

Report of:  
**P&S Employee Survey**  
**1999-2000**

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**P&S Survey**  
**1999-2000**  
**Executive Summary**

With the approval of and funding from the Provost's Office, the P&S Council undertook the development and distribution of a survey to the more than 2200 P&S staff of Iowa State University. This survey sought to gain insight on P&S staff perceptions of their work environment, their professional development opportunities, their compensation and benefits package and the performance appraisal process. Additionally, demographic information was obtained. A total of 1628 P&S staff responded to the survey representing a 75% response rate.

Survey respondents consisted of predominately full-time employees (93%). Across all levels, P&S employees indicate both a willingness to and practice of working the hours necessary to do their jobs. Fully 89% agree that they have weeks during which they work more than a standard work week, with 72% of these respondents indicating it is 5 or more additional hours per week. Over half (54%) indicate working these hours on a regular basis although overall 72% felt that it was not acceptable to be required to do so.

The majority (71%) of P&S employees described their work environment as family friendly and felt that their supervisor was supportive of them when family needs arise.

Supervisor-employee relations and communication are areas in which responses indicate improvements are needed. While there are variances among areas of representation and by P-level, overall responses are not encouraging. Only 58% of P&S staff agree that their supervisor clearly communicates priorities and expectations; 64% agree that their supervisor fosters a cooperative working environment; 58% agree that their supervisor takes actions to resolve concerns and work issues and 62% believe their supervisor has a good understanding of their job activities.

Compensation continues to be an issue with P&S staff. Only 39% believe they are compensated fairly for their level of responsibility; 30% believe they are compensated fairly in comparison to others at ISU with similar responsibilities and a mere 19% feel they are compensated fairly in comparison to other institutions.

While most are aware of and satisfied with their benefits options, fully 40% of survey respondents indicated that they are not aware of their rights under the Family Medical Leave Act.

As a group, P&S employees seek to participate in professional development opportunities of some nature; 88% of respondents indicated that they had done so within the last year. Most of these individuals received significant departmental financial support and/or paid release time to pursue these activities. While some staff indicated lack of supervisor support or departmental funding as reasons for non-participation, busy work schedules appear to be the major barrier to professional development activities.

While the vast majority of respondents (91%) indicated that they had received a performance appraisal within the last 12 months only 62% agreed that it was clear and complete.

Demographically, respondents were overall slightly more female than male (51% vs. 49%), predominately between the ages of 30 and 49 (62%) and white (92%). Many hold advanced degrees: 40% indicated holding a Masters degree with 14% indicating a Doctorate. A large number of the respondents (46%) were relative newcomers to the P&S system (5 years or less).

## **Background**

At the beginning of the 1998-99 P&S Council session, initial discussions began concerning the potential need for a P&S survey. The most recent comprehensive survey of P&S employees prior to this was completed in 1990. The 1990 survey took an in-depth look at a variety of issues of concern to P&S staff members. Included in the survey were questions regarding professional development opportunities, the P&S classification system, performance appraisals and supervisor-staff relationships. In 1995, a brief survey (three questions) gathered specific information on opportunities for professional development, completion of performance evaluations, and salary notification procedures. Additional surveys addressing all or part of these same topics were also completed in 1982 and 1986.

In November 1998 an ad hoc committee was appointed to facilitate the development and implementation of a P&S staff survey. The intent of this process was to identify areas of satisfaction among P&S employees as well as areas of concern. Results of the survey were intended to provide information that would be used by the P&S Council to target future action items as well as by central administration.

The ad hoc committee convened in December 1998. Beginning with a listing of survey areas, through winter 1998 and spring 1999 the committee developed draft questions within each area. During this same time period, the committee also met with the Statistical Laboratory to gain additional insight on the process of survey design and distribution.

In summer 1999, a proposal was submitted to the Provost's Office requesting funding for the distribution of a census survey to P&S staff. Approval was received and implementation began in September 1999.

The survey was mailed to all P&S staff in November 1999 with additional follow-up mailings occurring in December 1999 and January 2000. These follow-up contacts were completed to ensure all staff members received ample opportunity for response and that the final information set was representative of the P&S population as a whole. Responses were received and tabulated by the Statistical Lab and a final data set was provided to the committee for analysis March 2000. Survey data was analyzed by gender, P-level (P11-13, P14-15 and P16 and above) and by area of representation.

## Population Surveyed

A P&S employee list was provided containing a total of 2212 individuals. Of this number, 41 were deemed to be ineligible to include in the study because they were no longer affiliated with the University. A total of 1628 employees completed and returned the surveys for a response rate of 75% (2181 total eligible respondents). As a point of reference, prior census survey response information is:

Year	Population	Respondents	Response Rate
1982	1148	614	53%
1986	1326	717	54%
1990	1468	881	60%
1995	1931	1097	57%
2000	2181	1628	75%

## Survey Content

The survey consisted of 5 sections: Work Environment, Benefits, Professional Development, Performance Appraisal and Background Information. Examples of question topics within each area include:

Work Environment: Hours worked, family friendliness, flexibility of work environment, compensation and salary notification, and supervisor-employee relations

Benefits: Services used and satisfaction level

Professional Development: Participation in professional development opportunities, types of activities undertaken, support received for professional development, utilization of professional development & tuition grants

Performance Appraisal: Completion of and participation in performance appraisals, timing of and effectiveness of appraisal

Background Information: demographic data

## Work Environment

Many of the survey questions dealt with the general work environment of staff members. Questions concerning number of hours worked and flexibility in scheduling work hours were asked. Additionally, individuals were asked their perspective on the family friendliness of their work environment, the competitiveness of their compensation and timing of the yearly salary adjustment notification and the status of the supervisor - employee interaction.

### *Hours Worked and Flexibility of Scheduling*



- *Almost all employees who answered the survey work full-time at ISU with a strong majority indicating that they have weeks during the year which incorporate more hours than the number on which their salary is based.*

93% (1527/1628) of those who responded to the survey indicated that their salary is based on a work week of 36 hours or more. Those whose salary is based on less than 36 hours a week (94/1628) are primarily female (81/94) and from the areas of Academic and Research (41/94) and Extension (34/94).

Overall, 89% (1457/1628) of respondents agree that they have weeks during the year during which they work more hours than those for which they are paid. Employees in the P14-15 group were most likely to respond positively to this question with 92% (562/612) in agreement. They were followed by those in the P16-20 group at 90% (400/443) and finally the P11-13 group with 86% responding affirmatively (494/572).

Within the various areas of the university, employees who work in External Affairs were the most likely to answer positively with 93% (102/110) indicating a work week containing additional hours. Next were Extension and Student Affairs at 91% (300/330 and 147/162 respectively), followed by Academic and Research at 89% (579/649), Business and Finance at 88% (230/261) and IPRT/Ames Lab at 85% (94/110).

*Of respondents who indicated they work additional hours beyond their base (1457):*

- *Employees from Extension and External Affairs are most likely to work more additional hours.*
- *The number of additional hours worked tends to increase as the P-level increases.*
  - *The majority work additional hours on a regular basis.*
- *Most agreed that they were notified before being hired, that the position would require additional working hours.*

Overall, of those who work additional hours (1457 respondents), a total of 72% indicated they work 5 or more additional hours per week when they do so. 48% (706/1457) say they work 5-10 additional hours a week with 24% (343/1457) indicating it's more than 10 hours a week. Twenty-seven percent indicated working less than 5 additional hours per week when doing so.

Among the P-levels, the number of reported additional hours worked per week increases as the P-level increases. Of the P16-20 respondents, a total of 86% (344/400) indicated working 5 or more additional hours per week. Thirty-one percent of the group indicated that the number is greater than 10 additional hours. Seventy-one percent (399/562) of employees in P14-15 category working additional hours indicated that it is 5 or more hours per week. A subset of 24% of these respondents fell into the 10 hours or more category. Correspondingly, of the P11-13 group, 61% (305/494) work 5 or more additional hours with 17% indicating that it is 10 or more hours per week.

Those who work in Extension and External Affairs are more likely to work 10 additional hours or more a week than respondents from other groups (30% and 31% respectively). When including those who indicated working 5-10 hours additionally, a total of 86% of Extension (257/300) and 78% of External Affairs (80/102) respondents work an additional 5 or more hours per week. These two areas are followed by Student Affairs (76%), IPRT/Ames Lab (71%), Academic and Research (70%), and Business and Finance (55%) in the frequency of reporting 5 or more hours of additional time per week.

The regularity of the additional hours worked increases by P-level and varies among areas of representation. Those who are P11-13 (62%) responded they usually work additional hours on a short-term basis, while those who are P14 and above (63%), are more likely to work additional hours on regular basis (57% of the P14-15 group and 70% of the P16-20 group indicated working additional hours on a regular basis). Those in Academic and Research (55%) and Business and Finance (52%) are more apt to work additional hours on a short term basis, while those in Extension (69%), External Affairs (58%), IPRT/Ames Lab (61%) and Student Affairs (65%) work additional hours on a regular basis.

The majority of employees (59%) agreed that they knew when they were hired, that additional hours would be expected of them.

- *Employees who work for Extension, External Affairs, and Student Affairs are the most likely to work weekends and/or evenings.*
- *If you work for Extension, you probably work evenings and weekends as a required part of your normal work week.*

As the P level increases, so does the likelihood that employees work weekends and evenings. Of the P11-13 group, 75% worked weekends and/or evenings, for P14-15 employees the number working weekends and/or evenings increased to 88%, and for P16 and above the number was 94%. Those who work in External Affairs (96%), Extension (93%) and Student Affairs (92%) are most likely to work weekends and/or evenings with Academic and Research (92%), IPRT/Ames Lab (82%) and Business and Finance (76%) following.

While most employees who work weekends and/or evenings are not required to do so as part of their regular work week, 38% (534/1388) do have these assignments. Two-thirds



(66%) of Extension workers (202/308) and 59% of those in Student Affairs (88/162) working evenings and weekends are required to do so. The remainder who have to work evening and weekend hours as part of their regular work week are: 50% of External Affairs (53/106), 26% of Academic and Research (140/531), 18% of Business and Finance (36/198) and 14% of IPRT/Ames Lab (13/90).

- *Extension had the greatest number of respondents indicating flexible scheduling.*
  - *The higher the P-level, the more flexibility in determining work hours.*

Extension members indicated the greatest flexibility in determining their work schedule with 85% responding affirmatively to the question "Are you allowed to use flexible scheduling to determine your work hours?" The percentages responding positively within the other areas are IPRT/Ames Lab 83%, Academic and Research 75%, External Affairs 68%, Business and Finance 63% and Student Affairs 51%. As the P level increases, so does the reported level of flexibility. Of those in the P11-13 range, 69% say they have flexible scheduling; P14-15 is 71% and P16 and above is 78%.

- *Most P&S staff believe it is acceptable to be occasionally asked to work extra hours.*
  - *The majority do not feel it is acceptable to be required to regularly work additional hours.*
  - *A small percentage are only willing to work additional hours if compensatory time is available.*
  - *Overwhelmingly, P&S staff agree that as long as customers are served, flex-time should be allowed.*

Eighty-five percent of respondents (1382/1628) agree or strongly agree that it is acceptable to be *occasionally* required to work hours in addition to those designated in their job description. Among P-levels, the degree of this agreement increases as the P-level increases. For employees in levels P11-13, 81% are in agreement; P14-15, 86%; and P16-20, 89%.

Acceptability of additional hours worked changes dramatically, however, when it becomes a *regularly* required state. The majority (72%) of P&S employees (1172/1628) disagree or strongly disagree that it is acceptable to be *regularly* required to work additional hours over and above the job description. When examined by P-level, the level of disagreement decreases as the P-level increases. Seventy-eight percent of P11-13 employees disagree or strongly disagree, 75% of P14-15 employees, and 59% of P16-20.

Among areas of representation, the disagreement with the statement regarding regularly working additional hours varies, although not to the same magnitude as among P-levels. Extension employees indicated the lowest percentage of disagreement at 63% either strongly disagreeing or disagreeing with the requirement. Academic/Research had the greatest disagreement at a combined percentage of 77%. The other areas break out

within this range: 63% for External Affairs; 68% for IPRT/Ames Lab; 74% for Business and Finance; and, 76% for Student Affairs.

Only one-fourth (25%) of all P&S employees felt they would only work additional hours if compensatory time was available. P11-13 employees level of agreement was higher than other levels – 31% (177/572). P16-20 employees were much less likely to agree with this idea – only 14%. Twenty-seven percent of employees in the P14-15 group agreed or strongly agreed with this statement. There is a wide range of feeling on this issue among the various areas. Only a relatively small percentage (11%) of individuals in External Affairs agreed or strongly agreed that they are willing to work additional hours only if compensatory time is available. In strongest agreement (35%) are those individuals with Student Affairs. Other areas' agreement levels are: Academic and Research and Extension (28%), Business and Finance (20%) and IPRT/Ames Lab (13%).

P&S employees overwhelmingly feel that flex-time should not be a problem if extension and campus customers are served. Eighty-nine percent of respondents agreed or strongly agreed with this statement (1459/1628). Females responding affirmatively somewhat outnumbered male respondents in response to this question - 92% of females vs. 86% of males. There is little variation among P-levels or among areas of representation.

### *Family-friendly Environment*

Go To Charts  
By Group  
By P&S Class'n

- 71% of P&S employees either agreed or strongly agreed that they work in a family-friendly environment.
- The majority (64%) do not feel their professionalism is questioned when they use vacation or sick leave for family concerns.
- A strong majority (81%) feel their supervisor is supportive when family needs arise.
  - Over half (53%) believe their co-workers can relate to their family situation.

Seventy-one percent (1162/1628) of respondents either agreed or strongly agreed that they work in a family-friendly environment. Little difference occurred between the sexes or among P-levels in this response. A slight difference occurred when responses were examined by group. Academic and Research, Business and Finance, and External Affairs all reported the highest percentage (73%) either agreeing or strongly agreeing with the statement while Extension had the lowest percentage (67%) agreeing or strongly agreeing with the statement. Seventy-one percent of IPRT/Ames Lab respondents and 68% of Student Affairs respondents agreed or strongly agreed with the statement.

Sixty-four percent of respondents (1041/1628) disagreed or strongly disagreed with the statement that they were considered less a professional because they take vacation or sick leave for family needs. While little difference is seen among P-levels (63% for P11-13, 64% for P14-15 and 65% for P16 and up) there is a demonstrated difference by area of representation in that disagreement. Extension was highest at 71%, followed by IPRT/Ames Lab with 65%, External Affairs 64%, Academic/Research 62%, Business and Finance 61%, and Student Affairs with 60%.

A large majority of P&S employees either agreed or strongly agreed with the statement that they have the support of the supervisor when needing to take time for family needs – 81% (1326/1628). Eighty-four percent of the male respondents either agreed or strongly agreed, while 79% of female respondents did. The variance for P-level was small ranging from 80% to 84%. The P14-15 group showed the lowest amount of agreement at 80% either agreeing or strongly agreeing with the statement, P11-13 followed at 81% and P-16 and above was at 84%. Among areas of representation a greater range of agreement was witnessed with a high of 85% of IPRT/Ames Lab employees agreeing or strongly agreeing to a low of 77% of Student Affairs employees. Between these two groups, 83% of Extension and Business and Finance employees, 82% of External Affairs and 81% of Academic and Research employees agreed or strongly agreed.

When questioned about their co-workers' understanding of the family situations, well over three-fourths (1355/1628) of P&S employees are either neutral, disagree, or strongly disagree with the statement "I have co-workers that can't relate to or appreciate what I am going through caring for family members" (30% neutral, 36% disagree, 17% strongly disagree). There is no great variance among P-levels, or among areas of representation.

### *Compensation and Salary Notification*

Go To Charts  
 By Group  
 By P&S Class'n

- *The higher the P-level, the more likely the agreement that the pay is fair for the level of responsibility.*
- *Student Affairs employees are most likely to feel they are not paid fairly in comparison with others at ISU with similar responsibilities.*
- *External Affairs employees are most likely to feel they are not paid fairly in comparison with other institutions.*

Overall, slightly more respondents disagree or strongly disagree (43%) that they were paid fairly for their level of responsibility than those that agree or strongly agree (39%). Those in the categories of P11-15 tended to feel that they were not paid fairly for their level of responsibility (47% disagreeing or strongly disagreeing) while those in the P16-20 group tended to agree or strongly agree that they were paid fairly (49%). More women disagreed or strongly disagreed (46%) than men (40%) while more men were neutral on the statement than women (20% vs. 14%). The Student Affairs area was the least satisfied with their pay (60% disagreeing or strongly disagreeing) while Extension was most satisfied (45% agreeing or strongly agreeing).

Overall, 39% disagree or strongly disagree while 30% agree or strongly agree that they were paid fairly in comparison with others at ISU with similar responsibilities. Among P-levels, the P14-15 group showed the greatest disagreement with the statement at 42% disagreeing or strongly disagreeing followed by the P11-13 group at 39%. P16-20 were in greatest agreement with 39% agreeing or strongly agreeing. By area of representation, Student Affairs had the largest percentage disagreeing or strongly disagreeing at 49%. IPRT/Ames Lab showed the smallest amount of disagreement at 32%. The area showing the greatest percentage of agreement was Business and Finance at 38%.

When asked their feelings regarding their pay in comparison to other institutions, P&S staff indicated little agreement with the statement that they are fairly paid in comparison. Overall, only 19% agreed or strongly agreed with the statement. The balance of employees were evenly split between feeling neutral to this statement (39%) and disagreement with it (39%). All P-levels showed disagreement with the statement ranging from 34% for the P16-20 group to 42% for the P14-15's. Thirty-eight percent of the P11-13 group disagreed. A large number in each P-level were neutral to this statement (44% P11-13, 37% for both P14-15 and P16-20). External Affairs was most unhappy with salary when compared to other institutions (53%). Other areas disagreed at the following percentages: Student Affairs 45%, IPRT/Ames Lab 43%, Academic and Research 38%, Business and Finance 37% and Extension 33%. The lowest level of agreement was shown by Academic and Research at 15% followed by Extension at 18%. Similarly, these groups led with neutral responses at 43% and 46% respectively.

- *In general, respondents do not feel there is a direct relationship between their performance appraisal and the merit portion of their annual pay increase.*

Most of the respondents felt that there is not a direct relationship between their performance appraisal and the merit portion of their annual pay increase (42%). Those in the P16-20 were neutral on this issue with 39% in disagreement and a similar percentage in agreement. The P14-15s disagreed more than P11-13 (47% vs. 40%). All areas generally disagreed with this statement with ranges from 49% for External Affairs to 39% for Business and Finance and Student Affairs.

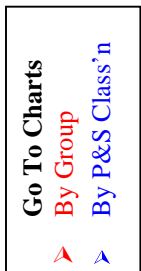
- *Overall, three-quarters received salary notifications before the end of July.*

The majority of those responding were informed by their supervisor of their salary before the end of July. 74% said yes while 24% said no. The higher the P-level the more likely to indicate that salary notification had occurred before the end of July (79% for P16-20, 74% for P14-15 and 69% for P11-13). Those in Business and Finance were most likely to receive their salary notification before the end of July (87%) with those in Academic and Research least likely (68%).

#### *Supervisor – Employee Interaction*

- *Three-fourths of P&S staff (73%) believe their supervisor demonstrates fair treatment.*

Overall, 73% (1190/1628) of all those who responded either agreed or strongly agreed that their supervisor demonstrates fair treatment of staff members. Little difference occurred between genders. Those in the P16-20 group indicated the most agreement (77% agreeing or strongly agreeing) while the P14-15 group indicated the least agreement (68%). The area demonstrating the highest level of agreement was Business and Finance (78%) and the lowest (68%) was Extension.



- *Slightly over half (58%) believe their supervisor clearly communicates priorities and expectations.*

Fifty-eight percent of respondents (950/1628) agreed or strongly agreed that their supervisor clearly communicates priorities and expectations. Men tended to be somewhat more in agreement with this statement than women (60% vs. 56%). Those at P14-15 were least in agreement at 55% with P11-13 individuals in most agreement at 61%, closely followed by P16-20 at 60%. The area demonstrating the highest level of agreeing was Business and Finance (62%), followed by External Affairs (62%), Student Affairs (59%), Academic and Research (59%), IPRT/Ames Lab (55%), and Extension (54%).

- *External Affairs and Business and Finance were most in agreement (69%) that their supervisor fosters a cooperative working environment.*

64% (1047/1628) of respondents agreed or strongly agreed that their supervisor fosters a cooperative working environment among co-workers. Little difference occurred among the genders (67% for men vs. 62% for women) or P-levels in this response (P11-13 at 65%, P14-15 at 62% and P16-20 at 67%). When examined by groups, Extension and IPRT/Ames Lab are least in agreement (60%) compared to other groups. External Affairs (69%) and Business and Finance (69%) were most agreeable followed by Student Affairs(67%), and Academic and Research (64%).

- *Business and Finance employees most often agree that their supervisor listens to employee's concerns and work issues (79%), is accessible to discuss these issues (84%) and takes actions to resolve these issues (64%).*

Approximately three-fourths of respondents (74%; 1198/1628) agreed or strongly agreed that their supervisor listens to employee's concerns and work issues. Little difference occurred among the genders (76% for men vs. 71% for women) or P-levels (range of 72% - 76%) in this response. When examined by groups, Extension (71%) and IPRT/Ames Lab (69%) are least in agreement, Business and Finance (79%) and Student Affairs (78%) are most in agreement, followed by External Affairs (73%), and Academic and Research (73%).

Most respondents felt that their supervisor is accessible to discuss concerns and work related issues. 77% (1249/1628) of respondents agreed or strongly agreed with this statement. Little difference occurred among the genders. The P16-P20 level is most strongly in agreement (79%), followed by P11-P13 (77%), and P14-P15 (74%). When examined by groups, Extension (74%) and IPRT/Ames Lab (70%) are least strongly in agreement, while Business and Finance (84%) and Student Affairs (83%) are most in agreement, followed by External Affairs (79%), and Academic and Research (74%).

Just over one-half (58%; 943/1628) of respondents agreed or strongly agreed that their supervisor takes actions to resolve concerns and work issues. Little difference occurred among the genders. By P-level, respondents in the P16-20 group were most in agreement (63%) followed by P11-13 (59%) and P14-15 (53%). When examined by groups,

Extension (51%) is least in agreement that their supervisor takes actions to resolve concerns, while Business and Finance (64%), External Affairs (63%) and Student Affairs (62%) are more in agreement, followed by Academic and Research (58%) and IPRT/Ames Lab (55%).

- *P14-15 employees are least likely to believe their supervisor has a good understanding of their job activities.*

62% (1011/1628) of respondents agreed or strongly agreed that their supervisor has a good understanding of their job activities. Little difference occurred among the genders; both P11-13 and P16-20 showed agreement more so than P14-15 (65% vs. 57%). When examined by groups, Extension (58%) is least in agreement that the supervisor has a good understanding of job activities, while External Affairs (69%) and Business and Finance (66%) are most in agreement, followed by Academic and Research (62%), Student Affairs (61%), and IPRT/Ames Lab (61%).

- *External Affairs members are most likely to report meeting with their supervisor to discuss performance expectations and progress on goal completion.*

The majority (55%) meet with their supervisor to discuss performance expectations and progress on goal completion. Employees in the P16-P20 group responded more positively to this question (62%) followed by those in P11-P13 group (53%) and, finally, the P14-P15 group with 51%. Employees who work in External Affairs were the most likely to answer positively (75%), followed by Business and Finance (62%), and Extension (55%). In Academic and Research 49% answered 'yes', while 49% said 'no'. Employees who work in IPRT/Ames Lab were most likely to respond negatively at 50%.

- *P&S staff are in general supervised by other P&S staff.*
- *Academic and Research staff are most likely to be supervised by faculty.*

1002 (62%) of respondents are supervised by another P&S staff member, 32% (517) by faculty, and 6% (90) by someone else. At all P-levels, P&S staff are more likely to be supervised by a P&S supervisor. In P11-P13, 55% have a P&S supervisor, 68% in P14-P15, and 61% in P16-P20. Not surprisingly, staff members in Academic and Research are predominately supervised by faculty (61%) while Business and Finance, External Affairs and Student Affairs report the highest percentages of P&S supervisor (94%, 93% and 91% respectively). IPRT/Ames Lab staff are almost evenly supervised specifically by P&S (46%) and faculty (45%).

## Benefits

Survey respondents were asked to provide general information concerning the benefits options available to P&S staff. Questions were asked to ascertain the utilization of the medical and dental options as well as the satisfaction level with the options offered. Satisfaction level with the general benefits offered was also explored.

- 40% of P&S Staff selected the HMO medical plan benefit option.
- 89% of P&S Staff reported neutral, satisfied or very satisfied with available medical benefit options.
- Only 15% of Extension group selected the HMO medical option, as compared to 40% or higher for each of the other groups.
- Staff in P14 grade level or higher were more likely to chose the Indemnity or POS medical option (39%) then staff in P13 grade level or below (9%).

Of survey respondents, almost all (1580/1628) indicated that they are currently using an ISU medical insurance option. Overall, 40% participate in the HMO plan, followed by 30% participation in the POS and 25% in the Indemnity plan. Among P-levels, P11-13 staff are have a higher percentage participation in the HMO (48%) than other groups. Participation in the POS plan increases with P-level with 34% of P16-20 using this option, 33% of P14-15 and 25% of P11-13.

Not surprisingly, only 15% of the Extension group participate in the HMO. Student Affairs has the highest percentage of its members participating in this plan with 56%. Extension staff participate most frequently in the POS plan (43%).

Satisfaction with the options available is relatively high with 77% overall indicating satisfied or very satisfied with the options available. Satisfaction tends to decrease somewhat with P-level with 80% of P11-13 indicating satisfied or very satisfied with the options available, 76% of P14-15 and 75% of P16-20. Extension indicated the least amount of satisfaction with 72% expressing that they are satisfied or very satisfied. Business and Finance and IPRT/Ames Lab indicated the highest percentage of satisfaction at 80% each.

- 94% of P&S staff participate in an ISU dental plan.
- 84% of dental plan participants reported neutral, satisfied or very satisfied with available dental benefit options.
- Academic and Research staff showed the lowest percentage of satisfaction with the dental plan options available (58%).

**Of survey respondents, 94% (1525/1628) indicate that they currently use an ISU dental option. Sixty-six percent indicated using the Basic plan while 27% indicated using the Comprehensive plan. Five percent of respondents indicated that they do not currently use a dental option.**

**Among P-levels, P14-15 indicated a higher percentage enrolled in the Basic Plan (69%) than the P11-13 or P16-20 groups (68% and 62% respectively). The P16-20 group had the highest percentage enrolled in the Comprehensive plan at 33%. Among areas of representation, Student Affairs staff indicated the highest number in the Basic plan (70%) with Extension and Business and Finance having the lowest percentages participating (63% each). IPRT/Ames Lab and Business and Finance indicated the highest enrollment in the Comprehensive plan (33%) while Extension had the greatest non-participation in any plan (11%).**

Of those who use a dental option (1544/1628), the vast majority use Delta Dental providers (87%). There is little difference among P-levels in this usage with 84% of P16-20 indicating their provider is part of the Delta Dental network and 88% of the P11-13 and P14-15 groups indicating such. Student Affairs had the lowest percentage of Delta Dental provider usage at 84% while Business and Finance members had the highest percentage (92%).

In general, users of the dental plans are satisfied with the dental options available to them; 62% indicated being satisfied or very satisfied. There is essentially no difference among P-levels in terms of satisfaction however, among areas of representation differences do occur. Academic and Research show the least satisfaction at 58% indicating that they are satisfied or very satisfied with the options offered. Extension showed the greatest satisfaction at 70%.

% of P&S Staff reporting neutral, satisfied or very satisfied with their selection of:	Medical Benefit	88%
	Dental Benefit	81%
	Life Insurance Benefit	88%
	Long Term Disability Benefit	84%
	Flex Spending Account	71%
	Benefit	92%
	Retirement Benefit	

Overall, P&S staff members are relatively satisfied with their benefits options. The benefit option for which the greatest amount of satisfaction was expressed was the Retirement Benefit. Eighty-five percent indicated that they were satisfied or very satisfied with this option. Of all the options offered, the Flex Spending Account Benefit is the least utilized with almost one-quarter (24%) of respondents indicating that they do not enroll in it.

- *40% of P&S Staff reported NOT being aware of their rights under the Family Medical Leave Act.*

Overall, 40% of respondents indicated that they are not aware of their rights under the Family Medical Leave Act (FMLA). Those at the lower P-levels are more likely to have indicated lack of knowledge than those at higher P-levels: 44% for P11-13, 40% for P14-15 and 33% for P16-20. Among the areas of representation, Academic and Research staff are most likely to indicate that they are unaware of their rights under FMLA with almost half (46%) indicating such. Members of External Affairs showed the highest



percentage of awareness of their rights under this act with 70% indicating they know the benefits and rights granted by FMLA.

### Professional Development

It has long been a goal that each staff member would be able to participate in some form of training or professional development experience at least once per year. Survey respondents were asked to provide information on the participation in these activities they have had in the last year and, if they have not participated, what were the reasons for not doing so. Information was sought on non-credit activities as well as college courses.

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- *Most P&S staff (88%) participated in some form of professional development during the past year.*
- *Nearly 80% received either full or major financial support from their department to cover the cost of the professional development activity.*
- *For those who didn't participate, being too busy at work was the most likely reason.*

88% of survey respondents participated in professional development activities in the past year, up from 79% in 1995. Women were slightly more likely to participate than men (89% vs. 87%). Participation differed by P-level: 81% for P11-13, 91% for P14-15, and 93% for P16-20. Participation by representation unit varied from 81% for IPRT/Ames Lab to 95% for Extension. All areas of representation showed level or increased participation compared to 1995, with Academic and Research and IPRT/Ames Lab posting double digit increases.

In every category of staff, for those who did not participate (191/1628) the most frequently cited reason for lack of participation in a professional development activity was being too busy at work (67% in agreement with this reason). Reasons related to personal and departmental support in both dollars and time came next, and varied considerably by area of representation and P-level. Student Affairs staff were most likely to agree that they could not afford it personally (53%). Cost was a leading factor for IPRT/Ames Lab staff at both the departmental and personal level (43% responding with agreement to each area as being a reason for non-attendance). Non-participants in External Affairs were more likely than other groups to indicate that they did not want to use personal time or were not interested in participating (40% each). Those in the P14-15 group who didn't participate cited lack of departmental and personal funding more frequently than other groups (35% and 43% respectively). The least cited reason for not participating was being unaware of professional development opportunities (10% overall). On the positive side, there were no staff from External Affairs or Extension who said they did not have supervisor support, and no staff from IPRT/Ames Lab who said they were unaware of opportunities.

Approximately 62% of P&S staff attended professional society meetings or conferences, down from 69% in 1990. 61% reported attending workshops, seminars, and short courses sponsored by ISU, down from 75% in 1990. Almost 43% attended workshops, seminars, and short courses sponsored by other organizations, again down from 71% in 1990. 19%

did independent study or research. 13% took class for college credit, down from 28% in 1990. Women were more likely than men to take college credit courses and events sponsored by ISU. Men were more likely than women to do independent study or research. Staff at higher P-levels were more likely to attend professional meetings, while staff at lower P-levels were more likely to take college credit courses. IPRT/Ames Lab staff were least likely to attend ISU events and most likely to do independent study or research.

About 9% of those who participated in professional development reported using unpaid release time for the activity, while 79% were granted paid release time. This number is similar to the 1990 survey where 82% reported doing professional development on employer's time. Women were slightly more likely than men to be granted paid release time, while IPRT/Ames Lab staff were least likely to use paid release time (63%). 76% of those participating in professional development received financial support, with women, again, slightly more likely than men to receive this support. Staff at lower P-levels were less likely to receive financial support (69% for P11-13 vs. 86% for P16-20).

Of the staff who participated in cost professional development, 57% received full financial support, the same percentage as reported in 1990. Nearly 80% received either full or major financial support. 7% received no financial support for their cost activity, down from 9% in 1990. Staff at higher P-levels were more likely to receive full financial support. Full financial support ranged from 38% for Extension to 82% for External Affairs. Full or major support ranged from 65% for Extension to over 90% for Business & Finance, External Affairs, and IPRT/Ames Lab. These results are very similar to the 1990 survey.

- *6% of those participating in professional development apply for a P&S professional development grant.*
- *The most common reason for non-application is that the employing unit provides financial support for the activity.*

86 staff reported applying for a P&S professional development grant. This represented only 6% of those participating in professional development. Less than 2% of the staff from Business and Finance, and External Affairs applied for the grants. Of those who applied, 74% received grant funding.

The most common reason cited for not applying for a grant was that the employing unit provided the financial support (43%). Other reasons cited, in order of answer frequency, were not desiring grant dollars (30%), being unaware of the grants (24%), being unwilling or unable to meet the personal financial contribution (13%), and the grant amount being too small to justify the effort (11%). The 24% saying they were unaware of the grants is a significant improvement from the 1990 survey in which 45% said they were unaware of the professional development grants.

- *Student Affairs staff are most likely to take college credit courses.*
- *Approximately two-thirds of staff taking courses apply for the P&S tuition grant.*

232 staff (14%) reported taking a college credit course in the past year, compared with 28% in the 1990 survey. Women were slightly more likely to take a credit course (16%) as were staff at the P11-13 level (17%). Staff participation in credit courses by area of representation ranged from 17% for Student Affairs, followed by Extension (16%), Academic & Research (15%), Business & Finance (11%), IPRT/Ames Lab (11%), and External Affairs (8%).

64% of the staff taking college credit courses applied for a P&S tuition grant. This is comparable with 68% in 1990. Of the staff who did not apply for a tuition grant, 39% said they did not meet the application criteria, 28% said they were not aware of the grants, and 23% said they did not desire the grant. In the 1982 survey, 50% reported being unaware of the grants.

### Performance Appraisal

On an annual basis, each staff member is to receive a performance appraisal. Guidelines are provided to supervisors to assist with this process. Staff members were asked to provide information on the completion of the performance appraisals as well as their input in and impressions of the process.

- *91% of P&S staff received a Performance Appraisal within the last 12 months.*

90% of the female survey respondents received Performance Appraisals, whereas, 92% of male survey respondents received Performance Appraisals. Those individuals that fall into the pay grades of P14-20 were slightly more likely (1-2%) to receive an appraisal than employees in the P11-13 pay grades. Among the respondents, External Affairs and Business & Finance personnel received the highest percentage of appraisals (96%) and IPRT/Ames Lab and Student Affairs personnel received the lowest percentage of appraisals (85%).

- *87% of P&S staff who received an appraisal were given both a verbal and a written Performance Appraisal.*

For those who received performance appraisals, 87% of the female respondents (659/758) received an appraisal that was comprised of both verbal and written components and 88% of the male respondents (641/730) received both a verbal and written Performance Appraisal. P&S staff that received only a written appraisal was at 4% and 7% of P&S staff received just a verbal appraisal. (It should be noted that approximately 2% of the respondents receiving an appraisal did not indicate the type of an appraisal that they received.) Individuals that fall into the pay grades of P14-20 received a verbal/written performance appraisal approximately 4-6% more often than employees in the P11-13 pay grades. Among appraisal recipients, Business & Finance personnel indicated the highest percentage of verbal/written appraisals (94%) and IPRT/Ames Lab and Academic & Research reported the lowest percentage of verbal/written appraisals (84% and 82% respectively).



- *89% of P&S staff receiving a Performance Appraisal were given the opportunity to provide input on it.*

Little difference occurred between the genders when asked if an opportunity to provide input was given. By P-level, 84% of those individuals that fall into the pay grade of P11-13 who received appraisals (426/505) were provided the opportunity to give input on their it, whereas 90% of the individuals in the pay grade P14-15 were given this opportunity and 92% of the individuals in pay grade 16-20 were afforded this chance for input. Among the recipients, Extension requested the highest employee input (95%) and Academic & Research indicated the lowest employee input (84%).

- *95% of P&S staff had a Performance Appraisal Meeting with their supervisor.*

Almost all (95%) individuals receiving performance appraisals completed Performance Appraisal Meetings with their supervisor (1414/1488). Little difference occurred between the genders when asked if a Performance Appraisal Meeting was held. Individuals that fall into the pay grade of P14-20 were only slightly more likely to have a Performance Appraisal Meeting with their supervisor than those employees in the P11-13 pay grades. Among the respondents, 100% of External Affairs personnel receiving an appraisal participated in Performance Appraisal Meetings with their supervisor, whereas, 89% of appraised IPRT/Ames Laboratory personnel participated in Performance Appraisal Meetings with their supervisor.

- *81% of P&S staff who participated in Performance Appraisal Meeting were given helpful & constructive feedback.*

Of those participating in Performance Appraisal Meeting, 81% of those individuals that fall into the pay grade of P11-13 (389/478) were provided with helpful & constructive feedback. Seventy-eight percent (436/558) of the individuals in the pay grade P14-15 were provided with this beneficial feedback and 83% (335/402) of the individuals in pay grade 16-20 also were given this constructive feedback. Little difference occurred between the genders on this issue. Among the Performance Appraisal Meeting participants, Business & Finance and External Affairs personnel had the highest level indicating constructive feedback (87%) and IPRT/Ames Laboratory personnel had the lowest level indicating constructive feedback (77%).

- *94% of P&S staff signed their Performance Appraisal to verify that a meeting was conducted.*

Overall, 94% of P&S staff who participated in a Performance Appraisal meeting, signed their appraisal to verify the meeting was conducted. Little difference occurred between the genders on this issue. Those individuals that fall into the pay grade of P14-15 were slightly more likely to have signed the Performance Appraisal form than those employees in the P11-13 or P16-20 pay grades. Among those completing the appraisal meeting, Business & Finance had the highest number of employees signing their Performance Appraisal (95%) with Academic & Research and Student Affairs staff indicating the lowest number of employees signing their appraisals (92%).

- *70% of P&S staff receiving an appraisal were provided the opportunity to give written feedback on it.*

Of those receiving performance appraisals, only 66% of the female respondents (503/758) were afforded the chance to give written feedback on their appraisals, whereas, 75% of male survey respondents were given this opportunity (545/730). 65% of those individuals in the P11-13 pay grade receiving appraisals were allowed to provide written feedback and individuals in the P14-15 and P16-20 pay grades were 8-9% (respectively) more likely to provide written feedback. Among the appraisal recipients, Business & Finance had the highest number of employees providing written feedback (78%) and Academic & Research had the lowest number of employees supplying written feedback on appraisals (63%).

- *80% of P&S staff were given their Performance Appraisal prior to receiving their annual pay increase.*

Overall, 80% of P&S staff received a performance appraisal prior to receiving their annual pay increase. Of the individuals receiving the appraisal, 88% did so before their annual pay increase. For all respondents, 78% of the females received a Performance Appraisal prior the annual pay notification and 82% of the males received a appraisal prior to the annual pay notification. For appraisal recipients, 86% of the females and 89% of the males received them prior to the annual pay increase. 73% of those individuals that fall into the pay grade of P11-13 had a Performance Appraisal conducted prior to the annual pay increase, while 81% of the individuals in the pay grade P14-15 were provided with an appraisal prior to the notification and 87% of the individuals in pay grade 16-20 were informed of their performance prior to the University's salary notification time. Among appraisal recipients specifically, 83% of P11-13, 88% of P14-15 and 93% of P16-20 received their appraisal prior to the annual pay increase. Among the appraisal recipients, Extension and External Affairs reported the best job of conducting appraisals prior to the notification (92%) and IPRT/Ames Laboratory was the least effective in ensuring that appraisals were conducted prior to annual pay increase time (81%).

- *P&S Staff who received an appraisal were evenly split on whether their salary increase was based on their Performance Appraisal rating.*

40% of P&S staff receiving an appraisal agreed or strongly agreed that their Performance Appraisal was tied to their salary increase. This percentage was the same for individuals who disagreed or strongly disagreed with this statement. Little difference occurred between the genders on this issue. Thirty-five percent of P11-13 appraisal recipients agreed or strongly agreed that their Performance Appraisal was tied to their salary increase while 40% disagreed or strongly disagreed with this statement. Thirty-nine percent of P14-15 appraisal recipients agreed or strongly agreed that their Performance Appraisal was tied to their salary increase while 44% disagreed or strongly disagreed with this statement. Forty-six percent of P16-20 appraisal recipients agreed or strongly agreed that their Performance Appraisal was tied to their salary increase while 31%

disagreed or strongly disagreed with this statement. It appears that individuals with higher P-levels felt there was a stronger tie between their performance and their salary increase. Among the areas of representation, Business & Finance appraisal recipients had the highest percentage for agreeing or strongly agreeing that there was a tie between Performance Appraisals and salary increases (43%). External Affairs and Academic & Research appraisal recipients had the highest percentage disagreeing or strongly disagreeing with this statement (45% and 41% respectively).

- *73% of P&S staff receiving appraisals agreed or strongly agreed that it accurately reflected how they were performing their job activities.*

Overall, 73% of P&S staff who had a Performance Appraisal felt it accurately reflected how they were performing their job duties. Little difference occurred between the genders on this issue. Approximately 71% of those individuals that fall into the pay grade of P11-15 who received a performance appraisal agreed or strongly agreed that their it accurately reflected their work. While 78% of the individuals in the pay grade P16-20 agreed or strongly agreed that the Performance Appraisal was an accurate reflection of their work. Business & Finance and External Affairs appraisal recipients had the highest percentage for agreeing or strongly agreeing that Performance Appraisals were accurate (78% and 79% respectively), while IPRT/Ames Laboratory and Extension had the lowest concurrence with this statement (70% and 65% respectively).

- *68% of Performance Appraisal recipients agreed or strongly agreed that it was clear and complete.*

Approximately two-thirds (68%) of P&S staff that received a Performance Appraisal felt it was clear and complete. Little difference occurred between the genders on this issue. Individuals that fall into the pay grade of P16-20 showed the greatest percentage of agreement with the statement (71%) while P14-15 appraisal recipients showed the least (64%). External Affairs appraisal recipients had the highest percentage for agreeing or strongly agreeing that Performance Appraisals were clear and complete (76%), while Extension, IPRT/Ames Laboratory and Student Affairs had the lowest concurrence with this statement (59%, 65% and 66% respectively).

- *67% of P&S staff receiving a performance appraisal agreed or strongly agreed that it covered the entire year.*

66% of the female respondents who received a performance appraisal agreed or strongly agreed that it reflected their performance for the entire time period and 69% of the male recipients agreed or strongly agreed that their appraisal took into account work activities for the entire year. Sixty-four percent of those individuals that fall into the pay grade of P11-13 who received an appraisal agreed or strongly agreed that it covered work activities for the entire year, while 65% of the individuals in the pay grade P14-15 and 74% of the individuals in pay grade P16-20 agreed or strongly agreed with this statement. Business & Finance had the highest percentage of appraisal recipients agreeing or strongly agreeing that their Performance Appraisals covered work activities for the entire year (71%), while Student Affairs and Extension had the lowest concurrence with this statement (63% and 62% respectively).

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### P&S Council Activities

Survey respondents were asked three brief questions to provide a better understanding of the effectiveness of P&S Council communication with P&S staff. 82% of respondents agreed that they regularly receive information from the P&S Council. There was slightly less agreement on this statement by staff at the P11-13 level (76%) and staff from Student Affairs (74%). The majority of staff (63%) were neutral about the benefit of the P&S open forum. 32% agreed that the fora were beneficial, while only 5% disagreed. Staff from off campus (IPRT/Ames Lab and Extension) were less likely to agree to the benefits of open forum (25%). 60% agreed that they know whom to contact on the P&S Council. Staff at the P11-13 level were less likely to agree that they knew whom to contact (49%), while staff from IPRT/Ames lab were most likely to agree (76%).

### Demographics

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Survey respondents were asked to provide general information about their ages, gender, longevity in the P&S system and racial/ethnic background. The P&S staff group as a whole is slightly more male than female (52% vs. 48%). By P-level, approximately 33% fall into the P11-13 group, 40% in the P14-15 group and 28% in the P16 and above group. By area of representation, approximately 45% are Academic and Research, 13% are Business and Finance, 16% are Extension, 8% are External Affairs, 8% are IPRT/Ames Lab and 9% are Student Affairs.

- *The largest segment of P & S employees fall between the ages 40-49.*

86% of those who answered the survey fall between the ages of 30-59 (25% are 30-39, 37% are 40-49, 24% are 50-59 years old). 10% are 20-29, and 4% are age 60 and over. Females are a majority in the ages 49 and under categories, while males make up the majority in the 50 years and older categories.

- *Females make up the largest portion of employees who are P15 and below. Males make up the largest portion of employees who are P16 and above.*

51% of survey respondents were female, 49% male. Females made up 64% of the P11-13 group and 52% of the P14-15 group. The P16 and above group was made up of 65% males.

- *Nearly all employees who answered the survey are White.*

92% of employees who answered the survey are White. 3% are Asian/Pacific Islander, 2% are Black/African American. American Indian/Alaska Native and Other total the remainder. 71% of Asian/Pacific Islander respondents work in Academic and Research. 41% of the Black/African American group works in Student Affairs.

Of those who indicated they are Hispanic or of Hispanic origin (25/1628) 44% work in Academic and Research. 64% are female.

P13 was the largest percentage of employees who answered the survey (22%), closely followed by those who are in the P15 area (21%). The remainder were P14 (17%), P17 (12%), P16 (9%), P11 (7%), P12 (6%), P18 (4%), P19 (1%), P20(1%).

- *Numerous P & S employees have advanced degrees.*

93% of males and 90% of females have Bachelor's degrees. 39% of males and 41% of females have Masters degrees and 16% of males and 11% of females have Doctorates. IPRT/Ames Lab employees have the highest percentage of Doctorates (32%), followed by Academic and Research (17%) and Students Affairs(16%).

- *Almost half of the respondents have been ISU P & S employees for 5 years or less.*

46% (749/1628) of employees have been at ISU for 5 years or less. 51% of females and 41% of the males have been at ISU for less than 5 years. 62% of those in External Affairs have been at ISU for 5 years or less, followed by 53% in Students Affairs and 51% in Academic and Research. There are 103 (6%) survey respondents who have been at ISU for more than 25 years.

- *Academic and Research makes up the largest area of representation.*

1628 employees responded to the survey. Overall, 40% of respondents were from Academic and Research, 20% from Extension, 16% from Business and Finance, 10% Student Affairs, and 7% for External Affairs and IPRT/Ames Lab. While most groups were fairly even in terms of male to female respondents, two groups stand out. In Student Affairs, 69% of the respondents were female and for IPRT/Ames Lab 66% were male. For Academic and Research and Student Affairs, the P11-13 group was the largest group to respond to the survey, for Business and Finance and Extension it was those in the P14-15 group, and in External Affairs and IPRT/Ames Lab it was those in the P16-20 group.



## Summary and Recommendations

In reviewing and analyzing the information set forth in the survey responses, the Survey Committee provides the following initial recommendations. It is anticipated that throughout the upcoming months as review and analysis of the data is continued, the P&S Council and its standing committees will bring forth additional recommendations and suggested actions. The in-depth and comprehensive nature of this survey and the data gathered should be used for on-going consideration and review at multiple levels within the institution.

### *Summary and Recommendations: Work Environment*

Across all groups P&S staff are working hours above the standard work week. While it is expected and accepted that professional staff members work the hours necessary to complete the job, it is important to also recognize that an excessive amount or long-term regularity of additional hours is ultimately harmful to both the employee and the institution. As workloads continue to increase and demands on staff time continue to grow, allowing a flexibility in scheduling which recognizes both the needs of the employee and the customer must be explored.

Tied in with the challenges faced by employees due to hours worked is the need for continued development of a family-friendly work environment. While most of the respondents to the survey felt they worked in a family-friendly environment, it is the case that close to 1/3<sup>rd</sup> did not indicate that to be the case.

Compensation continues to be an issue among P&S staff at all levels but particularly among those in the P14-15 group and those in Student Affairs. As the university continues to face challenges in the area of compensation, it will be vital that how compensation is determined is well understood as is the necessity for addressing inequities among groups. As a public institution with salary information readily available, it is necessary that documents and reports from within the institution clearly illustrate salary comparisons, both those which are made internally and those made externally.

Only 58% of respondents felt that their supervisor clearly communicates priorities and expectations. P14-15s were least likely to agree (55%) as were Extension staff (54%). A system needs to be in place that will foster effective communication and interaction between supervisors and staff as well as provide mediation when necessary.

### *Summary and Recommendations: Benefits*

In general, P&S staff are satisfied with the benefit options available to them. However, it should be noted that the institution is in a unique situation in that it must provide benefit options to staff residing throughout the state. There is an apparent inequality in accessibility of benefit selections between on and off campus staff; it is vital that options be reviewed to ensure they are equally accessible between the two groups.

Additionally, a full 40% of P&S staff are not aware of their rights under the Family Medical Leave Act (FMLA). Additional education and communication are necessary to insure that all staff understand both the rights and responsibilities that this act provides to them.

*Summary and Recommendations: Professional Development*

The majority of staff (88%) do participate in professional development activities and most of the (80%) receive significant departmental financial support and/or paid release time for the activity.

While some staff still cited lack of supervisor support or lack of departmental funding as reasons for non-participation, busy work schedules appear to be the major barrier to professional development activities. The most commonly cited reason for not participating in professional development was being too busy. This schedule pressure and the fact that staff at lower P-levels were less likely to receive financial support for professional development (69% for P11-13 versus 86% for P16-20) are areas for administrative attention.

A significant number of P&S staff are still unaware of the P&S Professional Development grants (24%) and P&S Tuition grants (28%). The P&S Council should continue to promote these opportunities.

*Summary and Recommendations: Performance Appraisals*

Most P&S employees appear to be receiving Performance Appraisals (91%); however, there are still 9% of the staff that did not receive this important feedback. Furthermore, only 85% of the appraisals are written. It is recommended that the University consider methods for ensuring that all employees receive timely Performance Appraisals on an annual basis. Currently, the University does have a reminder system in place to request signed Performance Appraisal Forms from all employees; however, the request is only made once and a mechanism for continued follow-up is not in place.

Additionally, there is concern that the appraisals which are occurring may not be fully effective. Only 71% of the survey respondents felt they were given helpful and constructive feedback and only 64% were given the opportunity to give written feedback on the appraisal. It is recommended that the University provide general guidance which, explains the basic elements that should be incorporated into each Department's appraisal tool, e.g., Work Activities, Major Accomplishments, Training Needs, Goals, etc. While there do exist performance appraisal guidelines as listed on the Human Resources website, these were set forth in January 1996. An effort should be made to review and update them as needed as well as to publicize their existence. Additionally, the instructions for completing the appraisal should encourage supervisors to seek input from the employee, which will ensure open two-way communication.

Over one-third of respondents did not feel that their Performance Appraisals were clear, complete or that they accurately reflected their performance. It is recommended that supervisory personnel attend training on "How to Conduct an Effective Performance Appraisal". This training should cover how to complete the Performance Appraisal so that goals are measurable and that the comments are not subjective. It should direct the supervisor to ensure that the entire performance appraisal period is taken into account and it should discuss ways to foster two-way communication. Finally, it should also cover the appropriate methods for conducting a Performance Appraisal Meeting. Since many individuals would need to complete this training, it is suggested that the University look at offering this training via the web.

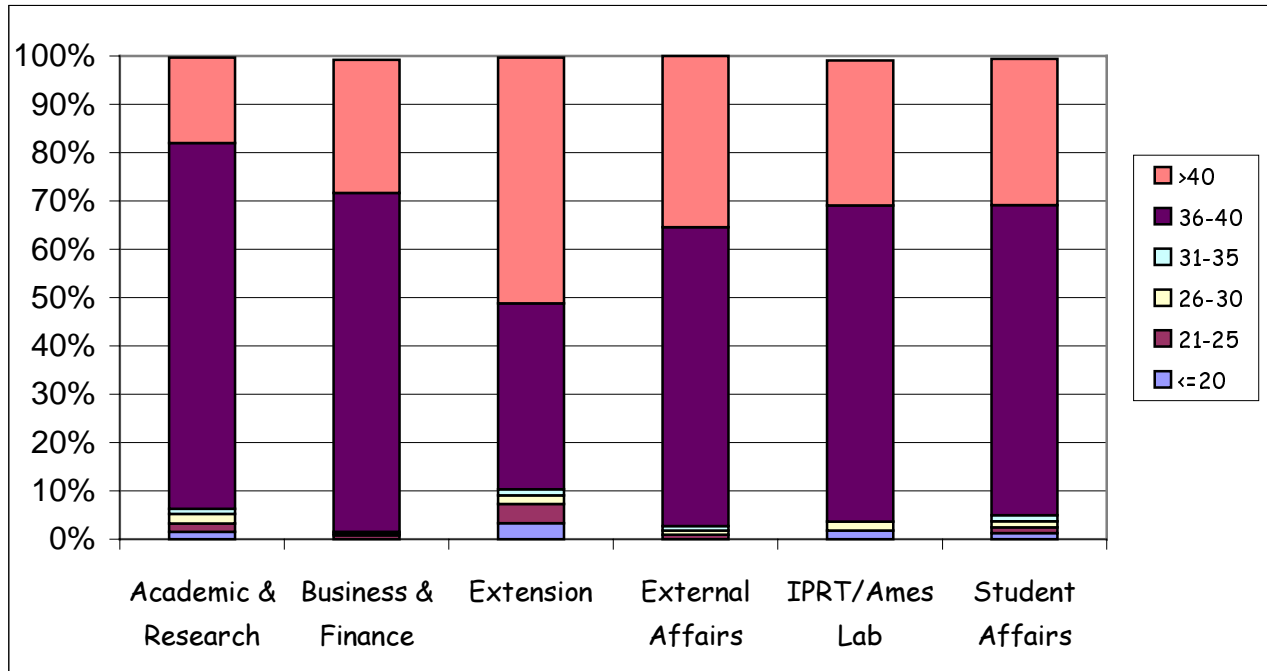
<i>Summary and Recommendations: Demographics</i>
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It is clear that efforts need to continue to be focused on the area of diversity, not only among students and faculty but also staff. This diversity needs to be sought within all areas of the institution; the majority of racial and ethnic diversity lies within the areas of Student Affairs and Academic and Research.

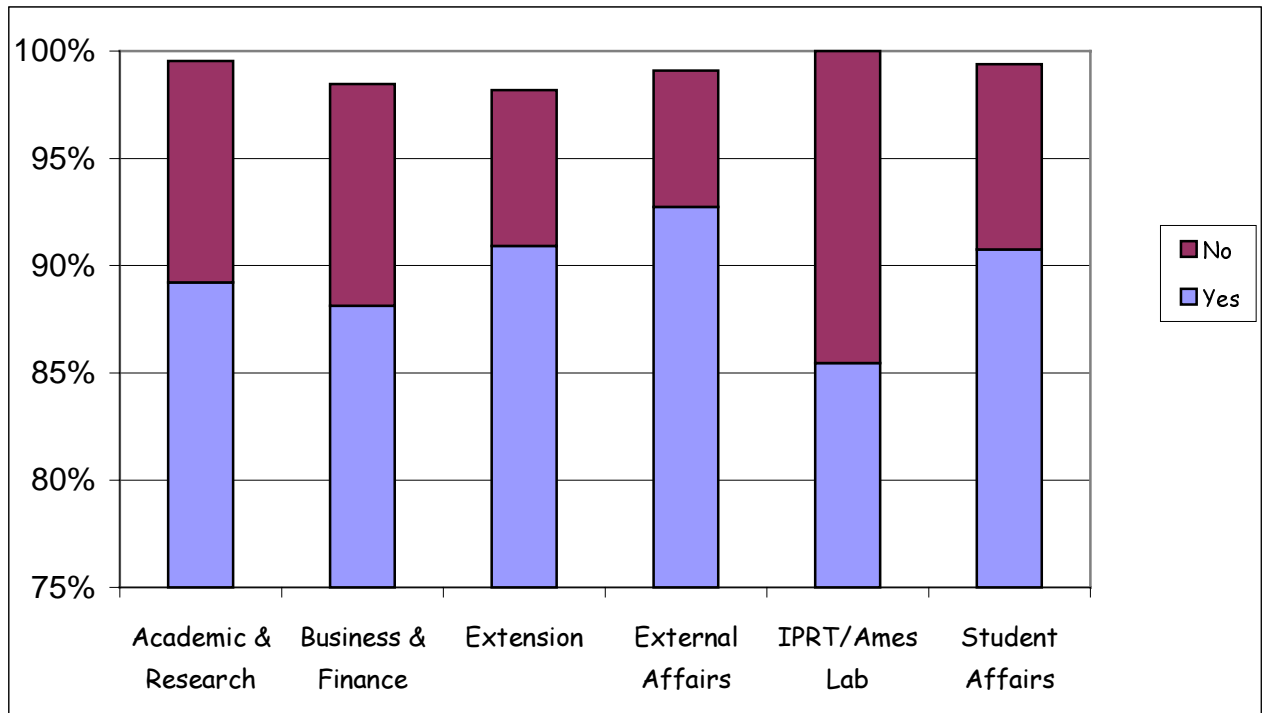
Nearly half of survey respondents indicated being a P&S employee for 5 or less years. This fact needs to be more deeply explored: what are the causes, what is the average length of stay for P&S staff, are these new hires or movement from merit to P&S. At a minimum, the resources provided to new P&S employees in terms of training and acclimation need to be reviewed to determine if they are adequate for this number of employees.

## Work Environment

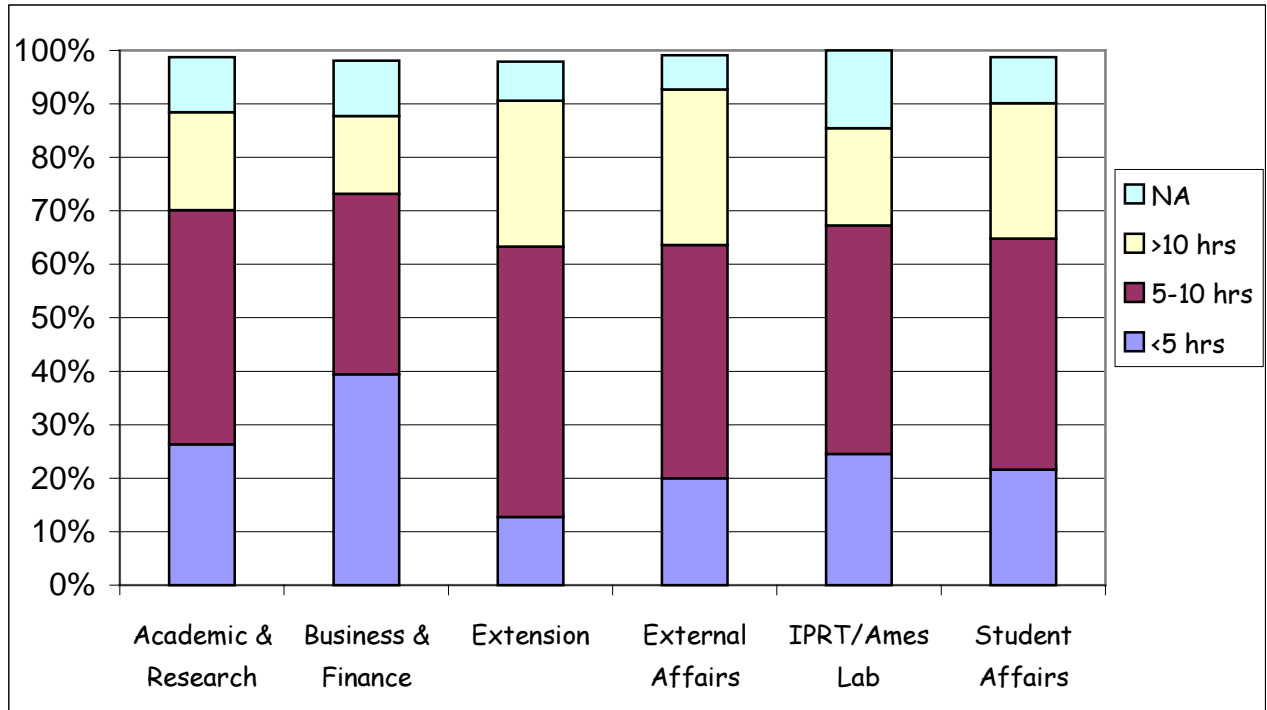
Question 1: How many work hours per week is your salary based on?



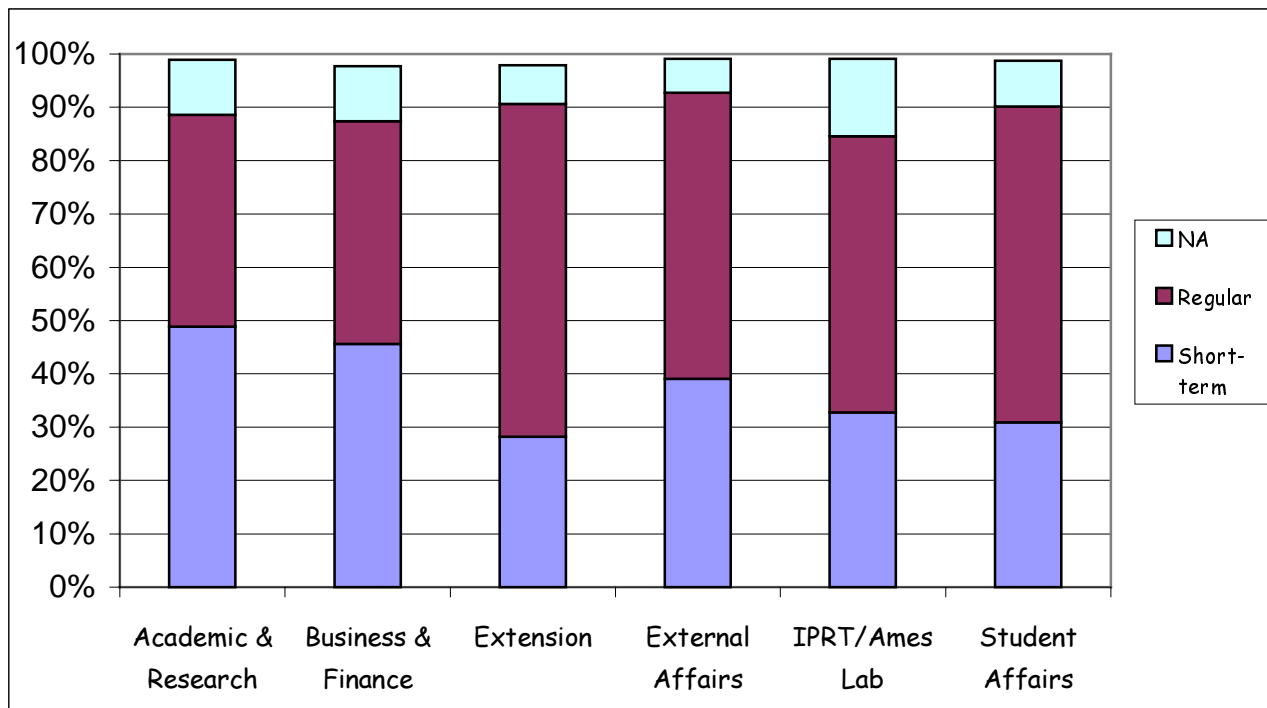
Question 2: Do you have weeks during the year when you work more hours than you are paid for?



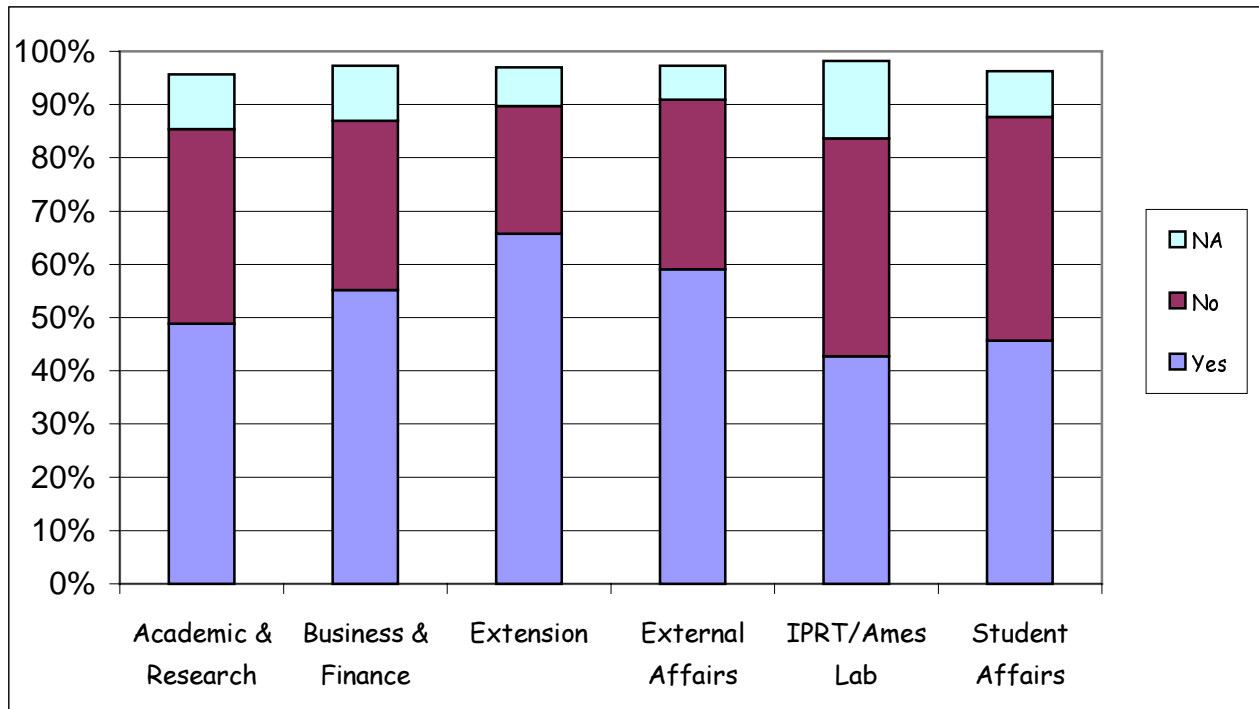
Question 3: When you work additional hours, how many additional hours per week do you usually work?



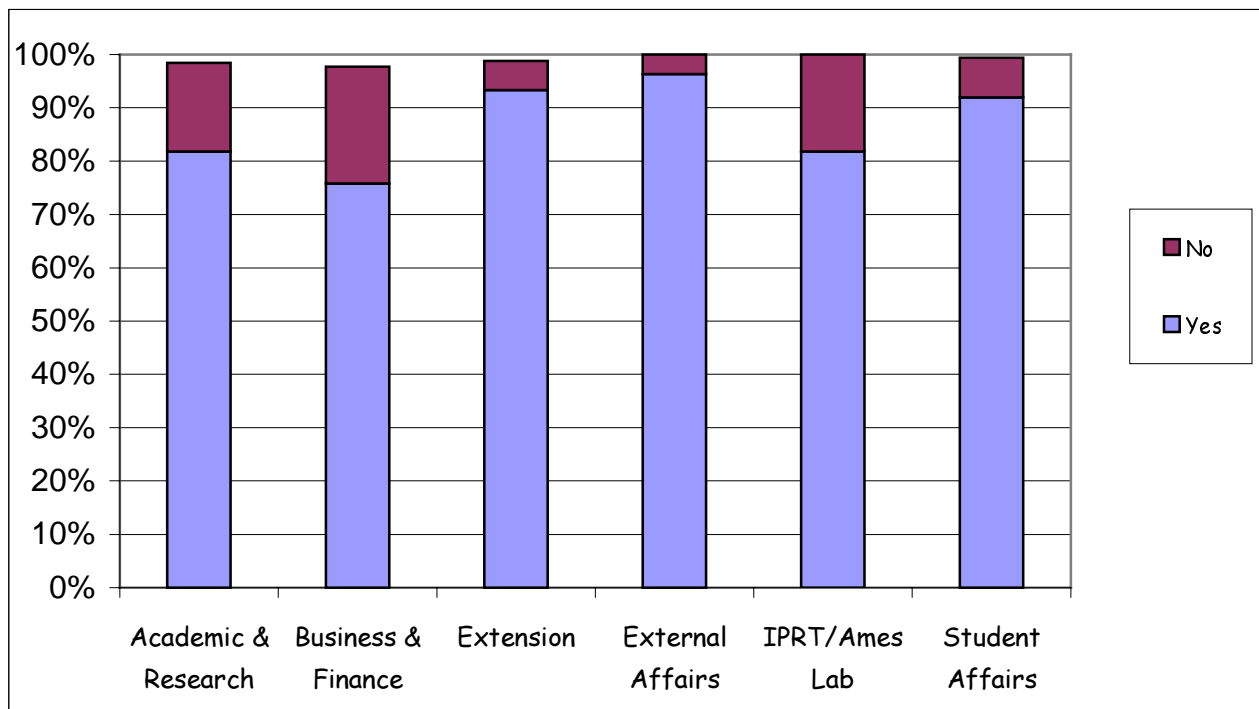
Question 4: Do you work additional hours on a short-term (or temporary basis) or on a regular basis to get the work done?



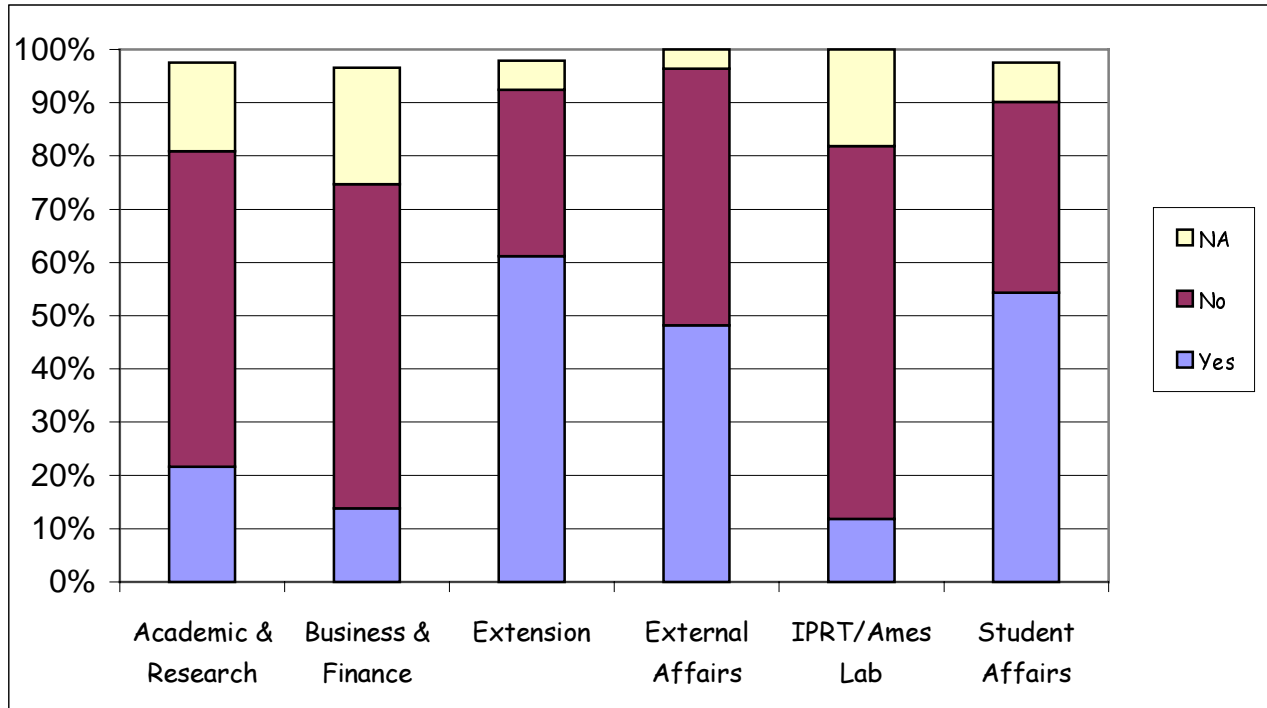
Question 5: Were you advised before you were hired that your position required *extra hours*?



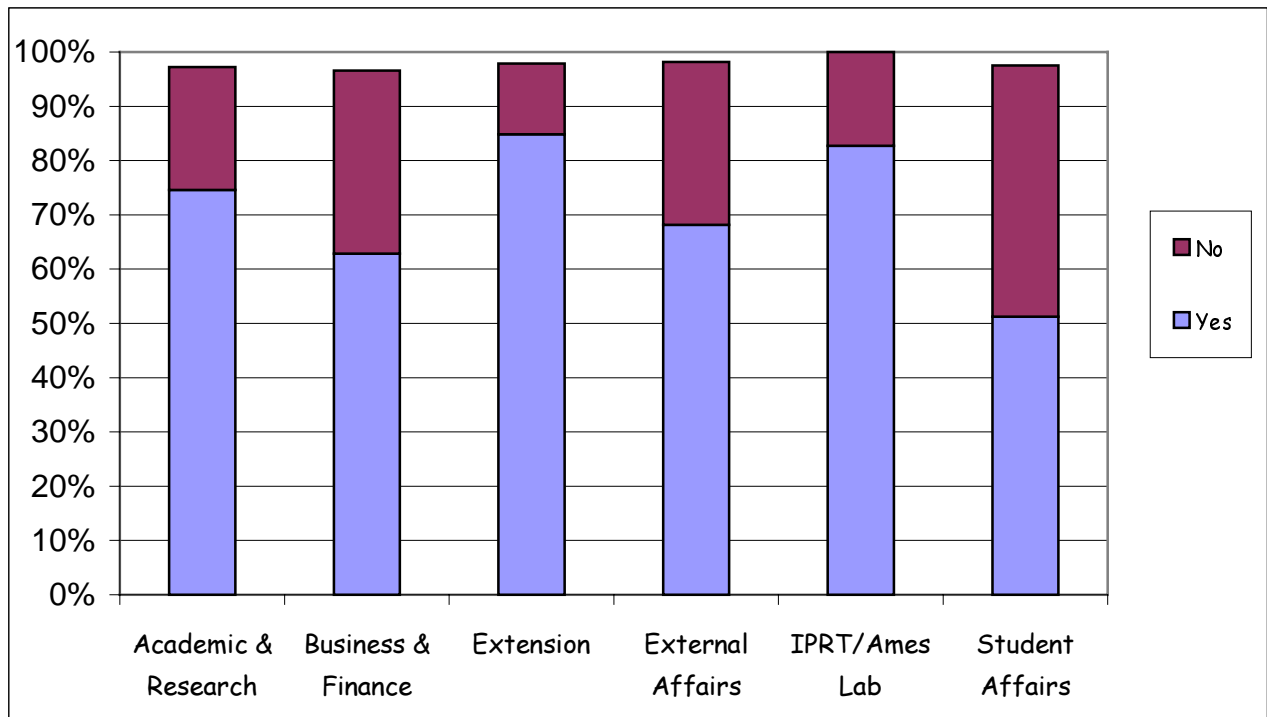
Question 6a. Do you work weekends and/or evenings?



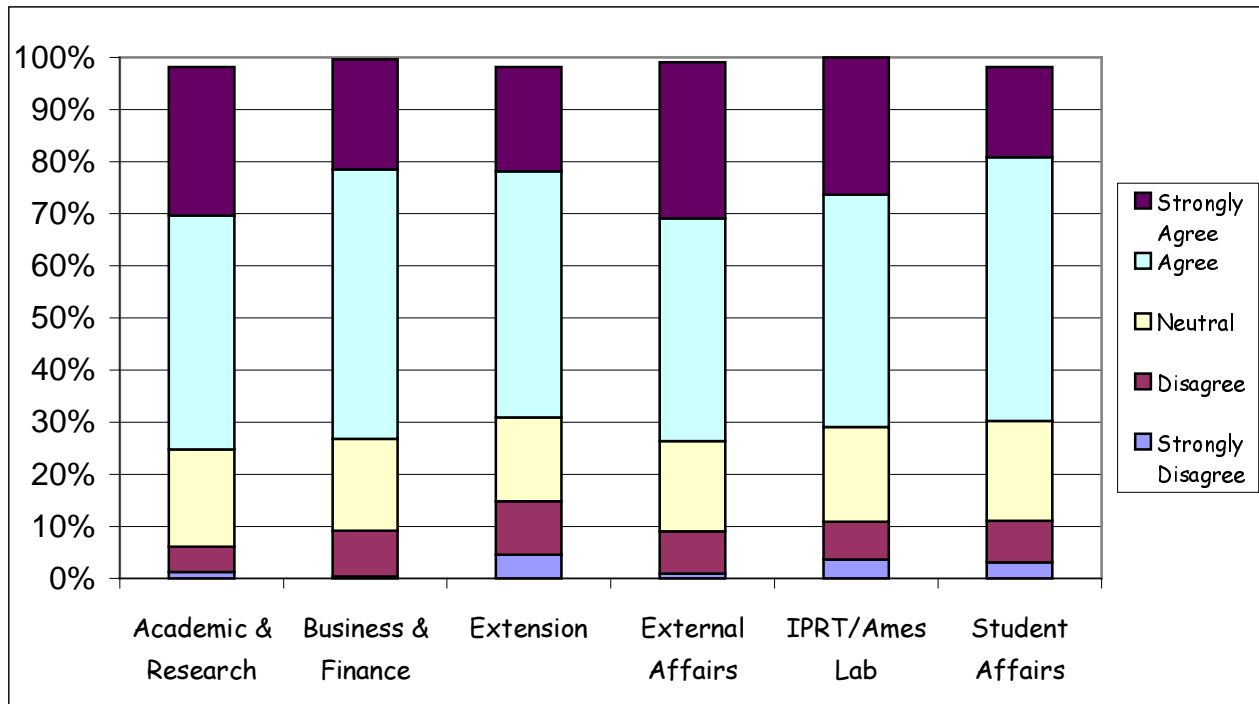
Question 6b: Are you required to work weekend or evening hours as part of your regular work week?



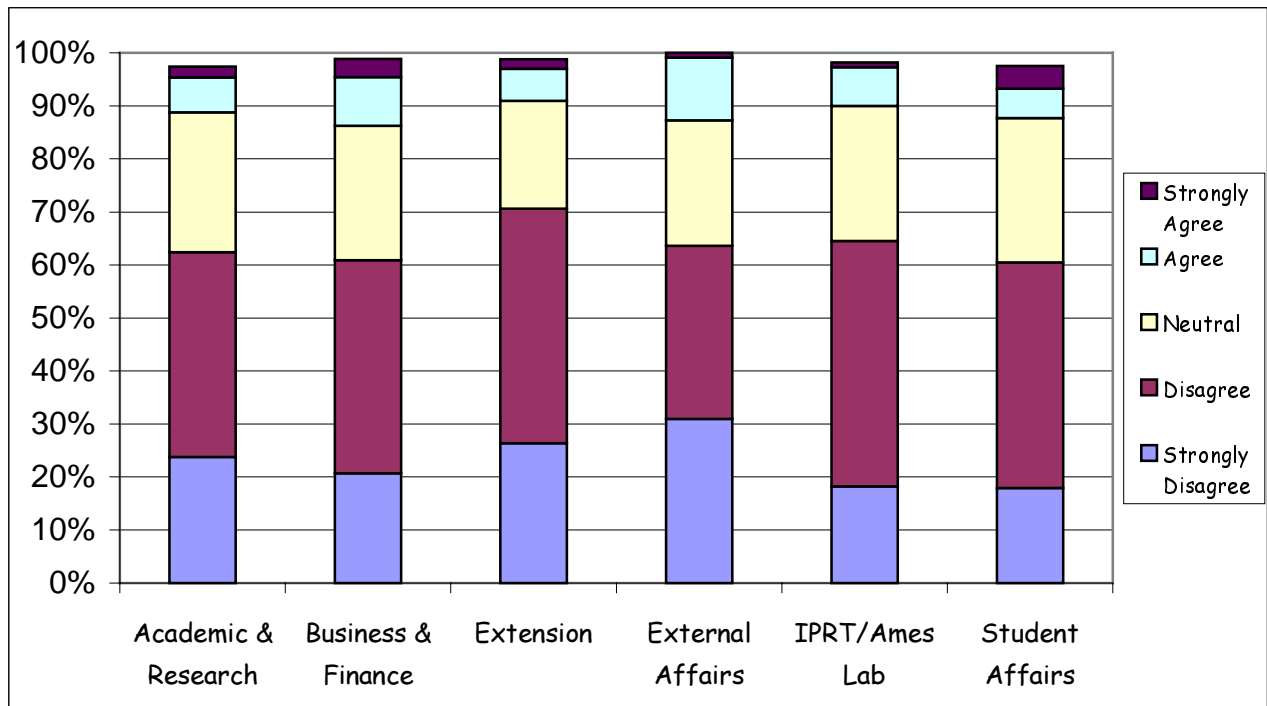
Question 7: Are you allowed to use flexible scheduling to determine your work hours?



Question 8a: I work in a family-friendly environment.

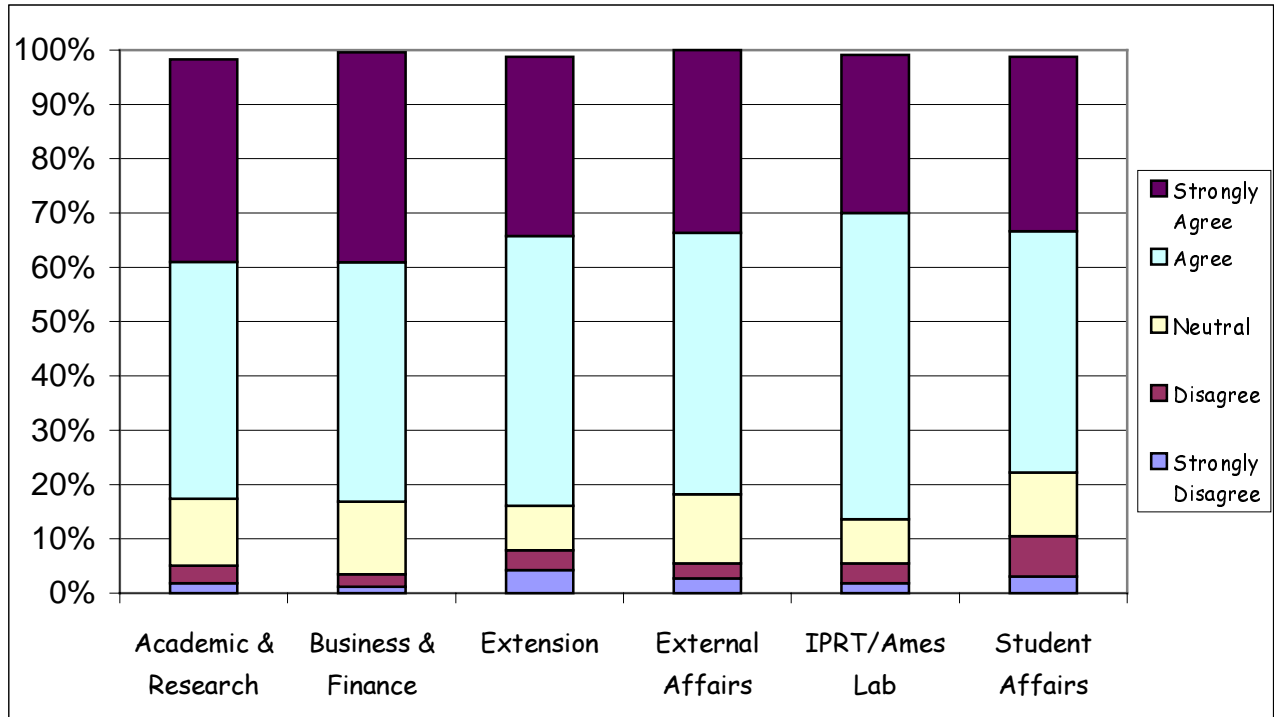


Question 8b: I am considered less a professional because I take vacation or sick leave for family needs. (ie parents, children, siblings)

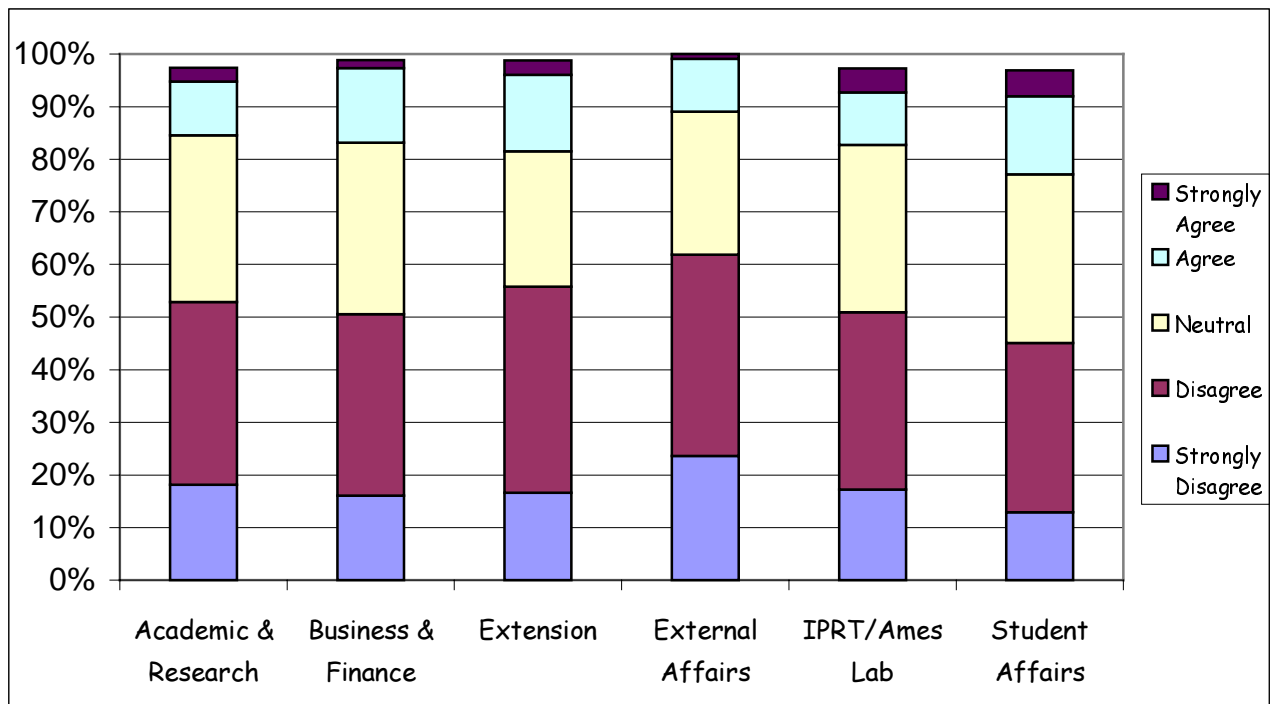




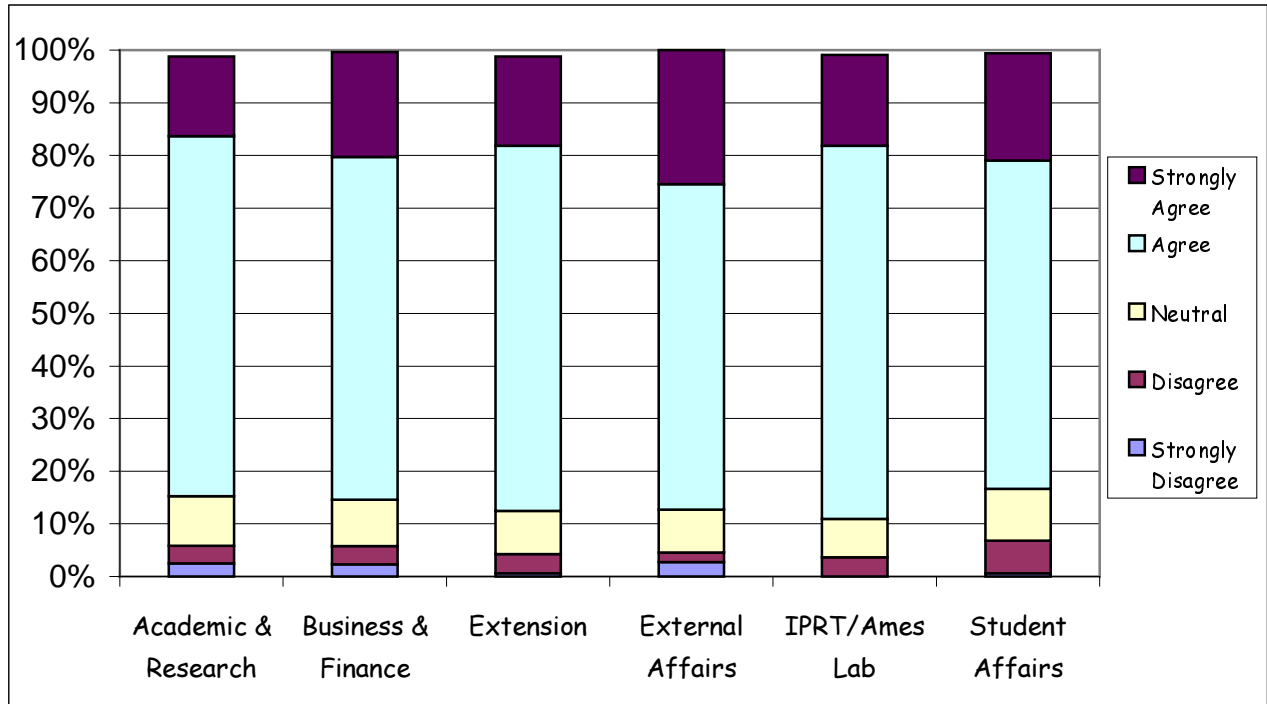
Question 8c: I feel I have the support of my supervisor when I need to take time off for family needs.



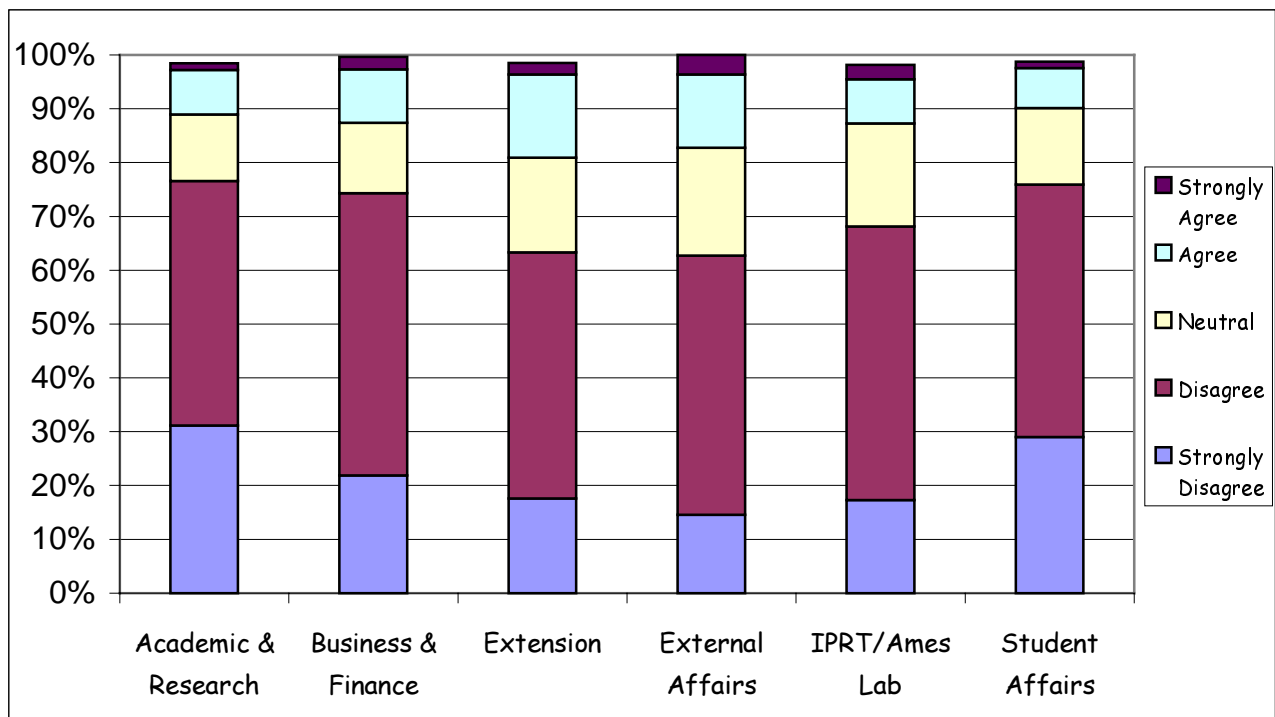
Question 8d: I have co-workers that can't relate to or appreciate what I am going through caring for family members



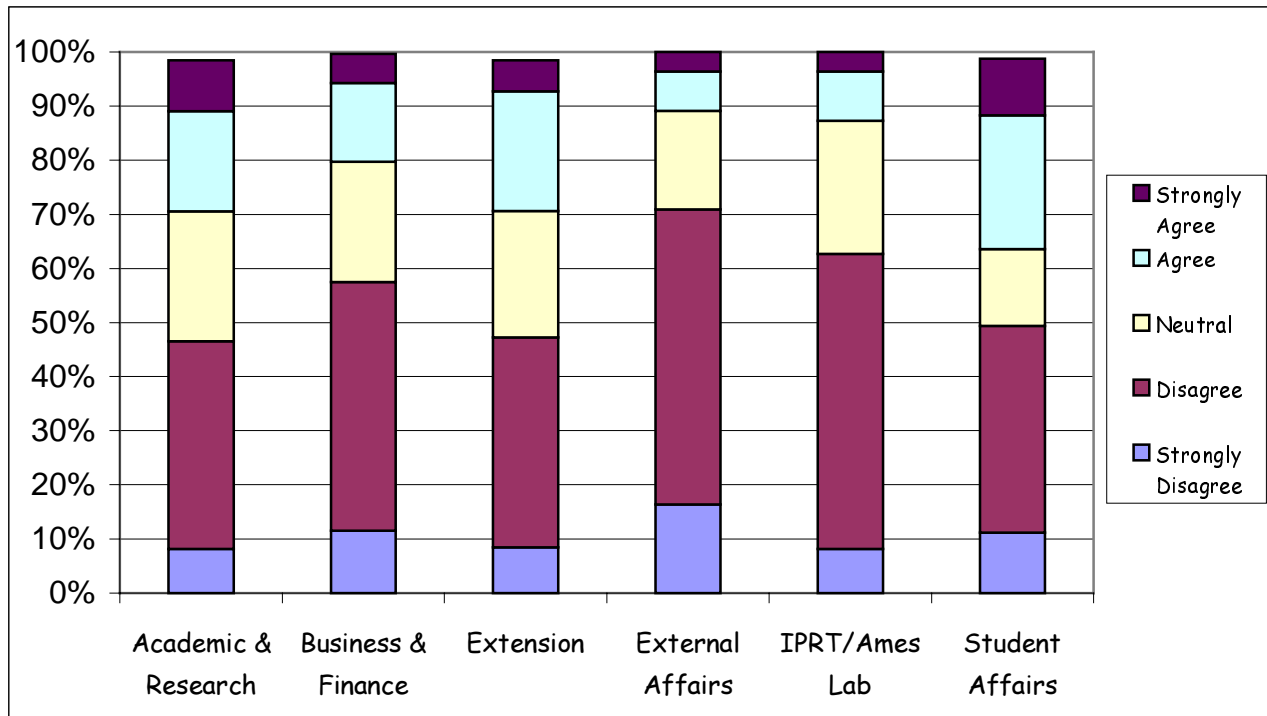
Question 8e: I feel it is acceptable for P&S staff to be *occasionally* required to work additional hours over and above those designated in their job description.



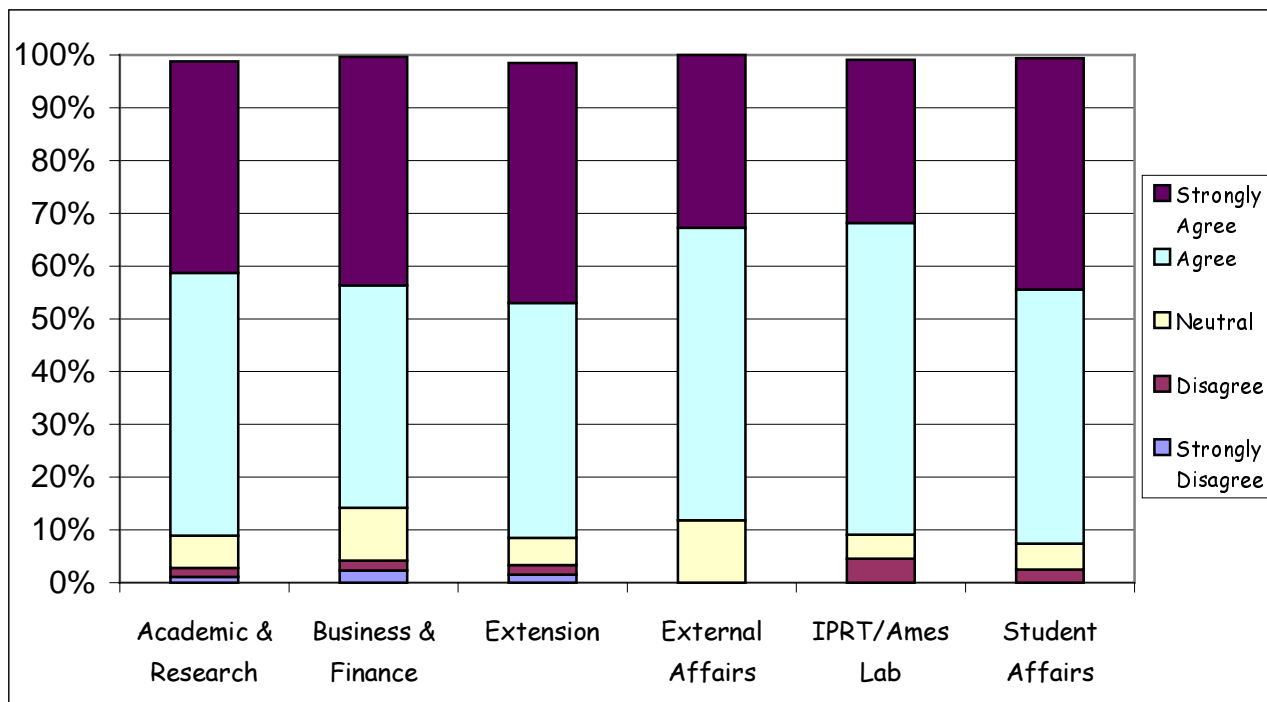
Question 8f: I feel it is acceptable for P&S staff to be required to *regularly* work additional hours over and above the number of hours designated in the job description



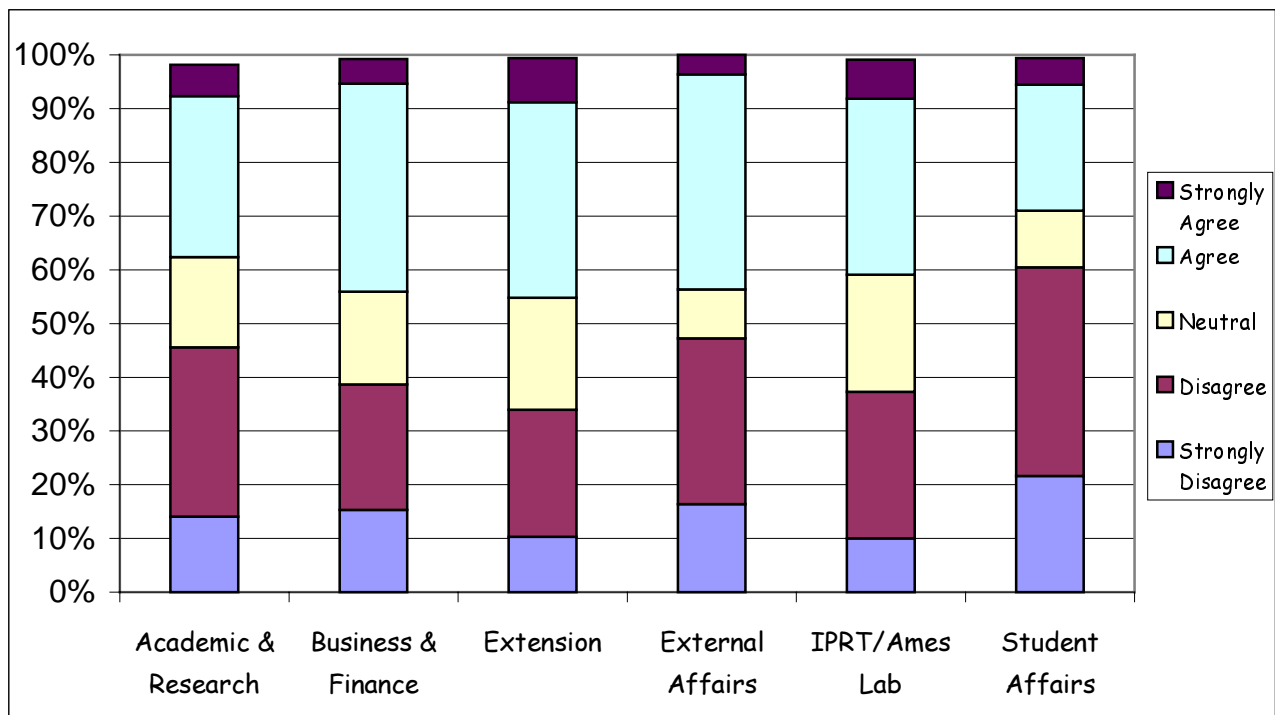
Question 8g: I am willing to work additional hours only if compensatory time is available.



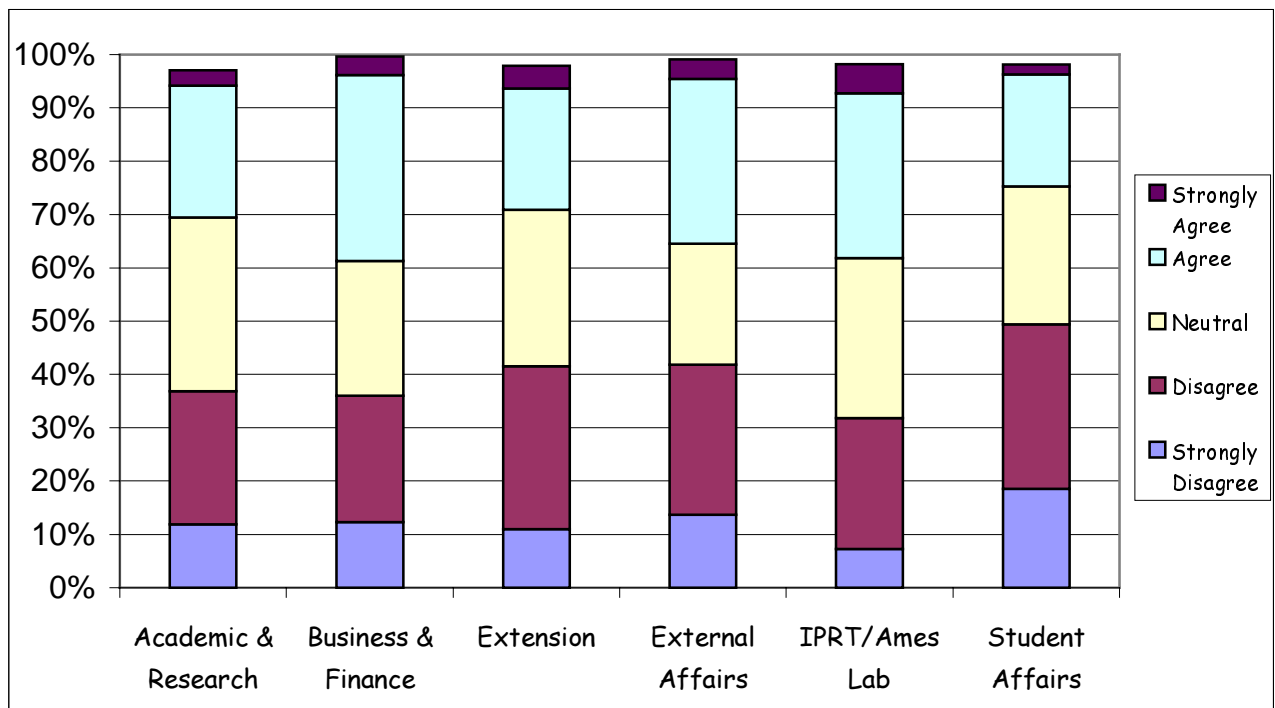
Question 8h: As long as campus and extension customers are provided adequate service and an office is staffed, I don't see a problem with allowing flex-time.



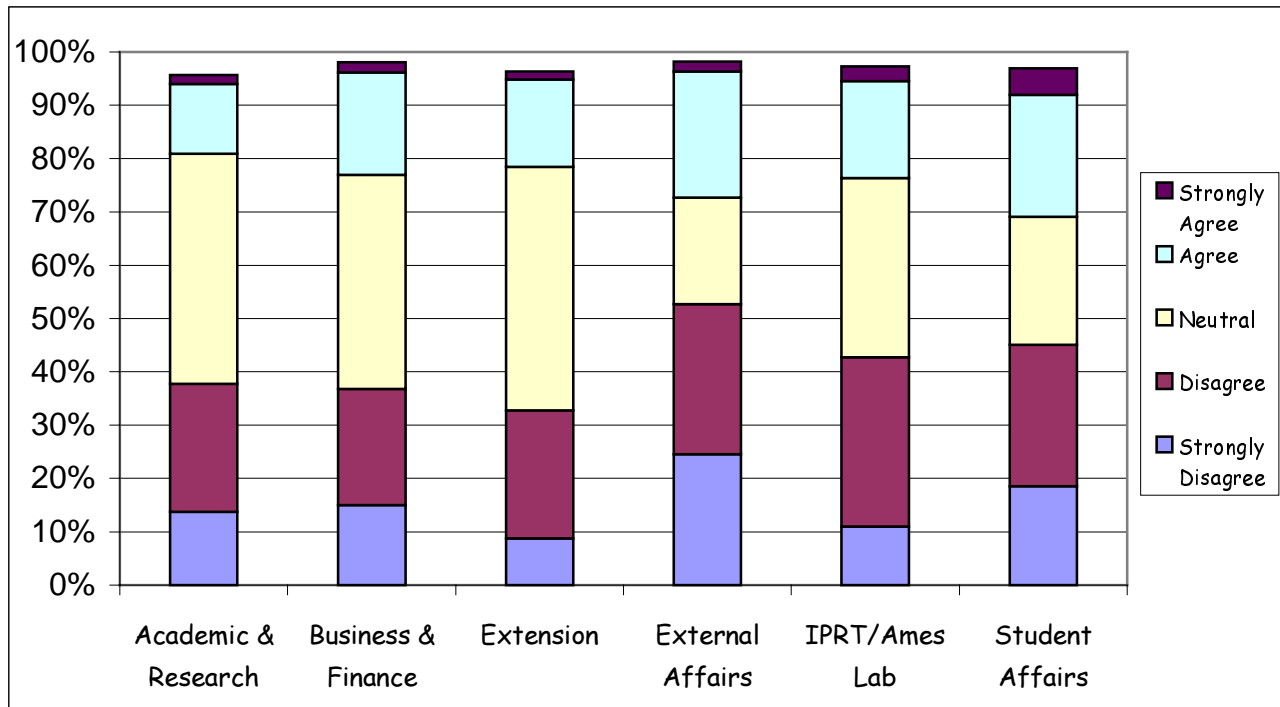
Question 8i: I am paid fairly for the level of responsibility I have.



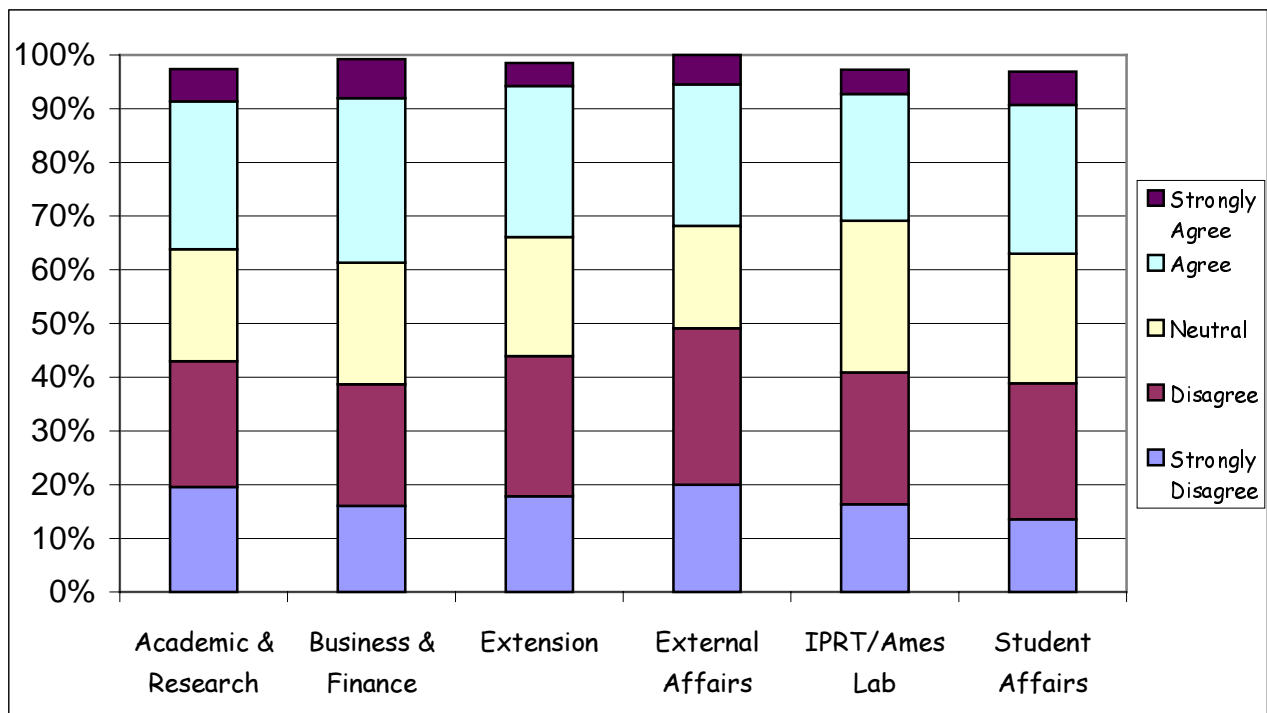
Question 8j: I am paid fairly in comparison to others at ISU with similar responsibilities.



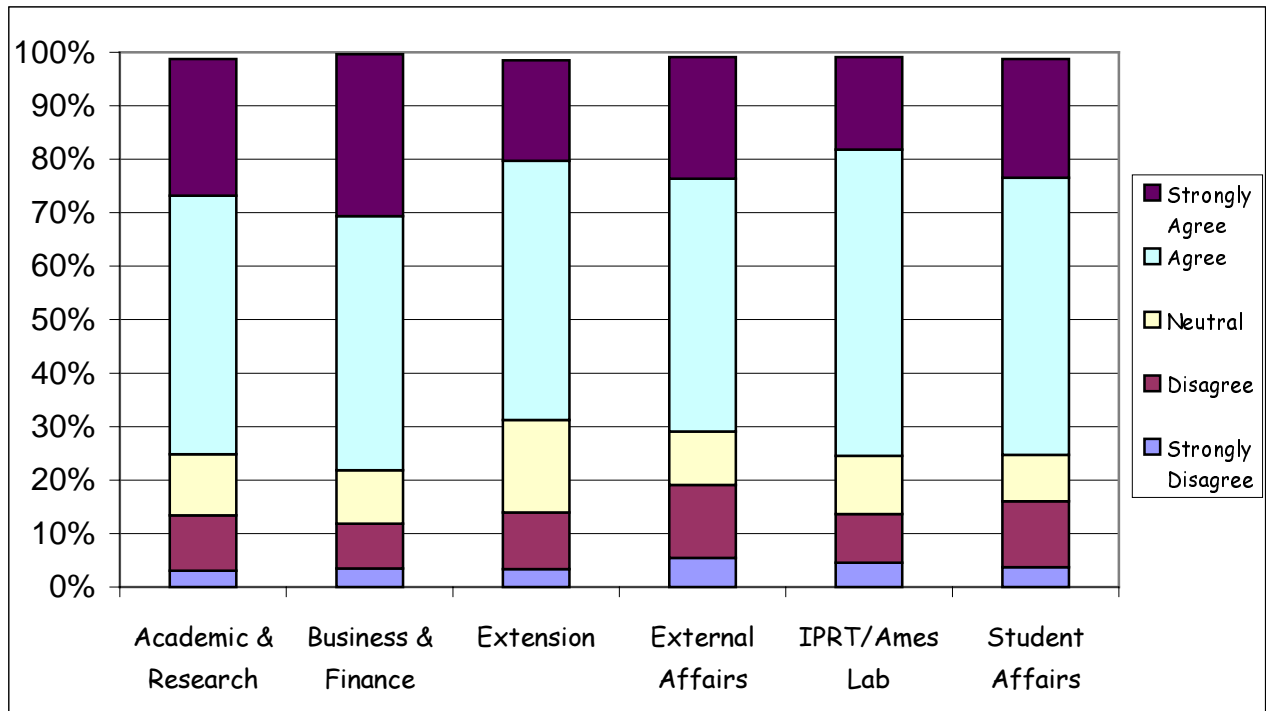
Question 8k: I am paid fairly in comparison to others in similar positions at other institutions.



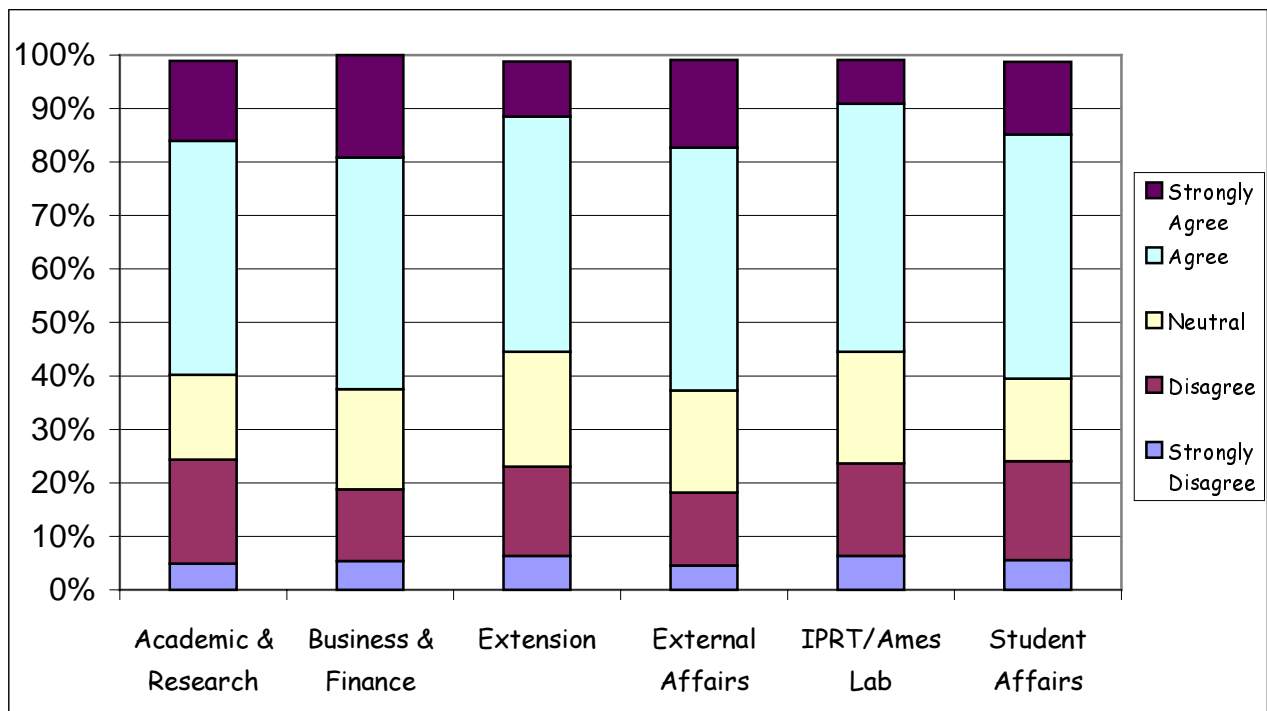
Question 8l: I feel there is a direct relationship between my performance appraisal and the merit portion of my annual pay increase.



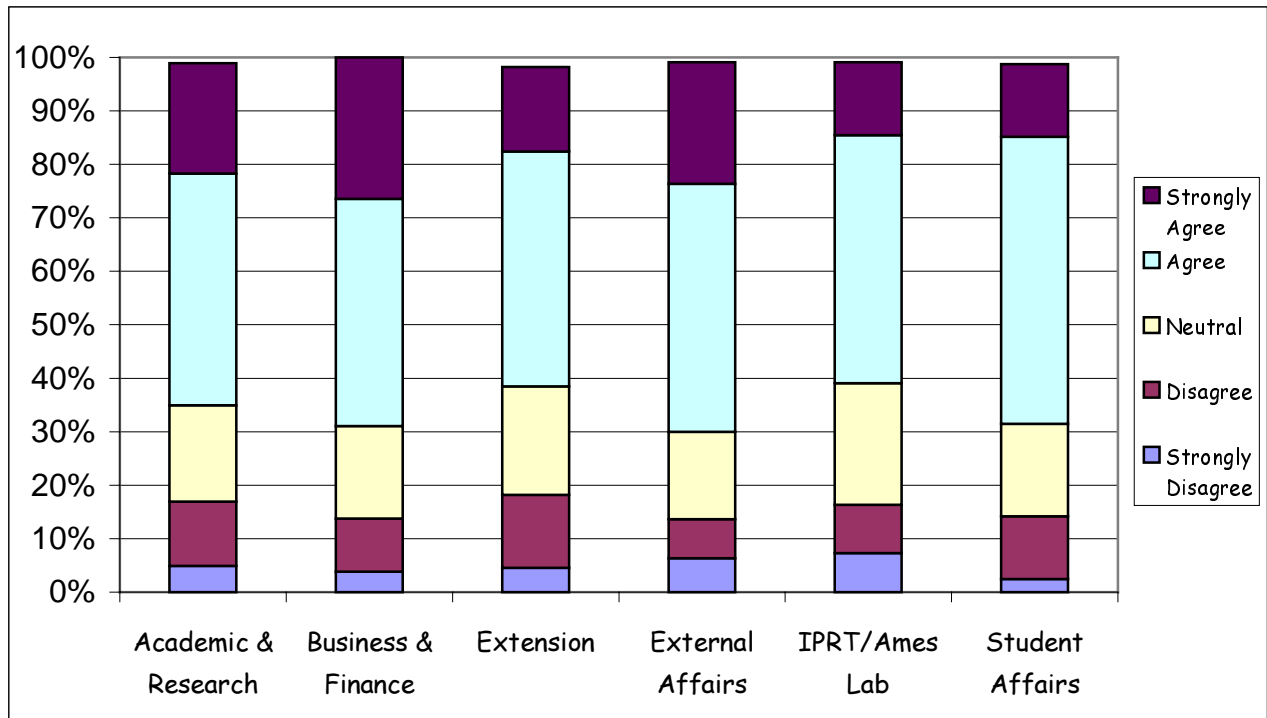
Question 9a: My supervisor demonstrates fair treatment of staff members.



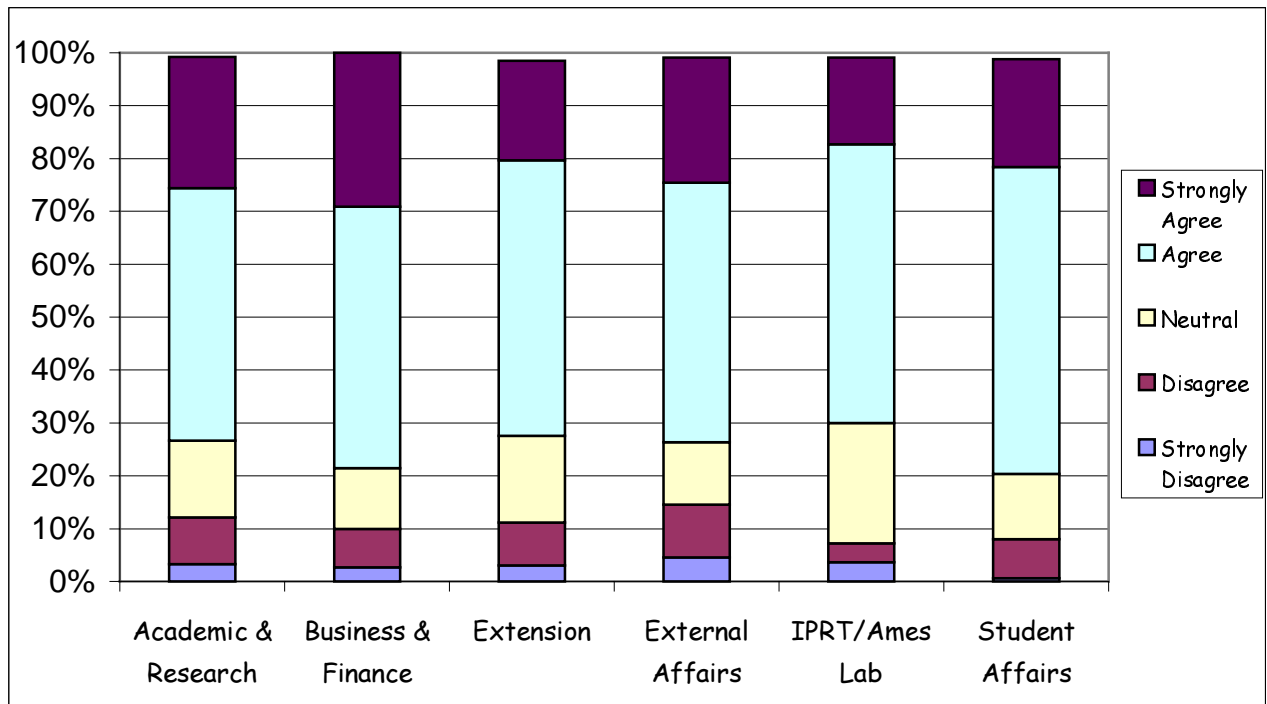
Question 9b: My supervisor clearly communicates priorities and expectations.



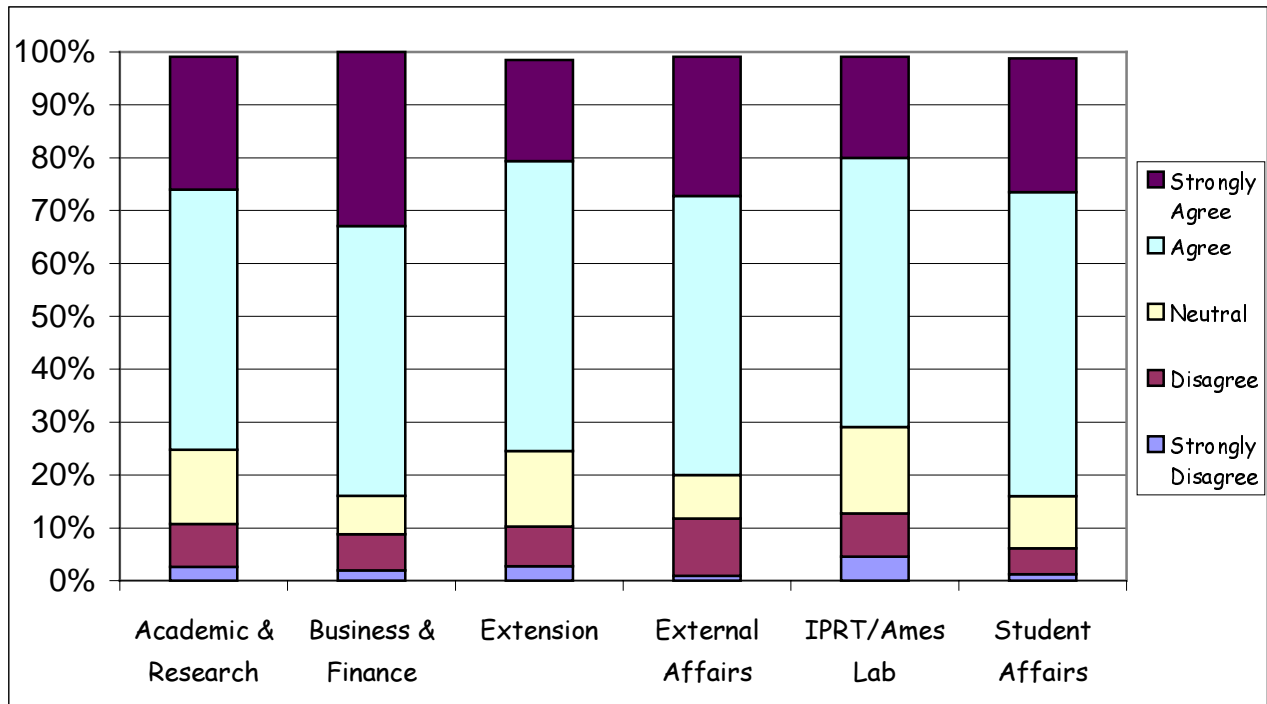
Question 9c: My supervisor fosters a cooperative working environment among co-workers.



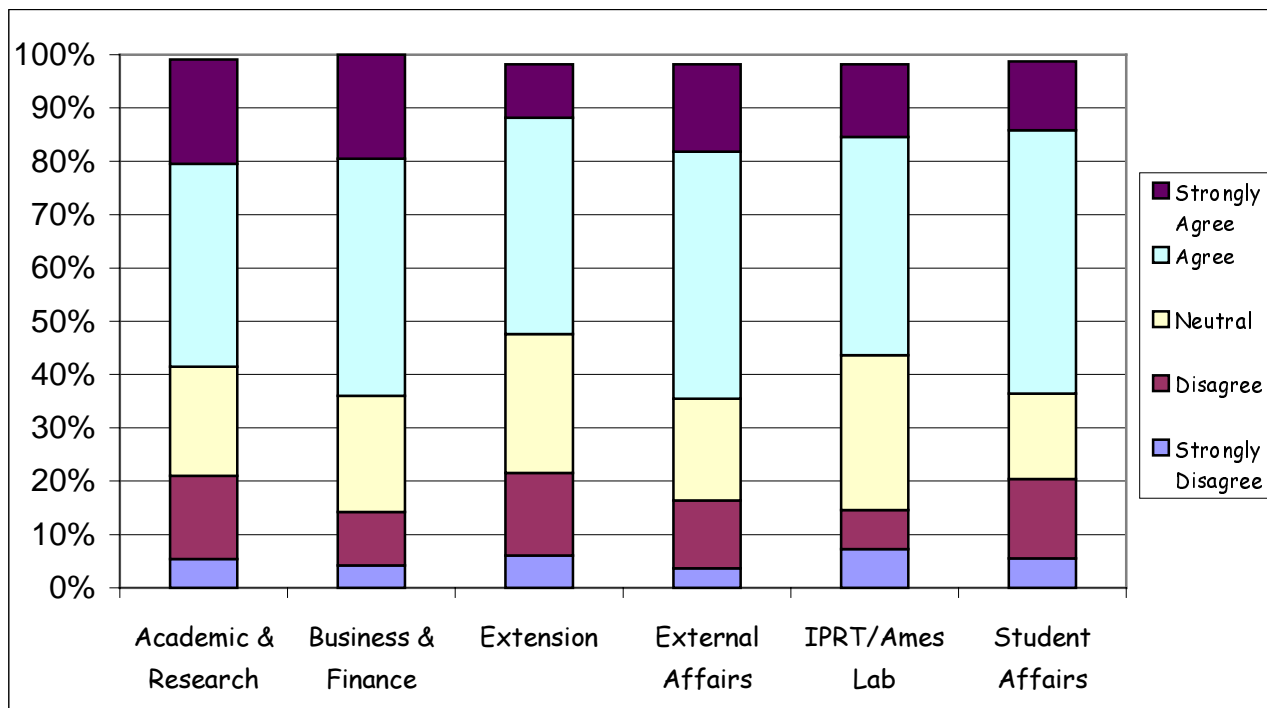
Question 9d: My supervisor listens to employee's concerns and work issues.



Question 9e: My supervisor is accessible to discuss concerns and work related issues.

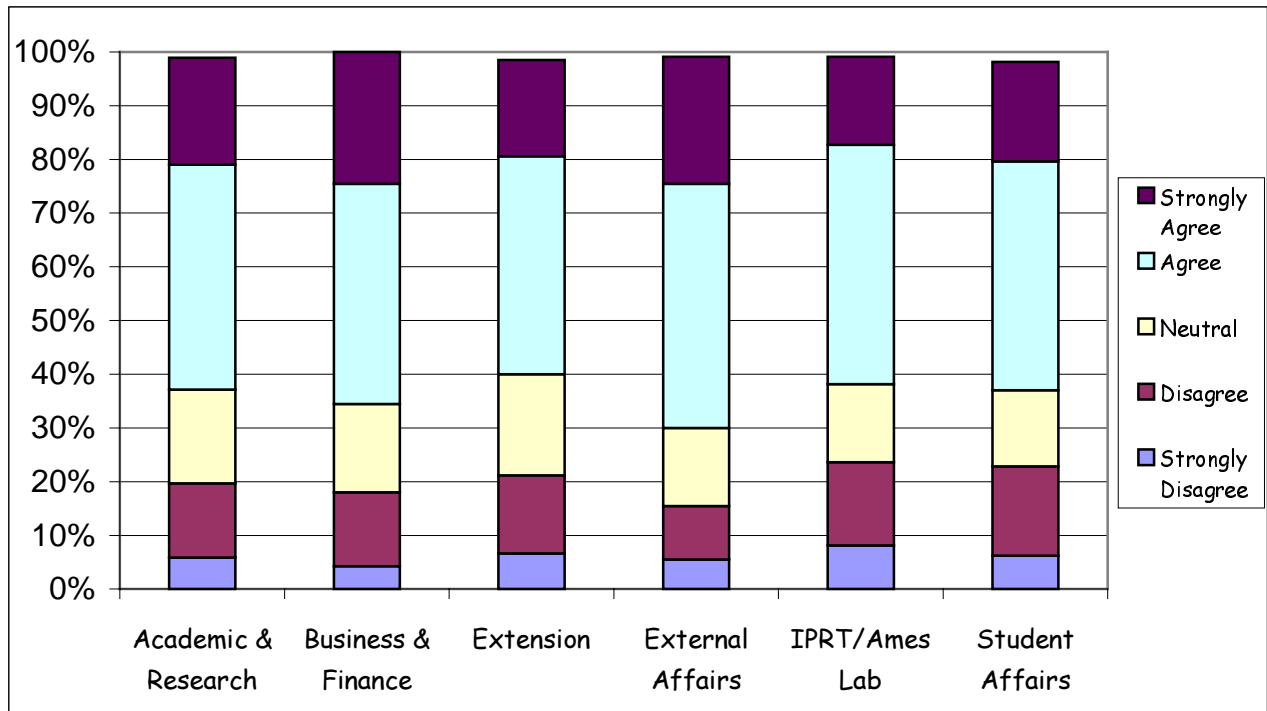


Question 9f: My supervisor takes actions to resolve concerns and work issues.

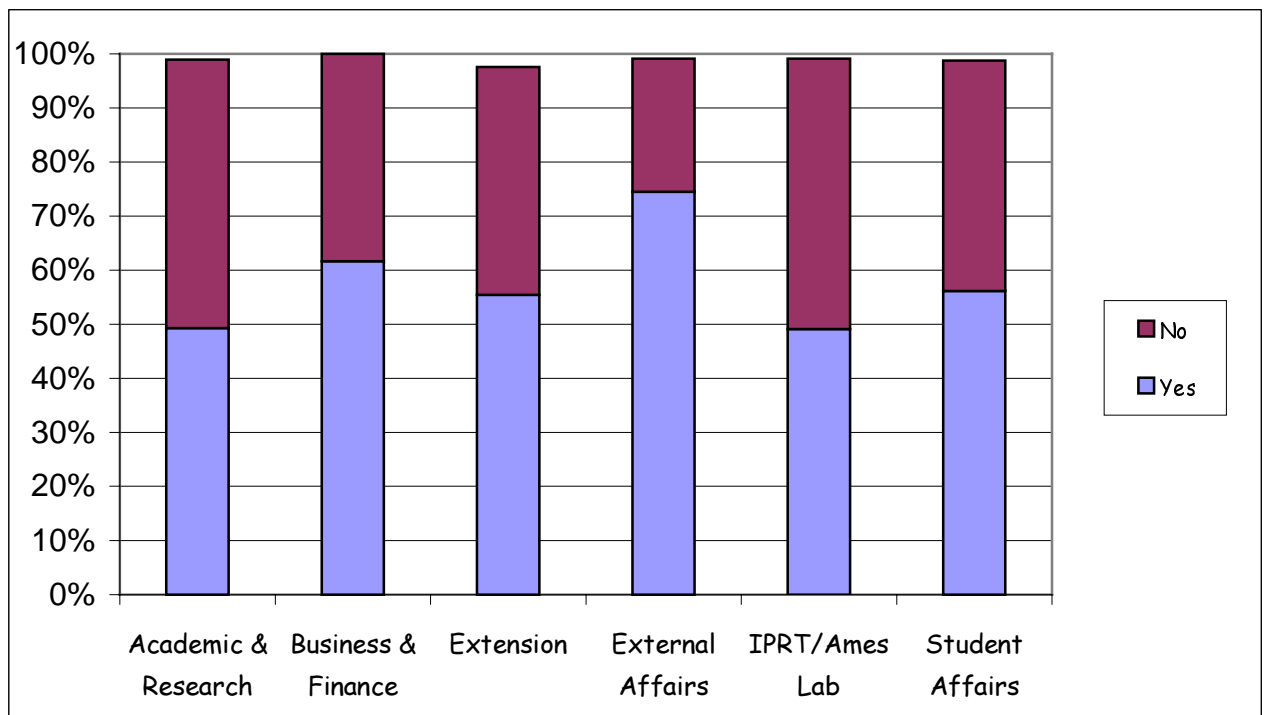




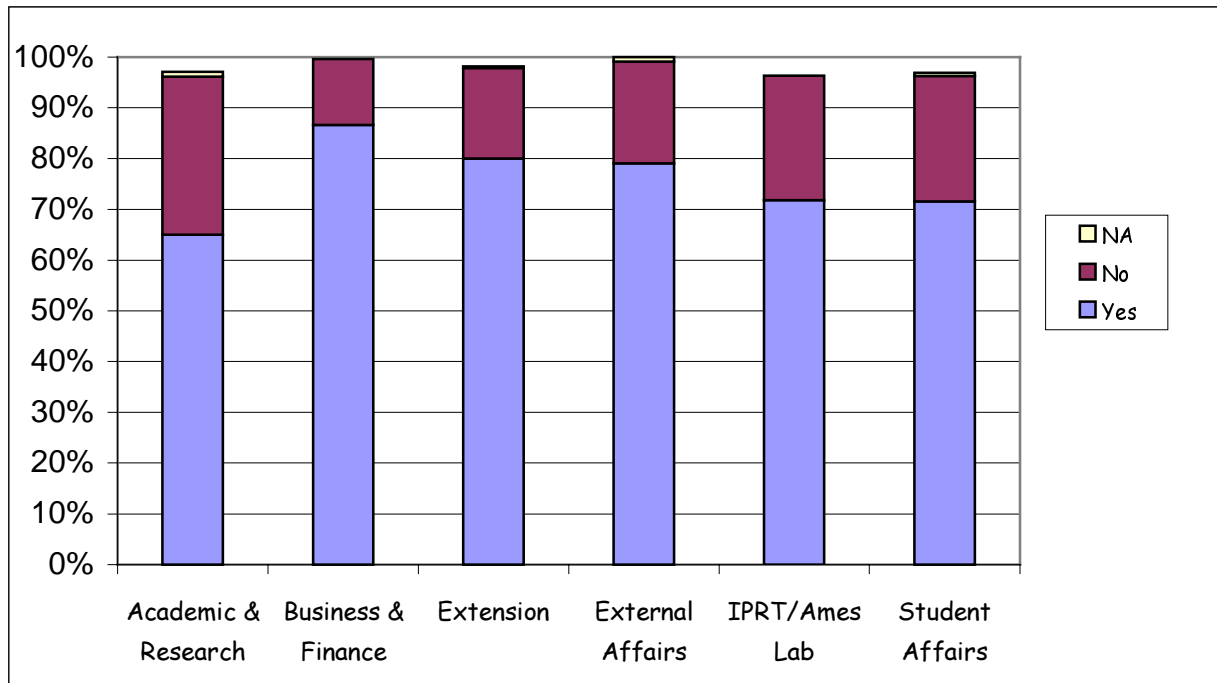
Question 9g: My supervisor has a good understanding of my job activities.



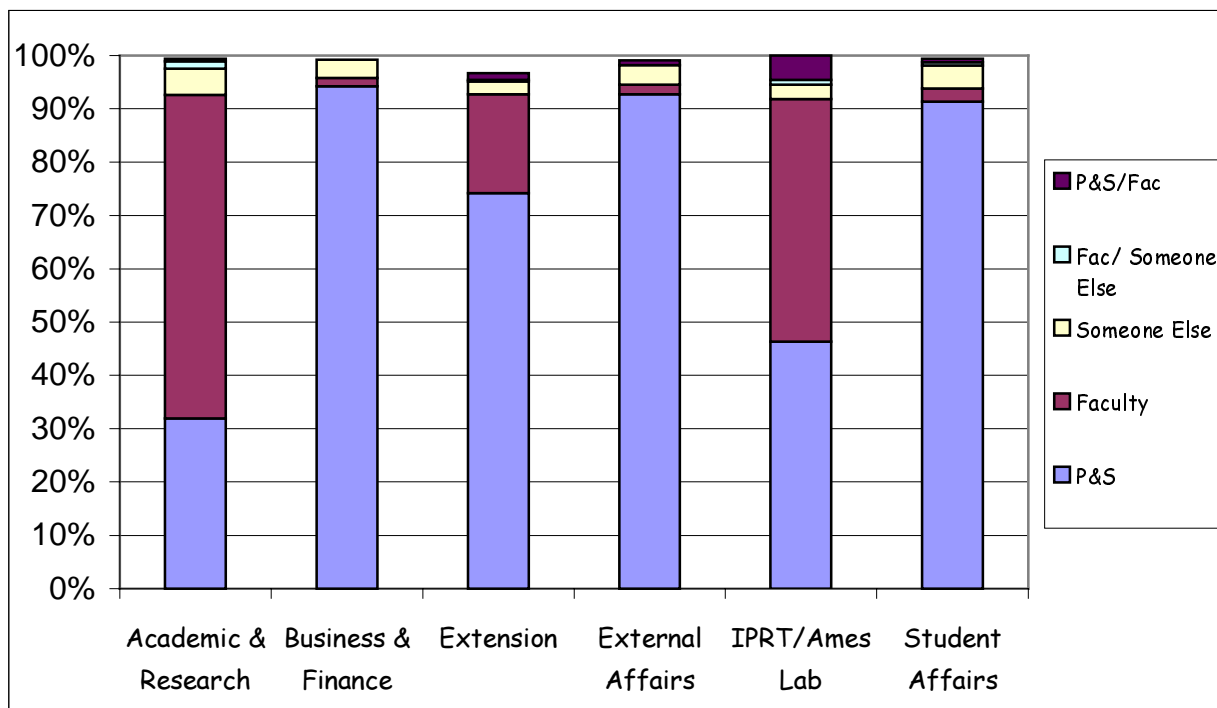
Question 10: My supervisor and I meet regularly to discuss performance expectations and progress on goal completion



Question 11: Did your supervisor inform you of your current salary before the end of July?

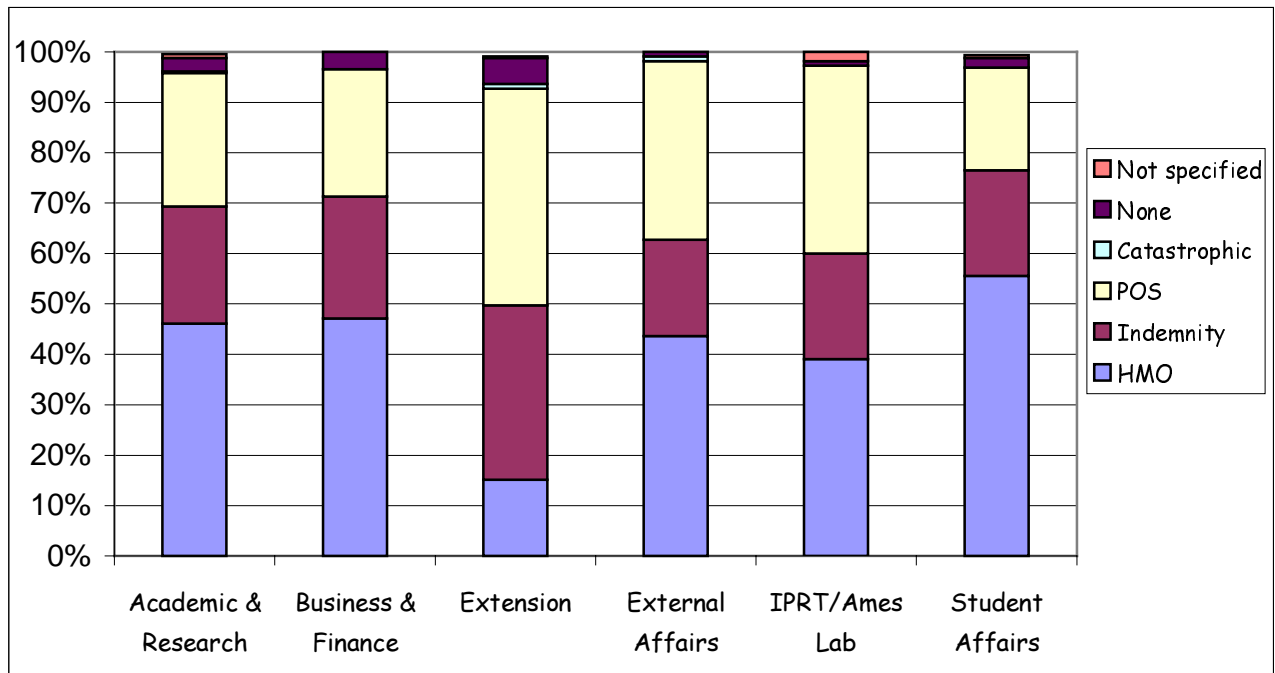


Question 12: Is your supervisor P&S staff, Faculty, or someone else?

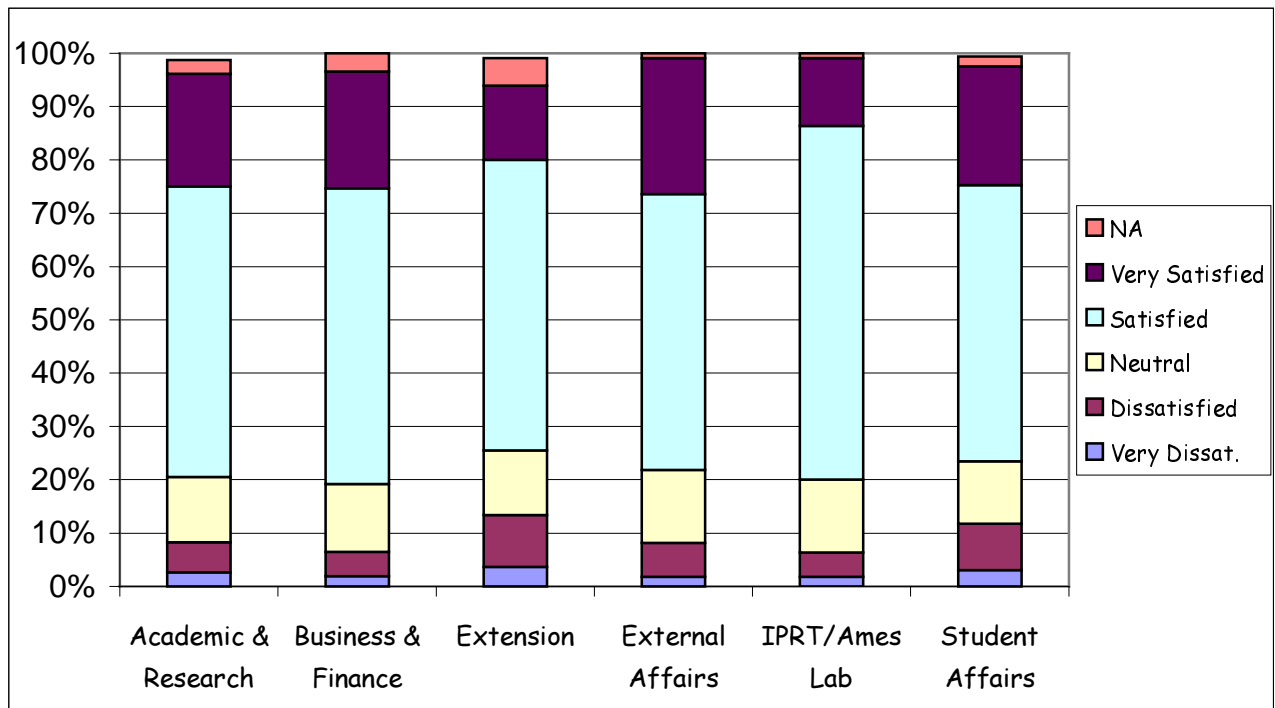


## Benefits

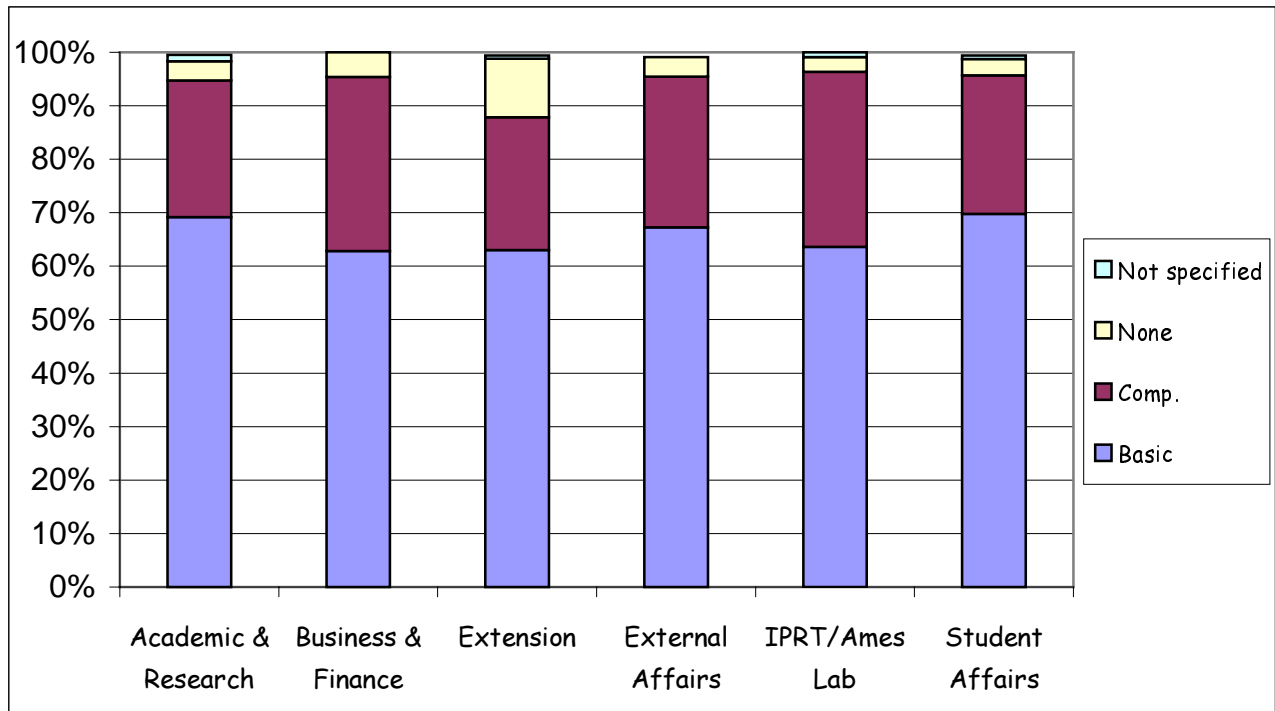
Question 13: Which ISU medical insurance option do you currently use?



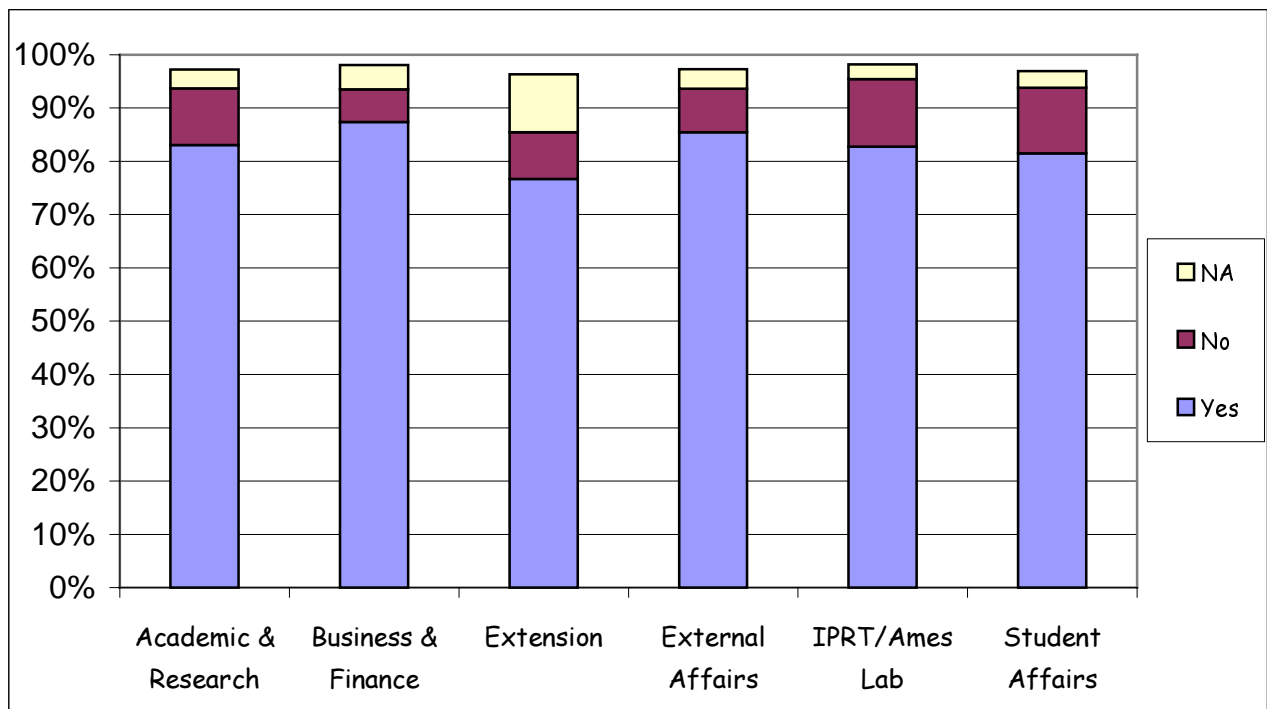
Question 14: Overall, how satisfied are you with the medical benefit *options* offered you?



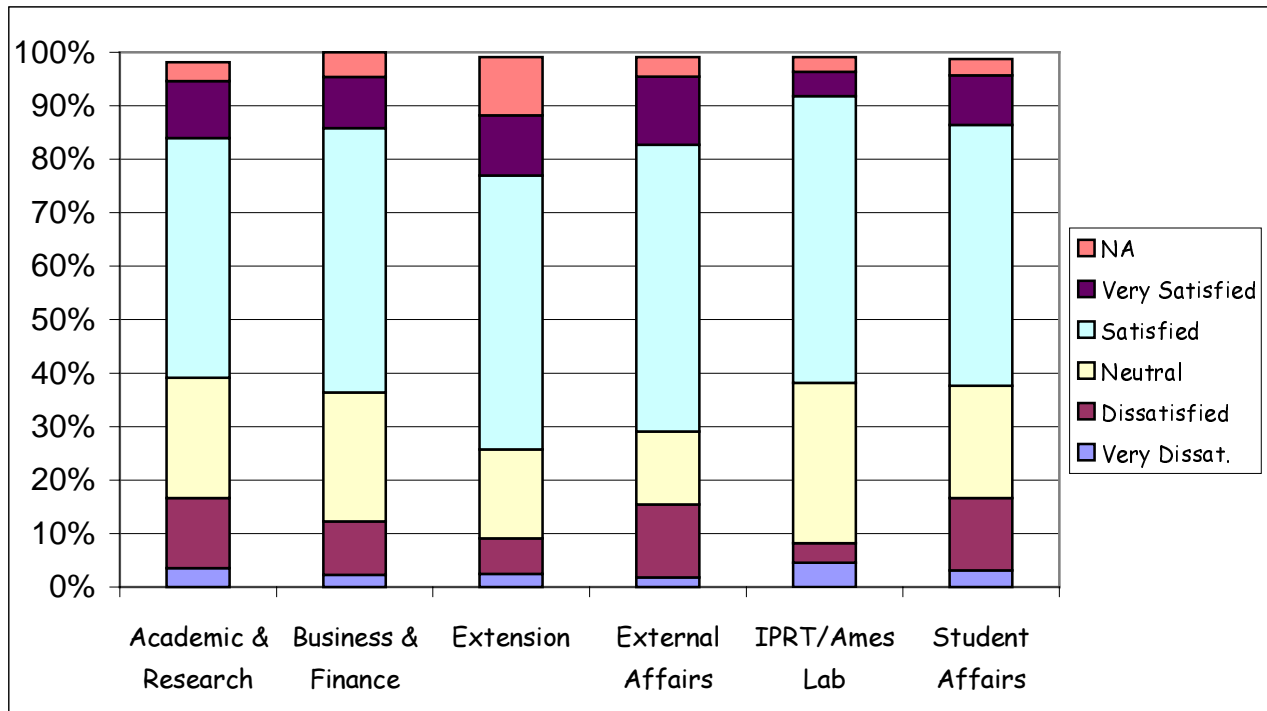
Question 15: Which ISU dental option do you currently use?



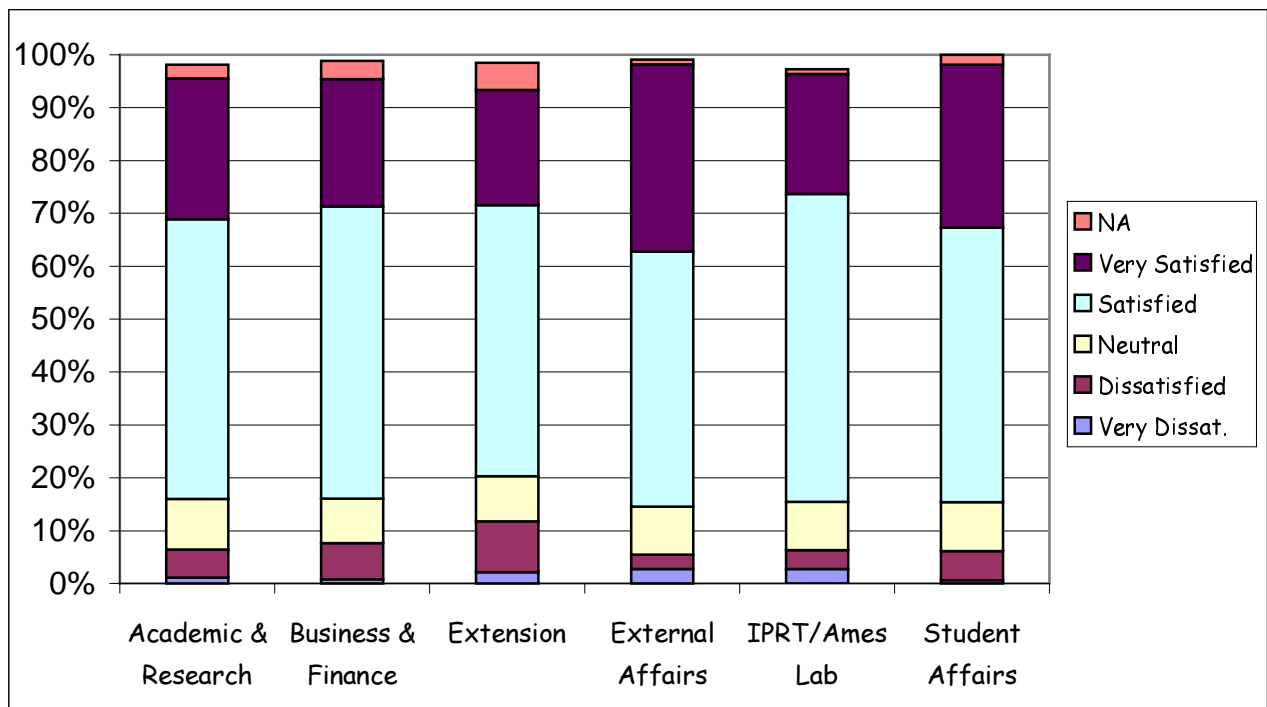
Question 16: Is your dental care provider part of the Delta Dental Network?



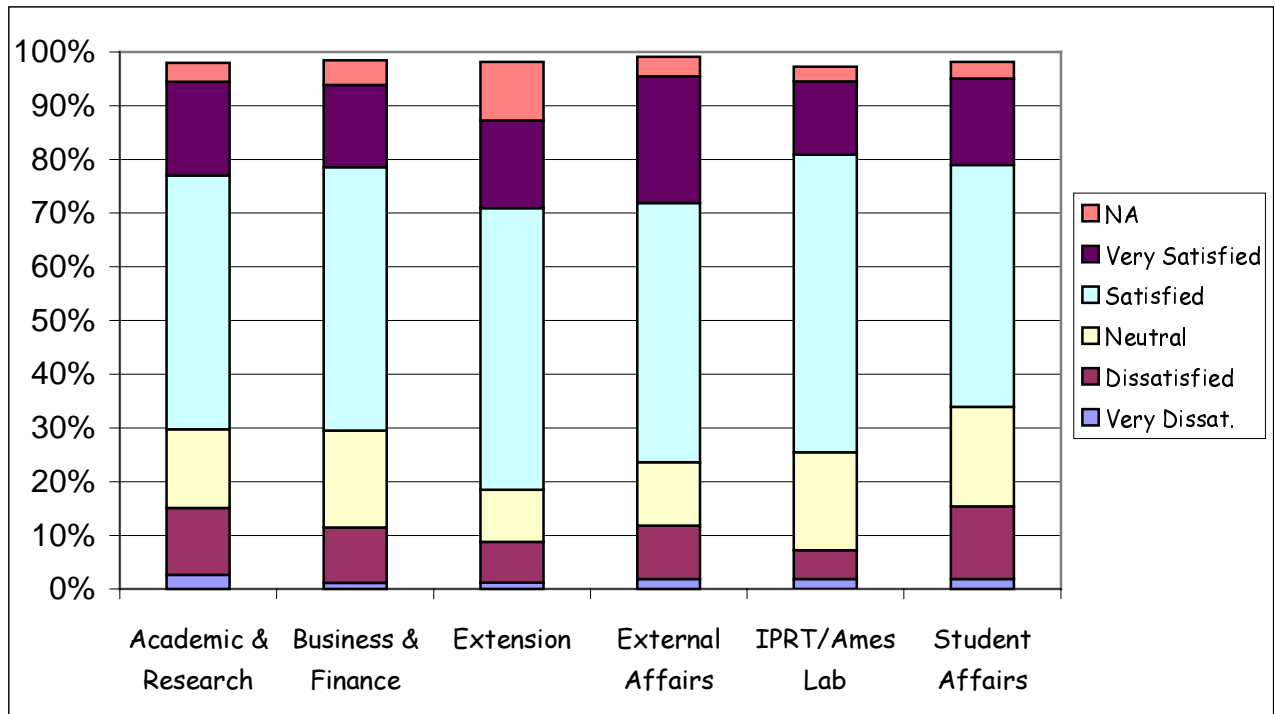
Question 17: Overall, how satisfied are you with the dental benefit *options* offered to you?



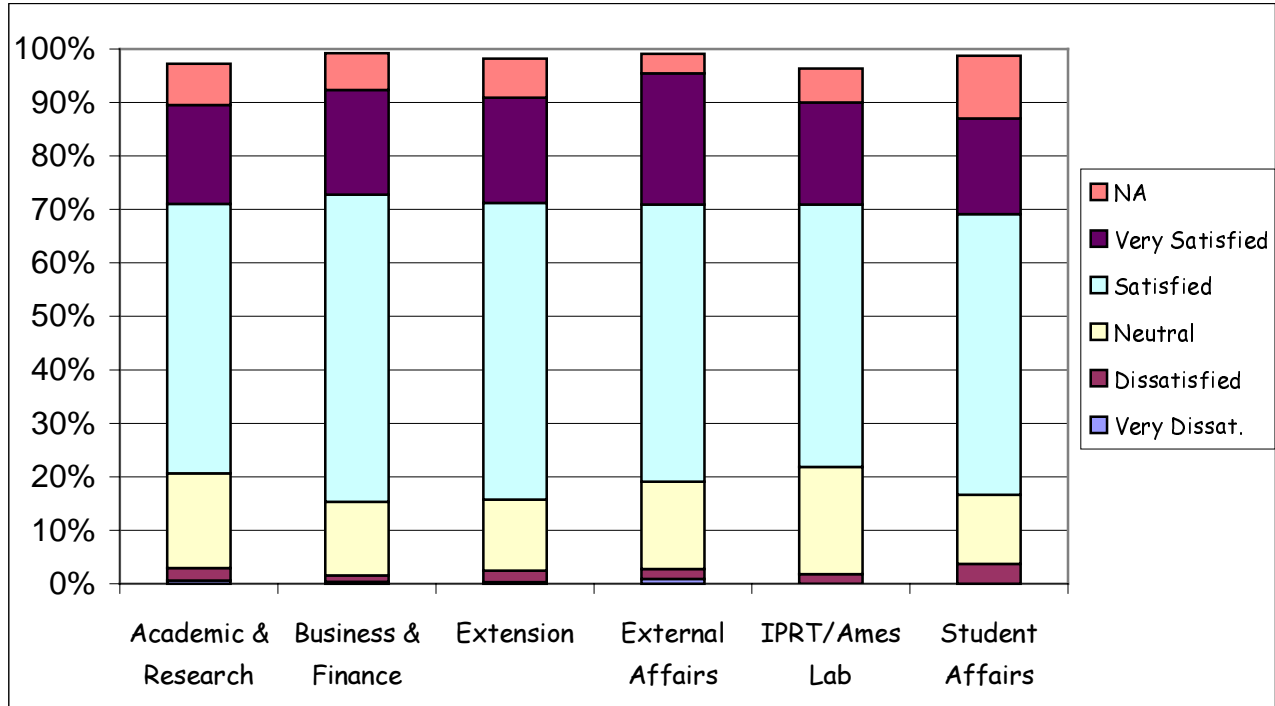
Question 18a: How satisfied are you with your medical benefit?



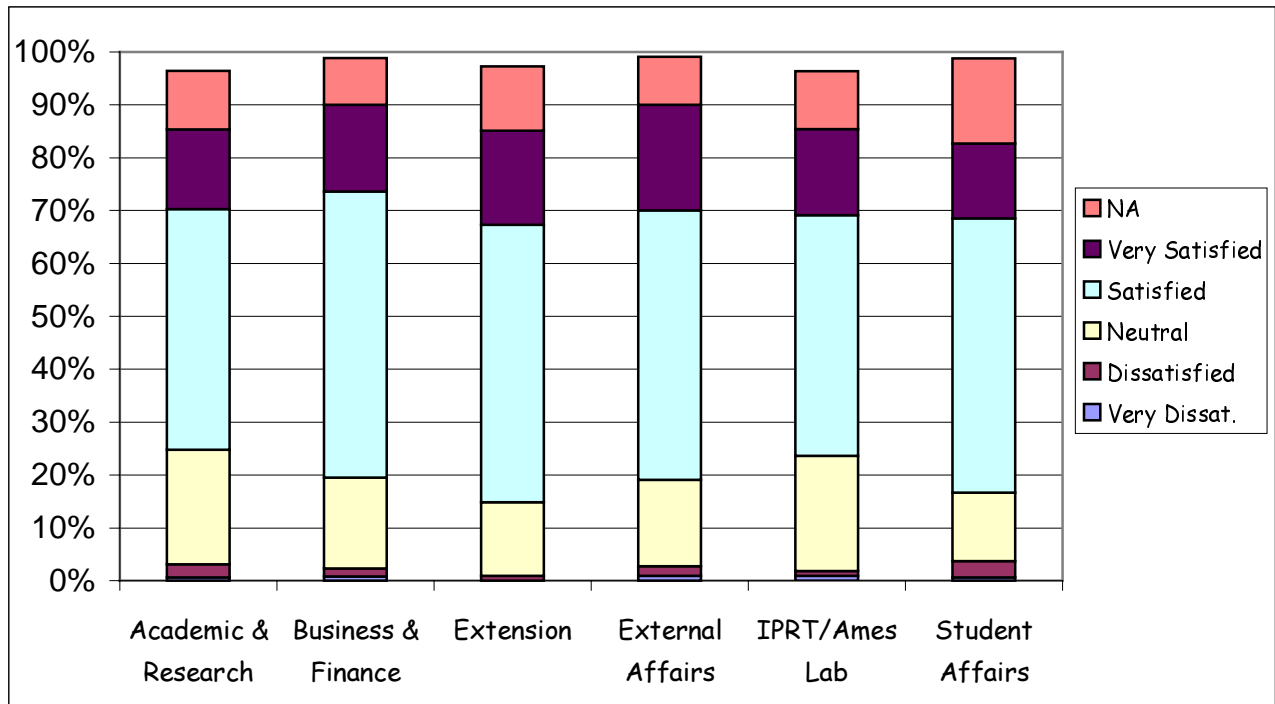
Question 18b: How satisfied are you with your dental benefit?



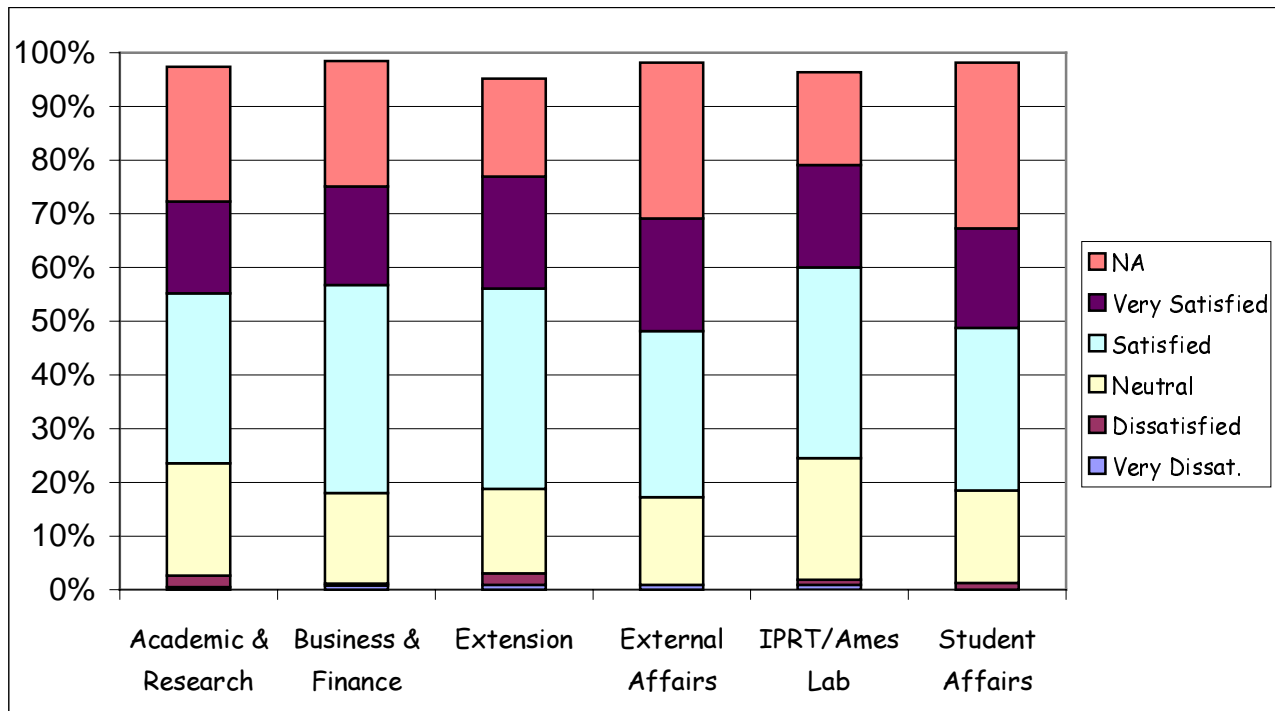
Question 18c: How satisfied are you with your life insurance benefit?



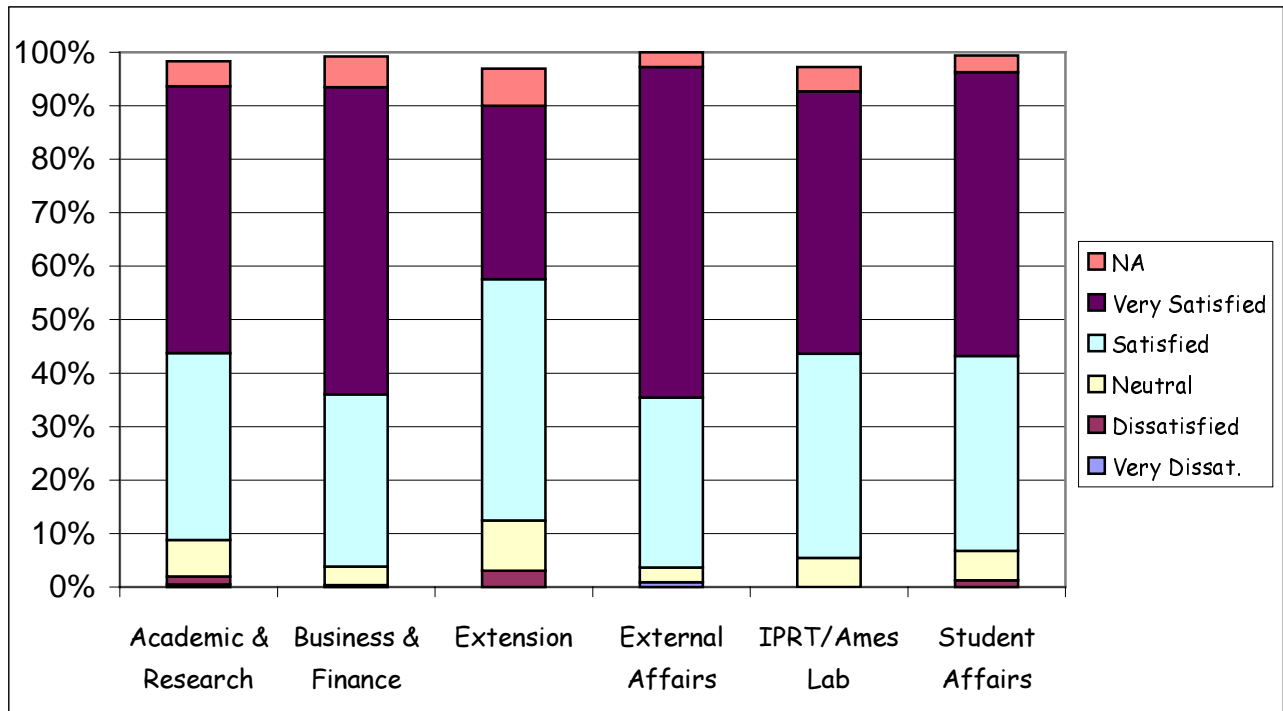
Question 18d: How satisfied are you with your long term disability benefit?



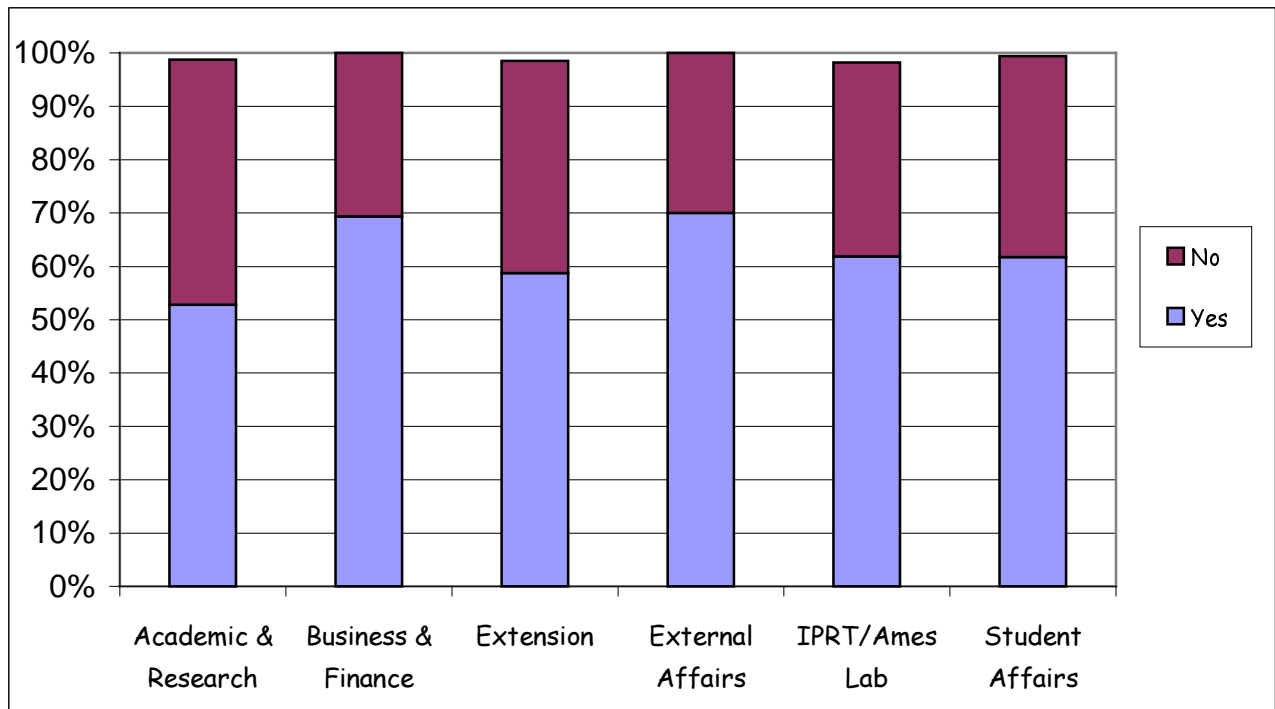
Question 18e: How satisfied are you with your flex spending account benefit?



Question 18f: How satisfied are you with your retirement benefit?



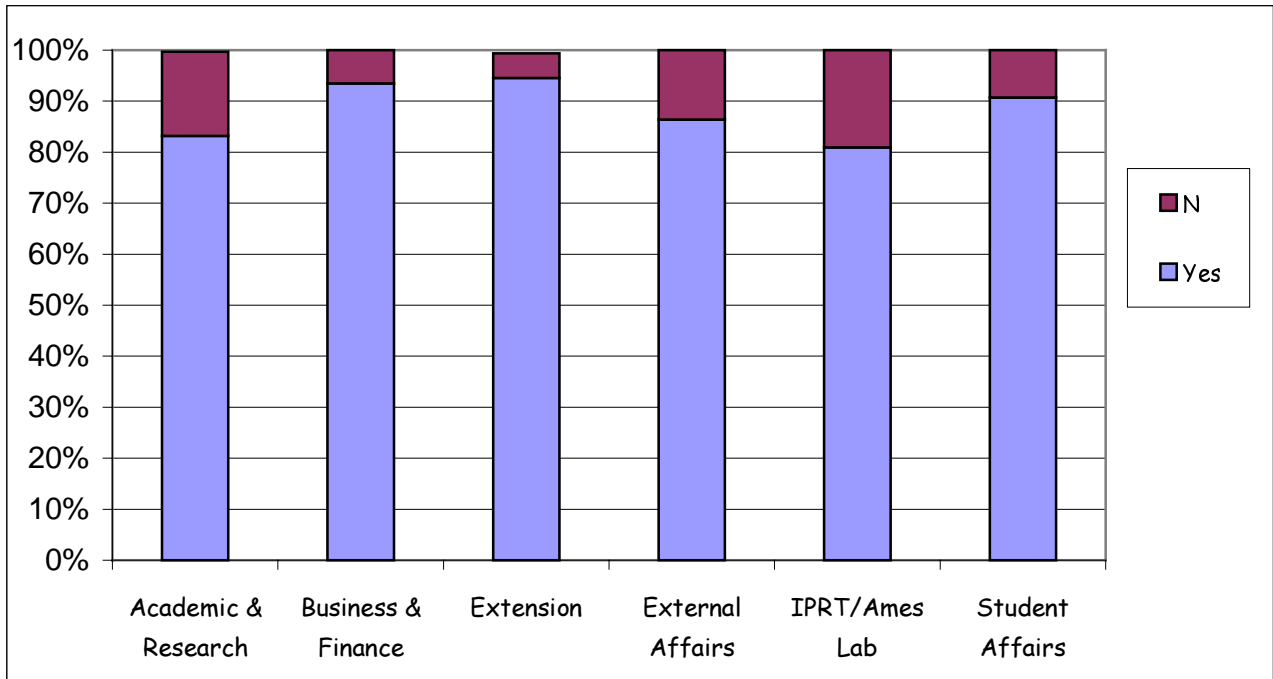
Question 19: Are you aware of the benefits and rights granted you by the Family Medical Leave Act?



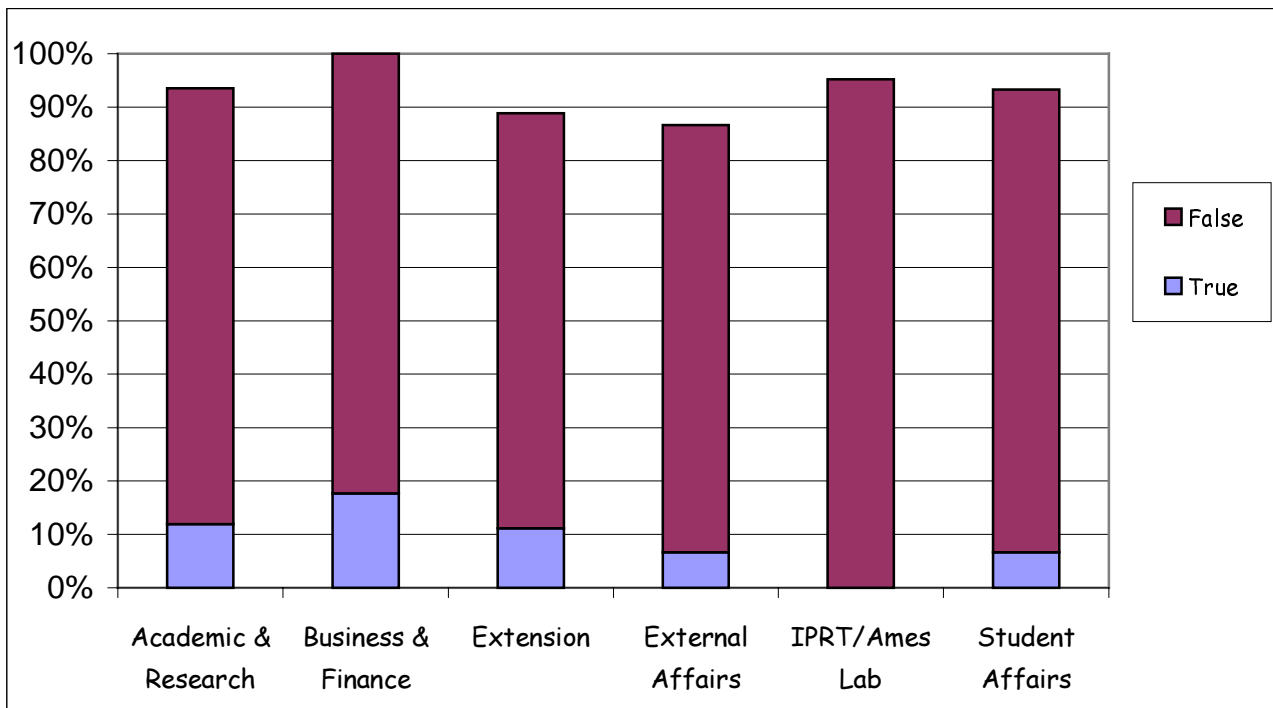


## Professional Development

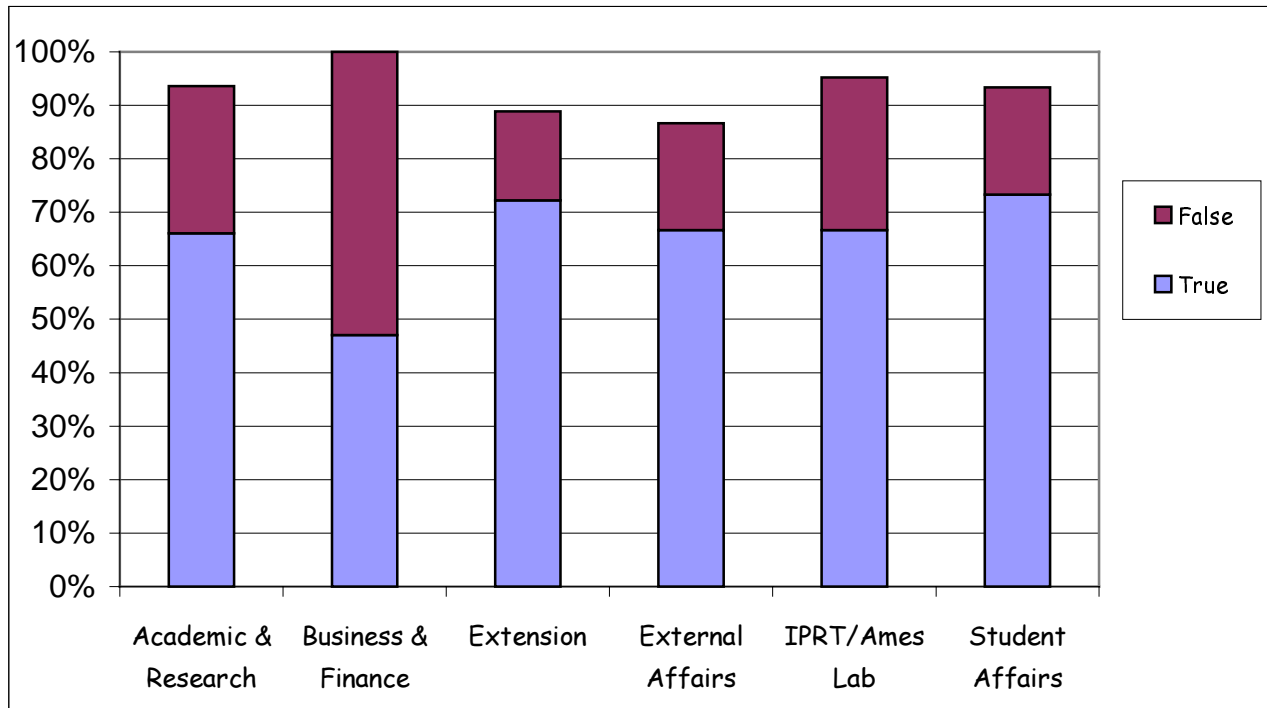
Question 20: In the past year, did you participate in any professional development or training activities? This may include workshops, short courses, computer courses, seminars, college courses, professional meetings or conferences.



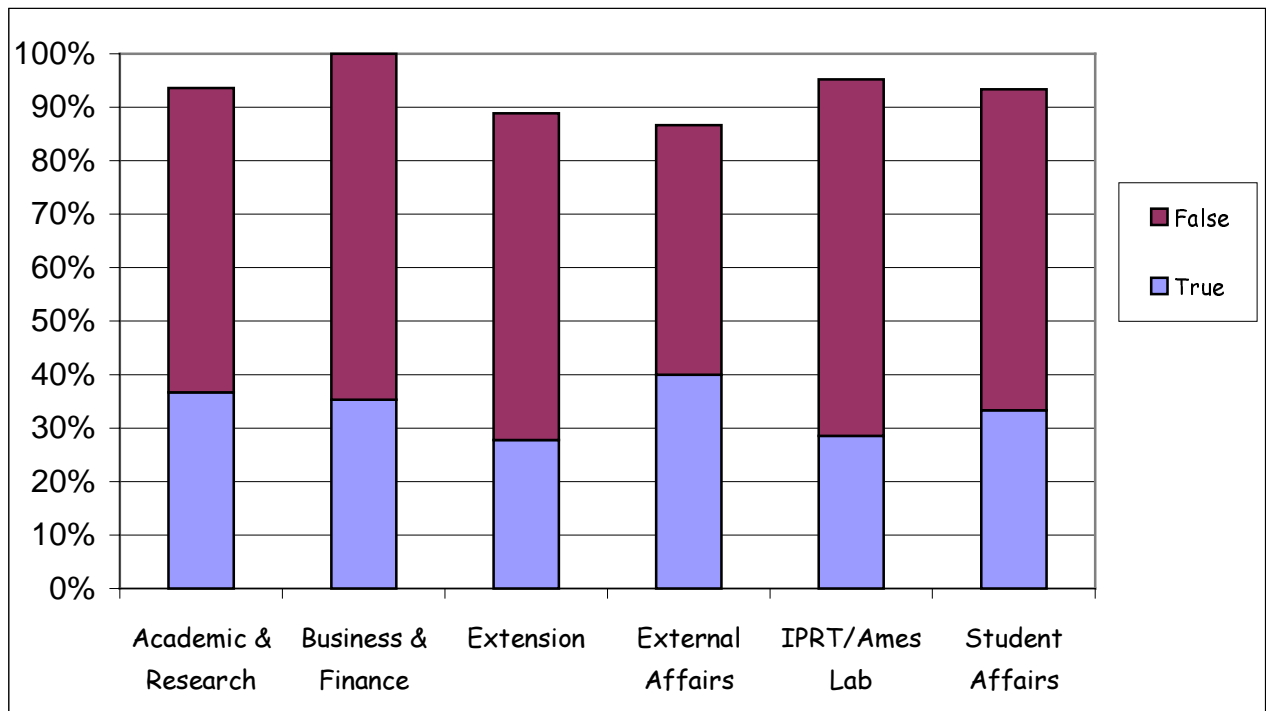
Question 21a: I did not participate in a professional development activity because I was unaware of any available opportunities. (Responses are for only those who did not participate.)



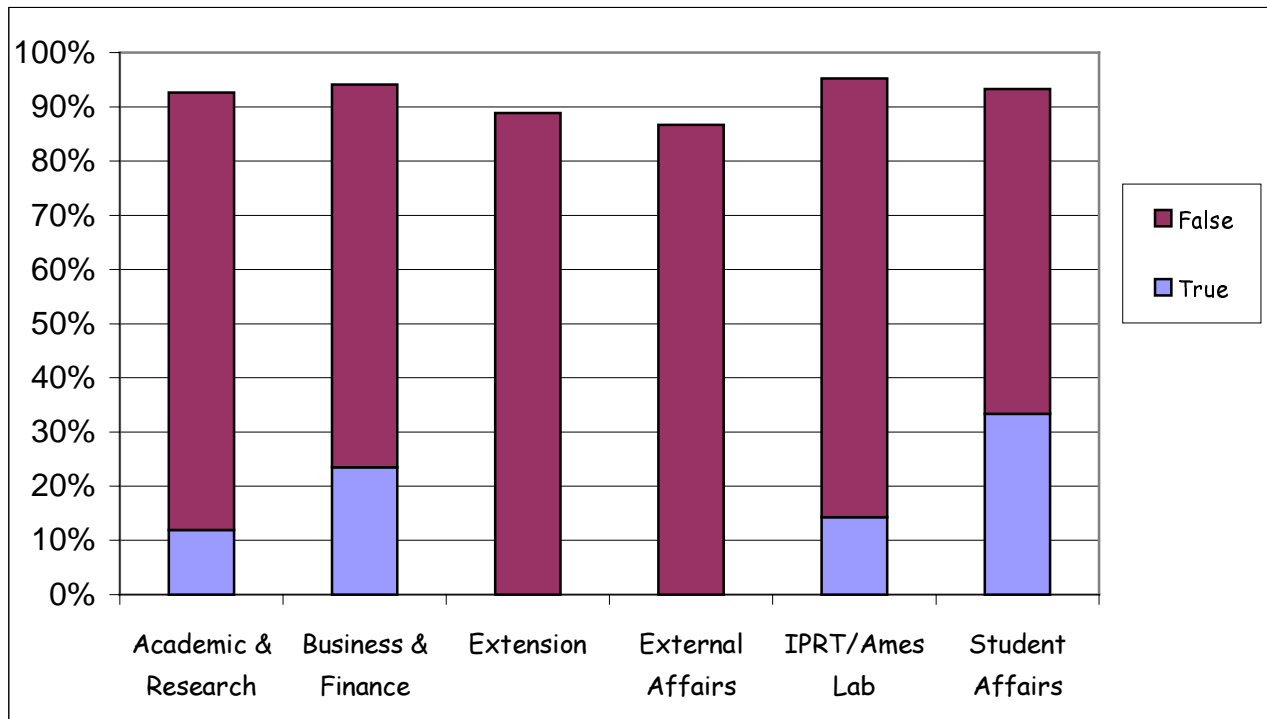
Question 21b: I did not participate in a professional development activity because I was too busy at work to participate. (Responses are for only those who did not participate.)



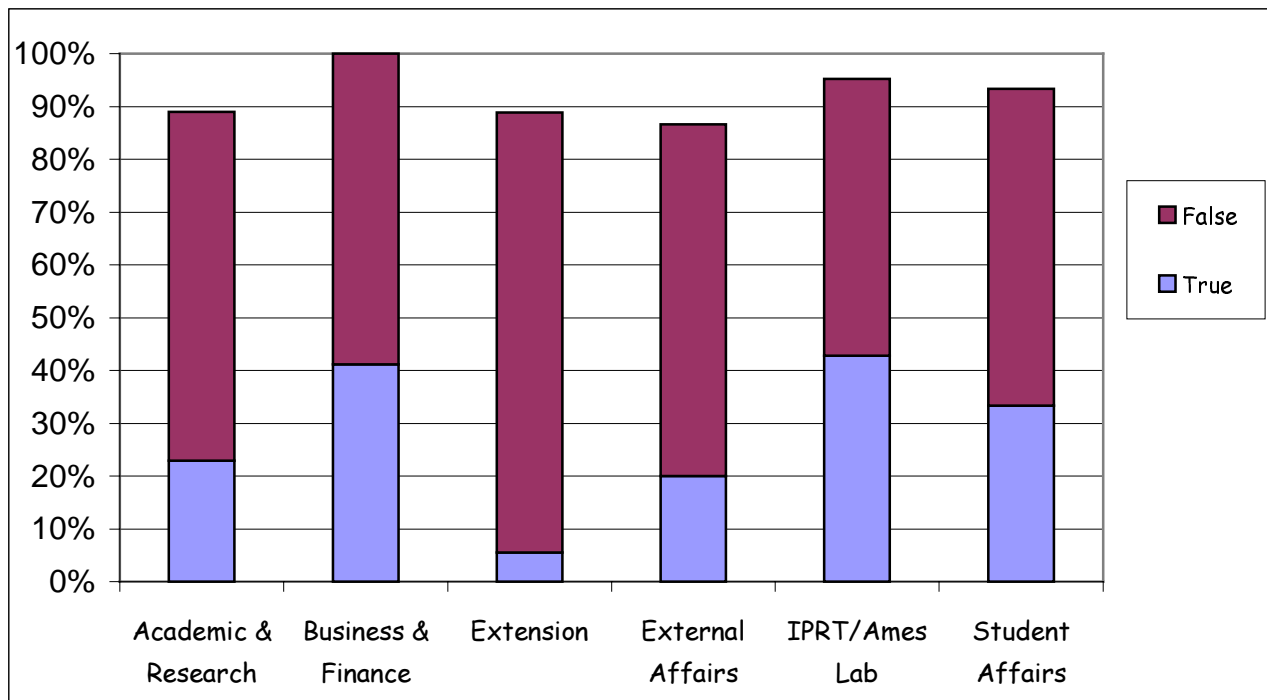
Question 21c: I did not participate in a professional development activity because I did not want to use my personal time to participate. (Responses are for only those who did not participate.)



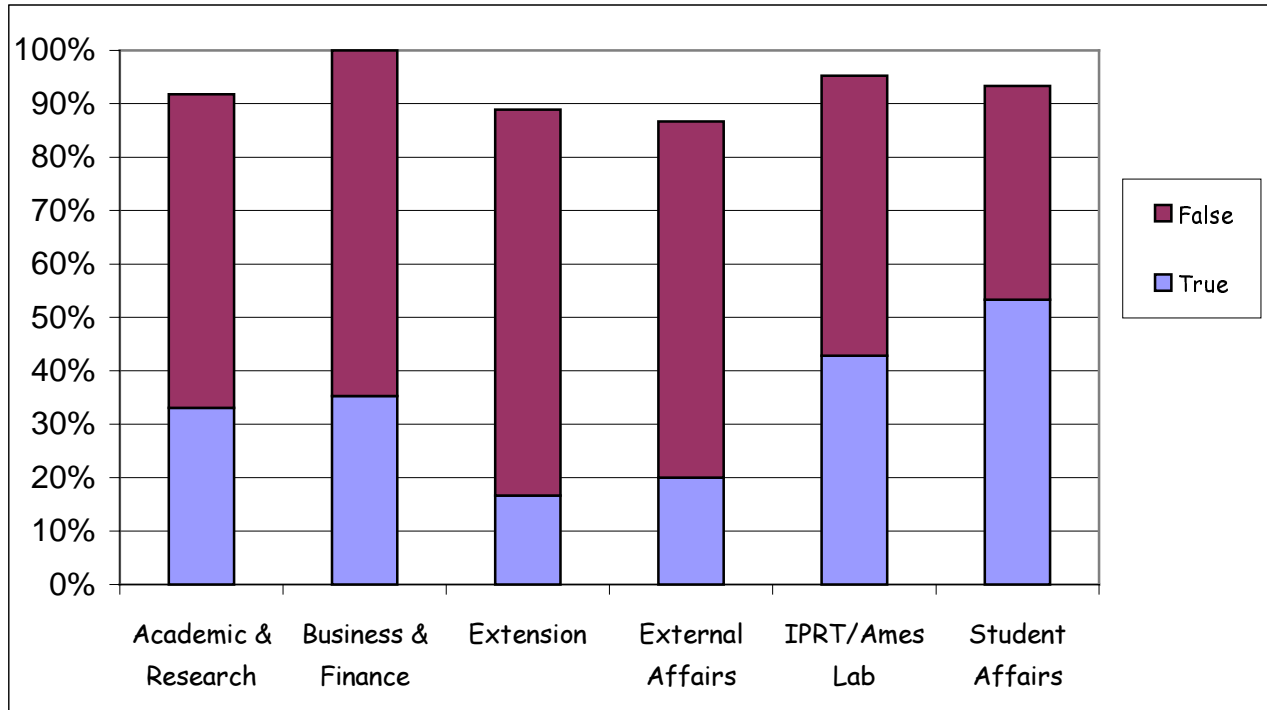
Question 21d: I did not participate in a professional development activity because my chair/supervisor would not support my participation. (Responses are for only those who did not participate.)



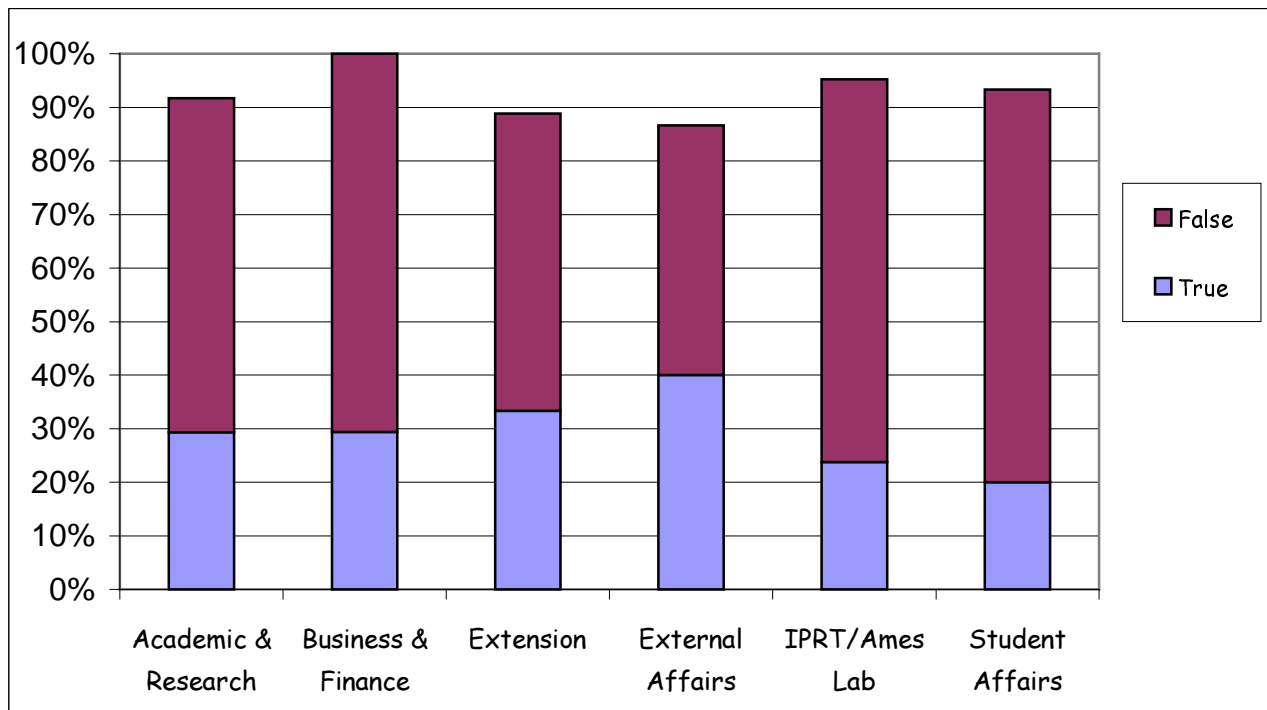
Question 21e: I did not participate in a professional development activity because my department/unit did not have sufficient funds. (Responses are for only those who did not participate.)



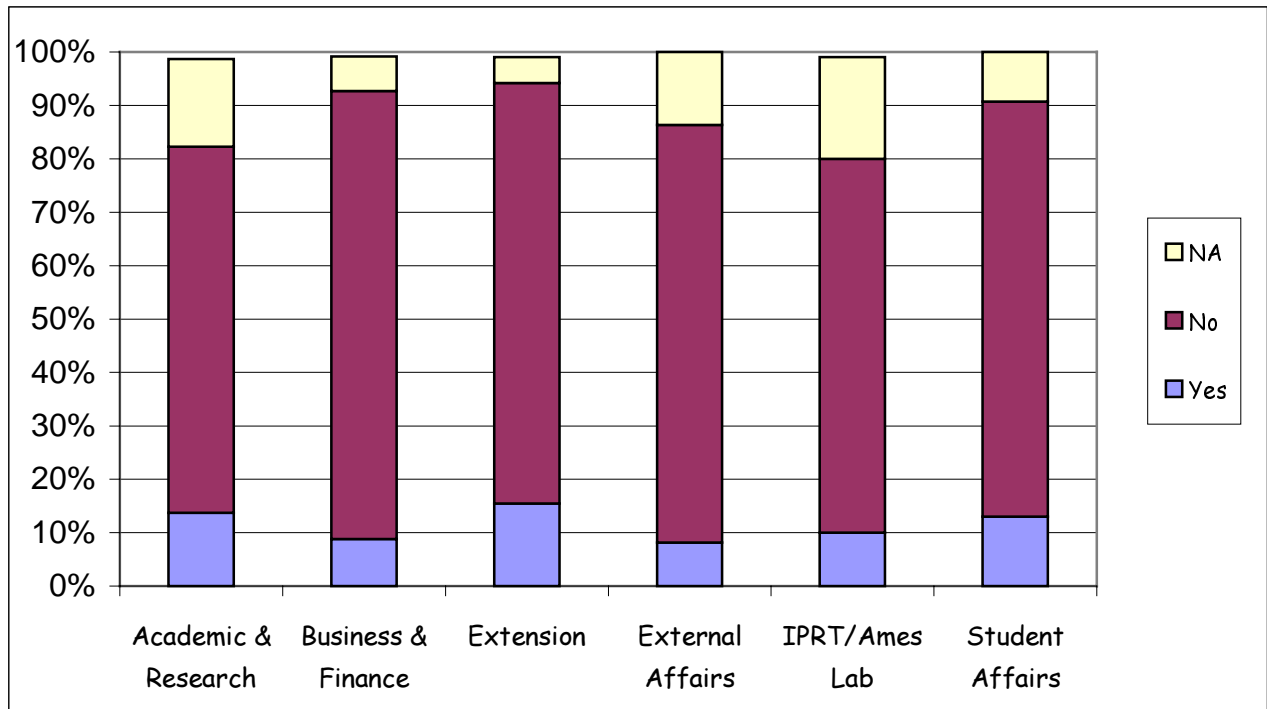
Question 21f: I did not participate in a professional development activity because I could not personally afford the cost/fees. (Responses are for only those who did not participate.)



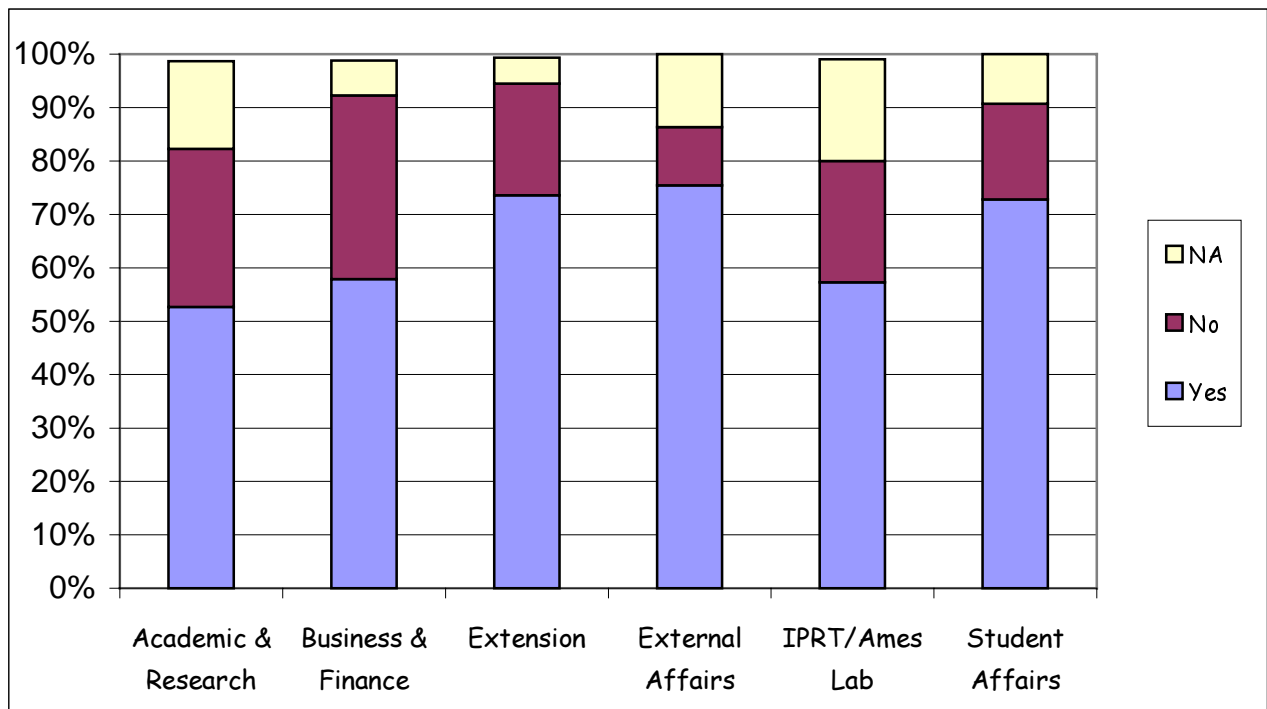
Question 21g: I did not participate in a professional development activity because I was not interested in participating. (Responses are for only those who did not participate.)



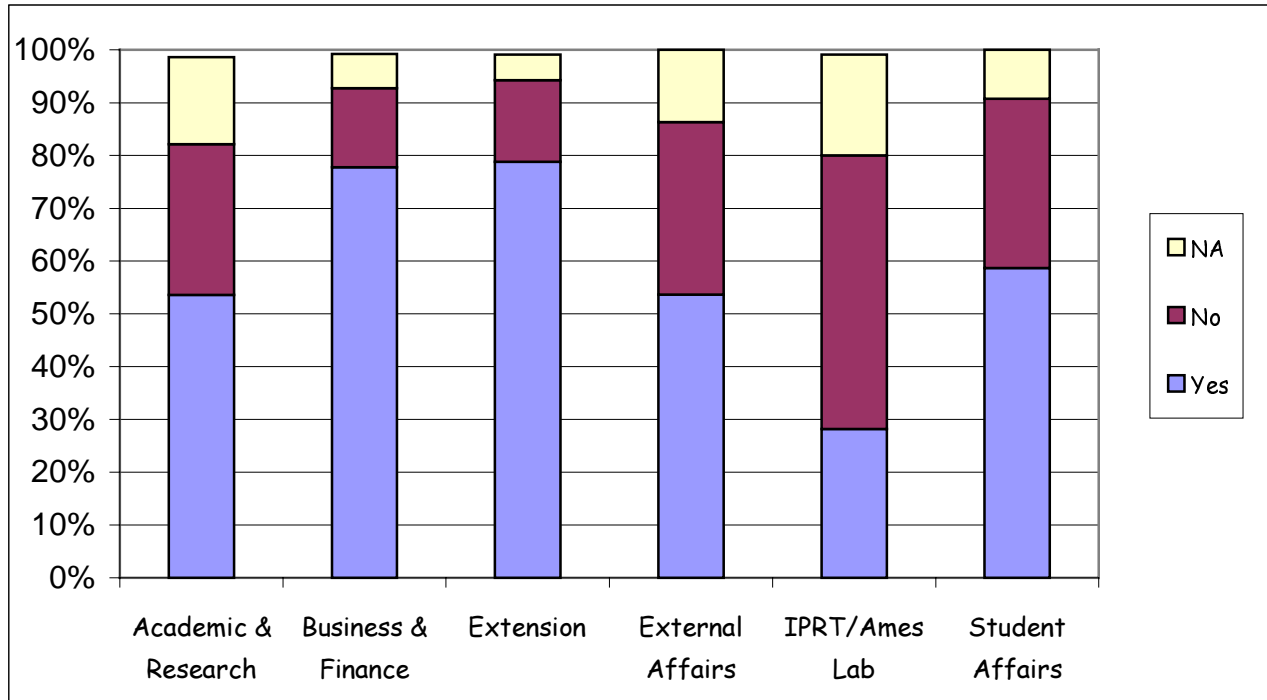
Question 22a: Did you participate in college course(s) for credit?



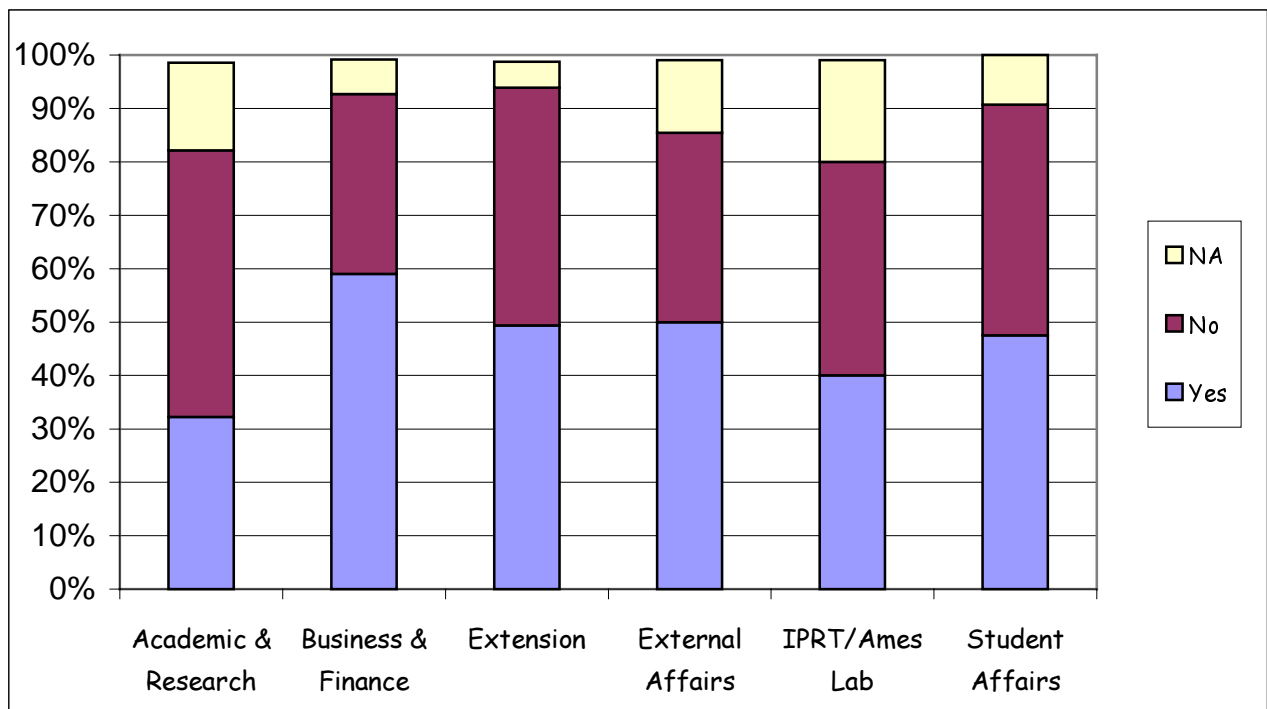
Question 22b: Did you participate in professional society meeting(s) or conference(s)?



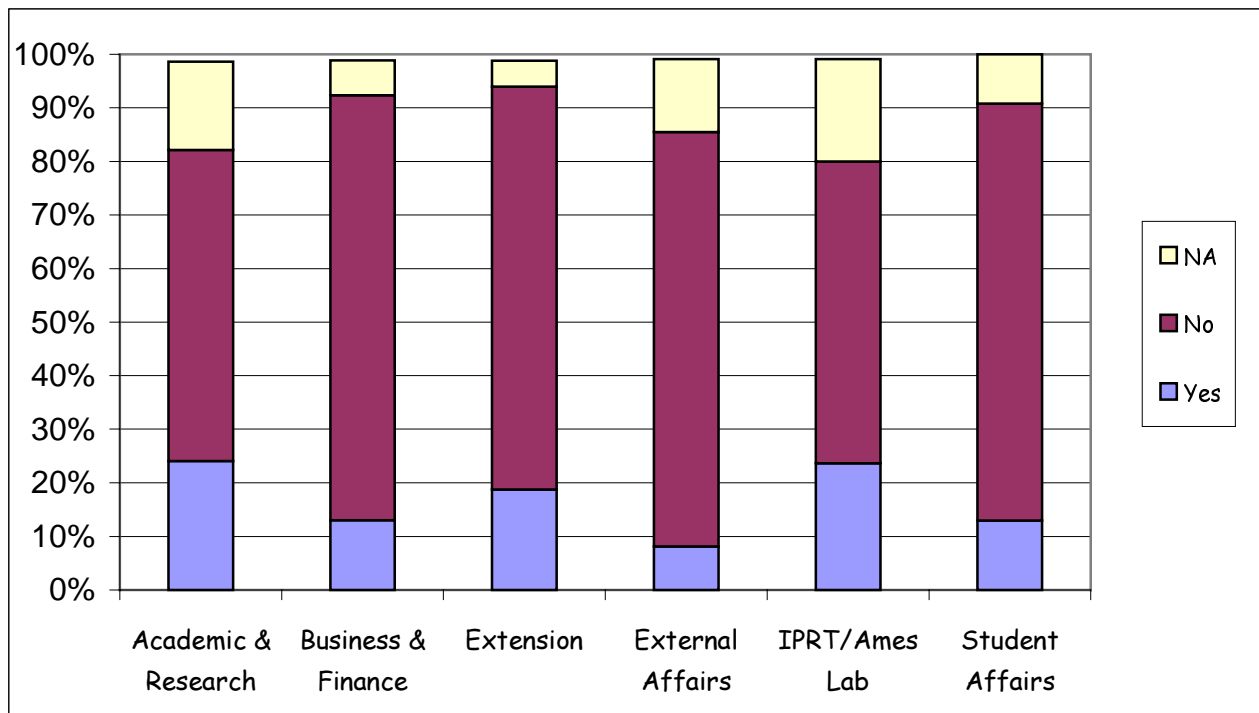
Question 22c: Did you participate in workshop, seminar or short course provided by Iowa State University?



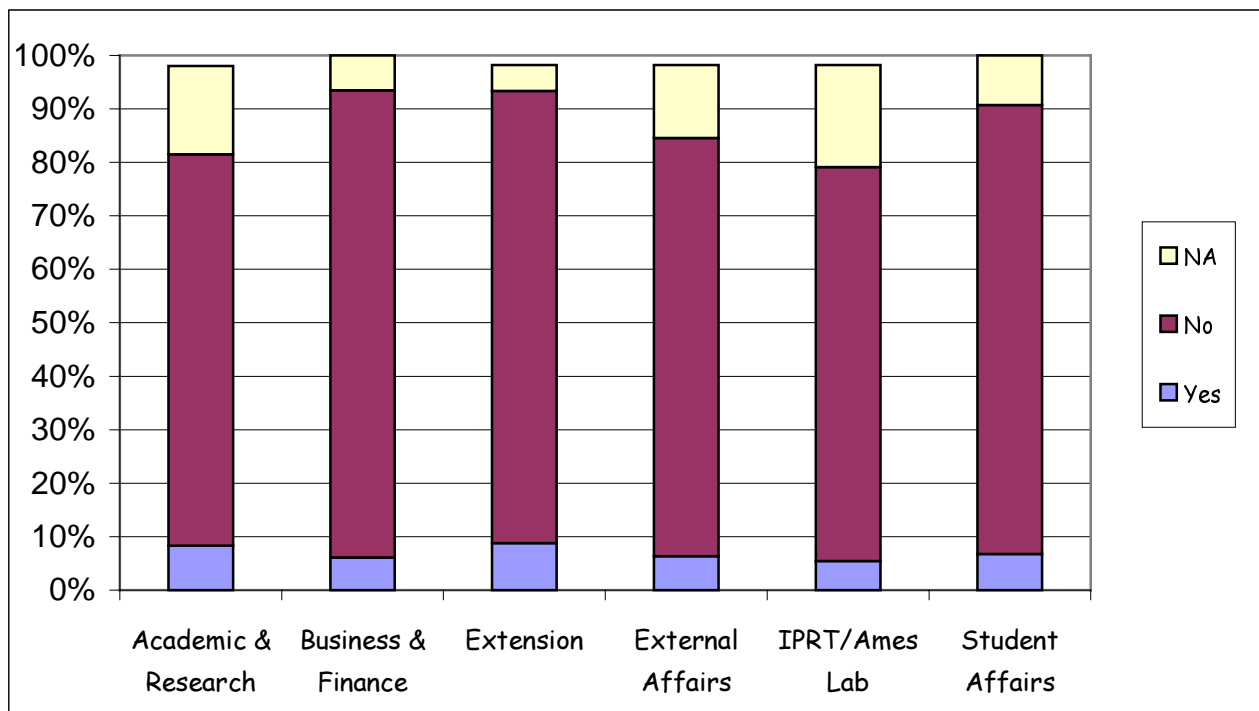
Question 22d: Did you participate in workshop, seminar or short course provided by other than ISU?



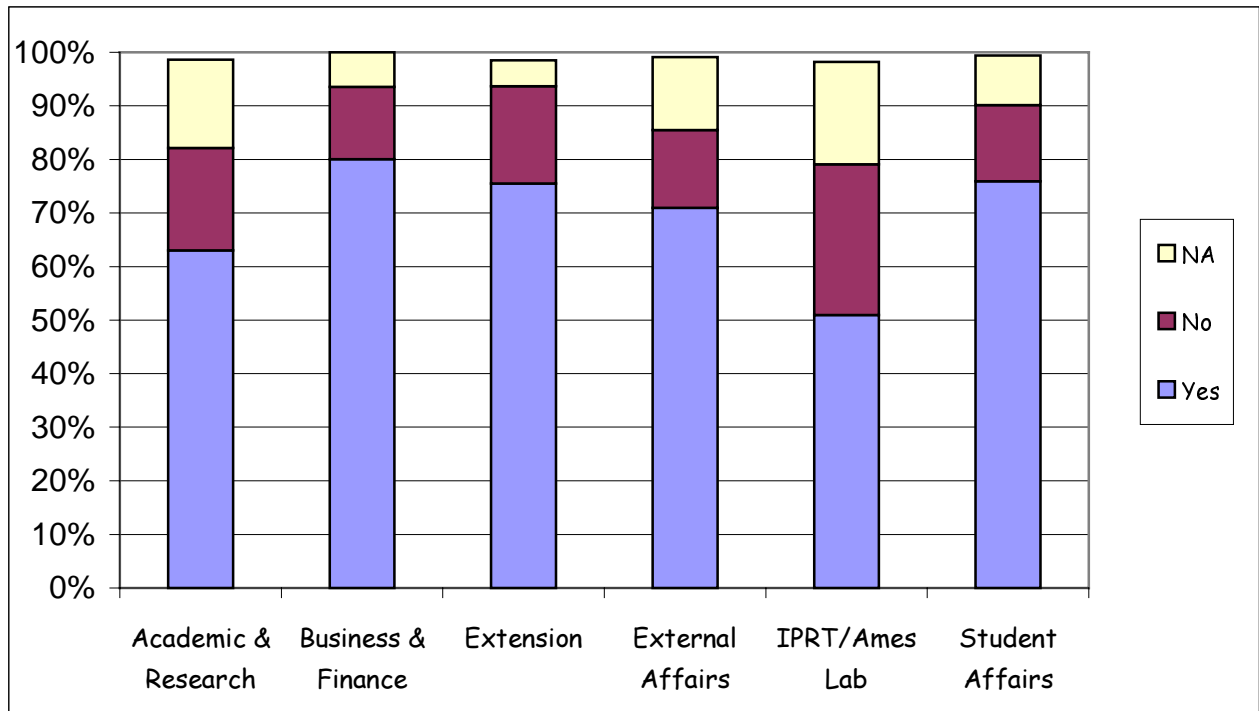
Question 22e: Did you participate in independent study or research?



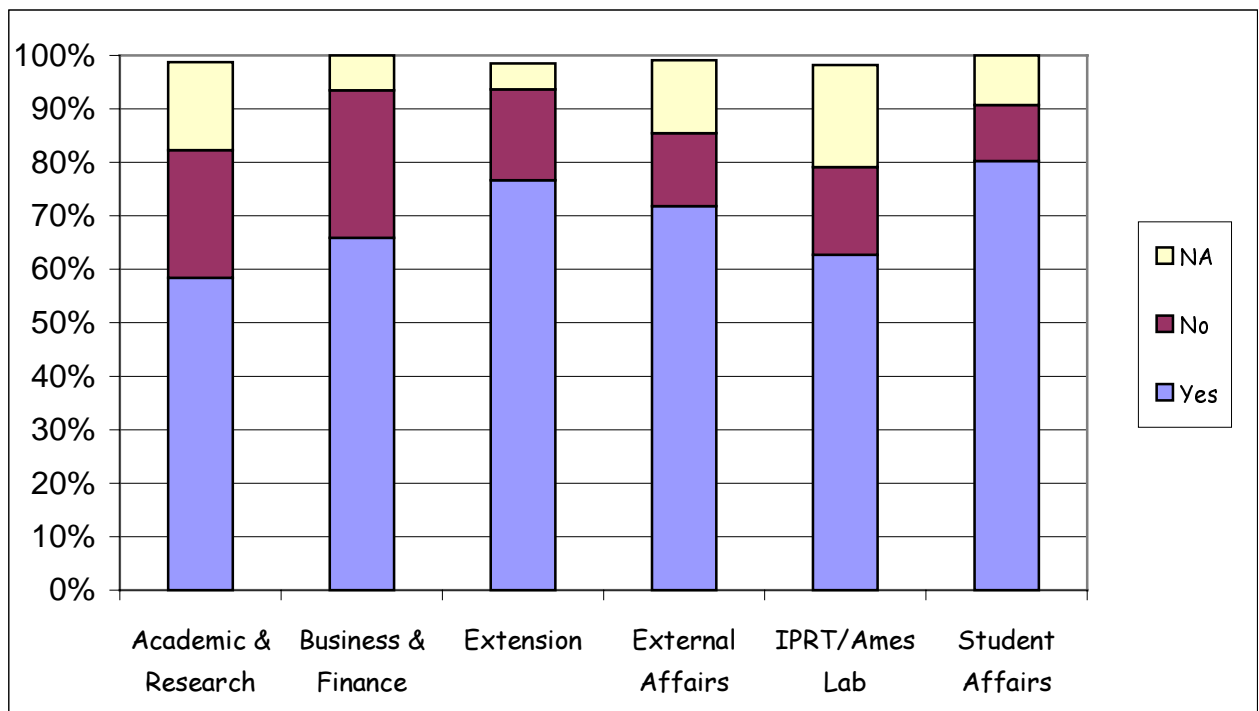
Question 23a: Did you receive support in the form of unpaid release time from work?



Question 23b: Did you receive support in the form of paid release time from work?

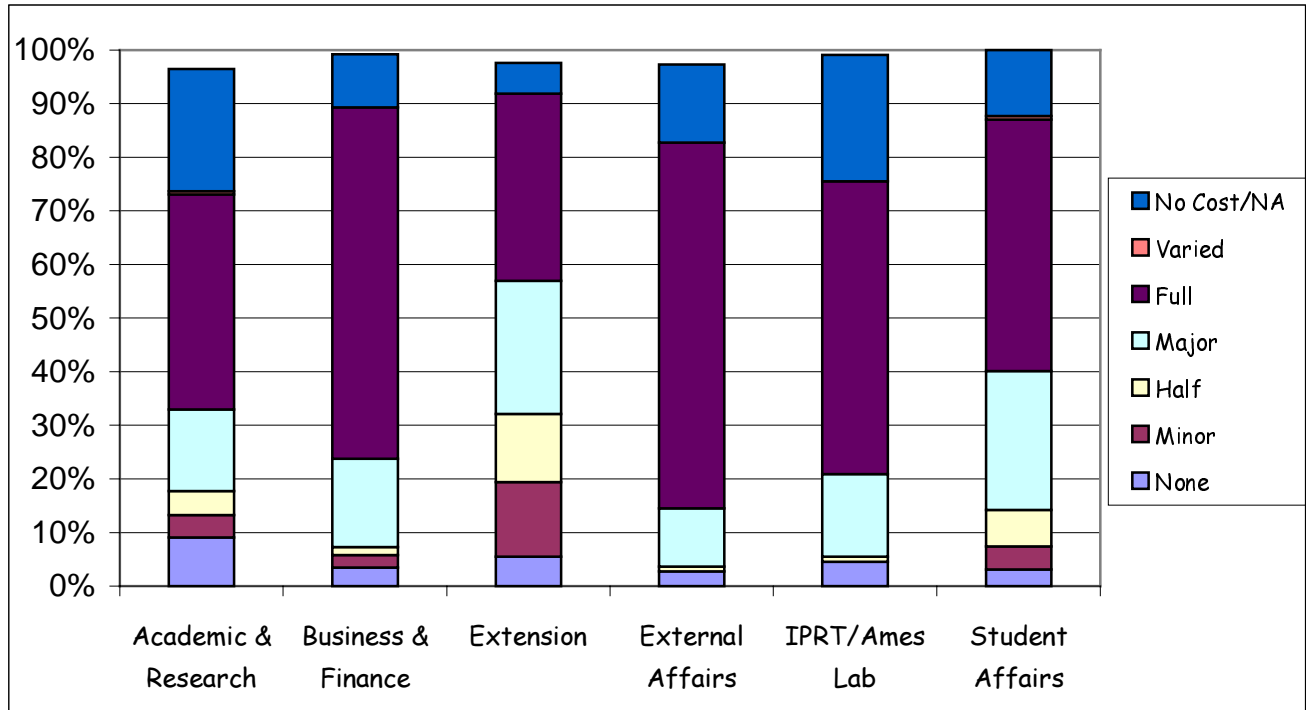


Question 23c: Did you receive financial support for tuition, registration, travel, lodging, etc.?

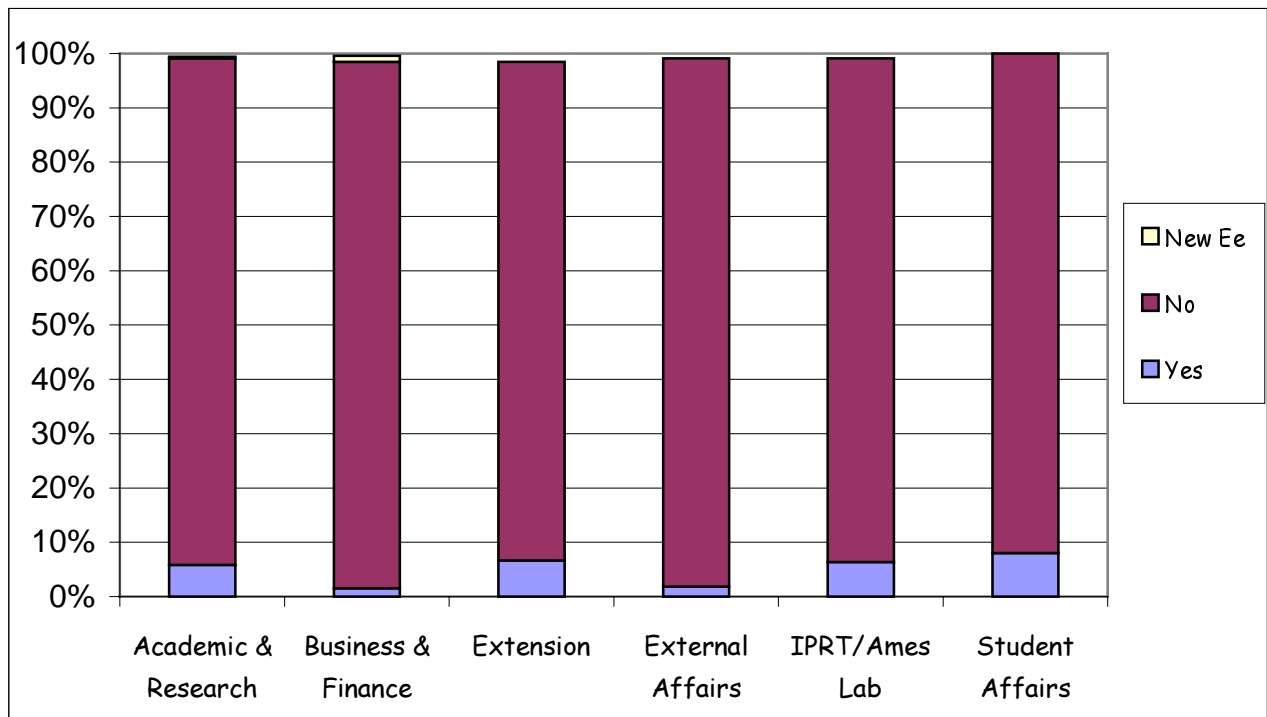




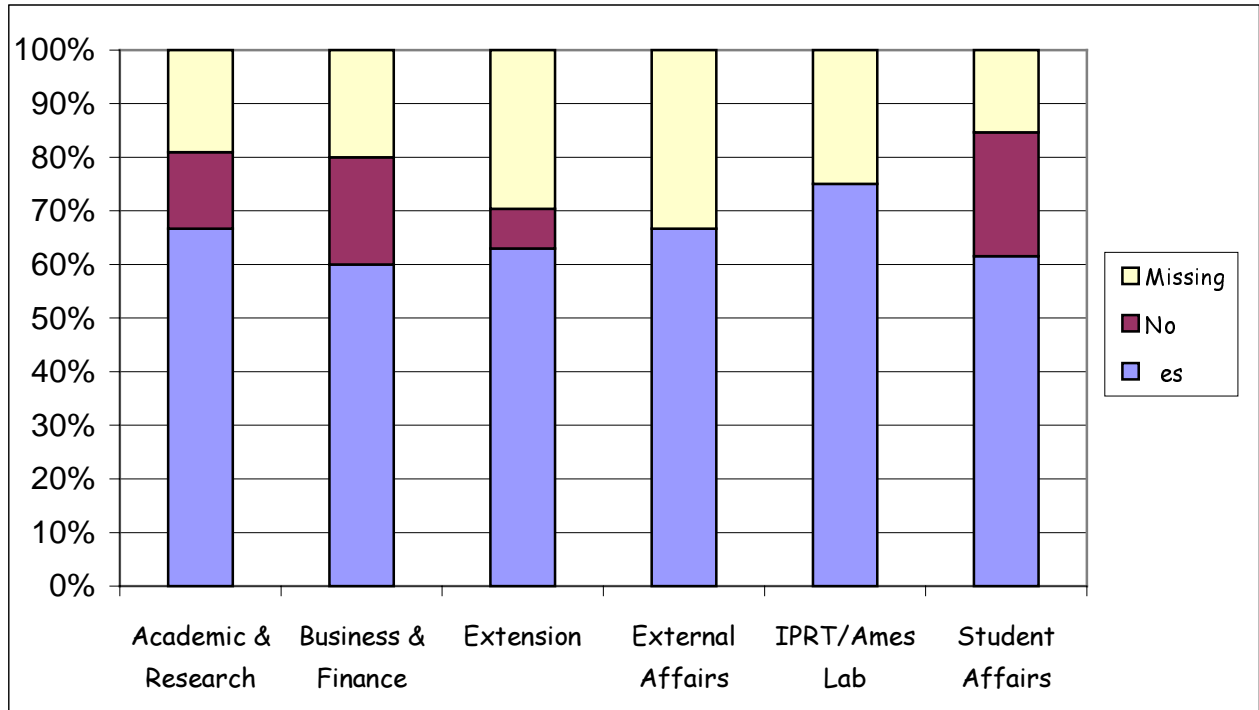
Question 24: What portion of the cost for professional development did you receive from your employing unit?



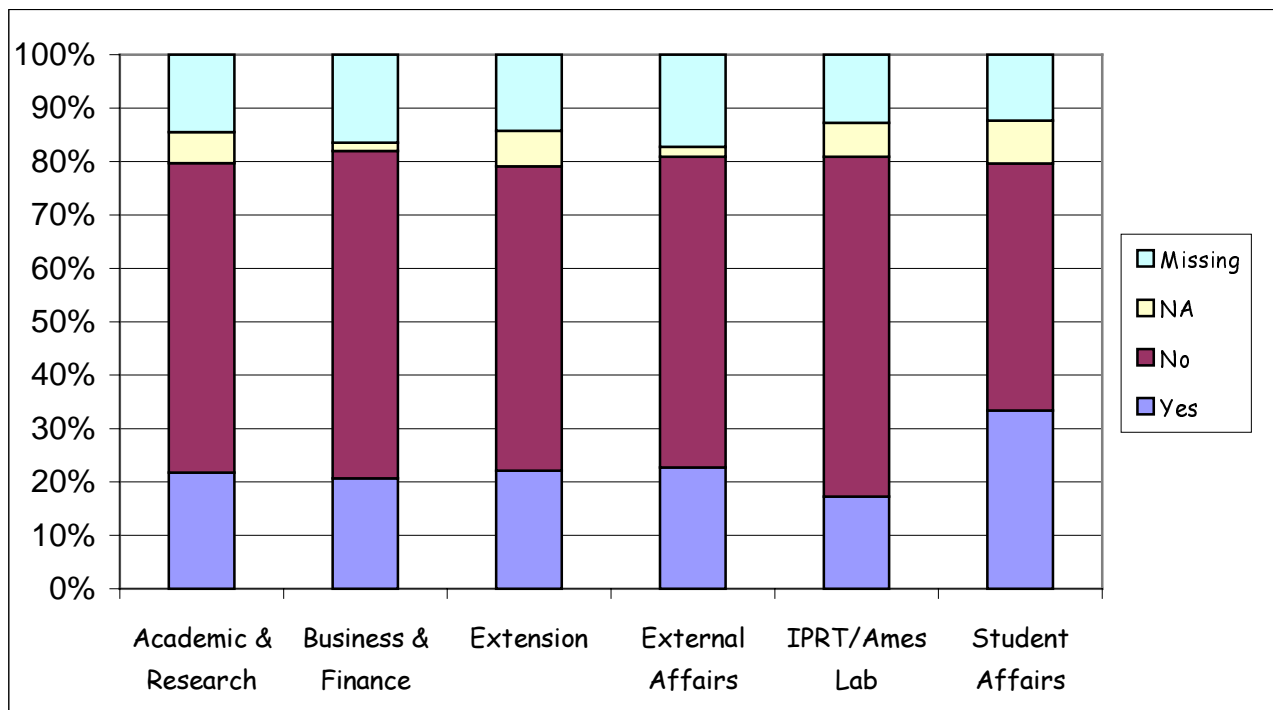
Question 25a: During the past year, did you apply for a P & S Professional Development Grant?



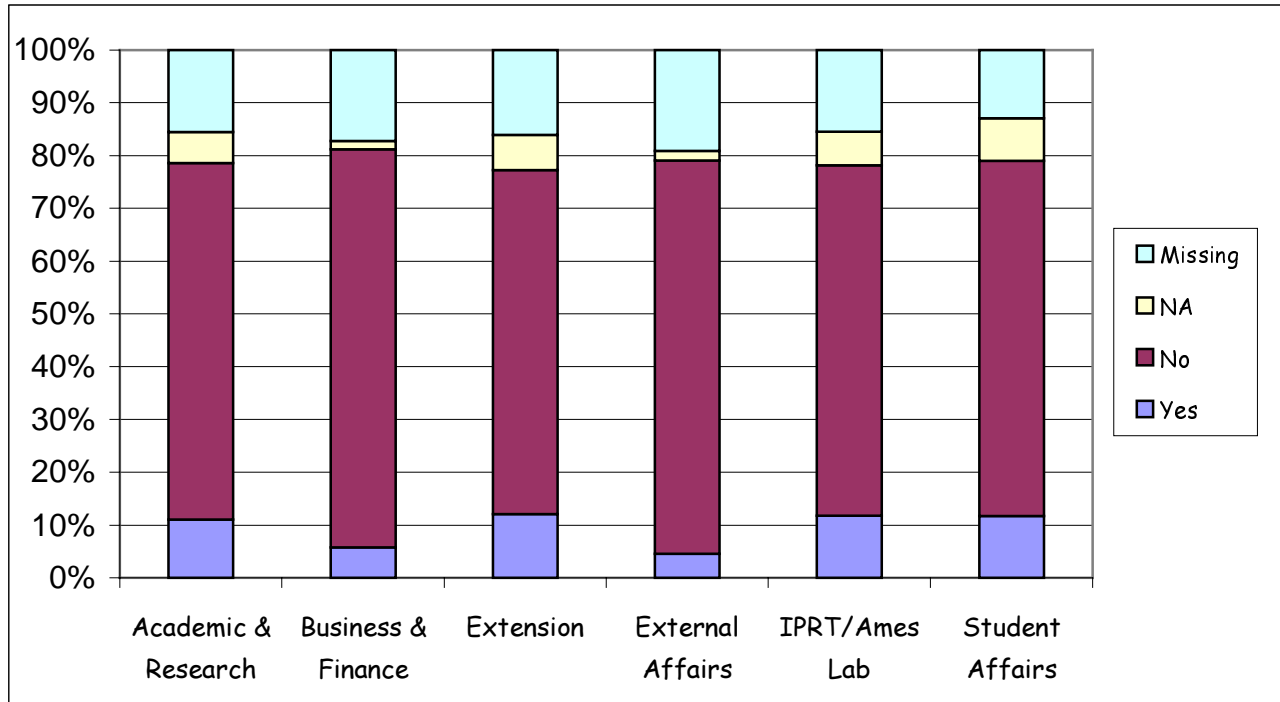
Question 25b: Did you receive a professional development grant? (Responses reflect answers of only those who applied.)



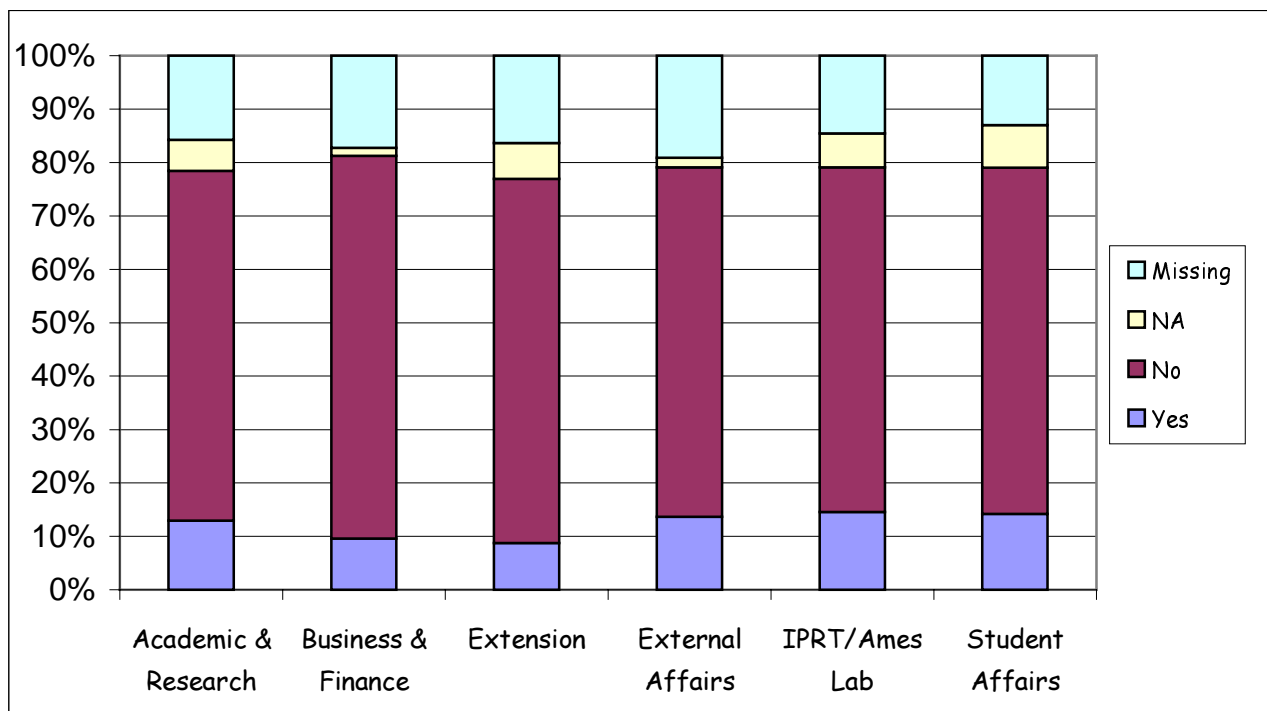
Question 26a: I did not apply for a P&S Professional Development Grant because I was not aware grants were available.



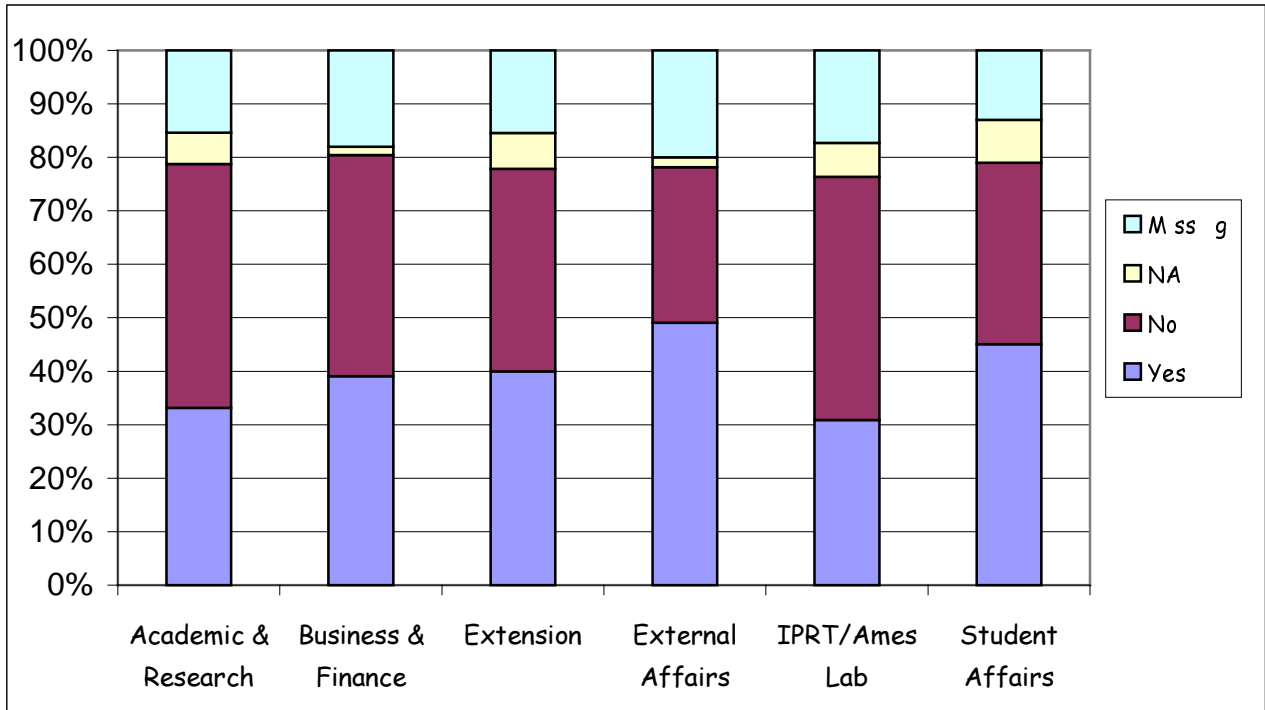
Question 26b: I did not apply for a P&S Professional Development Grant because the amount of the grant was insufficient when compared with the effort needed to apply.



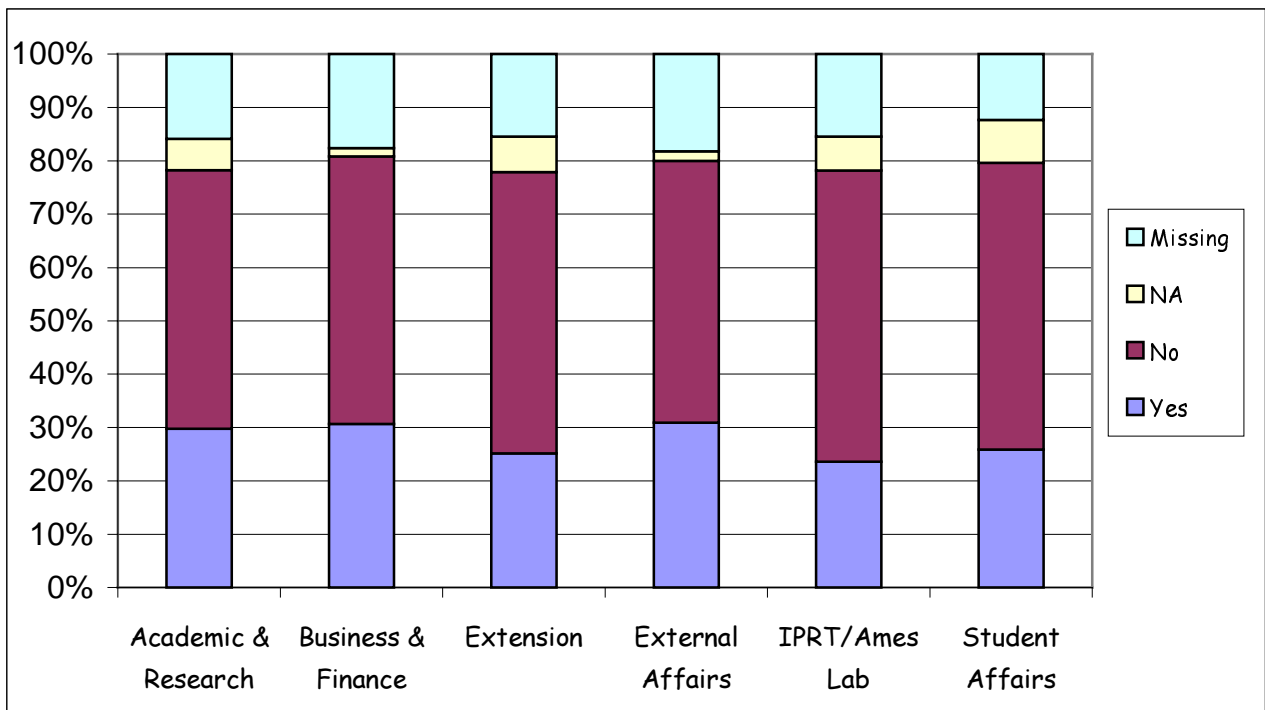
Question 26c: I did not apply for a P&S Professional Development Grant because I am unwilling or unable to meet the personal cost share for the grant.



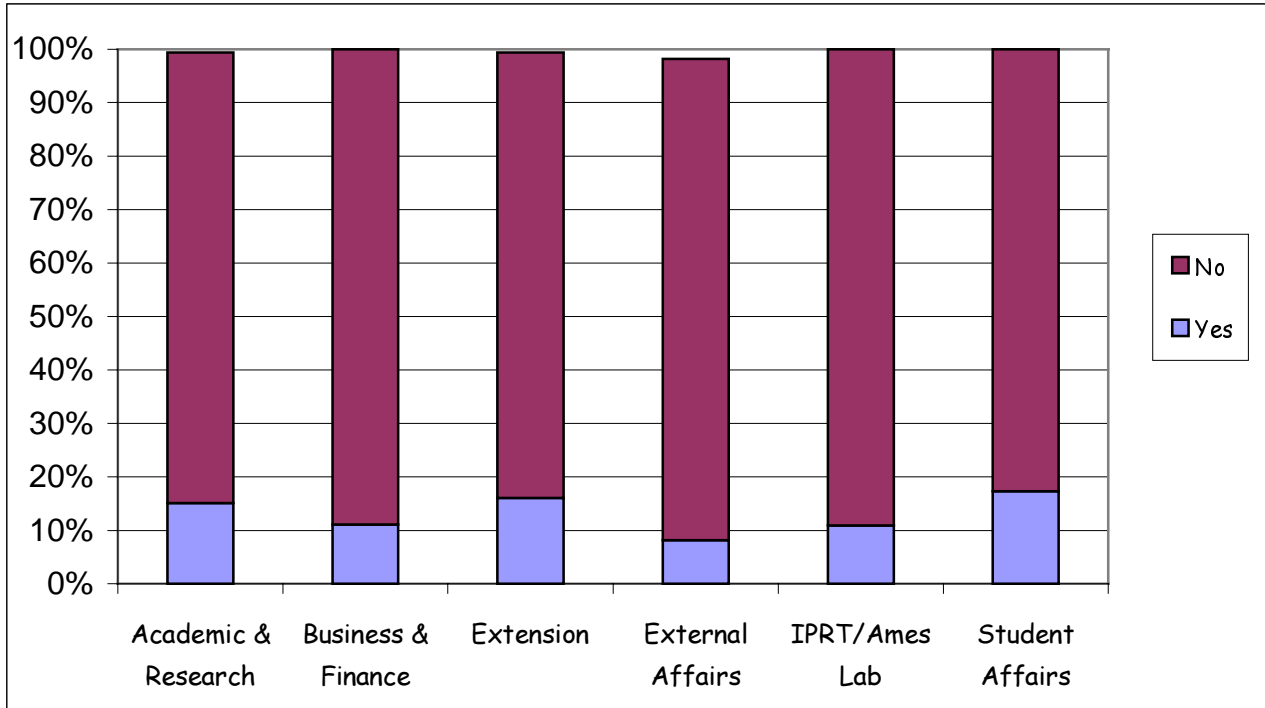
Question 26d: I did not apply for a P&S Professional Development Grant because my employing unit provides financial support for professional development.



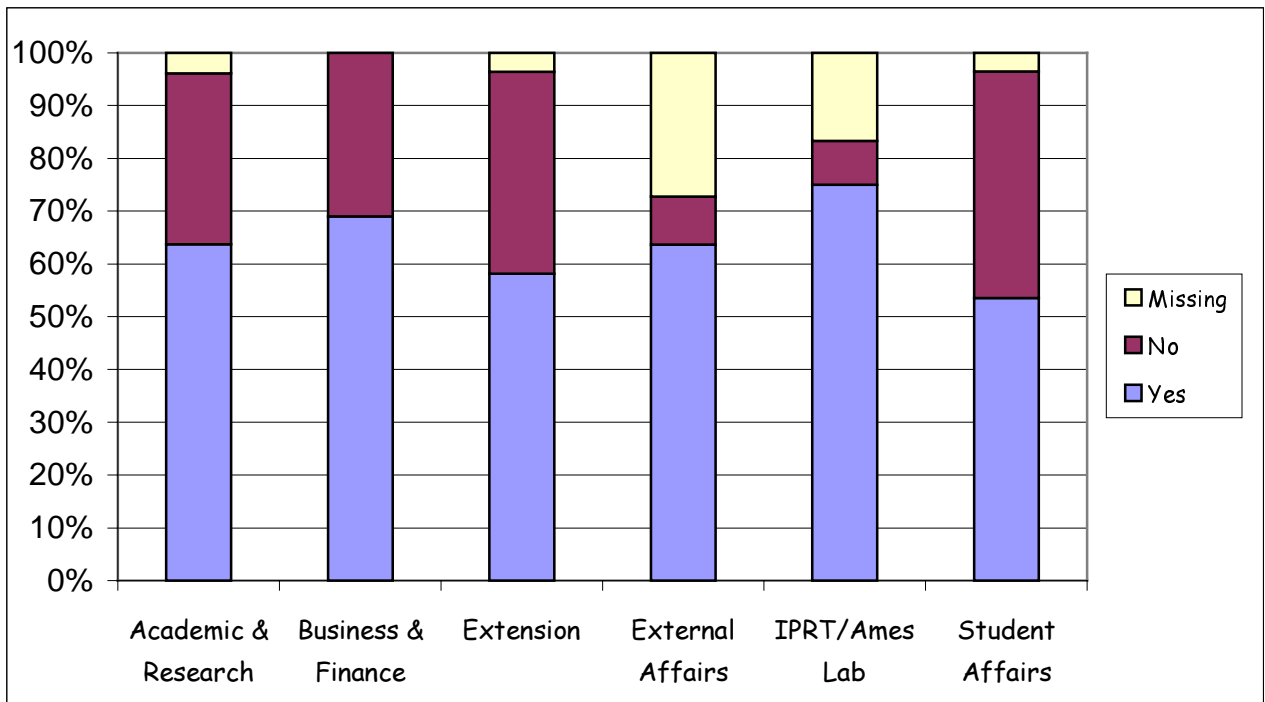
Question 26e: I did not apply for a P&S Professional Development Grant because I did not desire financial support.



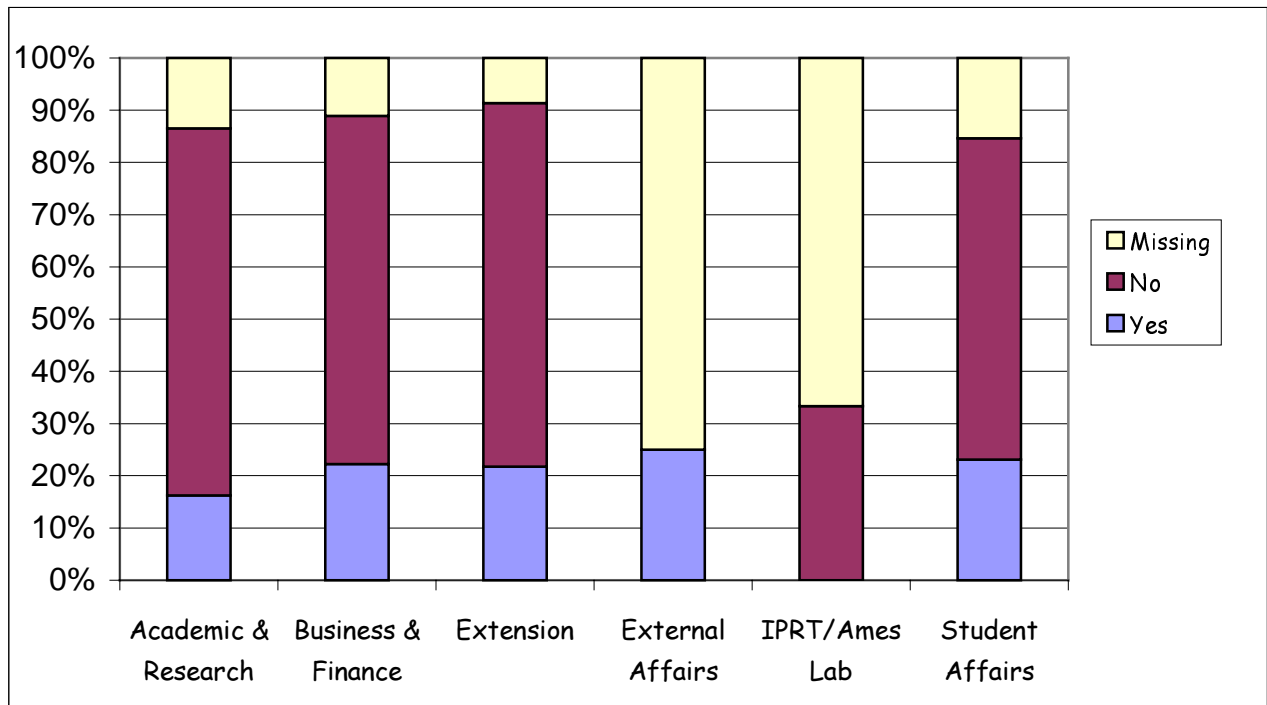
Question 27: During the past year, did you take a college course?



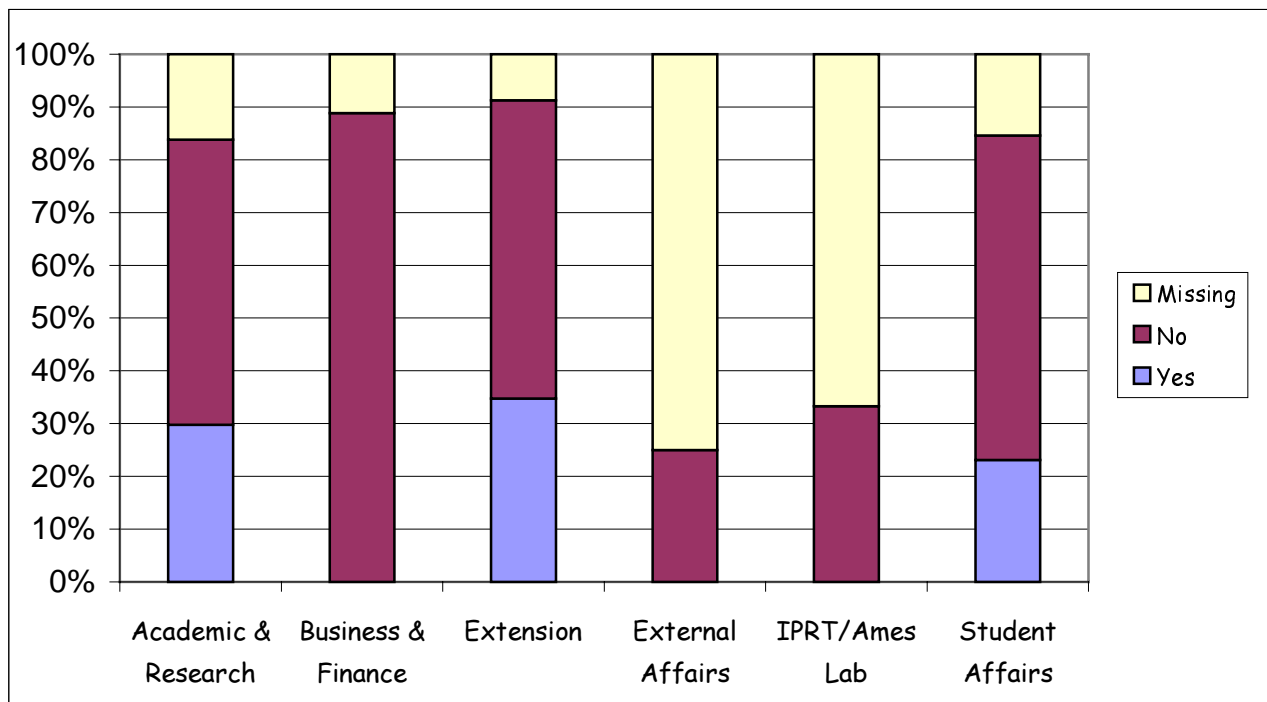
Question 28: Did you apply for a P & S Tuition Grant? (Responses are for only those who took a college course.)



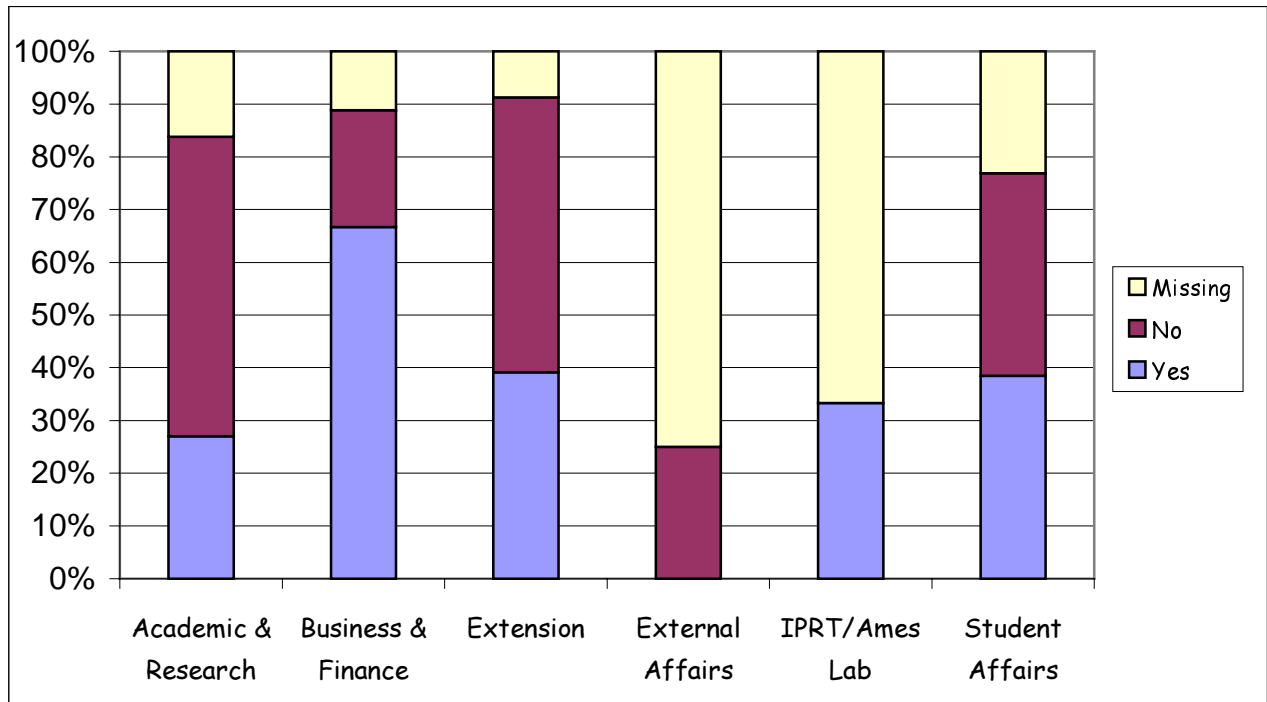
Question 29a: I did not apply for a P&S Tuition Grant because I did not desire financial support. (Responses are for only those individuals who took college courses and did not apply for a P&S Tuition Grant.)



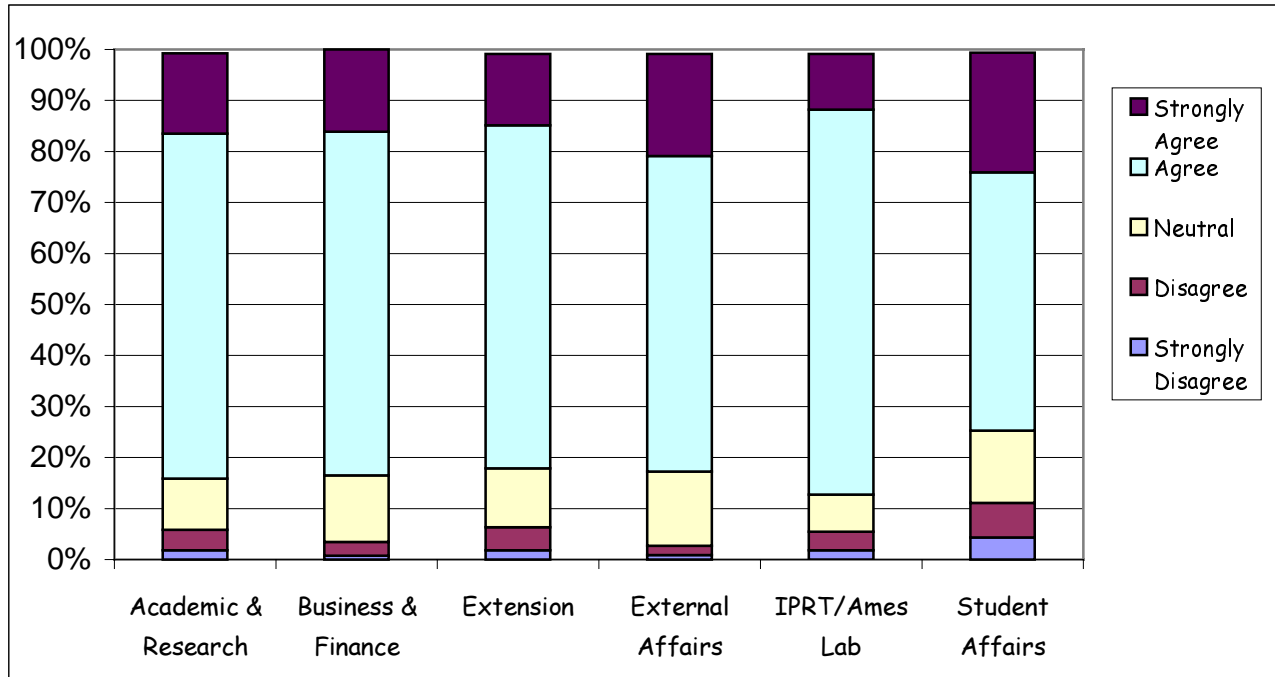
Question 29b: I did not apply for a P&S Tuition Grant because I was not aware grants were available. (Responses are for only those individuals who took college courses and did not apply for a P&S Tuition Grant.)



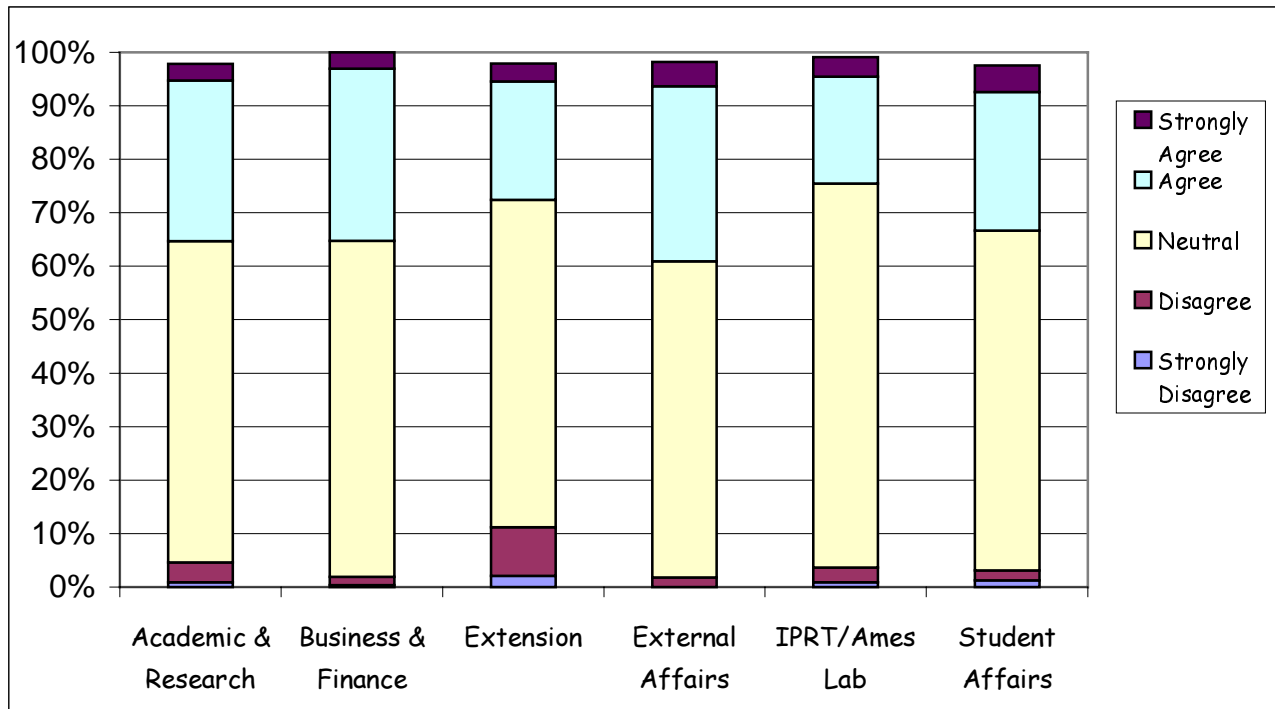
Question 29c: I did not apply for a P&S Tuition Grant because I did not meet the employment criteria. (Responses are for only those individuals who took college courses and did not apply for a P&S Tuition Grant.)



Question 30a: I regularly receive information from the P&S Council on what is happening.

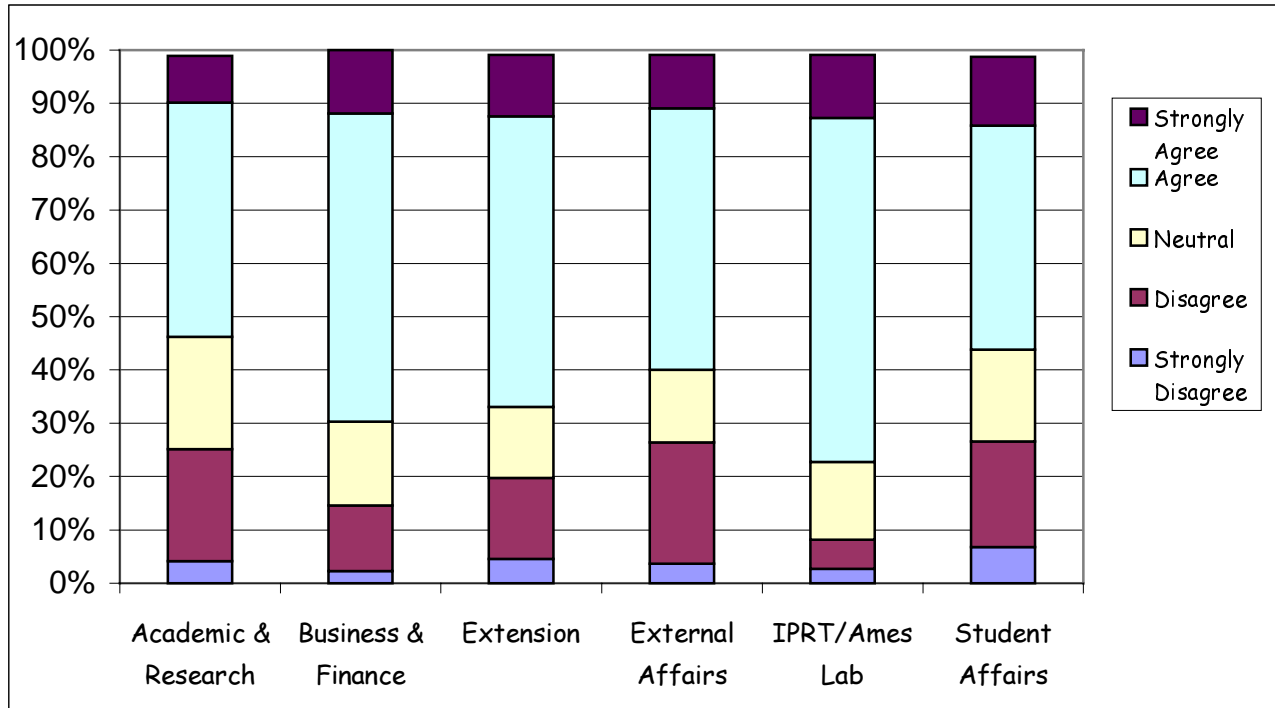


Question 30b: The P&S Council open forums provide beneficial information.



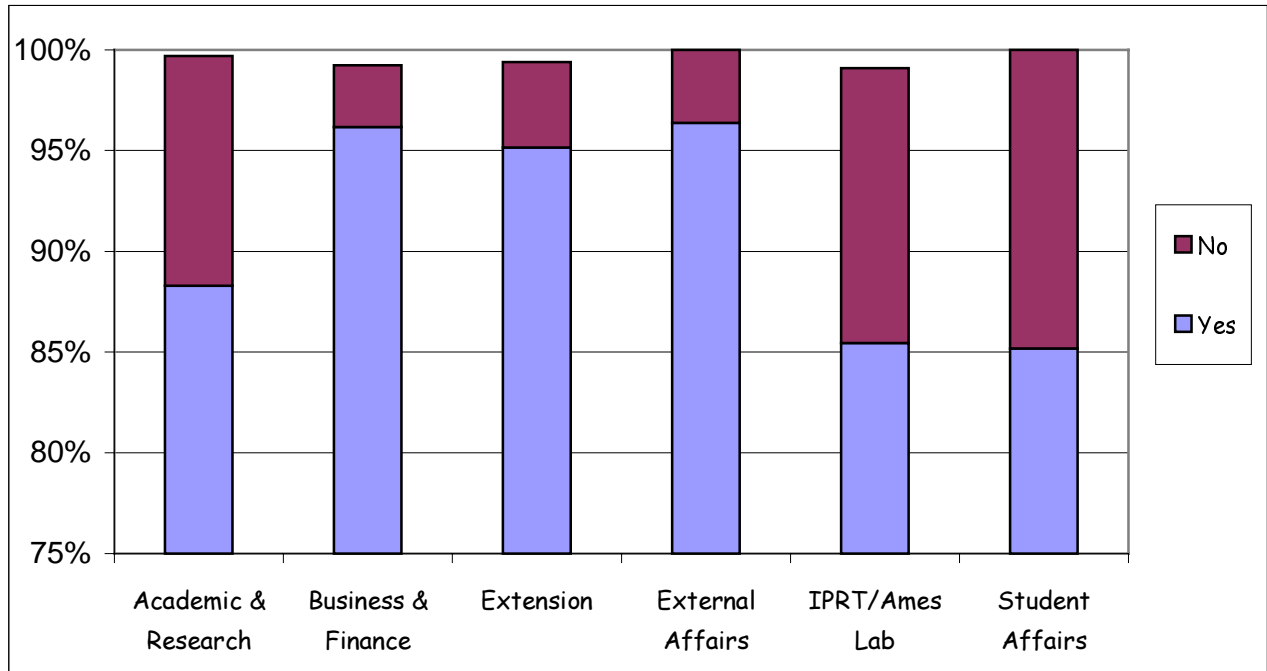


Question 30c: I know whom to contact on the P&S Council to communicate issues, concerns or questions.

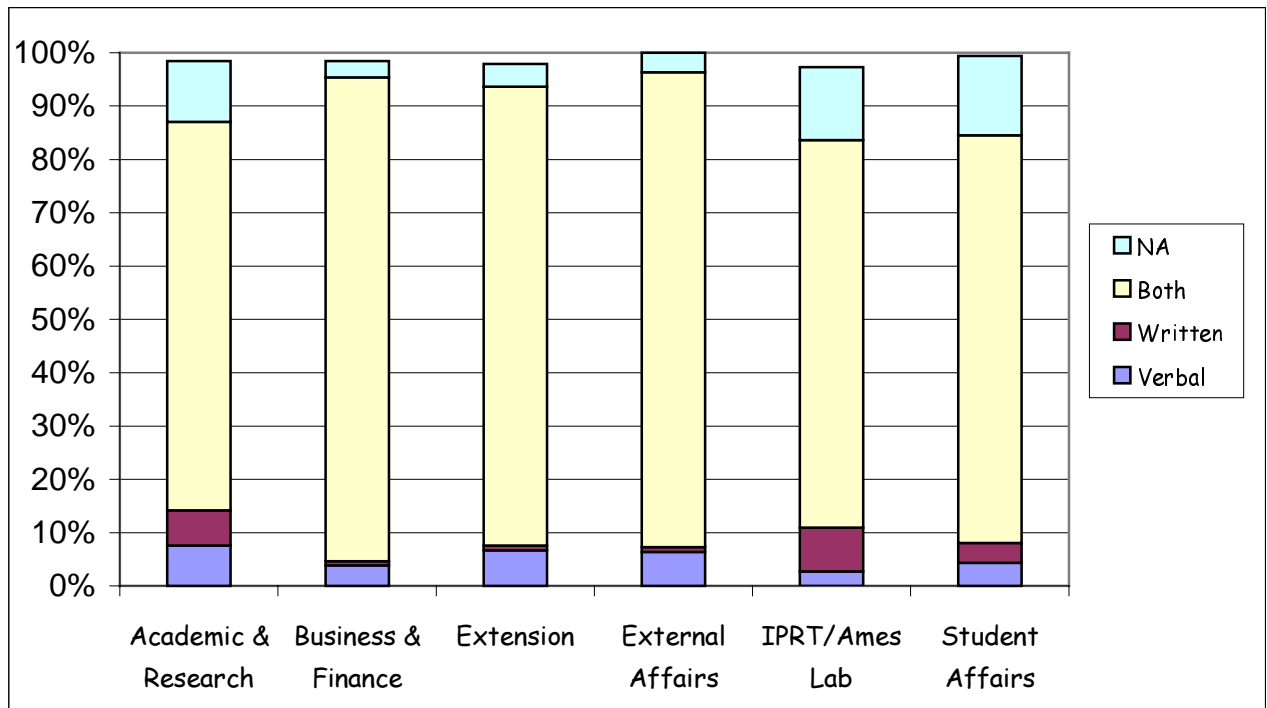


## Performance Appraisals

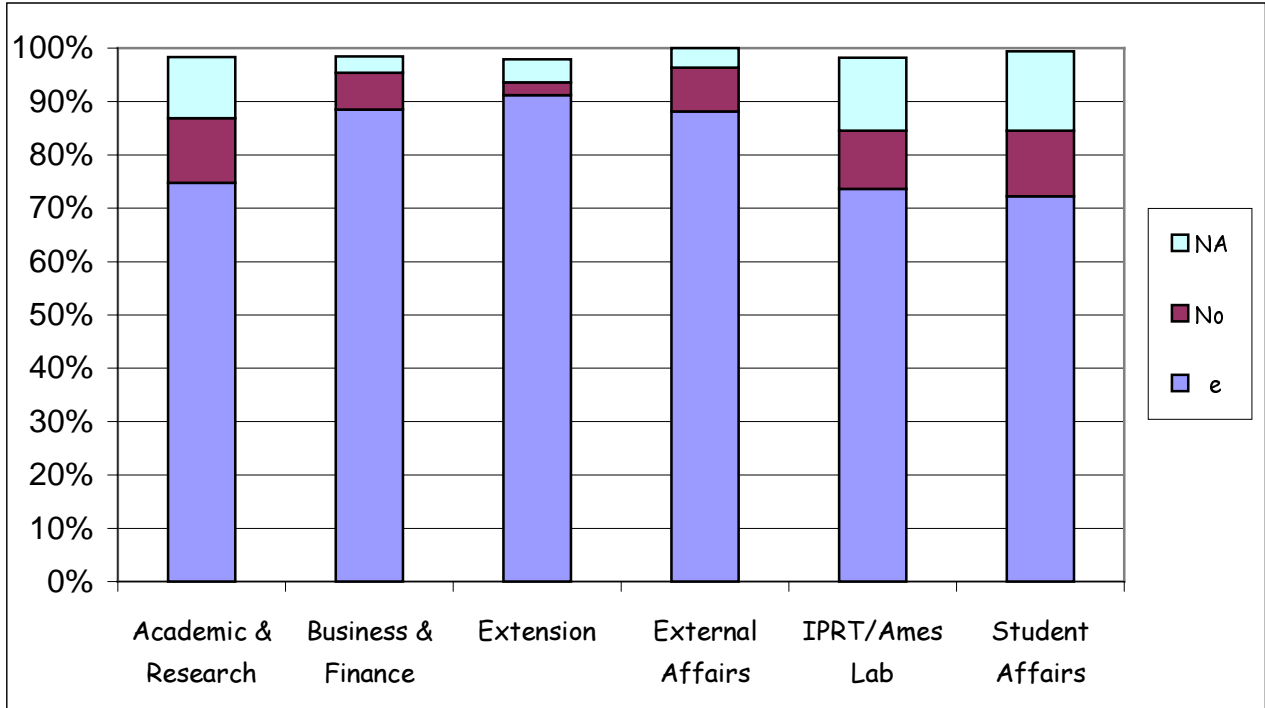
Question 31: Have you received a performance appraisal within the last 12 months?



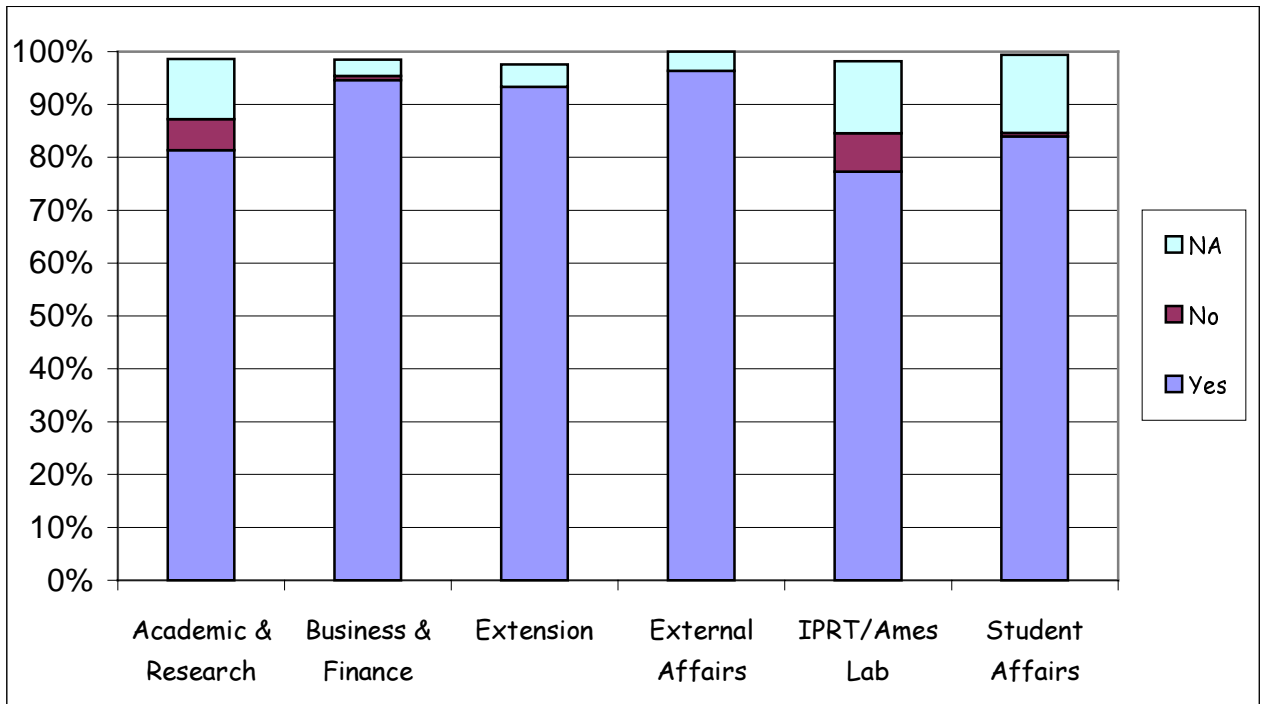
Question 32: Did you have a verbal evaluation only, a written evaluation only or both a verbal and a written evaluation?



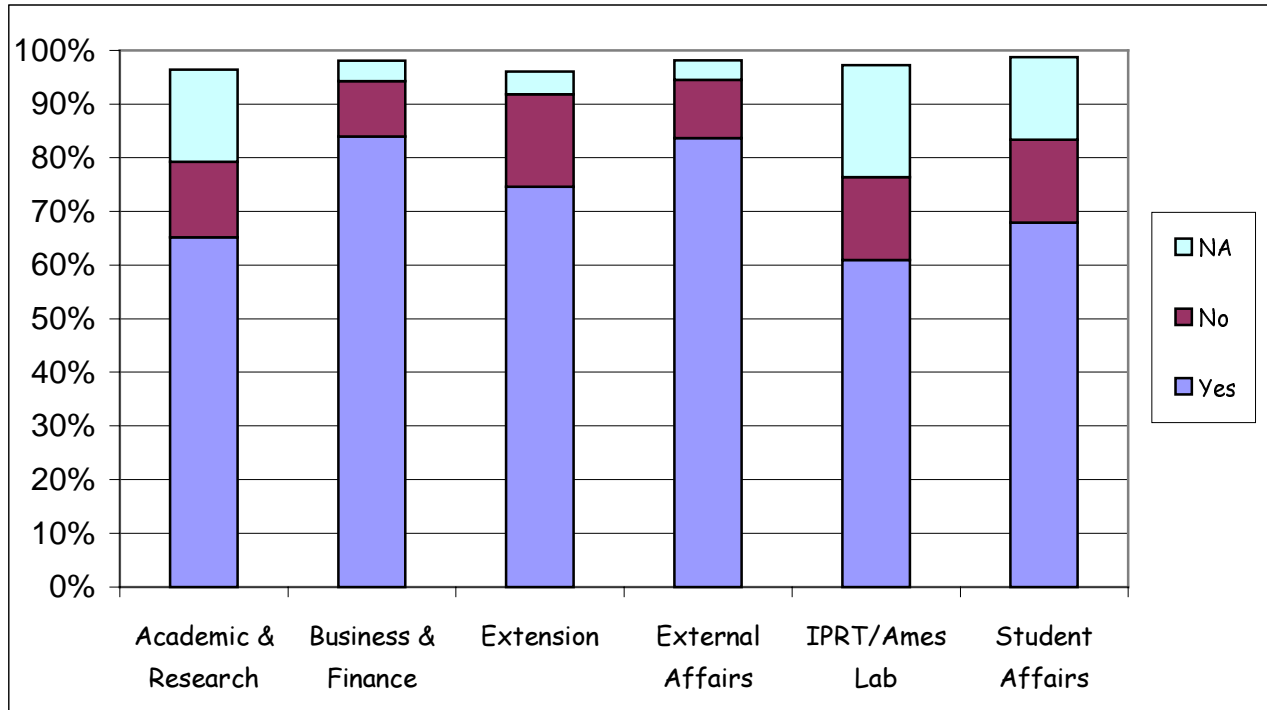
Question 33: Did you provide your supervisor with input on your performance as part of the appraisal process?



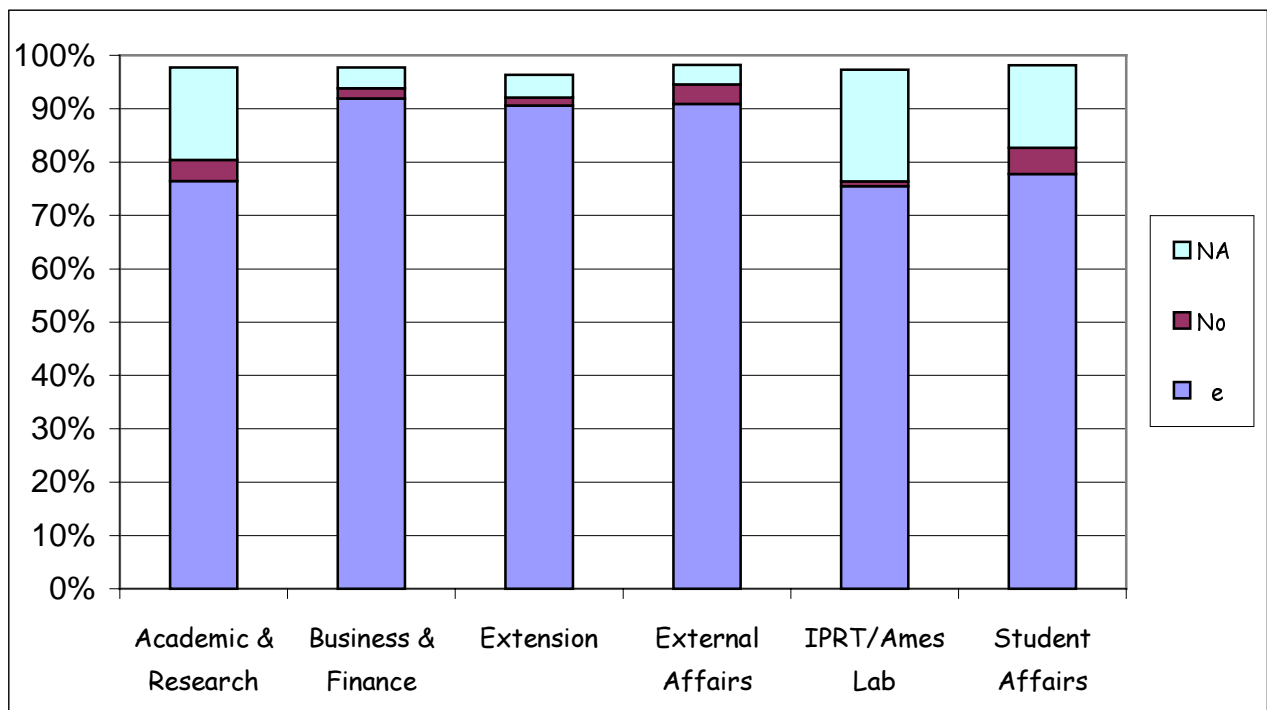
Question 34: Did you have a performance appraisal meeting with your supervisor?



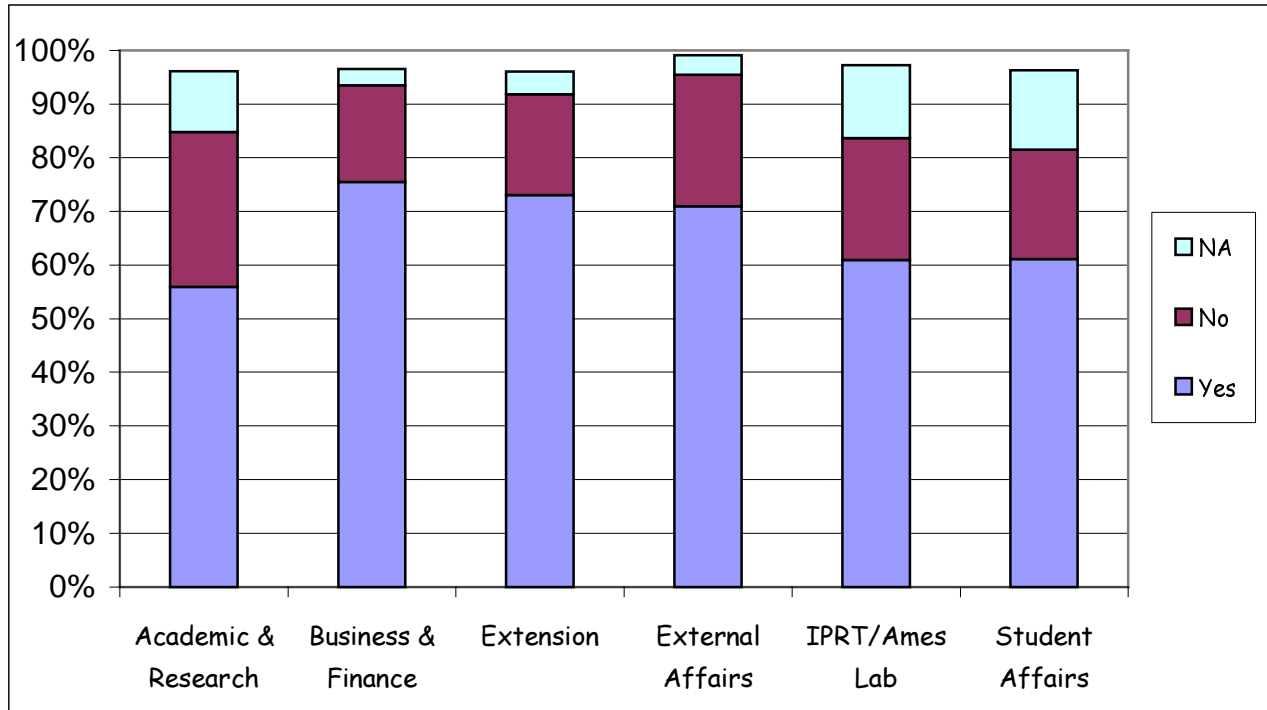
Question 35: During your performance appraisal meeting, did you receive helpful and constructive feed back?



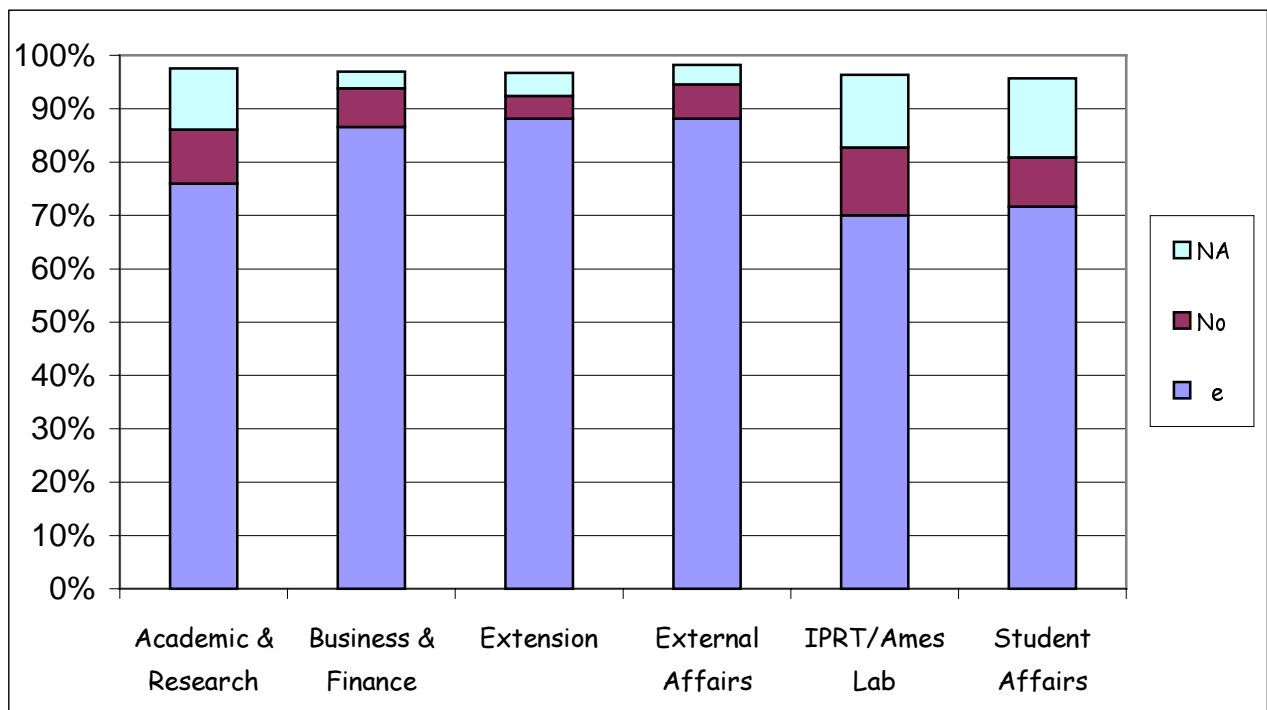
Question 36: Did you sign the original performance appraisal document to verify that the meeting was conducted?



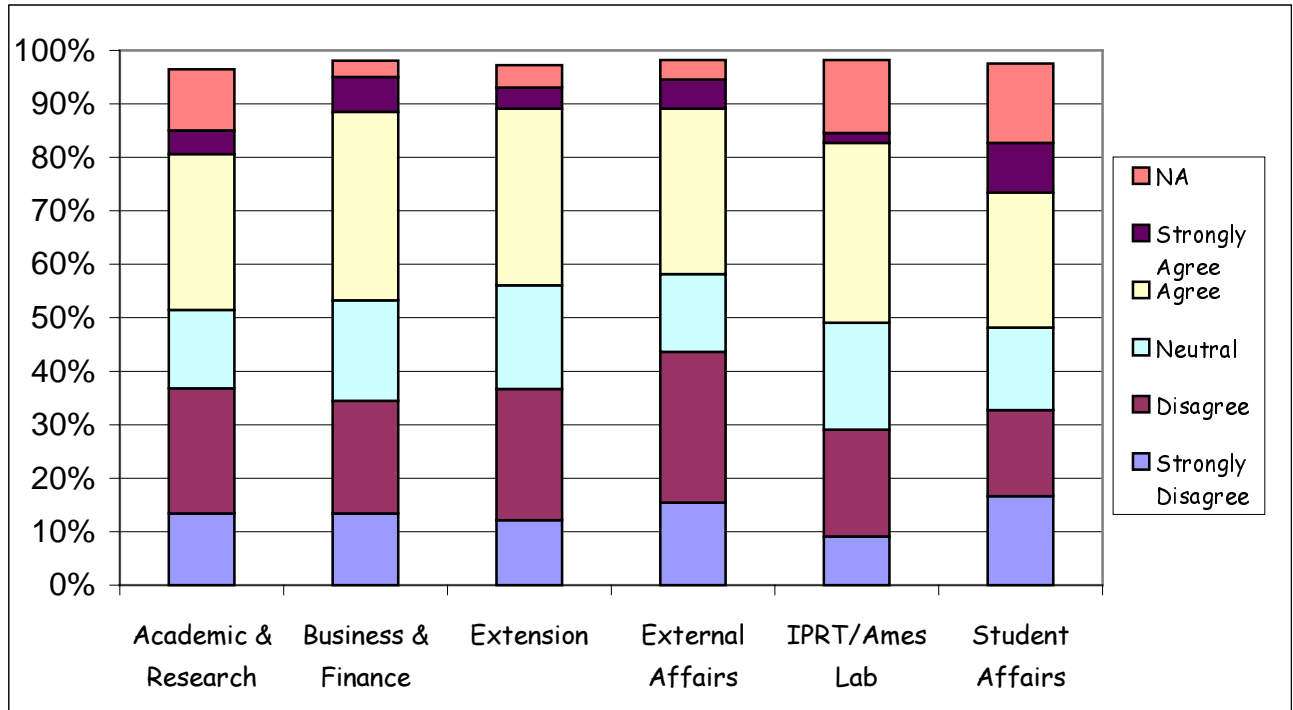
Question 37: Were you provided the opportunity to give written feedback for your performance appraisal?



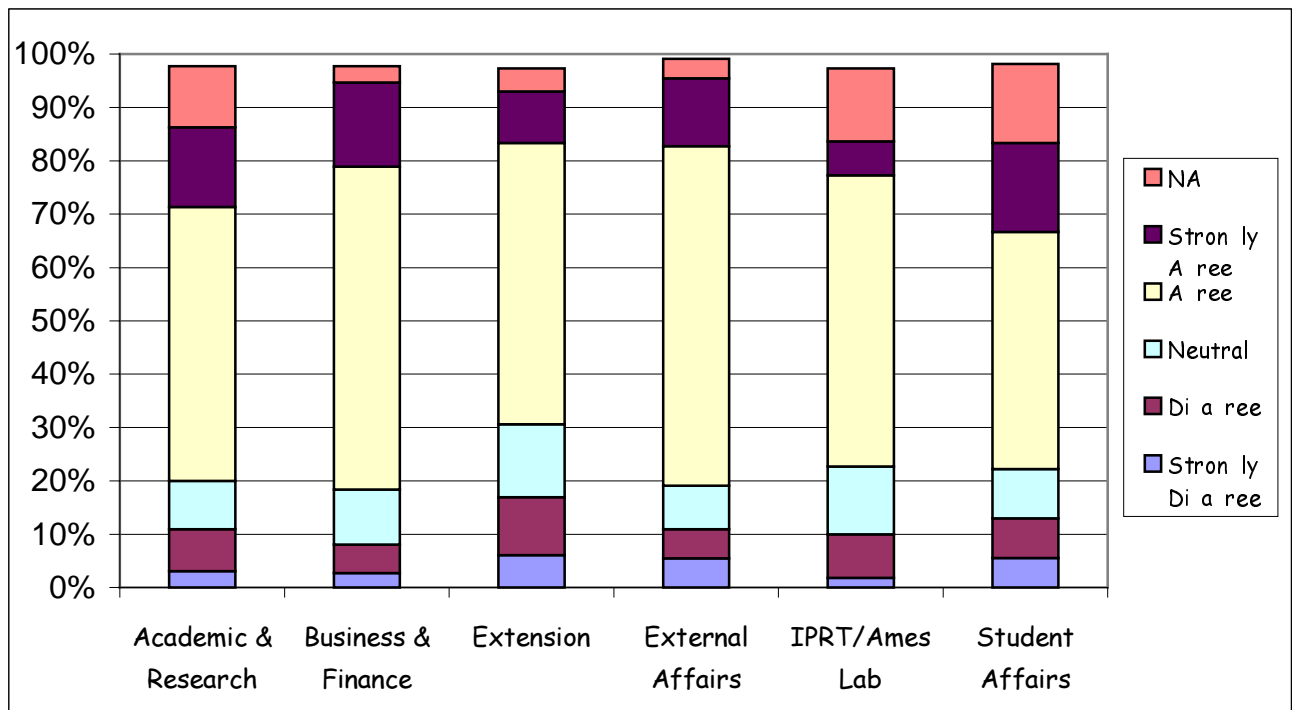
Question 38: Was the performance appraisal process completed prior to your receiving your annual pay increase?



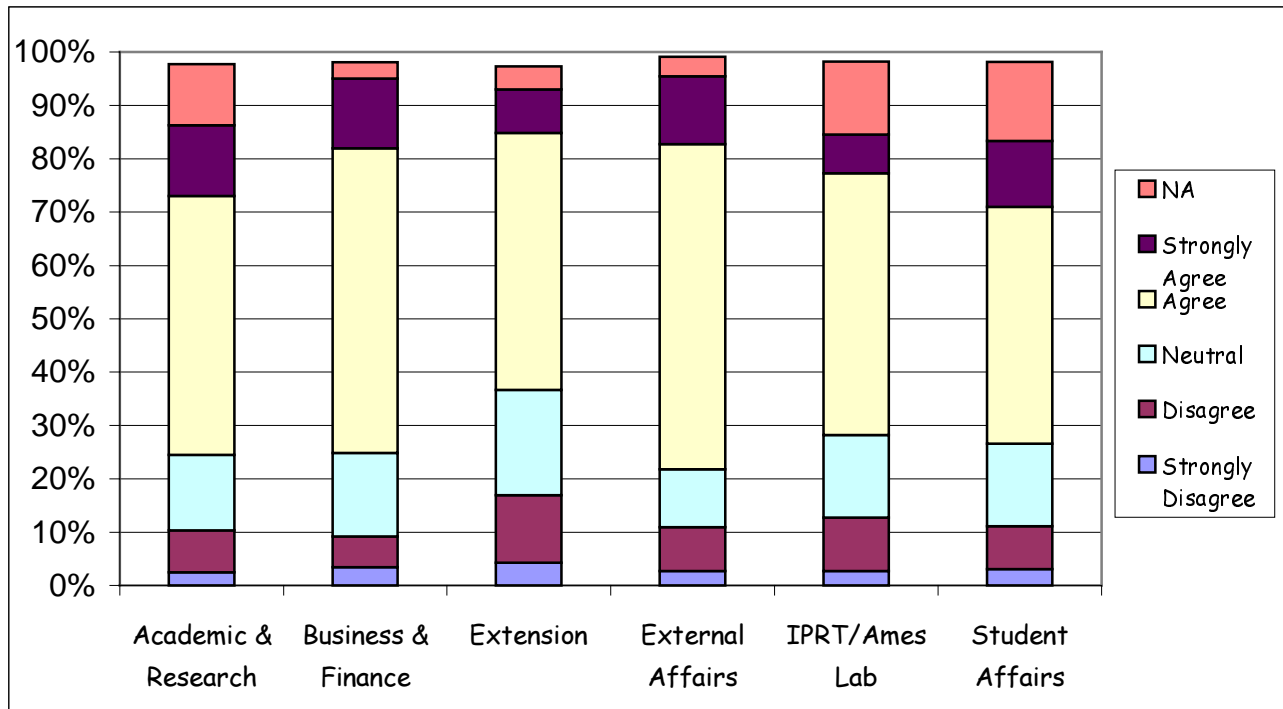
Question 39a: I feel my salary increase is based on the performance appraisal rating that I was given.



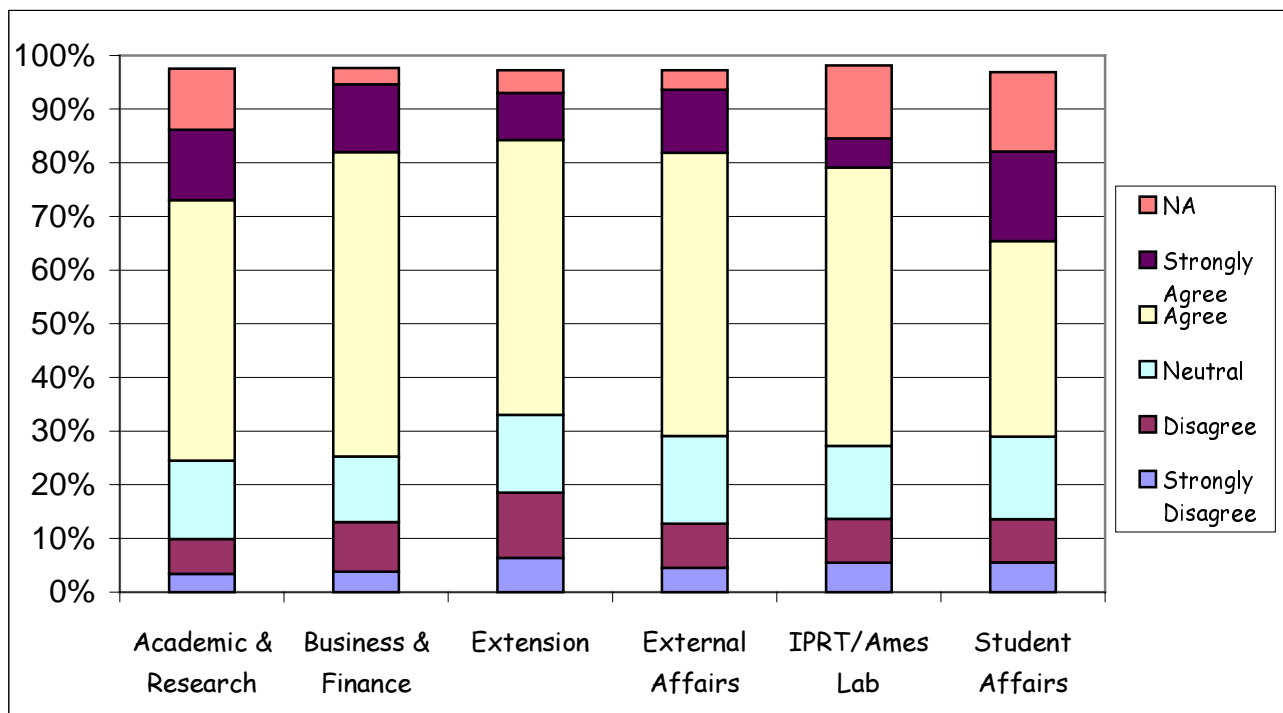
Question 39b: I feel my most recent performance appraisal accurately reflected how I was performing my job activities.



Question 39c: I feel my performance appraisal was clear and complete.

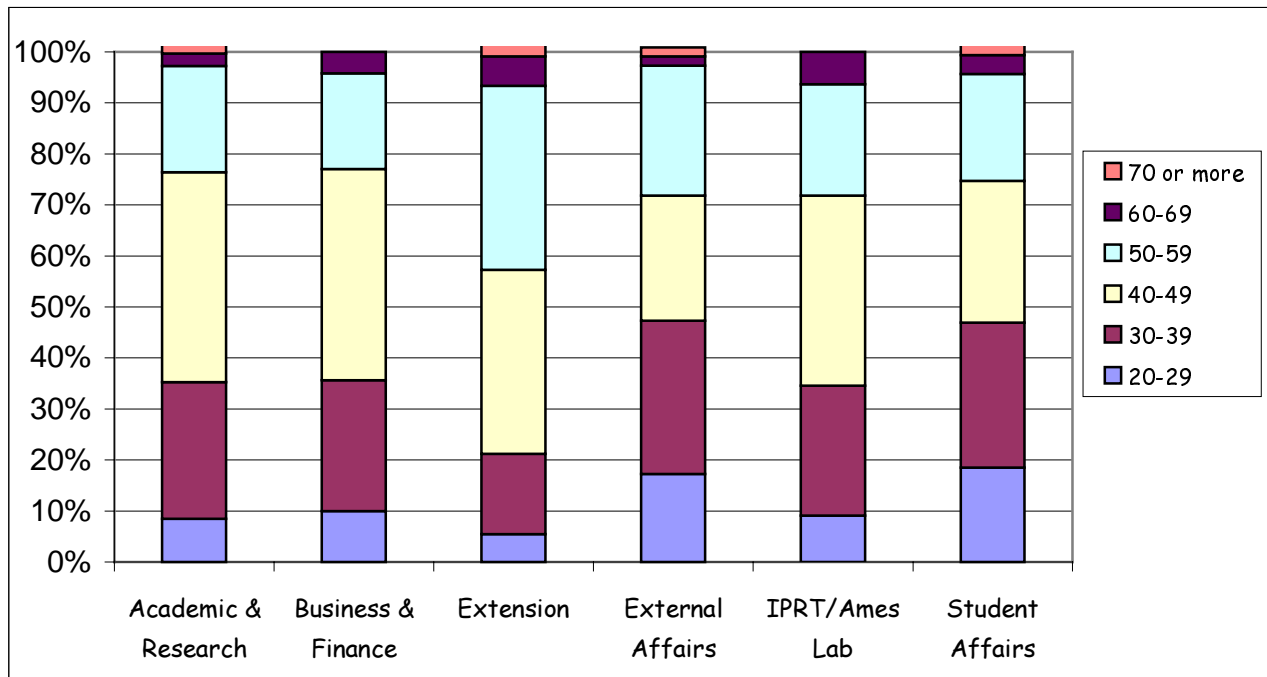


Question 39d: I feel my performance appraisal reflected my performance for the entire year.

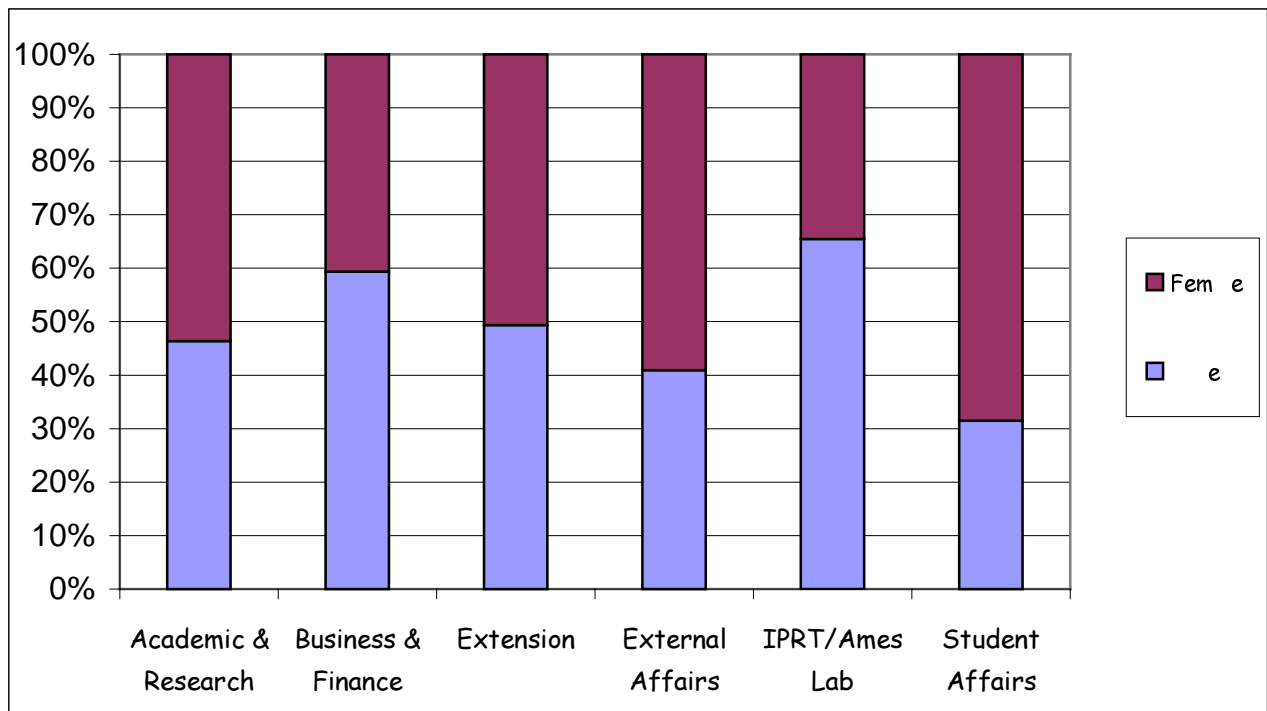


## Background Information

Question 40: What was your age on your last birthday?

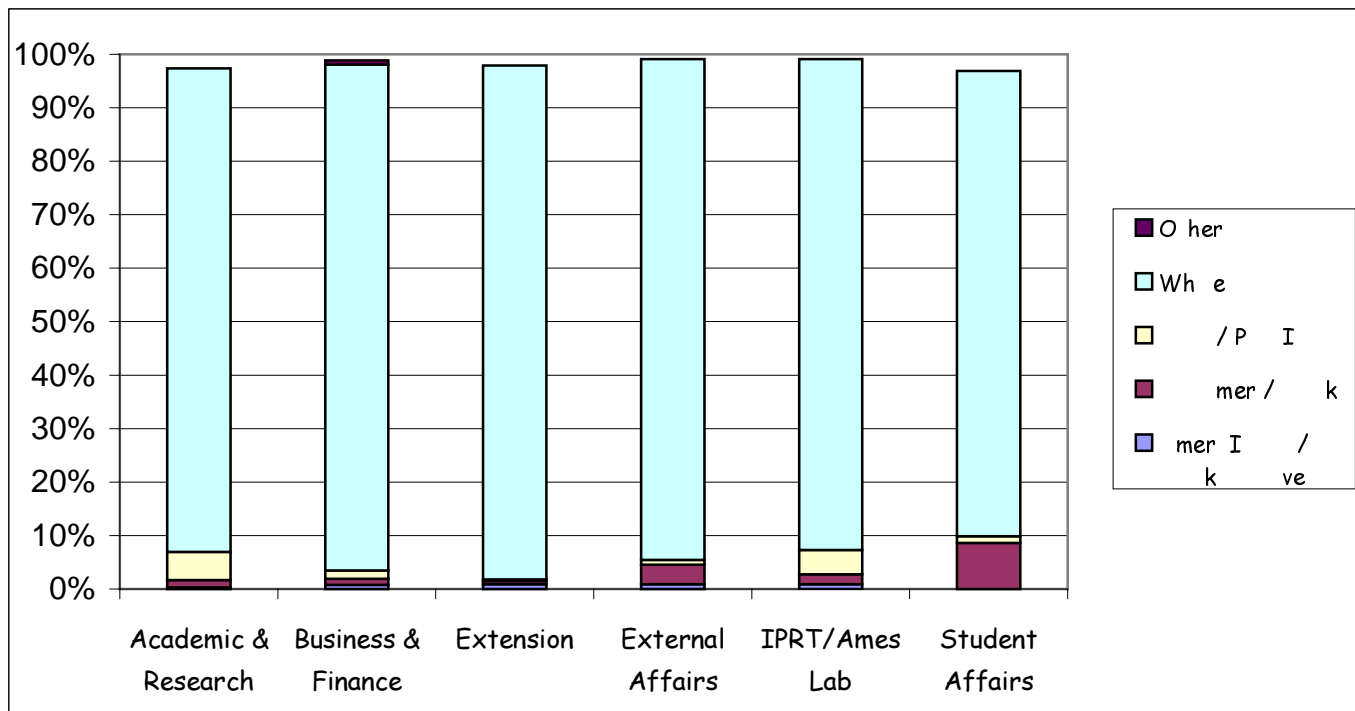


Question 41: What is your gender?

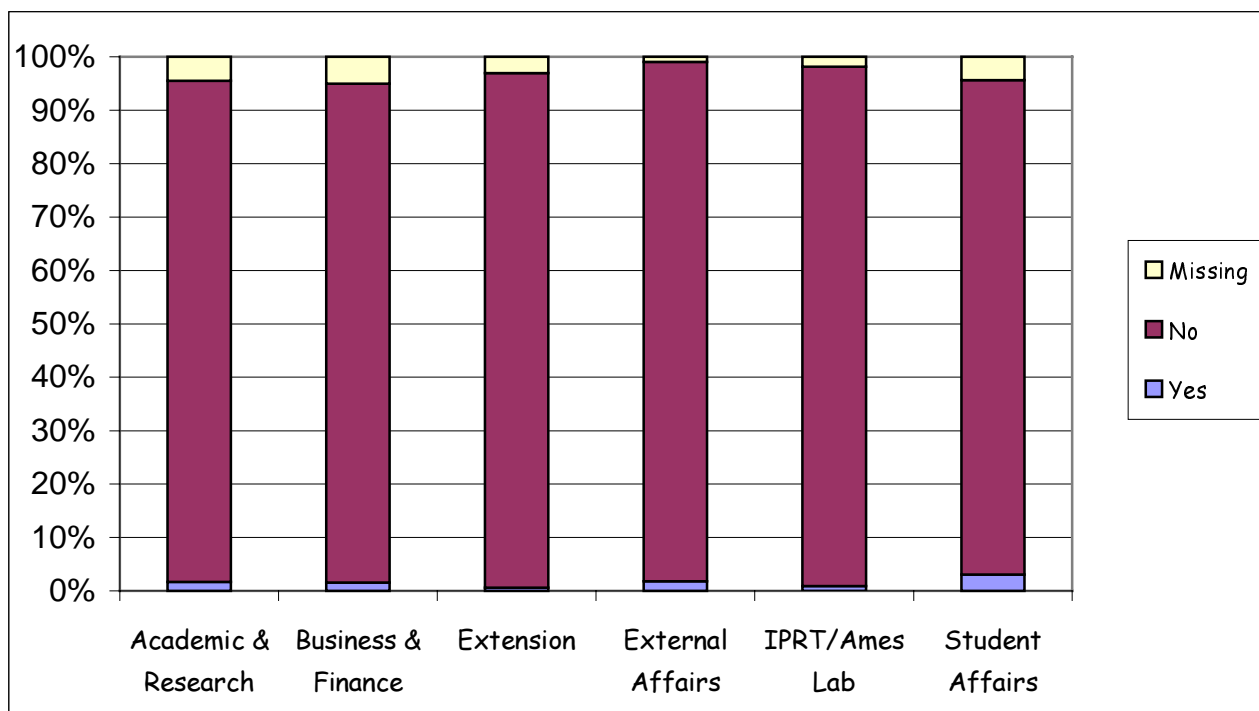




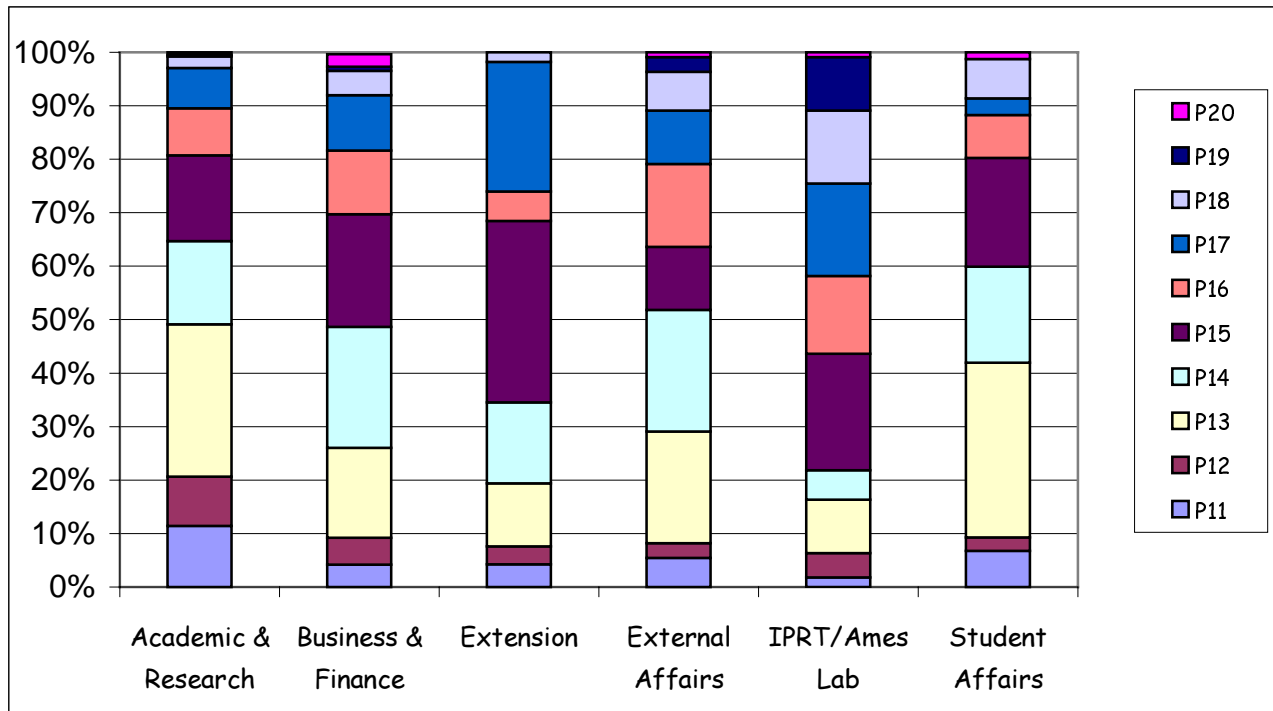
Question 42a: What is your racial background?



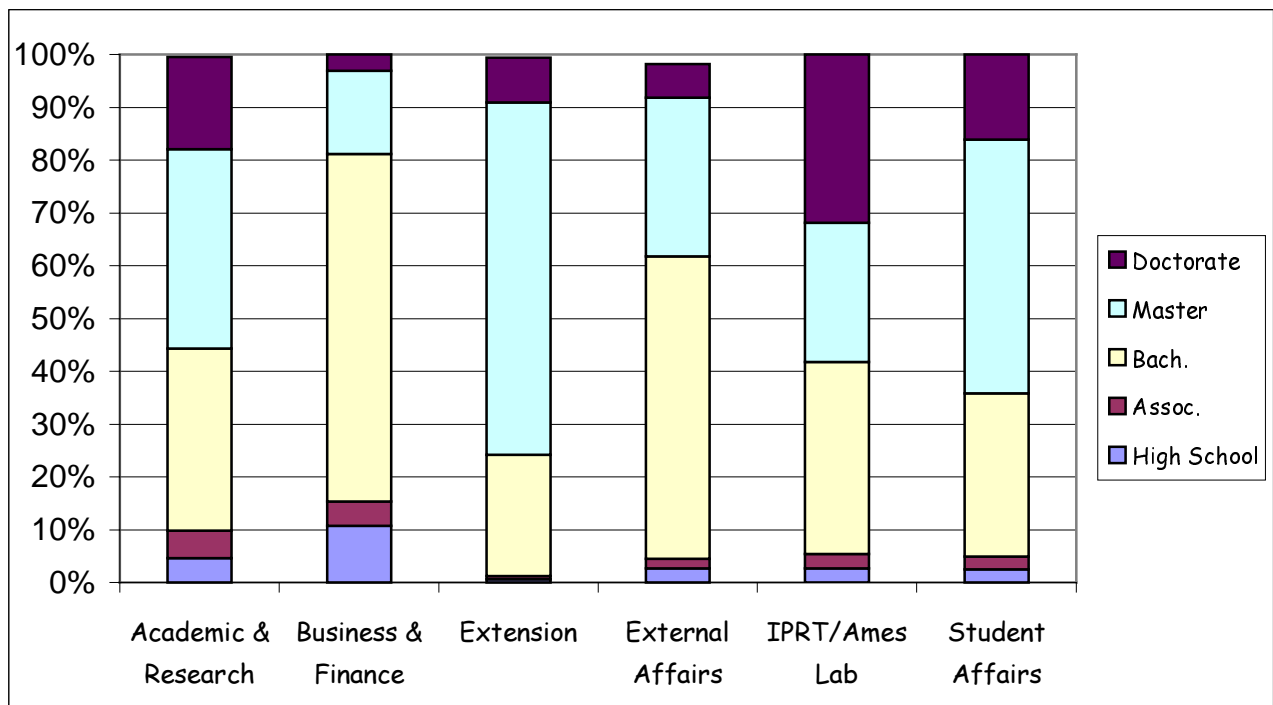
Question 42b: Are you Hispanic or of Hispanic origin?



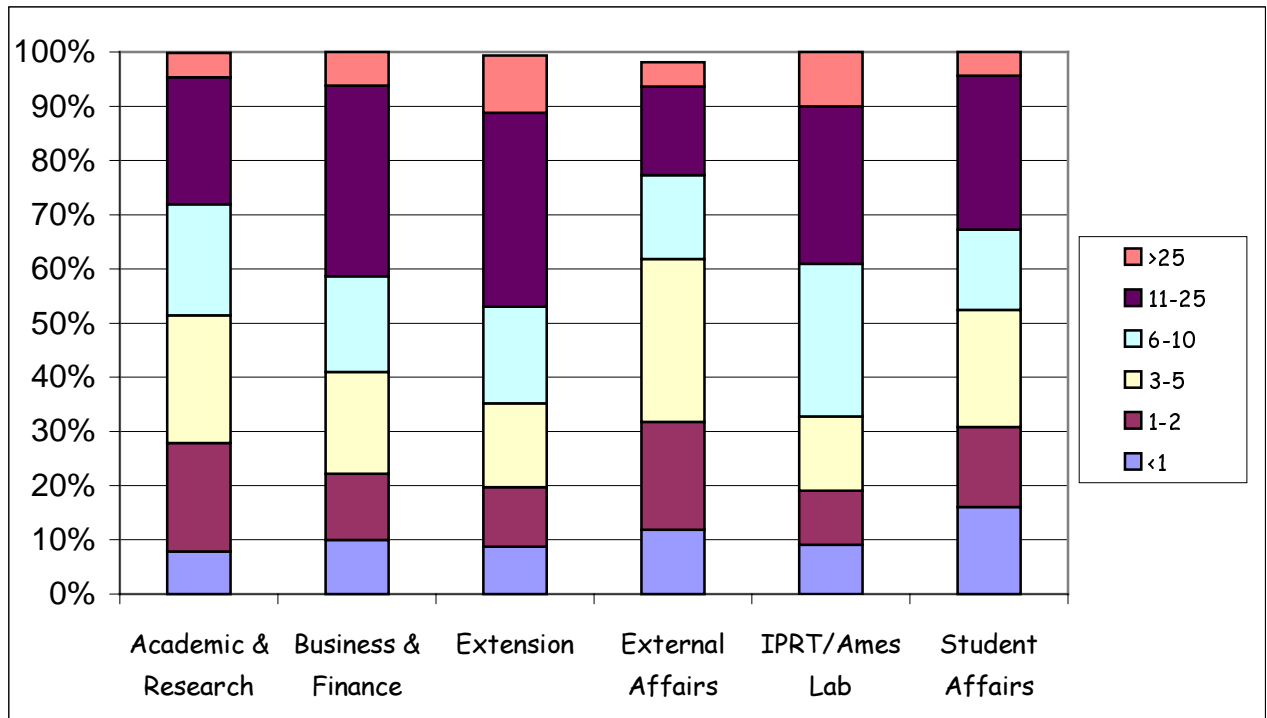
Question 43: Please indicate your current P level.



Question 44: What is the highest level of education you have completed?

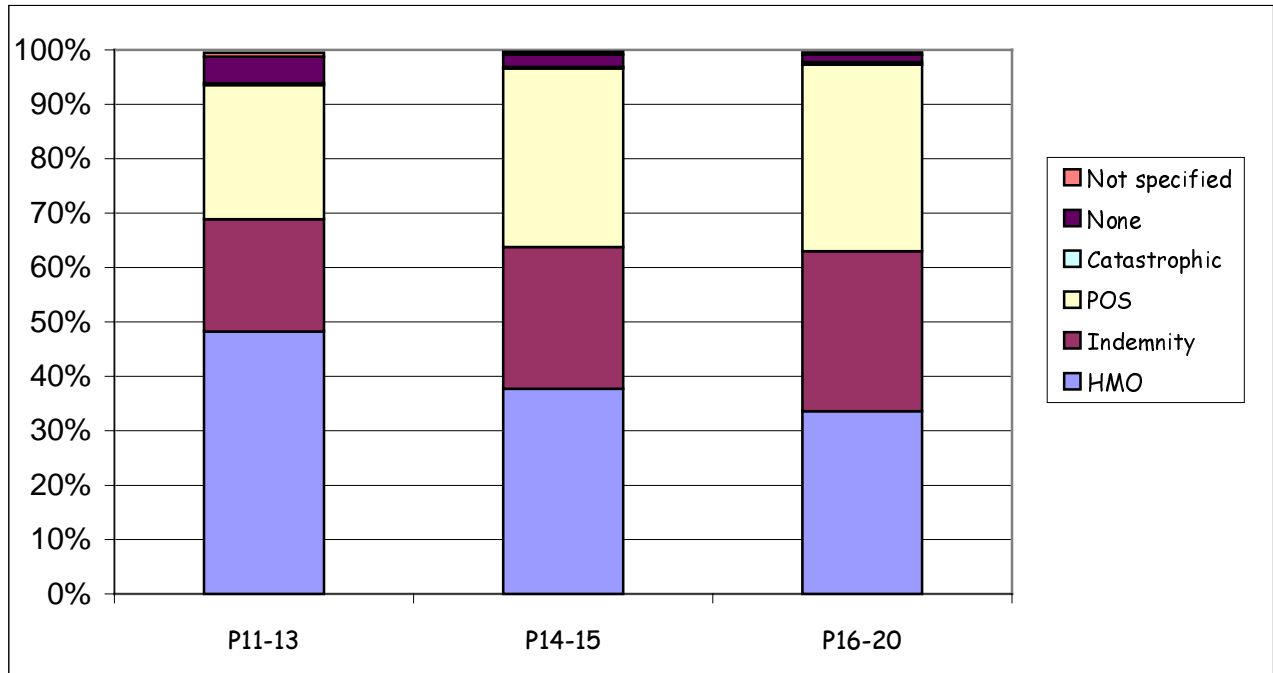


Question 45: How many years have you been a P&S employee at Iowa State University?

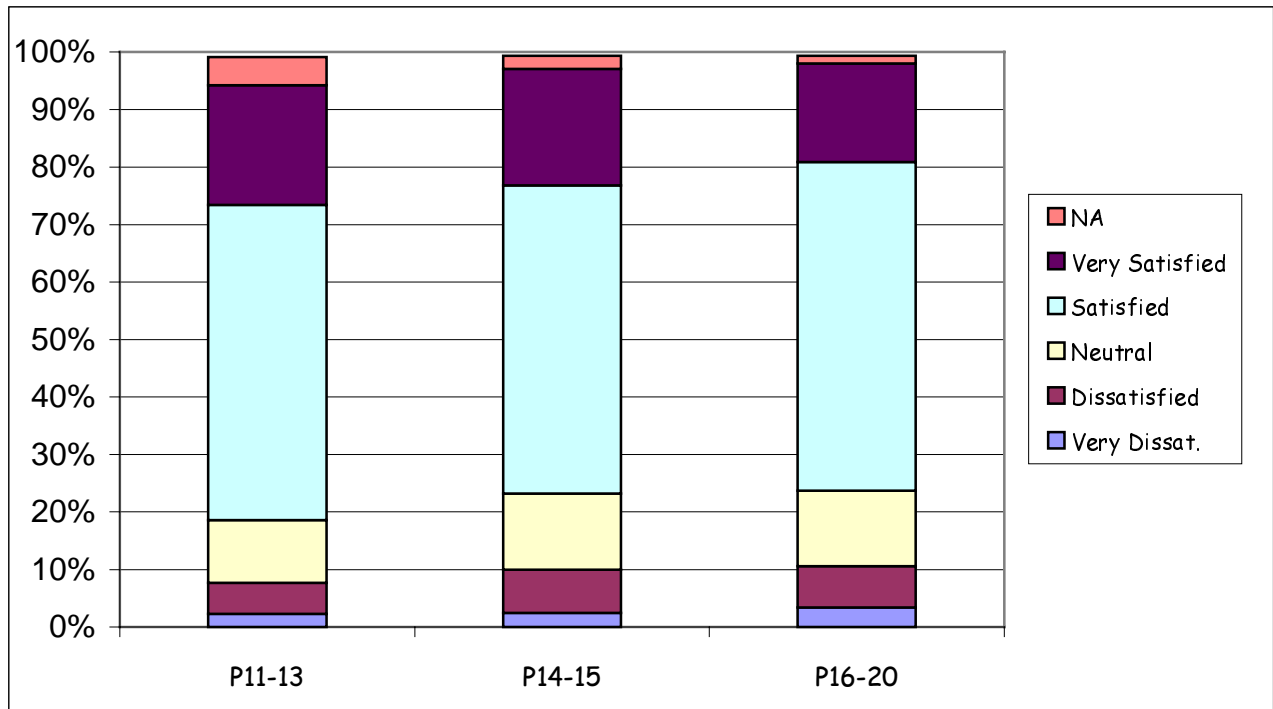


## Benefits

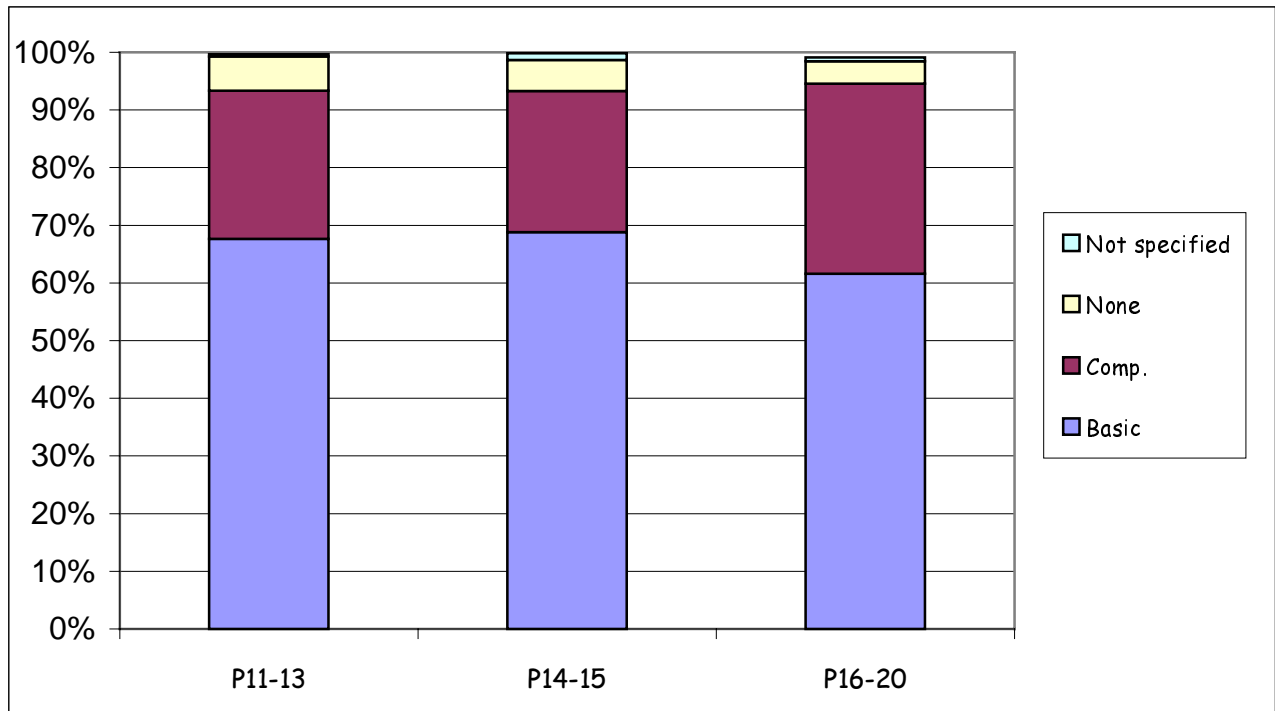
Question 13: Which ISU medical insurance option do you currently use?



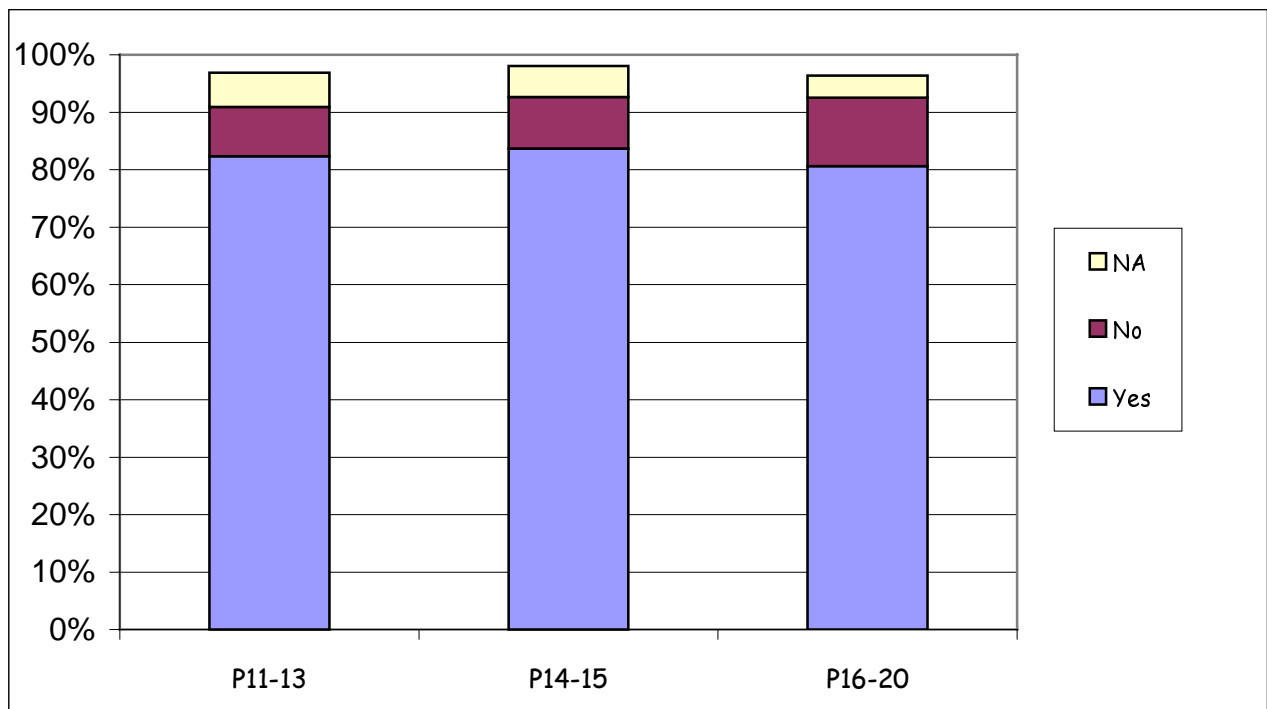
Question 14: Overall, how satisfied are you with the medical benefit *options* offered you?



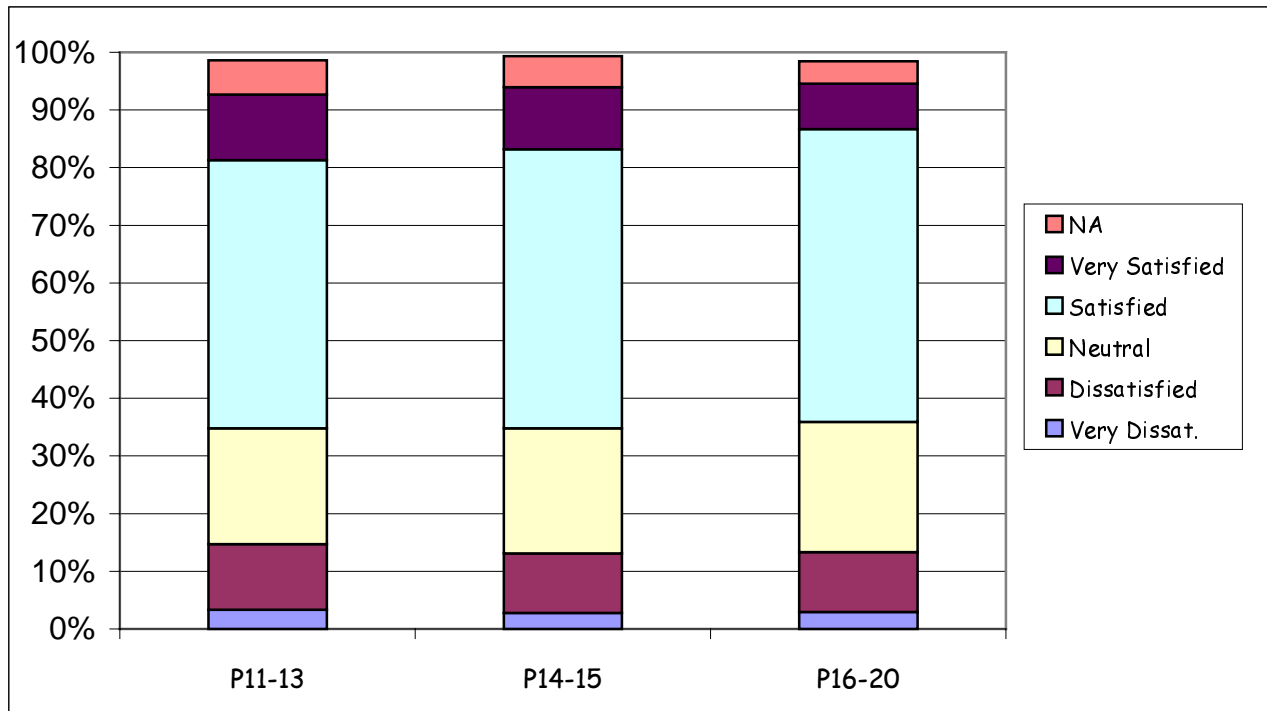
Question 15: Which ISU dental option do you currently use?



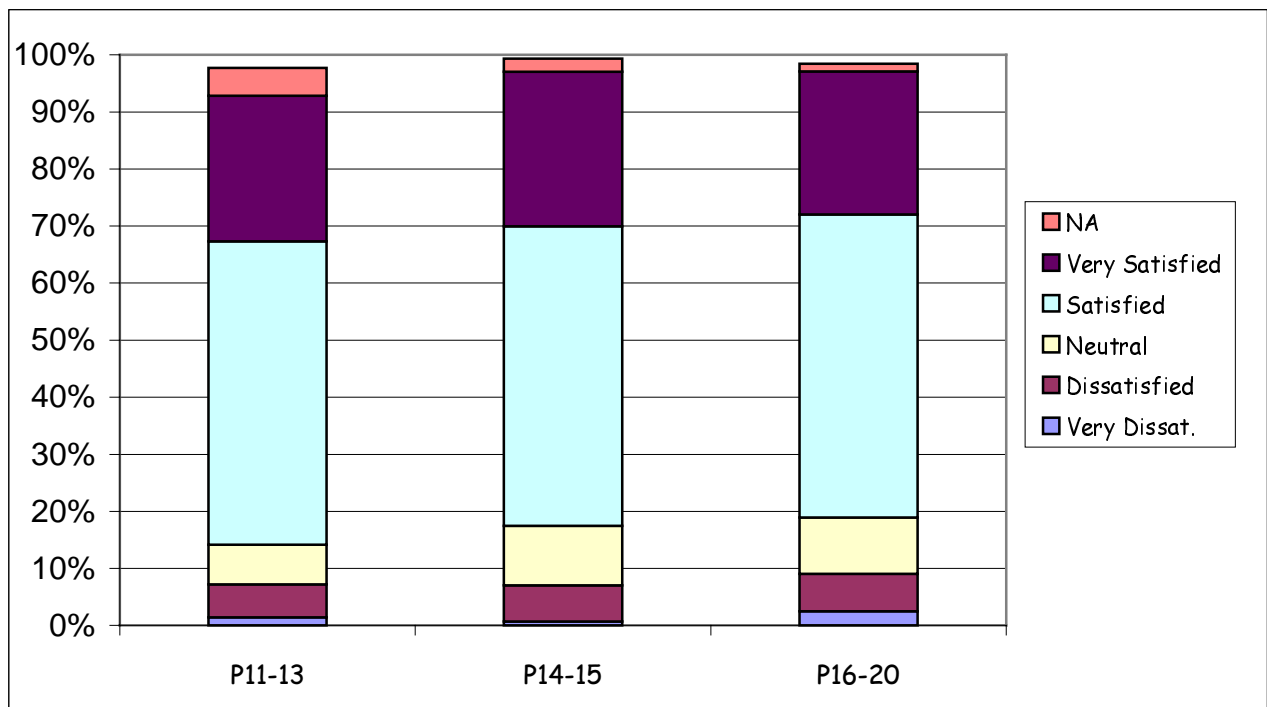
Question 16: Is your dental care provider part of the Delta Dental Network?



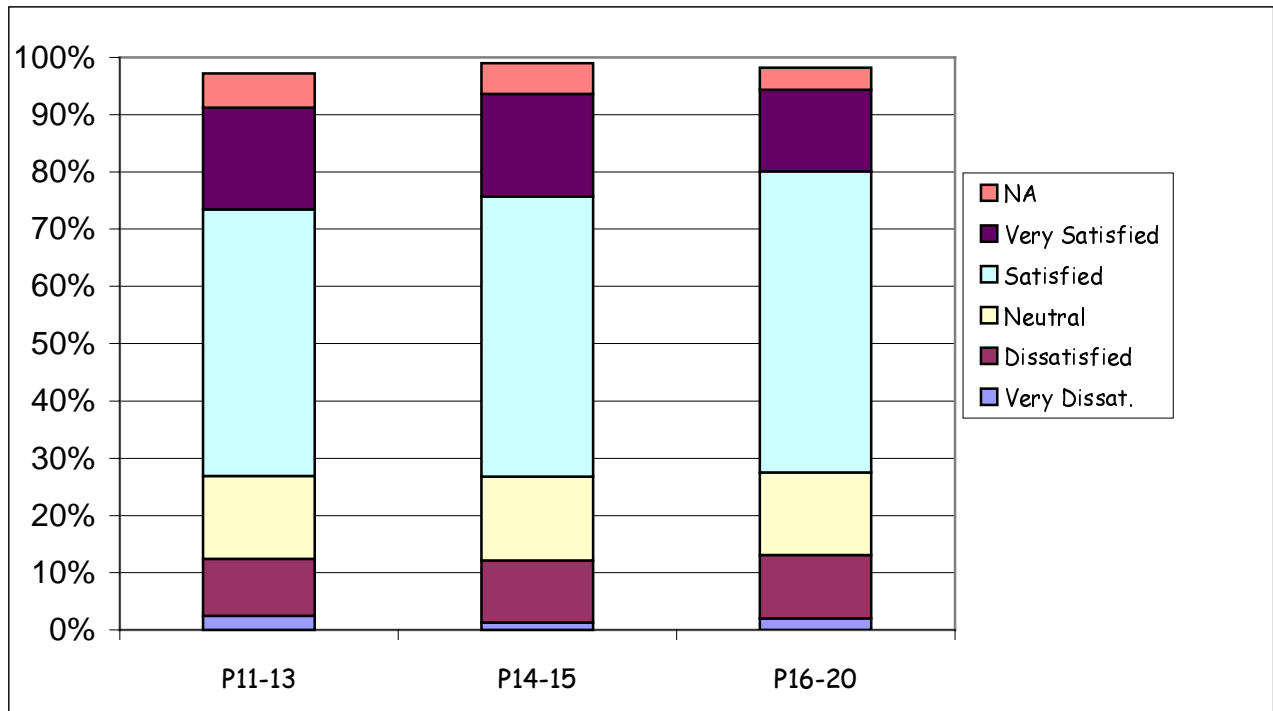
Question 17: Overall, how satisfied are you with the dental benefit *options* offered to you?



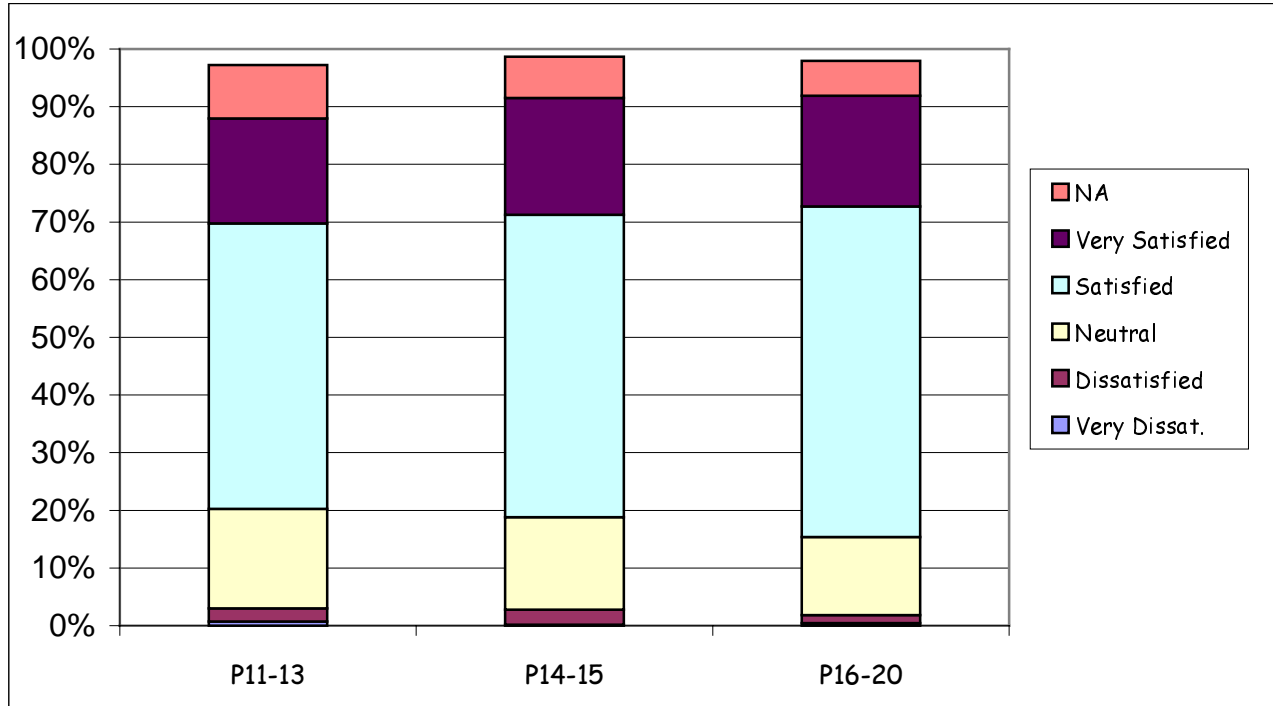
Question 18a: How satisfied are you with your medical benefit?



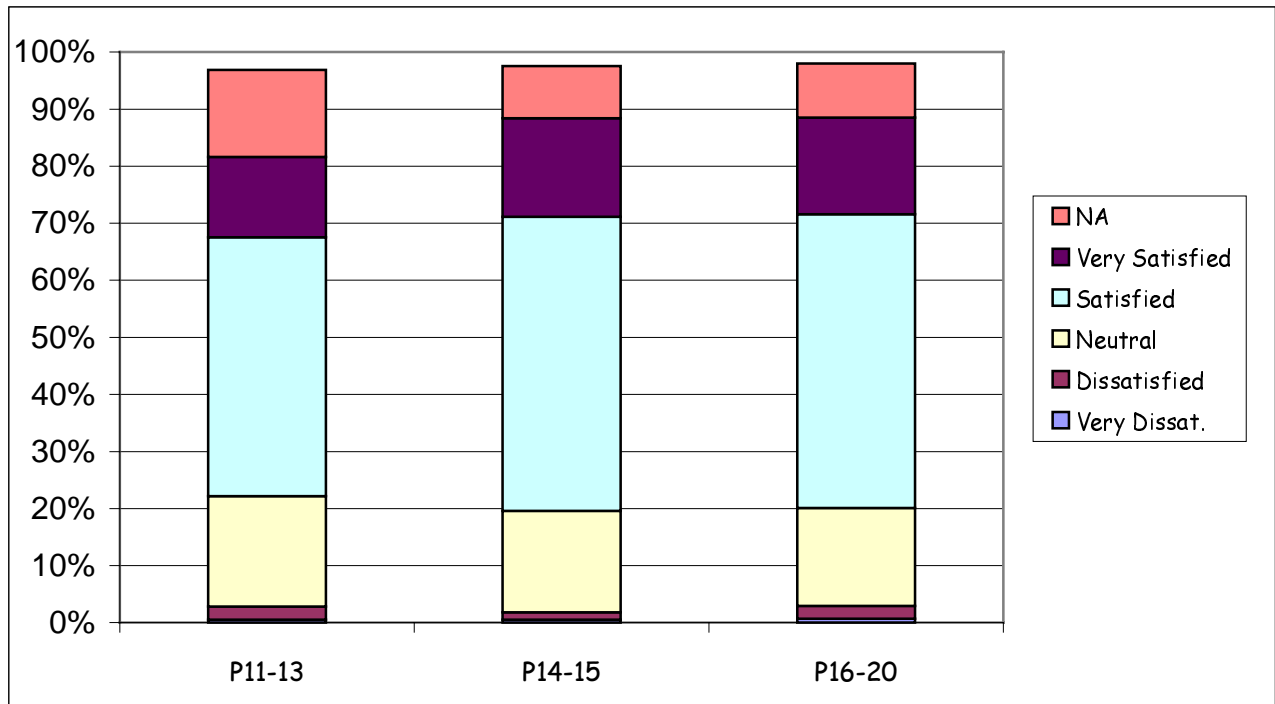
Question 18b: How satisfied are you with your dental benefit?



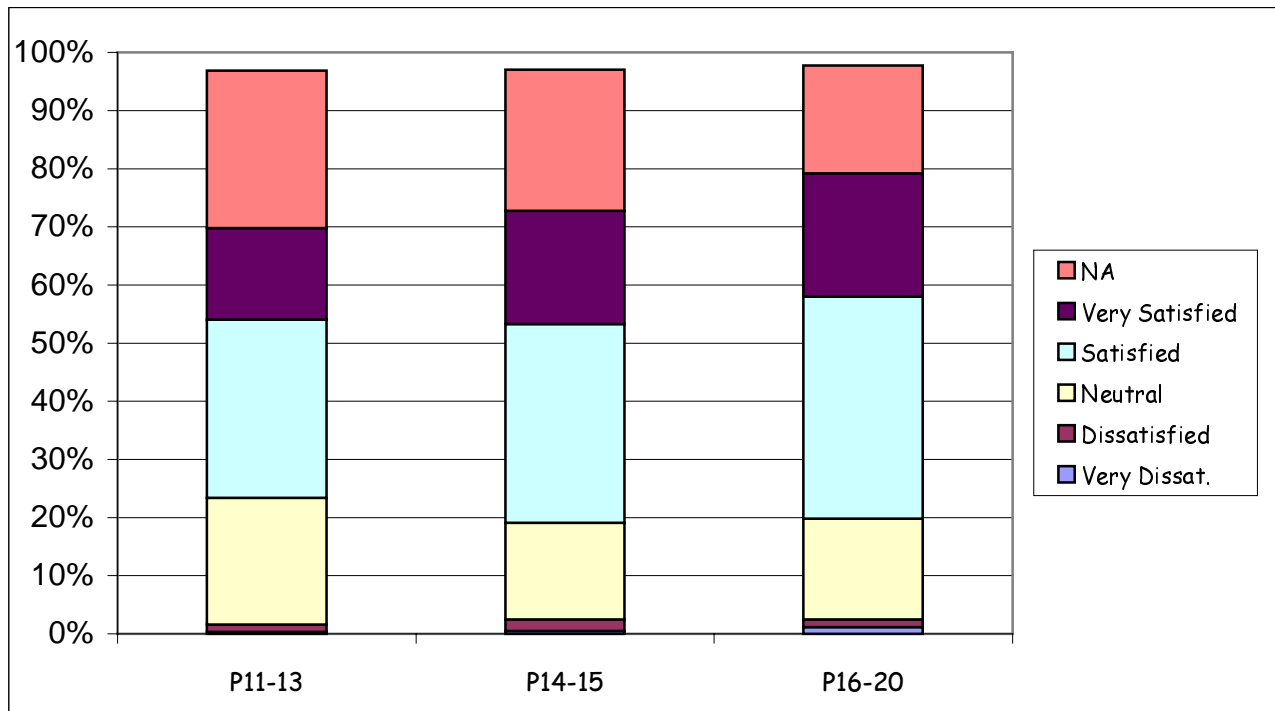
Question 18c: How satisfied are you with your life insurance benefit?



Question 18d: How satisfied are you with your long term disability benefit?

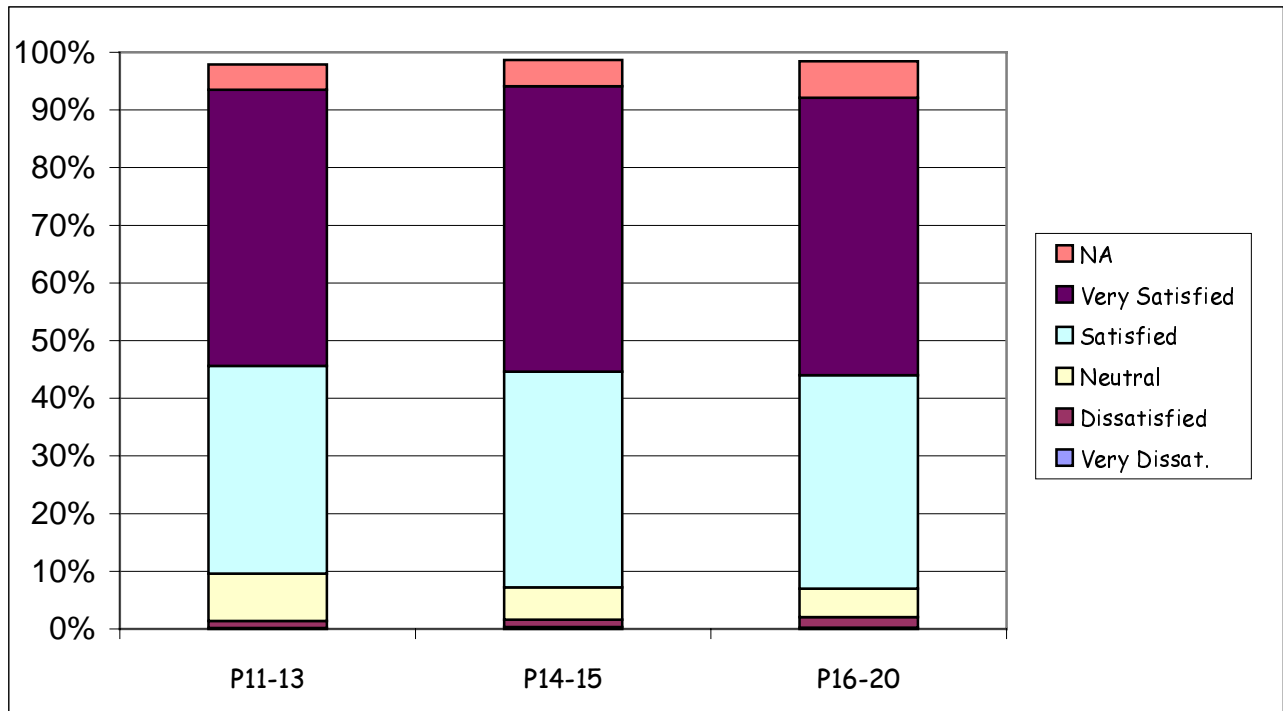


Question 18e: How satisfied are you with your flex spending account benefit?

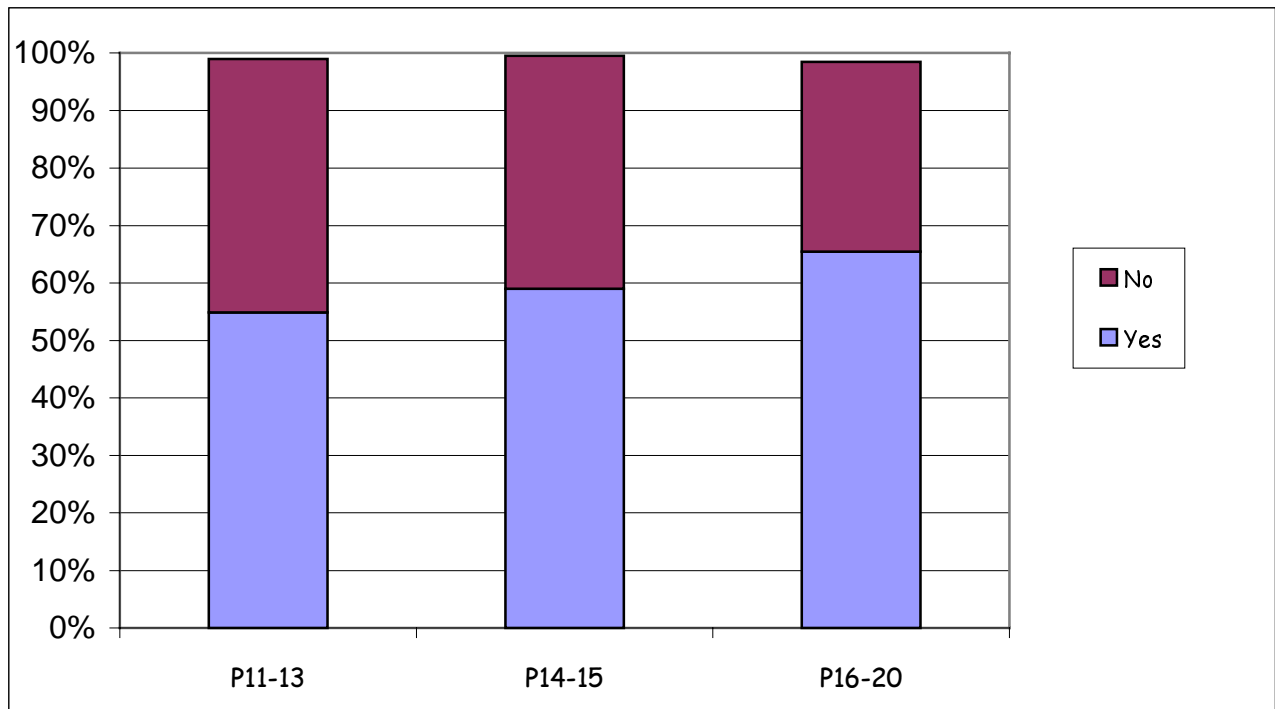




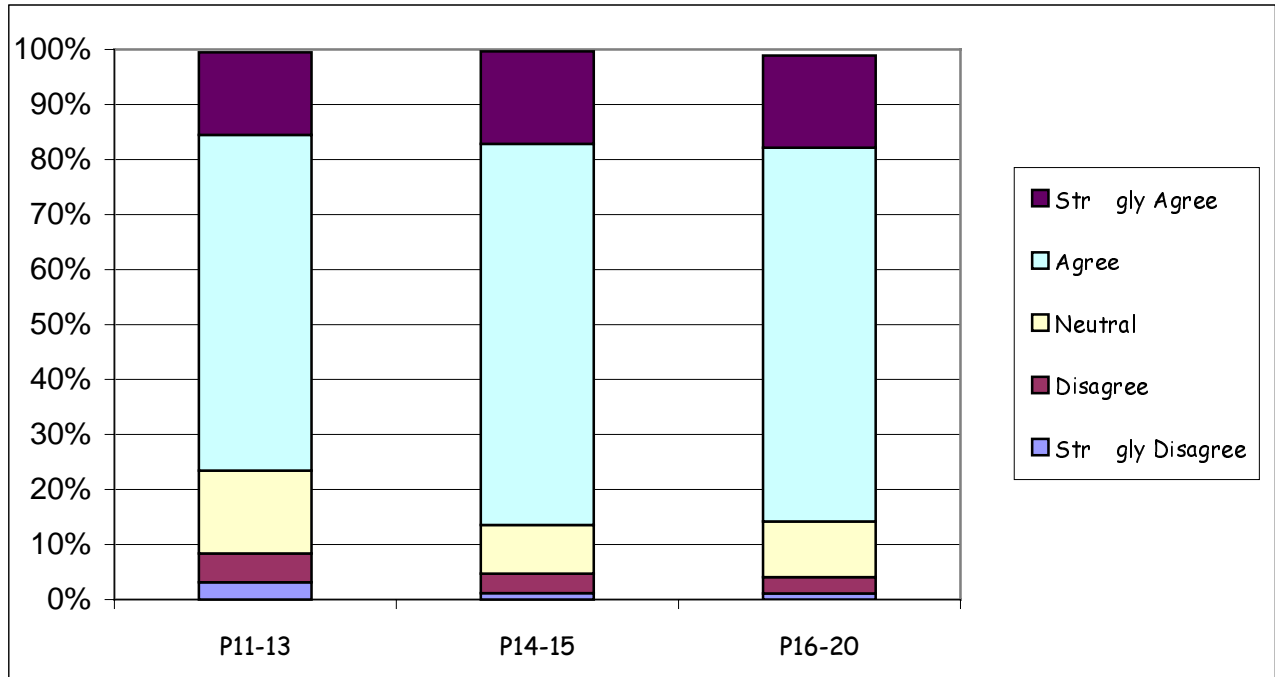
Question 18f: How satisfied are you with your retirement benefit?



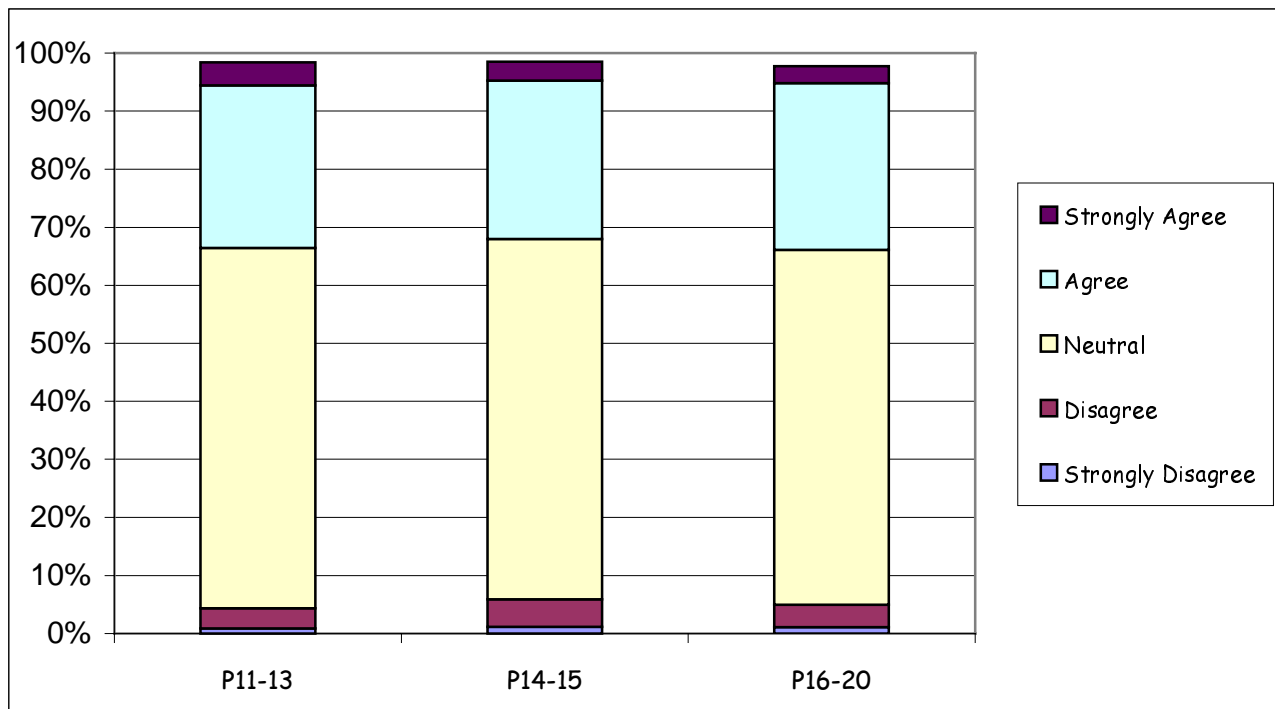
Question 19: Are you aware of the benefits and rights granted you by the Family Medical Leave Act?



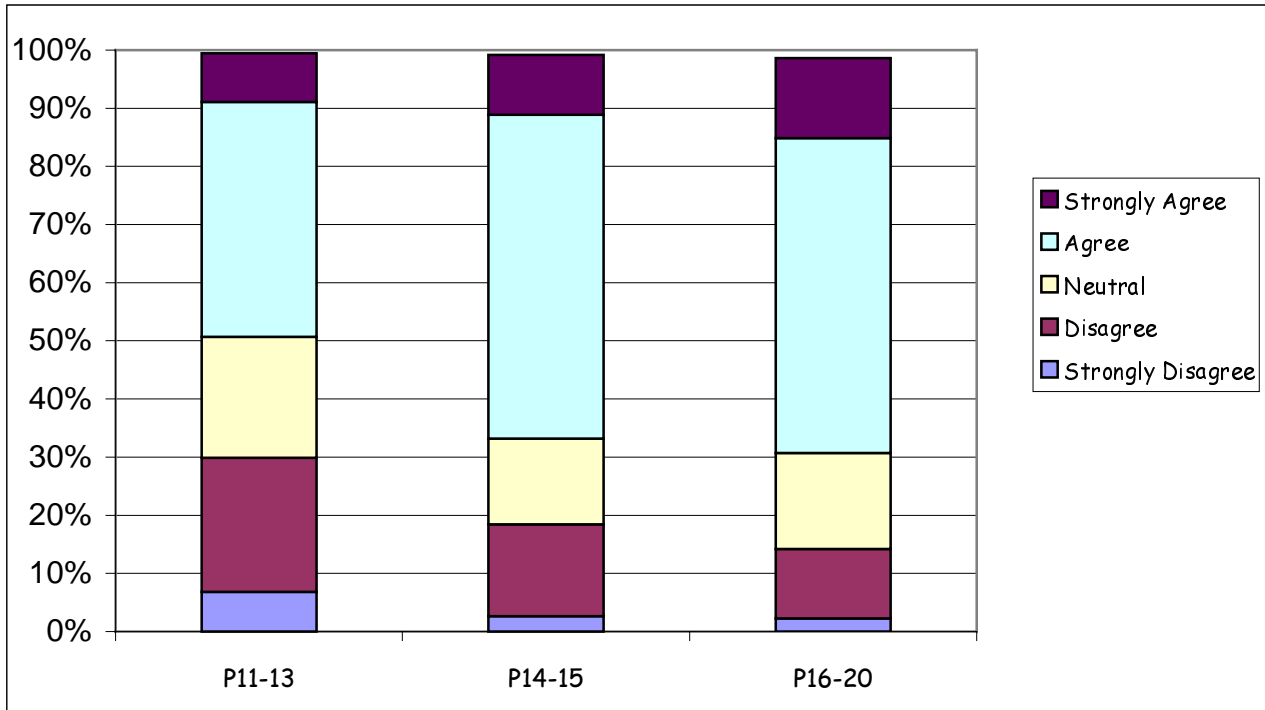
Question 30a: I regularly receive information from the P&S Council on what is happening.



Question 30b: The P&S Council open forums provide beneficial information.

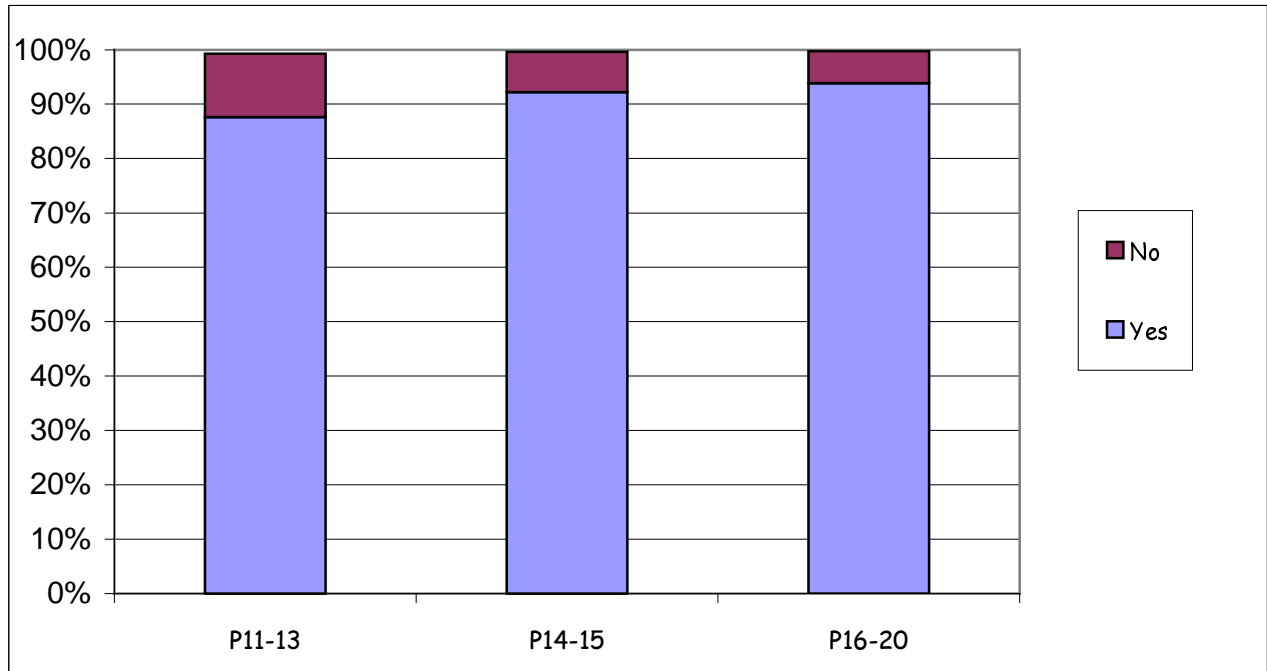


Question 30c: I know whom to contact on the P&S Council to communicate issues, concerns or questions.

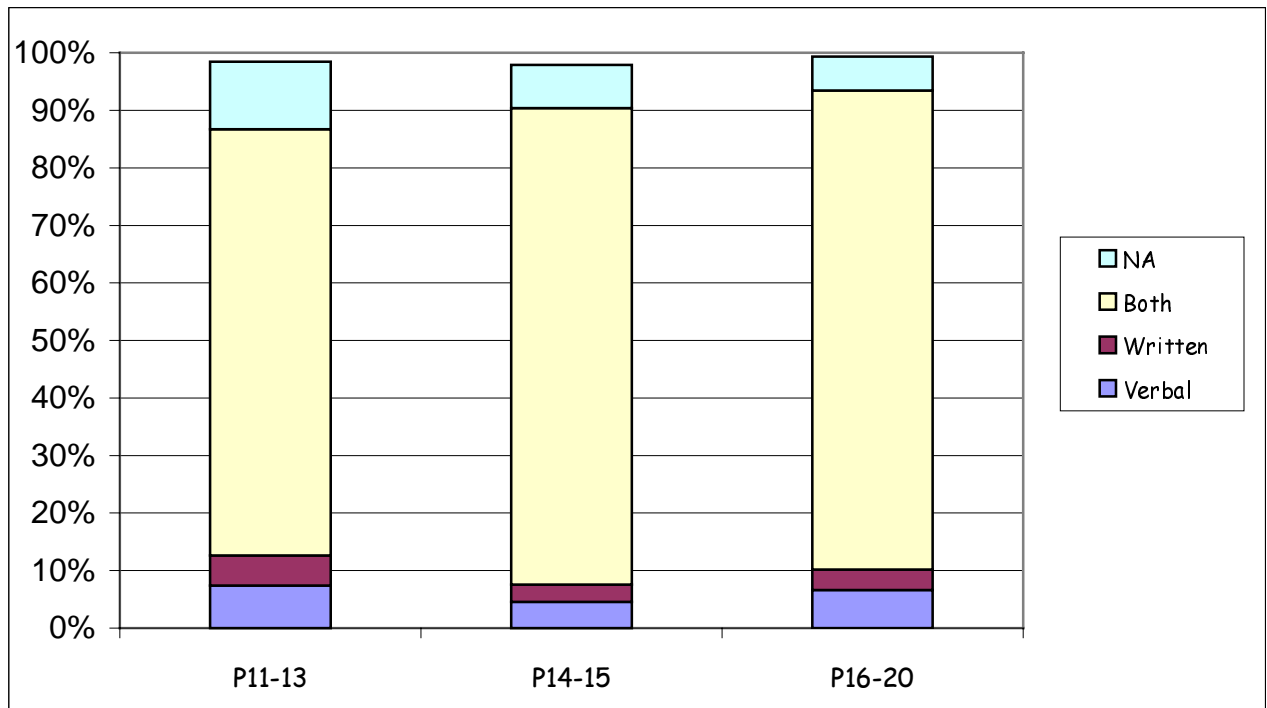


## Performance Appraisals

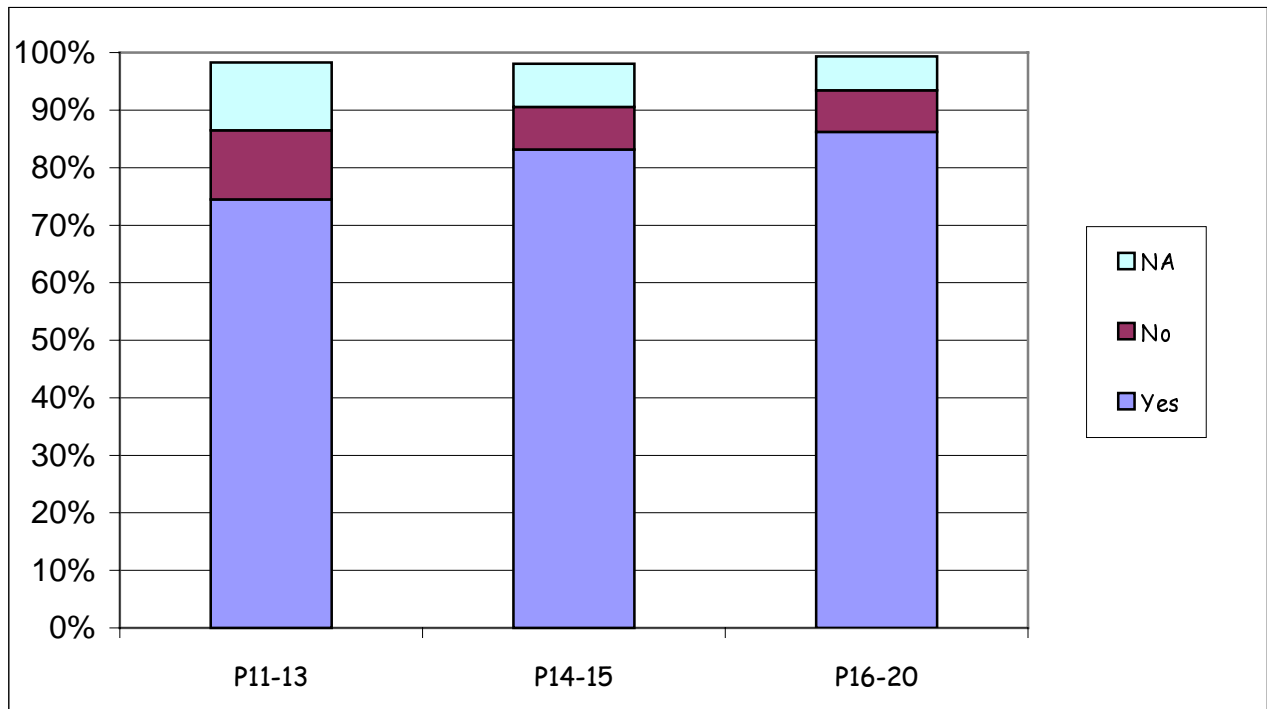
Question 31: Have you received a performance appraisal within the last 12 months?



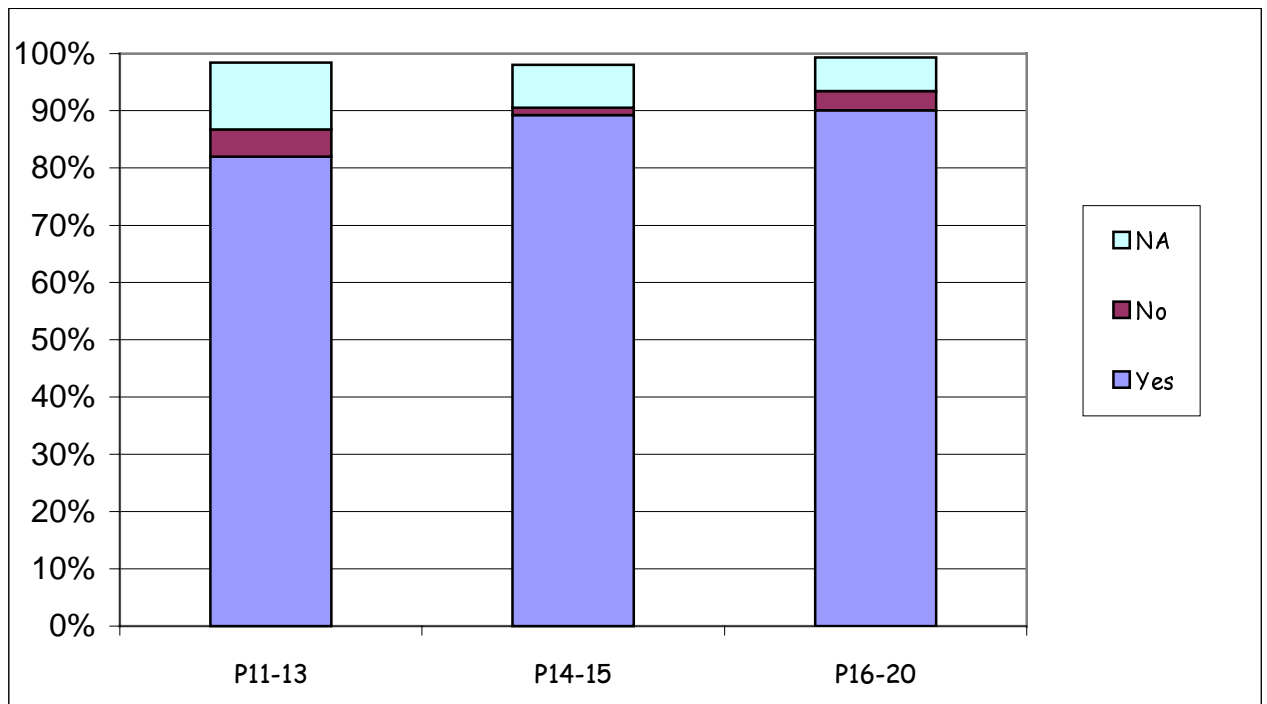
Question 32: Did you have a verbal evaluation only, a written evaluation only or both a verbal and a written evaluation?



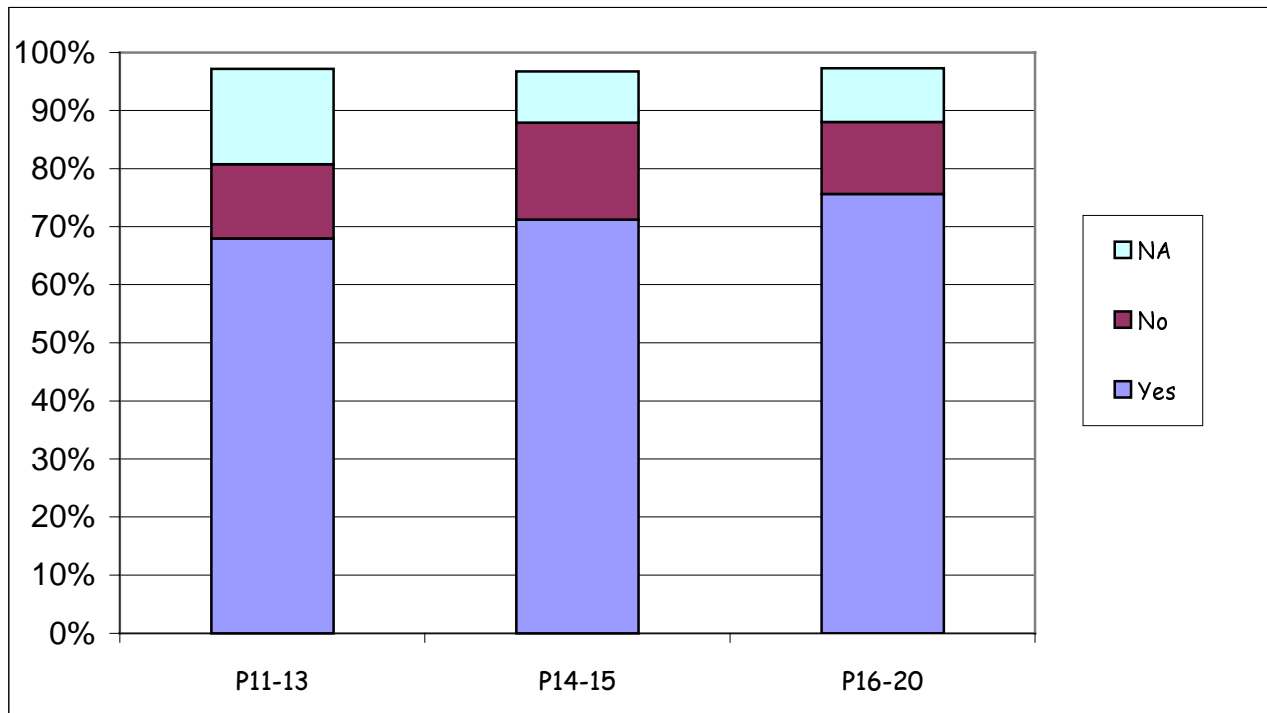
Question 33: Did you provide your supervisor with input on your performance as part of the appraisal process?



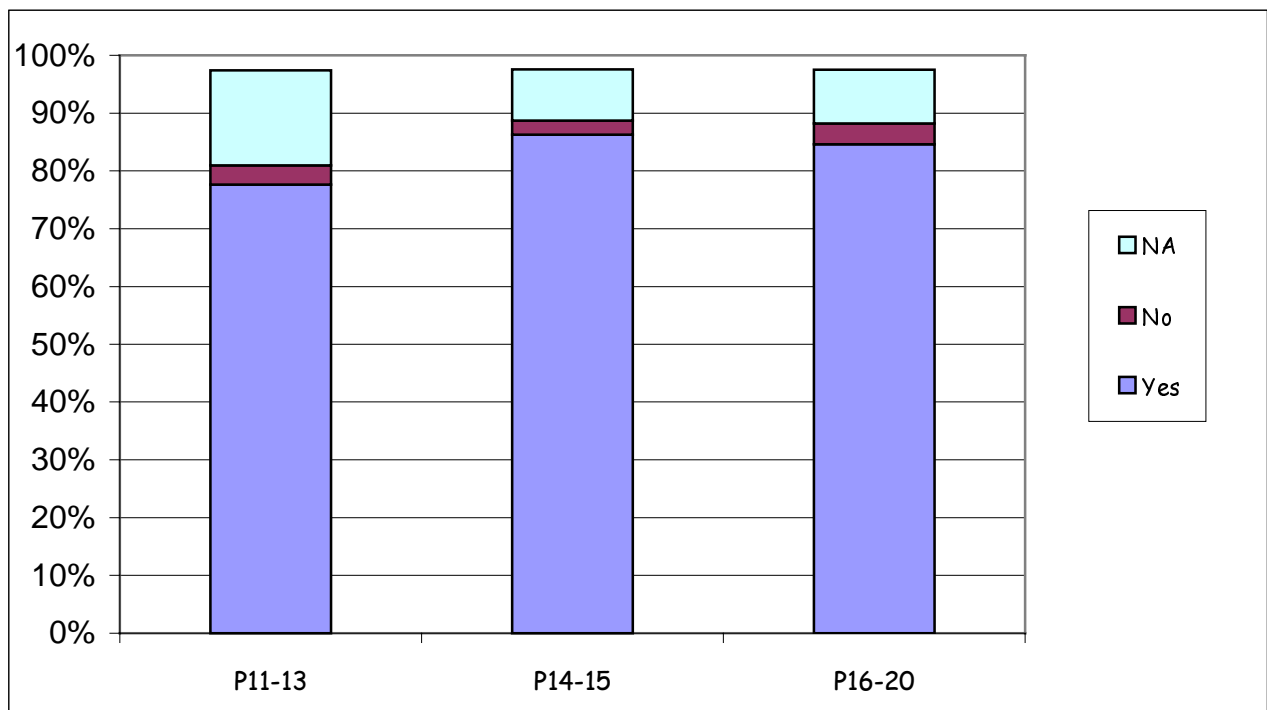
Question 34: Did you have a performance appraisal meeting with your supervisor?



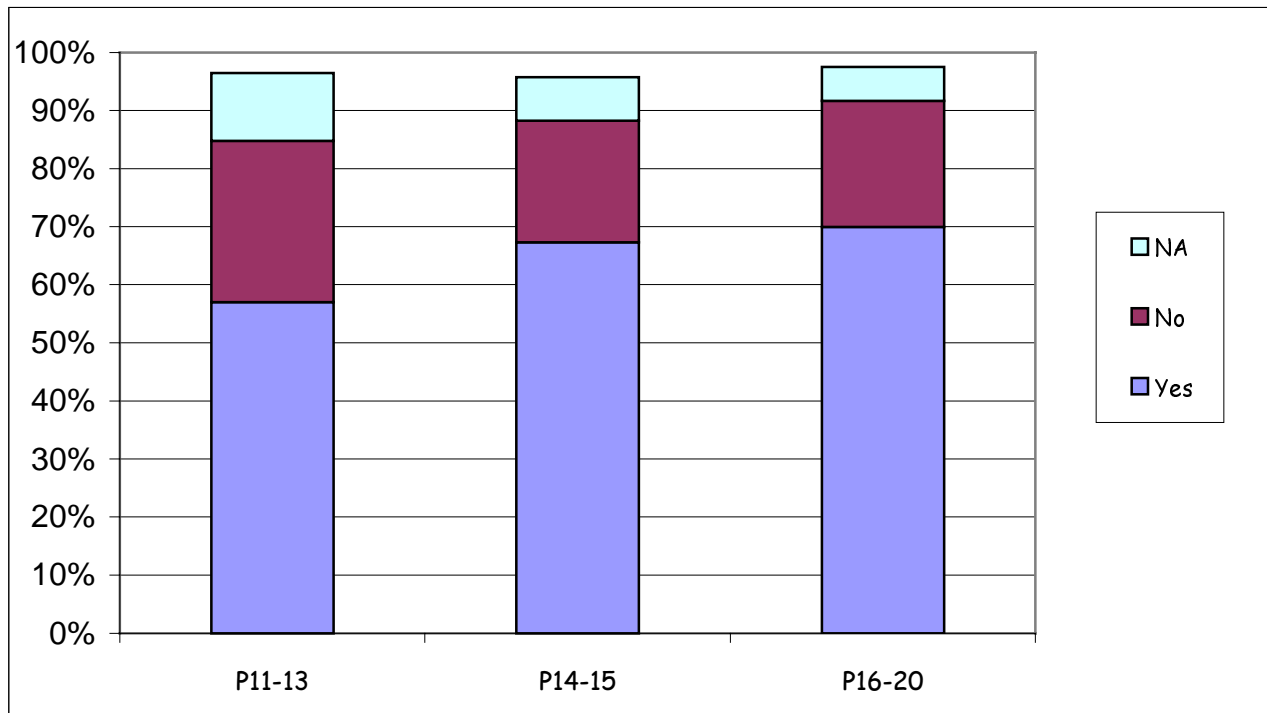
Question 35: During your performance appraisal meeting, did you receive helpful and constructive feed back?



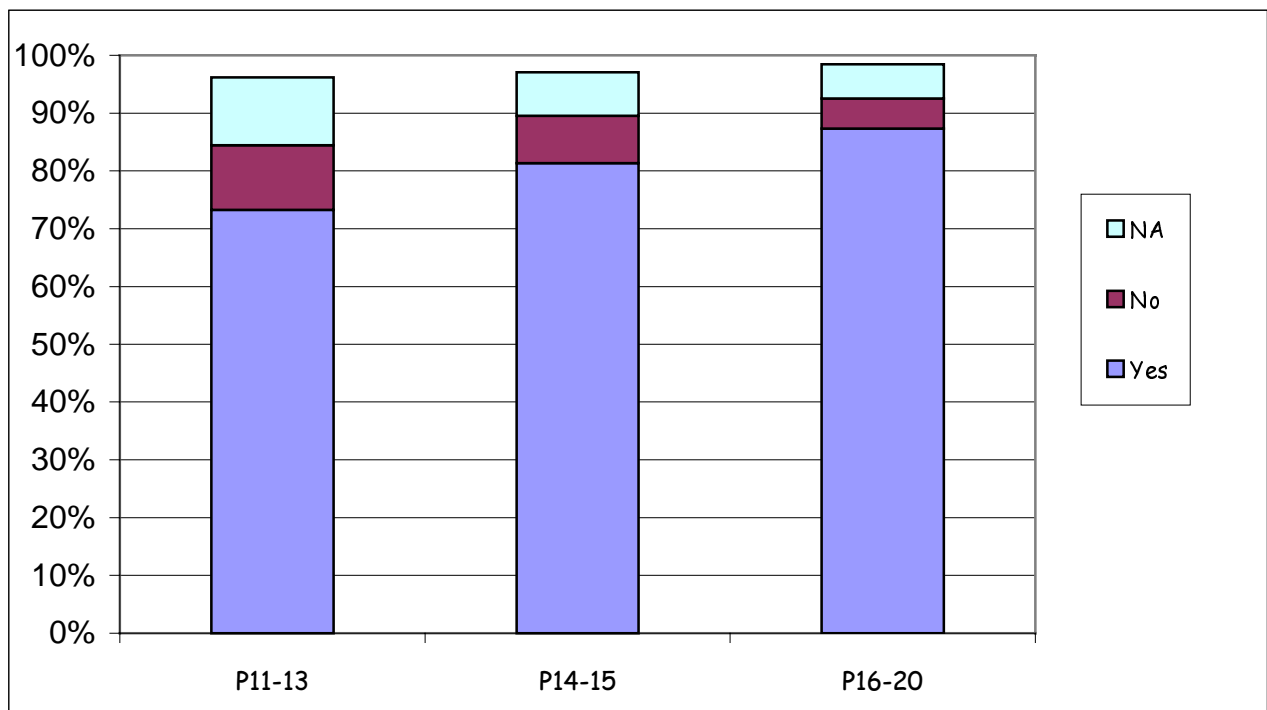
Question 36: Did you sign the original performance appraisal document to verify that the meeting was conducted?



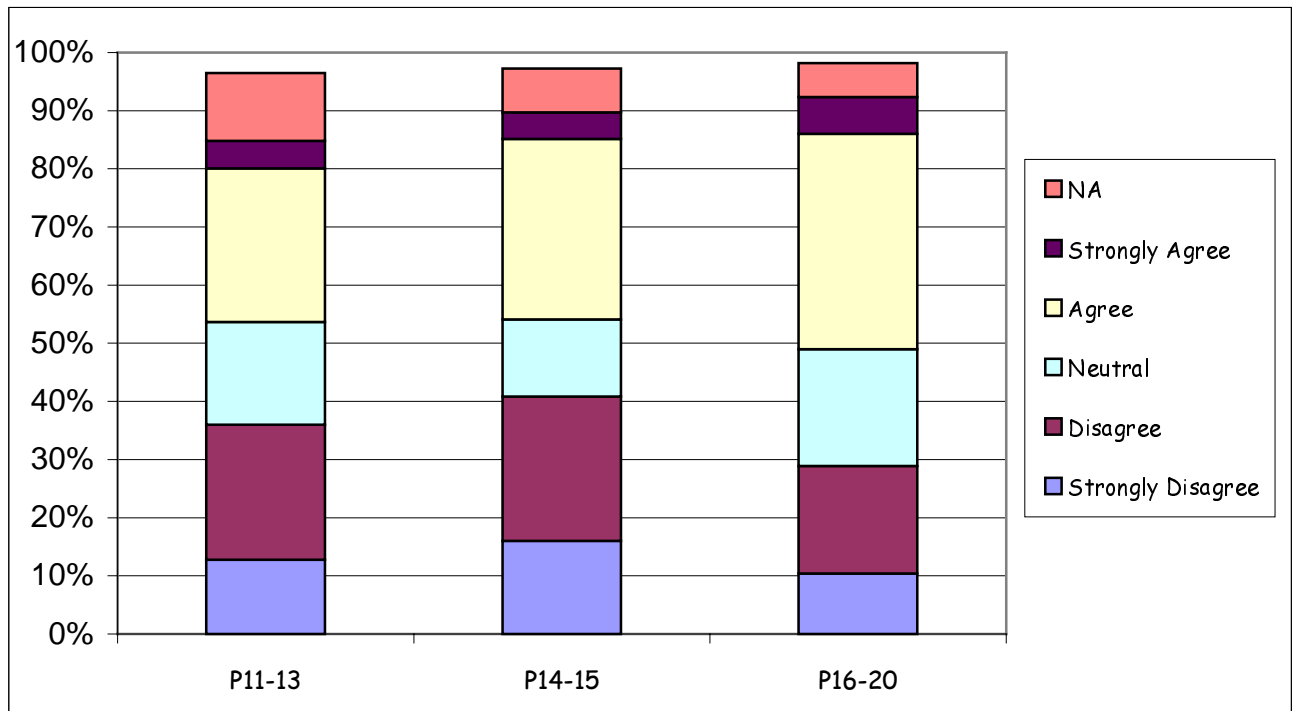
Question 37: Were you provided the opportunity to give written feed back for your performance appraisal?



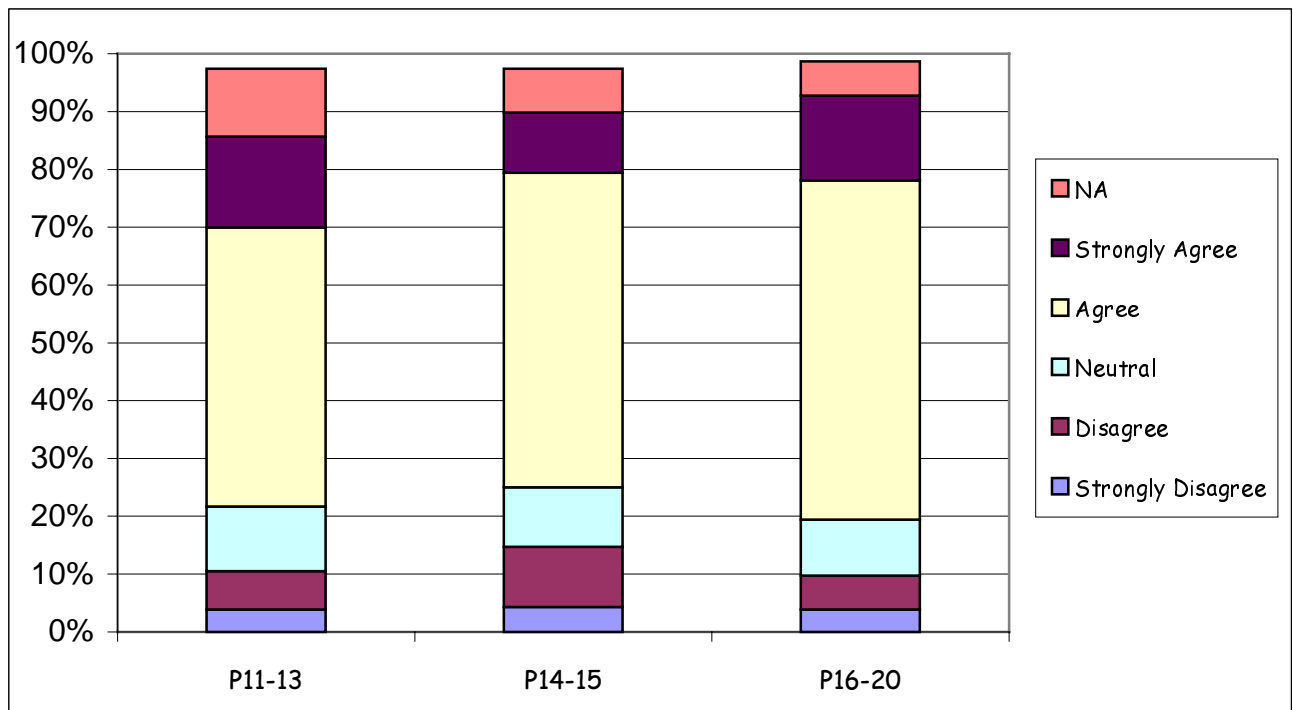
Question 38: Was the performance appraisal process completed prior to your receiving your annual pay increase?



Question 39a: I feel my salary increase is based on the performance appraisal rating that I was given.

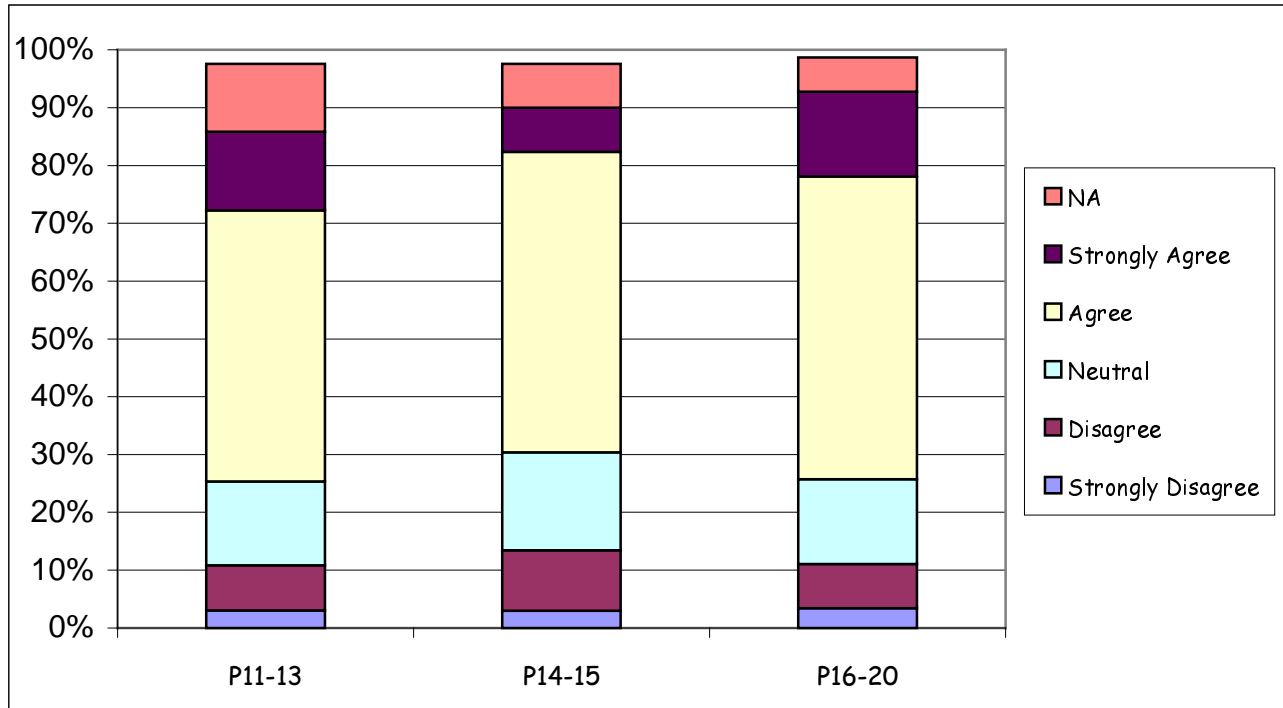


Question 39b: I feel my most recent performance appraisal accurately reflected how I was performing my job activities.

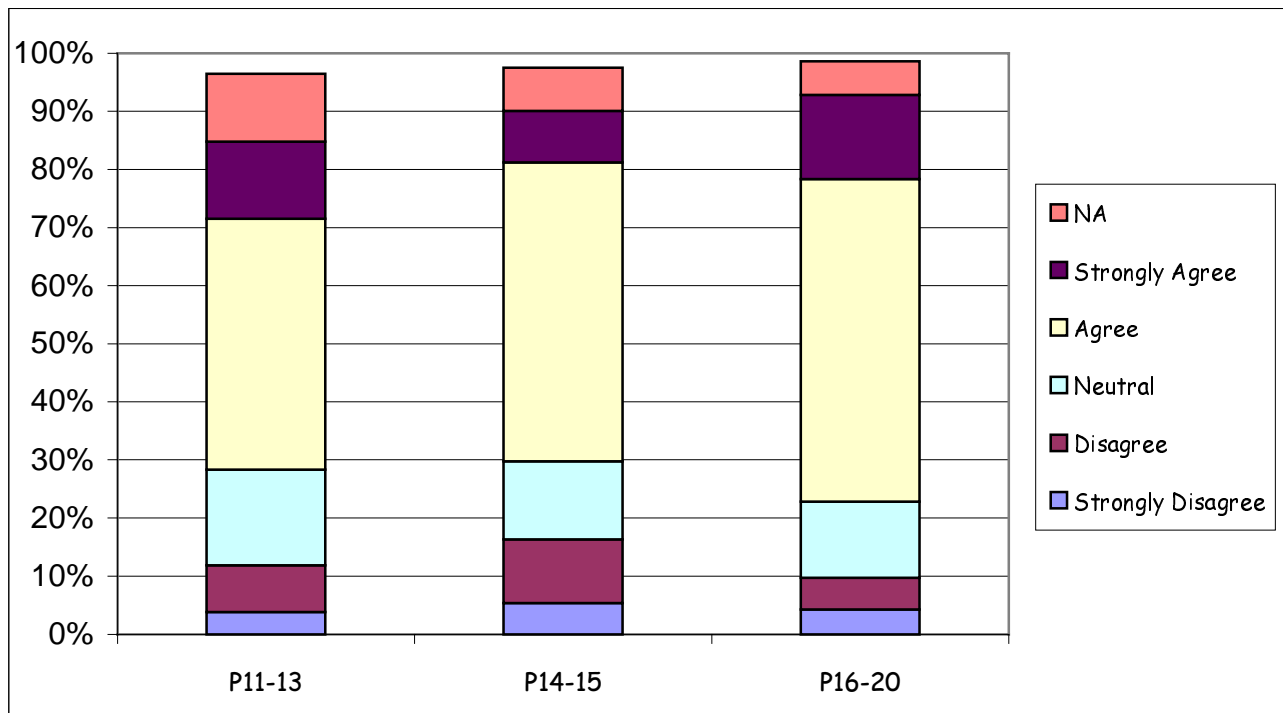




Question 39c: I feel my performance appraisal was clear and complete.

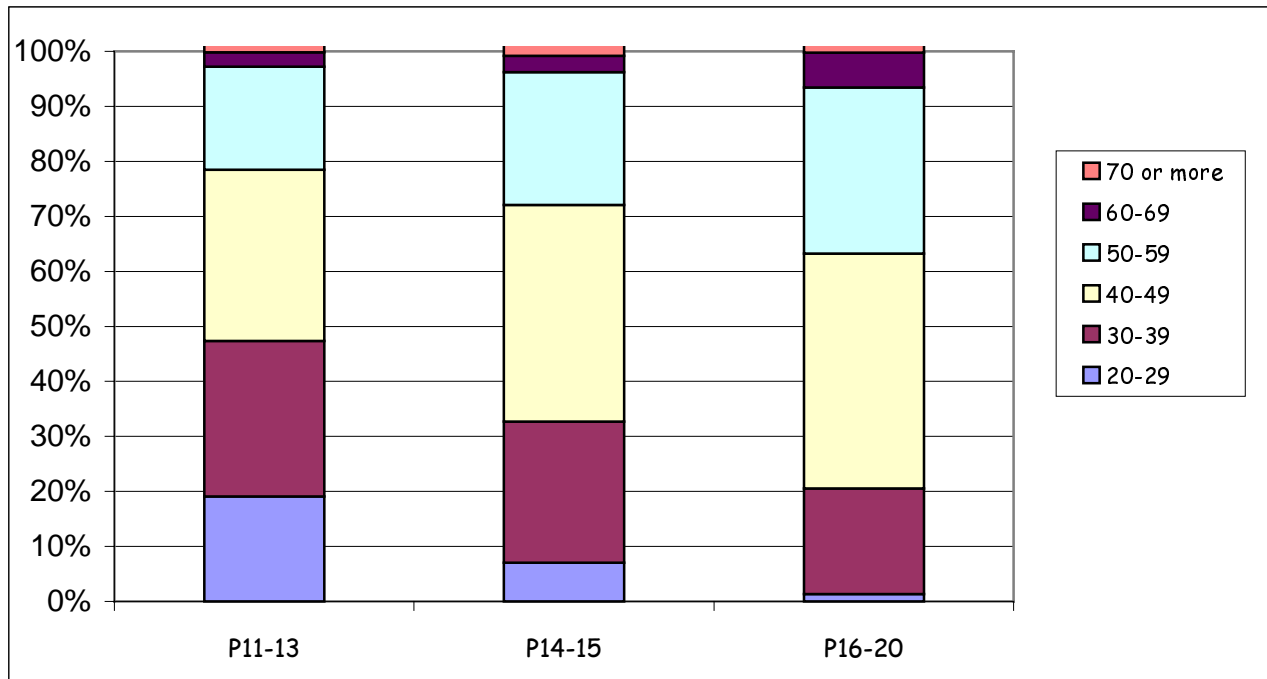


Question 39d: I feel my performance appraisal reflected my performance for the entire year.

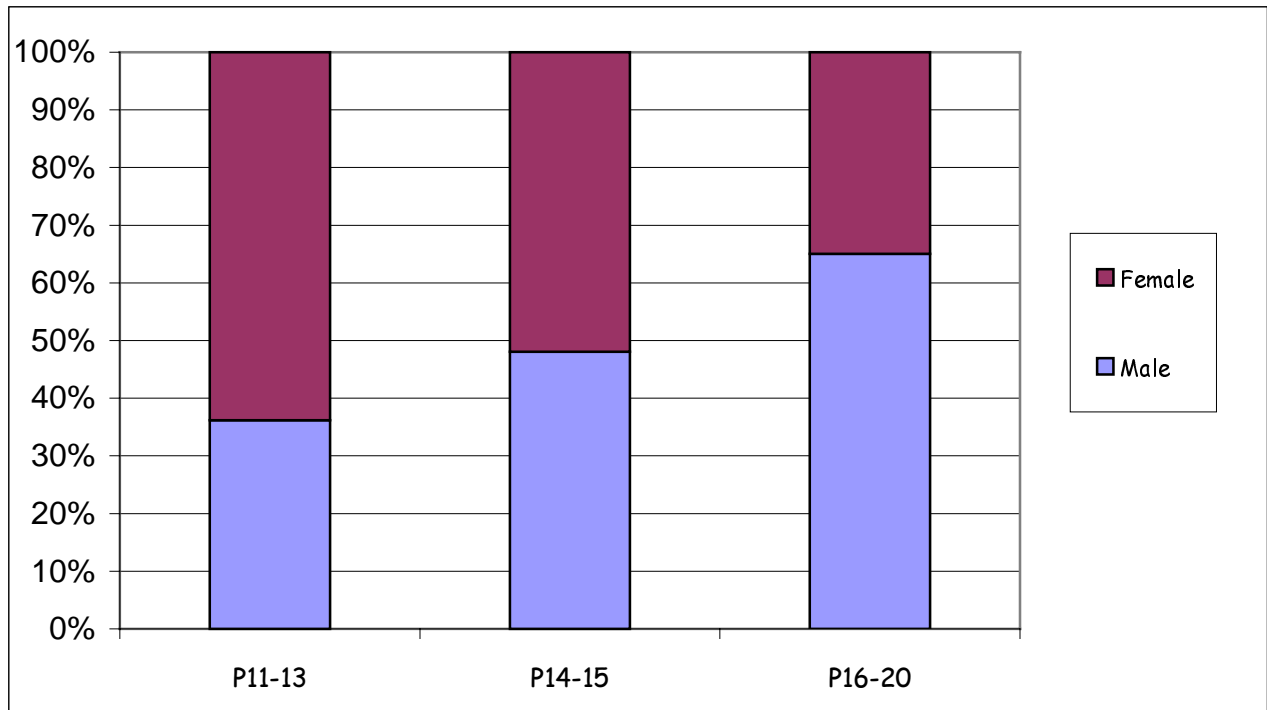


Background Information

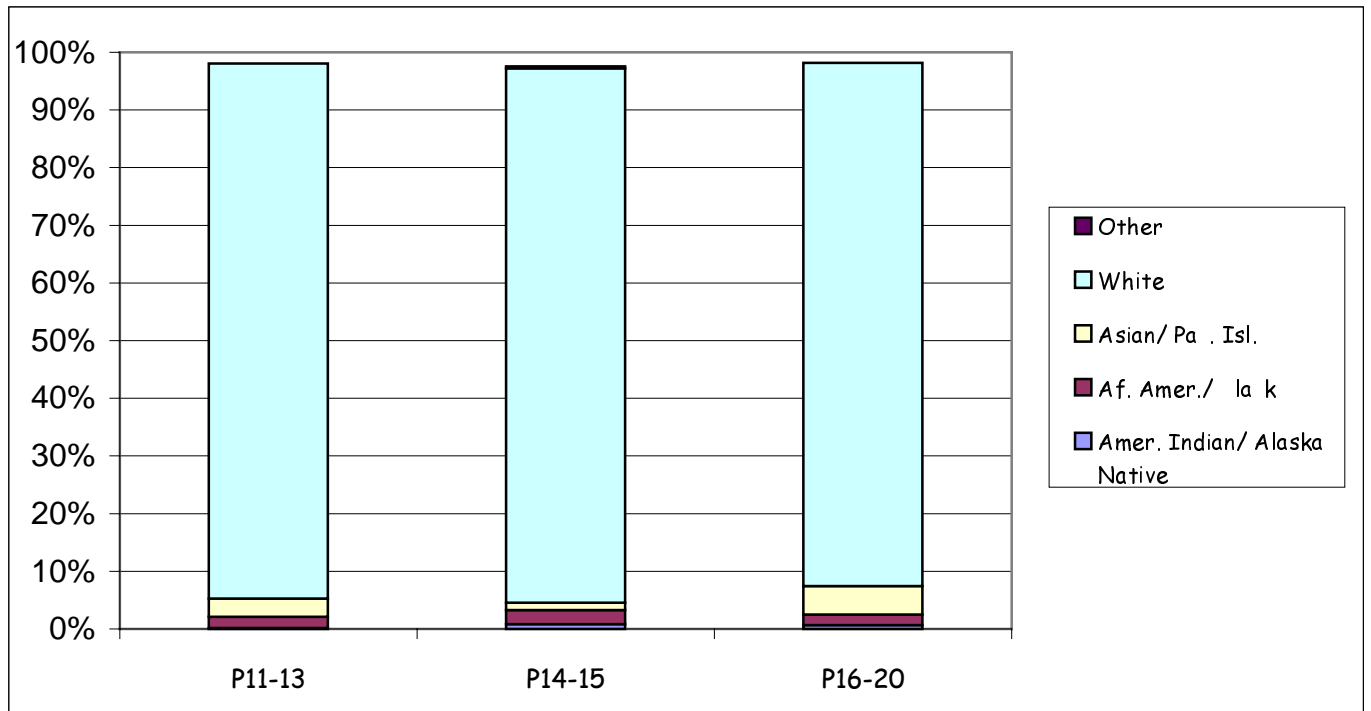
Question 40: What was your age on your last birthday?



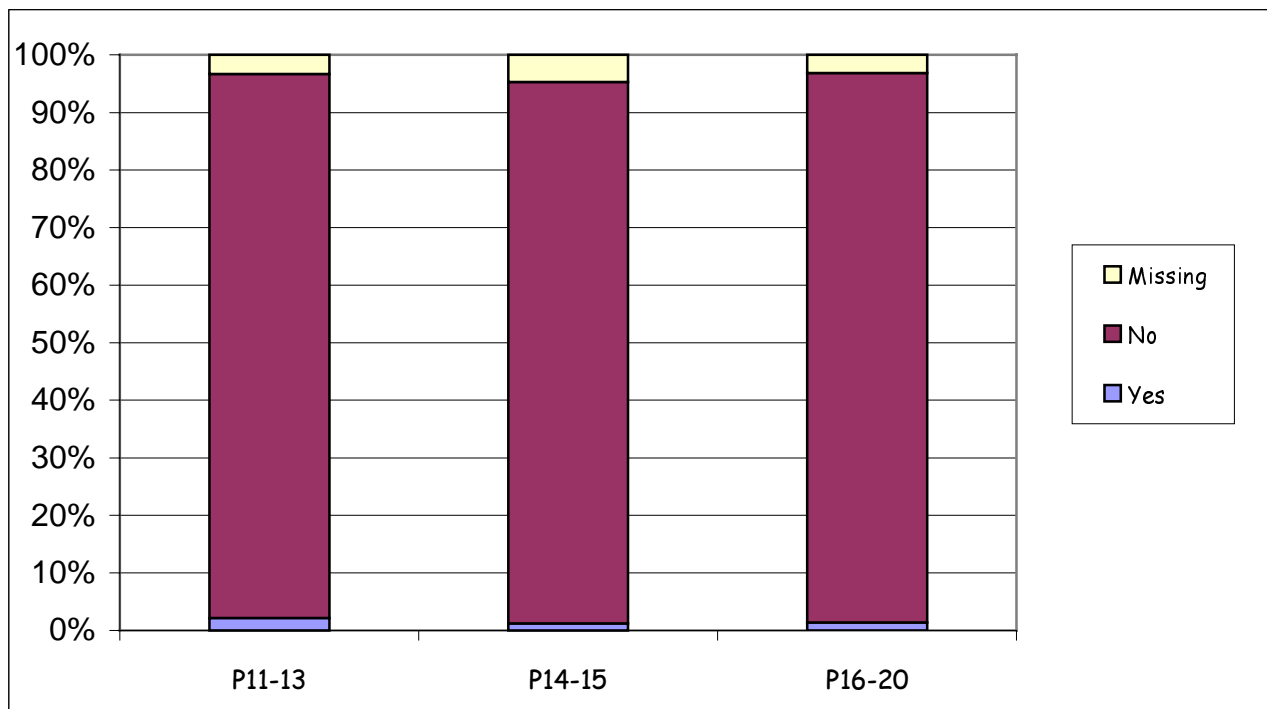
Question 41: What is your gender?



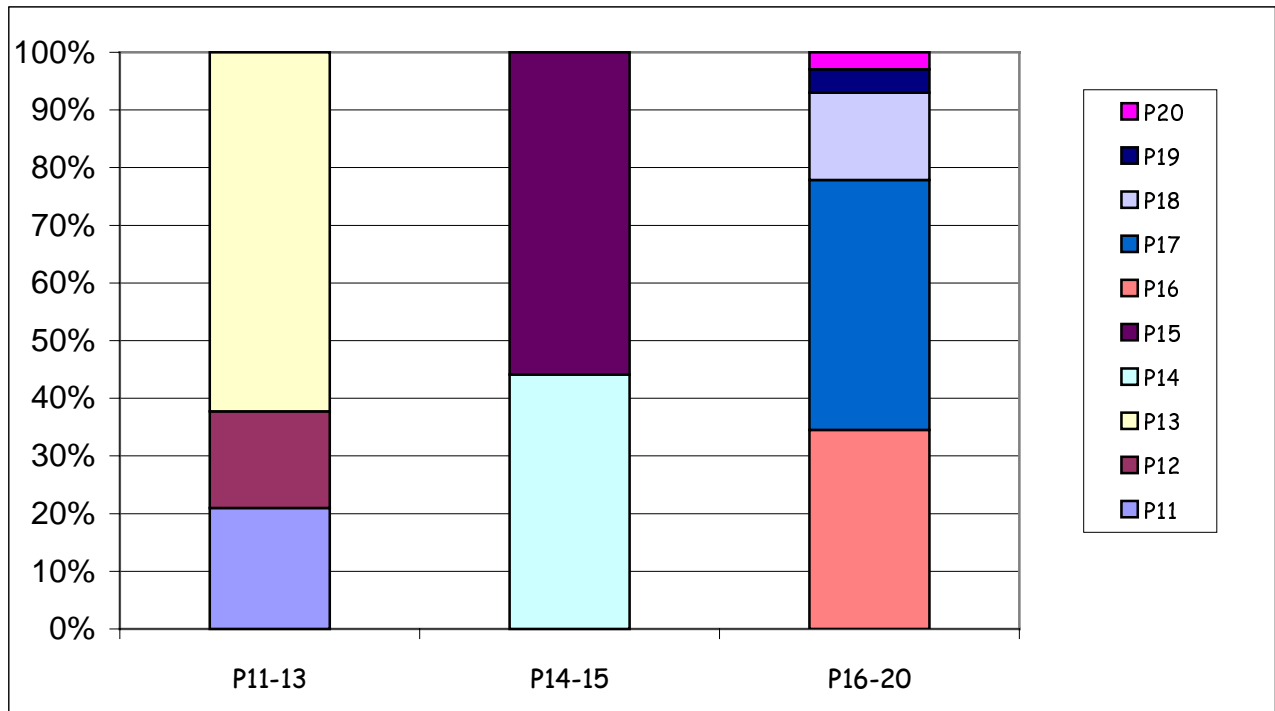
Question 42a: What is your racial background?



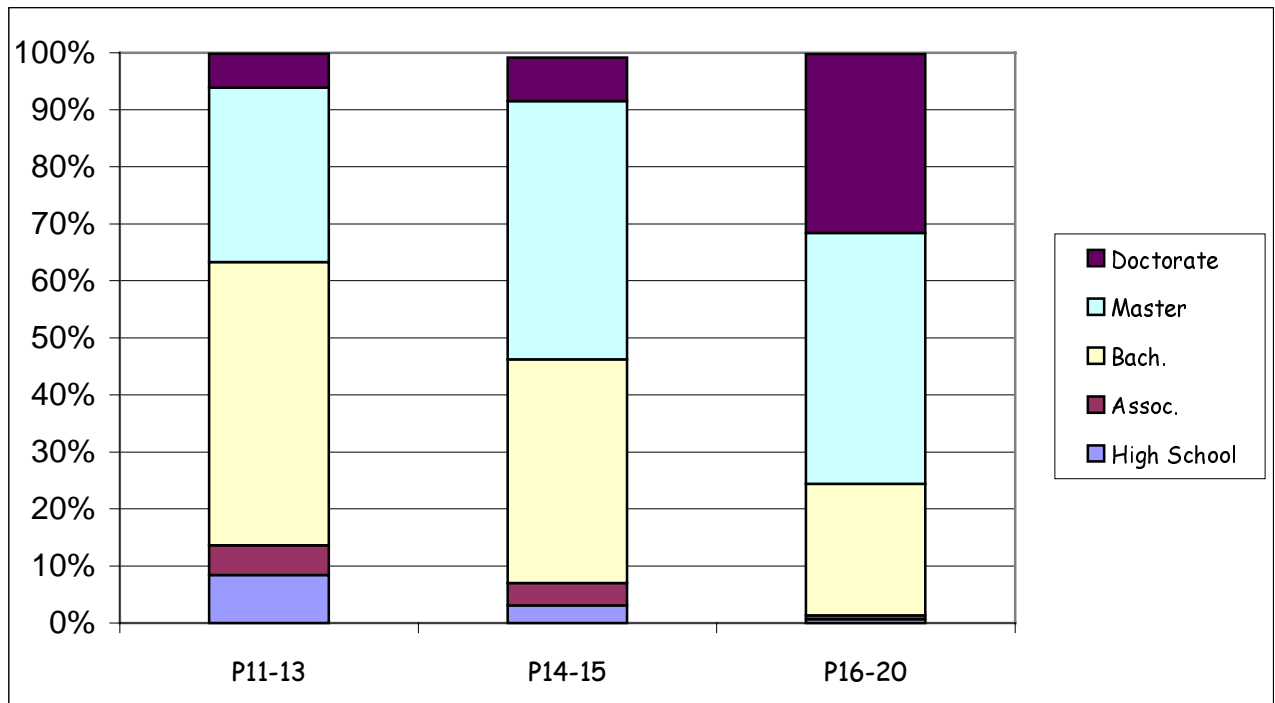
Question 42b: Are you Hispanic or of Hispanic origin?



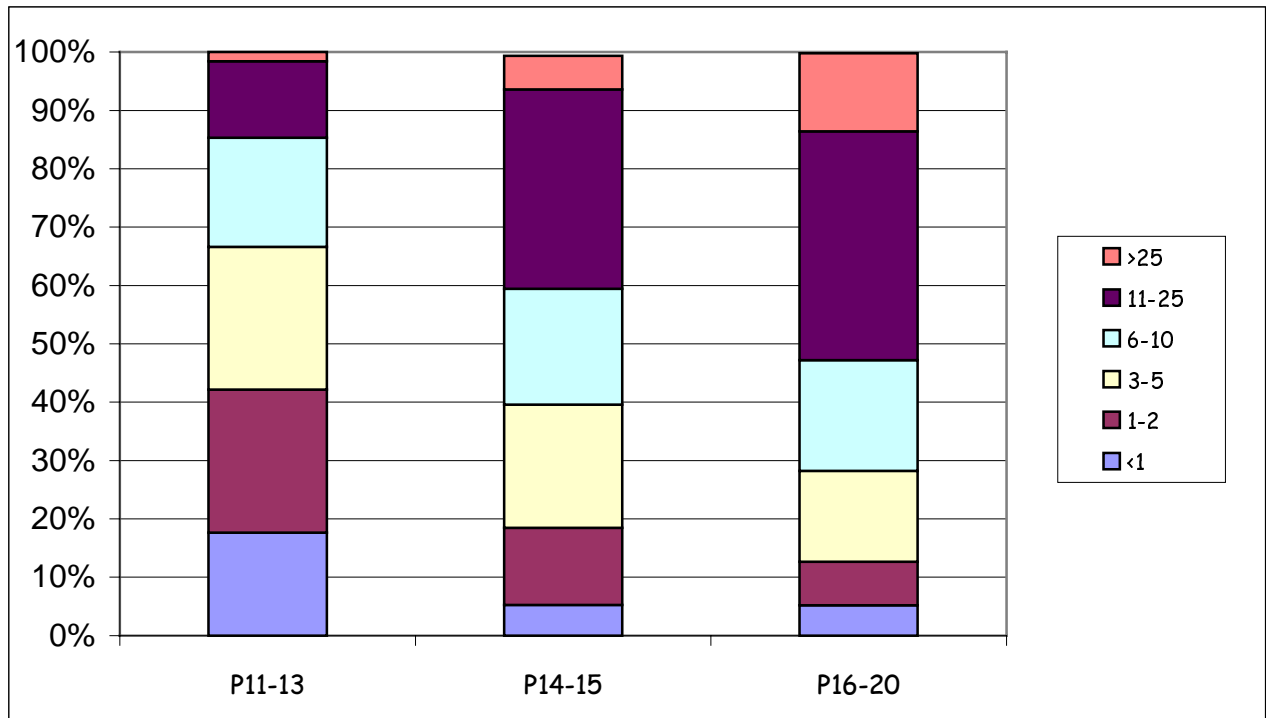
Question 43: Please indicate your current P level.



Question 44: What is the highest level of education you have completed?



Question 45: How many years have you been a P&S employee at Iowa State University?



*Professional and Scientific  
Council Survey*

Fall 1999

Conducted by:  
Iowa State University Statistical Laboratory  
217 Snedecor Hall

***Professional and Scientific  
Council Survey***

**For each question that follows, please circle one answer that best represents your experiences and opinions.**

***Work Environment***

1. How many work hours per week is your salary based on?

1 = less than 20 hours per week

2 = 21 to 25 hrs per week

3 = 26 to 30 hrs per week

4 = 31 to 35 hrs per week

5 = 36 to 40 hrs per week

6 = more than 40 hrs per week

2. Do you have weeks during the year when you work more hours than you are paid for?

1 = Yes

2 = No → **SKIP TO Q 6**

3. When you work additional hours, how many additional hours per week do you usually work?

1 = Less than 5 hours

2 = 5 – 10 hours

3 = More than 10 hours

4. Do you work additional hours on a short-term (or temporary basis) or on a regular basis to get the work done?

1 = Short-term basis

2 = Regular basis

5. Were you advised before you were hired that your position required *extra hours*?

1 = Yes

2 = No

6. a. Do you work weekends and/or evenings?

1 = Yes

2 = No → **SKIP TO Q 7**

b. Are you required to work weekend or evening hours as part of your regular work week?

1 = Yes

2 = No

7. Are you allowed to use flexible scheduling to determine your work hours?

1 = Yes

2 = No



8. Indicate whether you disagree or agree with each of the following statements.

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) I work in a family-friendly environment.	1	2	3	4	5
b) I am considered less a professional because I take vacation or sick leave for family needs. (ie parents, children, siblings)	1	2	3	4	5
c) I feel I have the support of my supervisor when I need to take time off for family needs.	1	2	3	4	5
d) I have co-workers that can't relate to or appreciate what I am going through caring for family members.	1	2	3	4	5
e) I feel it is acceptable for P&S staff to be <i>occasionally</i> required to work additional hours over and above those designated in their job description.	1	2	3	4	5
f) I feel it is acceptable for P&S staff to be required to <i>regularly</i> work additional hours over and above the number of hours designated in the job description.	1	2	3	4	5
g) I am willing to work additional hours only if compensatory time is available.	1	2	3	4	5
h) As long as campus and extension customers are provided adequate service and an office is staffed, I don't see a problem with allowing flex-time.	1	2	3	4	5
i) I am paid fairly for the level of responsibility I have.	1	2	3	4	5
j) I am paid fairly in comparison to others at ISU with similar responsibilities.	1	2	3	4	5
k) I am paid fairly in comparison to others in similar positions at other institutions.	1	2	3	4	5
l) I feel there is a direct relationship between my performance appraisal and the merit portion of my annual pay increase.	1	2	3	4	5

9. The statements below relate to the supervision available to you. Please indicate whether you disagree or agree with each one.

My supervisor . . .	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) demonstrates fair treatment of staff members.	1	2	3	4	5
b) clearly communicates priorities and expectations.	1	2	3	4	5
c) fosters a cooperative working environment among co-workers.	1	2	3	4	5
d) listens to employee's concerns and work issues.	1	2	3	4	5
e) is accessible to discuss concerns and work related issues.	1	2	3	4	5
f) takes actions to resolve concerns and work issues.	1	2	3	4	5
g) has a good understanding of my job activities.	1	2	3	4	5

10. My supervisor and I meet regularly to discuss performance expectations and progress on goal completion.

1 = Yes

2 = No

11. Did your supervisor inform you of your current salary before the end of July?

1 = Yes

2 = No

12. Is your supervisor . . .

1 = P&S staff

2 = Faculty, or

3 = Someone else?

***Benefits***

13. Which ISU medical insurance option do you currently use?

- 1 = HMO
- 2 = Indemnity
- 3 = Point of Service (POS)
- 4 = Catastrophic
- 5 = None of the above → **SKIP TO Q 15**

14. Overall, how satisfied are you with the medical benefit *options* offered you?

- 1 = Very Dissatisfied
- 2 = Dissatisfied
- 3 = Neutral
- 4 = Satisfied
- 5 = Very Satisfied

15. Which ISU dental option do you currently use?

- 1 = Basic
- 2 = Comprehensive
- 3 = None **SKIP TO Q 18**

16. Is your dental care provider part of the Delta Dental Network?

- 1 = Yes
- 2 = No

17. Overall, how satisfied are you with the dental benefit *options* offered to you?

- 1 = Very Dissatisfied
- 2 = Dissatisfied
- 3 = Neutral
- 4 = Satisfied
- 5 = Very Satisfied

18. Please indicate how satisfied you are with each of the following ISU benefits that you receive.

Benefit	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Benefit Not Used
a) Medical	1	2	3	4	5	8
b) Dental	1	2	3	4	5	8
c) Life Insurance	1	2	3	4	5	8
d) Long Term Disability	1	2	3	4	5	8
e) Flex Spending Account	1	2	3	4	5	8
f) Retirement	1	2	3	4	5	8

19. Are you aware of the benefits and rights granted you by the Family Medical Leave Act?

1 = Yes

2 = No

**Professional Development**

20. In the past year, did you participate in any professional development or training activities? This may include workshops, short courses, computer courses, seminars, college courses, professional meetings or conferences.

- 1 = Yes **SKIP TO Q 22**
- 2 = No

21. Which of the following reasons describe why you did **not** participate in a professional development activity during the past year?

Reason	True	False
a) I was unaware of any available opportunities.	1	2
b) I was too busy at work to participate.	1	2
c) I did not want to use my personal time to participate.	1	2
d) My chair/supervisor would not support my participation.	1	2
e) My department/unit did not have sufficient funds.	1	2
f) I could not personally afford the cost/fees.	1	2
g) I was not interested in participating.	1	2
h) Other (Specify: _____)	1	2

**SKIP TO QUESTION 25**

22. Did you participate in any of the following professional development activities in the past year?

Activity	Yes	No
a) college course(s) for credit	1	2
b) professional society meeting(s) or conference(s)	1	2
c) workshop, seminar or short course provided by Iowa State University	1	2
d) workshop, seminar or short course provided by other than ISU	1	2
e) independent study or research	1	2
f) any other (Specify: _____)	1	2

23. Which of the following types of support have you received for your professional development during the past year?

Type	Received Support	
	Yes	No
a) Unpaid release time from work	1	2
b) Paid release time from work	1	2
c) Financial support for tuition, registration, travel, lodging, etc.	1	2

24. What portion of the cost for professional development did your employing unit provide?

- 1 = None of the cost
- 2 = A minor portion of the cost
- 3 = About half of the cost
- 4 = A major portion of the cost
- 5 = The full cost
- 8 = No cost for the activity

25. a. During the past year, did you apply for a *P & S Professional Development Grant* to finance any professional development activities?

- 1 = Yes
  - 2 = No
- 25b) Did you receive a professional development grant?
- 1 = Yes
  - 2 = No
- } **SKIP TO Q 27**

26. Which of the following are reasons you did **not** apply for a professional development grant?

	Yes	No
a) I was not aware grants were available.	1	2
b) The amount of the grant was insufficient when compared with the effort needed to apply.	1	2
c) I am unwilling or unable to meet the personal cost share for the grant.	1	2
d) My employing unit provides financial support for professional development.	1	2
e) I did not desire financial support.	1	2

27. During the past year, did you take a college course?

1 = Yes

2 = No → **SKIP TO Q 30**

28. Did you apply for a *P & S Tuition Grant*?

1 = Yes **SKIP TO Q 30**

2 = No

29. Which of the following are reasons you did **not** apply for a tuition grant?

	Yes	No
a) I did not desire financial support.	1	2
b) I was not aware grants were available.	1	2
c) I did not meet the employment criteria.	1	2

30. We are also interested in your opinions about P&S Council activities. Please indicate whether you disagree or agree with the following statements.

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) I regularly receive information from the P&S Council on what is happening.	1	2	3	4	5
b) The P&S Council open forums provide beneficial information.	1	2	3	4	5
c) I know whom to contact on the P&S Council to communicate issues, concerns or questions.	1	2	3	4	5

*Performance Appraisals*

31. Have you received a performance appraisal within the last 12 months?

1 = Yes

2 = No **SKIP TO Q 40**

32. Did you have . . .

1 = a verbal evaluation only,

2 = a written evaluation only, or

3 = both a verbal and written evaluation?

33. Did you provide your supervisor with input on your performance as part of the appraisal process?

1 = Yes

2 = No

34. Did you have a performance appraisal meeting with your supervisor?

1 = Yes

2 = No **SKIP TO Q 37**

35. During your performance appraisal meeting, did you receive helpful and constructive feedback?

1 = Yes

2 = No

36. Did you sign the original performance appraisal document to verify that the meeting was conducted?

1 = Yes

2 = No



37. Were you provided the opportunity to give written feed back for your performance appraisal?

1 = Yes

2 = No

38. Was the performance appraisal process completed prior to your receiving your annual pay increase?

1 = Yes

2 = No

39. Please indicate whether you disagree or agree with each of the following statements about your performance appraisal.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) I feel my salary increase is based on the performance appraisal rating that I was given.	1	2	3	4	5
b) I feel my most recent performance appraisal accurately reflected how I was performing my job activities.	1	2	3	4	5
c) I feel my performance appraisal was clear and complete.	1	2	3	4	5
d) I feel my performance appraisal reflected my performance for the entire year.	1	2	3	4	5

***Background Information***

40. What was your age on your last birthday?

- 1 = Less than 20 years
- 2 = 20-29 years
- 3 = 30-39 years
- 4 = 40-49 years
- 5 = 50-59 years
- 6 = 60-69 years
- 7 = 70 years or more

41. What is your gender?

- 1 = Male
- 2 = Female

42. a. What is your racial background?

- 1 = American Indian or Alaska Native
- 2 = African American / Black
- 3 = Asian or Pacific Islander
- 4 = White
- 5 = Other (Specify: \_\_\_\_\_)

b. Are you Hispanic or of Hispanic origin?

- 1 = Yes
- 2 = No

43. Please circle your **current** P level.

- |     |     |
|-----|-----|
| P11 | P16 |
| P12 | P17 |
| P13 | P18 |
| P14 | P19 |
| P15 | P20 |

44. What is the highest level of education you have completed?

- 1 = High School
- 2 = Associate's Degree
- 3 = Bachelor's Degree
- 4 = Master's Degree
- 5 = Doctorate
- 6 = Something else (Specify:\_\_\_\_\_)

45. How many years have you been a P&S employee at Iowa State University?

- 1 = Less than 1 year
- 2 = 1-2 years
- 3 = 3-5 years
- 4 = 6-10 years
- 5 = 11-25 years
- 6 = more than 25 years

46. Which group represents you on the P&S Council.

- 1 = Academic and Research
- 2 = Business and Finance
- 3 = Extension
- 4 = External Affairs
- 5 = IPRT & Ames Laboratory
- 6 = Student Affairs

Thank you very much for your cooperation. Please use the space on the following page for any additional comments you would like to add.

**Please fold this questionnaire, tape or staple it closed and return it to the  
Statistical Laboratory  
217 Snedecor Hall.**

**If your office address is on-campus, your questionnaire is pre-addressed to be returned via  
Campus Mail.**

**If your office address is off-campus, your questionnaire is pre-addressed and  
postage paid, to be returned via U.S. Mail.**

**Thank you very much for your cooperation.**