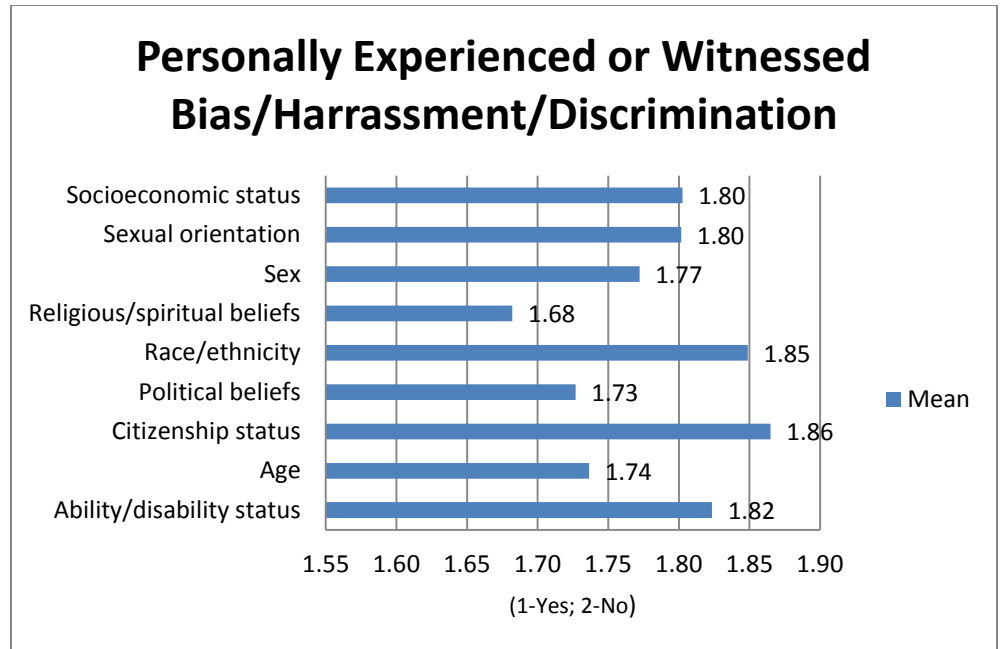
The questions that received less attention with only occasional time spent or no time spent at all were Challenged others on issues of discrimination (75.2%); Discussed issues related to sexism, gender differences, or gender equity (67.7%); and Made an effort to educate others about social issues (67.2%).

Nine forms of bias/harassment/discrimination were asked about on the survey. Employees were asked to answer “yes” or “no” on whether they had **personally experienced or witnessed** any of these while at Truman.

In general most people had not personally experienced or witnessed most forms of discrimination.

However, there were some who responded “yes,” and the most prevalent forms of bias/discrimination/ harassment that were experienced or witnessed were:

- Religious/spiritual beliefs (31.8%)
- Political beliefs (27.3%)
- Age (26.4%)
- Sex (22.8%)

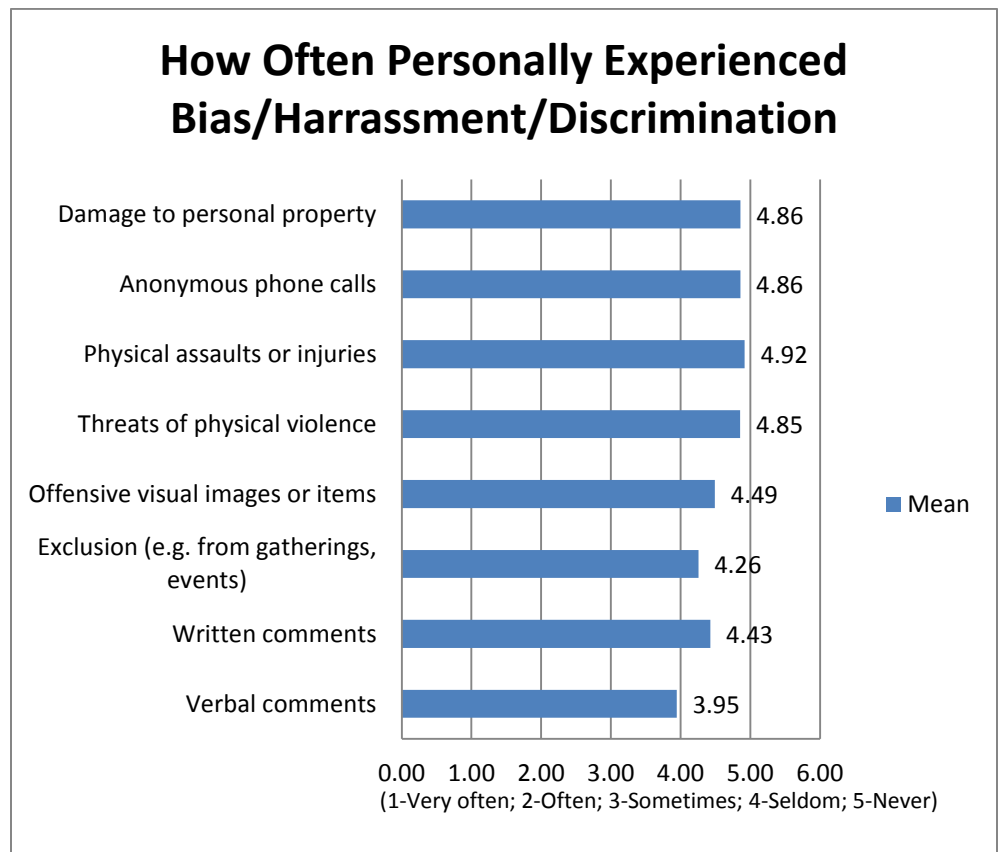


Then the employees were asked how often (1-very often, 2-often, 3-sometimes, 4-seldom, 5-never) they had **personally experienced** eight common forms of bias/harassment/discrimination while at Truman.

Only a few forms of discrimination occurred very often, but they were all experienced at some point.

The most common forms of discrimination personally experienced on campus were:

- **Verbal comments**
 - 59.1% answered seldom, sometimes, often or very often
 - 8.0% answered often or very often
- **Exclusion**
 - 42.0% answered seldom, sometimes, often or very often
 - 5.1% answered often or very often
- **Written comments**
 - 36.7% answered seldom, sometimes, often or very often
 - 5.1% answered often or very often
- **Offensive visual images or items**
 - 33.6% answered seldom, sometimes, often or very often
 - 2.9% answered often or very often



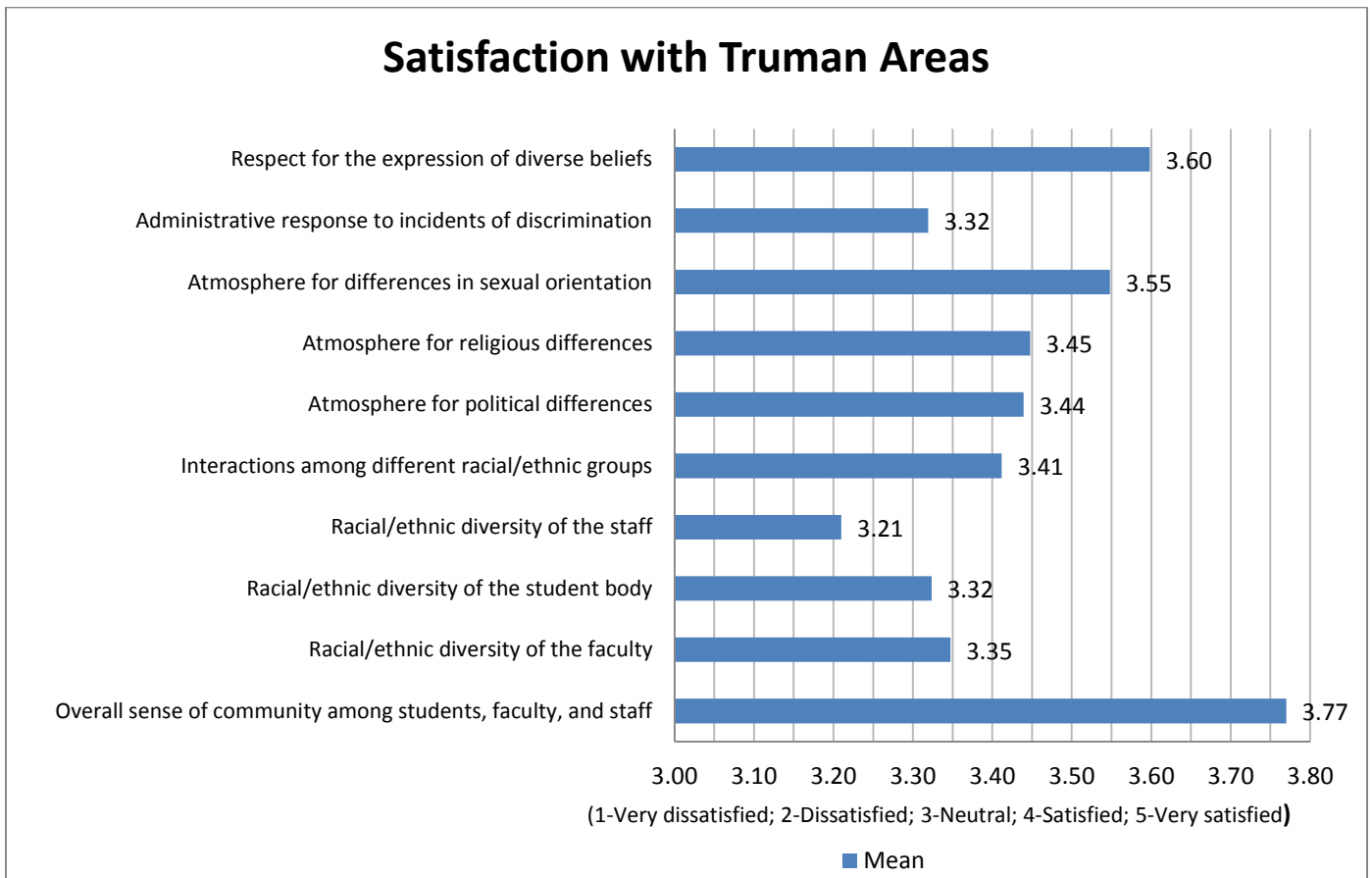
Lastly, employees were asked to rate their satisfaction with Truman related to several diversity or cultural areas.

The majority of the respondents are neutral to very satisfied in all of the areas with the greatest satisfaction occurring related to:

- Overall sense of community among students, faculty, and staff (73.7%)
- Respect for the expression of diverse beliefs (62.3%)
- Atmosphere for differences in sexual orientation (59.0%)

The areas employees are least satisfied with are:

- Racial/ethnic diversity of the staff (26.9%)
- Racial/ethnic diversity of the faculty (23.4%)
- Racial/ethnic diversity of the student body (23.1%)



Employee Job Satisfaction

Truman used the survey questions developed by the JDI Research Group at Bowling Green State University to measure employee job satisfaction. The survey questions are designed to measure employee satisfaction with their job, general level of workplace stress, and employee's feelings of trust toward senior management in the organization. The overall results were then compared to a large nationally representative sample of U.S. workers.

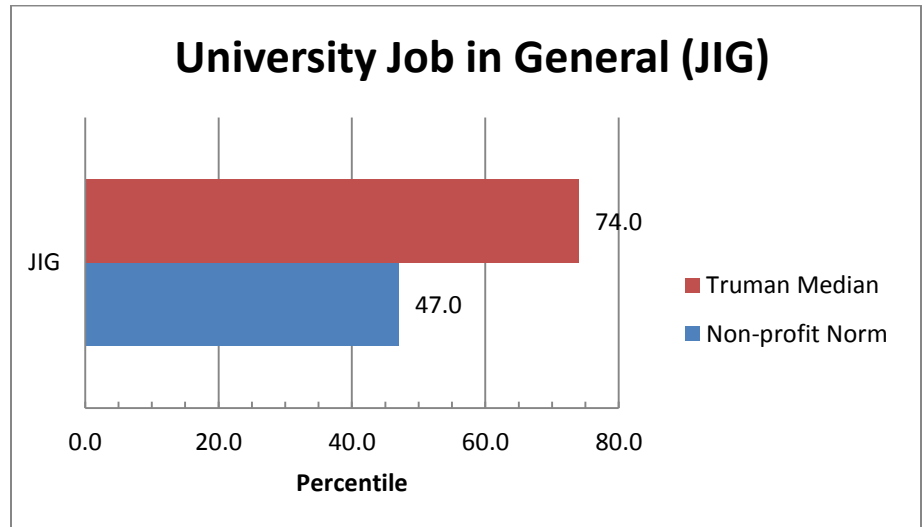
In the following charts, Truman's percentile scores are compared against the norm of non-profit organizations when the comparison data was available.

Job in General

Employees were asked to think of their job in general and respond "yes," "no," or "?" to a series of words and phrases.

Based on their responses, Truman faculty and staff rated their overall job satisfaction at 74%, well above the non-profit norm.

Faculty and exempt staff both rated their overall job satisfaction at 74%, while non-exempt staff rated it at 66%.



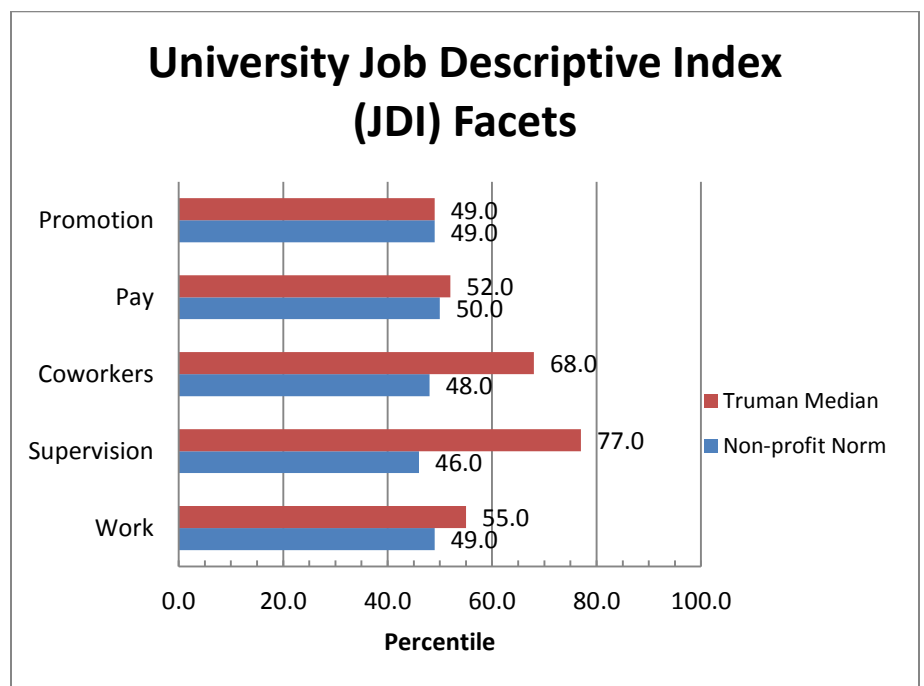
While the "Job in General" score takes into account an employee's overall rating, there are several other indices that are created as part of the overall employee satisfaction review. These indices can be used to provide more information and insight into the organization's workforce.

Job Descriptive Index

The first index (called the job descriptive index) is related to five facets of an employee's position.

Promotion – Employees were asked to think of the opportunities for promotion currently available to them. Overall, the Truman percentile (49%) was the same as the non-profit norm. Faculty scored well above the national norm, while both exempt and non-exempt scored below the norm.

Pay – Employees were asked to think about their current pay in responding to this question. Truman scored slightly above the norm (52%). Faculty and exempt staff scored above the norm, and non-exempt staff scored below the norm.



Co-workers – Employees were asked to think of the majority of people with whom they work or meet in connection with their work. Truman scored 68%, which is well above the norm. All faculty and staff scored above the norm, with exempt staff scoring slightly higher than the faculty and non-exempt staff.

Supervision - Employees were asked to think of the person they directly report to, and respond to the kind of supervision that they get on their job. The overall Truman score is 77%, which is well above the national norm. Exempt staff scored supervision the highest, followed by non-exempt staff, with faculty scoring this lower than staff.

Work – Employees were asked to think about the work they do at present. Truman scored above the norm at 55%. Faculty and exempt staff scored just slightly above the norm, with non-exempt staff scoring below the norm.

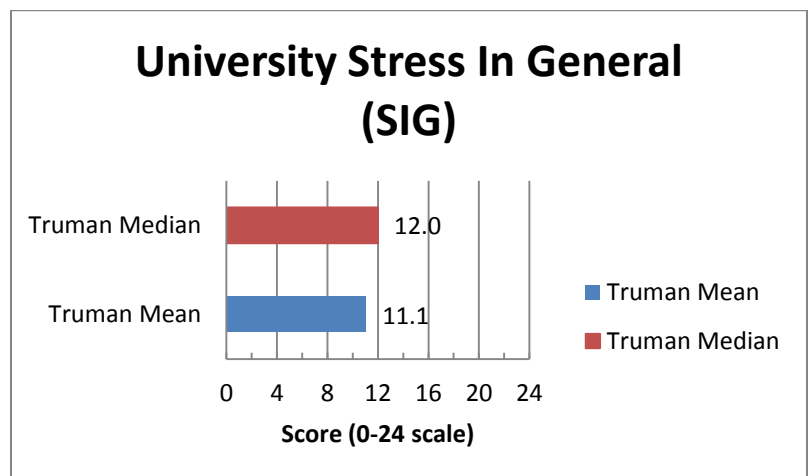
Stress In General

In measuring stress at work, employees were asked if they found their job stressful, using the same “yes,” “no,” or “?” response to words and phrases as was done with the job in general and job descriptive index questions.

The Stress in General score does not have a corresponding national norm for comparison, but the overall score can be compared against the scale.

The Truman Median score was 12, indicating most individuals were clustered around the 50% mark as this was a 24 point scale.

Both the faculty and exempt staff scored at or slightly over the 50% mark, while the non-exempt staff scored lower than this, possibly indicating non-exempt staff feel more stressed.



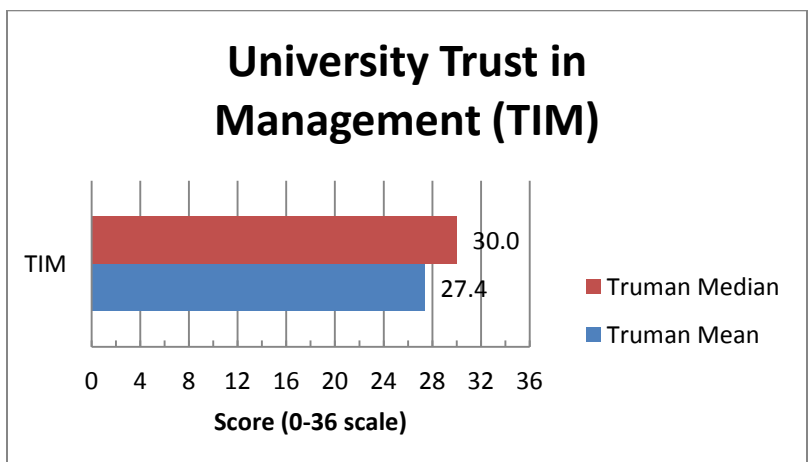
Trust in Management

In measuring Trust in Management, employees were asked to rate senior level management and executives at Truman. This group was defined as Deans, Associate Vice Presidents, Vice Presidents, Associate Provosts, Provost and President. Employees were asked to use the same “yes,” “no,” or “?” response to words and phrases as was done with other questions.

The Trust in Management scale is similar to the Stress in General scale in that there is no national norm to compare this score to. Again, the scores can be compared directly against the scales.

The Trust in Management Truman Median was 30 on a scale of 36, indicating that in general, Truman faculty and staff trust University management.

All of the faculty and staff groups scored over 80% on this scale.



The Trust in Management question also includes facets to the measure similar to the Job Descriptive Index.

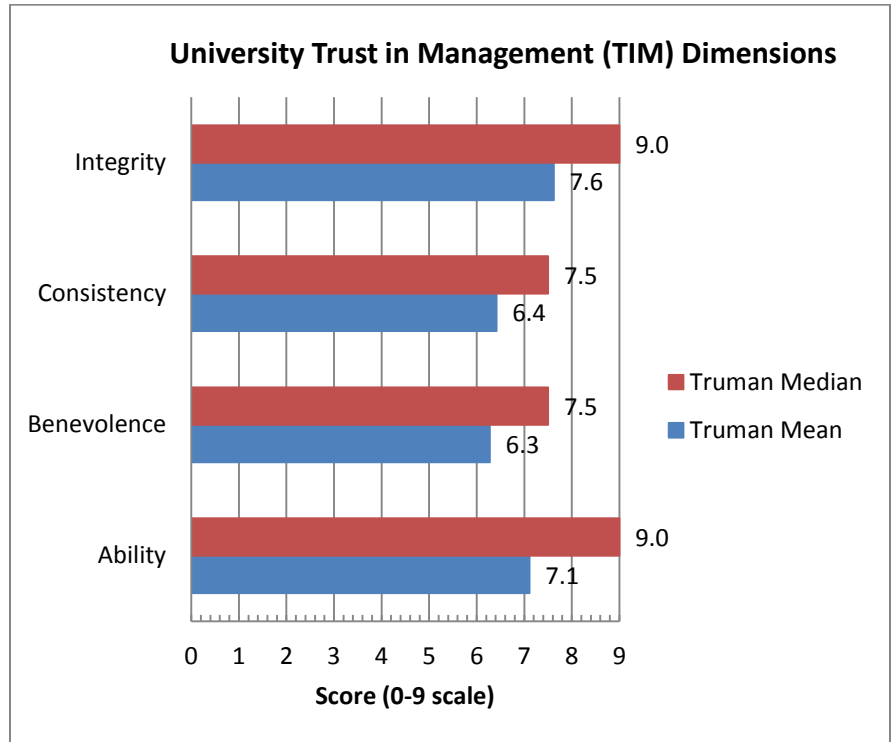
The Truman Median for each facet is depicted on the graph, and these facets include:

Integrity – All of the faculty and staff groups had a median score of 9.0, the top of the scale.

Consistency – The exempt and non-exempt median was 7.5, while the faculty median was 6.0.

Benevolence – The exempt staff scored the highest on this facet (9.0), with a non-exempt staff median of 7.5, and faculty median at 6.0.

Ability - The exempt and non-exempt staff median was 9.0, while the faculty median was 7.5.



Report on Open-Ended Questions

Of the **240** total respondents to the survey, **63 individuals (or 26%)** provided additional comments. The comments were categorized and are summarized below.

The majority of the comments received were regarding pay issues. While some indicated low pay in general as an issue (with 4.7% indicating they needed to have two jobs to make ends meet), 12.6% stated specifically that pay inequity was a problem (usually associated with not having a merit pay system and paying all employees alike, regardless of performance measures).

Compensation	
Pay issues	23.8%
Pay inequity (including merit pay)	12.6%

Somewhat tied to compensation were comments on career satisfaction. Approximately 11% of the open ended comments indicated employees didn't feel their contributions were recognized, and 6.3% noted an inadequate career path as an issue.

Career Satisfaction	
Lack of recognition	11.1%
Inadequate career path	6.3%

As stated earlier, the majority of comments received were regarding pay issues, but a close second was those employees commenting that Truman is a good place to work (20.6% noted this). However, approximately 11% noted that they had either experienced or witnessed some kind of discrimination, exclusion tactics, or intolerance. In addition, some employees expressed low morale (due to a variety of factors), and that the failure to deal with problem co-workers seems to be a primary factor contributing to this low morale.

Work Climate and Culture	
Good work environment	20.6%
Discrimination, exclusion, or intolerance	11.1%
Dealing with problem co-workers	7.9%
Low morale	7.9%
Lack of respect from others	3.1%

Employees also commented on general management issues as well, with many citing the need for better University planning (19%). Some also noted that roller-coaster budgeting in the state has resulted in overwhelming workloads (due to staff reductions) that may not be sustainable. On the bright side, some employees noted that there is good leadership and offering alternative work schedules could reinvigorate some staff.

General Management	
Lack of planning (including budget and other resources)	19.0%
Workloads are overwhelming	9.5%
Explore alternative work schedules (including work from home)	6.3%
Good leadership	4.7%
Need to support change	3.1%
Lack of communication	3.1%
Poor leadership	1.5%
Uncertain on leadership	1.5%
Need to better promote budget planning in athletics	1.5%
Need to improve how middle-management functions	1.5%
Reporting structure limits ability to report employee issues	1.5%
Administration needs to know core processes of areas reporting to them	1.5%
There is no program accountability	1.5%
Need to review tenured faculty	1.5%

The majority of the comments received were related to how we function as a university and how we treat each other as co-workers. There were also several other comments as well. Many employees noted that it is difficult for them to carpool or use alternative transportation for various reasons – it is clear that doing anything to help reduce our carbon footprint with regard to our employee commute will be challenging.

General Comments on Sustainability	
Transportation issues are complicated	14.2%
Need improvement in sustainability communications	1.5%
Don't classify "humans" as a sustainability resource	1.5%
Improve energy management	1.5%

Several employees also commented on the survey instrument itself. Approximately 11% indicated that they had issues with the tool, and it should be enhanced if we use it again.

Survey issues	11.1%
---------------	-------

Recommendations

Employee Job Satisfaction

In reviewing the overall job satisfaction responses as well as the open-ended comments, the good news is that employees believe Truman is a good place to work, there is trust in management, and the stress level is generally manageable. Should Truman want to make improvements, it could do so by concentrating on those areas where Truman scored either below the national non-profit norm or below 50% on one of the scales, which includes the following areas:

Job Descriptive Index –

Promotion –exempt and non-exempt staff scored below the norm.

Pay –non-exempt staff scored below the norm.

Work –non-exempt staff scored below the norm.

Stress in General –non-exempt staff had a median score that was less than 50% of the scale.

Employee Commute

Truman cannot control where employees live or how they travel to work, but we can work to address some of the alternatives employees indicated as potential options to driving alone or commuting to work.

The University could focus research and attention on the two areas employees indicated they were most likely to try, which were a compressed work week or telework (work from home). Enhancing Truman's carpool website may also be an option to pursue.

Cultural Diversity

In general, employees were neutral to very satisfied with regard to diversity and cultural areas at Truman, and few experienced any kind of bias or discrimination. However, there are areas for improvement.

Employees responded they had experienced or witnessed some bias with regard to religious/spiritual and political beliefs, and noted that bias occurs most often through verbal comments. This should be explored further in order to identify areas for improvement in our campus climate.

The areas where employees are the least satisfied deal with the racial/ethnic diversity of the entire community (faculty, staff and students), and the University should continue its efforts to recruit a diverse faculty, staff and student body.

For additional information, the survey tool, and Appendices regarding this survey, please contact the Office of Human Resources.