

*Research Brief: Administrative Services Employee Survey Spring 2011*

Overview: In an effort to obtain feedback from Administrative Services (AS) employees for planning and program review, a survey was administered in spring 2011. Employees were asked to objectively provide their opinions and perceived level of satisfaction with various aspects related to their jobs including; work environment, job responsibilities, salary and benefits, interpersonal relationships, training and development, management, and workplace culture. The original version of this survey was developed and administered in the summer of 2009. The Interim Vice President of Administrative Services worked collaboratively with the Office of Research and Planning to review, revise, and administer the second iteration of the survey. Twenty-six out of 36 respondents completed the survey for a response rate of 72%.

Summary of Findings:**Environment** (Table 1)

- Employees were slightly more satisfied with working hours (Mean = 3.20) and less satisfied with their physical environment (Mean = 3.04)

Job Role (Table 2)

- Overall, respondents were more likely to indicate that they were satisfied or highly satisfied with the nature and content of their work (Mean = 3.25) and less satisfied with opportunities for advancement and development (Mean = 2.58)

Salary and Benefits (Table 3)

- Respondents were less likely to perceive satisfaction with their present salary and benefits in relation to their responsibilities (Mean = 2.81) and more satisfied with other benefits

Interpersonal Relationships (Table 4)

- Relationships with supervisors (Mean = 3.48), staff in their area (Mean = 3.36), and other staff (Mean = 3.20) were all rated favorably by respondents

Training and Development (Table 5)

- The Mean scores of 2.84 for “initial training and development” and “access to training programs” both indicate that on average, respondents were dissatisfied.

Management (Table 6)

- Employees were slightly more satisfied with the competence of their immediate supervisor (Mean = 3.32) and less satisfied with the Communication of decisions and issues that affect them (Mean = 2.96).

Workplace Culture (Table 7)

- 92% of the respondents would advise a friend to work for CHC.

Methodology: On April 28, 2011, a paper or electronic edition of the survey was distributed as appropriate to thirty-six AS employees. The survey was slated to close on May 13, 2011, at which time seventeen responses had been received. The deadline was extended to June 3, 2011, and the Interim Vice President of Administrative Services encouraged additional participation of AS employees. In total, 26 valid surveys were collected and analyzed (response rate = 72%), the results provided are not sufficient to generalize the results with a 95% confidence level¹.

Survey items related to work environment, job responsibilities, salary and benefits, interpersonal relationships, training and development, and management are displayed in Tables 1 - 6. Employee perceptions of satisfaction were recorded on a four-point scale (4 = Highly Satisfied; 3 = Satisfied; 2 = Dissatisfied; 1 = Highly Dissatisfied) and are organized by mean response in descending order. The “N” represents the total number of responses to the question. Results were grouped to show the percentage of employees who were “highly satisfied / satisfied” and those who were “dissatisfied / highly dissatisfied”. Items related to the culture of the workplace can be found in Table 7 and include the number and percentage of responses to the dichotomous (yes/no) questions. All comments provided by respondents have been removed to protect the identity of employees.

Table 1: Administrative Services Employee Perceptions of Environment

Office Environment	N	Highly Satisfied/ Satisfied	Dissatisfied/ Highly Dissatisfied	Mean Response
Working hours	25	88%	12%	3.20
Parking	25	88%	12%	3.16
Availability of equipment/supplies	24	83%	17%	3.13
Physical- heating, lighting, layout, etc.	25	76%	24%	3.04

Table 2: Administrative Services Employee Perceptions of Job Role and Responsibilities

Job Role	N	Highly Satisfied/ Satisfied	Dissatisfied/ Highly Dissatisfied	Mean Response
Nature/Content of work	24	96%	4%	3.25
Your ability to provide input into issues that affect your work	24	83%	17%	3.17
Performance review/development	24	92%	8%	3.08
Workload	24	88%	12%	3.04
Opportunities for advancement/development	24	67%	33%	2.58

¹ Krejcie, R.V. & Morgan, D.W. (1970). Determining sample size for research activities. Educational and Psychological Measurement, 30, 607-610.

Table 3: Administrative Services Employee Perceptions of Salary and Benefits

Salary and Benefits	N	Highly Satisfied/ Satisfied	Dissatisfied/ Highly Dissatisfied	Mean Response
Other Benefits	25	92%	8%	3.00
Access to flexible working arrangements	24	79%	21%	2.88
Present salary and benefits in relation to responsibilities	25	76%	24%	2.81

Table 4: Administrative Services Employee Perceptions of Interpersonal Relationships

Interpersonal Relationships	N	Highly Satisfied/ Satisfied	Dissatisfied/ Highly Dissatisfied	Mean Response
Relationship with immediate supervisor/ manager	25	96%	4%	3.48
Relationship with staff in your area	25	92%	8%	3.36
Relationship with staff in other areas	25	96%	4%	3.20

Table 5: Administrative Services Employee Perceptions of Training and Development

Training and Development	N	Highly Satisfied/ Satisfied	Dissatisfied/ Highly Dissatisfied	Mean Response
Knowledge of work you are required to do	25	92%	8%	3.00
Initial training and development	25	80%	20%	2.84
Access to training programs	25	80%	20%	2.84

Table 6: Administrative Services Employee Perceptions of Management

Management	N	Highly Satisfied/ Satisfied	Dissatisfied/ Highly Dissatisfied	Mean Response
Competence of your immediate supervisor	25	88%	12%	3.32
Feedback on your performance	24	88%	12%	3.08
Communication of district/campus direction and policy	24	92%	8%	3.08
Communication of decisions and issues affecting you	24	79%	21%	2.96

Table 7: Administrative Services Employee Perceptions of Workplace Culture

Workplace Culture	Yes		No	
	N	%	N	%
Does the culture support all staff to develop and reach their potential?	19	79	5	21
Is the culture supportive of the needs of individuals and groups?	18	72	7	28
Does the culture respect individual differences?	22	92	2	8
Is the workplace free of harassment and bullying?	22	88	3	12
Would you advise a friend to work for CHC?	23	92	2	8