

Appendix 12: Discussion Group Protocol

Discussion Group Topics for Appointed Personnel

Welcome and Introductions

I know that most of you have heard of the Millennium Project which is intended to enhance the climate for everyone who works at the University of Arizona. This is a terrific project and I am honored to be part of it.

The purpose of this meeting is to help us identify work life issues that are of concern to appointed personnel. We are going to design a survey that will be sent to every member of the appointed personnel group, but we want to make sure that we include the issues that are important. Based on other studies I have conducted and what has been written about work life on campus, we have a number of topics that we would like throw out for your reaction. We are going to take notes, but we are not going to tie your name to your comment. You don't even have to say that this is your personal issue--just tell us whether these are issues for appointed personnel here and why you think so.

1. Let's begin with the *work itself*—
 - Do you perceive that appointed personnel know what is expected of them?
 - Are their jobs clear?
 - Are there complaints that the workload is too heavy?
 - Do you feel that your job description adequately reflects what you do?

2. Let's talk about the *relations within your unit*—
 - Are the relationships within your unit good?
 - Is there good communication?
 - Do appointed personnel get along?
 - Is there a sense of teamwork?

3. Let's talk about *supervisors*—
 - Are supervisors seen to be fair? Well-trained?
 - Are supervisors supportive of the decisions made by employees?
 - Do they provide the guidance employees need to do their jobs?
 - On the other hand, do appointed personnel have the freedom to decide how to do their jobs?

4. Supervisors are usually responsible for *performance assessment*—
 - Do supervisors provide good feedback?
 - Are appointed personnel evaluated?
 - Do appointed personnel know what the criteria are for adequate performance?
 - Is their evaluation discussed?
 - Does it help them improve their performance?
 - Are evaluations related to salary considerations?

5. In addition to feedback, let's move on to *recognition*—

- Do appointed personnel feel recognized for a job well done?
 - Do they feel valued?
 - Are there awards for exemplary performance?
 - Are appointed personnel recognized for additional skills developed for the job? (ie: reclassification, modification of job description)
6. How are the *relationships between your unit and other groups*?
- like the faculty? Senior administrators?
 - students? or the public?
 - Are the relationships positive?
7. What kind of support is provided for *professional development*?
- What kind of activities are supported?
 - Does everyone get to participate?
 - What is needed?
8. How about *promotion*?
- Are there opportunities to apply for and get jobs within the university that allow appointed personnel to move up or increase their responsibility?
 - Are appointed personnel promoted from within or do hires come from the outside?
 - Is hiring fair?
 - How do appointed personnel perceive lateral transfers?
9. Do appointed personnel in your unit *feel they are treated fairly*?
- Do they feel that they are treated differently based on their sex, race, ethnicity or age?
 - Is there discrimination or harassment?
 - How are these disputes resolved? Is there a formal process to settle these disputes?
10. Now let's talk about *specific working conditions*—
- Wages or salary?
 - Parking?
 - Benefits? Childcare?
 - Safety?
11. Are there *changes* that have made the jobs of appointed personnel more difficult?
- Workload?
 - Technology?
 - Rules? Regulations?
 - Red tape?
12. How about *job security*? Are appointed personnel worried about outsourcing?
- Layoffs?
 - Transfers?
 - Are these decisions made fairly?