

## Appendix 3

Table 3.1: Demographics – Classified Staff

Demographic	N (%)
<b>Job Category</b>	
Clerical/Secretarial	819 (26.2)
Professional non-faculty	979 (31.3)
Service/Maintenance	213 (6.8)
Skilled craft	131 (4.2)
Technical	615 (19.6)
Other	258 (8.2)
Blank	116 (3.7)
<b>Administrative Unit</b>	
Academics	802 (25.6)
Business/Administrative Services	538 (17.2)
External Affairs	75 (2.4)
Research	707 (22.6)
Service/Maintenance	310 (9.9)
Student/Campus Life	190 (6.1)
Other	239 (7.6)
Blank	270 (8.6)
<b>Number of Years at Present Job</b>	
Less than one year	172 (5.5)
1 – 5 years	1748 (55.9)
6 – 10 years	567 (18.1)
11 – 15 years	310 (9.8)
16 – 20 years	170 (5.3)
21 – 25 years	85 (2.8)
26 or more	27 (0.9)
Blank	52 (1.7)
<b>Number of Years at the University of Arizona</b>	
Less than one year	101 (3.2)
1 – 5 years	1222 (39.0)

Table 3.1 continued

<b>Demographic</b>	<b>N (%)</b>
6 – 10 years	604 (19.3)
11 – 15 years	529 (16.9)
16 – 20 years	339 (10.8)
21 – 25 years	210 (6.6)
26 or more	80 (2.5)
Blank	46 (1.5)
<b>Work Location</b>	
Main campus	2092 (66.8)
Branch campus	236 (7.5)
Off-campus	682 (21.8)
<b>Pay Range</b>	
Less than \$15,000	175 (5.6)
\$15,001 – 25,000	934 (29.8)
\$25,001 – 35,000	1099 (35.1)
\$35,001 – 45,000	570 (18.2)
\$45,001 – 55,000	199 (6.4)
\$55,001 or above	91 (2.9)
Blank	63 (2.0)
<b>Job Classification</b>	
Eligible for overtime pay	434 (13.9)
Ineligible for overtime pay	1010 (32.3)
Blank	1687 (53.9)
Full-time status	2502 (79.9)
Part-time status	300 (9.6)
Blank	329 (10.5)
Eligible for benefits	1697 (54.2)
Ineligible for benefits	33 (1.1)
Blank	1401 (44.7)
<b>Gender</b>	
Female	2115 (67.6)

Table 3.1 continued

<b>Demographic</b>	<b>N (%)</b>
Male	949 (30.3)
Blank	66 (2.1)
<b>Source of Funding</b>	
Soft funds (grants/extramural)	608 (19.4)
Hard funds (general/auxiliary)	1825 (58.3)
Both	402 (12.8)
Blank	291 (9.3)
<b>Race/Ethnicity</b>	
American Indian or Alaskan	60 (1.9)
Asian or Pacific Islander	73 (2.3)
Black, non-Hispanic	56 (1.8)
Hispanic	591 (18.9)
White, non-Hispanic	2136 (68.2)
Other	114 (3.6)
Blank	101 (3.2)
<b>Citizenship</b>	
United States citizen	2924 (93.4)
Not a citizen	107 (3.4)
Blank	100 (3.2)
<b>Minority status within unit/department</b>	
Minority by gender	673 (21.5)
Blank	89 (2.8)
Minority by race or ethnicity	722 (23.1)
Blank	85 (2.7)
<b>Management Responsibility</b>	
Supervises other staff	866 (27.7)
Does not supervise	2209 (70.6)
Blank	56 (1.8)

**Table 3.2: Descriptives on All Items – Classified Staff**

Item	Satisfaction*			Importance**		Weighted Satisfaction*** Mean (SD)
	%<0 (N)	%0 (N)	%>0 (N)	N	Mean (SD)	
<b>A. Training/Skill Development</b>						
1. Financial support for training/development	30.2 (946)	20.9 (655)	47.0 (1473)	3005	4.10 (1.00)	.91 (5.90)
2. Opportunities for skill development	26.0 (815)	16.3 (510)	56.0 (1754)	3013	4.28 (.89)	1.86 (5.80)
3. Release time for training/development	20.8 (651)	19.5 (609)	57.6 (1804)	2995	4.20 (.93)	2.58 (5.80)
4. Encouragement for training/development	24.9 (781)	18.6 (581)	54.2 (1698)	2993	4.20 (.94)	2.07 (6.01)
5. Opportunities for promotion	49.1 (1536)	23.0 (721)	25.7 (804)	2988	4.32 (.93)	-2.11 (6.01)
6. Opportunities for lateral transfers	30.5 (954)	41.3 (1293)	24.8 (778)	2951	3.67 (1.18)	-.57 (4.74)
7. Vacancies fairly publicized	19.4 (607)	30.3 (950)	47.5 (1487)	2954	3.87 (1.09)	1.60 (5.10)
8. Fair hiring practices within the U of A	23.0 (719)	29.4 (919)	44.8 (1404)	2964	4.24 (.97)	1.27 (5.62)
9. Availability of mentoring	28.3 (886)	40.7 (1275)	27.3 (856)	2947	3.67 (1.17)	-.13 (4.92)
<b>B. Leadership and Supervision</b>						
10. Strength of leadership in my unit	32.3 (1011)	12.7 (399)	53.3 (1669)	2990	4.49 (.76)	1.44 (6.92)
11. Confidence in leadership in my unit	31.3 (979)	12.9 (403)	54.0 (1690)	2979	4.53 (.73)	1.63 (7.00)
12. Training of supervisors	32.8 (1028)	26.5 (831)	37.3 (1169)	2938	4.27 (.91)	.11 (6.18)
13. Opportunities to evaluate supervisors	52.1 (1630)	24.3 (761)	20.9 (653)	2956	4.08 (1.02)	-2.60 (5.86)
14. Communication with supervisors	23.0 (721)	13.4 (419)	61.5 (1926)	2975	4.57 (.71)	2.90 (6.42)
15. Openness to input from staff	27.2 (853)	15.8 (495)	54.8 (1717)	2977	4.48 (.77)	1.99 (6.54)
16. Protection for “whistle-blowing”	25.4 (796)	44.4 (1390)	25.1 (787)	2889	4.12 (1.09)	-.28 (5.48)
17. Climate of trust and mutual respect	32.4 (1015)	15.6 (488)	50.0 (1566)	2984	4.63 (.68)	1.27 (6.93)

\*%<0 = not satisfied, %0 = neutral, %>0 = satisfied

\*\*scale is 1 – 5: 1 = not important, 5 = very important

\*\*\*satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important

Table 3.2 continued

Item	Satisfaction*			Importance**		Weighted Satisfaction*** Mean (SD)
	%<0 (N)	%0 (N)	%>0 (N)	N	Mean (SD)	
18. Climate of ethical conduct	23.7 (741)	18.6 (581)	55.6 (1740)	2979	4.61 (.72)	2.37 (6.60)
<b>C. Evaluation and Recognition</b>						
19. Accuracy of my job description	25.7 (804)	14.5 (455)	58.4 (1829)	3003	4.22 (.92)	2.04 (6.00)
20. Clear performance criteria outlined for my job	24.4 (765)	16.4 (514)	57.6 (1806)	3001	4.30 (.85)	2.14 (5.86)
21. Evaluation conducted fairly	17.9 (561)	14.3 (447)	65.7 (2056)	2995	4.55 (.75)	3.55 (6.20)
22. Clear evaluation procedures	19.8 (620)	17.0 (532)	60.8 (1905)	2985	4.40 (.82)	2.96 (5.97)
23. Sufficient guidance from supervisor	22.9 (717)	16.8 (525)	58.6 (1835)	2996	4.36 (.86)	2.50 (6.23)
24. Feedback received on my performance	20.7 (648)	14.0 (438)	63.1 (1977)	2982	4.43 (.79)	3.08 (6.10)
25. Opportunity to respond to evaluation	12.9 (403)	15.1 (472)	69.4 (2173)	2969	4.37 (.85)	4.10 (5.55)
26. Sanctions for poor performance	16.6 (521)	49.7 (1555)	26.1 (817)	2829	3.96 (1.08)	.55 (4.77)
27. Equity in merit pay increases	45.2 (1415)	21.1 (662)	29.8 (933)	2955	4.54 (.78)	-1.69 (6.69)
28. Opportunities for "in-class career progression"	38.8 (1215)	28.2 (884)	27.6 (863)	2891	4.29 (.93)	-1.18 (6.10)
29. Recognition given for my effort	32.0 (1002)	15.4 (481)	51.0 (1598)	3006	4.46 (.80)	1.16 (6.80)
30. Recognition given for my expertise	32.2 (1007)	16.2 (506)	49.9 (1563)	3006	4.45 (.81)	1.08 (6.79)
<b>D. Department Relations</b>						
31. Sense of teamwork with my colleagues	22.4 (702)	13.4 (421)	62.5 (1957)	2999	4.52 (.74)	2.99 (6.11)
32. Communication within my unit	24.7 (774)	13.5 (424)	60.0 (1880)	2997	4.56 (.69)	2.47 (6.12)
33. Staff turnover	17.1 (536)	35.1 (1100)	44.2 (1385)	2925	3.87 (1.07)	1.75 (5.18)
34. Ethnic diversity of staff	11.5 (361)	36.2 (1134)	49.2 (1541)	2938	3.51 (1.26)	2.26 (4.73)

\*%<0 = not satisfied, %0 = neutral, %>0 = satisfied

\*\*scale is 1 – 5: 1 = not important, 5 = very important

\*\*\*satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important

Table 3.2 continued

Item	Satisfaction*			Importance**		Weighted Satisfaction*** Mean (SD)
	%<0 (N)	%0 (N)	%>0 (N)	N	Mean (SD)	
35. Gender diversity of staff	11.5 (361)	38.1 (1193)	47.4 (1485)	2942	3.47 (1.28)	2.16 (4.57)
36. Fair treatment within my unit	23.1 (722)	17.0 (533)	57.6 (1804)	2970	4.48 (.80)	2.50 (6.33)
37. Treatment as a result of my sex/gender	8.3 (259)	33.2 (1039)	55.1 (1724)	2930	4.01 (1.16)	3.43 (5.02)
38. Treatment as a result of my race/ethnicity	5.6 (175)	36.8 (1152)	53.9 (1687)	2916	3.92 (1.20)	3.51 (4.76)
39. Treatment as a result of my age	7.7 (242)	34.3 (1073)	54.4 (1703)	2927	3.98 (1.17)	3.41 (4.90)
40. Treatment as a result of my sexual orientation	2.1 (67)	43.1 (1349)	49.3 (1544)	2864	3.71 (1.33)	3.44 (4.33)
41. Treatment as a result of my disability <i>N/As excluded from calculation/percentages</i>	6.0 (91)	56.5 (862)	37.5 (572)	1513	3.73 (1.31)	2.07 (4.39)
<b>E. Working Conditions</b>						
42. Adequate orientation	17.6 (551)	22.4 (702)	56.7 (1775)	2957	4.09 (.94)	2.44 (5.24)
43. Fair workload distribution in my unit	29.2 (915)	17.3 (543)	51.3 (1605)	2976	4.28 (.83)	1.25 (6.12)
44. Overall workload of unit	25.0 (782)	20.5 (643)	51.7 (1619)	2962	4.22 (.85)	1.59 (5.75)
45. Adequate resources received by unit	30.9 (969)	19.8 (619)	45.6 (1427)	2945	4.32 (.82)	.75 (6.09)
46. The salary/wages I receive	53.0 (1658)	13.3 (417)	32.0 (1002)	2992	4.62 (.67)	-1.95 (6.54)
47. Condition of physical work environment	19.2 (601)	18.3 (572)	60.3 (1887)	2979	4.34 (.79)	2.80 (5.63)
48. Safe work environment	10.3 (323)	16.3 (510)	71.4 (2235)	2982	4.46 (.78)	4.46 (5.08)
49. Health/safety protections on the job	9.5 (299)	20.1 (629)	67.6 (2116)	2950	4.41 (.82)	4.11 (5.00)
50. Condition of equipment on the job	15.7 (493)	16.9 (528)	64.9 (2031)	2968	4.38 (.77)	3.35 (5.35)
51. Access to parking	46.8 (1464)	14.4 (452)	36.1 (1131)	2970	4.19 (1.06)	-1.18 (6.96)
52. Affordability of parking	63.3 (1982)	14.4 (450)	18.6 (581)	2931	4.25 (1.08)	-3.93 (6.37)

\*%<0 = not satisfied, %0 = neutral, %>0 = satisfied

\*\*scale is 1 – 5: 1 = not important, 5 = very important

\*\*\*satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important

Table 3.2 continued

Item	Satisfaction*			Importance**		Weighted Satisfaction*** Mean (SD)
	%<0 (N)	%0 (N)	%>0 (N)	N	Mean (SD)	
53. Health plans	51.0 (1597)	15.1 (473)	31.5 (985)	2968	4.62 (.76)	-1.96 (6.69)
54. Retirement plans	19.4 (608)	26.5 (830)	51.2 (1603)	2963	4.52 (.83)	2.01 (5.48)
55. Education benefits	7.8 (244)	17.9 (562)	71.6 (2242)	2939	4.35 (.94)	4.78 (4.97)
56. Child care <i>N/As excluded from calculation/percentages</i>	18.4 (298)	63.2 (1025)	18.4 (299)	1547	3.52 (1.51)	-.15 (4.45)
57. Job security	19.9 (623)	21.4 (669)	55.5 (1739)	2926	4.56 (.78)	2.37 (5.86)
58. The reputation of the University of Arizona	9.7 (305)	19.8 (620)	67.8 (2124)	2952	4.21 (1.00)	4.00 (4.84)
<b>F. External Relations (Outside of Department)</b>						
59. Professional relations with faculty	10.3 (324)	35.5 (1113)	48.4 (1514)	2844	3.77 (1.13)	2.58 (4.52)
60. Professional relations with senior administrators	14.5 (454)	36.1 (1131)	44.2 (1383)	2861	3.83 (1.09)	1.96 (4.91)
61. Professional relations with students	3.5 (109)	33.8 (1057)	57.6 (1804)	2830	3.84 (1.18)	3.83 (4.31)
62. Professional relations with the public	3.2 (101)	30.2 (944)	61.9 (1937)	2847	3.94 (1.12)	4.05 (4.24)
63. Professional relations with other units	7.6 (239)	25.5 (797)	62.3 (1950)	2862	4.07 (1.00)	3.70 (4.54)
64. Reviews of my program area**** <i>N/As excluded from calculation/percentages</i>	15.1 (79)	35.0 (182)	49.8 (259)	492	3.93 (1.09)	2.21 (4.80)
65. Oversight of budget expenditures**** <i>N/As excluded from calculation/percentages</i>	23.2 (121)	29.9 (156)	46.9 (245)	497	3.99 (1.09)	1.54 (5.32)
66. U of A rules/procedures**** <i>N/As excluded from calculation/percentages</i>	23.0 (135)	30.6 (180)	46.4 (273)	550	4.01 (1.06)	1.30 (5.13)
67. Federal regulations/mandates**** <i>N/As excluded from calculation/percentages</i>	16.1 (85)	40.7 (215)	43.2 (228)	495	3.88 (1.08)	1.59 (4.71)
68. State government intervention**** <i>N/As excluded from calculation/percentages</i>	22.0 (105)	42.9 (205)	35.1 (168)	446	3.81 (1.10)	.60 (4.81)
69. U of A support of grant seeking**** <i>N/As excluded from calculation/percentages</i>	19.1 (92)	35.6 (171)	45.3 (218)	451	3.94 (1.12)	1.38 (5.29)
70. U of A support of fundraising**** <i>N/As excluded from calculation/percentages</i>	23.0 (105)	42.0 (192)	35.0 (160)	428	3.76 (1.21)	.48 (5.01)

\*%<0 = not satisfied, %0 = neutral, %>0 = satisfied; \*\*scale is 1 – 5: 1 = not important, 5 = very important

\*\*\*satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important

\*\*\*\*Respondents who have responsibility for programs or grant seeking only

**Table 3.3: Descriptives on Harassment and Discrimination – Classified Staff**

Item	1	2	3	4	5*	N/A	Mean (SD)
	% (N)	% (N)	% (N)	% (N)	% (N)	% (N)	
I have experienced <i>harassment</i> based upon:							
71. Sex	78.2 (2450)	15.5 (486)	1.5 (47)	1.1 (33)	0.7 (21)	0.2 (5)	1.25 (.61)
72. Race/ethnicity	84.6 (2648)	9.6 (302)	1.1 (36)	1.0 (32)	0.6 (18)	0.1 (3)	1.18 (.55)
73. Sexual orientation	92.1 (2883)	3.3 (102)	0.6 (19)	0.2 (7)	0.3 (8)	0.2 (7)	1.06 (.34)
74. Age	82.4 (2580)	11.2 (351)	1.6 (51)	1.0 (31)	0.7 (23)	0.1 (3)	1.21 (.59)
75. Disability	51.9 (1626)	2.6 (81)	0.8 (24)	0.4 (11)	0.5 (17)	40.6 (1272)	1.13 (.54)
76. National origin	90.5 (2835)	3.7 (116)	0.6 (20)	0.6 (20)	0.4 (12)	0.2 (5)	1.09 (.43)
77. Veteran status	53.9 (1687)	1.0 (32)	0.2 (5)	0.1 (2)	0.2 (7)	40.3 (1263)	1.04 (.32)
I have experienced <i>discrimination</i> based upon:							
78. Sex	81.6 (2554)	11.0 (343)	1.9 (62)	1.2 (37)	0.8 (25)	0.2 (6)	1.22 (.62)
79. Race/ethnicity	84.8 (2656)	9.1 (284)	1.1 (34)	0.9 (27)	0.7 (21)	0.1 (4)	1.17 (.55)
80. Sexual orientation	92.4 (2894)	2.5 (79)	0.3 (9)	0.2 (7)	0.3 (9)	0.3 (8)	1.05 (.32)
81. Age	81.6 (2556)	11.2 (350)	1.6 (49)	1.0 (32)	0.8 (25)	0.1 (4)	1.21 (.60)
82. Disability	52.1 (1631)	2.3 (71)	0.7 (21)	0.4 (11)	0.5 (15)	40.3 (1262)	1.12 (.52)
83. National origin	90.9 (2845)	3.1 (98)	0.6 (18)	0.4 (12)	0.4 (14)	0.1 (3)	1.08 (.40)
84. Veteran status	54.1 (1693)	0.6 (20)	0.2 (5)	0.1 (4)	0.2 (7)	40.4 (1266)	1.04 (.33)

\*scale is 1 – 5: 1 = never, 2 = occasionally, 3 = often, 4 = frequently, 5 = very frequently

**Table 3.4: Descriptives on Satisfaction – Classified Staff**

Item	Agreement*		
	Disagree %<0 (N)	Neutral %0 (N)	Agree %>0 (N)
85. There is sufficient variety in my job.	11.4 (358)	9.7 (304)	77.5 (2428)
86. I enjoy working in my position.	7.7 (241)	9.8 (308)	81.5 (2553)
87. I have input in deciding matters that affect my work.	17.1 (534)	10.9 (340)	70.9 (2221)
88. I have a great deal of independence in my job.	9.2 (287)	9.9 (310)	80.1 (2507)
89. I have the trust and confidence of my co-workers.	7.9 (248)	10.7 (336)	80.3 (2513)
90. I like the work and responsibilities I have.	8.0 (251)	10.0 (314)	80.4 (2516)
91. Compared to peers with similar experience and skills, my salary is fair.	47.3 (1480)	16.1 (504)	34.4 (1077)
92. I have positive working relationships with co-workers.	4.8 (149)	8.8 (274)	84.6 (2648)

\*scale is -2 to +2: -2 = strongly disagree, 0 = neutral, +2 = strongly agree

**Table 3.5: Descriptives on Morale – Classified Staff**

Item	Agreement*		
	Disagree %<0 (N)	Neutral %0 (N)	Agree %>0 (N)
94. I am loyal to the University of Arizona.	3.9 (121)	15.0 (469)	79.8 (2499)
95. The U of A is a good place to work.	5.0 (155)	11.1 (349)	82.8 (2594)
96. U of A values its employees.	26.1 (818)	24.6 (769)	47.8 (1497)
97. There is a sense of common purpose at U of A.	23.3 (730)	30.2 (946)	44.6 (1397)
98. The U of A is a caring organization.	20.5 (643)	33.3 (1044)	44.1 (1381)
99. U of A is a fair institution.	16.7 (523)	28.8 (902)	52.6 (1647)
100. I am proud to work for U of A.	4.3 (135)	18.5 (579)	75.6 (2368)
101. I am committed to U of A.	5.3 (167)	19.3 (605)	68.3 (2137)

\*scale is -2 to +2: -2 = strongly disagree, 0 = neutral, +2 = strongly agree

**Table 3.6: Descriptives on Future Plans – Classified Staff**

Item	1	2	3	4	5*	Mean (SD)
	% (N)	% (N)	% (N)	% (N)	% (N)	
By 2003 (one year from today), how likely are you to:						
103. Leave your current position?	38.5 (1206)	14.2 (446)	18.8 (590)	11.9 (374)	14.9 (465)	2.50 (1.48)
104. Seek a promotion within the U of A?	26.7 (836)	14.8 (463)	19.2 (600)	18.1 (568)	19.1 (599)	2.88 (1.48)
105. Make a lateral move within the U of A?	40.2 (1259)	16.9 (529)	20.1 (629)	12.4 (387)	8.1 (255)	2.30 (1.34)
106. Leave the U of A?	51.0 (1596)	14.9 (467)	15.8 (494)	7.7 (242)	8.7 (272)	2.06 (1.34)
107. Leave your career/profession?	60.3 (1889)	15.4 (483)	12.3 (385)	4.2 (131)	5.5 (173)	1.76 (1.17)
108. Leave to retire?	80.6 (2523)	5.2 (162)	4.6 (143)	1.8 (56)	4.8 (150)	1.40 (1.02)

\*scale is 1 to 5: 1 = not at all likely, 5 = very likely

**Table 3.7: Weighted Satisfaction Means on Work Life Dimensions by Demographics – Classified Staff**

	<b>Training/Skill Development</b>	<b>Leadership and Supervision</b>	<b>Evaluation and Recognition</b>	<b>Department Relations</b>	<b>Working Conditions</b>	<b>External Relations</b>
<b>Demographics</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>
<b>OVERALL</b>	.79 (4.04)	.91 (5.43)	1.64 (4.67)	2.28 (3.84)	1.15 (3.39)	2.05 (3.54)
<b>Job Category</b>						
Clerical/Secretarial**	1.03 (4.02)	.91 (5.59)	1.98 (4.80)	2.55 (4.15)	1.50 (3.42)	2.38 (3.81)
Professional non-faculty	1.42 (3.87)	1.32 (5.39)	2.27 (4.53)	2.57 (3.67)	1.46 (3.20)	2.53 (3.11)
Service/Maintenance	.64 (4.47)	-.13 (5.56)	.69 (4.93)	2.20 (4.06)	.71 (3.90)	1.66 (4.58)
Skilled Craft	-1.13 (4.13)	-.40 (5.40)	.03 (4.57)	1.48 (3.66)	-.29 (3.05)	-.34 (3.58)
Technical	.34 (3.77)	1.28 (4.95)	1.41 (4.29)	1.82 (3.50)	.90 (3.28)	2.01 (3.70)
Other	.15 (4.20)	.31 (5.72)	.77 (4.86)	2.41 (3.72)	1.09 (3.52)	1.16 (3.03)
<b>Administrative Unit</b>						
Academics	.93 (3.92)	1.24 (5.29)	1.91 (4.57)	2.32 (3.73)	1.24 (3.43)	2.19 (3.35)
Business/Admin. Services	.85 (4.09)	.45 (5.68)	1.17 (4.78)	2.23 (3.76)	1.04 (3.46)	2.68 (3.30)
External Affairs	.01 (4.27)	.24 (6.02)	1.50 (4.47)	2.07 (3.68)	1.76 (3.81)	4.83 (3.38)
Research	1.01 (3.76)	1.50 (5.11)	2.12 (4.39)	2.58 (3.79)	1.43 (3.04)	1.84 (3.25)
Service/Maintenance	-.21 (4.47)	-.66 (5.41)	.42 (4.87)	1.73 (3.89)	.56 (3.55)	1.39 (3.90)
Student/Campus Life	1.58 (4.19)	1.68 (5.40)	2.30 (4.73)	2.90 (4.06)	1.44 (3.13)	2.22 (5.83)
Other	-.03 (4.10)	.09 (5.84)	1.03 (4.97)	1.95 (4.30)	.63 (3.92)	1.59 (3.49)
<b>Work Location</b>						
Main campus	.84 (4.03)	.85 (5.46)	1.52 (4.68)	2.13 (3.81)	.88 (3.29)	1.73 (3.53)
Branch campus	.55 (4.21)	.93 (5.15)	1.72 (4.58)	2.52 (3.72)	1.22 (3.30)	1.55 (3.22)

\*Satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important; \*\*Ns vary on each dimension due to missing data.

Table 3.7 continued

	<b>Training/Skill Development</b>	<b>Leadership and Supervision</b>	<b>Evaluation and Recognition</b>	<b>Department Relations</b>	<b>Working Conditions</b>	<b>External Relations</b>
	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>
<b>Demographics</b>						
Off-campus	.76 (3.97)	1.03 (5.48)	1.97 (4.59)	2.73 (3.94)	2.03 (3.56)	2.97 (3.55)
<b>Pay Range</b>						
Less than \$15,000	1.39 (3.65)	2.12 (5.10)	2.32 (3.86)	2.55 (3.45)	2.05 (3.26)	1.87 (3.30)
\$15,001 – 25,000	.53 (4.25)	.76 (5.57)	1.32 (4.96)	2.21 (4.18)	.96 (3.69)	1.46 (4.15)
\$25,001 – 35,000	.72 (4.10)	.66 (5.36)	1.52 (4.66)	2.31 (3.83)	1.12 (3.43)	2.33 (3.52)
\$35,001 – 45,000	.98 (3.81)	1.03 (5.44)	2.08 (4.54)	2.36 (3.59)	1.08 (2.98)	2.66 (2.89)
\$45,001 – 55,000	.80 (3.65)	.84 (5.58)	1.61 (4.31)	2.25 (3.42)	1.45 (2.92)	1.11 (2.99)
\$55,001 or above	1.69 (3.63)	1.92 (4.57)	2.17 (3.79)	2.08 (3.50)	1.05 (2.98)	2.96 (3.64)
<b>Number of years at U of A</b>						
Less than one year	2.03 (3.36)	3.18 (4.19)	3.05 (3.49)	2.66 (3.23)	2.62 (3.21)	3.80 (2.76)
1 – 5	1.11 (3.84)	1.51 (5.25)	1.97 (4.50)	2.65 (3.76)	1.40 (3.31)	2.11 (3.86)
6 – 10	.68 (4.20)	.39 (5.43)	1.29 (4.75)	1.55 (3.77)	.74 (3.37)	2.00 (3.23)
11 – 15	.20 (4.18)	.15 (5.63)	1.20 (4.90)	2.22 (3.97)	1.13 (3.42)	1.49 (2.51)
16 – 20	.07 (4.05)	.09 (5.52)	1.09 (4.62)	1.94 (3.71)	.51 (2.94)	1.61 (3.46)
21 – 25	1.18 (4.30)	1.14 (5.63)	2.38 (4.93)	3.01 (3.94)	1.17 (3.89)	3.96 (4.20)
26 or more	1.19 (3.69)	.23 (5.63)	.86 (4.76)	1.78 (4.32)	1.30 (4.02)	2.09 (1.99)
<b>Number of years at present job</b>						
Less than one year	1.88 (3.85)	2.72 (4.69)	2.92 (4.01)	2.60 (3.52)	2.22 (3.27)	4.13 (2.97)

\*Satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important.

\*\*Ns vary on each dimension due to missing data.

Table 3.7 continued

	<b>Training/Skill Development</b>	<b>Leadership and Supervision</b>	<b>Evaluation and Recognition</b>	<b>Department Relations</b>	<b>Working Conditions</b>	<b>External Relations</b>
<b>Demographics</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>
1 – 5	1.04 (4.02)	1.27 (5.34)	1.84 (4.63)	2.42 (3.79)	1.30 (3.41)	1.93 (3.46)
6 – 10	.45 (4.09)	.30 (5.64)	1.40 (4.78)	2.11 (3.93)	.79 (3.30)	2.05 (3.30)
11 – 15	-.03 (4.09)	-.39 (5.65)	1.11 (4.77)	1.98 (4.04)	.66 (3.45)	1.57 (3.40)
16 – 20	-.14 (3.61)	-.26 (5.06)	.03 (4.54)	1.29 (3.52)	.27 (2.55)	1.44 (3.80)
21 – 25	.68 (4.62)	.54 (6.13)	2.27 (5.32)	3.35 (4.17)	1.68 (4.16)	5.23 (4.03)
26 or more	.20 (2.51)	.31 (4.19)	.89 (3.65)	1.61 (3.77)	1.32 (3.15)	.17 (.24)
<b>Position Funded</b>						
Soft Funds	1.25 (3.86)	1.78 (5.01)	2.43 (4.32)	3.18 (3.75)	2.02 (3.24)	2.66 (3.57)
Hard Funds	.70 (4.08)	.54 (5.52)	1.42 (4.75)	2.03 (3.83)	.95 (3.42)	1.88 (3.51)
Both	.54 (3.90)	1.23 (5.34)	1.55 (4.45)	2.17 (3.64)	.90 (3.04)	1.70 (2.87)
<b>Gender</b>						
Female	1.13 (4.04)	1.17 (5.52)	2.02 (4.71)	2.60 (3.98)	1.48 (3.34)	2.61 (3.31)
Male	.05 (3.89)	.38 (5.18)	.85 (4.46)	1.76 (3.50)	.62 (3.33)	1.26 (3.55)
<b>Position Classification</b>						
Eligible for overtime pay	-.01 (4.20)	-.25 (5.53)	.63 (4.73)	1.46 (3.82)	.73 (3.57)	.97 (4.27)
Ineligible for overtime pay	.81 (3.87)	1.02 (5.32)	1.71 (4.39)	2.27 (3.55)	.93 (3.04)	1.89 (2.94)
Full-time	.66 (4.04)	.71 (5.44)	1.50 (4.70)	2.24 (3.87)	1.02 (3.38)	2.12 (3.52)
Part-time	1.41 (3.75)	2.27 (4.99)	2.59 (4.01)	2.69 (3.50)	1.95 (3.20)	.91 (3.31)
Eligible for benefits	.71 (4.07)	.82 (5.44)	1.53 (4.62)	2.04 (3.76)	1.04 (3.32)	1.80 (3.62)

\*Satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important; \*\*Ns vary on each dimension due to missing data.

Table 3.7 continued

	<b>Training/Skill Development</b>	<b>Leadership and Supervision</b>	<b>Evaluation and Recognition</b>	<b>Department Relations</b>	<b>Working Conditions</b>	<b>External Relations</b>
	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>	<b>Weighted Mean* (SD)</b>
<b>Demographics</b>						
Ineligible for benefits	1.74 (3.12)	2.87 (4.10)	1.91 (3.83)	1.98 (3.48)	1.43 (2.47)	.60 (1.04)
<b>Race/ethnicity</b>						
American Indian or Alaskan	-.09 (3.65)	.28 (5.56)	1.30 (4.50)	1.98 (4.03)	.12 (3.53)	1.69 (3.43)
Asian or Pacific Islander	1.20 (3.98)	2.08 (4.81)	2.42 (4.39)	2.48 (3.52)	.86 (2.90)	2.63 (3.36)
Black, non-Hispanic	1.23 (5.22)	1.25 (6.01)	1.59 (5.44)	2.81 (4.65)	2.51 (3.41)	3.45 (5.14)
Hispanic	.90 (4.43)	.89 (5.53)	1.79 (4.95)	2.93 (4.36)	1.37 (3.55)	2.24 (3.92)
White, non-Hispanic	.84 (3.91)	.94 (5.40)	1.65 (4.57)	2.23 (3.58)	1.24 (3.24)	2.17 (3.20)
Other	-.13 (4.00)	.56 (5.36)	.95 (4.92)	.86 (4.53)	-.13 (4.15)	.50 (4.61)
<b>Citizenship</b>						
U.S. citizen	.78 (4.04)	.88 (5.44)	1.63 (4.66)	2.23 (3.84)	1.15 (3.40)	2.06 (3.55)
Non-U.S. citizen	.41 (4.00)	2.06 (4.97)	1.86 (4.76)	3.42 (3.66)	1.23 (3.36)	.70 (3.74)
<b>Minority status</b>						
Minority by gender	.40 (4.31)	.26 (5.57)	.94 (4.80)	2.02 (4.06)	.79 (3.50)	1.94 (3.54)
Non-minority by gender	.92 (3.96)	1.10 (5.39)	1.86 (4.62)	2.39 (3.78)	1.30 (3.35)	2.16 (3.49)
Minority by race	.49 (4.35)	.77 (5.64)	1.39 (4.98)	2.26 (4.32)	1.06 (3.70)	2.37 (3.87)
Non-minority by race	.91 (3.94)	.99 (5.36)	1.75 (4.56)	2.32 (3.68)	1.21 (3.29)	1.89 (3.39)
<b>Supervisory role</b>						
Supervises others	1.04 (3.95)	1.16 (5.36)	1.94 (4.62)	2.55 (3.78)	.97 (3.23)	2.32 (3.57)
Does not supervise others	.71 (4.07)	.83 (5.45)	1.55 (4.67)	2.21 (3.87)	1.24 (3.45)	1.92 (3.55)

\*Satisfaction score weighted by importance (satisfaction x importance), range is -10 to +10; -10 = not satisfied and very important, +10 = very satisfied and very important; \*\*Ns vary on each dimension due to missing data.

**Table 3.8: Summary Means by Demographics – Classified Staff**

<b>Demographics</b>	<b>Overall Satisfaction</b>	<b>Overall Morale</b>	<b>Intent to Leave U of A</b>	<b>Intent to Seek Promotion</b>
	<b>Mean* (SD)</b>	<b>Mean** (SD)</b>	<b>Mean*** (SD)</b>	<b>Mean*** (SD)</b>
<b>Job Category</b>				
Clerical/Secretarial	3.71 (1.07)	3.47 (1.04)	1.99 (1.37)	3.09 (1.51)
Professional non-faculty	3.92 (1.07)	3.57 (1.02)	2.04 (1.32)	2.88 (1.48)
Service/Maintenance	3.44 (1.31)	3.33 (1.31)	1.91 (1.28)	2.67 (1.46)
Skilled craft	3.61 (1.05)	2.94 (1.20)	1.95 (1.19)	2.58 (1.42)
Technical	3.76 (1.03)	3.48 (1.01)	2.28 (1.35)	2.73 (1.44)
Other	3.67 (1.16)	3.29 (1.10)	2.07 (1.35)	2.81 (1.48)
<b>Administrative Unit</b>				
Academics	3.82 (1.05)	3.45 (1.00)	2.03 (1.30)	2.92 (1.48)
Business/Admin. Services	3.68 (1.12)	3.44 (1.12)	2.01 (1.34)	2.92 (1.48)
External Affairs	3.76 (.95)	3.50 (1.07)	2.01 (1.29)	3.00 (1.54)
Research	3.78 (1.04)	3.49 (1.00)	2.28 (1.38)	2.95 (1.47)
Service/Maintenance	3.54 (1.17)	3.24 (1.27)	1.90 (1.23)	2.69 (1.45)
Student/Campus Life	3.94 (.96)	3.71 (.99)	1.90 (1.28)	2.75 (1.48)
Other	3.77 (1.09)	3.38 (1.13)	2.12 (1.45)	2.76 (1.56)
<b>Work Location</b>				
Main campus	3.73 (1.09)	3.44 (1.07)	2.05 (1.34)	2.86 (1.48)
Branch campus	3.77 (1.05)	3.49 (1.04)	1.99 (1.26)	2.99 (1.44)
Off-campus	3.78 (1.06)	3.48 (1.07)	2.15 (1.38)	2.89 (1.49)
<b>Pay Range</b>				
Less than \$15,000	3.79 (.97)	3.78 (.91)	2.34 (1.45)	2.72 (1.42)
\$15,001 – 25,000	3.58 (1.16)	3.42 (1.15)	2.11 (1.38)	3.06 (1.54)
\$25,001 – 35,000	3.73 (1.06)	3.37 (1.04)	2.02 (1.31)	2.94 (1.46)
\$35,001 – 45,000	3.95 (1.01)	3.53 (1.04)	2.04 (1.31)	2.73 (1.44)

\*Scale is 1 to 5: 1 = low satisfaction, 5 = high satisfaction

\*\*Scale is 1 to 5: 1 = low morale, 5 = high morale

\*\*\*Scale is 1 to 5: 1 = not at all likely, 5 = very likely

Table 3.8 continued

<b>Demographics</b>	<b>Overall Satisfaction</b>	<b>Overall Morale</b>	<b>Intent to Leave U of A</b>	<b>Intent to Seek Promotion</b>
	<b>Mean* (SD)</b>	<b>Mean** (SD)</b>	<b>Mean*** (SD)</b>	<b>Mean*** (SD)</b>
\$45,001 – 55,000	3.93 (.96)	3.45 (1.05)	1.87 (1.23)	2.59 (1.46)
\$55,001 or above	4.08 (.97)	3.65 (.89)	2.07 (1.23)	2.41 (1.36)
<b>Number of years at U of A</b>				
Less than one year	3.85 (.99)	3.84 (.93)	2.06 (1.34)	3.26 (1.36)
1 – 5	3.73 (1.07)	3.56 (1.00)	2.24 (1.38)	3.09 (1.46)
6 – 10	3.68 (1.11)	3.39 (1.09)	2.15 (1.37)	3.04 (1.47)
11 – 15	3.77 (1.09)	3.34 (1.14)	1.89 (1.22)	2.80 (1.47)
16 – 20	3.82 (1.03)	3.30 (1.08)	1.79 (1.21)	2.45 (1.39)
21 – 25	3.95 (1.07)	3.46 (1.14)	1.67 (1.24)	2.17 (1.38)
26 or more	3.79 (1.14)	3.31 (1.11)	2.00 (1.46)	1.97 (1.24)
<b>Number of years at present job</b>				
Less than one year	3.77 (1.02)	3.71 (.95)	2.09 (1.38)	3.23 (1.42)
1 – 5	3.74 (1.07)	3.51 (1.03)	2.15 (1.35)	3.08 (1.47)
6 – 10	3.75 (1.12)	3.39 (1.13)	2.08 (1.36)	2.77 (1.46)
11 – 15	3.81 (1.12)	3.29 (1.10)	1.82 (1.22)	2.44 (1.40)
16 – 20	3.77 (1.04)	3.16 (1.11)	1.73 (1.22)	2.12 (1.27)
21 – 25	4.00 (.98)	3.39 (1.24)	1.73 (1.26)	2.04 (1.40)
26 or more	3.92 (.95)	3.26 (1.05)	1.72 (1.17)	2.44 (1.58)
<b>Position Funded</b>				
Soft Funds	3.80 (1.08)	3.52 (1.00)	2.35 (1.41)	2.94 (1.48)
Hard Funds	3.75 (1.07)	3.42 (1.09)	1.98 (1.32)	2.84 (1.49)
Both	3.77 (1.03)	3.48 (1.01)	2.08 (1.27)	3.09 (1.48)
<b>Gender</b>				
Female	3.83 (1.05)	3.51 (1.05)	2.01 (1.33)	2.88 (1.49)
Male	3.59 (1.11)	3.33 (1.11)	2.20 (1.35)	2.87 (1.47)

\*Scale is 1 to 5: 1 = low satisfaction, 5 = high satisfaction

\*\*Scale is 1 to 5: 1 = low morale, 5 = high morale

\*\*\*Scale is 1 to 5: 1 = not at all likely, 5 = very likely

Table 3.8 continued

	<b>Overall Satisfaction</b>	<b>Overall Morale</b>	<b>Intent to Leave U of A</b>	<b>Intent to Seek Promotion</b>
<b>Demographics</b>	<b>Mean* (SD)</b>	<b>Mean** (SD)</b>	<b>Mean*** (SD)</b>	<b>Mean*** (SD)</b>
<b>Position Classification</b>				
Eligible for overtime pay	3.58 (1.14)	3.29 (1.18)	2.07 (1.35)	3.01 (1.49)
Ineligible for overtime pay	3.79 (1.05)	3.44 (1.02)	2.06 (1.32)	2.85 (1.48)
Full-time	3.74 (1.08)	3.41 (1.07)	2.04 (1.32)	2.90 (1.47)
Part-time	3.87 (.99)	3.74 (.96)	2.28 (1.43)	2.71 (1.46)
Eligible for benefits	3.74 (1.10)	3.43 (1.07)	2.06 (1.33)	2.95 (1.47)
Ineligible for benefits	4.12 (.83)	3.87 (.87)	2.36 (1.54)	2.29 (1.47)
<b>Race/ethnicity</b>				
American Indian or Alaskan	3.71 (1.12)	3.58 (1.08)	2.15 (1.33)	2.80 (1.23)
Asian or Pacific Islander	3.69 (1.10)	3.47 (1.17)	2.08 (1.38)	2.97 (1.43)
Black, non-Hispanic	3.60 (1.26)	3.46 (1.17)	2.33 (1.49)	3.06 (1.47)
Hispanic	3.81 (1.11)	3.60 (1.08)	1.90 (1.27)	3.10 (1.52)
White, non-Hispanic	3.77 (1.06)	3.42 (1.06)	2.07 (1.34)	2.78 (1.47)
Other	3.48 (1.20)	3.36 (1.09)	2.39 (1.49)	3.26 (1.56)
<b>Citizenship</b>				
U.S. citizen	3.76 (1.08)	3.44 (1.07)	2.06 (1.34)	2.86 (1.48)
Non-U.S. citizen	3.71 (1.12)	3.77 (1.00)	2.31 (1.37)	3.14 (1.53)
<b>Minority status</b>				
Minority by gender	3.64 (1.14)	3.38 (1.10)	2.10 (1.35)	2.94 (1.49)
Non-minority by gender	3.79 (1.06)	3.48 (1.06)	2.04 (1.33)	2.87 (1.48)
Minority by race	3.68 (1.12)	3.46 (1.11)	2.03 (1.32)	3.12 (1.49)
Non-minority by race	3.78 (1.07)	3.46 (1.06)	2.07 (1.34)	2.80 (1.47)
<b>Supervisory role</b>				
Supervises others	3.85 (1.09)	3.45 (1.07)	2.03 (1.35)	2.76 (1.48)
Does not supervise others	3.72 (1.07)	3.45 (1.07)	2.07 (1.33)	2.92 (1.48)

\*Scale is 1 to 5: 1 = low satisfaction, 5 = high satisfaction

\*\*Scale is 1 to 5: 1 = low morale, 5 = high morale

\*\*\*Scale is 1 to 5: 1 = not at all likely, 5 = very likely