

## Appendix 1: Overall Findings for Classified Staff

The Summary of Overall Findings provides an overview of the results of the surveys including both quantitative and qualitative data. The Summary includes the overall satisfaction, morale, and likelihood to leave for Classified Staff. The quality of work life items are clustered by work life dimensions. They are presented in the order respondents considered these dimensions to *be most important and most dissatisfying*. (For the weighted satisfaction scores, see Table 3.7 in Appendix 3.) Respondents ranked the dimensions in the following order of most concern to least concern:

- Training and Skill Development
- Leadership and Supervision
- Working Conditions
- Evaluation and Recognition
- External Relations
- Department Relations

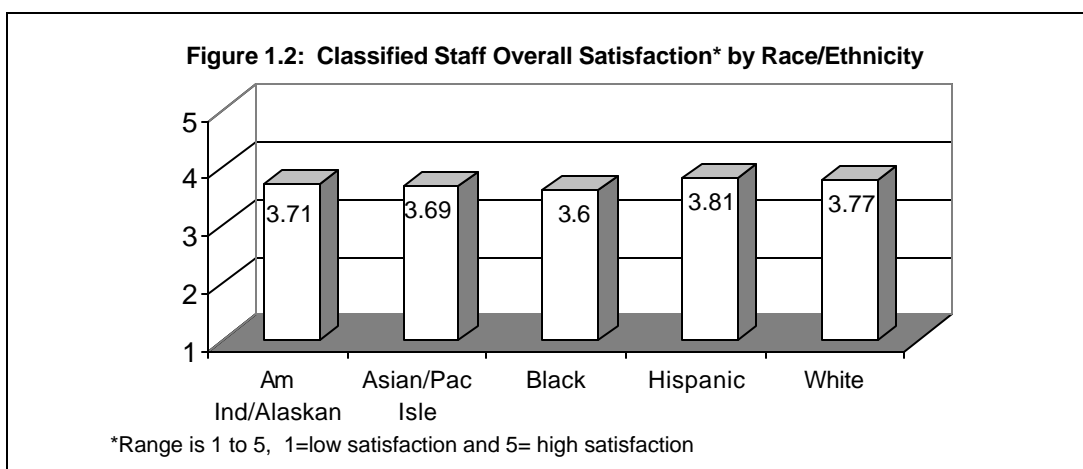
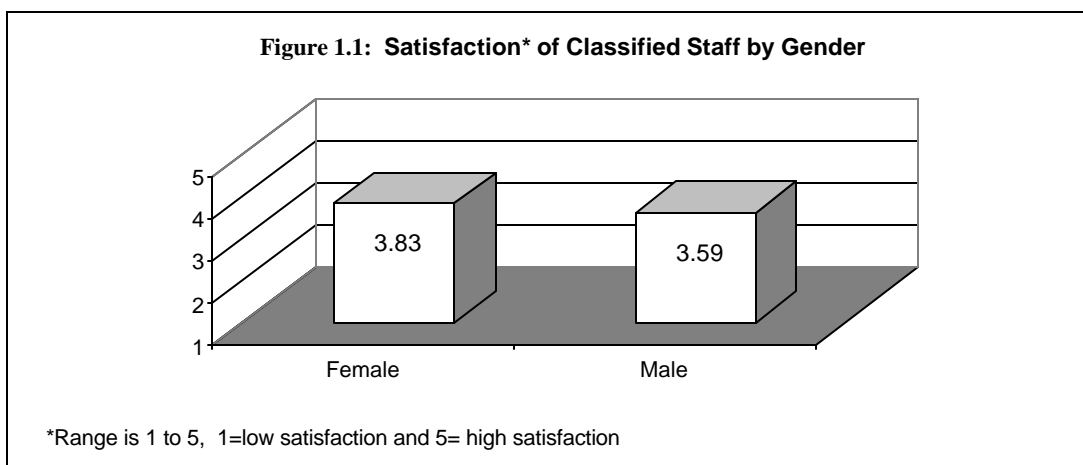
Finally, the extent of the respondents' reports of harassment and discrimination are included.

Comparisons by gender and race/ethnicity in overall satisfaction, morale, and likelihood to leave are also provided in the Summary. The strong similarity of responses across groups is evident. This suggests that the quality of work life for Classified Staff is, for the most part, not differentiated by gender and race/ethnicity.

Many of the specific work life concerns expressed by respondents are also perceived broadly by all members of this group. Nonetheless, there are differences on some work life items by gender and race/ethnicity which suggest that there are differences in how some aspects of work life are experienced by group. The results on every item disaggregated by gender and race/ethnicity are included in Appendices 5 & 6.

### Overall Satisfaction

The overall satisfaction of Classified Staff members with their jobs is moderately high. For example, on a five-point scale (with one indicating low satisfaction and 5 indicating high satisfaction), Classified Staff indicate that their satisfaction is above the midpoint of 3.0; females indicate slightly higher satisfaction than males; and Blacks indicate slightly lower satisfaction than other groups.



Comments regarding job satisfaction:

*CS: After working in the private sector, I am personally very happy and grateful for the salary, benefits, employment opportunities, etc., the UA offers its employees. If I have any complaints it is about staff members complaining about salary, benefits, employment opportunities, etc.*

*CS: We're like wives. We do countless helpful deeds all day long and get very little recognition or monetary rewards for our skills.*

*CS: My job satisfaction in my department has gone down since we have a new director who hasn't taken the time to learn anything about our department. We are in constant turmoil and change. Everyone in our department is overstressed.*

*CS: I really love my job at the UA and look forward to coming to work. My unit has to be one of the best on campus—since I have no complaints at all. Life is too short to remain in a position you are unhappy in and belonging to the staff listserv indicates lots of unhappy folks.*

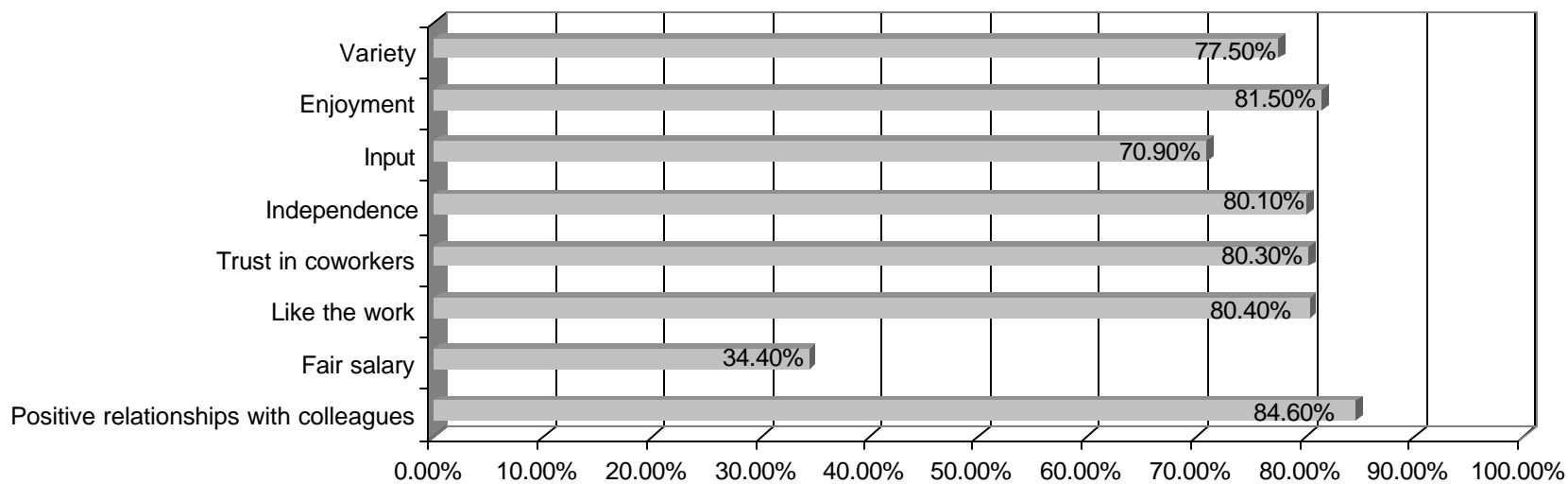
### **Satisfaction with Job Characteristics**

Respondents were also asked to indicate the extent of their agreement with a number of statements related to their satisfaction with various factors related to their jobs.

Classified Staff indicated a high level of satisfaction with such factors as the variety in their jobs, their enjoyment of their jobs, input in decisions, independence, trust of their co-workers, and positive relationships with their colleagues.

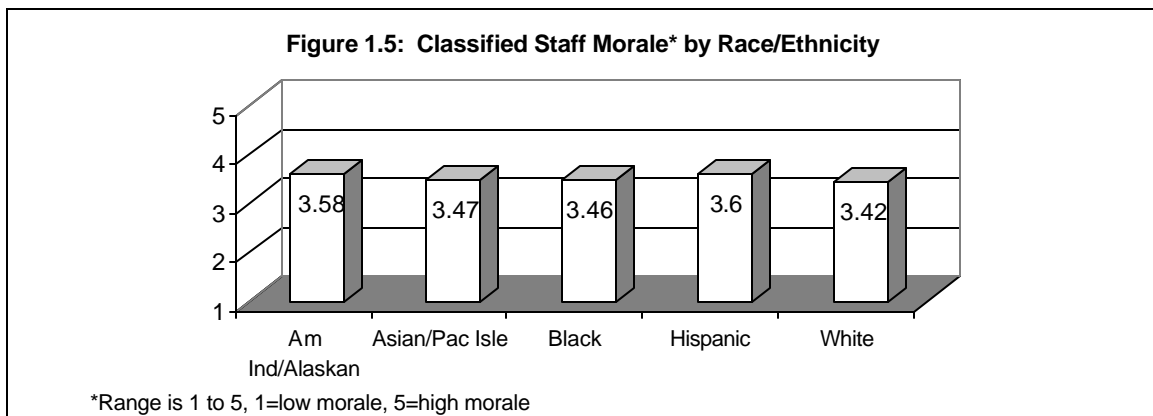
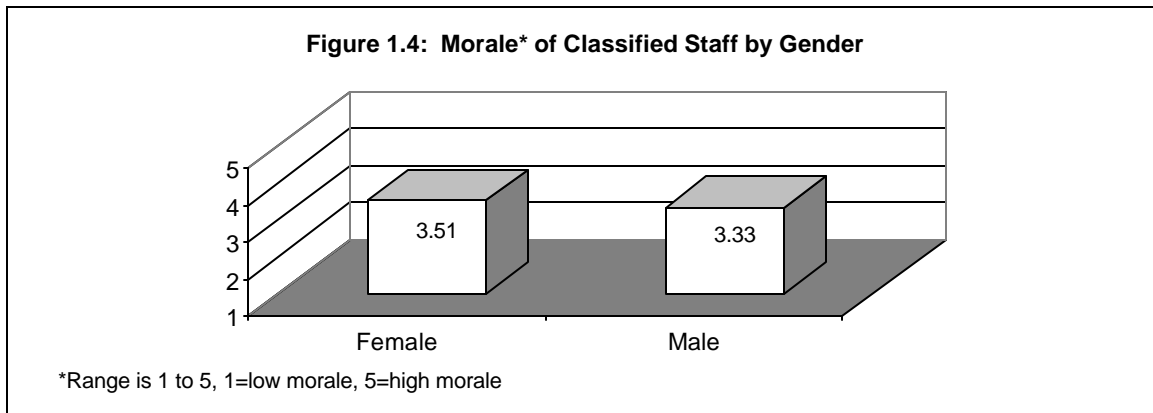
However, approximately two-thirds of the respondents disagreed with a statement regarding the fairness of their salary relative to their peers with similar experience and skills. The responses are represented in the following graph:

**Figure 1.3: Classified Staff Satisfaction with Job Characteristics  
(Percent Indicating Agreement)**



## Overall Morale

The overall morale of classified staff members regarding the University of Arizona is moderate. For example, on a five-point scale (with one indicating low morale and 5 indicating high morale), the morale of Classified Staff is above the midpoint of 3.0; women report slightly higher overall morale.



Comments regarding morale:

*CS: I feel that UA is a wonderful place to work, and I am happy to be employed here. I'd like to stay until I retire.*

*CS: Being treated fairly is so important to morale. Working in an office where you are constantly walking on glass is very stressful.*

*CS: There is no care or concern or recognition for years of service or loyalty!! Layoffs of long-time employees are rampant based on personality. It is very demoralizing*

*CS: I have loyalty to my immediate co-workers, but absolutely none to the overall institution.*

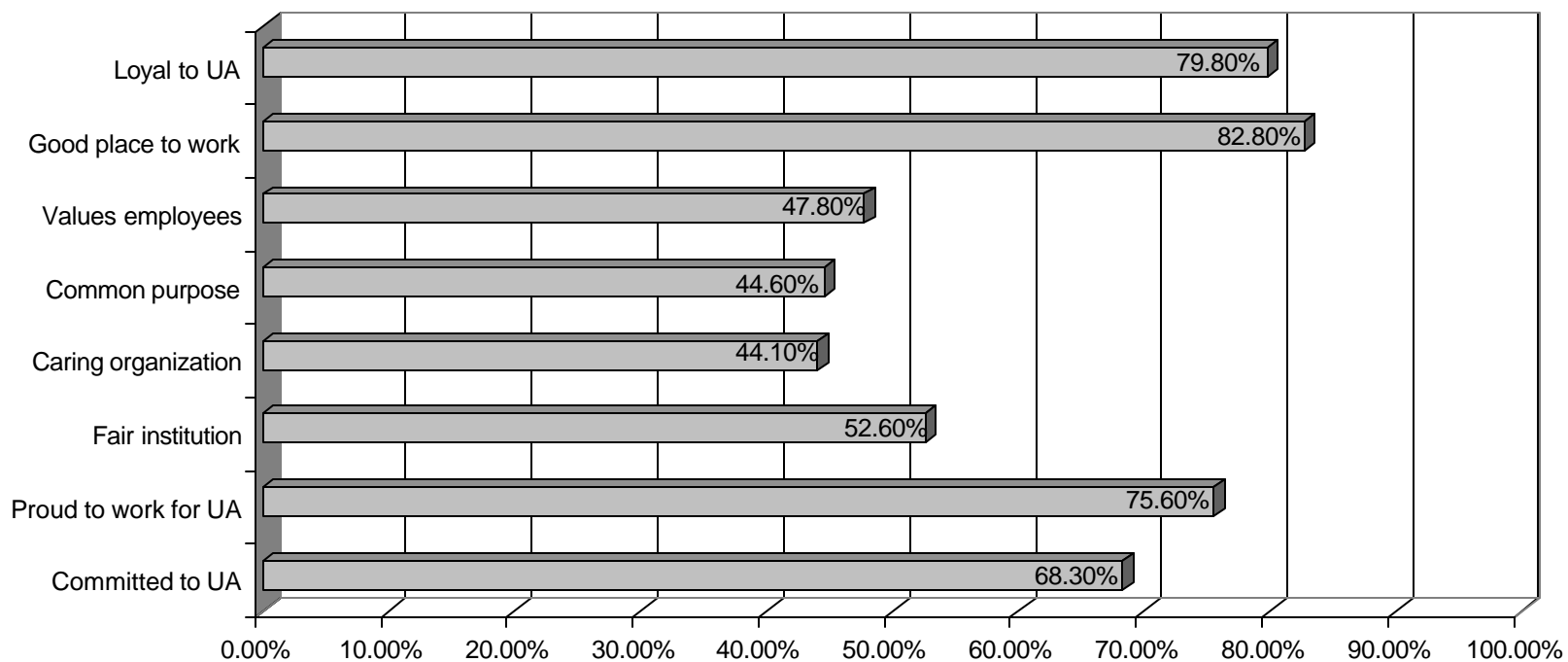
*CS: I think the UA strongly under-values its employees and relies on the fact that there are few employment opportunities.*

### **Morale related to the University of Arizona**

Respondents were also asked to indicate the extent of their agreement with a number of statements related to their morale in relationship to the University of Arizona as a place of employment. Classified Staff indicated a high level of agreement with statements about their loyalty and commitment to the institution, and the fact that they consider the UA a good place to work and that they are proud to work for the University.

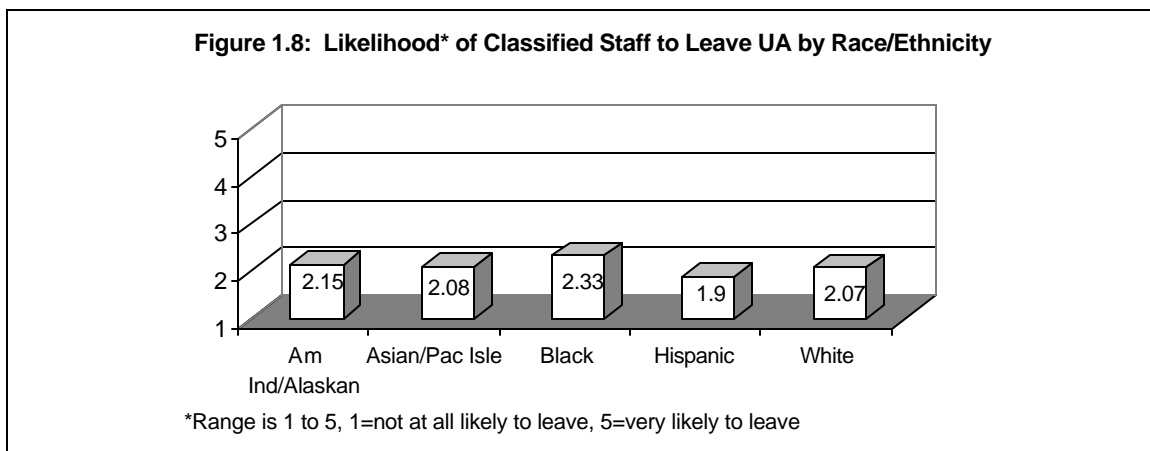
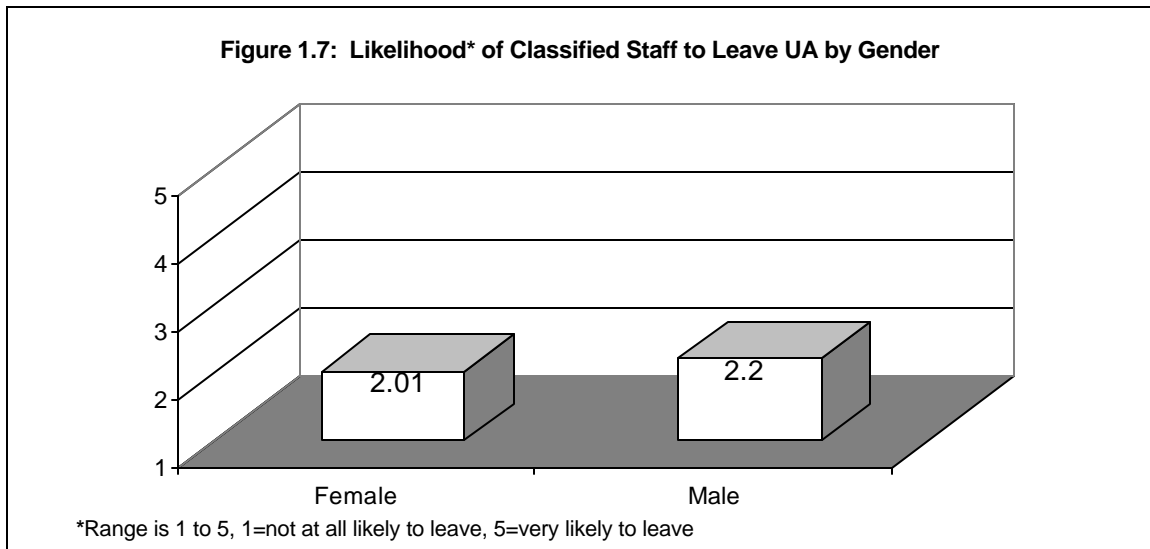
Nonetheless, as displayed in the following graph, far fewer agreed with statements regarding the sense of common purpose at the University, the extent to which the University is a fair and caring institution, and the extent to which they feel valued as employees.

**Figure 1.6: Classified Staff Morale in Relationship to the University of Arizona  
(Percent in Agreement)**



## Likelihood to Leave

The overall likelihood of classified staff members to leave the University of Arizona is generally low. For example, on a five-point scale (with one indicating not at all likely and 5 indicating very likely), Classified Staff indicate that the likelihood of their leaving UA is below the midpoint of 3.0.



Comments regarding likelihood to leave UA:

*CS: I am now seeking employment outside of the UA and hope that someone will hire me and not treat me as a non-person.*

*CS: I am retiring earlier than I need to because it is not going to be enjoyable as things decline.*

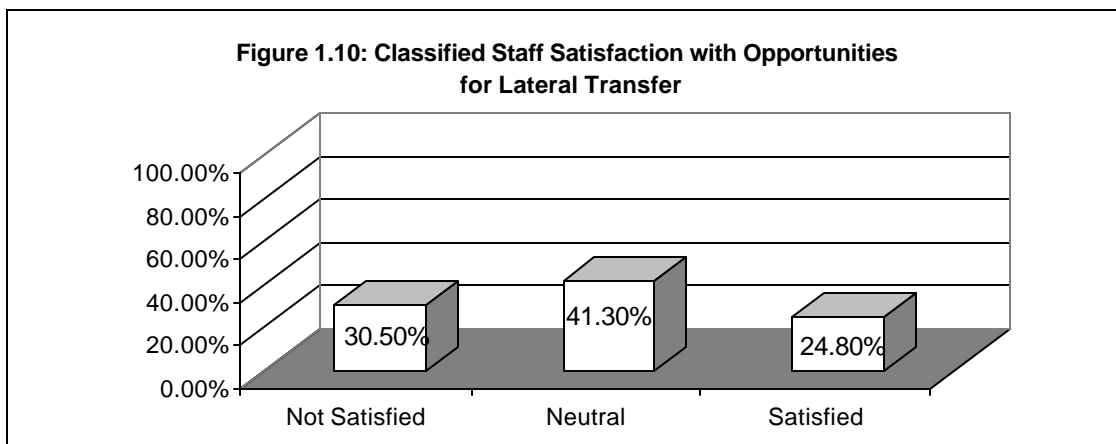
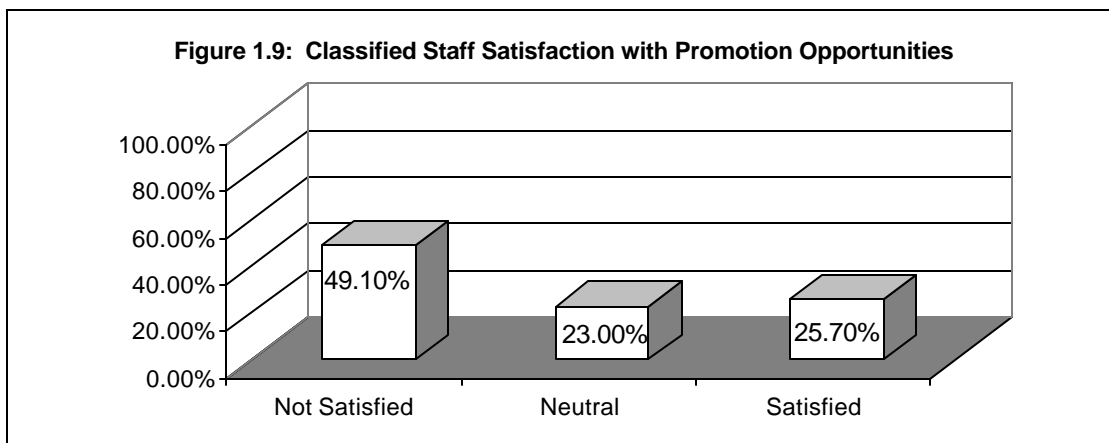
CS: *If I hear one more thing about faculty brain drain, I am going to scream. Why doesn't the UA conduct exit interviews for staff, so they know why they leave? Why? Because they don't care.*

### Quality of Work Life

Respondents were asked about approximately 70 work-related items, and they responded in terms of both their satisfaction and the importance of the item. The following items were considered to *be most important and most dissatisfying* for Classified Staff and are displayed by work life dimensions. For items by gender and race/ethnicity, see Appendix 5 and 6.

### Training and Skill Development

- **PROBLEM:** *Insufficient opportunities for promotion or lateral transfer.*



Comments regarding advancement opportunities:

*CS: Probably the greatest failing at UA is the lack of any mechanism for promotion/reward/advancement of staff positions.*

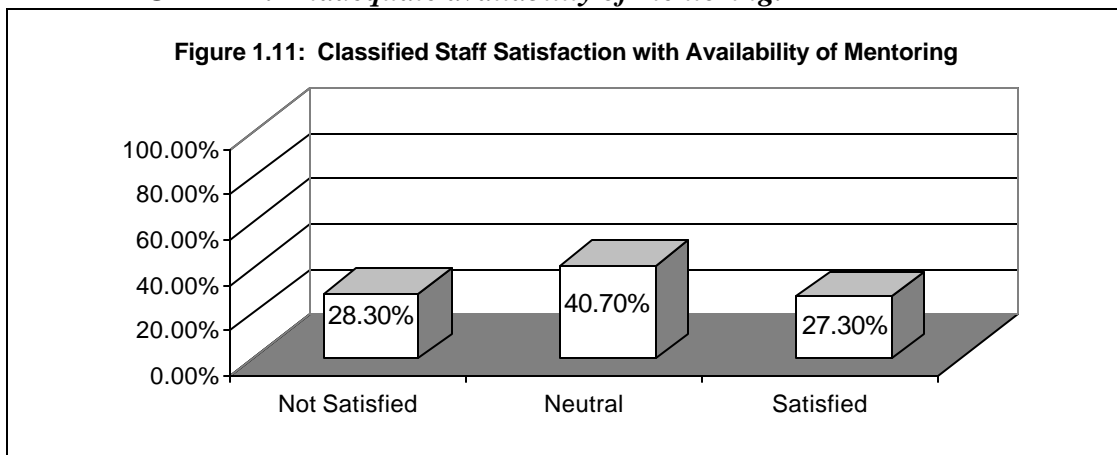
*CS: The way our department is set up, there is no way to move up, be promoted, or have our job classification changed. Since I have been here, I have doubled the amount of responsibility that my position carries and have gained additional training which has made my job more interesting. However, the only way to get a promotion or title change for me would be to apply for someone else's job when they leave.*

*CS: In my unit, nepotism and favoritism are rampant. People are not promoted based on ability, skill, or performance, just friendship/family.*

*CS: I have witnessed amazingly brazen promotions of unqualified staff who have terrorized others in order to elevate themselves, all the while doing a thoroughly horrible job of serving the UA's mission.*

*CS: For promotion or transfer, you are on your own.*

- **PROBLEM: Inadequate availability of mentoring.**



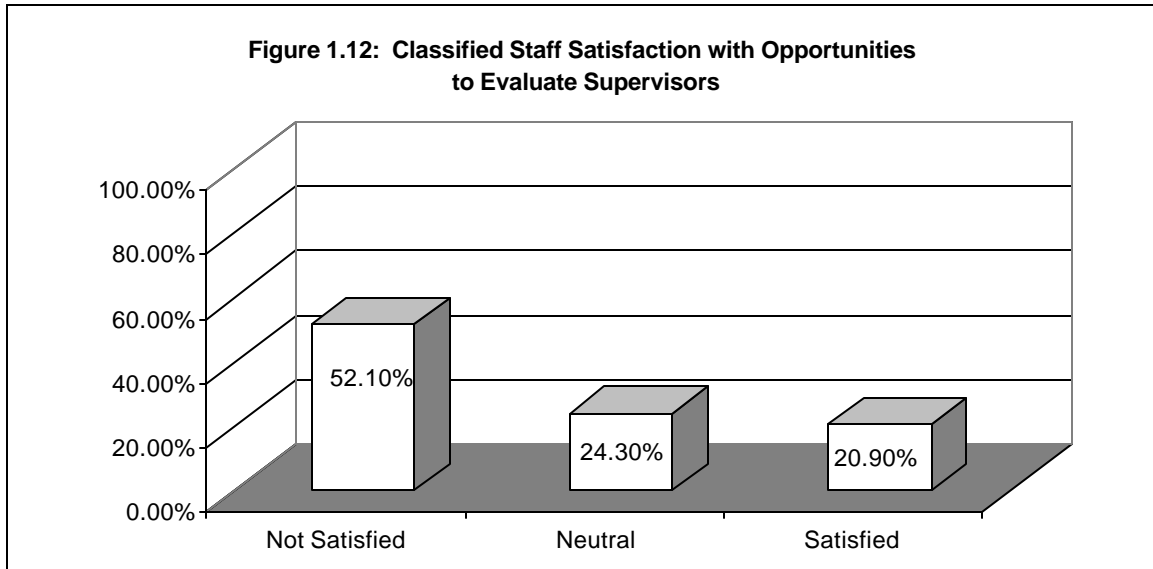
Comments regarding mentoring:

*CS: I'd like very much to attend classes to enhance and strengthen my skills, to learn things that will help me with new job responsibilities. There is nobody here to mentor/teach. It's my problem. This is very frustrating. I am supposed to call the person who held the position before me . . . that's not fair to that individual who is learning a new job as well.*

*CS: Mentoring, except from my supervisor, is unsatisfactory.*

## Leadership and Supervision

- **PROBLEM:** *Limited opportunity for employees to evaluate supervisors.*



Comments regarding supervisors:

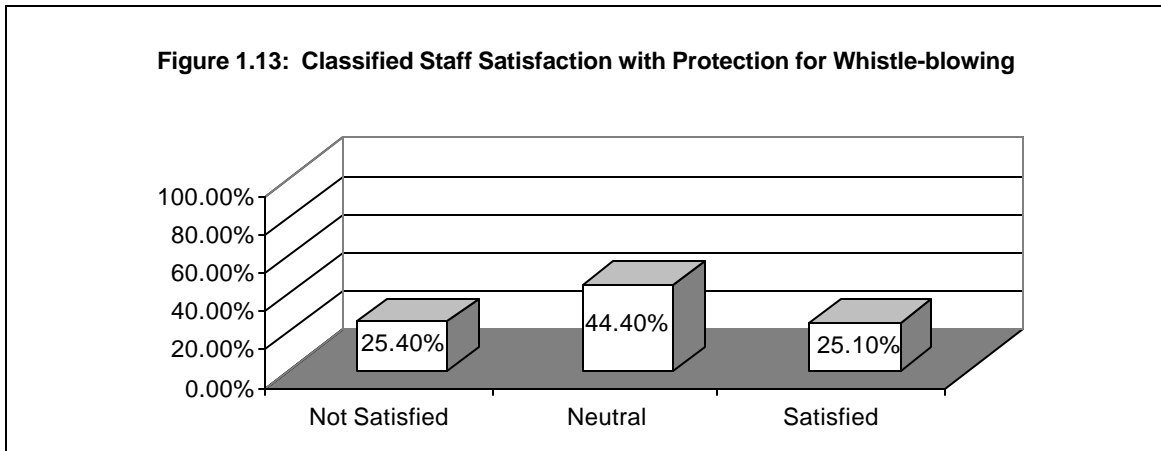
*CS: My immediate supervisor is rude, arbitrary, delegates nearly all of his work, and is punitive to those who voice concerns. This applies to all employees under his supervision. Management fails to correct this supervisor's behavior.*

*CS: Higher levels of management in this department are involved in micro-management and do not allow lower levels to feel confident, trusted, or competent.*

*CS: There is no opportunity to provide constructive criticism to your supervisor.*

*CS: My supervisor has displayed a very high level of competence in her [area of expertise]. However, I have met very few people in my career of 25 years who are so poor at management. Her people skills are deplorable. I do not find her trustworthy.*

- **PROBLEM: *Fear of Retaliation.***



Comments regarding whistle-blowing:

*CS: Deceptive, cheating people are rewarded. The last thing one can do is “whistle-blow”—the retaliation is very severe.*

*CS: We have been subjected to what I feel is a hostile work environment. This feeling seems to be felt by my peers, but everyone fears retaliation if we speak out.*

*CS: I personally feel that if there is a problem, you had better find a way to get out of the department, keep it to yourself, except of course to your spouse or close co-worker for personal protection.*

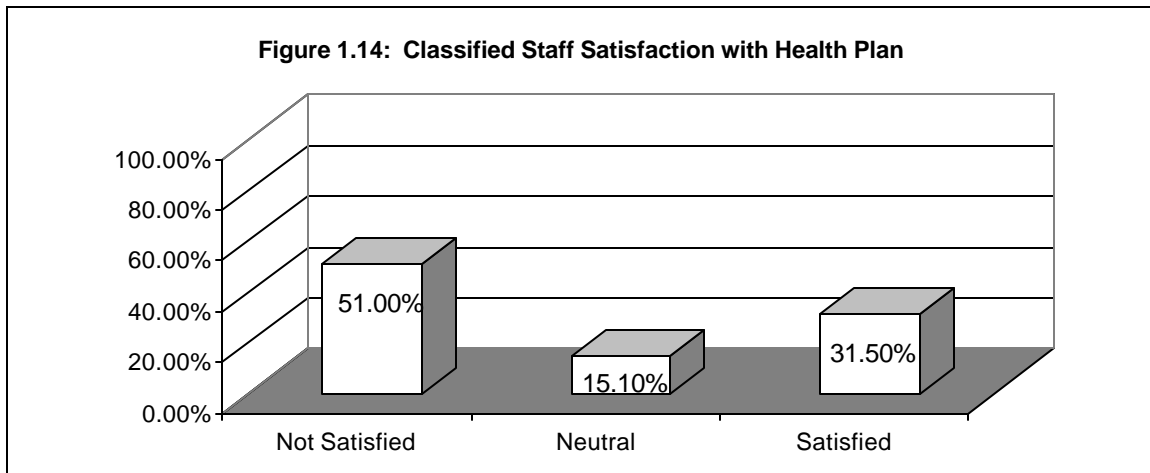
*CS: Thank you for accepting my opinion in this forum, because I cannot share my true opinion in my department without fear of retaliation.*

*CS: We need an impartial body to mediate disputes between staff and supervisors. There’s nowhere to go where you won’t be heard by your boss.*

*CS: Whistle-blowers don’t often get past their departments or colleges because heads and deans don’t want to be bothered, so the employee must seek another position—poor administration and demoralizing.*

## Working Conditions

- **PROBLEM:** *Increased cost of Health Care.*



Comments regarding the Health Plan:

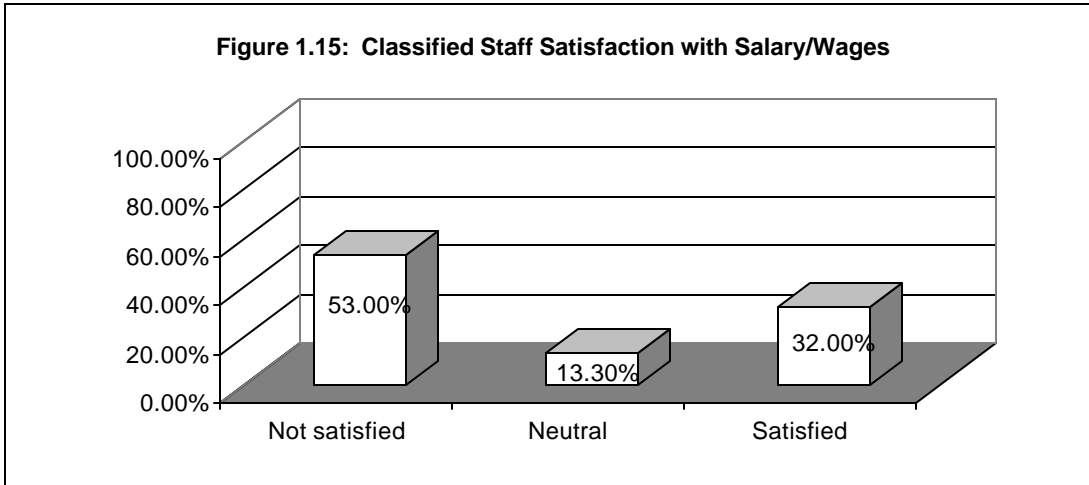
*CS: How can the university justify cutting out all options of health care providers and then raise our premiums?*

*CS: Health care is a really expensive problem. My prescriptions went up from \$30 to \$170 per month.*

*CS: The medical coverage is a joke, especially when salaries are not adjusted. Many experienced staff are older and are on medications that now cost them a fortune. Younger families find that they are making choices on whether or not to fill prescriptions for their children and whether or not to take them to the doctor.*

*CS: There should be more options for health care for an employer of this size—but I am not unhappy with Cigna.*

- **PROBLEM: *Low salary and/or wages.***



Comments regarding salary and/or wages:

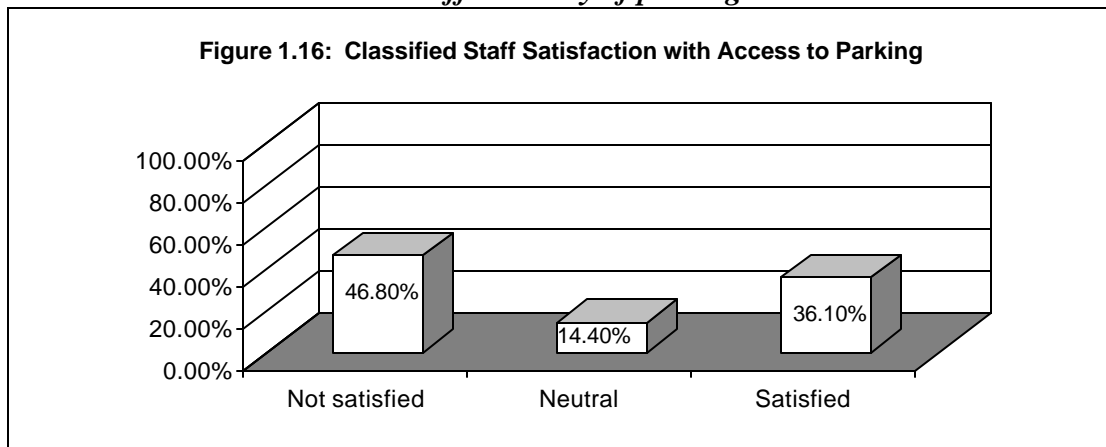
*CS: What I find utterly appalling is that an institution of higher learning, a first-class research institution, has so many of the working poor as its employees. Shame on the Governor, shame on the legislature, shame on the University of Arizona for paying such low wages.*

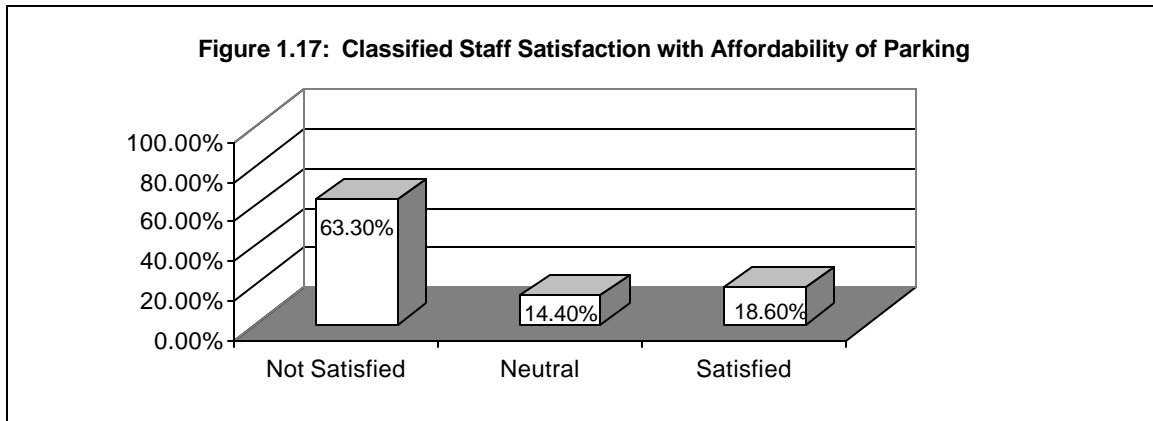
*CS: There is always money for administrators and surveys, but not for raising the base scale for “workers.” Even if it’s just a little bit, if there is a feeling we’re all in this together, then morale goes up and people pull together.*

*CS: Now that raises don’t even keep up with inflation, it is even harder to stay positive. Add on top of that the budget crunch and no raises, and we have real problems.*

*CS: Salaries are all over the map.*

- **PROBLEM: *Access to and affordability of parking***





Comments regarding parking:

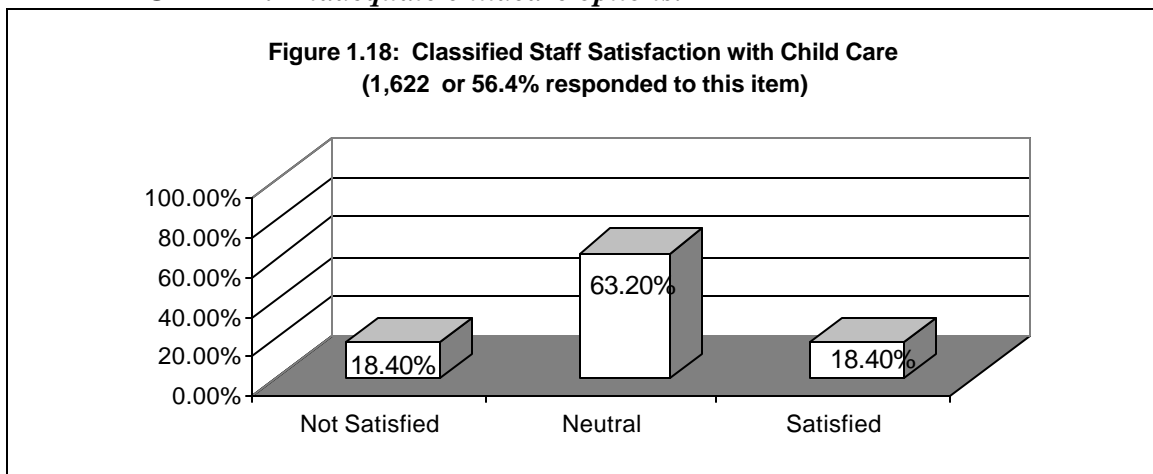
*CS: Faculty and staff should have cheaper rates and their own lots to park in that are close to work.*

*CS: I don't feel that the classified staff, most of whom are struggling to make ends meet, should be charged for parking. The parking fee is like paying to go to work. I feel that if you must charge employees for parking, that the charge should be related to how much you make. Those who make more, pay more.*

*CS: Parking is absolutely horrible. I've never had to pay to park at my place of work until I worked at UA. Not only now are we expected to walk out of our way and take 15 minutes to do so, we have to pay for it as well.*

*CS: I think the parking situation is shameful and very much takes advantage of employees who have few alternatives. Yes, I know about the bus, ride share, etc., but this is not a realistic option for many people, especially individuals with children who often find that paying for parking is an extra burden.*

- **PROBLEM: Inadequate childcare options.**



Comments regarding childcare:

*CS: The fact that UA does not offer child care reflects on how poorly it views its employees.*

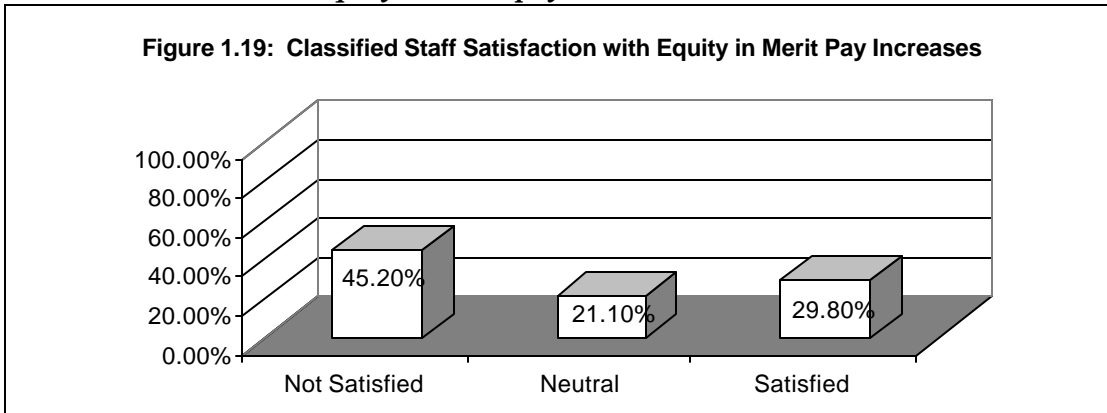
*CS: It is my greatest hope and desire that the UA would have affordable, on-campus child care facilities. As a working parent, I constantly struggle with child-care issues (sick child, after school program, summer break, holidays, early dismissals, etc.).*

*CS: What the UA lacks in its generosity to working mothers, my individual unit has luckily made up for in terms of support and flexibility. It's really time to assert rights for working women and their children at the UA. Please take this concern seriously and understand how integral loyalty to your employees is to their loyalty to their workplace, as well as their morale.*

*CS: It is a possibility that I will leave to care for my baby if I can't find a better childcare alternative. Otherwise, I would not leave.*

**Evaluation and Recognition**

- **PROBLEM: Inequity in merit pay increases.**



Comments regarding merit pay increases:

*CS: I feel there is a lot of inequity in regard to merit raises in the past couple of years, and all that it is, is a personality contest. We have not been given fair raises.*

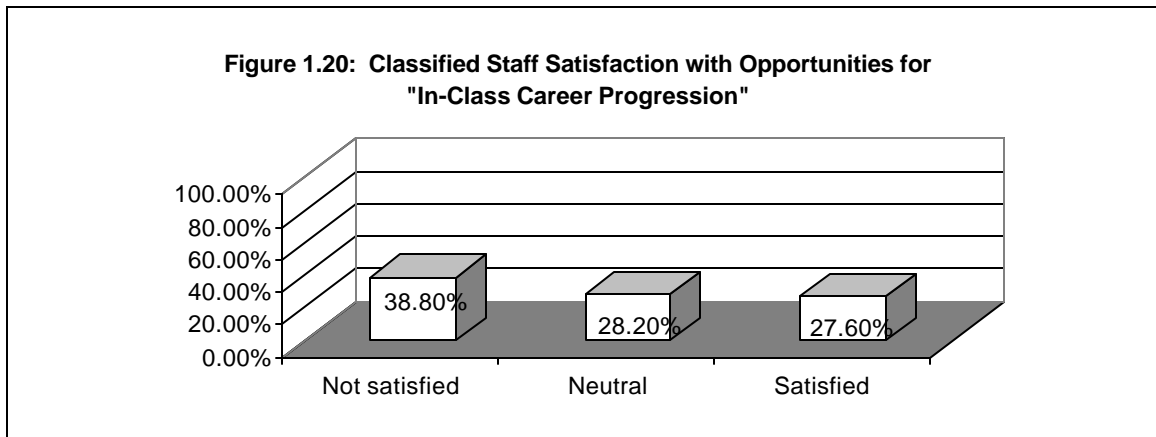
*CS: When evaluations are done for an increase, everyone get the same evaluation. Therefore, if there is a raise, everyone gets the same, even though some of the employees are not meeting their requirements.*

*CS: The formal evaluation scenario seems to exist to fulfill a bureaucratic requirement more than anything else. Merit increases are always held to the minimum required by law. For me, at least there has been no recognition for effort or expertise. There is no*

*positive incentive, that I am aware of, to yield any more than your minimum effort, those some do, in spite of that.*

*CS: There are many inequities: people writing their own job performance reviews, people getting positions and titles and pay raises that are not deserved.*

- **PROBLEM: Lack of opportunity for “in-class career progression”**



Comments regarding “in-class career progression”:

*CS: I am not sure what in-class career progression is.*

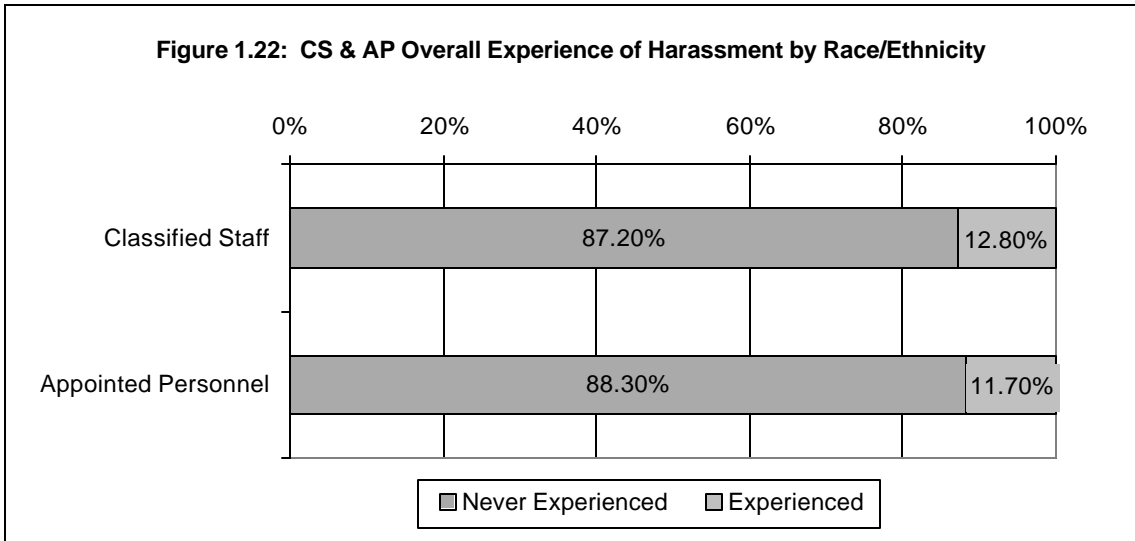
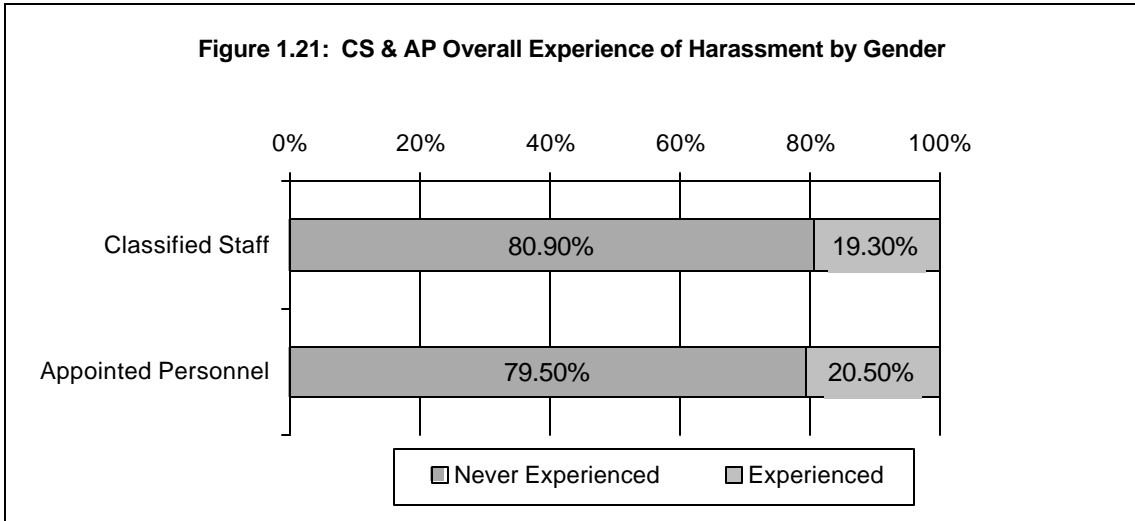
### **Harassment & Discrimination**

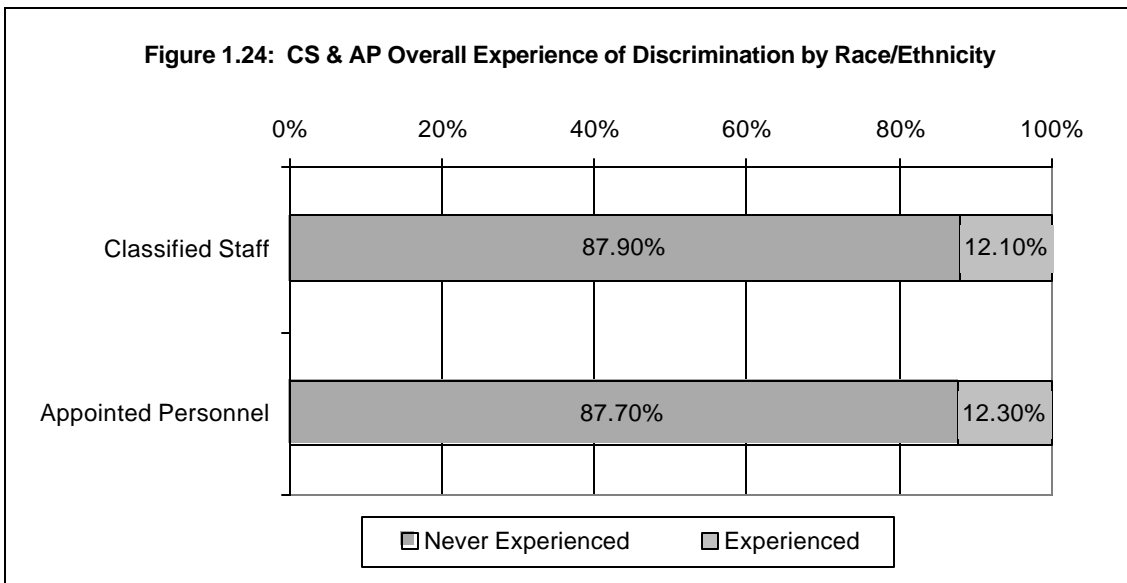
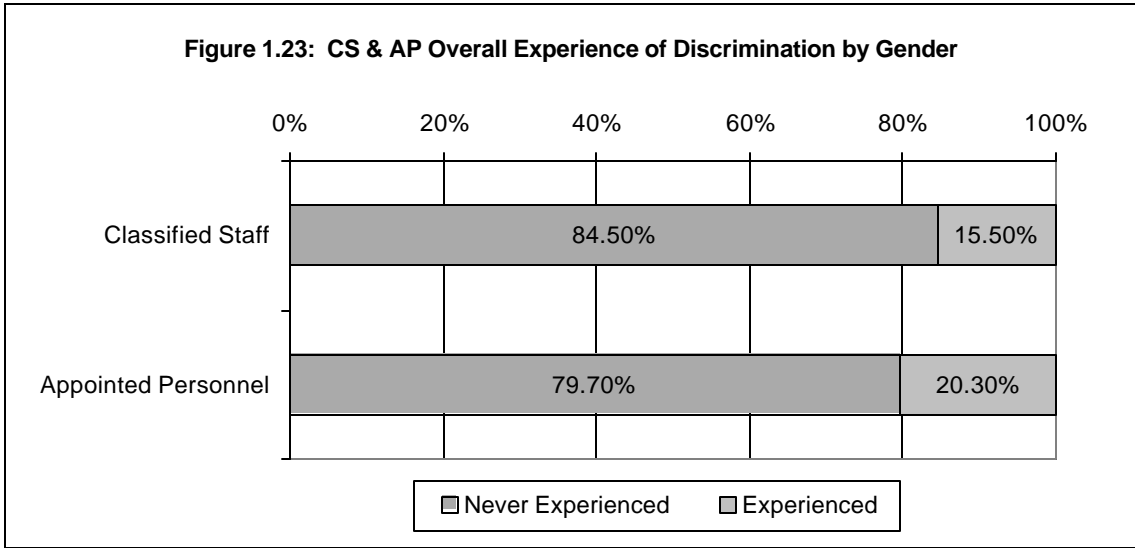
The vast majority of the Classified Staff who responded to this survey indicated that they had never experienced harassment or discrimination based upon gender, race/ethnicity, sexual orientation, age, disability, national origin, or veteran status. Nonetheless, a number of respondents indicated the perception that they had occasionally and sometimes frequently experienced harassment or discrimination of one form or another. Such experience contributes to a debilitating work climate for those individuals as evidenced by the comments included below.

Figures 1.21 through 1.24 provide an overview of the extent Classified Staff responding to this survey perceive they have experienced harassment and discrimination in comparison to that reported by Appointed Personnel. These are followed by Figures that detail the frequency of the experience as reported by Classified Staff.

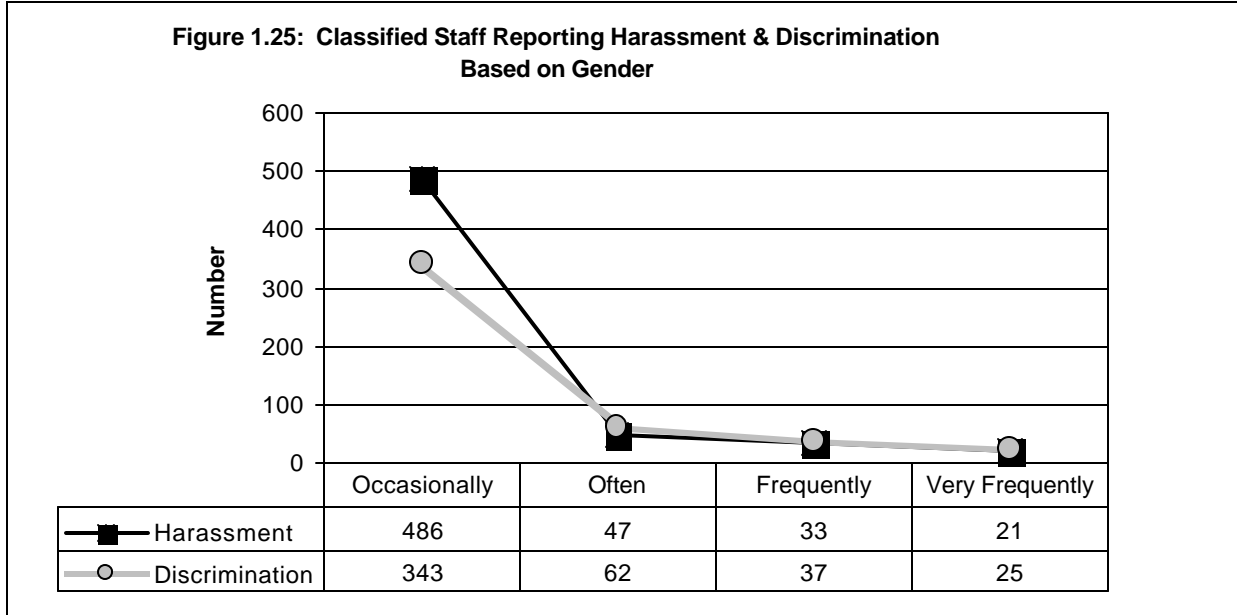
A number of comments were received that did not directly reflect harassment or discrimination. These comments, however, do reflect a differential type of treatment for different groups of employees that contributes to a level of tension between Faculty and Classified Staff. This kind of tension can also impact morale. These comments are included at the end of this section. It should be noted that many more comments

regarding both harassment and discrimination were received from members of the Classified Staff. However, those comments are not included here to protect the confidentiality of the respondent and to prevent any possibility of retaliation.





## Harassment & Discrimination Based on Gender



Comments regarding harassment and/or discrimination based on gender:

*CS: On two occasions, a male co-worker made inappropriate comments in my direction. I promptly confronted him with class as well as my disgust. He apologized and the matter has remained closed.*

*CS: Female consultant and former staff members made unwanted sexual innuendoes. Not a big deal. As a male, it didn't have the same impact that it might if I was a female. Never mentioned it to a superior.*

*CS: I have been subject to inappropriate behavior and language from a member of the opposite sex. My current supervisor is aware of this, but I feel my supervisor will not or cannot address it.*

*CS: I'm very satisfied with the mix (3 men and 3 women), but not at all satisfied that the 3 men are all "appointed" and the 3 women are all "classified". The men hold leadership positions and the women hold support positions.*

*CS: On one such occasion, I was informed by a long-term employee, that he was not going to help me with work that he was supposed to be helping me and training me on due to "women's lib". So he stood and watched. So much for team work...*

*CS: I experienced sexual harassment over the course of several years. Because I had to directly work with this person and because of other factors, I overlooked it for too long. I finally directly confronted the individual and the harassment ended, although there was a 6 month period of uncomfortable social interaction (iciness) immediately following.*

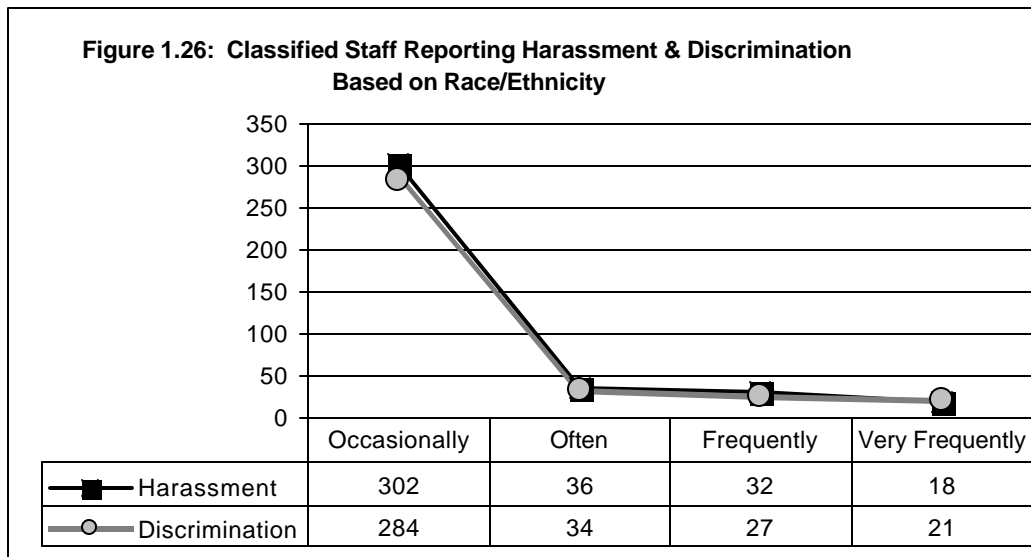
*CS: A man in a supervisory position in my office told me I had nice breasts! (in front of others, no less!) I was completely offended and thought his behavior was unacceptable and unprofessional.*

*CS: There is subtle sexual harassment to “pretty female” employees and disfavor to other females. There are sexual innuendoes and jokes when not necessary.*

*CS: I see that white males who are heterosexual are extremely discriminated against when applying to an administrative aide or secretary position. The women don’t want to work with a man.*

*CS: I was told by my supervisor that I cannot do the job because I am a woman. It was taken by all parties, except me, as a joke and laughed off. It is no joke. It is time to take this matter seriously.*

**Harassment & Discrimination Based on Race/Ethnicity**

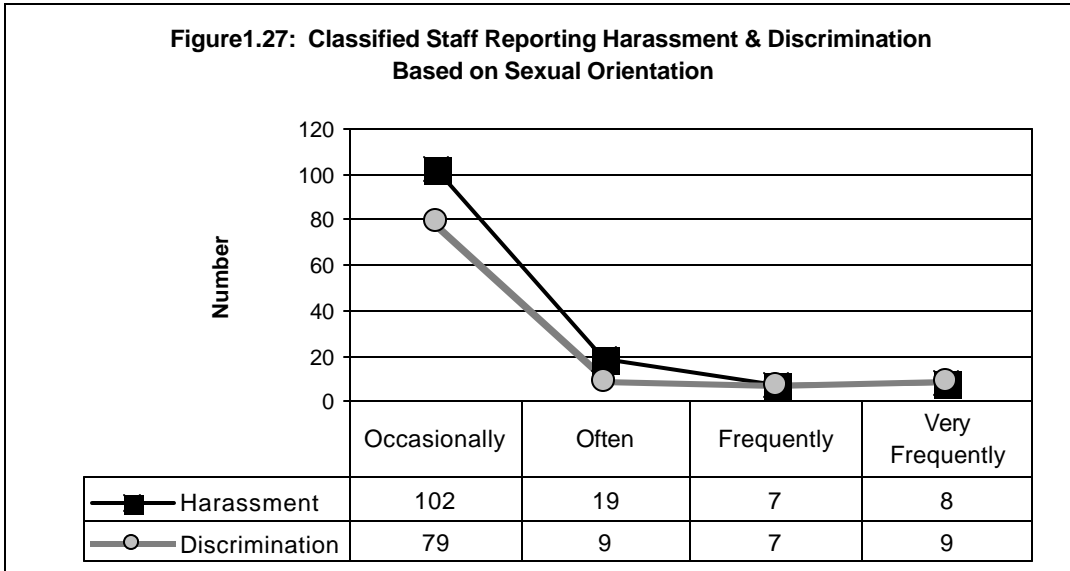


Comments regarding harassment and/or discrimination based on race/ethnicity:

*CS: As to harassment, a doctor made comments about “you people all look the same.”*

*CS: This department needs major overhaul in some areas. It has been and still is run by what seems to be a “GOOD OLD BOYS” network. There has never been a woman or person of color in the upper management here. In times when the budgets are extremely tight for all, I’ve seen the “Good Old Boys” and young white men fresh out of school with little or no experience receive rather large raises and be hired at close to maximum range.*

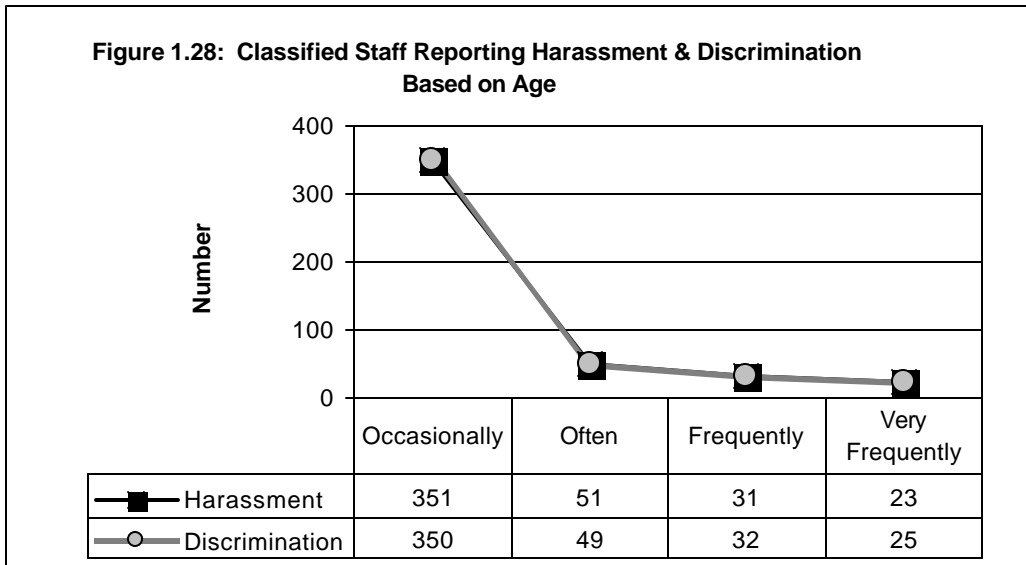
### Harassment & Discrimination Based on Sexual Orientation



Comments regarding harassment and/or discrimination based on sexual orientation:

*CS: Harassing letters about sexual orientation.*

### Harassment & Discrimination Based on Age

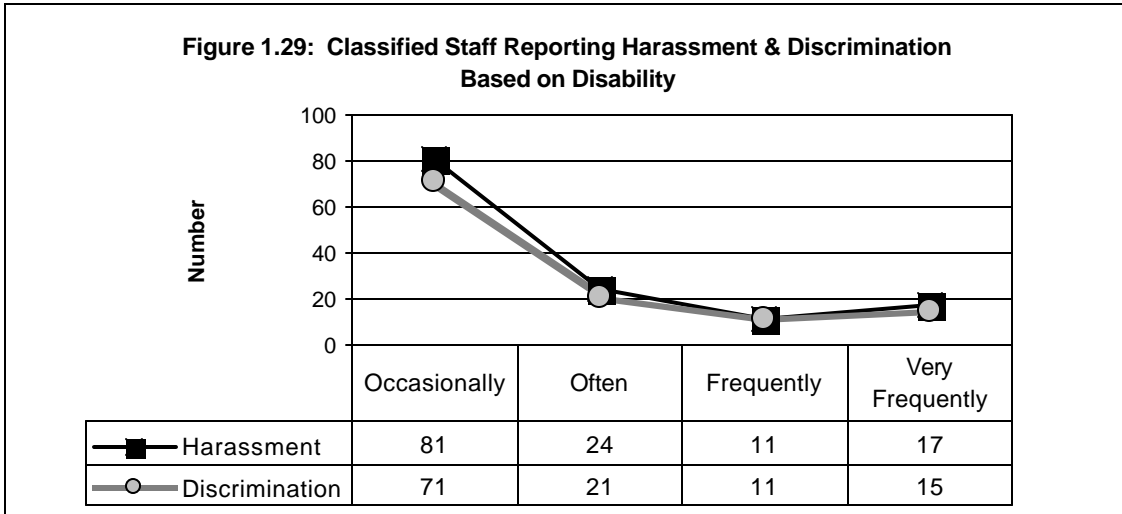


Comments regarding harassment and/or discrimination based on age:

*CS: Supervisors occasionally make references to how young I am. This is insulting and condescending, as well as embarrassing when others are present.*

CS: *My supervisor called me an old man!*

**Harassment & Discrimination Based on Disability**



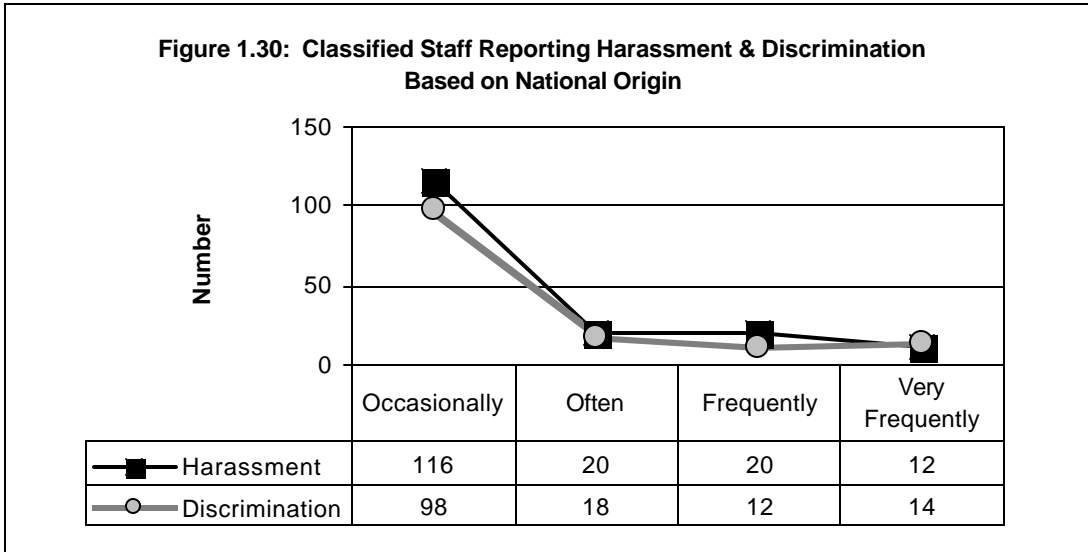
Comments regarding harassment and/or discrimination based on disability:

CS: *Disabled parking spaces exceed 200 feet regulation to door. 1/4 mile!*

CS: *Also, I have been unfairly discriminated at the university due to a medical condition and was not sure how to receive any justice for that discrimination; therefore, I did nothing. This discrimination was covered up at a previous department. This discrimination almost did me in, and has made my life very difficult.*

CS: *There are an inadequate number of handicapped parking spaces.*

### Harassment & Discrimination Based on National Origin

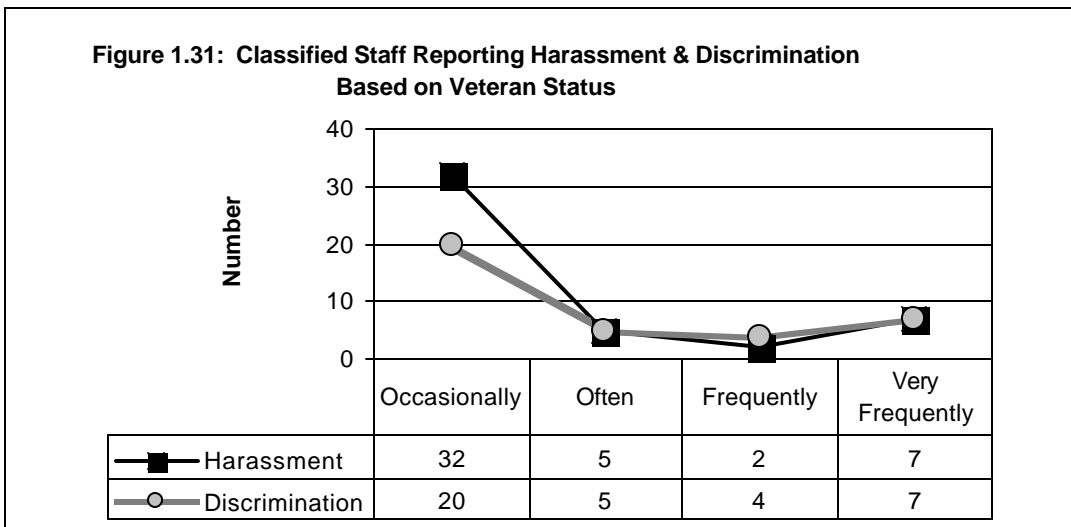


Comments regarding harassment and discrimination based upon national origin:

*CS: I have seen discrimination against American research specialists in favor of [other] applicants who will presumably work more than 40 hours per week without complaint.*

*CS: As a result of my accent and national origin, I have been easily recognizable. It has given me a higher profile and my success and abilities are more readily noticed and acknowledged through the hierarchy. However, some departments/administrators are ill-informed or lack knowledge which is required at time of employment, particularly for individuals who are non-US citizens. The knowledge of where and to whom to direct me has been inadequate.*

### Harassment & Discrimination Based on Veteran Status



Comments regarding harassment and/or discrimination based on veteran status:

*CS: As a member of the National Guard, my peers and supervisors become frustrated with me when I am required to be absent from work for my 15 days of annual military training, my weekend a month training, and when I am called to active duty.*

*CS: Veterans on this campus are not given the beneficial hiring status that the state and the university states exist for veterans. Veteran's skills are seen as less desirable than someone just out of college. Many veterans have done their jobs they are applying for, for several years; however, a recent college graduate or someone coming to the university from the private sector is hired over or in preference over the veteran, who in some cases, has the same or more experience.*

### **Other Harassment & Discrimination**

Comments were made by respondents about certain forms harassment and/or discrimination they have experienced that were not explicitly included on the survey. Their comments follow:

*CS:. Some of my co-workers who are married with children occasionally give me a hard time about being single and my lack of responsibilities. Sometimes I feel this borders on harassment. They are unhappy themselves or jealous. I know it is a lot of work to raise children, but don't take it out on single people. I thought you should know that this type of discrimination does exist.*

*CS: I was reprimanded once for bringing up my faith at a meeting (Christianity). At the same time, I am expected to buy into the beliefs of the group (extremely liberal).*

*CS: In fact, I do feel that this University is a (moderately) hostile environment towards people who practice a religious faith in a committed fashion. Unfortunately, the Millennium Survey's lack of attention to religious issues is one among many indicators that the University of Arizona, through institutional policy, wishes to eliminate religion as a visible factor on campus. Therefore, as a polite form of protest, I respectfully decline to participate in the Survey.*

### **Faculty-Staff Tensions**

*CS: My immediate unit, which is the portion of the staff that does the really important/difficult/time consuming work is treated very poorly by the director and the "academic professionals." The lack of respect and recognition is absolutely appalling.*

*CS: Campus officials need to treat their employees with as much respect as they do faculty. Employees work just as hard as faculty members and often work overtime and*

*without pay. Campus department heads need to improve and promote the relationship between faculty members and employees.*

*CS: Staff are under-appreciated and under-valued. It seems as if faculty and executive administration are valued far beyond any staff. The university would rather keep faculty than hard-working staff who are being taken advantage of. There is no fight to keep good, dedicated staff. Staff are viewed as the “lowest” class and aren’t respected half as much as they should be.*

*CS: Disrespect and dismissive attitudes toward staff by faculty is a very big problem.*