

# Administrative Staff Council Job Satisfaction Survey

## Results Overview

### April 2, 2012

Population = 645

Response Rate = 44%

Responses = 281

Comments = 699

#### Demographics

Male = 112

Female = 158

Other = 5

Ages 18-25 = 7

26-35 = 54

36-45 = 85

46-55 = 78

56+ = 46

#### Years worked at BGSU:

Fewer than 5 = 89

5-9 years = 48

10-14 years = 55

15-19 years = 29

20+ years = 48

#### Area:

President's Office/General Counsel = 8

Provost/Academic Affairs = 65

Finance & Administration = 52

Student Affairs = 52

University Advancement = 8

Firelands Campus = 13

Other = 62

#### Summary of Findings:

- Responding Administrative Staff are most satisfied with safety of the workplace, freedom of expression with their immediate supervisor, and how departments interact with students.
- Responding Administrative Staff are satisfied with health benefits.
- Responding Administrative Staff are generally satisfied with BGSU as an employer.
- Responding Administrative Staff are most dissatisfied with the JAQ review process, salary, promotion opportunities, not having enough staff, and recognition/value for their contributions. Dissatisfied comments also addressed years of service recognition, compensation and recognition for extra responsibilities, quality of supervision, and lack of a standardized performance evaluation process.
- Related to morale, some responding staff do not feel valued at BGSU. Contributing factors mentioned include:
  - Administrative Staff are doing more work with fewer staff and minimal raises.
  - Lack of job promotion opportunities.
  - Administrative Staff not given same value/recognition as faculty (examples: raise discrepancies, furlough for staff only, parking fees for staff)

- Employee evaluations are inconsistent, sometimes not done at all, or employees do their own. There is no reward for an exceptional evaluation.
- Professional development opportunities are lacking.

**Administration and ASC – Moving Forward: Morale Implementation Group**

1. Find ways to show administrative staff that they are valued.
2. Invest more in service recognition.
3. Create an Administrative Staff evaluation process. Include a choice of online evaluation forms that supervisors complete. Consider providing a system that would automatically deploy itself to supervisors, giving them specific steps and deadlines to complete the evaluation and submit electronically.
4. Develop means to reward/acknowledge exceptional work.
5. Publicize newly developed best practices for future JAQ reviews.
6. Investigative the possibility of promotion pathway plans for administrative staff.
7. Review all suggestions resulting from the survey for possible implementation.

**1. Please indicate your level of satisfaction with each item listed below. If a question does not apply to you, do not select an option and move on to the next question.**

**I am \_\_\_ with my current job at BGSU.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	75	26.7	26.7	26.7
	Satisfied	141	50.2	50.2	76.9
	Not Satisfied or Dissatisfied	35	12.5	12.5	89.3
	Dissatisfied	23	8.2	8.2	97.5
	Very Dissatisfied	7	2.5	2.5	100.0
	Total	281	100.0	100.0	

**I am \_\_\_ with how well performance evaluations have helped me to do my job better.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	28	10.0	10.4	10.4
	Satisfied	94	33.5	34.8	45.2
	Not Satisfied or Dissatisfied	93	33.1	34.4	79.6
	Dissatisfied	37	13.2	13.7	93.3
	Very Dissatisfied	18	6.4	6.7	100.0
	Total	270	96.1	100.0	
Missing	System	11	3.9		
Total		281	100.0		

**I am \_\_\_ with the help that I have received from my supervisor to do a good job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	89	31.7	31.9	31.9
	Satisfied	100	35.6	35.8	67.7
	Not Satisfied or Dissatisfied	48	17.1	17.2	84.9
	Dissatisfied	31	11.0	11.1	96.1
	Very Dissatisfied	11	3.9	3.9	100.0
	Total	279	99.3	100.0	
Missing	System	2	.7		
Total		281	100.0		

**I am \_\_\_ with understanding what is expected from me in my job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	82	29.2	29.3	29.3
	Satisfied	135	48.0	48.2	77.5
	Not Satisfied or Dissatisfied	33	11.7	11.8	89.3
	Dissatisfied	25	8.9	8.9	98.2
	Very Dissatisfied	5	1.8	1.8	100.0
	Total	280	99.6	100.0	
Missing	System	1	.4		
Total		281	100.0		

**I am \_\_\_ with my ability to influence the way work is done.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	72	25.6	25.6	25.6
	Satisfied	120	42.7	42.7	68.3
	Not Satisfied or Dissatisfied	45	16.0	16.0	84.3
	Dissatisfied	34	12.1	12.1	96.4
	Very Dissatisfied	10	3.6	3.6	100.0
	Total	281	100.0	100.0	

**I am \_\_\_ with the freedom I have to express ideas, questions, or concerns to my supervisor.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	124	44.1	44.3	44.3
	Satisfied	104	37.0	37.1	81.4
	Not Satisfied or Dissatisfied	19	6.8	6.8	88.2
	Dissatisfied	26	9.3	9.3	97.5
	Very Dissatisfied	7	2.5	2.5	100.0
	Total	280	99.6	100.0	
Missing	System	1	.4		
Total		281	100.0		

**I am \_\_\_ with the fairness of my supervisor (in enforcing rules, determining salary raises, recognizing outstanding work, etc.)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	87	31.0	31.1	31.1
	Satisfied	86	30.6	30.7	61.8
	Not Satisfied or Dissatisfied	60	21.4	21.4	83.2
	Dissatisfied	26	9.3	9.3	92.5
	Very Dissatisfied	21	7.5	7.5	100.0
	Total	280	99.6	100.0	
Missing	System	1	.4		
Total		281	100.0		

**I am \_\_\_ with my department as a place to work.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	93	33.1	33.2	33.2
	Satisfied	113	40.2	40.4	73.6
	Not Satisfied or Dissatisfied	41	14.6	14.6	88.2
	Dissatisfied	24	8.5	8.6	96.8
	Very Dissatisfied	9	3.2	3.2	100.0
	Total	280	99.6	100.0	
Missing	System	1	.4		
Total		281	100.0		

**I am \_\_\_ with how University policies are followed in my department.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	76	27.0	27.3	27.3
	Satisfied	141	50.2	50.7	78.1
	Not Satisfied or Dissatisfied	43	15.3	15.5	93.5
	Dissatisfied	12	4.3	4.3	97.8
	Very Dissatisfied	6	2.1	2.2	100.0
	Total	278	98.9	100.0	
Missing	System	3	1.1		
Total		281	100.0		

**I am \_\_\_ with how well staff are treated in my department.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	82	29.2	29.5	29.5
	Satisfied	110	39.1	39.6	69.1
	Not Satisfied or Dissatisfied	38	13.5	13.7	82.7
	Dissatisfied	31	11.0	11.2	93.9
	Very Dissatisfied	17	6.0	6.1	100.0
	Total	278	98.9	100.0	
Missing	System	3	1.1		
Total		281	100.0		

**I am \_\_\_ with how my department treats or interacts with students.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	129	45.9	46.4	46.4
	Satisfied	117	41.6	42.1	88.5
	Not Satisfied or Dissatisfied	27	9.6	9.7	98.2
	Dissatisfied	4	1.4	1.4	99.6
	Very Dissatisfied	1	.4	.4	100.0
	Total	278	98.9	100.0	
Missing	System	3	1.1		
Total		281	100.0		

**I am \_\_\_ with how the staff of my department work together as a team.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	90	32.0	32.3	32.3
	Satisfied	105	37.4	37.6	69.9
	Not Satisfied or Dissatisfied	42	14.9	15.1	84.9
	Dissatisfied	29	10.3	10.4	95.3
	Very Dissatisfied	13	4.6	4.7	100.0
	Total	279	99.3	100.0	
Missing	System	2	.7		
Total		281	100.0		

**I am \_\_\_ with how my department works with other departments.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	69	24.6	24.9	24.9
	Satisfied	147	52.3	53.1	78.0
	Not Satisfied or Dissatisfied	39	13.9	14.1	92.1
	Dissatisfied	18	6.4	6.5	98.6
	Very Dissatisfied	4	1.4	1.4	100.0
	Total	277	98.6	100.0	
Missing	System	4	1.4		
Total		281	100.0		

**I am \_\_\_ with the help that I have received from other employees in my department (not my supervisor) to do a good job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	105	37.4	38.0	38.0
	Satisfied	123	43.8	44.6	82.6
	Not Satisfied or Dissatisfied	26	9.3	9.4	92.0
	Dissatisfied	17	6.0	6.2	98.2
	Very Dissatisfied	5	1.8	1.8	100.0
	Total	276	98.2	100.0	
Missing	System	5	1.8		
Total		281	100.0		

**I am \_\_\_ with BGSU as an employer.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	74	26.3	26.6	26.6
	Satisfied	141	50.2	50.7	77.3
	Not Satisfied or Dissatisfied	42	14.9	15.1	92.4
	Dissatisfied	18	6.4	6.5	98.9
	Very Dissatisfied	3	1.1	1.1	100.0
	Total	278	98.9	100.0	
Missing	System	3	1.1		
Total		281	100.0		

**I am \_\_\_ with my chances for a job promotion.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	16	5.7	5.8	5.8
	Satisfied	79	28.1	28.7	34.5
	Not Satisfied or Dissatisfied	85	30.2	30.9	65.5
	Dissatisfied	64	22.8	23.3	88.7
	Very Dissatisfied	31	11.0	11.3	100.0
	Total	275	97.9	100.0	
Missing	System	6	2.1		
Total		281	100.0		

**I am \_\_\_ with my health benefits.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	82	29.2	30.1	30.1
	Satisfied	136	48.4	50.0	80.1
	Not Satisfied or Dissatisfied	35	12.5	12.9	93.0
	Dissatisfied	14	5.0	5.1	98.2
	Very Dissatisfied	5	1.8	1.8	100.0
	Total	272	96.8	100.0	
Missing	System	9	3.2		
Total		281	100.0		

**I am \_\_\_ with the training and professional development opportunities available to me.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	41	14.6	14.7	14.7
	Satisfied	126	44.8	45.3	60.1
	Not Satisfied or Dissatisfied	67	23.8	24.1	84.2
	Dissatisfied	33	11.7	11.9	96.0
	Very Dissatisfied	11	3.9	4.0	100.0
	Total	278	98.9	100.0	
Missing	System	3	1.1		
Total		281	100.0		

**I am \_\_\_ with how I hear about policies, decisions, and changes that affect my job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	23	8.2	8.3	8.3
	Satisfied	117	41.6	42.2	50.5
	Not Satisfied or Dissatisfied	80	28.5	28.9	79.4
	Dissatisfied	45	16.0	16.2	95.7
	Very Dissatisfied	12	4.3	4.3	100.0
	Total	277	98.6	100.0	
Missing	System	4	1.4		
Total		281	100.0		

**I am \_\_\_ with BGSU's awards for employee excellence and service.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	17	6.0	6.2	6.2
	Satisfied	87	31.0	31.8	38.0
	Not Satisfied or Dissatisfied	120	42.7	43.8	81.8
	Dissatisfied	35	12.5	12.8	94.5
	Very Dissatisfied	15	5.3	5.5	100.0
	Total	274	97.5	100.0	
Missing	System	7	2.5		
Total		281	100.0		

**I am \_\_\_ with the job being done by BGSU's top management.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	29	10.3	10.5	10.5
	Satisfied	119	42.3	43.0	53.4
	Not Satisfied or Dissatisfied	84	29.9	30.3	83.8
	Dissatisfied	34	12.1	12.3	96.0
	Very Dissatisfied	11	3.9	4.0	100.0
	Total	277	98.6	100.0	
Missing	System	4	1.4		
Total		281	100.0		

**I am \_\_\_ with the opportunity I have to grow and develop in my job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	40	14.2	14.4	14.4
	Satisfied	125	44.5	45.1	59.6
	Not Satisfied or Dissatisfied	65	23.1	23.5	83.0
	Dissatisfied	33	11.7	11.9	94.9
	Very Dissatisfied	14	5.0	5.1	100.0
	Total	277	98.6	100.0	
Missing	System	4	1.4		
Total		281	100.0		

**I am \_\_\_ with my workload compared to others who do similar jobs.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	28	10.0	10.1	10.1
	Satisfied	113	40.2	40.8	50.9
	Not Satisfied or Dissatisfied	74	26.3	26.7	77.6
	Dissatisfied	44	15.7	15.9	93.5
	Very Dissatisfied	18	6.4	6.5	100.0
	Total	277	98.6	100.0	
Missing	System	4	1.4		
Total		281	100.0		

**I am \_\_\_ with my salary in comparison to my responsibilities.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	20	7.1	7.1	7.1
	Satisfied	89	31.7	31.8	38.9
	Not Satisfied or Dissatisfied	59	21.0	21.1	60.0
	Dissatisfied	73	26.0	26.1	86.1
	Very Dissatisfied	39	13.9	13.9	100.0
	Total	280	99.6	100.0	
Missing	System	1	.4		
Total		281	100.0		

**I am \_\_\_ with my ability to get the job done in the time that I have.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	28	10.0	10.0	10.0
	Satisfied	137	48.8	49.1	59.1
	Not Satisfied or Dissatisfied	58	20.6	20.8	79.9
	Dissatisfied	44	15.7	15.8	95.7
	Very Dissatisfied	12	4.3	4.3	100.0
	Total	279	99.3	100.0	
Missing	System	2	.7		
Total		281	100.0		

**I am \_\_\_ with having enough staff in my department to get the work done**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	20	7.1	7.2	7.2
	Satisfied	93	33.1	33.7	40.9
	Not Satisfied or Dissatisfied	71	25.3	25.7	66.7
	Dissatisfied	66	23.5	23.9	90.6
	Very Dissatisfied	26	9.3	9.4	100.0
	Total	276	98.2	100.0	
Missing	System	5	1.8		
Total		281	100.0		

**I am \_\_\_ with the equipment and supplies available to do my job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	59	21.0	21.2	21.2
	Satisfied	156	55.5	56.1	77.3
	Not Satisfied or Dissatisfied	39	13.9	14.0	91.4
	Dissatisfied	18	6.4	6.5	97.8
	Very Dissatisfied	6	2.1	2.2	100.0
	Total	278	98.9	100.0	
Missing	System	3	1.1		
Total		281	100.0		

**I am \_\_\_ with the conditions (amount of space, condition of the building, etc.) of my work site.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	56	19.9	20.0	20.0
	Satisfied	118	42.0	42.1	62.1
	Not Satisfied or Dissatisfied	46	16.4	16.4	78.6
	Dissatisfied	40	14.2	14.3	92.9
	Very Dissatisfied	20	7.1	7.1	100.0
	Total	280	99.6	100.0	
Missing	System	1	.4		
Total		281	100.0		

**I am \_\_\_ with overall safety conditions in my office or primary workplace.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	74	26.3	26.6	26.6
	Satisfied	157	55.9	56.5	83.1
	Not Satisfied or Dissatisfied	31	11.0	11.2	94.2
	Dissatisfied	7	2.5	2.5	96.8
	Very Dissatisfied	9	3.2	3.2	100.0
	Total	278	98.9	100.0	
Missing	System	3	1.1		
Total		281	100.0		

**I am \_\_\_ with overall safety conditions within the building where I spend most of my time.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	70	24.9	25.3	25.3
	Satisfied	149	53.0	53.8	79.1
	Not Satisfied or Dissatisfied	39	13.9	14.1	93.1
	Dissatisfied	12	4.3	4.3	97.5
	Very Dissatisfied	7	2.5	2.5	100.0
	Total	277	98.6	100.0	
Missing	System	4	1.4		
Total		281	100.0		

I am \_\_\_ with the adequacy of training on fire safety and other job safety issues.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	54	19.2	19.6	19.6
	Satisfied	143	50.9	52.0	71.6
	Not Satisfied or Dissatisfied	70	24.9	25.5	97.1
	Dissatisfied	7	2.5	2.5	99.6
	Very Dissatisfied	1	.4	.4	100.0
	Total	275	97.9	100.0	
Missing	System	6	2.1		
Total		281	100.0		

I am \_\_\_ with my sense of personal safety on campus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	81	28.8	29.0	29.0
	Satisfied	176	62.6	63.1	92.1
	Not Satisfied or Dissatisfied	17	6.0	6.1	98.2
	Dissatisfied	4	1.4	1.4	99.6
	Very Dissatisfied	1	.4	.4	100.0
	Total	279	99.3	100.0	
Missing	System	2	.7		
Total		281	100.0		

**2. The university recognizes employees for their years of service (i.e., five, ten, fifteen years, etc). I am \_\_\_with the current recognition for years of service for administrative staff.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	21	7.5	7.5	7.5
	Satisfied	90	32.0	32.1	39.6
	Not Satisfied or Dissatisfied	96	34.2	34.3	73.9
	Dissatisfied	36	12.8	12.9	86.8
	Very Dissatisfied	18	6.4	6.4	93.2
	Not Applicable	19	6.8	6.8	100.0
	Total	280	99.6	100.0	
Missing	System	1	.4		
Total		281	100.0		

**3. I am \_\_with the outcome of the JAQ (Job Analysis Questionnaire) review process.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	9	3.2	3.3	3.3
	Satisfied	51	18.1	18.5	21.7
	Not Satisfied or Dissatisfied	80	28.5	29.0	50.7
	Dissatisfied	52	18.5	18.8	69.6
	Very Dissatisfied	71	25.3	25.7	95.3
	Not Applicable	13	4.6	4.7	100.0
	Total	276	98.2	100.0	
Missing	System	5	1.8		
Total		281	100.0		

**4. I feel valued at BGSU for my work contributions**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	37	13.2	13.4	13.4
	Agree	154	54.8	55.6	69.0
	Disagree	73	26.0	26.4	95.3
	Strongly Disagree	13	4.6	4.7	100.0
	Total	277	98.6	100.0	
Missing	System	4	1.4		
Total		281	100.0		

**5. What is your gender?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	112	39.9	40.7	40.7
	Female	158	56.2	57.5	98.2
	Other	5	1.8	1.8	100.0
	Total	275	97.9	100.0	
Missing	System	6	2.1		
Total		281	100.0		

**6. What is your age range?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	7	2.5	2.6	2.6
	26-35	54	19.2	20.0	22.6
	36-45	85	30.2	31.5	54.1
	46-55	78	27.8	28.9	83.0
	56 and over	46	16.4	17.0	100.0
	Total	270	96.1	100.0	
Missing	System	11	3.9		
Total		281	100.0		

**7. How many years have you worked at BGSU?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fewer than 5	89	31.7	33.1	33.1
	5-9	48	17.1	17.8	50.9
	10-14	55	19.6	20.4	71.4
	15-19	29	10.3	10.8	82.2
	20 or more	48	17.1	17.8	100.0
	Total	269	95.7	100.0	
Missing	System	12	4.3		
Total		281	100.0		

**8. What area do you work in?**

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Main campus: President's Office/General Counsel	8	2.8	3.1	3.1	
	Main campus: Provost/Academic Affairs	65	23.1	25.0	28.1	
	Main campus: Finance and Administration	52	18.5	20.0	48.1	
	Main campus: Student Affairs	52	18.5	20.0	68.1	
	Main campus: University Advancement	8	2.8	3.1	71.2	
	Firelands campus	13	4.6	5.0	76.2	
	Other	62	22.1	23.8	100.0	
	Total	260	92.5	100.0		
	Missing	System	21	7.5		
	Total		281	100.0		

## Comments Summary

This is a summary of comments provided in the Job Satisfaction Survey administered to Administrative Staff in March, 2012.

Category	# of comments
<b>Dissatisfied or very dissatisfied/Suggestions for improvement.</b> Employees were asked to provide comments if they answered dissatisfied or very dissatisfied to any of the survey questions.	<b>213</b>
Office infrastructure is inadequate.	
Receive credit and compensation for extra work due to decrease in human resources	
Quality of Supervision	
Not enough staff	
Performance-based promotions and wage increases	
Lack of standardized performance evaluation process	
My department lacks a path for promotion.	
There is no investment in my professional development.	
Raises have been non-existent or inadequate.	
Positions aren't valued.	
Ineffective communication resulting in ineffective decision making.	
Be consistent across all employees and employee groups.	
There are no incentives to do a job well done.	
Training for Supervisors	
Safety	
Collaboration between departments is insufficient	
Conduct evaluations of supervisors.	
Evaluations often completed by employee or are not taken seriously.	
Hire better managers/leaders or provide training. A good teacher does not equate to being a competent manager.	
If a policy is put in place for a specific department, that department should be consulted.	
Updates to university policies are not communicated.	
Promotions and salary increases are outside of the employee's and/or department's control.	
The only way I will ever advance in my career is to leave BGSU; and that frustrates me.	
Too many vice presidents and assistant vice presidents with high salaries.	
Change organization structure/leadership	
Evaluations often completed by employee and not taken seriously.	
Health benefits could be improved.	
Cross-training	
Trust and support of employees in a more positive atmosphere rather than a reactionary one where fear and blame drive decisions.	
Reprimanded for expressing opinion.	
Pay raises need to happen; especially when we see money getting spent in so many other areas!	
I am unsatisfied with my salary because I am not making the minimum in my pay range.	

<b>Years of Service Recognition</b>	<b>65</b>
Start dates and years of service are not always calculated correctly thus not all receive recognition for years of service.	
Letter of appointments or time away are not counted toward years of service.	
<b>JAQ Review Process</b>	<b>100</b>
The process was not transparent.	
Handbook procedures were not followed for this process.	
JAQ should have reflected what the person was currently doing and not what the job was supposed to be on paper.	
Committee that reviewed the JAQ lowered the minimum requirements even though they were approved by all appropriate supervisors.	
The process was unorganized.	
New hires with the same JAQ's are making the same salary as individuals with 10+ years of experience in the position.	
HR overruled what was written by staff and agreed to by supervisors and administrators.	
If someone were hired into my job tomorrow, they'd make more than me.	
I don't believe the graders were given the autonomy to do their work.	
JAQ's were modified by the review teams and was not communicated well.	
The process was a waste of time.	
<b>Significant Challenge or Issue.</b> Administrative Staff were asked to provide what they thought is the most significant challenge or issue facing Administrative Staff at BGSU.	<b>145</b>
How we will be valued in the new faculty union environment. Correcting the failures of the recent JAQ process.	
Inadequate quantity of staff	
Salaries are not competitive nor do they adequately reflect workload and responsibility.	
Job security	
Quality of students	
Morale	
Employee appreciation	
Whether or not administrative staff should unionize.	
Getting the President's ear and then her concern for the welfare of those who do most of the actual work on campus.	
Staff are qualified for their positions when taking on additional responsibilities.	
Put students first. Culture shift of the students we serve.	
Retention	
Economy and competition with other institutions	
Not being valued as much as other constituent groups	
Accountability: Generally speaking; depending on your administrative role in the institution; ASC members can be placed in a quandary when the issues of accountability to students conflict with accountability to institution.	
The Human Resources Department. HR is not trustworthy.	
Funding	
Feeling voiceless.	
Administrative Staff need to focus on the good that BGSU offers them rather than the negative.	
Supervisor training/team management (Bill Balzer's philosophy was mentioned)	
Growing disconnect at the Cabinet level. It is apparent to everyone on campus that this group cannot function and interact and this is causing a campus-wide communication issue.	
Training and collaboration across units.	

Retaining and recruiting good staff	
Lack of respect from upper administration	
Managing change and understanding why changes are being made. There is a good reason for the enhancements and upgrades being made at the university and we as staff members need to learn/understand how to take advantage of the efficiencies and/or cost benefits resulting from the change. ASC may be able to partner with the various areas implementing change to ensure we are all aware of the reasons behind the change as well as guide us through the processes. A good example of how this has worked in the past is the JAQ process.	
Aside from the budget; the most significant challenge is the changing environment at BGSU (new gen ed; new construction; etc). I feel ASC was heard in the past regarding new plans and hope that relationship endures in the future.	
<b>Other comments about how employees feel about BGSU.</b> Administrative Staff were asked share about how they felt about their positions at BGSU.	77
JAQ Process was disappointing	
I don't usually complain; even though you wouldn't know it to read my responses. This year has almost forced me to quit on several occasions; but it wouldn't be easy for someone of my age to start from the ground up somewhere else. I'm too far away from retirement to leave here financially secure; but I'm so stressed out right now; I don't know if I can risk my mental and physical health enough to stay much longer.	
I love BGSU. I love that I am able to work here. I am frustrated with my job and my supervisor but overall; I'm thankful for this opportunity.	
I feel blessed and rewarded that I have a job that I makes me feel fulfilled and co-workers and management that are a pleasure to work with. Overall I think BGSU is a well-managed and wonderful place to live; work and learn.	
I am very satisfied with the supervisors within my unit and my colleagues. I am very dissatisfied with the loss of "team" at the university as a whole. Until recently there appeared to a "divide and conquer" mentality among some upper level administrators. By singling out certain groups to bear the impact of changes and exempting others the university sent a message about who was valued and who was not. Fortunately; this appears to be changing. We are all in this together. If the sacrifices had been shared we would be in a much better place today and much of the dissatisfaction and loss of "team" could have been avoided. BGSU is still good but it could have been much better.	
What I don't want people to think is that I'm ungrateful for a job. I love my job and just want to be appropriately compensated. I'm having trouble affording to continue to work here.	
I feel trapped.	
This place could be great. The pieces are here. The environment is not.	
I feel so fortunate to be working at BGSU. The environment is friendly; encouraging and stimulating.	
I think that BGSU is a great institution and a great place to work; but I think that many processes are outdated and paper intensive and thus are inefficient.	
I was thrilled to accept my current position. I thought I would be in a job where I could make a difference and grow as a professional. It seemed like the next logical step in my career; and like I could fill a real need in the department. I'm very sad to say that that has not been my experience.	
The only question I have to answer is why should I stay at BGSU? It is becoming harder and harder to answer that question; particularly in light of the consequences of the recent JAQ revision. My job has been devalued; my pay rate has been set to a level significantly lower than what I currently make; so what does BGSU have to offer me?	

<p>very fortunate to have been given the opportunity for my position even though I didn't fit the "expected years of experience in this job category" - my skill-set is what helped determine my fit and I appreciate that BGSU/administrators consider other factors beyond "specific experience" in one focused area of employment.</p>	
<p>Dr. Mazey appears to care about the students and how to improve our relations and be the best we have to offer. However; why do we charge \$5 for students and their families to visit BG on campus? If we are recruiting; why not cut that fee? It is embarrassing to invite people here to have them not be given a paid pass (by our department) which we set up in advance. Yes; other Universities charge for parking but also validate the tickets so the parents do not have to pay to visit the school.</p>	
<p>We have been recognized nationally; regionally; and locally...why can't we be recognized by our own BGSU family as having value?</p>	
<p>I am very appreciative of the working atmosphere at BGSU and am positive about new leadership. People are our greatest resource.....the JAQ process made many staff feel disrespected.</p>	
<p>I hope to see some changes soon. I am mid career and am certainly looking at other job opportunities in the region.</p>	
<p>I am very pleased with my work environment at Firelands. In my experience; the entire team is highly supportive of one another.</p>	
<p>The morale and collaboration on campus is far greater than my two previous institutions.</p>	
<p>I enjoy the people that I work with and the work we do. However; I believe this campus needs a dedicated HR officer as well as better consideration with regard to BG campus initiatives such as health and wellness; training; and professional development.</p>	
<p>BGSU has been and will continue to be a wonderful place to work. It is easy at times in our careers due to economic issues to forget about the fantastic benefits that we receive as BGSU employees. We have a wonderful benefits package from our retirement; to enrollment fee waivers; to health benefits; to the amount of vacation and sick-leave we receive. Too often; I hear fellow employees complain that the work is too hard; the hours are too long; and that BGSU doesn't allow for enough personal time. I find these complaints to be very shallow and self-centered. I challenge any employee to find a job outside the BGSU community where they can receive benefits equal to or better than what we have here. Are we so spoiled by what we've received from BGSU that we as employees have become greedy? What happened to the spirit that always made BGSU employees a joy to work with. I consider my job here at BGSU to be a blessing.</p>	
<p>There has been an erosion of trust over the past 5 years; and I feel that the Administrative Staff is the one constituent group that has shouldered the burden of staff reductions and budget cuts beyond any other group. The final slap in the face was the re-grading of JAQs. Get real about the value of what the Administrative Staff contributes to the University!</p>	
<p>I am grateful to have such a wonderful salary and amazing benefits!</p>	
<p>I love my department and what I do for a living. I feel what I do is recognized across campus and my peers appreciate and respect what I do. I just wish my supervisor and the management in this division felt the same way.</p>	
<p>If you take anything away from my survey; it should be this: LET STAFF WORK FROM HOME and encourage adjusted/flex hours to fit our schedule. And cover birth control!!</p>	

## Suggestions

Standardized performance evaluation process and implementation training.
Standardize and document procedures
Conduct evaluations of supervisors
Health plan that takes into consideration that both spouses work on campus. It currently costs more for my family to have one spouse as employee only and another spouse to have employee+dependents instead of being able to all be on one plan and divide the charges paid by BGSU between both employees' departments.
Offer computer courses for college credit to employees.
Would like a way to anonymously report unsafe conditions or concerns about buildings.
Identify job/career paths for employees so they can progress steadily upward in job responsibilities and salary.
Participation in wellness activities would provide an opportunity for a reduction in the insurance premium.
Offer basic safety training
Give more attention to preparing for a campus emergency.
I wish I could switch jobs (temporarily) with someone in my salary range to learn new roles and responsibilities. Faculty are able to go on FIL or sabbaticals; it would be outstanding if we could do something like that as well.
It may work for a majority of positions; but there are a lot of areas where the salary ranges are not in parallel with other organizations of similar size/type. I think individual departments or divisions (if they make budgetary adjustments) should have the ability to set certain job rankings and salaries to higher levels.
With the amount of reduced staffing; re-evaluate the expectations and amount of projects assigned. Make sure adequate specialists are in the right positions.
Revamp the position grading and salary schedule for administrative staff.
Remove "terminating clock" when recognizing years of service.
Top management needs to embrace and model current personnel management trends. "Best practices" in management need to be gleaned from organizations/companies that are far ahead of their peers (i.e.; Google; SAS Institute; Zappos.com) in terms of employee satisfaction. Please see this link: <a href="http://money.cnn.com/magazines/fortune/best-companies/2012/full_list/">http://money.cnn.com/magazines/fortune/best-companies/2012/full_list/</a> .
Reward good performance with promotions. Recognize longevity + contributions to BGSU; providing a sense of pride and self-worth. Improved; open communication from HR. Improve HR's image from its current reputation of unapproachable and pompous to a new status of friendly and helpful. Improve resources and staff used to help students. Decrease positions where compensation is high and contribution is low. No judgments should be made from upper-administration until those in lower positions have been able to propose ideas and contribute potential solutions.
Include birth control coverage in health benefits.
Increase discount on rec center passes for employees. Extend the AM/PM pass into summer.
Pay more attention to offices that have a high turnover rate and look into why people are leaving in mass. Usually shows some problems that are happening in the upper management of the office.
Go back to the options of different gift certificates to local establishments as well as the rocking chairs; lamps; etc. for 30 yrs. of service. The employees want something that is meaningful and useful.
Provide a free day off work for recognition of years of service; parking pass, rec center pass, dinner, pin
Change this part of the Dependent Fee Waiver Policy to recognize retiree benefits after 5 years; not 10 years of service. _____ V. Cohabitant Spouse and/or child of a retired Faculty/Staff member. A. Eligibility. The cohabitant spouse; child and/or children of a permanent full-time retired faculty/staff member who has completed 10 years of continuous full-time service at BGSU and retires from BGSU and were the dependents of the faculty/staff member at the time of retirement are eligible for the dependent fee waiver. B. Benefit. Dependents may either complete a course on an audit or grade basis. The fee waiver applies to courses that are eligible for credit hour(s) only at BGSU. As long as the child is being claimed as a tax dependent (pursuant to the guidelines of Section 151 of the IRS); he/she may continue to utilize the fee waiver through the end of the calendar year the child turns age 24. C. Please note that when a Dependent Fee Waiver is requested; the policy in force at the time of submission will be

adhered to. D. Procedure. Refer to Section I (D). E. Responsibility for Fees. Refer to Section I (E).
I think perhaps more vacation time should be added per years of service bracket (5 years gets an extra day; 10 years gets an extra 3 days; 15 or more gets an extra 5 days) or a tuition remission program that enables us to attend ANY college or university (perhaps on-line) and not limit us to BGSU!
Campus-wide acknowledgement; for just one idea. Listing employees and their years of service in Campus Update would; at the least; be a start.
It would be nice to have something but I really would not want the U to spend money on awards when Secretaries are being laid off and contracts are not being renewed. But if you did have a bunch of money laying around; It would be nice to have personal hours off = to the years of service. Would also be nice to have something that ties into the years of service.
Letter of appointments or time away are not counted toward years of service.
Suggested recognitions: campus-wide acknowledgement, listing in campus update, dinner/ceremony, pin, recreation center pass, parking pass, personal hours off = to the years of service
<b>Suggestions for ASC (99).</b> Administrative Staff were asked how the Administrative Staff Council could better advocate for Administrative Staff.
Speak up. Most administrative staff members don't say anything for fear of losing their jobs.
Increase awareness of the council
Gain assurance of our future as an institution and importance from top administrators
Provide confident means of communication.
I think it is impossible to for the council to truly advocate for administrative staff because they are also on contract and have to fear for their renewal if they rock the boat (unlike faculty)
It's time for an administrative collective bargaining unit.
Increase salaries.
I would hope that ASC would take an active role in this union negotiation and evaluate "me too" clauses and ensure we are not forgotten in this negotiation.
I think the ASC leadership has been very active this year. As always; the results of any efforts will be determined by the President and her leadership team. I am hopeful that the new team may bring a renewed sense that we do contribute in valuable ways to the educational experience of our students; even when those contributions are not high profile.
Mentoring program
Develop and maintain strong working relationships with the university's top leadership team.
I don't think the council is really effective at persuading upper management.
Make more of an effort to understand what is going on with Administrative Staff at all levels.
Find an identity and somehow make it known that this is an action group that can influence decision making of top BGSU administration.
Develop more little perks since raises don't seem to happen all that often. For example; for spirit Fridays; if anyone wears BG apparel; do a raffle from the bookstore for a free clothing item or provide lunch for an office that shows up in all BG colors. The top management can afford to do these little things that make people feel good. It just takes time to come together and think of ideas.
I would like to see a fully public review of JAQs and their grading.
Grievance procedure
I think the use of ASC has outlived itself; there does not seem to be much support for ASC; with staff not being very involved
Fight against oppressive HR office
Make sure that the faculty bargaining unit efforts don't come at the cost of administrative (or classified) staff benefits and wages.
When faculty contracts are settled and raises are announced, give the same raises to staff.