

Professional and Scientific Employee Survey  
2006-2007

**FULL REPORT**

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## 1. Executive Summary

The Professional and Scientific Employee survey is conducted to gain feedback and insight on P&S staff perceptions of their work environment, performance appraisals, compensation and benefits, professional development opportunities, and employee representation. In addition, demographic information is obtained. Identifying areas of satisfaction or concern among P&S employees provides valuable information for the P&S Council to target future priorities as well as provide to central administration data to support Council statements.

Starting in 1982, and with the inclusion of this report, the P&S Survey has been conducted on six separate occasions. With approval of and funding from the Provost's Office and using prior reports and surveys as a framework, the P&S Council undertook the development and distribution of the first online version of the survey to 2,481 P&S staff at Iowa State University. A total of 1,283 P&S staff responded to the survey for a response rate of 52%.

Full-time employees (36 hours or more) made up 94% of the survey participants. Across all levels, 96% of P&S staff indicate that they work additional hours to complete work with over half of the survey participants (55%) report working additional hours on a regular basis. Most employees are agreeable to occasionally working additional hours (87%), but are less likely to agree to this on a regular basis (30%). A majority of P&S staff feel that compensation should be provided when working additional hours (58%).

The majority of P&S staff report that their work unit provides a family-friendly environment (79%) and that their supervisor is supportive of using vacation or emergency leave for family (92%). This level of agreement remained consistent across P-levels.

Most staff feel they are treated fairly by their supervisor (78%) and that their supervisor fosters a cooperative work environment (71%). Fifty-six percent of staff meet once a year with their supervisor to discuss performance expectations and progress toward goal attainment; however, 6% of staff indicated never meeting with their supervisor.

Compensation and classification appear to be issues for most P&S staff. Only 23% of P&S staff feel that the classification system at ISU is fair and equitable and that the system allows for advancement. Forty-six percent of staff indicate they are not fairly paid for their level of responsibility and only 29% of staff believe they are fairly compensated in comparison to others at ISU in similar positions.

Sixty-five percent of P&S staff supervise other employees (including students). Eleven percent supervise individuals who earn more than they do. Most staff who supervise other employees feel they have an adequate understanding of policies and procedures that must be enforced as a supervisor at ISU.

While the majority of staff who responded to this survey indicated receiving a performance appraisal in the last 12 months (81%), 9% reported that they have never received one. It is noteworthy that only 51% agree that participating in the appraisal process was beneficial.

Of those P&S staff responding to the survey, 90% indicated they were satisfied with their medical benefits, 80% were satisfied with their dental benefits, and 72% were satisfied with their prescription benefits. It appears, however, that P&S staff are more neutral (45%) when it comes to assessing their satisfaction with Long Term Care Insurance. Sixty-six percent of P&S staff participate in the ISU Flex Spending Account.

New to this installment of the P&S Survey are questions surrounding the opening of the Ombuds Office. Just under one-half of P&S staff indicated knowing that the Ombuds Office was open on campus with only 31% aware of its purpose. This low awareness of purpose may have led to the low affirmative response for those who indicated they would consider using the office to help resolve a problem in the future (22%).

As a whole, P&S employees participate in some form of professional development (78%), and for those who do not participate the most commonly cited reasons were being too busy to participate (47%), unsure anything was available (24%), and personally unable to afford the costs (23%).

For the most part, P&S employees value and appreciate the work conducted by the P&S Council on their behalf. However, P&S employees were considerably divided and passionate about their opinions on whether union representation should be explored.

Demographically, survey participants were slightly more female than male (58% vs. 42%), predominantly between the ages of 40-59 (62%), and white (92%). Many hold advanced degrees: 39% indicated holding a Master's degree and 11% indicated a doctorate. Respondents were distributed across P-levels by 31% P11-13, 40% P14-15, and 29% P16-20.

## **2. Background**

The last comprehensive survey of P&S employees was conducted for P&S Council by the ISU Statistical Laboratory in 2000. This survey took an in-depth look at issues related to work environment, benefits, professional development, and performance appraisals. In Fall 2003, discussions began about the need to obtain updated information to determine if progress had been made on any of the concerns identified. An ad hoc committee was appointed to review the questionnaire and work with the Statistical Laboratory to update the questionnaire and obtain cost estimates. A proposal was submitted to the Provost's Office requesting funding to conduct the survey; unfortunately, the cost of having the Statistical Laboratory provide this service proved prohibitive during the times of severe budget constraints. The attempt to conduct a survey at that time was abandoned and the ad hoc committee was dissolved in Spring 2005.

The need to identify areas of satisfaction or concern among P&S employees remained, and results of the survey would provide valuable information for P&S Council to target future priorities, and would provide to central administration hard data to support Council statements.

In the fall of 2006, with the advent of various internet-based survey instruments, it was suggested that the cost of conducting a survey might now be more affordable and a second ad hoc committee was appointed to explore options other than the Statistical Laboratory and, if feasible, to proceed with updating again the questionnaire and conducting the survey.

The survey could be conducted on-line at very little cost if Council was willing and able to program the survey instrument and conduct its own analysis. Time became a limiting factor, and the Research Institute for Studies in Education (RISE) was identified as a unit that could provide that service. A cost estimate was obtained from RISE, and a proposal was presented to the Provost's Office for the funding to cover the cost of utilizing the services of RISE. Approval was received and implementation began.

The survey was made available on-line in February and March 2007. Emails were sent to all P&S employees, with additional reminder emails sent periodically until the survey closed. The original deadline was extended to allow ample opportunity for response and in an attempt to achieve over 50 percent response rate. Responses were tabulated by RISE, and a final data set was provided to the committee in May 2007. Survey data were analyzed by gender, P-level (P11-13, P14-15 and P16 and above) and by area of representation.

It is worth noting that during the 2003-2007 time period, at least four other surveys have been conducted on campus that contain relevant information, although none were as comprehensive in scope:

- Assessment of Campus Climate, conducted spring 2004 by Rankin & Associates, Consulting. The final report is available at <http://www.hrs.iastate.edu/diversity/doc/finalreport.pdf>
- Professional Development Needs Assessment of P&S Staff, conducted fall 2005 by the Provost's Task Force on Training and Development. The results of the survey are included in the task force report at <http://www.provost.iastate.edu/staff/development/report.html>
- Survey of professional staff regarding teaching, advising, and research roles, conducted fall 2006 by Kevin Kane in partial fulfillment of the requirements for a PhD. The results are included in his dissertation, available at the Parks Library: Kane, K.L. (2007). University academic professional staff: Augmenting traditional faculty teaching, advising, and research roles. Ph.D. Dissertation, Iowa State University, Ames.
- University Life Survey about priority 5 of the 2005-2010 strategic plan, conducted spring 2007 by the Office of the Provost. The final report has not yet been released, but we anticipate it will be posted on the Provost's web site.

### **3. Population Surveyed**

A P&S employee list was provided by Human Resources containing a total of 2,481 individuals. Of this number, there were four employees who were deemed ineligible because their email addresses bounced back with a message stating recipient unknown. A total of 1,282 employees completed the online survey and 1 individual completed a paper

version for a response rate of 52% (2,481 total eligible respondents). This was the first time that the P&S survey was conducted online, but as a point of reference, prior paper version census survey response information is listed in Table 3.0.1. Response rates by P-Level and Area of Representation are presented in Tables 3.0.2 and 3.0.3.

Table 3.0.1

*P&S Survey Distribution Information, Years 1982 to 2007*

Year	Format	Population	Respondents	Response Rate
1982	Paper	1148	614	53%
1986	Paper	1326	717	54%
1990	Paper	1468	881	60%
1995	Paper	1931	1097	57%
2000	Paper	2181	1628	75%
2007	Online	2481	1282	52%

Table 3.0.2

*P&S Survey Response by P-Level (n=1282)*

P-Level	Population	% of Population	% of Respondents	Respondents	Response Rate
P11-13	769	31%	30%	382	50%
P14-15	998	40%	40%	516	52%
P16-20	709	29%	26%	328	46%
Unknown	---	---	4%	56	NA

Table 3.0.3

*P&S Survey Response by Area of Representation (n=1282)*

Area of Representation	Population	% of Population	% of Respondents	Respondents	Response Rate
Academic & Research	1317	53%	52%	664	50%
Student Affairs	234	9%	10%	123	53%
President's Office	99	4%	4%	48	48%
Extension	369	15%	14%	184	50%
IPRT/Ames Lab	171	7%	4%	54	32%
Business & Finance	274	11%	11%	145	53%
Unknown	---	---	5%	64	NA



### 3.1 Survey participants

The P&S staff who participated in this survey include:

- **Gender:** 58% Female, 42% Male.
- **P-Level:** 31% P11-13, 42% P14-15, 27% P16-20.
- **Area of Representation:** 55% Academic & Research, 15% Extension, 12% Business & Finance, 10% Student Affairs, 4% IPRT/Ames Lab, and 4% President's Office.
- **Highest Level of Education:** 3% High School, 4% Associate's degree, 42% Bachelor's degree, 39% Master's degree, 11% Doctorate, and 2% something else.
- **Age:** 13% 20-29 years, 20% 30-39 years, 29% 40-49 years, 33% 50-59 years, 6% 60-69 years, and less and 1% 70 years or more.
- **Race/ethnicity:** 92% White, non Hispanic, 3% Asian or Pacific Islander, 2% African American/Black, 1% Hispanic, less than 1% American Indian or Alaska Native, and 2% selected "other."

### 4. Survey Content

The survey consisted of 6 sections: Work Environment, Performance Appraisal, Benefits, Professional Development, Employee Representation, and Background Information.

Examples of question topics within each area include:

- Work Environment: Hours worked, work schedule, flexibility of work environment, compensation and salary notification, supervisor-employee relations, satisfaction with work environment
- Performance Appraisal: Completion of and participation in performance appraisals, timing of and effectiveness of appraisal
- Benefits: Services used and satisfaction level
- Professional Development: Participation in professional development opportunities, types of activities undertaken, support received for professional development, and utilization of professional development and tuition grants
- Employee Representation: P&S Council representation, and union exploration
- Demographic Information: Age, gender, race/ethnicity, and level of education

### 5. Work Environment

Many of the survey questions dealt with the general work environment of P&S staff members. Questions concerning number of hours worked and flexibility in scheduling work hours were asked. Additionally, individuals were asked for their perspectives 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.

#### 5.1 Hours Worked

Ninety-four percent (1198/1272) of P&S staff who responded to the survey indicated that their P&S position was full time in which they worked 36 hours or more a week. Those P&S

staff whose salary is based on less than 36 hours a week (74/1274) are primarily female (62/71) and from the areas of Academic and Research (42/70) and Extension (15/70) with a P-Grade of 15 (62/71) or below.

Overall, 96% (1217/1272) of staff members responded that they have worked additional hours (i.e., occasionally or often on a regular basis) in the past to complete work. Only 4% (55/1272) of staff reported never having worked additional hours. Of those staff working additional hours, 55% (697/1272) reported doing this on a regular basis. The majority of P16 or higher staff 72% (235/327) responded positively to working additional hours on a regular basis, with 55% (282/516) of P14-15 staff also working additional hours on a regular basis. Within the areas of representation those most likely to work additional hours on a regular basis were Extension employees, 79% (144/183), President's Office 71% (34/48), Student Affairs 66% (81/123), and IPRT/Ames Lab 57% (31/54).

When working additional hours to complete work, 65% (798/1219) of staff reported working 5 or more hours per week. Staff most likely to work more than 10 additional hours a week were P16 and above employees 31% (99/324), with 20% (98/496) of P14-15, and 11% (38/352) of P11-13 working more than 10 additional hours. Among areas of representation, the President's Office 52% (23/44) and Extension 35% (63/182) staff were the most likely to report working more than 10 additional hours a week.

When asked whether it is acceptable for P&S staff to work additional hours, 87% (1080/1239) of staff agreed or strongly agreed this was "occasionally" acceptable; whereas, only 30% (372/1237) agreed or strongly agreed this was "regularly" acceptable. Agreement for acceptability in occasionally working additional hours was consistent across P-grade; however, as P-grade increased staff were more likely to report acceptability with regularly working additional hours. For area of representation, most divisions agreed it was occasionally acceptable to require additional hours, but when asked about regularly requiring additional hours, only the President's Office 47% (22/47) and Extension 36% (64/178) had the majority of their employees respond positively.

Forty-five percent of those who responded (540/1211) to the survey, noted that upon their hiring they were told the position would require additional hours. Thirty-three percent of staff (393/1211) were not told the position would require working additional hours and 23% (278/1211) could not remember if they were told additional hours were required or not. When describing their P&S position, 60% (744/1243) of staff defined it as weekdays, daytime hours with occasional evening and/or weekend hours. This response was consistent across P-grades with 57% (213/374) of P11-13, 60% (300/503) of P14-15, and 64% (203/319) of P16-20 all describing their position as including occasional evening and weekend hours. Within areas of representation this was also the most likely response from those in Student Affairs 71% (86/121), IPRT/Ames Lab 68% (36/53), Extension 64% (115/179), and Academic & Research 60% (387/650).

Fifty-eight percent (716/1226) of staff agreed or strongly agreed that compensation should be provided when working additional hours. The P11-13 group had a higher percentage level of agreement with this statement, 69% (257/373) than other levels; P14-15 at 60% (297/493), and P16-20 at 43% (136/314). There was a great deal of consistency across

areas of representation with all areas showing a majority affirmative response with the statement.

## **5.2 Flexibility of Scheduling**

Overall, 79% (976/1236) of survey participants responded positively to having flexibility in their work schedule. Flexibility for staff in work schedule increased as P-grade increased; 71% (261/283) of P11-13, 80% (397/412) of P14-15, and 87% (275/282) of P16-20 reported flexibility in their work schedule. Based on area of representation, the President's Office 38% (18/47), Student Affairs 37% (44/119), and Business & Finance 21% (29/139) employees were the least likely to have flexibility in their work schedules. The most likely area for employee flexible scheduling was Extension with 91% (162/179) reporting positively.

As long as an office is adequately staffed, the majority of P&S staff, 94% (1162/1237) saw no problem with allowing flexible scheduling, 2% (25/1237) disagreed, and 4% (47/1237) remained neutral. This majority view was consistent across P-levels and areas of representation. Additionally, 71% (876/1238) felt that the university should provide opportunities to work from home.

## **5.3 Family-friendly Environment**

A large majority of P&S staff (79%; 983/1241) agreed or strongly agreed that their work unit provides a family-friendly environment. This level of agreement remained consistent across P-levels, P11-13 (79%), P14-15 (78%), and P16-20 (81%). Both the Academic & Research and President's Office staff reported the highest level of agreement with a family-friendly environment (83%) followed by Business & Finance (78%), IPRT/Ames Lab (75%), Extension (74%) and Student Affairs (71%).

When requesting the use of vacation or emergency leave for family, P&S staff overwhelmingly agreed/strongly agreed that their unit was supportive of this need/request, 92% (1137/1240). Only 2% (25/1240) of P&S staff disagreed/strongly disagreed that their unit was supportive of using vacation and emergency leave time for family. While all area units had a majority positive agreement with this statement, only the Academic & Research unit at 48% (309/647) had a near majority agreement with this statement at the highest level of strongly agree. Other majority responses within units fell in the "agree" category, President's Office 64% (30/47), Extension 53% (96/180), Business & Finance 48% (67/140), IPRT/Ames Lab 46% (24/52), and Student Affairs 45% (54/121). Agreement was consistent across all P-levels.

Ninety-two percent (1135/1235) of P&S staff agreed or strongly agreed that their supervisor was supportive when they needed to take time off for family needs. This level of agreement was consistent across P-levels and areas of representation. While minimal, the Student Affairs division had the highest level of disagreement with 6% of employees reporting that they disagreed or strongly disagreed with this statement. Other areas with respect to level of combined disagreement are President's Office (4%), Business & Finance (3%), Academic & Research (2%), Extension (2%), and IPRT/Ames Lab (0%).

## 5.4 Classification, Compensation, and Salary Notification

Among P&S employees there is a wide range of feelings with respect to whether the classification system at Iowa State University (ISU) is fair and equitable. Sixteen percent of staff strongly disagree that the system is fair and equitable, 28% disagree, 33% are neutral, and only 23% have some level of agreement (agree/strongly agree) that the system is fair and equitable. Forty-five percent of females and 42% of males disagreed/strongly disagreed that the system is fair and equitable. Thirty-three percent of males and females were neutral with the statement, and 24% of males and 23% of females agreed/strongly agreed that the system is fair and equitable. Across P-levels there was agreement with an average 23% in each P-level agreeing or strongly agreeing that the system is fair and equitable. This was also the case with disagreement across P-levels with an average of 43% disagreeing with the statement. For each area of representation, there was also a diverse range of beliefs on whether the classification system was fair and equitable. The President's Office 53% (25/47) had the highest level among areas of representation for disagreeing/strongly disagreeing that the system is fair and equitable, followed by Student Affairs 48% (58/120), Business & Finance 47% (65/139), Academic & Research 42% (269/645), Extension 41% (74/180), and IPRT/Ames Lab 40% (21/53).

More P&S staff responded negatively (49%) to the statement that the classification system allows for advancement than responded neutral (28%) or agreed (23%) with the statement. P14-15 level staff (20%) reported the least level of agreement (agree/strongly agree), followed by P11-13 (22%) and P16-20 (31%). Overall, the majority response among staff within each area of representation was negative toward the statement with 50% of the President's Office, 50% of Academic & Research, 49% of Business & Finance, 48% of Extension, 47% of IPRT/Ames Lab, and 46% of Student Affairs all disagreeing or strongly disagreeing that the classification system allows for advancement.

Slightly more P&S staff agreed or strongly agreed (44%) than disagreed or strongly disagreed (34%) that their position is correctly classified with 22% remaining neutral. As P-level increased, staff were more likely to agree/strongly agree that their position is classified correctly with P16 and above at 60% (190/318), P14-15 at 43% (213/498), and P13 and below at 34% (128/375). While the numbers are relatively high for disagreeing with the statement, overall, each area of representation had a higher percentage of staff members agreeing/strongly agreeing that their position was correctly classified than those disagreeing/strongly disagreeing with the statement: IPRT/Ames Lab 57% vs. 21%, Business & Finance 48% vs. 34%, President's Office 46% vs. 34%, Extension 44% vs. 33%, Academic & Research 43% vs. 34%, and Student Affairs 42% vs. 36%. Male (34%) and female (33%) staff equally disagreed/strongly disagreed with the statement, but female (46%) staff agreed/strongly agreed slightly more than male (41%) staff.

Forty-three percent of P&S staff believe their position information questionnaire (PIQ) is accurate and up-to-date with 29% disagreeing/strongly disagreeing. P16 and above staff (51%) showed the highest level of agreement, followed by P14-15 (44%), and P13 and below (34%). The President's Office (51%) and Business & Finance (50%) also showed the

highest levels of agreement among areas of representation with Extension (36%) and Student Affairs (35%) reporting the highest levels of disagreement.

When asked whether they felt they were paid fairly for their level of responsibility, 46% (572/1240) of P&S staff indicated that they were not fairly paid, with 34% (424/1240) indicating they were, and 20% (244/1240) remaining neutral. P11-13 staff (51%) were in greatest disagreement with being paid fairly, followed by P14-15 (47%), and P16-20(41%). More men (49%) than women (45%) disagreed/strongly disagree with being paid fairly. The area showing the greatest disagreement with being paid fairly was Extension at 53% (95/180), followed by the President's Office at 47% (22/47), Business & Finance at 46% (65/140), Academic & Research at 45% (288/647), IPRT/Ames Lab at 45% (24/54), and Student Affairs at 44% (53/120).

In comparing their compensation with others at ISU in similar positions, 39% (487/1237) of staff felt they were not fairly compensated versus 29% (362/1237) who felt they were fairly compensated in comparison with others. As P-level increased more respondents reported agreement with being fairly compensated in comparison with others: P16-20 at 37%, P14-15 at 29%, and P11-13 at 23%. Female staff (41%) disagreed slightly more than male staff (38%) in being fairly compensated in comparison with others in similar positions. Forty-one percent of the President's Office agreed with being fairly compensated when compared with other similar positions, but only 26% of Extension staff agreed with this statement.

### **5.5 Supervisor – Employee Interaction**

Most P&S staff (63%; 777/1238) are supervised by other P&S staff. Faculty account for 31% (384/1238) of those who supervise P&S staff with 6% (77/1238) listing some other supervisor. Of the 6% staff who listed some "other" supervisor, a number of those identified "other" as dual supervisors - typically one P&S and one faculty. Little difference occurred among male and female staff with respect to supervisor roles. P14-15 staff (68%) reported the highest number of individuals supervised by other P&S staff, and P11-13 staff (39%) reported the highest number of individuals supervised by faculty. Student Affairs (98%), Business & Finance (98%), and the President's Office (89%) are almost solely supervised by other P&S staff; whereas, Academic & Research (49%) and IPRT/Ames Lab (43%) reported the highest levels of faculty supervisors. Extension reported 74% P&S supervisors and 16% faculty supervisors.

Overwhelmingly, 78% (972/1242) of P&S staff feel they are treated fairly by their supervisors with 12% (146/1242) feeling they are not treated fairly, and 10% (124/1242) remaining neutral. Agreement level was fairly consistent across P-levels with P11-13 (80%) staff having a slightly higher level of agreement than P14-15 (78%) and P16-20 (76%) staff. Male (79%) and female (78%) staff both had high levels of agreement with the statement and neither group differed significantly in their level of agreement. While still indicating a high level of agreement, Extension (72%) had the lowest level of agreement among areas of representation and both the President's Office and Academic & Research at 80% each had the highest levels of agreement with the statement.



The majority of staff (65%) indicated that their supervisor communicates priorities and expectations clearly with 19% disagreeing with the statement, and 16% remaining neutral. Female staff (67%) responded slightly higher levels of agreement to this statement than male staff (63%). Additionally, as P-level increased the level of agreement with this statement decreased slightly, with P11-13 at 68%, P14-15 at 66%, and P16-20 at 62% level of agreement. Student Affairs (25%) staff indicated the highest level of disagreement and the President's Office (11%) staff the lowest level of disagreement with the statement.

Forty-six percent of staff agreed/strongly agreed that their supervisor communicates the basis of salary increases; whereas, 24% disagreed with this statement. Little differences occurred among male and female staff. However, P11-13 staff (40%) indicated the lowest level of agreement among the P-levels and Academic & Research (44%) staff the lowest level of agreement among the areas of representation.

Most staff (71%) felt that their supervisor fosters a cooperative working environment by either agreeing or strongly agreeing with this statement. While still at a high level of agreement with the statement, P16-20 staff (68%) reported the lowest level of agreement among the P-groups. Male staff (15%) reported a slightly higher level of disagreement with the statement than female staff (13%). Business & Finance (17%) and Student Affairs (16%) reported the highest levels of disagreement among areas of representation that their supervisor fosters a cooperative working environment.

Over three-fourths of staff (79%; 975/1240) agreed or strongly agreed that their supervisor is accessible to discuss concerns and work related issues. Among P-levels, P16-20 staff (11%) had the highest level of disagreement and P14-15 staff (80%) had the highest level of agreement with the statement. Among areas of representation, Student Affairs (12%) and Extension (12%) had the highest levels of disagreement and Business & Finance (83%) and IPRT/Ames Lab (81%) had the highest levels of agreement with the statement. Little differences occurred among male and female staff.

Sixty-three percent of staff feel that their supervisor takes action to resolve concerns and work issues, however, 19% of staff disagreed/strongly disagreed with this statement. Agreement /disagreement among staff was consistent across P-levels. The President's Office (77%) had the highest level of agreement among areas and Business & Finance (22%) and Student Affairs (22%) both reported the highest levels of disagreement. Little differences occurred among male and female staff.

Most staff (69%; 827/1237) indicated that their supervisor has a good understanding of their job activities with 19% disagreeing or strongly disagreeing. While minimal, agreement with the statement decreased slightly as P-level increased: P11-13 at 68%, P14-15 at 66%, and P16-20 at 64%. IPRT/Ames Lab (59%) is least in agreement that their supervisor has a good understanding of job activities, while the President's Office (70%) and Student Affairs (69%) are most in agreement, followed by Academic & Research (67%), Business & Finance (66%), and Extension (64%). Little difference occurred among male and female staff.

The majority of staff (56%; 694/1240) meet once a year with their supervisor to discuss performance expectations and progress toward goal attainment. Meeting once a year is consistent across P-levels as the majority response among staff, but increases slightly as P-level increases: P11-13 (48%), P14-15 (58%), and P16-20 (62%). P11-13 staff are more likely to meet more frequently with their supervisors than P14-15 and P16-20; specifically, 10% indicated meeting every 3 months, 7% indicated monthly, and 14% indicated weekly. However, this same group (P11-13) indicated the highest level of response (9%) in never meeting with their supervisor to discuss performance expectations and goals. The majority response for all areas of representation was meeting once a year. Extension personnel (77%) reported the highest percentage among areas with respect to meeting once a year and Student Affairs (35%) the lowest level for meeting once a year. The President's Office (19%) had the highest percentage for meeting monthly and Student Affairs (17%) the highest percent for meeting weekly with their supervisor. Differences among male and female staff were minor, with male staff reporting slightly higher levels of meeting more often, monthly (11% vs. 8%) and weekly (13% vs. 10%) with their supervisors.

Sixty-five percent of P&S staff supervise other employees including students. Of those P&S staff who reported supervising other employees, Tables 5.5.1 and 5.5.2 illustrate the different categories of employee classifications supervised by P-level and area of representation respectively. Students (69%) are the employees most often supervised by P&S staff followed by merit staff (41%), other P&S staff (37%), XH staff (11%), and other employees (11%). Overall, both male and female staff members equally supervise employees (93% for both). However, male staff members reported higher percentages of supervising other P&S staff employees (42% vs. 33%), and female staff members reported higher percentages of supervising merit staff (44% vs. 37%). Both male and female staff members reported high percentages of supervising students, 71% and 68% respectively.

Table 5.5.1

*Types of Employees Supervised by P&S Staff by P-level (n=768)*

Employee categories	P11-13	P14-15	P-16-20	Total All P-levels
P&S Staff	14%	29%	68%	37%
Merit Staff	31%	37%	56%	41%
Students	84%	72%	53%	69%
XH Staff	14%	9%	11%	11%
Other	5%	14%	14%	11%

\*percentages based only on those who answered yes to supervising other employees

Table 5.5.2

*Types of Employees Supervised by P&S Staff by Area of Representation (n=764)*

Employee categories	Academic & Research	Student Affairs	President's Office	Extension	IPRT/ Ames Lab	Business & Finance	Total All Areas
P&S Staff	35%	40%	52%	26%	37%	49%	37%
Merit Staff	34%	58%	55%	31%	44%	63%	41%
Students	78%	78%	64%	32%	61%	66%	69%
XH Staff	9%	14%	9%	14%	12%	15%	11%
Other	5%	7%	0%	52%	12%	2%	11%

\*percentages based only on those who answered yes to supervising other employees

Eleven percent (88/783) of P&S Staff supervise other staff who earn more than they do. Two percent of staff (18/783) think it's appropriate to supervise someone who earns more than they do, and 9% (70/783) indicated that it is a problem. Female staff (10%; 45/432) reported that it was a problem more than male staff (7%; 23/335). Among representation areas, staff in Business & Finance (14%) indicated the highest level of concern with supervising someone who earns more than they do, followed by IPRT/Ames Lab (12%), Student Affairs (11%), President's Office (9%), and Academic & Research (7%).

Of those staff who supervise other employees, the majority (67%; 525/782) felt they had an adequate understanding of all the policies and procedures (ISU, State, Federal, etc.) that they must enforce as a supervisor at ISU. This was also consistent across P-levels and between male and female staff members, as well as areas of representation with Business & Finance (76%) indicating the highest level of agreement. Staff also indicated overwhelmingly (89%) that they knew where to go for answers related to personnel policies and procedures. P11-13 employees (14%) were a little less aware of where to go for answers to questions related to personnel policies and procedures than P14-15 (11%) and P16-20 (9%). Female staff (91%) reported a little higher awareness of where to go for questions about personnel policies than male staff (86%). While awareness was high among all areas of representation, the President's Office (97%) reported the highest percentage and Academic & Research (87%) the lowest. Despite the large percentage of staff reporting awareness of where to go for answers relating to personnel and policies, 80% (618/776) of staff felt that ISU should provide more training and development opportunities for supervisors. There was some level of disparity among areas of representation with respect to this topic. While staff in all areas or representation agreed, not all areas agreed with the same percentages. Business & Finance (88%) reported the highest level of agreement, followed by Student Affairs (82%), Academic & Research (79%), and Extension (79%). IPRT/Ames Lab (78%) and the President's Office (64%) reported the lowest level of agreement.

P&S staff were asked if they had attempted to have their position reclassified in the last 10 years. Thirty-seven percent of staff had applied and were successful in reclassifying their



position; whereas, 6% applied but were not successful in reclassification. Thirty-three percent of staff had not applied for reclassification, but were aware of the reclassification process. Thirteen percent of staff had not applied, but did not know what the process involved. And 11% percent of staff did not know that a position could be reclassified. Results reveal that as P-level increases, so does success with reclassification. Fifty percent of the P16-20 group were successful in reclassifying their position versus 3% not successful, 39% of P14-15 group were successful versus 7% not successful, and 22% of P11-13 group were successful versus 8% not successful. Among areas of representation, IPRT/Ames Lab employees (42%) reported the highest levels of success with reclassification and Students Affairs (8%) the highest level of applied, but not successful in reclassification. Academic & Research (12%) indicated the highest level of not knowing positions could be reclassified.

The majority of staff (69%) indicated some level of overall positive satisfaction (satisfied or very satisfied) with their current job at ISU, 18% were neutral, and 13% were dissatisfied or very dissatisfied. As P-level increased, staff reported higher levels of satisfaction; specifically, 73% of P16-20 were satisfied/very satisfied followed by 70% of P14-15, and 64% of P11-13. More P11-13(24%) responded with a neutral answer than P14-15 (16%) and P16-20 (15%). Male staff (14%) reported slightly higher percentages in being dissatisfied/very dissatisfied with their current position than female staff (11%). IPRT/Ames Lab (6%) indicated the least level of dissatisfaction and the President's Office (77%) the highest level of satisfaction among areas.

## **6. Performance Appraisals**

On an annual basis, each P&S 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.

The majority of P&S staff (81%; 991/1229) have received a performance appraisal within the last twelve months and the majority of these occurred in June (24%), May (17%), April (16%), and March (11%). Figure 6.0.1 provides a breakdown of when appraisals were provided to P&S staff by their supervisors over the course of the last 14 months. Nine percent of staff indicated never having had a performance appraisal at ISU. Male staff reported a higher percentage of having a performance appraisal in the last 12 months than female staff (84% vs. 77%). Female staff reported higher percentages than male staff of never having had a performance appraisal (11% vs. 8%). With respect to area of representation, the President's Office (17%) had the highest level of staff members who reported never receiving a performance appraisal; this was followed by Student Affairs (13%). Extension staff (90%) had the highest percentage among areas in having received a performance appraisal in the last 12 months; whereas, only 64% of Student Affairs staff had received a performance appraisal in the last 12 months. Staff at higher P-levels were more likely to have received a performance appraisal in the last 12 months.

Overall, staff (90%; 993/1098) provided input to their supervisor on their last performance appraisal. P16-20 (94%) staff were more likely to provide their supervisor

with input than P14-15 (90%) and P11-13 (87%) as were staff in Extension (98%) and Business & Finance (92%). Little differences were indicated among male and female staff.

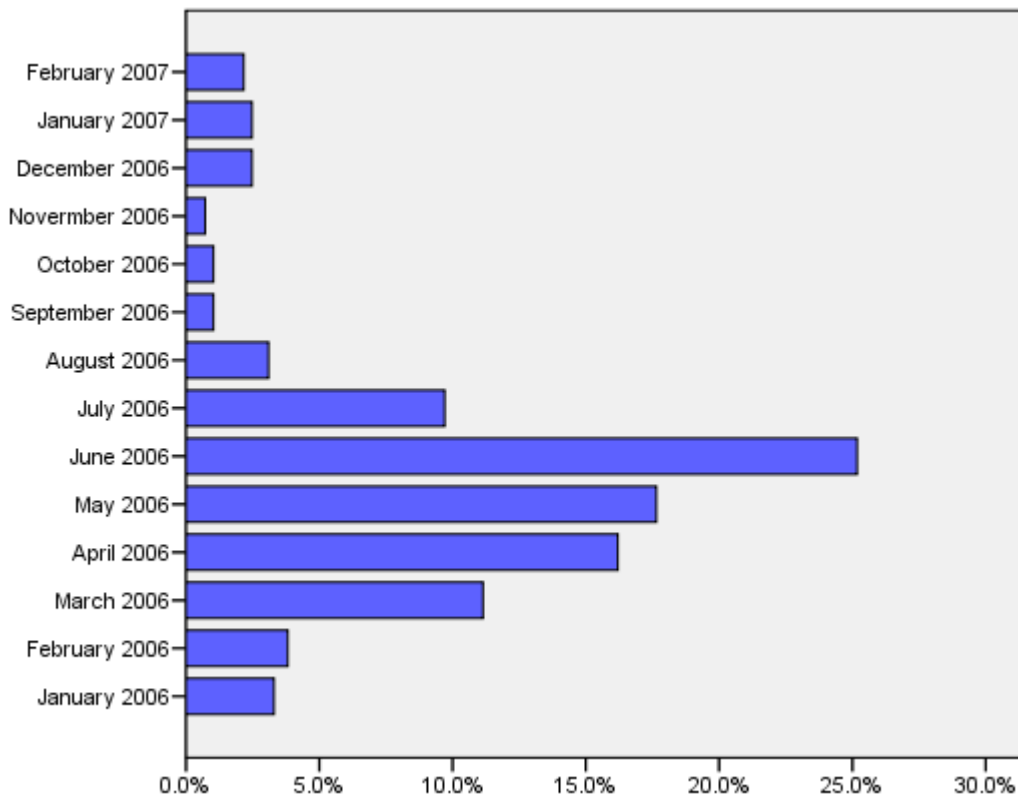


Figure 6.0.1 Distribution of Performance Appraisals in 14 month Period

Staff were divided on whether their last salary increase was based on their performance appraisal. Forty-eight percent of staff either disagreed or strongly disagreed that their last salary increase was based on their performance appraisal, 22% were neutral, and 30% agreed or strongly agreed. The majority of P11-13 (52%) staff, President's Office staff (69%), and Business & Finance staff (53%) disagreed or strongly disagreed that their last salary increase was based on their performance appraisal. As P-level increased, staff were more likely to agree that their last salary increase was based on their performance appraisal, P16-20 at 37%, P14-15 at 29%, and P11-13 at 25%. Little difference was indicated among male and female staff.

Sixty-nine percent of staff (724/1097) indicated that their last appraisal accurately reflected their job performance. P16-20 (74%) staff were most likely to agree with the statement that their appraisal accurately reflected their job performance, followed by P11-13 (70%) and P14-15 (65%). Male staff indicated slightly higher rates of disagreeing with the statement than female staff (17% vs. 11%). IPRT/Ames Lab staff (21%) and Extension staff (18%) indicated the highest levels of disagreement with the statement among areas of representation. However, all areas of representation reported percentages above 62% in agreement that their last appraisal accurately reflected their job performance.

When asked if their performance appraisal was clear and complete, 66% of staff agreed/strongly agreed, 15% disagreed/strongly disagreed, and 19% remained neutral. While agreement percentages were high, P14-15 staff (64%) had the lowest level of agreement with the statement, followed by P11-13 (68%) and P16-20 (69%). Disagreement percentages were low with Student Affairs staff (18%) reporting the highest level of disagreement among areas of representation, followed by Extension staff (17%). The President's Office (80%) reported the highest level of agreement with the statement. Little differences were indicated between male and female staff.

The majority of staff (66%) indicated that their supervisor provided constructive feedback about their performance. P14-15 (19%) staff reported the highest levels of disagreement with the statement. All areas of representation reported agreement percentages of 64% and above that their supervisor provided constructive feedback with the President's Office (77%) reporting the highest agreement,

Fifty-one percent (564/1098) of P&S staff agreed or strongly agreed that participating in the performance appraisal process was beneficial, 22% (243/1098) disagreed, and 27% (291/1098) were neutral about the process. Agreement was fairly consistent across P-levels, 55% of P16-20, 49% of P14-15, and 52% of P11-13 agreed that participating in the performance appraisal process was beneficial. Student Affairs (49%) and Extension (49%) staff indicated the lowest levels of agreement among areas with the President's Office (64%) having the highest level of agreement. Female staff indicated slightly higher agreement than male staff (55% vs. 48%).

## **7. Benefits**

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

### **7.1 Medical Benefits**

Of the P&S staff responding to this survey, only 5% (65/1229) do not use ISU medical insurance, 47% participate in the HMO plan, 44% participate in the PPO plan, and 2% participate in the Indemnity plan. Among P-levels, P11-13 staff have a higher percentage participation in the HMO (51%) than other groups. Staff participation in the PPO plan increases with P-level with 50% of P16-20 staff using this option, 43% of P14-15, and 41% of P11-13. Only 20% of Extension staff participate in the HMO. Student Affairs staff has the highest percentage of its staff members participating in the HMO plan with 60%, followed by Business & Finance with 53%.

### **7.2 Dental Benefits**

Of the P&S staff responding to this survey, 80% (1106/1229) indicated using an ISU dental option. The majority (61%) of staff responding use the Basic plan, while 30% use the Comprehensive plan. Three percent of staff did not know what plan they use and 7% do not use a dental plan. Among P-levels, P14-15 indicated a slightly higher percentage enrollment

in the Basic Plan (62%) than the P11-13 or P16-20 groups (58% and 61% respectively). Among areas of representation, IPRT/Ames Lab (70%) has the highest enrollment in the Basic Plan, followed by Academic & Research (62%), President Office (57%), Business & Finance (56%), and Student Affairs (50%). Student Affairs indicated the highest percentage enrolled in the Comprehensive Dental Plan (41%).

### 7.3 Satisfaction with Benefits

Of those P&S staff responding to the survey, 90% indicated they were satisfied with their medical benefits, 80% were satisfied with their dental benefits, and 72% were satisfied with their prescription benefits. Satisfaction agreement among staff with Long Term Care Insurance (51%) was not as high when compared with other benefits. It appears more staff are neutral (45%) about the Long Term Care Insurance benefit than medical (6%), dental (11%), and prescription (15%) benefits. Tables 7.3.1 and 7.3.2 report the combined percentages of satisfaction (i.e., satisfied and very satisfied) for each benefit by P-level and area of representation respectively.

Table 7.3.1

*Percentage of Satisfaction\* for Benefits by P-Level*

Benefit	P11-13	P14-15	P-16-20	Total All P-levels
Medical	90%	96%	92%	90%
Dental	67%	79%	83%	80%
Prescription	72%	69%	75%	71%
Long Term Care Insurance	52%	48%	54%	51%

\*combined percentage responses for satisfied and very satisfied

Table 7.3.2

*Percentage of Satisfaction\* for Benefits by Area of Representation*

Employee categories	Academic & Research	Student Affairs	President's Office	Extension	IPRT/ Ames Lab	Business & Finance	Total All Areas
Medical	90%	85%	91%	90%	92%	92%	90%
Dental	80%	76%	89%	86%	67%	81%	80%
Prescription	71%	75%	80%	67%	71%	76%	72%
Long Term Care Insurance	51%	51%	58%	49%	40%	53%	51%

\*combined percentage responses for satisfied and very satisfied

## **7.4 Flex Spending Accounts**

Sixty-six percent (804/1224) of staff indicated having used the ISU Flex Spending Account, 32% (393/1224) have heard of the account but have not used it, and 2% (27/1224) did not know what the Flex Spending Account was. Among P-levels, P16-20 staff reported the highest percentage of use with 76%, followed by P11-13 and P14-15 with 64% and 61% respectively. Female staff (69%) indicated slightly higher percentages of using the Flex Spending Account than male staff (61%). IPRT/Ames Lab staff reported the highest percentage of use with 74%, followed by Student Affairs (70%), Extension (68%), President's Office (66%), Business & Finance (65%), and Academic & Research (65%).

## **7.5 Family Medical Leave Act (FMLA)**

The majority of P&S staff (70%; 857/1224) indicated they were aware of the benefits and rights granted to them by the Family Medical Leave Act (FMLA). Awareness regarding benefits and rights under FMLA was slightly higher among P16-20 (71%) and P14-15 groups (71%) than P11-13 (67%) group. Eighty-one percent of Business & Finance staff indicated they were aware of their benefits under FMLA, followed by 75% of Student Affairs staff, 73% of Extension staff, 72% of IPRT/Ames Lab staff, and 66% of both the President's Office staff and Academic & Research staff.

Twelve percent (145/1227) of staff reported exercising their benefits and rights under FMLA while at ISU. Female staff were slightly more likely to exercise their benefits under FMLA than male staff (16% vs. 7%). The highest percentage of those staff exercising benefits under FMLA among P-levels was the P11-13 group with 14%, followed by P14-15 with 12%, and P16-20 with 9%. Student Affairs staff (20%) reported the highest percentage of exercising their benefits under FMLA among areas of representation with Extension staff (7%) reporting the lowest percentage.

Of those staff who exercised their benefits under FMLA while at ISU, 8% did so for childbirth/adoption/foster child, 3% did so for themselves, 2% did so for parents, 1% did so for a spouse/domestic partner, and less than 1% did so for child injury/health. Among P-levels, P11-13 (34%) staff reported a higher percentage of exercising FMLA benefits for themselves than P14-15 (17%) and P16-20 (19%). P16-20 staff reported the highest percentages of exercising FMLA benefits for a spouse/domestic partner (11%), parents (22%), and child injury/health (7%). P14-15 staff reported the highest percentage for childbirth/adoption (69%). Among areas of representation, Business & Finance reported the highest percentage of exercising FMLA benefits for self (53%), spouse/domestic partner (21%), and child injury/health (11%). The President's Office had the highest percentage for childbirth/adoption/foster child (33%), and IPRT/Ames Lab the highest percentage for parents (33%).

## **7.6 Emergency Leave and Vacation Time**

Thirty-six percent (457/1274) of P&S staff who responded to this survey have taken emergency leave in the last year. Female staff indicated greater use of emergency leave than male staff (66% vs. 34%). Use of emergency leave was fairly consistent across P-levels, 33% of P16-20, 37% of P14-15, and 36% of P11-13. Business & Finance staff (49%)

indicated the highest use of emergency leave among areas with the President's Office (31%) the lowest use of emergency leave.

Of those 457 staff who took emergency leave, 51% took it for children, 40% for a parent/in-law, 27% for a spouse/domestic partner, 12% for other immediate family members, and 3% for a sibling. Among P-levels, P16-20 staff indicated the highest percentages of use for spouse/domestic partner (31%), parent/in-law (47%), and siblings (4%). P14-15 staff indicated the highest percentage of use for children at 54% and P11-13 the highest percentage for other immediate family members at 16%. Among areas of representation, Student Affairs reported the highest percentage of emergency leave use for a spouse/domestic partner (33%), children (64%), and other immediate family members (16%). Extension had the highest emergency leave use for a parent/in-law (51%) and both IPRT/Ames Lab and Business & Finance reported 4.2% use of emergency leave for siblings.

Twenty-five percent (321/1274) of staff indicated using vacation time in addition to emergency leave to care for others. P14-15 staff were slightly more likely to use vacation time to care for others (28%) than P11-13 (22%) and P16-20 (24%). Among areas of representation, IPRT/Ames Lab reported the highest use of vacation time to care for others with 28% and the President's Office the lowest percentage with 19%. Little difference occurred among female and male staff.

## **7.7 Early Retirement**

The majority of P&S staff (65%; 799/1222) who responded to the survey felt that ISU should reinstate an Early Retirement Program for P&S staff, 33% remained unsure about this program, and 2% responded negatively. As P-level increases, staff were more likely to indicate positively toward reinstatement of an Early Retirement Program, P16-20 at 74%, P14-15 at 66%, and P11-13 at 58%. P11-13 staff were the most unsure about the program with 41% versus P14-15 and P16-20 with 32% and 24% unsure respectively. Business & Finance staff showed the highest percentage of agreement with an Early Retirement program at 76%, followed by Extension at 70%, IPRT/Ames Lab staff at 66%, Academic & Research at 64%, Student Affairs at 60%, and the President's Office staff at 57%.

P&S staff were asked to select their top 3 of 4 choices provided for benefits to be included in an early retirement program. Continued medical coverage ranked highest (93%), followed by continued contributions to retirement plan (74%), and continued dental coverage (61%). Fifty-one percent of P&S staff felt the ability to use accrued annual leave should be included in an early retirement program. Agreement about the top three choices was consistent across P-level groups.

## **7.8 Ombuds Office**

Just less than one-half of P&S staff (47%; 597/1274) indicated knowing that the Ombuds Office was recently opened on campus. As P-level increased so did the likelihood of knowing that the Ombuds Office was opened on campus. Overall, 31% of staff were aware of the purpose for the Ombuds Office and this awareness of purpose increased as P-level increased with 38% of P16-20, 34% of P14-15, and 23% of P11-13 aware of the purpose of the Ombuds Office. Staff in Student Affairs (38%) and the President's Office (35%) reported



the highest percentage of knowing what the purpose was for the Ombuds Office; however, all areas reported at least a 30% awareness and above. Less than 2% (19/1274) of staff have consulted with the Ombuds Office and this consultation was more likely to take place with staff in higher P-levels and those from Student Affairs and Academic & Research areas. When staff were asked if they would consider contacting the Ombuds Office to help resolve a problem in the future, the positive response was just under one-quarter of staff members (22%; 276/1274) with no differences among P-levels. However, among areas of representation the President's Office (8%) reported the lowest percentage toward potential use of the Ombuds Office and both Academic & Research and Extension the highest percentage at 23% each. Overall, 32% of staff did not know what the Ombuds Office is.

## 8. 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 participants were asked to provide information on their participation in professional development activities in the last year and, if they did not participate, what were their reasons for not participating.

The majority of P&S staff (78%; 954/1224) participated in some form of a professional development activity over the last year. Female staff were slightly more likely to participate than male staff (79% vs. 76%). Participation differed by P-level with those staff at higher levels more likely to participate: 84% of P16-20, 81% of P14-15, and 69% of P11-13. Participation by area of representation varied from 52% for IPRT/Ames Lab to 93% for Extension.

Tables 8.0.1 and 8.0.2 report the percentages for the reasons staff members did not participate in professional development activities by P-levels and areas of representation.

Table 8.0.1

### *Reasons for not Participating in Professional Development Activities by P-Level (n=270)*

Reason	P11-13	P14-15	P-16-20	Total All P-levels
Unsure anything was available	30%	18%	20%	24%
Too busy to participate	45%	52%	43%	47%
Did not want to use personal time	18%	15%	2%	14%
Chair/supervisor would not support participation	12%	12%	4%	11%
Department did not have sufficient funds	22%	18%	37%	22%
Personally could not afford costs	26%	20%	18%	23%
Not interested in participating	14%	16%	14%	15%
Other	22%	18%	10%	18%

\*percentages based only on those who responded that they did not participate in a professional development activity this past year

Table 8.0.2

*Reasons for not Participating in Professional Development Activities by Area of Representation (n=270)*

Reason	Academic & Research	Student Affairs	President's Office	Extension	IPRT/ Ames Lab	Business & Finance	Total All Areas
Unsure anything was available	25%	29%	18%	0%	13%	40%	24%
Too busy to participate	49%	24%	36%	69%	38%	50%	47%
Did not want to use personal time	13%	12%	18%	8%	13%	25%	14%
Chair/ supervisor would not support participation	11%	18%	9%	8%	13%	5%	11%
Department did not have sufficient funds	19%	18%	36%	39%	50%	10%	23%
Personally could not afford costs	23%	18%	46%	8%	25%	20%	23%
Not interested in participating	17%	24%	0%	8%	8%	10%	15%
Other	18%	12%	36%	31%	13%	15%	18%

\*percentages based only on those who responded that they did not participate in a professional development activity this past year

When asked if professional development activities offered at ISU were adequate, P&S staff differed on their views. Thirty-nine percent (464/1201) of staff felt professional development activities were adequate, 32% (380/1201) felt they were not, and 30% (357/1201) did not know that professional development activities were available. P11-13 staff and the President's Office staff reported the highest percentages of not knowing about professional development opportunities at ISU at 42% and 36% respectively.

Eighty percent (975/1223) of P&S staff indicated that their unit provides funds for professional development and 13% did not know whether funds were available or not. P11-13 staff (21%), IPRT/Ames Lab (18%), and Academic & Research (18%) reported the highest percentages of not knowing if funds were available.



## **8.1 Professional Development Grants**

Only 5% of P&S staff applied for a professional development grant to finance professional development activities. Of those 5%, 4% were awarded grants. Eighteen percent of staff did not know the grant program was available. Knowledge of the program increased with P-level. Among P-levels of those who applied, P11-13 and P14-15 staff were more likely to receive a grant (6% for both levels) than P16-20 staff (1%).

Of those staff who did not apply for a grant, the most common reason cited for not applying was that the employing unit provided financial support for professional development (39%). Other reasons cited, in order of answer frequency, were not desiring financial support (30%), unaware of grant availability (24%), unwilling or unable to meet the personal cost share for the grant (10%), and the grant amount was insufficient. Among P-levels, P11-13 staff were more likely to indicate not being aware of the grant program (28%) and an unwillingness or inability to meet the personal cost share for the grant (13%). P16-20 staff reported the highest percentage with respect to the grant amount being insufficient (7%) and their unit providing financial support for professional development (46%). There was little difference across P-levels with respect to not desiring the financial support; however, P14-15 (32%) staff had a slightly higher percentage than other P-levels. Among areas of representation and for those who did not apply for a grant, the President's Office indicated the highest percentage of unawareness about the grants (35%). Extension reported the highest percentage that the grant amount was insufficient, IPRT/Ames Lab the highest for unwilling or unable to meet the personal cost share for the grant (14%) and not desiring financial support (35%), and Student Affairs the highest for the unit providing financial support for professional development (46%). Little differences existed between male and female staff.

## **8.2 P&S Tuition Grants**

Twenty-nine percent (351/1220) of staff have applied for a tuition grant with 9% (110/1220) responding that they did not know tuition grants were available and 62% (759/1220) having never applied. The most likely staff to apply were those in the P16-20 group with 35% applying, followed by P14-15 and P11-13 (33% and 20% respectively). It should be noted that respondents may have been in a different pay grade at the time they applied for a tuition grant. What appears to be a common theme with respect to awareness of professional development opportunities, the P11-13 group reported the highest percentage for not knowing the tuition grant was available at 12%. Staff in the President's Office were the least likely to apply for a tuition grant (6%); whereas, staff in Extension were the most likely to apply for a grant (51%).

When asked if the amount of the grant limits the number of credits one can take per semester, 30% of staff indicated that it did with P11-13 (33%) and P14-15 (33%) reporting the highest agreement with this statement followed by P16-20 (23%). Forty-eight percent of Student Affairs staff also agreed that the amount of the tuition grant limited the number of credits they could take per semester; this was followed by 39% of IPRT/Ames Lab staff, 32% of Extension staff, 28% of Academic & Research staff, 26% of Business & Finance staff, and 22% of the President's Office staff.

## 9. Employee Representation

In prior reports, this section was titled P&S Activities. This year, there were more questions added about P &S activity involvement and a few questions added to the survey regarding other forms of employee representation. As a result, the section was expanded and re-titled Employee Representation. Survey questions focused on asking participants about their involvement with and opinions of P&S activities, P&S Council, committees, and union representation.

### 9.1 Value, Understanding, and Opinions of P&S Council Activities

Staff were asked questions regarding their level of agreement with a number of various P&S Council activities. Tables 9.1.1 and 9.1.2 report the percentage of staff members who agreed or strongly agreed with each statement reflecting various P&S Council activities by P-level and area of representation respectively.

Table 9.1.1

#### *Agreement\* with Various P&S Council Activities by P-Level*

P&S Council Activity	P11-13	P14-15	P16-20	Total All P-levels
Newsletters provide valuable information	54%	55%	56%	55%
Open forums provide valuable information	27%	31%	34%	30%
Know who to contact on the P&S Council with questions	59%	58%	62%	55%
Value the work P &S Council does for staff	63%	67%	68%	66%
Pursues issues relevant to P&S Staff	57%	63%	65%	62%
P&S Council is an effective body	44%	46%	47%	46%
Aware of the issues P&S Council has worked on	43%	54%	61%	52%
Feel adequately represented by P&S Council	39%	47%	50%	45%

\*combined percentage responses for agreed and strongly agreed

Overall, 56% (670/1207) of staff agreed/strongly agreed that the P&S Council newsletters provide valuable information. Thirty-one percent (367/1204) of staff agreed/strongly agreed that the P&S Council forums provided valuable information. Fifty-five percent (661/1210) agreed/strongly agreed that they know whom to contact on the P&S Council when they have a question. A majority of P&S staff, agreed/strongly agreed to valuing the work the P&S Council does for the staff (68%; 800/1204) and that the P&S Council pursues issues relevant to P&S staff (62%; 746/1207). Forty-six percent (557/1203) agreed/strongly agreed that the P&S Council is an effective body. Fifty-two percent of P&S staff agreed or strongly agreed that they were aware of the issues P&S Council has worked on in the past, and 46% (547/1197) felt adequately represented by the P&S Council as an individual.

Table 9.1.2

*Agreement\* with Various P&S Council Activities by Area of Representation*

P&S Council Activity	Academic & Research	Student Affairs	President's Office	Extension	IPRT/ Ames Lab	Business & Finance	Total All Areas
Newsletters provide valuable information	53%	52%	56%	56%	63%	65%	55%
Open forums provide valuable information	30%	32%	28%	24%	38%	39%	30%
Know who to contact on the P&S Council with questions	49%	51%	63%	68%	67%	62%	55%
Value the work P &S Council does for staff	64%	66%	70%	75%	69%	65%	66%
Pursues issues relevant to P&S Staff	57%	64%	67%	70%	69%	66%	62%
P&S Council is an effective body	44%	43%	50%	53%	50%	50%	46%
Aware of the issues P&S Council has worked on	50%	46%	52%	58%	63%	61%	53%
Feel adequately represented by P&S Council	42%	42%	52%	53%	52%	48%	45%

\*combined percentage responses for agreed and strongly agreed

## 9.2 Participation in P&S Council

Only 12% (150/1217) of staff who responded to the survey have participated on the P&S Council or a P&S Council committee. Female staff (57%) were more likely to participate on P&S Council or a P&S Council committee than male staff (43%). P16-20 had the highest percentage of staff participating at 19%, followed by P14-15 at 13%, and P11-13 at 6%. IPRT/Ames Lab staff indicated the highest participation percentage among areas at 24%, followed by Student Affairs (15%), Business & Finance (14%), Academic & Research (12%), and the President's Office and Extension both at 9%.

Of those staff who have not participated on P&S Council or a P&S Council committee, the most common reason indicated was being too busy at work to participate (52%), followed by not knowing much about the Council (30%), not interested in participating (27%), not possible to participate, given current job location and responsibility (15%), feeling that it is an ineffective body (6%), and the least given reason was the staff member's supervisor was not supportive of the staff member's participation in committees that take away from job

responsibilities (4%). Most of the responses given by P&S staff were consistent among all P-levels with the exception of being too busy at work to participate in which P16-20 had the highest percentage (60%) followed by P14-15 (52%), and P11-13 (44%). One other significant difference among P-levels was that P11-13 reported a higher percentage (41%) of not knowing much about the P&S Council with respect to P14-15 (26%) and P16-20 (22%). Among the reasons cited for not participating in P&S Council, Student Affairs and Academic & Research areas reported the highest percentage (34%) for not knowing much about the Council. Academic & Research had the highest percentage for not being interested in participating (30%) and Student Affairs for being too busy at work to participate (58%). Extension (28%) and the President's Office (26%) both had the highest percentage indicating that it was not possible to participate in P&S Council given job location and responsibilities. While minimal, both Student Affairs (5%) and IPRT/Ames Lab (5%) reported the highest percentage for not participating because their supervisor was not supportive of participation in committees that take away from job responsibilities. Of those staff who believe that P&S Council was an ineffective organization, staff from IPRT/Ames Lab were the most likely to identify this reason among areas of representation (13%) with Student Affairs the least like to select this reason for not participating (1%).

### **9.3 Union Representation**

The majority of staff have not worked in a job that was represented by a union (77%; 939/1219). P11-13 staff were the most likely among P-levels to have worked in a job represented by a union (25%), as were staff in IPRT/Ames Lab (26%), Business & Finance (26%), and Extension (25%).

Staff were considerably divided, when asked whether union representation should be explored for P&S employees. Thirty-nine percent (478/1213) of staff disagreed or strongly disagreed that union representation should be explored, followed by 33% (400/1213) who agreed or strongly agreed that it should be explored, and 28% (335/1213) who remained neutral. As P-level increased, staff were more likely to disagree/strongly disagreed that union representation should be explored. While staff from IPRT/Ames Lab reported the highest percentage of having worked in a union (26%), they also had the highest percentage among areas of representation of disagreement (48%) and agreement (38%) that union representation should be explored for P&S staff. Both Academic & Research (41%) and Business & Finance (41%) had high percentages of staff disagreeing that union representation should be explored.

Staff were asked if they had any additional comments regarding union representation. A list of these comments can be found in the Appendix A of this report.

## **10. Demographics**

Survey participants were asked to provide general information about their ages, gender, level of education, and race/ethnicity. Information relating to participants' P-levels and areas of representation was obtained from Human Resources. As a whole, the majority of P&S staff are in the area of Academic & Research at 54%, followed by Extension (15%), Business & Finance (11%), Student Affairs (10%), IPRT/Ames Lab (7%), and the

President's Office (4%). By P-level, approximately 31% are P11-13, 40% P14-15, and 29% P16-20.

Based on those who responded to the survey and who answered the gender question, more females (58%; 704/1214) responded than males 42% (510/1214). By P-level, approximately 31% (382/1226) in the P11-13 group answered the survey, 42% in the P14-15 group, and 27% in P16-20 group. By area of representation, 55% of the survey participants were Academic & Research, 15% Extension, 12% Business & Finance, 10% Student Affairs, 4% President's Office, and 4% IPRT/Ames Lab. Based on respondents' answers, all areas of representation have more female staff as a whole with the exception of IPRT/Ames Lab where male staff are the majority (64%). P-groups 11-13 and 14-15 have more female staff (74% and 55% respectively) than the P16-20 group who has more male staff at 58%.

Among staff who responded to the survey, 42% had a Bachelor's degree as their highest level of education, 39% a Master's degree, 11% a Doctorate degree, 4% an Associate's degree, 3% a High School degree, and 2% something else. The majority of P&S staff who hold doctorates are male (60%), P16-20 (70%), and work in the Academic & Research area (63%). The majority of P&S staff who have a master's degree are female (60%), P14-15 (49%) and most likely work in Academic & Research (51%) and Extension (26%). For staff who hold bachelor's degrees, they are split 42% male, 58% female, 41% at P11-13, 42% at P14-15, and 18% at P16-20.

Eighty-two percent of those staff who responded to the survey fall between the ages of 30-59 (20% are 30-39, 29% are 40-49, and 33% are 50-59). Less than 1% of survey participants are in the age group of 70 or older, 13% are ages 20-29, and 6% are ages 60-69. The majority of male and female staff who answered the survey fall into the 50-59 age category at 35% and 32% respectively.

A review of responses for the race/ethnicity question revealed that 92% identified as white, non-Hispanic, 3% Asian or Pacific Islander, 2% African American/Black, 2% other, 1% Hispanic, and less than 1% American Indian or Alaska Native.

At the conclusion of the survey, staff were asked if they had any additional comments they would like to convey to the P & S Council or the ISU administration. A list of these comments can be found in the Appendix B of this report.

## Appendix A: Comments to Open Ended Q48 (n = 342)

*Note: Two responses were omitted to protect the confidentiality of the respondents; others may have been edited.*

Q48. Do you have anything additional that you would like to say about union representation?

- It might be time to consider organizing P&S staff since the average merit and faculty salary increases continue to outpace those for P&S.
- I have mixed emotions, some good and some bad. I think it would be worth looking into it for the P&S Staff.
- I do not think it is a good idea and would not support it.
- I think that because we are not unionized we are not taken as seriously as a body as the merit staff. I do understand the negatives of being a part of a union, and wouldn't be 100% for unionizing, but it is difficult to see salary raises that are not in comparison with salary raises for P&S staff.
- I think that it is unfair that the P&S staff have had to shoulder the cost of the union employees' raises at our own expense. The union at ISU fosters an attitude of the union employees feeling like they are 'untouchable' in regards to job discipline.
- Union representation is helpful in only one way - better compensation. I feel that although our current system is flawed, union representation would be worse in many VERY tangible, but non-monetary ways. The relationship with the university administration would be much more strained, and the university's leadership would not be inclined to listen to our input as they do now.
- I am interested in the representation of a Union or at least the need for a strong lobbyist in the state legislature for P&S employees.
- A union is a good thing if it is active in helping the majority of its members succeed. However, if the union is just defending the workers against management actions (regardless of validity) then it is useless. I have worked for both kinds. (UAW defended the good worker by riding herd on the bad; AFSCME defended the bad worker against management regardless)
- I think it's a joke. People who are hired to do a specific job take union positions, and then get release time to do union work. Who does their work while they are doing union work? The working unit suffers. Union reps are rude, arrogant, and uncooperative.
- Union representation is not needed for P&S employees. Our work environment is fine and a union would only cause more problems.
- It makes it too difficult for ISU to eliminate poor employees.
- I would like to avoid it. I see no need for union representation in my current position.
- The union at ISU that governs the merit employees is horrendous from a supervisor's perspective. Supervisors should have the right to hire the person who is right for the job, not the person who has been in the system the longest. The union's bargaining for higher raises for merit employees has caused P&S employees to get lower raises, and often P&S employees are supervising merit staff who make more money than they do.
- One thing that the union does effectively for its members is to successfully negotiate significantly higher salary increases for the group. As we have seen with the merit employees here at ISU, their annual salary increase is significantly higher than what is seen in the P&S classification. This is creating problems all over campus where merit employees are jumping ahead of P&S (often their supervisors) in salary compensation.



- Union representation of large groups sometimes does not meet the needs of specialized groups of people. For example, High voltage electricians do a highly skilled, dangerous job but are included with custodial staff for union representation. They have very different needs.
- I support it if that means we can attain the same annual pay raises.
- I'd be curious what % of ISU employees are in favor of getting paid once per month. Is that a regent's decision? When was the last time faculty, staff, and admin were polled on this?
- I am not interested in working for a union.
- I would be in favor if I could early retire. I am [edit] years old, in my [edit] year, dislike my supervisor, and there is no advancement possibilities.
- I feel P&S employees would strongly benefit from union representation. Having job protection and negotiated raises would be very nice. Especially when we are expected to put in extra hours without over time etc.
- AFSCME has provided Merit staff with meaningful raises through the years. P&S and Faculty get what is left over after first meeting the obligations of the contract. This practice has occurred year after year. Now, the administration has decided that P&S Flex Pay is too difficult to pursue. Another indication that ISU does not value its P&S staff. It is time for P&S to get their fair share ... it is time to find a union that best represents P&S interests.
- They seem to be much more effective in obtaining decent raises for the employees that fall under the union representation.
- Union representation looks like an option to me. P&S employees have no recourse if supervisor behaves inappropriately. The university will continue to ignore salary problems as long as there is no legally binding contract.
- Worthless.
- Not interested.
- The union takes the wage increases out of the hands of the people who should be making this decision. Some merit employees DO NOT deserve 1, 2, 3 raises per year.
- I feel that Unions can sometimes tie the hands of the employer to reward excellent work and can also foster a work environment where mediocrity is rewarded. In an attempt to make the playing field equitable they may instead make it difficult to succeed on an individuals own merits and hard work.
- Don't want it.
- I'm generally against unions. They were started for a good reason, but now they result in abused power more than any good that they do. I think unions should be avoided unless they are in an industry that has poor working conditions or benefits and little way for the workers to resolve the problems -- and our environment doesn't come anywhere near that description. For us, they are unnecessary and would only open up potential for abuse.
- P&S employees need some kind of protection, unified standards, etc. I am not sure union is the way but something that should be investigated.
- Makes it hard to control our expenses when their pay keeps going up and up and up.
- I am totally against union representation and all unions in general.
- It seems to work for the merit staff. They receive better raises and more toward their benefit packages.
- Merit employees frequently receive better salary increases and do not have to work the extended hours (> 50hrs per week) that many P&S employees do. Union representation would be beneficial in dealing with these problems.
- I feel that unions usually drive down creativity, and harbor some employees that are substandard. I truly believe that with the correct incentives good people will thrive and

create good products. There are times and locations for unions - and I don't feel that ISU is the place for one.

- I appreciate what unions can do for employees, but I don't like the 'us' versus 'them' (employees vs. employer), opposition mentality that can result in unionized workplaces.
- I am not interested in having a union to represent me as a P&S staff.
- They have been effective in getting significant pay increases for merit staff. It is too bad that the P&S Council isn't taken as seriously and aren't able to get us better pay increases. It stops many people from applying for P&S positions if they are already merit. They get better money!
- I am open to the P&S Council exploring this option. Knowledge on what having a union would mean is at the root of any final determination.
- P&S Council has no 'teeth', while a real union does.
- What do we have to do to get a decent raise???
- Not really for it...it causes too many internal problems when big issues come up and non-members are chastised for getting the benefits without being members.
- I sometimes feel that would be the only way my present supervisors will let me have a raise, is if it is mandated like they are for merit people. [Edit] doesn't believe anyone deserves a raise.
- I don't trust Unions. I feel that they are prone towards corruption and strong-arm tactics.
- I am not certain that it would give us any advantage. However, as we have been promised major adjustments twice in the past and they have not been honored, what do we have to lose?
- P&S have not had adequate raises for the past 9 yrs that I've been on campus - very undervalued BUT the union system (merit) seems seriously flawed: allows for a lot of deadwood to remain on the payroll and to compensate time in place, not value or effort. Avoid a union if it supports these things! Do need better collective bargaining for P&S though.
- A long time ago, the P&S Council worked to establish donated leave time. Thank You!
- Would prefer not to be represented by a union.
- [Edit]. It appears these [merit] employees are protected even when their job performance is below average. Employees are not required to pay union dues yet they receive job protection. The salary increases have been unheard of in a time when the budget for the state and the university have taken drastic cuts. This is not the time or place for such large salary increases. For the last six years, we have given a 6.5% increase to our union labor. Perhaps this is the real reason why Iowa's state universities are struggling. The union's benefits are also less expensive than those of P&S. [Edit]. It's difficult as a manager to get total buy-in when the pay is unfair.
- I consider it a necessary (and prudent) system of checks and balances upon management.
- Iowa must keep its 'Right to Work' laws!
- It can be a very effective tool for overall employee benefits.
- I feel P&S should be unionized. We are getting ripped of by the present system and have no job protection. The P&S council is not effective in lobbying for our right and benefits and should be disbanded in favor of a Union.
- I would have to know what issues the union is considering. I am open to discussion.
- I do not think the P&S Staff should unionize. I think the P&S group should be held to standards, and given raises and promotions based on those standards. If we unionize it will create a pool of mediocre staff that are unmotivated and impossible to fire. As it is now, the University doesn't have the courage to eliminate poor performing P&S staff. Furthermore, I think the P&S council could be a useful body except for the fact that there are no limits to



how long a person can serve. This has put many P&S staff that have served for a long time into positions of power that they did not earn.

- It was a teachers union and it worked well with most people participating.
- It might protect older employees with longer employment histories from being dismissed due to salary levels and not skill levels.
- Holds back good employees. Helps keep bad employees. Does help greatly with salary increases.
- As much as I don't like the idea, I'm so frustrated with the lack of salary increases for P&S staff; I would probably support one... It seems to work for merit staff.. People with less education and work experience are getting paid more than I am. I see them get paid overtime and comp time...and then a Christmas bonus. It's really hard to swallow sometimes. But if the union has done that for them, maybe it would help the rest of us.
- If we do not get better raises that reflect at least a cost of living raise, we should start to talk about Unionization.
- A flyer covering what a union does, has done, and will do for me would be great.
- I would find union representation a MAJOR problem. It is important to me to be considered a part of the management/leadership team on campus and I feel union representation completely takes away from that culture.
- With the .3% payroll increase this year for adequate performance and my performance being influenced by individuals who do not understand the problems of providing service for my area it is very easy to entertain other employment options. Having said that I like the environment at ISU and the surrounding community and I do not want to leave but I must think about my family's future.
- I think union representation would be extremely valuable for P and S employees. As a group, we are 'neglected and abused' on this campus.
- I have not had a performance review since 2003. The questionnaire only covers the area of never or having a review in the last year. My salary increase did not measure put to the cost of living increase, while the merit personal in the department received both the cost of living and an automatic step increase which totals to a 9.33% increase. If a union supported the P&S employees maybe the Regents and Administration would take our situation more seriously.
- It would probably be good.
- Iowa is a right to work state and we should not be forced into unions. I feel they have too much of a political agenda instead of an employee development agenda. I also think the 'Fair Share' law would be a tax paid to the government for a private institution of the unions.
- Salary increases are often larger when the group is represented by a union. It is frustrating when Merit staff receive the majority of the salary increase funds due to their union contract.
- I do not think that P&S staff should be unionized. The union system for merit staff often ties the hands of supervisors. Unions are no longer needed at public institutions.
- I think it doesn't work for the merit staff and I wouldn't support it for P&S staff. Merit employees essentially can't be fired and that is not good for the university.
- Unions are available to ensure that supervision has a check and balance.
- A union would put the P&S staff in a stronger position so that we are not always left the spoils when salary appropriations are given out. Everyone knows when it comes to salary fund distribution its Administration, then Merit, then P&S. Admin always has a nice premium on top of the average percentage increase, not to mention they have a higher basis to begin with.

- I think that unions can tend to protect ineffective or inadequate employees from termination...this can erode the morale of other employees who are most effective.
- I feel that the usefulness of unions is no longer relevant to the times. In a situation where there are union positions alongside non-union positions that are basically performing the same duties, the benefits to the union members far outweigh the non-union members. There should be all union or all nonunion jobs at an organization in order to be truly fair.
- A benefit to union representation would mean a set cost of living raise each year (if in contract). It would probably be more than the raises I have received from ISU over the last 10 years. It is discouraging to still be in the hiring range after 5 or more years of service in the same position.
- I would love to take classes at Iowa State which relates to my profession. There are many available. Due to the restrictions I cannot. If there are openings or 'seats' in a class, P&S should be allowed to take the class. Grades, credits etc. does not matter. Just the opportunity to expand my knowledge would be sufficient.
- Unions are not effective at representing highly specific professional positions such as my own position.
- The earth is flat. Are our competitors in India and China going to be unionized? On the other hand, I have P&S staff who work along side Merit staff and are demoralized that they will never catch up to them in pay.
- I am not in favor of unions.
- It was not a positive experience, in that the leadership (negotiating unit) was out of touch with the wishes of the general membership. [Edit]. The negotiators would have sacrificed positions for a higher pay scale, when that was definitely not the desire of the majority of the members.
- Union representation value depends a great deal on the approach taken. If it is used as forum for airing, analyzing and resolving issues, good. If it is used as a way to promote an agenda at the expense of the well-being of the whole, then it is bad.
- My union job did nothing for me; it took money from my paycheck, but when I needed help, they did not provide any. Not impressed by union jobs at this point, nor would I support going union unless there was adequate support for employees, not just lip service.
- It might be something to consider.
- I don't think unions always represent the best interests of their members.
- I do not feel the University fairly represents P&S issues as much as they do when their in merit negotiations. Much too liberal with merit negotiations. Feels like the University gives the store away every contract renewal. If as much effort was given to providing for the P&S staff as there is for merit; we may have an easier time attracting the professionals we need. I would consider supporting a P&S union in the future.
- I would like to learn more about how it would work for P&S staff at the University. It is so frustrating to continually see the union merit staff receive significant pay raises twice a year, while P&S staff receive what is leftover (a small amount annually). I know funding to the Regents' institutes has been slim for many years. It just seems we should all be hurting equally. When one group is not feeling the effects, and the other group is carrying the full burden, something doesn't seem fair. Having our own union sitting at the table speaking for what is fair may help others understand. BUT I would like to learn more before supporting a union for P&S staff.
- It would be nice to have a cost of living increase via a contract and also financial increase for performance.

- It was a teacher's union. I did feel it gave me representation that was larger than a single person or a small council/committee could provide. It allowed us to play with 'the big boys', since we were a female dominated profession that has historically been undervalued.
- I think it would be good to check into, but am not saying that it would necessarily be the right thing for most employees. Unions can be good, but in many cases they do more harm than good, i.e. representing employees who deserved to be disciplined/terminated, negotiating higher pay at the expense of some jobs.
- P&S Council needs some form of official shared governance, for example limited to approving standing policies (not policies that change each year, like salary policy) that make it into the Policy handbook. Otherwise it is simply a weak advisory body that is all noise with little substance. We won't get shared governance under a union - we will get a contract that stipulates the relationship between the two parties. Not the same thing. But much stronger than our current standing.
- I feel that the merit employees are better represented as a union when it comes to salary increases than the P&S employees.
- I'm not for union representation. However, because the merit is unionized and the P&S is not, the P&S is not getting the benefits, specifically the raises, they deserve where the merit are.
- I do not support being unionized.
- I feel that unions often protect those who do insufficient work. Employees should be treated equally regardless of their status as a union member.
- Unions do not have good reputations for serving the worker. Power and greed take control and often result in an outcome that is not in the best interest of the members.
- We shouldn't have to have it to get fair and equitable raises to keep up with the rest of the peer universities and other similar position descriptions nationally.
- While I'm not in favor of a union for P&S staff, the administration does need to address the unfair differences in pay increases between P&S and merit. If those differences are not addressed, the call for a union will only increase.
- I don't want them.
- I don't want one.
- I don't like unions, but I also do not like working year after year with little to no salary increases. After working at the university for 15 years [edit], I am just barely at the mid range in my salary. Some years my raises have been negative, due to insurance increases.
- I do not support unions. I feel they encourage people to not work hard while ensuring a high salary and we all pay the price of that. If merit were not unionized perhaps we all would have had more equitable pay increases rather than all the money going to merit. I think ISU has TERRIBLE negotiators to allow a union contract with such extravagant benefits to be passed for merit year after year.
- In my opinion, unions have become a single-issue body - wages. An institution or organization needs to be clear and accurate about the state of their finances. It is increasingly degrading to have negotiations for merit employees recognize regular wage increases.
- I see the benefits Merit staff get because of a union while P&S really has no clout.
- While I dislike some of the concepts surrounding unionization, SUI and UNI P&S staff have been getting better raises because of being unionized.
- I would leave my position at ISU if I were required to join a union. Unions never represent the working members. Nothing but mandatory communism.
- Iowa State is a great place to work.

- I would leave the university if we went to union representation. You lose far more than you gain and the unions tend to care more about themselves than the employees. On the surface it sounds great but in reality we would all be worse off.
- It should be explored.
- Not at this time.
- Not interested in joining a union unless there would be protection from a worker from being laid off or having their position eliminated.
- Don't like unions but feel it may be the only way that P&S staff will get benefits and pay similar to Merit. Too much compression. P&S required to do more because union staff pay his high & overtime requirements.
- Although the merit union has gotten them pay increases, it is all automatic without any input or discretion available to the supervisor or employing dept. I think this is wrong. Although I think P&S are not being adequately covered in our pay increases, I would not want a union to become involved and make automatic increases.
- Union representation must always be evaluated on the whole of their positive and negative attributes.
- It's not how I view my position or myself. I know that other universities have professionals who belong to unions. I think a union would spoil the working relationship of management and employee.
- Don't want it. There currently is a nice give and take - with a union I feel it would get ugly. Right now I am willing to work until the jobs gets done - don't really keep track of how many hours - just know there are tasks to be completed. If we were unionized I fear I'd be forced to keep more strict reports of hours - it would diminish my work satisfaction.
- Union representation for some P&S Staff would be advisable as more merit staff are converted to P&S staff.
- I do not think unions are effective on college campuses for persons in a P&S position...individuals, a sub group of P&S staff, or the whole P&S staff should all be able to represent themselves.
- I think that forced union dues/membership for employees is inappropriate. It takes away from 'free labor and free choice'. Unions require automatic raises, not based on job performance. The quality of work has decreased since ISU 'went Union'. I was [edit] continually harassed by AFSCME to join.
- It may be helpful; but difficult to organize given the range of P&S positions and duties
- Union representation is the reason the Merit staff receive greater raises than P&S staff. The P&S staff meekly accept whatever amount is left after Faculty and Merit get their raises. The P&S Council should actively pursue forming a collective bargaining organization.
- It has allowed the merit staff to be paid at a higher level than P&S staff that have more responsibility, require higher education and work significantly more hours. It is not uncommon for a merit support person to be making more than his\her P&S supervisor. Creates an inequitable environment and division between merit and P&S staff.
- I think it is difficult to be sandwiched between a union-represented group and a faculty group, so that we are basically the least-represented and organized group on campus. But I don't know if that is a sufficient argument for organizing under a union.
- I think Unions are ineffective.
- I do not believe people should be forced to join a union or to have union dues forced upon them.
- If P&S goes union I will quit this job. Unions do not belong in an educational environment
- We need better raises and the ability to higher up without changing classification, like a step.

- I do not think we need it as P&S staff.
- Unions are important where there are situations that require group support to get something in place. In general I don't feel that's necessary at ISU for P&S staff because I feel the administration supports most of the important things. Normally pay raises have not bothered me in the past; however, I'm frustrated with the amount negotiated by the merit staff compared to the amount provided for non-union groups such as P&S and faculty. I would probably only vote for a union if P&S were part of a union with the faculty which I think is what UNI has in place.
- I am strongly against any non union person paying dues, fees, contributions or any money directly to or for any union. I don't feel unions should be supported by non union workers in any way shape or form. If unions are available fine; but no person should be required to support them financially unless they are a voting member.
- Yes, we need one at ISU for PS staff. The pay is crap here for the level of work and responsibility required. PS is dominated by women who work in an environment controlled by men. It is ridiculous> Unionization is the only way to improve our individual and collective lot.
- Although I worked at another university in Iowa as a merit staff many years ago, I had very little to do with the union. I have a family member that gained a great deal of benefit from the merit staff union in the protection of her job, but I don't have any first hand experience.
- There is a time and a place for unions.
- I think that often the union has to spend more time dealing with poor employees and bad situations than it spends promoting its good employees. I think that employees should all be given a cost of living increase, but additional salary increases should be based on job performance.
- It's dangerous.
- Maybe, I will have a chance to add this later, But, the number one issue of 'lack of fairness' on this campus is that faculty and merit have a much better chance of surviving a down-sizing or job loss than P&S employees. The university has dropped a number of P&S employees or forced them into early retirement in the last several years -quietly.
- Don't Go There!
- May be useful for forcing necessary changes (such as the need to be able to advance through the pay matrix) but can also limit flexibility by departments (in that everyone gets treated equally when, in fact, not all jobs ARE equal, even in the same classification). I'd prefer to work through pay issues with ISU before resorting to unionization.
- I am not in favor of unionizing in any way.
- I wish P&S employees received the kind and extent of benefits that Merit staff do however; I do not want P&S staff to be part of a union.
- I would vote against it.
- P&S positions carry with them the assumption that, as a salaried position, the employee should work until the job is completed. This may require 45-50 hour work weeks as an average.
- If it is any indication on the Merit Union representation it would be good for salaries at ISU for P&S staff. When it is allowed for the collective bargaining to over compensate your Merit by your Professional staff, it is not only going to hurt ISU in marketing Professional staff but to retain them.
- Pay increases for merit staff with union representation are regularly far greater than those for P&S employees.
- Because of inequities in annual salary increase distribution between P&S and merit employees, I've heard several P&S employees talk about the need for union representation,

similar to U of IA and U of Northern Iowa. I am in favor of proposed Fair Share legislation currently under consideration by Iowa Legislature.

- Was not a dues-paying union member and could not support some of their tenets.
- I feel that there was a time and place for unions, but don't feel that they would adequately represent me at ISU. They can set up a very adversarial relationship and I like that we don't have this as P&S employees; however, I do recognize that we are the most vulnerable employees. Faculty have tenure and Merit, the union, we have no recourse in that manner.
- It is unfair that Merit employees get more and bigger raises because of their union contract than the more educated P&S staff.
- I think that P&S employees have suffered financially and professionally over the past 10 years due to the 'squeeze' between faculty needs and merit unionization. In my area – [edit] -- we have seen our workloads grow exponentially, with no adjustments made to [work] load, compensation or support. Our job descriptions have not been reviewed in 14 years and are wildly inaccurate. Moreover, we are often compensated at a rate lower than those with fewer responsibilities, less education and fewer, more regular work hours.
- Against, not needed for P&S Staff, would leave University if implemented
- When comparing Merit staff and P&S staff salary increases it makes one wonder if it is time to consider a union for P&S staff. At the very least; it is time to discuss it.
- They union reps that I have had contact with are very unprofessional and come across as crazy.
- I think that this is a road that ultimately we do not want to travel. In most cases, the union does some good for members at the beginning, but then it takes on a life of its own. An example is when Merit staff lost jobs during the past because the union had negotiated a contract that has mandatory raises so the only way to save money was to cut positions.
- Not in favor of the union at all!
- I would not want union representation in a research position.
- NO UNION! I would be very much against this!!
- I think unions have strong value in protecting their members. I think that P&S staff could benefit from one.
- Not interested in joining a union.
- I would think it would be worth exploring. I generally think unions cause more harm than good, but I don't know much about how they would work for P&S people.
- I have worked at other state universities that give better raises and have a more adequate classification than ISU.
- I think the union has been able to raise those salaries of some of the merit positions to well above what is available in the private sector. I believe that many merit employees are overpaid and underworked. I'm unhappy about the 'overlap' of salaries between some of the merit system and the lower levels of the P&S system. The merit system seems to offer automatic raises and isn't based on merit. The %age raises given to merit employees seem extremely high and not often deserved. If the union represented all non-faculty employees possibly there would be some degree of fairness as to how the salary increase dollars are allocated to employees. It would almost certainly increase the %age raise for P&S since it is usually extremely low, especially in comparison to the merit raises.
- Sometimes unions are a good thing particularly when there is an unfair distribution of work and compensation and management does nothing about it.
- I prefer the flexibility of non-union employment. The current union contract leaves little room for employee's initiative or creativity in their jobs. If it is not spelled out to the minutest detail, it is not acceptable. The contract has become the maximum acceptability rather than the minimum standard.



- Under no circumstances would I want to participate in a union or join one and I will actively campaign against any mandatory requirement to do so.
- Unions aren't 'bad' organizations. They probably reduce employer bullying of employees. I prefer the flexible work environment at ISU.
- Self-focused not team oriented. Wouldn't go out of way to help anybody. I delayed lunch to help out with project on deadline - Union rep was there within the hour saying that they couldn't make me do that. I wasn't pressured, just figured it wouldn't hurt me to take my lunch a little later - Union rep acted like I was being mistreated.
- We need to do something as a group to receive fair compensation for what we do on campus. We do quite a bit of the teaching that faculty used to do, we advise students, supervise other P&S employees and students and yet, do not receive fair appraisals for what we do for the university. Our performance appraisals are not reflected in our pay-we do a good job and are not rewarded for it-it gets very frustrating to see merit and faculty employees being taken care of by the deans and university administration and/or their union, and no one listens to or helps P&S employees with their concerns.
- I am mixed. I think if you want to be in a Union that is ok, but shouldn't be forced to be. Yet, if a Union negotiates and works hard on behalf of your group, you should have to support that to benefit from it.
- I'm in favor of a union.
- Not really sure that is an avenue that I am willing to look at.
- Seeing the negative impacts of AFSCME on the quality of work performed by a large number of merit employees, I would not want to be a part of a union. There are enough employee protections in employment today, particularly for white collar positions, that a union is not necessary and would negatively impact the motivation of P&S employees to either perform quality work or suffer the consequences.
- I will not have union representation. Unions on this campus will destroy all working relationships this campus community now enjoys. They do not work and will only hinder the progress that is enjoyed on this campus.
- I would like to see tuition grant increased or for the amount offered cover more expensive grad programs. For example, reimburse the MBA program for a full three credits, even though it is a more expensive program. Also, I would like to see fees waived (like rec services and computer services) for ISU staff.
- I have heard some people say we should unionize. Having worked as a supervisor of unionized employees, the union would not fix everything. People need to understand that we may benefit in some things by being represented by a union, but would have to give up other things.
- If ISU is unable to give the P&S council adequate voice in issues such as fair salary increases then I think we should pursue a union as a way to handle them.
- It is not an option that P&S staff should pursue. P&S council members have a good working relationship with administrators and I think the union would jeopardize that relationship. It's evident that the administration tolerates AFSCME and doesn't invite them to the table to discuss issues.
- I have worked in both union and non-union environments. I prefer a good non-union environment. However, if management will not treat its employees with dignity and respect, a union is a must. Unless there is a vast improvement in the way P&S staff is treated at ISU, I believe a union is the way to go. I would recommend the Iowa State Education Association, to which the faculty at UNI belong.
- Not in favor of P&S staff being unionized.
- It was years ago and a very bad idea then and now.

- I am adamantly against union representation and would be very disappointed if the P&S Council wasted their time pursuing such foolishness.
- My husband was involved in union jobs and I do not feel unions were beneficial. They are an added cost to the employer and not needed.
- I am not in agreement with union representation.
- I am frustrated at the 'bumping' idea. We have a position open in my office and it is very likely that someone will bump into it that makes a higher salary than I do. Plus, we will not be able to decide who is the right person for our office. I'm also really concerned about the percentage of raises the merit employees get. It isn't that I think they don't deserve it, but what about the P&S people? Sometimes it seems that it doesn't matter how hard you work because you will never be monetarily compensated. If you look at my salary, you will know I'm not just here for the money :) but it is frustrating to see the unequal treatment.
- I don't favor it for professional employees.
- It should not be made mandatory for employment.
- There is power in numbers.
- I don't think union representation is appropriate or needed at academic institutions. Unions were very effective in the past and still may be in some isolated cases, but not at a university.
- If staff are treated as the opg states then there will be no need for a union. For the PS staff to continually receive compensation of such small amount that merit staff far out earn them with littler or no responsibility or education then you will see an opening for the organization of the PS staff.
- I think the council has been active and vocal enough in looking out for the concerns of P&S employees. My bigger concern is disparity within the system.
- Since P&S Council does not seem to tackle the difficult issues of salary compression and because the job classification system is tremendously out of date, I think it is time to consider a union. We need to get the attention of the administration to take the actions need to improve salaries and bring job classifications back in an appropriate order. Did ANYONE read the report 'Professional and Scientific Classification Compensation Assessment' conducted by HR Audit, Inc. in March of 2004? ... this report outlined a number of problems that are not being addressed 3 years later!!!! Time to take action and it appears that P&S Council is unable to do so!
- I believe union representation may become more important for P&S staff as more and more Merit positions become converted to P&S positions, thus making it easier for the university to lay off employees and control wages.
- P&S at Iowa State needs to unionize. The P&S council should help make this happen.
- Since P&S employees apparently have virtually no power in negotiation with the administration, and many seem to be viewed as 'easily replaced,' or 'a dime a dozen,' union representation might be something to seriously consider.
- I think my position needs to be represented by a union.
- I am strongly against union representation and would consider leaving the organization if such representation was a requirement as under current discussions in the state legislature.
- I would strongly encourage P&S employees to form a union. This will increase the negotiating power of the P&S employees at ISU.
- I do not think unions work for the good employees of an organization. I think that mediocre and poor employees use the system through a union to 'get' their employer. P&S employees do get the short end of the stick when it comes to raises, which I am not that happy about. We get what is left over after the Merit employees get their 10% and the faculty get whatever they ask for. I don't feel this is fair to P&S employees. However, I do have an



environment that allows me to work less if I have put in extra hours. My environment is family-friendly and when I need to leave there are no questions asked.

- I would not be interested in joining a union.
- It is clear to all P&S staff that they have shouldered the burden of budget cuts the last decade. Union representation may be the only means to having people respect the P&S counsel and its activities.
- I don't think professional people should be members of a union. However, some conditions at ISU make union membership seem attractive to some P&S people I know. Like salary increases that do not even keep up with inflation and totally do not compensate for excellent work.
- has both advantages and disadvantages
- I hope that the P&S does not become unionized because I have seen examples of limitations and abuse by the union.
- I don't think non-union employees should pay union dues.
- Have seen Unions bankrupt good companies. My experiences with Union employees have all been negative (conferences, transportation, on-campus jobs). Unions tend to provide validation for slacking off or being difficult IMO.
- I think it is time to consider unionizing the P&S staff at ISU.
- The merit system has had great benefit from the union. However, it negatively affects departments and units because of antiquated rules that allow people to move about without skill into more specialized jobs. No longer is a Sec III a Sec III--it's not a steno pool. We do not hire merit staff in our department because of the bumping and incompetence.
- I am leery of it.
- I'm generally in favor of unions and other worker rights issues. However, unions, just like any other entity can grow too large and excessive.
- I am not interested in union representation.
- I wonder about union representation sometimes since I clearly see that Merit employees and faculty (through AAUP) have more clout and P&S employees always seem to be comparatively at the bottom of the heap in advancement.
- not for me.
- The right to work law should remain as written and not changed by the Iowa Legislature. I am not a fan of union representation and do not believe anyone should be forced to pay a union to represent them if they do not belong to the union.
- In some instances, unions have provided positive improvements in working environments and wages. However, if the status of the right to work law should change in Iowa, and all employees working in positions covered by union contracts had to pay dues to the union, unions might not be as popular. I prefer to work in non-union environment. However, the current wage inequities between union and non-union (merit/P&S) positions is extremely frustrating.
- I don't think Union is a good idea for P&S.
- I do not want union representation.
- Wasn't the P&S system developed here on campus as a way to break AFSCME's power over staff pay/benefits?? Seems to be the case.
- I would pay union dues. In another job that I had in the private sector we were basically forced to 'contribute' to a PAC that paid for lobbying activities in Washington.
- I believe in unions. There are times when only the powerful voice of a group can effect change.

- It is a possibility as it seems P&S gets shut out between faculty and those represented by unions. Wouldn't want it to be mandatory for a P&S employee to have to be a member of a union, however.
- I think merit staff should not be required to participate in unions and pay union fees - it should be each individual's decision.
- In general, I think unions are beneficial for employees. My main concern about unions is that sometimes they institute rules that limit what people can do, preventing them from doing their jobs. Universities, in particular, need flexibility.
- I will quit my job if forced to pay union dues.
- Unions only represent marginal employees that cannot get ahead because of poor working habits. Good employees succeed and advance without the help of unions.
- P&S should explore the possibility of union representation.
- I will not join a union.
- No unions. They are a thing of the past!
- Sometimes I believe that P&S should be unionized. There are many times that P&S needs seem to be shunted aside because of the Merit system contract and the need to attract FACULTY!
- While a union is invaluable for bringing rights and benefits for employees that have traditionally been underrepresented in the organization, these rights and benefits should be incorporated in the rights and benefits of all employee groups in the organization so that all employees believe they are being fairly compensated.
- I would not be interested in continuing my job if it was covered by a union. I am a professional and expect to work as one!
- I think P&S staff have the least clout on campus. They are considered less than faculty, even though many hold PhD degrees. I further think the classification system does not fairly treat staff who are involved in faculty or advisor-type roles. I think P&S staff should Unionize.
- With the P&S council, I feel all representation given by a union could be done by an effective council. I feel the council should be more active in pursuing issues with state representatives. I feel unions provide safe havens for ineffective workers.
- My perception is that being represented by a union may hinder my ability to do my job by limiting the amount of time I could work.
- I do not want to be represented by a union. If I was required to have union representation or compensate a union despite not wanting representation, I would leave the university.
- I think the drawbacks outweigh the benefits. I am not in favor of P&S staff at ISU pursuing union representation.
- I feel that the merit employees and pay they receive because of the union does not represent the performance of the individual. Their guaranteed pay cuts into the increase for P&S employees. I'm not normally for unions, but P&S employees should develop one so that we can receive adequate compensation.
- Because the Merit Staff Union is so strong and because the President places so much emphasis on raising faculty salaries, P&S staff as a whole is severely penalized in salary raises. The P&S staff should put together a chart showing the cumulative raises across-the-board by classification group over the past 10 or 12 years and should take that chart to the press to demonstrate the relative gains that Merit staff and faculty have made relative to P&S staff.
- I'm not sure if this is the correct place to add these comments. However, it is apparent that Merit staff salary increases have far outpaced all other employment basis here at ISU. The lack of funds to support Faculty increases are sometimes addressed with special/targeted increases. This leaves P&S employees and graduate students with the remainder of the

increase pool, making this a last priority. Many individuals have a difficult time simply keeping their same standard of living while remaining employed with ISU.

- No thanks.
- There should not be unions on campus.
- I think union representation would give the P&S employees more equal representation compared to Faculty and Merit staff. I don't think P&S staff are mistreated at ISU, unless you compare how they are treated compared to the Faculty and Merit staff.
- In that job, the union almost went on strike. I was forced to be a member of the union because I was a state employee, but I couldn't afford to strike. In another job I had the option to be unionized; I dropped out after it supported anti-war [edit]. I thought this was a completely unethical use of union funds.
- My experience was positive. I feel union workers are better qualified for their vocations and the union tends to support employee competence and improvement.
- Union is a waist of time.
- No need.
- All employees should have the same pay raises and benefits.
- Union representation can be a powerful tool for equitable compensation and benefits.
- I believe that a union should be strongly considered at Iowa State for staff.
- [Edit]. I have at times felt the merit staff due to the union were more fortunate due to the union they belong to.
- In theory, I believe unions are necessary to assist and protect employees. I appreciate good benefits and pay raises. I also think that if one receives benefits from a union, a fee to the union is reasonable for the benefits received, without the necessity to be a member of the union (not a popular stance, I know). P&S employees have little to no protection from position cuts during a budget crunch, or any other time. However, judging by what I've seen in the merit system, union protection also allows average to below average performance and encourages a sense of entitlement. It is difficult to motivate employees who have hard and fast attitudes about their union rights and nearly impossible to move poor workers out of one's department/area. Bumping creates an inability to hire those most qualified and creates difficulties for departments. Job classifications and duties are highly variable and inconsistent in the merit system.
- I'm for the union. Maybe P&S would get a pay raise like the merit that will cover more than the annual insurance and parking increases! Merit receiving 7.5% increases plus comp time while P&S may get 2.44% is ridiculous. P11 - P15 are grossly undervalued in the university community.
- I do not believe that a union can represent the broad range of appropriate expectations that the diverse p and S staff have. I believe they can speak to global benefits issues but not to hours of work. I do find it disappointing that the merit staff are compensated at a level that is not matched for p and s, when many times the p and s staff are having a larger financial impact on the university's goals.
- Unions do more harm than good in an organization. I don't feel they're necessary any more.
- I would strongly be against P&S being a part of a union. I feel it would take 'my voice' away. I believe that too often unions are adversarial and union contracts prevent administration from making short term adjustments to salary decisions made prior to a budget crisis.
- I think it's important.
- I don't think that it is appropriate to the university environment. There is too much heterogeneity.
- Salaries of merit employees have certainly kept up with inflation unlike salaries of P&S employees. The entire performance appraisal system is corrupt. Supervisors simply give a

poor evaluation to reduce salary increases and in some cases, use the dollars for their own benefit. Too many cases of bias with supervisors. If an employee is not performing then they should be consulted more than once a year.

- UNI gets better raises than ISU because of the union.
- I think union representative can be very detrimental in working out problems and the solutions that are available to either party. I do not agree with the automatic transfer policy for merit employees at the university and feel that it has been a disservice to departments at the university.
- If a union is what it takes to get fair salary increases out of the state legislature I'm all for it.
- Opposed to it.
- Union representation is a good thing, in my opinion.
- I am all for collective bargaining if it makes wages commensurate with experience and performance appraisals.
- Be very careful what you wish for.
- Would like to have it.
- Conceptually important, the trick is in the implementation of the day to day.
- When a grievance is filed against a supervisor the merit employee is represented by a union rep. Since most supervisors don't have the union contract memorized, it would be beneficial to have someone from HR represent the supervisor.
- Guarantees adequate pay raises and benefits!
- Typically it seems to me that unions have outlived their usefulness.
- I do not agree with the Fair Share law that they are trying to push through. I think it infringes on my right to work. [Edit] now the money they want is the difference between being in the red or in the black.
- Protection for employees who only want a paycheck.
- I am NOT in favor of creating a Union for P&S Employees.
- I do not feel there would be any advantage to having a Union rep for P&S employees. It would create an environment of 'it's not my job' that we currently see from staff represented by the Union. ISU would not benefit from P&S staff becoming union.
- I do feel that unions can help resolve conflict that is otherwise not dealt with. Everyone's opinion is taken into consideration.
- It's necessary to protect all our rights, but unfortunately it allows the slackers to benefit along with the hard workers.
- I don't agree with union representation. I also do not agree with the current legislation to force workers to join a union.
- There should not be a union at a public institution.
- In many cases, unions are no longer needed.
- Employees shouldn't be forced to pay union dues or fees.
- Not that I am willing to write here. (It would take too long.)
- I see the P&S Council is recommending a 2.44% wage adjustment. That's totally pathetic. Even the food bill in the Food Court is up 25% over the last two years.
- Union representation seems to be more effective than an organization like the P&S Council.
- Unions have their place - anywhere employers have greatly concentrated powers, and have misused those powers. ISU is not that place.
- I think that the P&S Community at ISU is getting overlooked, and maybe union representation is the way to correct that, but I also don't want to lose the flexibility that I have with my hours. I think that we need to have a pro con list and look at all of the variables.

- [Edit]. I feel that the Merit people have actually lost benefits since union representation took over.
- It's great that it supports increases, but it also protects employees that perform poorly.
- I believe unions are out-dated and no longer serve a legitimate purpose.
- Well, given the fact the Merit Staff receive regular increases that far out weigh the P& S increases and given the fact that in my organization the P& S Staff carry the bulk of the work load while the Merit Staff get by with the least of amount of work and responsibility...I would say it should definitely be considered or the turnover rate for the P&S Staff will start to increase dramatically.
- If a union could provide 7% or higher wage increases every year like it is doing for the merit employees, then I'm all for it.
- I think unions have a place. Too much exploitation happens to P&S employees, at least in my department.
- Unions don't let Administrators with limited vision pass their failures down to the workers.
- I don't like it and am not for it. A union should not be part of the university.
- Union representation is not needed here.
- It is crucial to the organization and tithes workers but allowing grievances to be aired before dissatisfaction leads to a loss of productivity.
- I do not feel Union Representation always represents the employees in fairly.
- I would be supportive of having a union represent the P&S staff here at Iowa State. Our salary increases have lagged behind both merit and faculty. The policies in place here make it easy for administrators to take advantage of P&S staff no matter how long they have been here. We are expected to work additional hours without compensation and can be laid off easily if we it is determined that our position is no longer needed.
- [Edit]. When I came to the P&S job, I was at the top of the pay scale. Consistently, over many years, merit got higher raises, and got increases twice a year, which made it even more of a discrepancy. I see my staff paid better hour/for/hour than I am, when you take into account all the extra hours I work, and the fact that if they work any overtime, they either get paid or get comp time at time and a half. As a P&S person, I am being paid about \$2000/year less, [edit]. In addition, [sic. Long-term merit employees get more vacation than P&S]. The theory is that salary increase \$\$'s can be transferred from the faculty line to the P&S line, but the reality is, faculty come first, and when there are not enough dollars there, P&S get minimum. My raises have not reflected my good evaluations. Hour for hour, my staff is paid better. They not only get larger % raises, they get them twice a year, and when you figure in all the 'free' overtime I give, vs. the fact that they get paid or get comp time, I am not as well compensated as those I supervise. My supervisor does not insist that I work extra hours, but there is no way to keep up without doing so. Insurance benefits are also different for P&S vs. merit. My staff talk about what great insurance plans they have, and they don't have to pay anything. I asked [edit] why we can't have the same plan, and was told that 'supervisors can't be in the same plan' as merit. WHY?? Wouldn't this make a larger 'group' to spread the risk around? With regard to travel, I am allowed [edit]for one trip, while faculty travel is not limited in this way. I cannot afford to attend my annual professional organization meetings, because to do so would cost about the same as a family vacation. Faculty have their tenure and their retention packages when they threaten to leave, merit have their union, and we have nothing. I feel more and more squeezed. Perhaps at the higher P&S levels this is not the case, but those of us on the lower scales, are not paid enough to justify the extra work. I have a good boss, a great team, and I enjoy working with [edit]. I guess my main gripes are purely financial. However, I don't feel that the university appreciates the P&S staff in proportion to the load we carry.

- I am not in support of unionization. Their use is for situations in which employers grossly mishandle their employees. Professional employees have the ability to terminate their employment, and gain employment elsewhere, if under that circumstance. Unions in that situation tend to disrupt the ability for employees, especially professionals, from succeeding by excellence, and making their own choices, rather holding them to a uniform standard of the lowest common denominator.
- I would not like to be forced to join a union. I think Unions aren't as effective as they were in the past.
- If it would resolve unfair overtime practices and favoritism in my department, it could be beneficial. If union representation would insure salary increases for me based on my job performance rather than whether or not I have a degree, it could be useful.
- Unions can be too hard on businesses. I feel unions are important when the rich controllers of an institution.
- I find it interesting that P&S are not given a higher percentage in raises as compared to merit and faculty as we normally spend 60 hrs/week at our jobs. I also believe the reclassification system for P&S is a joke and completely political. It's who you know not what you know. Compared to the same position in other universities I am \$15 to \$20K underpaid.
- I am concerned about Iowa legislation that requires non-union employees to pay for unions for services. I do not believe this legislation is in the best interest of Iowans - union and non-union.
- Merit increases are too high in relation to P&S.
- This is an effective bargaining group for salary, benefits and as a communication network with staff.
- Get rid of the union at ISU. The purpose of the unions years ago was for a good cause now they just support lazy employees and they make it impossible to get rid of a bad employee.
- Wished it pertained to P&S instead of just merit when it comes to raises.
- Do not need one.
- Important part of increasing wages.
- Should always be voluntary on behalf of the employee, never mandatory.
- Keep it optional.
- I do not like the idea of requiring non-members to pay for contract negotiation services, or even requiring all to join the union. I do not feel that P&S staff would gain by having union representation.
- We are consistently asked to do more with less or for less and hopefully a union could stop that from being the norm!
- Unions sacrifice long term job stability and budgets in exchange for short term gains for their members. Unions also make it difficult to eliminate ineffective employees while simultaneously making it harder for effective non-union employees to advance.
- The wage and benefits negotiations were helpful but seniority being more important than performance was not beneficial. The union also did not allow for people to be moved into other types of skilled positions or allow the company to use employees in other work. I felt this was counterproductive.
- As a P&S supervisor of a troublesome Merit employee, the Union is not helping ISU become the best Land Grant university in the nation.
- I would rather the union be supportive of the effective employees and not the ineffective employees, or hold the ineffective employee accountable to work and representation expectations.
- I would welcome it.



- Based on the raises that the Merit people are getting in relation to P&S I would say their union is much more effective than are bargaining abilities.
- I don't agree with the fact that the unionized workers get a 6-7% cost of living and merit raise each year and P&S staff barely gets 2% most years. I also find it is very difficult to terminate employees who are not doing their job well under union representation.
- I prefer to be treated and viewed as a professional rather than as a member of a union.
- If forced to be a member of a union or forced to pay for the same through 'fair share' I will leave.
- The union is probably the worst thing about this campus. It constricts what is possible, and almost rewards poor performance. If the university is ever going to be 'world class', getting rid of the union would be a HUGE leap in that direction. I can't think of anyone who wants to hire a merit employee. P&S employees are cheaper and easier to work with - it is like you are working with a real person! What problem is the current merit system trying to solve?
- We must need it since we seem to come out last on all salary increases. The council seems to have no say or pull in this area, nor can they get early retirement or guaranteed phased retirement equally presented across the university. Faculty senate and merit employees union have all the say and power, so you might as well not exist!
- I would probably vote against union certification for P&S should such a vote occur. However, if a union were certified, I would join and participate actively.
- I would be interested in knowing what they could do for us. I feel that [edit] continues to increase the demands and expectations that we work more and more hours beyond what we are paid for and I would like to see something done about this. There have to be limits as we cannot continue to do this, especially without overtime pay. They see us as salaried and therefore we should be able to work 80 hour weeks.
- I am not generally a union person. I believe people should work hard and be rewarded accordingly. I feel like the union sometimes protects people who do not necessarily hold these same views, hide behind their union rep and do not take steps to solve their own issues.
- In general, I do not consider unionization appropriate for the type of jobs most P&S hold. However, the case for unionization may become compelling if the interests of P&S employees are systematically ignored or thwarted by the university administration.
- Forced Union membership is a bad policy, but forcing the union to represent a non-dues paying worker is wrong.
- Not interested in union representation!
- Absolutely against union representation.
- I prefer not to join a union, but issues like low pay and inadequacies between faculty and P&S Staff need addressed.
- From what I see of the ISU merit system it breeds laziness and does not lend itself to anyone working hard, in fact people are encouraged not to work hard. Why should they when they get raises regardless of performance. Union employees feel like (and rightly so) that they can't be fired and can get away with anything.
- I totally agree with all that unions are able to accomplish.
- I am not against it.
- Feels outdated given other protections available; loss of personal advocacy and choice.

## Appendix B: Comments to Open Ended Q51 (n = 270)

*Note: Six responses were omitted to protect the confidentiality of the respondents; others may have been edited.*

### Q51. Additional Comments from survey participants

- I seriously think more exploration into P&S Salary increases and professional development needs to be sought. This is a serious problem and needs attention.
- The P&S Council should represent all levels of the P&S Staff instead of individual needs. Have a more positive attitude toward employment at ISU.
- Please do everything you can to correct the salary inequities that the P&S staff have had to endure the past few years. Put into place a standardized means of employee evaluation. Put into place a supervisor/management training program.
- Unionization is an issue that must at least be explored. We need representation before the legislature as our influence on University Administration has fallen on deaf ears. The benefits of non-unionized collaboration have proven to not be effective over the last 10 years.
- I would be interested in more local training & development opportunities -- perhaps on-line courses through SkillPort.
- I would like to see additional vacation for longevity for P&S. Several merit people I have supervised accrue more vacation than I do. Not all current P&S employees started out at 16 hours/month. I was merit, and was already accruing 16 hours when I became P&S. It just seems that we should get something for longevity, too.
- The Question: 'My position information questionnaire (PIQ) is accurate and up-to-date.' I answered this 'neutral' because I have no idea what a 'PIQ' is.
- My previous P&S position required 70 hour plus work weeks on a year round basis while working with very sensitive and expensive lab equipment and long hours in the field. My current P&S position requires 45-50 hours on a continuing basis with some evening and weekend involvement. It has also changed dramatically from the position I was hired for [edit]. I have many duties not my initial job description, but cannot apply for reclassification until my 6 months is up. Also the [edit] declined to agree to participate in the special compensation program so that isn't open to me either.
- It's embarrassing and degrading to have merit employees making a larger salary than P&S management employees.
- There is a lot of overlap in job responsibilities on campus. If the university is serious about this new budget model, there will be much pain.
- I want to early retire. I am in my current job since [edit]. My supervisor is the main reason that I am not excited about coming to work. I have worked 50-70 hours per week since the beginning. My supervisor made the comment in a managers meeting that he didn't care how many hours we had to work because he didn't have to pay us overtime. This tactic is being used by reclassifying merit to P&S. It looks good at first but not so good later. I have no protection as far as job security being P&S. I am always 30 days from my last paycheck.
- Please Please Please continue working on salary increases for P&S staff. Although my salary is sufficient now, in five years it will not be. With no significant raise of income I will be forced to look for employment elsewhere very soon, which is sad because I like my job. It is also frustrating to have multiple merit staff who I supervise pass me on the salary scale even though I am the one expected to put in extra hours on nights and weekends.

Organizations that do not have upward mobility for their employees will lose the highly motivated employees.

- As a supervisor, I'd like more learning and development opportunities available to me. I'd like a place to go and talk with other supervisors to see how they have handled a particular situation. I've completed 12+ Supervisory Leadership. It was a good start, but everyone needs to be a lifelong learner. Change is always occurring and it is beneficial for supervisors to see if a change will better serve their needs. For example: As I have encouraged a more family-friendly work environment with flexible work hours and reduced extra hours, how do I, as supervisor, get the same productivity without hiring additional staff? Everyone enjoys the new environment, but productivity has been greatly reduced and those served have noticed.
- Better raises - 2-3% just isn't cutting it.
- The classification and compensation system for P&S staff needs serious attention. HRS is a monumental disaster and huge disservice to ISU employees and the campus as a whole. Either it needs to act like a real partner in human resources, or it needs to get out of the business.
- P&S Council leadership seems to pursue items that are a personal agenda. Feedback and comments from the P&S Council tend to be predominantly very negative.
- Salary increases below inflation rate are unacceptable. If merit staff can receive up to 7 1/2 % increase it is a lack of support by the university if P&S can only receive an increase of less than 2%. It is time that the university steps up to the plate or we take drastic actions to correct the situation. Is a strike in order?
- I have tremendous respect for the P&S Council representatives and the work that they do.
- I think current P&S employees should be given additional consideration when applying for similar or advanced positions within other units on campus. I feel it has been difficult to promote into higher P&S classifications on campus although I have several years administrative type experience at ISU.
- There should NEVER be an instance where a couple work in the same office. Fights during working hours, and one spouse getting by with everything should never happen in the work place. Experience should count for as much as a degree when applicable.
- I think a couple areas that the council are currently working on are absolutely necessary to work toward improving: 1. Terrible P&S raises over the past few years. 2. P&S staff supervising merit staff who make more money.
- It concerns me that the Merit employees receive pay raises that far outweigh the P&S and Faculty employees who are not covered under a union contract. It may be simplistic to say that by not adequately rewarding your P&S and Faculty staff with at least comparable pay increases to the Merit employees ISU may be showing them that unionizing is the way to go. Perhaps by keeping pace with the wage increases brought forth by the union for all employees the union is diminished in importance. I realize that I have very minimal understanding of union negotiations and this is a base observation. Thank you for providing this survey to respond to issues that are important to me as a P&S employee.
- Annual raises for P&S staff are severely underfunded and have been for several years. I understand the problems we had during the recession and budget crisis, but that has been over for a few years now, and annual raises have not improved much at all, much less made up for the years when we were in the middle of the crisis. Most raises the last few years (for anyone other than the administration) haven't even met inflation, and they should really be keeping ahead of inflation enough to also provide a raise for experience and continued or improved quality of work.

- The P levels are ineffective. Also, salary increases are pretty standard and not really based a whole lot on merit. Sometimes I don't feel valued for the job that I am doing.
- I felt like some of the questions I couldn't answer correctly. (For example, is money available for Professional Development, Yes but not fairly distributed.)
- I believe that when turnover rates are high at a campus unit, that the reasons should be investigated.
- There are too many P&S job classifications. (Overlap). I am not at the midpoint and there is no chance of me every getting to my midpoint or higher with 2% to 3% annual pay increases.
- Seriously need to look at the early retirement issue.
- Would greatly appreciate the use of a Flex debit card such as used by employees of other colleges and universities. Flex America issues a debit card to employees participating in Flex and the employee's flex \$ are automatically applied to this account. When a medical co-pay or bill occurs, the debit card (MasterCard) number is submitted for direct billing to the Flex account instead of paid personally by the employee. This eliminates the need for employees to submit requests for reimbursement for medical expenses.
- I have a new supervisor; my supervisor ratings in this questionnaire were based on the interim supervisor. I was told when I started at ISU that from time to time all P&S staff have to work overtime to finish critical projects, etc. I don't mind working 45 to 50 hours/week to get the work done and done right. But, even though the extra effort and sometimes exceptional performance are recognized and appreciated, they do not translate into a real 'performance-based' salary increase when average increases are 2 or 2.5% and co-workers are also great performers.
- In your future surveys, you shouldn't limit the gender selection to male/female. Consider adding transgender, male-to-female, and female-to-male on there, as there are several P&S employees on campus that don't 'fit' into male/female, but would 'fit' into the above three additional areas.
- If the University has fair and equitable policies and procedures, implements and monitors them with integrity, and is transparent in dealing with employees, then a Union is unnecessary. The President and his administrative staff should set the standard for ethical conduct and all employees should be consistently held accountable from the President to the custodian.
- Both Eaton and Jischke promised to give major raises to P&S in conjunction with the faculty raises. Both presidents left and nothing was done. I am sick of getting the leftovers. The merit employees may get twice what I will get and faculty will probably get more. The time has come for P&S to get what has been promised, no excuses.
- I needed to be able to answer 'no experience / not applicable' in some of the areas that asked for a rating. Also have changed supervisors in the last year so the one who did my annual review was very bad (he lost his job) but the one I have now seems very good but we haven't gone through the review process yet. My last annual review occurred AFTER pay raises had been established - depts/colleges need to follow the rules!
- Work together to resolve concerns and issues - be fair, honest, open and respectful.
- Thanks for all your hard work. I imagine you hear much criticism but working on finding solutions is the role of P&S Council. I know you are out their fighting for us, thanks so much!
- In the last several (10) years our cost of living raises haven't even equaled the amount of our parking fee raises. The system for distributing the raises is unfair and our health benefits stink. We have no job protection if our boss wants to arbitrarily cut our hours of eliminate our job. We have no protection from supervisor harassment in spite of what the University policies state. WE NEED A UNION!!!!

- Having a union would have helped with the 1% 1.3% raises that P&S suffer...I feel like faculty is the upper class, privileged with all the money and supported by the prez and all the deans, merit is the protected class and P&S is the middle class that always gets the short end of the stick financially because there is not any power behind all the voices. We are the troops that are sent into battle devised by the faculty and cheered by merit.
- This survey should have been a paper survey if you wanted accurate results. Most people don't believe a Computer based survey is anonymous. I think the system used by HR for classifying any of the IT roles on campus should be completely revamped. The current system has NO basis in reality. The current system ONLY allows individuals involved with central IT to hold titles that are analogous to the IT industry, and the current system places higher value on the central IT staff, where in MANY cases the distributed IT on campus is required to be more innovative, hold more responsibility, and be more accountable for their actions. Thank You.
- Why is merit continuing to get better pay raises? Why do we have to spend time reclassifying? I have been told for ten years to reclassify - in any other business I would have been promoted without having to spend time tooting my own horn. I've passed up \$25,000 in income because I have been more interested in helping others. Now I need to find my own revenue so I can report on my performance review how much money I have contributed.
- [Edit]. [sic. My location] insulates me from a lot of the issues that might impact the greater P&S staff. It is not easy to find information about professional advancement on the web site and to understand how I personally could continue employment at ISU if my Faculty member cannot continue to find grant money.
- I like my job and my co-workers but am seriously job hunting for a better financial arrangement. After 10 years of employment here, I'm still in the bottom 1/3 of the pay scale.....while I listen to faculty complain about how much they don't get paid.
- I have only been here 4 months and it was not a choice in the performance review area.
- Overall I am satisfied with ISU Benefits, except for one glaring oversight - maternity leave! ISU's maternity leave policy is appallingly poor. In fact, ISU doesn't really have a maternity leave policy at all; allowing people to take all their accrued sick leave cannot legitimately be called a policy. After dealing with maternity leave, the university should develop a meaningful paternity leave as well.
- Get off your combine assists and do something for us that is tangible. Talking about no smoking issues and other bull does not make me think you know what is important to the average employee. We need raises that mean something and are not the left over's the University has given us for the last five years.
- I would really like home officing to be an issue. ISU has provided me all the technology to office from home in bad weather, but I have a minimum three hour commute every day and a seven and a half hour round trip drive for meetings in Ames. I didn't count my drive times in the extra hours worked question.
- I have a teaching position, so some of the questions do not really apply to me.
- I think the way the university handles pay increases is sometimes unfair. There is a lot of unequal pay happening across certain divisions on campus with certain units/people having an easier time getting reclassified and pay increases. I think someone needs to take a good look at the practices being done and make it fair across the board. Some units are hiring individuals above the first-third, while this practice was said to not be a 'common' practice among all divisions it has been done. This can create numerous issues with some individuals making more than others even though they have similar backgrounds and experience.



- From my view budget cuts are targeting P&S and merit. Those of us who are left need to do more with less resources and without being compensated for the additional responsibilities or hours we are expected to put in. Unless compensation is increased a brain drain should be expected into the private sector.
- Stay away from a P and S Union.
- STREAMLINE EVALUATION SUPPORT INFORMATION.
- Questions regarding salary increases are difficult to answer given the limited resources available to adequately reward employees for excellent performance. My boss does an excellent job of explaining the budget situation and providing positive reinforcement to me and my colleagues though he is not able to reward excellence with salary increases.
- We need better ways to hire, promote and reward staff. Being repeatedly told that we cannot interview people who are exceptionally qualified for the jobs we are trying to hire for is frustrating and detrimental to the unit and the university. Being repeatedly told that there are no ways to reward long-time staff, who reward us every day with their knowledge of the university and knowledge of the jobs they do is detrimental to the university. We need to stop being afraid of telling good people that they are doing a good job and we need to stop believing that people only stay in jobs for long periods of time because they are too mediocre to go someplace else.
- The current HR rule of requiring 6 months of duty in a new assignment before receiving pay for that new assignment is ridiculous, especially for employees with proven records who are clearly qualified for the positions.
- I work in research and my salary is supplied by grant money. I feel that what I do is important and that my faculty supervisor is an effective and considerate leader. His hands are pretty much tied, though, in what he'd like to pay me, especially when the funding is as 'tight' as it is. Overall, I am compensated well but I think I am worth more. Not sure how that can be rectified.
- The only reason I have not left the university is the benefits. Pay is 30-50% under what I feel I should make, especially if I worked elsewhere. In addition, reclassification is nearly impossible. My last reclassification took nearly 3 years, and by the end I felt strung along enough that I wasn't even happy when I got it. I nearly left.
- The current P&S pay matrix does not adequately take into account the variances in compensation among different professions. The problem is particularly acute in the computer related fields where ISU falls far behind in its compensation to its scientific staff.
- I definitely feel that in some instances the policies and procedures that help determine P&S positions (most notably with Classification and Compensation) are outdated and do not truly represent today's employees. The idea of 'restricted' titles based on which department a person works for is absolutely ridiculous.
- The P&S council needs to stay focused. People have to realize that when accepting a job here at ISU one should know what they are getting into. Trying to make a 'soft money' position a full time position seems to be consuming a lot of time. Also the P&S council has to realize that we do not have a salary matrix like the union employees. We have salary guidelines.
- Please share this information with the P&S employees; it's my understanding that these surveys are taken but not shared with us. I'd like to see the overall results, on a webpage or published, either way.
- Would prefer to see higher salary increases and overall increased base pay rather than payment for overtime.
- It's a shame that, generally speaking, in order to get a significant pay raise you have to reclassify the job. P&S employees should be able to move through the pay matrix for a job well done without having to reclassify. Having to keep an office of say 3 people at the



average pay increase for the entire P&S staff means that nobody in that office can ever get a significant pay increase for just doing the job well.

- As a staff member, I feel there is too much bureaucracy. Too much aversion to risk; we're afraid of our own shadow. Can't get done what needs to be done due to process obstacles, such as central HR and purchasing. Lack of overall customer service from one department to the next.
- On the P&S Professional Development grants, I think I missed the deadline for applying. This was not an option to choose for why I didn't apply.
- The survey did not account for all of the reasons for required additional work hours I put in which is frequently required for travel. In those cases, I have the option to take comp time (informally) when I return. My supervisor is very supportive in helping each of us in the unit balance family time and work time, which improves my job satisfaction, loyalty and production. In terms of the equity and fairness of the classification system, I see clear differences in job tenure, job security, salary, and other rules and regulations governing P&S versus merit staff, which may warrant exploration in Union representation if successes in these arenas cannot be achieved in other ways.
- I feel the need to qualify my performance review answers... My past supervisor spent time evaluating me in a 1:1 BUT! She never submitted anything to me in writing OR to my new supervisor, so there was no paper trail for my excellent review. I rec'd less than a 1% raise in salary, so there was no benefit, even though the process was (partially) followed. And there has been no one willing to follow up or check into it. Additionally, at ISU, unless you as the P&S employee, take the time (many hours) to rewrite one's own PIQ, my sense is, it NEVER gets addressed. In fact, NO ONE seems willing to spend the time it takes to nurture the work place needs of P&S employees. It almost seems like the administration prefers it this way to marginalize us and attend to us less., so that faculty can be pampered and supported well. Where are the rewards, meaning increases in pay based on excellence???? The current system ignores our strengths. Unless we are willing to take heaps of time to nominate our own, for the very few awards that come with money OR, re write our own PIQs, WHICH TAKES EVEN MORE TIME, we are held down by the current P&S system. Most of us can barely take off the ample vacation time we earn due to work load. The system is flawed.
- Job security is a huge issue for P&S staff. We are the most vulnerable class of employees to job loss in times of budget shortfalls -- faculty have tenure and merit staff have arrangements through their collective bargaining units to protect them, where P&S have little to no protection. As someone whose funding has been unstable since the day I was hired, I can say it's very stressful to not know from year to year whether my job is secure. This stress definitely impacts my morale and performance.
- I appreciate your efforts to conduct this survey.
- P&S Council does good work - it's just hard to push issues forward from such a weak position (i.e. advisory body).
- Survey's dealing with departmental supervision should be mandatory for all departments. Our department offers NO WAY to evaluate our director. The first section of this survey should be modified for departmental usage as part of the evaluation process for department heads.
- We are losing way too many good P&S employees due to the lack of annual raises. I started here at Iowa State in the merit scale. Ten years ago I 'promoted' to the P&S. Since then I have been given another promotion. After 10 years and two promotions, I am currently making the same salary that I would be making if I had stayed in the merit system at the same classification I was at when I took a promotion to P&S--because of the amount of cost

of living raises the merit is receiving versus the P&S. Oh yes, I would also still have 25, now 35 years of seniority. Instead, I'm being paid the same salary and can be given a 90 day notice of termination. P&S needs help!!

- ISU administration wants the P&S council to make recommendations, etc. I would like to see a concise report stating how administration has accepted/responded the recommendations put forth by the council. Administration has to react to the Merit unions and can ignore P&S council recommendations. P&S staff are last to receive raises and first to be eliminated by forced staff reductions. We are the most vulnerable and receive the lowest pay increases of ISU staff. However, the P&S work force is highly trained and performs critical functions for this university. We are a dedicated group of professionals with a high work ethic. We put in more hours, we extend our job responsibilities, we do whatever needs to be done! We do not limit our daily tasks to a stated job description. P&S employees should be valued and rewarded.
- There are not enough job titles and descriptions to separate the actual duties that are performed by the same job title in different departments. The pay is inadequate for the level of responsibility and there are many other people on campus with the same job description that have less responsibility (and some who have more).
- On question 40 -- one of the biggest detriments to using the P&S prof dev grant is the lack of timeliness of the award. Council needs to explore a way to make those funds more immediately available for staff who need them. That's why none of my staff ever use the program.
- A few years, P&S council investigated the salaries and increases in the lower P&S levels - they found they are so far behind...but nothing has been done to correct that. Merit, faculty, and upper P&S people continue to have decent salary increases. The lower P&S do not. That is frustrating.
- Regarding questions about performance evaluations - it looks very fair but it still is a process of what the administration wants to do versus what the employee has done.
- Land Grant Colleges and Extension services in all states are having serious financial difficulties. Slowing downsizing does not work. It just makes everyone miserable. Strongly suggest establishing core services/goals and cutting off the rest. The public or legislature will not perceive a problem until they SEE the problem. Cut your losses and downsize now. Reduction-in-Force, early retirement, etc...Be bold and decisive and do it now!!!!
- Get Shared Governance.
- Get a clue!
- Work on the P&S job classifications. Require units to develop levels that allow for advancement. Find a way to include years of service as part of an employee's value to the university.
- My position is unique - don't know anyone else with a similar job description in the 16 years I have worked for ISU. I have lots of responsibility and am given lots of freedom to set my own hours to get the job done, work from home, etc. I rarely interact with other P&S staff except occasionally as mentor to younger technical specialists. I believe P&S Council is important for 'collective' action - it just doesn't apply to me. My salary is probably very low for someone with my qualifications, but I have the world's best boss, great co-workers and the flexibility and responsibility I want - no amount of salary could be worth more than that.
- I am too far along too remember which questions, but some of the early questions were difficult to reply to...a 'N/A' or 'Do not know' option should have been provided. P&S tuition grants should be increased or 'unlimited' each semester. I also think it should not be tied to one term only. The staff member and supervisor should be able to determine the appropriate limit on the number of credits that can be taken.

- I am a very NEW employee so that is why some of the questions were answered the way they were.
- Please work on wages, hours of work and conditions of employment and quit wasting time on who gets to smoke where. I am a non-smoker and the amount of time spent on that issue was stupid.
- #1 PRIORITY - P&S Base Salary to be reviewed. The majority are significantly below market. I have many times witnessed the loss of an exceptional P&S staff person to another job outside the University due to insufficient base salary. Then we turn around and hire at a base salary greater than the salary level that would have kept the exceptional, experienced person. Terrible P&S system for retention of good people.
- I really believe there needs to be continued work on the P&S Classification system and salaries. It never ceases to amaze me that a person can be hired to do the same job as me and earn more than I do with 10 years of experience in the field. VERY insulting and degrading for P&S staff.
- I have often lost vacation because of job expectations and responsibilities, and am often maxed out on vacation accrual. Over the past 7 months I specifically lost 40 hours vacation due to this. It would be nice if there would be opportunities within limits to turn vacation into additional pay in these kinds of situations. I'm not sure what problems this creates as I have not thought through this. I left my last formal review date blank because it was outside of the timeframe options listed (over 18 months ago). We were going through a lot of projects during this time and my supervisor requested we postpone it. I fully expect a formal review will ordure this June but that will have been two years. A big issue for our unit is a lack of team spirit. The current head has not provided us with clear overall strategic planning work or direction as a unit.
- I would like P&S Council to explore offering assistance to cover the cost of the fees portion of tuition and fees in addition to covering the cost of tuition. I would also like them to look at a way to provide this support prior to the taking of the class. The way the current system works I am unable to afford to take a class because I cannot afford the fees but also cannot come up with the full cost of tuition and fees on my own. This system only seems to work for those who do not need to rely on every bit of their paycheck to make ends meet.
- I think it is a shame that we are an educational institution yet as staff we have to pay for furthering our education at Iowa State University.
- This survey should have asked about length of employment in P&S position. Several of the benefits which were asked about I have not been employed long enough to participate in. I did not know that a person could participate in P&S committees without being on the P&S council.
- Comment about survey questions: I didn't like the question about professional development opportunities available at ISU. I think there are opportunities, but not necessarily the right ones.
- People in my office who were hired after me who have far less experience and education and less work load make \$5000 more a year than I do, one in a position ranked lower than me. I did not receive an annual review last year and was given a 1.5% increase. I routinely work 10 hour days and continue to get new duties assigned to me. I've been told no adjustment can be made.
- Yes, raise pay levels for P&S Staff.
- P&S employees should not be expected to supervise merit employees who make more than them. The P&S salary should be increased or they should not be expected to supervise.
- See comments related to unions - fit better here.....
- Where do I get list of the different committees, which I could help on?

- Council needs to help P&S staff be more valued by faculty and other administration. Too often, I hear that P&S staff are here only to serve the needs of the faculty -- this is both demeaning and wrong. The P&S council should also take a stand on the balance between ISU as a research institution and ISU as a teaching institution. Also, where this balance fits within our land-grant charter. This is NOT just a faculty and administration issue.
- If P&S staff are valued at ISU as much as Merit staff and faculty, for our own unique contributions, then I would like the Administration to make more of an effort to provide funds for salary increases that at least meet cost of living.
- Changing the rule that doesn't allow experience to be substituted for a degree doesn't allow a long term employee a chance for advancement. This was changed after I came here, when that was possible. Now new employees with 1 year of experience can be promoted over me when I have 17 years of experience at ISU and 27 in my field. Having that piece of paper is not going to change my ability to do the job.
- The issue for me is not unionization, but equity in pay increases for P&S staff with the merit system.
- Pay increases for P&S staff have been far too small for far too long. P&S employees keep this campus running but are not rewarded for it. Most merit employees I work with are here to do the minimum amount of work to keep their jobs. From the P&S point of view, this inequality is apparently ignored by personnel and administration.
- P&S employees need more protection from supervisors without having to leave their job to preserve their employment. White males need to have rights to positions on campus. Work experience should count equally to a degree - especially if the degree is not in a related field.
- P&S salaries and compensation system is not comparable to other positions on the market. The system for raises is impossible to comprehend and severely limiting. As the structure currently stands, the only way I could ever achieve a salary above the bottom 25% of a grade is to stay in the same position for years. As a young professional, I do not foresee myself being able to remain at ISU, given the inadequacies of their compensation system.
- Based on the merit system, it is very easy for a P&S employee to be let go during budget reversion. The merit employee has a chance to transfer easily to another area. Granted, P&S is more specialized, but by simply eliminating a position you are gone. I would like to see more work done to safeguard P&S jobs or have a way to be transferred to another area. Again, this is harder to accomplish, but I see that most departments do not keep funds to retain quality P&S employees in hard times. I would like to see work in this area or having assistance available in finding another job set up for P&S staff who have had their position eliminated.
- Please think about increasing the tuition grant to six credits. That would really allow us to further our education. Three credits is not sufficient.
- Iowa State's staff pay scale and classification system are completely ineffective, and performance related pay increases are nonexistent. These inadequacies promote animosity between units and even between coworkers. The university must find a way to make pay equitable across the board.
- It would appear there is a problem with the scope of influence of the P&S Council since there was a problem in finding enough candidates for the upcoming P&S Council elections. Serving on the Council is very time consuming and can be perceived as a waste of time and effort if the Council doesn't have the influence to foster the changes determined necessary by the P&S employees it represents.
- Neutral answers indicate that I feel there are variables to the situation given, and depending upon the variable I would give differing answers. For example, I don't think it's unusual or wrong to expect P&S employees to regularly work overtime; however, when the expectation

is not required of all P&S employees I do not think it's right, especially when there is no salary adjustment to recognize the employees that regularly work OT.

- Please reinstate early retirement I haven't had an evaluation since July 2003.
- The pay matrix is set up so that longevity is NOT rewarded - there is no method to advance short of moving to a new job. This only creates inefficiency for the university and poor moral for P&S employees. At a previous university at which I worked, you were advanced along your pay grade with years of service. You knew that you'd reach a maximum in that position after about 12 years, but at that time you may be interested in a different position or had the possibility of reclassification. You never felt that you were discriminated against pay wise because someone was hired in an identical position, but at a higher rate simply because they were newer. This has a tremendous affect on morale. The pay matrix and how it is applied is probably the reason that a union is even discussed. The part of the reason that many P&S staff supervise people with higher pay is that the Merit union has negotiated a pay matrix that does reward longevity. If the university and the P&S Council as the representative body revamped this system, more work can be accomplished simply because people are happier in their jobs. The other topic that I see discontent is that some positions on campus are heavily loaded with duties due to the nature of the position, which have dramatically increased over the last 10 years or so. For that reason, people in those positions don't have time to participate in the P&S Council and are effectively ignored by the Council. My position has duties that cannot be effectively completed by one person on a 40-hour per week schedule. I would gladly give up a salary increase just to have another person to help.
- I believe it is very important to provide long term employees with an early retirement incentive program. This would be a way to reward these employees for their many years of loyal and dedicated service to ISU. This program existed in the past and was discontinued because of various reasons. Other institutions similar to ISU have such programs. This program could be based on years of service plus the employee's age.
- DON'T UNIONIZE US!!! P&S reclassifications should not be posted as job openings. I think this is done as an EEO requirement but what it does is create discrimination rather than prevent it! Just promote people who deserve it!
- It's embarrassing to receive just over a 1% salary increase and get notice of it by mail, not from my boss. [Edit]. I enjoy my job, work a ton of hours, and feel my salary is almost fair and nothing would cause me to look elsewhere for employment EXCEPT what I stated above. It's not a money issue, it's a respect issue. To tell someone they are doing a good job and not even give them close to a cost of living raise is poor. Then to try and justify it with all the boo hoo on our finances, we shouldn't be penalized for poor management in the past or from those above us. [Edit]. Most of us are fairly intelligent; don't patronize us by treating us poorly and telling us we like it.
- Many P&S salaries are lower than Merit Clerk or Secretary positions. I know the P&S counsel is looking into this. But it still remains a serious problem. There are several situations where I work where the supervisor's (P&S) salary is lower than the person he/she is supervising (merit).
- When a P&S person is supervised by faculty, I think it would be beneficial to ask staff that they supervise and work with to have some input at the time of their review. My experience shows that the faculty-supervised personnel in our office do what they want, when they want with no real accountability. If they have good people working for them, no one seems to notice that they don't do much real work.



- I would like to see more specific training opportunities for supervisors. I think supervisors should play a more active role in what to eliminate from duties and what to continue to fit the mission.
- I like what I do, I am well qualified, and I do a great job. I have to take on way more responsibility and hours of work than I am currently compensated for. If I worked for a private business I would be paid significantly more. Because of this I am looking for jobs outside the university and if I take one I know my unit will suffer.
- In regards to early retirement for P&S staff - yes, we should have an early retirement plan ... You asked about continued benefits - for early retirement, medical insurance is a big issue. Explore the possibility of converting sick leave that has been earned and not used to a value that can be used toward medical insurance.
- My spouse is also an ISU P&S employee. At the birth of our child we discovered the 12 week FMLA leave is combined for spouses, not 12 weeks each, but 12 weeks combined. I claimed the 12 weeks because my unit insisted. He had permission and support from his unit to take leave for 8 weeks following my return to work, but with no FMLA protection. Why is the FMLA combined because we have the same employer? If we had different employers wouldn't we have 12 weeks each? This was very disappointing and frustrating. It doesn't make sense.
- I have always received excellent job reviews and am told several times I have received the max the department is allowed to give for salary increase due to the budget constraints, which are a pittance. I have seen merit increases and positions by pass me in salary and that is a sad state of affairs in my opinion.
- Continue searching for non-food items to convert into motor fuel.
- Extension is a great organization to work with but we have to be careful not to expand geographic coverage areas to the point that field specialists are overwhelmed.
- Please help us have representation to university administration to make sure we are taken care of and appreciated for what we do on campus to help promote and make the university what it is-it seems like we have the council who diligently meets and tries hard to accomplish important goals, but no one listens and it becomes a 'complaining session' where nothing gets done or accomplished.
- Re-instate early retirement.
- I think that the opportunity to expand your education while working at the university should be highlighted and encouraged.
- Our Supervisor does not nominate any staff for award. Our opinions are not respected. The prescription coverage with Medco is terrible.
- Unions are not needed for P&S employees on this campus.
- I would take early retirement if it provided just medical benefits. I'm not sure how happy I am going to be with the new HMO. I liked the last one.
- Teach supervisors how to do worthwhile evaluations. Give them a template or something that is more than us employees doing all the work to provide information.
- I have more than one supervisor, so your questions regarding supervisors were difficult to answer. It might be my ignorance, but my impression has been that P&S Council does not seem as relevant to or that interested in issues of Extension employees in the field.
- The current classification system does not adequately account for hazardous or difficult working conditions. Salary increases have not reflected added responsibilities or the frequent overtime.
- I wish that ISU administration was more supportive to departments. Often our department feels that we are not a priority to the university and therefore have reduced need for funding and ISU Foundation fundraising.



- I have served on council and understand the hard decisions you are faced. We are such a diverse group and it is hard to have only one voice when you represent so many different classifications. It is frustrating to get 'what's left over' at salary increase time because the university has to fund the contract employees and then faculty. We need to push hard to be recognized and have a voice when it comes to salary distribution.
- Currently there are too many members on P&S Council to make it effective. I think a smaller council and representation by college or area would be a better method of choosing council members. That would allow council members to know those they represent and understand the issues important to those areas.
- I would like the council to show some interest in issues concerning older employees
- Some of the questions obviously are stated from the viewpoint of someone in an administrative or managerial capacity rather than someone such as myself who is a scientist with specialized knowledge and expertise. How do you evaluate a department head who is above your supervisor but isn't an effective administrator. Pay raises in my position are not tied to performance which is frustrating. I'm very good at my job but other people I work with get the same raise as I do even though their performance is below par.
- My co-worker is a(n) [edit]. I have been in the P&S system for [edit] years as a(n) [edit]. s/he makes almost 7000.00 more a year than I do. My job responsibilities have increased greatly. I feel my department has started a hiring practice to hire into the P&S system instead of merit to avoid paying the salary increases that the merit folks are getting. I have been with the university for almost [edit] years and have enjoyed my work a lot; however, as my responsibilities have increased my salary has not. As the stress of my job increases, I feel resentful that I am not being adequately compensated for the additional work nor the knowledge acquired to get the job done. Merit employees covered by a union have fared much better financially than P&S subjected to the money saving raises that the administration has handed down to some of the universities most productive employees.
- Thank you for your work! I appreciate your efforts on my behalf and the access to tuition grants. It would be great to be able to take more than 3 hours per semester.
- Thanks for all you do for us!
- I have worked at [edit] for over 8 years and I am still at the bottom of my pay scale. My workload has increased tremendously, but my pay only goes up 2% each year even though my evaluations have all been outstanding. I know that new employees are being hired in at my grade for more than I am making, and that is very frustrating.
- We need a policy that addresses employee on employee violence in the workplace. There are measures in place to address the employee who commits the violence, but nothing that helps those employees who are victims or witnesses. I will be contacting my P&S Council representative to see what the P&S council can do to help push the ISU to have a policy that forces HR to offer the resources in timely manner to help the victims and witnesses deal with the aftermath. No one should have work in an environment for months at a time with a co-worker who repeatedly exhibits violent behavior.
- I do not know how much longer that I will continue to work at ISU, I think that the conditions that I work under are horrible and I have worked in many places. I do not feel that the work I do is valued, I do not feel that I am respected or treated fairly, I do not feel that the work I do or how hard I work has any impact on my performance evaluation or the raises that I get. Unfortunately half the people doing this type of work are union and they get huge raises and are the people who call in all the time, come to work late and do generally poor work but it does not matter. I feel that at times I work in an abusive environment but nothing ever changes even when our supervisor is aware of this. I love ISU, I love the students that I work with but I am not sure that I can hold out for those reasons

much longer. Probably more than anything, I feel like I cannot change any of these things. Thank you.

- WE have to start treating people as they matter or the morale of the university will continue to drop, until good people start to leave.
- As a long-time employee, I have gotten tagged with multiple pay freezes [edit]. However, remediation following the lifting of the freeze has been minimal. Equity corrections seem to be in order, but salary formulas and/or lack of funds has prevented any meaningful correction. What category does that fall under?
- I feel that pay raises based on excellence in performance are difficult to obtain given the budget situation. Additionally, my immediate supervisor is aware of my job responsibilities and values my work efforts, whereas the department chair and college dean do not have a strong understanding of the value of many P&S positions. I am concerned about future budget decisions that could significantly affect P&S positions.
- The tuition grant did not limit how many credits I took because I had an agreement with my spouse how long it would take. The amount was insufficient. I think that a reimbursement program with a guarantee of continued employment would be worth exploring. I don't want to be part of a union because of the 'Fair Share' disguised union dues. I do however get tired of the merit subject to the union negotiations getting 2 increases a year when the media represents it as one. I think it should be periodically required that units make sure their employees know the benefits available. Our unit discouraged certain benefits from being used like emergency leave in the past and the current head of the administration has a different internal policy. The previous head's people are still around and allow more use, but are careful to not notify employees of changes in internal policies.
- Read the Assessment completed by HR Audit, Inc. and DO SOMETHING about these issues!
- I served on the P&S Council in the past. The current council is a shadow of the dignity and hard work of past councils. Many members of the current council take themselves too seriously and are somewhat corporate, fake and condescending. Get over yourselves. I believe the current pay matrix and the shifting of the mid-point to make sure no one can advance is a farce and quite contrived. I have not had a substantial pay increase in 9 years and as a result I am about to go bankrupt. I love my job, I hate my pay and I can't stand the members of the [edit] committee, especially [edit] who seems to only care about the bottom line and not people's medical needs. As a result we ended up with a truly lousy prescription plan with Medco. The only reason I am able to manage my prescription costs is due to my pharmacist discovering and utilizing loop holes in Medco's computer system.
- The salary scales are very low in comparison to businesses even taking the benefit packages into consideration.
- As a P&S employee, I have no chance for advancement, the minute raise I receive has nothing to do with job performance, in fact these raises have actually been in the negative for years, I have been a university employee since 1993, & am in the lower half of the pay scale for my level. The raises received by the lower pay grade P&S employees do not even equal the cost of living. But those in the upper ranges are still getting a good percentage raise, what ever happened to the P&S employee like myself getting similar percentage raise as the faculty. We are supposed to be considered Professionals, but I feel we are at a great disadvantage, and we are the ones getting lost in the shuffle, at least merit employees get a cost of living raise in addition to another raise and can top out of their pay range, & later often move up, they have a union to fight for them- we have no one. The questions asked pertaining to 'immediate supervisor' could not really be answered as I would have liked, as her hands are pretty much tied in what she can do. Our [sic. unit leader] is an ineffective

supervisor and won't give our supervisor the support she needs. I feel the P&S classifications are a joke and the university has a long way to go to make it right for us.

- Thanks for your efforts on our behalf.
- I think the P&S council should do more of this type of survey; it seems that the majority of decisions are based upon the council members and their agenda. They also need to do a better job on letting the employees know who they are and what their purpose is. The AFSCME reps go to new hire orientation, how come the P&S council doesn't? I'm sure they would welcome you there.
- The most important issue that the university needs to address for P&S staff is to set up some kind of horizontal position advancement potential in addition to some vertical movement (career track, whatever you want to call it).
- I like the challenges of my job, but have been very disappointed in terms of salary - I have lost purchasing power since joining ISU - raises do not reflect performance and do not keep an employee even with inflation. Faculty get all the salary concern at ISU except Merit, which has the union to assure equitable salary treatment by the university. So P&S is always getting the short end of pay increases.
- As long as I've been at ISU (28 years) the P&S system has not worked. It's a system that exploits people and has no built-in reward system. We are an institution of higher education but education really isn't rewarded. Administrators have sat idly by as merit system salaries have surpassed P&S staff. How many P&S staff have secretaries with higher salaries? This is ridiculous and needs to be exposed to tax payers. I have often thought that this would make for a good story in the Des Moines Register. If the new Provost doesn't address this and try to figure out a way to fix the P&S system, then unionizing is the only recourse.
- P&S should not have to keep track of every minute they work. P&S should be allowed to attend council meetings, trainings, etc... without having to make up the time. MEDCO IS TERRIBLE!!!! Medco is the absolute worst company I have ever had to work with. And now with their new restriction of purchasing only a 1 month supply is ridiculous! Didn't anyone check their credentials? Just surfing the web you can see that they are a terrible company. At least the retiree's were allowed to switch, I can't wait until the rest of use get to!!
- P&S Tuition grant: classes are free if you go to DMACC or AIB, but cost nearly \$200 for 3 credits to attend ISU classes because tuition is covered, but fees are not. Since ISU tends to try and hide their tuition increases in increased fees so the tuition increases look smaller. In addition, almost all of the fees are for services which are already available as an employee (computer fees) or which don't apply (student athletic tickets are not available unless you take 12 credits, yet you still have to pay the fee. It burns me up to think that I work for Iowa State University and can take a class at DMACC for free, but have to pay \$200 per semester to take a class where I work. It makes the tuition grant worthless to me.
- PLEASE bring back Chiropractic benefits to the Medical plan!!! The new HMO plan stinks, and it's cheaper to go with the PPO now - as I learned after it was too late to change plans.
- Please try to not have more than one online survey for employees come out at one time. It takes long enough to appropriately answer (not knowing exactly what will be asked) that I don't feel comfortable spending that much of my time doing surveys.
- Good Job!!
- The pay increases we get are pathetic. I'm told I am an excellent employee and get the highest increase among P&S in our department and the increase is hardly anything. What's wrong with that picture? The morale among P&S employees is very low, feeling underpaid and under appreciated. There is no way to move up in steps in your position no matter how hard you work. How long will it be before there is a mass exodus of P&S employees from

ISU for better working conditions? It's a mobile employment world these days. I think administration needs to wake up!

- I feel that off-campus staff do not receive the same considerations as on-campus staff.
- Some of the answers did not represent what I would have answered.
- I would like to see the policy of not allowing people on soft money to accrue vacation revisited. It seems to me that a compromise might be that vacation CAN be allowed to accrue, but that resignation or termination would not result in a pay-out for unused vacation after Sept. 30 following vacation earned July 1-June 30. It seems that people on soft money are always getting the short end of the stick--grants often include salary increases which we can't get if it is more that University increases (University advantage) and we can't accrue vacation (University advantage AGAIN).
- I feel the places that have merit and supervisory and confidential that are supervised by a P&S position where the P&S position is not compensated at a higher rate is a large problem. I know for a fact that this is an ongoing problem and has been for a matter of years. I feel very strongly that these areas need to be addressed. If the department that this occurs in is unwilling to address and correct the issue something should be done to force this to happen. It is very degrading for P&S positions to have merit and supervisory and confidential staff repeatedly point this out to the P&S staff and know nothing has been done to correct the issue.
- Although I like my position and current responsibilities, I feel 'left behind' in being looked at for promotion/reclassification given the years of service in my current job (even though the duties have changed significantly and the job description has not). It is also disappointing to regularly put in additional hours (evening/weekend), be expected to be present in the office between 8-5 on the weekdays, continually pay babysitters during times I can not be there for my young children, and not be compensated (either time out of the office or money) or recognized in any way for those efforts. It is particularly undesirable to be the least paid person in a unit who works these hours!
- Over all I am glad that I have had the opportunity to work at Iowa State University and appreciate the benefits I have had over the years. I am getting to the point of retirement and would really like to see the P&S people have access to an early retirement plan. We are continually asked to do more with less and the stress of that is sometimes not beneficial to my well being.
- Emergency leave and Sick leave - My dept does allow me to take that but when it is review time holds emergency leave taken for kids against my dependability and requests me to reduce number of unplanned absences --- I guess my kids should have a schedule and plan on getting sick ( if that is possible). Also my usage of sick leave, emergency leave has been within the accrual limits that the University gives to employees as benefit.
- My experiences with Human Resources and the reclassification system have been horrible. I was left discouraged about my job and future career at Iowa State. The whole process is too time consuming with slow and puzzling results.
- Supervisors and departments need to put more effort into encouraging and enabling employees to advance in their position. Advancement information and preparation for advancement is hard to come by.
- The current economic environment is not conducive to increased salary compensation. However, it appears that many employees with 5-15 years longevity are not receiving equitable compensation. Employees with more longevity received much larger increases, and are still reaping the benefits due to percentage increases. And new employees are being hired at close to or higher wages than those with 5-10 years longevity.

- I think the performance review system in my area is a sham. Last year I was evaluated by someone I hadn't worked for during the year I was being evaluated for. He had no input into my salary decision. A month after he had worked out my plan of work for the current year, he ceased being my supervisor and my working situation was completely changed without any input from me. This used to be a good place to work, with consistently presented direction. Any more, I get different marching orders every 3-4 months without regard to my previous marching orders, my position description, or the evaluation process.
- I enjoy my position at ISU, but it is difficult to know that after 3 years, I am still below the average starting salary for someone with my degree. This would be fine, except the work load has increased dramatically over the past 3 years, while the salary has not.
- Iowa State's Workman's Comp. Carrier is a joke. Their total approach is to get out of providing coverage to the point of delaying important medical care. A new carrier should be explored!!!
- Center directors should be required to take some form of management training every year. The lack of certain individuals' managerial skills is really disgusting.
- Thanks for what you do for me and others.
- Various colleagues have talked with Council members about salary disparities and how much work conditions vary, but have gotten no support in the past. I am thrilled that the Council is at least asking questions about issues of concern to us.
- In talking with P&S employees who have been at ISU a long time, they indicate it is very difficult to get out of the first third pay level as each time the matrix is adjusted, they are not adjusted adequately. Federal employees easily move up through their grade and step increases; ISU employees do not seem to enjoy the same type of advancement. It is very frustrating to work with students who start at salaries higher than what you are making and you are required to have industry experience and a master's degree to qualify for your P&S job. For individuals who work 9 to 10 months, it is difficult for them to use their vacation time as their work load is such that they need to be in the office over Thanksgiving, Xmas, and Spring Break just to get caught up. I think the 9 to 10 month employee should be able to collect their vacation during the off months...they earned it.
- I have a comment regarding salary distribution. I would like to see the University take a percentage of the salary funds for the year and distribute that money 'directly' to individuals that are below or near the first third of their pay scale. I know the policy instructs managers to give 1/3 of the raise to help with gender inequities or pay inequities but it does not happen in reality. It would be very easy for the University to run a query on these individuals who are under paid and give them a direct increase. I feel strongly about this issue as I have been here 15 years and still am not at the first third of my P grade. I also think job descriptions should be prepared by ISU's Human Resource Department - I was denied for a reclassification and the job title they put me in did not come close to matching my job responsibilities and the job title that I wished to obtain did not have a completed job description on file. Also, the point counting that was performed Human Resources was completely subjective - I think HR's reclassification process should be reviewed by the P&S Council.
- Employee cutbacks over the last few years have left me short handed to the point that taking vacation is difficult to impossible.
- I think it is important to note that the P&S positions are overworked and under paid for the time that they spend working in their jobs. Across the board they work more hours and receive little to no extra recognition for the work they are doing. The raises currently offered are below the cost of living and often end up in a net loss for the year to year living. Having funds diverted from P&S to cover costs of doing business or granting faculty more is not the



way to do business. In the end you do no one in the P&S justice. Please provide appropriate increases and room for advancement or you will continue to loose valuable members of the staff and only retain the people that cannot move on to better paying positions.

- This survey is a good idea, but I think the P&S system has serious problems, probably more serious than the survey can reveal.
- I want to thank you for the time you spend on these issues, because I don't want to spend the time thinking about them. My interests are strongly oriented towards my job and my bosses have allowed me a great deal of autonomy. I only want to work on campus toward better doing my job. After my job, I am involved in community and county activities. I also take classes at Iowa State. There is just no brain power left (-) after all of this.
- My supervisor supports the P&S scientifically, but does not support the office P&S staff adequately. I haven't had a performance review since maybe 1990. He has no clue what a performance review is, I think, in view of office staff. He only gives what the university says to give as a cost of living.
- I appreciate the work that the P&S Council does. I actually do read the e-mail updates that are sent out - thank you.
- Because there is no formal representation (laws) for the P&S staff, there are no 'teeth' in what the Council does. When times are tough--P&S are not valued.
- My frustration is that I do a great job, my supervisor thinks I do a great job, I work as much or more than faculty for much less pay, and I get a raise that doesn't even meet the cost of living increases. I sometimes feel like there is no chance for advancement and no reward for hard work and a job well done. The system can make you feel a bit cynical at times.
- I like the idea of work from home.
- This survey was too long.
- Equal Pay for responsibilities.
- Consideration of some form of paid time off for maternity leave, other than personal use of sick leave and vacation for coverage.
- I do not feel that faculty are adequately trained to deal with their roles as supervisors. They have no formal training in areas such as management or conflict resolution and this often has very negative effects in the laboratory environment. I feel all faculty should have administrative training prior to receiving tenure. I have all too often seen low morale in a work environment due to a faculty members lack of management skills.
- I believe that P&S employees should have the option of working at home for a day per week given most applications are web based. I also believe that that the P&S classification system and pay related to that system is not consistently applied between colleges based on responsibilities.
- The P&S Council needs to adopt a strong advocacy role. It is important to work with the administration, but it is also important to know when to push an issue. If you don't, nobody will.
- I don't think a person that you supervise should make more than the supervisor.
- I have worked at ISU for 15 years and have had only 1 performance appraisal during that time. It would be beneficial to me to have them on a more regular basis. I feel the P&S classified staff are not as well represented at ISU as staff in other classifications. I make less in salary at ISU than I would at other institutions or in private industry, but the benefits at ISU are much better than I would be able to have in private industry, so it is a trade-off. Merit staff in comparison make a higher salary than they would in private industry, are at an equivalent pay level to other institutions, and in addition have much better benefits than they would have in private industry. Merit staff have better benefits than provided for P&S staff. This does not seem to be equitable treatment for P&S. I think P&S staff are valued at



ISU but this is less apparent because they are easier to terminate than staff in other classifications and have less comprehensive benefits (vacation time, cost of living increase in addition to an annual raise, Merit raises not based on merit - they are automatic).

- ITS merger has thrown job classifications & evaluations into chaos. I appreciate P&S council & reps, thanks!
- No, thank-you.
- I think surveys like this, unless actually acted on, are a waste. I had a supervisor once that referred to the P&S system as Peons and Slaves. Until P&S employees are granted the status and respect for their key roles of keeping the doors of ISU open, our plight won't change. Perhaps the new budget model will share some light on the jobs asked of P&S Staff and change will happen.
- I would like to feel that I contribute to my particular situation and am allowed to grow. Not just 'show up and do the work'.
- HELP! I've got WAY too much to do, not enough time in the day to do it all, understaffed, and NO relief in sight! I'm taking this survey on my lunch hour even!
- There should be a way staff can progress professionally and financially without having to move into supervisory positions.
- I consider ISU one of the better places to work in Iowa. The benefits, pay and working conditions are better for most (if not all) P&S employees than the conditions would be in the business world outside the university. I am concerned about the future working conditions of ISU. The number of university staff has been downsized, with the work load increasing. I do have concerns about how the budget model will affect what kind of university we will have.
- As a new employee on campus it would be EXTREMELY helpful if there was more uniformity in providing access to information. There's no central resource to provide access to the various systems required to do my job - ADIN, FM, FMS. There's also not a good way of knowing which systems you need access to until you need it. Most of what I know about these systems I've learned from co-workers. There should be a standardized list of systems necessary for each job classification, with an automatic means of granting access to them.
- Iowa State University/Regent System does not seem to value its employees' education. They want you to have a Master's Degree, but are not willing to pay you for it. Many people with less of an education make more than those with higher education.
- My prescription medications eat approximately 1/2 of my paycheck until my out-of-pocket is met. It is difficult to meet this expense and frustrating to know that we put so much of our pay to begin with into insurance. I'd like to see a more comprehensive prescription benefit plan that covers more of non-generic medications. Some health conditions require certain medications that do not yet have generic forms available. Working for the University is known for its benefits and I strongly believe this area needs improvement. We are a large dedicated workforce with some of its members requiring medications to carry on with life/work, etc...I actually think that ALL medications should be covered by our plans, even if the university picks up the remainder of the cost that's not covered by insurance. It's important for our well-being and, as fulltime employees, should never be a stressful aspect of our lives. I work hard and this is a stressful issue for me. I want to go home and relax, enjoy hobbies and participate in activities outside of ISU. Worrying about how one is going to pay for medications to live should never come into the picture. Thank you for your consideration of this important issue.
- I was hired in [edit] 2006 and haven't heard anything regarding the P&S Council. Perhaps new hires should be sent the most recent newsletter -or perhaps I just missed getting it.

- I feel that people should be compensated for the time spent away from their families. At least let the families benefit from a person being away. Maybe the extra money that they earn could be used for a family vacation or a dinner when the whole family can actually enjoy it together.
- ISU is a very flexible work environment with excellent benefits. Inability to offer a salary even close to competitive will force me to leave this job.
- ISU is a wonderful place to work with bright, caring people on staff. The benefits are excellent, but the pay for my level of experience is about 30% lower than it should be.
- Thank you for working toward making the pay scale match the level of responsibility and the hours worked.
- A few important questions I would have liked to be asked is whether employees are satisfied with their physical working environment. I love my job, but the space we work in causes a lot of stress. Our office has poor lighting, no windows, bad circulation, etc.
- My supervisor is brand new to organization. None of supervisor questions apply- yet.
- There is a lot of inconsistency on campus regarding how and when P&S employees submit vacation time for partial day absence, i.e. for a doctor's appointment. I think this inconsistency is going to cause big problems because it feels like we're keeping track of hours, which we shouldn't have to do as salaried employees.
- As a former Council member I appreciate the extra time the Council puts in to represent us. One of my frustrations about working at ISU is that the greatest opportunities for advancement are given to merit staff who usually do not have a degree. It is ironic that an institution that grants degrees would provide a disincentive for getting them.
- For upper-level supervisory P&S positions, support a performance evaluation system that is comprised of at least a three person system that make final recommendations to the department head on performance and salary increases. This would help to disarm personality conflicts in the evaluative process. 2. Make reclassifications more user-friendly, so when a supervisor says that they won't support a reclassification, a neutral-based system would make a fair assessment of whether or not the person is fairly classified and being fairly compensated. The supervisor's lack of support compromises the system. 3. Expand TIAA-CREF such that we can automatically contribute to IRA's through payroll deductions. 4. Have HRS systematically begin evaluating and requesting PIQ updates on employees who have been stagnated in P-levels and pay grades for 10 years or more and have not made reasonable progress towards the midpoint of their salary compensation. Again, this might weed out some of the unfortunate incidents of individuals who have amassed additional responsibilities over the years, but are not being adequately compensated. 5. I support the concept of the ombudsman office, however, like a lot of long-timers on campus, I wouldn't go to [edit]. There's just too much administrative baggage hanging over them!
- Staff retention and recruitment needs to be enhanced at the student health center. Most P and S employees work many extra hours are not compensated and are not given competitive pay increases.
- Bring tuition back in line with the student's ability to pay. There are people that are struggling to afford an education that is required to obtain gainful/adequate employment in the pursuit of happiness in this society. The state legislature needs to do more to fund the operations and maintenance of the university, not the students. Students should pay tuition for class time and materials.
- I love working at ISU ! Thanks for a wonderful, energizing work environment ! There are a lot of very dedicated employees here at ISU who deserve better raises than 1.5%. Hopefully, with the new legislature in Des Moines, education will once again be a priority for Iowa and budget cuts will be a thing of the past.

- Employees should be able to take courses at Iowa State University for credit without charge or a very minimal charge.
- Your persistence with reminders to complete the survey worked! :) Thanks for the good work that is done on behalf of the Council.
- Thanks for their efforts on behalf of staff.
- We all need to put in the effort to make ISU a great place to work. It's not easy. Keep up the good work!
- I think that ISU is trying to accomplish more with fewer staff. What good does it do to have vacation time when you know that when you return from vacation you will have to put in even more hours to get caught up on your work? It takes the relaxation out of any vacation and also makes you think twice about taking more than just a few days at any one time. Vacations used to be a time to kick back and relax -- to spend time with your family. Now we are connected to the office by email, cell phones and laptops. No wonder we have stress related illnesses.
- I think the P&S pay scale needs to be adjusted to better compete with the merit pay scale.
- Has the tuition reimbursement recently been raised to 4 credit hours per semester? I don't remember seeing this announcement. Working for a higher education institution, this is an important benefit to me. I would like to see tuition reimbursement available for dependent children also, but I recognize that this is a much larger issue than the P&S Council can solve.
- I am very concerned about the huge difference in the pay increase percentages between the Merit staff and the P&S staff that has occurred over the last several years. I have Merit staff (both technical and clerical) who are now making more money than my P&S staff who have professional degrees and several years of experience. In my opinion, most of the clerical staff is overpaid and most of the professional staff is underpaid. I have a very difficult time hiring professional staff at the salaries that we offer. We have students (who worked in our department for 2-3 years while attending ISU) graduating from ISU and being offered salaries that are above what the ISU system will allow us to hire someone with a degree and 5-10 years of experience. And, these recent graduates are receiving vacation, insurance and retirement packages that are comparable to what we offer. WE NEED TO REVAMP THE JOB CLASSIFICATION SYSTEM AND THE PAY MATRIX TO REFLECT WHAT LOCAL COMPANIES AND FIRMS ARE PAYING THEIR EMPLOYEES FOR COMPARABLE WORK.
- I am registered to take coursework at another college starting in July....lets just hope that it can be accomplished. I have scheduled it to take place in the evening hours as getting away from my job is next to impossible as. I oversee operations that are open 24 hours a day, 365 days a year and considering that I have to be available to switch shifts without any notice sometimes.....I am DEFINITELY underpaid. I am also a single parent trying to raise 2 teenage daughters. I have a daughter ready to attend college next Fall and guess what we have NOT chosen ISU but are planning on UNI.
- It's very frustrating to me that the P&S positions REQUIRE a Bachelor's degree or equivalent, but my annual salary is LESS than a person who doesn't have a degree (merit employees). It seems we are not being rewarded/recognized for the additional education and experience that P&S positions REQUIRE. The salary structure of the P&S employees are a real problem and, had I known what I know now when I was hired, I would not have accepted a P&S position.
- The pay matrix is a joke. Having come to ISU from industry, the pay is pretty pathetic. Not to mention that the length of time it takes to get to a respectable salary is absurd. Less than 1% pay increase with a glowing performance review is an insult. At times I am very ashamed to work at ISU, and disgusted at how much money I spent to become an alum to find out how the dept. you graduated from treats employees.

- Top level administrators need to be honestly apprised of the mistakes and failed decisions they make. Too much upper middle management, in the lean financial years we've been experiencing, make more of an attempt to lay low and not be a target for cuts rather than stand up for the efforts and contributions of their departments. Top level administrators also need to HEAR these appraisals instead of ignoring them!
- Don't like surveys.
- I think you'd get more participants if you cut survey length in half.
- Before P&S Council comments on benefits they should totally understand the plans or they should not answer the questions, but refer them to the benefits office. I feel they are unfairly critical of the benefits office.
- The council should have members that comprise of not ONLY employees that have been here so long they think they are the 'institution' themselves, but a mix of newer employees to ISU, both young and old. Fresh perspectives, and out with told and in with the new is a good thing. Not ALL the time, but not Never either. Thank you.
- We need to move to more of a pay for performance reward system. Those that produce results should receive higher, much higher salary increases than those who just show up for work and do nothing.
- When I started working at ISU, there was some prestige involved in being on the P&S staff. I don't feel that is the case anymore. We are in a position where we really can't complain, yet we have no protection. Salaries at the lower level P&S scale are a joke in comparison to the merit at the higher level, and many of us in this group came from higher-level merit positions. Where is the prestige of losing 3 days of vacation a year and \$2000 of salary? Being in a department where I work with positive, upbeat staff helps, but the salary and benefits situation is deplorable for lower-level P&S staff. Why does the university pay 42% for merit staff benefits, and only 32.5% for P&S? No wonder they don't have to pay for their insurance! That discrepancy is yet another way where we have to pay more, but are not paid enough more to make up the difference. I really feel that the respect for my position is less than what I felt when I started working at ISU as a Clerk-typist! We need to bring back the prestige, respect (and pay differential) to the P&S ranks that it had 30 years ago.
- The Advisor positions are outrageously undervalued and underpaid at ISU. This is one of the most responsible positions on campus -- I know because I have filled other higher ranking positions, before my position was eliminated 6 years ago, and came back in as Advisor II. Advisors do similar work to faculty in that we teach; we are accountable for more university policies and procedures than typical positions; and we can impact individual academic, financial, and personal lives in so many ways that is it frightening at times and certainly humbling. Please, please review the status of ALL Advising positions. Thanks for listening!
- I don't agree with the P&S hiring process...i.e. being disregarded as a candidate if you don't full fill the job description 100%. It would be nice to be granted an interview if you qualify for some of the job qualifications. Merit positions seem to be paid more than P&S because of seniority. That seems unfair for someone with a higher education and skill level.
- Have more diversity in terms of hiring staff from diverse racial backgrounds.
- Benefits are good and work environments are generally good but salaries need to close the gap with commercial (do not need to reach them but close the gap). People like to be paid their worth- it is difficult to defend a system where administration (lower and mid level positions) receive better pay structures than equally or more qualified personnel in different fields. Also, I work with undergrads (outside of work) and it is interesting to find that 90% receive starting salaries +/-10K higher than a lot of ISU employees with masters and numerous years of experience???

- I was promoted into P&S based on my experience and knowledge of responsibilities without a college degree. I was not told salary increases and promotions would be lower because I did not possess the degree. However, that is the case. For years I have received the minimum allowed salary increase yet my responsibilities and knowledge have increased. I think it is an unfair system that does not reward an employee on the basis of quality of performance as opposed to having a degree. Other merit employees without degrees in my unit earn over \$10,000 more than I do. I have been working to earn a Bachelor of Science degree at ISU but I doubt I will receive fair compensation for all the years I have been doing the work.
- P&S employees should have better pay raises. Average is 2%. Faculty and merit are taken care of better.
- Let's thoroughly think through the pros and cons of the Performance Based Pay-type of option being discussed.
- Why is it that faculty have such a strong pull and high salary base when more hours are consistently required of the P&S Staff for such a small amount in comparison?
- The P&S council should not be wasting time trying to control smoking habits. Instead, why don't they work on truly beneficial projects like making the university competitive with the private industry by allowing bonuses or giving employees the ability to convert maxed out vacation hours to hourly equivalent pay.
- There are employees based outside the university that need strong representation
- The Merit system is ruining employment for P&S and Faculty here at ISU.
- There is palpable-decimation at my workplace between P&S employees that are spouses of ISU faculty and those of us who are single or don't have high-powered spouses.
- Raises for Merit staff over the last few years have pushed their pay above what some of my P&S staff are earning or close to it. \$40,000 for a secretary II or clerk III is out of line when their supervisor is a P&S 12, 13 or 14 who is earning \$38,000 to \$43,000. There should be a greater split for the responsibility level required.
- I think that the Human Resource Department should look at issues of reverse discrimination among P&S staff, especially of white women. Also, I think that the tuition grants should cover more than 3 or 4 credit hours per semester. The tuition grant should also cover the entire amount of tuition fees for however many credits it allowed per semester. Even if you are taking a MBA graduate class rather than a regular graduate class, you should be able to get your full tuition reimbursed for your 3 or 4 credits per semester.
- Pay equity between P levels - keeps on spreading out more. People are leaving for more money and comparable benefits.
- Thank you for your work on behalf of P&S staff.
- Have some backbone - I, as a lot of other young people in this university, will be leaving soon unless things change drastically with the P&S classification and compensation system. The discrepancy in pay is astounding. People get played more than I do in the same class that do 1/4 of the work. Is this fair?
- I don't really understand all the issues that the P&S committee works on. Do they really have any pull with the university administration? Is there a better way to get information to the staff? Very brief frequent bits of information would be the most beneficial.
- I am currently in administration and feel the wages for P and S compared to faculty are grossly underpaid. The area of communications is particularly bad (even though I am not in that area).
- Raises are not keeping up with salaries for newly hired employees in the classification. Someone can be here for several years and it seems length of service doesn't matter -- I'd be better off to quit and try to reapply!



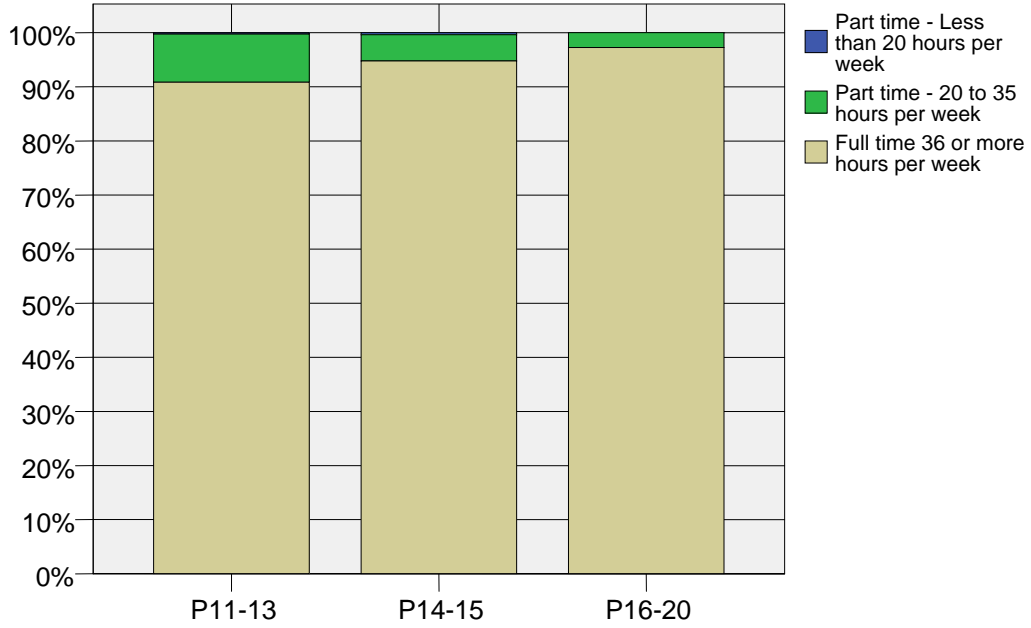
- I think the salaries/compensation seriously needs to be looked at for P&S employees. I feel the compensation in relationship to the level of responsibility, the number of hours worked/required (over 40 hours-weekends/nights) and the number of years you have been with the university (22 years for me) is unfair. For instance in my job, my duties, responsibility, number of hours put into my job has at the least doubled, yet my compensation since 2001 has only increased \$4,000.00. All of my evaluations to this point have been exceeds expectations. I just feel it needs to be looked at and evaluated. Also I do not supervise the merit employees in our unit of our department, but they [edit] make at least \$5,000 more than I do...don't have to work additional hours and do not have the level of responsibility/expectations I have in my job.
- I would not be interested in my position and would never have applied if it had been a union position. 'Professional' & Scientific means a lot to me as an employee. I act as a professional and I am treated as a professional.
- Salary increases are NEVER based on performance. I think it is WRONG that P&S employees get a meager 1-3% increase every year. I can see some years like this, but the only time I ever got a reasonable increase is when I went after it in an equity adjustment or reclassification. The university worries more about retaining faculty - maybe they should start thinking about retaining good P&S employees.
- Supervisors/directors/managers should be evaluated annually by their employees - anonymously & then submitted to their supervisor. Our director made up an evaluation form that he wanted his employees to fill out and turn back in to him, so he could then show it to his boss. Since it was not anonymous, no one dared give him any poor marks, which he otherwise would have received in many areas. Ridiculous!
- It would be nice to have a tenure track like other organizations like ours.
- When the requirements of a position prevent the use of accrued vacation then the university should pay the employee for any accrued vacation that expires.
- I think our benefits overall are just terrific at ISU, except the dental coverage. It is quite an expensive plan and it would be nice if there were some other options explored - it hardly makes it cost-effective to take it out for a family. Also, something more needs to be done to help those of us on the very bottom of our pay grade scale to get to mid-level once we've been here at ISU awhile. That should be explored and more effort made to get these employees in line with what new employees in the same pay grade and position would get paid. Otherwise besides those things, I just want to thank P&S Council reps for continuing to work towards getting things done to help the P&S employees.



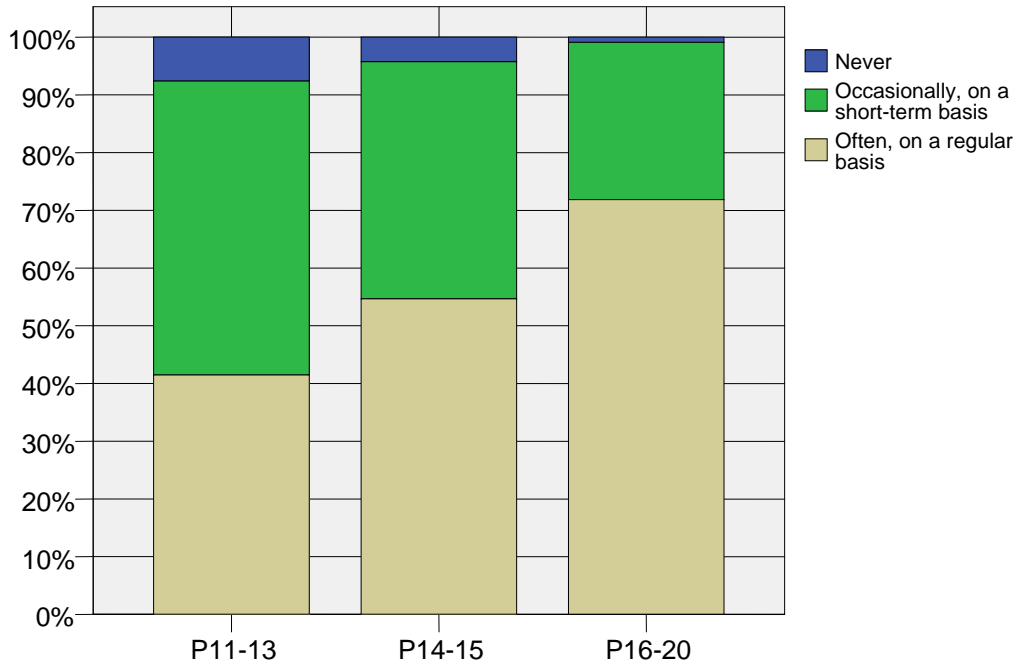
Appendix C: Data Graphs by P-Grade

Section 1 – Work Environment

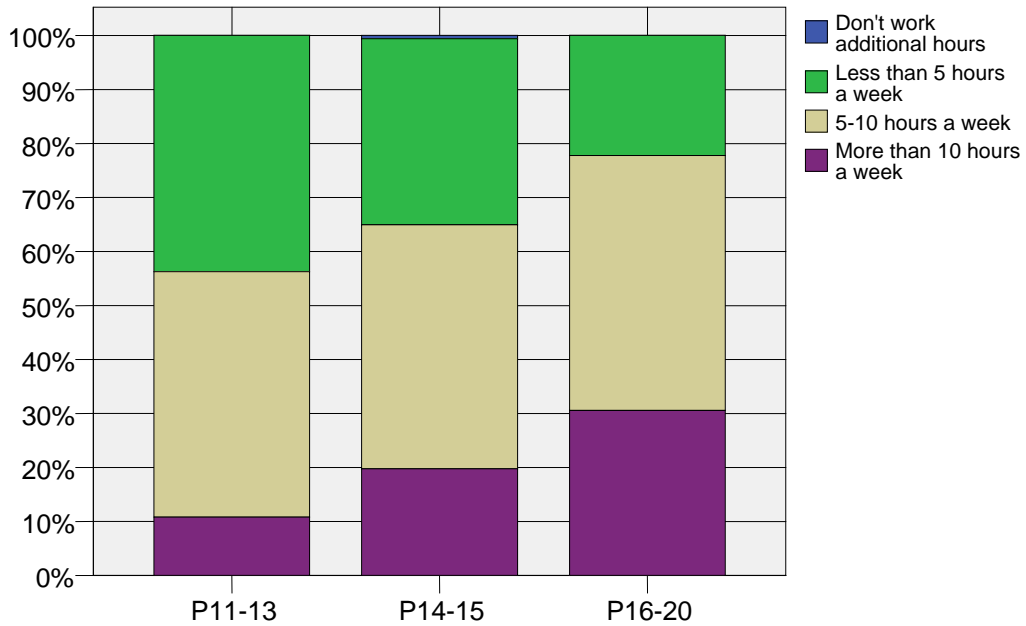
**Q1. Which of the following best describes your P&S position at ISU?**



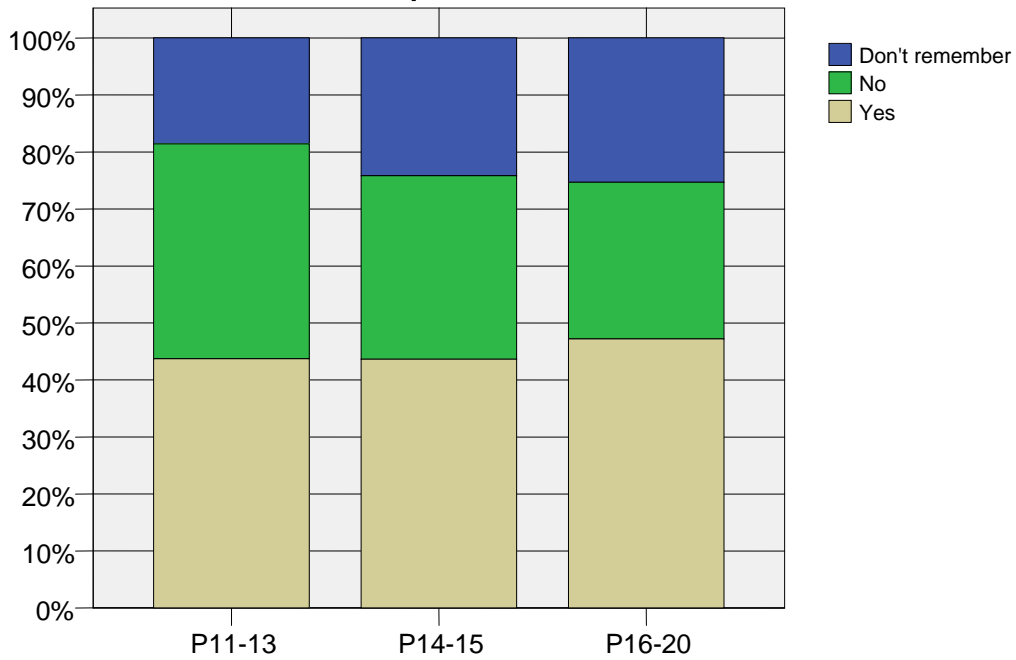
**Q2. How often do you work additional hours to get your work done?**



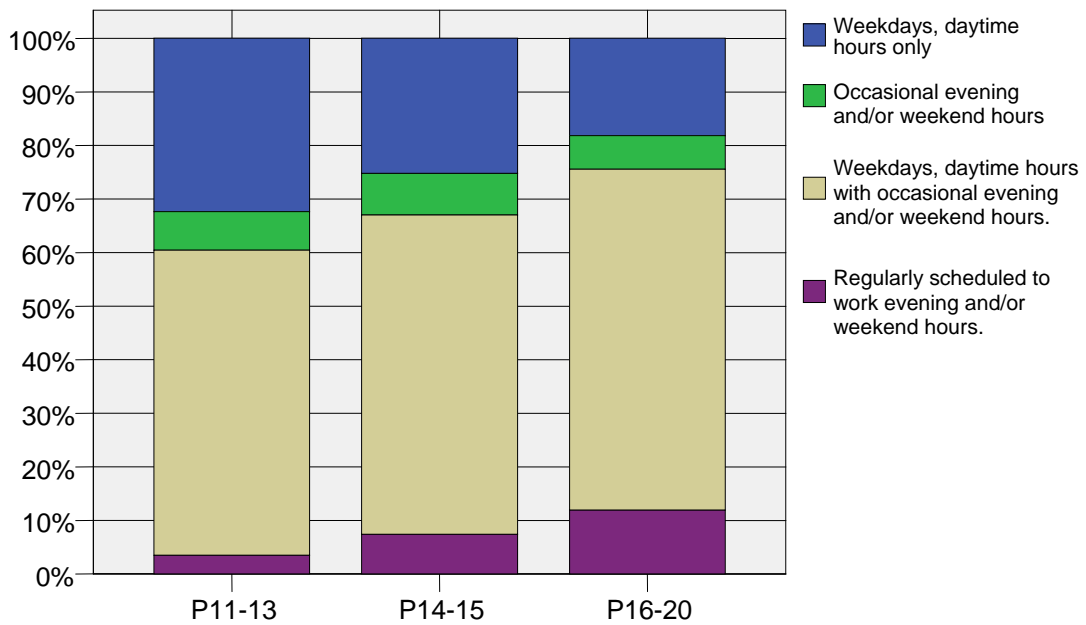
**Q3. When you work additional hours, how many additional hours per week do you usually work?**



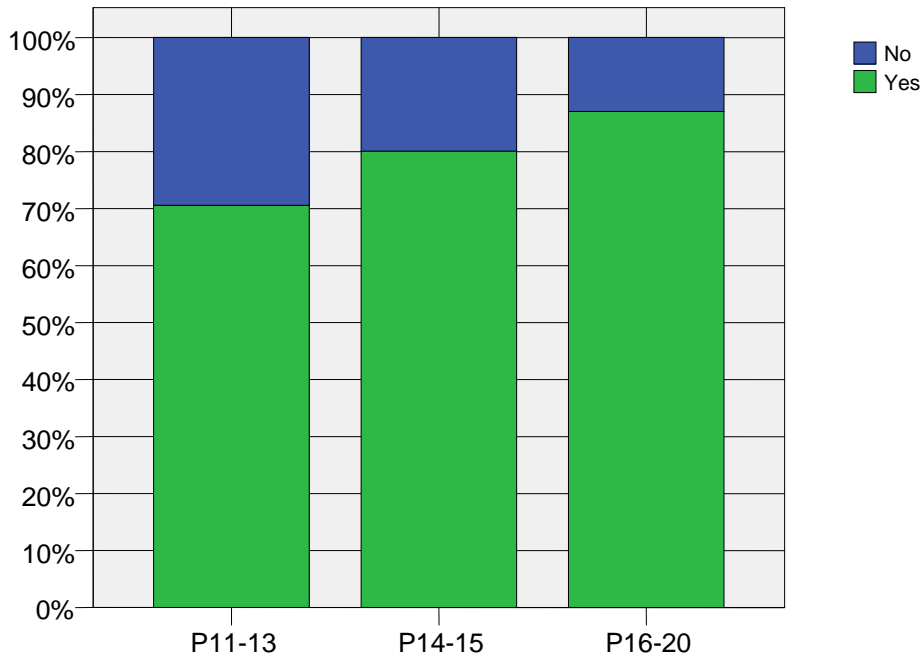
**Q4. When you were hired, were you told that your position would require extra hours?**



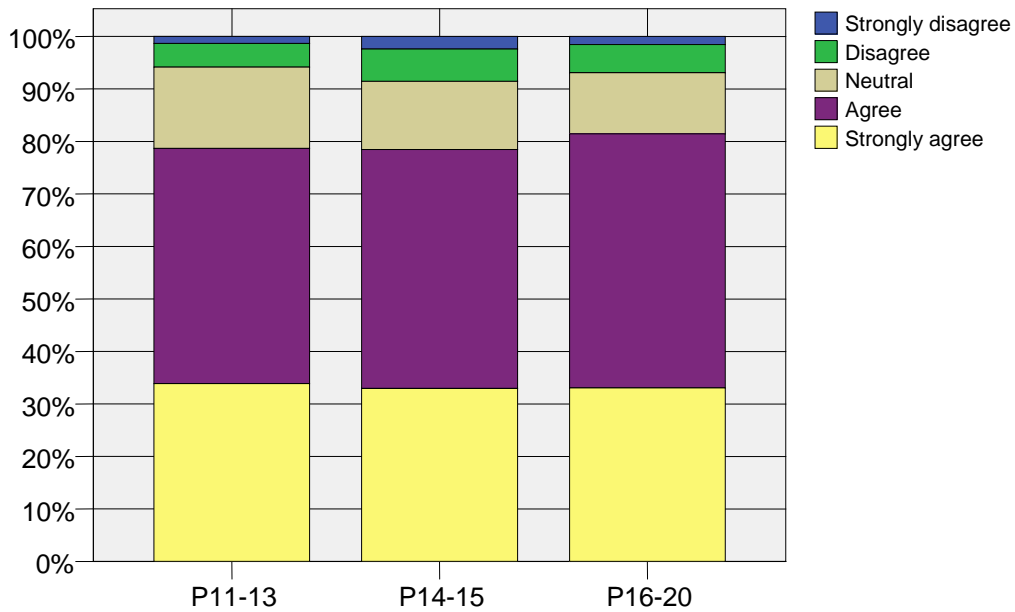
**Q5. Which of the following best describes your P&S position?**



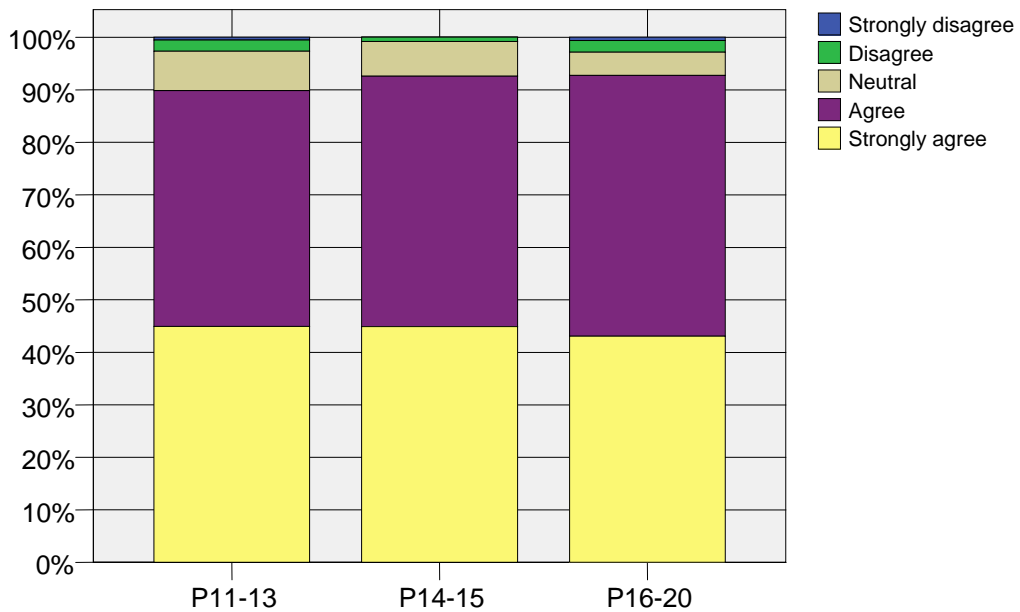
**Q6. Are you allowed flexibility in scheduling your work hours?**



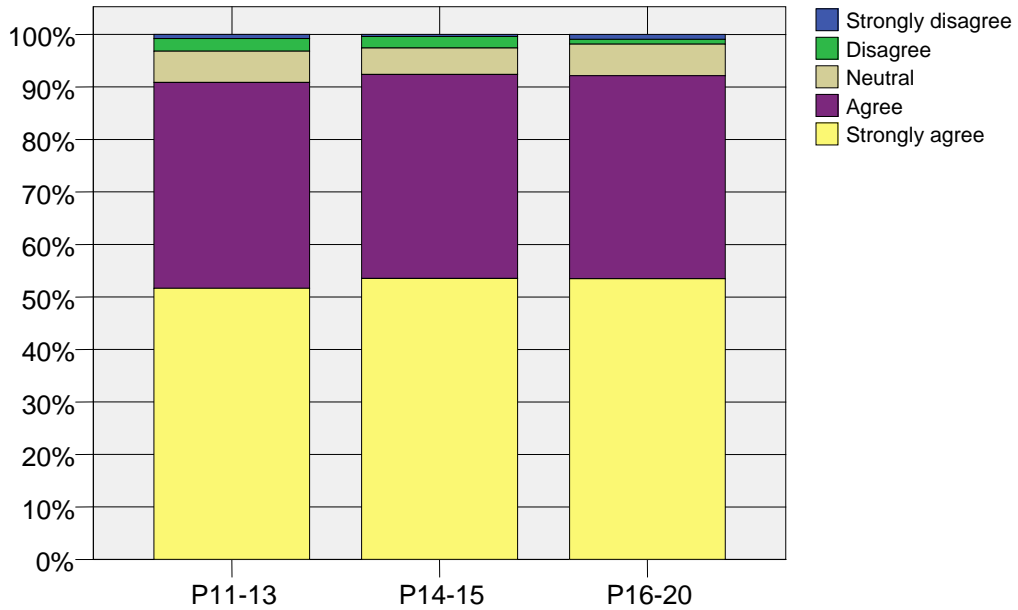
**Q7a. My work unit provides a family-friendly environment.**



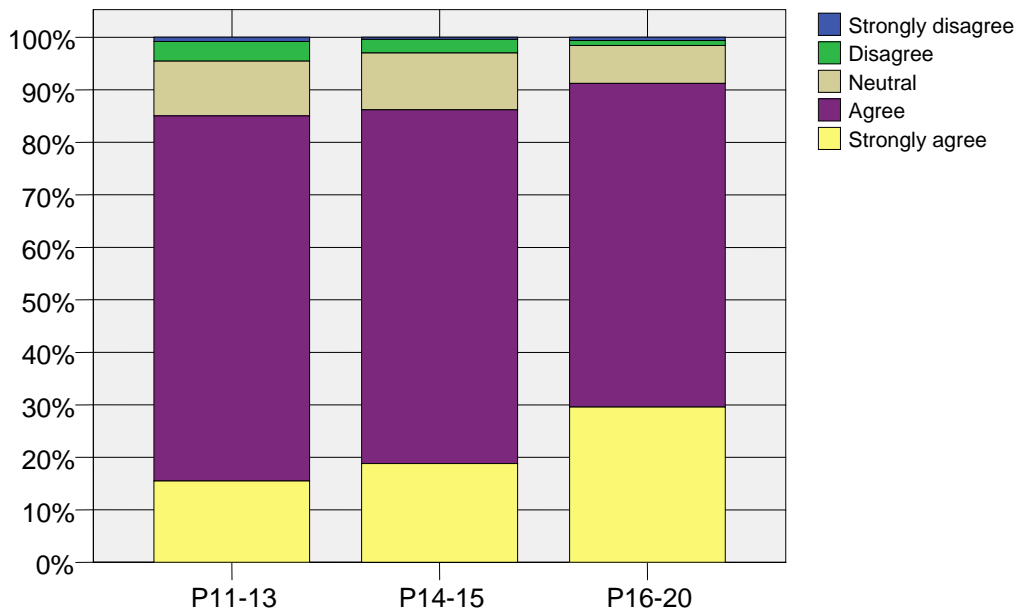
**Q7b. My unit supports the use of vacation or emergency leave for family.**



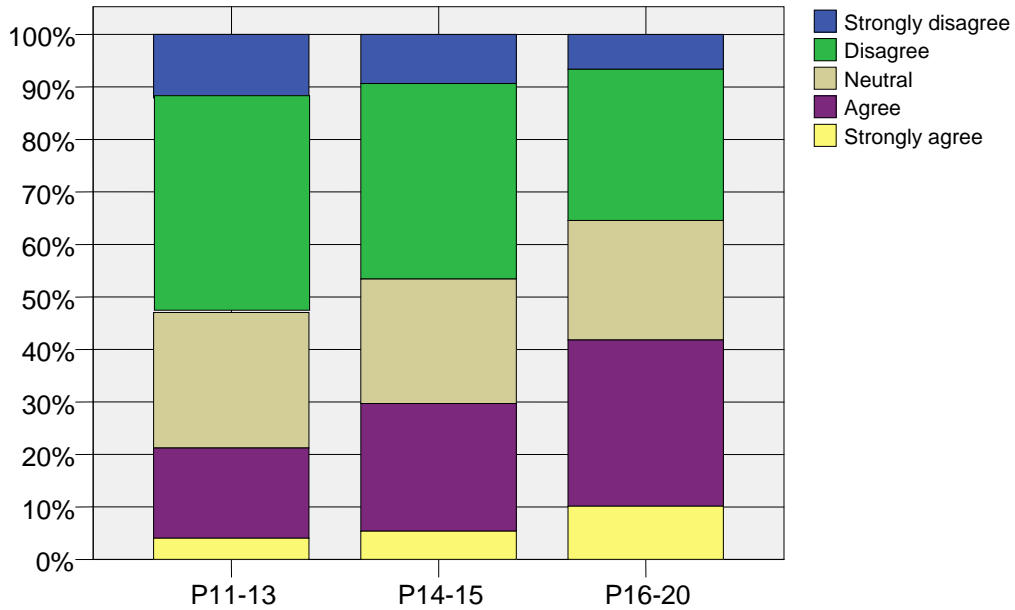
**Q7c. My supervisor is supportive when I need to take time off for family needs.**



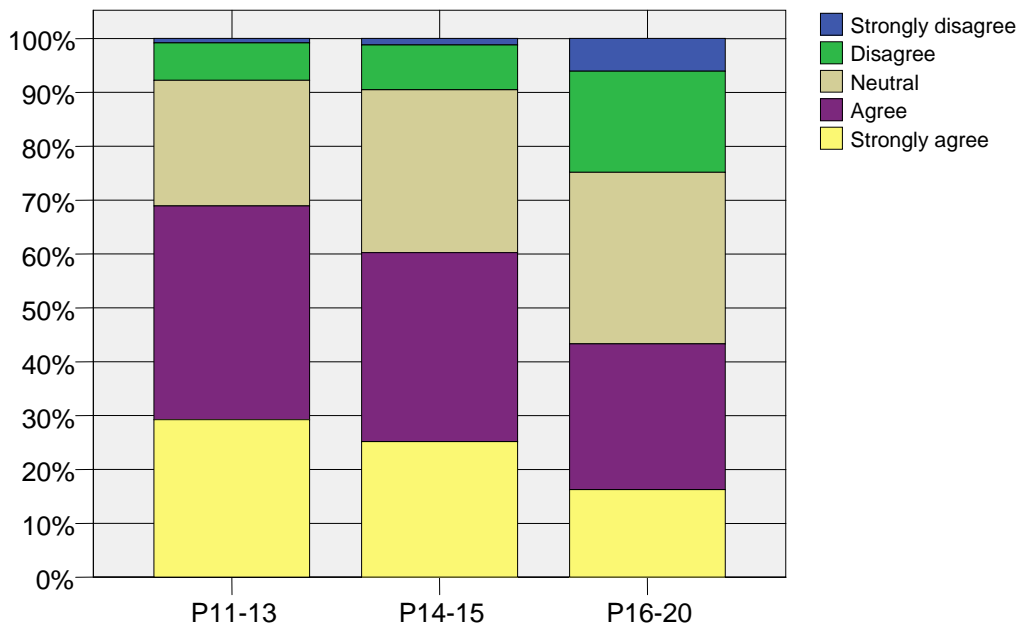
**Q7d. It is acceptable for P&S staff to be occasionally required to work additional hours.**



**Q7e. It is acceptable for P&S staff to regularly work additional hours.**

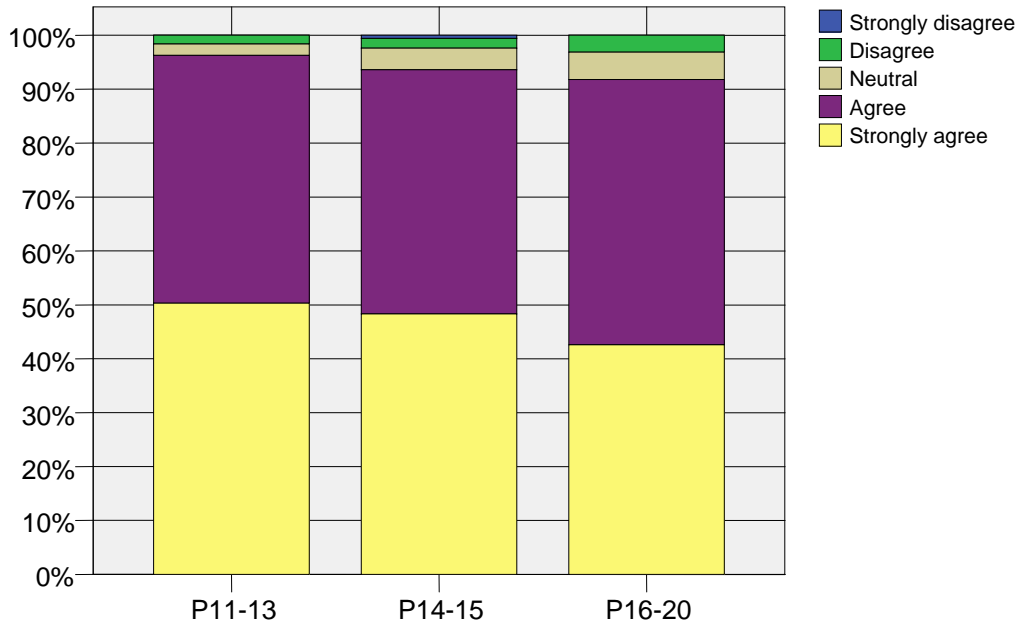


**Q7f. I would like to see compensation provided when I work additional hours.**

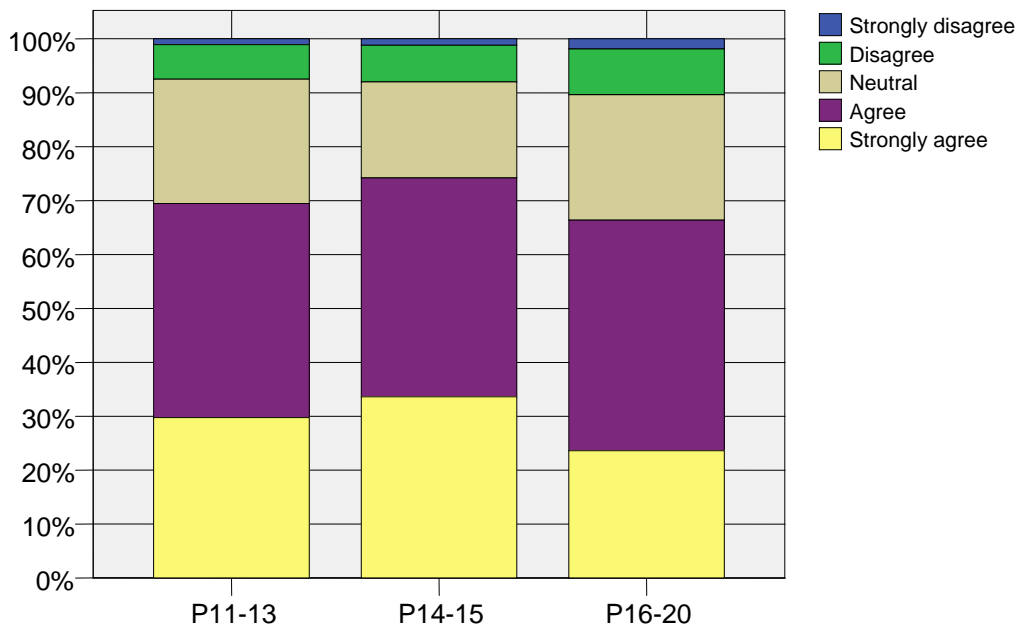




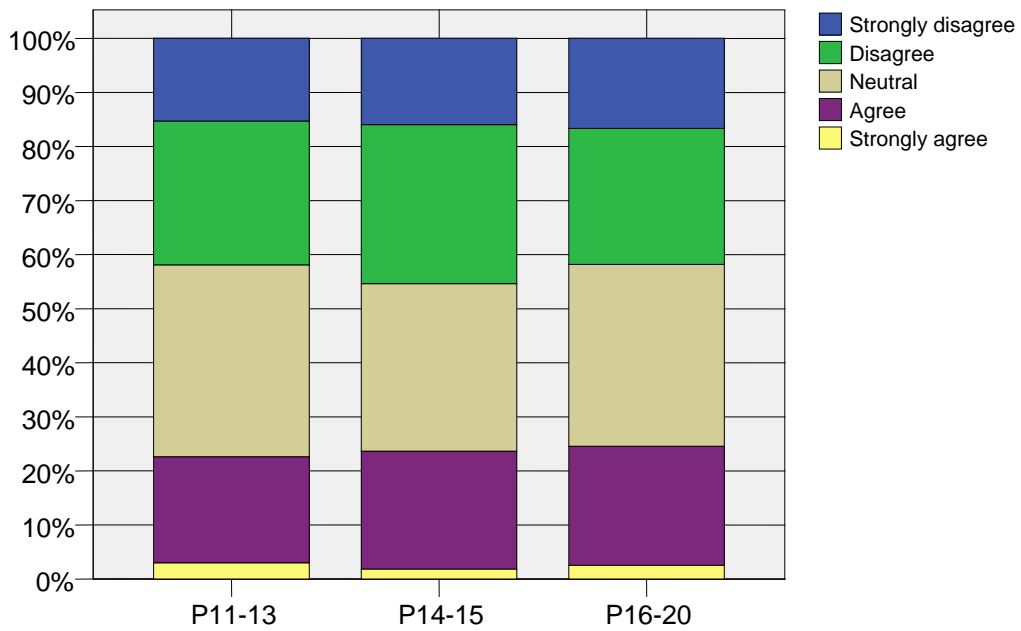
**Q7g. If an office is adequately staffed, I see no problem with allowing flexible scheduling.**



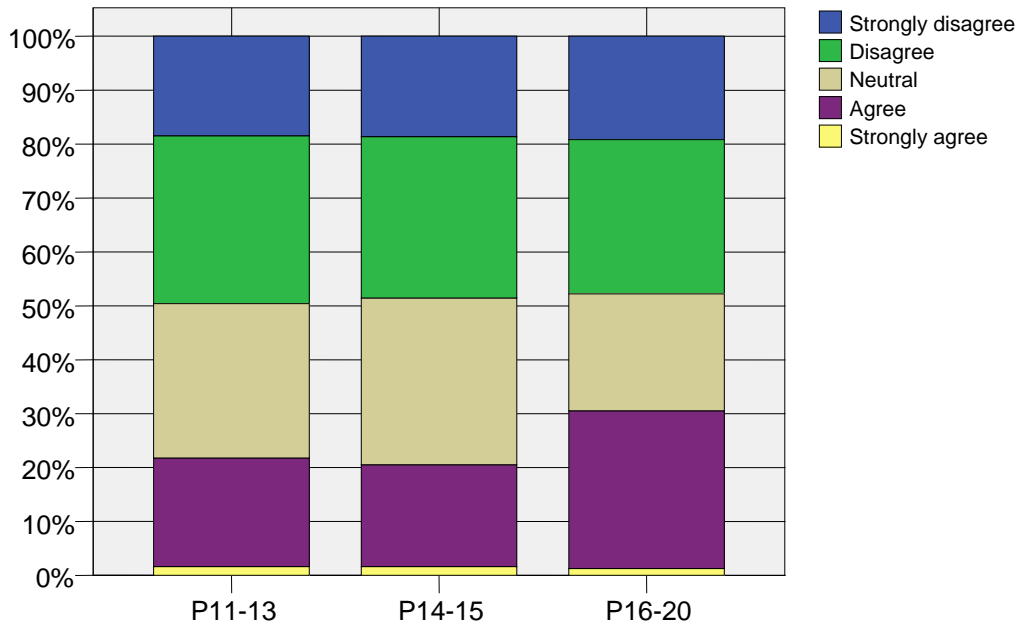
**Q7h. I think the university should provide "work from home" opportunities.**



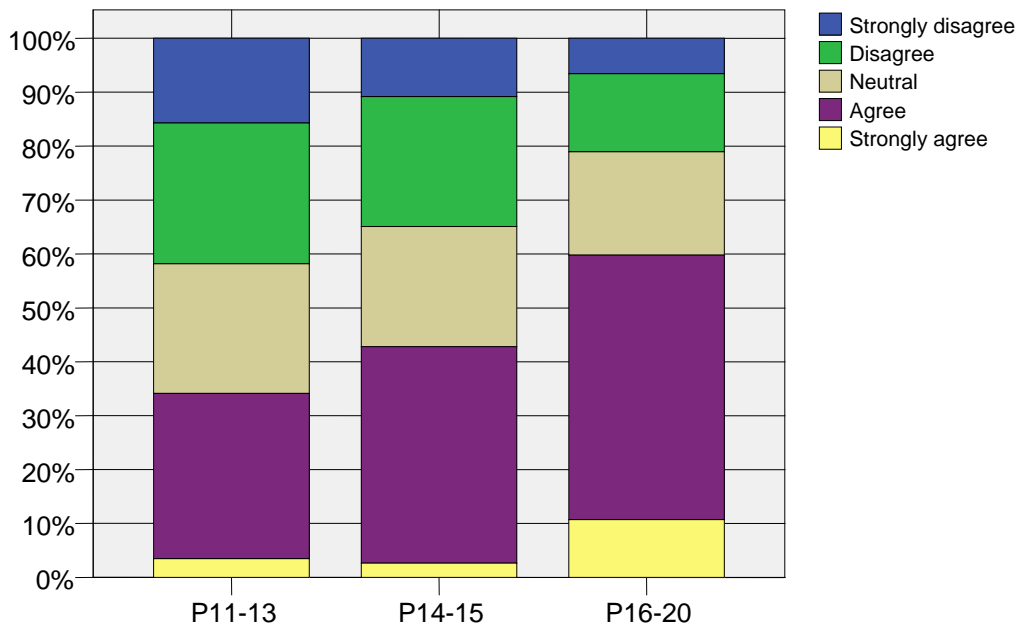
**Q7i. The job classification system at ISU is fair and equitable.**



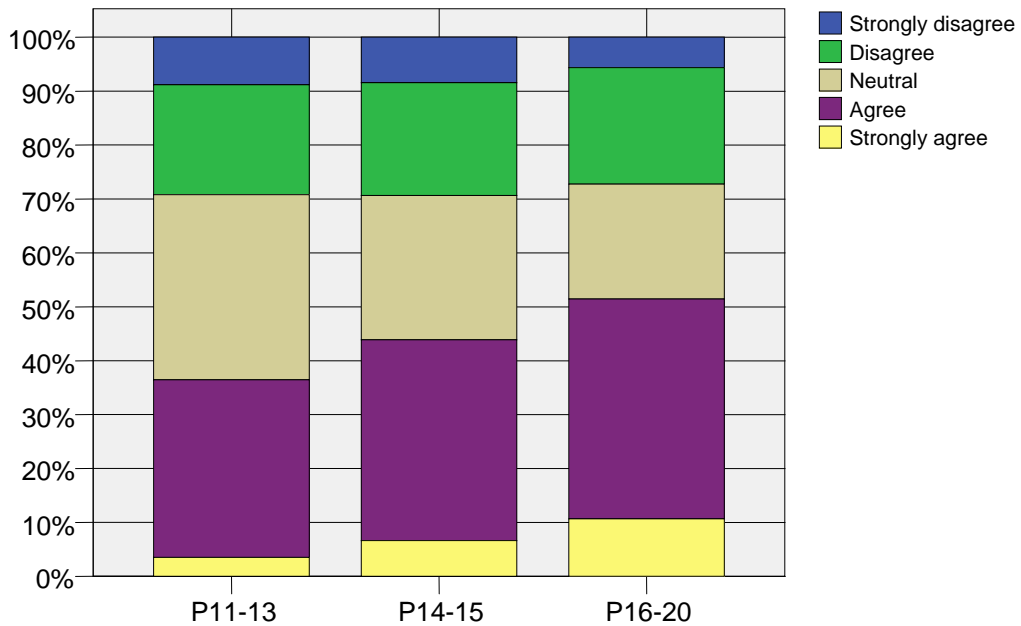
**Q7j. The P&S classification system allows for advancement.**



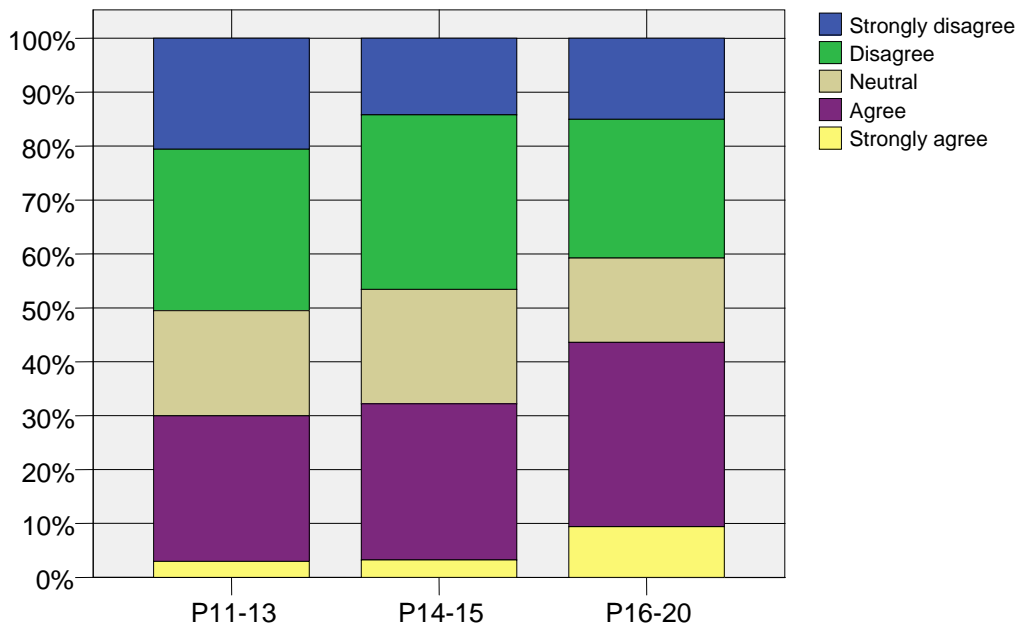
**Q7k. My job position is classified correctly.**



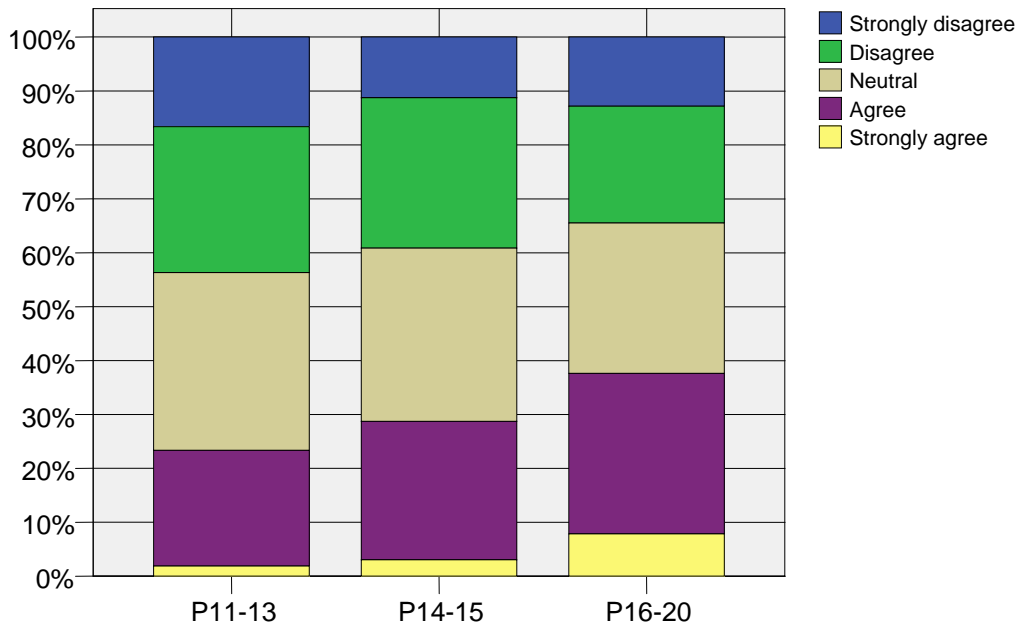
**Q7l. My position information questionnaire (PIQ) is accurate and up-to-date.**



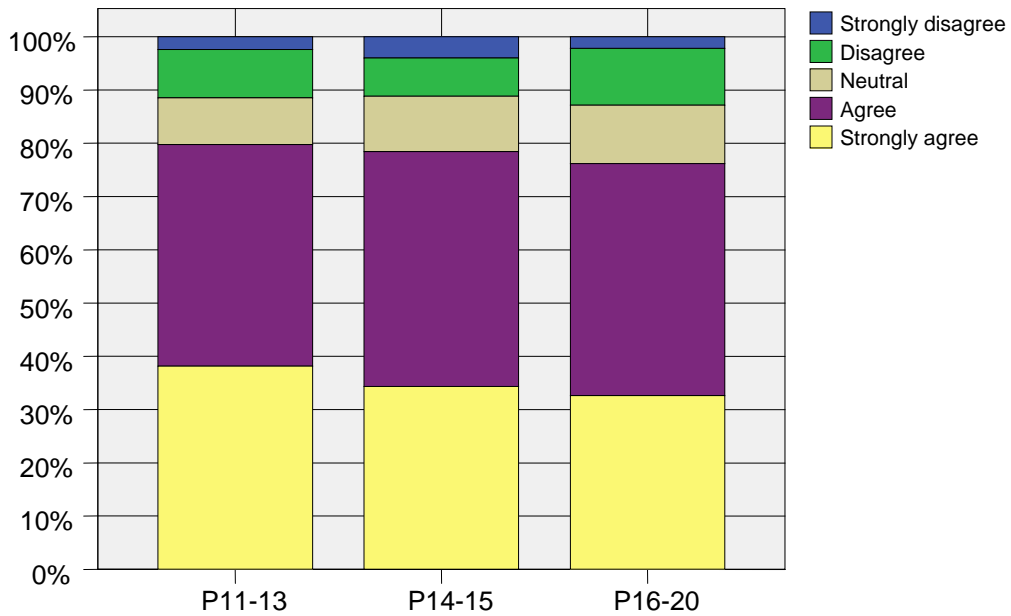
**Q7m. I am paid fairly for my level of responsibility.**



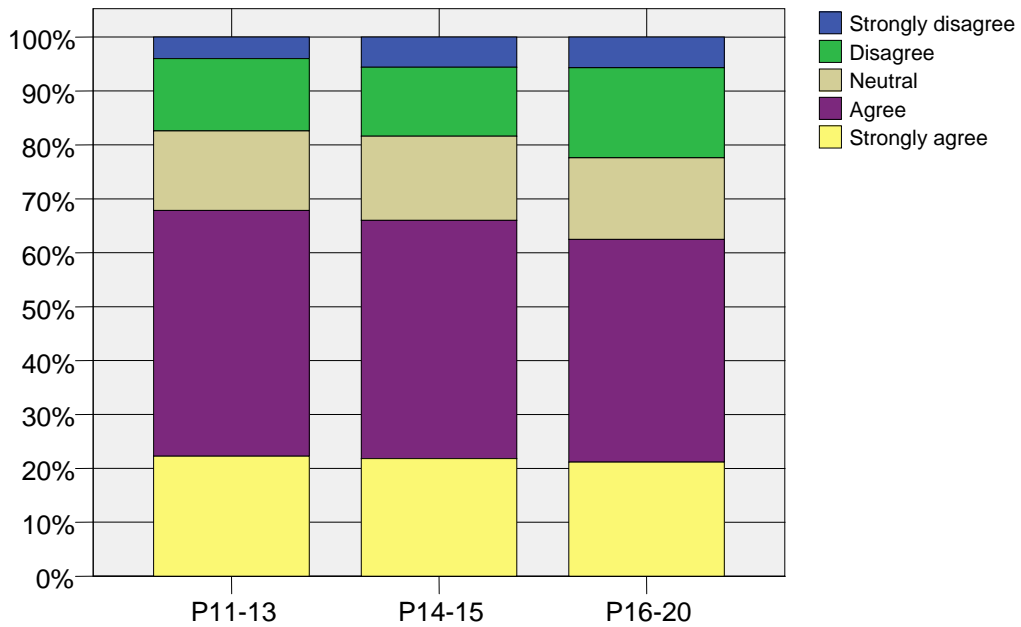
**Q7n. I am paid fairly in comparison to others in similar positions at ISU.**



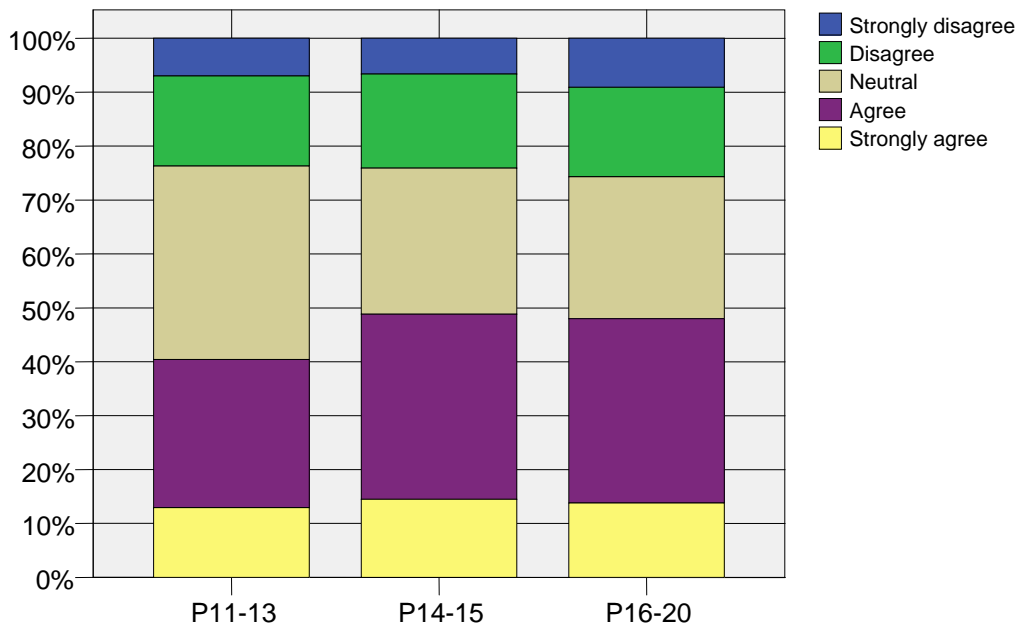
**Q8a. My supervisor treats staff members fairly.**



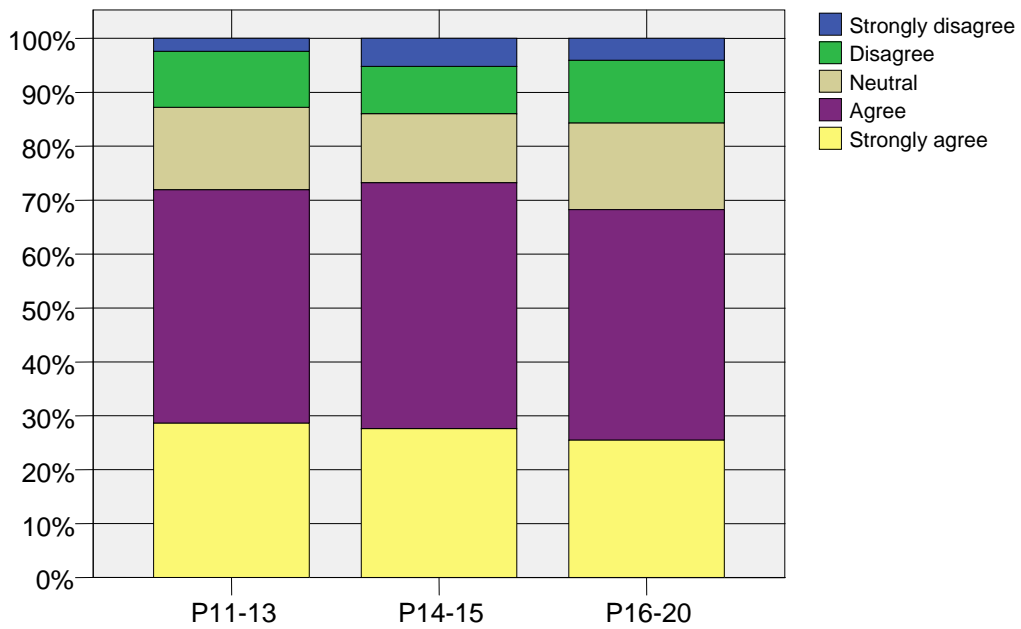
**Q8b. My supervisor communicates priorities and expectations clearly.**



**Q8c. My supervisor communicates basis of salary increases.**

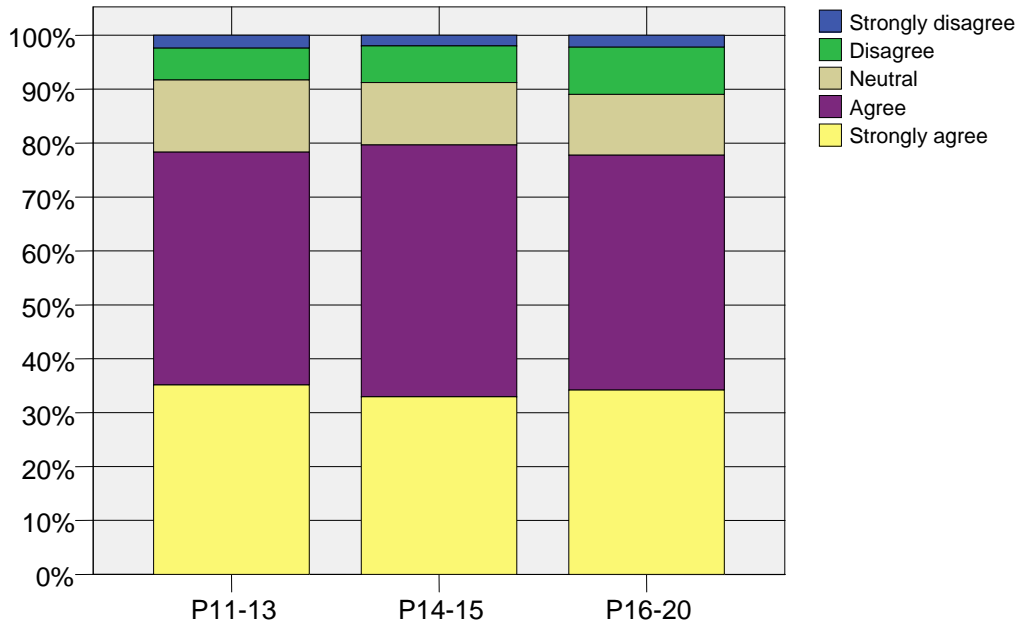


**Q8d. My supervisor fosters a cooperative working environment.**

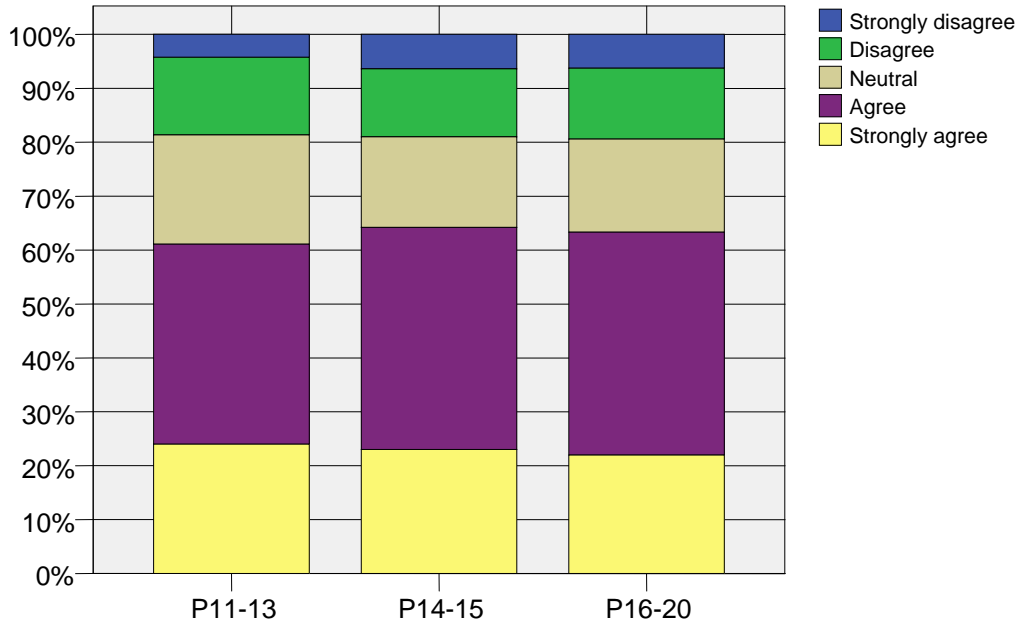




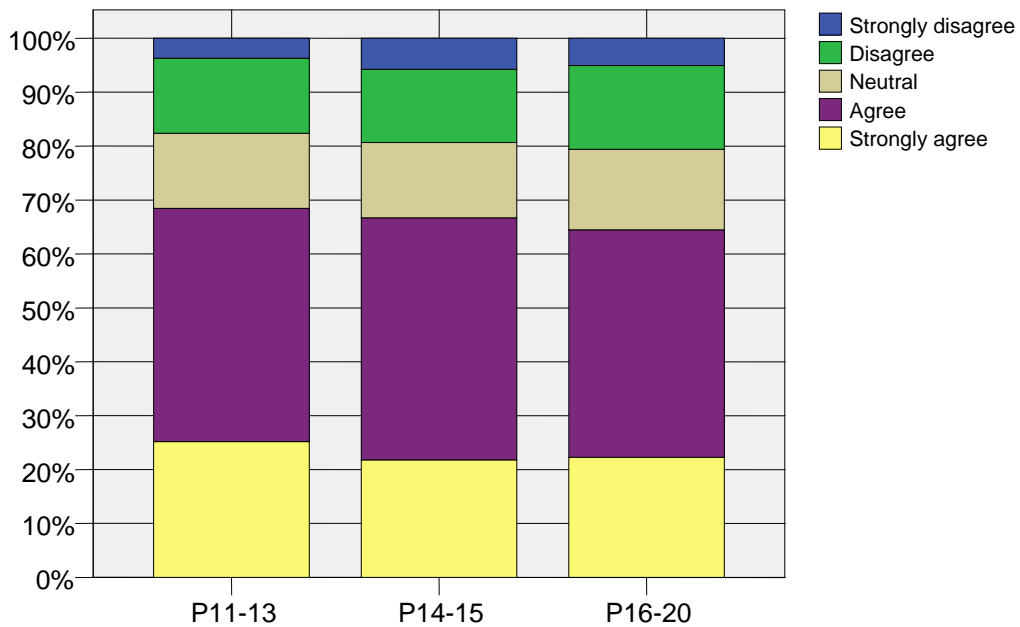
**Q8e. My supervisor is accessible to discuss concerns and work related issues.**



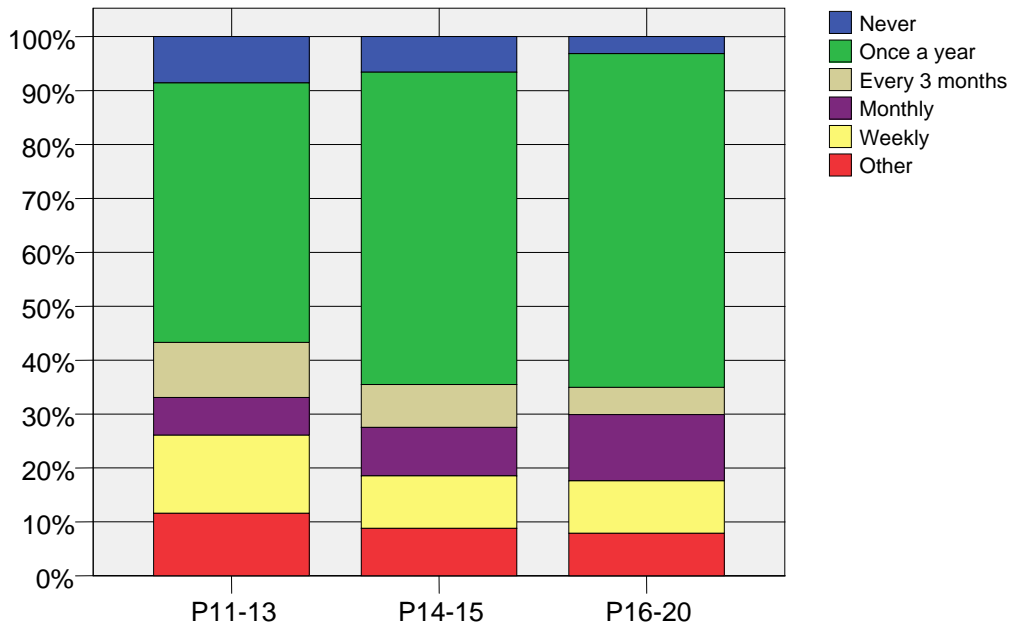
**Q8f. My supervisor takes action to resolve concerns and work issues.**



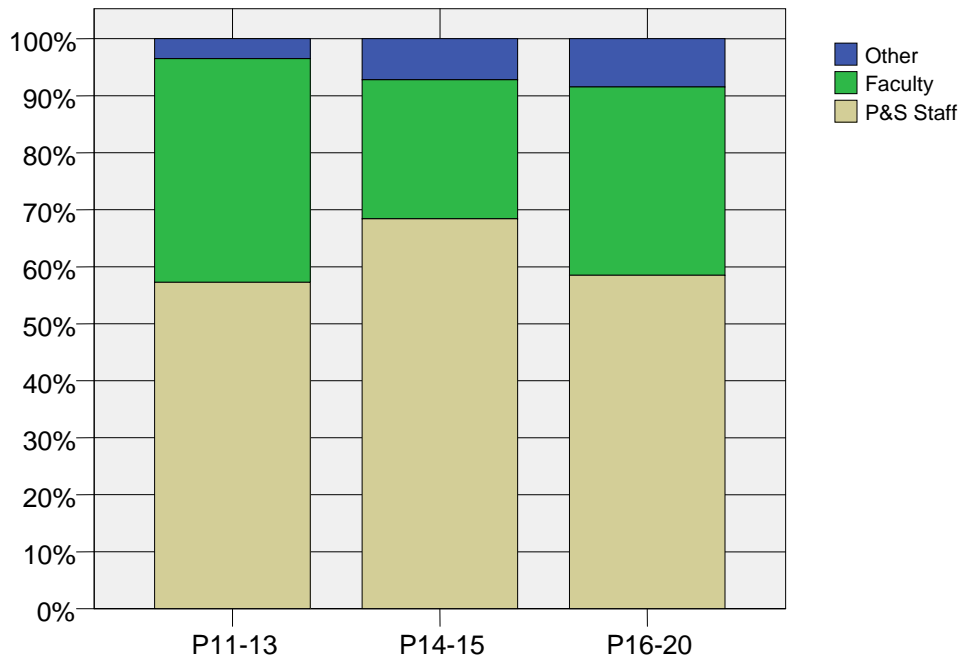
**Q8g. My supervisor has a good understanding of my job activities.**



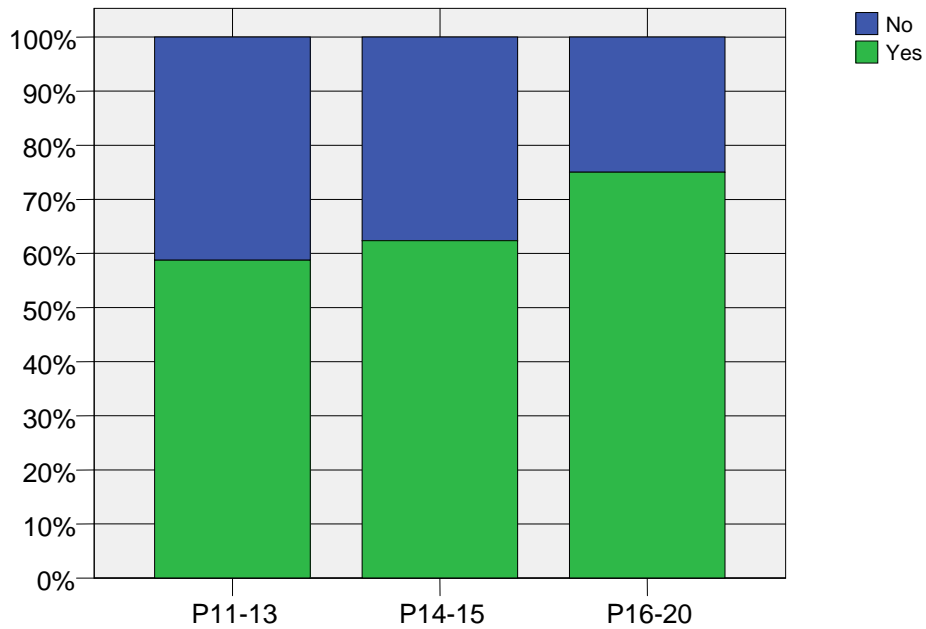
**Q9. How often do you and your supervisor meet to discuss performance expectations and progress toward goal attainment?**



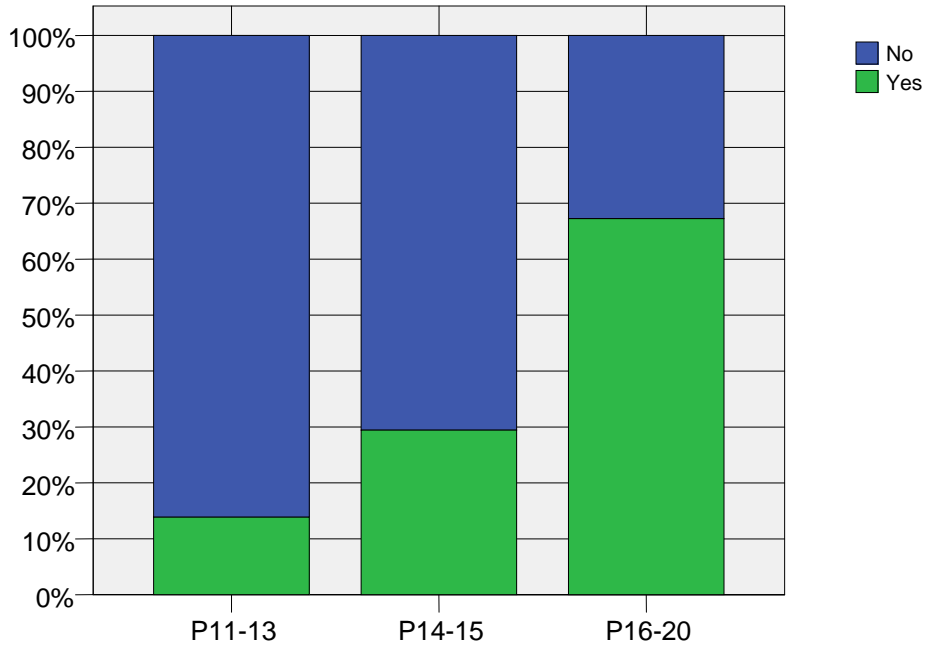
### Q10. Is your supervisor:



### Q11. Do you supervise other employees (including students)?

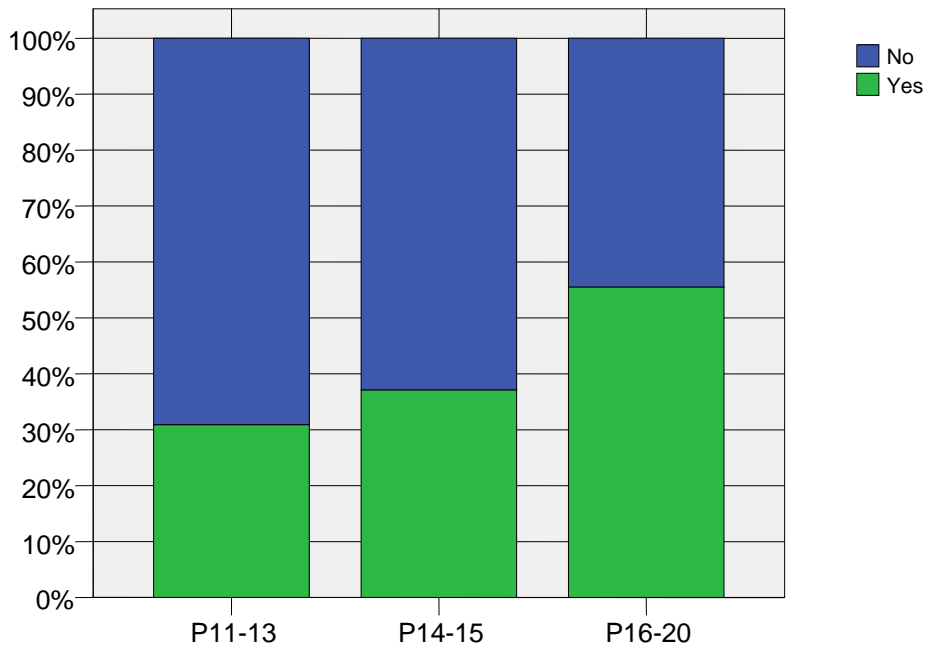


### Q12a. Supervise P&S Staff.



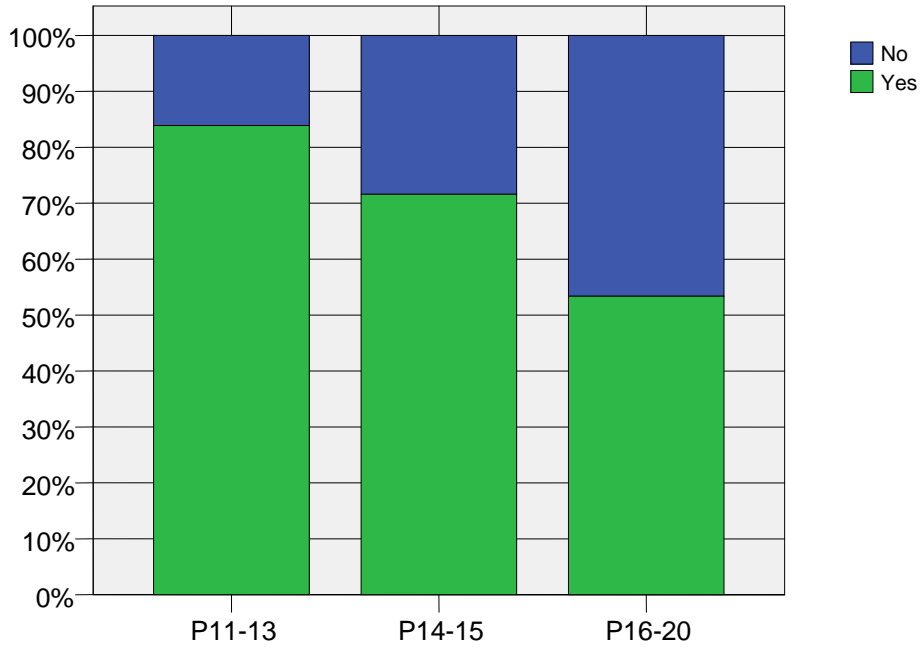
\*Graph based only on those who answered yes to Q11.

### Q12b. Supervise Merit Staff



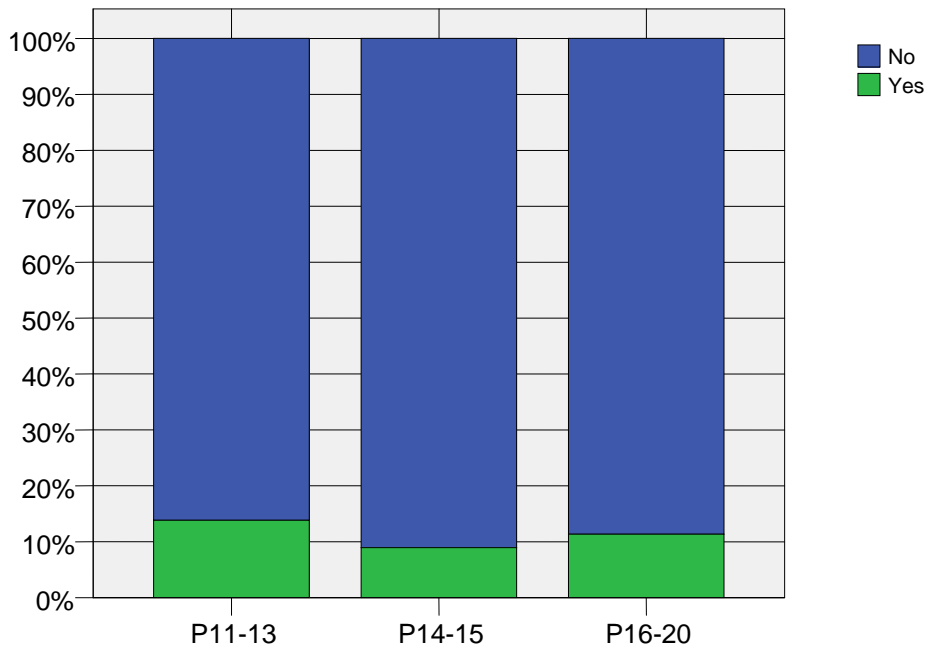
\*Graph based only on those who answered yes to Q11.

### Q12c. Supervise Students.



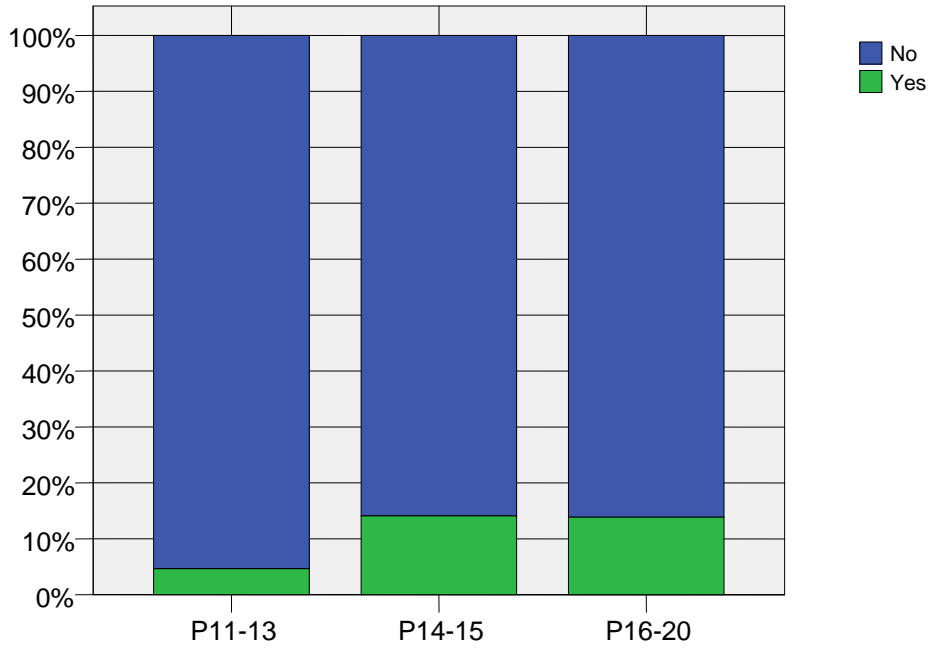
\*Graph based only on those who answered yes to Q11.

### Q12d. Supervise XH Staff.



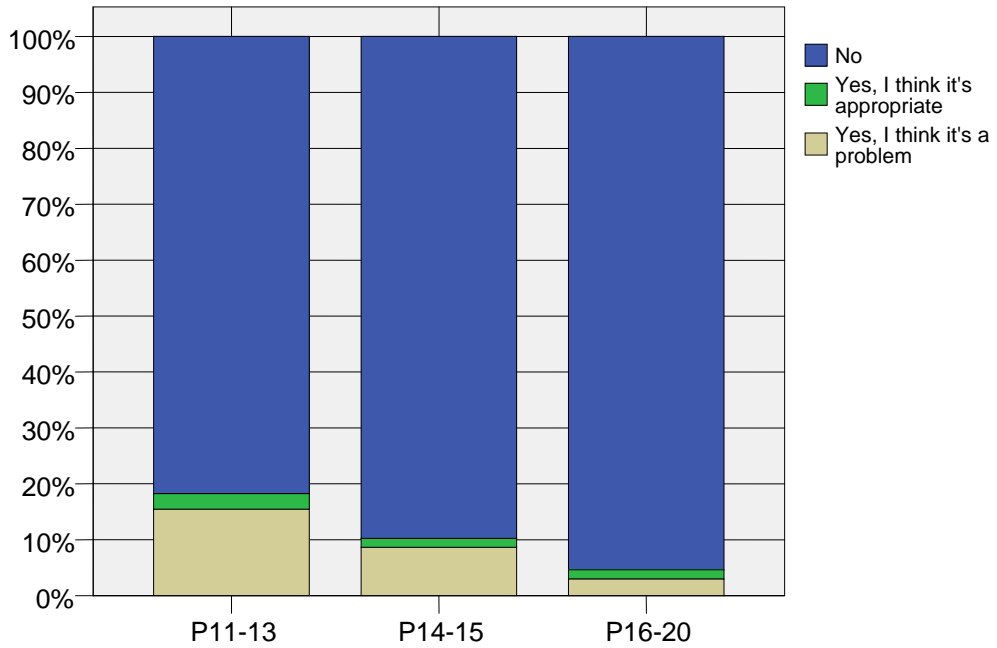
\*Graph based only on those who answered yes to Q11.

**Q12e. Supervise Other.**



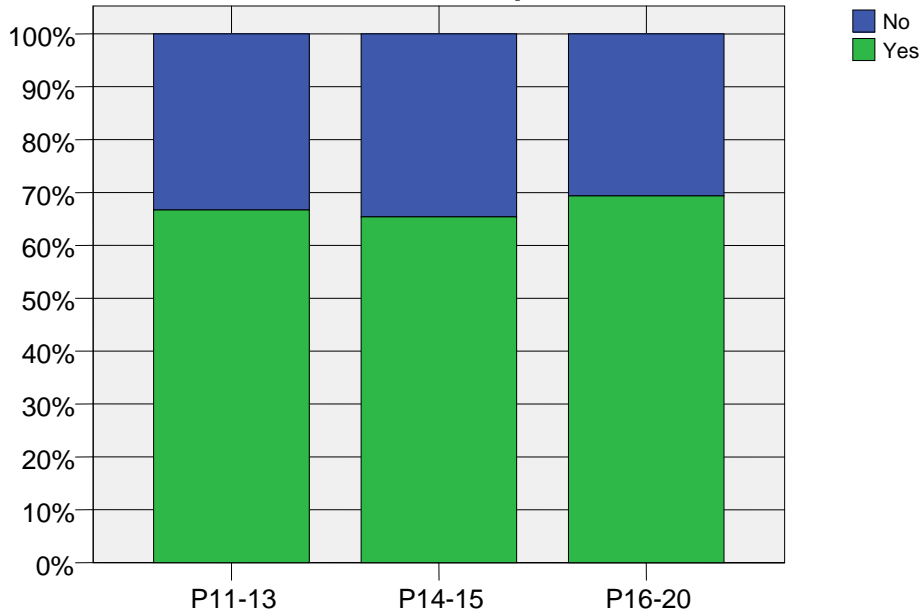
\*Graph based only on those who answered yes to Q11.

**Q13. Do you supervise someone who earns more than you do?**



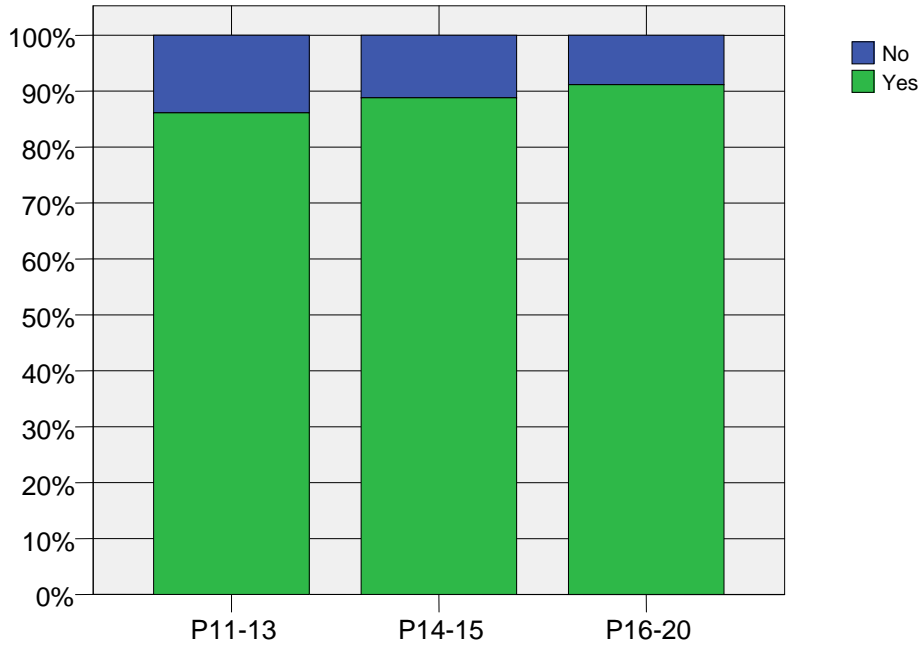
\*Graph based only on those who answered yes to Q11.

**Q14. Do you feel you have an adequate understanding of all the policies and procedures (ISU, State, Federal, etc.) that you must enforce as a supervisor at ISU?**



\*Graph based only on those who answered yes to Q11.

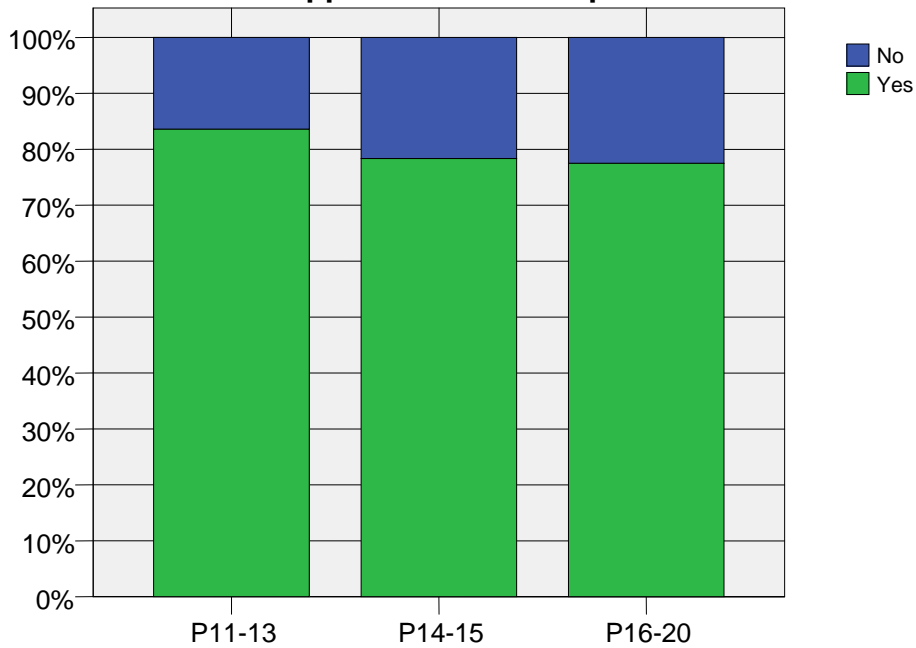
**Q15. Do you know where to go for answers to questions related to personnel policies and procedures?**



\*Graph based only on those who answered yes to Q11.

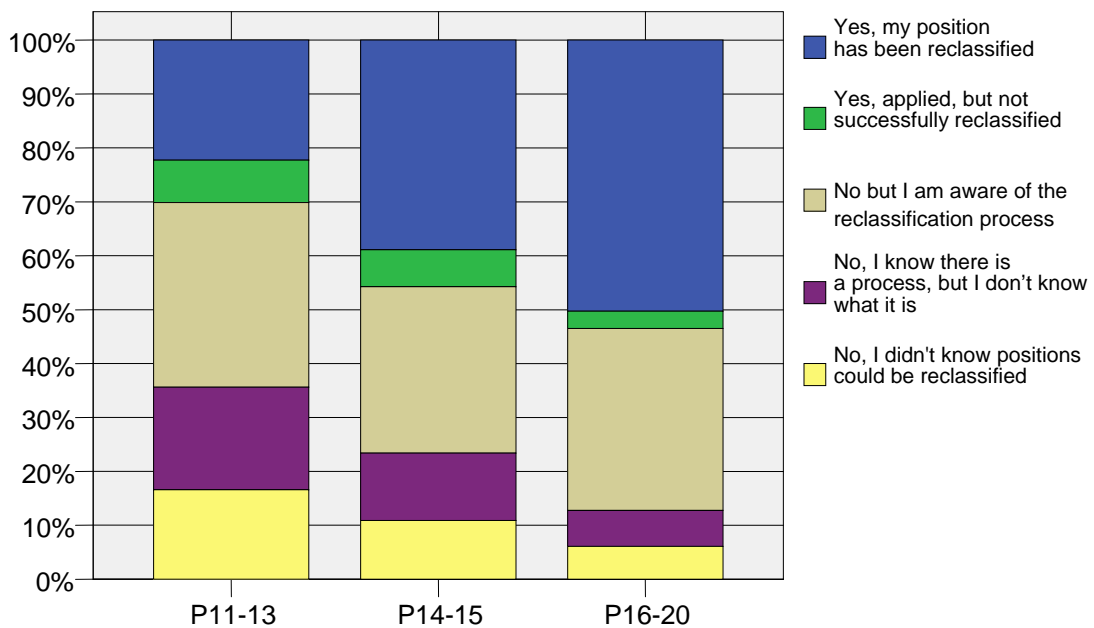


**Q16. Should ISU provide more training and development opportunities for supervisors?**

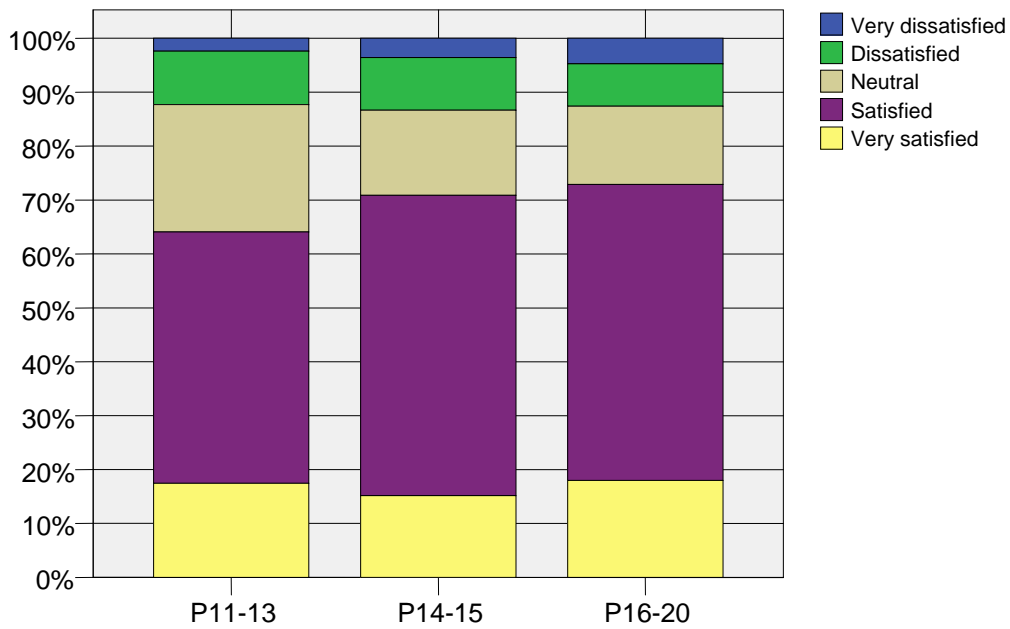


\*Graph based only on those who answered yes to Q11.

**Q17. Have you attempted to have your position reclassified in the last 10 years?**

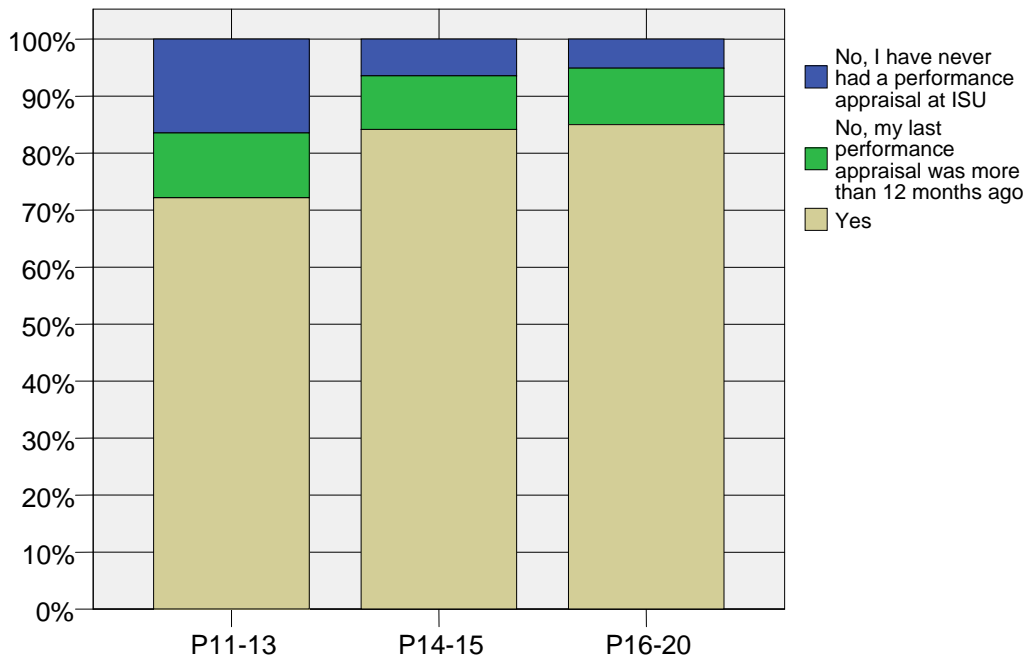


**Q18. How satisfied are you overall with your current job at ISU?**



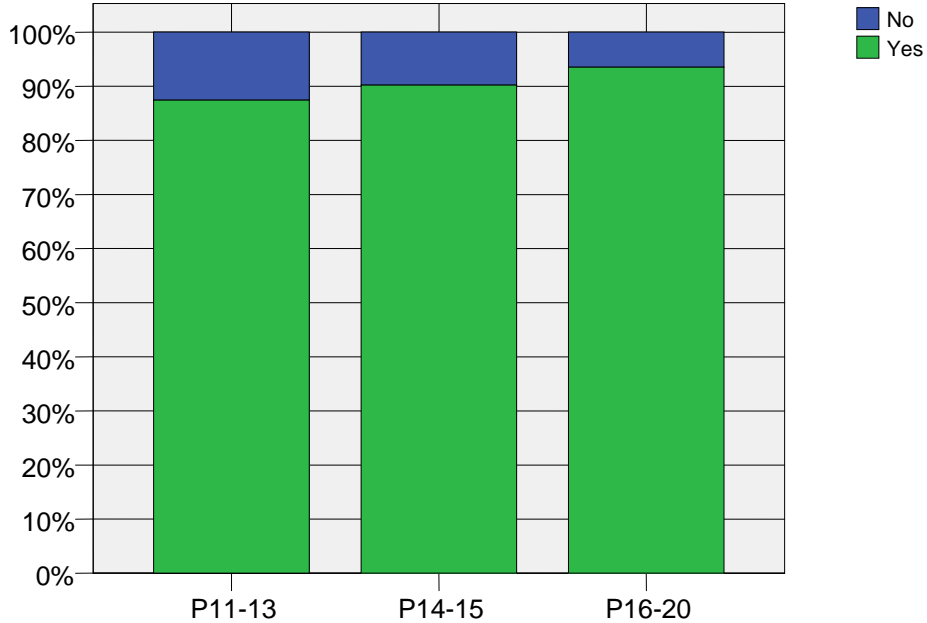
**Section 2: Performance Appraisals**

**Q19. Have you received a performance appraisal within the last 12 months?**

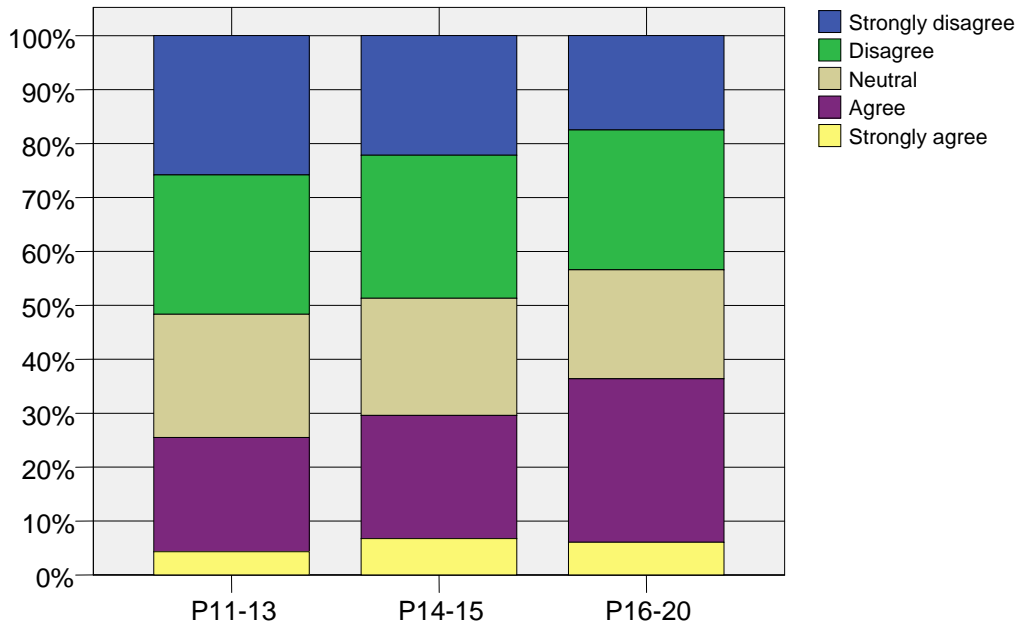


**Q20. For information regarding question 20 please see page 17 of this report.**

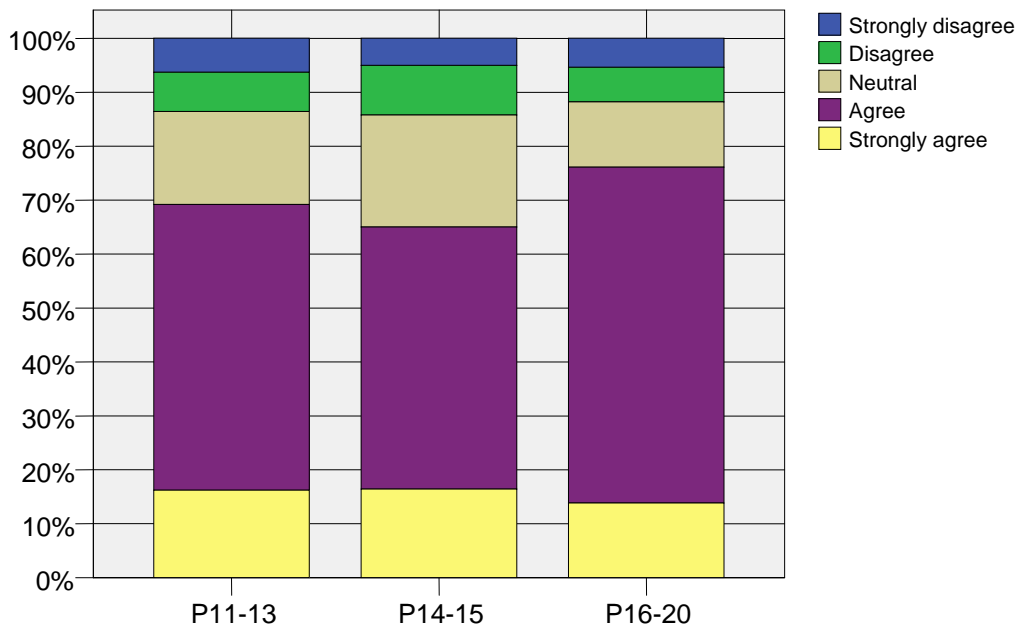
**Q21. At your most recent performance appraisal, did you provide your supervisor with input on your performance as part of the appraisal process?**



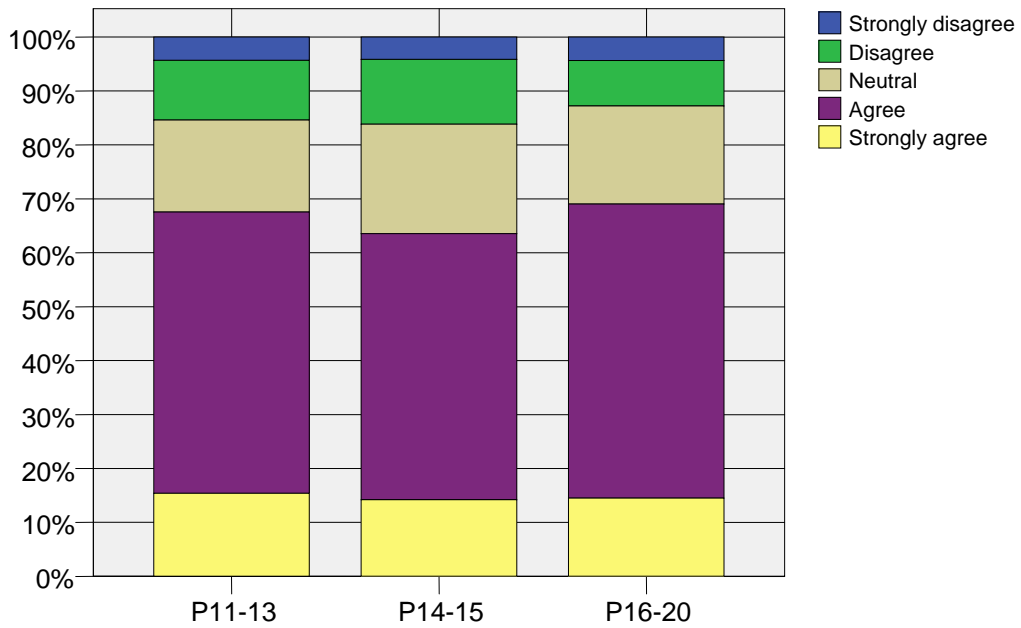
**Q22a. My salary increase was based on my performance appraisal.**



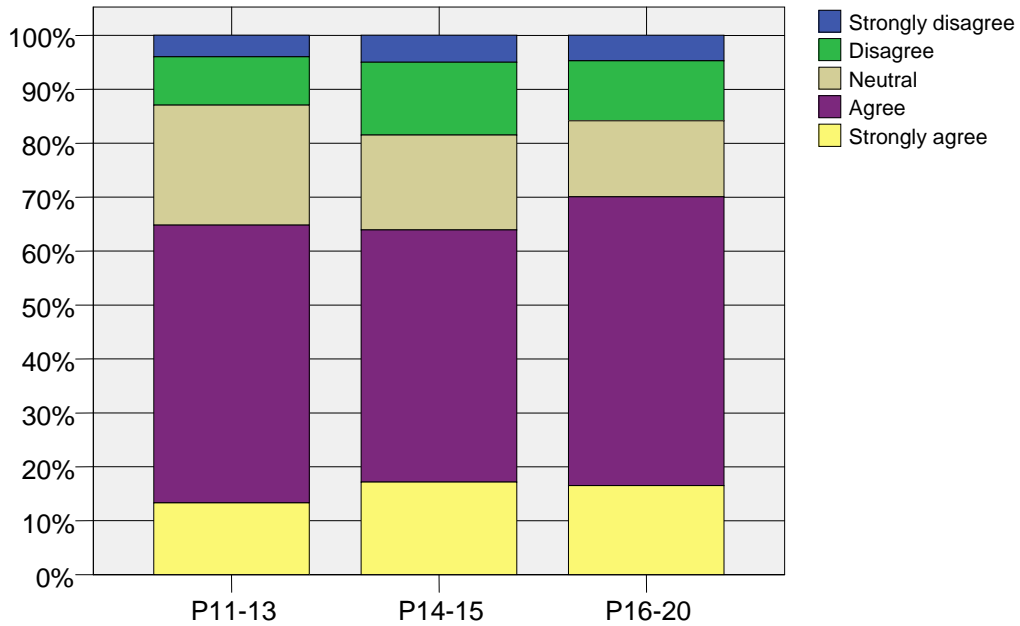
**Q22b. My appraisal accurately reflected my job performance.**



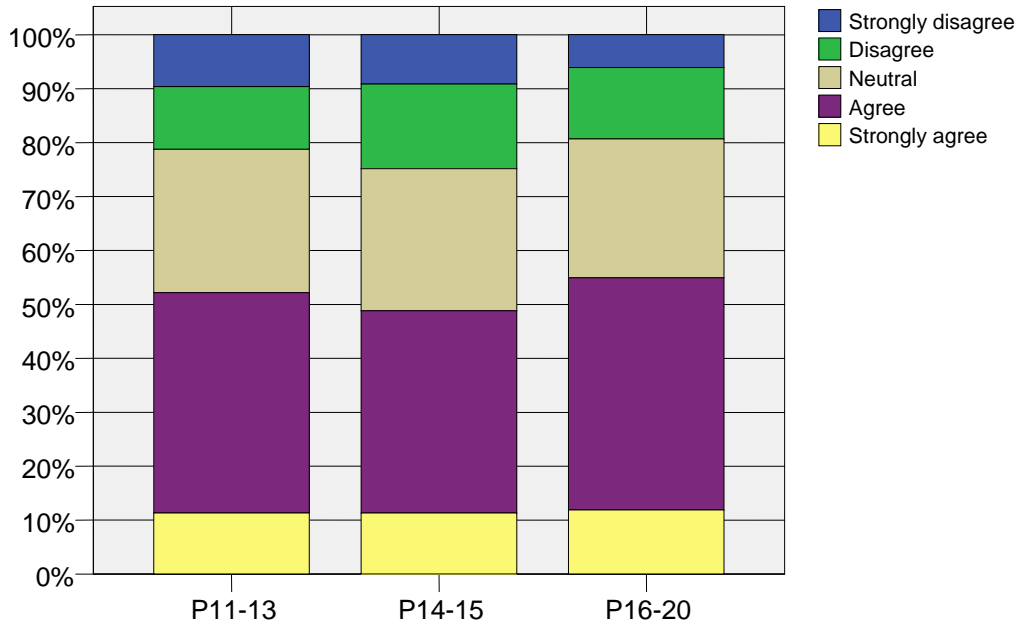
**Q22c. My performance appraisal was clear and complete.**



**Q22d. My supervisor gave me constructive feedback about my performance.**

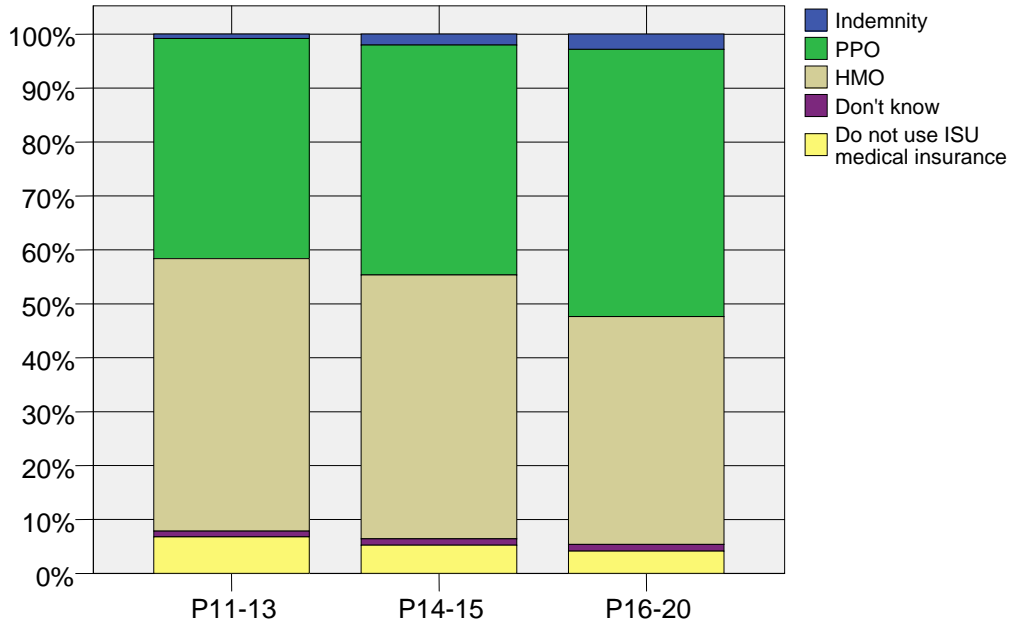


**Q22e. Participating in the performance appraisal process was beneficial.**

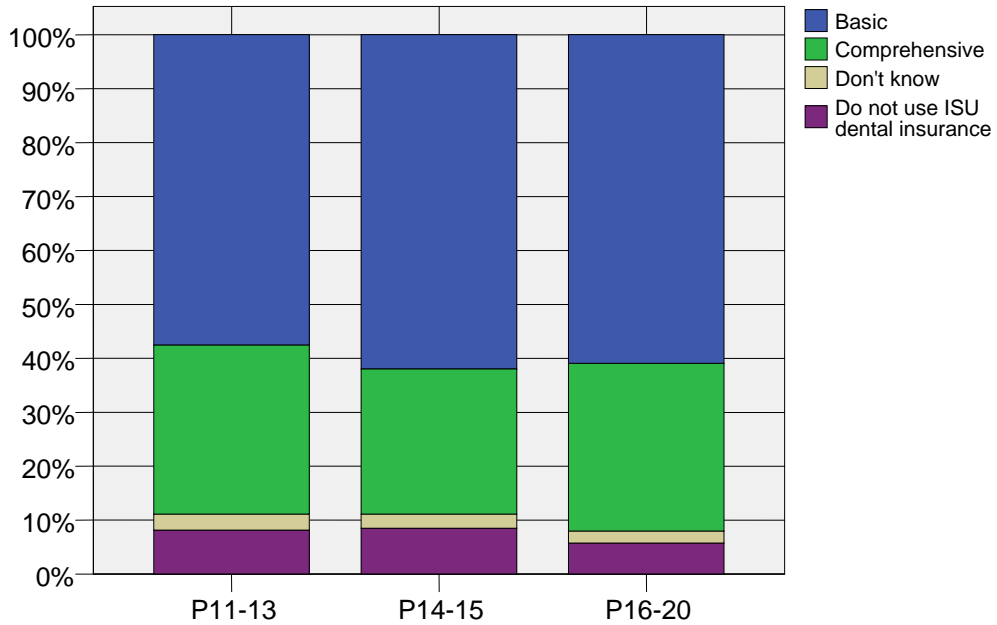


### Section 3: Benefits

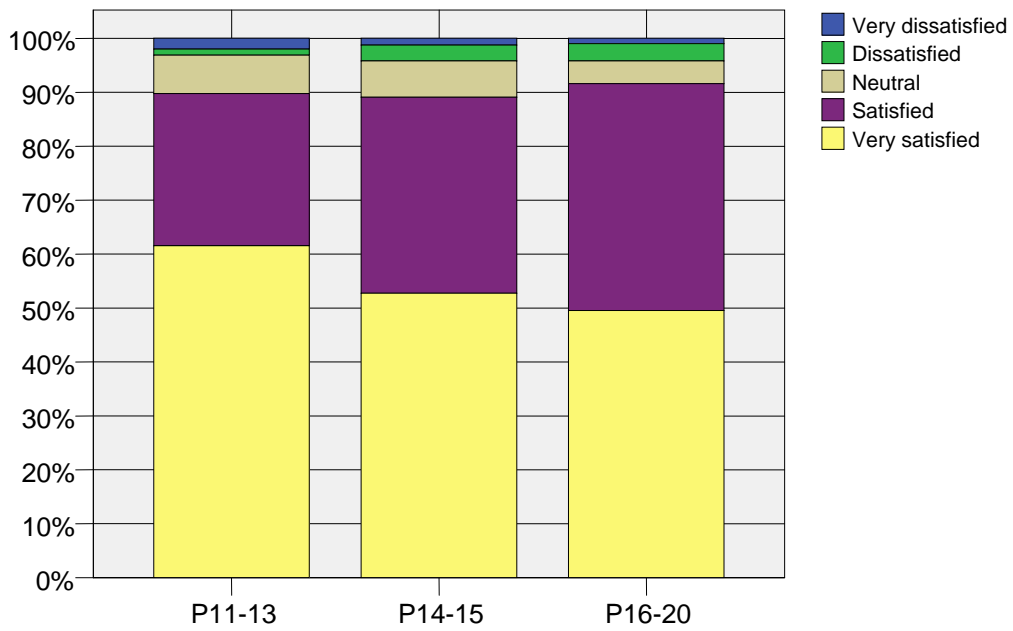
**Q23. Which ISU medical insurance option do you currently use?**



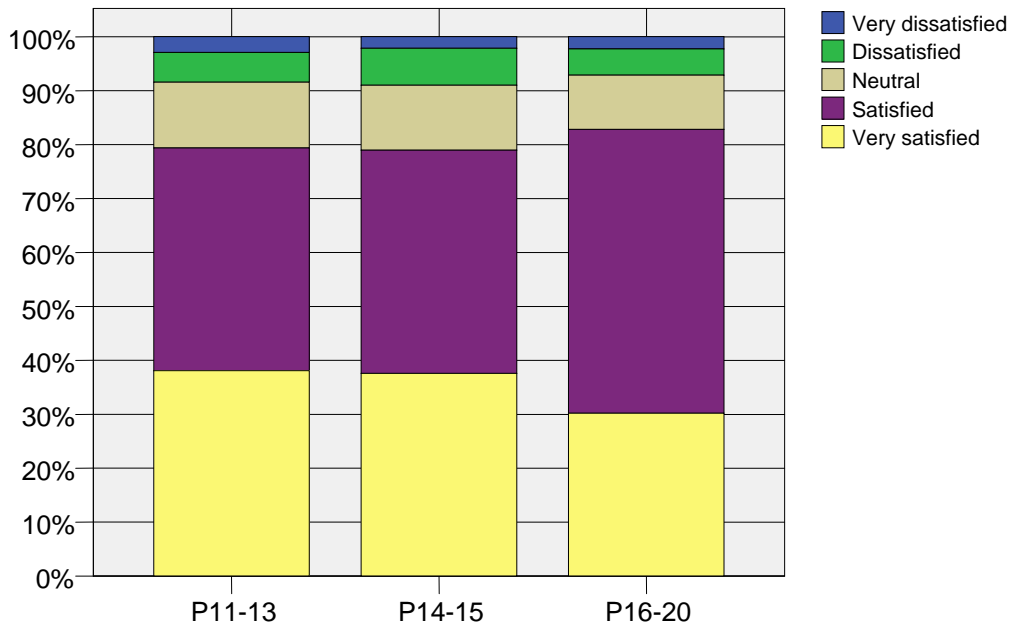
**Q24. Which ISU dental option do you currently use?**



**25a. Overall, how satisfied are you with ISU medical benefits?**

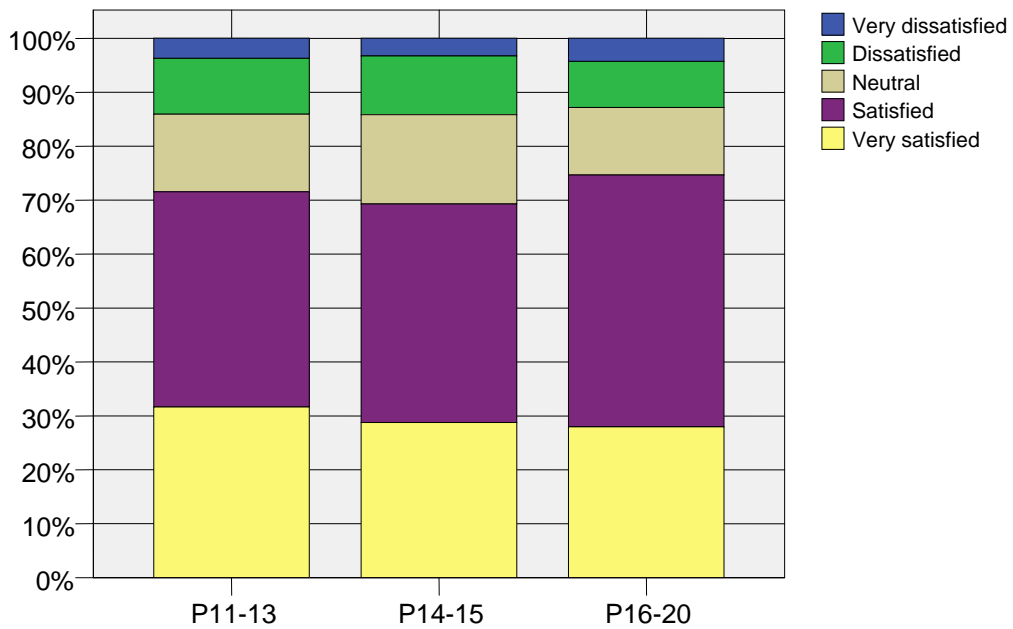


**Q25b. Overall, how satisfied are you with ISU dental benefits?**

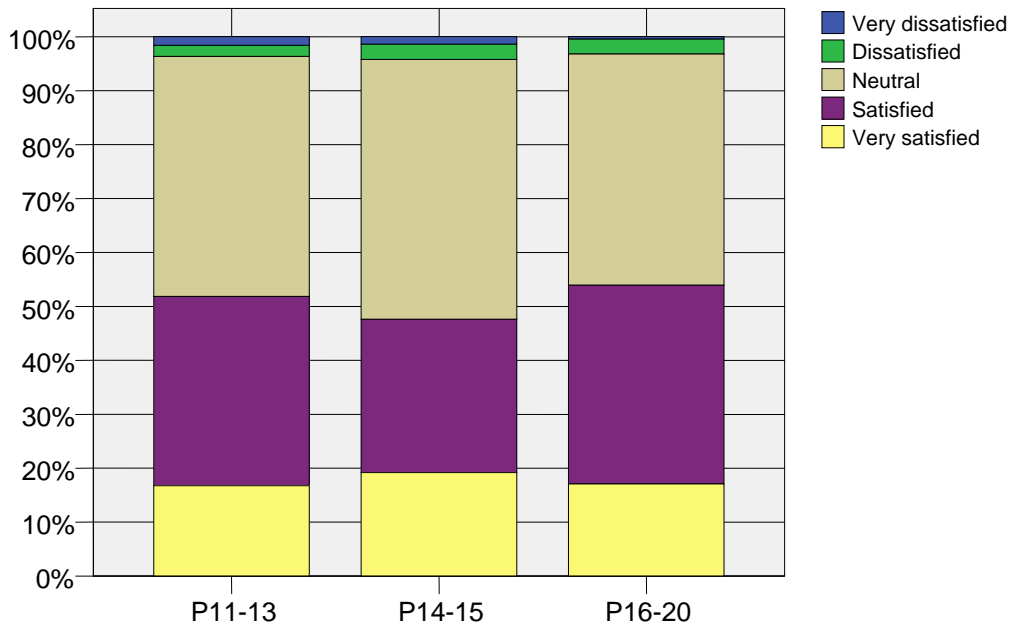




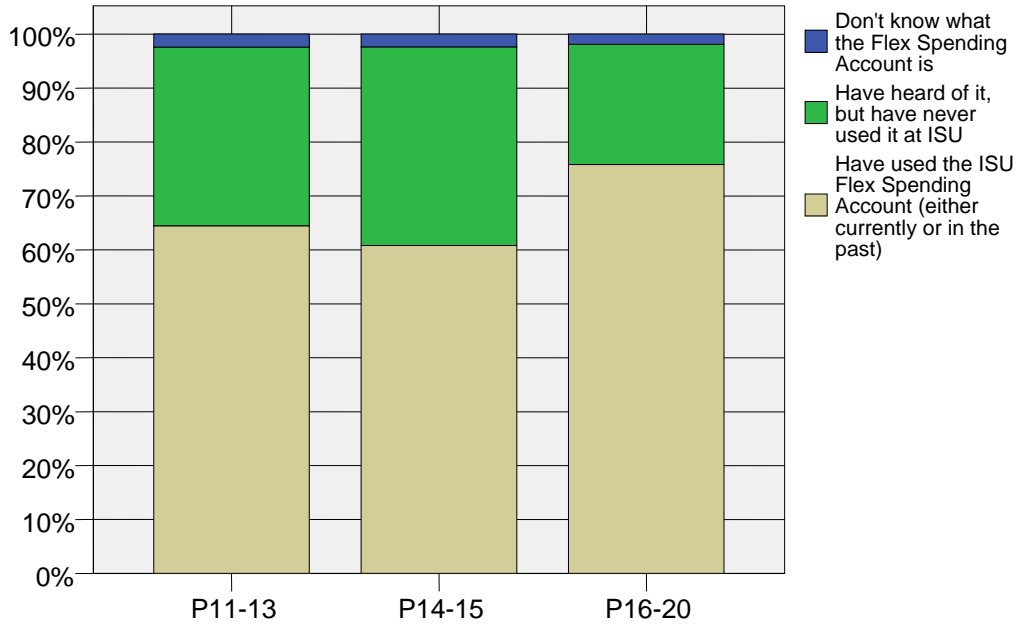
**Q25c. Overall, how satisfied are you with ISU prescription benefits?**



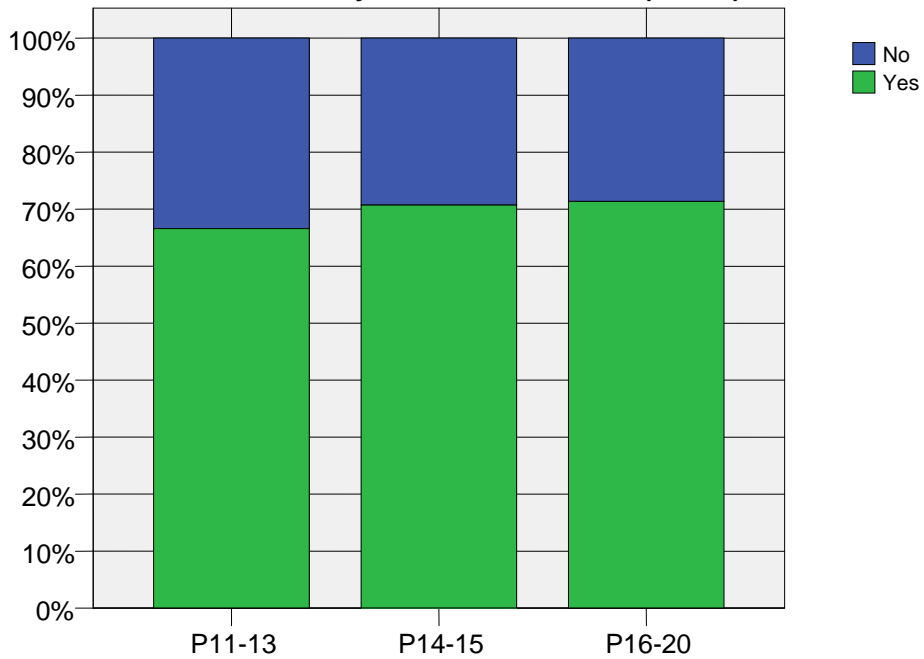
**Q25d. Overall, how satisfied are you with ISU long term care Insurance?**



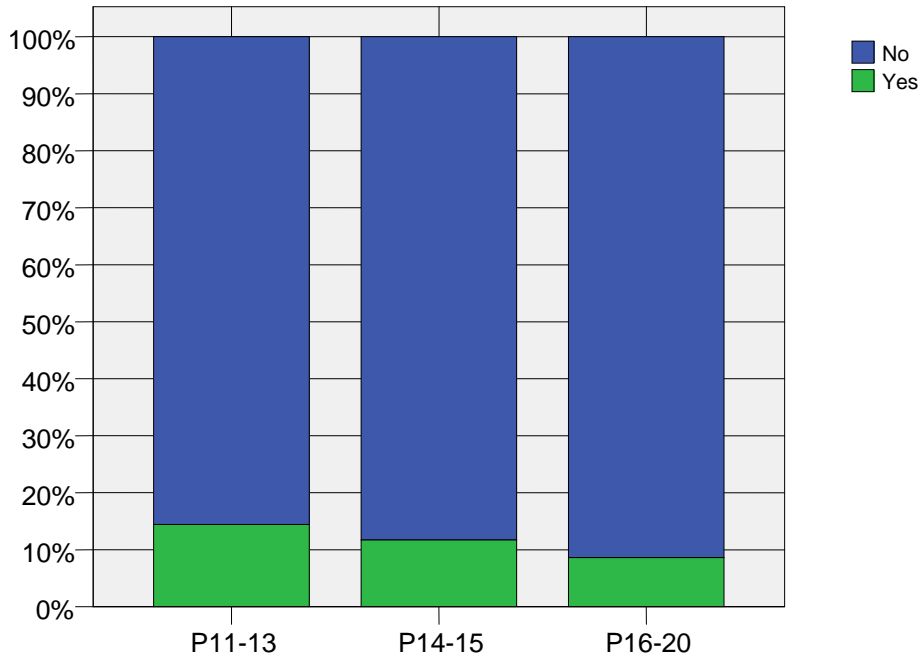
**Q26. Which of the following best describes your use of ISU Flex Spending Accounts?**



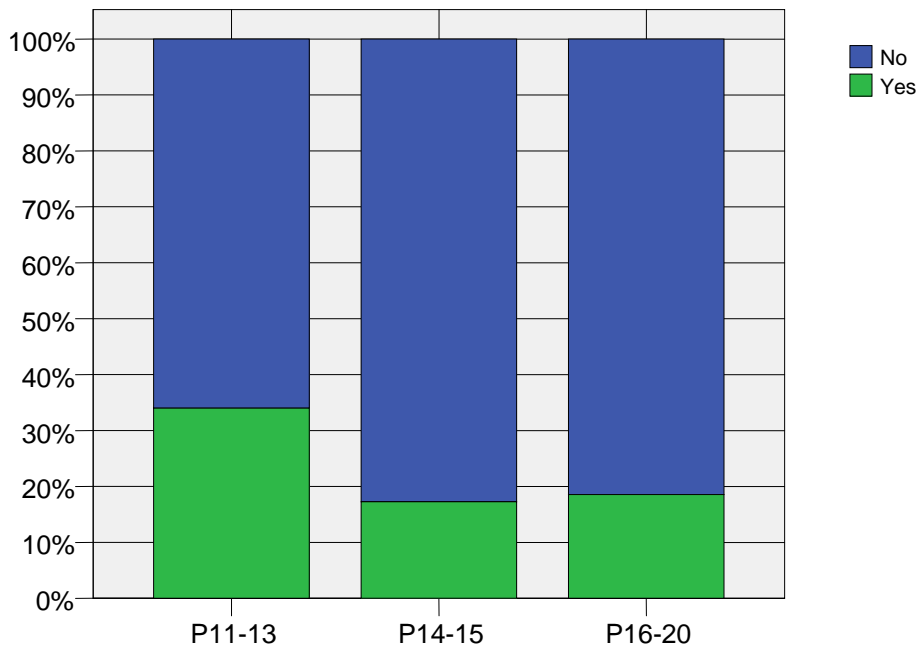
**Q27. Are you aware of the benefits and rights granted to you by the Family Medical Leave Act (FMLA)?**



**Q28. Have you ever exercised your rights under FMLA while at ISU?**

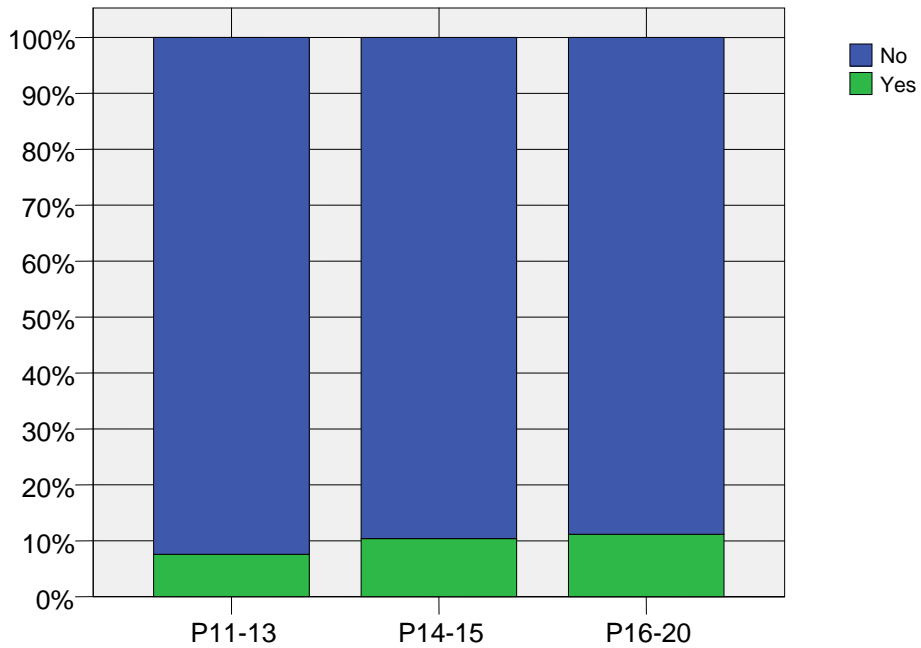


**Q29a. Used FMLA benefits for self.**



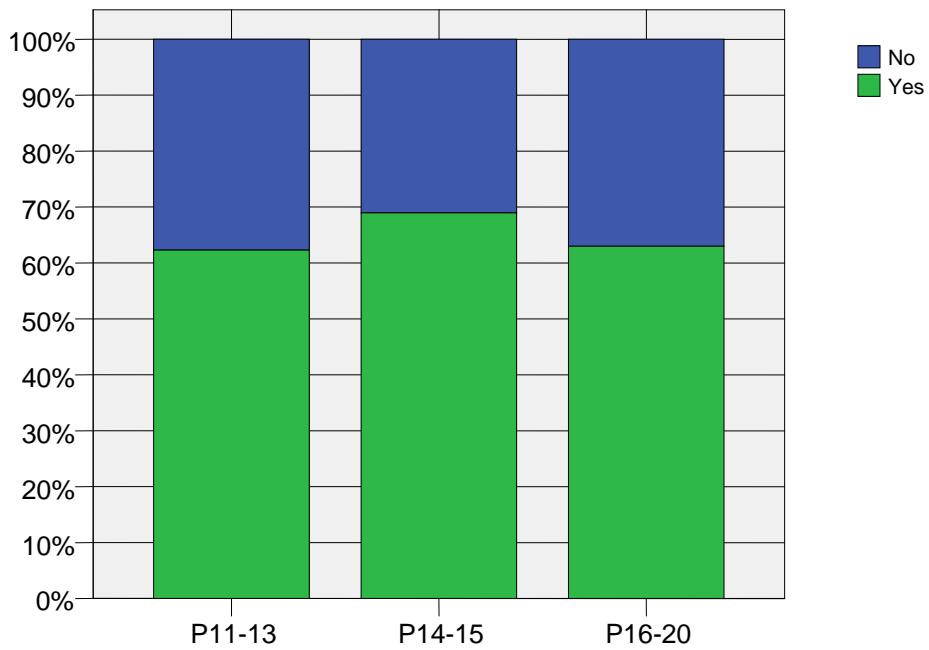
\*Graph based only on those who answered yes to Q28.

**Q29b. Used FMLA benefits for spouse/domestic partner.**



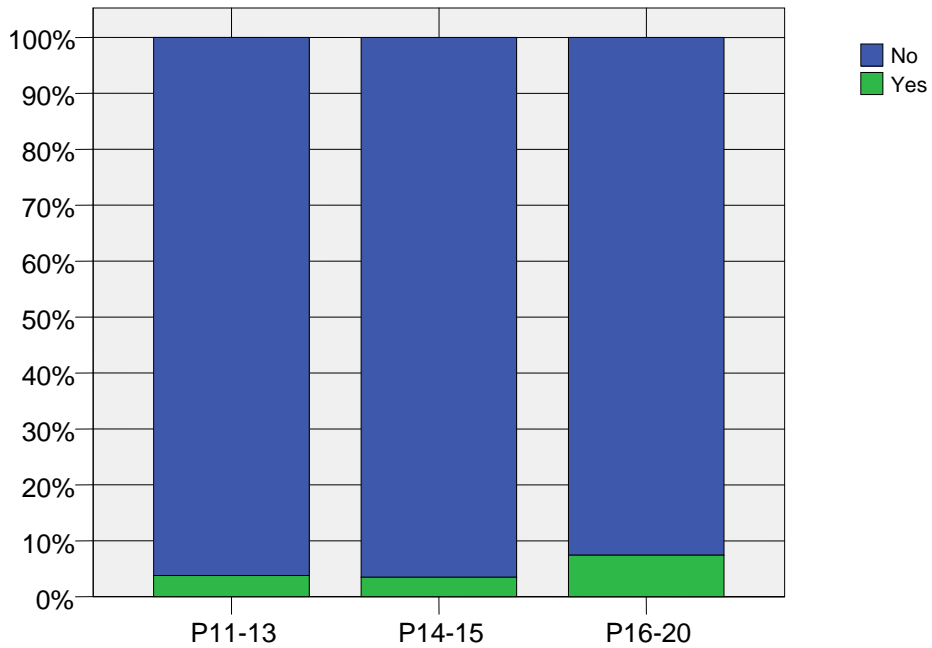
\*Graph based only on those who answered yes to Q28.

**Q29c. Used FMLA benefits for childbirth/adoption/foster child.**



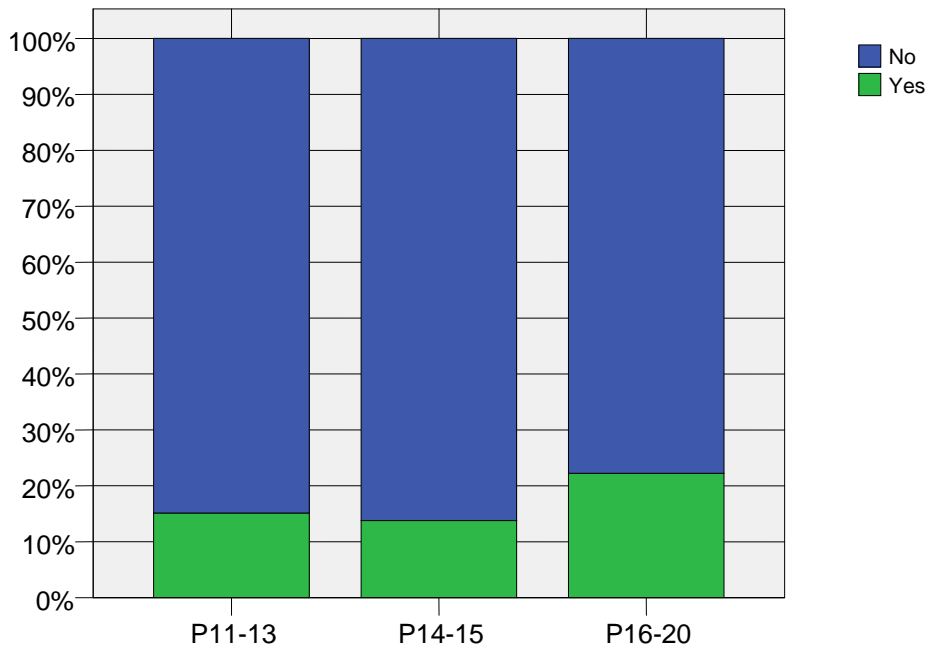
\*Graph based only on those who answered yes to Q28.

### Q29d. Used FMLA benefits for child injury/health.



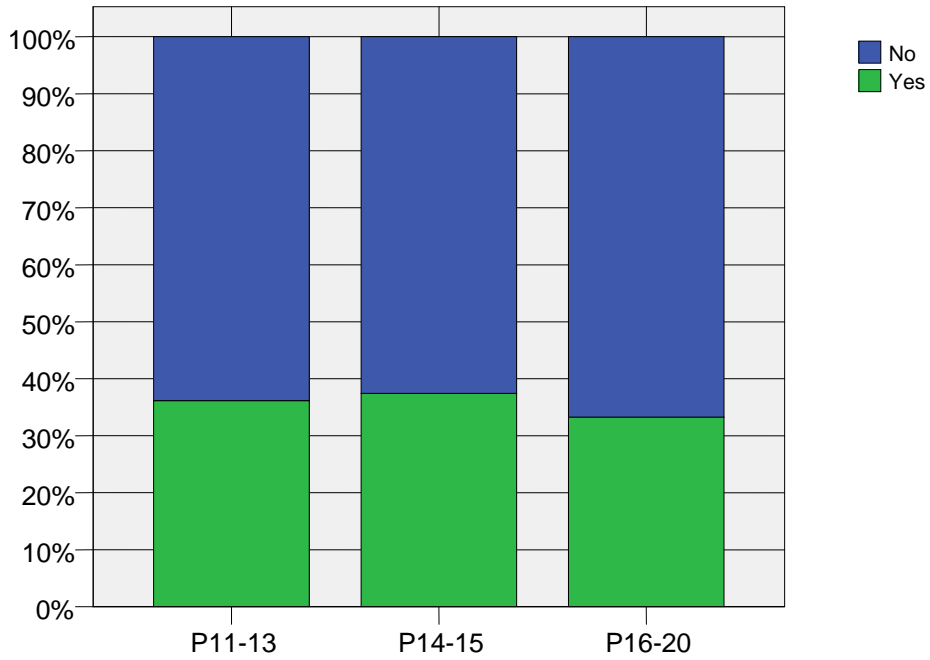
\*Graph based only on those who answered yes to Q28.

### Q29e. Used FMLA benefits for parents.

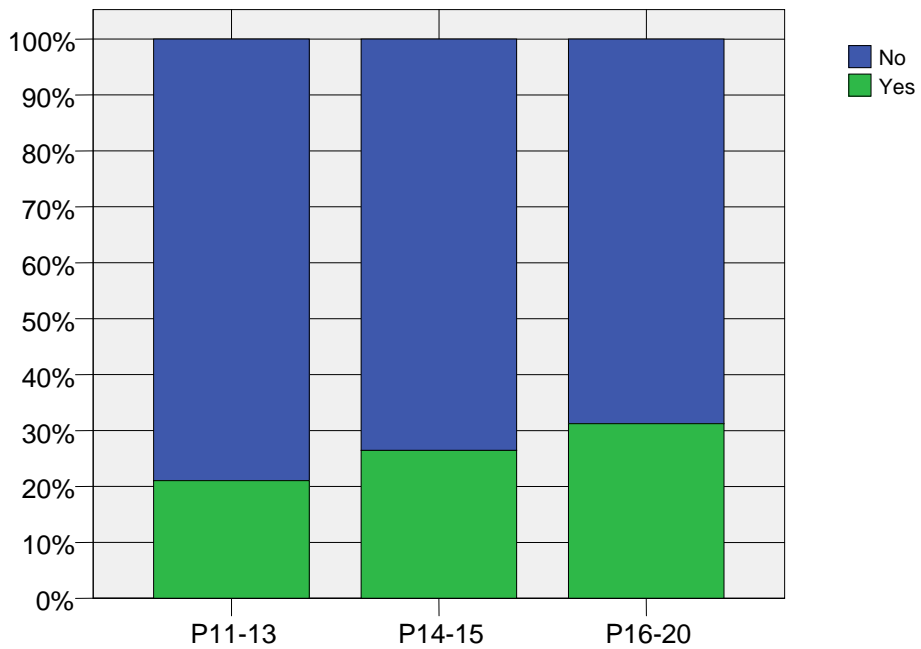


\*Graph based only on those who answered yes to Q28.

**Q30. In the past year have you taken emergency leave?**

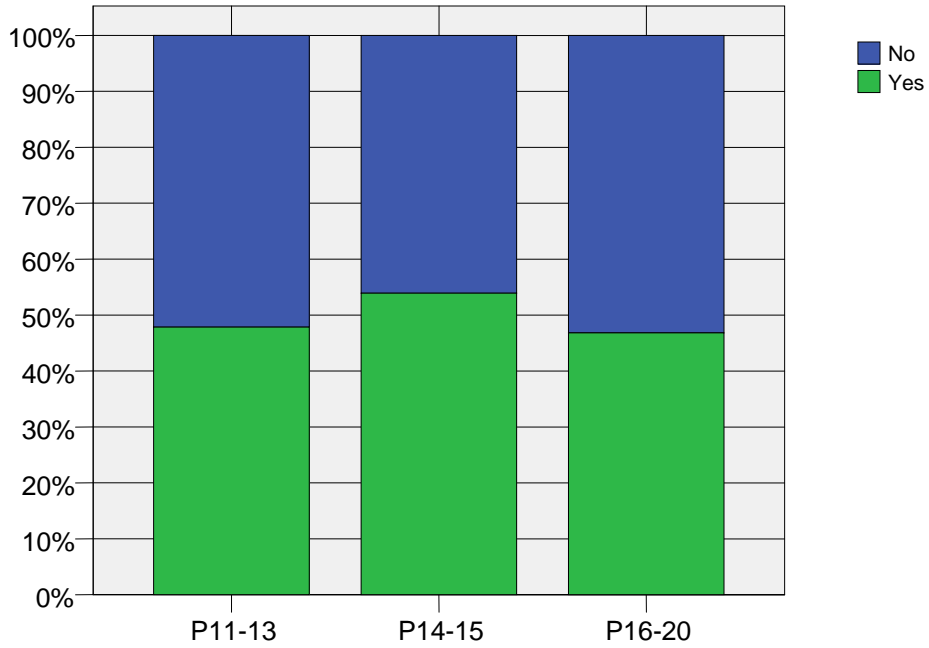


**Q31a. Emergency leave taken for spouse/domestic partner.**



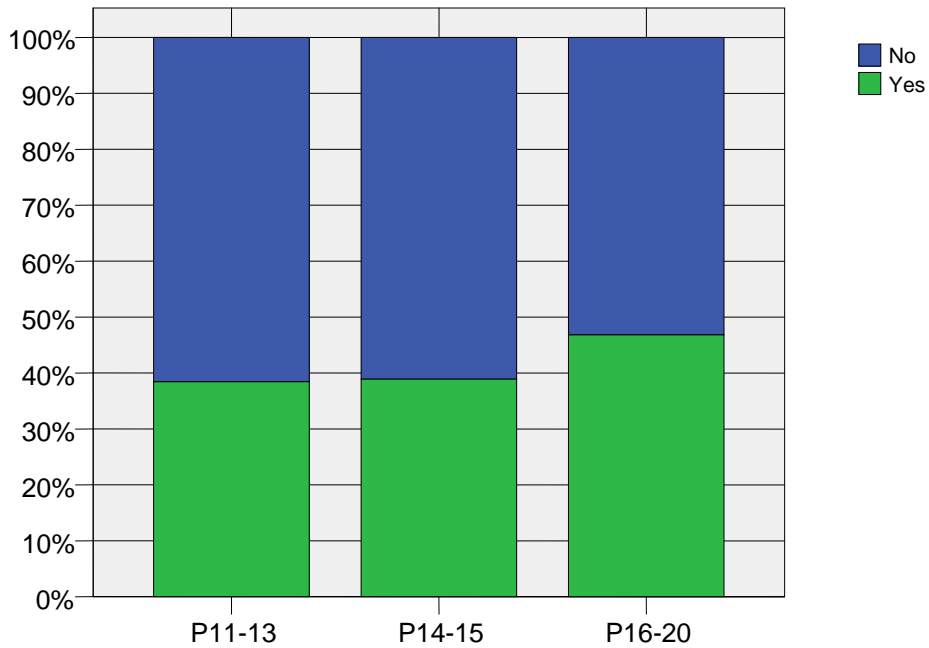
\*Graph based only on those who answered yes to Q30.

### Q31b. Emergency leave taken for children.



\*Graph based only on those who answered yes to Q30.

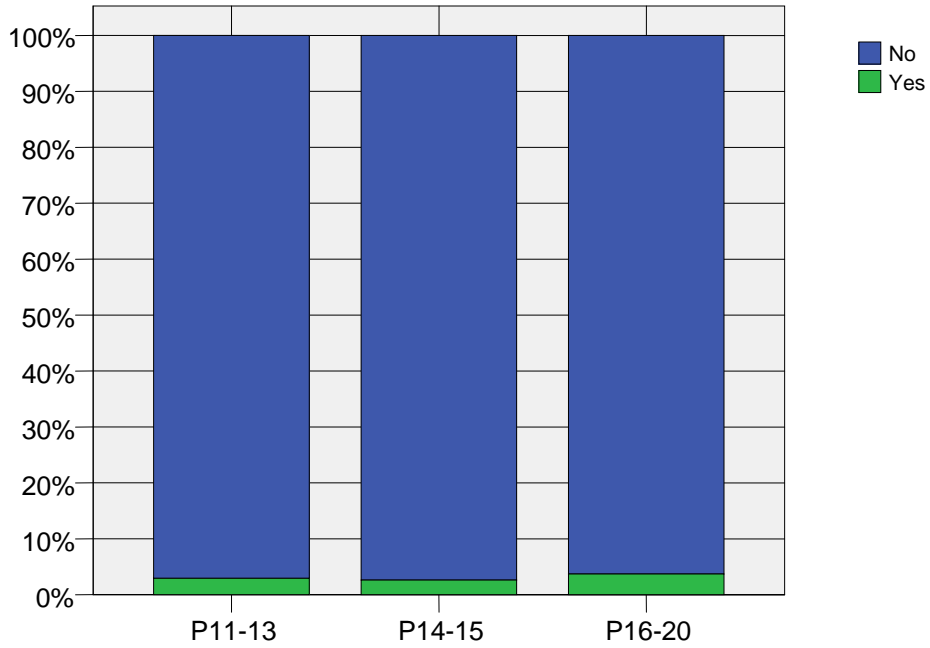
### Q31c. Emergency leave taken for parent/In-laws.



\*Graph based only on those who answered yes to Q30.

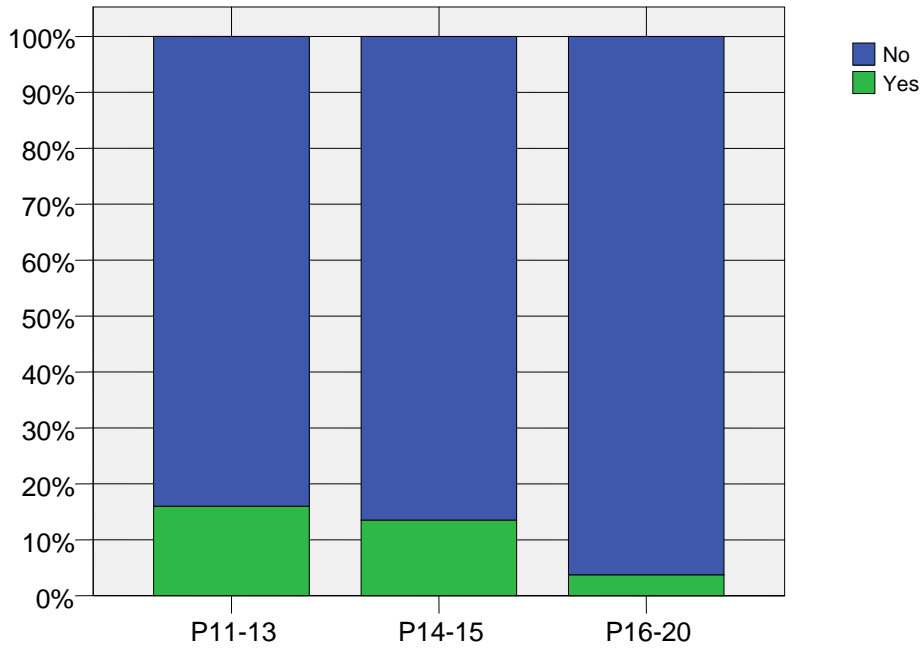


**Q31d. Emergency leave taken for siblings.**



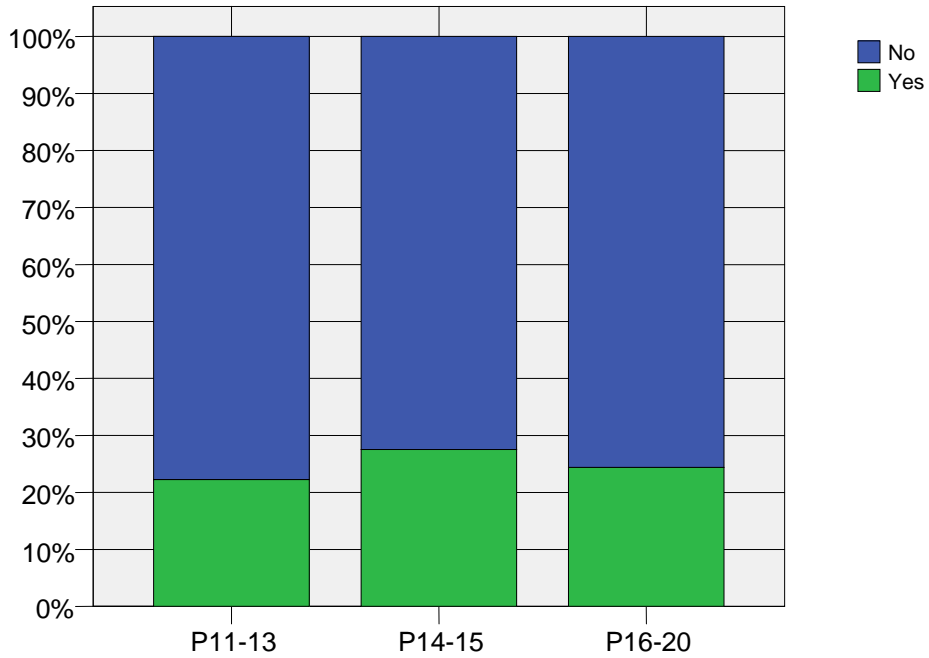
\*Graph based only on those who answered yes to Q30.

**Q31e. Emergency leave taken for other immediate family members.**

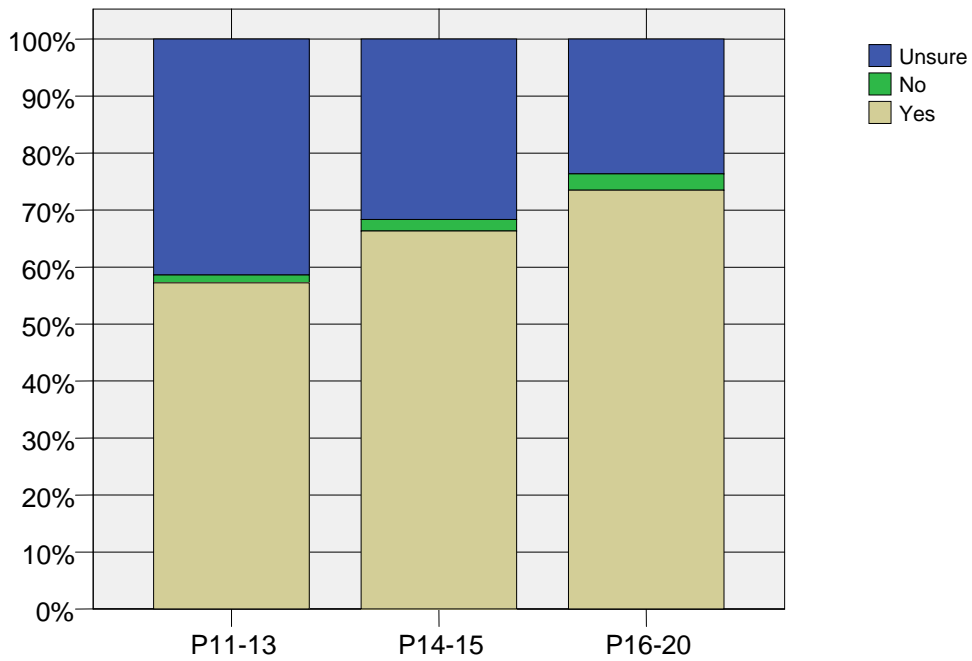


\*Graph based only on those who answered yes to Q30.

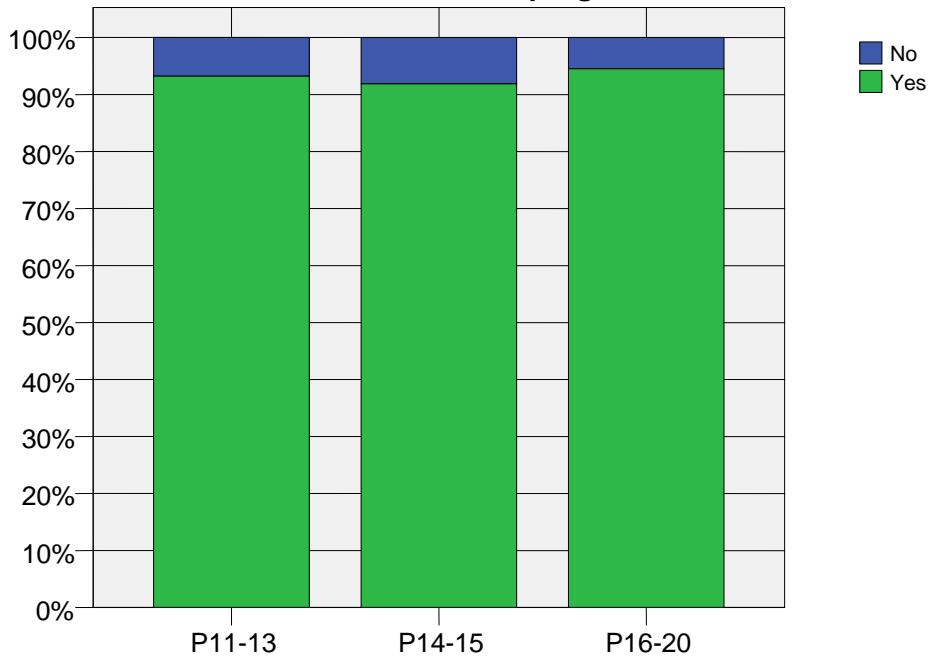
**Q32. In the past year, did you use vacation time in addition to emergency leave to care for others?**



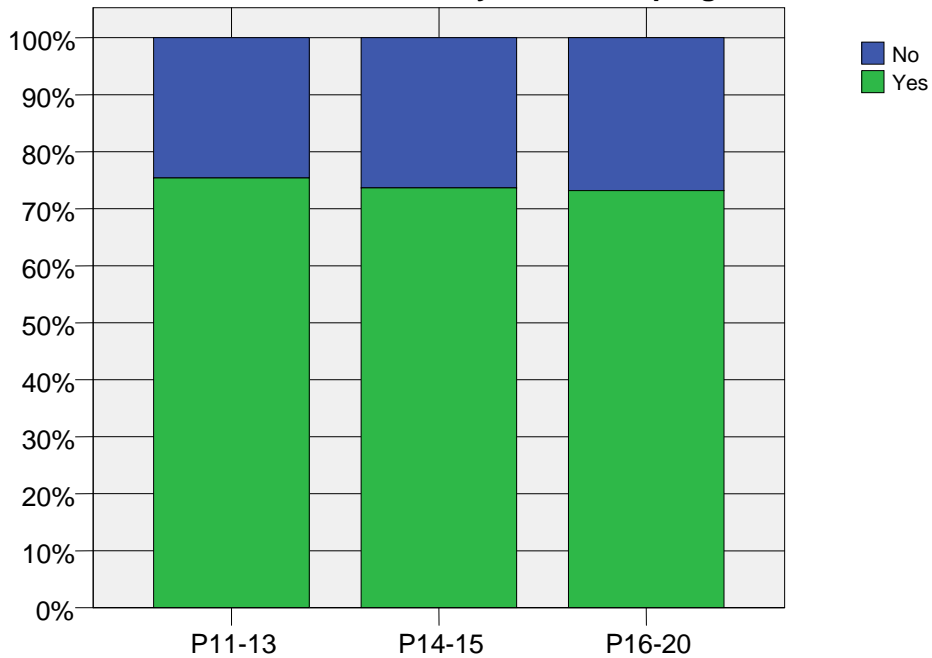
**Q33. Do you think ISU should reinstate an Early Retirement Program for P&S Staff?**



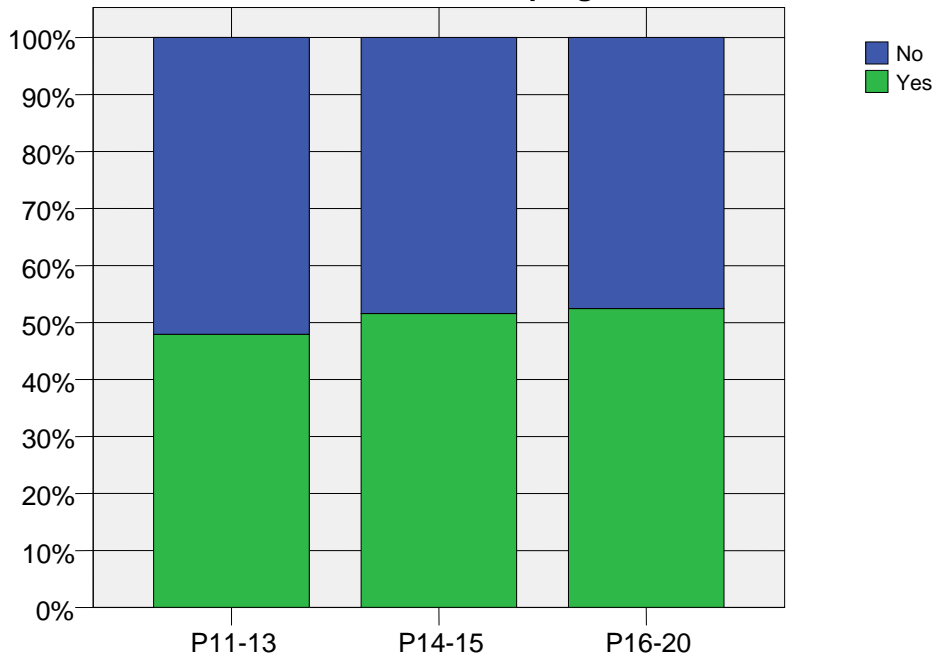
**Q34a. Continued medical coverage should be included in early retirement program.**



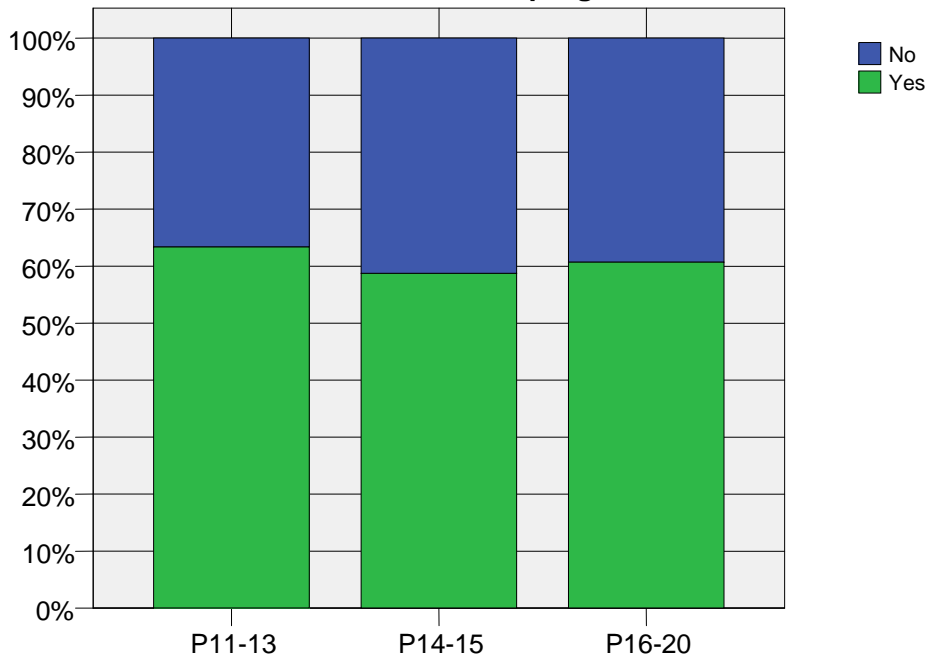
**Q34b. Continued contributions to your retirement plan should be included in early retirement program.**



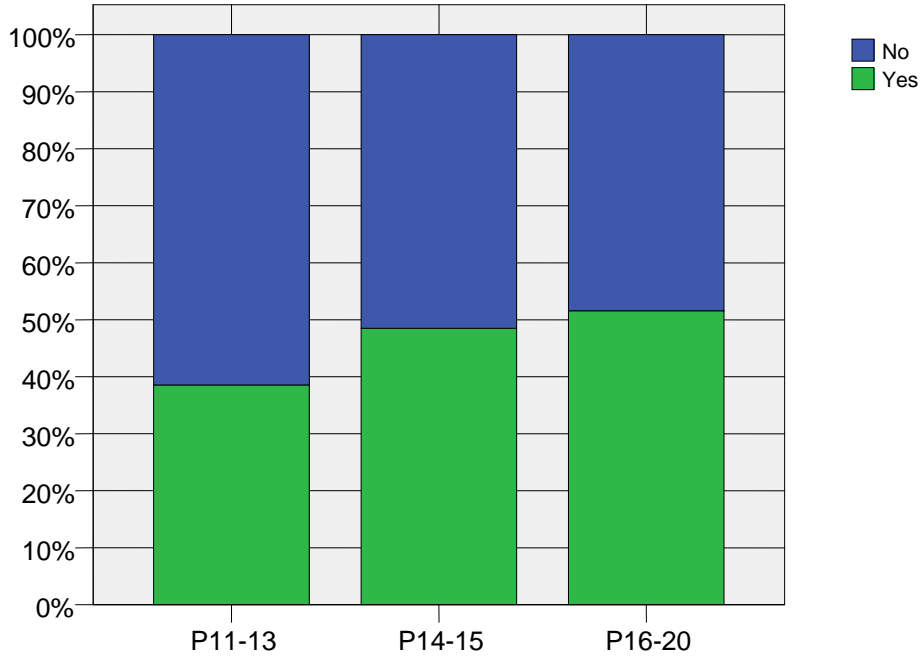
**Q34c. Ability to use accrued annual leave should be included in early retirement program.**



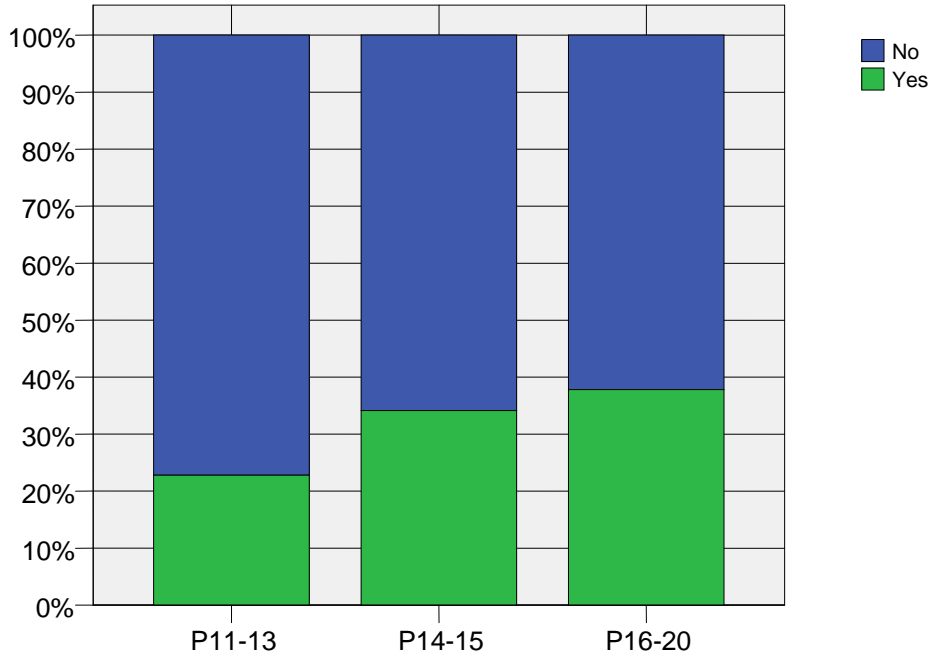
**Q34d. Continued dental coverage should be included in early retirement program.**



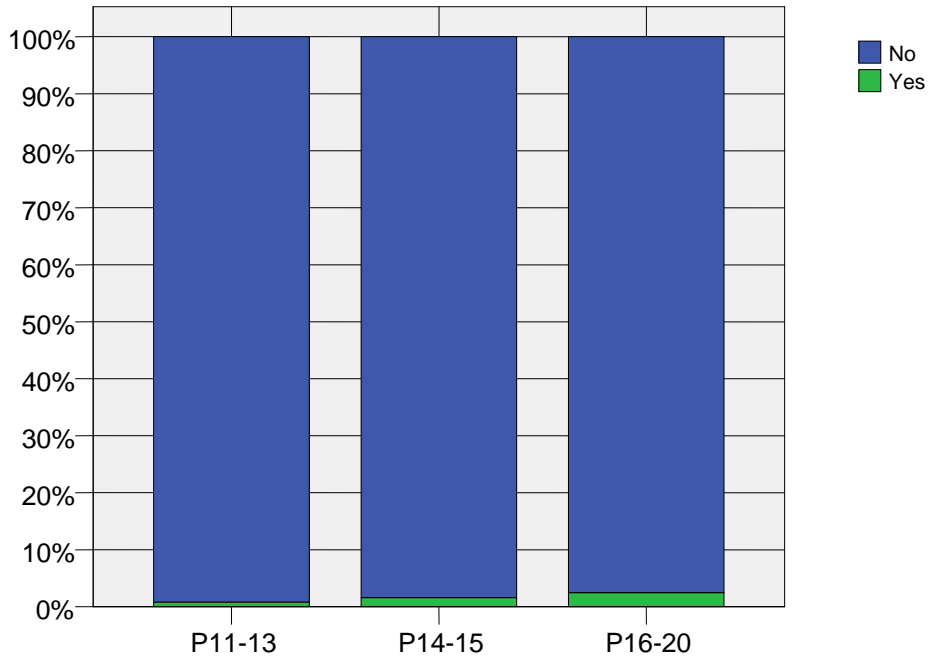
**Q35a. I know that an Ombuds Office was recently opened on campus.**



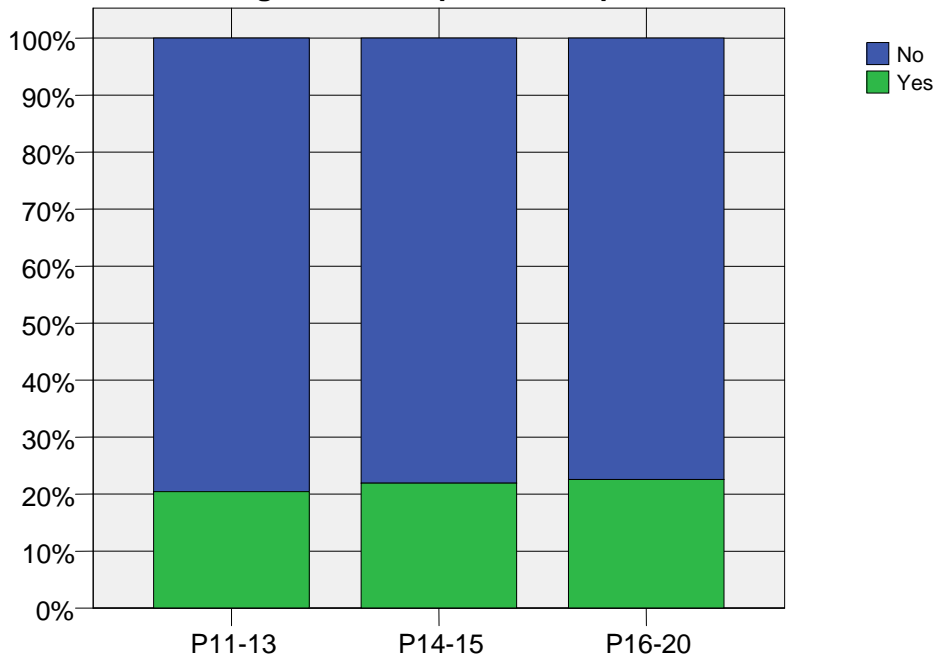
**Q35b. I understand the purpose of the Ombuds Office.**



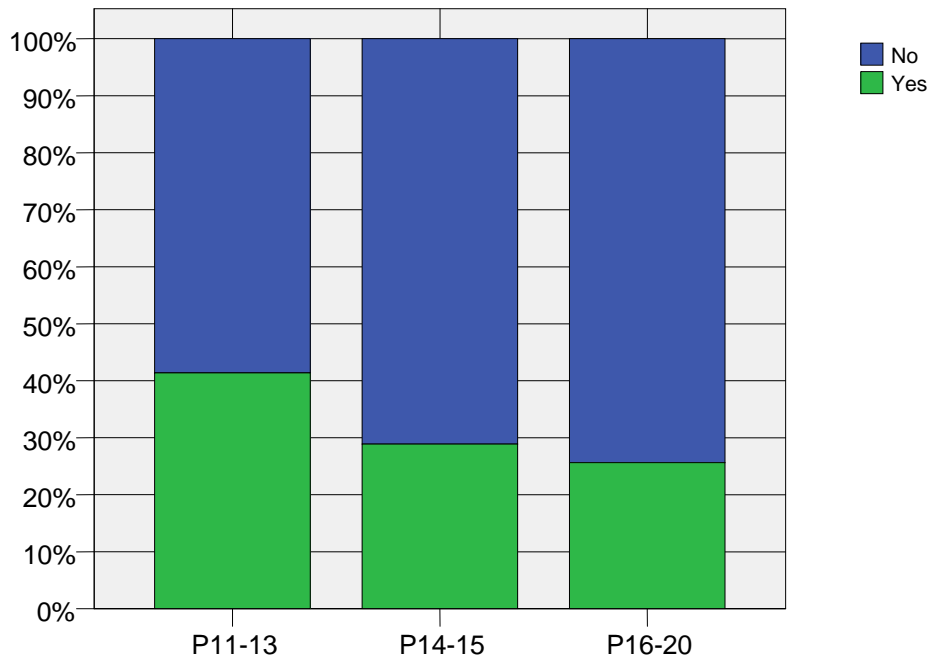
**Q35c. I have consulted with the ISU Ombuds Office.**



**Q35d. I have not consulted with the Ombuds Office, but would consider contacting them to help resolve a problem in the future.**

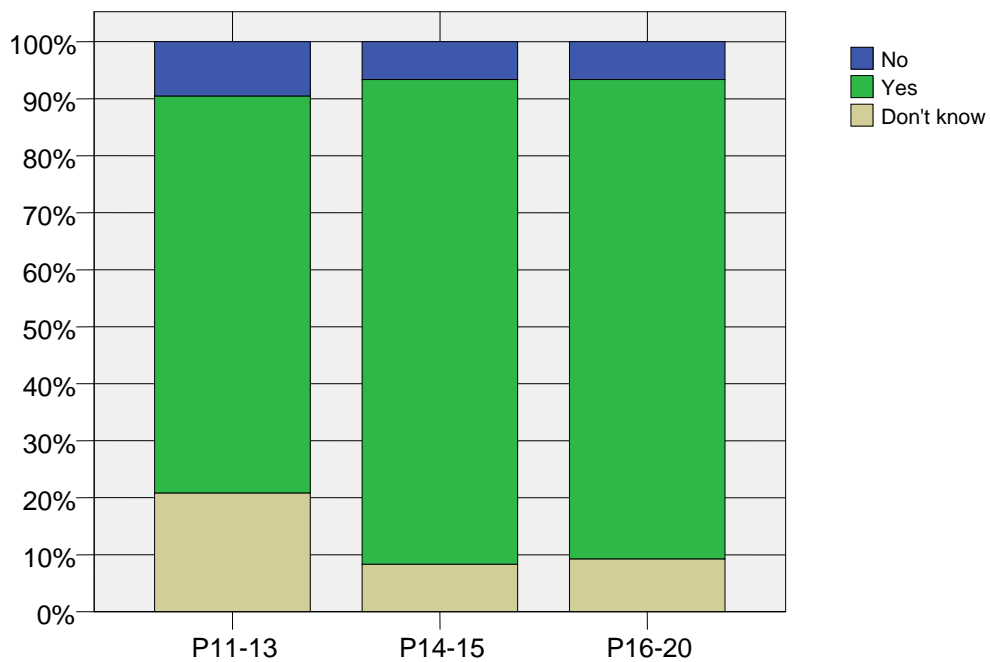


**Q35e. I do not know what this is. (Ombuds Office)**

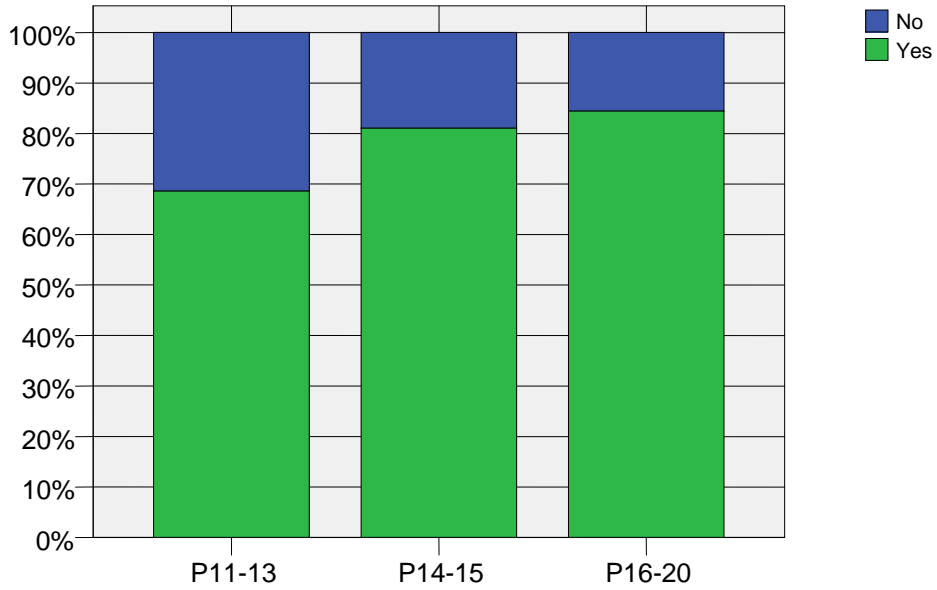


**Section 4: Professional Development**

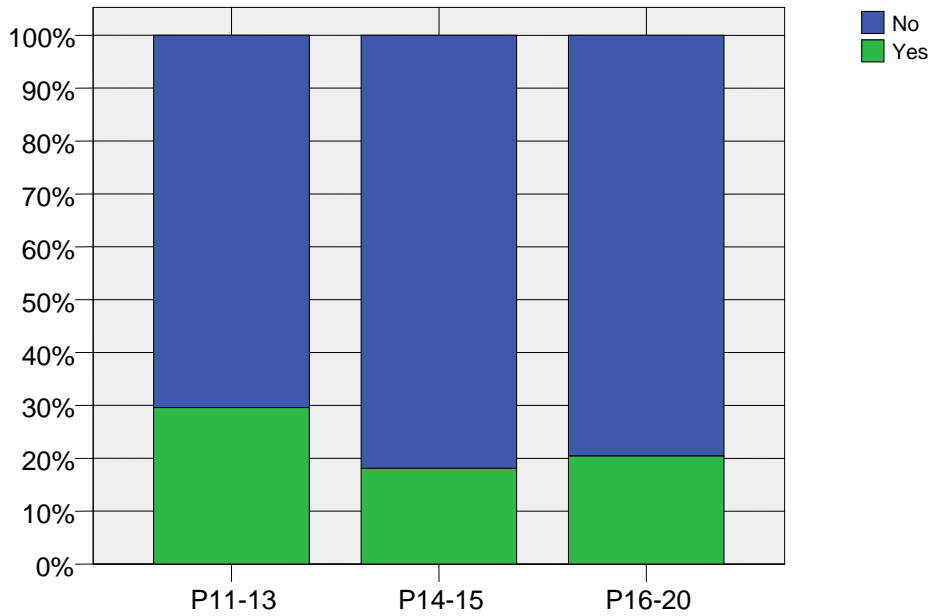
**Q36. Does your unit provide funds for professional development?**



**Q37. Did you participate in any professional development or training activities during the past year?**



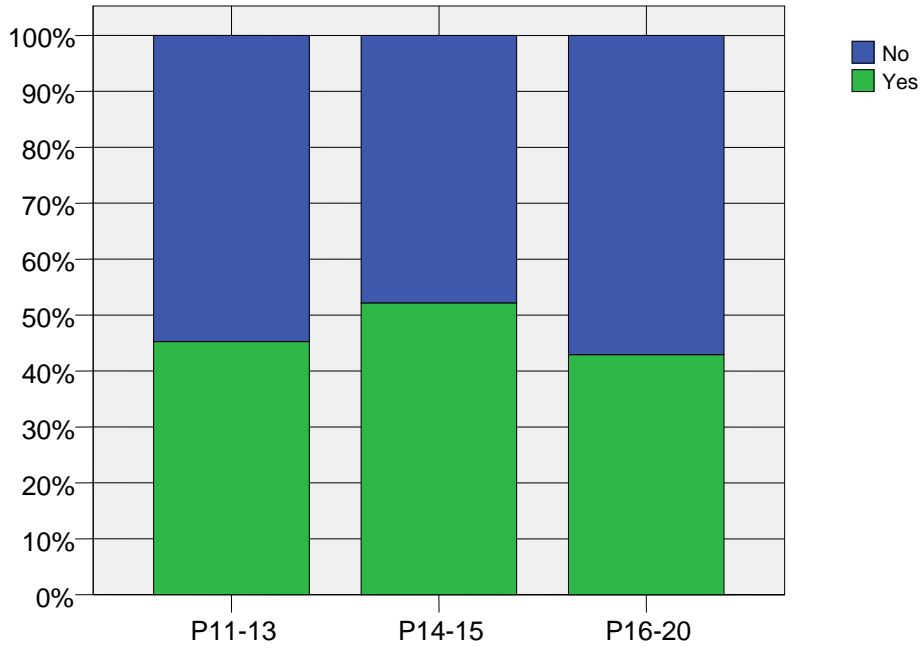
**Q38a. I was unsure that anything was available (professional development).**



\*Graph based only on those who answered no to Q37.

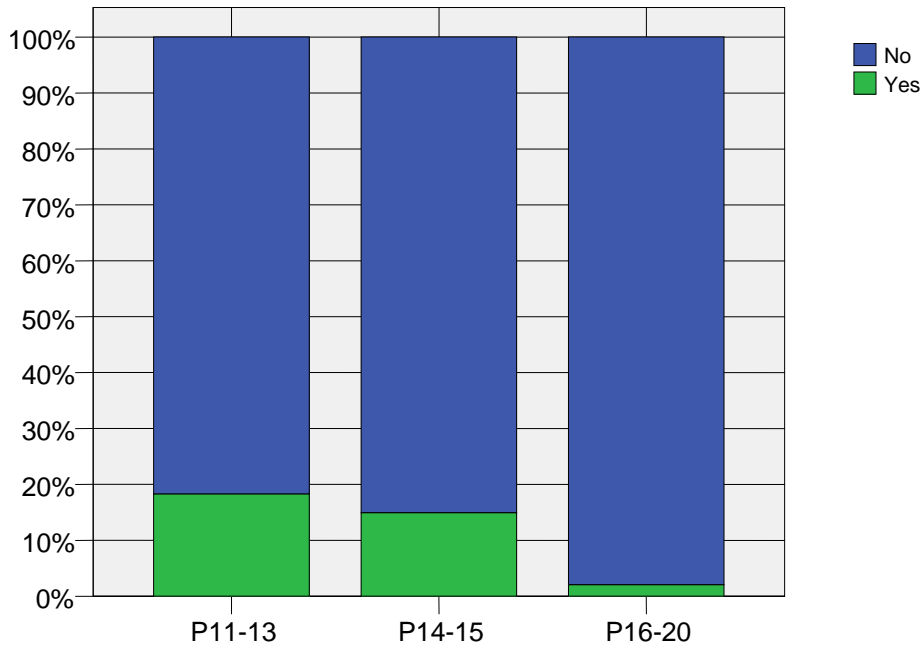


**Q38b. I was too busy to participate.**



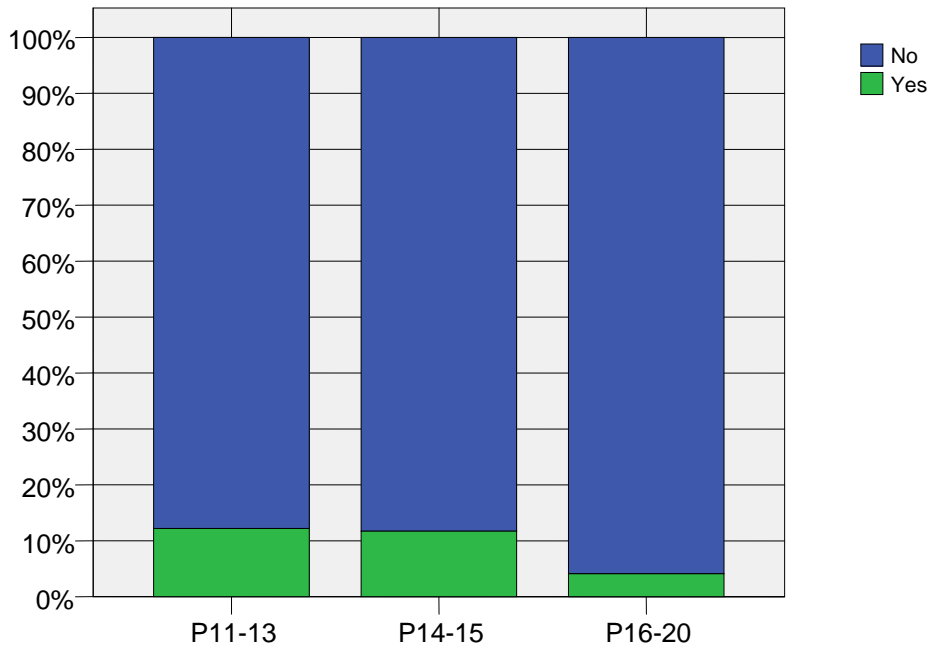
\*Graph based only on those who answered no to Q37.

**Q38c. I did not want to use my personal time to participate.**



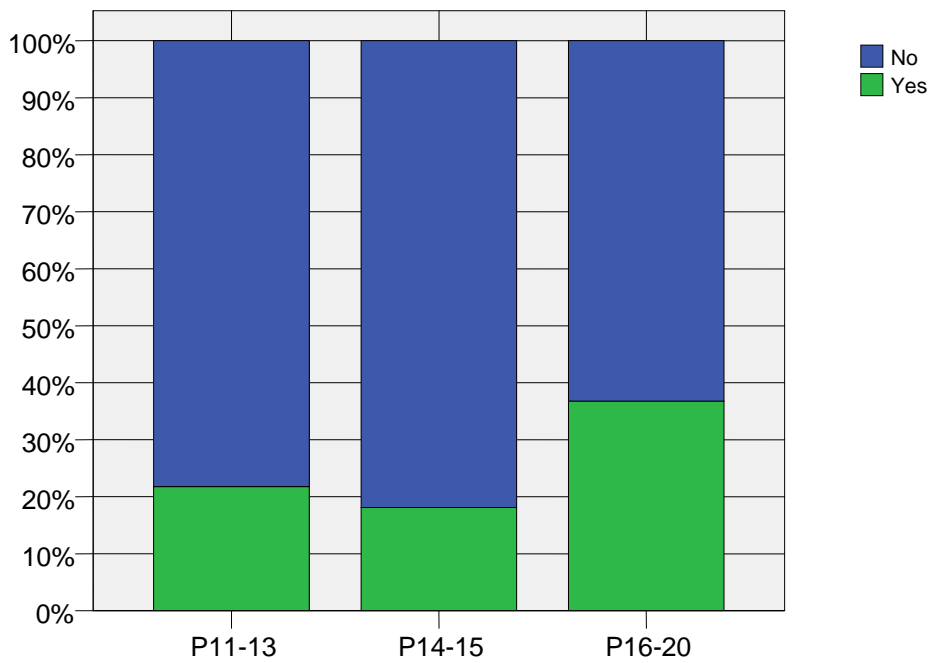
\*Graph based only on those who answered no to Q37.

**Q38d. My chair/supervisor would not support my participation.**



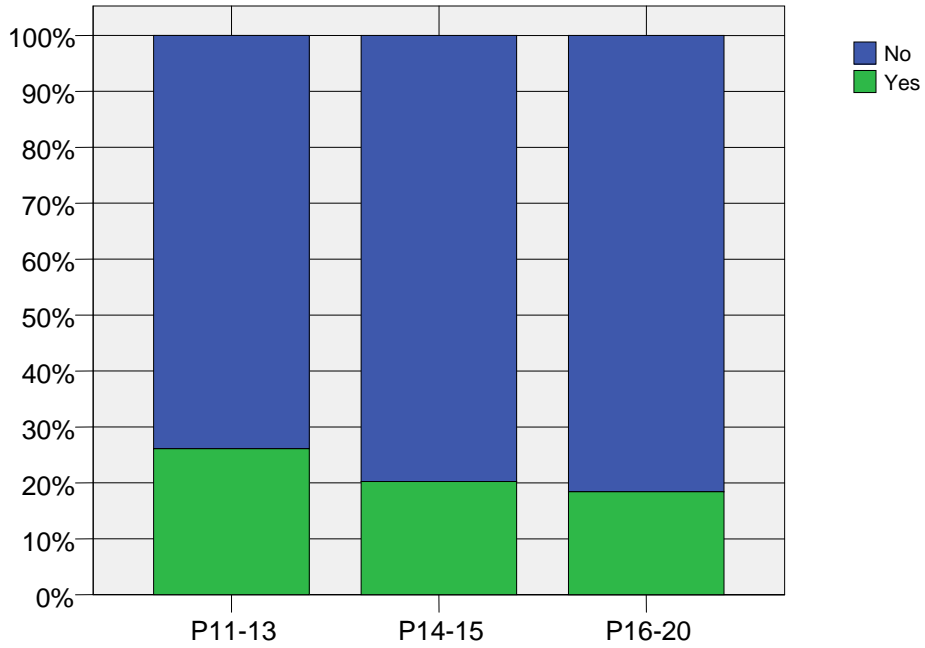
\*Graph based only on those who answered no to Q37.

**Q38e. My department/unit did not have sufficient funds.**



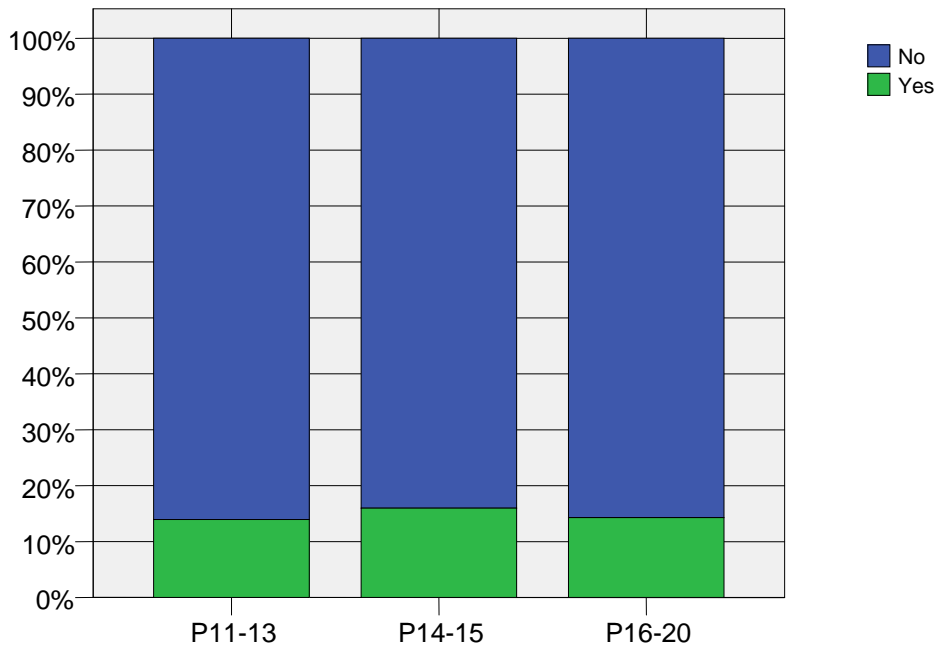
\*Graph based only on those who answered no to Q37.

**Q38f. I could not personally afford the cost/fees.**



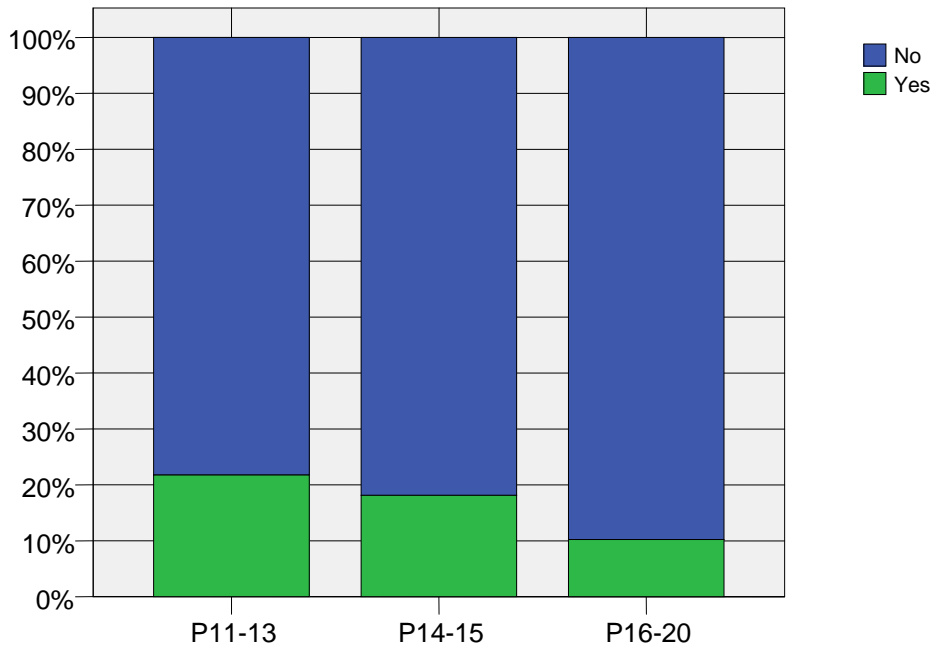
\*Graph based only on those who answered no to Q37.

**Q38g. I was not interested in participating.**



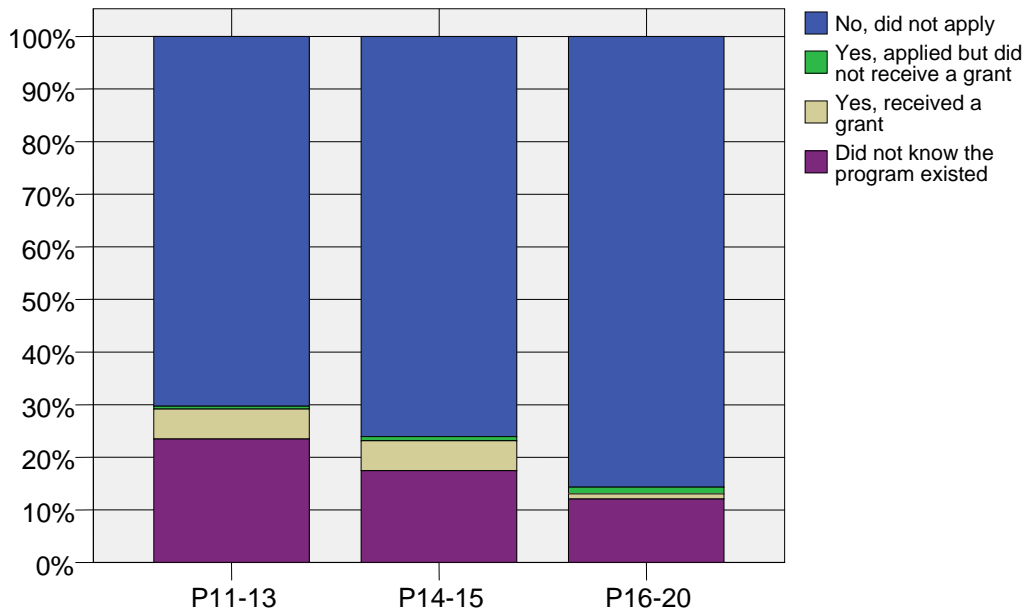
\*Graph based only on those who answered no to Q37.

**38h. Other (please specify).**

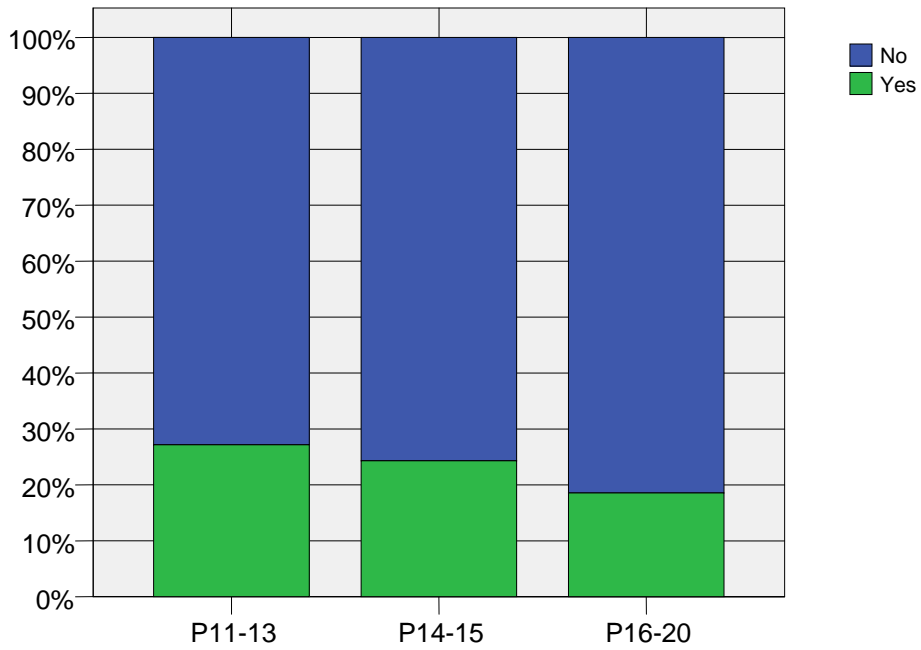


\*Graph based only on those who answered no to Q37.

**Q39. Did you apply for a P&S Professional Development Grant to finance any professional development activities during the past year?**

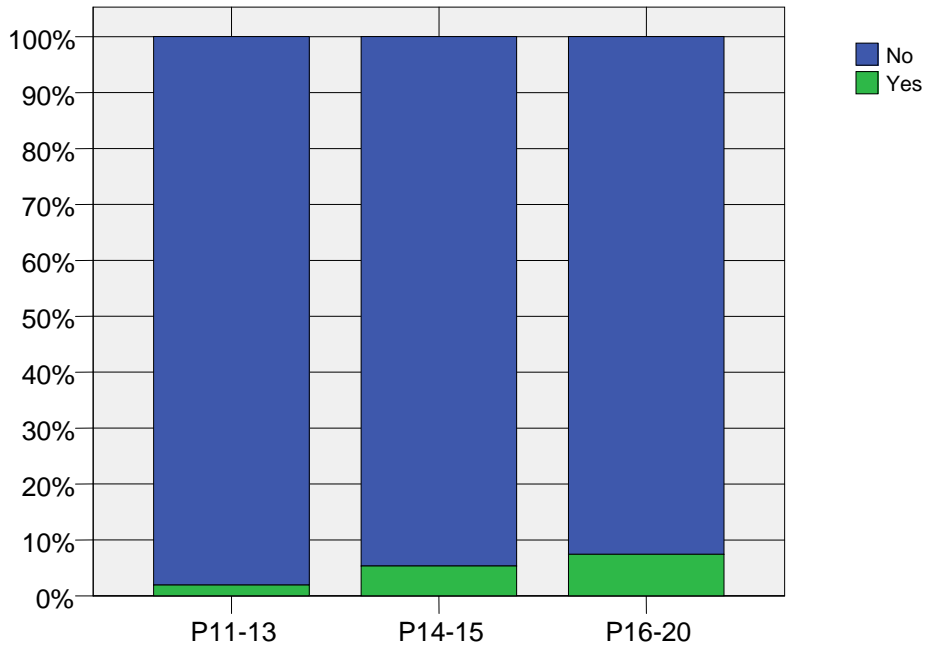


**Q40a. I was not aware grants were available.**



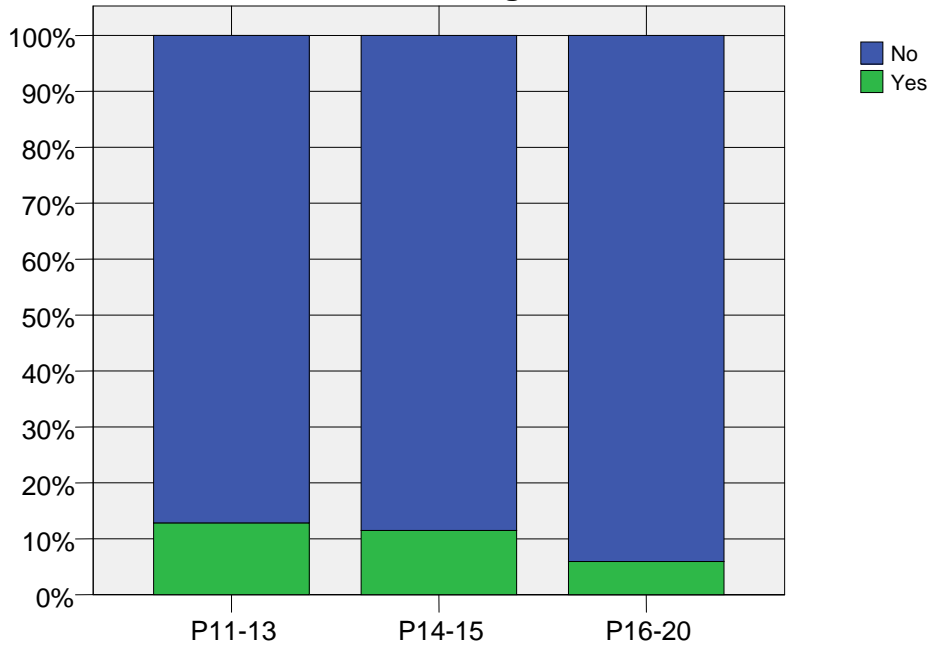
\*Graph based only on those who answered no to Q39.

**Q40b. The grant amount was insufficient.**



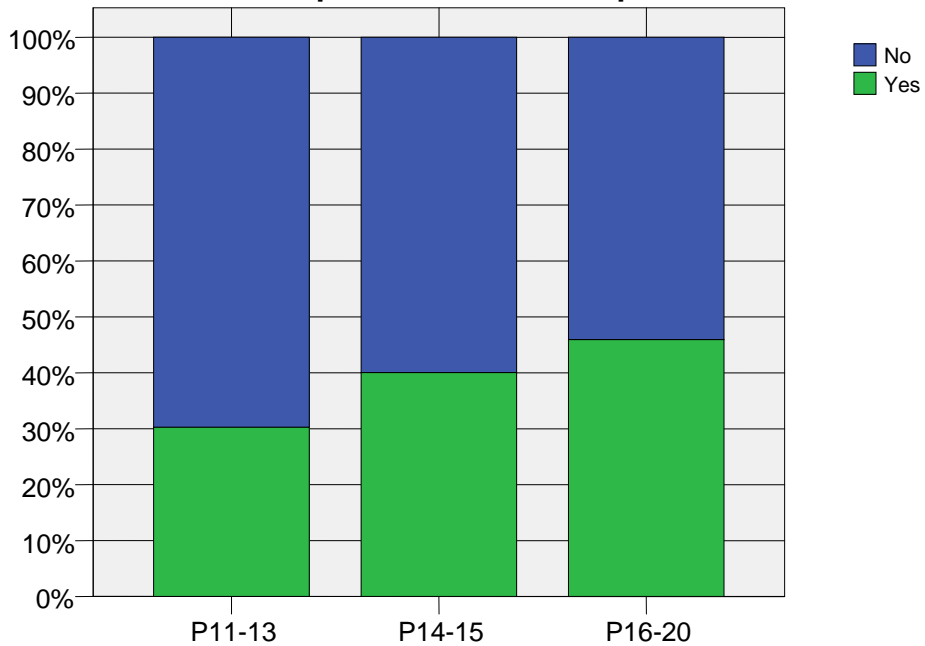
\*Graph based only on those who answered no to Q39.

**Q40c. I am unwilling or unable to meet the personal cost share for the grant.**



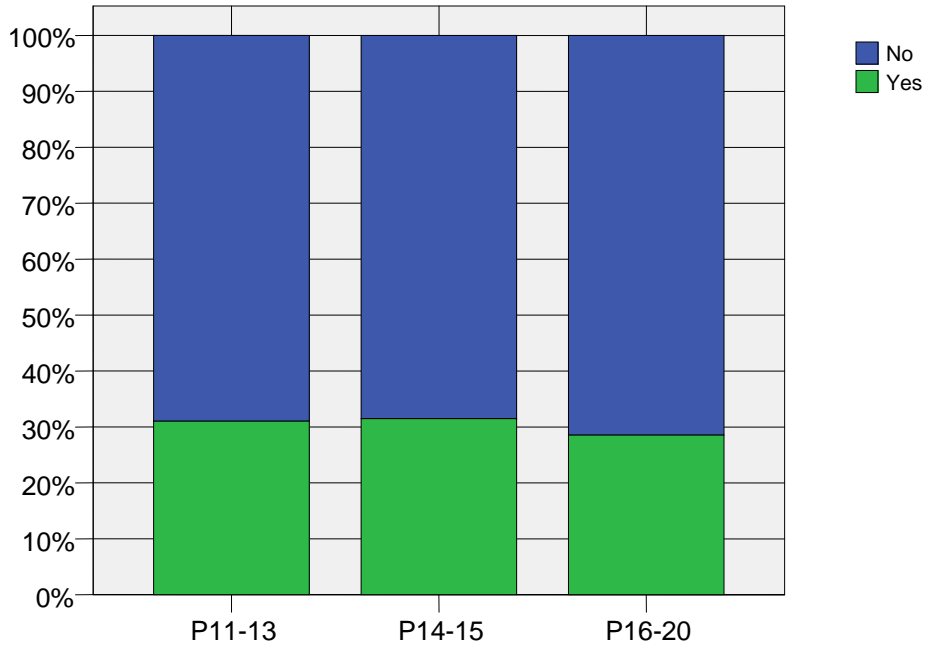
\*Graph based only on those who answered no to Q39.

**Q40d. My employing unit provides financial support for professional development.**



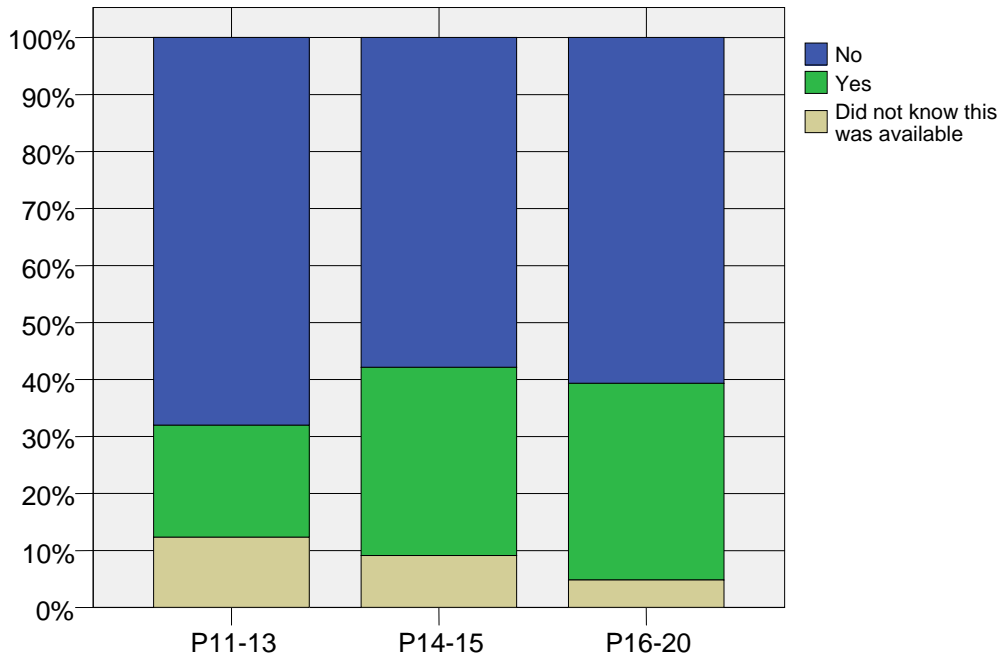
\*Graph based only on those who answered no to Q39.

**Q40e. I did not desire financial support.**

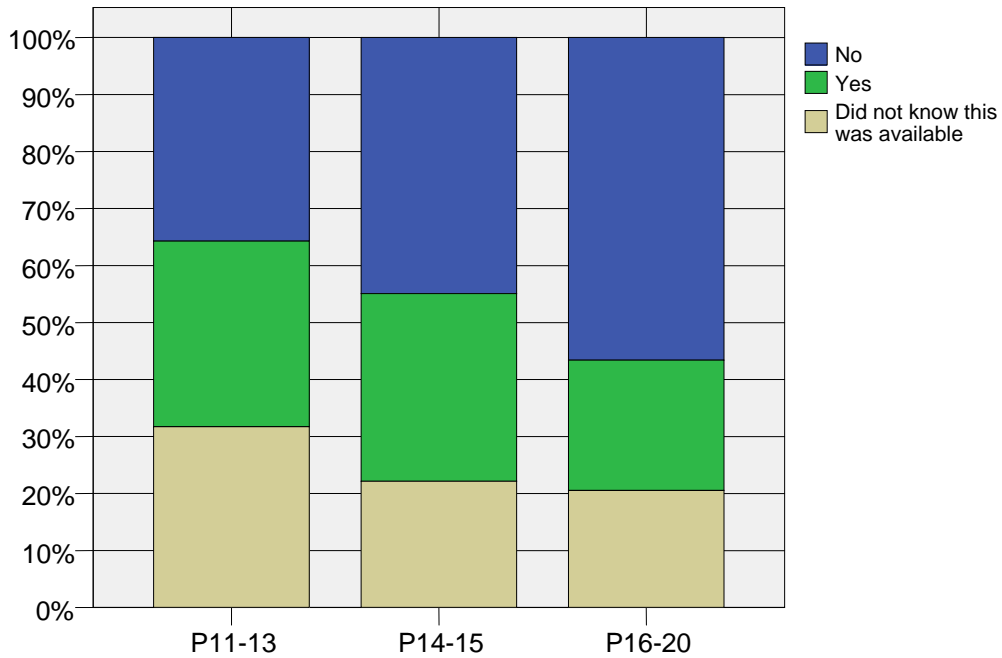


\*Graph based only on those who answered no to Q39.

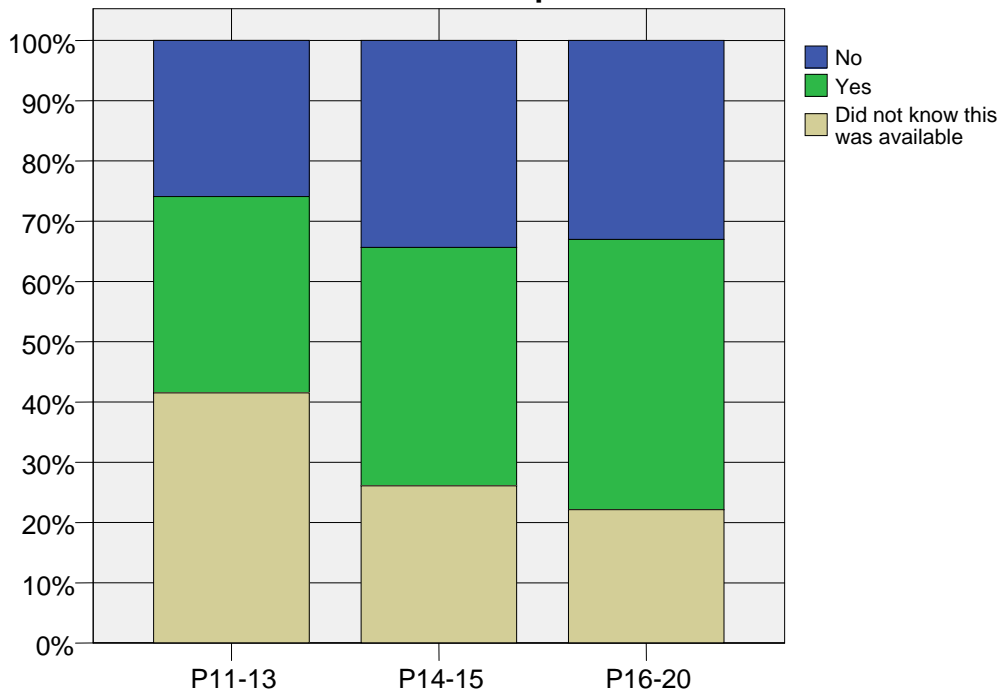
**Q41. Have you ever applied for a P&S Tuition Grant?**



**Q42. Does the amount of the tuition grant limit the number of credits you take per semester?**



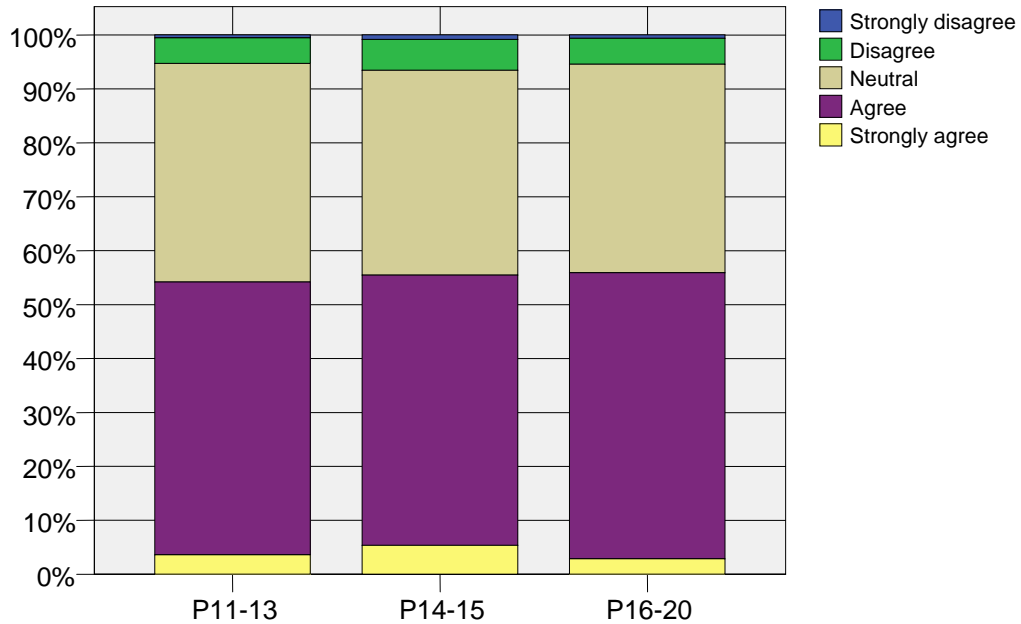
**Q43. Are the professional development opportunities offered at ISU adequate?**



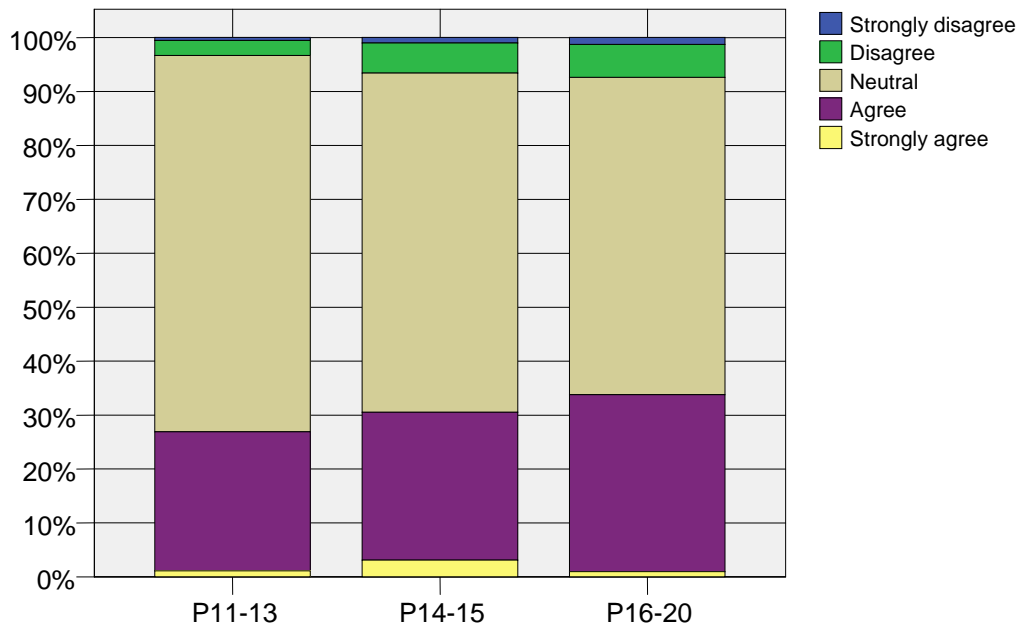


## Section 5: Employee Representation

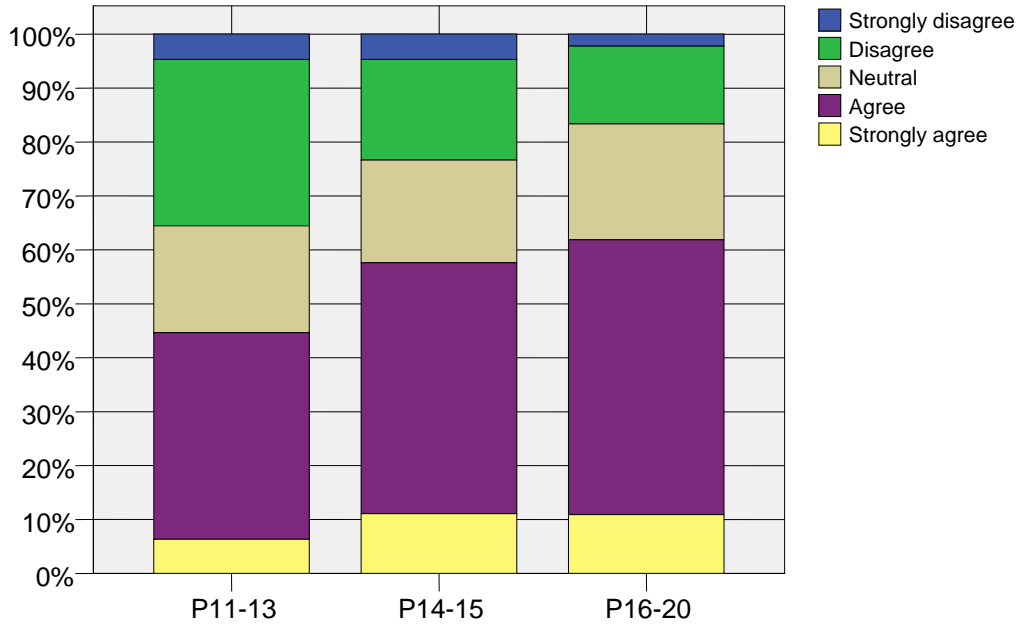
### Q44a. The P&S Council newsletters provide valuable information.



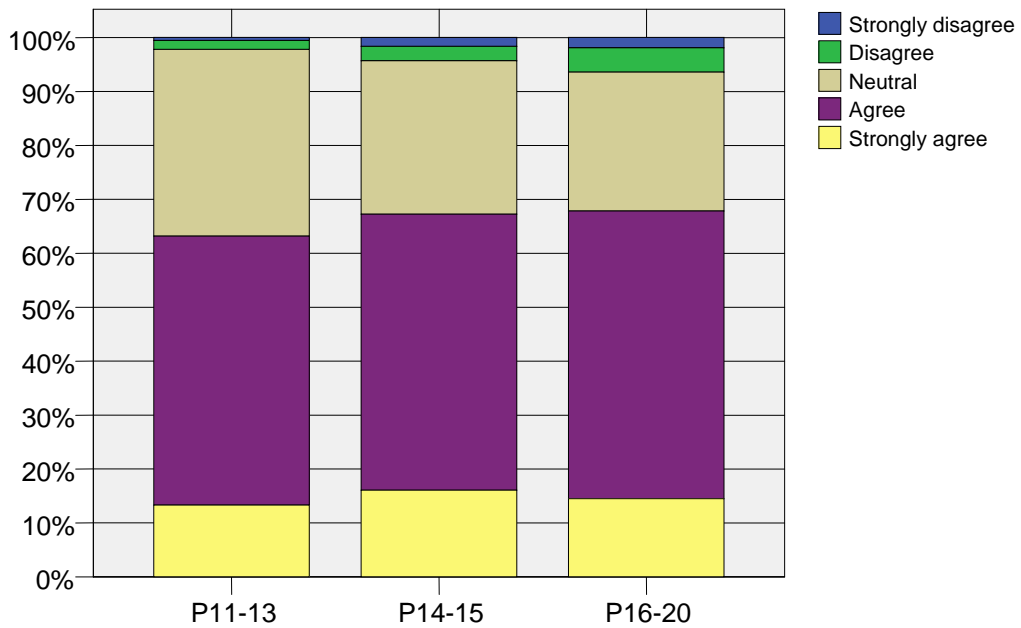
### Q44b. The P&S Council open forums provide valuable information.



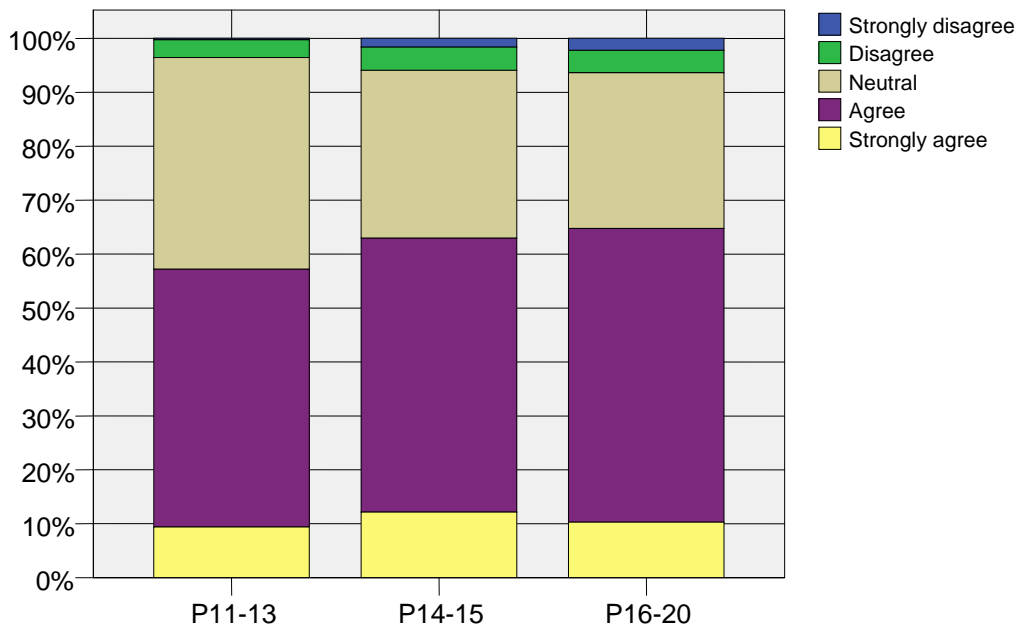
**Q44c. I know whom to contact on the P&S Council if I have a question.**



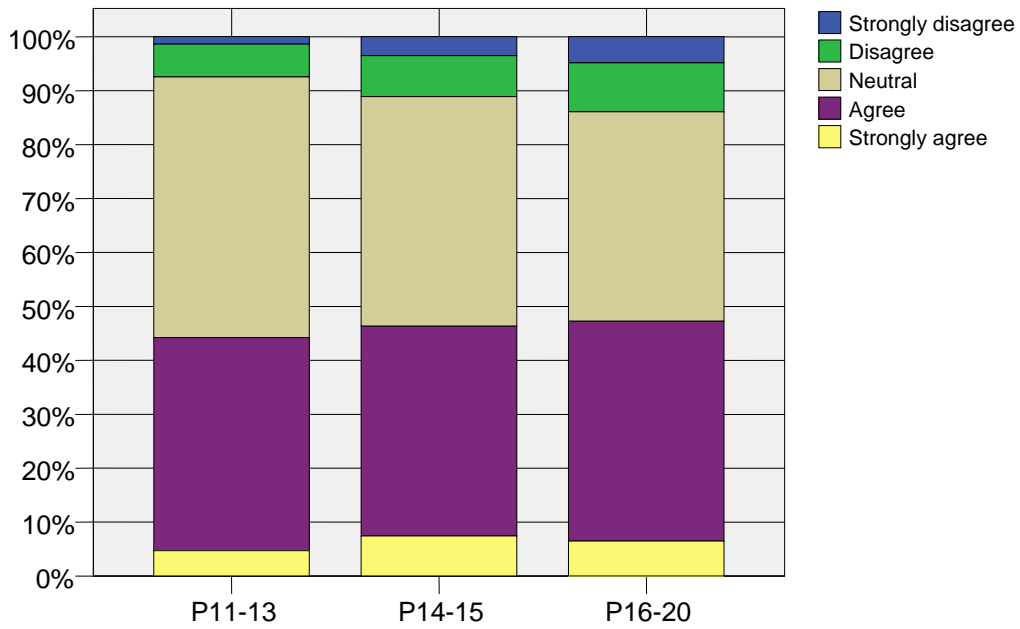
**Q44d. I value the work the P&S Council does for the staff.**



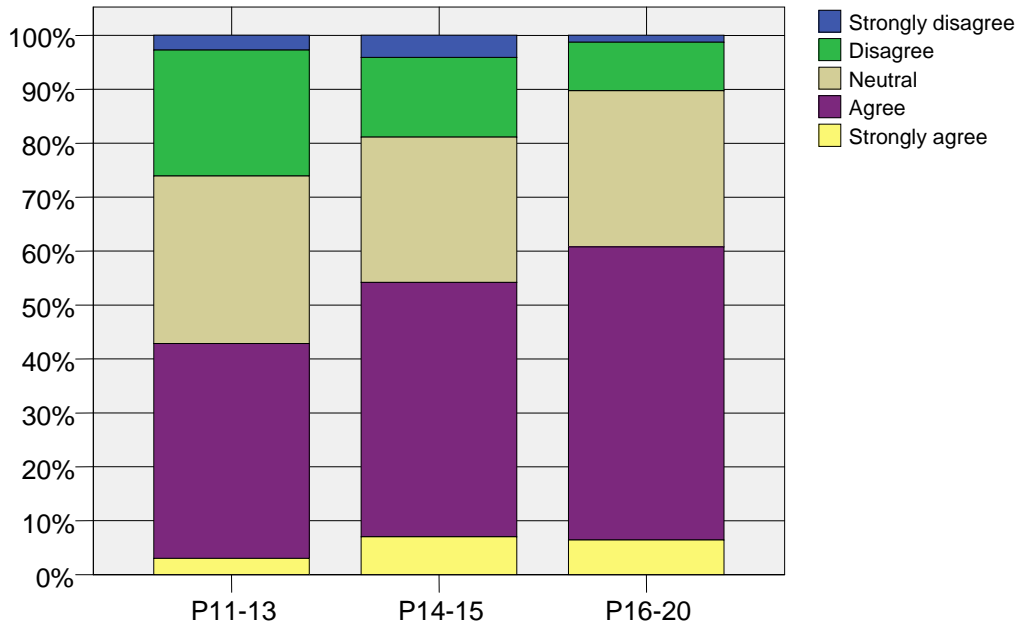
**Q44e. P&S Council pursues issues relevant to P&S Staff.**



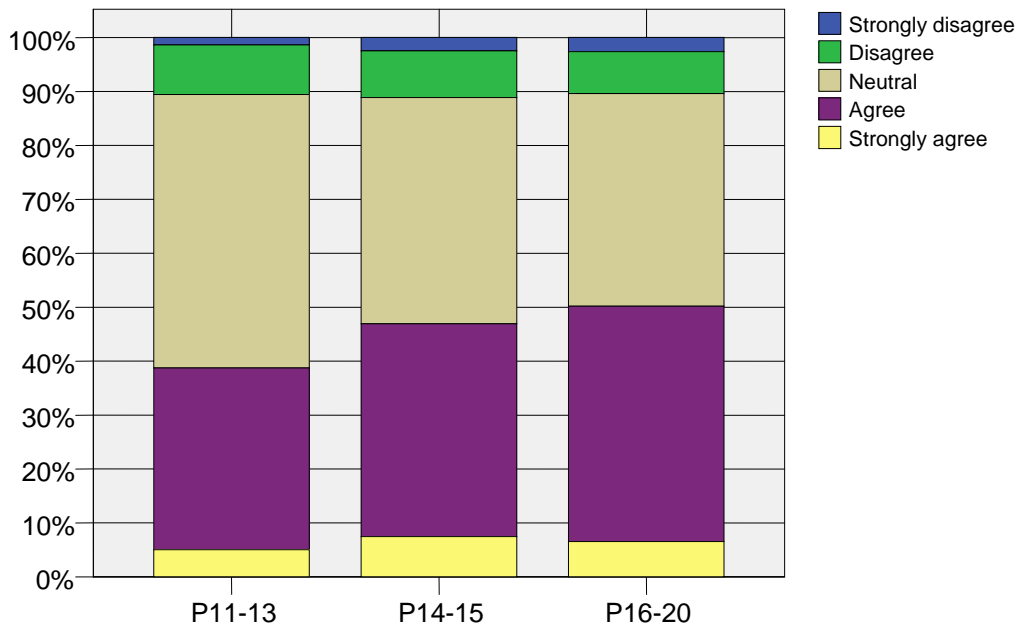
**Q44f. P&S Council is an effective representation body.**



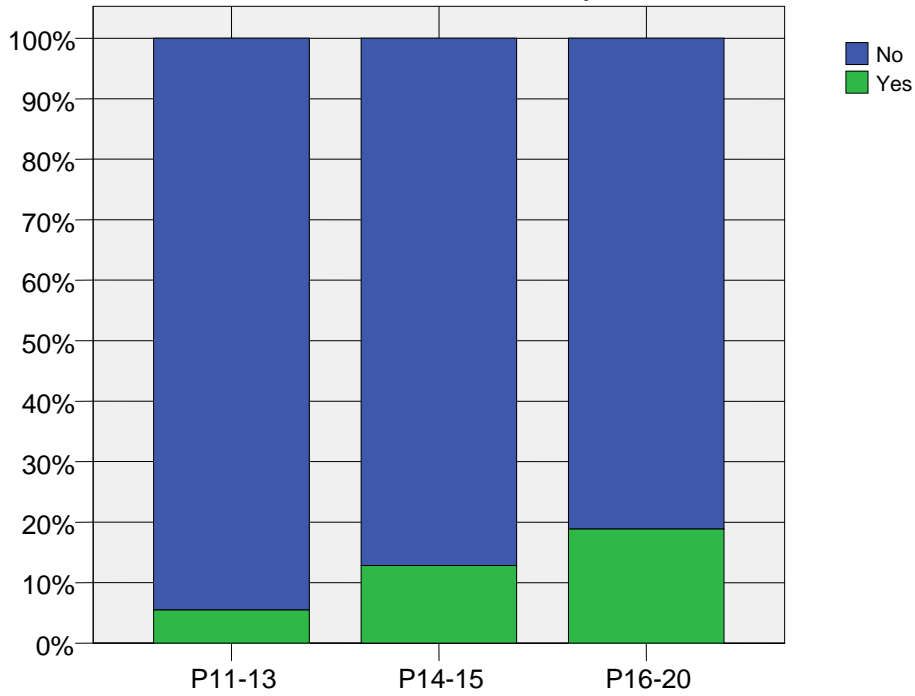
**Q44g. I am aware of the issues P&S Council has worked on in the past.**



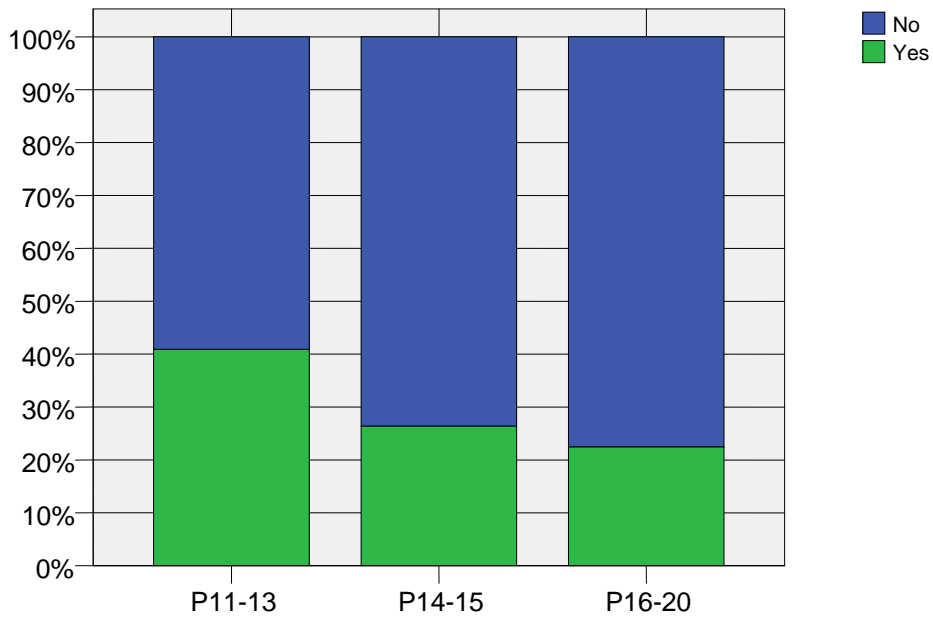
**Q44h. I feel adequately represented by the P&S Council as an individual.**



**Q45. Have you ever participated on the P&S Council (or a P&S committee)?**

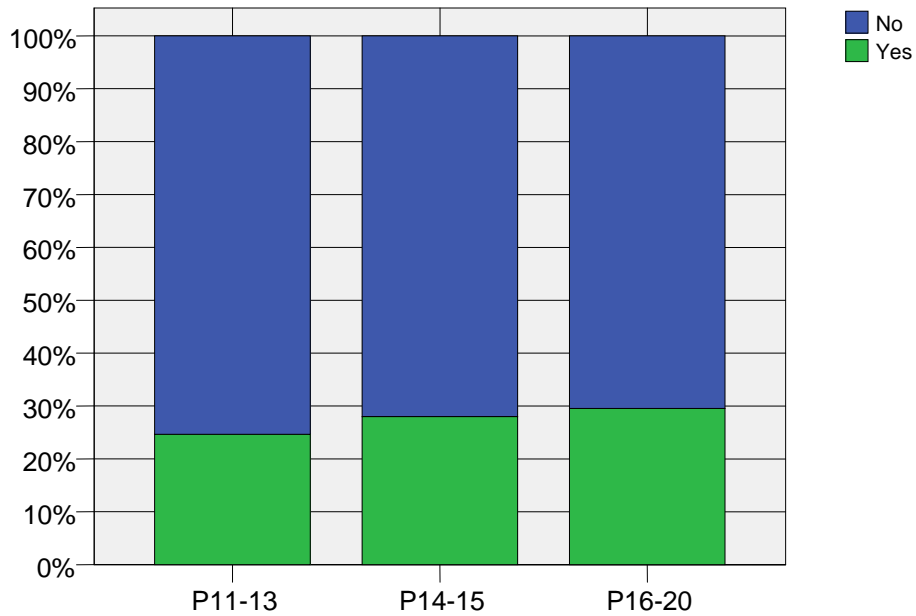


**Q46a. I don't know much about the P&S Council.**



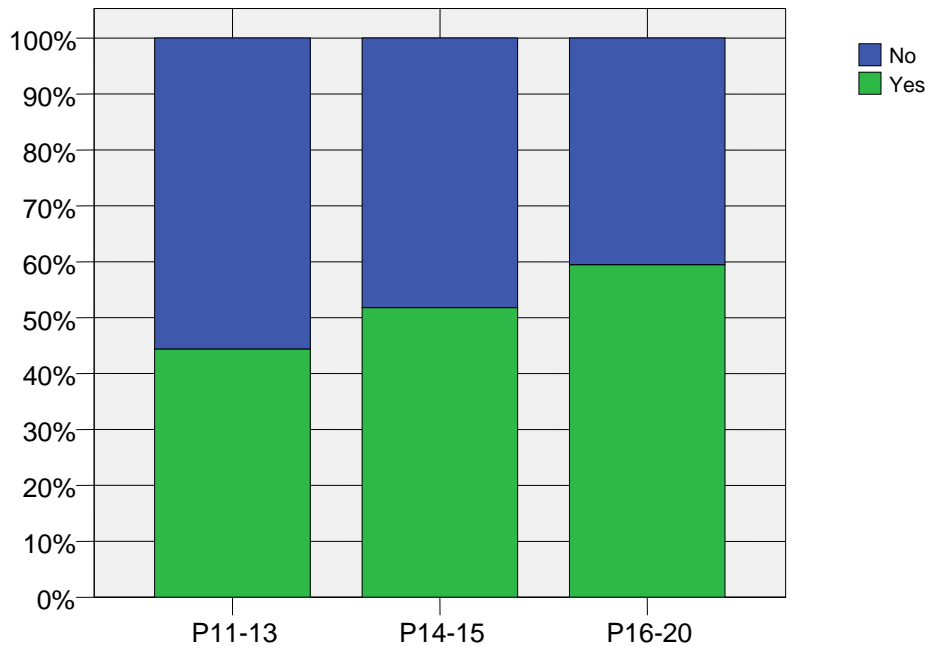
\*Graph based only on those who answered no to Q45.

### Q46b. I'm not interested in participating.



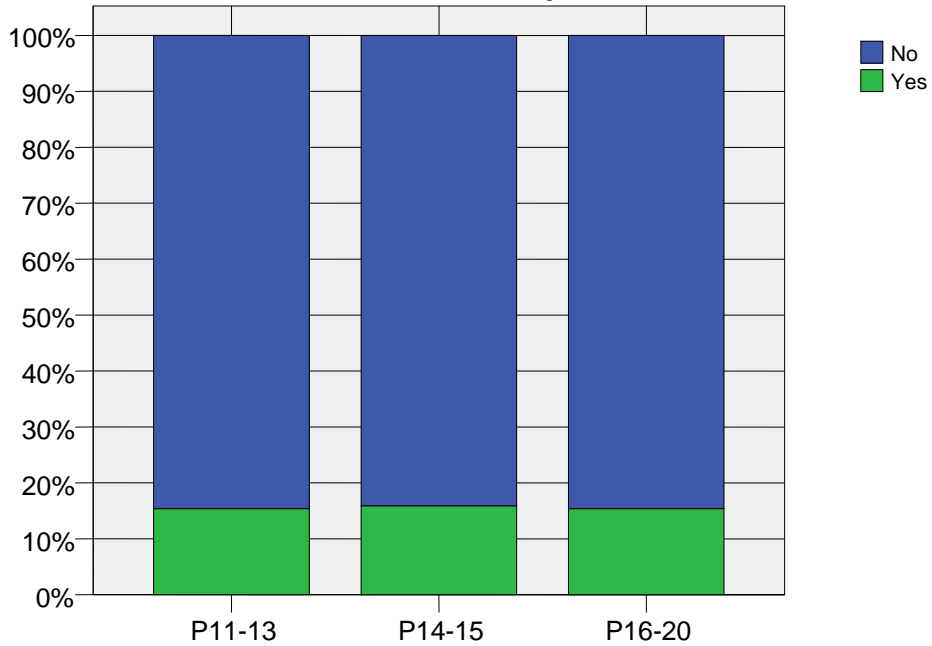
\*Graph based only on those who answered no to Q45.

### Q46c. I'm too busy at work to participate.



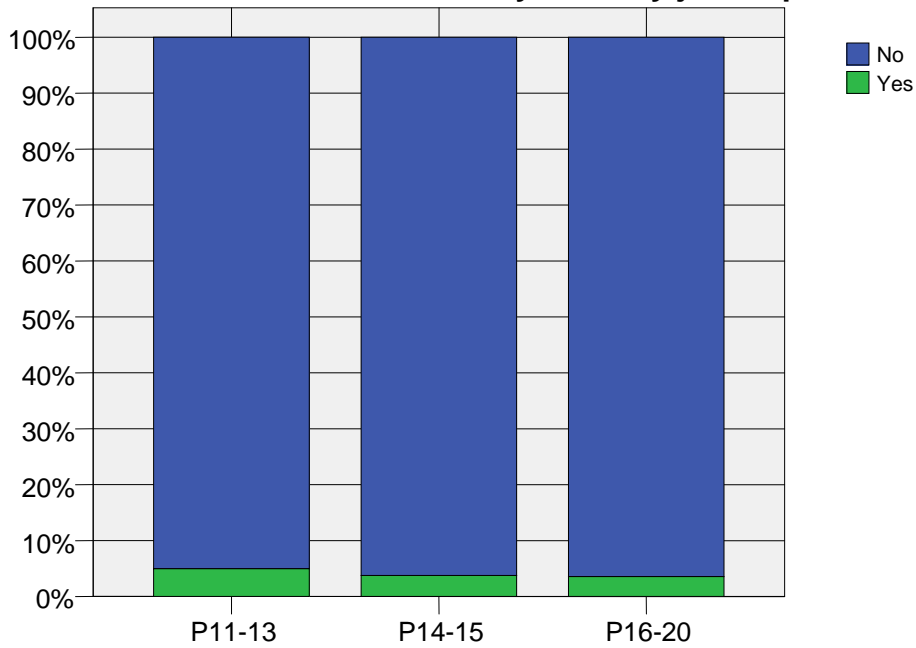
\*Graph based only on those who answered no to Q45.

**Q46d. It is not possible for me to participate, given my current job location and responsibilities.**



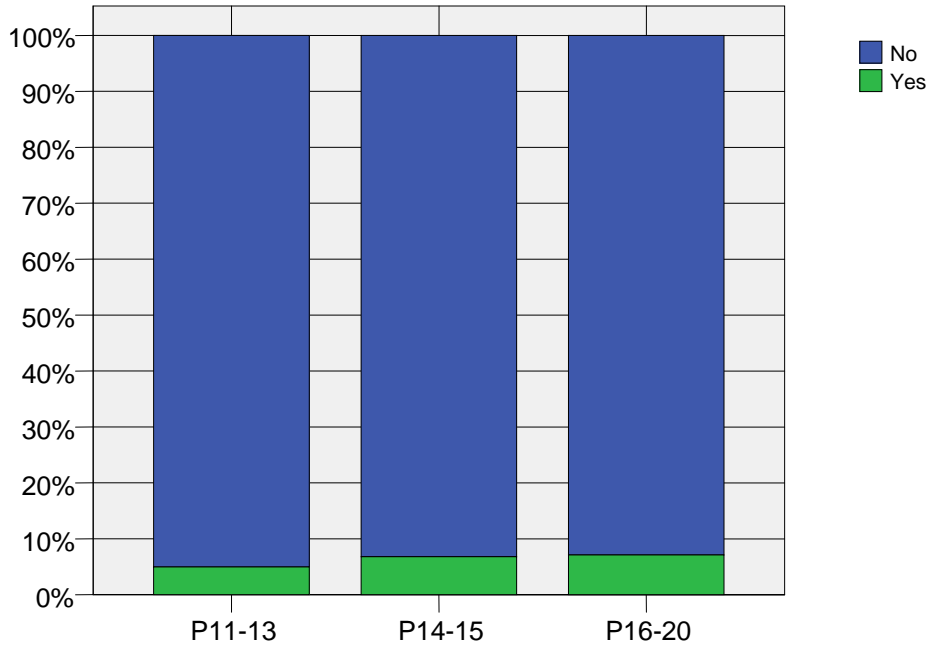
\*Graph based only on those who answered no to Q45.

**Q46e. My supervisor is not supportive of my participation in committees that take me away from my job responsibilities.**



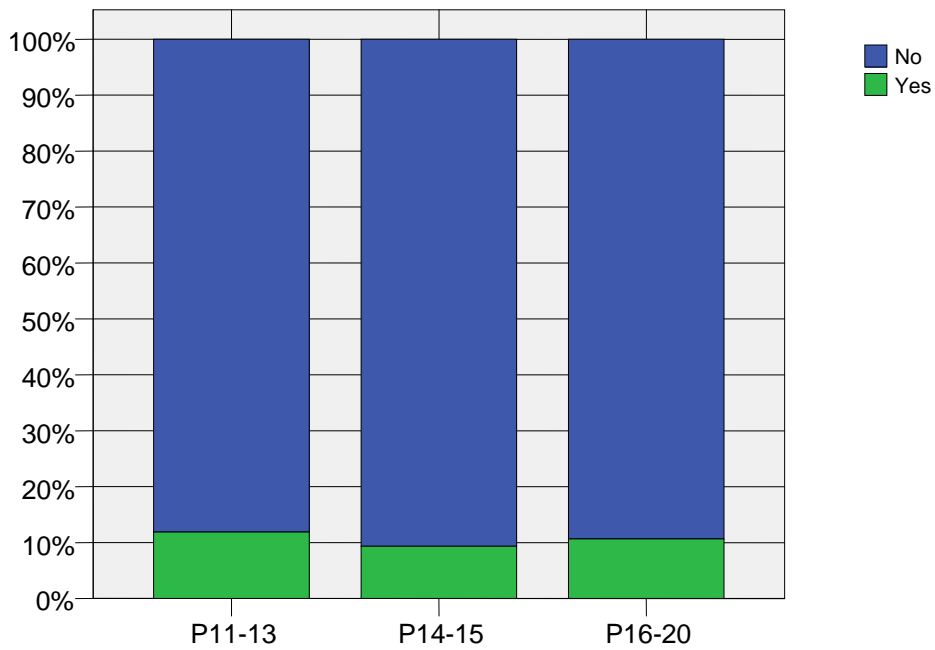
\*Graph based only on those who answered no to Q45.

**Q46f. I feel it is an ineffective organization.**



\*Graph based only on those who answered no to Q45.

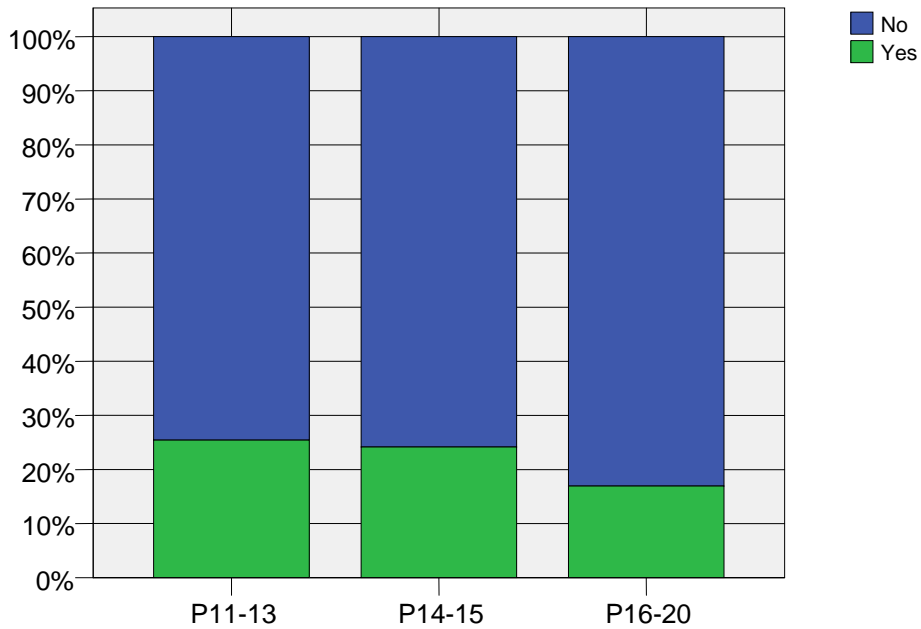
**Q46g. Other.**



\*Graph based only on those who answered no to Q45.

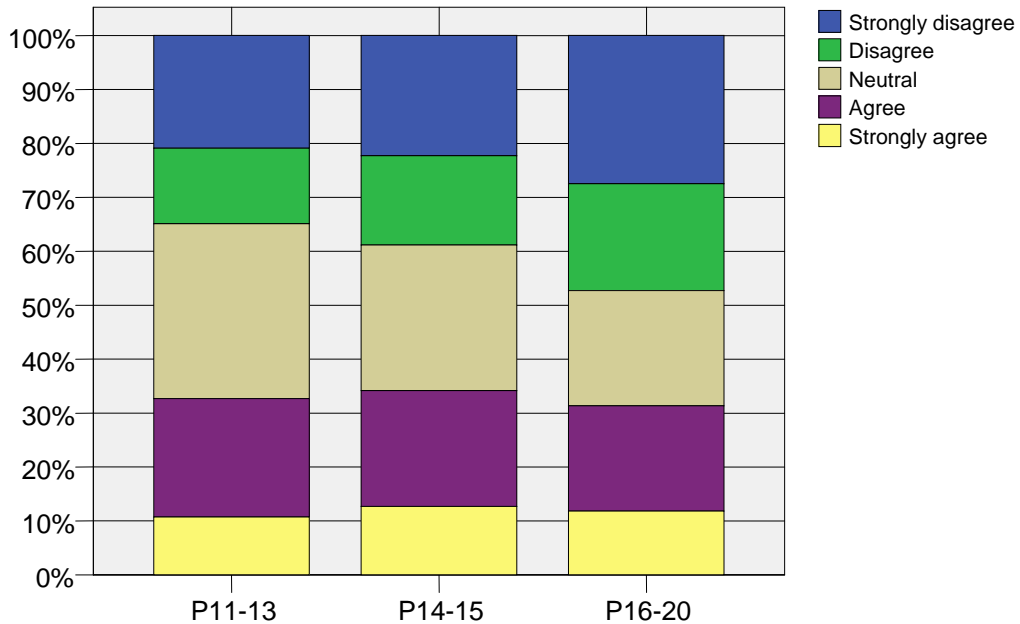


**Q47. Have you previously worked in a job that was represented by a union?**



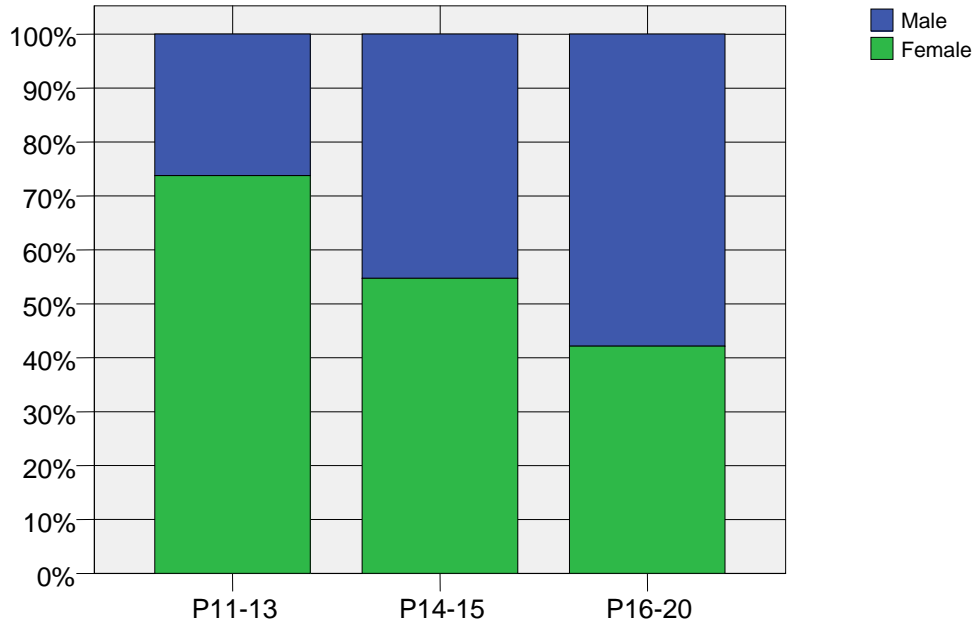
\*Note: For Q48 the question pertains to open-ended comments on union representation so no graph is available.

**Q49. Please indicate how you feel about the following statement:  
Union representation for P&S employees should be explored.**

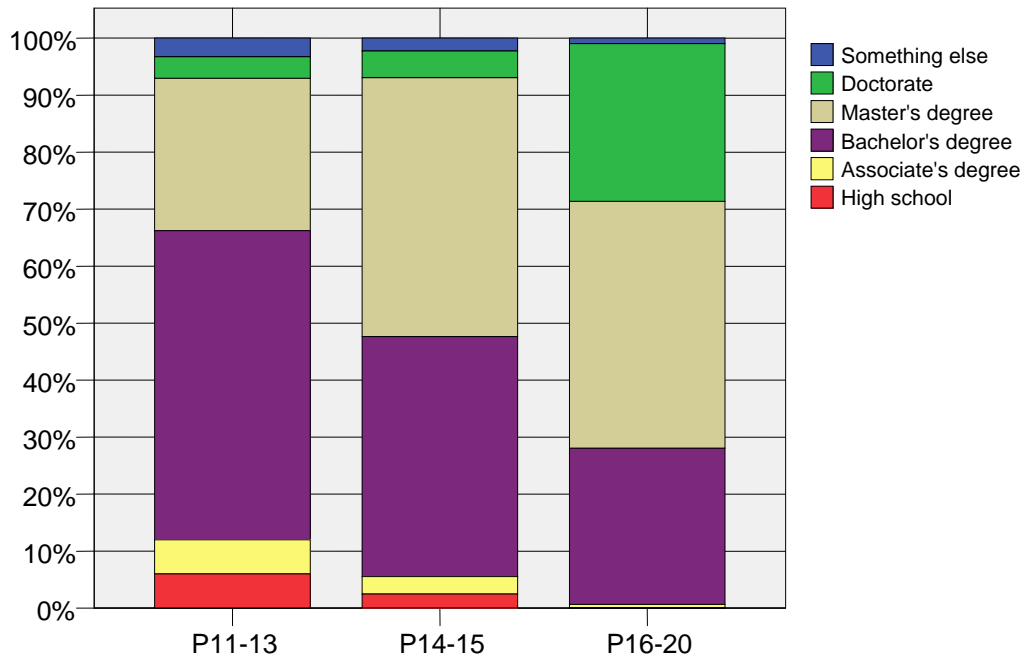


## Section 6: Demographics

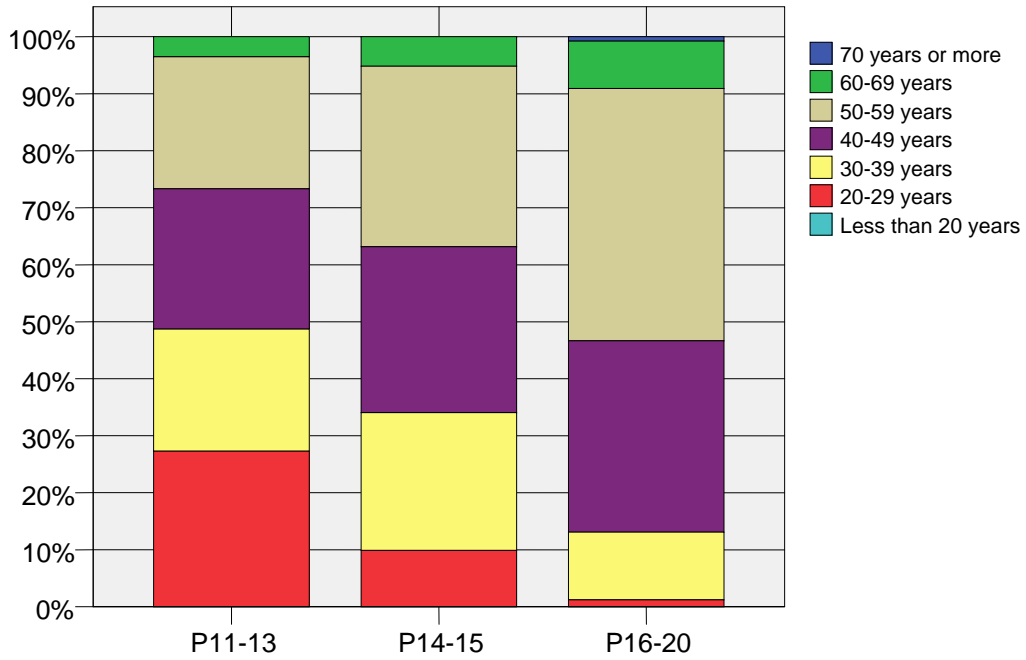
### Q50. Gender



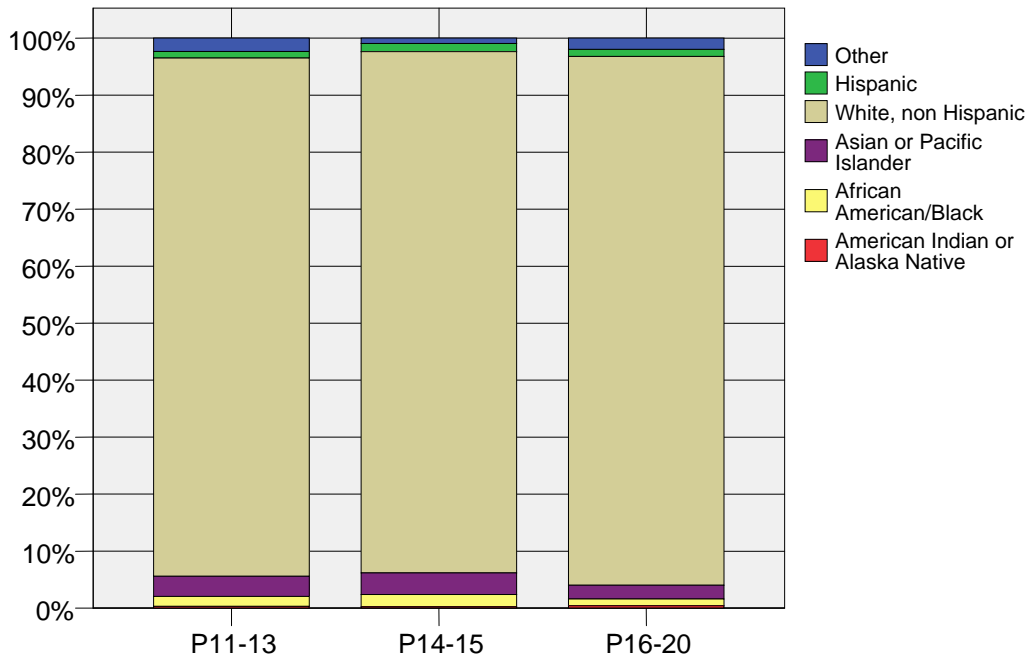
### Q51. What is the highest level of education you have completed?



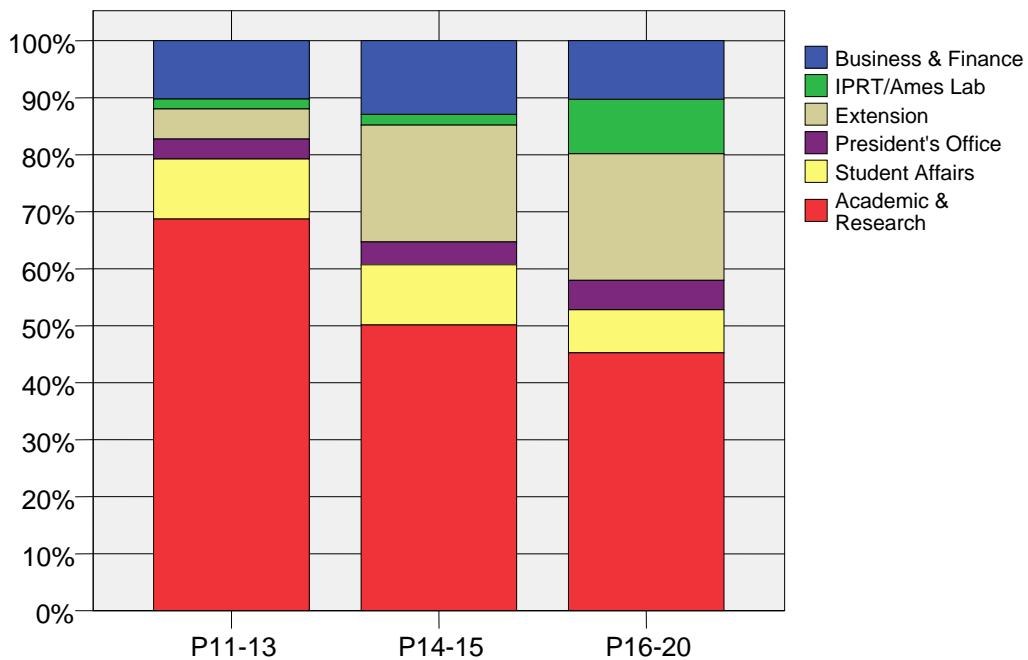
**Q52. What was your age on your last birthday?**



**Q53. What is your race/ethnicity?**



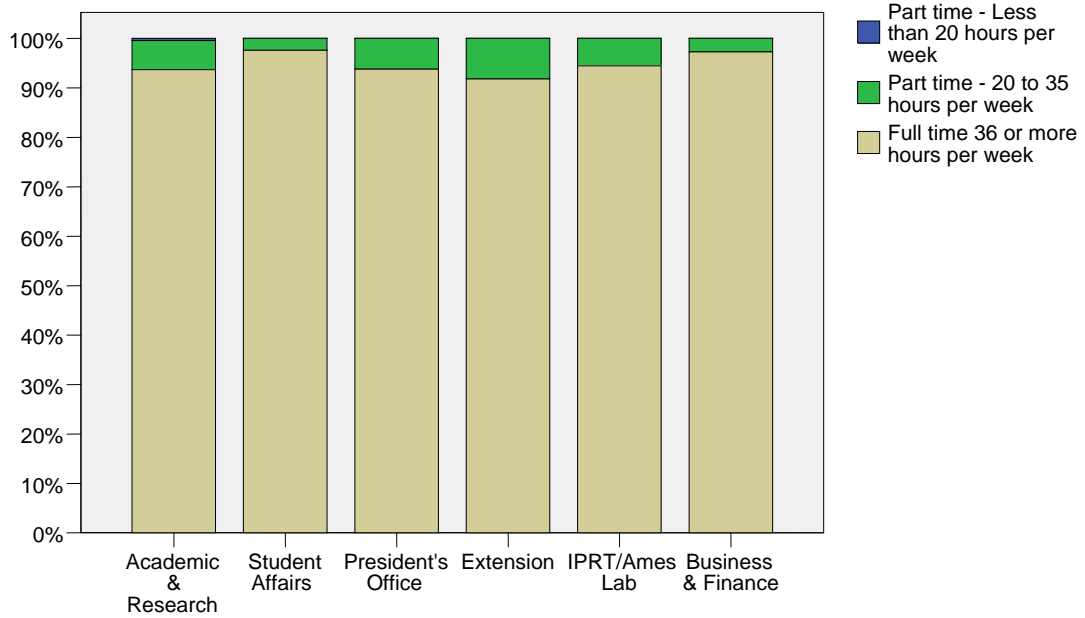
### P Grade by Area



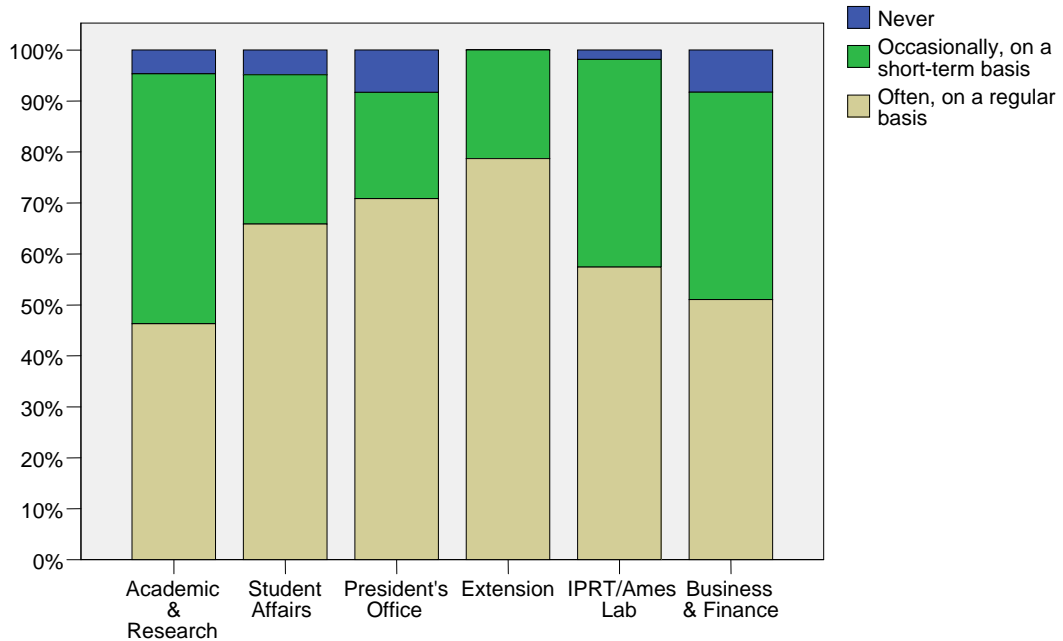
Appendix D: Data Graphs by Area of Representation

Section 1: Work Environment

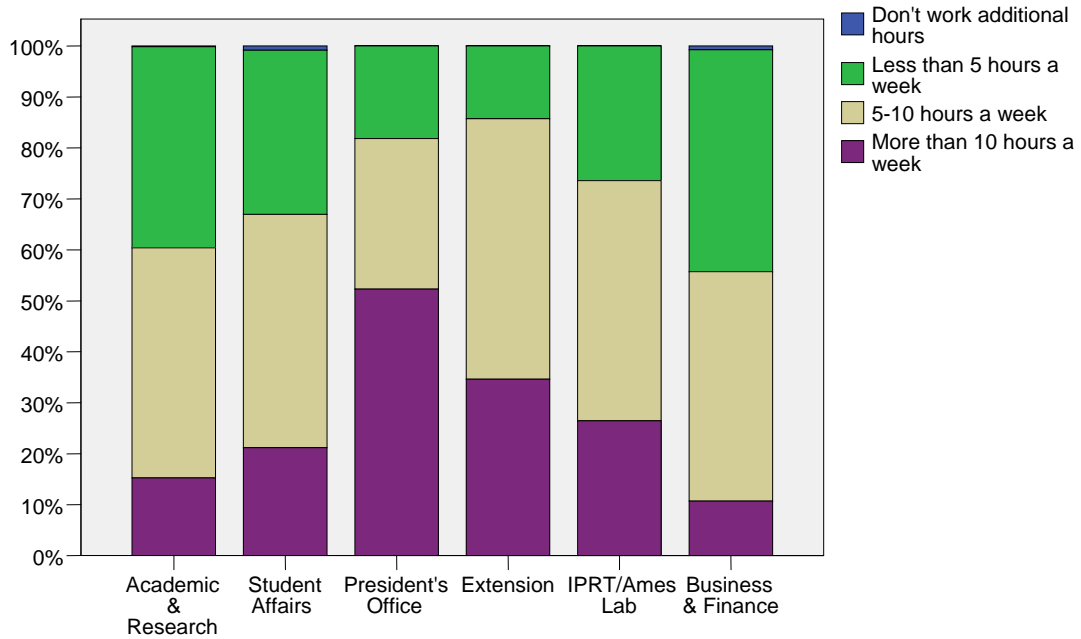
**Q1. Which of the following best describes your P&S position at ISU?**



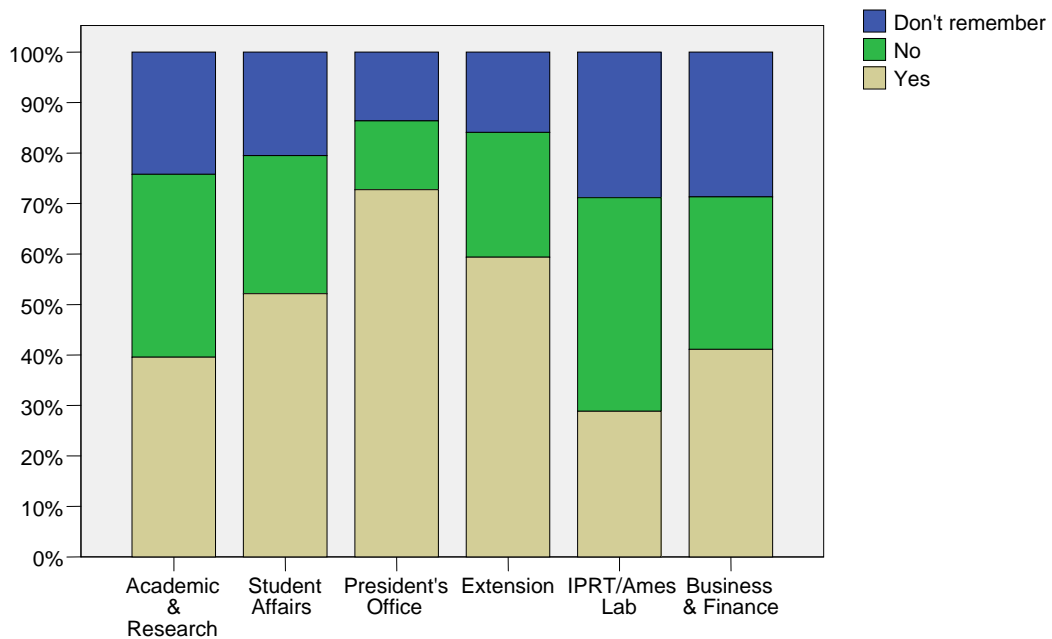
**Q2. How often do you work additional hours to get your work done?**



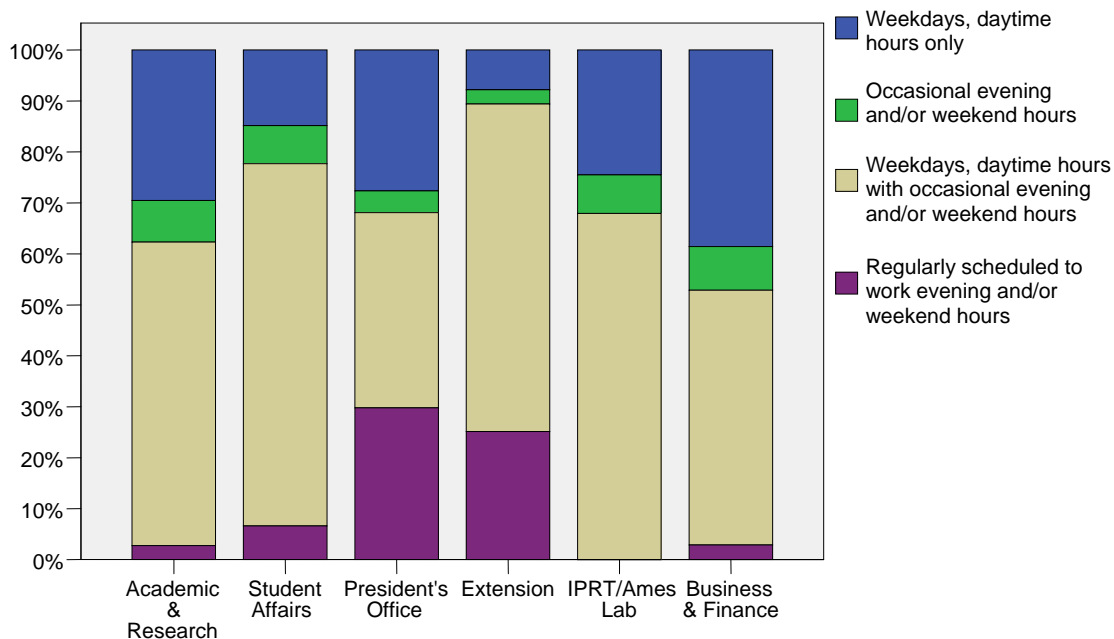
**Q3. When you work additional hours, how many additional hours do you usually work?**



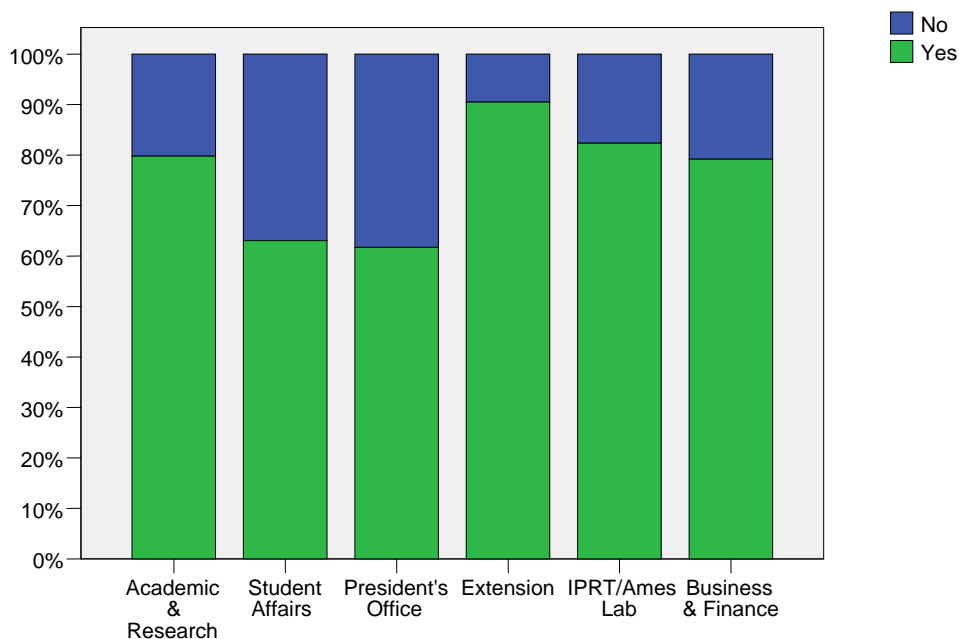
**Q4. When you were hired, were you told that your position would require extra hours?**



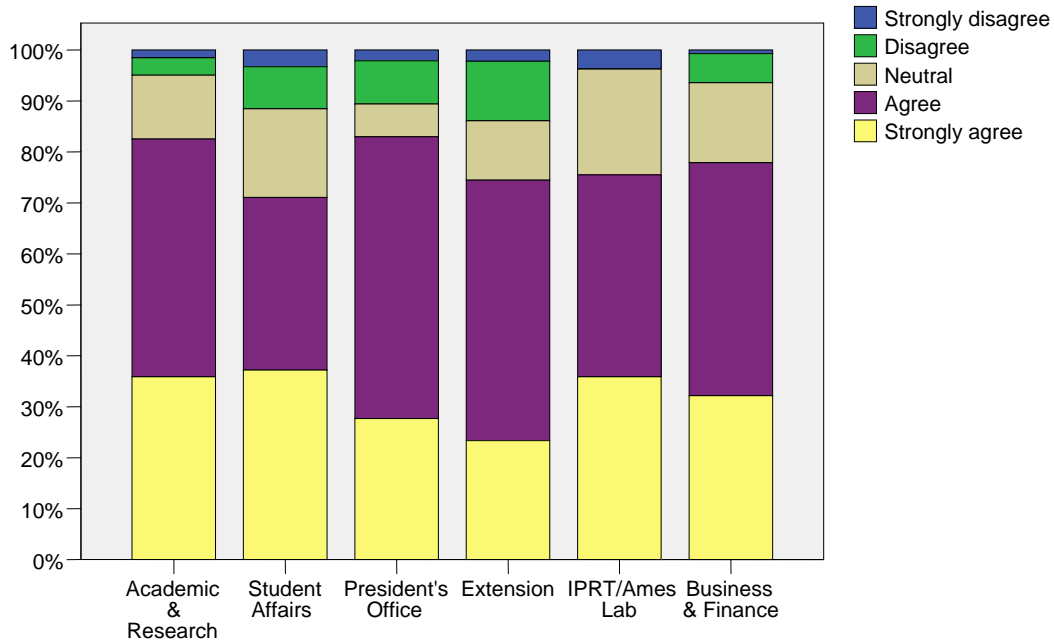
**Q5. Which of the following best describes your P&S position?**



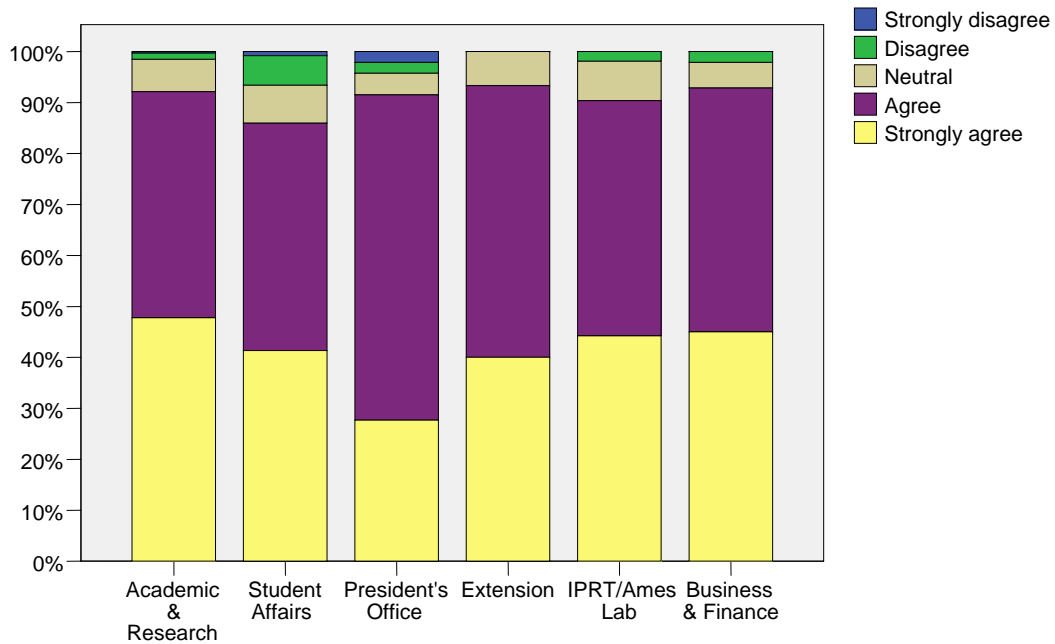
**Q6. Are you allowed flexibility in scheduling your work hours?**



**Q7a. My work unit provides a family-friendly environment.**

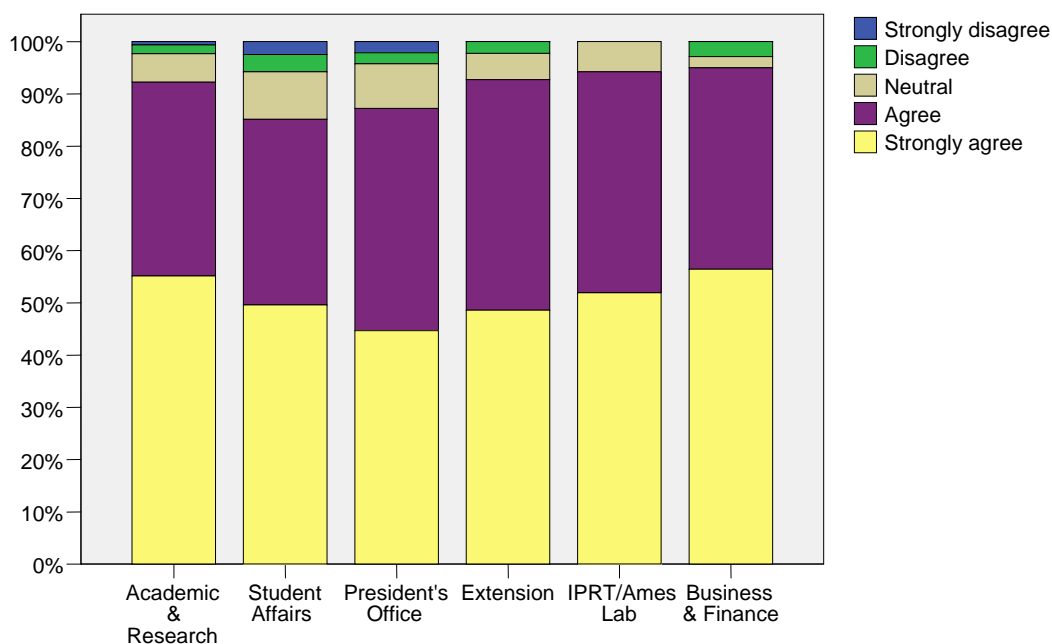


**Q7b. My unit supports the use of vacation or emergency leave for family.**

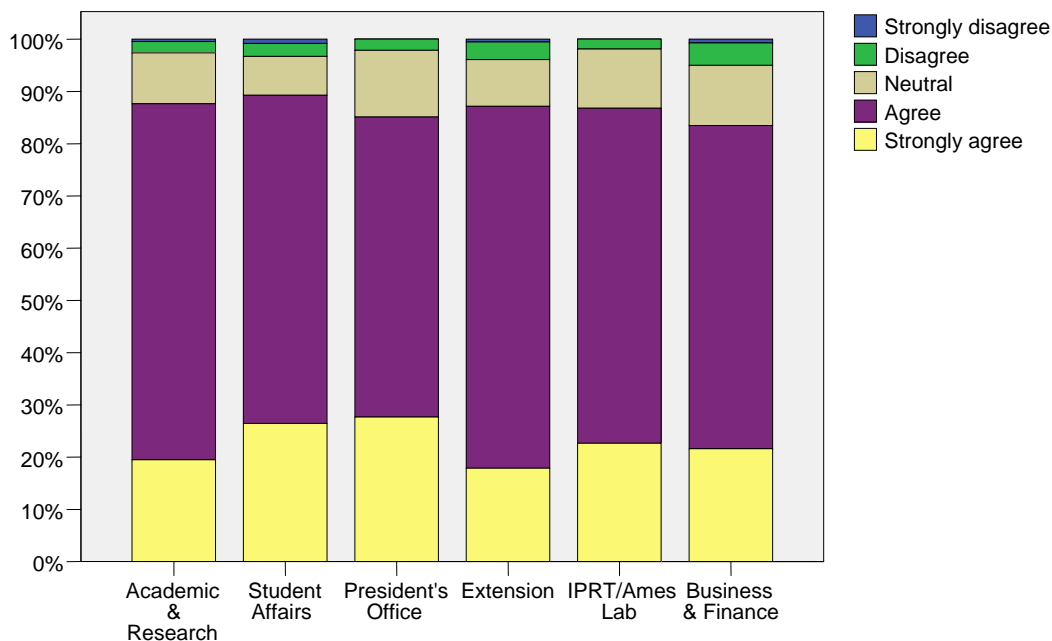




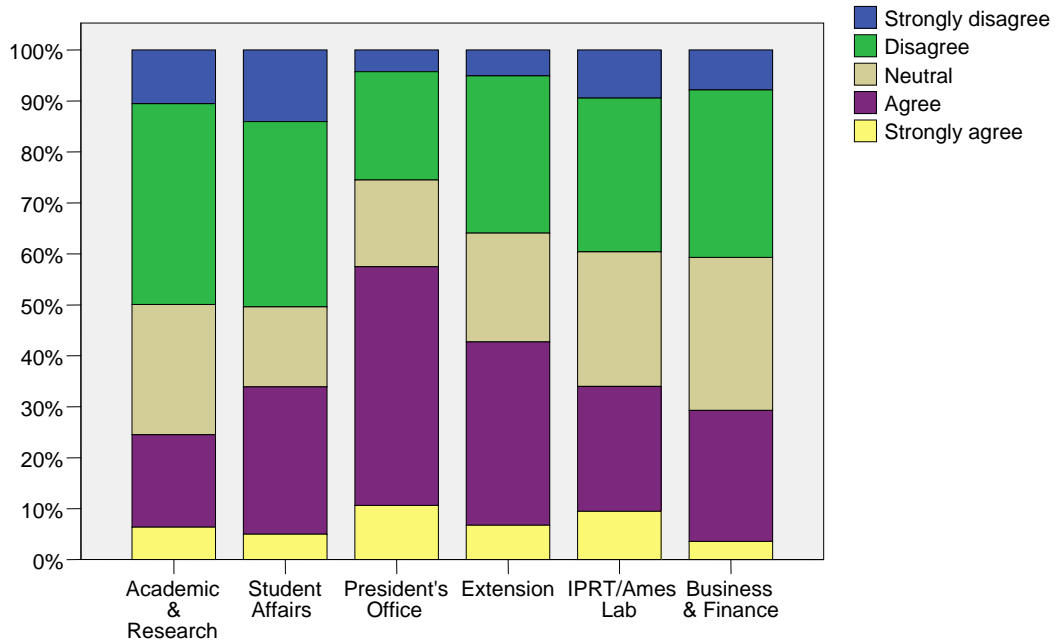
**Q7c. My supervisor is supportive when I need to take time off for family needs.**



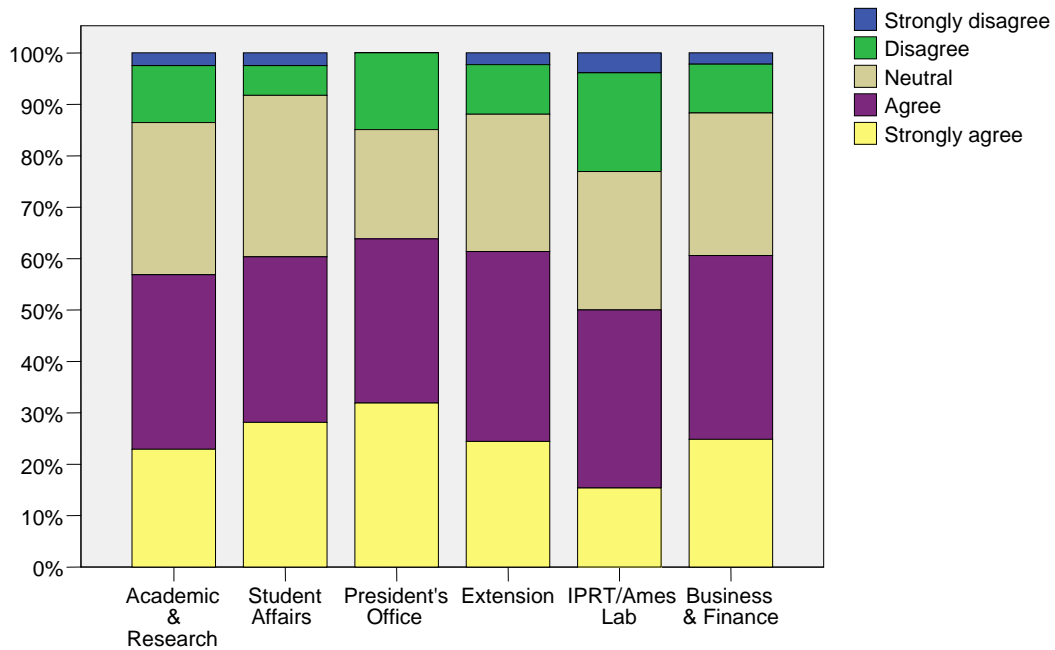
**Q7d. It is acceptable for P&S Staff to be occasionally required to work additional hours.**



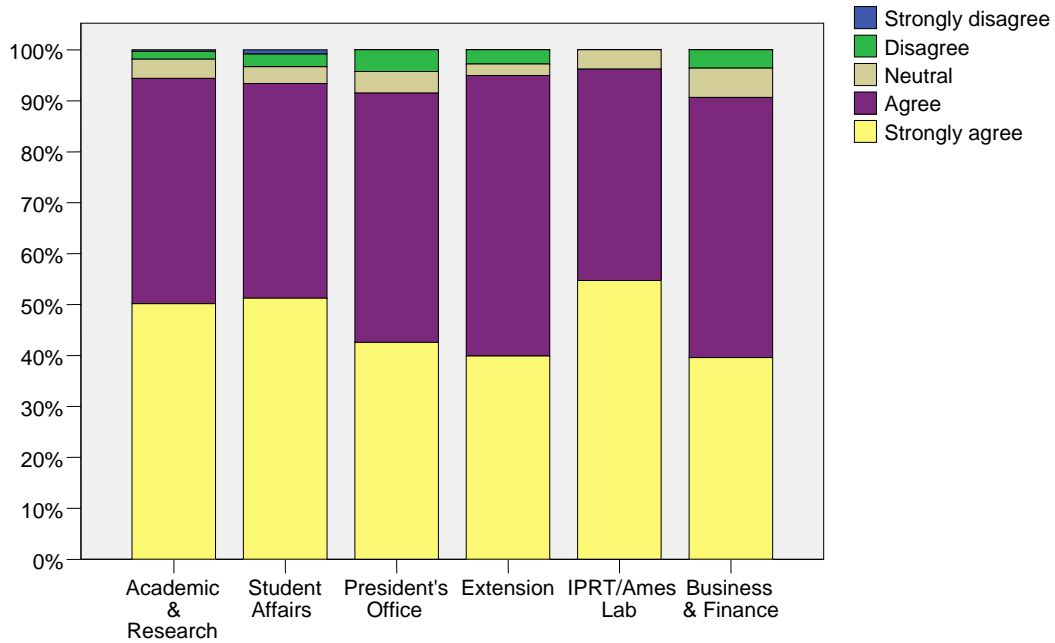
**Q7e. It is acceptable for P&S Staff to regularly work additional hours.**



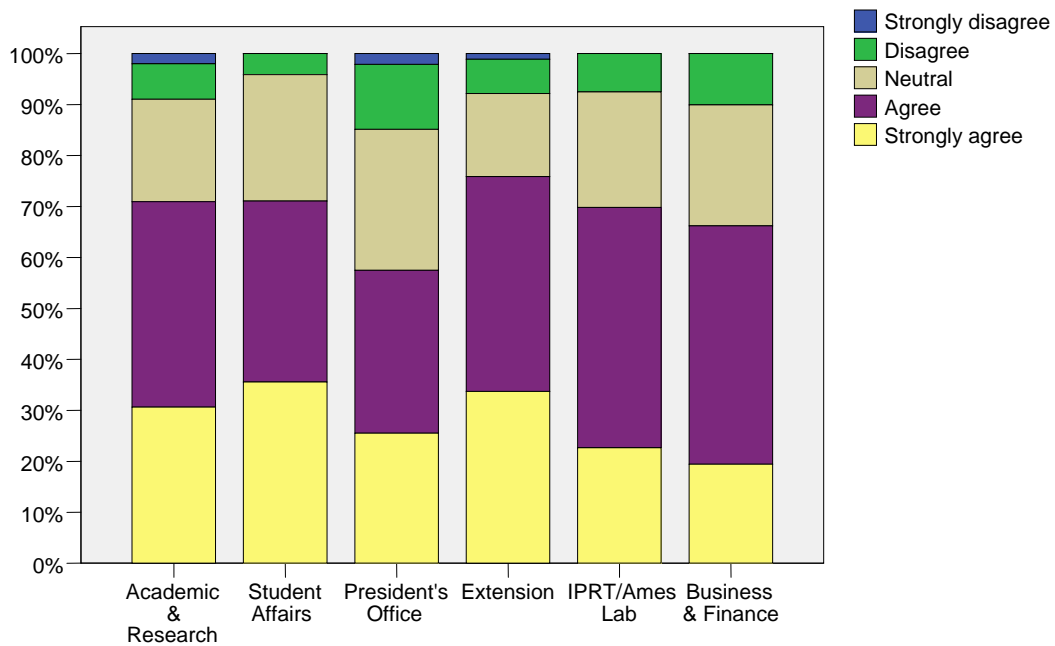
**Q7f. I would like to see compensation provided when I work additional hours.**



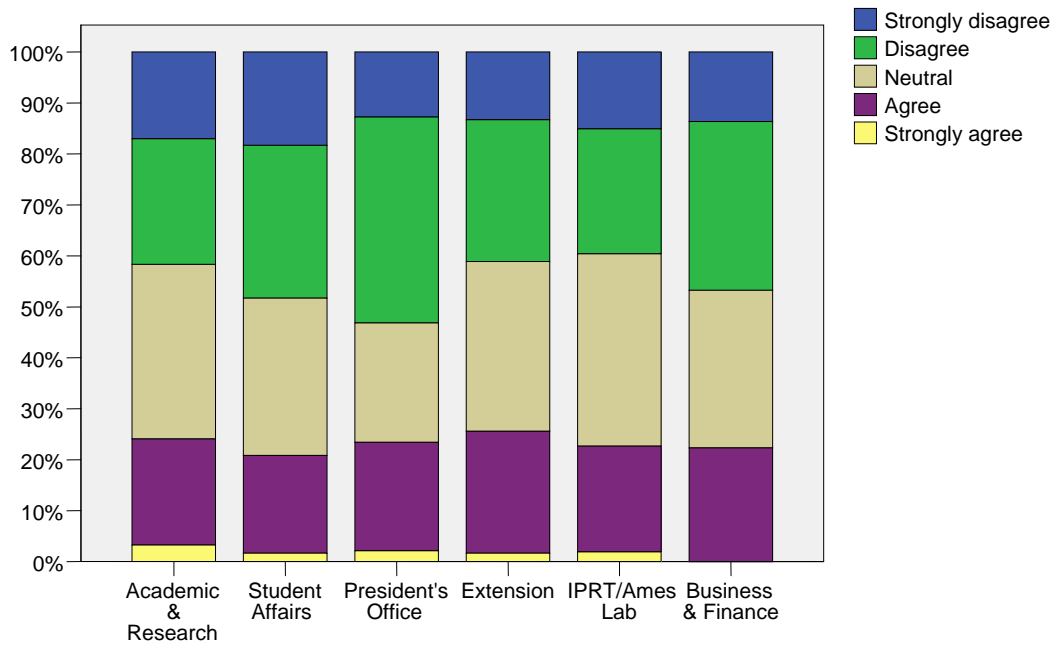
**Q7g. If an office is adequately staffed, I see no problem with allowing flexible scheduling.**



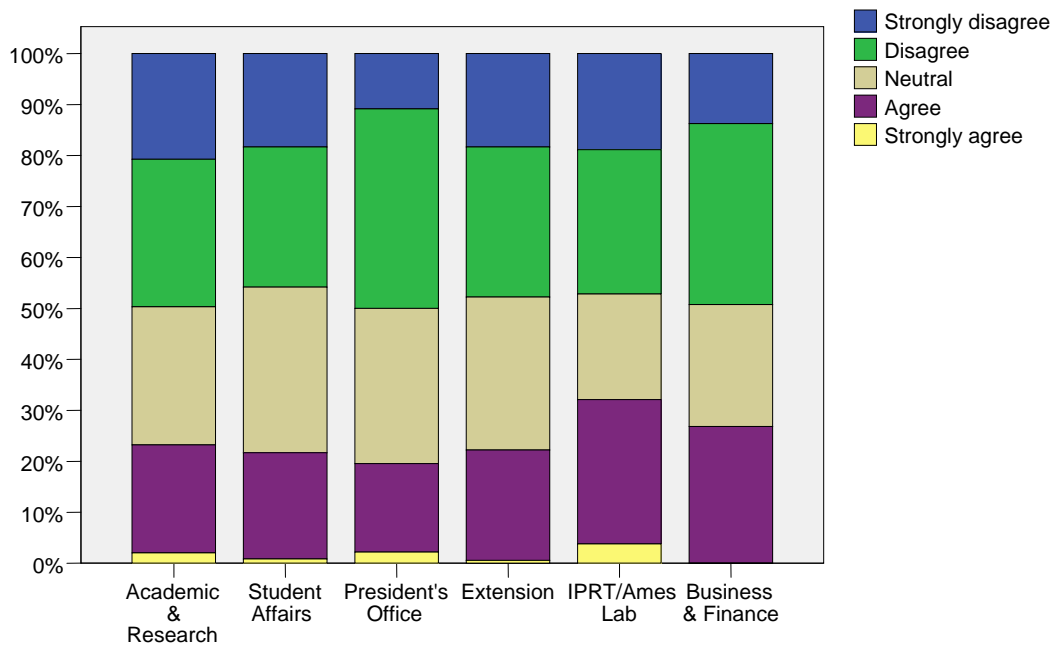
**Q7h. I think the university should provide 'work from home' opportunities.**



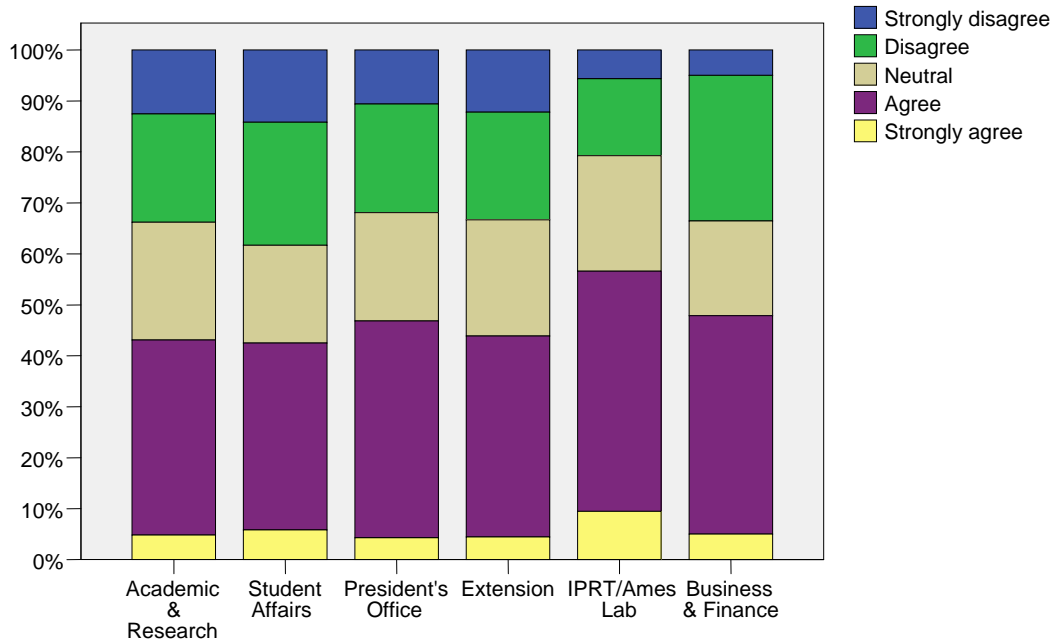
**Q7i. The job classification system at ISU is fair and equitable.**



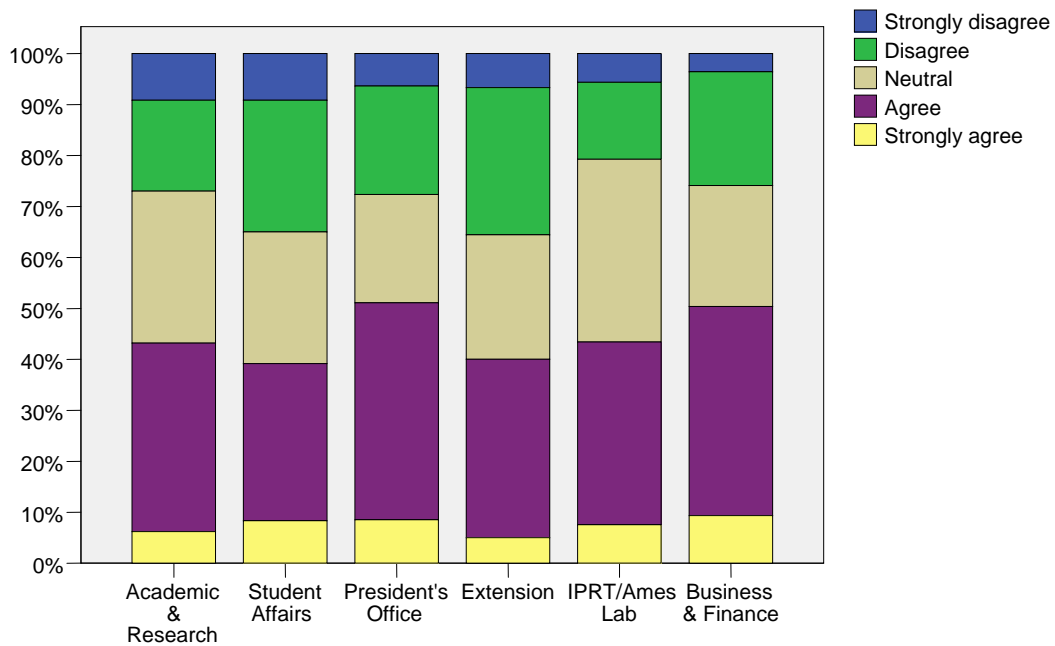
**Q7j. The P&S classification system allows for advancement.**



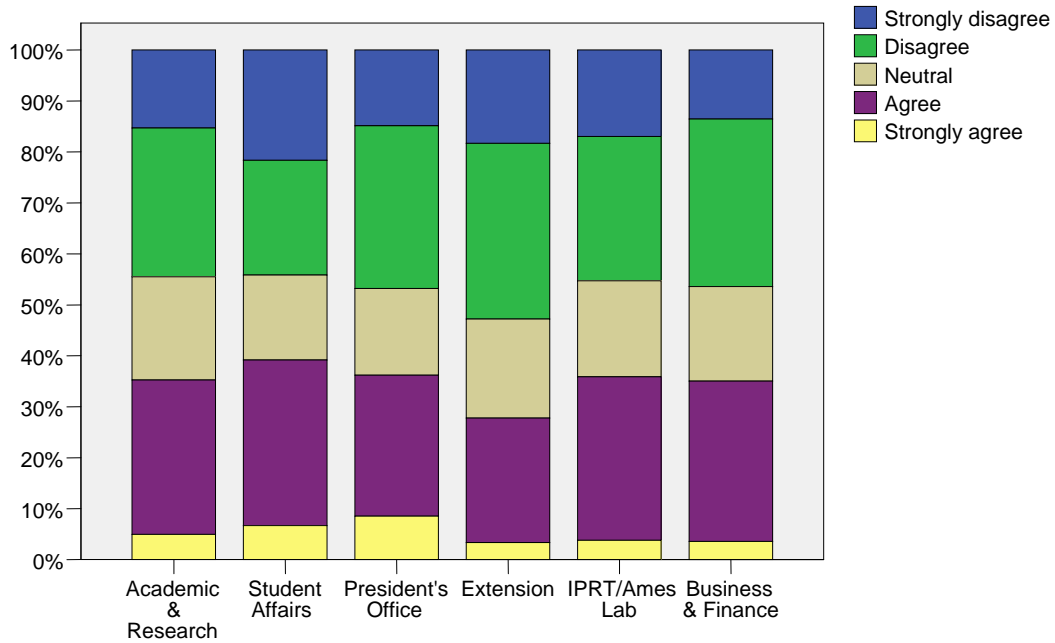
**Q7k. My job position is classified correctly.**



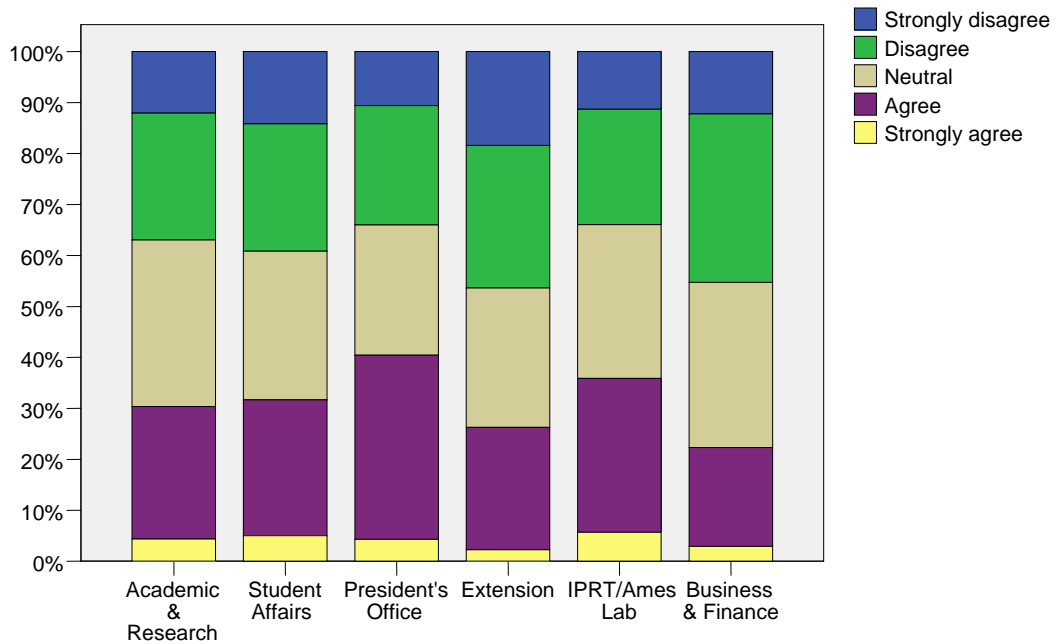
**Q7l. My position information questionnaire (PIQ) is accurate and up-to-date.**



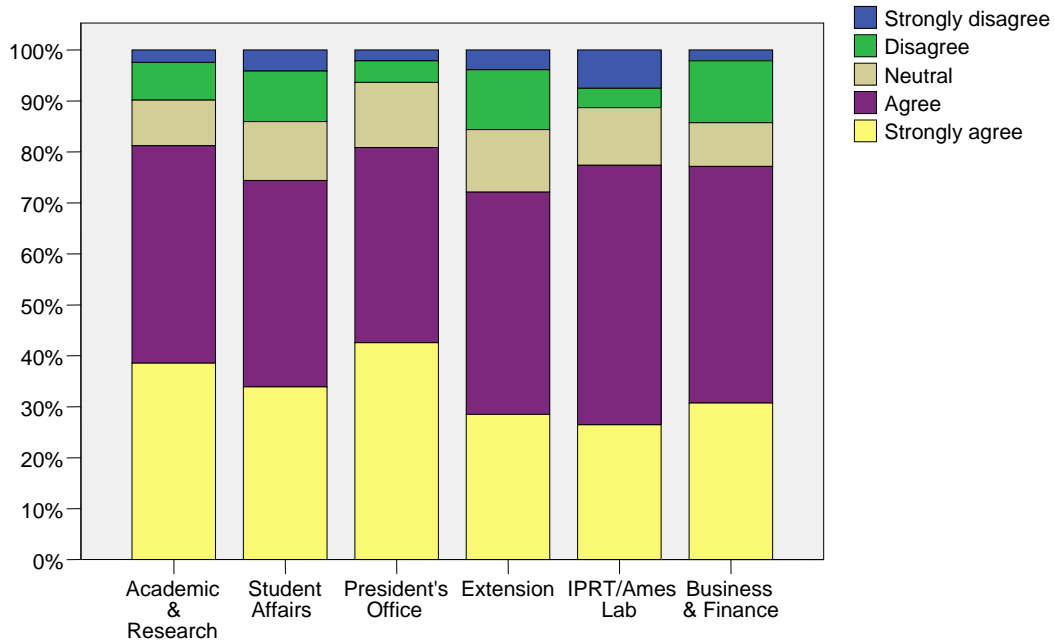
**Q7m. I am paid fairly for my level of responsibility.**



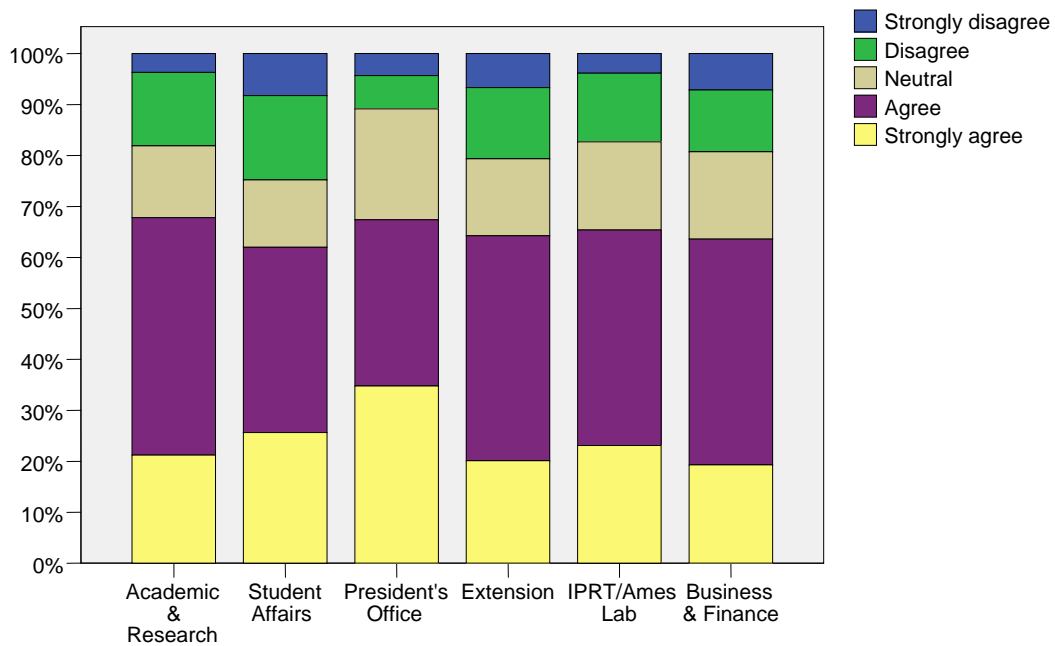
**Q7n. I am paid fairly in comparison to others in similar positions at ISU.**



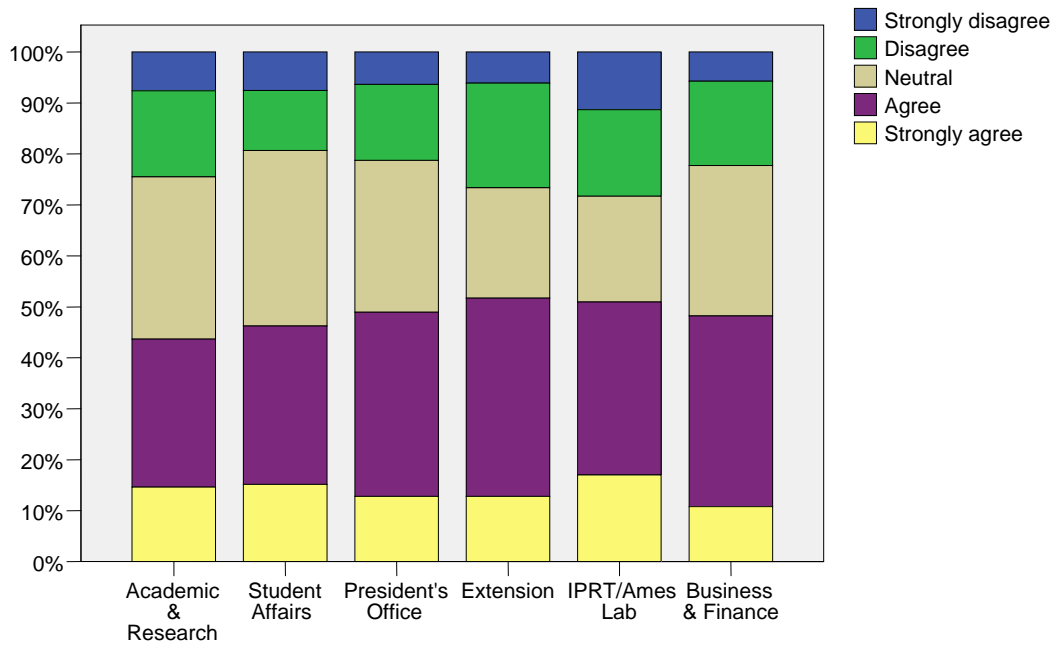
**Q8a. My supervisor treats staff members fairly.**



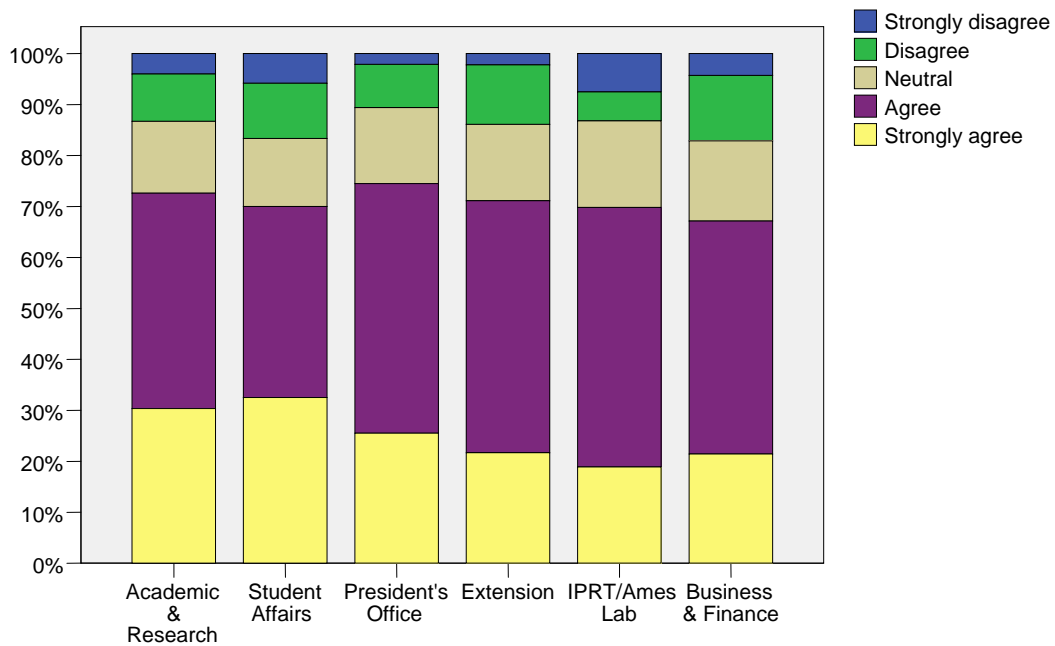
**Q8b. My supervisor communicates priorities and expectations clearly.**



**Q8c. My supervisor communicates basis of salary increases.**

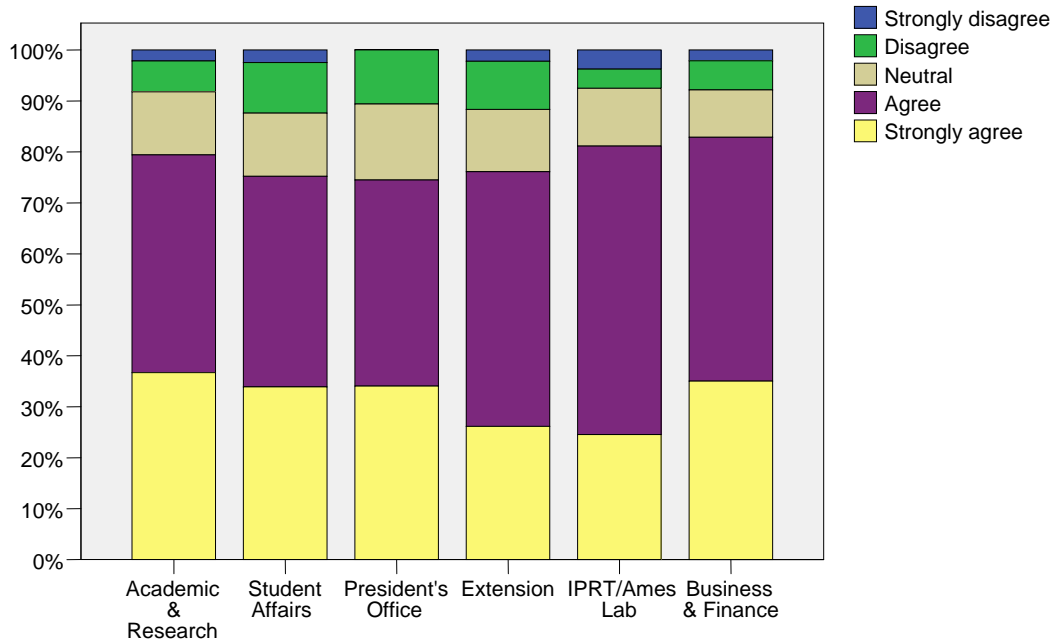


**Q8d. My supervisor fosters a cooperative working environment.**

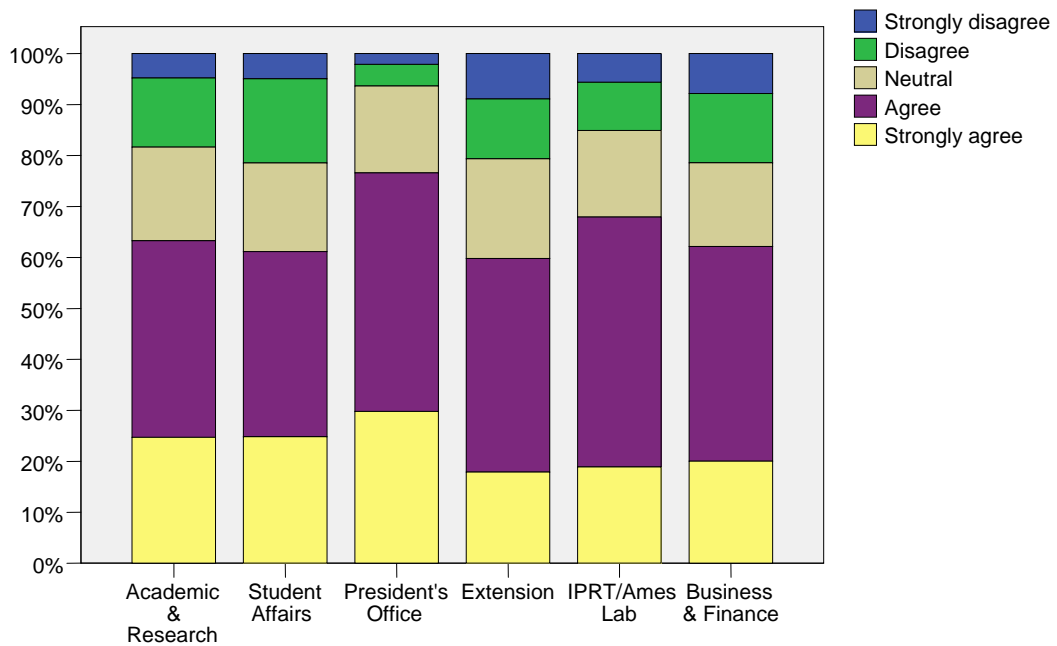




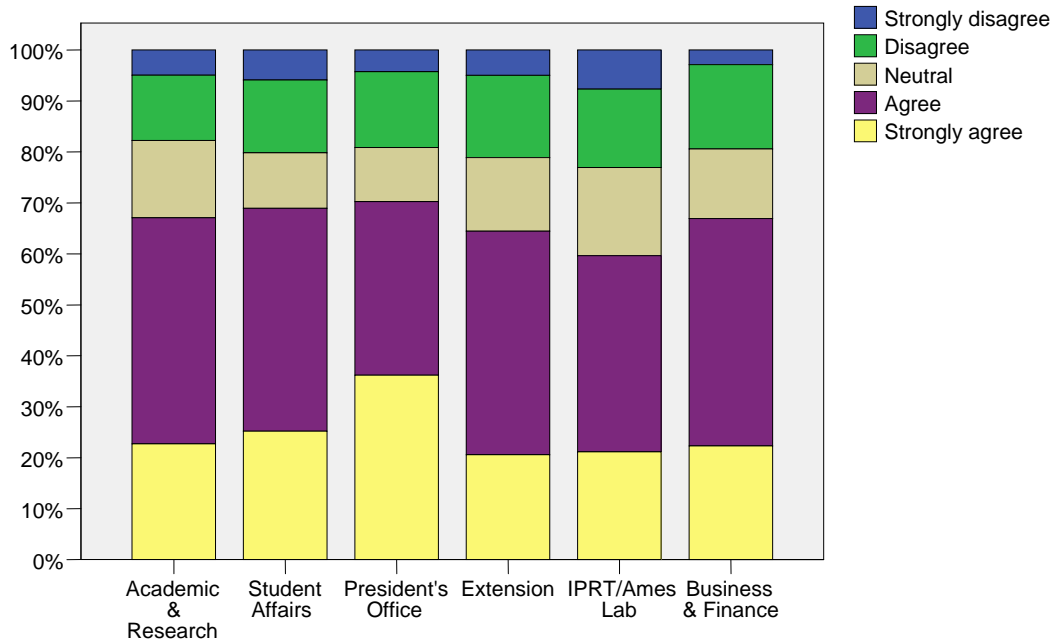
**Q8e. My supervisor is accessible to discuss concerns and work related issues.**



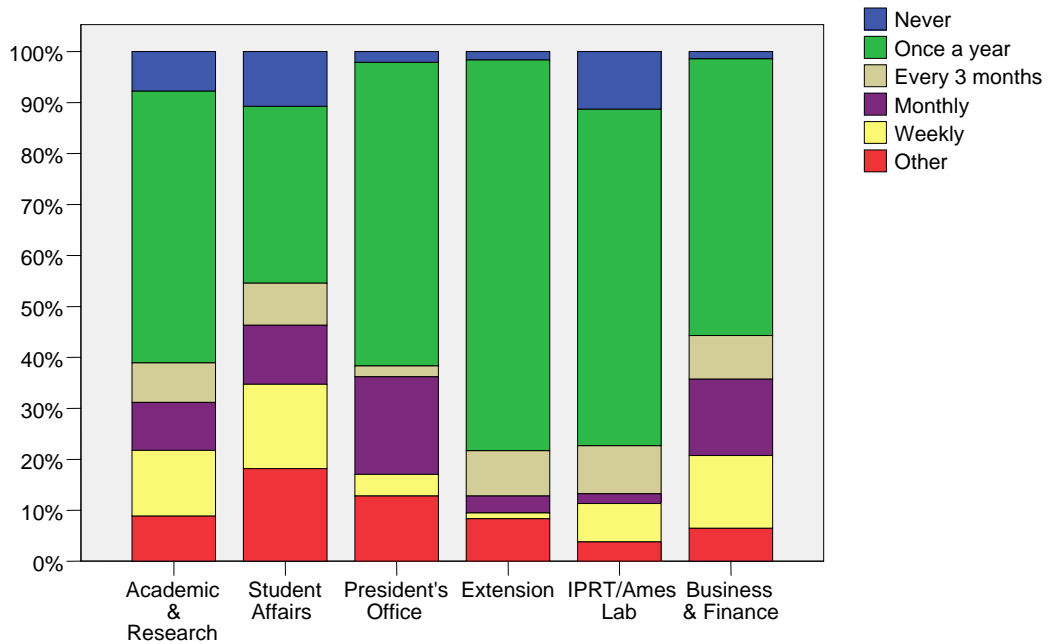
**Q8f. My supervisor takes action to resolve concerns and work issues.**



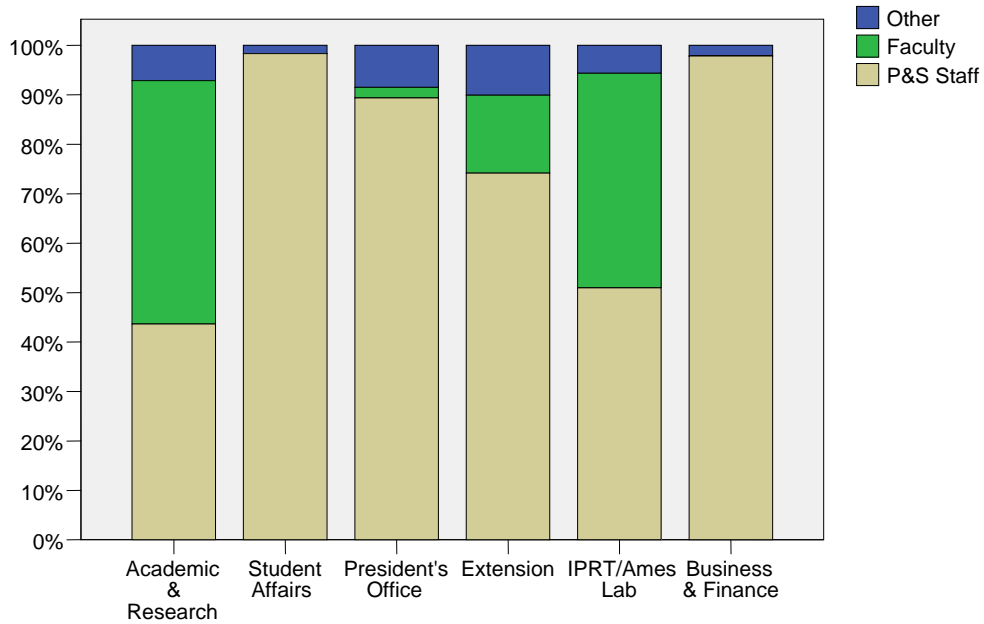
**Q8g. My supervisor has a good understanding of my job activities.**



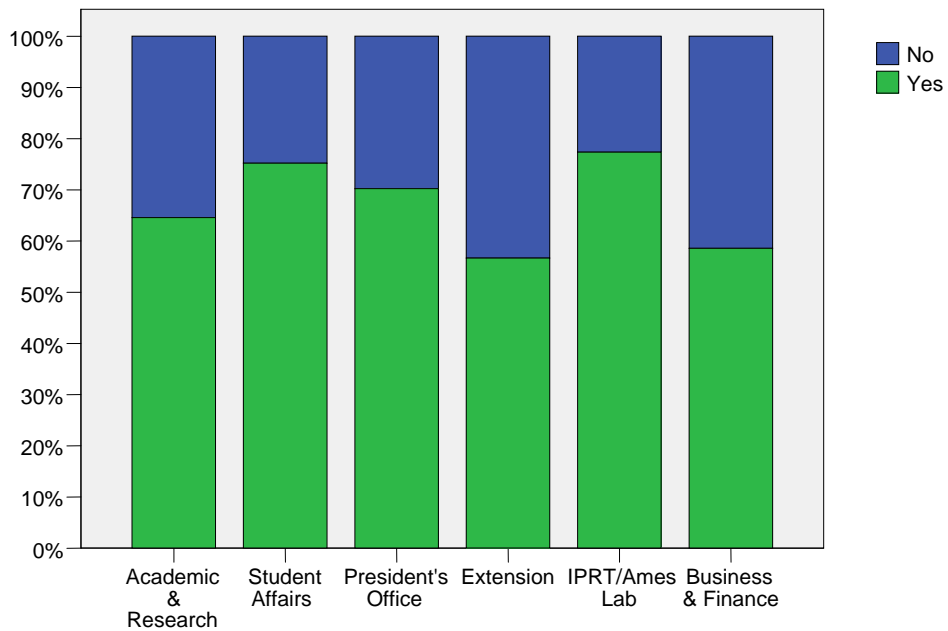
**Q9. How often do you and your supervisor meet to discuss performance expectations and progress toward goal attainment?**



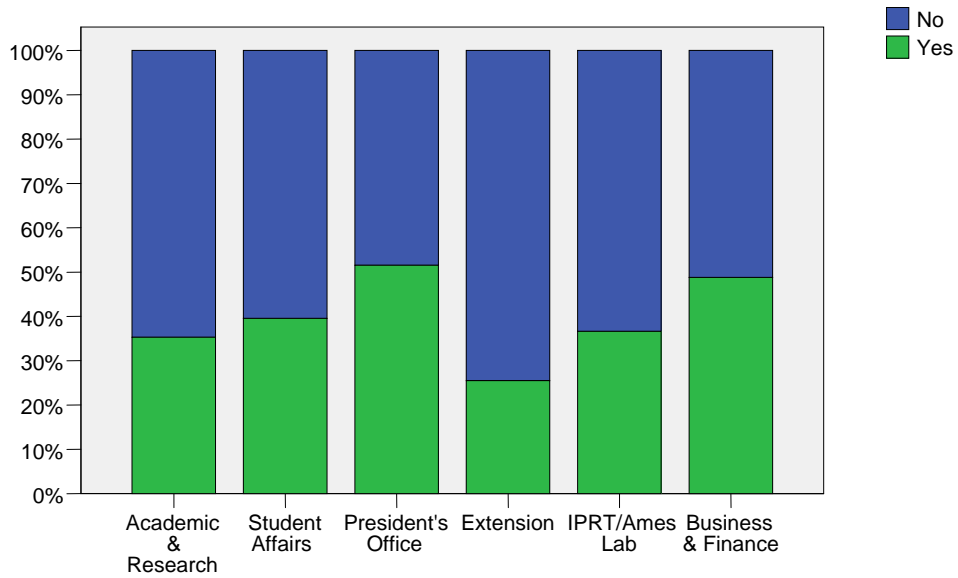
**Q10. Is your supervisor:**



**Q11. Do you supervise other employees (including students)?**

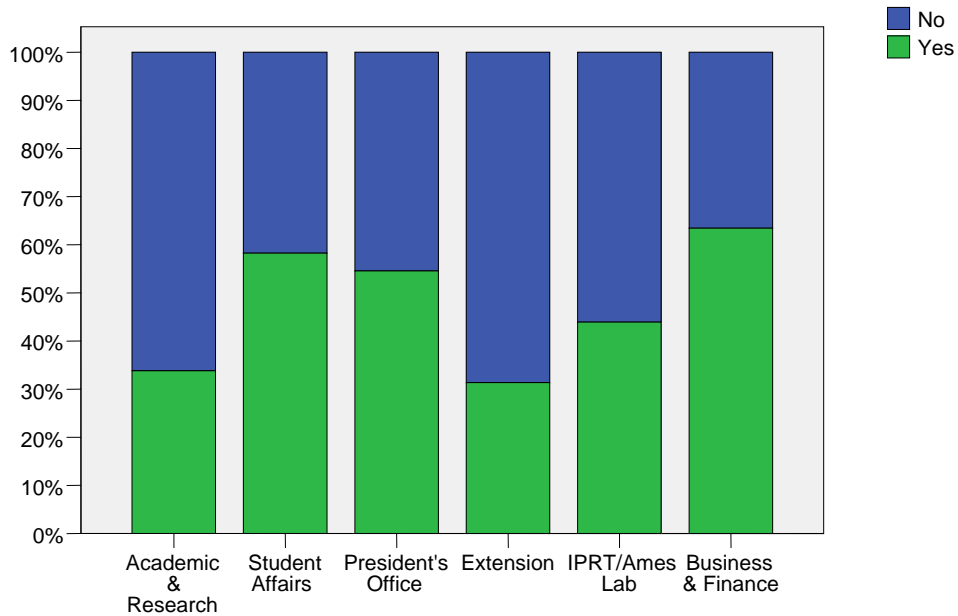


### Q12a. Supervise P&S Staff.



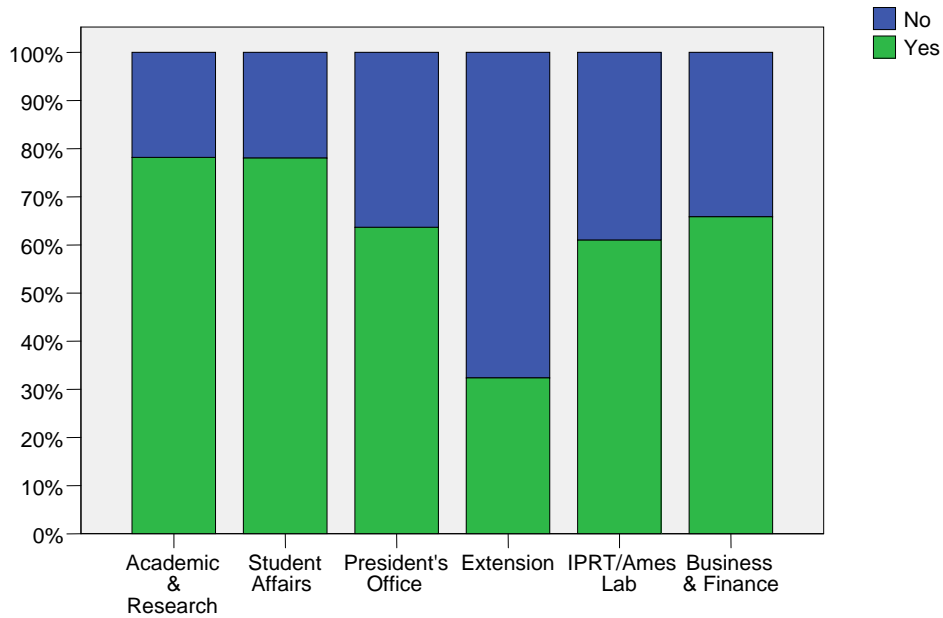
\*Graph based only on those who answered yes to Q11.

### Q12b. Supervise Merit Staff.



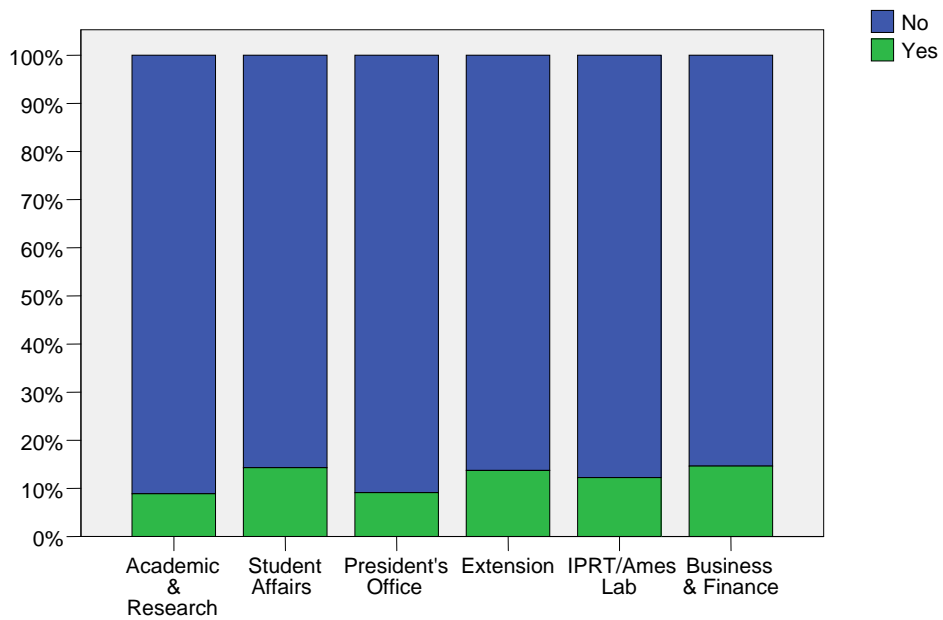
\*Graph based only on those who answered yes to Q11.

### Q12c. Supervise Students.



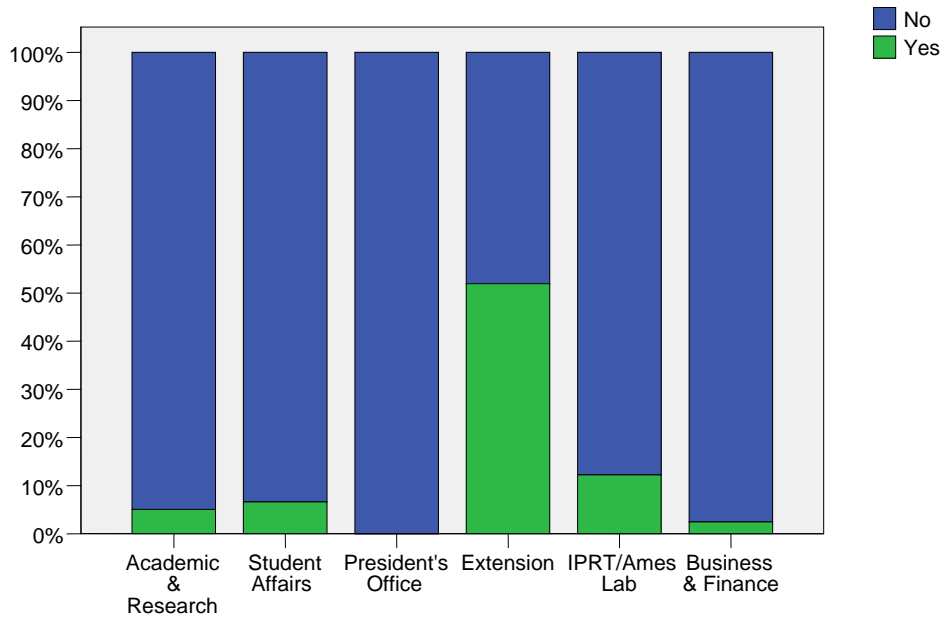
\*Graph based only on those who answered yes to Q11.

### Q12d. Supervise XH Staff.



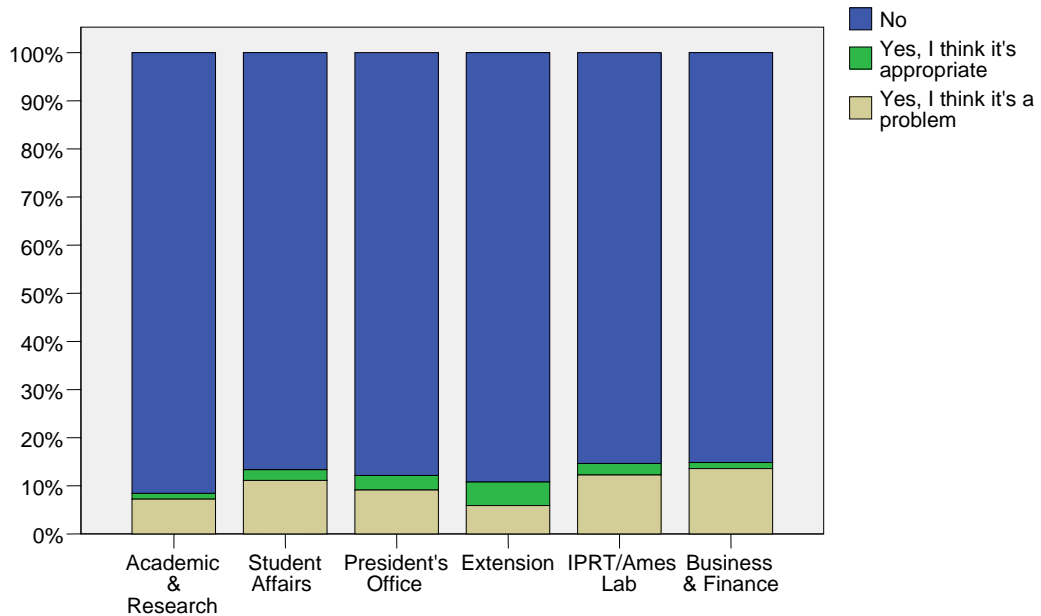
\*Graph based only on those who answered yes to Q11.

### Q12e. Supervise Other.



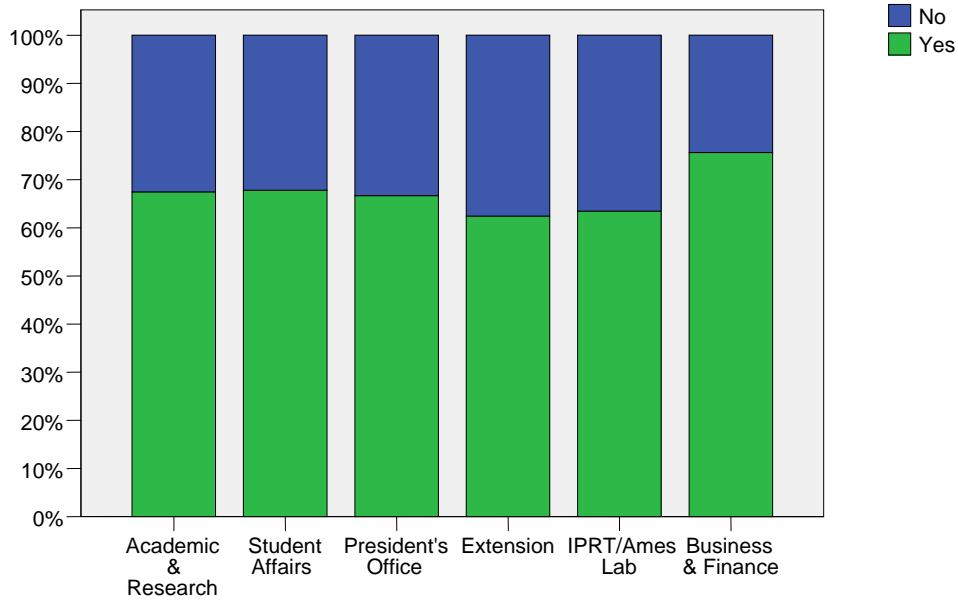
\*Graph based only on those who answered yes to Q11.

### Q13. Do you supervise someone who makes more than you do?



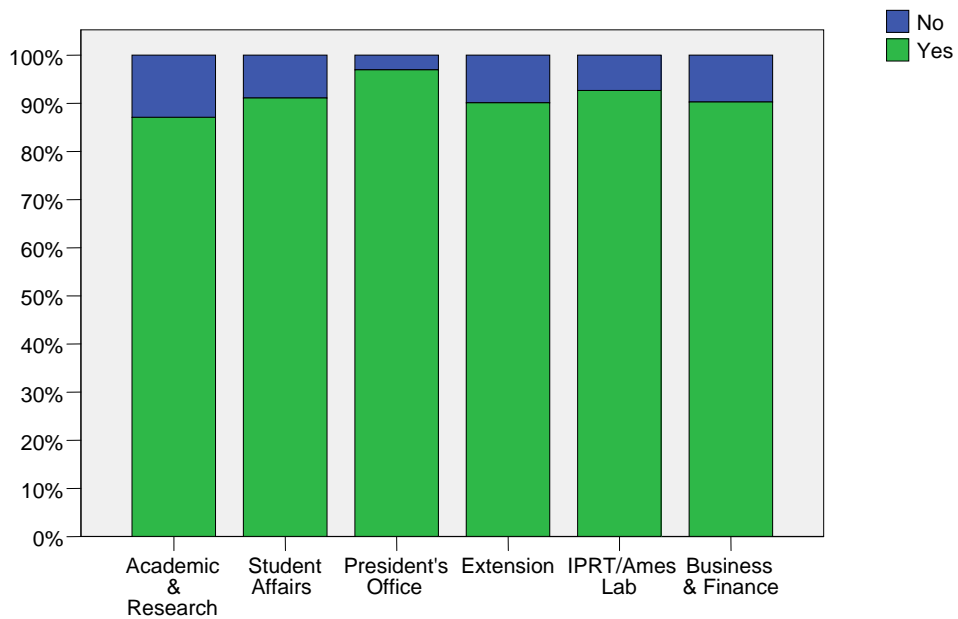
\*Graph based only on those who answered yes to Q11.

**Q14. Do you feel you have an adequate understanding of all the policies and procedures (ISU, State, Federal, etc.) that you must enforce as a supervisor at ISU?**



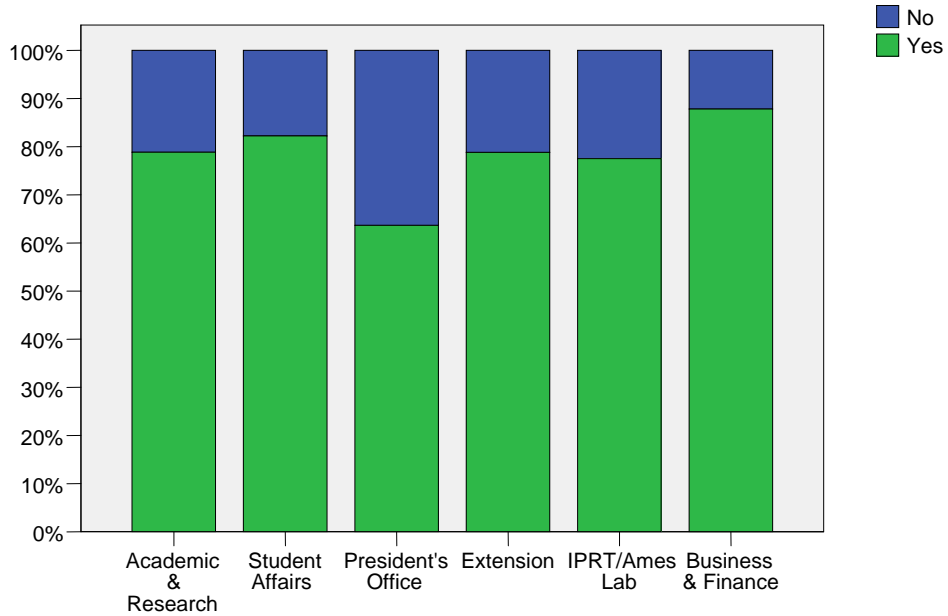
\*Graph based only on those who answered yes to Q11.

**Q15. Do you know where to go for answers to questions related to personnel policies and procedures?**



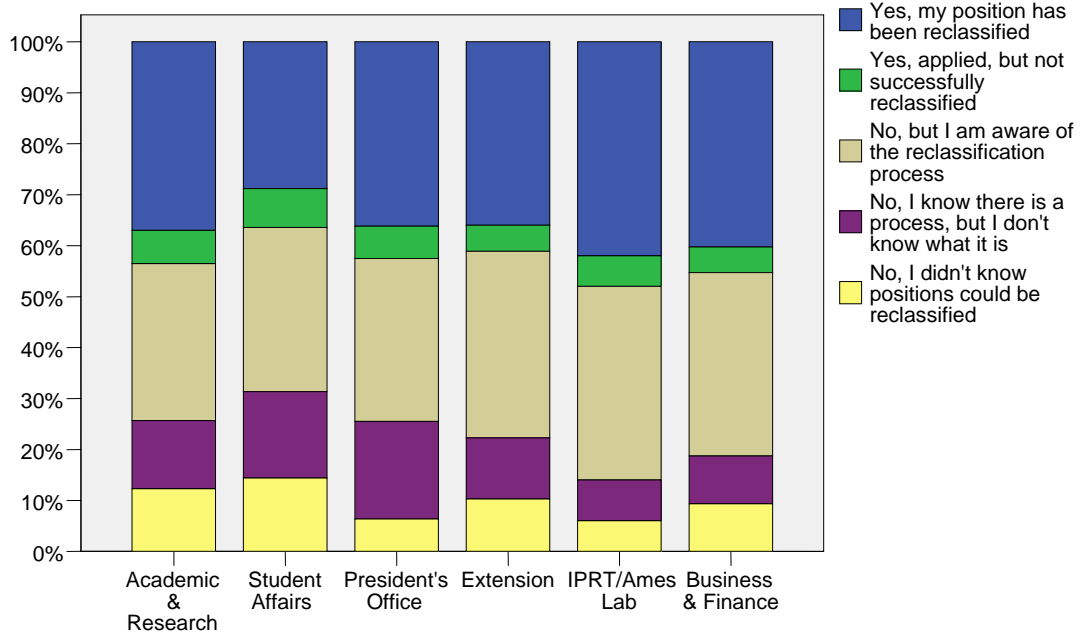
\*Graph based only on those who answered yes to Q11.

**Q16. Should ISU provide more training and development opportunities for supervisors?**



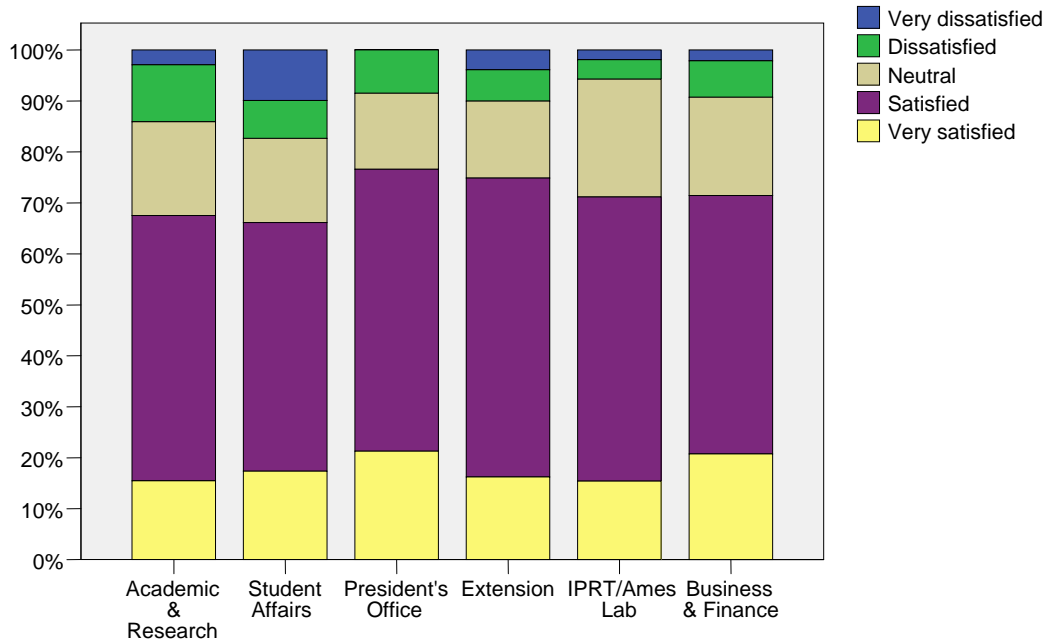
\*Graph based only on those who answered yes to Q11.

**Q17. Have you attempted to have your position reclassified in the last 10 years?**



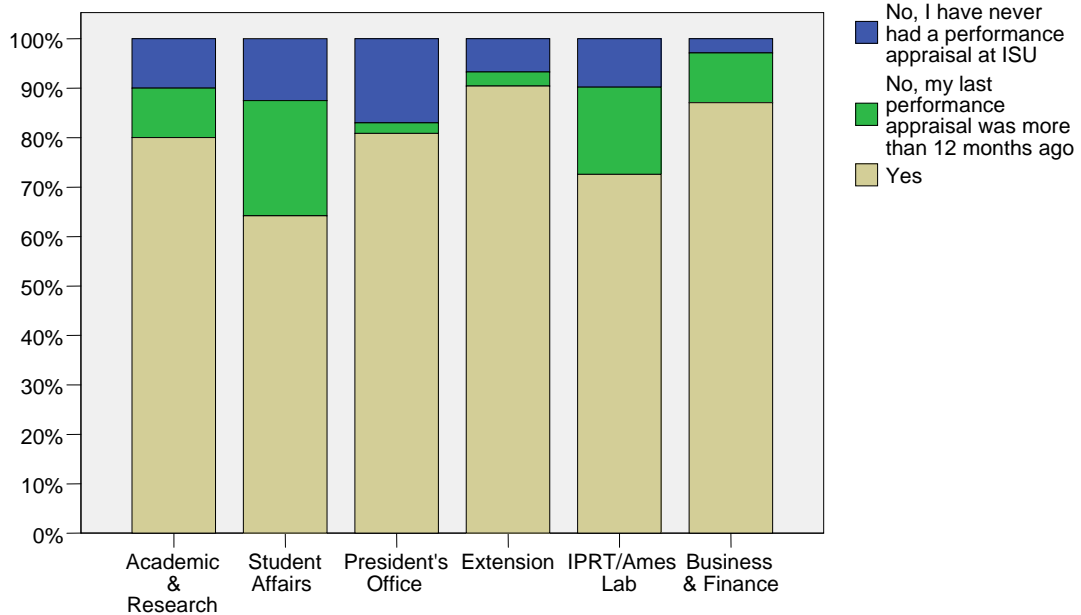


**Q18. How satisfied are you overall with your current job at ISU?**



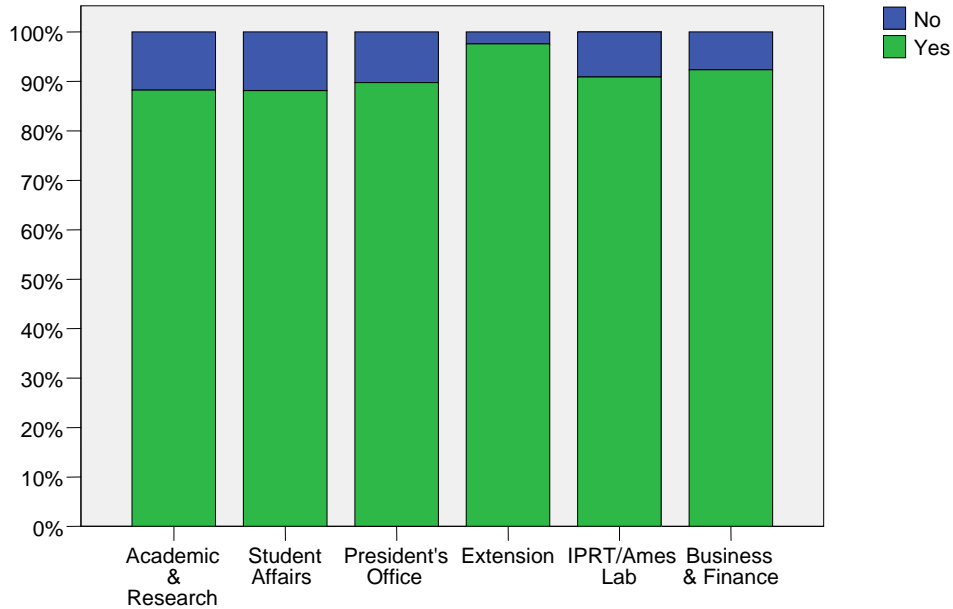
**Section 2: Performance Appraisal**

**Q19. Have you received a performance appraisal within the last 12 months?**

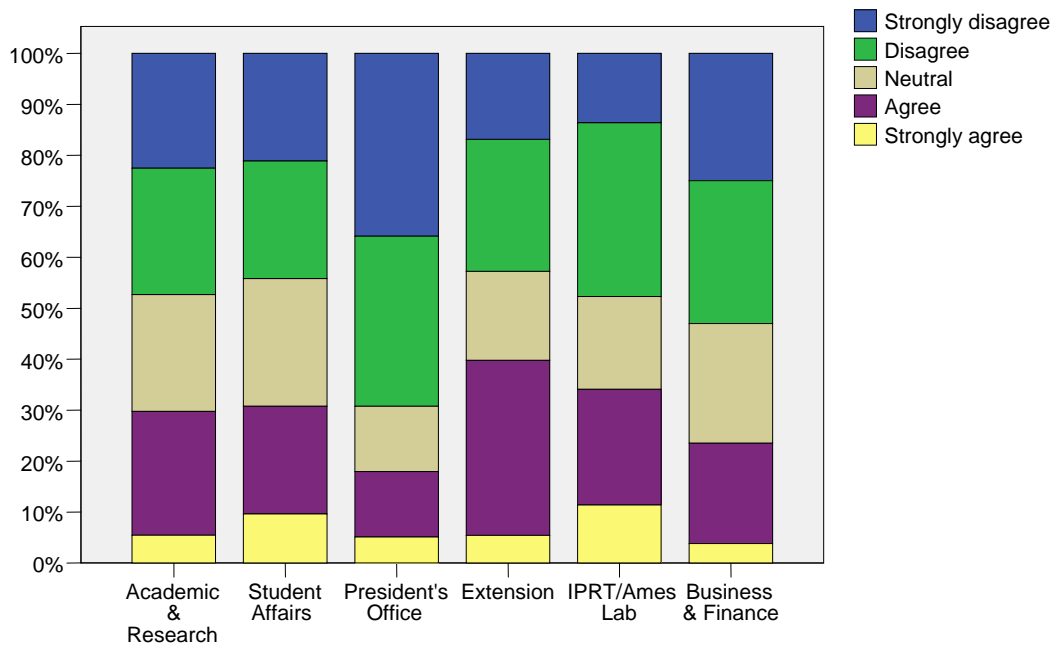


**Q20. For information regarding question 20 please see page 17 of this report.**

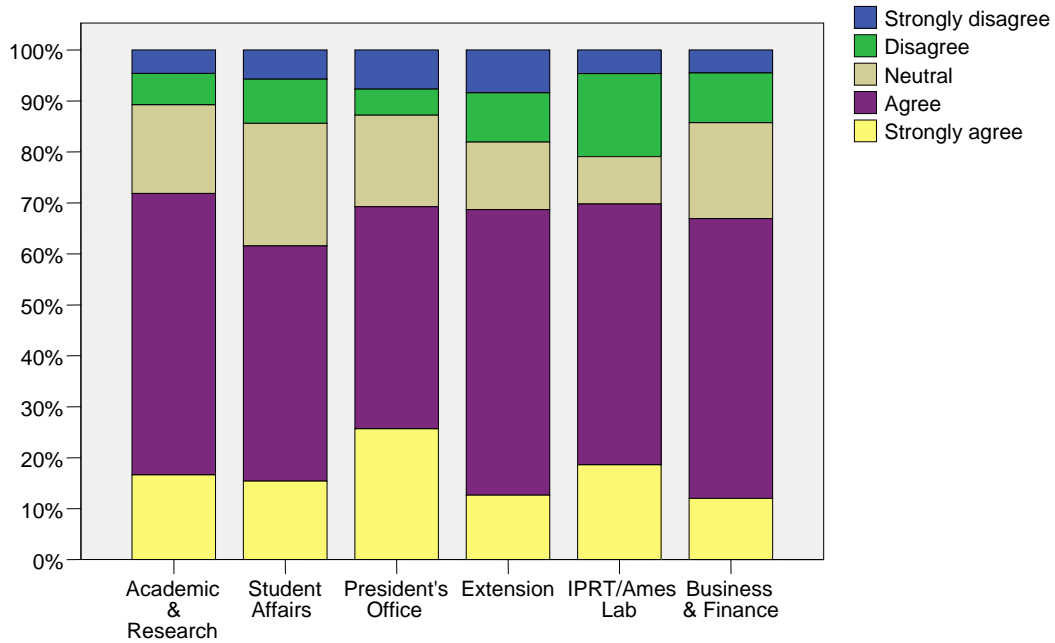
**Q21. At your most recent performance appraisal, did you provide your supervisor with input on your performance as part of the appraisal process?**



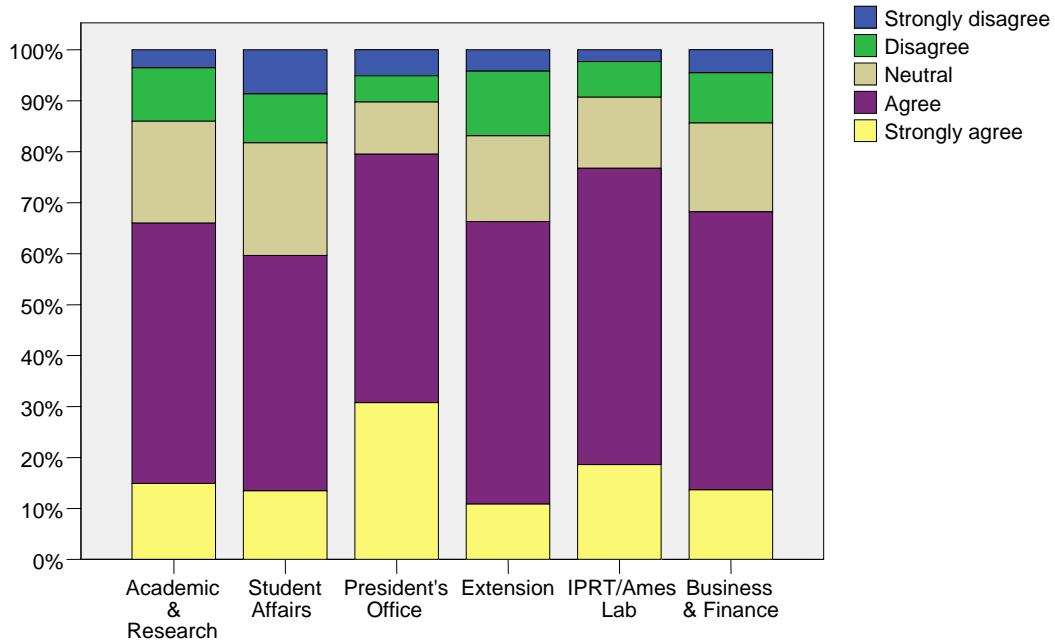
**Q22a. My salary increase was based on my performance appraisal.**



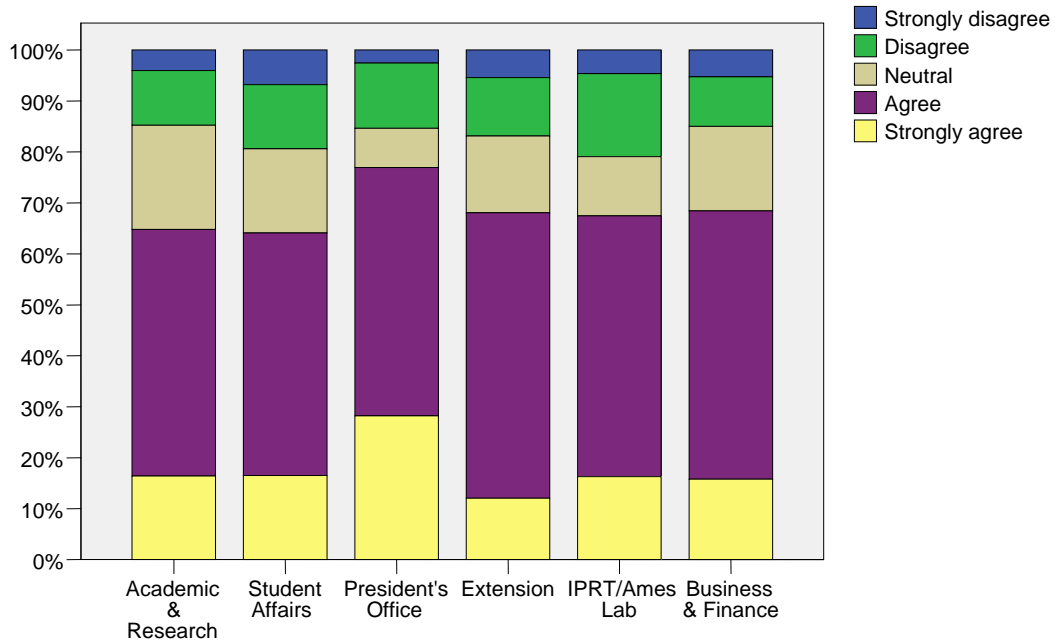
**Q22b. My appraisal accurately reflected my job performance.**



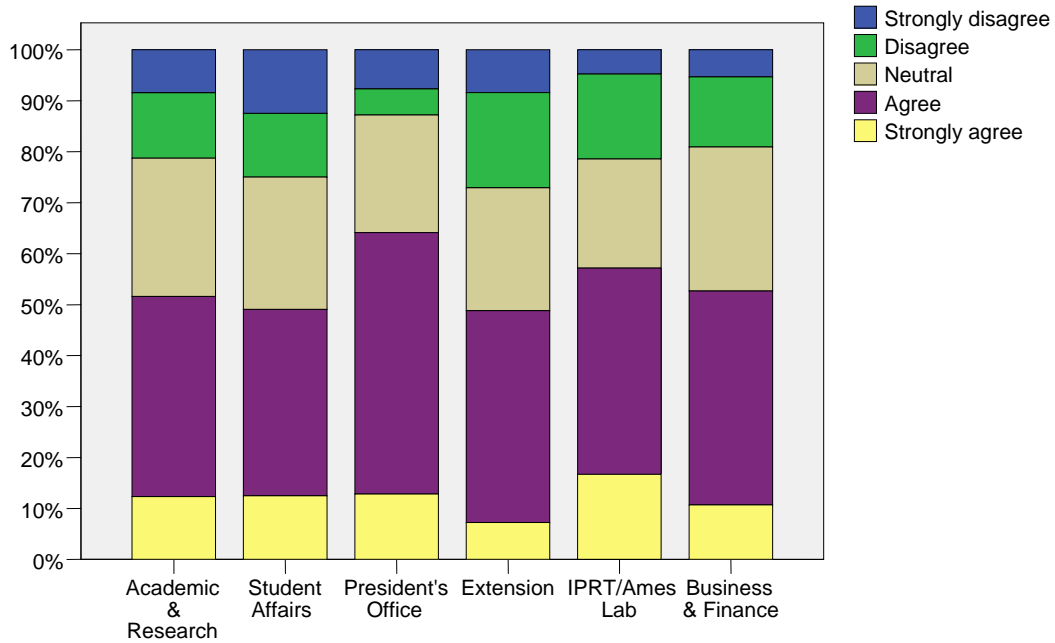
**Q22c. My performance appraisal was clear and complete.**



**Q22d. My supervisor gave me constructive feedback about my performance.**

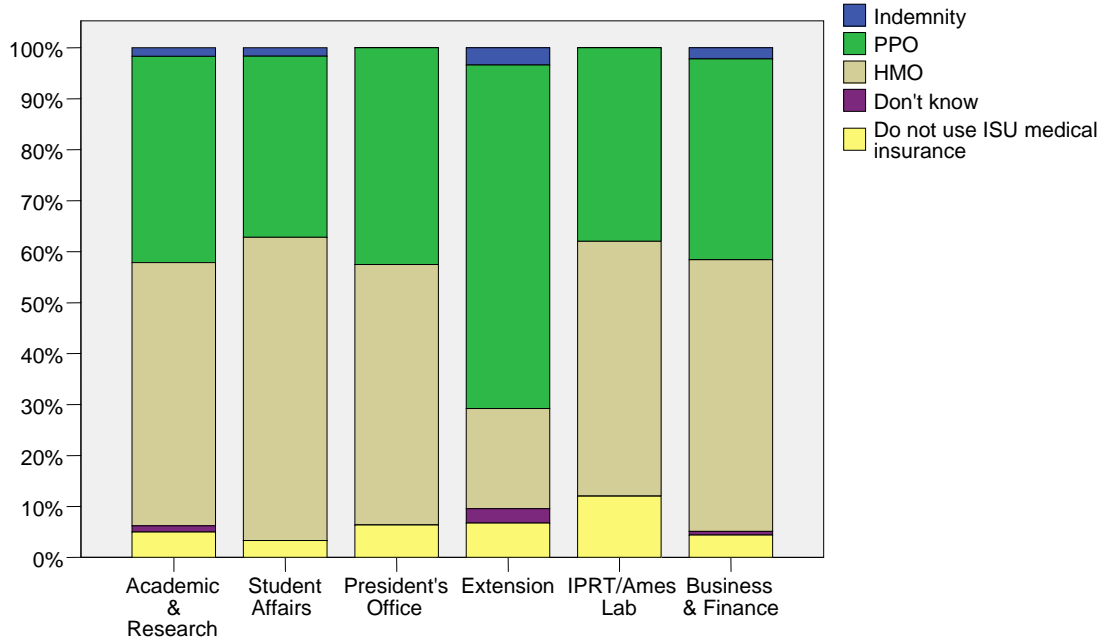


**Q22e. Participating in the performance appraisal process was beneficial.**

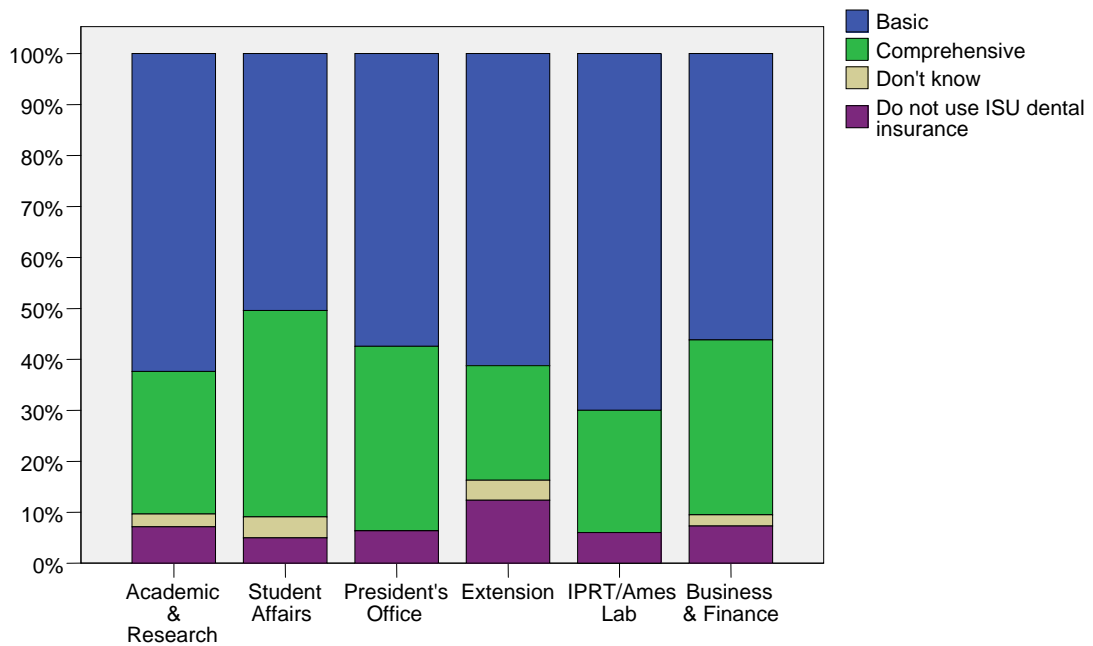


### Section 3: Benefits

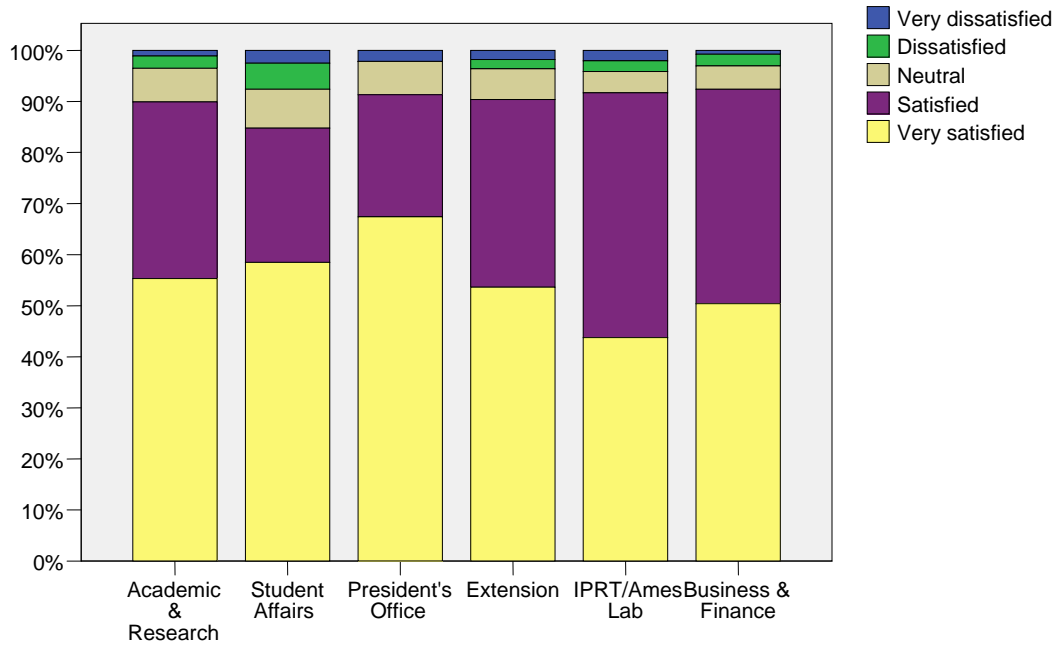
**Q23. Which ISU medical insurance option do you currently use?**



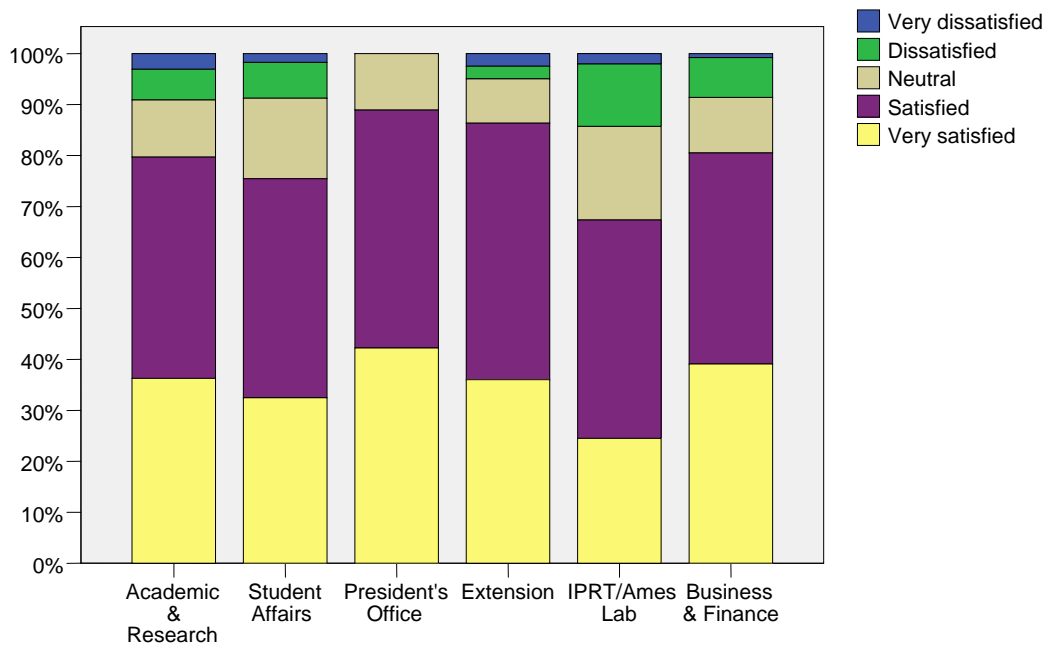
**Q24. Which ISU dental option do you currently use?**



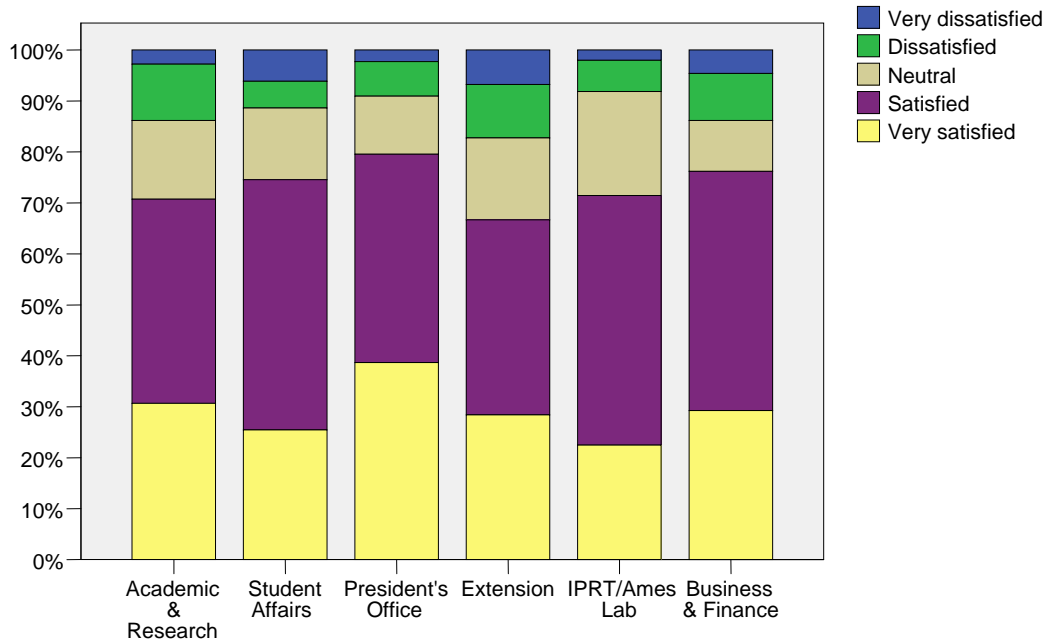
**Q25a. Overall, how satisfied are you with ISU Medical benefits?**



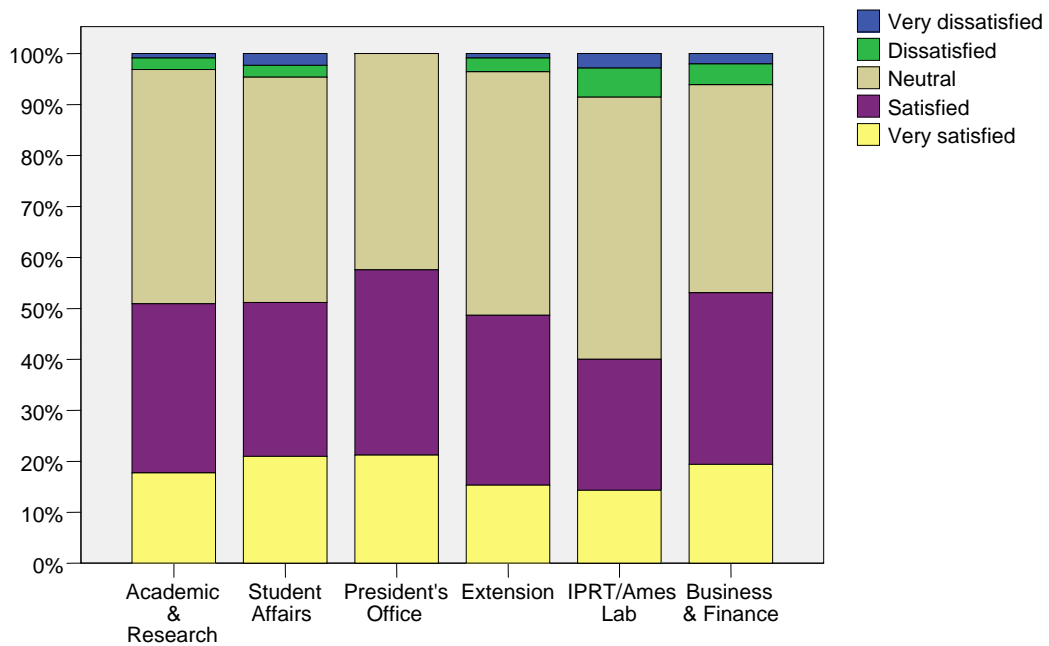
**Q25b. Overall, how satisfied are you with ISU Dental benefits?**



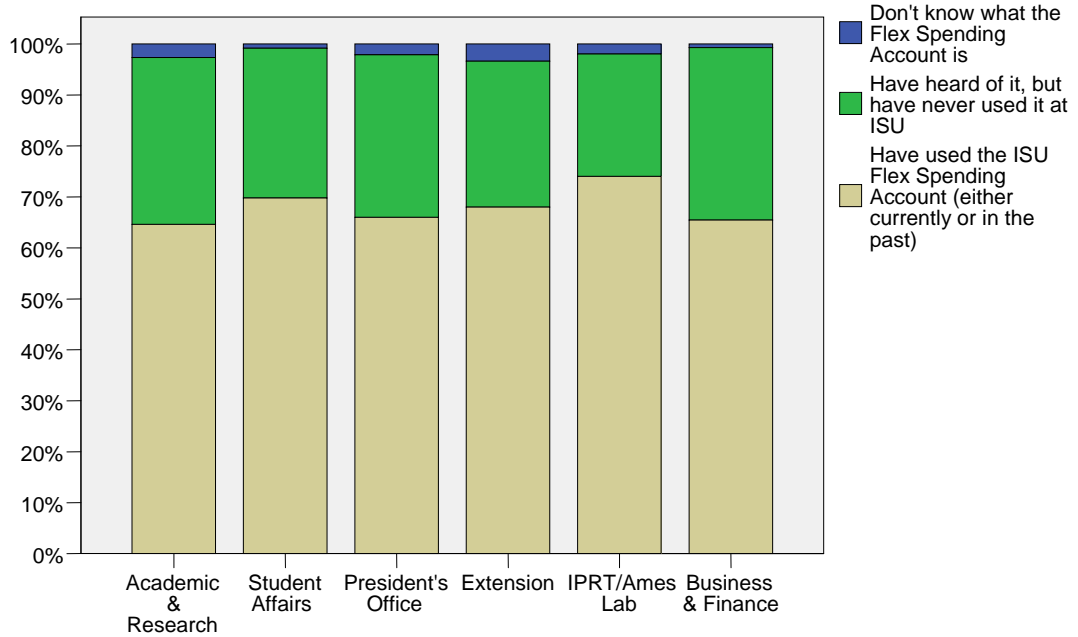
**Q25c. Overall, how satisfied are you with ISU Prescription benefits?**



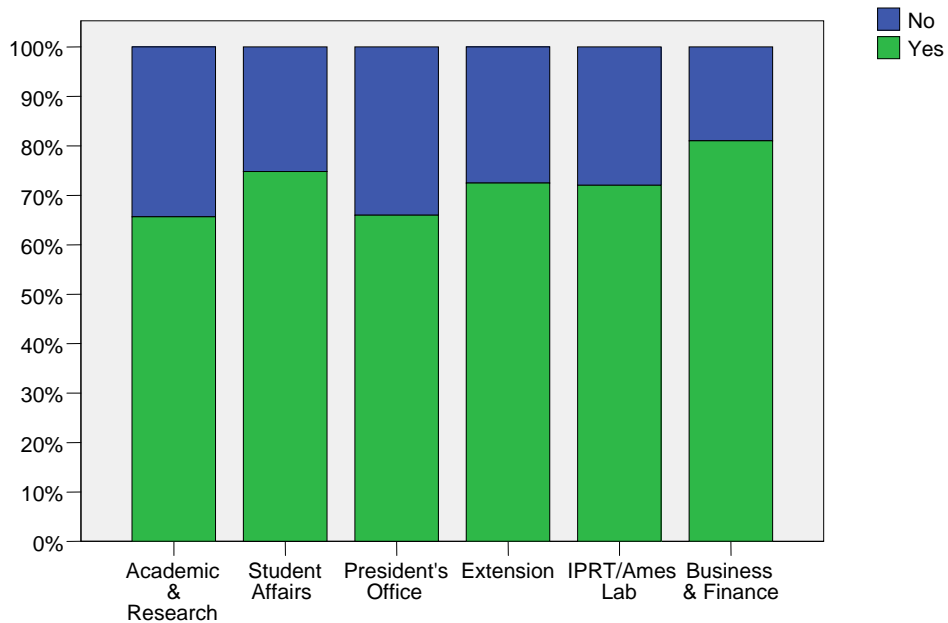
**Q25d. Overall, how satisfied are you with ISU Long term care Insurance?**



**Q26. Which of the following best describes your use of ISU Flex Spending Accounts?**

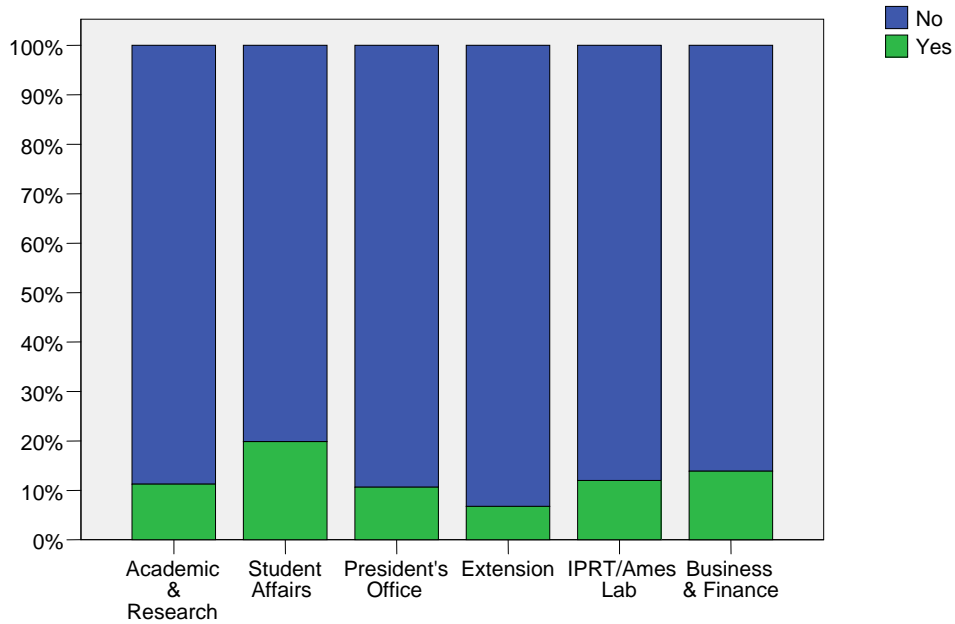


**Q27. Are you aware of the benefits and rights granted to you by the Family Medical Leave Act (FMLA)?**

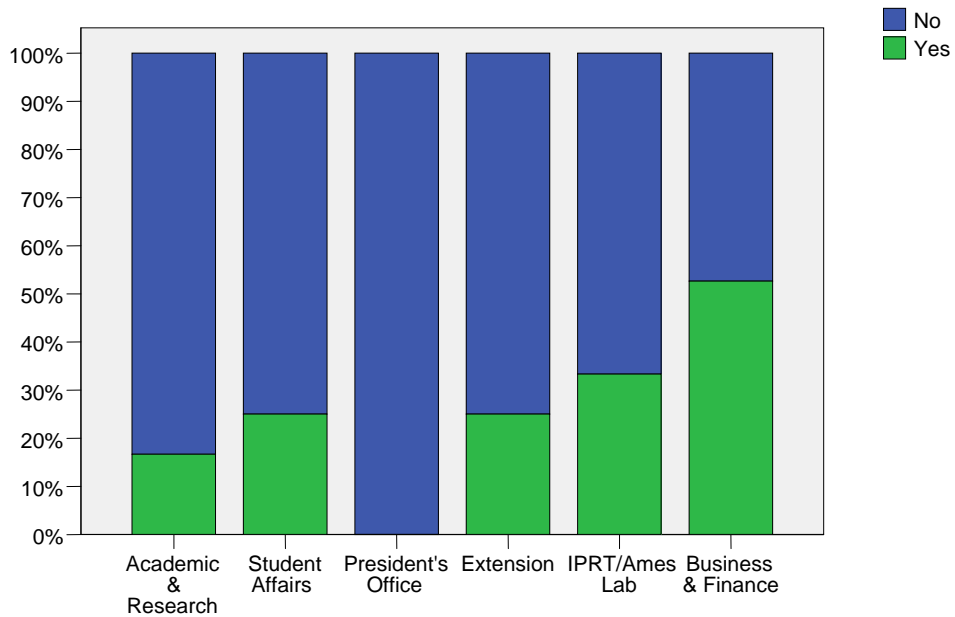




**Q28. Have you ever exercised your rights under FMLA while at ISU?**

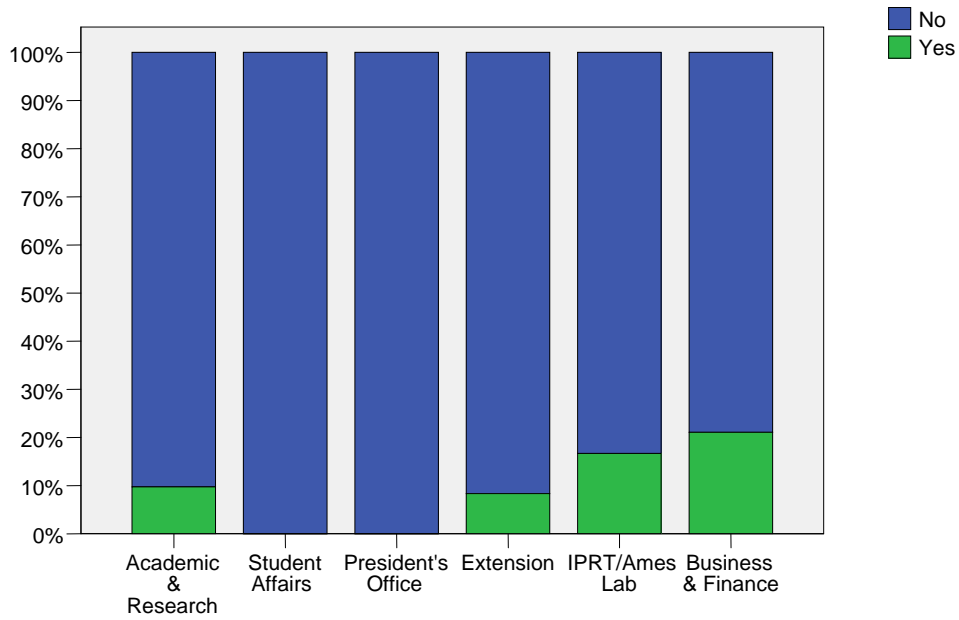


**Q29a. Used FMLA benefits for self.**



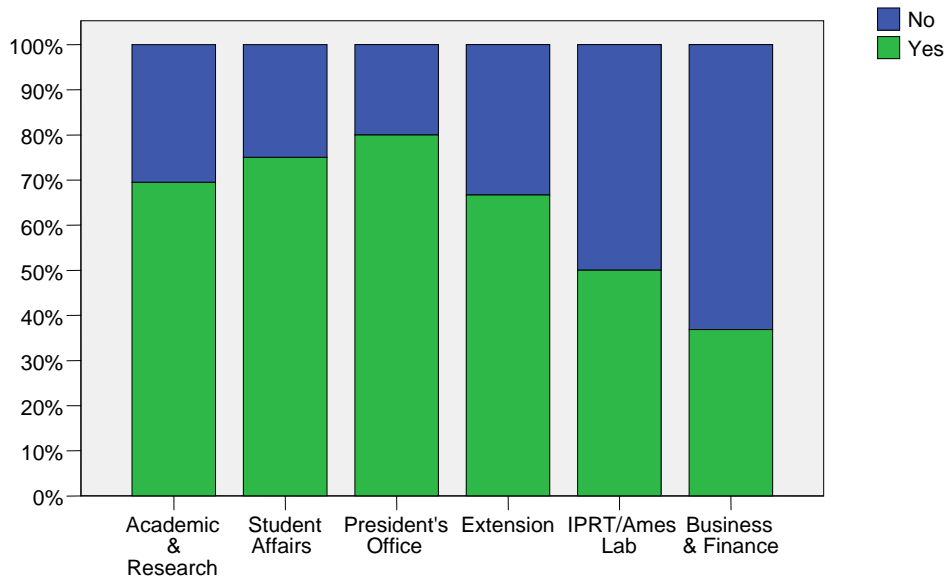
\*Graph based only on those who answered yes to Q28.

**Q29b. Used FMLA benefits for spouse/domestic partner.**



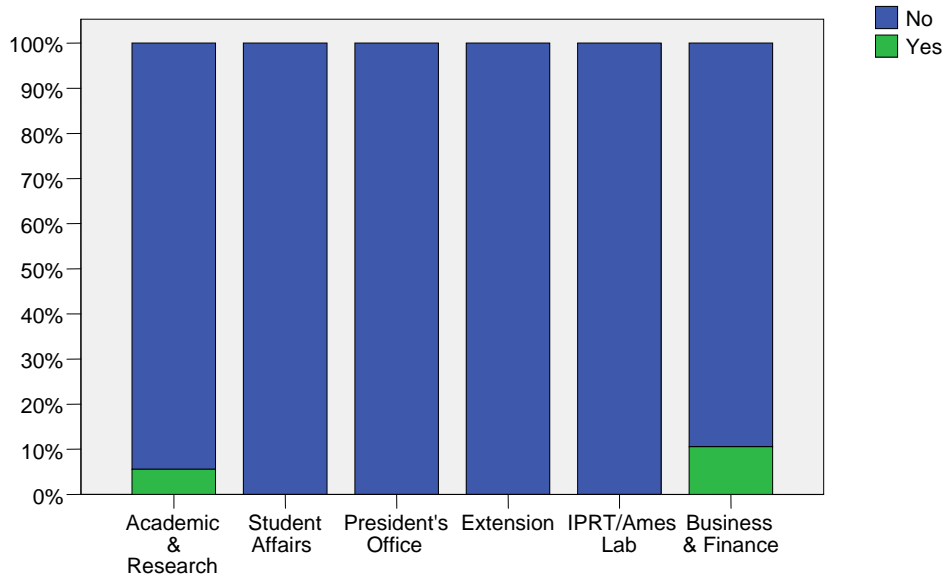
\*Graph based only on those who answered yes to Q28.

**Q29c. Used FMLA benefits for childbirth/adoption/foster child.**



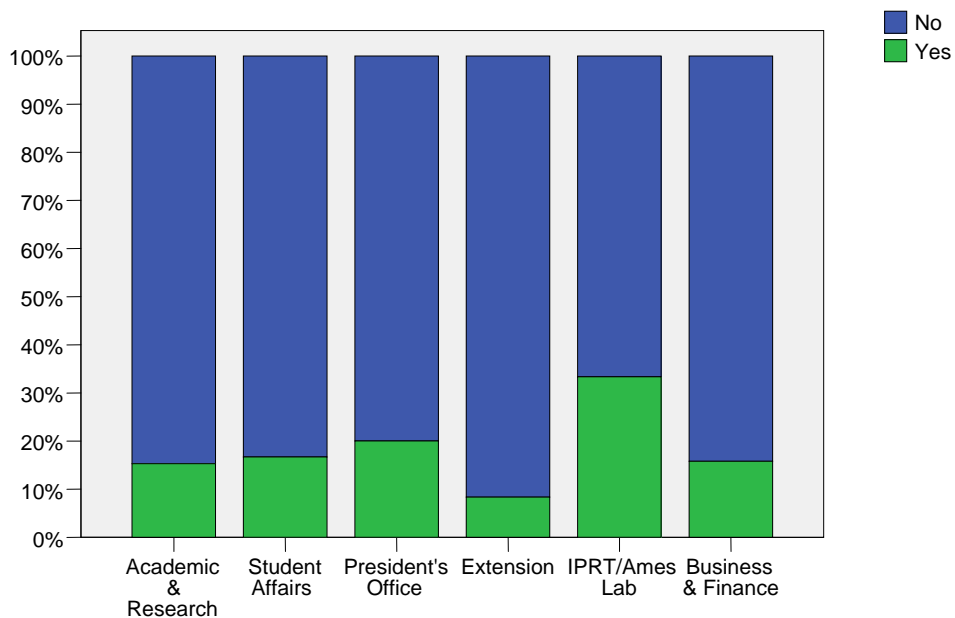
\*Graph based only on those who answered yes to Q28.

**Q29d. Used FMLA benefits for child injury/health.**



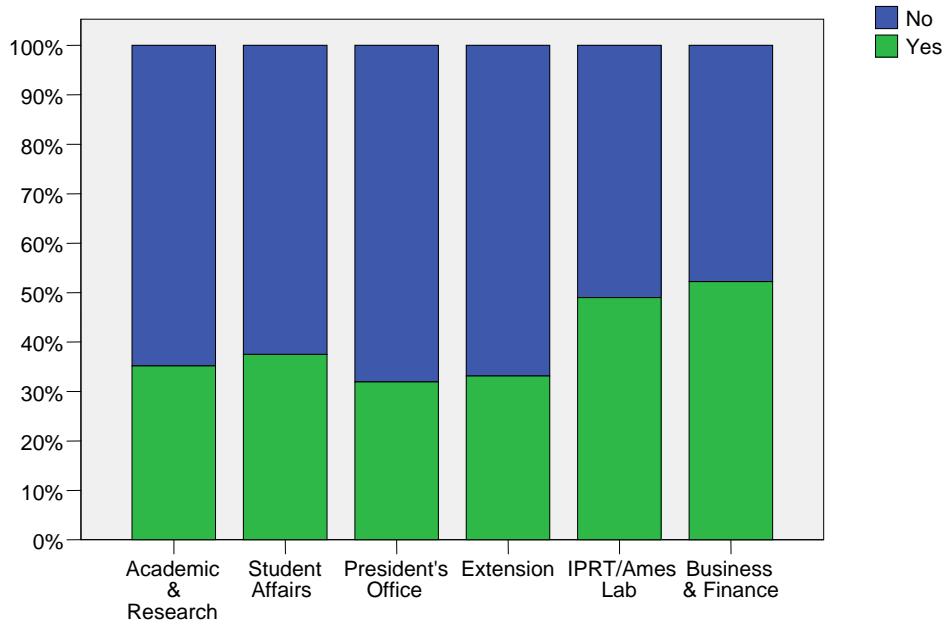
\*Graph based only on those who answered yes to Q28.

**Q29e. Used FMLA benefits for parents.**

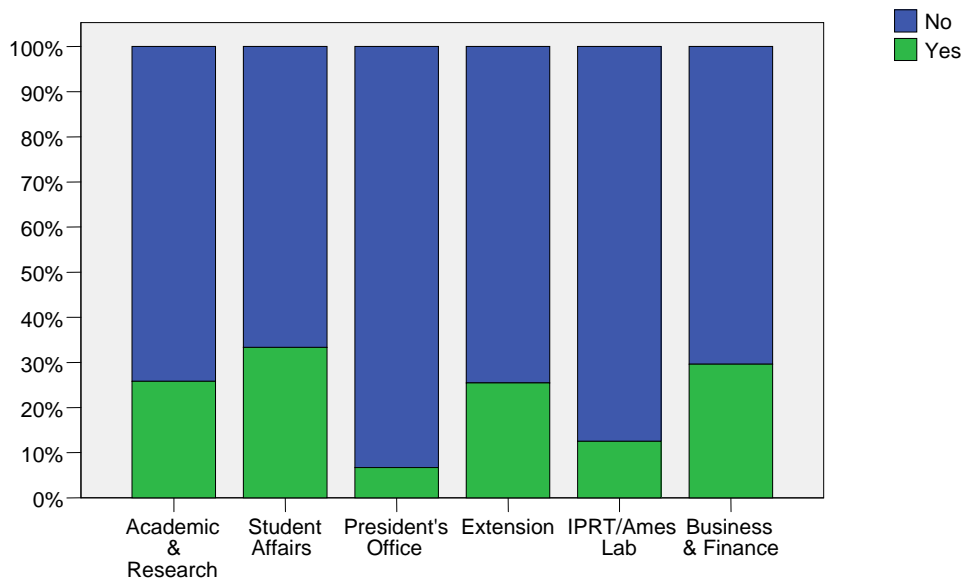


\*Graph based only on those who answered yes to Q28.

**Q30. In the past year have you taken emergency leave?**

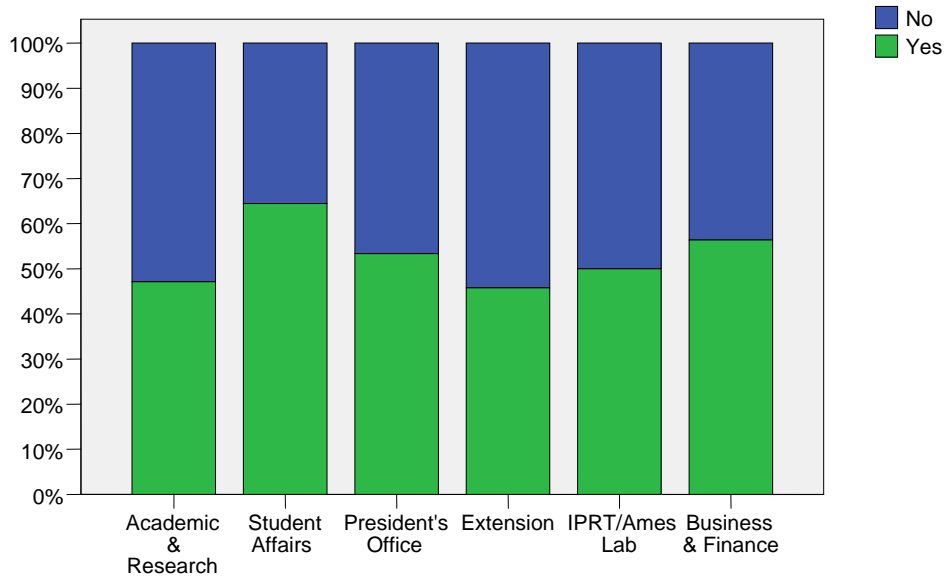


**Q31a. Emergency leave taken for spouse/domestic partner.**



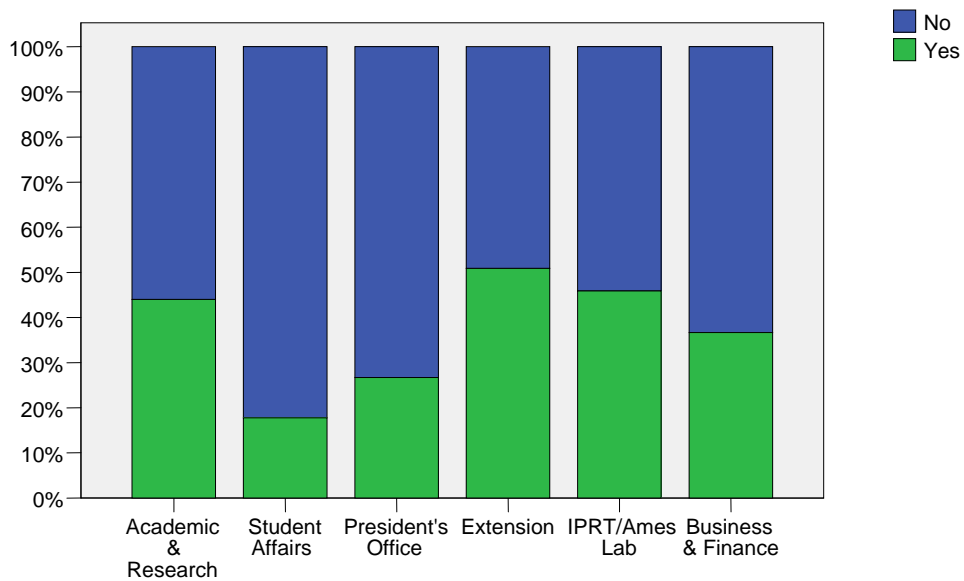
\*Graph based only on those who answered yes to Q30.

**Q31b. Emergency leave taken for children.**



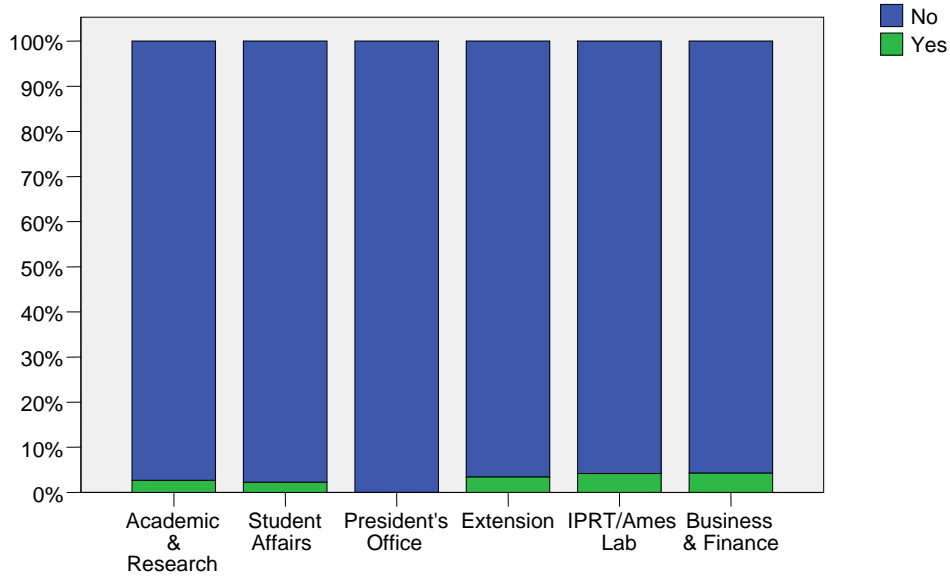
\*Graph based only on those who answered yes to Q30.

**Q31c. Emergency leave taken for parent/In-laws.**



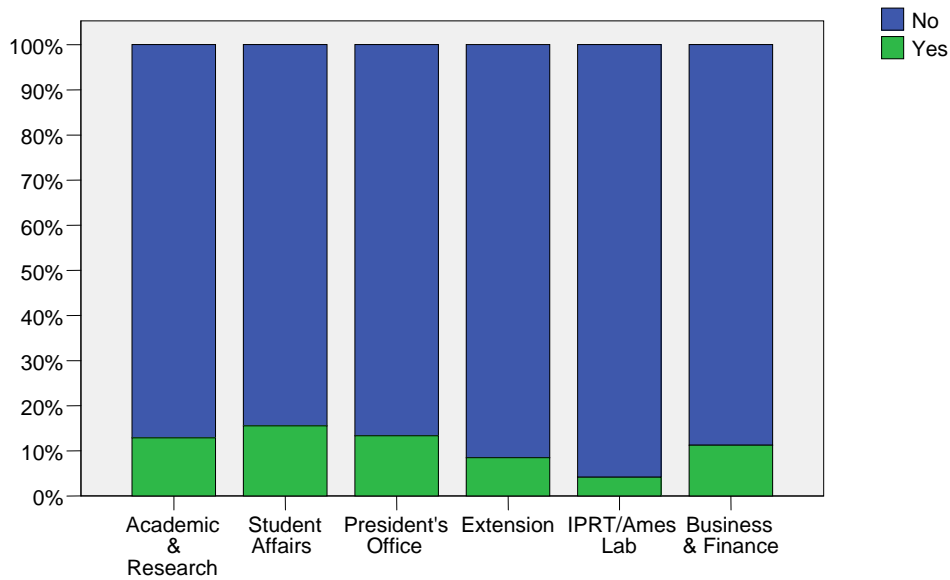
\*Graph based only on those who answered yes to Q30.

**Q31d. Emergency leave taken for siblings.**



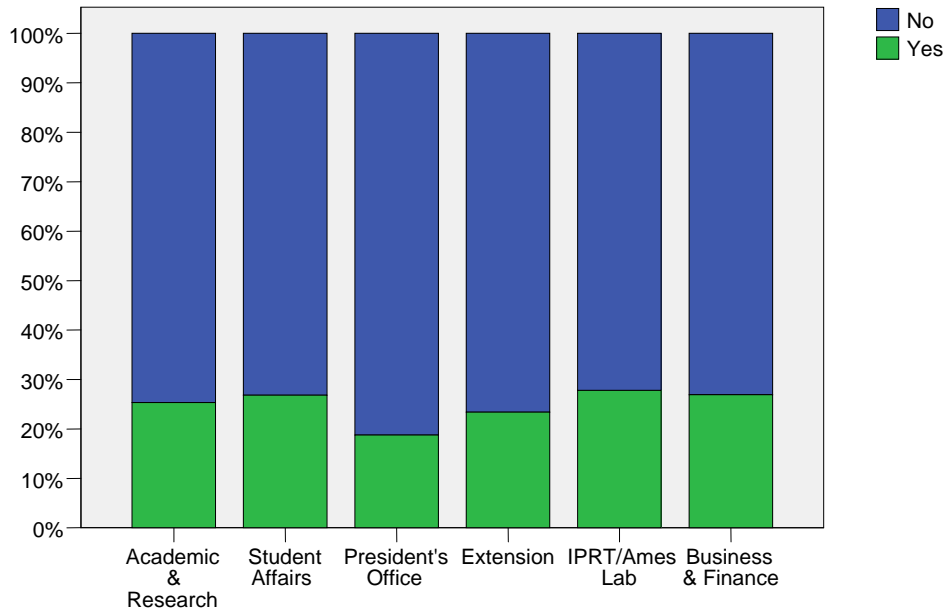
\*Graph based only on those who answered yes to Q30.

**Q31e. Emergency leave taken for other immediate family members.**

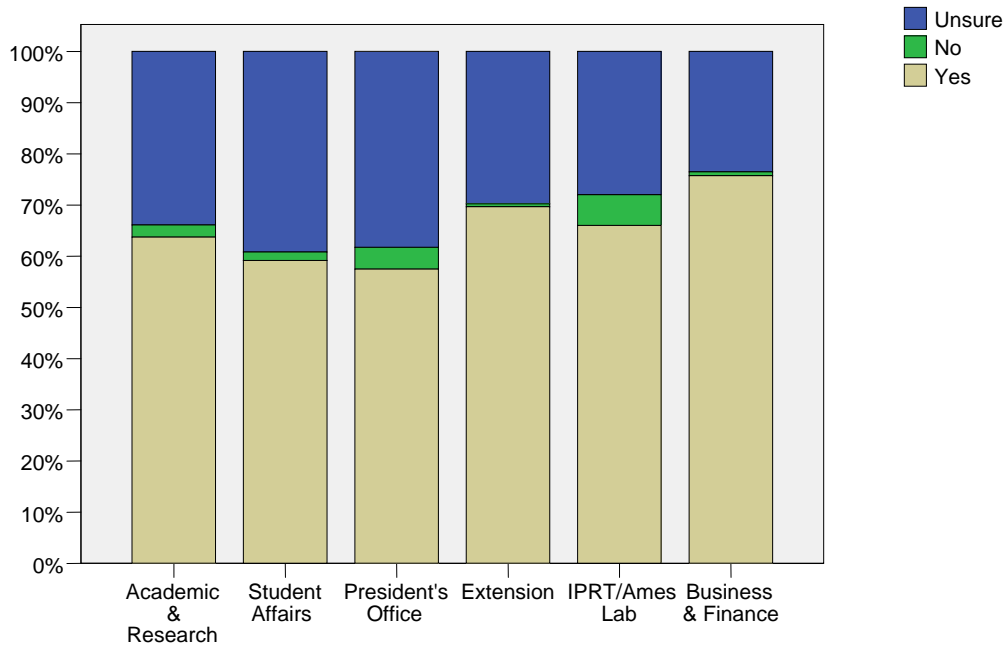


\*Graph based only on those who answered yes to Q30.

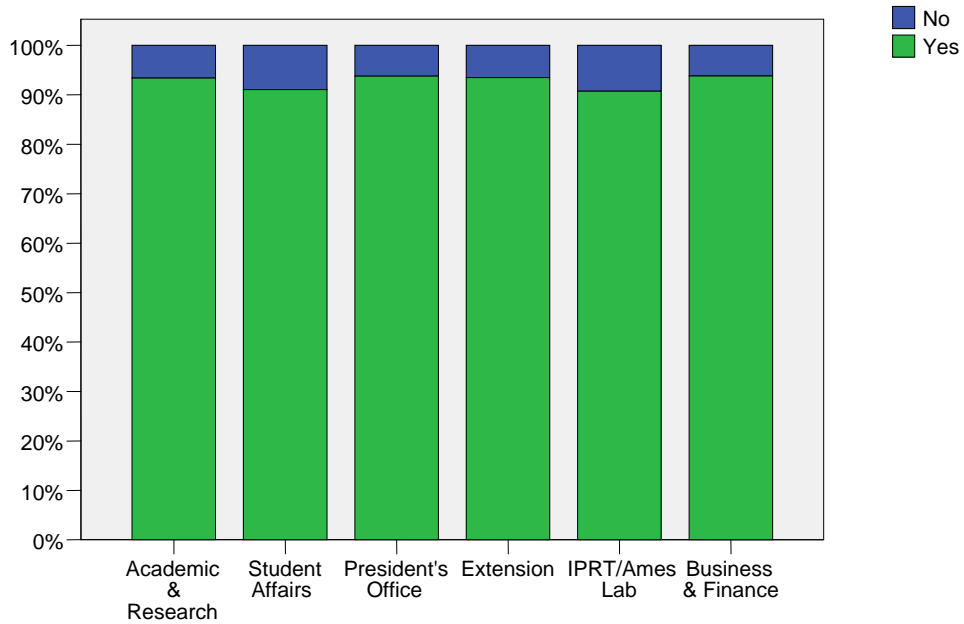
**Q32. In the past year, did you use vacation time in addition to emergency leave to care for others?**



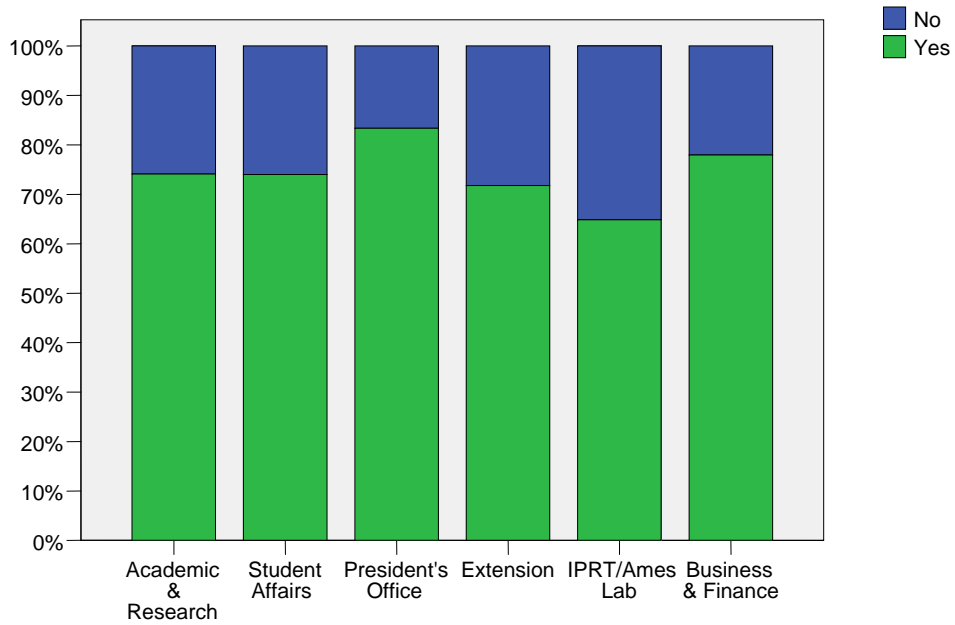
**Q33. Do you think ISU should reinstate an Early Retirement Program for P&S Staff?**



**Q34a. Continued medical coverage should be included in early retirement program.**

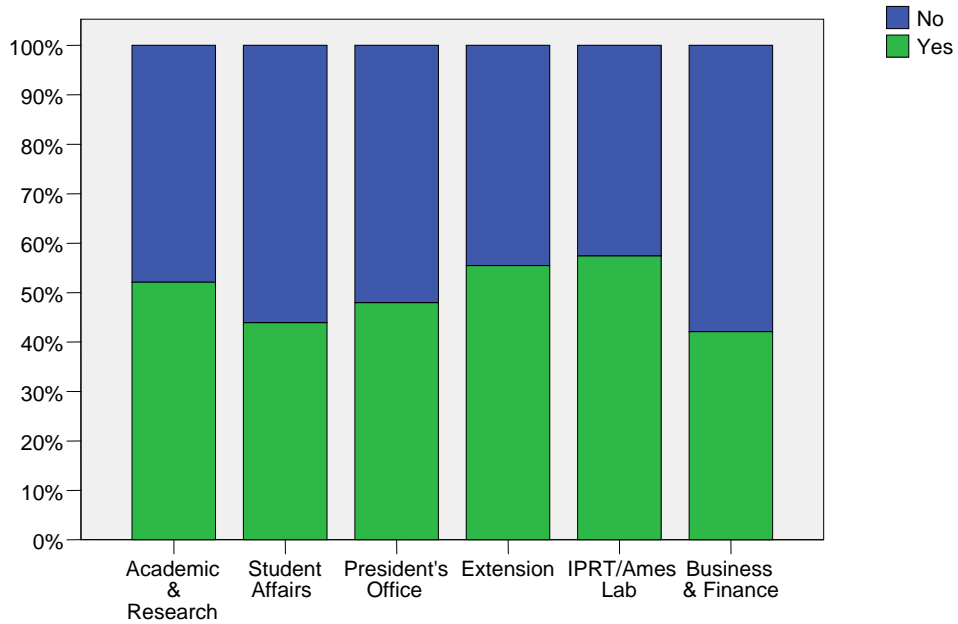


**Q34b. Continued contributions to your retirement plan should be included in early retirement program.**

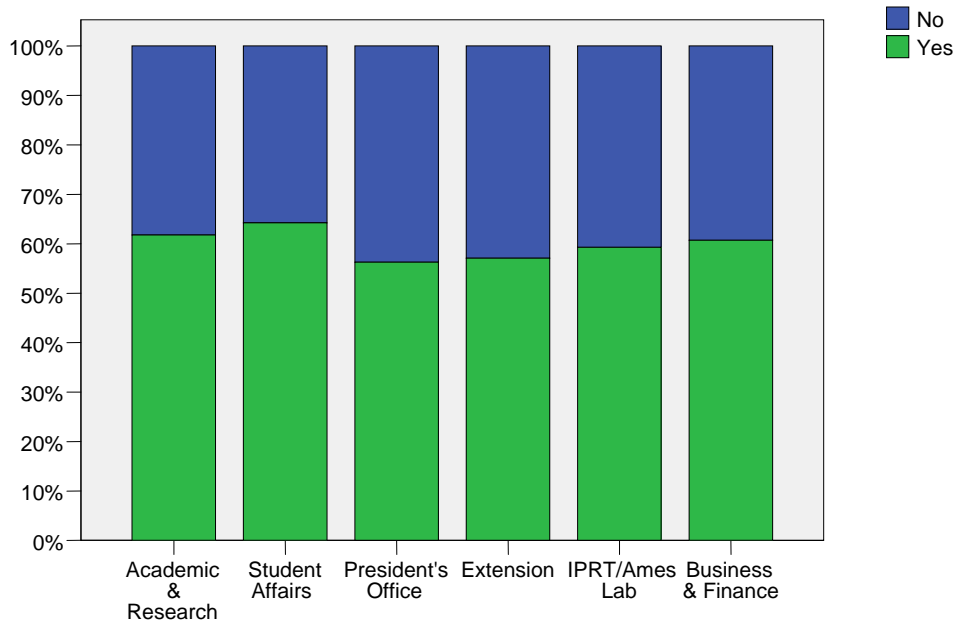




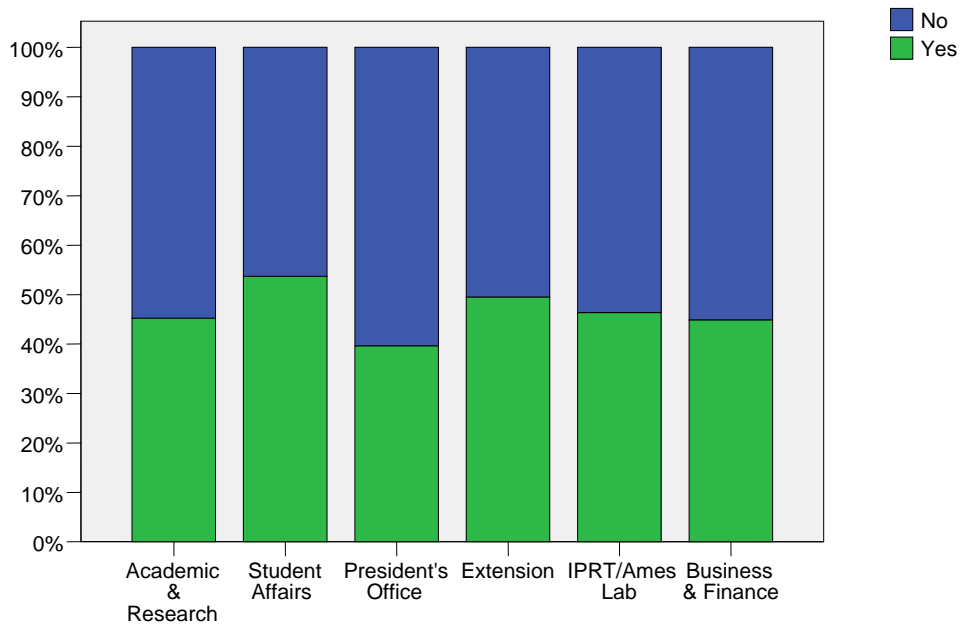
**Q34c. Ability to use accrued annual leave should be included in early retirement program.**



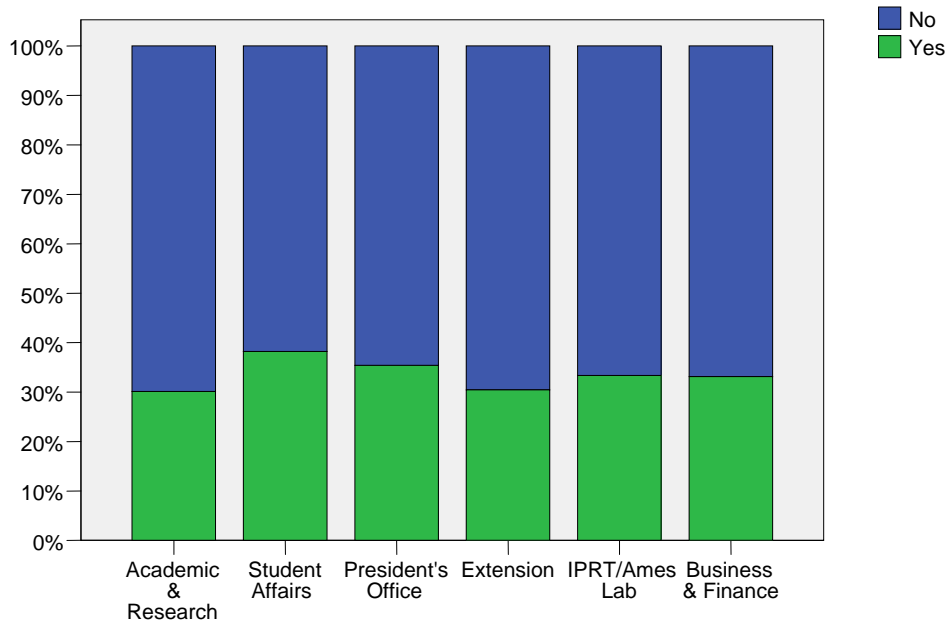
**Q34d. Continued dental coverage should be included in early retirement program.**



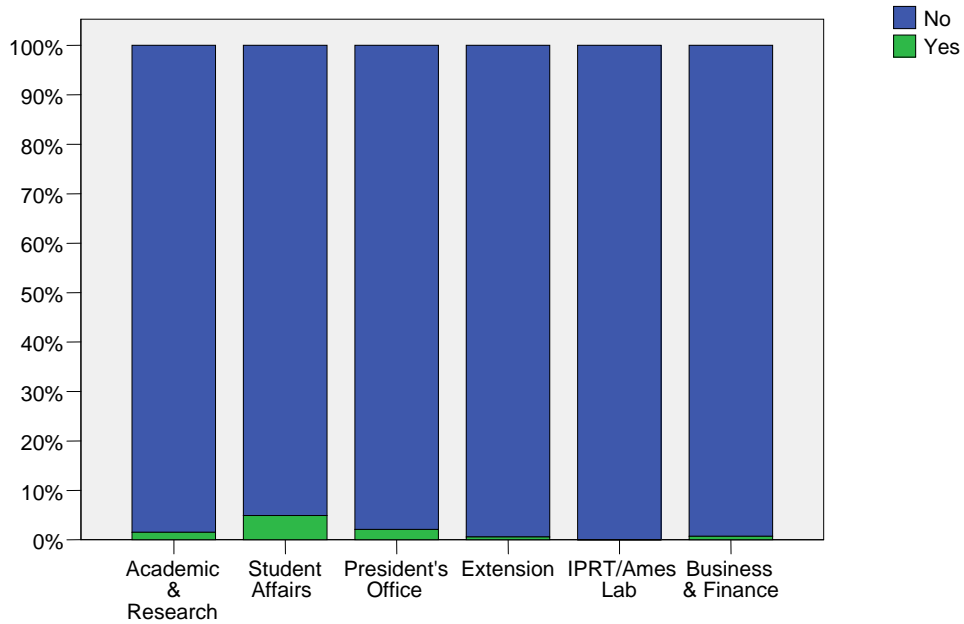
**Q35a. I know that an Ombuds Office was recently opened on campus.**



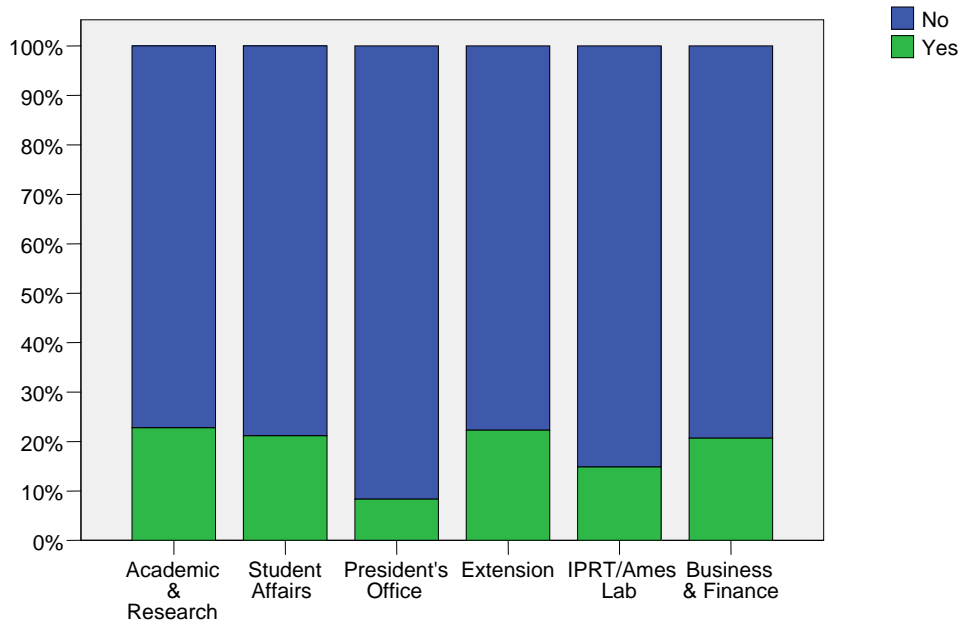
**Q35b. I understand the purpose of the Ombuds Office.**



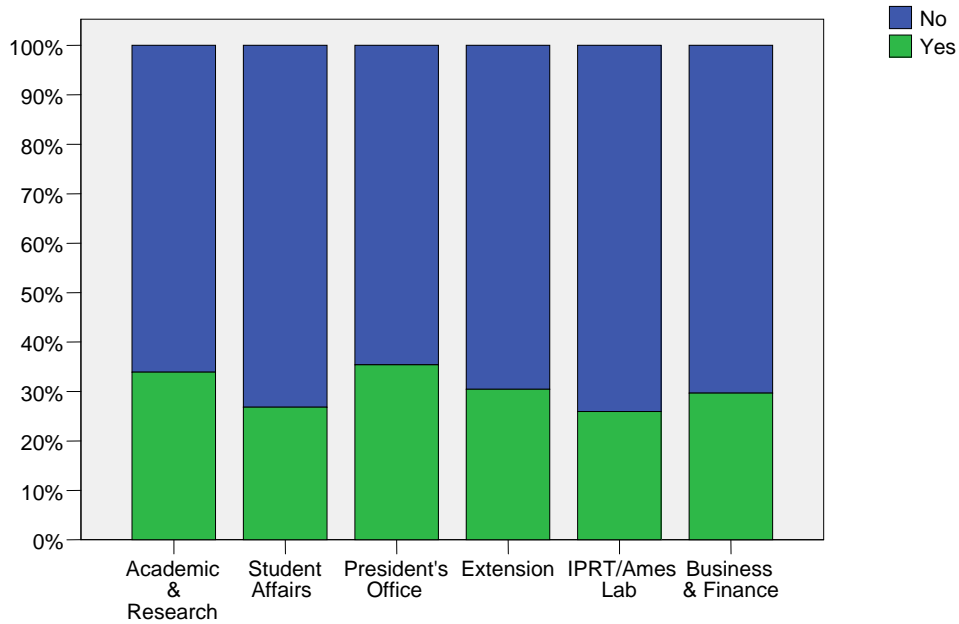
**Q35c. I have consulted with the ISU Ombuds Office.**



**Q35d. I have not consulted with the Ombuds Office, but would consider contacting them to help resolve a problem in the future.**

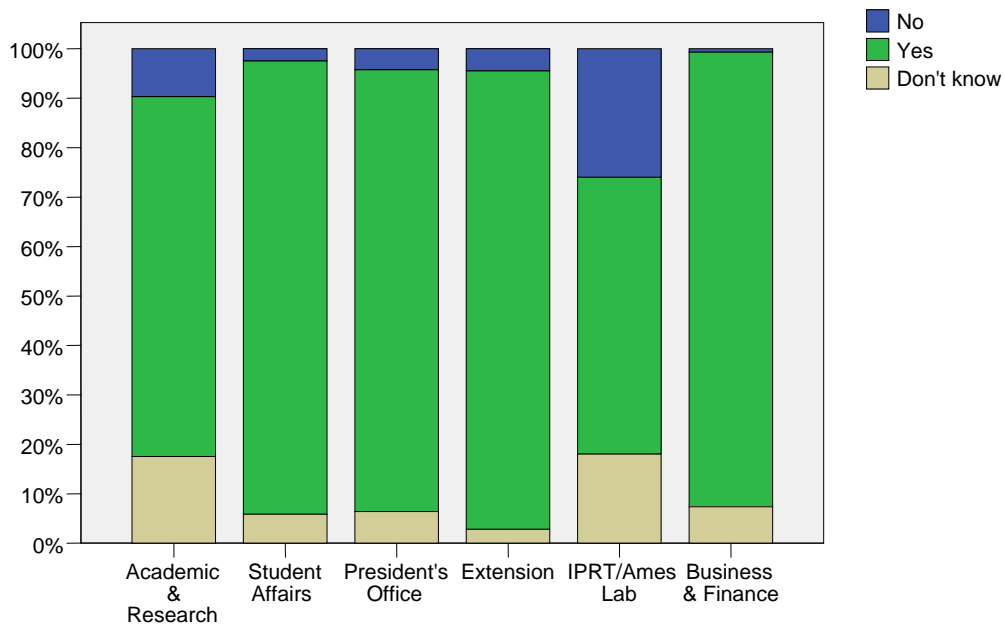


**Q35e. I do not know what this is (Ombuds Office).**

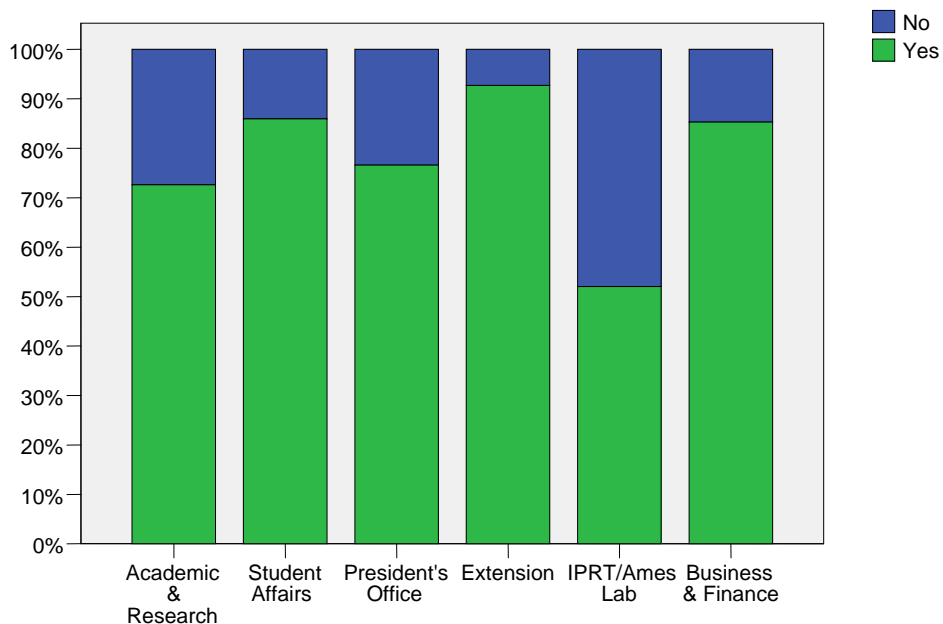


**Section 4: Professional Development**

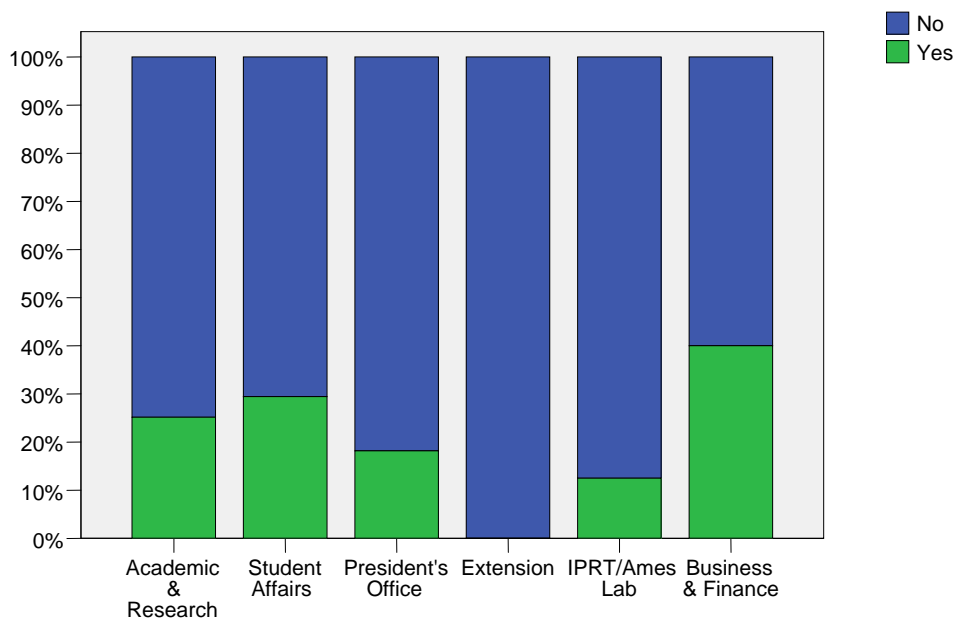
**Q36. Does your unit provide funds for professional development?**



**Q37. Did you participate in any professional development or training activities during the past year?**

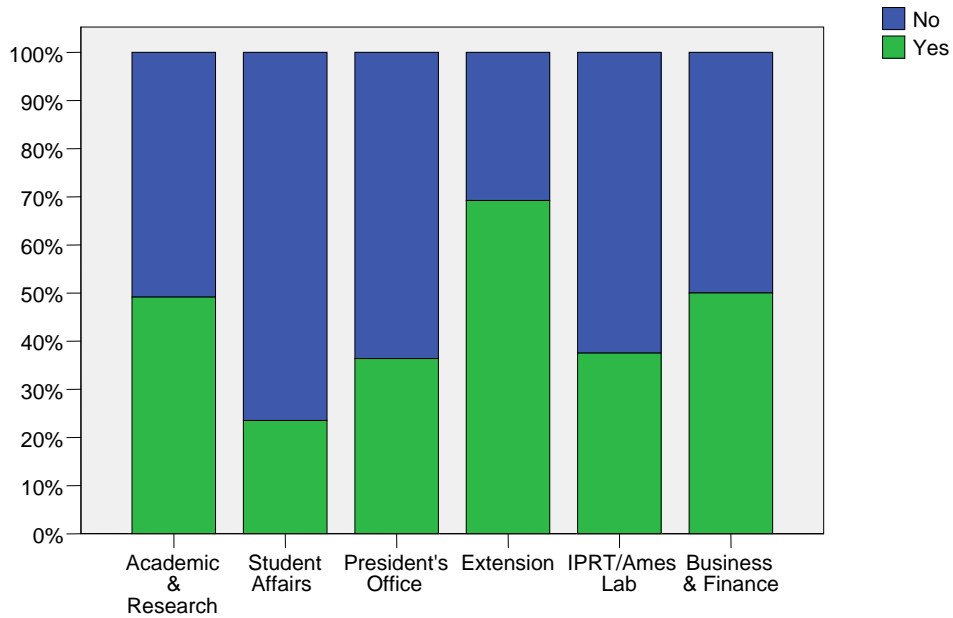


**Q38a. I was unsure that anything was available. (Professional Development)**



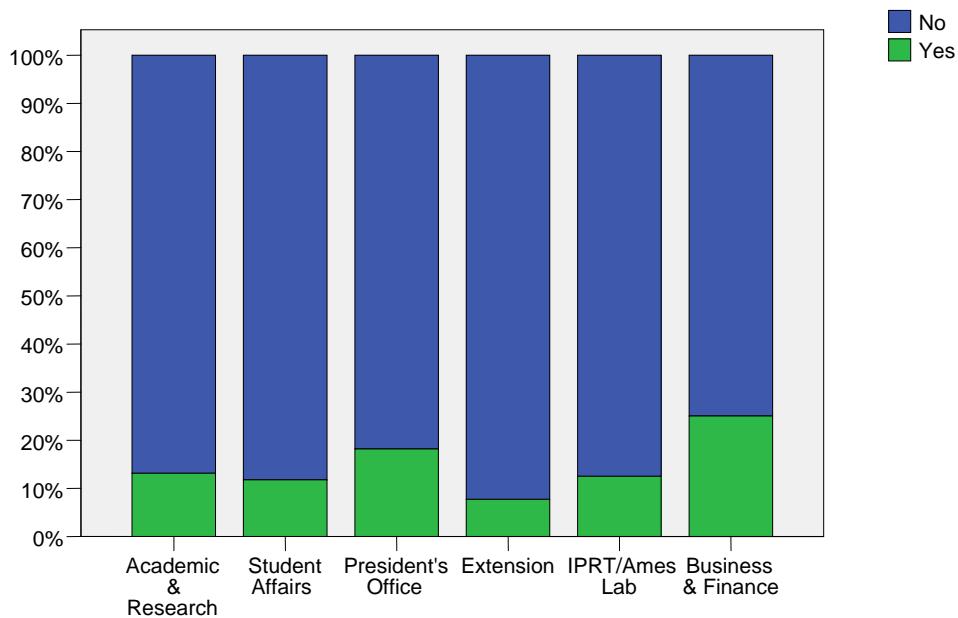
\*Graph based only on those who answered no to Q37.

**Q38b. I was too busy to participate.**



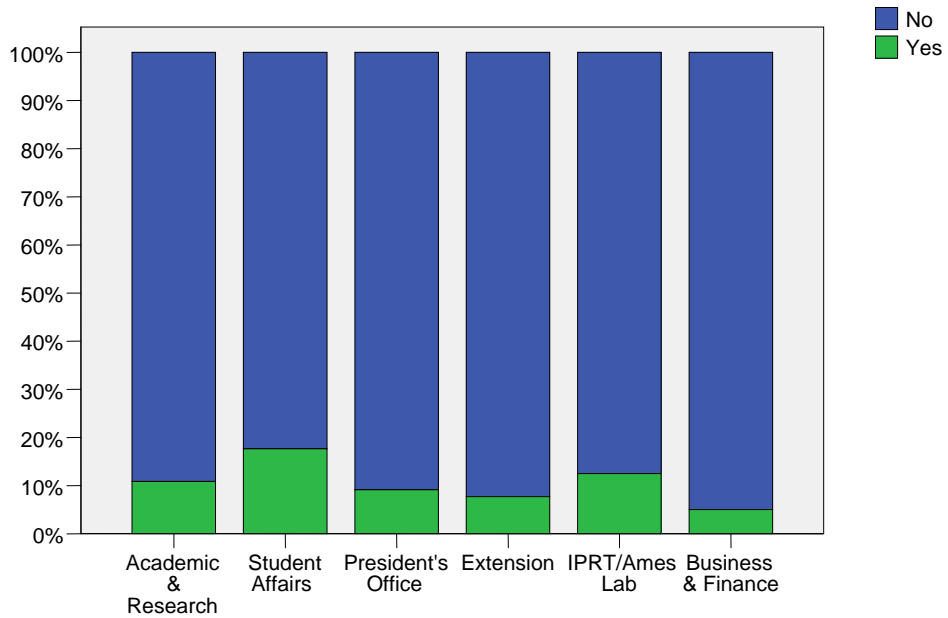
\*Graph based only on those who answered no to Q37.

**Q38c. I did not want to use my personal time to participate.**



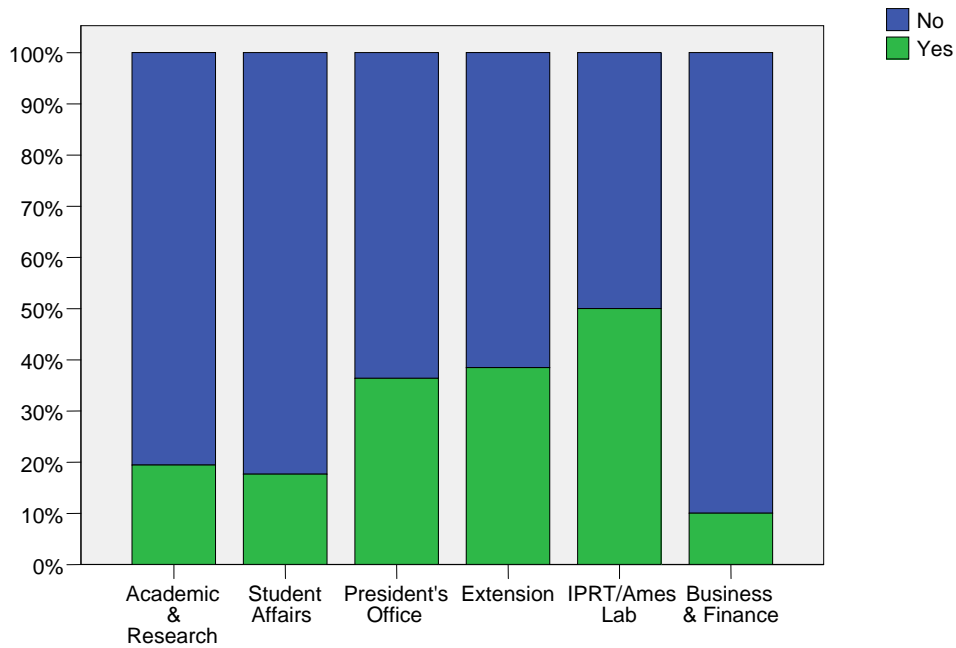
\*Graph based only on those who answered no to Q37.

**Q38d. My chair/supervisor would not support my participation.**



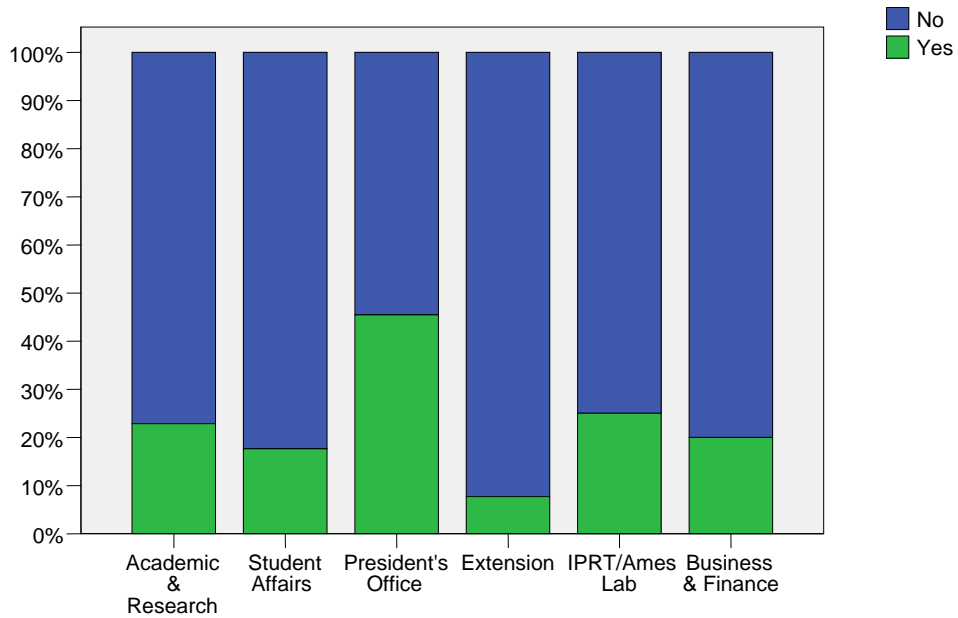
\*Graph based only on those who answered no to Q37.

**Q38e. My department/unit did not have sufficient funds.**



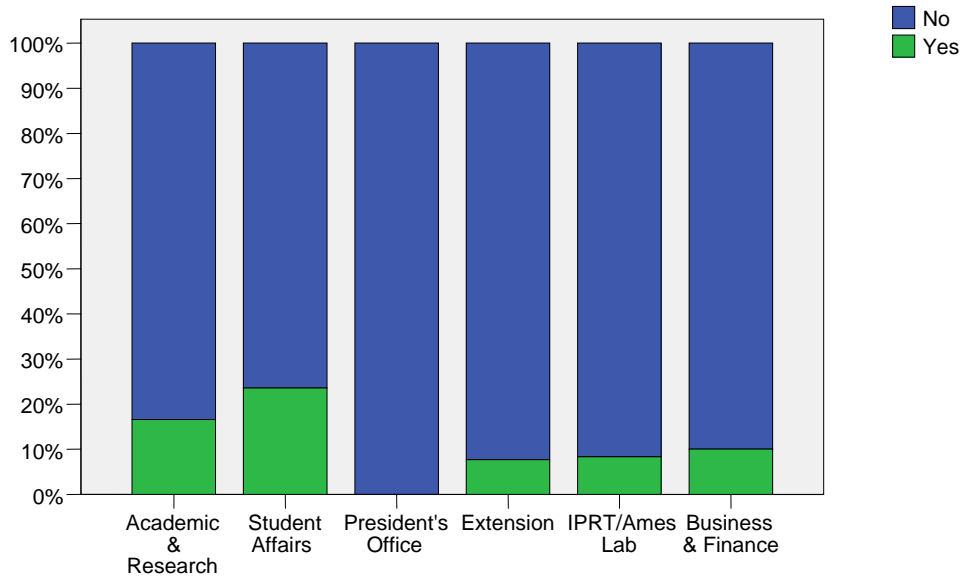
\*Graph based only on those who answered no to Q37.

**Q38f. I could not personally afford the cost/fees.**



\*Graph based only on those who answered no to Q37.

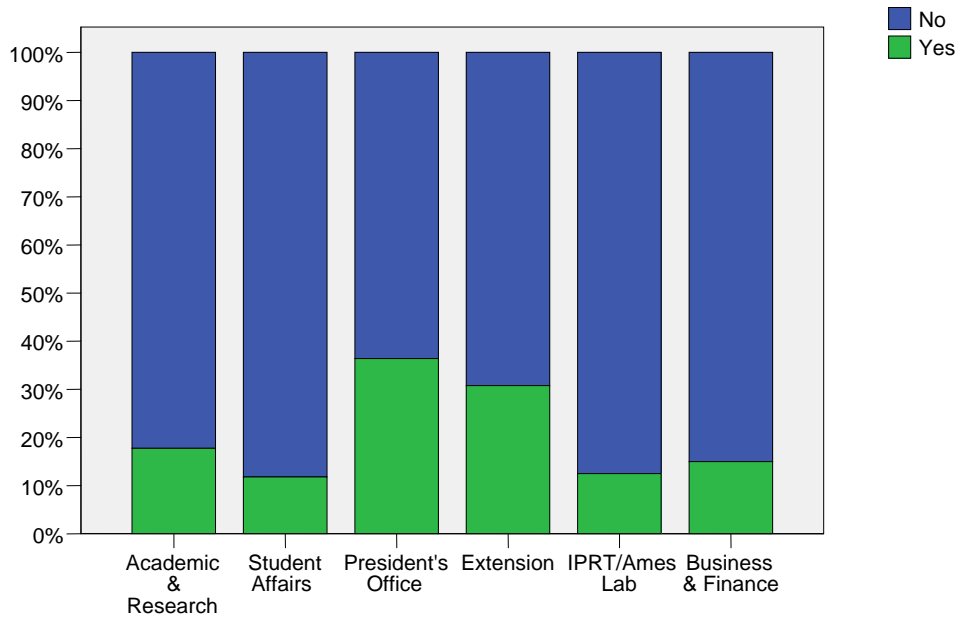
**Q38g. I was not interested in participating.**



\*Graph based only on those who answered no to Q37.

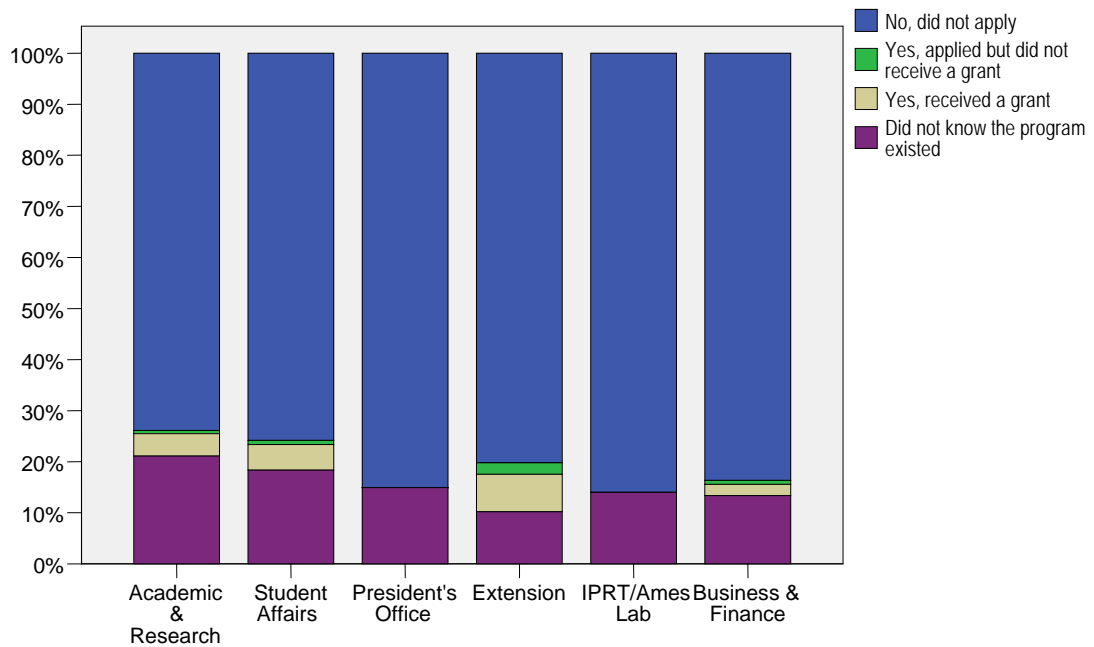


### Q38h. Other.

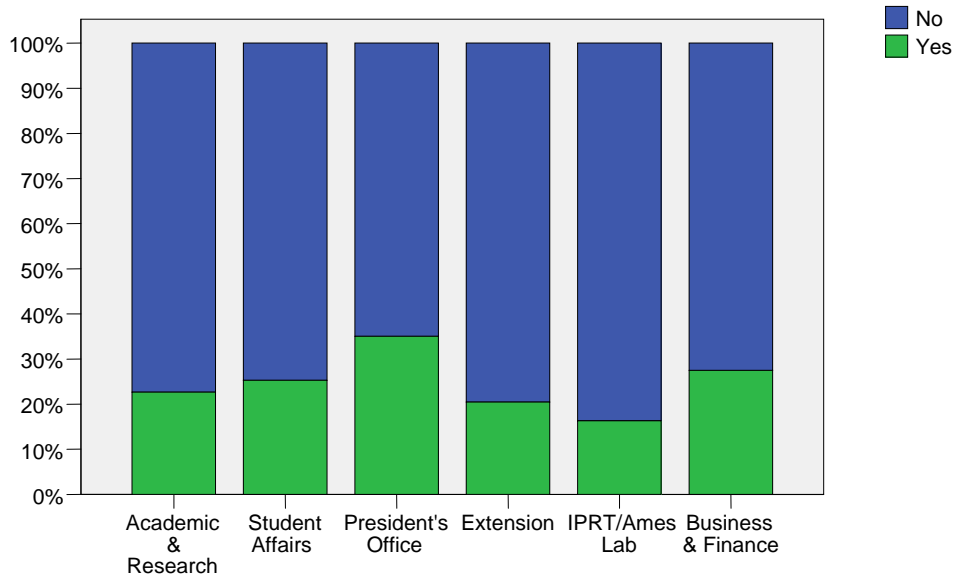


\*Graph based only on those who answered no to Q37.

### Q39. Did you apply for a P&S Professional Development Grant to finance any professional development activities during the past year?

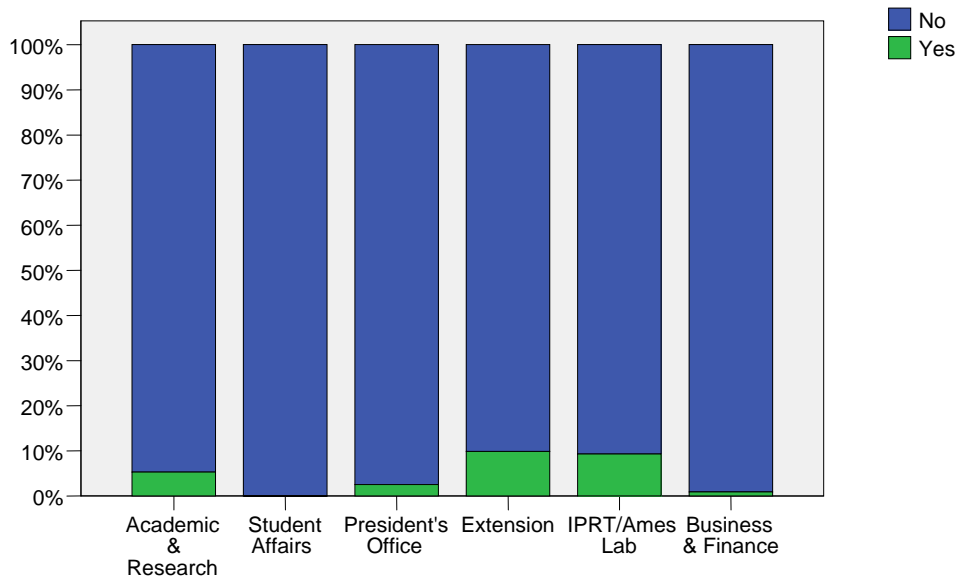


**Q40a. I was not aware grants were available.**



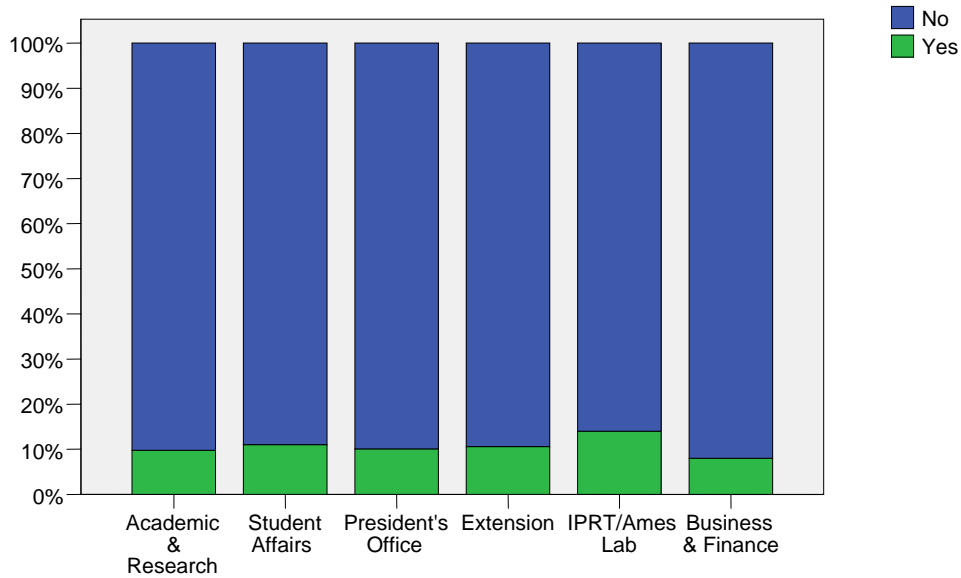
\*Graph based only on those who answered no to Q39.

**Q40b. The grant amount was insufficient.**



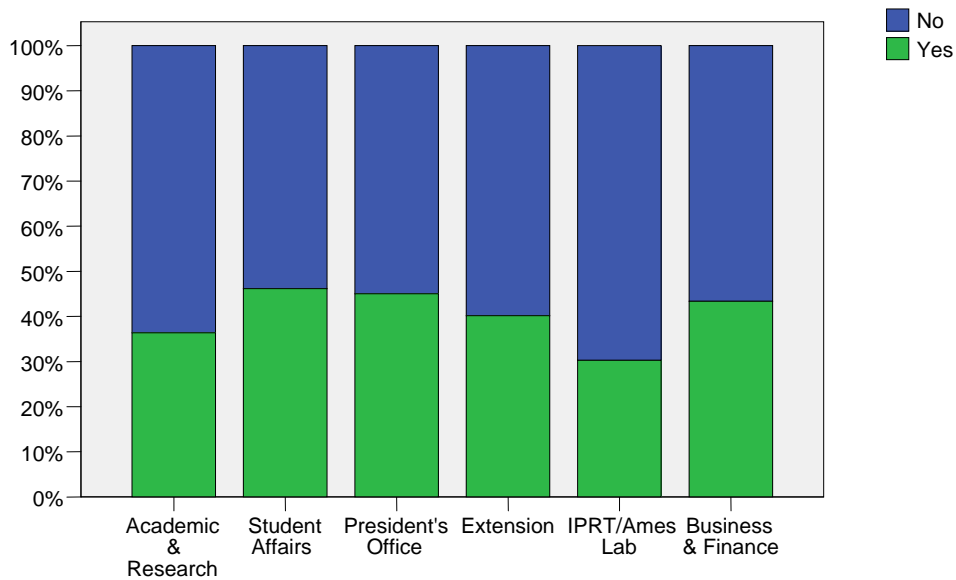
\*Graph based only on those who answered no to Q39.

**Q40c. I am unwilling or unable to meet the personal cost share for the grant.**



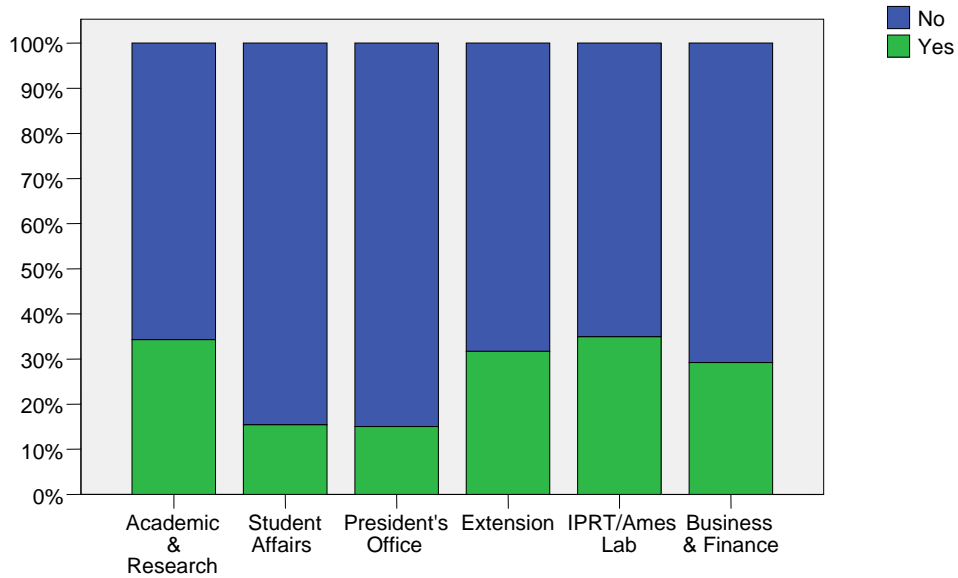
\*Graph based only on those who answered no to Q39.

**Q40d. My employing unit provides financial support for professional development.**



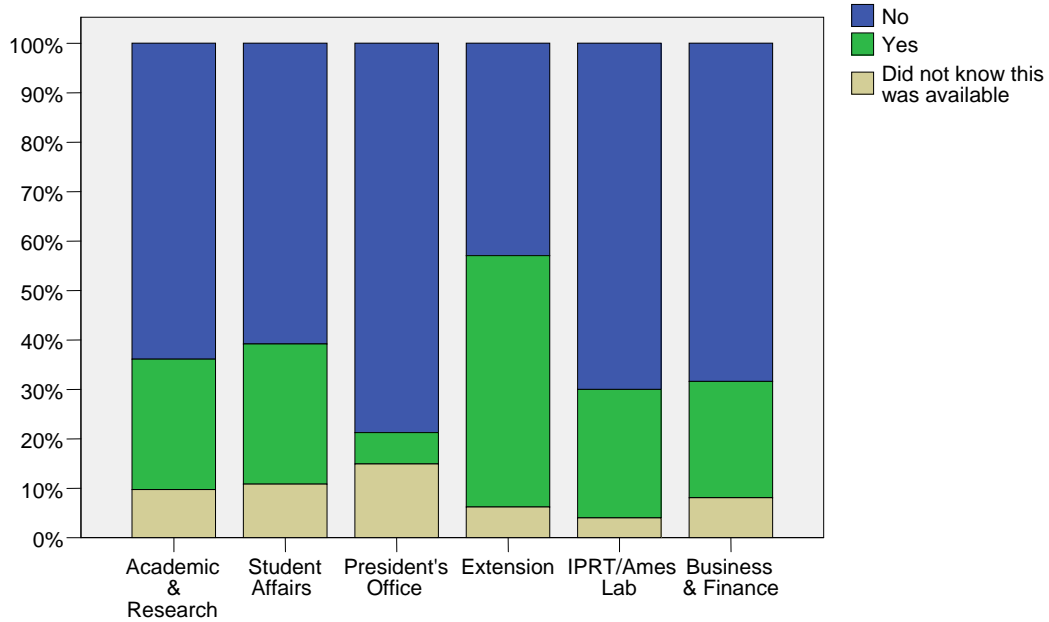
\*Graph based only on those who answered no to Q39.

**Q40e. I did not desire financial support.**

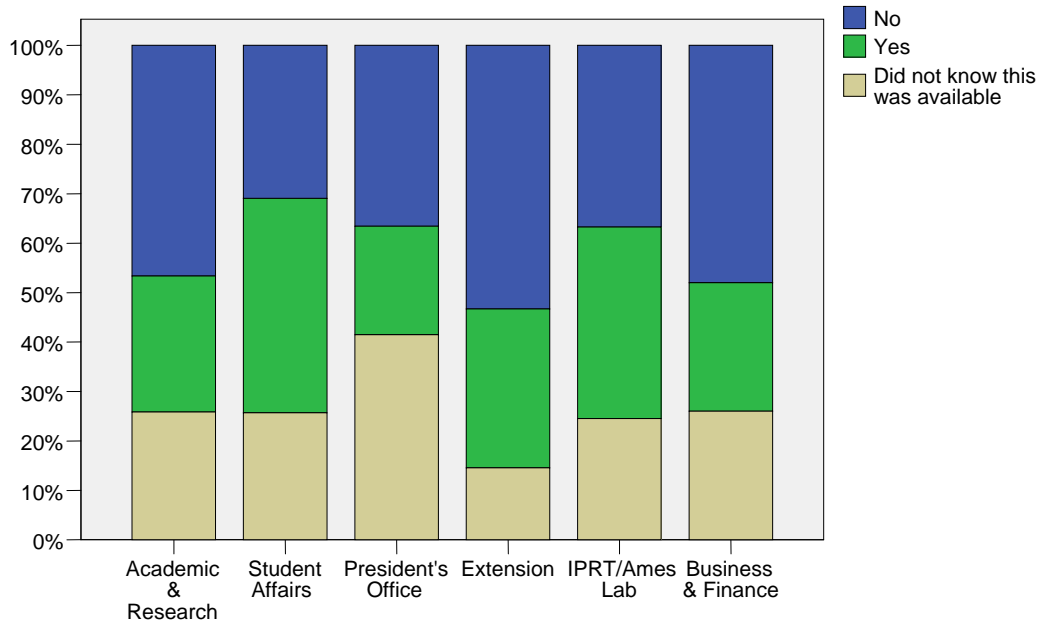


\*Graph based only on those who answered no to Q39.

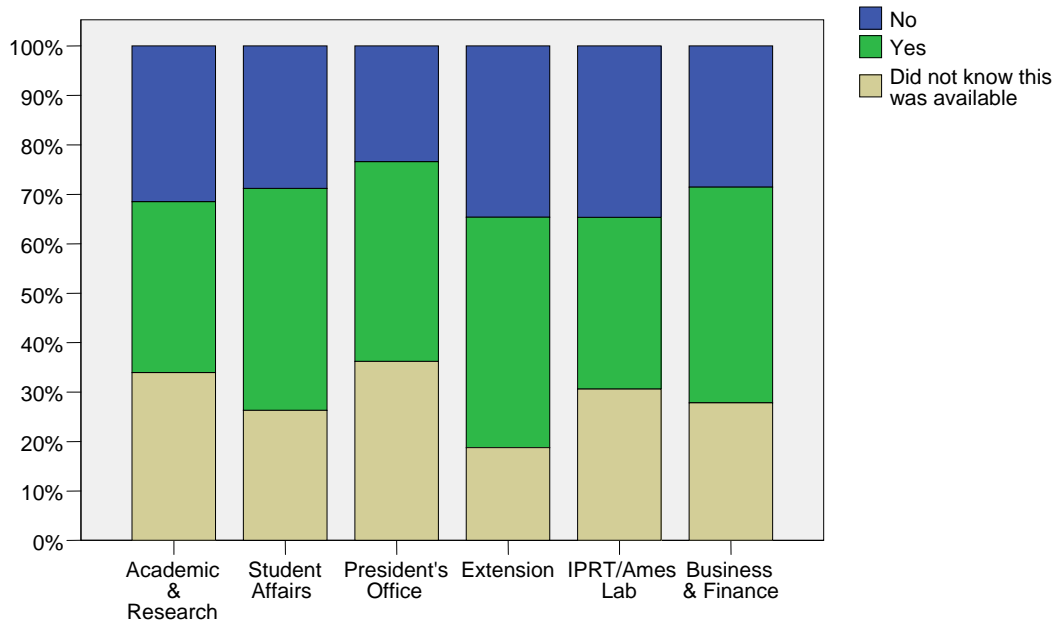
**Q41. Have you ever applied for a P&S Tuition Grant?**



**Q42. Does the amount of the tuition grant limit the number of credits that you take per semester?**

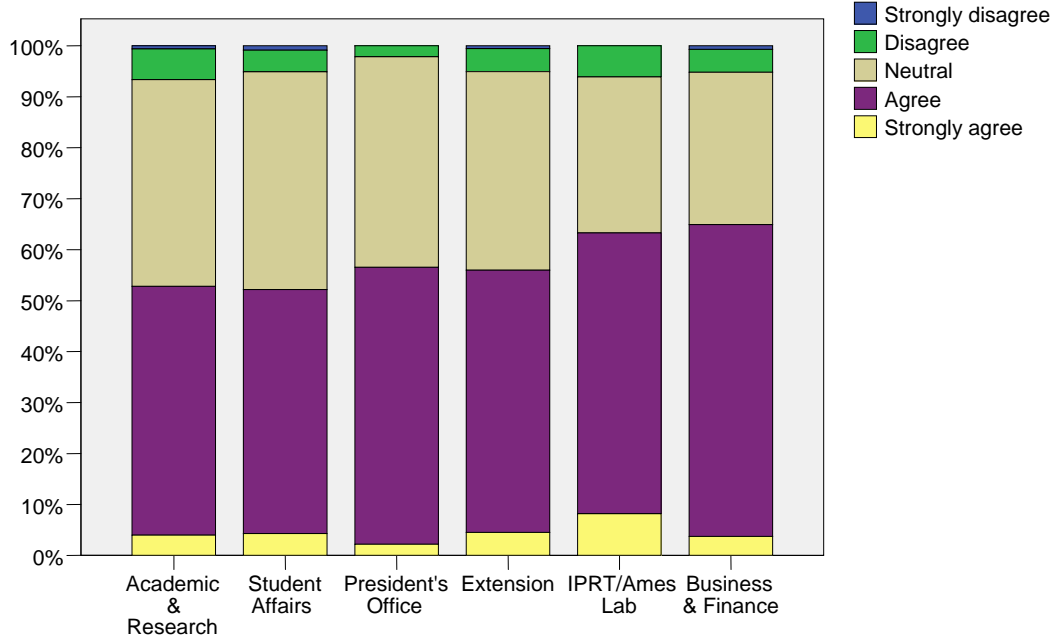


**Q43. Are the professional development opportunities offered at ISU adequate?**

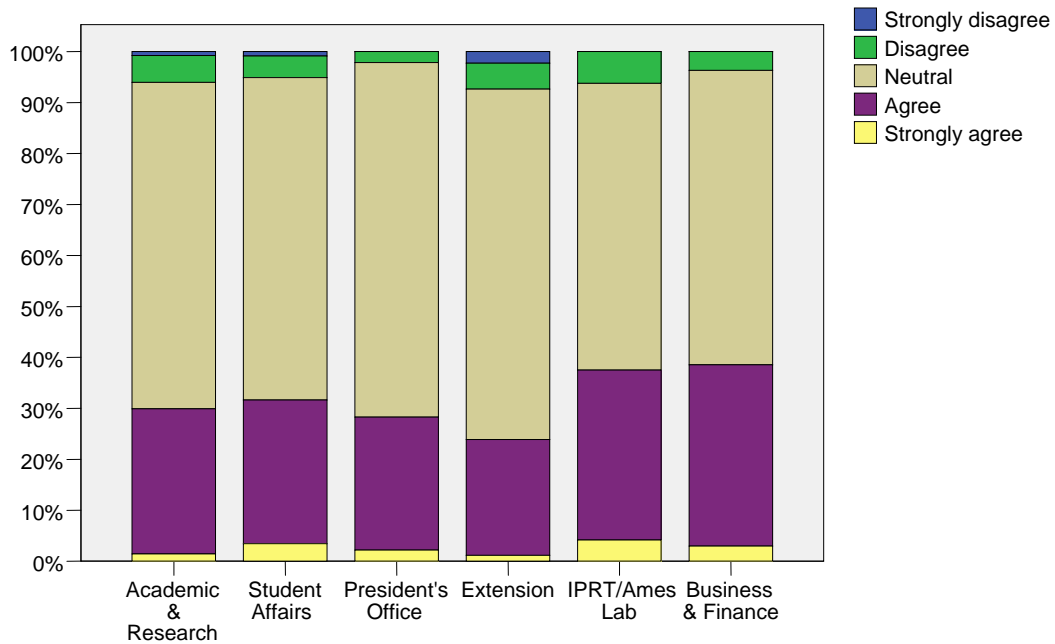


## Section 5: Employee Representation

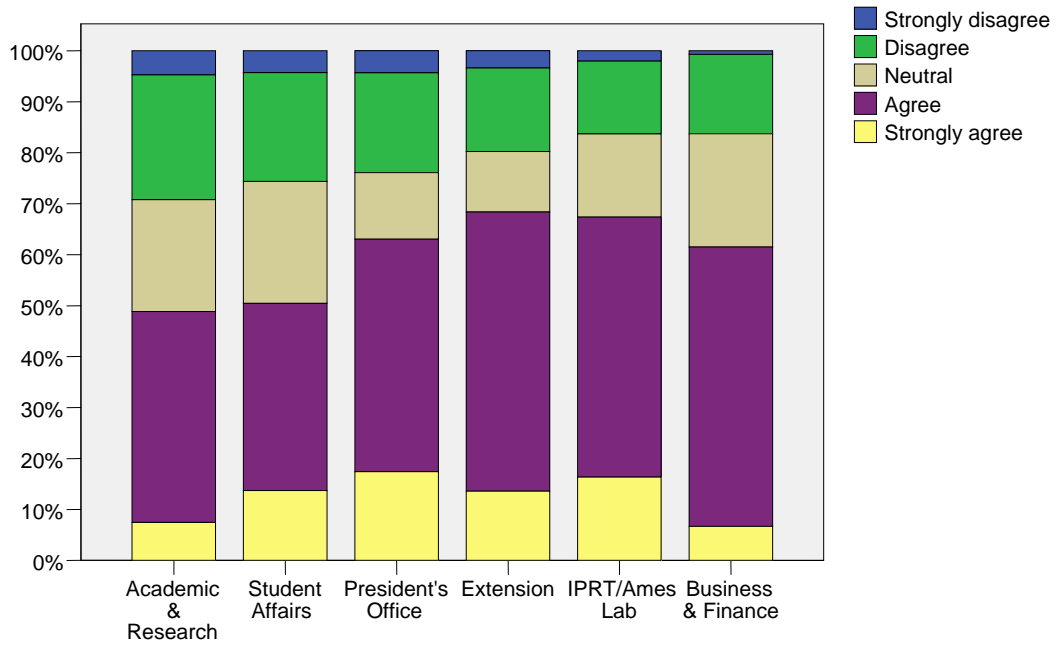
### Q44a. The P&S Council newsletters provide valuable information.



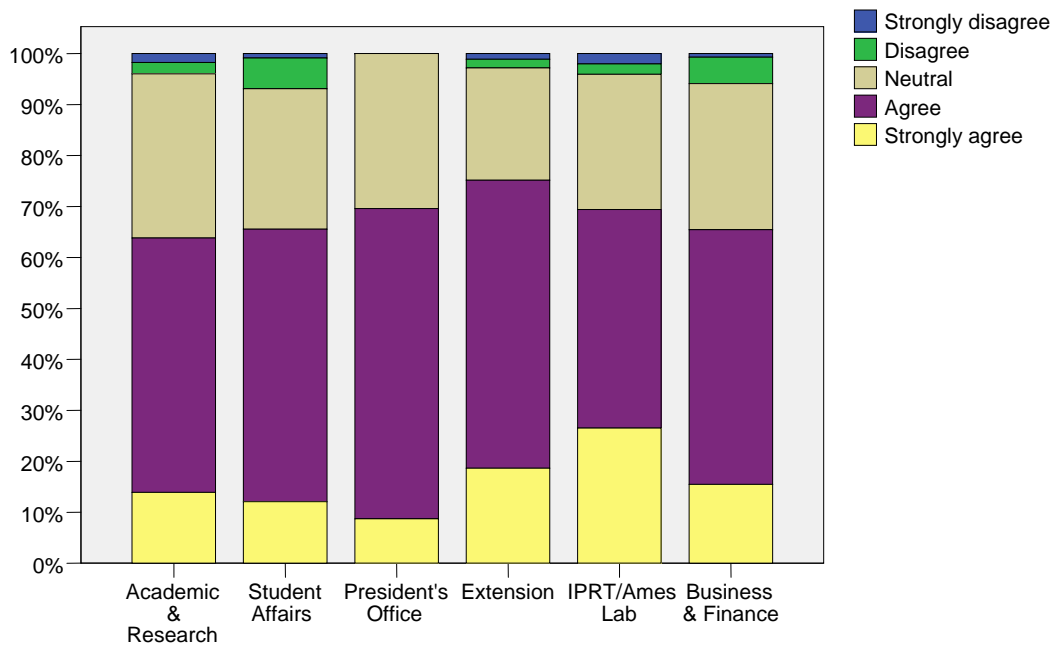
### Q44b. The P&S Council open forums provide valuable information.



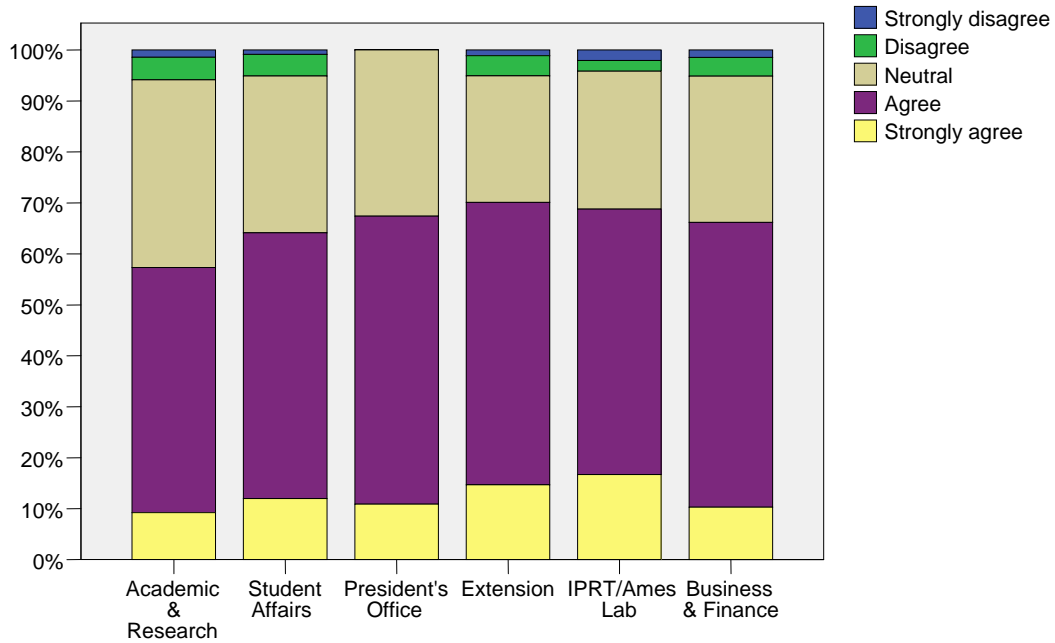
**Q44c. I know whom to contact on the P&S Council if I have a question.**



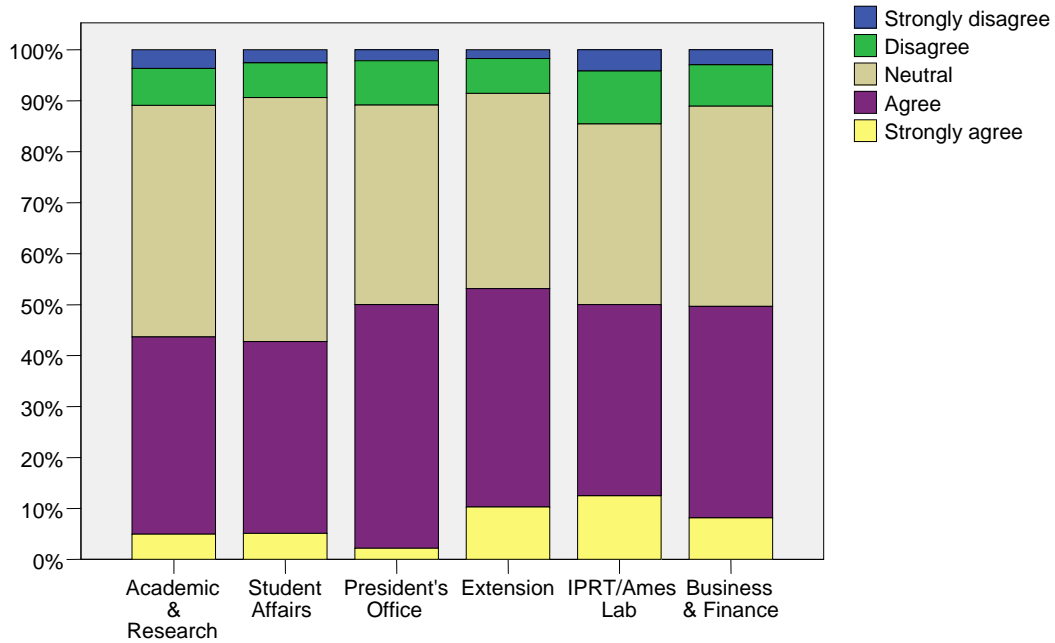
**Q44d. I value the work the P&S Council does for the staff.**



**Q44e. P&S Council pursues issues relevant to P&S Staff.**

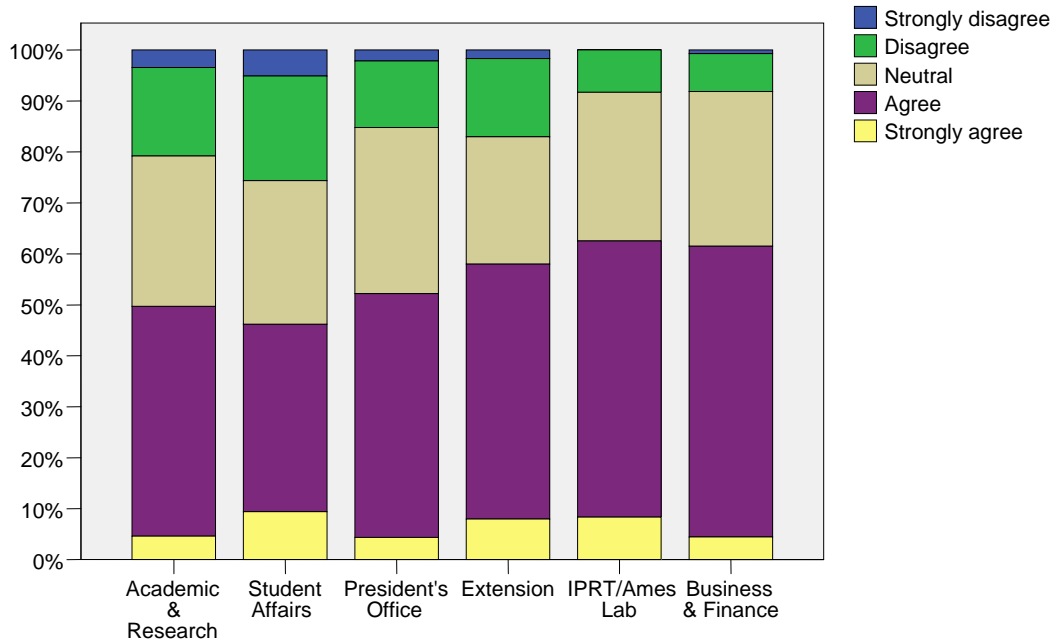


**Q44f. P&S Council is an effective representation body.**

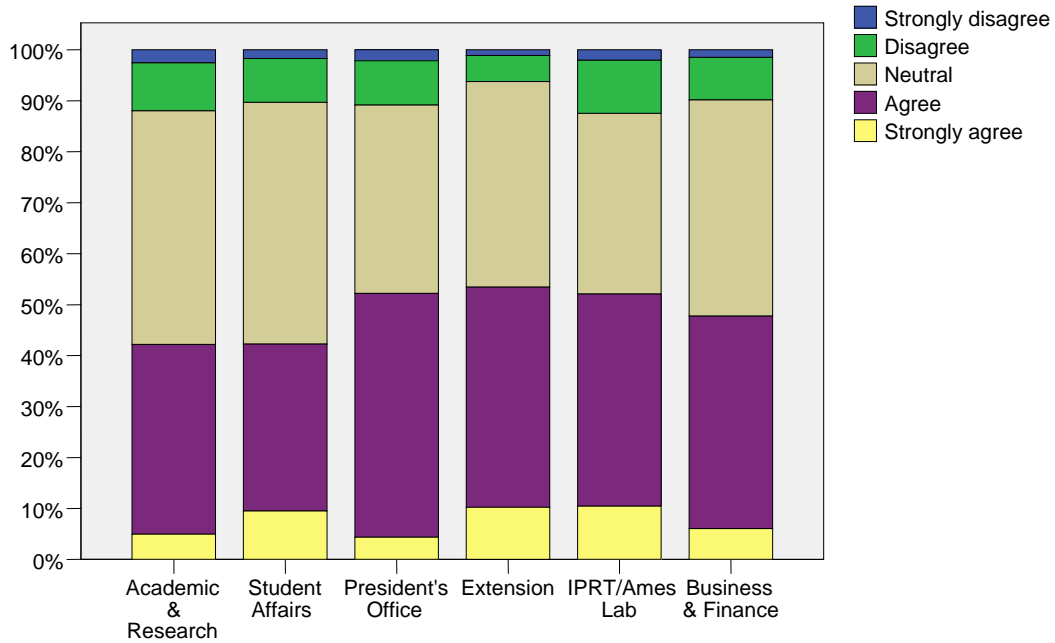




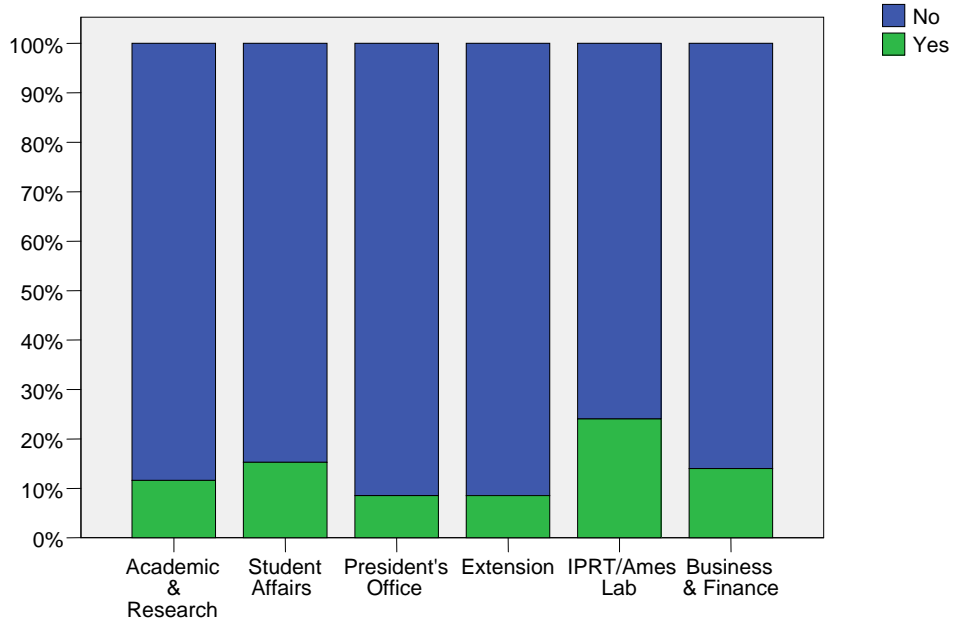
**Q44g. I am aware of the issues P&S Council has worked on in the past.**



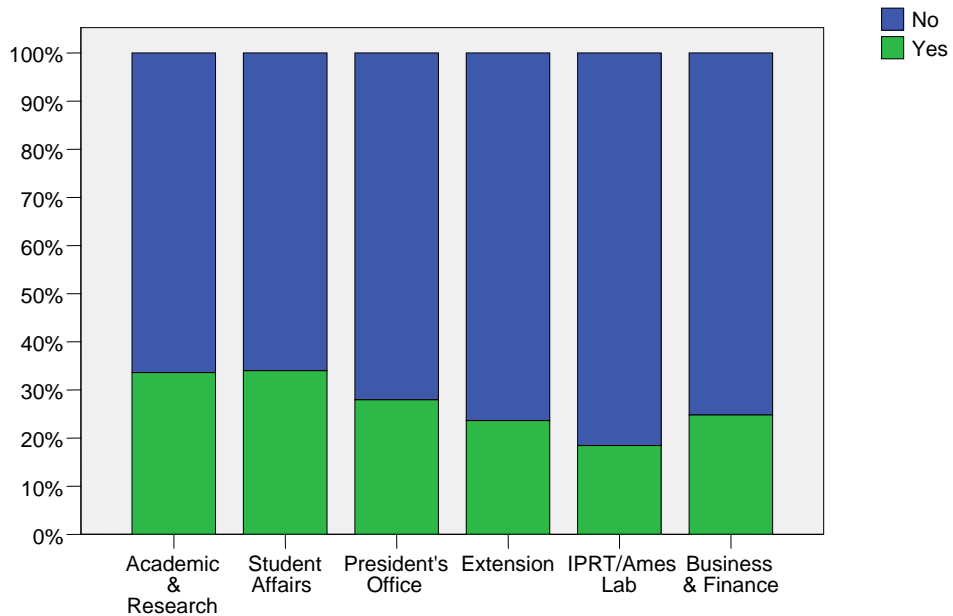
**Q44h. I feel adequately represented by the P&S Council as an individual.**



**Q45. Have you ever participated on the P&S Council (or a P&S committee)?**

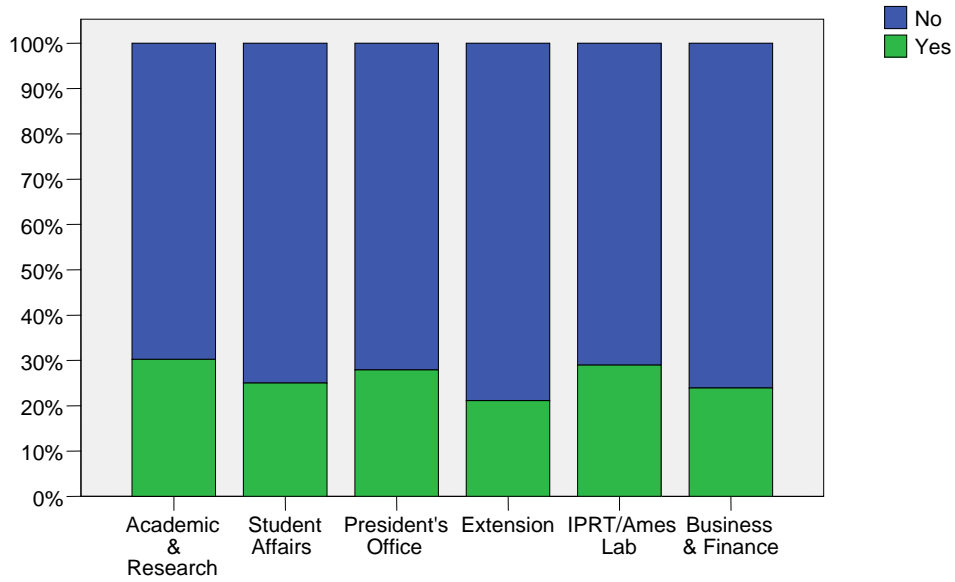


**Q46a. I don't know much about the P&S Council.**



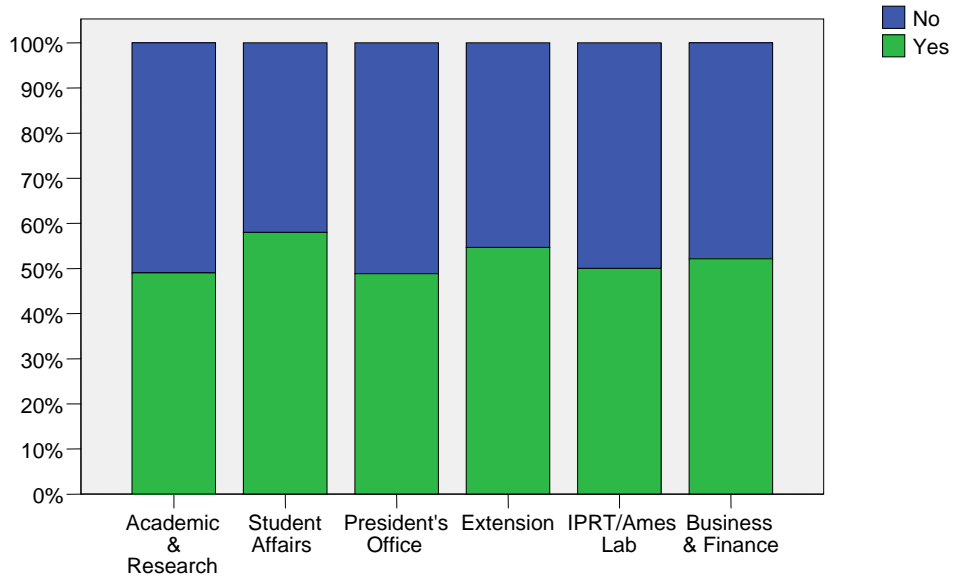
\*Graph based only on those who answered no to Q45.

**Q46b. I'm not interested in participating.**



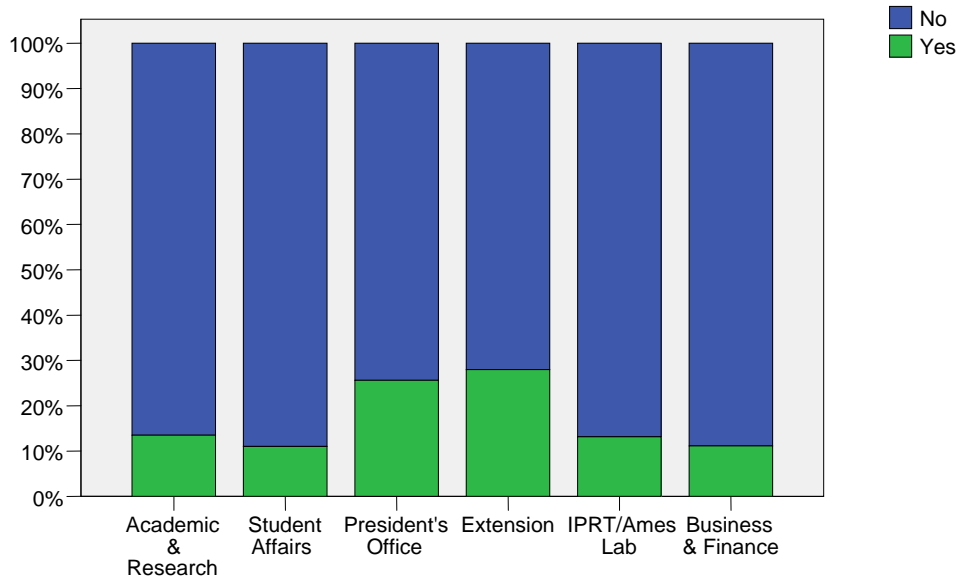
\*Graph based only on those who answered no to Q45.

**Q46c. I'm too busy at work to participate.**



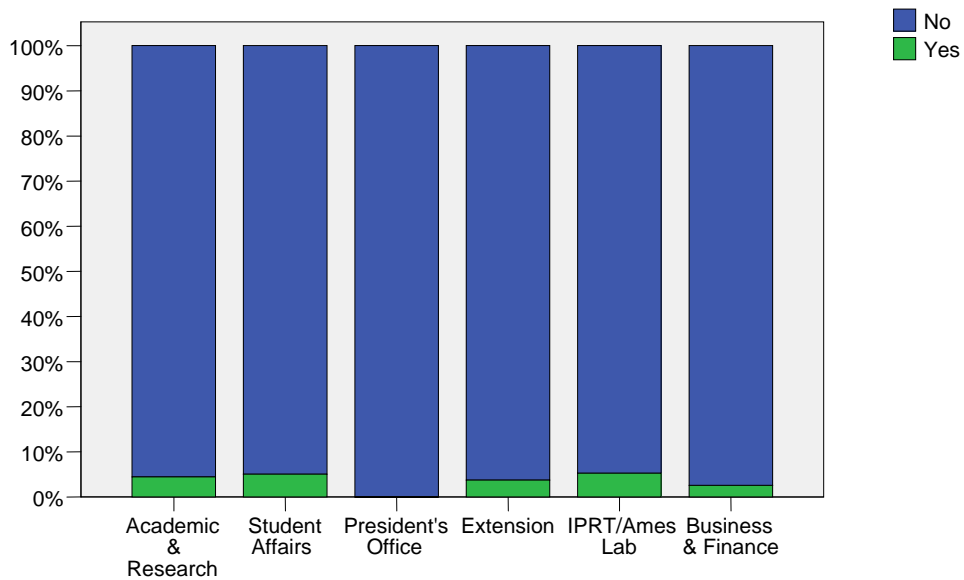
\*Graph based only on those who answered no to Q45.

**Q46d. It is not possible for me to participate, given my current job location and responsibilities.**



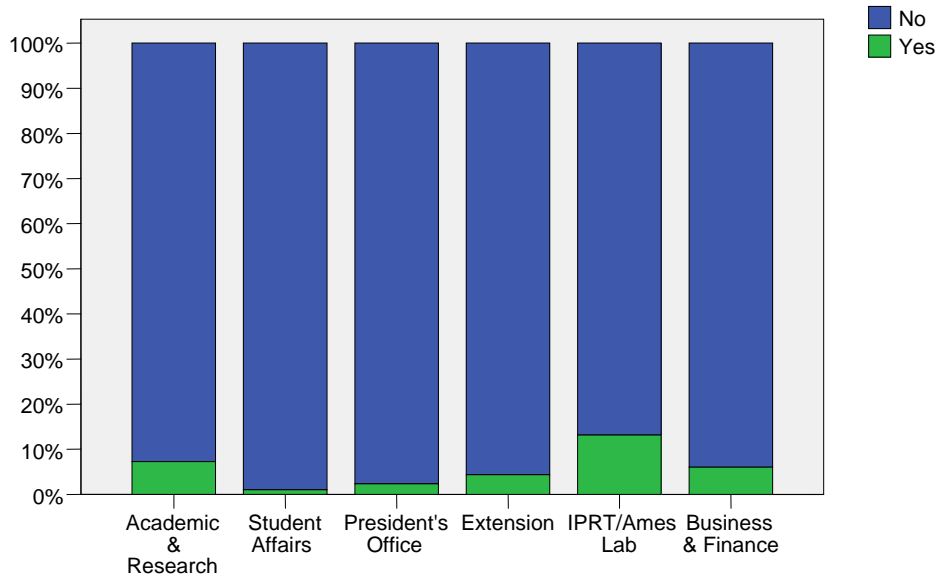
\*Graph based only on those who answered no to Q45.

**Q46e. My supervisor is not supportive of my participation in committees that take me away from my job responsibilities.**



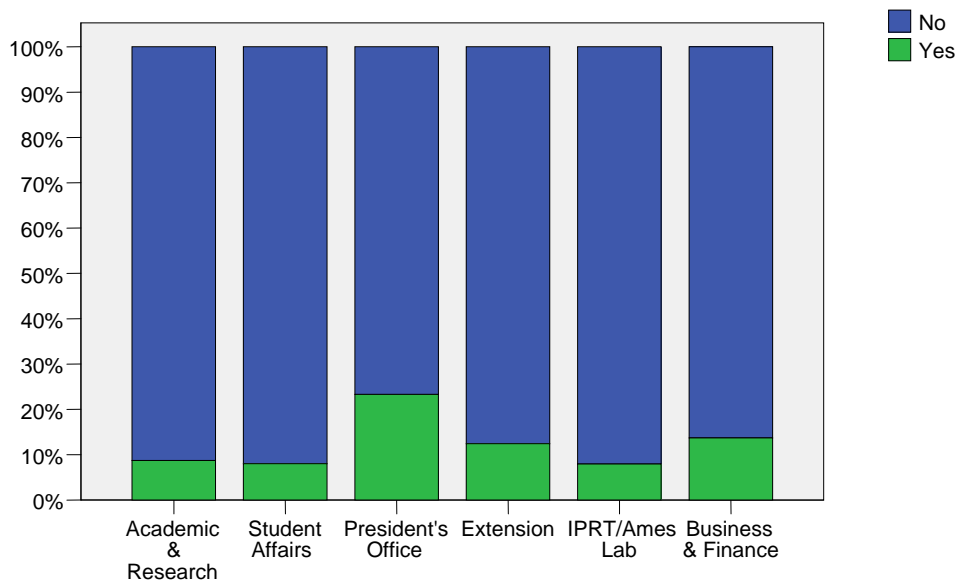
\*Graph based only on those who answered no to Q45.

**Q46f. I feel it is an ineffective organization.**



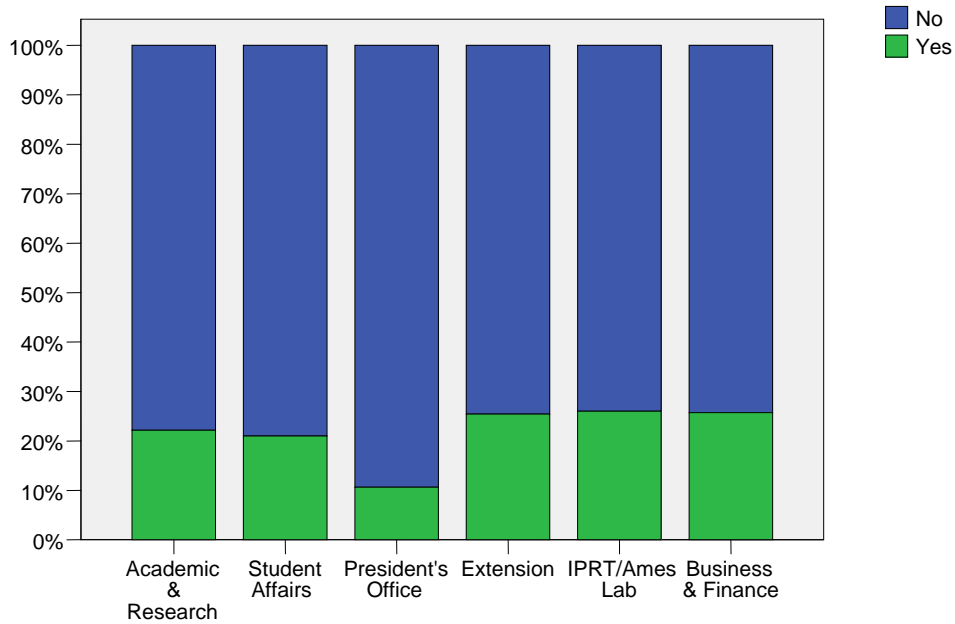
\*Graph based only on those who answered no to Q45.

**Q46g. Other.**



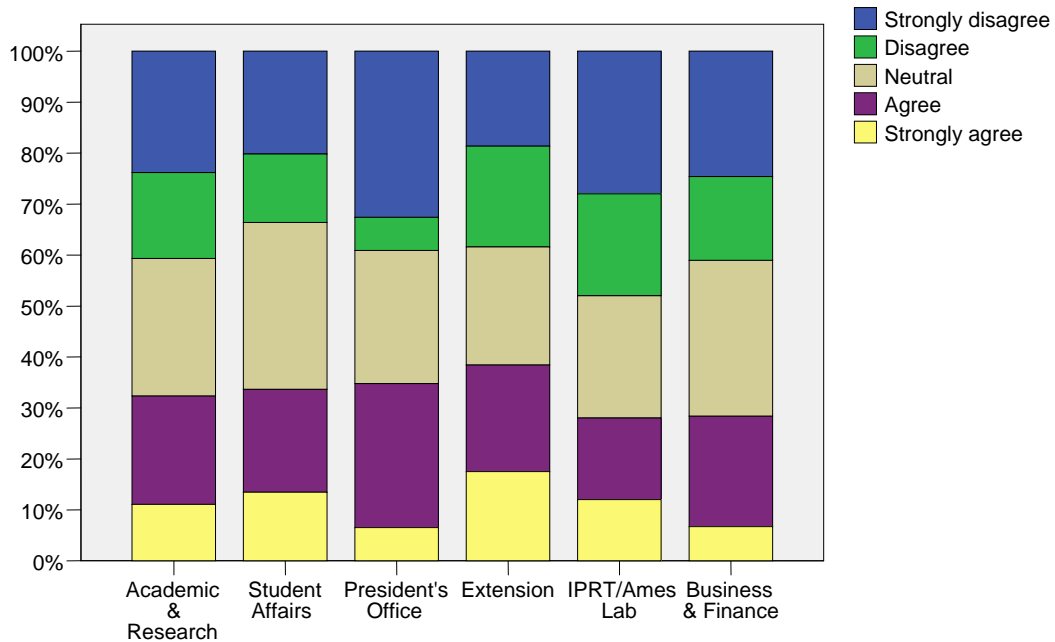
\*Graph based only on those who answered no to Q45.

**Q47. Have you previously worked in a job that was represented by a union?**



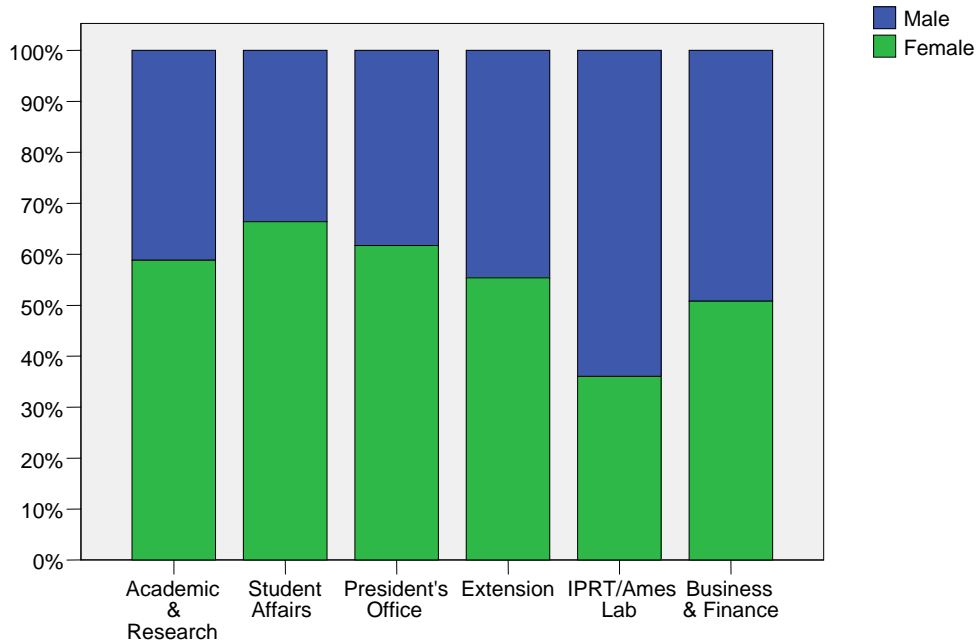
\*Note: For Q48 the question pertains to open-ended comments on union representation so no graph is available.

**Q49. Please indicate how you feel about the following statement:  
Union representation for P&S employees should be explored.**

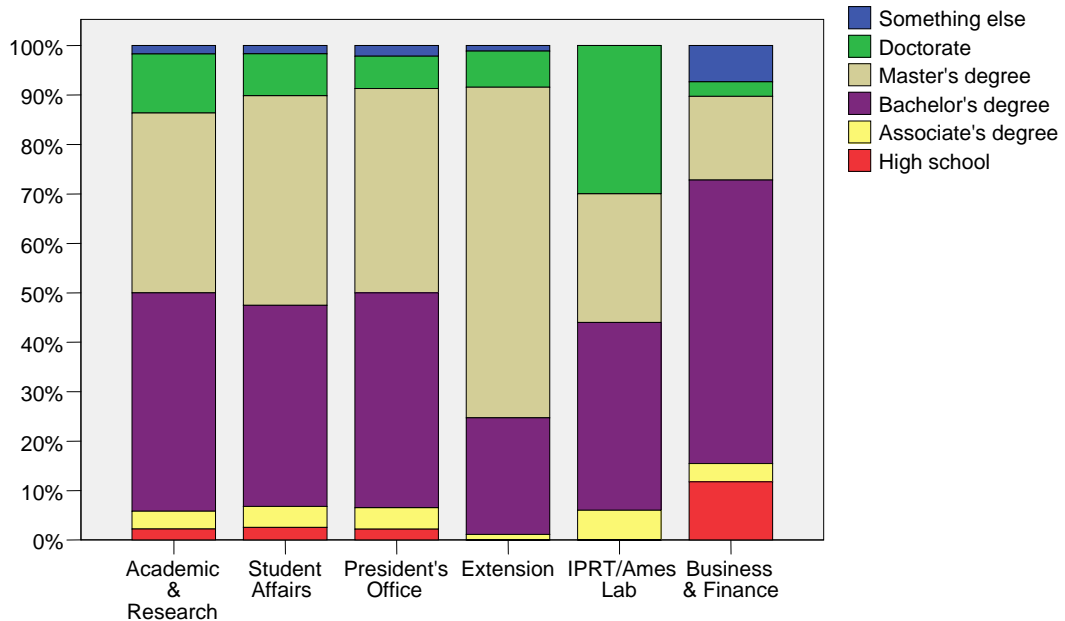


## Section 6: Demographics

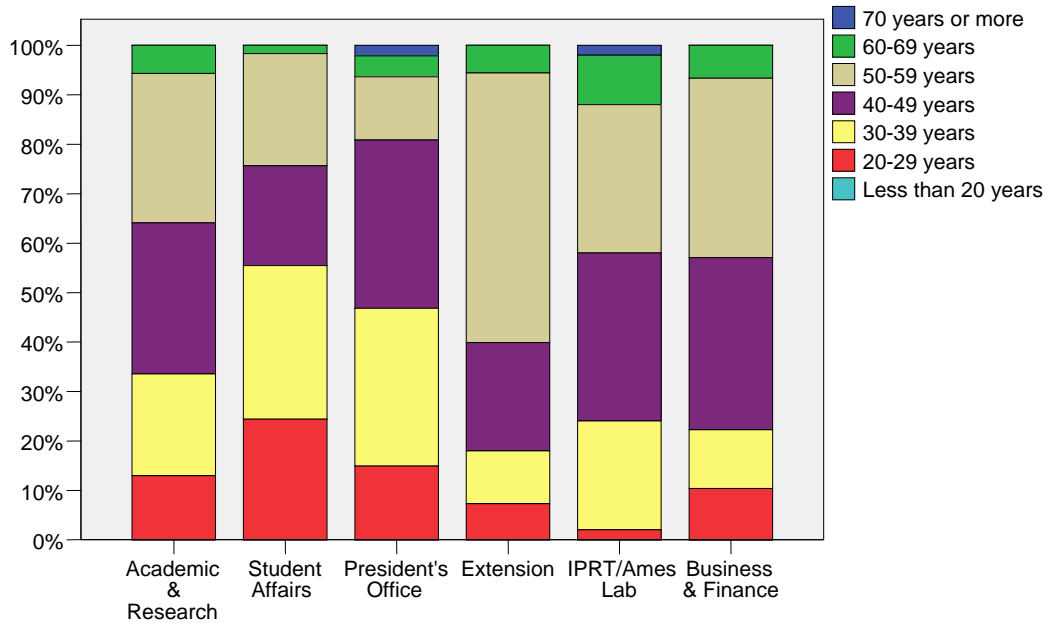
### Q50. Gender.



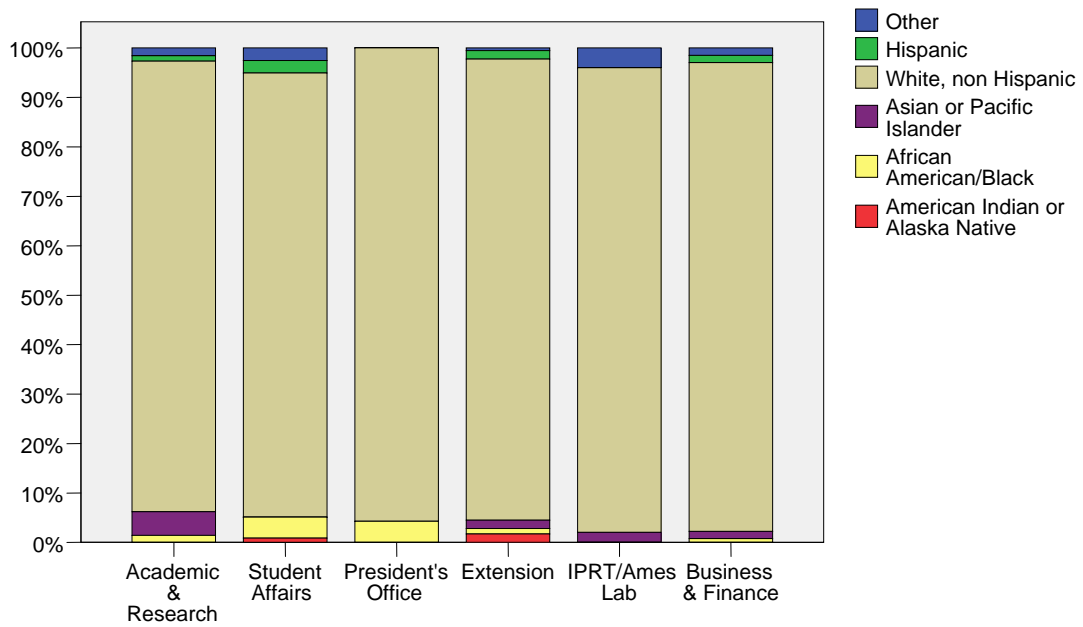
### Q51. What is the highest level of education you have completed?



### Q52. What was your age on your last birthday?

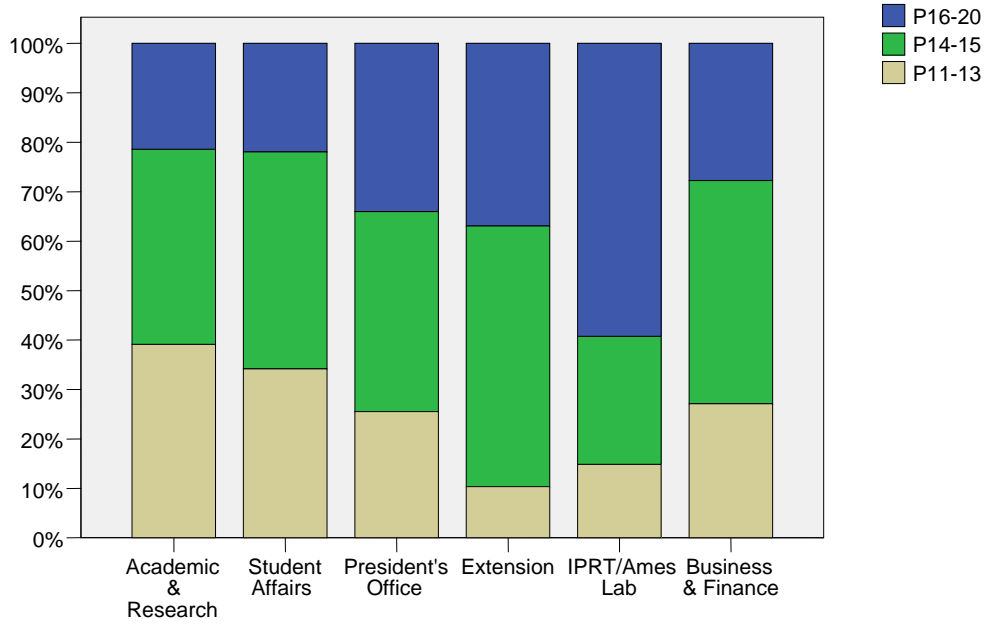


### Q53. What is your race/ethnicity?





### P-Grade by Area



**Professional & Scientific Council Survey  
2006**

**Work Environment**

1. Which of the following best describes your P&S position at ISU?

- Full time 36 or more hours per week
- Part time – 20 to 35 hours per week
- Part time – Less than 20 hours per week

2. How often do you work additional hours to get your work done?

- Never **GO TO Q. 5**
- Occasionally, on a short-term basis
- Often, on a regular basis

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

- Don't work additional hours
- Less than 5 hours a week
- 5 – 10 hours a week
- More than 10 hours a week

4. When you were hired, were you told that your position would require *extra hours*?

- Yes
- No
- Don't remember

5. Which of the following best describes your P&S position?

- Weekdays, daytime hours only
- Occasional evening and/or weekend hours
- Weekdays, daytime hours with occasional evening and/or weekend hours
- Regularly scheduled to work evening and/or weekend hours

6. Are you allowed flexibility in scheduling your work hours?

- Yes
- No

7. For each statement below, please circle one number to indicate the extent to which you disagree or agree with the statement.

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

Statements						
a.	My work unit provides a family-friendly environment.	1	2	3	4	5
b.	My unit supports the use of vacation or emergency leave for family.	1	2	3	4	5
c.	My supervisor is supportive when I need to take time off for family needs.	1	2	3	4	5
d.	It is acceptable for P&S staff to be <i>occasionally</i> required to work additional hours.	1	2	3	4	5
e.	It is acceptable for P&S staff to <i>regularly</i> work additional hours.	1	2	3	4	5
f.	I would like to see compensation provided when I work additional hours.	1	2	3	4	5
g.	If an office is adequately staffed, I see no problem with allowing flexible scheduling.	1	2	3	4	5
h.	I think the university should provide "work from home" opportunities.	1	2	3	4	5
i.	The job classification system at ISU is fair and equitable.	1	2	3	4	5
j.	The P&S classification system allows for advancement.	1	2	3	4	5
k.	My job position is classified correctly.	1	2	3	4	5
l.	My position information questionnaire (PIQ) is accurate and up-to-date.	1	2	3	4	5
m.	I am paid fairly for my level of responsibility.	1	2	3	4	5
n.	I am paid fairly in comparison to others in similar positions at ISU	1	2	3	4	5

8. The statements below relate to your immediate supervisor. For each one, please mark a number to indicate the extent to which you agree or disagree.

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

My supervisor:

a. Treats staff members fairly.	1	2	3	4	5
b. Communicates priorities and expectations clearly.	1	2	3	4	5
c. Communicates basis of salary increases	1	2	3	4	5
d. Fosters a cooperative working environment.	1	2	3	4	5
e. Is accessible to discuss concerns and work related issues.	1	2	3	4	5
f. Takes action 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

9. How often do you and your supervisor meet to discuss performance expectations and progress toward goal attainment?

- Never
- Once a year
- Every 3 months
- Monthly
- Weekly
- Other: \_\_\_\_\_

10. Is your supervisor:

- P&S staff
- Faculty
- Other

11. Do you supervise other employees?

- Yes
- No **GO TO Q. #17**

12. What group of employees do you supervise? (mark all that apply)

- P&S staff
- Merit staff
- Students
- XH staff
- Other

13. Do you supervise someone who earns more than you do?

- Yes, I think its appropriate
- Yes, I think it's a problem
- No

14. Do you feel you have an adequate understanding of all the policies and procedures (ISU, State, Federal, etc.) that you must enforce as a supervisor at ISU?

- Yes
- No

15. Do you know where to go for answers to questions related to personnel policies and procedures?

- Yes
- No

16. Should ISU provide more training and development opportunities for supervisors?

- Yes
- No

17. Have you attempted to have your position reclassified in the last 10 years?

- Yes, my position has been reclassified.
- Yes, applied, but not successfully reclassified.
- No, but I am aware of the reclassification process.
- No, I know there is a process, but I don't know what it is.
- No, I didn't know positions could be reclassified.

18. How satisfied are you overall with your current job at ISU?

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

### Performance Appraisals

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

- Yes
- No, my last performance appraisal was more than 12 months ago.
- No, I have never had a performance appraisal at ISU. **GO TO Q. 23 .**

20. When did it occur (drop down box with months).

21. At your most recent performance appraisal, did you provide your supervisor with input on your performance as part of the appraisal process?

- Yes
- No

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

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

a. My salary increase was based on my performance appraisal.	1	2	3	4	5
b. My appraisal accurately reflected my job performance.	1	2	3	4	5
c. My performance appraisal was clear and complete.	1	2	3	4	5
d. My supervisor gave me constructive feedback about my performance.	1	2	3	4	5
e. Participating in the performance appraisal process was beneficial.	1	2	3	4	5

### Benefits

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

- Indemnity
- PPO
- HMO
- Don't Know
- Do not use ISU medical insurance

24. Which ISU dental option do you currently use?

- Basic
- Comprehensive
- Don't know
- Do not use ISU dental insurance

25. Overall, how satisfied are you with the following benefits provided at ISU.

Very Dissatisfied=1, Dissatisfied=2, Neutral=3, Satisfied=4, Very Satisfied=5, Not applicable=NA

a. Medical benefits	1	2	3	4	5	NA
b. Dental benefits	1	2	3	4	5	NA
c. Prescription benefits	1	2	3	4	5	NA
d. Long term Care insurance	1	2	3	4	5	NA

26. Which of the following best describes your use of ISU Flex Spending Accounts?

- Don't know what the Flex Spending Account is.
- Have heard of it, but have never used it at ISU.
- Have used the ISU Flex Spending Account (either currently or in the past).

27. Are you aware of the benefits and rights granted to you by the Family Medical Leave Act (FMLA)?

- Yes
- No

28. Have you ever exercised your rights under FMLA while at ISU?

- Yes
- No GO TO Q. 30

29. For whom did you use the FMLA benefits (indicate all that apply)

- Self
- Spouse/Domestic Partner
- Childbirth/adoption/foster child
- Child injury/health
- Parents

30. In the past year have you taken emergency leave?

- Yes
- No GO TO Q. 32

31. For whom did you take emergency leave (indicate all that apply)

- Spouse/Domestic Partner
- Children
- Parent/In-laws
- Siblings
- Other immediate family member

32. In the past year, did you use vacation time in addition to emergency leave to care for others?

- Yes
- No

33. Do you think ISU should reinstate an Early Retirement Program for P&S staff?

- Yes
- No
- Unsure

34. Please check the top three elements that should be included in an early retirement program.

- Continued medical coverage
- Continued contributions to your retirement plan
- Ability to use accrued annual leave
- Continued dental coverage

35. Which of the following best describe your knowledge of the Ombuds office? (Check all that apply.)

- I know that the Ombuds Office was recently opened on campus.
- I understand the purpose of the Ombuds Office.
- I have consulted with the ISU Ombuds Office.
- I have not consulted with the Ombuds, but would consider contacting them to help resolve a problem in the future.
- I do not know what this is.

### **Professional Development**

36. Does your unit provide funds for professional development?

- Yes
- No
- Don't Know



37. Did you participate in any professional development or training activities during the past year? (This could include workshops, short courses, computer courses, seminars, college courses, professional meetings or conferences.)

Yes → SKIP TO Question 39  
No

38. Which of the following reasons describe why you did **not** participate in a professional development activity during the past year? (Please check all that apply).

- a. I was unaware that anything was available.
- b. I was too busy to participate.
- c. I did not want to use my personal time to participate.
- d. My chair/supervisor would not support my participation.
- e. My department/unit did not have sufficient funds.
- f. I could not personally afford the cost/fees.
- g. I was not interested in participating.
- h. Other (Specify: \_\_\_\_\_)

39. Did you apply for a *P&S Professional Development Grant* to finance any professional development activities during the past year?

No, did not apply.

Yes, applied but did not receive a grant – **GO TO Q. 41**

Yes, received grant – **GO TO Q. 41**

Did not know the program existed - **GO TO Q. 41**

40. Which of the following are reasons you did **not** apply for a professional development grant? (Please check all that apply)

- a. I was not aware grants were available.
- b. The grant amount was insufficient.
- c. I am unwilling or unable to meet the personal cost share for the grant.
- d. My employing unit provides financial support for professional development.
- e. I did not desire financial support.

41. Have you ever applied for a *P&S Tuition Grant*?

Yes

No

Did not know this was available

42. Does the amount of the tuition grant limit the number of credits that you take per semester?

- Yes
- No
- Did not know this was available

43. Are the professional development opportunities offered at ISU adequate?

- Yes
- No
- Do not know what is available

**Employee Representation**

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

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

Statements					
a. The P&S Council newsletters provide valuable information.	1	2	3	4	5
b. The P&S Council open forums provide valuable information.	1	2	3	4	5
c. I know whom to contact on the P&S Council if I have a question.					
d. I value the work P&S Council does for the staff.	1	2	3	4	5
e. P&S Council pursues issues relevant to P&S staff.	1	2	3	4	5
f. P&S Council is an effective representation body.	1	2	3	4	5
g. I am aware of the issues P&S Council has worked on in the past.	1	2	3	4	5
h. I feel adequately represented by the P&S Council as an individual.	1	2	3	4	5

45. Have you ever participated on the P&S Council (or a P&S Council committee)?

- Yes, **GO TO Q. 48**
- No

46. Which of the following are reasons why you have not participated on the P&S Council or a P&S Council committee? (Please check all that apply.)

- a. I don't know much about the P&S Council.
- b. I'm not interested in participating.
- c. I'm too busy at work to participate.
- d. It is not possible for me to participate, given my current job location or responsibilities.
- e. My supervisor is not supportive of my participation in committees that take me away from my job responsibilities.
- f. I feel it is an ineffective organization.
- g. Other reasons: \_\_\_\_\_

47. Have you previously worked in a job that was represented by a union?

- Yes
- No

48. Do you have anything additional that you would like to say about union representation?

OPEN-ENDED

49. Please indicate how you feel about the following statement: Union representation for P&S employees should explored

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

## Demographics

50. What is your gender?

- Male
- Female

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

High School  
Associate's Degree  
Bachelor's Degree  
Master's Degree  
Doctorate  
Something else (Specify: \_\_\_\_\_)

52. What was your age on your last birthday?

Less than 20 years  
20-29 years  
30-39 years  
40-49 years  
50-59 years  
60-69 years  
70 years or more

53. What is your race/ethnicity?

American Indian or Alaska Native  
African American/Black  
Asian or Pacific Islander  
White, non Hispanic  
Hispanic  
Other (please specify)

54. Do you have any additional comments you would like to convey to the P&S Council or the ISU administration?

OPEN-ENDED

Thank you for filling out the P&S Survey. If you are interested in learning more about the P&S Council please visit the weblink below: