

2. Please share any additional comments you may have regarding interactions with supervisors.

Text Response

Rules change and I am not informed but I am held accountable for the changes. She takes the word of anyone else before asking me concerning my work assignments. Puts me down to my face and co-workers. Blames me when others do not fulfill their work obligations such as opening up the office. Creates an extremely difficult office in which to work. We are strongly encouraged to have the same opinions as managers, if not we are not supporting the office or the University. My ideas are listened to but if they are not hers, they are immediately dismissed.

[redacted]

These comments is not about current supervisor

Needs improvement.

My supervisor observes her employees and will take time to acknowledge you if your demeanor does not reflect the normal disposition. Although we do not communicate the department's/unit's mission, goals and strategies, we are made aware of the goals and strategies of our team and what it means to the campus and other colleagues.

Many of the questions above that I neither agree/disagree, are related to my co-workers, not to me.

Statistic	Value
Total Responses	6

3. Upper Level Management On a scale of 1 to 5 please rate your level of agreement with the following statements. Select N/A if not applicable.

#	Question	Disagree	Disagree Somewhat	Neither Agree Nor Disagree	Agree Somewhat	Agree	Total Responses	Mean
1	A climate of mutual respect exists within the Business Affairs Division.	4	4	3	5	5	21	3.14
2	The current management structure provides for clear direction and decisions.	4	5	4	5	3	21	2.90
3	Upper-level management has a clear view of where my department/unit is going and how to get there.	7	4	9	1	0	21	2.19
4	Upper-level management provides appropriate support to my department/unit.	9	6	3	3	0	21	2.00
5	Upper-level management communicates reasons for making changes to all levels before changes are made.	5	10	6	0	0	21	2.05
6	Overall, upper-level management is committed to making my department a great place to work.	9	4	6	1	1	21	2.10

Statistic	A climate of mutual respect exists within the Business Affairs Division.	The current management structure provides for clear direction and decisions.	Upper-level management has a clear view of where my department/unit is going and how to get there.	Upper-level management provides appropriate support to my department/unit.	Upper-level management communicates reasons for making changes to all levels before changes are made.	Overall, upper-level management is committed to making my department a great place to work.
Min Value	1	1	1	1	1	1
Max Value	5	5	4	4	3	5
Mean	3.14	2.90	2.19	2.00	2.05	2.10
Variance	2.23	1.89	0.96	1.20	0.55	1.39
Standard Deviation	1.49	1.37	0.98	1.10	0.74	1.18
Total Responses	21	21	21	21	21	21

4. Please share any additional comments you may have regarding upper level management

Text Response

Not sure what the definition of upper level mgmt is in regards to the questions. I answered under the assumption it means those at higher levels outside of the actual HR dept. It is on a need to know basis, and I guess management does not see that I need to know much. Top management does not share information within our dept.

My department has somehow become the dump-all for every office in BA that does not want the responsibility to complete the daily processing required for a task (whether it is due to lost of a position, it fits better in your unit, etc.). Our department has lost staff and gained additional responsibilities more than any other BA area. Each new initiative adds more work for our department to manage. Nonetheless, these type of things are not considered and we are expected to continue to rise above and make things happen. For which, I must say, this staff does over and over again. However, it is at a cost, low to no workplace moral, increased health issues that cause staff to be out more frequently and just the feeling of being overwhelmed, over-looked and taken for granted. We need upper-level management to assess what we do, what is involved to get these tasks done and equate those services to the staff managing the volume for full campus. We need BALANCE and SUPPORT!

Upper management has it's on agenda and is not concern with entire management. They talk collabration but that is not always the case within the department.

Upper Management does not listen to suggestions/ideas for potential efficiencies and resources. Additionally, not receptive or open minded - difficult to converse with.

Upper level management does not have the clearest insight to what goes on with the different teams that make up this unit. As long as the job gets done and we are completed for the work we do it (whenever that is as it is rarely mentioned) we are okay, however, if things are not going as should be per upper managements' views we are sure to hear about it.

My responses reference Upper Level Management at the division level, not the department level.

Statistic	Value
Total Responses	7

5. Employee Opportunities and Job Classification On a scale of 1 to 5 please rate your level of agreement with the following statements. Select N/A if not applicable.

#	Question	Disagree	Disagree Somewhat	Neither Agree Nor Disagree	Agree Somewhat	Agree	Total Responses	Mean
1	Employees who apply for open positions receive fair consideration as candidates.	3	5	4	3	5	20	3.10
2	The process of applying for open positions is easy.	0	3	4	5	9	21	3.95
3	Advancement or promotion opportunities exist within Business Affairs.	4	7	6	2	1	20	2.45
4	I have a good understanding of Career Banding and how it is used at UNCG.	3	0	3	3	11	20	3.95
5	The Career Band for my position is accurate.	5	1	7	2	4	19	2.95
6	I understand how my salary or base pay rate is determined.	5	2	4	3	6	20	3.15
7	My pay has increased consistently with changes in job responsibilities.	12	3	1	2	1	19	1.79

Statistic	Employees who apply for open positions receive fair consideration as candidates.	The process of applying for open positions is easy.	Advancement or promotion opportunities exist within Business Affairs.	I have a good understanding of Career Banding and how it is used at UNCG.	The Career Band for my position is accurate.	I understand how my salary or base pay rate is determined.	My pay has increased consistently with changes in job responsibilities.
Min Value	1	2	1	1	1	1	1
Max Value	5	5	5	5	5	5	5
Mean	3.10	3.95	2.45	3.95	2.95	3.15	1.79
Variance	2.09	1.25	1.21	2.16	2.16	2.56	1.62
Standard Deviation	1.45	1.12	1.10	1.47	1.47	1.60	1.27
Total Responses	20	21	20	20	19	20	19

6. Please share any additional comments you may have regarding employee opportunities and job classification.

Text Response

Contributing in my class and level for almost 9 years. Last salary increase was March 2009 due to Career Banding change, I believe. Before that it was 2008 labor market. I have had two LIs since 2012.

There is a lot of inadequacies with the salaries of like positions within BA. Those in my department are below those in other BA offices. However, when you compare the number of increases granted to other BA department staff and management, it is more frequently with those in my department. In June 2014, almost every employee in BA received a compensation increase, except employees in my department. As a department that processes the actions, it was very disheartening to know how little our staff was valued and not considered. Although, we are always at the table with projects and initiatives to play a key role in its completion; no mentioning those functions that move to our department. We do not feel or receive the value as give to other BA departments and staff.

I do not believe departments give applicants fair consideration to all candidates for some positions. It depends on what the job leve and pay is going to be for the vacant position. I am an EPA employee and did not answer questions on Career Band, pay and increases.

Statistic	Value
Total Responses	3

7. Professional Development On a scale of 1 to 5 please rate your level of agreement with the following statements. Select N/A if not applicable.

#	Question	Disagree	Disagree Somewhat	Neither Agree Nor Disagree	Agree Somewhat	Agree	Total Responses	Mean
1	Professional development and training are encouraged within my department/unit.	4	3	3	4	7	21	3.33
2	I receive training, including updates, necessary for me to do my job.	5	3	4	2	7	21	3.14
3	I have opportunities for training that improve my current job performance.	5	3	3	3	7	21	3.19
4	I have opportunities for cross-training to learn skills utilized within my department/unit.	4	3	3	6	4	20	3.15
5	I have opportunities for training that support my development and/or advancement.	7	5	2	2	5	21	2.67

Statistic	Professional development and training are encouraged within my department/unit.	I receive training, including updates, necessary for me to do my job.	I have opportunities for training that improve my current job performance.	I have opportunities for cross-training to learn skills utilized within my department/unit.	I have opportunities for training that support my development and/or advancement.
Min Value	1	1	1	1	1
Max Value	5	5	5	5	5
Mean	3.33	3.14	3.19	3.15	2.67
Variance	2.43	2.63	2.66	2.13	2.63
Standard Deviation	1.56	1.62	1.63	1.46	1.62
Total Responses	21	21	21	20	21

8. Please share any additional comments you may have regarding professional development opportunities.

Text Response	
<p>While opportunities may be there, with a full workload, it is hard to ever participate without leaving tasks undone or having to work overtime at some other point to stay caught up.</p> <p>Training is not discussed. If I am to be a back up for a lower position I receive in house training. We are generally told that money does not exist for outside training. If we want to take a class in Raleigh, we take our car and furnish our gas, which is ok. Not much is given in Raleigh that really promotes opportunities for advancement in our office. Cross training is normally done with lower class and level. This does little for attaining skills for advancement. A handful of upper level managers get training, not sure when, where or how this is arranged.</p> <p>The subject of training is a complex area for my department. While professional development is encouraged and offerings are available; we are very limited in finding time to attend or participate. It is very difficult in our jobs to find time to attend these sessions and when we are able to - there is nowhere to promote what we have learned in our department. On the other hand, our strategic focus is all about professional development, we need a balance and focus on operations - the total department objectives for success.</p>	
Statistic	Value
Total Responses	3

9. Co-worker Relations On a scale of 1 to 5 please rate your level of agreement with the following statements. Select N/A if not applicable.

#	Question	Disagree	Disagree Somewhat	Neither Agree nor Disagree	Agree Somewhat	Agree	Total Responses	Mean
6	My co-workers and I work as part of a team.	0	3	1	8	9	21	4.10
7	I can count on my co-workers to help me out when needed.	1	1	4	4	11	21	4.10
8	My co-workers and I share a relationship of mutual respect.	1	3	2	6	9	21	3.90
9	My co-workers and I share a relationship of mutual trust.	2	2	3	6	8	21	3.76
10	Expression of thanks and appreciation among co-workers is common in my department/unit.	1	5	2	7	6	21	3.57

Statistic	My co-workers and I work as part of a team.	I can count on my co-workers to help me out when needed.	My co-workers and I share a relationship of mutual respect.	My co-workers and I share a relationship of mutual trust.	Expression of thanks and appreciation among co-workers is common in my department/unit.
Min Value	2	1	1	1	1
Max Value	5	5	5	5	5
Mean	4.10	4.10	3.90	3.76	3.57
Variance	1.09	1.39	1.59	1.79	1.66
Standard Deviation	1.04	1.18	1.26	1.34	1.29
Total Responses	21	21	21	21	21

10. Please share any additional comments you may have regarding co-worker relations.

Text Response	
<p>Dept has many levels of managers (many only supervising one employee) making it harder to establish ties since few are on the same level. In an office of 20+ there are at least 7 supervisors of others. Hard to establish relationships in general as we are discouraged from speaking to coworkers (received email banning ANY form of social talk around front area). Double standard though since several of high level mgmt stop, lean on counter and carry on personal conversations at will. I can understand not holding long conversations at the reception area, but if we slow down and speak we feel like we will be in trouble for "socializing".</p> <p>It depends on the coworkers! We have a group of coworkers that are new and a group that are from before a change in leadership. Each employee tends to be one of a kind and there may not be another employee fully trained that can drop there job and help. Most of the office is cross trained in some areas. I am the backup for several jobs and try to be available depending on my day to day responsibilities. Can be difficult to drop what you are doing and volunteer or you are not knowledgeable enough to really be of assistance.</p> <p>It is for the collaborative relationships of our staff (co-workers) as to how we are able to accomplish our numerous tasks. The struggle of limited engagement from upper management has forced staff to create a web of protection for one another and support. While it is great for team work and engagement, it is stressful to maintain for so many different personalities. We continue to do our very best for the success of the team.</p> <p>For me, I do not have a problem with trust and respect with my co-workers. However, there is not the level of trust that should and could exist in this department. Sadly, there is dissention among the group as a whole as there is favoritism. There is a very low morale to the point where folks don't want to have to do anything with each other outside of what they have to do to get their jobs done. To them, team-building is a joke and they do not feel there is an appreciation for what they bring to the table as a resource. I would say that a lot of them also feel not only are they not appreciated, they are disrespected by upper management.</p>	
Statistic	Value
Total Responses	4

11. Job Commitment On a scale of 1 to 5 please rate your level of agreement with the following statements. Select N/A if not applicable.

#	Question	Disagree	Disagree Somewhat	Neither Agree nor Disagree	Agree Somewhat	Agree	Total Responses	Mean
1	I have a strong commitment to my department/unit.	0	2	2	3	14	21	4.38
2	I would recommend my department/unit to someone who is looking for a good place to work at UNCG.	8	5	4	2	2	21	2.29
3	I have a good understanding of how my work contributes to the success of UNCG.	0	1	1	6	13	21	4.48
4	Doing my job well gives me a sense of personal satisfaction.	0	0	0	0	21	21	5.00
5	Overall, I am satisfied with my job.	2	1	4	10	4	21	3.62

Statistic	I have a strong commitment to my department/unit.	I would recommend my department/unit to someone who is looking for a good place to work at UNCG.	I have a good understanding of how my work contributes to the success of UNCG.	Doing my job well gives me a sense of personal satisfaction.	Overall, I am satisfied with my job.
Min Value	2	1	2	5	1
Max Value	5	5	5	5	5
Mean	4.38	2.29	4.48	5.00	3.62
Variance	1.05	1.81	0.66	0.00	1.35
Standard Deviation	1.02	1.35	0.81	0.00	1.16
Total Responses	21	21	21	21	21

12. Please share any additional comments you may have regarding job commitment.

Text Response
If your position is not valued by top levels, you must get lots of personal satisfaction from the tasks because it will not be recognized otherwise. While operational functions are necessary, they seem low in importance in relation to professional development programs, etc. While I want to give 100% and care about quality work, I feel I do it for myself and that it's not really that important at a dept level. Little respect for individual's workloads and schedules to complete tasks.
Hard question to answer. I am overall satisfied with doing any job well.
No comments at this time.
I feel very strongly that my position is important and I enjoy the work that I do.
I am not committed to my unit, but I am committed to my job and the role I play at UNCG.

Statistic	Value
Total Responses	5

13. Workplace Environment On a scale of 1 to 5 please rate your level of agreement with the following statements. Select N/A if not applicable.

#	Question	Disagree	Disagree Somewhat	Neither Agree nor Disagree	Agree Somewhat	Agree	Total Responses	Mean
1	My workplace is well-maintained and physically comfortable.	0	2	0	4	14	20	4.50
2	My workplace is one that provides for my physical safety.	0	2	1	3	14	20	4.45
3	My workplace allows me to do my job effectively.	1	0	1	8	10	20	4.30
4	I have the necessary resources or equipment to do my job effectively.	1	2	1	7	9	20	4.05

Statistic	My workplace is well-maintained and physically comfortable.	My workplace is one that provides for my physical safety.	My workplace allows me to do my job effectively.	I have the necessary resources or equipment to do my job effectively.
Min Value	2	2	1	1
Max Value	5	5	5	5
Mean	4.50	4.45	4.30	4.05
Variance	0.89	1.00	0.96	1.42
Standard Deviation	0.95	1.00	0.98	1.19
Total Responses	20	20	20	20

14. Please share any additional comments you may have regarding workplace environment.

Text Response	
<p>Do not like the fact that anyone can walk past reception area an into our offices. Lots of crazies out there today and a disgruntled employee could do harm. Wish the front area had some form of barrier/door/etc to prevent someone's ability to get past the reception area so easily. Computers not replaced on a rotation. Old equipment is slow and takes longer to do everyday tasks. Not important to large portion of our staff who don't use it all day, but for those who spend entire workdays there, it can be a factor.</p> <p>I guess so. If someone needs a new chair, there is never money for that. We have not had any new or replacement computers in about four years. If we need a lamp, we buy that ourself or borrow from a coworker. Small items like staplers and tape are replaceable. I think there is concern about when we are allowed to lower the gate or lock doors when there is an alert on campus.</p>	
Statistic	Value
Total Responses	2

15. Collaboration and Communication On a scale of 1 to 5 please rate the level of communication and collaboration between your department and others in Business Affairs. Select N/A if not applicable. For more information on the units belonging to the departments below, please visit the Business Affairs website at <http://baf.uncg.edu/>

#	Question	No Collaboration/ Communication	Minimal Collaboration/Communication	Average Collaboration/ Communication	Significant Collaboration/ Communication	Strong Collaboration/ Communication	Total Responses	Mean
1	Campus Enterprises	1	5	5	1	2	14	2.86
2	Facilities	2	2	7	4	3	18	3.22
3	Finance	1	0	7	5	5	18	3.72
4	Foundation Finance	7	1	4	0	1	13	2.00
5	Human Resources	1	1	2	1	11	16	4.25
6	Safety and Risk Management	5	2	4	3	2	16	2.69

Statistic	Campus Enterprises	Facilities	Finance	Foundation Finance	Human Resources	Safety and Risk Management
Min Value	1	1	1	1	1	1
Max Value	5	5	5	5	5	5
Mean	2.86	3.22	3.72	2.00	4.25	2.69
Variance	1.36	1.48	1.15	1.67	1.67	2.10
Standard Deviation	1.17	1.22	1.07	1.29	1.29	1.45
Total Responses	14	18	18	13	16	16

16. On a scale of 1 to 5 please rate your level of agreement with the following statements. Select N/A if not applicable.

#	Question	Disagree	Disagree Somewhat	Neither Agree nor Disagree	Agree Somewhat	Agree	Total Responses	Mean
1	I understand how my job impacts student success.	0	1	2	4	12	19	4.42
2	I have a good understanding of the functions and duties of Business Affairs other than my own.	2	0	0	5	14	21	4.38

Statistic	I understand how my job impacts student success.	I have a good understanding of the functions and duties of Business Affairs other than my own.
Min Value	2	1
Max Value	5	5
Mean	4.42	4.38
Variance	0.81	1.45
Standard Deviation	0.90	1.20
Total Responses	19	21

17. Please share any additional comments you may have regarding collaboration and communication.

Text Response	
I am not aware of how my dept. and the rest of BA communicates.	
I understand the role of Business Affairs and the functions of each area. I do believe that some offices need more focus now than others and leadership that can move these offices to the next level.	
Cross committees other than staff senate would be beneficial in creating additional communication. Everyone needs to see the value in their work.	
Statistic	Value
Total Responses	3

18. Policies and Procedures On a scale of 1 to 5 please rate your level of agreement with the following statements. Select N/A if not applicable.

#	Question	Disagree	Disagree Somewhat	Neither Agree nor Disagree	Agree Somewhat	Agree	Total Responses	Mean
1	I am able to access resources relating to policies and procedures.	0	1	2	6	12	21	4.38
2	I am able to clearly understand policies and procedures.	0	2	1	8	10	21	4.24

Statistic	I am able to access resources relating to policies and procedures.	I am able to clearly understand policies and procedures.
Min Value	2	2
Max Value	5	5
Mean	4.38	4.24
Variance	0.75	0.89
Standard Deviation	0.86	0.94
Total Responses	21	21

19. Please share any additional comments you may have regarding policies and procedures

Text Response	
Our policies do not seem to be that user friendly. Some are not written down and tend to be a moving target.	
I believe as we initiate new training efforts on policies and procedures, we not only hold BA staff accountable for understanding and following said guidelines; but our efforts require department heads and campus staff to be accountable the same. Otherwise, we continue to learn and educate with no change in the "I want what I want now" mentality and some offices in BA's being forced to do things inconsistent with the training received, because management said to do so. This is where we encounter problems that seem to always be blamed on the BA office; instead of holding the department accountable.	
There are a lot of them!	
Statistic	Value
Total Responses	3