

Appendix 2: Overall Findings for Appointed Personnel

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 Appointed Personnel. 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 4.7 in Appendix 4.) Respondents ranked the dimensions in the following order of most concern to least concern:

Working Conditions
 Career Development
 Leadership and Supervision
 External Relations/Review & Intervention
 Evaluation and Recognition
 Intra-Department Relations

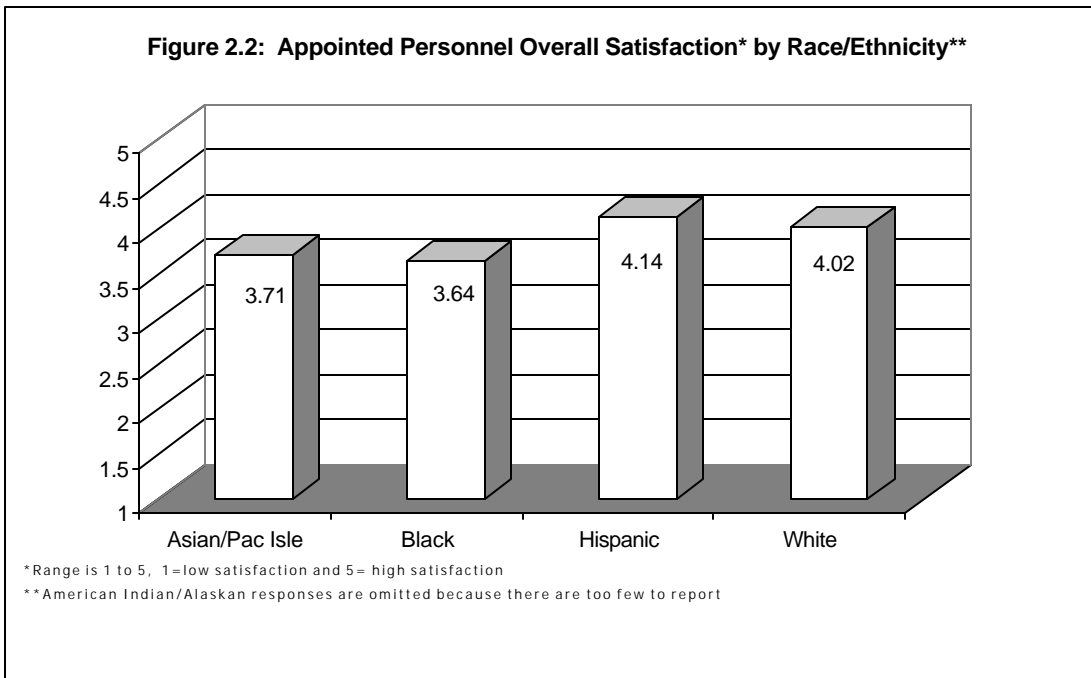
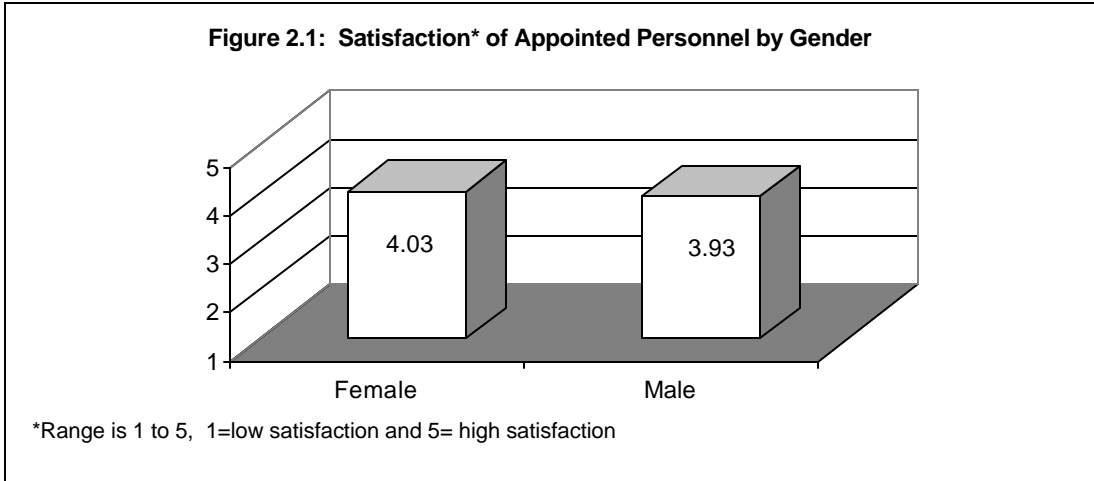
Finally, the extent of the respondents' reports of harassment and discrimination are included.

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 Appointed Personnel is, for the most part, not differentiated by gender and race/ethnicity. One exception that deserves attention is the slightly lower satisfaction and morale, and higher likelihood to leave UA expressed by Blacks in the Appointed Personnel group.

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 the Appendix 7 and 8.

Overall Satisfaction

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



Comments regarding job satisfaction:

AP: I have a great deal of independence in my position. It is intellectually challenging. I like and respect the people who work along side me, and I believe that I am supporting a quality organization.

AP: Job satisfaction is decreasing with the large amounts of uncompensated overtime. The university is rapidly burning out the best employees.

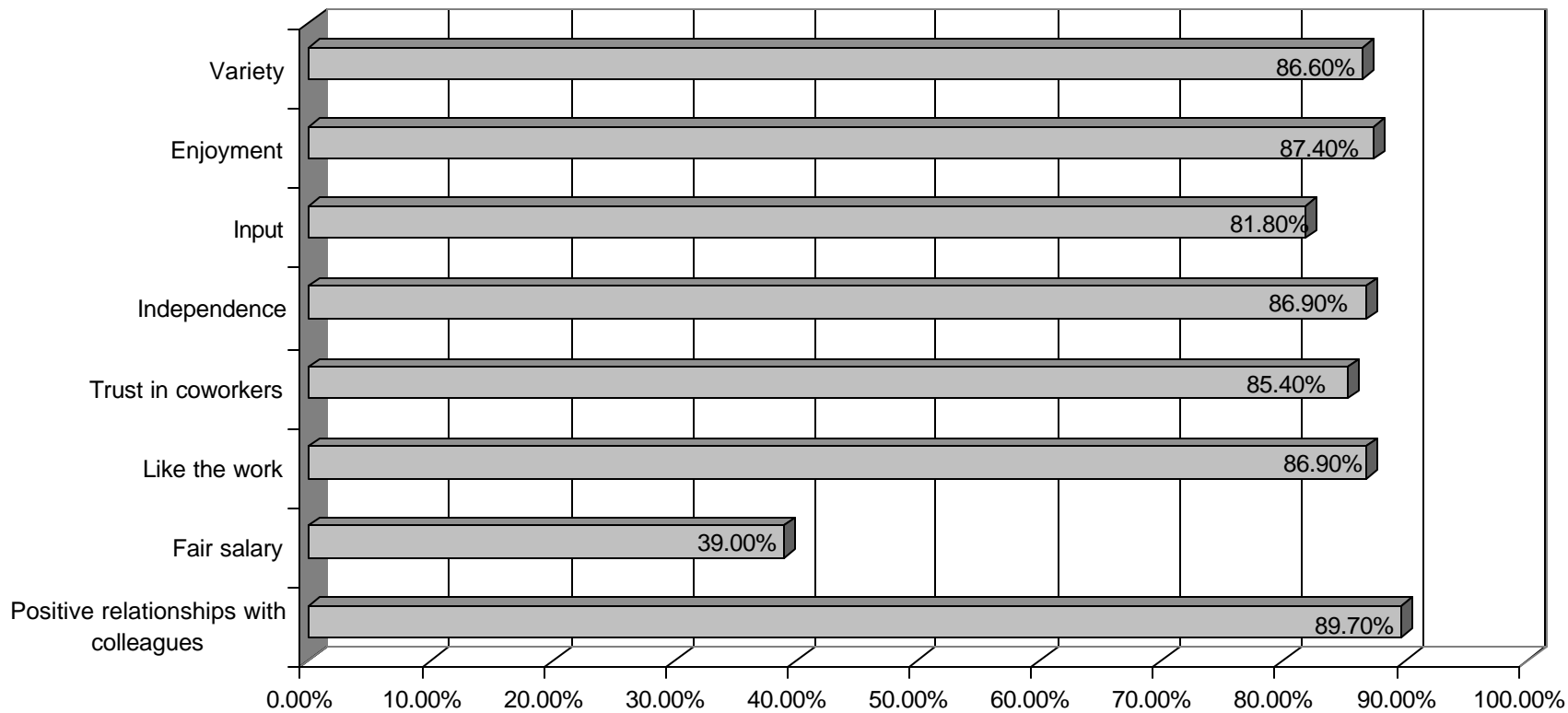
Satisfaction with Job Characteristics

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.

Appointed Personnel 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.

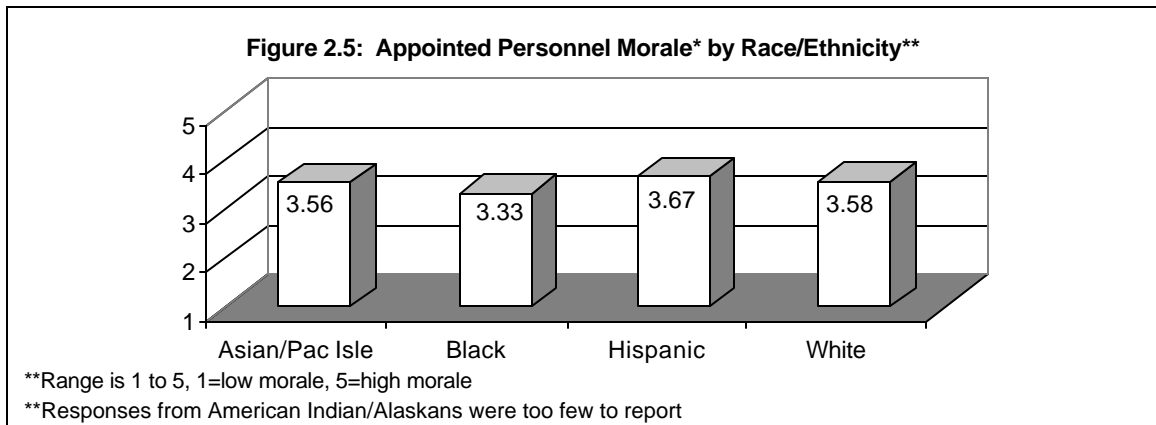
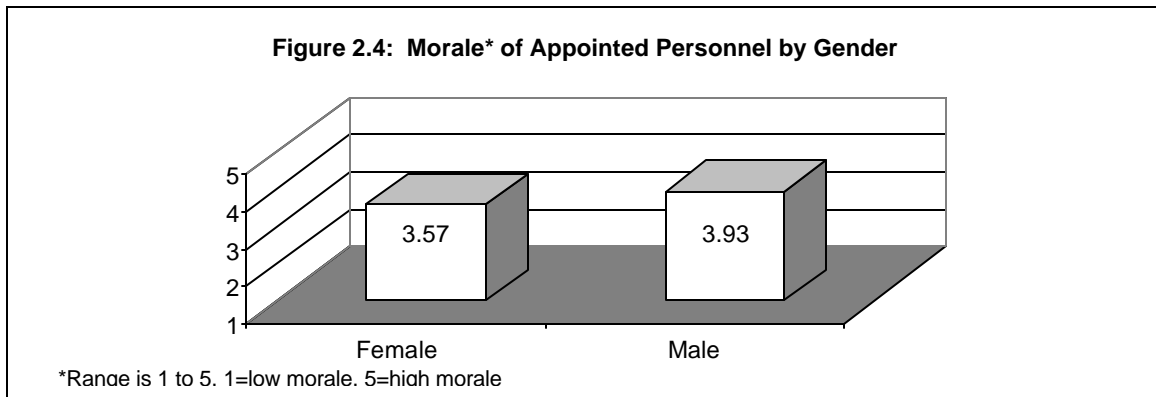
However, 60 percent of the respondents disagreed with a statement regarding the fairness of their salary relative to their peers with similar experience and skills. The responses are represented in the following graph:

**Figure 2.3: Appointed Personnel Satisfaction with Job Characteristics
(Percent Indicating Agreement)**



Overall Morale

The overall morale of Appointed Personnel 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 Appointed Personnel is above the midpoint of 3.0; men report slightly higher overall morale than women, and Blacks report slightly lower overall morale than other groups.



Comments regarding morale:

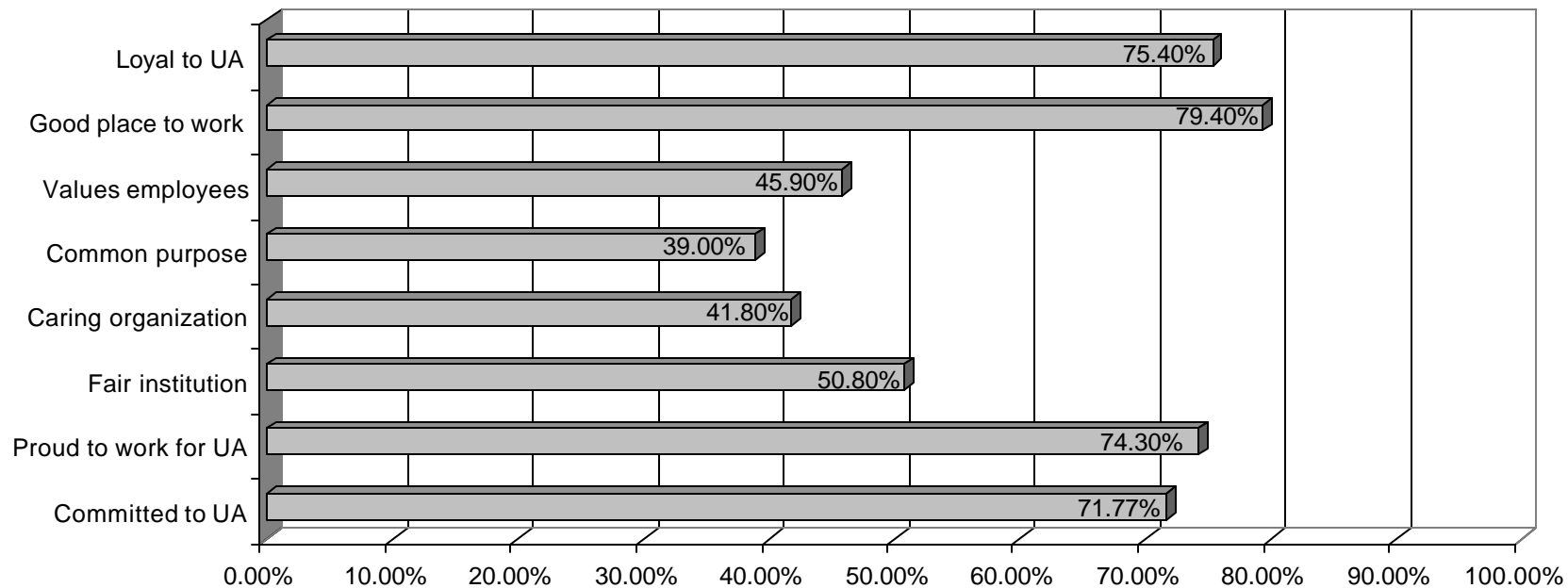
AP: While I am very happy with my job at the University and feel loyal to the UA, I do believe that an institutional culture exists that does not value employees. The services that we provide to our students, the public, and each other are not always caring, respectful, and high quality.

AP: My decision to work at the UA was one of the best moves of my life. After 15 years of working here, I can't think of a better place to work.

Morale related to the University of Arizona

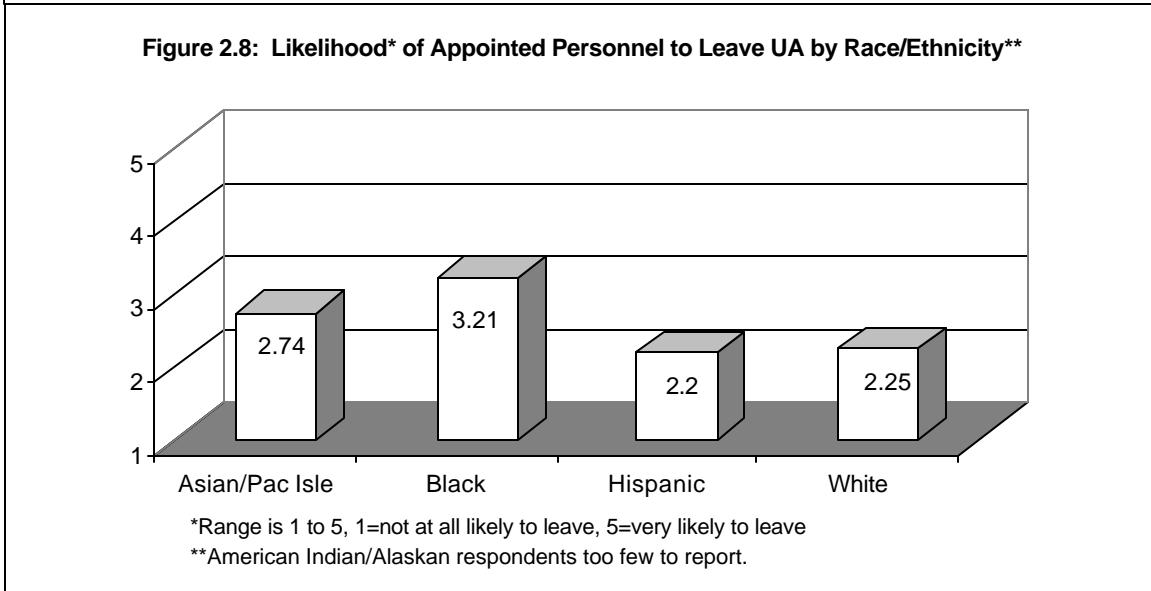
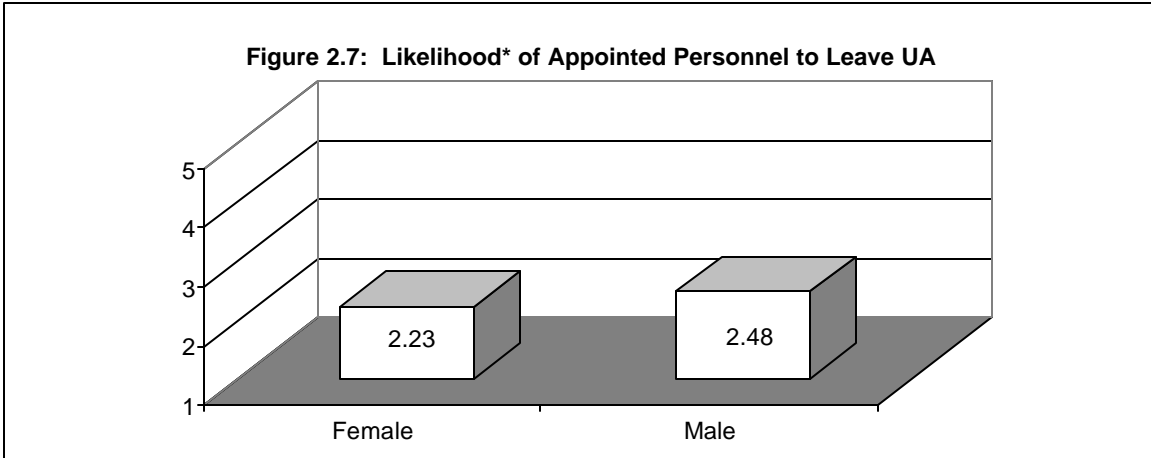
Respondents were also asked to indicate the extent of their agreement with a number of statements related to their morale in relationship to the University of Arizona as a place of employment. Appointed Personnel indicated a high level of agreement with statements about their loyalty and commitment to 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 2.6: Appointed Personnel Morale in Relationship to the University of Arizona
(Percent in Agreement)**



Likelihood to Leave

The overall likelihood of Appointed Personnel 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), Appointed Personnel indicate that the likelihood of their leaving UA is below the midpoint of 3.0. Only Blacks in the Appointed Personnel category indicate a likelihood to leave UA that is above the midpoint (3.21).



Comments regarding likelihood to leave UA:

AP: It is really hard to state long term plans with layoffs in the future. We know our inclinations but not our department's or the University's. Outside companies are making offers and it is becoming difficult to turn them down.

AP: As appointed personnel, I live in fear that my position can be terminated at any time.

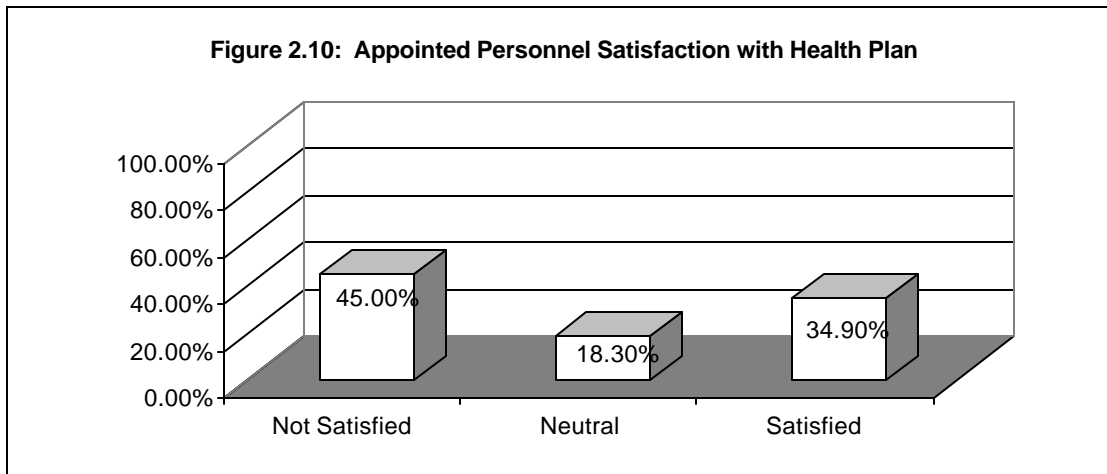
AP: Although I enjoy my job and like working at the UA, I always have to keep my options open to move if the need arises, as it has for some of my colleagues this year. When a professional staff member proves their worth and loyalty, there should be some other incentive to stay, such as continuing appointment.

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 both groups of support personnel. For items by gender and race/ethnicity, see Appendix 7 and 8.

Working Conditions

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

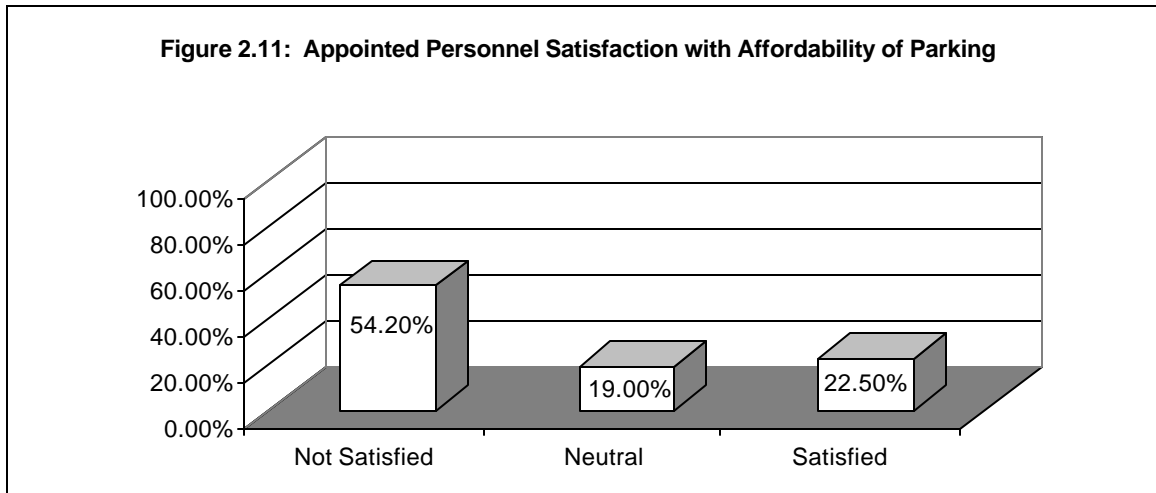


Comments regarding the Health Plan:

AP: With the current monopoly, my rates went up fourfold with a fourfold reduction in services. The insurance provider's staff can't properly answer questions.

AP: I am dissatisfied that the university has turned to a health plan that is more expensive (both my premiums and my co-payments have increased) and we get less coverage than we previously enjoyed. Therefore, overall, I have been forced to conclude that the university does not care about its employees and overall I am not satisfied to work here.

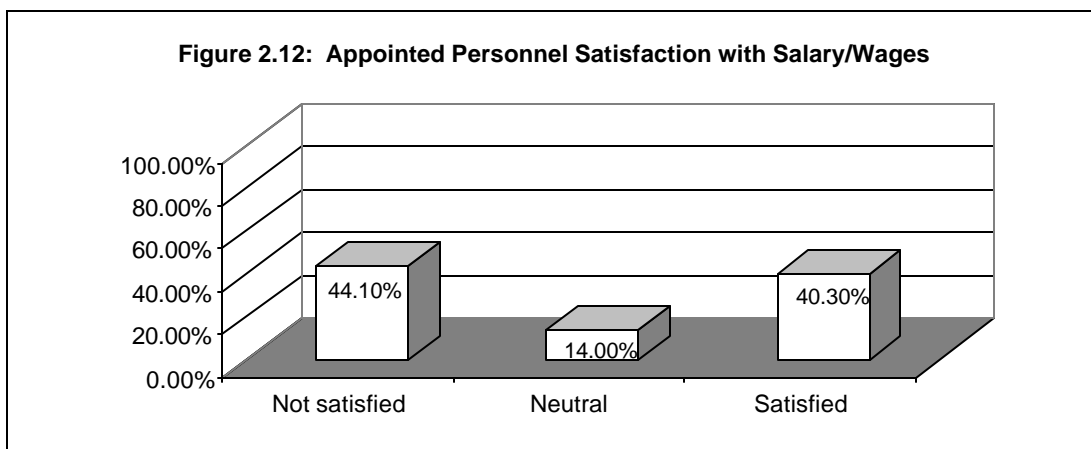
- **PROBLEM: Access to and affordability of parking**



Comments regarding the parking:

AP: The parking here is awful. Not only do I pay for parking, walk 1/2 mile each way, but then my paid parking isn't even safe!!! My car was broken into recently and the intruder tried to steal it. The UA police officer admitted that they don't have enough help to patrol all the parking lots. I feel that if I have to pay for parking, I should at least feel secure to leave my car in the lot.

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

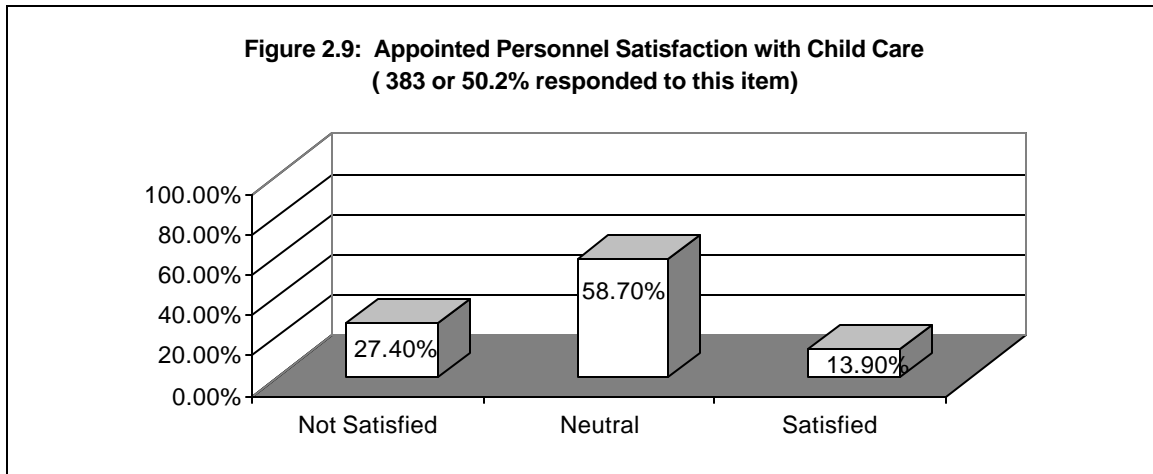


Comments regarding salary and/or wages:

AP: The reduction in our promised salary increase was enough to make me feel like all the hard work is for nothing.

AP: Although I enjoy my work, it pays so little that I can barely survive.

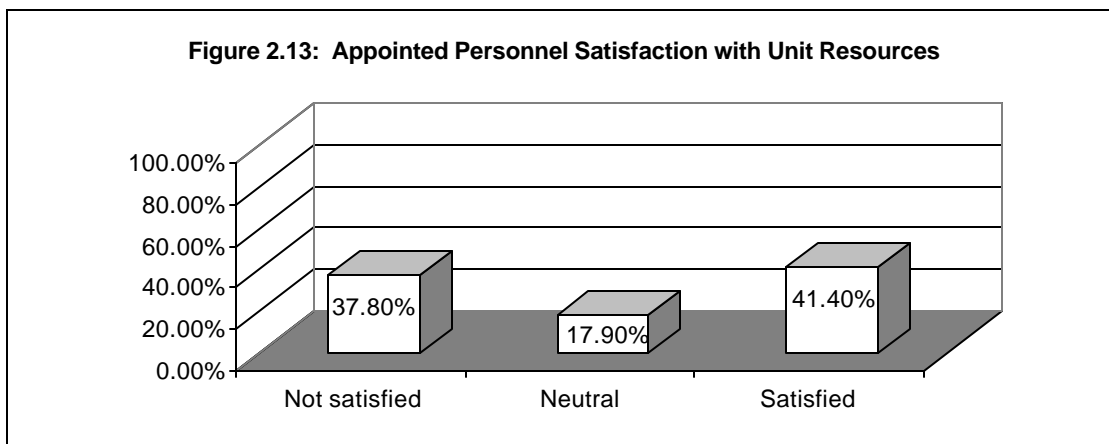
- **PROBLEM:** *Inadequate childcare options.*



Comments regarding childcare:

AP: I have not found the child care office to be very useful. You basically go in there and receive a huge stack of literature telling you how to do everything on your own, since the UA provides nothing.

- **PROBLEM:** *Lack of sufficient resources for unit.*



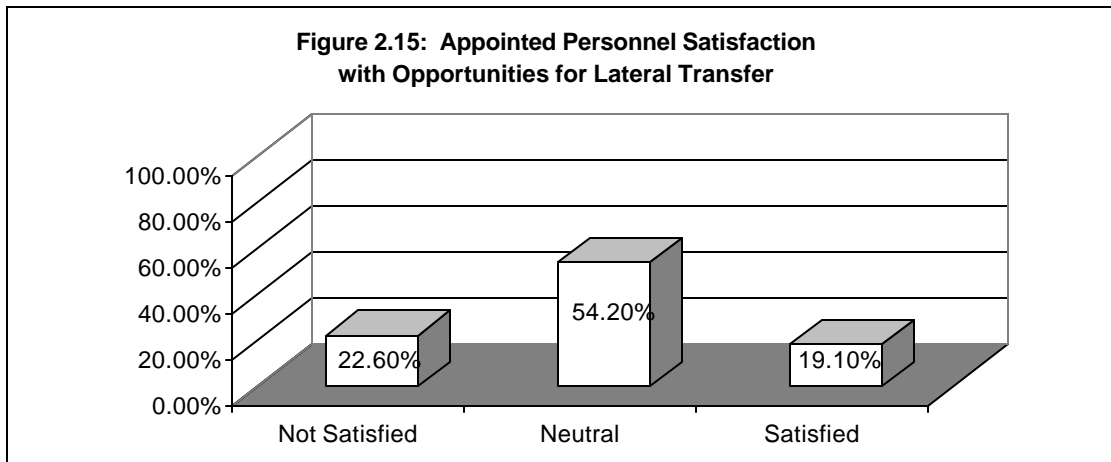
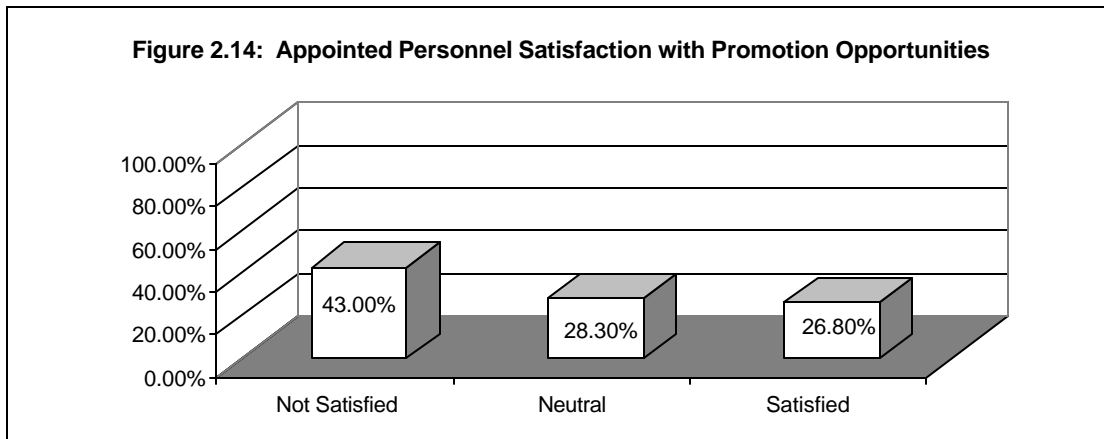
Comments regarding lack of unit resources:

AP: Our resources are no worse than everyone else.

AP: My office is inadequately staffed to be able to provide the programs and services.

Career Development

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



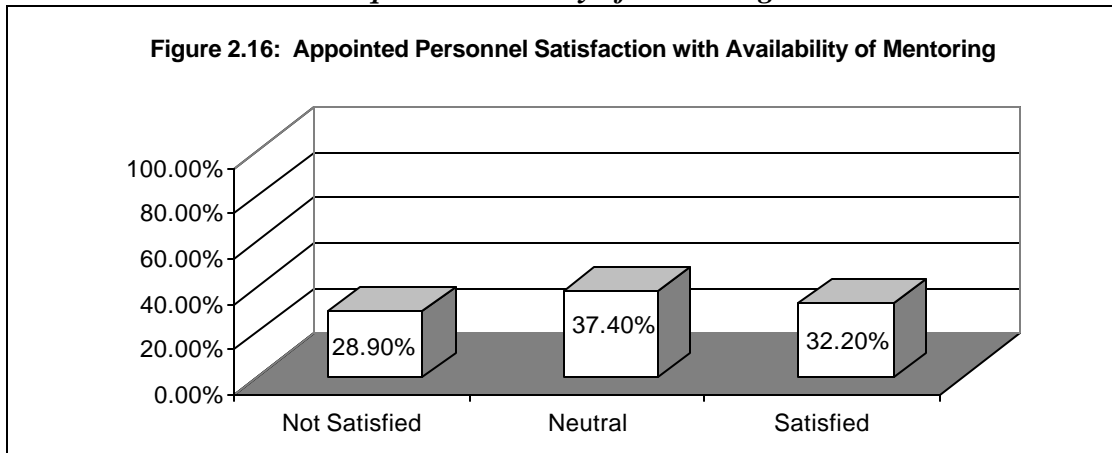
Comments regarding lack of opportunity for promotion or lateral transfer:

AP: Opportunities for promotion and lateral transfers don't exist.

AP: A promotion seems impossible.

AP: I would be very likely to seek a promotion, but in my job, there are no current promotional opportunities.

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

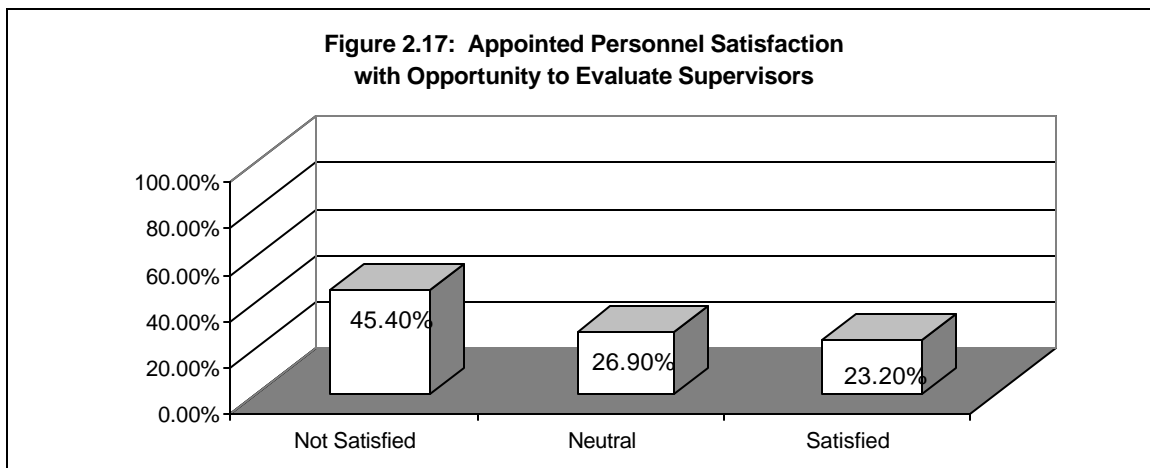


Comments regarding mentoring:

AP: An advantage to a position like mine is that I can be quite creative in shaping my career and research interests. The downside is that, without a mentor with political clout, I can be treated very badly, with no recourse.

Leadership and Supervision

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



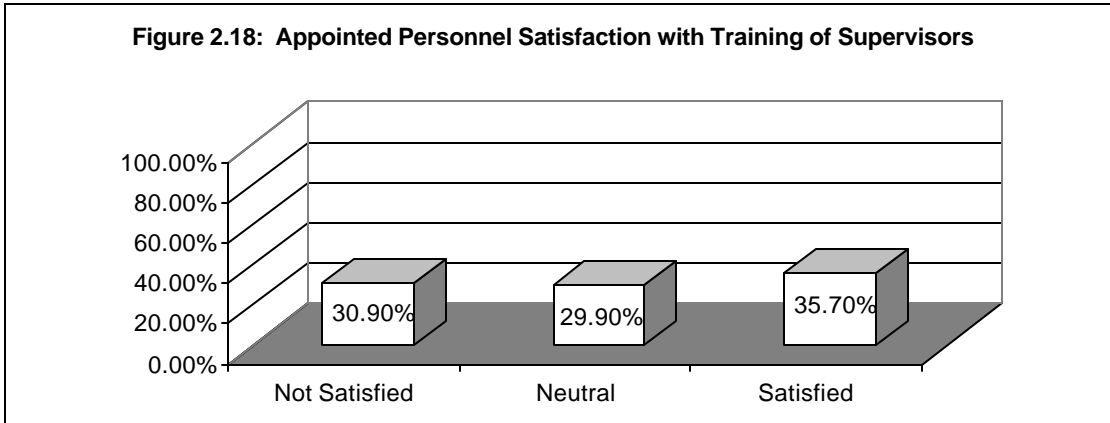
Comments regarding supervisors:

AP: No accountability exists for administrators.

AP: I strongly believe that all supervisors should be evaluated by staff they supervise as a part of the evaluation for pay increase and/or contract renewal. This should include unit heads.

AP: What do you do when the chain of command appears apathetic to your concerns? The impression is that in higher education, one you get to a certain level, short of embezzlement or harassment, you can act with impunity.

- **PROBLEM:** *Lack of sufficient training for supervisors.*

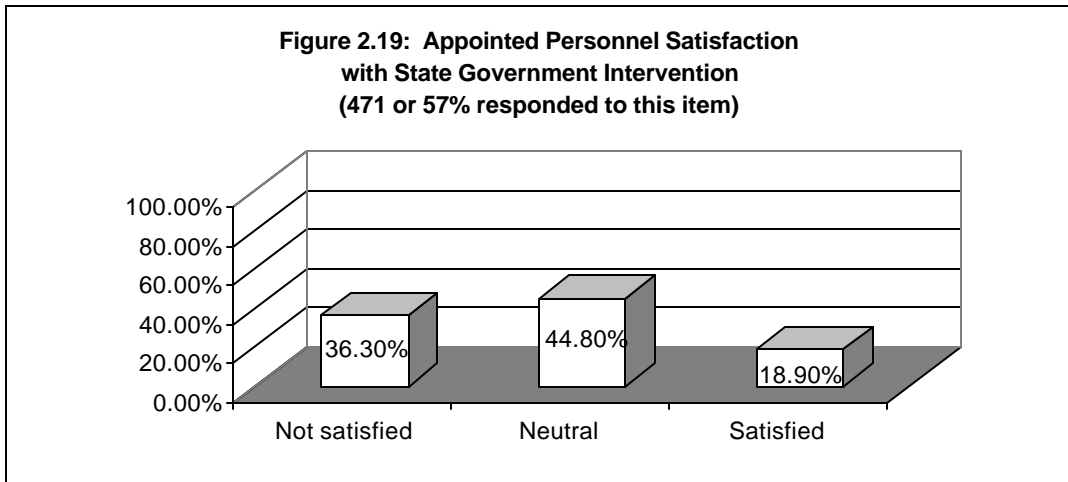


Comments regarding supervisor training:

AP: Individual administrators feel like they can do whatever they want, and their leaders are not helping them with evolving their leadership skills, and further, they don't even know what is going on.

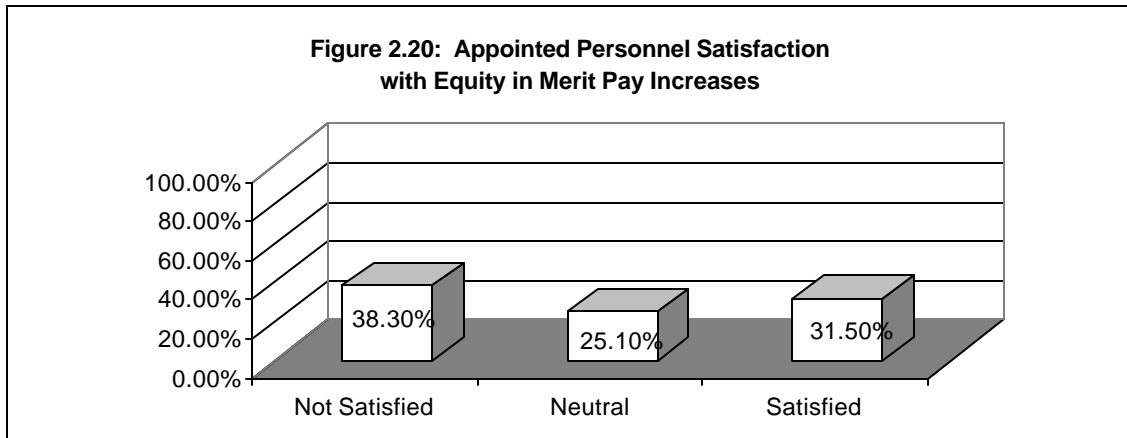
External Relations/Review and Intervention

- **PROBLEM:** *State government intervention*



Evaluation and Recognition

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



Comments regarding merit pay increases:

AP: There is only verbal recognition. No promotional opportunities, no meritorious salary increases available, and no recognition that salaries should not necessarily follow seniority.

AP: I always receive “outstanding” in my merit reviews, but just get the 2%. Does this mean that everyone receives outstanding? Does it matter if I am satisfactory or outstanding? As a supervisor myself, I make sure there is a difference in reward between satisfactory (less than 1%) and outstanding (around 3%).

Harassment & Discrimination

The vast majority of the Appointed Personnel 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 2.21 through 2.24 provide an overview of the extent Appointed Personnel responding to this survey perceive they have experienced harassment and discrimination in comparison to that reported by Classified Staff. These are followed by Figures that detail the frequency of the experience as reported by Appointed Personnel.

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 Appointed Personnel. 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 Appointed Personnel. However, those comments are not included here to protect the confidentiality of the responder and to prevent any possibility of retaliation.

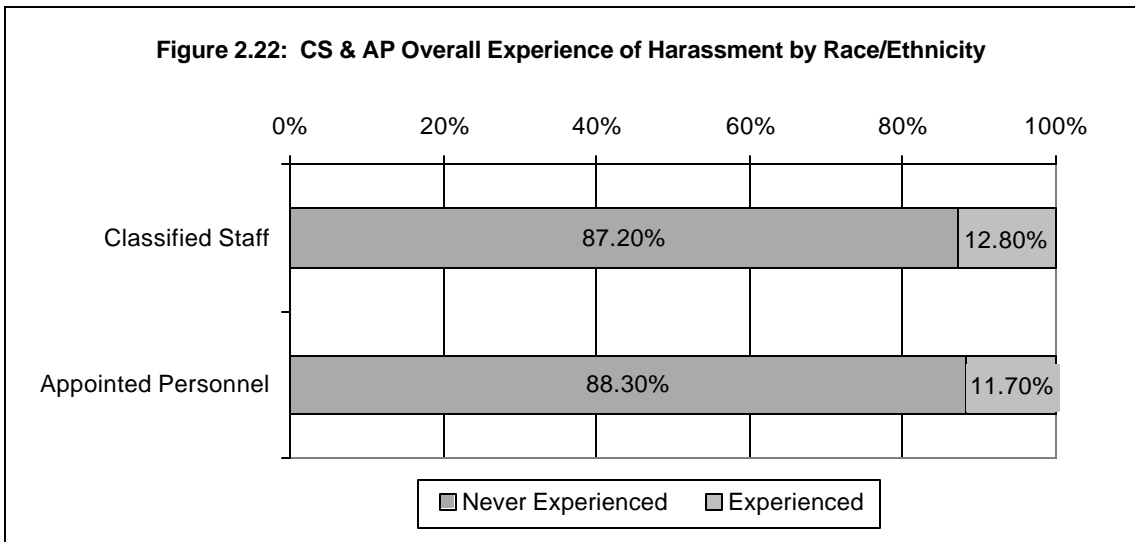
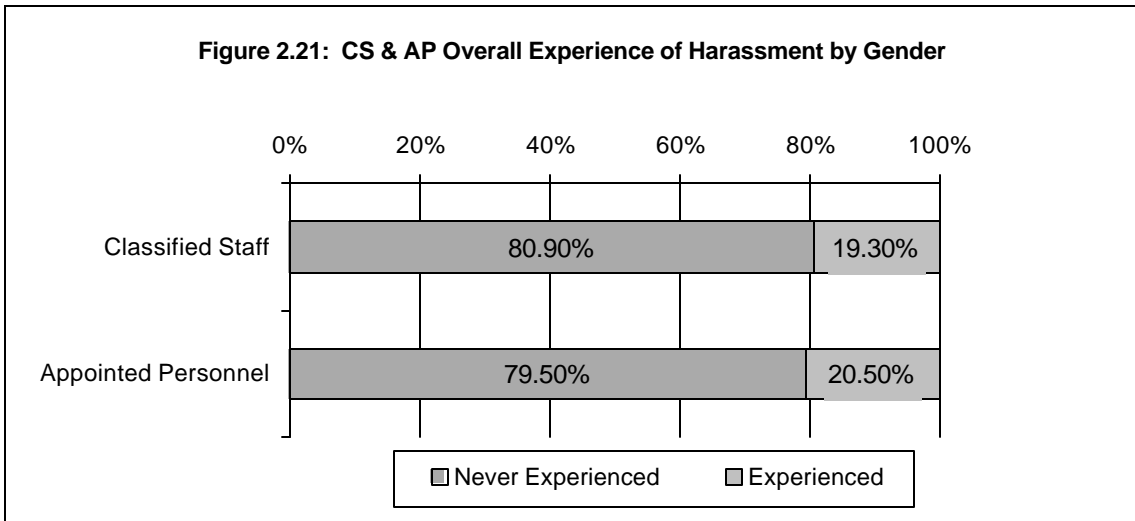


Figure 2.23: CS & AP Overall Experience of Discrimination by Gender

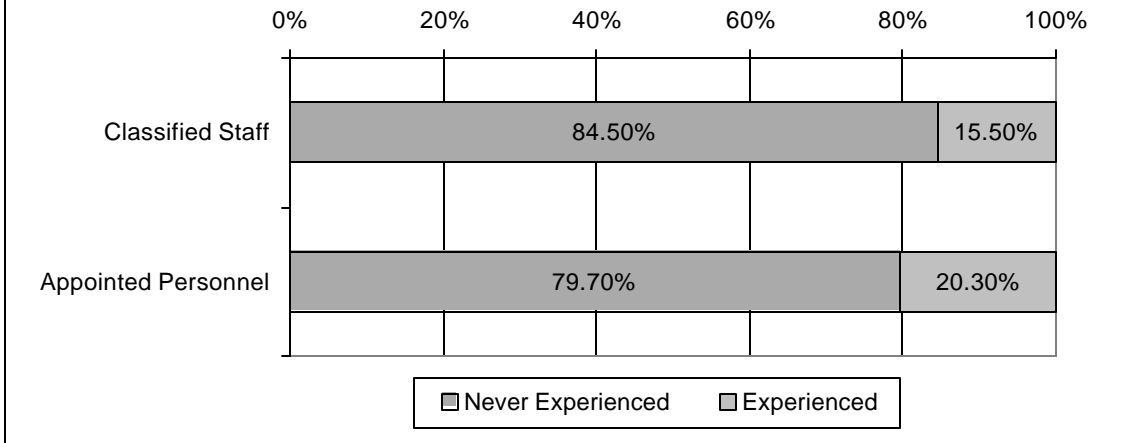
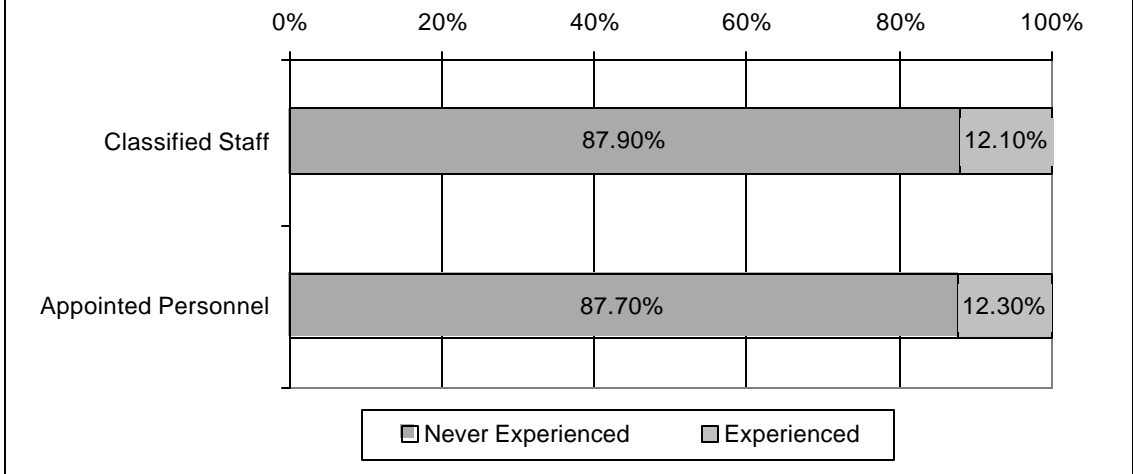
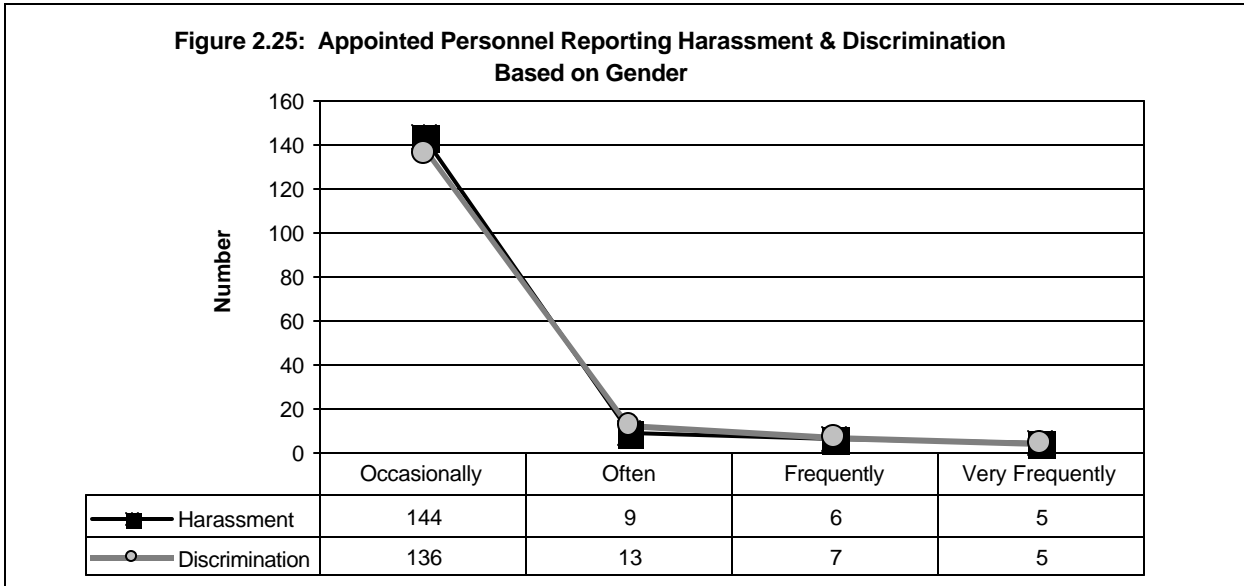


Figure 2.24: CS & AP Overall Experience of Discrimination by Race/Ethnicity



Harassment & Discrimination Based on Gender



Comments regarding harassment and/or discrimination based on sex:

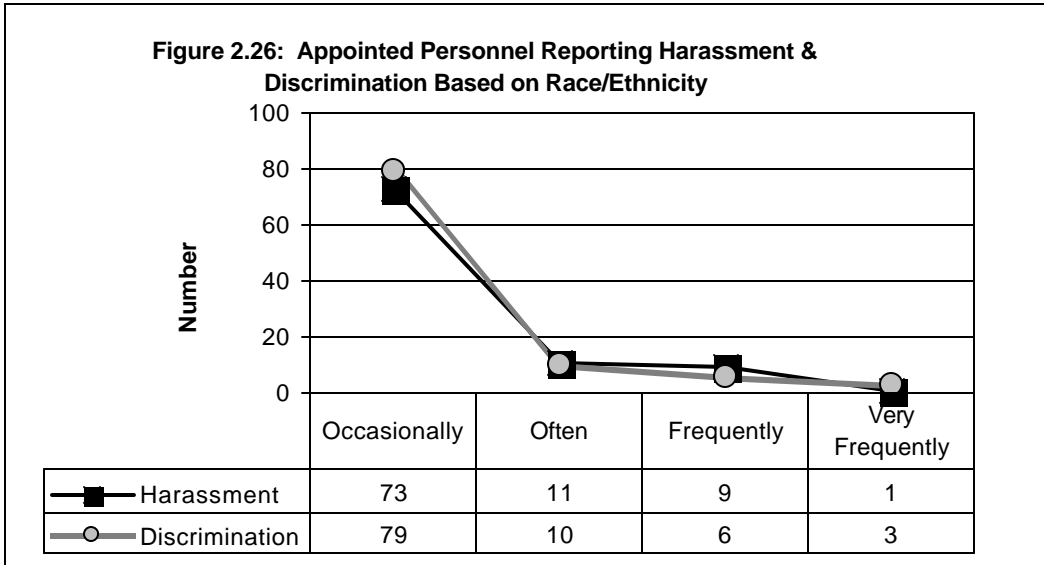
AP: I personally know of several people who have been/are being harassed by tenured faculty—who are protected. These women have been terrorized and one is still too scared to do anything except talk to her friends and colleagues. One of these persons is classified staff and the other is appointed faculty.

AP: I watched male colleagues in the same position as me so I had a direct comparison between us. I had to work much harder to get my ideas listened to and establish authority. My information was also treated as less valid. I realize that this is part of being female and working in this profession, but you should know that this is alive and well at the University of Arizona.

AP: I feel that I am discriminated against in my position because I am female. The same courtesies are not afforded to me by the PI as are afforded to the male members of the lab despite the fact that I have already completed my graduate degree and hold a Ph.D. in my field and the male members of the lab are graduate students.

AP: I am a white male and feel constantly discriminated against.

Harassment & Discrimination Based on Race/Ethnicity



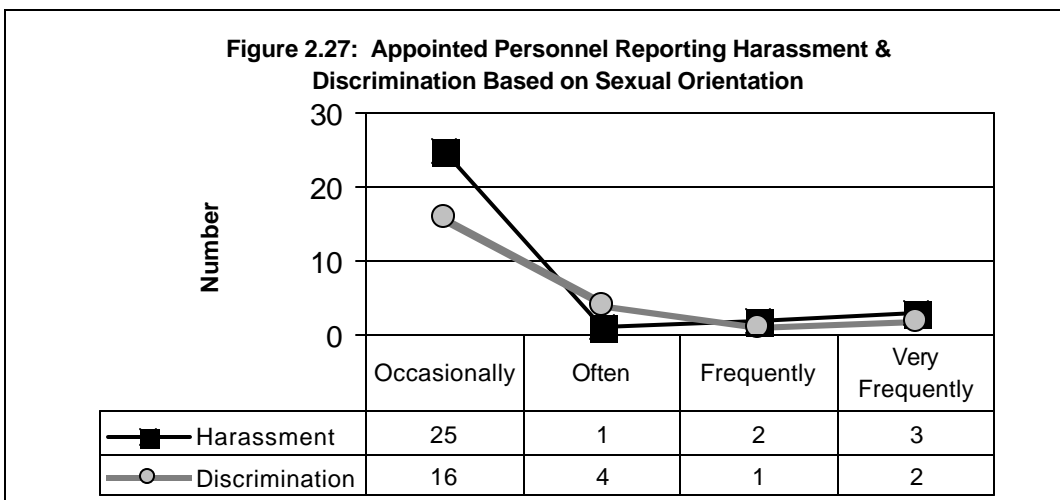
Comments regarding harassment and/or discrimination based on race/ethnicity:

AP: People of color are rarely appointed to management or senior management positions.

AP: It is very difficult for people of color to gain respect.

AP: Analyze the number of African American/Hispanic faculty—most appointed personnel work with “special populations”, lack of academic advisors, it goes on and on.

Harassment & Discrimination Based on Sexual Orientation

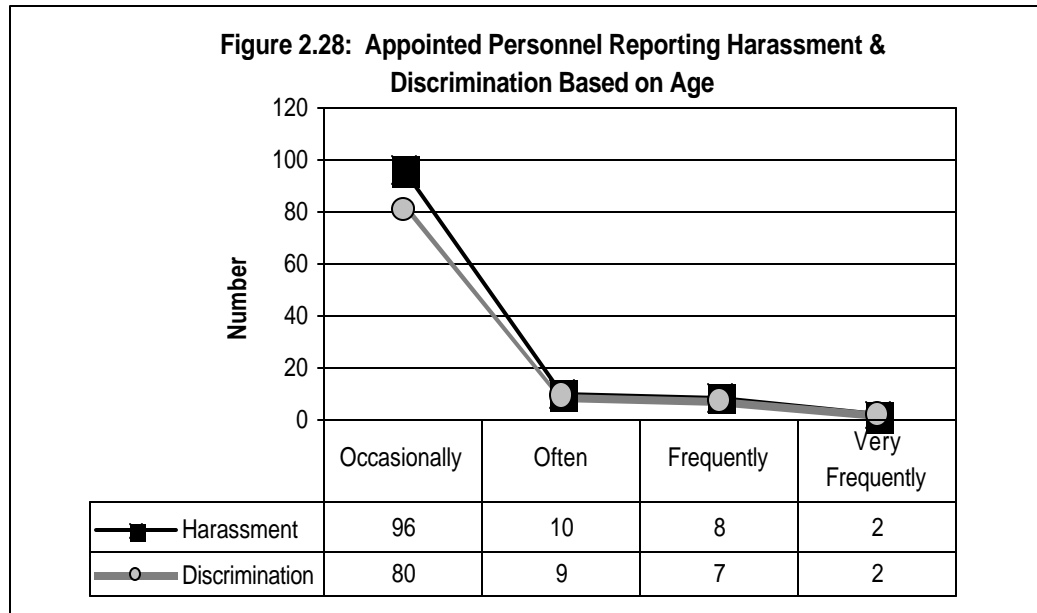


Comments regarding harassment and/or discrimination based on sexual orientation:

AP: I'm concerned that the university doesn't offer partner benefits to same-sex couples.

AP: My partner of 10 years is ineligible for UA benefits.

Harassment & Discrimination Based on Age

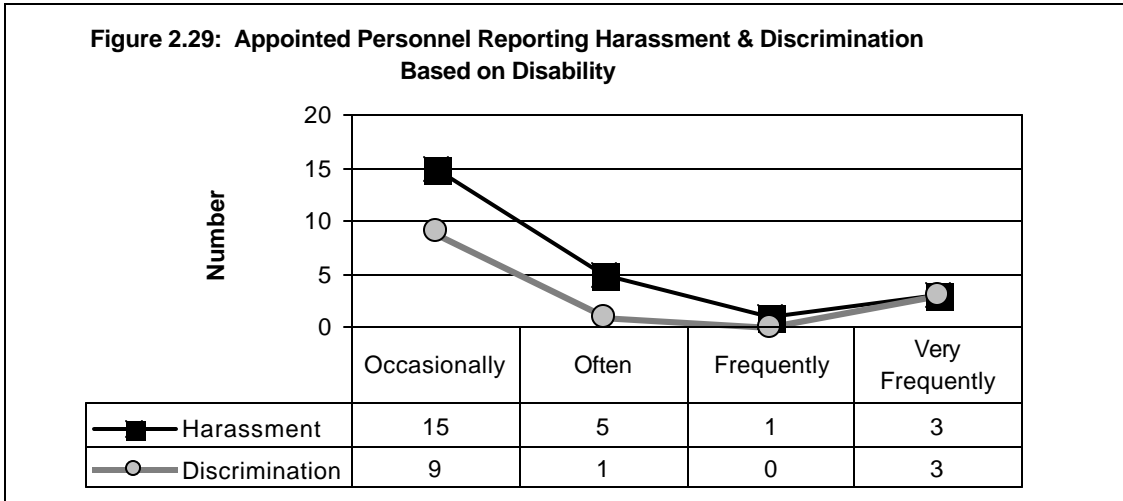


Comments regarding harassment and/or discrimination based on age:

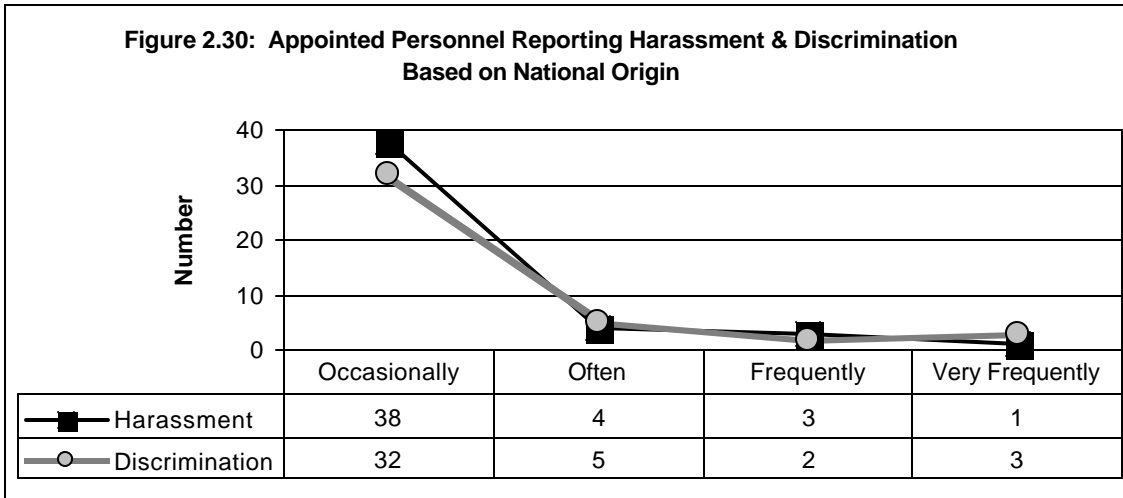
AP: As a young person, I feel discriminated against by my older colleagues in certain situations where “young” ideas are considered “inexperienced” ideas. The university, in my opinion, has a bias toward hiring older individuals in staff and appointed positions. The result is less diversity of thought. It also creates a dearth of recent student knowledge that could be utilized to improve the way parents and students perceive our campus.

AP: In the two years since I began my job, I have experienced a variety of instances in which I was discriminated against because of my age. The administrative staff in the department I work for are all of the same gender as me, but are between 15-25 years older.

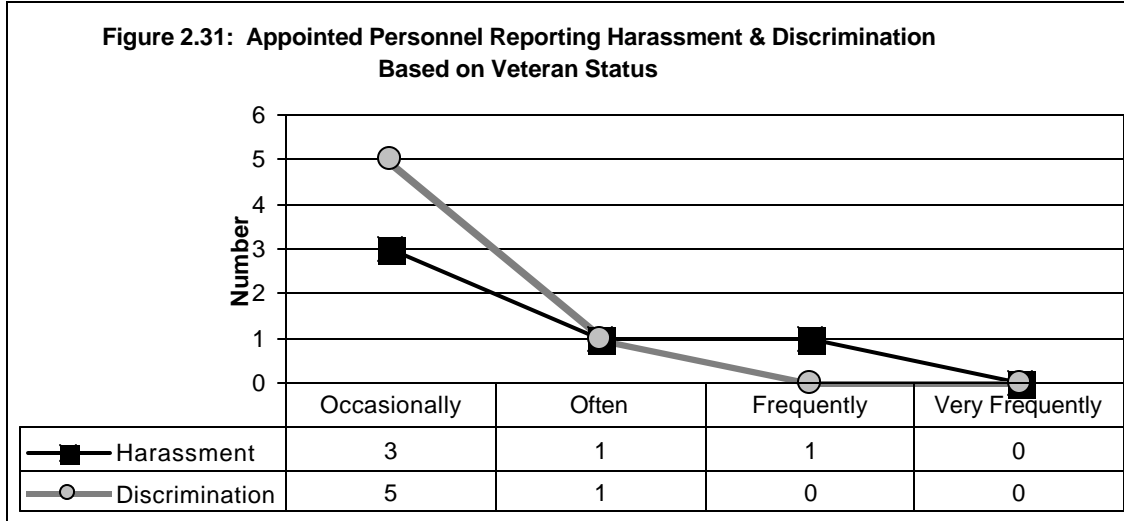
Harassment & Discrimination Based on Disability



Harassment & Discrimination Based on National Origin



Harassment & Discrimination Based on Veteran Status



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:

AP: The single biggest factor affecting my treatment on campus is my degree. I don't have a Ph.D. There is clearly a glass ceiling when it comes to degrees. No matter how good you are, if you don't have a Ph.D., you can't get any respect. I suspect this is true for many people. Another important factor is field. Not all disciplines are treated the same. My responses are colored by these factors. I believe this will be true of other respondents as well. The net effect is that people who feel poorly treated may not be able to discern what the contributing factors are.

Faculty-Staff Tensions

AP: While I can't say I've ever felt discrimination/prejudice/harassment due to my gender or ethnicity, I do believe there is a real caste system at the institution. For those of us who are not faculty, there is a very wide chasm between faculty/researchers and staff/appointed personnel. I believe that most faculty view academic support staff as peripheral to the true mission to the institution, which is teaching and research. I have been in meetings where I was told that faculty truly run this place. It was implied then that non-faculty are definitely "less than." Academic support staff are rarely truly heard by faculty, that is, until they need us to help them with something they perceive as a problem. Since the beginning of the talk about "brain drain" of faculty, there has been no concern about the loss of academic support staff on campus—only discussions about

retention, promotion, and pay for faculty. It is as though the rest of us don't exist here—or at best, have a marginal impact on the institution.

AP: The campus is about teaching students, so it makes sense the professors are important to achieving this mission. Yet, I perceive the academic faculty to be the only consideration when decisions are made. As a classified staff and now appointed employee, I've felt the alienation created when certain classes of employees are openly valued more highly than others. This pervasive attitude creates an "us vs. them" mentality that undermines attempts to improve morale among all university employees. Most of the decision-makers on campus are academic faculty, so it makes sense that there is a bias to implement policies to support their own. If staff and appointed personnel were included in more decision making bodies, and were given favor, especially when raises were sought after, it would go a long way to improving this situation on campus.

AP: My main job frustration is due to my status as an annually appointed academic professional. I am neither faculty nor staff (officially), so really a "silent" member of the UA workforce. In reality, I join the staff informally as a member of that group, since the faculty does not include me in their ranks.