

Highlights and Conclusions

- The vast majority of IUPUI staff (94%) believe the institution has a good or excellent reputation in the local community.
- The majority of those who use IUPUI services rate them good or excellent, with the exception of food services and parking services.
- Three-quarters of IUPUI staff are satisfied or very satisfied with their job overall. Part-time staff are more satisfied with a number of aspects of their employment than their full-time counterparts.
- Less than half of staff (42%) are satisfied with recognition for a job well done.
- One third of IUPUI staff currently have a mentor for professional development, but half of those without one would like a mentor/coach.
- Roughly three of five staff members received a performance evaluation in the past year.
- Nearly half (46%) of all staff participants have considered looking for another job in the past year and slightly more than one fifth (22%) of respondents often think of quitting their job.

PURPOSE

To measure various indicators related to IUPUI employment experiences, including perception of reputation, quality of IUPUI services, overall satisfaction with employment and supervision, and access to mentoring and performance management. All part-time and full-time staff members at IUPUI were invited to participate in the Spring 2016.

RESPONDENT CHARACTERISTICS AT A GLANCE

| Salary Plan | All Respondents | All Invited |
|--|-----------------|-------------|
| CL (Clerical Support Staff) | 19.5% | 15.0% |
| HP (Temporary with Retirement) | 2.2% | 3.0% |
| HR (Regular Temporary) | 6.5% | 13.5% |
| PAE (Prof Staff – Exempt) | 40.8% | 34.7% |
| PAO(Prof Staff – OT Eligible) | 16.3% | 13.0% |
| SM (Service Staff) | 3.8% | 8.4% |
| TE (Technical Support Staff) | 7.9% | 9.4% |
| LE (Law Enforcement Staff), NU (Nurse), PN (Practical Nurse) & (RS) Research Staff | 2.8% | 3.0% |
| N | 2136 | 4826 |

- Clerical and Professional Staff were more likely to participate in the survey than staff with other salary plans. Service Maintenance staff were least likely of all groups to participate. However, 20% of Service Maintenance staff did participate in the survey.

CONTACT INFORMATION

Anne Mitchell, Director of Survey
Research & Evaluation;
amitch29@iupui.edu

Robbie Janik, Assistant Director of
Survey Research & Evaluation;
rjanikii@iupui.edu

Ezgi Ozgumus, Graduate Assistant,
eo zgumus@iupui.edu

Tim O'Malley, Graduate Student Intern,
tjomalle@iupui.edu

| | All Respondents | All Invited |
|------------------------------------|------------------------|--------------------|
| Female | 73.0% | 66.6% |
| Male | 27.0% | 33.4% |
| American Indian/Alaska Native | 0.1% | 0.2% |
| Asian | 3.7% | 5.1% |
| Black/African American | 12.1% | 15.3% |
| Latino/a | 1.3% | 1.5% |
| Native Hawaiian / Pacific Islander | 0.0% | 0.0% |
| Multiracial | 2.2% | 2.2% |
| White | 80.2% | 75.4% |
| Unknown/Refused | 0.3% | 0.3% |
| Under 30 | 14.3% | 17.4% |
| 30-39 | 23.8% | 24.9% |
| 40-49 | 22.8% | 22.4% |
| 50+ | 39.1% | 35.1% |
| Full-Time | 89.8% | 82.4% |
| Part-Time | 10.2% | 17.6% |
| N | 2136 | 4826 |
| Response Rate | 44% | -- |

- Demographics of survey respondents approximate the staff population at IUPUI. Women, staff over 50 years old and full-time staff are slightly overrepresented in the survey results.

REPUTATION & QUALITY OF LEADERSHIP

| Percentage that report being satisfied/very satisfied with reputation & quality of leadership... | Poor | Fair | Good | Excellent |
|--|------|-------|-------|-----------|
| The reputation of IUPUI within the local community | 0.4% | 5.9% | 54.0% | 39.7% |
| The reputation of your unit within IUPUI | 3.6% | 11.6% | 45.1% | 39.7% |
| The quality of IUPUI campus administration | 3.4% | 16.9% | 56.1% | 23.7% |
| The quality of school/unit administration | 5.2% | 17.4% | 46.5% | 31.0% |

- The vast majority of respondents (94%) rate IUPUI's reputation within the local community as good or excellent.
- Part-time staff (87%) are more likely to rate the quality of their School/Unit administration as good or excellent compared to full-time staff (76%).
- In regards to the quality of IUPUI campus administration, other full-time staff members (72%) such as technical support and service maintenance are less likely to rate it as good or excellent compared to PAE (79%), PAO (84%), and CL (79%) staff members.

SATISFACTION WITH IUPUI SERVICES

| | Poor | Fair | Good | Excellent | Don't Use / Unsure |
|--------------------------------|-------|-------|-------|-----------|-----------------------|
| Human Resources Administration | 7.7% | 20.7% | 50.7% | 20.9% | 7.9% |
| Office of Equal Opportunity | 4.7% | 14.7% | 56.8% | 23.8% | 41.8% |
| Phone Services | 3.0% | 17.0% | 56.1% | 24.0% | 13.4% |
| Facilities Services | 4.0% | 16.7% | 53.6% | 25.7% | 8.4% |
| Parking Services | 25.8% | 32.5% | 34.2% | 7.5% | 5.0% |
| Food Services on campus | 14.1% | 35.9% | 41.4% | 8.6% | 13.0% |
| Technology Services (UITS) | 2.9% | 13.7% | 49.1% | 34.3% | 4.0% |
| Police Services (IUPD) | 1.4% | 7.5% | 53.5% | 37.7% | 23.0% |
| IUPUI Staff Council | 3.2% | 13.3% | 60.0% | 23.5% | 35.1% |
| University Library | 0.5% | 4.1% | 53.5% | 42.0% | 37.0% |
| Paws Pantry | 1.0% | 7.0% | 53.0% | 29.0% | 66.6% |
| Jag Perks | 1.9% | 10.8% | 55.7% | 31.6% | 39.1% |

- Office of Equal Opportunity (42%), Staff Council (35%), University Library (37%), Paws Pantry (66%), and Jag Perks (39%) are unknown/unused by a notable percentage of all staff on campus.
- Part time staff consistently don't use (or can't rate) services compared to their full-time counterparts. However, when they are able to rate the quality of services, part-time staff rate services more positively.

ADDITIONAL COMMENTS

- All respondents were given the opportunity to provide additional comments regarding IUPUI services. Staff members were most likely to comment about the following services: Parking Services (171 comments), Food Service on campus (62 comments), and Human Resources Administration (42 comments).
- Nearly all of the Parking Services comments address dissatisfaction with prices, availability, and service.
- The majority of Food Services comments identify lack of healthy options, frustration with campus policies, and prices/quality of service.
- Human Resources comments mainly discuss dissatisfaction with policies, clear communication responding to inquiries, and recent staffing changes that impact the overall quality.

OVERALL JOB SATISFACTION

| | Very Dissatisfied/ Dissatisfied | Neutral | Satisfied/ Very Satisfied |
|-----------------------------------|------------------------------------|---------|------------------------------|
| Overall job satisfaction | 11.3% | 13.8% | 75.0% |
| Overall autonomy and independence | 8.4% | 11.5% | 80.1% |

- The majority of all staff are satisfied or very satisfied with their job, overall. Just over 80% of all staff are at least satisfied with the overall autonomy and independence at their job.
- PAE (77%) and PAO staff (75%) are slightly more likely to be satisfied or very satisfied with their overall job compared to Clerical staff (70%).
- Part-time staff are significantly more likely to be satisfied with overall job satisfaction (82% vs. 74%) and overall autonomy and independence (87% vs. 79%) compared to full-time staff.

SATISFACTION WITH COMPENSATION & BENEFITS

| | Very Dissatisfied/ Dissatisfied | Neutral | Satisfied/ Very Satisfied |
|----------------------------------|------------------------------------|---------|------------------------------|
| Salary | 36.9% | 19.2% | 43.9% |
| Health benefits | 5.3% | 8.4% | 86.2% |
| Retirement benefits | 5.2% | 11.1% | 83.8% |
| Paid time off benefits | 4.4% | 5.8% | 90.0% |
| Tuition benefits | 15.1% | 15.2% | 69.7% |
| Work schedule | 6.1% | 8.5% | 85.5% |
| Flexibility in work/life balance | 10.5% | 11.1% | 78.4% |

- Less than half of staff (44%) indicate satisfaction with salary. Professional staff including PAE (49%) and PAO (47%), report significantly higher satisfaction with their salaries compared to clerical respondents (34%) and other full-time staff (37%).
- More than four out of five respondents are satisfied or very satisfied with their additional compensation package (health, retirement, and paid time-off benefits) and their work schedule.
- When asked provide additional comments on compensation and benefits, a significant number of participants identify their dissatisfaction with the lack of paid maternity/paternity leave. Staff also note that increases in salary are not related to performance. A number of staff discussed low salaries being the reason they want to look elsewhere.

SATISFACTION WITH WORK DUTIES & ENVIRONMENT

| Percentage that report being satisfied/very satisfied with work duties & environment... | Very Dissatisfied/Dissatisfied | Neutral | Satisfied/Very Satisfied |
|--|---------------------------------------|----------------|---------------------------------|
| Your daily work | 7.5% | 13.5% | 79.0% |
| Utilization of your skills and abilities | 17.0% | 12.6% | 70.4% |
| The challenges of your job | 12.4% | 15.6% | 72.0% |
| The amount of stress experienced in your job | 22.1% | 21.8% | 56.1% |
| Supplies, materials, and equipment available to you | 9.4% | 12.2% | 78.4% |
| Availability of professional service opportunities (e.g. serving on a committee) | 13.2% | 23.3% | 63.5% |
| Opportunities for community engagement | 13.2% | 28.3% | 58.5% |
| Rewards and recognition for a job well done | 31.5% | 27.0% | 41.5% |
| Office/working space | 19.8% | 13.7% | 66.5% |
| Quality of building | 18.5% | 16.6% | 64.9% |
| Quality of campus grounds | 3.5% | 10.7% | 85.8% |
| Safety of your office/working space | 7.9% | 11.1% | 81.0% |
| Safety of your building | 8.7% | 13.5% | 77.7% |
| Your personal safety on campus | 7.3% | 17.3% | 75.4% |
| Civility on campus | 6.4% | 15.8% | 77.9% |

- Almost eight in ten staff members (79%) are satisfied or very satisfied with their daily work. One staff member said that they love their job and that “there is always something new to learn” and they are glad to have been “given a lot of opportunities to learn and use new skills” in their job at IUPUI.
- Less than half of staff members (42%) are satisfied or very satisfied with rewards and recognition for a job well done. Less than two-thirds of staff (64%) are satisfied or very satisfied with the availability of professional service opportunities (e.g. serving on committees).
- Professional staff including PAE (68%) and PAO (65%) report higher satisfaction levels with availability of professional service opportunities compared to clerical employees (58%) and other full-time staff (52%).
- Compared to full time respondents, part-time respondents report significantly higher satisfaction with the challenges of their job (77% vs. 72%), the amount of stress experienced in their job (75% vs. 54%), rewards and recognition for a job well done (57% vs. 40%), office/working space (79% vs. 65%), quality of building (75% vs. 64%), safety of their building (87% vs. 77%), and civility on campus (86% vs. 77%).

SATISFACTION WITH COMMUNICATION & MORALE

| Percentage that report being satisfied/very satisfied with communication & morale... | Very Dissatisfied/ Dissatisfied | Neutral | Satisfied/ Very Satisfied |
|---|--|----------------|----------------------------------|
| Communication from your unit about what is going on | 24.5% | 17.1% | 58.4% |
| Opportunity to provide input regarding your unit | 19.6% | 18.6% | 61.8% |
| The display of ethical behavior in your unit | 13.2% | 14.3% | 72.5% |
| The connection between your work and the goals of your unit | 10.6% | 15.9% | 73.6% |
| The explanation of your unit's mission | 10.6% | 16.5% | 73.0% |

- Roughly 60% of staff members are satisfied with communication from their units about what is going on and opportunities to provide input regarding your unit.
- Although both are positive white staff (74%) are more likely to be satisfied with the display of ethical behavior in their unit compared to non-white participants (68%).
- Except for the explanation of the unit's mission, part-time staff members are significantly more satisfied than full-time staff with all items regarding communication and morale.

SATISFACTION WITH TRAINING & DEVELOPMENT

| Percentage that report being satisfied/very satisfied with training & development... | Very Dissatisfied/ Dissatisfied | Neutral | Satisfied/ Very Satisfied |
|---|--|----------------|----------------------------------|
| The amount of training and professional development available to you | 16.4% | 17.2% | 66.5% |
| The quality of training and professional development available to you | 13.3% | 19.6% | 67.1% |
| Flexibility in your work schedule to allow for training and professional development activities | 11.2% | 14.7% | 74.1% |

- Two thirds of staff members are satisfied with the amount and quality of training and professional development available and nearly three quarters of all staff are satisfied with the flexibility in their work schedule to make accommodations for such training and development.
- Clerical and other full-time staff are less satisfied than both PAO and PAE professional staff on all three items regarding training and development. The largest difference is found on the item, flexibility in work schedule to allow for training and professional development, where roughly two thirds of clerical (67%) and other full-time staff (63%) are satisfied compared to slightly more than three quarters of PAE (79%) and PAO (76%) staff reporting satisfaction.
- Part-time staff (81%) are only significantly more satisfied than full-time staff (73%) regarding flexibility in their work schedule to allow for training and professional development.

SATISFACTION WITH COLLEAGUES

| Percentage that report being satisfied/very satisfied with colleagues... | Very Dissatisfied/Dissatisfied | Neutral | Satisfied/Very Satisfied |
|---|---------------------------------------|----------------|---------------------------------|
| Competence of colleagues | 11.4% | 13.1% | 75.5% |
| Professional relationships with colleagues | 8.5% | 11.9% | 79.6% |
| Level of collaboration with colleagues | 11.9% | 15.4% | 72.7% |
| Level of support from colleagues | 11.5% | 15.2% | 73.3% |

- Overall, staff members report high satisfaction levels with items concerning their colleagues including more than three quarters at least being satisfied with the competence of (76%) and professional relationships (80%) with co-workers.
- Similar to other question topics, part-time staff members are significantly more satisfied with all items about colleagues than full-time staff.

SATISFACTION WITH SUPERVISION & MANAGEMENT

| Percentage that report being satisfied/very satisfied with supervision & management... | Very Dissatisfied/Dissatisfied | Neutral | Satisfied/Very Satisfied |
|---|---------------------------------------|----------------|---------------------------------|
| Overall skills demonstrated by your supervisor | 11.5% | 12.1% | 76.4% |
| Appropriate levels of supervision | 12.6% | 10.9% | 76.5% |
| Supervisor provides clear expectations of performance | 15.9% | 13.9% | 70.2% |
| Guidance from your supervisor | 15.4% | 14.8% | 69.6% |
| Feedback provided by your supervisor | 17.2% | 14.2% | 68.5% |
| Decisions made by your supervisor | 15.2% | 17.1% | 67.6% |
| Availability of your supervisor to discuss questions or concerns | 11.3% | 10.7% | 78.0% |
| Support from your supervisor for new ways of doing things | 12.9% | 14.1% | 73.0% |
| Personal recognition from your supervisor | 17.4% | 17.3% | 65.3% |

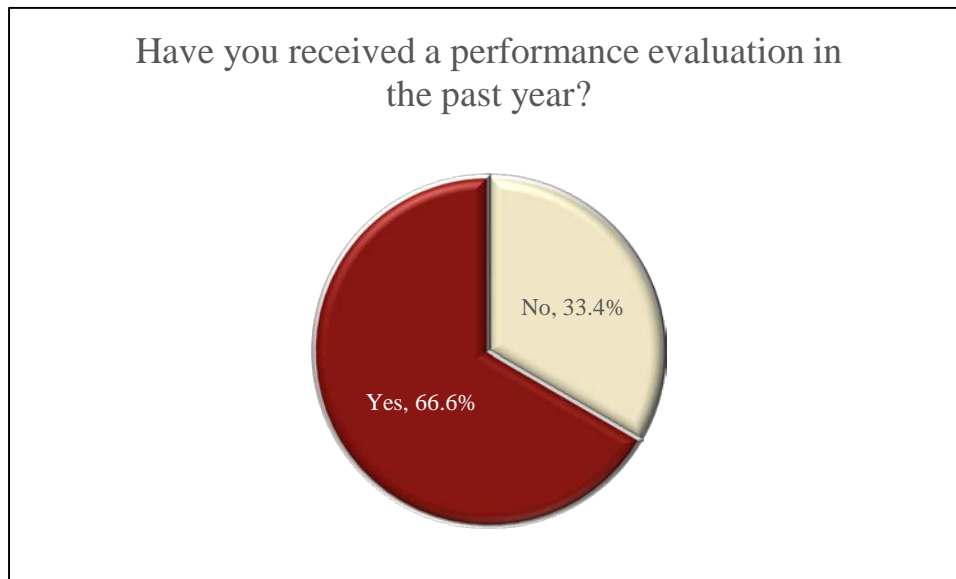
- There are no significant differences on gender, race, age, or salary plan for all items pertaining to supervisors.
- However, compared to full time respondents, part-time respondents report significantly higher satisfaction on all supervisor items. Perception of supervisor differs by school/unit.

ENGAGEMENT WITH MENTORSHIP



- Professional staff members including PAE (36%) and PAO (33%) are more likely to have someone at IUPUI that they consider to be a mentor/coach for professional development compared to clerical (24%) employees.
- Part-time respondents (39%) are more likely than full-time staff (32%) to have a mentor/coach for professional development.
- Of staff with a mentor, non-white staff (32%) are more likely to report their mentor works at IUPUI but not in their unit than white staff (19%). This is more likely to be true for Black/African American staff members (38%) compared to Latino/a (25%) and Asian (18%) staff. One staff member noted that “there is not enough diversity in campus leadership for staff of color to view as potential mentors.”
- Slightly more than half (51%) of IUPUI staff who do not have a mentor/coach at IUPUI want someone who could fill that role.
- Of the respondents who reported not having a mentor/coach at IUPUI for professional development, non-white respondents (58%) are more likely to report wanting a mentor/coach than white staff (49%). Among, non-white participants Latino/a staff (67%) have the highest percentage that would like a mentor followed by Asian (60%), and Black/African American (57%) participants.
- Professional staff, including PAE (57%) and PAO (57%) are significantly more likely to want someone who can serve as a mentor/coach for their professional development, compared to clerical (42%) respondents or other salaried staff (42%). Multiple staff noted in the open-response that they would really benefit from a mentor. One staff member wished for a “genuine mentor who would advise [them] on professional development.”

PERFORMANCE EVALUATION



¹Calculated only for full-time employees who had been working for IUPUI at least 1 year at the time of survey submission

- PAE (71%) and clerical (71%) staff are most likely to have had received a performance evaluation in the past year. Slightly less than two thirds of PAO (64%) staff have had their performance evaluated, while this is the case for a bit more than half of other full-time staff (53%).
- Non-white staff (62%) are slightly less likely than white staff (68%) to have received a performance evaluation in the past year.

SATISFACTION WITH PERFORMANCE EVALUATION

| Percentage that report being satisfied/very satisfied with performance evaluation... | Very Dissatisfied/Dissatisfied | Neutral | Satisfied/Very Satisfied |
|--|--------------------------------|---------|--------------------------|
| How performance evaluations are conducted in your unit | 17.0% | 16.5% | 66.4% |
| The ability to use the information provided in your evaluation to improve your performance | 12.7% | 20.3% | 67.1% |
| The inclusion of personal goals/objectives for improvement | 11.5% | 19.1% | 69.4% |

- Non-white participants (75%) are more likely to be satisfied with the inclusion of personal goals/objectives for improvement compared to white respondents (68%).
- PAO staff are most likely to be satisfied with the ability to use information in the evaluation to improve their performance (73%) as well as the inclusion of personal goals/objectives for improvement (74%).

OVERALL RETENTION

| Percentage that report opinions about turnover Intentions... | Strongly Disagree/ Disagree | Neutral | Agree/ Strongly Agree |
|--|-----------------------------|---------|-----------------------|
| I often think of quitting this job | 56.6% | 20.9% | 22.4% |
| I have considered looking for another job in the past year | 41.9% | 11.7% | 46.4% |

- Slightly more than one-fifth (22%) of all respondents often think of quitting their job, while almost half (46%) have considered looking for another job in the past year. One staff member said they know that “there is not much room for growth or advancement” and that they will likely have to “leave the University if [they] choose to further [their] career.”
- White (48%) respondents are more likely to have considered looking for another job in the past year than non-white staff (40%).
- Respondents who are 50 years and older (40%) are much less likely to have considered looking for another job in the past year compared to younger age groups.
- Full-time staff report thinking of quitting their job (23% vs 15%) and considering looking for another job (48% vs 35%) more often than part-time staff.