
Staff Satisfaction Survey - 2008

2007-08 Results

Submitted by SAC Staff
Satisfaction Survey Sub-
committee

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Introduction

Florida Gulf Coast University, as a part of the State University System and in a continued effort to meet its mission of providing quality education, is committed to a planning and evaluation system designed to continuously assess and improve its performance. Included within this system are the assessment of satisfaction of students, faculty, staff, and administrators, with the University as to climate, effectiveness, and efficiency of service.

In July of 2002, a climate survey was administered to University Support Personnel System (USPS) and Administrative and Professional (A&P) staff. The Staff Advisory Council (SAC) initiated this effort and it was carried out by a sub-committee comprised of members of the SAC, members of the staff at large, members from Human Resources, and one member from the Office of Planning and Institutional Performance.¹

SAC administered a Staff Satisfaction Survey in the fall of 2007. The 2007 survey is a continuation of the assessment of FGCU's climate for which the recommendations from the 2002 survey formed the framework.

A subcommittee was organized and led by SAC to develop, administer, and report the results of the new staff survey.

This report is one step in the process of continual improvement of the climate at our University.

Special thanks go to the group who developed the survey and assisted in the interpretation of the data and persevered in this complex and somewhat complicated task.

Staff Satisfaction Subcommittee

Bob Swank – Chair
Dwight Esmon – Co Chair
Jennifer Baker
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Susan Baurer
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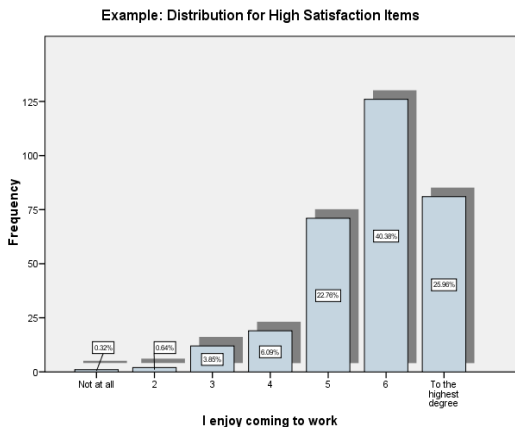
¹ Documents available online at: <http://www.fgcu.edu/sac/StaffClimate.asp>

Executive Summary

The survey committee met from January 2007 through October 2007 to develop the survey items that covered the following topics:

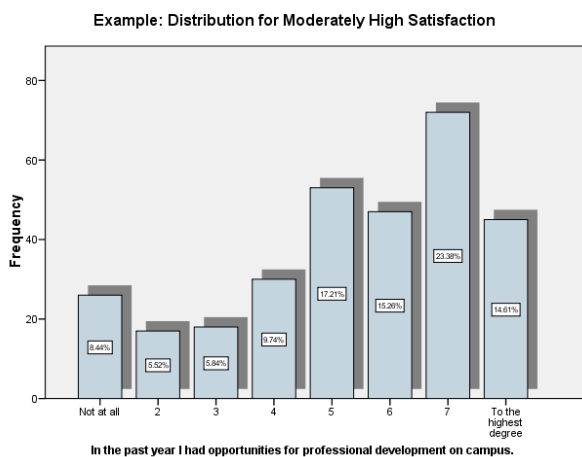
- Leadership
- Adequate Staffing
- Communication
- Compensation
- Technology
- Hiring/Recruitment/Promotion
- Training
- Rewards
- Teamwork/Teams
- Employee Relations

Invitations were sent by email to 532 USPS and A&P employees to complete the online survey. 314 Staff members responded to the survey. Highlights of the survey’s results are:



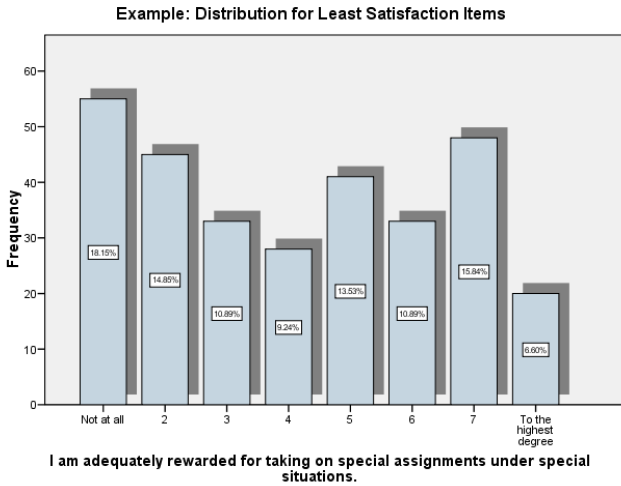
Areas of high satisfaction (80% and above in agreement) include coming to work, empowerment, inclusion in departmental planning, and institutional resources.

The Subcommittee’s suggested recommendations include continuing the actions taken from the 2002 survey.



Areas of moderately high satisfaction (50 to 79% agreement) include professional development opportunities, temporary staffing support, and institutional communication.

Suggested recommendations include increasing communication to and from the executive level, requiring supervisors to conduct annual reviews of job descriptions and providing staff with additional department level orientations.



Areas of lower satisfaction include performance incentives for extraordinary efforts, and rewards for creative or innovative ideas.

Suggested recommendations include exploring means to improve staff understanding of the current compensation system, investigating options for creative means to compensate employees and offering non-monetary recognition programs

SAC acknowledges that tight fiscal constraints hamper the administration’s ability to use financial means to show staff that they are valued. Our suggested recommendations are meant to provide other ways to maintain and improve staff satisfaction.

Method

Participants

All USPS and A&P employees (532) were invited to complete the survey. 59% (314) responded.

Procedure

In order to compare current staff satisfaction with university climate in 2002 and to measure the improvement, the survey group developed items based directly on the [2002 Ten Recommendations](#). An example under the Leadership category is:

Original Recommendation ----->	Items on Survey
1. b. Reward work and effort with specificity and immediacy	To what level do you agree with the following statements: My supervisor lets me know when I've done a good job. My supervisor frequently provides feedback.

These initial recommendations were developed by examining the results from the [2002 Climate Survey](#) as well as the [Report on Focus Group Meetings](#) written in 2002.²

The survey was administered online using the Ultimate Survey web application (Appendix A). Satisfaction was measured as level of agreement with statements, (“Not at all” = 1 to “To the highest degree” = 8 for forced choice, 7 not forced choice. Some items included “I don’t know”)

The Human Resource department provided a list of current staff email addresses. Personal email invitations with a link to the survey were sent to staff on December 6, 2007. The survey remained available for two weeks. Two follow-up emails were sent using the survey software’s invitation function. While the Invitation Manager does not link an individual survey respondent with their response, anecdotal evidence (i.e., comments made by a few staff to some members of the survey committee) suggest that some respondents had concerns about the confidentiality of the process.

Data were exported from the web and analyzed using SPSS.

Estimate of Internal Consistency Cronbach’s Alpha = .959 (Cronbach, L. J. 1951.) Carmines and Zeller state that .80 is an acceptable level for Cronbach’s Alpha (Carmines, E.G. & Zeller, R.A. 1979.)

A preliminary report with response frequencies, percents, mode, median and bar charts was provided to the survey committee for them to review and modify the 2002 recommendations or develop new recommendations.

² Memo from Curtis Bullock, Vice-President, Administrative Services dated May 19, 2003, available online at: <http://www.fgcu.edu/sac/Admin/upload/uploadedfiles/ClimateSurvey/TENRECOMMENDATIONS.pdf>

Interpretation

The survey committee reviewed items by recommendation and decided that any item with a cumulative percent greater than 20% for scale responses 1, 2, and 3 (lower end of scale) on scales with 7 response choices and scale responses 1, 2, 3, and 4 (lower end of scale) on scales with 8 response choices requires an updated recommendation.

They also decided that high level of satisfaction requires either a continuation of the effectively implemented recommendation or the issue has been resolved.

<p>I enjoy coming to work</p> <p>>= 80%</p>	<p>High Satisfaction</p>	<p>I trust my supervisor.</p> <p>>= 80%</p>
<p>Job postings are adequately communicated.</p> <p>50% to 79%</p>	<p>Moderately High Satisfaction</p>	<p>There is adequate cross training within my department in order to maintain key services.</p> <p>50% to 79%</p>
<p>No items on a scale of 1 to 7 fell within the category of Lower Satisfaction as defined by the Survey Sub-committee</p>	<p>Lower Satisfaction</p>	<p>I am adequately rewarded for taking on special assignments under special situations.</p> <p>< 50%</p>

Results

Description of Respondents

There was a total of 314 (59%) staff who responded to the survey.

I have worked as USPS or A&P staff at FGCU for a total of:

When asked how long they had been employed at FGCU, 134 (43%) reported between one and five years, 81 (26%) reported between 5 and 10 years, and 49 (16%) reported less than one year.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Over 1 year but less than 5 years.	134	42.7	42.8	42.8
	5 to 10 years	81	25.8	25.9	68.7
	More than 10 years	49	15.6	15.7	84.3
	Less than 6 months.	29	9.2	9.3	93.6
	More than 6 months to 1 year.	20	6.4	6.4	100.0
	Total	313	99.7	100.0	
Missing	System	1	.3		
	Total	314	100.0		

Comparing staff hiring dates with responses to this item indicates that each category had greater than 40% response rate.

Throughout this report, you will see the outline, numbered original 2002 recommendation³ followed by the item(s) results and updated recommendation.

Leadership

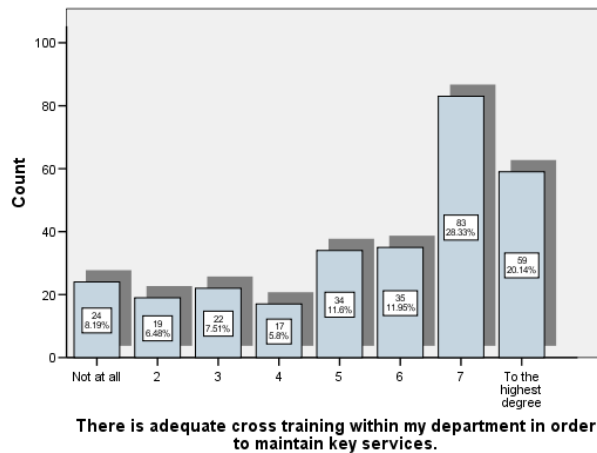
The first area of the 10 Recommendations examines Leadership.

In 2002, staff made the following recommendation to FGCU leadership from the President through Dean and Director levels:

- a. That leaders encourage staff to attend training, workshops, courses
 - i. Make provisions for work to be covered while staff is absent
- To what level do you agree with the following statement?

There is adequate cross training within my department in order to maintain key services.																To the highest degree	I don't know
Not at all																	
1	2	3	4	5	6	7	8										
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
24	8.2	19	6.5	22	7.5	17	5.8	34	11.6	35	11.9	83	28.3	59	20.1	15	4.8

N	Valid	293
	Missing	21
	Median	6.00
	Mode	7



³ Original Ten Recommendations available online at: <http://www.fgcu.edu/sac/StaffClimate.asp>

Updated Recommendation: Every position should have a designated trained backup or published desktop procedures in order to fulfill the essential functions of the job during absences.

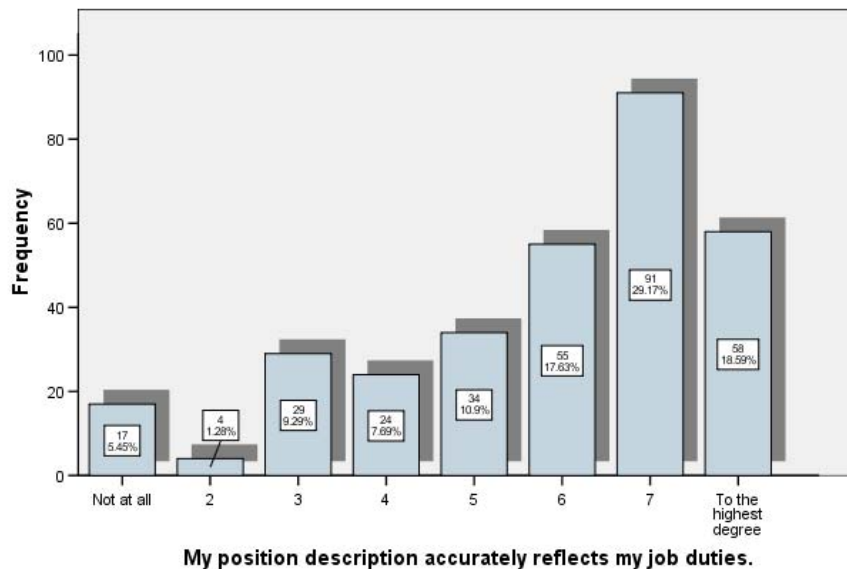
The next of the original recommendations is visibility of supervisors and those in leadership positions.

- b. Increase visibility
 - i. To know first hand the actual workload of their employees
 - ii. Especially during peak times, hands-on, pitch-in

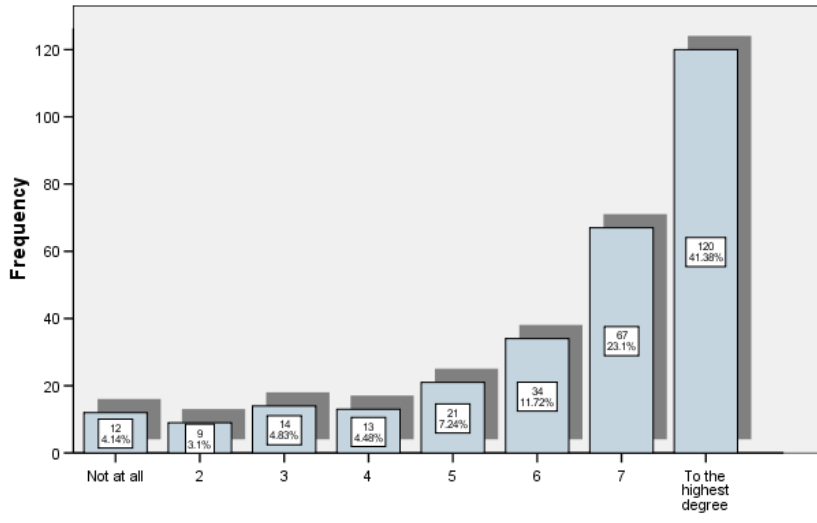
	To what level do you agree with the following statements?																I don't know			
	Not at all		1		2		3		4		5		6		7		8			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
My position description accurately reflects my job duties.	17	5.4	4	1.3	29	9.3	24	7.7	34	10.9	55	17.6	91	29.2	58	18.6	0			
My supervisor understands the challenges I face in my job.	12	4.1	9	3.1	14	4.8	13	4.5	21	7.2	34	11.7	67	23.1	120	41.4	20	6.4		
My supervisor addresses issues of vital concern to my work group.	9	3.1	3	1.0	9	3.1	9	3.1	29	10.1	26	9.1	76	26.5	126	43.9	23	7.3		
During peak times, my supervisor pitches in with the work.	18	6.6	10	3.6	11	4.0	13	4.7	16	5.8	23	8.4	48	17.5	135	49.3	33	10.5		

		My position description accurately reflects my job duties.	My supervisor understands the challenges I face in my job.	My supervisor addresses issues of vital concern to my work group.	During peak times, my supervisor pitches in with the work.
N	Valid	312	290	287	274
	Missing	2	24	27	40
Median		6.00	7.00	7.00	7.00
Mode		7	8	8	8

My position description accurately reflects my job duties.

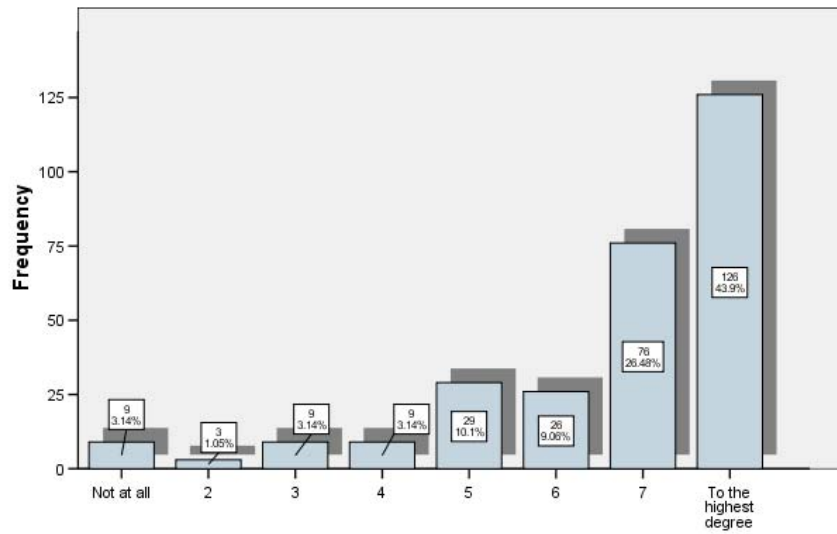


My supervisor understands the challenges I face in my job.



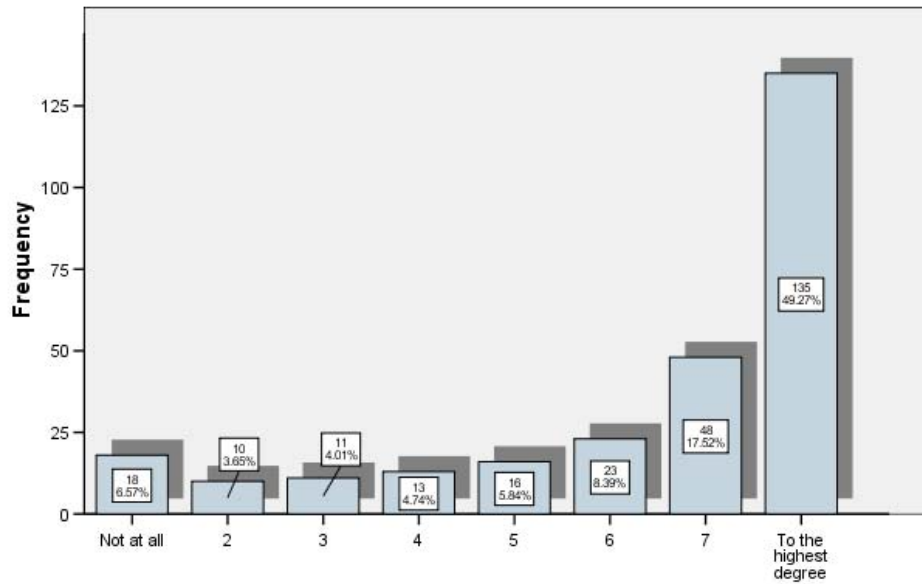
My supervisor understands the challenges I face in my job.

My supervisor addresses issues of vital concern to my work group.



My supervisor addresses issues of vital concern to my work group.

During peak times, my supervisor pitches in with the work.



During peak times, my supervisor pitches in with the work.

Updated recommendation: *Encourage supervisors to continue* to know firsthand the actual workload of their employees, especially during peak times.

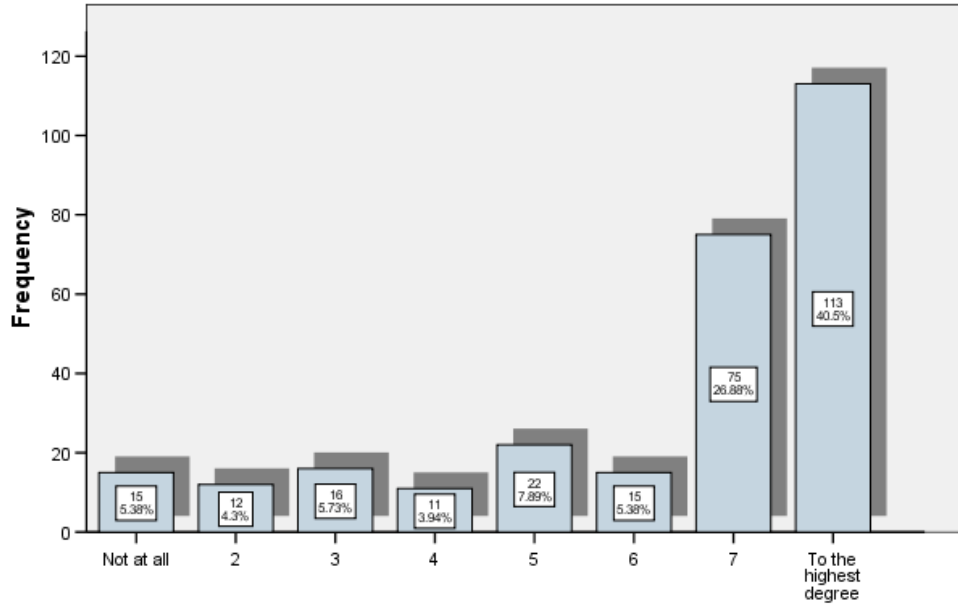
c. Mandate training for supervisors

- i. Increase uniformity in treatment of employees
- ii. Improve, increase understanding of FGCU policies (comp time, expected work hours per week, etc.)
- iii. Improve appropriate and uniform use of the FGCU Performance Appraisal Process

	To what level do you agree with the following statements?																To the highest degree		I don't know	
	Not at all		1		2		3		4		5		6		7		8			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
The employees in my department are treated consistently.	15	5.4	12	4.3	16	5.7	11	3.9	22	7.9	15	5.4	75	26.9	113	40.5	32	10.2		
My supervisor treats me according to the procedures, policies and guidelines in the Employee Handbook.	5	1.8	2	0.7	8	2.9	11	4.0	14	5.1	12	4.4	66	24.1	156	56.9	35	11.1		
I am objectively appraised by my supervisor.	11	4.0	11	4.0	4	1.4	8	2.9	22	7.9	23	8.3	73	26.3	126	45.3	26	8.3		

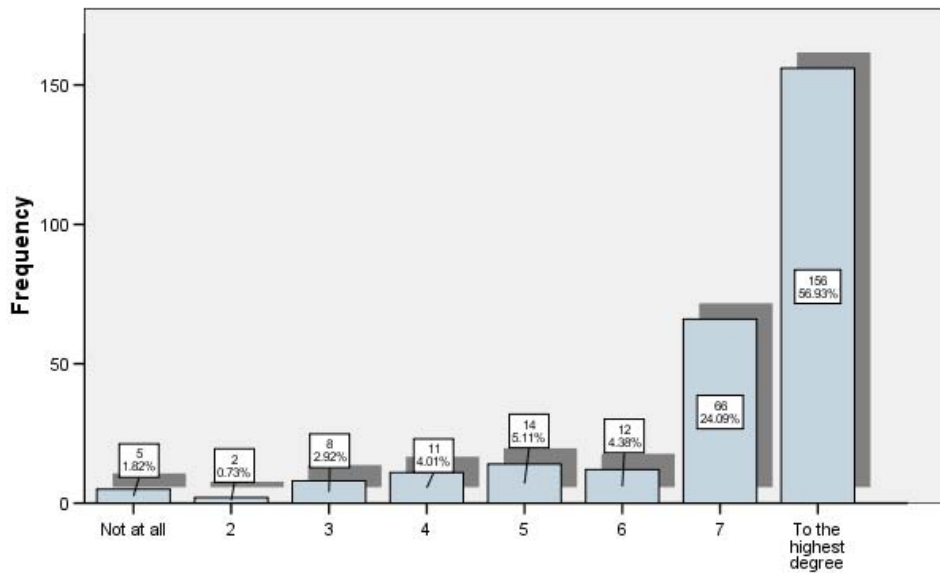
		The employees in my department are treated consistently.	My supervisor treats me according to the procedures, policies and guidelines in the Employee Handbook.	I am objectively appraised by my supervisor.
N	Valid	279	274	278
	Missing	35	40	36
Median		7.00	8.00	7.00
Mode		8	8	8

The employees in my department are treated consistently.



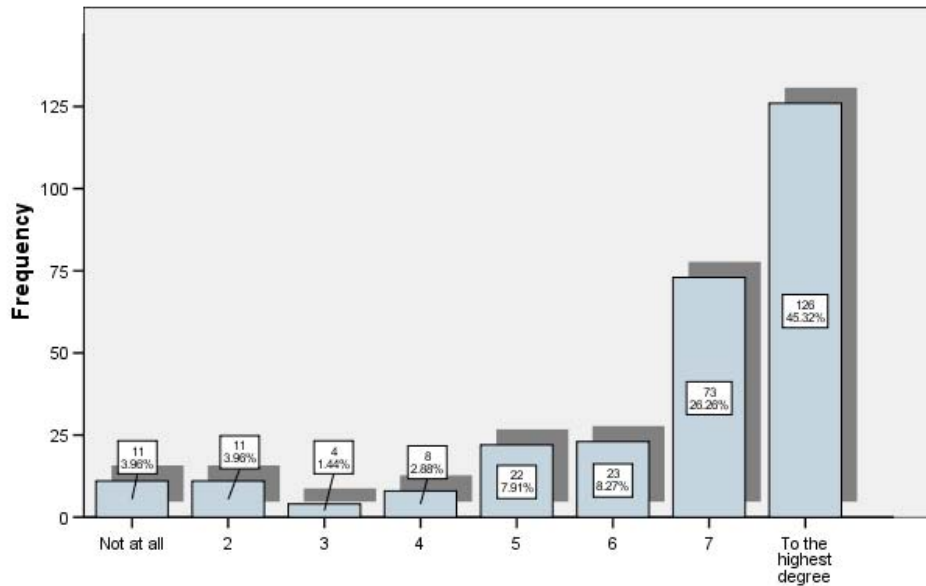
The employees in my department are treated consistently.

My supervisor treats me according to the procedures, policies and guidelines in the Employee Handbook.



My supervisor treats me according to the procedures, policies and guidelines in the Employee Handbook.

I am objectively appraised by my supervisor.



I am objectively appraised by my supervisor.

Updated Recommendations

- Continue effectively implementing recommendation and mandate training for supervisors
- Continue effectively implementing recommendation to increase uniformity in treatment of employees
- Continue effectively implementing recommendation to improve, increase understanding of FGCU policies (comp time, expected work hours per week, etc.)
- Continue effectively implementing recommendation to improve appropriate and uniform use of the FGCU Performance Appraisal Process

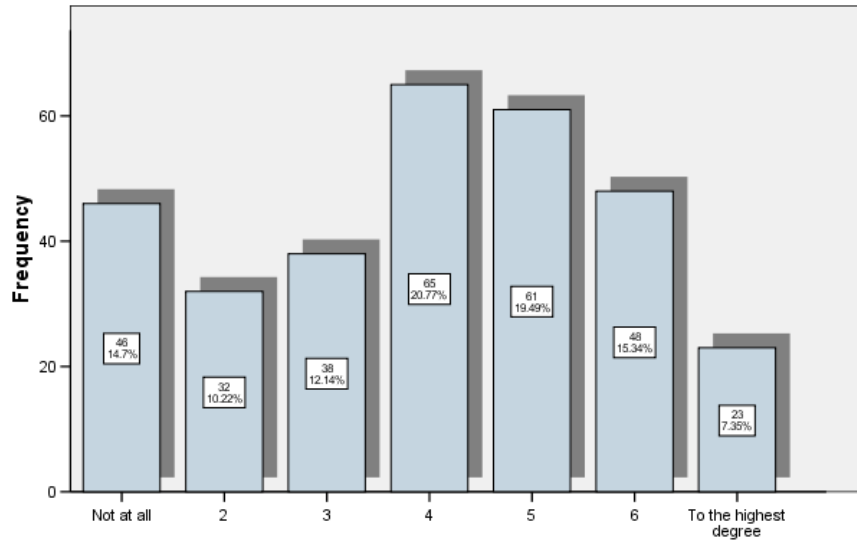
d. Create more opportunities for job advancement

	To what level do you agree with the following statements?														To the highest degree	
	Not at all		1		2		3		4		5		6			7
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
I have opportunities at FGCU for job advancement.	46	14.7	32	10.2	38	12.1	65	20.8	61	19.5	48	15.3	23	7.3		
Job postings are adequately communicated.	20	6.5	28	9.1	35	11.4	63	20.5	57	18.5	66	21.4	39	12.7		

		I have opportunities at FGCU for job advancement	Job postings are adequately communicated
N	Valid	313	308
	Missing	1	6
	Median	4.00	5.00
	Mode	4	6

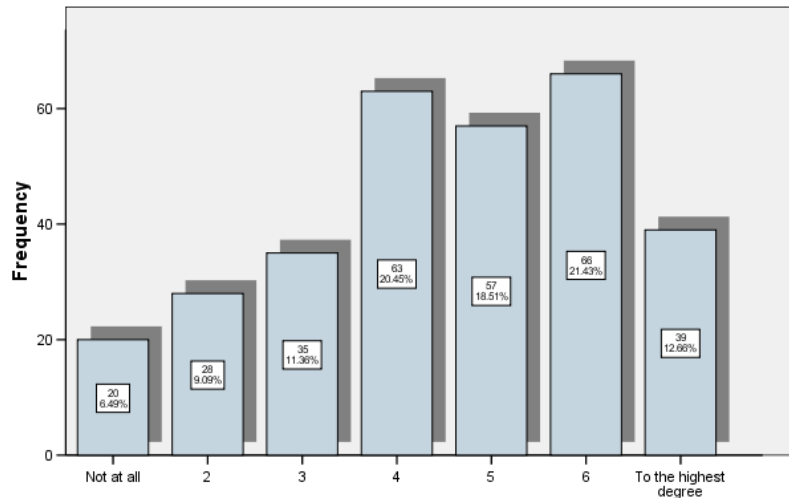
Staff continue to indicate that they do not feel as though they have opportunities for job advancement with a cumulative 63% above the scale mid-point. Only 73% of staff agree that jobs are adequately posted.

I have opportunities at FGCU for job advancement.



I have opportunities at FGCU for job advancement.

Job postings are adequately communicated.



Job postings are adequately communicated.

Opportunities for job advancement continues to be of critical importance.

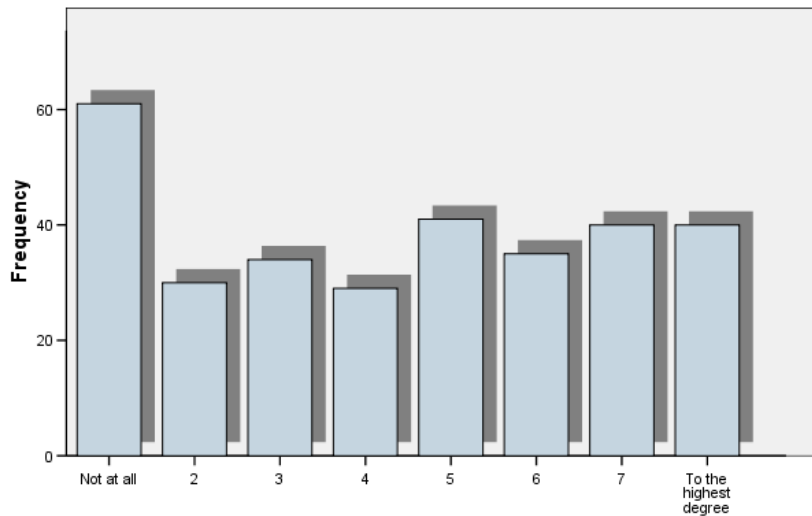
However, when asked if employees check the job postings the most frequent response is Not At All.

To what level do you agree with the following statement?

Not at all		I check job postings for opportunities at FGCU.												To the highest degree	
1		2		3		4		5		6		7		8	
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
61	19.7	30	9.7	34	11.0	29	9.4	41	13.2	35	11.3	40	12.9	40	12.9

N	Valid	310
	Missing	4
	Median	5.00
	Mode	1

I check job postings for opportunities at FGCU.



I check job postings for opportunities at FGCU.

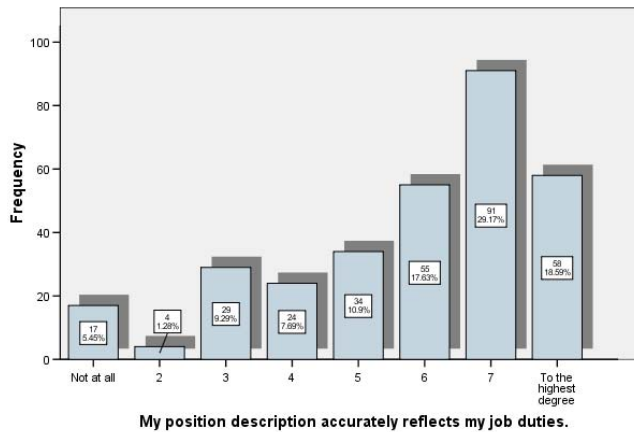
Updated Recommendation: Revisit how job postings and opportunities are communicated for University staff.

e. Provide incentive by evaluating and redefining job descriptions among staff
 To what level do you agree with the following statement?

My position description accurately reflects my job duties.															To the highest degree	I don't know	
Not at all																	
1	2	3	4	5	6	7	8										
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
17	5.4	4	1.3	29	9.3	24	7.7	34	10.9	55	17.6	91	29.2	58	18.6	0	

		My position description accurately reflects my job duties.	
N	Valid	312	
	Missing	2	
	Median	6.00	
	Mode	7	

My position description accurately reflects my job duties.



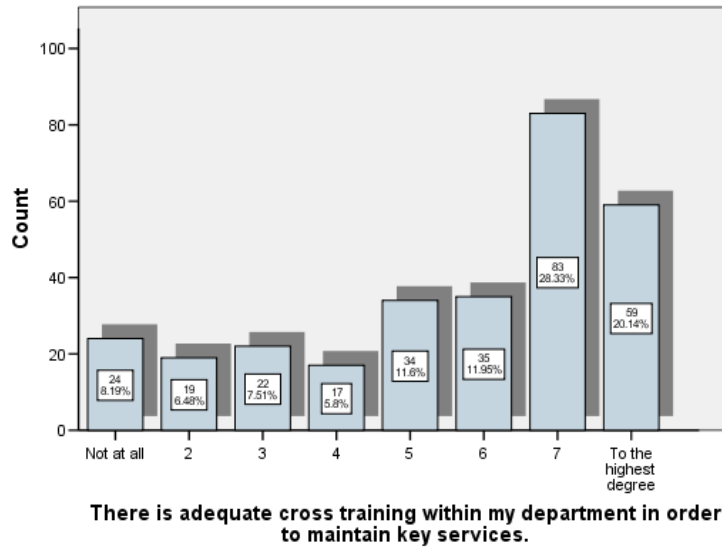
Updated recommendation: Supervisors should be accountable for the annual performance evaluation process and annual job description review. Investigate ways to make this process more efficient.

f. Redistribute and/or consolidate work assignments, responsibilities, and challenges as appropriate

To what level do you agree with the following statement?

There is adequate cross training within my department in order to maintain key services.															To the highest degree	I don't know	
Not at all																	
1	2	3	4	5	6	7	8										
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
24	8.2	19	6.5	22	7.5	17	5.8	34	11.6	35	11.9	83	28.3	59	20.1	15	4.8

N	Valid	293
	Missing	21
	Median	6.00
	Mode	7



Continue effective implementation of this recommendation

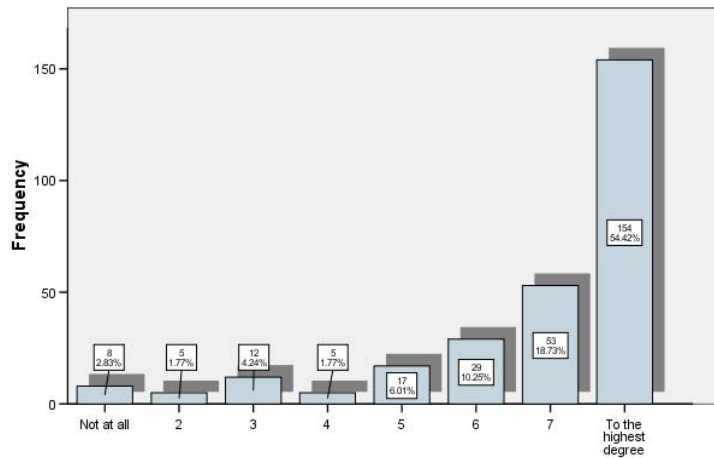
g. Identify stressors not directly related to amount of work/responsibility

To what level do you agree with the following statement?

Not at all		My supervisor expresses interest and concern in me as an individual.												To the highest degree		I don't know	
1		2		3		4		5		6		7		8			
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
8	2.8	5	1.8	12	4.2	5	1.8	17	6.0	29	10.2	53	18.7	154	54.4	28	8.9

N	Valid	283
	Missing	31
	Median	8.00
	Mode	8

My supervisor expresses interest and concern in me as an individual.



My supervisor expresses interest and concern in me as an individual.

Continue effective implementation of this recommendation

h. Reward work and effort with specificity and immediacy

	To what level do you agree with the following statements?																To the highest degree		I don't know	
	Not at all		1		2		3		4		5		6		7		8			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
My supervisor lets me know when I've done a good job.	11	3.8	9	3.1	8	2.8	11	3.8	26	9.1	31	10.8	69	24.0	122	42.5			25	8.0
My supervisor frequently provides feedback.	11	3.8	13	4.4	7	2.4	15	5.1	31	10.6	41	14.0	77	26.3	98	33.4			17	5.4

My most recent performance appraisal resulted in my having a better understanding of my strengths and of any areas which may require improvement.

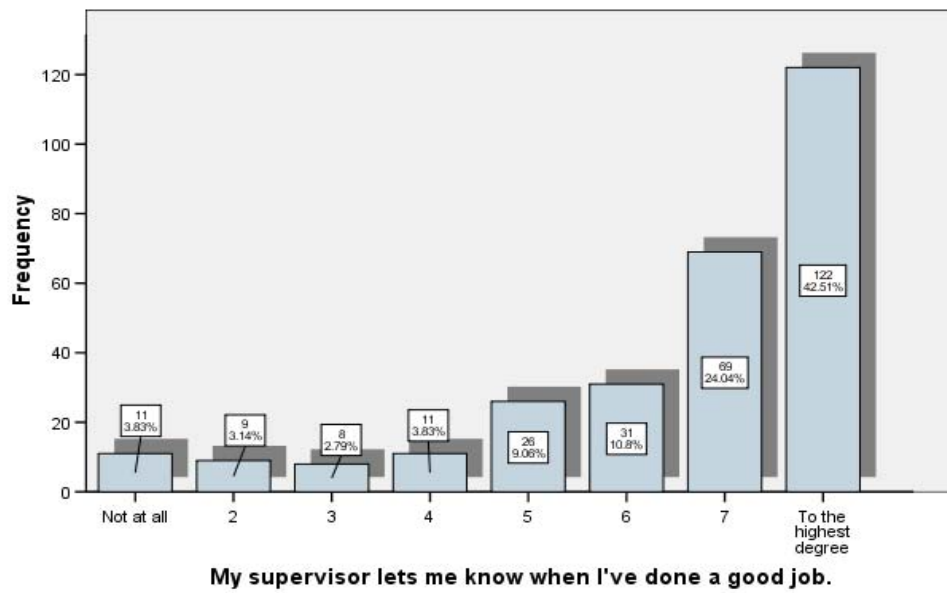
	Frequency	Percent
Yes	207	77.0
No	62	23.0

My annual performance appraisal was consistent with the feedback I received from my supervisor throughout the appraisal period.

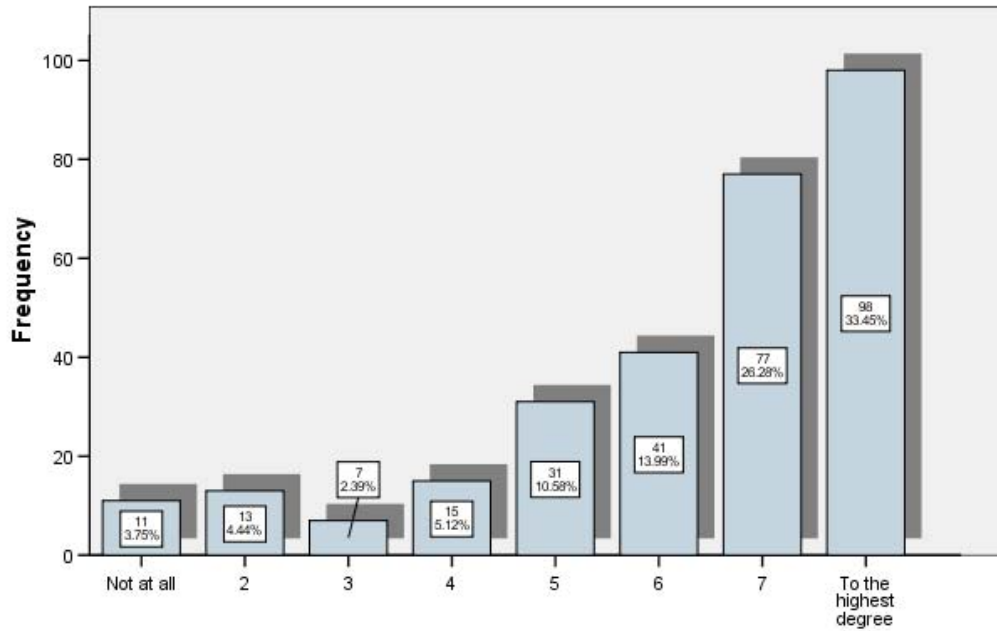
	Frequency	Percent
Yes	210	67.7
No	22	7.1
I have not been here long enough for an appraisal.	30	9.7
I have not had a recent appraisal	48	15.5

	To what level do you agree with the following statements?												To the highest degree			
	Not at all		1		2		3		4		5		6		7	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
People are rewarded for being innovative and creative at FGCU.	19	6.1	34	10.9	39	12.5	77	24.7	68	21.8	53	17.0	22	7.1		

My supervisor lets me know when I've done a good job.

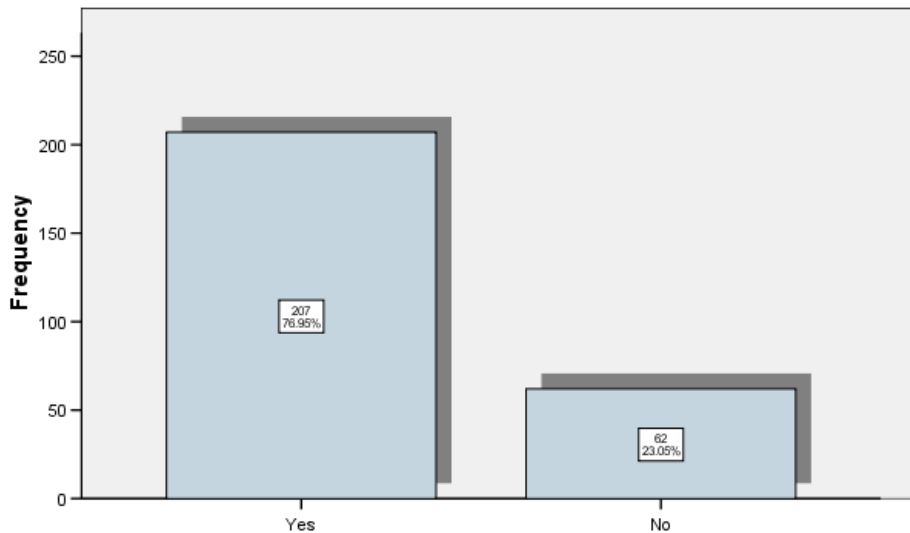


My supervisor frequently provides feedback.



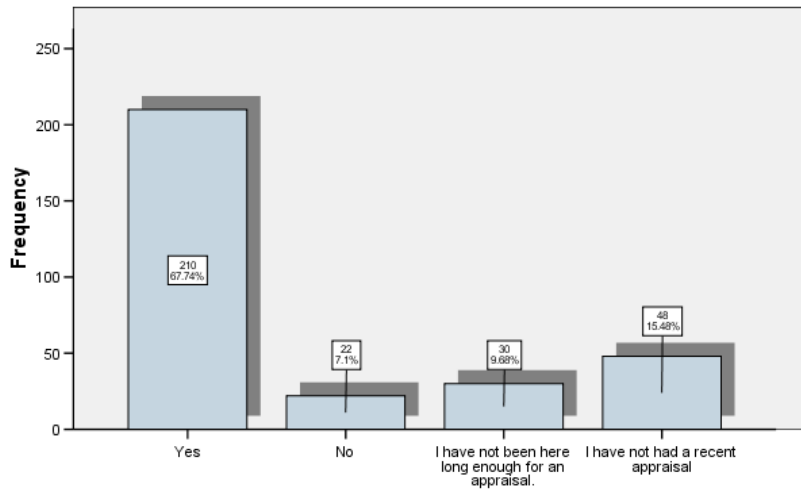
My supervisor frequently provides feedback.

My most recent performance appraisal resulted in my having a better understanding of my strengths and of any areas which may require improvement.



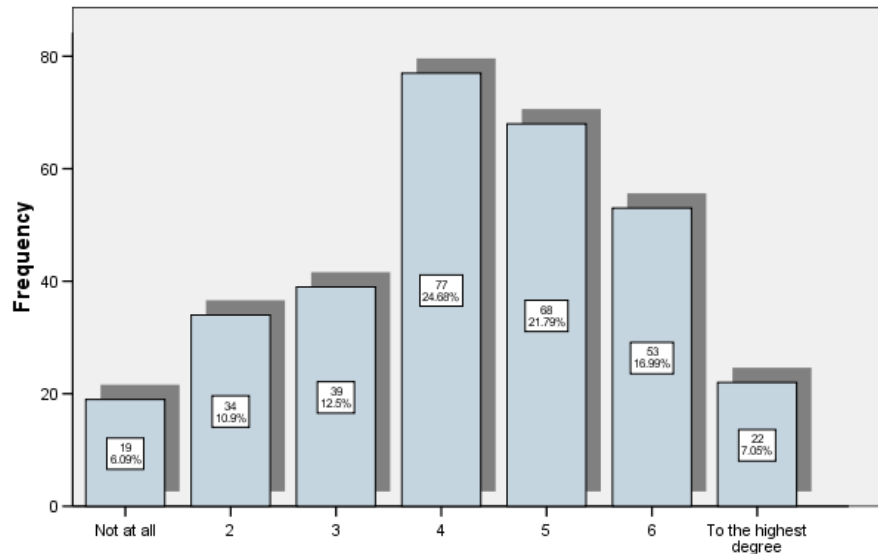
My most recent performance appraisal resulted in my having a better understanding of my strengths and of any areas which may require improvement.

My annual performance appraisal was consistent with the feedback I received from my supervisor throughout the appraisal period.



My annual performance appraisal was consistent with the feedback I received from my supervisor throughout the appraisal period.

People are rewarded for being innovative and creative at FGCU.



People are rewarded for being innovative and creative at FGCU.

Continue effective implementation of this recommendation

Staffing

2. Adequate staffing

a. Conduct a work unit analysis of departments to include the comparison of the duties stated in the position descriptions with duties actually performed.

i. Recommended participants

1. internal: the staff currently in those positions as well as their immediate supervisor
2. external: a person to oversee this process

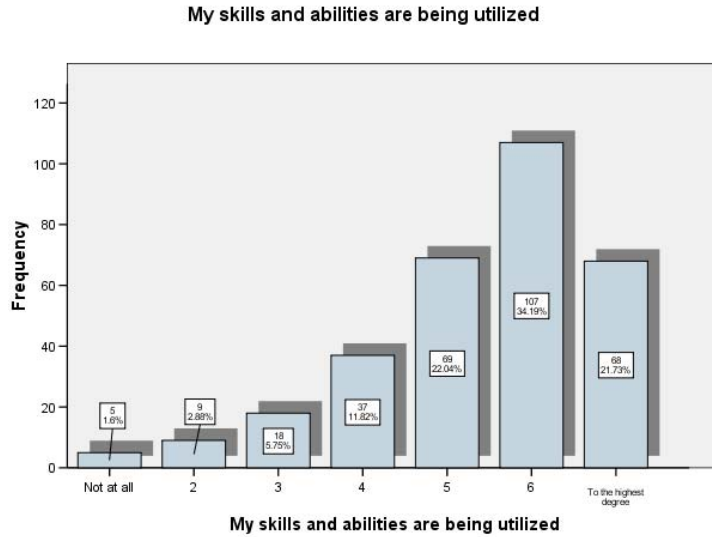
ii. This may reveal areas where:

1. talents and time could be better utilized
2. additional training may be beneficial
3. additional personnel are needed
4. redistribute and/or consolidate work assignments, responsibilities, and challenges as appropriate
5. ensure that demand does not exceed the supply of resources

To what level do you agree with the following statement?

Not at all		My skills and abilities are being utilized										To the highest degree	
1		2		3		4		5		6		7	
N	%	N	%	N	%	N	%	N	%	N	%	N	%
5	1.6	9	2.9	18	5.8	37	11.8	69	22.0	107	34.2	68	21.7

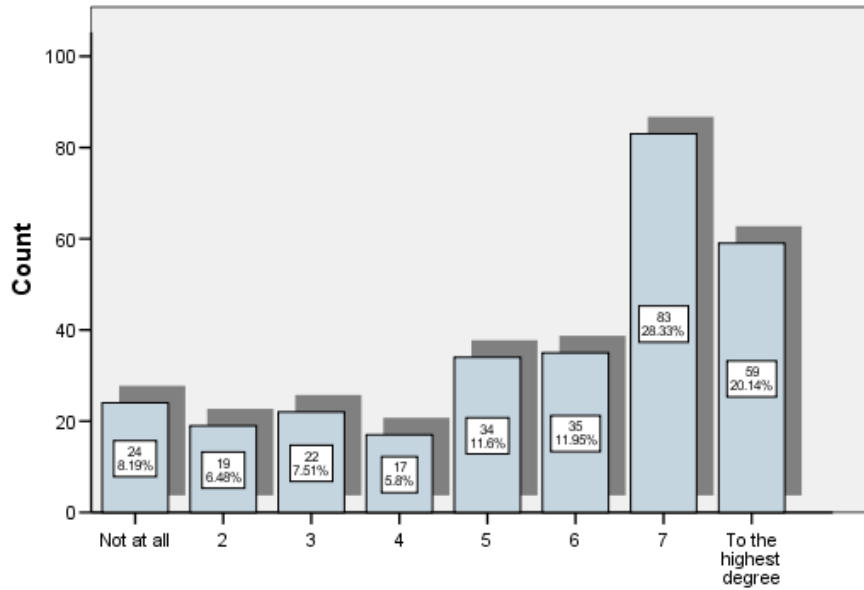
N	Valid	313
	Missing	1
	Median	6.00
	Mode	6



Continue effective implementation of these recommendations

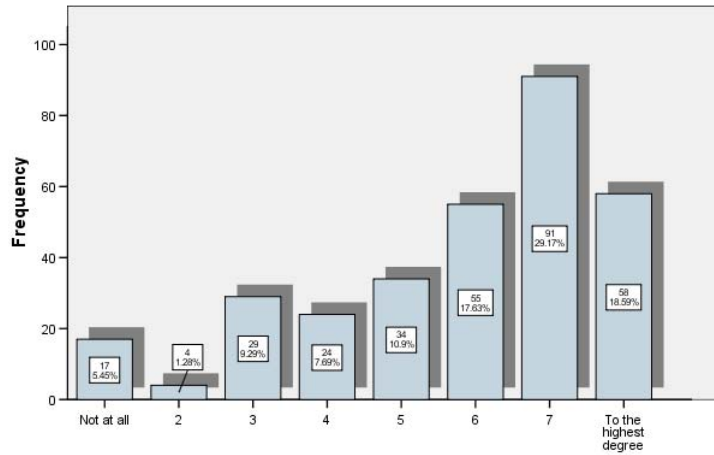
	To what level do you agree with the following statements?																I don't know			
	Not at all		1		2		3		4		5		6		7		8			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
There is adequate cross training within my department in order to maintain key services.	24	8.2	19	6.5	22	7.5	17	5.8	34	11.6	35	11.9	83	28.3	59	20	15	4.8		
My position description accurately reflects my job duties.	17	5.4	4	1.3	29	9.3	24	7.7	34	10.9	55	17.6	91	29.2	58	18.6	0			

		There is adequate cross training within my department in order to maintain key services.	My position description accurately reflects my job duties.
N	Valid	293	312
	Missing	21	2
Median		6.00	6.00
Mode		7	7



There is adequate cross training within my department in order to maintain key services.

My position description accurately reflects my job duties.



My position description accurately reflects my job duties.

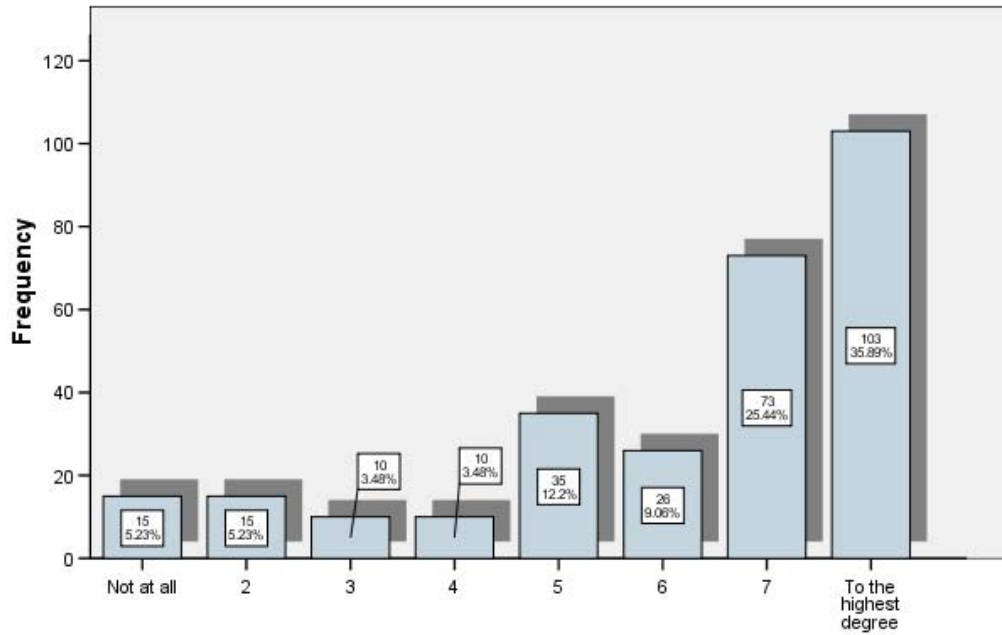
Continue effective implementation of this recommendation

- b. Involve affected staff in the evaluation of the impact of new programs and initiatives before implementation to determine staffing needs/adequacy

	To what level do you agree with the following statements?																To the highest degree		I don't know	
	Not at all		1		2		3		4		5		6		7		8			
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
My supervisor involves staff in departmental planning.	15	5.2	15	5.2	10	3.5	10	3.5	35	12.2	26	9.1	73	25.4	103	35.9	23	7.3		
My supervisor is receptive to my ideas and suggestions.	5	1.7	2	0.7	9	3.0	7	2.4	23	7.7	23	7.7	91	30.6	137	46.1	15	4.8		
My department's goals and objectives are realistic.	5	1.8	5	1.8	5	1.8	11	3.9	32	11.4	28	10.0	100	35.7	94	33.6	30	9.6		

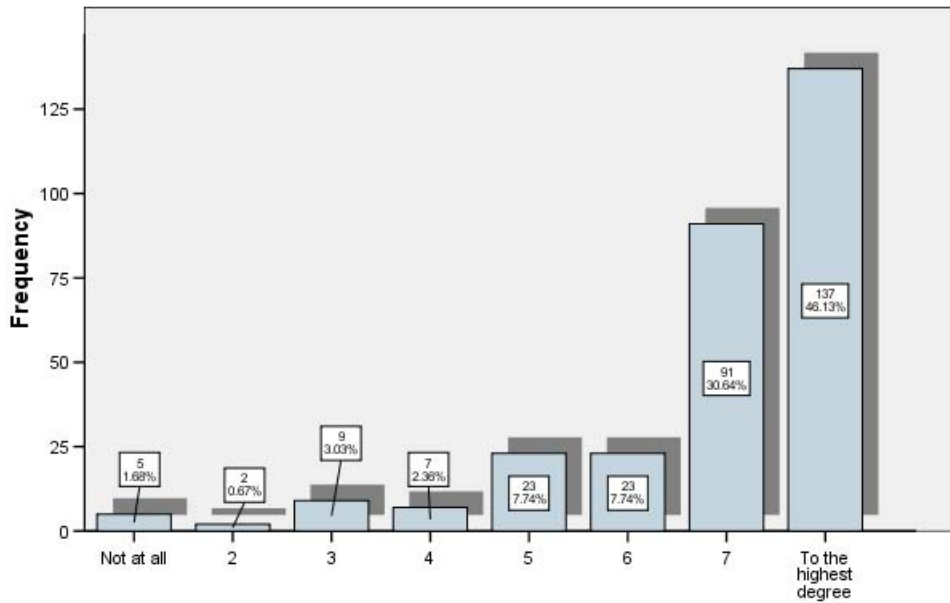
		My supervisor involves staff in departmental planning.	My supervisor is receptive to my ideas and suggestions.	My department's goals and objectives are realistic.
N	Valid	287	297	280
	Missing	27	17	34
Median		7.00	7.00	7.00
Mode		8	8	7

My supervisor involves staff in departmental planning.



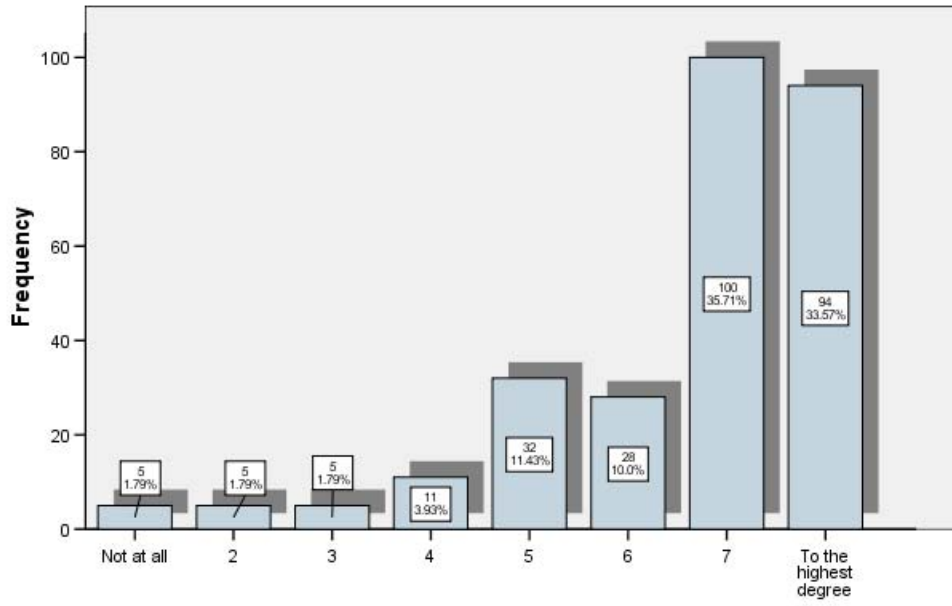
My supervisor involves staff in departmental planning.

My supervisor is receptive to my ideas and suggestions.



My supervisor is receptive to my ideas and suggestions.

My department's goals and objectives are realistic.



My department's goals and objectives are realistic.

Continue effective implementation of this recommendation

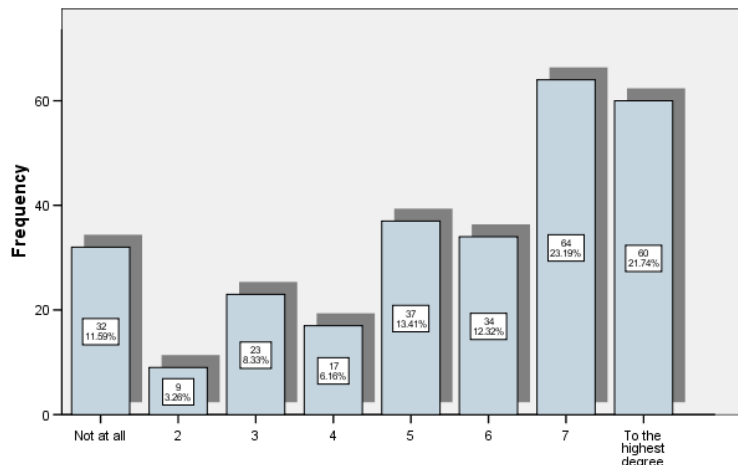
- c. Provide funding for temporary staffing shortfalls such as vacation, sick, parental or FMLA leaves and to provide assistance during peak periods; this may entail developing a pool of substitutes who can respond to short notice requests

To what level do you agree with the following statement?

Not at all		My department has a plan to handle temporary staff shortages.												To the highest degree	I don't know		
1	2	3	4	5	6	7	8										
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
32	11.6	9	3.3	23	8.3	17	6.2	37	13.4	34	12.3	64	23.2	60	21.7	28	8.9

N	Valid	276
	Missing	38
	Median	6.00
	Mode	7

My department has a plan to handle temporary staff shortages.



My department has a plan to handle temporary staff shortages.

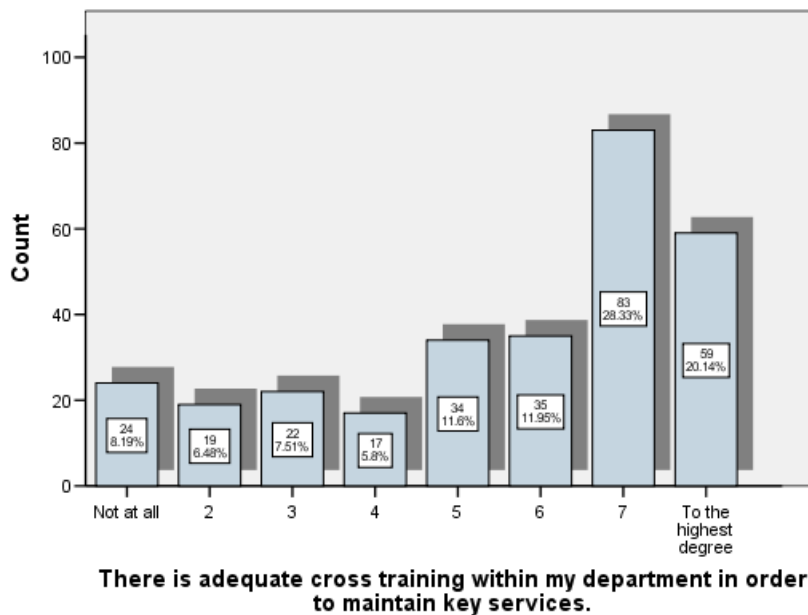
Continue effective implementation of this recommendation

- d. Develop a pool of trained volunteers (or volunteer center) to assist during peak periods
- e. Create positions with accompanying job descriptions for internships or service learning opportunities to assist with staff during peak periods and to provide students with work experience
- f. Encourage cross-training that would allow units to share staff across departments/units during peak times

To what level do you agree with the following statement?

There is adequate cross training within my department in order to maintain key services.														To the highest degree	I don't know				
Not at all		1		2		3		4		5		6		7		8			
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
24	8.2	19	6.5	22	7.5	17	5.8	34	11.6	35	11.9	83	28.3	59	20.1			15	4.8

N	Valid	293
	Missing	21
	Median	6.00
	Mode	7



Continue effective implementation of this recommendation

Communication

3. Communication

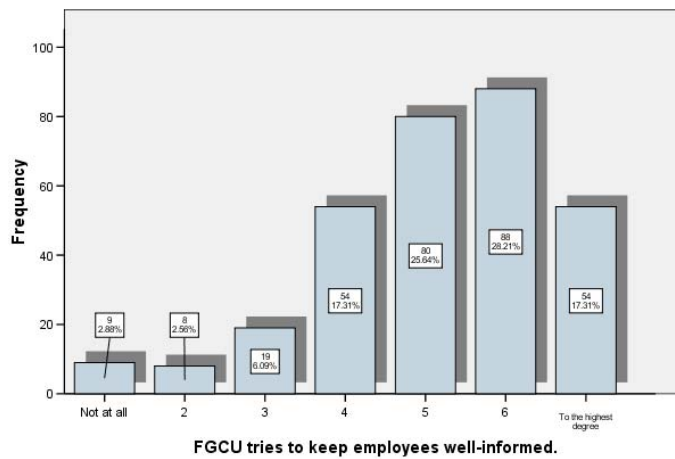
- a. Use a variety of modes (e-mail, postings, printed material); repetition is necessary

To what level do you agree with the following statement?

Not at all		FGCU tries to keep employees well-informed.										To the highest degree	
1		2		3		4		5		6		7	
N	%	N	%	N	%	N	%	N	%	N	%	N	%
9	2.9	8	2.6	19	6.1	54	17.3	80	25.6	88	28.2	54	17.3

N	Valid	312
	Missing	2
	Median	5.00
	Mode	6

FGCU tries to keep employees well-informed.



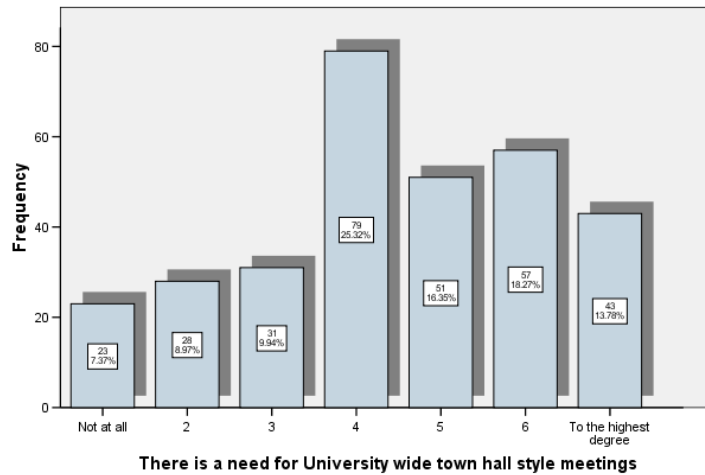
b. More frequent university-wide Town Hall meetings

To what level do you agree with the following statement?

Not at all		There is a need for University wide town hall style meetings										To the highest degree	
1		2		3		4		5		6		7	
N	%	N	%	N	%	N	%	N	%	N	%	N	%
23	7.4	28	9.0	31	9.9	79	25.3	51	16.3	57	18.3	43	13.8

N	Valid	312
	Missing	2
Median		4.00
Mode		4

There is a need for University wide town hall style meetings



Updated Recommendation: Quarterly communication from Executive Service (Town Hall meeting, newsletter, live University webcast, etc. as appropriate based on current need)

- c. Conduct a comprehensive, scientific study of communication methods to determine what is most effective (method, from whom, how frequent)

Communication methods used at FGCU were ranked by looking at the mode and mean.

		FGCU Website	AllStaff email	E-mail Newsletter	Flyers posted around campus	Newsletter - paper delivered to departments	University Town Hall style meetings
N	Valid	311	311	307	306	304	307
	Missing	3	3	7	8	10	7
Mean		4.66	6.15	5.11	2.65	3.45	3.54
Mode		5	7	6	1	4	1

Results show the communication methods could be ranked from most preferred to least preferred in the following list:

- [1] AllStaff email (most preferred)
- [2] E-mail Newsletter
- [3] FGCU website
- [4] Newsletter – paper delivered to departments
- [5] University Town Hall style meetings
- [6] Flyers posted around campus (least preferred)

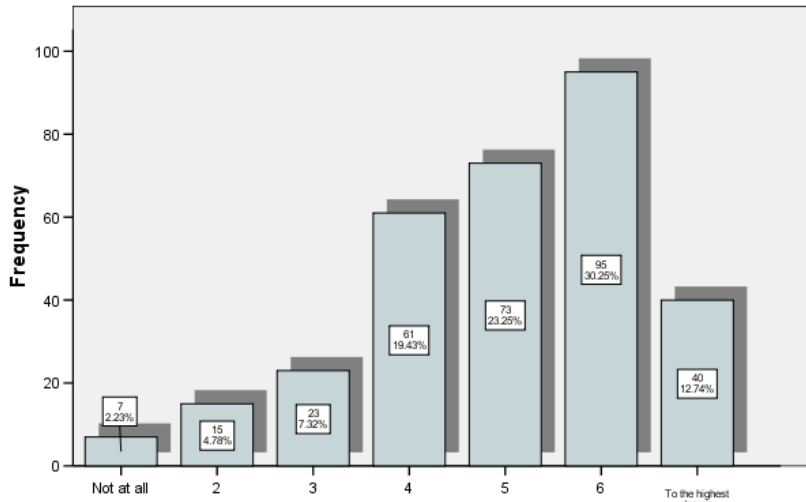
Updated Recommendation: Explore avenues of communication to all staff. Survey results indicate All Staff email and email newsletters are the preferred means of communication. Consider adding live webcasts as a communication vehicle.

- d. Make an institutional commitment to improve communication
 - i. Serves to improve sense of community, belonging, unity
 - ii. Serves to reinforce Employee sense of value

Not at all		I am a valued part of the FGCU community.										To the highest degree	
1		2		3		4		5		6		7	
N	%	N	%	N	%	N	%	N	%	N	%	N	%
7	2.2	15	4.8	23	7.3	61	19.4	73	23.2	95	30.3	40	12.7

N	Valid	314
	Missing	0
	Median	5.00
	Mode	6

I am a valued part of the FGCU community.



I am a valued part of the FGCU community.

Updated Recommendations

- a. Continue effective implementation of this recommendation

b. Quarterly communication from Executive Service (Town Hall meeting, newsletter, live University webcast, etc. as appropriate based on current need)

c. Explore avenues of communication to all staff. Survey results indicate All Staff email and email newsletters are the preferred means of communication. Consider adding live webcasts as a communication vehicle.

Compensation

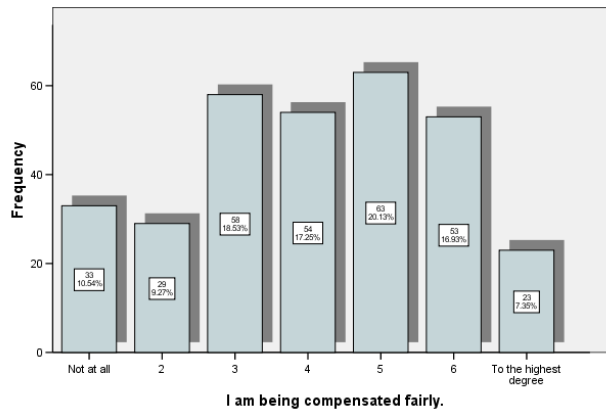
4. Compensation
 - a. Monetary
 - i. Conduct a market study to determine equity of salaries
 - ii. Review, revise, and communicate process for determining promotions and raises
 - iii. Review, revise, and communicate process for determining bonus pay

To what level do you agree with the following statement?

Not at all												I am being compensated fairly.		To the highest degree	
1		2		3		4		5		6		7			
N	%	N	%	N	%	N	%	N	%	N	%	N	%		
33	10.5	29	9.3	58	18.5	54	17.3	63	20.1	53	16.9	23	7.3		

N	Valid	313
	Missing	1
	Median	4.00
	Mode	5

I am being compensated fairly.



Updated recommendations: Explore means to improve understanding of compensation system. Investigate options for creative means to compensate employees. Conduct periodic market studies to ensure internal and external equity with the market. Make appropriate adjustments based on study results.

b. Non-monetary

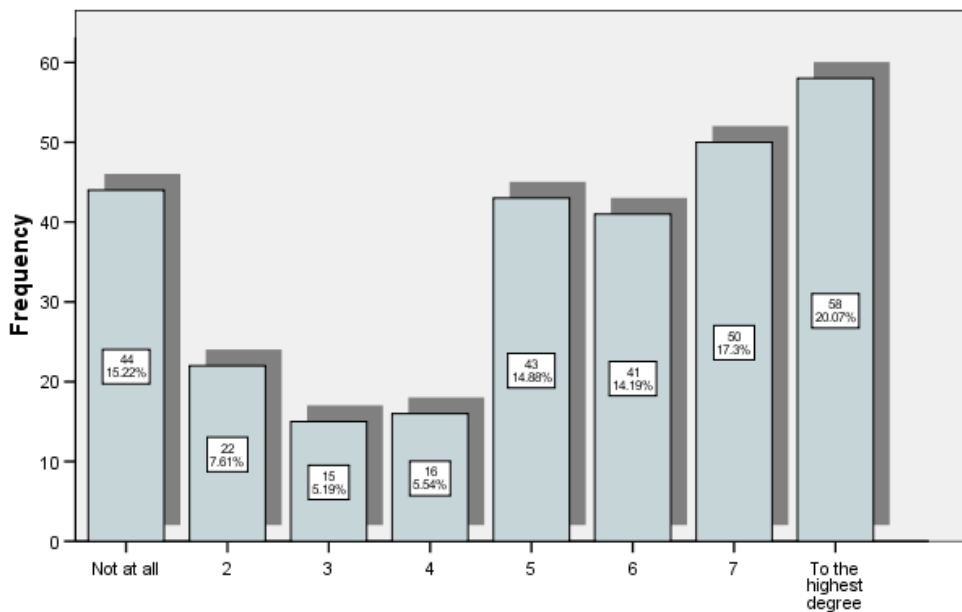
i. Certificates of appreciation, “First Class” cards, Olympian certificate

To what level do you agree with the following statement?

My department provides non-monetary recognition for good performance.														To the highest degree	I don't know		
Not at all																	
1	2	3	4	5	6	7	8										
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
44	15.2	22	7.6	15	5.2	16	5.5	43	14.9	41	14.2	50	17.3	58	20.1	19	6.1

Valid	289	
N	Missing	25
Median	6.00	
Mode	8	

My department provides non-monetary recognition for good performance.



My department provides non-monetary recognition for good performance.

Updated recommendations: Explore non-monetary recognition program alternatives (encourage departmental programs).

Technology

5. Technology

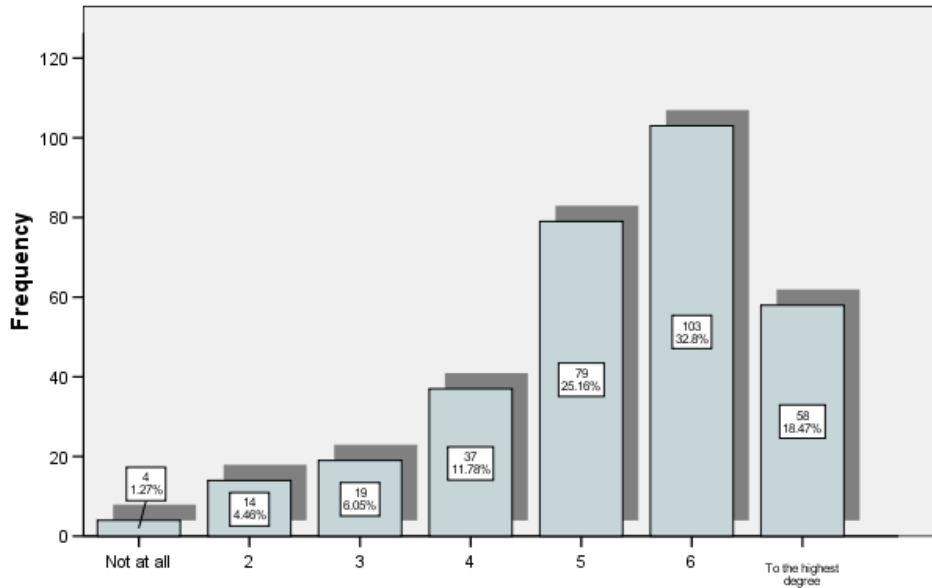
- a. Commit to providing sufficient resources, especially personnel to realize the advantages of technology in reducing reliance on manual processes

	To what level do you agree with the following statements?												To the highest degree		
	Not at all		1		2		3		4		5		6		7
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
The technology and equipment I work with are adequate to perform my job.	4	1.3	14	4.5	19	6.1	37	11.8	79	25.2	103	32.8	58	18.5	
I have the resources (other than technology and equipment) I need to perform my job.	3	1.0	19	6.1	25	8.0	42	13.4	75	24.0	101	32.3	48	15.3	

		The technology and equipment I work with are adequate to perform my job.	I have the resources (other than technology and equipment) I need to perform my job.
N	Valid	314	313
	Missing	0	1
Median		6.00	5.00
Mode		6	6

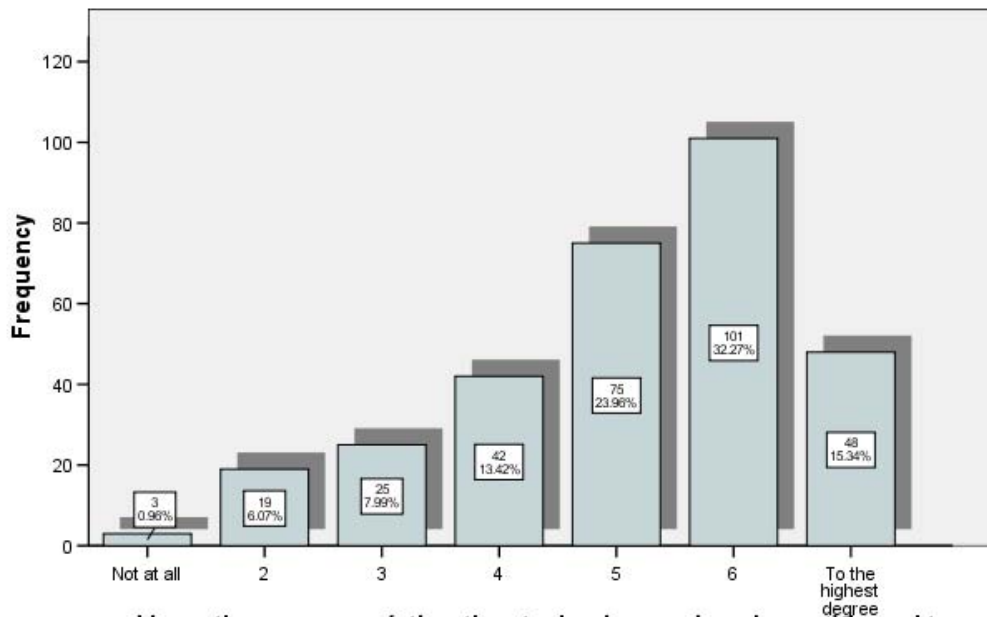
Continue effective implementation of this recommendation

The technology and equipment I work with are adequate to perform my job.



The technology and equipment I work with are adequate to perform my job.

I have the resources (other than technology and equipment) I need to perform my job.



I have the resources (other than technology and equipment) I need to perform my job.

Hiring / Recruitment / Promotion

6. Hiring / Recruitment / Promotion

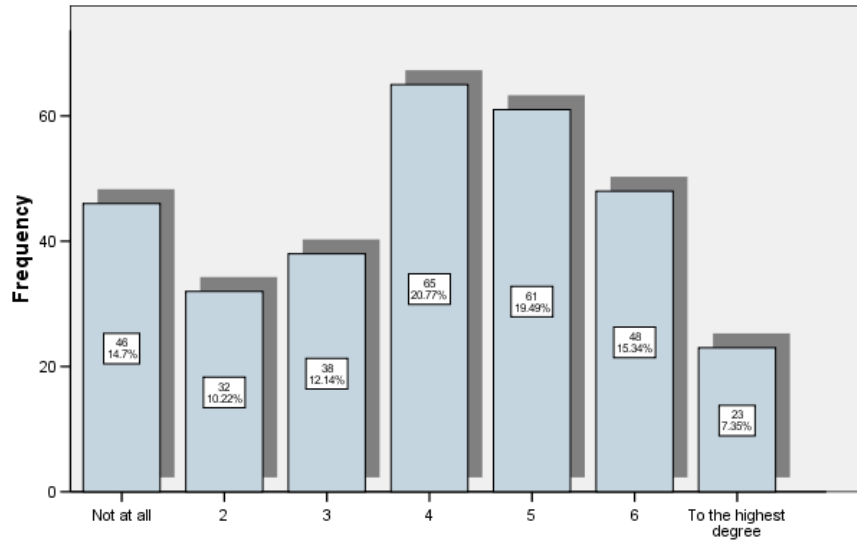
a. Provide option of internal posting prior to external posting

i. Current staff should be considered on an equal basis as external candidates

	To what level do you agree with the following statements?														To the highest degree	
	Not at all		1		2		3		4		5		6		7	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
I have opportunities at FGCU for job advancement.	46	14.7	32	10.2	38	12.1	65	20.8	61	19.5	48	15.3	23	7.3		
Job postings are adequately communicated.	20	6.5	28	9.1	35	11.4	63	20.5	57	18.5	66	21.4	39	12.7		

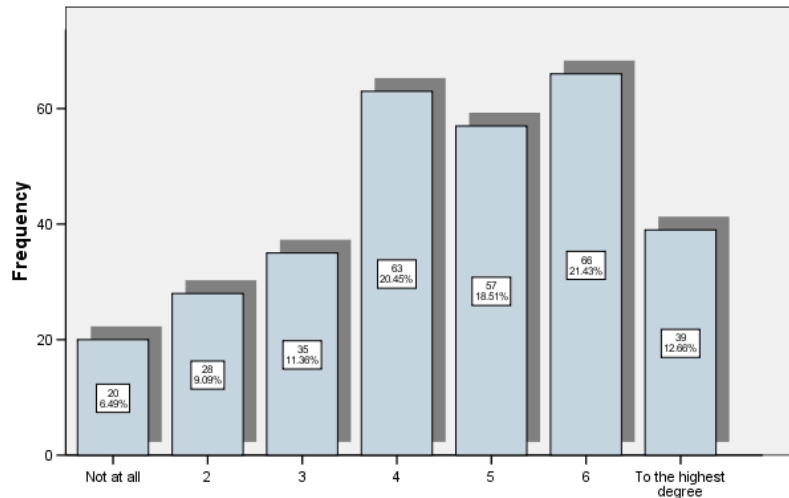
		I have opportunities at FGCU for job advancement.	Job postings are adequately communicated.
N	Valid	313	308
	Missing	1	6
Median		4.00	5.00
Mode		4	6

I have opportunities at FGCU for job advancement.



I have opportunities at FGCU for job advancement.

Job postings are adequately communicated.



Job postings are adequately communicated.

Updated recommendation: Revisit how job postings and opportunities are communicated for University staff

- ii. Current staff should have the same opportunity to negotiate salary for a new position as an external candidate would have
- iii. Salaries offered should be evaluated in relation to salaries of current employees in similar positions

Have you changed positions since you started at FGCU?

	Frequency	Percent
Yes - changed to a different department	61	19.6
Yes - changed due to reclassification	100	32.1
No - Have not changed positions	151	48.4

If yes to above, do you feel you had an opportunity to negotiate your salary?

	Frequency	Percent
Yes	47	25.7
No	136	74.3

			If yes to above, do you feel you had an opportunity to negotiate your salary?		
			Yes	No	Total
Have you changed positions since you started at FGCU?	Yes - changed to a different department	Count	16	44	60
		% within Have you changed positions since you started at FGCU?	26.7%	73.3%	100.0%
	Yes - changed due to reclassification	Count	29	71	100
		% within Have you changed positions since you started at FGCU?	29.0%	71.0%	100.0%
Total		Count	45	115	160
		% within Have you changed positions since you started at FGCU?	28.1%	71.9%	100.0%

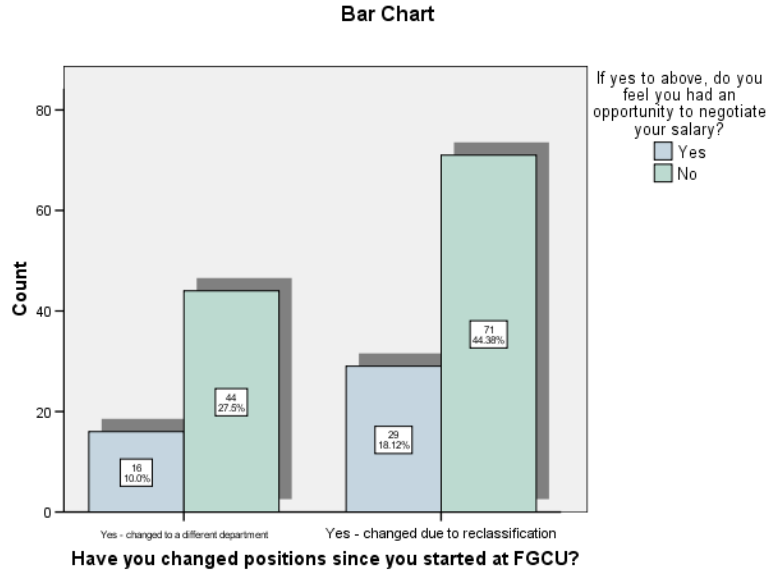
Chi Square test reveals that regardless of whether a staff member changed positions due to reclassification or moved to a different department, there was no difference in their opportunity to negotiate their salary.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.101(b)	1	.751		
Continuity Correction(a)	.019	1	.892		
Likelihood Ratio	.101	1	.750		
Fisher's Exact Test				.856	.449
Linear-by-Linear Association	.100	1	.751		
N of Valid Cases	160				

a Computed only for a 2x2 table

b 0 cells (.0%) have expected count less than 5. The minimum expected count is 16.88.



We cannot measure whether staff do or do not have the same opportunity to negotiate salary for a new position as an external candidate would have, only that the current perception of 27 to 29% of staff responding who did change position felt they had the opportunity to negotiate their salary. The survey committee is unaware of Human Resources data that could be used to compare the number of external candidates who negotiate their salaries with internal candidates who negotiate their salaries.

Updated recommendation:

Education regarding compensation procedures and strategies.

- b. Continue to allow relevant and appropriate number of years work experience for a current staff member to substitute for degree earned when applying for a position/promotion
- c. Continue to review and streamline process for hiring

Issue Resolved: Search and Screen guidelines were updated.⁴

⁴ Updated Search & Screen Guidelines available online at: http://www.fgcu.edu/eo/eo_05_01.html

Training

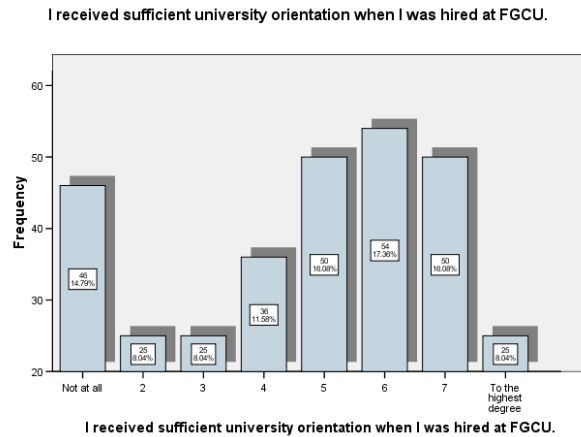
7. Training

- a. Improve orientation of new employees conducted by HR; may need refresher “orientation” on some regular cycle

To what level do you agree with the following statement?

I received sufficient university orientation when I was hired at FGCU.														To the highest degree	
Not at all															
1	2	3	4	5	6	7	8								
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
46	14.8	25	8.0	25	8.0	36	11.6	50	16.1	54	17.4	50	16.1	25	8.0

		I received sufficient university orientation when I was hired at FGCU.	
N	Valid	311	
	Missing	3	
	Median	5.00	
	Mode	6	



Issue currently being addressed with new orientation CD⁵.

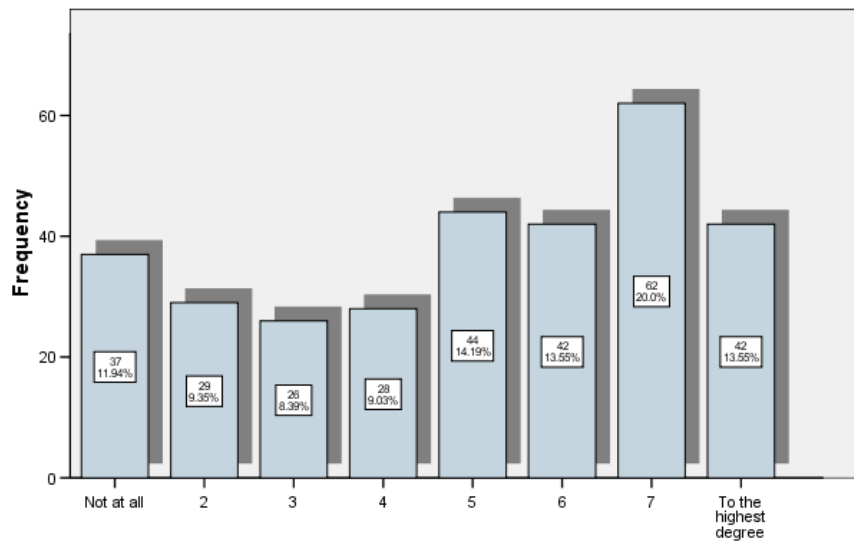
⁵ Current employees who may have interest in viewing the CD are asked to contact Sherry Voss svoss@fgcu.edu or 590-1417.

- b. Institute orientation of new employees at department level to acculturate them; to include tour of campus, introduction to others in departments as appropriate

To what level do you agree with the following statement?

When I began my job, my department provided additional orientation for me.														To the highest degree	
Not at all															
1	2	3	4	5	6	7	8								
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
25	15.7	10	6.3	17	10.7	19	11.9	19	11.9	23	14.5	27	17.0	19	11.9
				N		Valid		310							
						Missing		4							
						Median		5.00							
						Mode		7							

When I began my job, my department provided additional orientation for me.

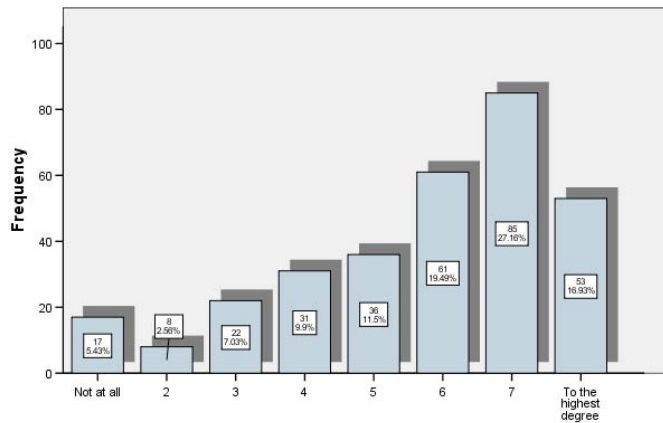


When I began my job, my department provided additional orientation for me.

Not at all		I received the training in my department necessary to perform well in my job.												To the highest degree	
1		2		3		4		5		6		7		8	
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
17	5.4	8	2.6	22	7.0	31	9.9	36	11.5	61	19.5	85	27.2	53	16.9

		I received the training in my department necessary to perform well in my job.	
N	Valid	313	
	Missing	1	
Median		6.00	
Mode		7	

I received the training in my department necessary to perform well in my job.



I received the training in my department necessary to perform well in my job.

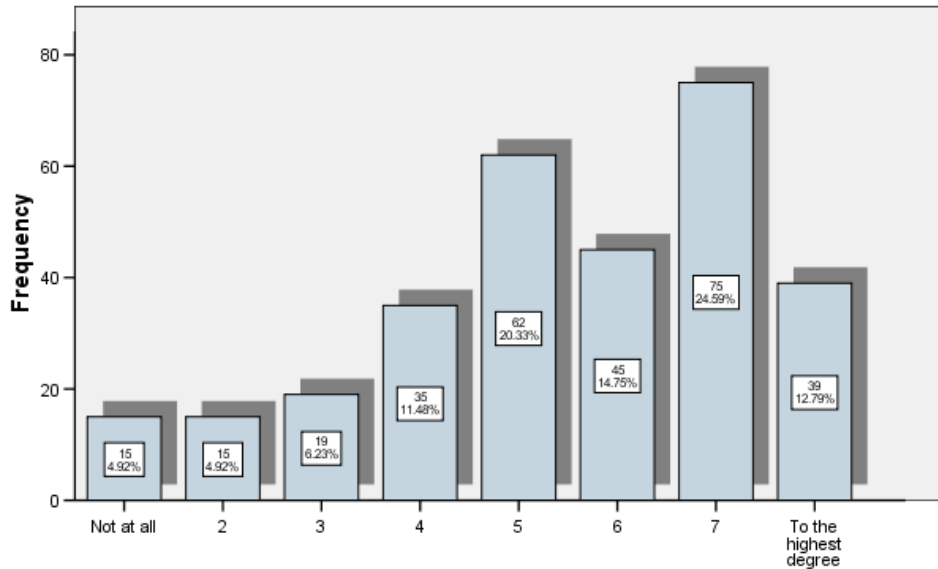
Updated Recommendation: Departments should have a plan to acclimate new and transferring employees at the departmental level.

- c. Increase and improve opportunities for in-service training and/or tuition waivers
- d. Increase and improve opportunities for professional growth/development

	Not at all		To what level do you agree with the following statements?												To the highest degree			
			1		2		3		4		5		6		7		8	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Campus opportunities for professional development are communicated in a timely manner.	15	4.9	15	4.9	19	6.2	35	11.5	62	20.3	45	14.8	75	24.6	39	12.8		
In the past year I had opportunities for professional development on campus.	26	8.4	17	5.5	18	5.8	30	9.7	53	17.2	47	15.3	72	23.4	45	14.6		
I discuss my professional development with my supervisor on a regular basis.	19	6.1	16	5.1	34	10.9	26	8.3	48	15.4	43	13.8	84	26.9	42	13.5		

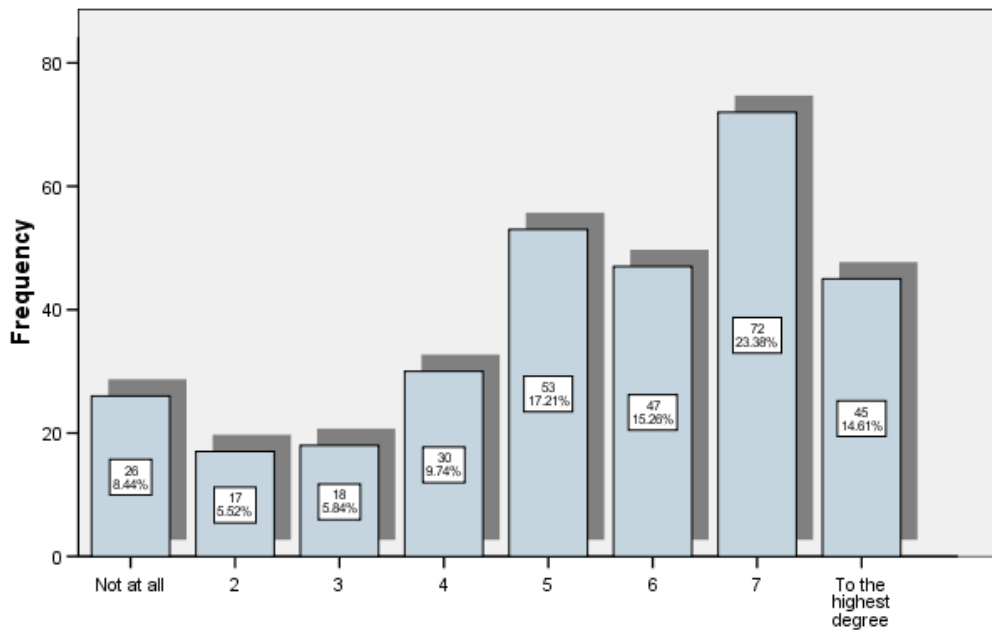
		Campus opportunities for professional development are communicated in a timely manner.	In the past year I had opportunities for professional development on campus.	I discuss my professional development with my supervisor on a regular basis.
N	Valid	305	308	312
	Missing	9	6	2
Median		6.00	6.00	6.00
Mode		7	7	7

Campus opportunities for professional development are communicated in a timely manner.



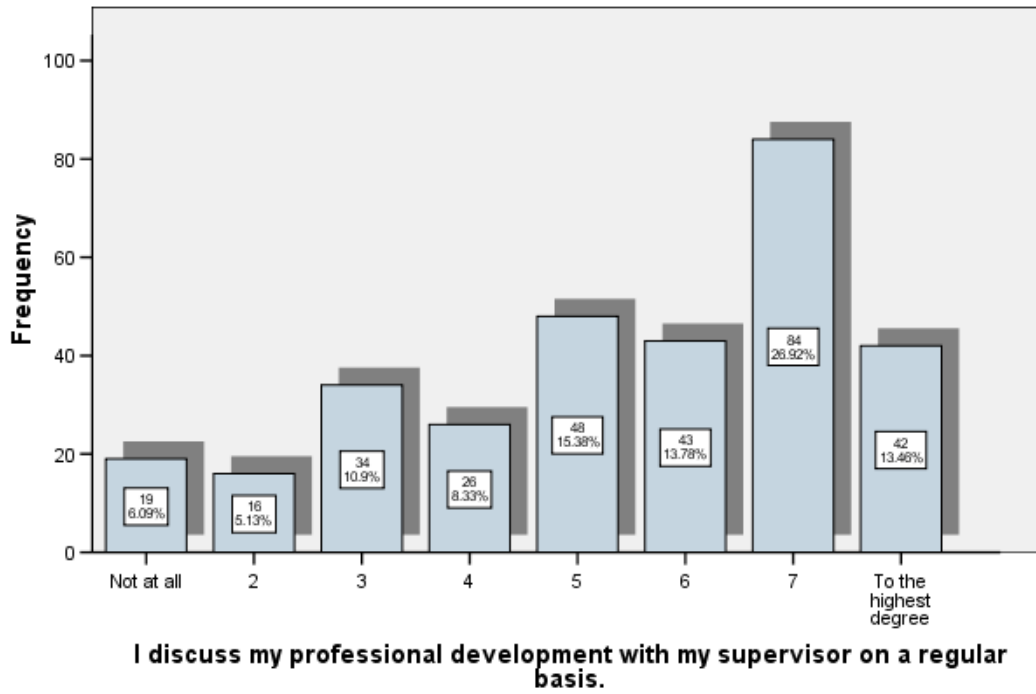
Campus opportunities for professional development are communicated in a timely manner.

In the past year I had opportunities for professional development on campus.



In the past year I had opportunities for professional development on campus.

I discuss my professional development with my supervisor on a regular basis.



Updated Recommendations:

- c. Tuition waivers granted
- d. Provide and communicate more opportunities for professional development.

Rewards

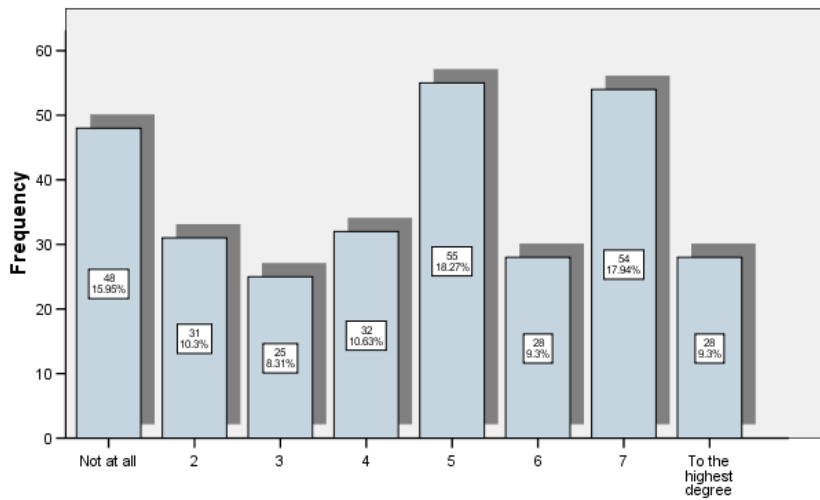
8. Rewards

To what level do you agree with the following statement?

Recognition, rewards, and promotions within my work group are based on performance.														To the highest degree			
Not at all		1		2		3		4		5		6		7		8	
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
48	15.9	31	10.3	25	8.3	32	10.6	55	18.3	28	9.3	54	17.9	28	9.3		

N	Valid	301
	Missing	13
Median		5.00
Mode		5

Recognition, rewards, and promotions within my work group are based on performance.

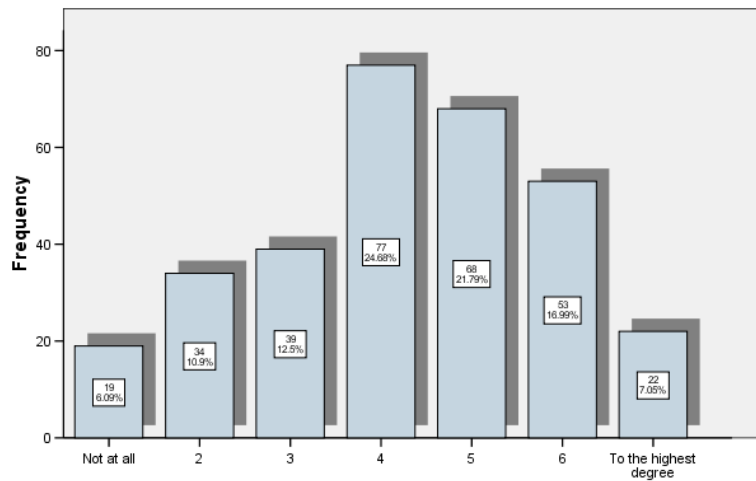


Recognition, rewards, and promotions within my work group are based on performance.

People are rewarded for being innovative and creative at FGCU.												To the highest degree	
Not at all													
1		2		3		4		5		6		7	
N	%	N	%	N	%	N	%	N	%	N	%	N	%
19	6.1	34	10.9	39	12.5	77	24.7	68	21.8	53	17.0	22	7.1

People are rewarded for being innovative and creative at FGCU.		
N	Valid	312
	Missing	2
	Median	4.00
	Mode	4

People are rewarded for being innovative and creative at FGCU.



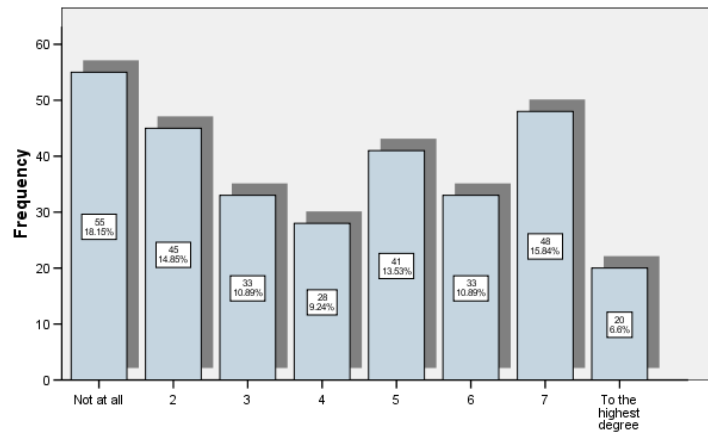
People are rewarded for being innovative and creative at FGCU.

- a. Extend tuition waivers to include immediate family (spouses, sons, and daughters)
This recommendation has been successfully implemented. Tuition waivers are now available to immediate family members as well as full time employees.
- b. Consider providing bonus pay for staff who take on special assignments under special situations

I am adequately rewarded for taking on special assignments under special situations.														To the highest degree			
Not at all		1		2		3		4		5		6		7		8	
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
55	18.2	45	14.9	33	10.9	28	9.2	41	13.5	33	10.9	48	15.8	20	6.6		

N	Valid	303
	Missing	11
	Median	4.00
	Mode	1

I am adequately rewarded for taking on special assignments under special situations.



I am adequately rewarded for taking on special assignments under special situations.

Updated Recommendations:

a. Issue resolved - tuition waivers granted

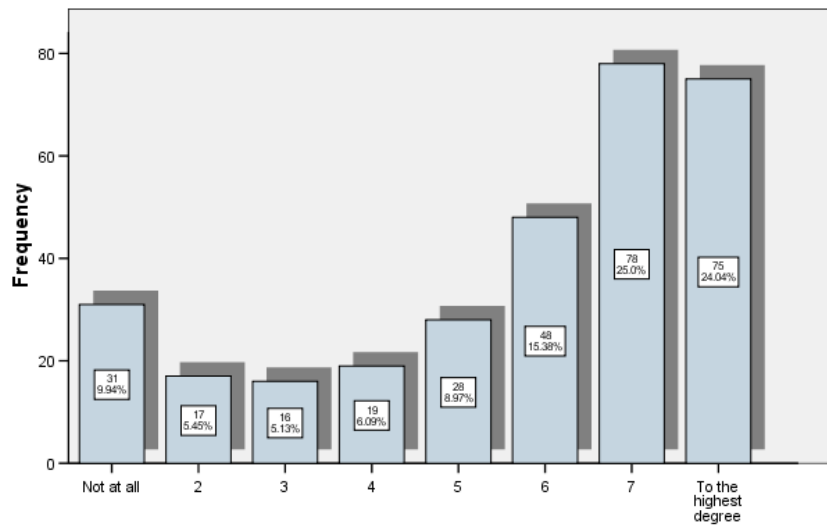
b. In lieu of a university bonus program, encourage supervisors to recognize special assignments by documenting in employee's personnel files

- c. Consider offering flex time, extended days off during the winter break, and other benefit improvements

Not at all		I have the opportunity to have a flexible work schedule.												To the highest degree	
1		2		3		4		5		6		7		8	
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
31	9.9	17	5.4	16	5.1	19	6.1	28	9.0	48	15.4	78	25.0	75	24.0

N	Valid	312
	Missing	2
	Median	6.00
	Mode	7

I have the opportunity to have a flexible work schedule.



I have the opportunity to have a flexible work schedule.

Continue current practices as appropriate. Winter break has been awarded, consider other possible leave incentives, Spring Break, President’s Day, etc. Benefit improvements may include enhanced dental insurance, and reinstating vision benefits.

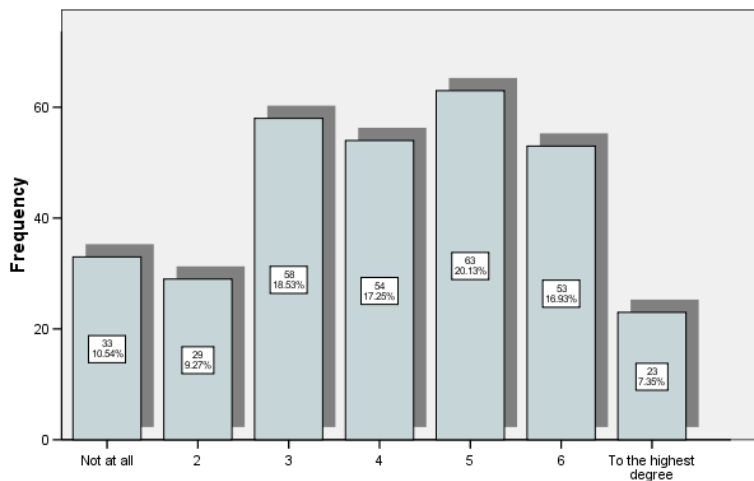
d. Examine feasibility of merit pay

To what level do you agree with the following statement?

Not at all		I am being compensated fairly.										To the highest degree	
1		2		3		4		5		6		7	
N	%	N	%	N	%	N	%	N	%	N	%	N	%
33	10.5	29	9.3	58	18.5	54	17.3	63	20.1	53	16.9	23	7.3

N	Valid	313
	Missing	1
	Median	4.00
	Mode	5

I am being compensated fairly.



I am being compensated fairly.

SAC has made recommendations to Administration.⁶

Updated recommendations: In lieu of a university bonus program, encourage supervisors to recognize special assignments by documenting in employee's personnel files

⁶ SAC Recommendations for Distribution of A& P and USPS Merit Increases 9/27/2007

Winter break has been awarded, consider other possible leave incentives, Spring Break, President's Day, etc. Benefit improvements may include enhanced dental insurance, and reinstating vision benefits.

Teamwork / Teams

9. Teamwork / Teams

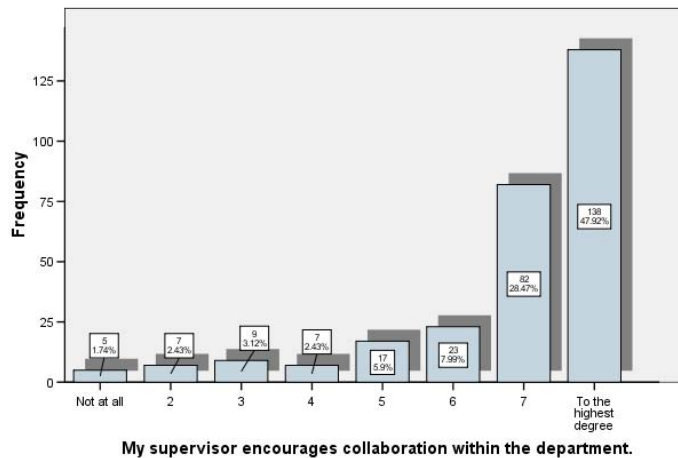
a. Promote team building across and within departments

To what level do you agree with the following statement?

Not at all		My supervisor encourages collaboration within the department.												To the highest degree		I don't know	
1		2		3		4		5		6		7		8			
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
5	1.7	7	2.4	9	3.1	7	2.4	17	5.9	23	8.0	82	28.5	138	47.9	23	7.3

N	Valid	288
	Missing	26
	Median	7.00
	Mode	8

My supervisor encourages collaboration within the department.



Continue effective implementation of this recommendation - issue resolved

I have been given adequate opportunities to participate on University committees.

	Frequency	Valid Percent
Yes	203	65.3
No	50	16.1
Does not apply	58	18.6

Within the past year, I served on at least one interdepartmental committee.

	Frequency	Valid Percent
Yes	153	48.9
No	116	37.1
Does not apply	44	14.1

I served on committee(s) as a required part of my job.

	Frequency	Valid Percent
Yes	101	32.5
No	119	38.3
Does not apply	91	29.3

		I have been given adequate opportunities to participate on University committees.	Within the past year, I served on at least one interdepartmental committee.	I served on committee(s) as a required part of my job.
N	Valid	311	313	311
	Missing	3	1	3
Median		Yes	No	No
Mode		Yes	Yes	No

Continue effective implementation of this recommendation - issue resolved

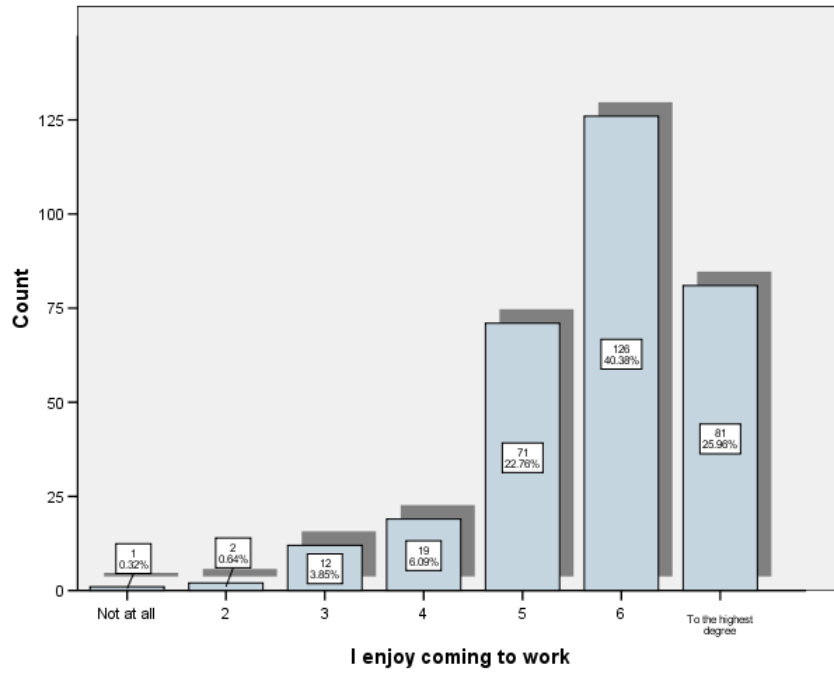
Employee Relations

10. Employee Relations

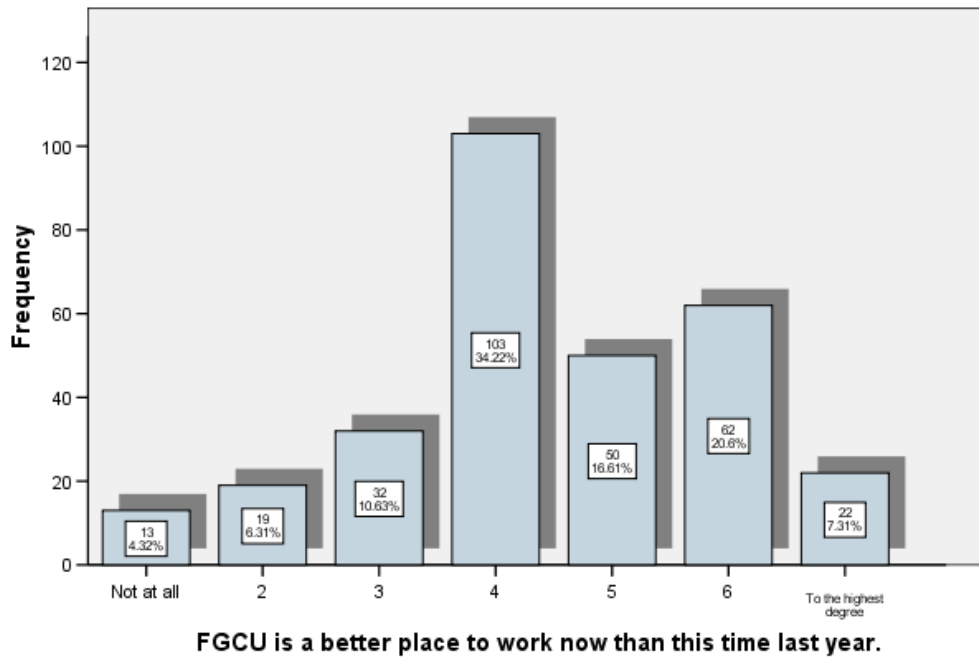
- a. Evaluate policies annually to determine their impact, positive or negative on work efficiency, work accuracy, and climate

	To what level do you agree with the following statements?														To the highest degree	
	Not at all		1		2		3		4		5		6			7
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
I enjoy coming to work	1	0.3	2	0.6	12	3.8	19		71	22.8	126	40.4	81	26.0		
FGCU is a better place to work now than this time last year.	13	4.3	19	6.3	32	10.6	103	34.2	50	16.6	62	20.6	22	7.3		
FGCU is a better place to work now than when I started.	12	3.9	19	6.2	30	9.7	83	26.9	45	14.6	75	24.4	44	14.3		

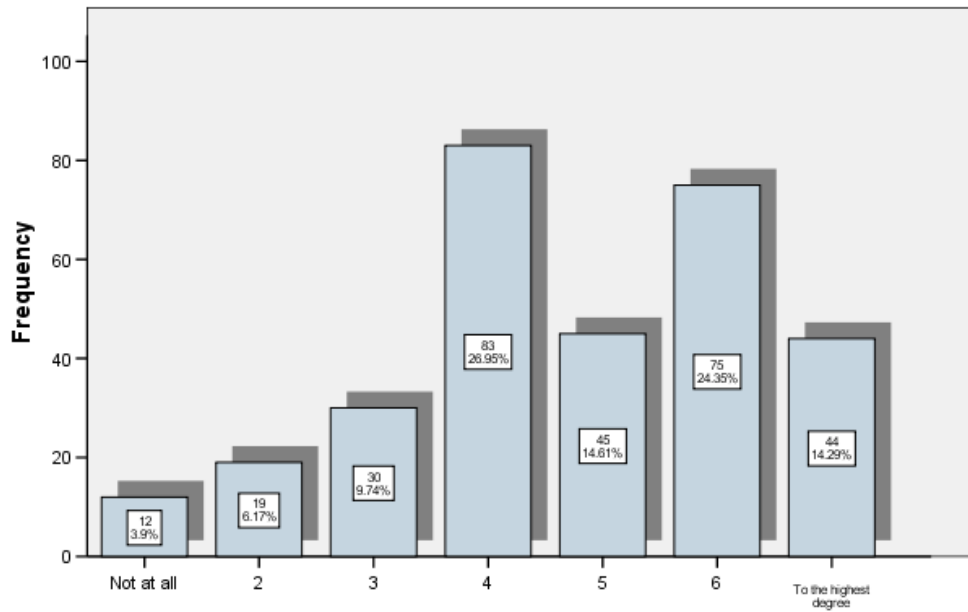
		I enjoy coming to work	FGCU is a better place to work now than this time last year.	FGCU is a better place to work now than when I started.
N	Valid	312	301	308
	Missing	2	13	6
Median		6.00	4.00	5.00
Mode		6	4	4



FGCU is a better place to work now than this time last year.



FGCU is a better place to work now than when I started.

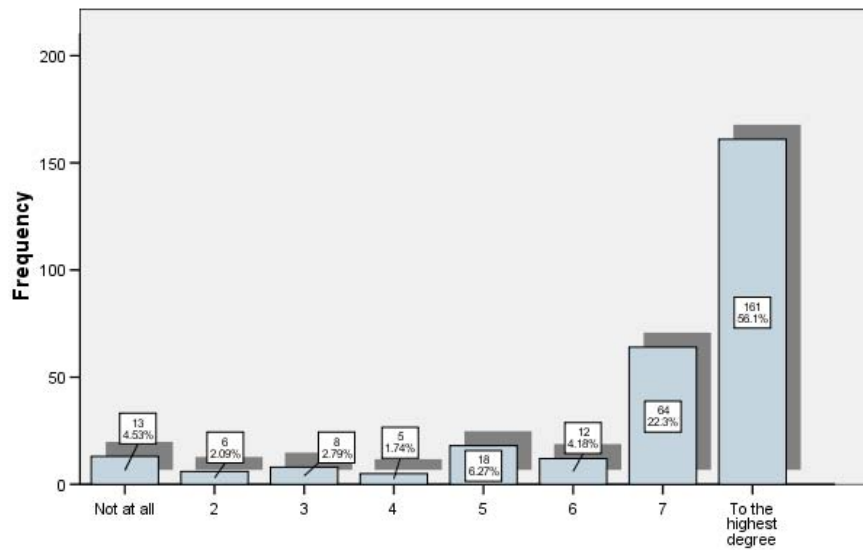


FGCU is a better place to work now than when I started.

	To what level do you agree with the following statements?																I don't know			
	Not at all		1		2		3		4		5		6		7		8		To the highest degree	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	n	%
I trust my supervisor.	13	4.5	6	2.1	8	2.8	5	1.7	18	6.3	12	4.2	64	22.3	161	56.1	25	8.0		
I have confidence in my supervisor.	7	2.4	9	3.1	2	0.7	7	2.4	20	6.9	23	7.9	67	23.0	156	53.6	22	7.0		
My supervisor gives me the authority to make decisions (within set guidelines) that affect my job.	4	1.4	7	2.4	5	1.7	5	1.7	22	7.6	18	6.3	81	28.1	146	50.7	25	8.0		
My supervisor is receptive to my ideas and suggestions.	5.0	1.7	2.0	0.7	9.0	3.0	7.0	2.4	23.0	7.7	23.0	7.7	91.0	30.6	137.0	46.1	15.0	4.8		

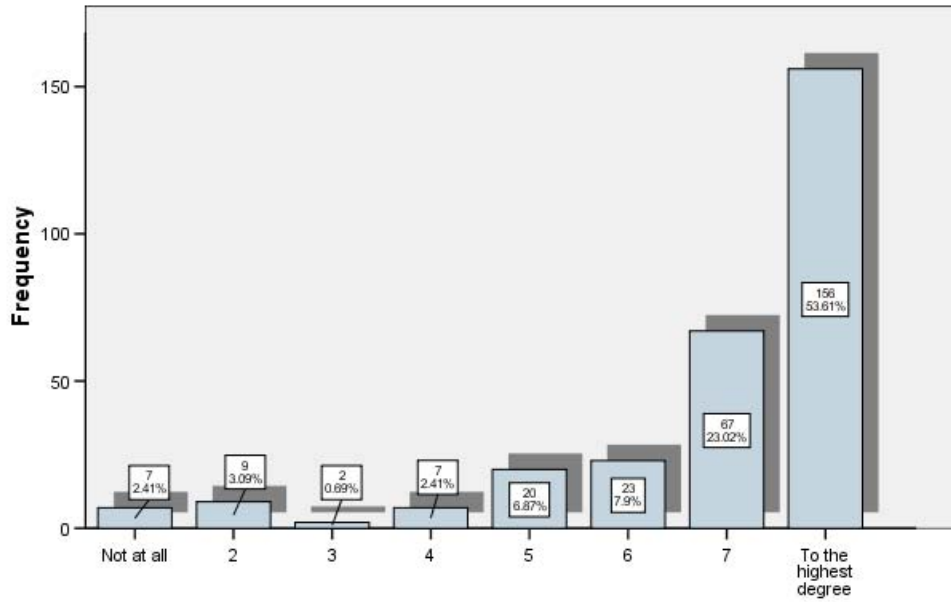
		I trust my supervisor.	I have confidence in my supervisor.	My supervisor gives me the authority to make decisions (within set guidelines) that affect my job.	My supervisor is receptive to my ideas and suggestions.
N	Valid	287	291	288	297
	Missing	27	23	26	17
Median		8.00	8.00	8.00	7.00
Mode		8	8	8	8

I trust my supervisor.



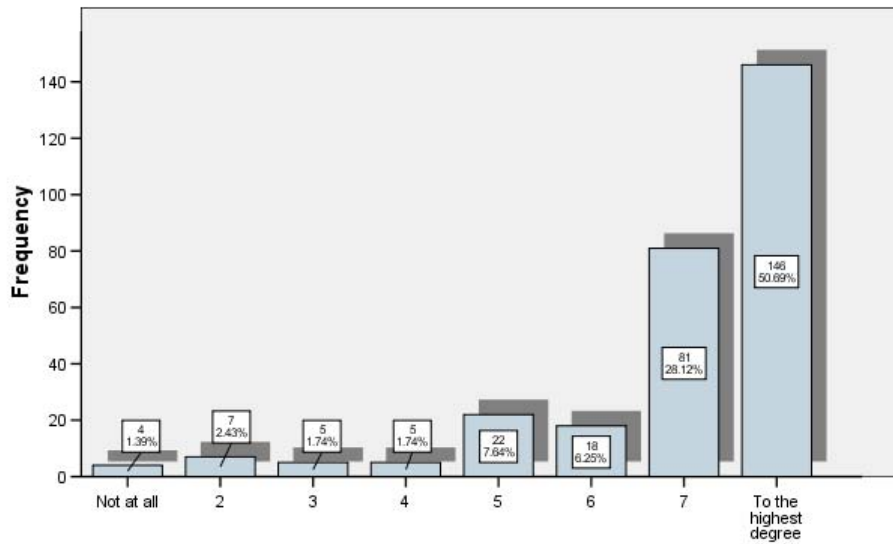
I trust my supervisor.

I have confidence in my supervisor.



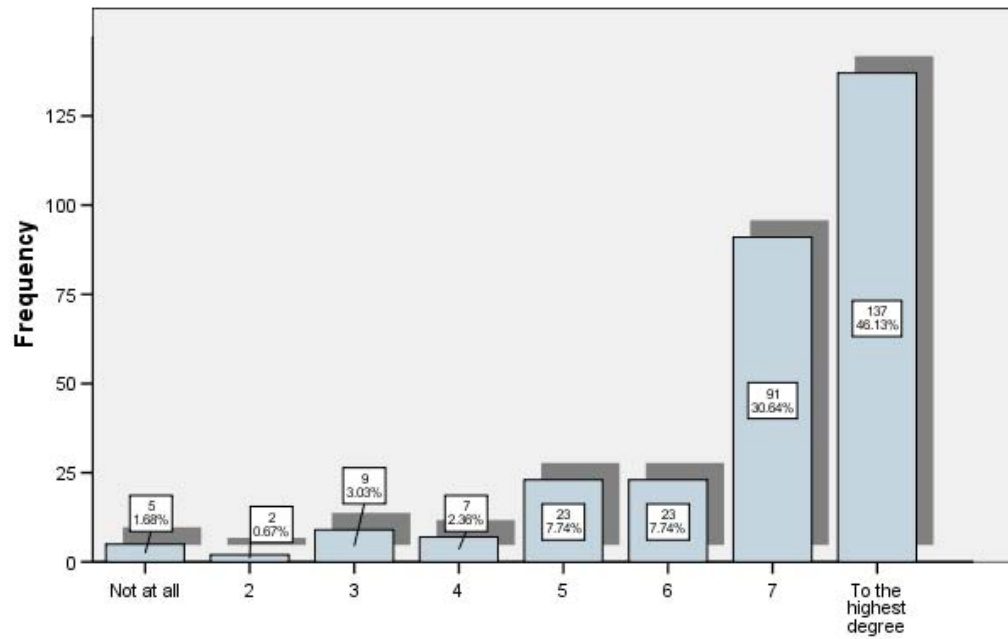
I have confidence in my supervisor.

My supervisor gives me the authority to make decisions (within set guidelines) that affect my job.



My supervisor gives me the authority to make decisions (within set guidelines) that affect my job.

My supervisor is receptive to my ideas and suggestions.



My supervisor is receptive to my ideas and suggestions.

Recommendation Cross-walk and Reference

This section reports a cross-walk from the 2002 Recommendations to the updated 2007-2008 Recommendations, which were based on the survey data. Each major heading is linked to the area of the results used to develop the new recommendations.

Original Ten Recommendations	2007-08 Modified Recommendations	Survey Results Page
<p>* The Committee has determined where a level of satisfaction 80% or greater exists in the 2007 survey, it is expected that efforts should continue to further increase the level of satisfaction.</p>		
<p>1. Active Leadership: Executive, Deans/Directors, Supervisors</p>		
<p>a. Encourage staff to attend training, workshops, courses</p> <p>i. Make provisions for work to be covered while staff is absent</p> <p>b. Increase visibility</p>	<p>a. Every position should have a designated trained backup or published desktop procedures in order to fulfill the essential functions of the job during absences.</p>	Page 7
<p>i. To know first hand the actual workload of their employees</p> <p>ii. Especially during peak times, hands-on, pitch-in</p>	<p>b. As indicated by the Survey results, continue efforts towards improvement. *</p>	Page 8
<p>c. Mandate training for supervisors</p>	<p>c. As indicated by the Survey results, continue efforts towards improvement. *</p>	Page 12
<p>i. Increase uniformity in treatment of employees</p> <p>ii. Improve, increase understanding of FGCU policies (comp time, expected work hours per week, etc.)</p> <p>iii. Improve appropriate and uniform use of the FGCU Performance Appraisal Process</p>	<p>i. As indicated by the Survey results, continue efforts towards improvement. *</p> <p>ii. As indicated by the Survey results, continue efforts towards improvement. *</p> <p>iii. As indicated by the Survey results, continue efforts towards improvement. *</p>	

**Survey
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Original Ten Recommendations

d. Create more opportunities for job advancement

e. Provide incentive by evaluating and redefining job descriptions among staff

f. Redistribute and/or consolidate work assignments, responsibilities, and challenges as appropriate

g. Identify stressors not directly related to amount of work/responsibility

h. Reward work and effort with specificity and immediacy

2007-08 Modified Recommendations

d. Opportunities for job advancement continues to be of critical importance. Revisit how job postings and opportunities are communicated to university staff.

e. Supervisors should be accountable for the annual performance evaluation process and annual job description review. Investigate ways to make this process more efficient.

f. As indicated by the Survey results, continue efforts towards improvement. *

g. As indicated by the Survey results, continue efforts towards improvement. *

h. As indicated by the Survey results, continue efforts towards improvement. *

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Original Ten Recommendations

2007-08 Modified Recommendations

2. Adequate staffing

a. Conduct a work unit analysis of departments to include the comparison of the duties stated in the position descriptions with duties actually performed.

a. As indicated by the Survey results, continue efforts towards improvement. *

i. Recommended participants

1. internal: the staff currently in those positions as well as their immediate supervisor

2. external: a person to oversee this process

ii. This may reveal areas where:

1. talents and time could be better utilized

2. additional training may be beneficial

3. additional personnel are needed

4. redistribute and/or consolidate work assignments, responsibilities, and challenges as appropriate

5. ensure that demand does not exceed the supply of resources

b. As indicated by the Survey results, continue efforts towards improvement. *

b. Involve affected staff in the evaluation of the impact of new programs and initiatives before implementation to determine staffing needs/adequacy

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Original Ten Recommendations

c. Provide funding for temporary staffing shortfalls such as vacation, sick leaves and to provide assistance during peak periods; this may entail developing a pool of substitutes who can respond to short notice requests

d. Develop a pool of trained volunteers (or volunteer center) to assist during peak periods

e. Create positions with accompanying job descriptions for internships or service learning opportunities to assist with staff during peak periods and to provide students with work experience

f. Encourage cross-training that would allow units to share staff across departments/units during peak times

2007-08 Modified Recommendations

c. As indicated by the Survey results, continue efforts towards improvement. *

d. Not addressed in current survey

e. Not addressed in current survey

f. As indicated by the Survey results, continue efforts towards improvement. *

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Original Ten Recommendations	2007-08 Modified Recommendations	Survey Results Page
3. Communication		
<ul style="list-style-type: none"> a. Use a variety of modes (e-mail, postings, printed material); repetition is necessary b. More frequent university-wide Town Hall meetings 	<ul style="list-style-type: none"> a. As indicated by the Survey results, continue efforts towards improvement. * 	<p>Page 34</p>
<ul style="list-style-type: none"> c. Conduct a comprehensive, scientific study of communication methods to determine what is most effective (method, from whom, how frequent) 	<ul style="list-style-type: none"> b. Quarterly communication from Executive Service (Town Hall meeting, newsletter, live University webcast, etc. as appropriate based on current need) 	<p>Page 35</p>
<ul style="list-style-type: none"> d. Serves to improve sense of community, belonging, unity 	<ul style="list-style-type: none"> c. Explore avenues of communication to all staff. Survey results indicate All Staff email and email newsletters are the preferred means of communication. Consider adding live webcasts as a communication vehicle. 	<p>Page 36</p>
<ul style="list-style-type: none"> e. Serves to reinforce the employees sense of value 		<p>Page 37</p>
4. Compensation		
<ul style="list-style-type: none"> a. Monetary <ul style="list-style-type: none"> i. Review, revise, and communicate process for determining promotions and raises ii. Review, revise, and communicate process for determining bonus pay 	<ul style="list-style-type: none"> i. Explore means to improve understanding of compensation system 	<p>Page 39</p>
<ul style="list-style-type: none"> b. Non-monetary <ul style="list-style-type: none"> i. Certificates of appreciation, First Class cards, Olympian certificate c. Conduct a market study to determine equity of salaries 	<ul style="list-style-type: none"> ii. Investigate options for creative means to compensate employees (reference to monetary compensation) b. Explore non-monetary recognition program alternatives (encourage departmental programs) 	<p>Page 40</p>
	<ul style="list-style-type: none"> c. Conduct periodic market studies to ensure internal and external equity with the market. Make appropriate adjustments based on study results. 	

Original Ten Recommendations

2007-08 Modified Recommendations

5. Technology

- a. Commit to providing sufficient resources, especially personnel to realize the advantages of technology in reducing reliance on manual processes
- b. Consult with employees to assess equipment needs based on the complexity and quantity of work performed
- c. Examine the distribution of equipment needed by staff to perform their job in order to assess if the equipment could be used more efficiently
- d. Examine software needs with the intent to increase automation of tasks where appropriate
- e. Better, closer integration of technology

- f. Create a Banner support group that transcends departments

- a. As indicated by the Survey results, continue efforts towards improvement. *
- b. As indicated by the Survey results, continue efforts towards improvement. *
- c. As indicated by the Survey results, continue efforts towards improvement. *
- d. As indicated by the Survey results, continue efforts towards improvement. *
- e. As indicated by the Survey results, continue efforts towards improvement. *
- f. As indicated by the Survey results, continue efforts towards improvement. *

**Survey
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Page**

Original Ten Recommendations

2007-08 Modified Recommendations

6. Hiring / Recruitment / Promotion

- a. Provide option of internal posting prior to external posting
 - i. Current staff should be considered on an equal basis as external candidates
 - ii. Current staff should have the same opportunity to negotiate salary for a new position as an external candidate would have
 - iii. Salaries offered should be evaluated in relation to salaries of current employees in similar positions
- b. Allow relevant and appropriate number of years work experience for a current staff member to substitute for degree earned when applying for a position/promotion
- c. Review and streamline process for hiring

- a. Revisit how job postings and opportunities are communicated for University staff
- i. As indicated by the Survey results, continue efforts towards improvement. *
- ii. Education regarding compensation procedures and strategies
- iii. As indicated by the Survey results, continue efforts towards improvement. *
- b. As indicated by the Survey results, continue efforts towards improvement. *
- c. SAC has made recommendations to Administration

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7. Training

- a. Improve orientation of new employees conducted by HR; may need refresher “orientation” on some regular cycle
- b. Institute orientation of new employees at department level to acculturate them; to include tour of campus, introduction to others in departments as appropriate
- c. Increase and improve opportunities for in-service training and/or tuition waivers
- d. Increase and improve opportunities for professional growth/development

- a. Issue currently being addressed with new orientation CD.
- b. Departments should have a plan to acclimate new and transferring employees at the departmental level.
- c. Tuition waivers granted
- d. Provide and communicate more opportunities for professional development.

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**Survey
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Original Ten Recommendations

2007-08 Modified Recommendations

8. Rewards

- a. Extend tuition waivers to include immediate family (spouses, sons, and daughters)
- b. Consider providing bonus pay for staff who take on special assignments under special situations
- c. Consider offering flex time, extended days off during the winter break, and other benefit improvements
- d. Examine feasibility of merit pay

- a. Issue resolved - tuition waivers granted
- b. In lieu of a university bonus program, encourage supervisors to recognize special assignments by documenting in employee’s personnel files
- c. Continue current practices as appropriate. Winter break has been awarded, consider other possible leave incentives, Spring Break, President’s Day, etc. Benefit improvements may include enhanced dental insurance, and reinstating vision benefits.
- d. SAC has made recommendations to Administration SAC Recommendations for Distribution of A& P and USPS Merit Increases 9/27/2007

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9. Teamwork / Teams

- a. Promote team building across and within departments

- a. As indicated by the Survey results, continue efforts towards improvement. * - issue resolved

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10. Employee Relations

- a. Evaluate policies annually to determine their impact, positive or negative on work efficiency, work accuracy, and climate

- a. As indicated by the Survey results, continue efforts towards improvement. *

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2007-2008 Recommendations

Active Leadership: Executive, Deans/Directors, Supervisors

- Every position should have a designated trained backup or published desktop procedures in order to fulfill the essential functions of the job during absences.
- Opportunities for job advancement continues to be of critical importance. Revisit how job postings and opportunities are communicated to university staff.
- Supervisors should be accountable for the annual performance evaluation process and annual job description review. Investigate ways to make this process more efficient.

Communication

- Quarterly communication from University Leadership (Town Hall meeting, newsletter, live University webcast, etc. as appropriate based on current need)
- Explore avenues of communication to all staff. Survey results indicate All Staff email and email newsletters are the preferred means of communication. Consider adding live webcasts as a communication vehicle.

Compensation

- Explore means to improve understanding of compensation system.
- Investigate options for creative means to compensate employees .
- Explore non-monetary recognition program alternatives (encourage departmental programs) for example: Certificates of appreciation, First Class cards, Olympian certificate.
- Conduct periodic market studies to ensure internal and external equity with the market. Make appropriate adjustments based on study results.

Hiring / Recruitment / Promotion

- Revisit how job postings and opportunities are communicated for University staff.
- Educate staff regarding compensation procedures and strategies.

- Salaries offered should be evaluated in relation to salaries of current employees in similar positions

Training

- Departments should have a plan to acclimate new and transferring employees at the departmental level as well as access to the FGCU Orientation CD.
- Provide and communicate more opportunities for professional development.

Rewards

- Encourage supervisors to recognize special assignments by documenting in employee's personnel files.
- Winter break has been awarded, consider other possible leave incentives, Spring Break, President's Day, etc. Benefit improvements may include enhanced dental insurance, and reinstating vision benefits.
- Bonuses

The aforementioned recommendations were identified based upon data where lower levels of satisfaction were indicated. Items of high level of satisfaction have not been addressed within these recommendations. Nevertheless, the University has achieved a great deal of progress in a number of areas of concern since the 2002 survey, (For further details, see the recommendation cross-walk in the Survey Report.), and the Staff Advisory Council recommends that the initiatives and practices enacted which lead to these improvements be continued.

Appendix A