

SECTION 2

OVERALL SURVEY FINDINGS

Response Rates.....	2
Departmental Response Rates.....	3
Demographics (Population and Survey).....	4
Survey Demographics (Survey Only).....	5
Interpreting Survey Results.....	6
Areas that Might Warrant Attention	6
Areas that are Performing Well	6
Areas of Average Performance.....	6
Results and Discussion of Scale and Individual Item Findings	8
Overall Job Satisfaction	8
Communication.....	10
Supervision	12
Culture and Involvement.....	14
Diversity.....	16
Rewards and Recognition	20
Work-Life Balance: Positive Aspects.....	22
Work Life Balance: Negative Aspects.....	24
Cooperation and Teamwork.....	26
General Functions	28
Biased Remarks (by SA Staff, by non-SA Staff and Faculty and by Students)	30
Academic Support.....	36

Response Rates

The Non-Union Survey had a relatively high overall response rate of 75%. Response rates between departments with more than 3 Non-Union staff members range from 50% to 100%. While response bias is still possible, it is not considered to be a great concern with a response rate this high. Respondents appear to be representative of the general population on the characteristics of gender, ethnicity, years of service to student affairs, and department. At the end of the survey, when asked whether or not they felt they could answer all of the survey items honestly, 88.7% responded either ‘mostly’ or ‘completely’. In looking only at responses of the 10.5% who responded ‘somewhat’ and the 0.7% who responded ‘not at all’, the results were found to be more negative, overall, than other respondents. These responses are included in the overall analysis, but do indicate that people who have more negative opinions may be less likely to be completely honest on the survey or may have chosen not to respond.

The Student Staff Survey had a response rate of 26%. The response rate for graduate students was 37.8% and the undergraduate response rate was 23.0%. Response rates ranged from 14% to 71% in departments with three or more student employees. While 15-25% are typical when surveying students, response rates this low are suspect in terms of response bias. Departments are encouraged to consider their own response rate when interpreting results. It is likely that students who most closely associate with Student Affairs, or who are particularly happy or unhappy with their current position may have been more likely to complete the survey. In response to the question at the end of the survey asking whether or not the respondent felt as if they could answer all questions on this survey honestly, 95.3% responded either ‘mostly’ or ‘completely’, and less than 5% responded ‘somewhat’ or ‘not at all’.

The Union Staff Survey had an overall response rate of 29.9% (excluding Facilities Planning and Support). This rate varied from 3% to 66% in departments with three or more union staff members. Given the limited number of departments that employ enough Union staff for the survey results to be reported (Fawcett Center, Dining Services, Facilities, The Blackwell, Recreational Sports, and The Ohio Union/Student Activities) it is suggested that individual departments consider their response rate before interpreting the results.

Response rates for each department on each of the three surveys (Non-Union, Union, and Student Staff) are provided on the following page. *Please note that the department names in this table are those provided by The Office of Human Resource, They do not necessarily reflect current department names used by student affairs.* If you are unable to identify which department is being referenced, or whether the sample contained everyone employed by your area, please contact the Office of Student Affairs Assessment. A list of all employees within any department can be generated in order to verify that the population list is correct. No information will be provided regarding whether or not an individual responded to the survey, only whether they were included in the sample.

Departmental Response Rates

Department	NON-UNION STAFF			STUDENT STAFF			UNION STAFF			OVERALL		
	Population	Responses	Response Rate	Population	Responses	Response Rate	Population	Responses	Response Rate	Population	Responses	Response Rate
ATI FOOD SERVICE	1	1	100%	10	0	0%	1		0%	12	1	8%
ATI HOUSING	2	2	100%	5	0	0%	1		0%	8	2	25%
CAREER CONNECTION	3	3	100%							3	3	100%
COMMUNITY DEVELOP ADMIN	1	1	100%							1	1	100%
COUNSELING & CONSULT	41	31	76%	13	7	54%				54	38	70%
DISABILITY SERVICES	22	15	68%	71	15	21%				93	30	32%
DRAKE PERFORM & EVENT	4	2	50%	5	0	0%	2		0%	11	2	18%
FAWCETT CTR	17	12	71%	14	6	43%	29	19	66%	60	37	62%
FOOD SERVICES	52	26	50%	612	164	27%	119	21	18%	783	211	27%
HFSEC FACILITIES ADMIN	62	45	73%	53	13	25%	209		0%	324	58	18%
HOUSING ASSIGNMENTS	5	3	60%	9	0	0%				14	3	21%
INFORMATION SYSTEM SRVC	26	24	92%	46	18	39%				72	42	58%
INN AT FISHER COLLEGE	43	25	58%	155	21	14%	29	1	3%	227	47	21%
MANSFIELD HOUSING	1	1	100%	13	0	0%				14	1	7%
MULTICULTURAL CENTER	9	9	100%	7	5	71%				16	14	88%
NEWARK FOOD SVC	3	1	33%	28	0	0%	2		0%	33	1	3%
NEWARK HOUSING	1	1	100%	7	0	0%				8	1	13%
OFF CAMPUS STUDENT SRVC	3	2	67%	7	4	57%				10	6	60%
ORIENTATION PROGRAM	1	1	100%							1	1	100%
PARENT ASSOCIATION	1	0	0%	4	1	25%				5	1	20%
RECREATIONAL SPORTS	45	40	89%	494	128	26%	4	4	100%	543	172	32%
RESIDENCE LIFE	42	39	93%	465	160	34%	1	1	100%	508	200	39%
RESOURCE MANAGEMENT	2	2	100%							2	2	100%
SAFETY SERVICES	3	3	100%							3	3	100%
SCHOTTENSTEIN CENTER	28	23	82%				2	1	50%	30	24	80%
STDT ADVOCACY CENTER	3	3	100%	2	2	100%				5	5	100%
STDT HSING LEGAL CLINIC	3	2	67%	11	4	36%				14	6	43%
STUDENT AFFAIRS ADMIN	6	4	67%	56	8	14%				62	12	19%
SA ASSESSMTS	4	4	100%	1	1	100%				5	5	100%
STUDENT AFFAIRS FISCAL	9	8	89%	1	0	0%				10	8	80%
STUDENT AFFAIRS HR	10	6	60%	7	5	71%				17	11	65%
STUDENT AFFAIRS SPECL FD	14	10	71%	276	0	0%	9		0%	299	10	3%
STUDENT HEALTH SERVICE	90	64	71%	13	3	23%	4		0%	107	67	63%
STUDENT JUDICIAL AFFAIRS	2	1	50%							2	1	50%
SUCCESS CENTER	1	1	100%	2	0	0%				3	1	33%
SUMMER CONFERENCES	1	1	100%							1	1	100%
OHIO UNION & STUDENT ACT	29	27	93%	57	29	51%	8	5	63%	94	61	65%
WELLNESS CENTER	7	6	86%	12	8	67%				19	14	74%
No Department	0	0	0	0	38		0	11	-			
Overall	597	449	75%	2456	640	26%	420	63	15%	3473	1152	33%

Demographics (Population and Survey)

The following two graphs provide a description of student affairs staff based on various demographic variables. The first table includes the demographics of the population (based on Human Resources data) as well as survey findings. The second table contains information based on variables that were only available from the survey response.

	NON-UNION STAFF				STUDENT STAFF				UNION STAFF			
	Population	Responses	Percent of Population	Response Rate	Population	Responses	Percent of Population	Response Rate	Population	Responses	Percent of Population	Response Rate
Gender												
Male	278	209	47%	75%	1227	241	38%	20%	232	21	33%	9%
Female	319	239	53%	75%	1452	395	62%	27%	184	39	62%	21%
Other	-	1	-	-	1	0	0%	0%	-	3	5%	
Total	597	449		75%	2680	642		24%	416	63		15%
Race/Ethnicity												
American Indian	1	0	0%	0%	8	2	<1%	25%	3	0	0%	0%
Asian	19	16	3%	84%	154	24	4%	16%	6	1	2%	16%
African-American/Black	106	66	18%	62%	305	44	7%	14%	243	22	34%	9%
Hispanic	14	11	2%	79%	74	17	3%	23%	4	1	2%	25%
White	444	346	74%	78%	1908	510	78%	27%	144	29	45%	20%
Other/Unknown	13	10	2%	77%	231	35	7%	15%	16	11	17%	69%
Total	597	449		75%	2680	642		24%	416	64		15%
Years of Service in Student Affairs												
<1	85	65	14%	76%	37	338	53%	11%	55	5	8%	9%
1-3	157	118	26%	75%	76	242	38%	31%	101	15	23%	15%
4-5	88	69	15%	78%	2	46	7%	4%	67	11	17%	16%
6-10	120	90	20%	75%	1	3	<1%	33%	98	13	20%	13%
Over 10	113	82	19%	73%	0	1	<1%		92	16	25%	17%
Unknown	34	25	6%	74%	2564	12	2%	<1%	3	5	8%	
Total	597	449		75%	2680	642		24%	416	65		15%

Survey Demographics (Survey Only)

	Non-Union		Student Staff		Union	
	Responses	Percent of Population	Responses	Percent of Population	Responses	Percent of Population
Sexual Orientation						
Gay, Lesbian, Bisexual	39	9%	38	6%	2	5%
Heterosexual	368	86%	571	90%	40	67%
Prefer not to answer	20	5%	23	4%	10	17%
Self Identify	3	<1%	3	<1%	8	13%
Total	430		635		60	
Age						
Under 25	31	7%	605	95%	4	8%
26-39	184	42%	31	5%	16	30%
40-54	161	37%	4	<1%	31	58%
55 and Over	61	14%	0	0%	12	23%
Total	437		640		53	
Primary Caregiver for:						
Children Only	144	32%	21	3%	17	26%
Elders Only	31	7%	22	3%	4	6%
Children & Elders	24	5%	6	<1%	2	3%
None	252	56%	593	93%	42	65%
Total	451		642		65	
Political Affiliation						
Very Liberal	46	11%	68	11%	6	10%
Liberal	112	28%	182	31%	8	14%
Middle of the road	159	39%	225	38%	31	53%
Conservative	67	16%	105	18%	6	10%
Very Conservative	23	6%	16	3%	7	12%
Total	407		596		58	
Education Level						
Some High School	0	0%	-	-	10	17%
High school graduate/GED	28	7%	-	-	29	49%
Some college	71	17%	-	-	8	14%
Received associates degree	30	7%	-	-	3	5%
Received undergraduate degree	100	24%	-	-	4	7%
Some graduate school	21	5%	-	-	1	2%
Received masters degree	131	31%	-	-	1	2%
Received terminal degree	37	9%	-	-	3	5%
Total	418		-	-	59	
OSU Graduate						
Degree from OSU or current student	178	42%	-	-	5	8%
No degree from OSU, not a student	247	58%	-	-	54	92%
Total	425		-	-		

Interpreting Survey Results

Overall survey findings were interpreted by 1) determining how closely a scale was related to overall job satisfaction and, 2) determining the relative scores on the scale compared to other scales. For example, a particular scale (supervision, communication, diversity, etc) is first defined as having a strong, medium, or weak relation to overall job satisfaction. The same scale is then determined to have a high, medium, or low satisfaction rating relative to other scales on the survey. Based on this analysis, items that have a high correlation with job satisfaction are defined as 'High Importance'. The following suggestions are based on this analysis:

Areas that Might Warrant Attention

High Importance-Low Satisfaction

Non-union: Communication

Union: Culture, Rewards

High Importance-Medium Satisfaction or Medium Importance-Low Satisfaction

Non-union: Supervision, Culture, Rewards

Union: Positive work-life aspects, Diversity, Communication

Student: Supervision, Culture, Communication, Positive work-life aspects, rewards, academic, Cooperation and Teamwork.

Low Importance-Low Satisfaction

Non-union: Negative work-life balance, biased remarks by students

Union: Negative work-life balance

Student: Negative work-life balance, biased remarks by students

Areas that are Performing Well

High Importance, High Satisfaction

Nonunion: Positive work-life aspects, diversity

Union: Supervision

Medium Importance, High Satisfaction

Non-union: General functions

Union: Biased remarks from student affairs staff, biased remarks by students

Student: Diversity

Low Importance, High Satisfaction

Non-union: Biased comments by student affairs staff, cooperation and teamwork

Union: Biased comments by non-student affairs staff

Student: Biased remarks by student affairs staff, biased remarks by non-student affairs staff.

Areas of Average Performance

Low or Medium Importance, Medium Satisfaction

Non-union: Bias statements by non-SA staff/faculty

Union: General functions, Cooperation and Teamwork

Student: General functions

[This page is intentionally left blank]

Results and Discussion of Scale and Individual Item Findings

Overall Job Satisfaction

The scale regarding overall job satisfaction contains ten items. These items were purposefully worded to be very broad in order to determine a respondent's overall satisfaction with her or his job, employer, and work environment. The mean score on this scale was used as the outcome variable to determine what other aspects of work are most closely related to overall job satisfaction.

The responses to this scale were very positive for nonunion, union, and student staff. The overall frequency of response can be seen on the following page for each item in the scale. On almost all items, 80% of respondents or more indicate that they 'strongly agree' or 'agree' with the positive statements provided. The item with the strongest positive response (88.5% to 96.7% agree or strongly agree) was, "I believe the work I do plays an important role in Student Affairs." The item that received the lowest level of positive response was "Student Affairs is a well run organization", for which approximately ¼ of nonunion and student staff and ½ of union staff disagreed or strongly disagreed.

Overall Satisfaction and Commitment

(10-item scale, alpha nonunion=.885, student=.900, union=.846)

- 1) I believe the work I do plays an important role in Student Affairs.
- 2) I have had a chance to learn and grow in my job this year.
- 3) I am happy with my job.
- 4) I enjoy working in my immediate work unit.
- 5) Top campus leaders are genuinely trying to promote respect and understanding of group differences and diversity at OSU.
- 6) OSU is welcoming to all people.
- 7) My immediate work unit is welcoming to people of all backgrounds.
- 8) I am proud to tell people that I work in Student Affairs.
- 9) Student Affairs is a well run organization.
- 10) I am satisfied with Student Affairs as a place to work.

Frequency of Response to Items in Overall Satisfaction Scale

I believe the work I do plays an important role in Student Affairs.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	261	58.5%	172	28.2%	36	59.0%
Agree	160	35.9%	368	60.3%	23	37.7%
Somewhat Disagree	21	4.7%	51	8.4%	1	1.6%
Disagree	4	0.9%	19	3.1%	1	1.6%
Total	446	100%	610	100%	61	100%

OSU is welcoming to all people.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	107	24.8%	234	37.0%	18	29.0%
Agree	237	54.9%	328	51.9%	33	53.2%
Somewhat Disagree	74	17.1%	57	9.0%	7	11.3%
Disagree	14	3.2%	13	2.1%	4	6.5%
Total	432	100%	632	100%	62	100%

I have had a chance to learn and grow in my job this year.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	207	46.2%	217	34.5%	22	37.3%
Agree	181	40.4%	327	52.0%	29	49.2%
Somewhat Disagree	40	8.9%	54	8.6%	4	6.8%
Disagree	20	4.5%	31	4.9%	4	6.8%
Total	448	100%	629	100%	59	100%

My immediate work unit is welcoming to people of all backgrounds.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	211	47.4%	315	50.0%	12	19.7%
Agree	192	43.1%	282	44.8%	39	63.9%
Somewhat Disagree	30	6.7%	24	3.8%	6	9.8%
Disagree	12	2.7%	9	1.4%	4	6.6%
Total	445	100%	630	100%	61	100%

I am happy with my job.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	150	33.6%	203	32.2%	14	23.3%
Agree	210	47.1%	331	52.5%	38	63.3%
Somewhat Disagree	65	14.6%	67	10.6%	6	10.0%
Disagree	21	4.7%	30	4.8%	2	3.3%
Total	446	100%	631	100%	60	100%

I am proud to tell people that I work in Student Affairs.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	178	40.8%	209	35.3%	13	21.3%
Agree	218	50.0%	311	52.5%	36	59.0%
Somewhat Disagree	29	6.7%	57	9.6%	10	16.4%
Disagree	11	2.5%	15	2.5%	2	3.3%
Total	436	100%	592	100%	61	100%

I enjoy working in my immediate work unit.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	201	44.9%	250	39.4%	20	32.8%
Agree	182	40.6%	310	48.9%	31	50.8%
Somewhat Disagree	49	10.9%	57	9.0%	8	13.1%
Disagree	16	3.6%	17	2.7%	2	3.3%
Total	448	100%	634	100%	61	100%

Student Affairs is a well run organization.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	88	20.8%	142	23.6%	8	14.3%
Agree	214	50.5%	326	54.2%	19	33.9%
Somewhat Disagree	88	20.8%	103	17.1%	19	33.9%
Disagree	34	8.0%	31	5.1%	10	17.9%
Total	424	100%	602	100%	56	100%

Top campus leaders are genuinely trying to promote respect and understanding of group differences and diversity at OSU.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	115	27.1%	160	27.5%	6	10.9%
Agree	227	53.5%	318	54.6%	35	63.6%
Somewhat Disagree	60	14.2%	79	13.6%	10	18.2%
Disagree	22	5.2%	25	4.3%	4	7.3%
Total	424	100%	582	100%	55	100%

I am satisfied with Student Affairs as a place to work.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	124	28.1%	182	29.5%	11	17.7%
Agree	239	54.1%	368	59.6%	34	54.8%
Somewhat Disagree	57	12.9%	54	8.8%	13	21.0%
Disagree	22	5.0%	13	2.1%	4	6.5%
Total	442	100%	617	100%	62	100%

Communication

The communication scale contains nine items designed to elicit information on the respondent's overall sense of the quality and availability of information both within his or her department and within the division. The communication score was very closely related to overall job satisfaction (very important) for non-union and student staff (Non-union $r^2=0.43$, student $r^2=0.59$), and less closely related (medium importance) for union staff ($r^2=0.21$). Ratings on this scale tended to be lower than on other scales for nonunion and union staff, but student staff ratings on this scale were in the middle range compared to other scales. Based on this, a focus on communication issues might be particularly beneficial for nonunion staff because this scale was relatively important to overall satisfaction and scores on the scale were particularly low.

In looking at the individual items, it becomes clear that communication within departments is viewed as being better than communication within Student Affairs Overall. In general, the lowest rated items were "I understand the role of my department in overall student affairs goals" and "I am aware of the work going on in other departments of student affairs". Some of the highest rated items were "I clearly understand my job duties" and "My supervisor shares the values and mission of my department with me".

Communication

(9-item scale, Non-Union alpha=.837, Union alpha=.788)

(Student 6-item scale, alpha=.871)

- 1) My DEPARTMENT clearly shares information I need to know.
- 2) STUDENT AFFAIRS clearly shares information that staff needs to know.
- 3) I clearly understand my job duties.
- 4) My supervisor (the person I report to) shares the values and mission of my department with me.
- 5) My supervisor clearly shares day-to-day matters and things I need to know for my job as needed.
- 6) I would like to know more about my department's strategic plan (Non-student only).
- 7) I understand the role of my department in overall Student Affairs goals.
- 8) I usually hear important information through rumors, rather than formal channels (Non-student only).
- 9) I am aware of the work going on in other departments of Student Affairs (Non-student only).

Frequency of Response to Items in Communication Scale

My DEPARTMENT clearly shares information I need to know.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	91	20.5%	185	29.7%	7	12.1%
Agree	219	49.4%	338	54.3%	29	50.0%
Somewhat Disagree	99	22.3%	81	13.0%	16	27.6%
Disagree	34	7.7%	18	2.9%	6	10.3%
Total	443	100%	622	100%	58	100%

STUDENT AFFAIRS clearly shares information that staff needs to know.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	56	13.1%	126	22.0%	5	8.9%
Agree	276	64.5%	348	60.7%	31	55.4%
Somewhat Disagree	77	18.0%	83	14.5%	12	21.4%
Disagree	19	4.4%	16	2.8%	8	14.3%
Total	428	100%	573	100%	56	100%

I clearly understand my job duties

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	189	42.2%	278	43.7%	36	56.3%
Agree	216	48.2%	327	51.4%	23	35.9%
Somewhat Disagree	39	8.7%	23	3.6%	2	3.1%
Disagree	4	0.9%	8	1.3%	3	4.7%
Total	448	100%	636	100%	64	100%

My supervisor (the person I report to) shares the values and mission of my department with me.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	186	41.8%	261	42.1%	19	31.1%
Agree	196	44.0%	286	46.1%	31	50.8%
Somewhat Disagree	47	10.6%	52	8.4%	6	9.8%
Disagree	16	3.6%	21	3.4%	5	8.2%
Total	445	100%	620	100%	61	100%

My supervisor clearly shares day-to-day matters and things I need to know for my job as needed.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	114	34.5%	248	39.4%	19	31.7%
Agree	138	41.8%	303	48.2%	28	46.7%
Somewhat Disagree	58	17.6%	60	9.5%	8	13.3%
Disagree	20	6.1%	18	2.9%	5	8.3%
Total	330	100%	629	100%	60	100%

I would like to know more about my department's strategic plan.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	98	30.9%	19	29.7%	19	32.8%
Agree	173	54.6%	38	59.4%	38	65.5%
Somewhat Disagree	38	12.0%	1	1.6%	1	1.7%
Disagree	8	2.5%	6	9.4%	0	0.0%
Total	317	100%	64	100%	58	100%

Total

Total

I understand the role of my department in overall Student Affairs goals.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	120	36.7%	157	25.7%	10	16.9%
Agree	166	50.8%	371	60.8%	40	67.8%
Somewhat Disagree	33	10.1%	70	11.5%	6	10.2%
Disagree	8	2.4%	12	2.0%	3	5.1%
Total	327	100%	610	100%	59	100%

I usually hear important information through rumors, rather than formal channels.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	49	14.9%	87	14.1%	12	20.3%
Agree	89	27.1%	203	32.8%	18	30.5%
Somewhat Disagree	142	43.2%	237	38.3%	25	42.4%
Disagree	49	14.9%	92	14.9%	4	6.8%
Total	329	100%	619	100%	59	100%

I am aware of the work going on in other departments of Student Affairs.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	11	3.3%	48	7.9%	4	6.8%
Agree	99	30.0%	184	30.4%	23	39.0%
Somewhat Disagree	172	52.1%	277	45.8%	20	33.9%
Disagree	48	14.5%	96	15.9%	12	20.3%
Total	330	100%	605	100%	59	100%

Supervision

The supervisory scale contained eight items designed to elicit feedback on employees' relationships with supervisors in terms of leadership, trust, and communication. The supervisory scale scores were very closely related to overall job satisfaction (very important) for all three groups (non-union $r^2=.480$, union $r^2=.325$ and student staff $r^2=.514$), and the scaled ratings were generally positive with relatively high ratings by union staff and mid-level ratings by non-union and union staff. This is an item that is probably best interpreted using the individual department comparisons in section four of this report, in that management training efforts may be most beneficial in targeted areas.

The item receiving the lowest ratings for all groups was, "I receive regular feedback about how I'm doing in my work" on which an exceptionally low 14.1% of union staff who agreed or strongly agreed. Items receiving some of the highest ratings were, "My supervisor understands my abilities", "I have a strong respect for my supervisor", and "When my supervisor gives me feedback, it is done in a helpful way" which all received over 80% agreement from all three groups.

Supervisory Scale Items

(8-item scale, Non-Union alpha=.931, student alpha=.936)

(9-item scale, Union alpha=.843)

- 1) My supervisor has clear visions about the future of my department/office/division.
- 2) I receive regular feedback about how I'm doing in my work.
- 3) When my supervisor gives me feedback, it is done in a helpful way.
- 4) My supervisor understands my abilities and skills.
- 5) I have strong respect for my supervisor.
- 6) I have trust in the leaders in my department.
- 7) I am urged to think of new or better ways of doing our work.
- 8) Supervisors in my department/office lead by example.

Supervisory Item Frequencies

My supervisor has clear visions about the future of my department/office/division.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	118	28.2%	170	29.5%	13	24.1%
Agree	206	49.3%	306	53.1%	33	61.1%
Somewhat Disagree	72	17.2%	80	13.9%	5	9.3%
Disagree	22	5.3%	20	3.5%	3	5.6%
Total	418	100%	576	100%	54	100%

I have strong respect for my supervisor.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	183	41.9%	240	38.7%	27	45.0%
Agree	175	40.0%	289	46.6%	25	41.7%
Somewhat Disagree	62	14.2%	70	11.3%	7	11.7%
Disagree	17	3.9%	21	3.4%	1	1.7%
Total	437	100%	620	100%	60	100%

I receive regular feedback about how I'm doing in my work.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	77	17.2%	136	21.8%	2	3.6%
Agree	199	44.5%	277	44.3%	6	10.7%
Somewhat Disagree	127	28.4%	162	25.9%	34	60.7%
Disagree	44	9.8%	50	8.0%	14	25.0%
Total	447	100%	625	100%	56	100%

I have trust in the leaders in my department.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	133	30.6%	194	31.1%	13	22.8%
Agree	192	44.1%	329	52.8%	28	49.1%
Somewhat Disagree	79	18.2%	72	11.6%	15	26.3%
Disagree	31	7.1%	28	4.5%	1	1.8%
Total	435	100%	623	100%	57	100%

When my supervisor gives me feedback, it is done in a helpful way.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	108	25.6%	179	30.4%	13	21.7%
Agree	240	56.9%	332	56.5%	38	63.3%
Somewhat Disagree	51	12.1%	53	9.0%	4	6.7%
Disagree	23	5.5%	24	4.1%	5	8.3%
Total	422	100%	588	100%	60	100%

I am urged to think of new or better ways of doing our work.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	109	25.6%	150	24.6%	14	25.5%
Agree	185	43.4%	310	50.9%	28	50.9%
Somewhat Disagree	93	21.8%	125	20.5%	12	21.8%
Disagree	39	9.2%	24	3.9%	1	1.8%
Total	426	100%	609	100%	55	100%

My supervisor understands my abilities and skills.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	135	31.5%	203	32.9%	13	22.4%
Agree	218	50.8%	331	53.6%	40	69.0%
Somewhat Disagree	47	11.0%	69	11.2%	2	3.4%
Disagree	29	6.8%	14	2.3%	3	5.2%
Total	429	100%	617	100%	58	100%

Supervisors in my department/office lead by example.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	76	24.0%	178	28.9%	9	15.5%
Agree	146	46.1%	301	48.9%	32	55.2%
Somewhat Disagree	68	21.5%	94	15.3%	13	22.4%
Disagree	27	8.5%	43	7.0%	4	6.9%
Total	317	100%	616	100%	58	100%

Culture and Involvement

The culture and involvement scale contained 10 items designed to elicit feedback on employees' relationships with coworkers both professionally and personally. The culture and involvement scale scores were very closely related to overall job satisfaction (very important) for all three groups (non-union $r^2=.448$, union $r^2=.309$, and student $r^2=.542$). The relative satisfaction on this scale was a medium level for non-union and student staff, but low for union staff. This area could be improved for all groups, but may warrant particular attention for union staff.

The pattern of response to the items in this scale indicates that staff involvement in decisions within their department, and relations with other departments are somewhat of an issue. Items with the lowest level of satisfaction were, "I have input before decisions that affect me are made", "In general, staff members are involved in the decision-making process in my work unit", and "I have trusting and honest relations with staff in other student affairs departments". While ratings are particularly low on these items from union staff, they are also low from non-union and student staff.

Statements regarding relations within work units are some of the more highly rated items. Items with the highest ratings include, "I have a sense of belonging with the people I work with most", "I feel included in the work done by my work unit", and "I feel included in social relations in my work unit".

Culture and Involvement Scale Items

(10-item scale, Non-Union alpha = .908, student alpha=.928, Union alpha=.846)

- 1) I have a sense of belonging with the people I work with most.
- 2) I feel safe sharing my opinions about work related issues with my co-workers.
- 3) I have honest and trusting relations with my co-workers in my work unit.
- 4) I have trusting and honest relations with staff in other Student Affairs departments.
- 5) In general, staff members are involved in the decision-making process in my work unit.
- 6) I have input before decisions that affect me are made.
- 7) Staff members are prepared for major changes in work processes or conditions in Student Affairs.
- 8) I get to make decisions to solve problems related to my work assignments.
- 9) I feel included in the work done by my work unit.
- 10) I feel included in social relations in my work unit.

Frequency of Response to Items in Culture and Involvement

I have a sense of belonging with the people I work with most.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	144	32.4%	240	38.4%	7	12.1%
Agree	241	54.3%	323	51.7%	38	65.5%
Somewhat Disagree	45	10.1%	52	8.3%	12	20.7%
Disagree	14	3.2%	10	1.6%	1	1.7%
Total	444	100%	625	100%	58	100%

I have input before decisions that affect me are made.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	66	15.0%	112	18.8%	2	3.6%
Agree	203	46.2%	291	48.7%	21	37.5%
Somewhat Disagree	112	25.5%	140	23.5%	28	50.0%
Disagree	58	13.2%	54	9.0%	5	8.9%
Total	439	100%	597	100%	56	100%

I feel safe sharing my opinions about work related issues with my co-workers

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	115	25.8%	228	36.2%	6	10.2%
Agree	228	51.2%	343	54.5%	33	55.9%
Somewhat Disagree	76	17.1%	48	7.6%	17	28.8%
Disagree	26	5.8%	10	1.6%	3	5.1%
Total	445	100%	629	100%	59	100%

Staff members are prepared for major changes in work processes or conditions in Student Affairs.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	35	8.6%	108	19.9%	0	0.0%
Agree	211	51.8%	301	55.5%	26	52.0%
Somewhat Disagree	129	31.7%	110	20.3%	16	32.0%
Disagree	32	7.9%	23	4.2%	8	16.0%
Total	407	100%	542	100%	50	100%

I have honest and trusting relations with my co-workers in my work unit.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	120	27.3%	233	37.2%	5	8.6%
Agree	250	56.8%	342	54.6%	35	60.3%
Somewhat Disagree	58	13.2%	40	6.4%	16	27.6%
Disagree	12	2.7%	11	1.8%	2	3.4%
Total	440	100%	626	100%	58	100%

I get to make decisions to solve problems related to my work assignments.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	118	26.6%	137	22.8%	5	8.6%
Agree	246	55.4%	338	56.3%	35	60.3%
Somewhat Disagree	60	13.5%	102	17.0%	17	29.3%
Disagree	20	4.5%	23	3.8%	1	1.7%
Total	444	100%	600	100%	58	100%

I have trusting and honest relations with staff in other Student Affairs departments.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	61	15.6%	104	22.7%	2	4.0%
Agree	249	63.5%	259	56.6%	33	66.0%
Somewhat Disagree	66	16.8%	82	17.9%	14	28.0%
Disagree	16	4.1%	13	2.8%	1	2.0%
Total	392	100%	458	100%	50	100%

I feel included in the work done by my work unit.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	141	31.5%	186	30.0%	6	10.2%
Agree	249	55.6%	379	61.0%	39	66.1%
Somewhat Disagree	42	9.4%	50	8.1%	12	20.3%
Disagree	16	3.6%	6	1.0%	2	3.4%
Total	448	100%	621	100%	59	100%

In general, staff members are involved in the decision-making process in my work unit.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	74	16.8%	139	23.1%	2	3.7%
Agree	229	51.9%	339	56.2%	24	44.4%
Somewhat Disagree	95	21.5%	97	16.1%	21	38.9%
Disagree	43	9.8%	28	4.6%	7	13.0%
Total	441	100%	603	100%	54	100%

I feel included in social relations in my work unit.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	107	24.8%	194	31.5%	6	10.5%
Agree	247	57.2%	334	54.2%	32	56.1%
Somewhat Disagree	58	13.4%	69	11.2%	14	24.6%
Disagree	20	4.6%	19	3.1%	5	8.8%
Total	432	100%	616	100%	57	100%

Diversity

The diversity scale contained 11 items designed to elicit feedback on employees' impression of how fair and welcoming they feel their individual units, student affairs and university environments are. The diversity scale is strongly related to overall satisfaction for non-union ($r^2=.403$), union ($r^2=.381$), and student staff ($r^2=.473$) staff. Diversity is rated relatively highly by both non-union and student staff, and has a medium level relation to other ratings by union staff. While items in this scale are rated relatively higher than on most other scales so that, overall, student affairs appears to be doing well regarding diversity, this is still an issue that should be monitored closely because, as demonstrated in Section 3 of this report, responses to these items vary based on demographic characteristics of the respondent.

For non-union and student staff, over 80% indicated that they agree or strongly agree with all of the statements included in the scale with the exception of non-union staff in rating the item "My department provides a workplace that is fair, without prejudice or undeserved favoritism toward any employee" (71.7% agreement). However, less than 80% of union staff agreed with the items including, "My department provides a workplace that is fair, without prejudice or undeserved favoritism toward any employee" and "Staff members of different sexual orientations are treated equally at Ohio State".

Diversity

(11-item scale, Non-Union alpha=.900, student alpha=.954, Union alpha=.869)

- 1) My department provides a workplace that is fair, without prejudice or undeserved favoritism toward any employee.
- 2) My workplace fosters respect for people
- 3) In my department, having diverse staff members is seen as good.
- 4) I feel at ease when co-workers share or express their culture or personal background.
- 5) I feel at ease sharing or expressing my culture or personal background at work.
- 6) People with disabilities are given what they need to do their jobs in Student Affairs.
- 7) I feel at ease being open about my sexual orientation at work.
- 8) Staff members of different sexual orientations are treated equally at OSU.
- 9) Staff members of different races and ethnicities are treated equally at OSU.
- 10) Student Affairs supports diversity in our policies and practices.
- 11) Student affairs overall is open and accepting of different political views.

Frequency of Response to Items in Diversity Scale

My department provides a workplace that is fair, without prejudice or undeserved favoritism toward any employee.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	77	23.4%	221	35.0%	7	11.7%
Agree	159	48.3%	311	49.3%	26	43.3%
Somewhat Disagree	60	18.2%	76	12.0%	20	33.3%
Disagree	33	10.0%	23	3.6%	7	11.7%
Total	329	100%	631	100%	60	100%

I feel at ease being open about my sexual orientation at work.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	116	39.1%	268	45.4%	9	17.3%
Agree	157	52.9%	286	48.5%	29	55.8%
Somewhat Disagree	17	5.7%	27	4.6%	9	17.3%
Disagree	7	2.4%	9	1.5%	5	9.6%
Total	297	100%	590	100%	52	100%

My workplace fosters respect for people

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	110	33.4%	237	38.0%	6	10.0%
Agree	183	55.6%	347	55.6%	36	60.0%
Somewhat Disagree	22	6.7%	30	4.8%	17	28.3%
Disagree	14	4.3%	10	1.6%	1	1.7%
Total	329	100%	624	100%	60	100%

Staff members of different sexual orientations are treated equally at OSU.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	99	32.5%	234	42.5%	7	11.1%
Agree	175	57.4%	264	48.0%	34	54.0%
Somewhat Disagree	22	7.2%	45	8.2%	10	15.9%
Disagree	9	3.0%	7	1.3%	12	19.0%
Total	305	100%	550	100%	63	100%

In my department, having diverse staff members is seen as good.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	149	46.3%	252	42.0%	6	10.5%
Agree	156	48.4%	320	53.3%	45	78.9%
Somewhat Disagree	11	3.4%	18	3.0%	5	8.8%
Disagree	6	1.9%	10	1.7%	1	1.8%
Total	322	100%	600	100%	57	100%

Staff members of different races and ethnicities are treated equally at OSU.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	88	28.0%	245	40.0%	7	13.0%
Agree	190	60.5%	319	52.0%	33	61.1%
Somewhat Disagree	28	8.9%	38	6.2%	12	22.2%
Disagree	8	2.5%	11	1.8%	2	3.7%
Total	314	100%	613	100%	54	100%

I feel at ease when co-workers share or express their culture or personal background.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	160	48.3%	266	43.0%	9	14.5%
Agree	163	49.2%	332	53.6%	43	69.4%
Somewhat Disagree	6	1.8%	19	3.1%	5	8.1%
Disagree	2	0.6%	2	0.3%	5	8.1%
Total	331	100%	619	100%	62	100%

Student Affairs supports diversity in our policies and practices.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	121	37.5%	237	39.6%	5	9.8%
Agree	186	57.6%	338	56.4%	39	76.5%
Somewhat Disagree	14	4.3%	20	3.3%	6	11.8%
Disagree	2	0.6%	4	0.7%	1	2.0%
Total	323	100%	599	100%	51	100%

I feel at ease sharing or expressing my culture or personal background at work.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	118	36.2%	236	38.5%	7	12.5%
Agree	179	54.9%	333	54.3%	37	66.1%
Somewhat Disagree	19	5.8%	33	5.4%	8	14.3%
Disagree	10	3.1%	11	1.8%	4	7.1%
Total	326	100%	613	100%	56	100%

Student affairs overall is open and accepting of different political views.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	75	25.3%	210	36.1%	5	10.2%
Agree	171	57.6%	332	57.1%	37	75.5%
Somewhat Disagree	41	13.8%	29	5.0%	6	12.2%
Disagree	10	3.4%	10	1.7%	1	2.0%
Total	297	100%	581	100%	49	100%

People with disabilities are given what they need to do their jobs in Student Affairs.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	71	30.7%	161	37.3%	7	11.1%
Agree	149	64.5%	253	58.6%	33	52.4%
Somewhat Disagree	7	3.0%	15	3.5%	5	7.9%
Disagree	4	1.7%	3	0.7%	18	28.6%
Total	231	100%	432	100%	63	100%

[This page is intentionally left blank]

Rewards and Recognition

The rewards and recognition scale was designed to provide feedback on rewards and recognition for good performance. Items were designed to focus on rewards in addition to salary, and to focus on the fairness of the rewards system within and between departments. This scale had a mid-level relation for all three categories of staff (non-union $r^2 = .296$, union $r^2 = .325$, student $r^2 = .269$) Ratings on this scale were very low for all three categories of staff (nonunion, union, and student). It is important to note that the dissatisfaction is not purely based on salary, improvement on this scale may be influenced in ways other than straight forward increases in salaries or benefits. For example, there there may be management efforts that could improve the perception of fairness and consistency in the rewards system.

Items rated the lowest (particularlry for nonunion and union staff) include, “The reward system in my department is clear and fair”and “I believe I will be promoted in the next three years”. Higher rated items included, “The work evaluation I receive honestly and fairly reflects my work”.

While one of the scales recieving the lowest ratings on the survey, still more than half of respondents agree both that they are “paid fairly considering their job duties”, that they are “paid fairly compared to people with similar jobs in student affairs”, and that “rewards and recognition in their department are based on work performance”.

Reward/Recognition

(7-item scale, Non-Union alpha=.878, Union alpha=.894)

(5-item scale, Student alpha=.852)

- 1) Considering my job duties, I am paid fairly.
- 2) Compared with similar staff jobs in Student Affairs, I am paid fairly.
- 3) The work evaluation I receive honestly and fairly reflects my work.
- 4) Rewards and recognition in my department are based on work performance.
- 5) The reward system in my department is clear and fair.
- 6) There is enough recognition for long-term service to Student Affairs (not in student staff survey).
- 7) I believe I will be promoted in the next three years (not in student staff survey).

Frequency of Response to Items in Rewards and Recognition Scale

Considering my job duties, I am paid fairly.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	19	5.8%	92	14.6%	6	9.8%
Agree	151	46.5%	322	50.9%	28	45.9%
Somewhat Disagree	107	32.9%	155	24.5%	18	29.5%
Disagree	48	14.8%	63	10.0%	9	14.8%
Total	325	100%	632	100%	61	100%

Rewards and recognition in my department are based on work performance.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	29	10.1%	79	15.7%	6	11.3%
Agree	141	49.0%	268	53.3%	22	41.5%
Somewhat Disagree	70	24.3%	95	18.9%	12	22.6%
Disagree	48	16.7%	61	12.1%	13	24.5%
Total	288	100%	503	100%	53	100%

Compared with similar staff jobs in Student Affairs, I am paid fairly.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	17	6.5%	81	14.9%	4	7.3%
Agree	133	51.0%	291	53.6%	24	43.6%
Somewhat Disagree	73	28.0%	123	22.7%	19	34.5%
Disagree	38	14.6%	48	8.8%	8	14.5%
Total	261	100%	543	100%	55	100%

The reward system in my department is clear and fair.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	17	6.3%	72	14.5%	3	6.0%
Agree	109	40.4%	216	43.5%	17	34.0%
Somewhat Disagree	96	35.6%	141	28.4%	19	38.0%
Disagree	48	17.8%	68	13.7%	11	22.0%
Total	270	100%	497	100%	50	100%

The work evaluation I receive honestly and fairly reflects my work.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	45	16.0%	132	25.7%	4	7.3%
Agree	179	63.5%	316	61.6%	37	67.3%
Somewhat Disagree	38	13.5%	42	8.2%	12	21.8%
Disagree	20	7.1%	23	4.5%	2	3.6%
Total	282	100%	513	100%	55	100%

There is enough recognition of long-term service to Student Affairs.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	14	5.8%			2	4.2%
Agree	101	42.1%			25	52.1%
Somewhat Disagree	87	36.3%			12	25.0%
Disagree	38	15.8%			9	18.8%
Total	240	100%			48	100%

I believe I will be promoted in the next three years.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	25	10.3%			6	11.8%
Agree	73	30.0%			22	43.1%
Somewhat Disagree	103	42.4%			15	29.4%
Disagree	42	17.3%			8	15.7%
Total	243	100%			51	100%

Work-Life Balance: Positive Aspects

Because the positive aspects of work-life balance and the negative aspects are not mutually exclusive, the survey instrument contained two scales pertaining to work-life balance. The positive aspects of work-life balance scale was intended to measure employees' perception of how supportive their job was of their personal needs and overall well-being, as well as whether or not their job was personally satisfying. This scale was closely related to the overall scale (high importance) for non-union and student staff (non-union $r^2 = .412$, student $r^2 = .510$), and less closely related (medium importance) for union staff ($r^2 = .275$). Satisfaction levels on this scale were very high compared to other scales for union staff, but were average compared to other scales for union and student staff. Given the importance of this scale in relation to overall job satisfaction, these issues likely deserve more attention for both union and student staff members.

Nearly 90% of all staff agrees or strongly agrees with the statement, "My supervisor shows concern for my well-being (non-union 91.8%, student 90.4%, union 87.9%)." However, closer to 60% agrees or strongly agrees with the statement, "Student Affairs helps me balance personal needs with the needs of my job (non-union 60.6%, student 63.7%, union 61.2%)." Items in this scale showed variation between the groups in that:

- Student (66.0%) and union workers (68.4%) were less likely to agree or strongly agree with the item, "My supervisor helps me to balance personal needs with needs of my job" than were non-union staff (79.3%).
- Student staff (66.4%) were less likely to agree or strongly agree with the statement, "My work continues to interest me" than either non-union (85.1%) or union staff (80.7%).
- Union workers (52.1%) were less likely to strongly agree or agree with the statement, "My co-workers will help staff with personal problems like domestic violence, illness in the home, or a crisis" than either non-union (91.0%) or student staff (85.6%).

Work/Life Balance (positive aspects)

(7-item scale, Non-Union alpha=.821)

(8-item scale, Union alpha=.834)

- 1) My job schedule can be adjusted to meet personal or family needs when needed.
- 2) My supervisor shows concern for my well-being.
- 3) I get a chance to learn and stretch my skills at work.
- 4) My work continues to interest me.
- 5) My supervisor helps me to balance personal needs with needs of my job.
- 6) Student Affairs helps me to balance personal needs with needs of my job.
- 7) My co-workers will help staff with personal problems like domestic violence, illness in the home, or a crisis.

Frequency of Response to Items in Positive Aspects of Work-Life

My job schedule can be adjusted to meet personal or family needs when needed

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	145	43.5%	252	40.0%	12	21.4%
Agree	152	45.6%	300	47.6%	32	57.1%
Somewhat Disagree	24	7.2%	54	8.6%	6	10.7%
Disagree	12	3.6%	24	3.8%	6	10.7%
Total	333	100%	630	100%	56	100%

My work continues to interest me.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	108	32.8%	115	18.6%	6	10.5%
Agree	172	52.3%	296	47.8%	40	70.2%
Somewhat Disagree	34	10.3%	160	25.8%	10	17.5%
Disagree	15	4.6%	48	7.8%	1	1.8%
Total	329	100%	619	100%	57	100%

My supervisor shows concern for my well-being.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	148	45.1%	267	42.7%	13	22.4%
Agree	153	46.6%	299	47.8%	38	65.5%
Somewhat Disagree	15	4.6%	42	6.7%	6	10.3%
Disagree	12	3.7%	18	2.9%	1	1.7%
Total	328	100%	626	100%	58	100%

My supervisor helps me to balance personal needs with needs of my job.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	62	20.1%	127	27.0%	17	29.8%
Agree	183	59.2%	183	38.9%	22	38.6%
Somewhat Disagree	48	15.5%	125	26.6%	14	24.6%
Disagree	16	5.2%	35	7.4%	4	7.0%
Total	309	100%	470	100%	57	100%

I get a chance to learn and stretch my skills at work.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	76	22.8%	104	16.9%	5	9.3%
Agree	184	55.3%	317	51.4%	36	66.7%
Somewhat Disagree	53	15.9%	158	25.6%	11	20.4%
Disagree	20	6.0%	38	6.2%	2	3.7%
Total	333	100%	617	100%	54	100%

My co-workers will help staff with personal problems like domestic violence, illness in the home, or a crisis.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	72	26.0%	136	26.9%	5	10.4%
Agree	180	65.0%	297	58.7%	20	41.7%
Somewhat Disagree	19	6.9%	54	10.7%	11	22.9%
Disagree	6	2.2%	19	3.8%	12	25.0%
Total	277	100%	506	100%	48	100%

Student Affairs helps me to balance personal needs with needs of my job.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	22	8.7%	79	15.9%	5	10.2%
Agree	132	52.0%	237	47.8%	25	51.0%
Somewhat Disagree	83	32.7%	141	28.4%	16	32.7%
Disagree	17	6.7%	39	7.9%	3	6.1%
Total	254	100%	496	100%	49	100%

Work Life Balance: Negative Aspects

Because the positive aspects of work-life balance and the negative aspects are not mutually exclusive, the survey instrument contained two scales pertaining to work-life balance. The negative work-life balance scale is intended to measure the level of stress or intrusion into a staff member's personal life that the job causes, in addition to how this stress might be impacting the employee. Items on this scale were not closely related (low importance) to overall job satisfaction for any of the three staff groups, however items were also rated relatively low by all three groups. The low correlation with overall job satisfaction is understandable, in that people often put extra time and effort into their work because they are highly engaged and receive some level of satisfaction.

Items regarding working unpaid overtime and being expected to stay in touch with work outside of scheduled work hours received very different ratings based on staff type with 60-70% of non-union staff agreeing or strongly agreeing with both of these items compared to 20-25% of union staff. Thirty-five to fifty percent of all staff agreed or strongly agreed with the statements, "When I go home from my job, I am too tired to do work needed there" and "I feel pressure to work more than I would like to work".

Work/Life Balance (negative aspects)

(5-item scale, Non-Union alpha=.745)

(8-item scale, Union alpha=.645)

- 1) When I go home from my job, I am too tired to do work needed there.
- 2) Sometimes I feel burned out by my job.
- 3) I am expected to stay in touch with work outside of my scheduled work hours.
- 4) I feel pressure to work more than I would like to work.
- 5) I regularly work unpaid overtime.

Frequency of Response to Items in Negative Aspects of Work-Life

When I go home from my job, I am too tired to do work needed there.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	40	12.0%	56	9.0%	7	11.7%
Agree	114	34.3%	165	26.4%	22	36.7%
Somewhat Disagree	152	45.8%	306	49.0%	29	48.3%
Disagree	26	7.8%	97	15.5%	2	3.3%
Total	332	100%	624	100%	60	100%

I feel pressure to work more than I would like to work.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	36	11.1%	61	9.8%	7	13.2%
Agree	83	25.6%	159	25.5%	16	30.2%
Somewhat Disagree	179	55.2%	305	49.0%	26	49.1%
Disagree	26	8.0%	98	15.7%	4	7.5%
Total	324	100%	623	100%	53	100%

Sometimes I feel burned out by my job.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	51	15.5%	86	13.8%	10	17.9%
Agree	141	42.7%	249	40.1%	21	37.5%
Somewhat Disagree	112	33.9%	208	33.5%	22	39.3%
Disagree	26	7.9%	78	12.6%	3	5.4%
Total	330	100%	621	100%	56	100%

I regularly work unpaid overtime.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	85	29.3%			6	12.5%
Agree	89	30.7%			6	12.5%
Somewhat Disagree	92	31.7%			22	45.8%
Disagree	24	8.3%			14	29.2%
Total	290	100%			48	100%

I am expected to stay in touch with work outside of my scheduled work hours.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	92	28.3%			1	2.0%
Agree	130	40.0%			10	19.6%
Somewhat Disagree	81	24.9%			34	66.7%
Disagree	22	6.8%			6	11.8%
Total	325	100%			51	100%

Cooperation and Teamwork

The cooperation and teamwork scale was designed to measure the extent to which staff members felt that they worked together well as a team with colleagues within their immediate work unit, within student affairs, and within the overall university. This scale had a weak relationship (low importance) with overall satisfaction for both nonunion ($r^2=.255$) and union staff ($r^2=.155$), but a strong relationship (high importance) for student staff ($r^2=.452$). The scale showed a high level of satisfaction compared to other scales on the survey for nonunion and student staff, but a medium level for union staff.

Nearly 80% or more of nonunion staff and closer to 90% or more of student staff agreed or strongly agreed with all five items on the scale. For union staff, the level of agreement was under 80% on all items, with the lowest being on the item, “A level of teamwork and helping one another exists at OSU in general” (61.4%).

Cooperation and Teamwork

(3-item scale, Non-Union alpha=.797)

(4-item scale, Student alpha=.845, Union alpha=.796)

- 1) When I need to work with other Student Affairs departments, we work together very well to get the job done.
- 2) Departments in Student Affairs are willing to share information and resources with each other.
- 3) A tone of teamwork and helping one another exists at OSU in general.
- 4) In my work group, we help each other and work together as a team.

Frequency of Response to Items in Cooperation and Teamwork Scale

When I need to work with other Student Affairs departments, we work together very well to get the job done.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	44	15.4%	81	21.3%	9	18.0%
Agree	207	72.6%	262	68.8%	29	58.0%
Somewhat Disagree	28	9.8%	33	8.7%	10	20.0%
Disagree	6	2.1%	5	1.3%	2	4.0%
Total	285	100%	381	100%	50	100%

A tone of teamwork and helping one another exists at OSU in general.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	33	10.4%	141	23.9%	4	7.0%
Agree	208	65.8%	377	63.8%	31	54.4%
Somewhat Disagree	56	17.7%	56	9.5%	17	29.8%
Disagree	19	6.0%	17	2.9%	5	8.8%
Total	316	100%	591	100%	57	100%

Departments in Student Affairs are willing to share information and resources with each other.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	37	13.0%	80	18.9%	3	6.4%
Agree	191	67.3%	289	68.2%	31	66.0%
Somewhat Disagree	45	15.8%	47	11.1%	10	21.3%
Disagree	11	3.9%	8	1.9%	3	6.4%
Total	284	100%	424	100%	47	100%

In my work group, we help each other and work together as a team.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	148	44.4%	236	37.8%	14	24.1%
Agree	145	43.5%	349	55.9%	27	46.6%
Somewhat Disagree	30	9.0%	32	5.1%	11	19.0%
Disagree	10	3.0%	7	1.1%	6	10.3%
Total	333	100%	624	100%	58	100%

General Functions

The general functions scale was designed to determine whether some basic functions such as physical environment and knowledge of benefits were in place. This scale was not necessarily intended to correlate with overall satisfaction, but did have a mid to low level correlation for all three work groups. The items in the scale were included primarily so that leadership and administration could ascertain to what extent basic workplace functions are in place for staff.

While physical safety concerning safe, accident-free working conditions was rated high by over 90% of nonunion and student staff, only 81.7% of union staff agreed that it was satisfactory. The statement regarding physical safety concerning assault or theft received agreement from over 80% of nonunion and student staff, but only 68.3% of union staff. Given the importance, and the reasonable expectation that these levels of safety should be consistently met in the workplace, these items should be of concern for all staff, but apparently need particular attention for union staff. Of related concern is that roughly ¼ of staff members (nonunion, union only) do not know who they would contact if they were not treated fairly.

Of less critical importance to personal safety and security, but likely an influence worker productivity, is that roughly ¼ of all staff do not agree with the statement “the physical comfort (noise, lighting, cleanliness, temperature and workspace) at my workplace is satisfactory”.

General Functions

(6-item scale, Non-Union alpha=.762, Union alpha=.753)

(4-item scale, Student alpha=.796)

- 1) The physical comfort (noise, lighting, cleanliness, temperature and workspace) at my workplace is satisfactory.
- 2) The physical security (concerning assault or theft) at my workplace is satisfactory.
- 3) The physical safety (safe, accident-free working conditions) at my workplace is satisfactory.
- 4) I have access to the equipment or services I need to do my job.
- 5) I know my sick/vacation/other leave benefits and how to use them (Not in student survey).
- 6) I know what to do or who to contact if I am not treated fairly (Not in student survey).

Frequency of Response to Items in General Functions Scale

The physical comfort (noise, lighting, cleanliness, temperature and workspace) at my workplace is satisfactory.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	74	22.3%	151	23.8%	3	5.0%
Agree	160	48.2%	332	52.4%	38	63.3%
Somewhat Disagree	60	18.1%	116	18.3%	11	18.3%
Disagree	38	11.4%	35	5.5%	8	13.3%
Total	332	100%	634	100%	60	100%

The physical safety (safe, accident-free working conditions) at my workplace is satisfactory.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	125	37.5%	270	42.5%	8	13.3%
Agree	188	56.5%	328	51.7%	41	68.3%
Somewhat Disagree	11	3.3%	31	4.9%	8	13.3%
Disagree	9	2.7%	6	0.9%	3	5.0%
Total	333	100%	635	100%	60	100%

The physical security (concerning assault or theft) at my workplace is satisfactory.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	98	29.6%	232	36.7%	6	10.0%
Agree	183	55.3%	334	52.8%	35	58.3%
Somewhat Disagree	35	10.6%	55	8.7%	12	20.0%
Disagree	15	4.5%	12	1.9%	7	11.7%
Total	331	100%	633	100%	60	100%

I have access to the equipment or services I need to do my job.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	115	34.4%	259	40.6%	11	18.3%
Agree	178	53.3%	321	50.3%	39	65.0%
Somewhat Disagree	32	9.6%	40	6.3%	6	10.0%
Disagree	9	2.7%	18	2.8%	4	6.7%
Total	334	100%	638	100%	60	100%

I know my sick/vacation/other leave benefits and how to use them.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	141	42.5%			19	30.6%
Agree	160	48.2%			34	54.8%
Somewhat Disagree	24	7.2%			5	8.1%
Disagree	7	2.1%			4	6.5%
Total	332	100%			62	100%

I know what to do or who to contact if I am not treated fairly.

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Strongly Agree	78	23.9%			12	19.7%
Agree	168	51.5%			34	55.7%
Somewhat Disagree	53	16.3%			8	13.1%
Disagree	27	8.3%			7	11.5%
Total	326	100%			61	100%

Biased Remarks (by SA Staff, by non-SA Staff and Faculty and by Students)

Three separate scales were developed to determine the extent to which staff hear remarks that they believe to be biased regarding race/ethnicity, gender, sexual orientation, political views, and religion. These three scales each contained the same five questions regarding whether biased remarks on these five topics were heard never, rarely, sometimes, or frequently. The difference between the three scales was whether the source of the biased remark was Student Affairs (SA) Staff, non-SA staff or faculty, or students. This question is modeled after a question included on the all student climate survey. While items on the subscales may not intuitively be closely related, the student climate survey and the findings of this survey both substantiate that if people report hearing biased remarks based on one category, that they are also likely to report bias in all categories. While individual items do give indication of the most frequent types of bias, these scales should be interpreted as measuring an overall sense of bias. It is also important to keep in mind that the different groups exposure to one another will greatly influence answers, for instance students report much higher levels of hearing biased comments from other students than nonunion or union staff, this would be expected given the nature of their relationships and exposure to one another.

Biased Remarks by Student Affairs (SA) Staff

Findings indicate that while, overall, biased remarks attributed to SA staff are rare that they are more commonly heard by union staff than by either nonunion or student staff. With the exception of bias comments regarding political orientation, nearly ½ of all staff report ‘never’ hearing biased remarks from SA staff, and less than 3% of nonunion and student staff report hearing biased ‘frequently’. However, 5-15% of union staff report hearing bias remarks based on all topics frequently.

In terms of the most frequent topics for biased remarks, the type of remark heard most frequently from SA staff are those regarding political orientation (8.5% of nonunion, 4.2% of student staff and 9.4% of union staff report hearing biased remarks regarding political orientation frequently).

Biased Remarks by Non-SA Staff and Faculty

Findings regarding non-student affairs staff and faculty are similar to that for SA staff, except that the difference between union staff and student or nonunion staff is a little less pronounced. In addition, non-union and student staff report slightly higher levels of hearing biased comments from this group on all topics than from SA staff.

Biased Remarks by Students

The frequency of nonunion and student staff of hearing biased remarks by students is drastically higher than comments heard by SA staff or non-SA staff and faculty. Interestingly, union staff report a similar number of biased comments from students as from the other groups. Biased remarks regarding sexual orientation are the most frequent type of biased remark heard from students (24.1% of students, 10.4% of nonunion staff, and 7.8% of union staff frequently hear biased remarks regarding sexual orientation made by students), this is closely followed by remarks regarding political orientation.

Biased Remark Scale Information

Scale 1: Biased Remarks by SA Staff

(5-item scale, Non-Union alpha=.864, Student alpha=.868, Union alpha=.935)

Scale 2: Biased Remarks by Non-SA faculty or staff

(5-item scale, Non-Union alpha=.934, student alpha=.914, Union alpha=.957)

Scale 3: Biased Remarks by Students

(5-item scale, Non-Union alpha =.947, student alpha=.932, Union alpha=.948)

5-items (same for each of the three scales)

- 1) Heard Biased Remarks based on- race/ethnicity
- 2) Heard Biased Remarks based on- gender
- 3) Heard Biased Remarks based on- sexual orientation
- 4) Heard Biased Remarks based on- political views
- 5) Heard Biased Remarks based on- religion

Item Frequencies for Biased Remarks by SA Staff

Race/Ethnicity

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	171	51.7%	403	63.0%	32	49.2%
Rarely	113	34.1%	160	25.0%	14	21.5%
Sometimes	45	13.6%	63	9.8%	11	16.9%
Frequently	2	0.6%	14	2.2%	8	12.3%
Total	331	100%	640	100%	65	100%

Political Orientation

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	129	39.1%	355	55.8%	35	54.7%
Rarely	90	27.3%	164	25.8%	12	18.8%
Sometimes	83	25.2%	90	14.2%	11	17.2%
Frequently	28	8.5%	27	4.2%	6	9.4%
Total	330	100%	636	100%	64	100%

Gender

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	164	49.8%	394	61.7%	35	54.7%
Rarely	108	32.8%	170	26.6%	14	21.9%
Sometimes	52	15.8%	64	10.0%	10	15.6%
Frequently	5	1.5%	11	1.7%	5	7.8%
Total	329	100%	639	100%	64	100%

Religion

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	166	50.6%	441	69.2%	35	55.6%
Rarely	107	32.6%	137	21.5%	17	27.0%
Sometimes	49	14.9%	48	7.5%	6	9.5%
Frequently	6	1.8%	11	1.7%	5	7.9%
Total	328	100%	637	100%	63	100%

Sexual Orientation

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	168	50.6%	402	62.9%	33	52.4%
Rarely	110	33.1%	163	25.5%	15	23.8%
Sometimes	50	15.1%	58	9.1%	10	15.9%
Frequently	4	1.2%	16	2.5%	5	7.9%
Total	332	100%	639	100%	63	100%

Item Frequencies for Biased Remarks by non-SA Staff/Faculty

Race/Ethnicity

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	160	49.8%	406	63.7%	34	54.0%
Rarely	103	32.1%	149	23.4%	13	20.6%
Sometimes	57	17.8%	67	10.5%	12	19.0%
Frequently	1	0.3%	15	2.4%	4	6.3%
Total	321	100%	637	100%	63	100%

Political Orientation

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	140	43.8%	356	56.1%	37	57.8%
Rarely	85	26.6%	147	23.1%	18	28.1%
Sometimes	80	25.0%	104	16.4%	5	7.8%
Frequently	15	4.7%	28	4.4%	4	6.3%
Total	320	100%	635	100%	64	100%

Gender

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	153	47.8%	392	61.7%	38	59.4%
Rarely	96	30.0%	150	23.6%	17	26.6%
Sometimes	65	20.3%	80	12.6%	5	7.8%
Frequently	6	1.9%	13	2.0%	4	6.3%
Total	320	100%	635	100%	64	100%

Religion

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	163	51.7%	409	64.7%	36	58.1%
Rarely	90	28.6%	143	22.6%	13	21.0%
Sometimes	58	18.4%	70	11.1%	8	12.9%
Frequently	4	1.3%	10	1.6%	5	8.1%
Total	315	100%	632	100%	62	100%

Sexual Orientation

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	155	48.4%	401	63.1%	37	58.7%
Rarely	88	27.5%	151	23.7%	14	22.2%
Sometimes	68	21.3%	68	10.7%	9	14.3%
Frequently	9	2.8%	16	2.5%	3	4.8%
Total	320	100%	636	100%	63	100%

Item Frequencies for Biased Remarks by Students

Race/Ethnicity

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	108	33.0%	127	19.8%	32	50.0%
Rarely	98	30.0%	159	24.8%	14	21.9%
Sometimes	110	33.6%	237	37.0%	12	18.8%
Frequently	11	3.4%	117	18.3%	6	9.4%
Total	327	100%	640	100%	64	100%

Political Orientation

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	100	30.9%	136	21.3%	34	52.3%
Rarely	96	29.6%	191	29.9%	16	24.6%
Sometimes	106	32.7%	174	27.2%	9	13.8%
Frequently	22	6.8%	138	21.6%	6	9.2%
Total	324	100%	639	100%	65	100%

Gender

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	114	34.9%	155	24.3%	30	46.9%
Rarely	99	30.3%	188	29.5%	18	28.1%
Sometimes	95	29.1%	188	29.5%	11	17.2%
Frequently	19	5.8%	106	16.6%	5	7.8%
Total	327	100%	637	100%	64	100%

Religion

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	118	36.5%	185	29.1%	31	48.4%
Rarely	98	30.3%	188	29.6%	16	25.0%
Sometimes	91	28.2%	173	27.2%	9	14.1%
Frequently	16	5.0%	90	14.2%	8	12.5%
Total	323	100%	636	100%	64	100%

Sexual Orientation

	Non-Union		Student		Union	
	Freq.	%	Freq.	%	Freq.	%
Never	90	27.5%	114	17.8%	32	50.0%
Rarely	99	30.3%	146	22.8%	17	26.6%
Sometimes	104	31.8%	225	35.2%	10	15.6%
Frequently	34	10.4%	154	24.1%	5	7.8%
Total	327	100%	639	100%	64	100%

[This page is intentionally left blank]

Academic Support

The academic support scale was only included on the surveys that were administered to student staff. This scale had a low correlation (low importance) and a medium level of satisfaction compared to other scales on the survey.

By far the lowest rated item in the scale was, “My work is related to my area of academic interest,” with only 40.3% of students agreeing or strongly agreeing with this statement. The highest rated item was, “My job schedule can be adjusted to support academic needs when needed” with 90.2% of students either agreeing or strongly agreeing.

Given the varying types of work for students within student affairs, and the number of students employed by individual departments, the student data is probably best interpreted by viewing the individual department reports included in Section 4 of this report.

Item Frequencies for Academic Support Scale

My job scheduled can be adjusted to support academic needs when needed.

	Non-Union	
	Freq.	%
Strongly Agree	311	49.1%
Agree	260	41.1%
Somewhat Disagree	40	6.3%
Disagree	22	3.5%
Total	633	100%

My work is related to my area of academic interest.

	Non-Union	
	Freq.	%
Strongly Agree	110	18.3%
Agree	132	22.0%
Somewhat Disagree	156	26.0%
Disagree	203	33.8%
Total	601	100%

My supervisor shows concern for my academic success.

	Non-Union	
	Freq.	%
Strongly Agree	272	44.4%
Agree	246	40.1%
Somewhat Disagree	66	10.8%
Disagree	29	4.7%
Total	613	100%

I get a chance to learn and use skills at work that will be of benefit in my later career opportunities.

	Non-Union	
	Freq.	%
Strongly Agree	158	25.6%
Agree	276	44.7%
Somewhat Disagree	111	18.0%
Disagree	73	11.8%
Total	618	100%

