
Executive Summary-Texas A&M University Staff and Management Surveys 2007

INTRODUCTION

The Office of Employee Services (currently Human Resources) collaborated with the Mays Business School to conduct separate surveys of the staff and management employees at Texas A&M University. The staff survey was conducted in December 2006-January 2007 and the management survey was conducted in August-September 2007.

The purpose of the surveys was to:

- increase the understanding of employee work attitudes and perceptions
- identify ways the university might improve the quality of life for staff and management
- support the university's efforts to be the employer of choice
- enable the Mays School to collect longitudinal data for research purposes, to track turnover and evaluate factors that affect retention

This was the first time a management satisfaction survey was conducted separately from an all staff survey. The management survey included all management positions at the Assistant Director level and above.

SURVEY APPROACH, RESPONSES AND DEMOGRAPHICS

The staff survey was conducted both electronically and in print. Survey highlights include:

- a total of 3,600 electronic surveys (English) and 546 print surveys (English and Spanish) were distributed
- a total of 1,208 surveys were returned; a 33% response rate
- although this response rate was lower than the 47% response rate of a previous 2001 staff survey, the 2007 survey yielded a larger number of responses with 1,208, than the 558 responses received in 2001
- this was also the first time to conduct the survey in Spanish
- demographic composition of the respondents was:
 - 65% female, 35% male
 - 73% Caucasian, 15% Hispanic, 10% African-American, and 2% Other Races
 - of those responding, 53% were non classified (monthly) and 47% classified (hourly)
 - responses from these groups generally reflect the overall staff population

The management survey was conducted all electronically. Survey highlights include:

- a total of 553 surveys distributed
- a total of 221 returned; a 40% response rate

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- the response rate generally reflected the university's management demographics by gender, job group, and executive level reporting structure.
- demographic composition of the respondents was
 - 46% female, 54% male
 - 90.5 Caucasian, 4.5% African-American, 4.1 % Hispanic, and 1% Other Races
 - responses from the Hispanics and Other Races were lower than the overall demographic
 - responses from Caucasians were higher than the overall demographic
 - responses from African-Americans reflected the overall demographics

KEY SATISFACTION RESULTS

The Good News

The survey results were compared to norms from several studies of 17,605 employees from 55 non-profit public sector organizations, primarily universities. The norm groups do not separate the management employees.

Overall, university staff are generally satisfied with several aspects of their job. Several comparisons can be drawn between the staff and management surveys, where comparative data exists (See Exhibit A). Listed below are some of the significant comparisons:

- Management employees generally reported higher satisfaction and more positive experiences compared to staff survey respondents. It is generally expected that management would have higher satisfaction levels.
- Management employees report higher alternative opportunities, yet less job search activity.
- The largest significant difference between management and staff employees exists in the areas of: work itself, promotion opportunities, employment alternatives, and feelings of obligation to stay with the organization.

In addition to the comparative data, the staff survey indicated overall satisfaction and satisfaction with coworkers. Satisfaction with their supervisor was the only factor lower than the national norms (See Exhibit B).

The management survey also indicated overall satisfaction (See Exhibit C). Management employees tend to be satisfied with their careers, feel empowered, and feel imbedded in the organization and community. Management employees are not actively searching for new jobs, although many perceive they may have alternate external opportunities. Management employees report little conflict in balancing work and life demands.

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However, there is a disconnect between managers and staff on the perceptions of supervisory satisfaction and development opportunities. Management perceived that staff have a higher level of satisfaction in these areas than what was indicated by the staff responses.

Key Ethnicity and Gender Results

The results of the staff survey revealed that how the questions were presented did not provide enough data to address the root cause of ethnicity and gender issues or to be able to determine where some of the most significant concerns exist. Therefore, a different approach was used for the management survey. Questions were included to get information on how management viewed the campus climate. Although direct comparisons cannot be made between the staff and management surveys in this area, there is new baseline data to be used for future survey comparisons. The following information was gathered:

- Male respondents of the management survey were less satisfied than females.
- Female respondents of the management survey perceive their work has less impact or influence in the organization and that they have less external job opportunities.
- According to the management survey responses, minority groups (especially African-Americans) tend to be less satisfied than Caucasian employees.
- Responses from the management survey indicate that racial minorities as a group believe there is not a supportive climate for diversity at the university, experience more negative job challenges (hindrances red tape, politics, career stalled), and experience greater burnout.
- 295 (24%) of the respondents to the staff survey reported they had experienced discrimination in the past **five** years on the basis of race, color, sex, religion, national origin, age, handicap, veteran's status, or sexual orientation. The question was structured so that multiple selections could be made and was based on Title VII protected classes and sexual orientation (not a protected class). Race and age were the two attributes that employees felt most frequently discriminated upon. Age is higher than gender but could reflect the aging workforce.
- 60 (5%) of the respondents to the staff survey indicated they have experienced unwanted and uninvited sexual attention in the past **five** years. Of those, 75% were females. Research is being conducted to determine how this response rate compares to national data or literature.
- 37 (19%) of the respondents to the management survey said they were the target of job-related discrimination within the past **one** year. 21 of the 37 respondents are female and 9 are racial minorities. Thus 23% of the females responding to the survey and 53% of

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the racial minorities responding to the survey reported being the target of discrimination in the past **one** year.

- 4 (4%) of the respondents to the Management survey reported they had experienced unwanted and uninvited sexual attention in the past **one** year. 3 of the 4 respondents are female. Thus 3% percent of females responding to the management survey indicated sexual harassment in the past **one** year.
- The following chart compares the Staff and Management responses. The shaded areas reflect the attribute more selected by each group of employees. Respondents could select more than one category.

Within the last five years, have you experienced any job-related discrimination at A&M on the basis of:	Staff % Mentioning	Mgmt % Mentioning
Race	11%	8%
Age	9%	5%
Sex	7%	11%
Color	5%	2.5%
Religion	4%	3%
National origin	3%	1.5%
Handicap	1%	.5%
Veteran status	1%	1.5%
Sexual orientation	1%	1.5%

This was a multiple choice question. Respondents could select more than one factor.

- The following chart compares the Staff and Management survey results regarding sexual harassment in the past **five** years:

	Staff % Yes	Management % Yes
Within the past five years, have you experienced any unwanted an invited sexual attention at Texas A&M	5% (73% Female)	4% (71% Female)

Additional Areas That Need Attention

Although both the Staff and Management survey responses indicate general satisfaction, the following issues need attention.

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- The disconnect between managers and staff on the perceptions of supervisory satisfaction and development opportunities:
 - Perception of subordinates satisfaction with supervisor: management (91% agree); staff (61% agree)
 - Satisfaction with development opportunities: management (96% agree); staff (48% agree)
- Staff reported the following most common barriers to continuously improve job performance:
 - lack of time 34%
 - no barriers (27%)
 - financial resources (28%)
 - supervisor support (21%)

CONCLUSIONS

- The survey methodology for the staff and management surveys was successful resulting in high response rates (33% and 40% respectively).
- Overall staff satisfaction is higher or equal to the national non-profit norms with management reporting higher levels of satisfaction.
- The staff survey indicates that work needs to be done to improve pay and promotion opportunities across divisions and the lower paid positions.
- According to the staff survey, satisfaction with supervisor was the lowest overall score and employees responding reported they receive communication and information about how they do their jobs from their supervisors.
- There is a disconnect between what managers perceive for their employees and what employees perceive relating to satisfaction with supervisor and satisfaction with development opportunities.
- Management employees feel Texas A&M is committed to diversity but believe actions are making only a moderate difference.
- Management survey responses indicate that racial minorities as a group believe there is not a supportive climate for diversity at the university and they experience more negative job challenges (hindrances, red tape, politics, career stalled).
- Females in management perceive their work has less impact or influence in the organization and that they have less external job opportunities.
- The staff survey question regarding ethnicity and gender issues was presented in a way that does not provide enough data to determine root causes. However, 23% of the respondents reported they had experienced some type of discrimination within the past **five** years. 19% of the management responses indicated some type of discrimination within the past **one** year.

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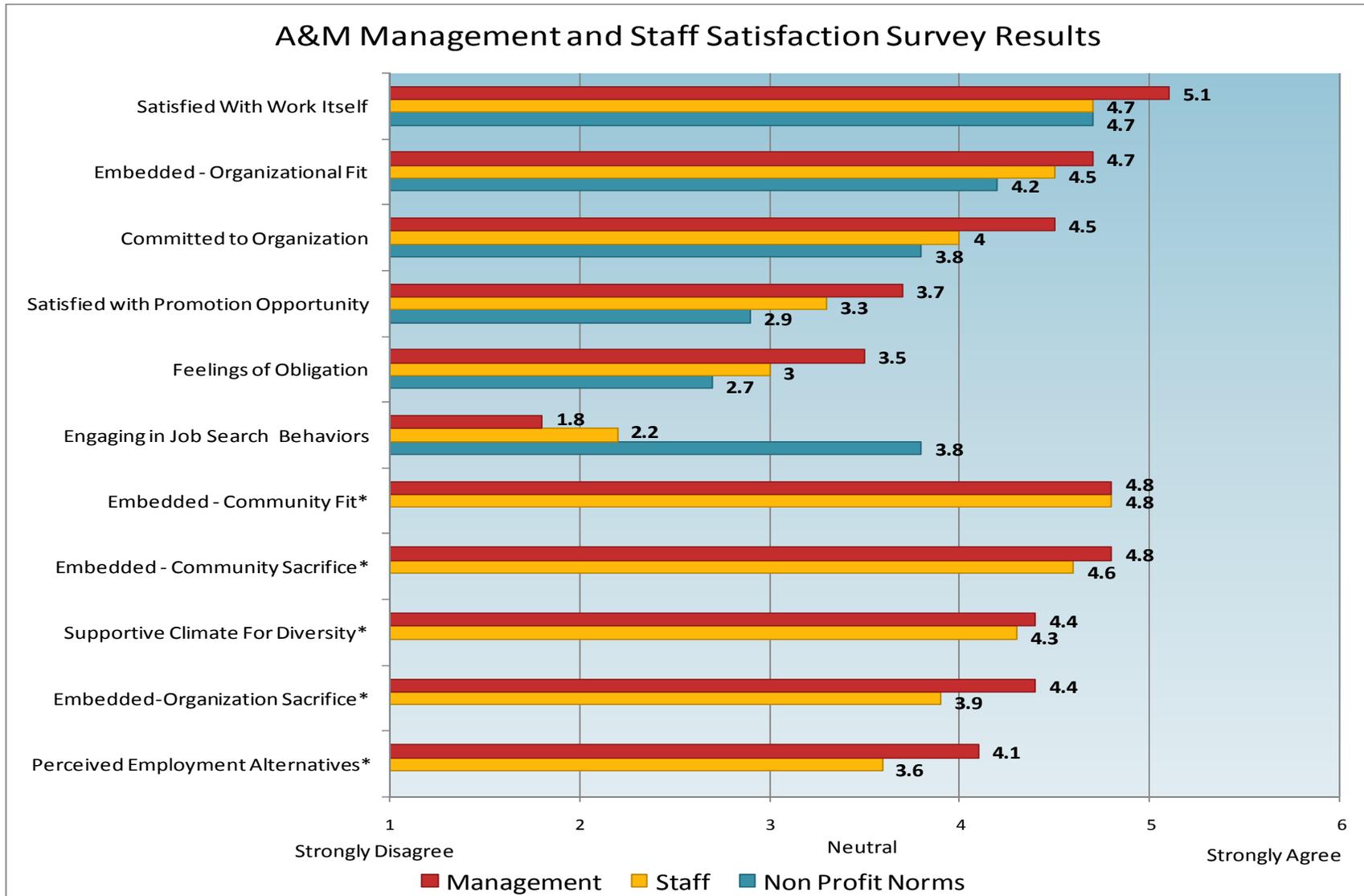
RECOMMENDATIONS

Human Resources recommends the following:

- Develop an environment for employees to have access to and support from supervisors to attend continuous learning opportunities to develop their skills.
- The surveys indicated that staff and management relied on the Human Resources web site for accurate information. To provide more efficient access, HR will implement searchable directories for documents and frequently asked questions (FAQs). This new technology will allow users to search for information by keyword or subject topic. Customers will also be able to provide feedback as to whether the information was helpful or could be improved.
- Increase partnering with the Office of the Vice President for Diversity to enhance communication and understanding of the university's diversity efforts:
 - provide managers and supervisors with workforce data and tools
 - evaluate the university mentoring program that was initially piloted through the African-American Professional Association, make appropriate changes and offer to broader audiences
 - expand work-life balance initiatives (equilibrium@tamu.edu)
- Coordinate diversity initiatives to manage quality assurance, consistency, and educational opportunities:
 - implement coordinated efforts to enhance diversity education for supervisors
 - collaborate with the University leadership on staff council efforts to assure staff have an opportunity to be heard and to address the impact of university initiatives on staff
- Perform a root cause analyses on employee discrimination and harassment and develop and implement a plan to mitigate at both the staff and management levels.
- Conduct a learning assessment to determine staff and management training needs.
- Develop core competencies for employees' positions and provide opportunity for development.
- Enhance opportunities for women by participating and providing networking opportunities for women through the Women's Administrator's Network and the Women Former Students Network
- A study of the university's compensation structure has been initiated to address issues related to pay and promotion identified through the Staff survey. Explore the feasibility of implementing a new pay structure to include various career paths.
- Conduct the Staff and Management surveys in 2009 to assess climate and compare to the baseline data established with the 2007 surveys.

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Exhibit A

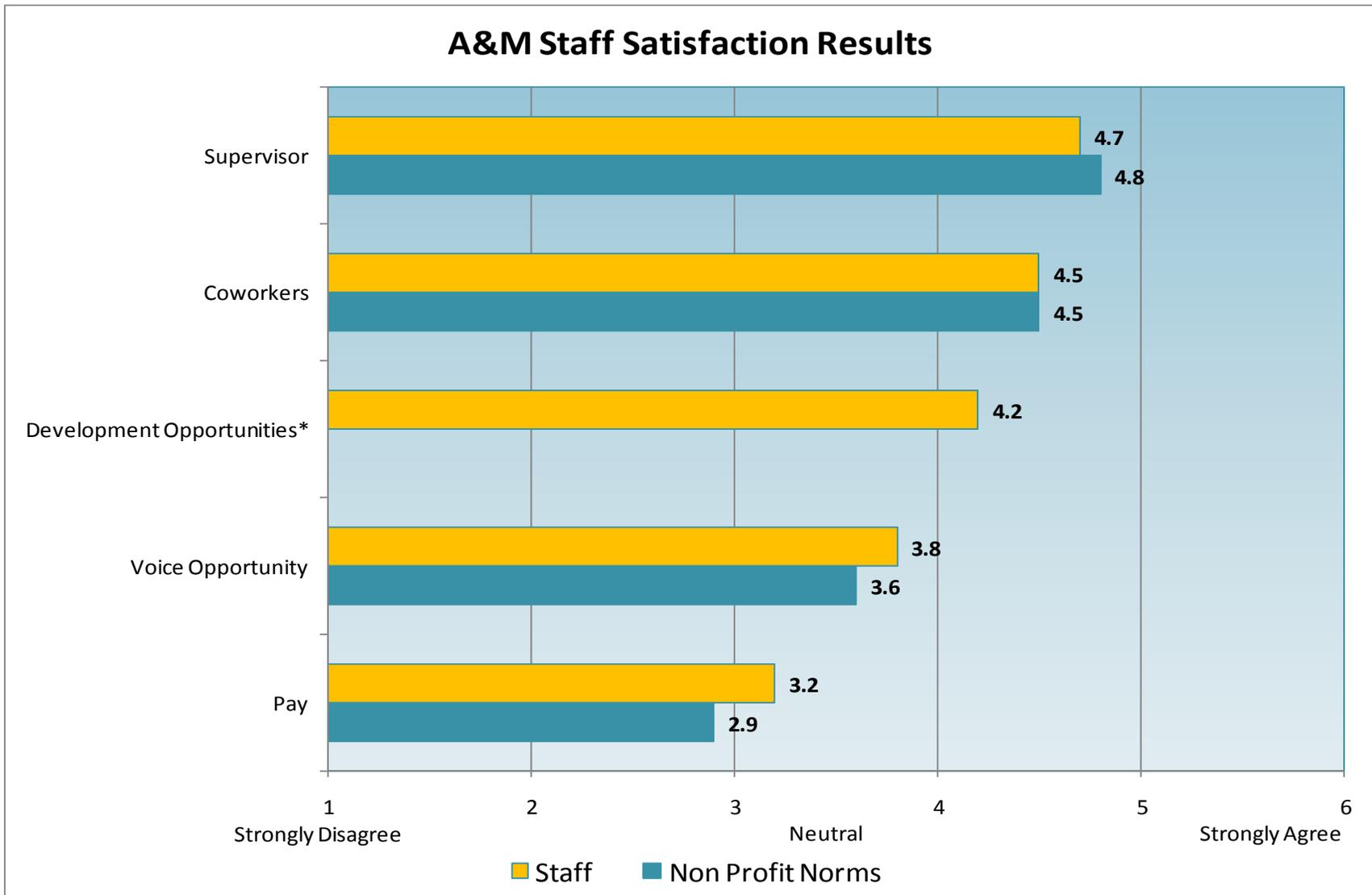


Data Source: A&M Staff Survey conducted December 2006, A&M Management Survey conducted August 2007.

*No non profit norms exist for these categories.

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Exhibit B

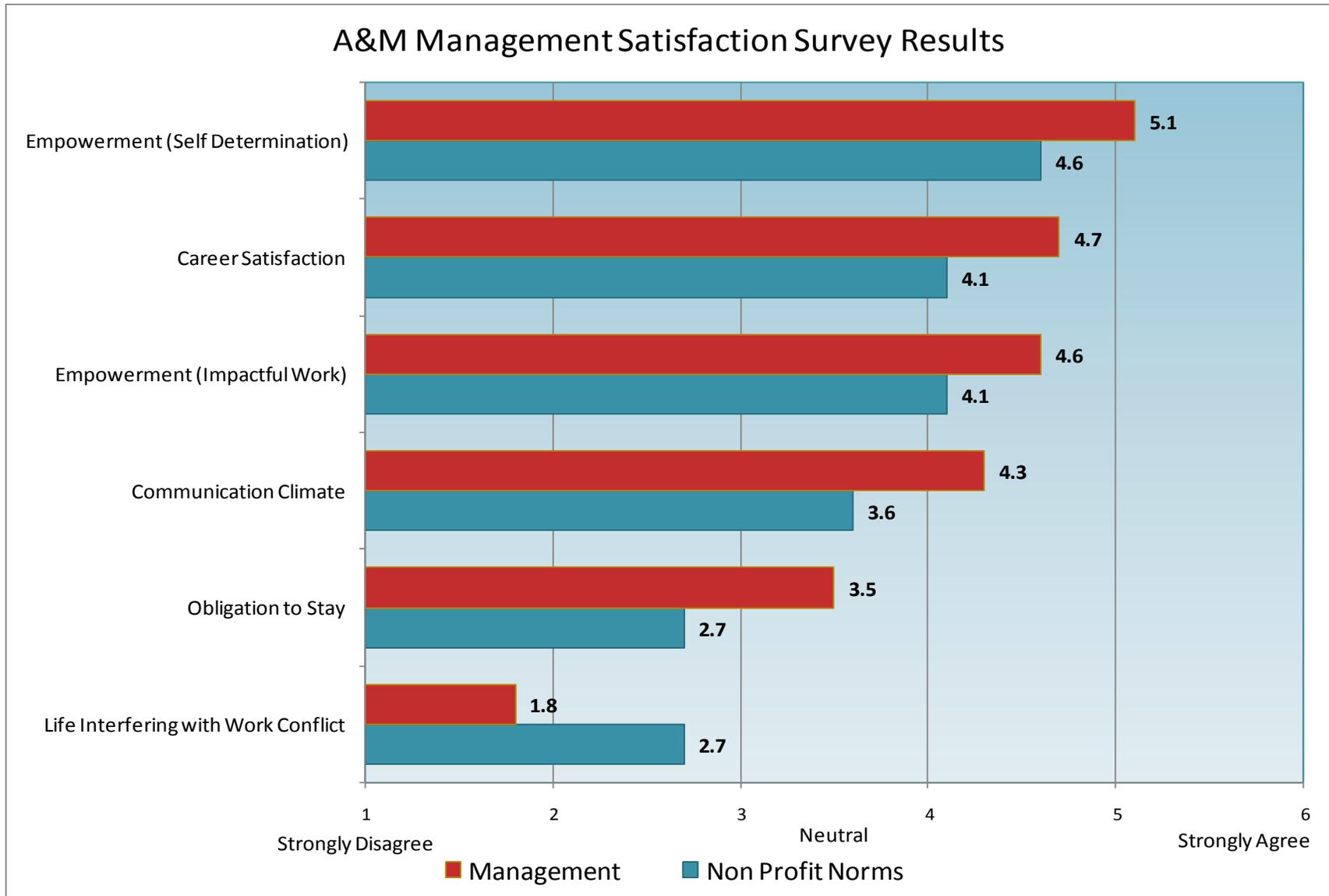


Data Source: A&M Staff Survey conducted December 2006

*No non profit norms exist for this category.

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Exhibit C



Data Source: A&M Management Survey conducted August 2007