

Staff Assembly 2008 Compensation/Benefits Staff Survey Results

Gonzaga University
Staff Compensation/Benefits Committee

Staff Assembly 2008 Compensation/Benefits
Staff Survey Results

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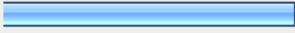
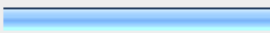
Survey Results


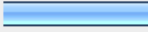
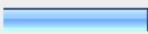

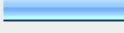

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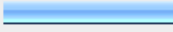
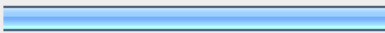
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

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
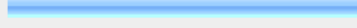

1. Employment Status:			
		Response Percent	Response Count
Staff - non-exempt		52.0%	104
Staff - exempt		48.0%	96
<i>answered question</i>			200
<i>skipped question</i>			0

2. Length of Service at Gonzaga University			
		Response Percent	Response Count
Less than 1 year		3.0%	6
1 - 4 years		26.5%	53
5 - 10 years		25.5%	51
11 - 15 years		14.0%	28
15 - 25 years		22.0%	44
25+ years		9.0%	18
<i>answered question</i>			200
<i>skipped question</i>			0

3. Do you supervise any non student employees?			
		Response Percent	Response Count
Yes		31.0%	62
No		69.0%	138
<i>answered question</i>			200
<i>skipped question</i>			0



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4. If yes, how many?		
	Response Percent	Response Count
1-5 	61.3%	38
6-10 	16.1%	10
10-20 	11.3%	7
More than 20 	11.3%	7
<i>answered question</i>		62
<i>skipped question</i>		138







5. I have ready access to a personal computer in a place I feel comfortable viewing my personal information		
	Response Percent	Response Count
At Work 	13.5%	27
At Home 	16.5%	33
Both Home and Work 	64.0%	128
Not at all 	6.0%	12
<i>answered question</i>		200
<i>skipped question</i>		0

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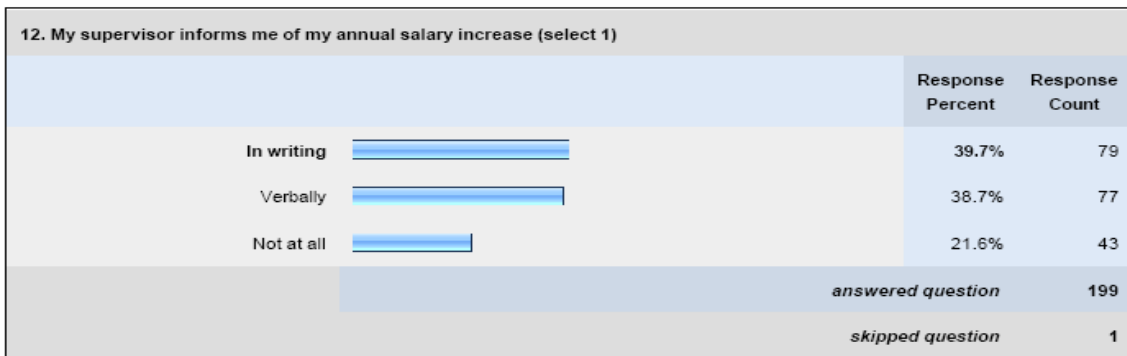
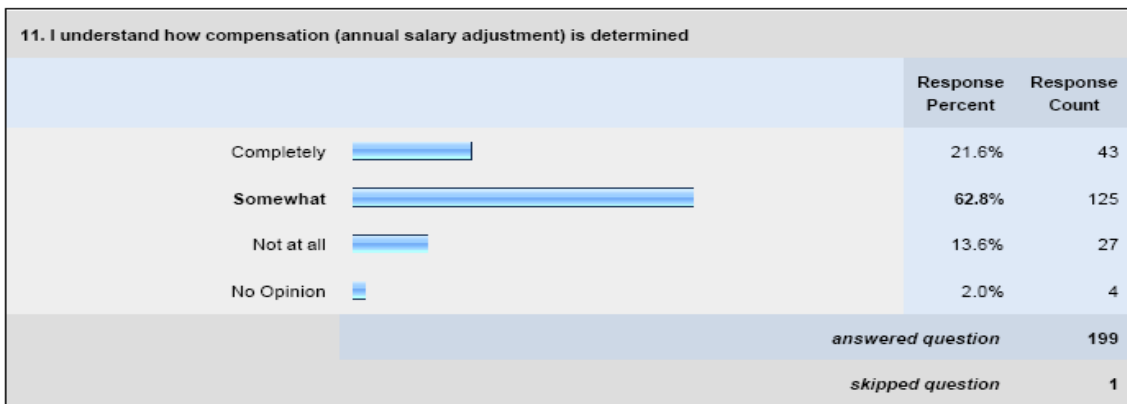
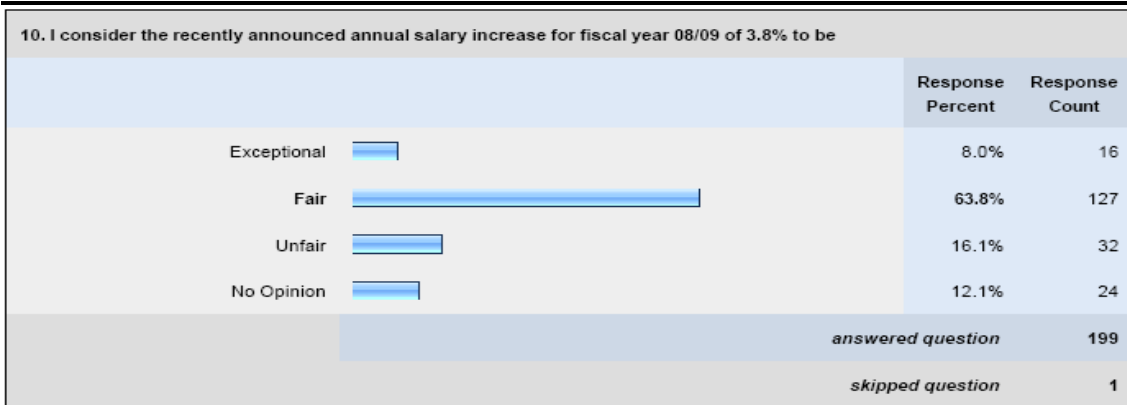
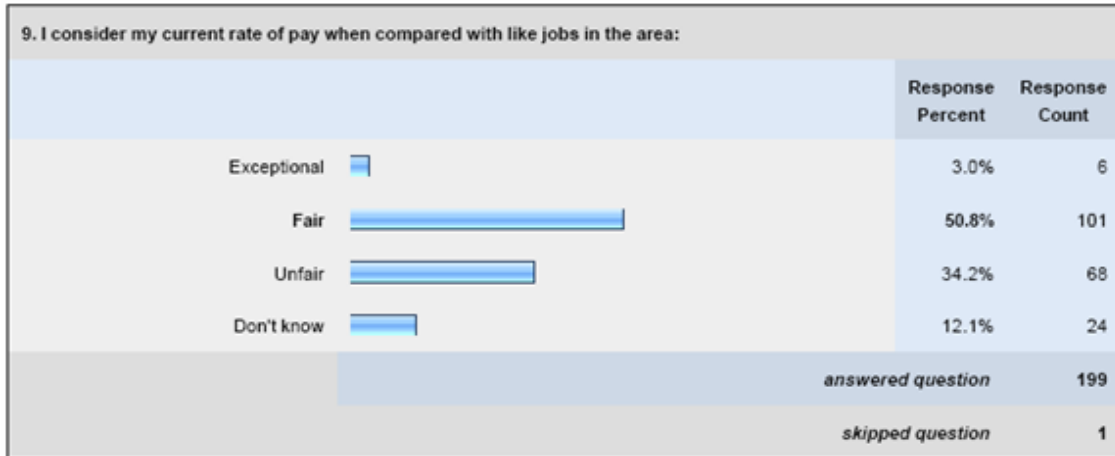
6. I use ZagWeb for: (check all that apply)		
	Response Percent	Response Count
Viewing my payroll earnings information 	57.0%	114
Viewing my personal employee information (benefits, W-4, etc.) 	49.0%	98
Enrolling in classes 	33.0%	66
Benefit forms (flexible spending, pension reduction, etc.) 	33.0%	66
Not at all 	22.5%	45
Not interested in using 	1.5%	3
Need training 	9.5%	19
<i>answered question</i>		200
<i>skipped question</i>		0

7. If training for ZagWeb was offered would you attend?		
	Response Percent	Response Count
Yes 	52.5%	105
No 	47.5%	95
<i>answered question</i>		200
<i>skipped question</i>		0





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8. In what area do you work?		
	Response Percent	Response Count
Academics 	25.5%	51
Administration & Planning 	37.0%	74
Student Life 	20.0%	40
University Relations 	10.0%	20
Finance 	6.0%	12
Mission/Chancellor 	1.5%	3
<i>answered question</i>		200
<i>skipped question</i>		0

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13. In the last 3 years the volume of my work has increased		
	Response Percent	Response Count
Not at all 	2.5%	5
Moderately 	36.2%	72
Extremely 	54.8%	109
No Opinion 	6.5%	13
<i>answered question</i>		199
<i>skipped question</i>		1

14. If GU offered quarterly open information sessions regarding compensation and/or benefits, my supervisor would afford me time during my work shift to attend		
	Response Percent	Response Count
Yes 	78.9%	157
No 	3.5%	7
Maybe 	17.6%	35
<i>answered question</i>		199
<i>skipped question</i>		1

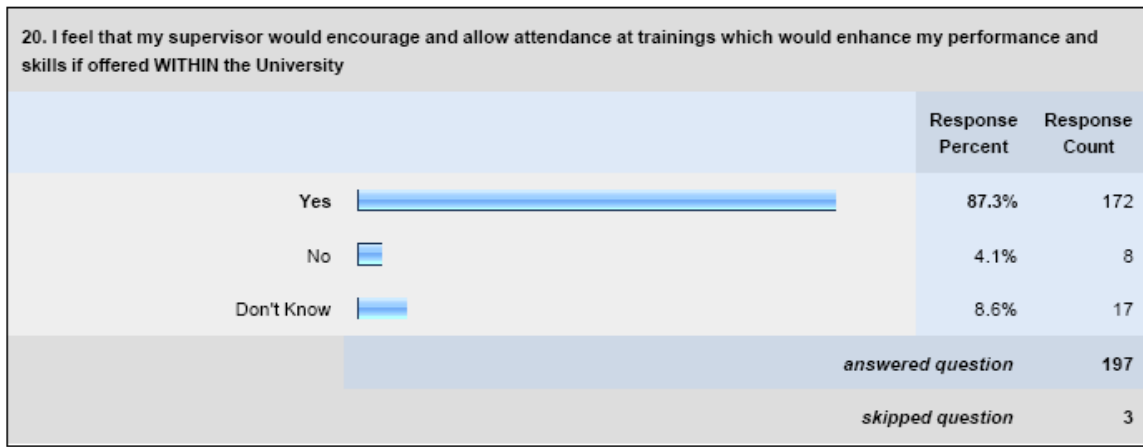
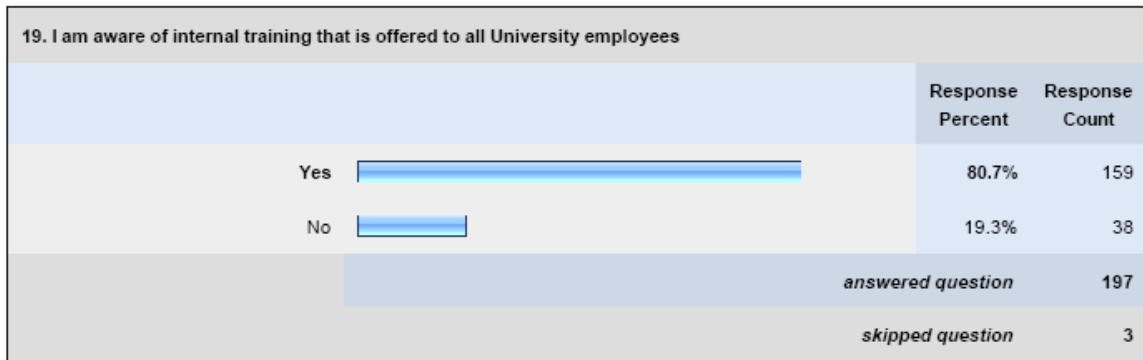
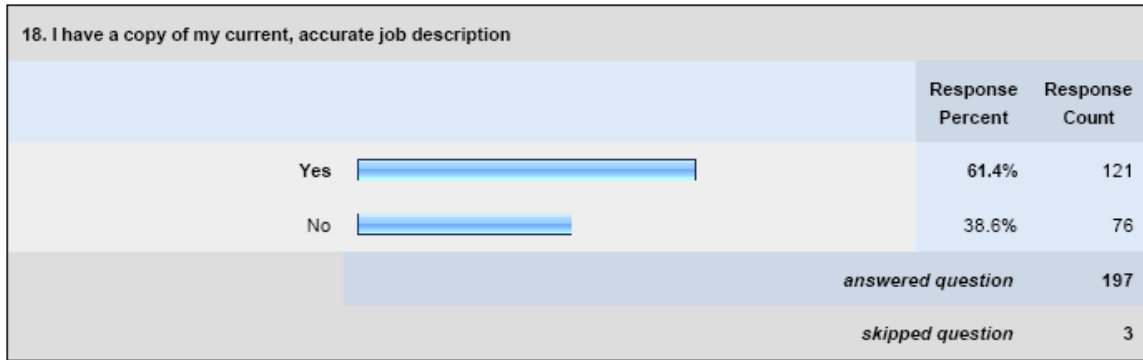
15. Please enter your comments related to compensation and workload		Response Count
		69
<i>answered question</i>		69
<i>skipped question</i>		131

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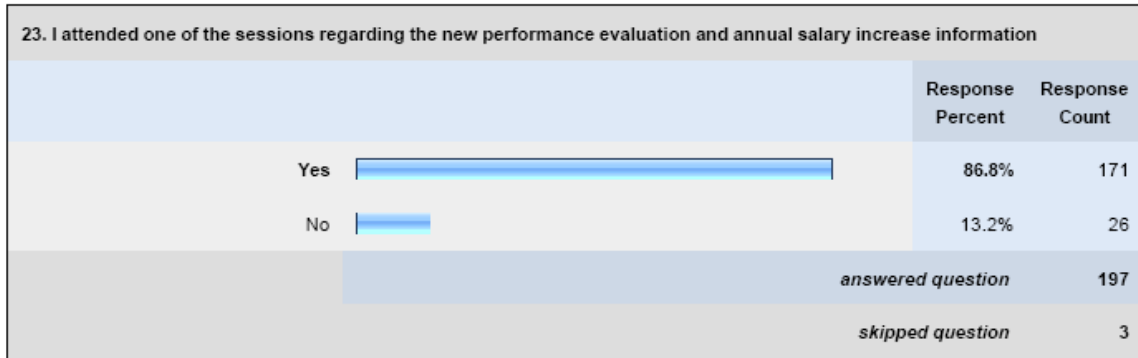
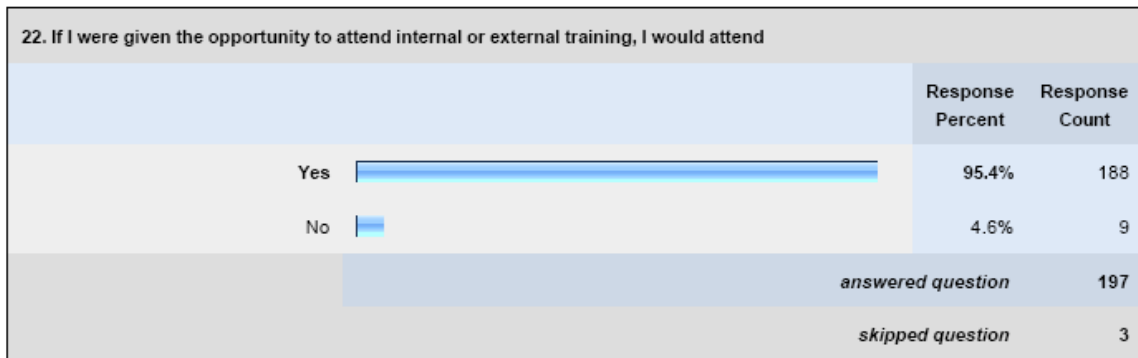
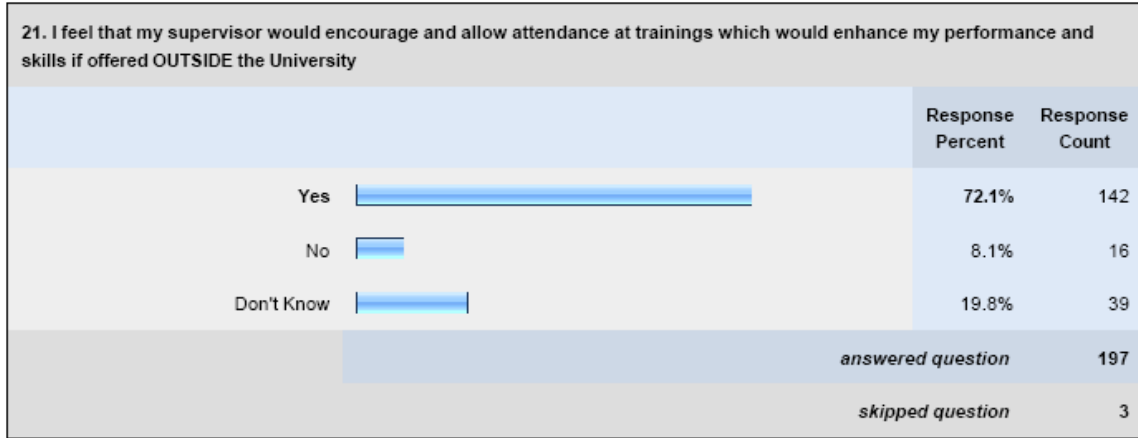
16. In the past 5 years I have received a formal, written evaluation from my supervisor		
	Response Percent	Response Count
One times	14.7%	29
Two times	13.7%	27
Three times	12.7%	25
Four times	14.2%	28
Five times	33.5%	66
Never	11.2%	22
<i>answered question</i>		197
<i>skipped question</i>		3

17. I feel that my past evaluations have been (check all that apply)		
	Response Percent	Response Count
impartial	21.3%	42
useful	34.0%	67
fair	58.9%	116
worthwhile	29.4%	58
accurate	36.5%	72
timely	29.9%	59
incomplete	9.1%	18
acceptable	45.2%	89
time well spent	16.2%	32
unacceptable	5.1%	10
complete	28.4%	56
wasteful	10.2%	20
reflective of the entire evaluation period	22.8%	45
based the duties of my job description	25.9%	51
<i>answered question</i>		197

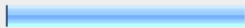

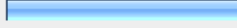

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24. I felt well informed about the changes to the performance evaluation tools and the annual salary increase		
	Response Percent	Response Count
Yes 	43.1%	85
No 	5.1%	10
Somewhat 	42.1%	83
Not at all 	9.6%	19
<i>answered question</i>		197
<i>skipped question</i>		3

25. Please enter your comments, questions, and opinions regarding the new performance evaluation and compensation plan.	
	Response Count
	72
<i>answered question</i>	72
<i>skipped question</i>	128

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

26. Please rank the following benefits in order of importance to you with 1 being most important and 8 being least important										
	1	2	3	4	5	6	7	8	Rating Average	
Dental Insurance	6.3% (12)	32.3% (62)	28.1% (54)	14.1% (27)	8.3% (16)	3.6% (7)	0.0% (0)	7.3% (14)	3.33	
Health Insurance	66.7% (128)	17.7% (34)	3.6% (7)	1.0% (2)	1.0% (2)	0.0% (0)	7.8% (15)	2.1% (4)	1.94	
Flexible Spending Medical Plan	1.6% (3)	2.1% (4)	10.9% (21)	9.9% (19)	15.1% (29)	28.6% (55)	26.6% (51)	5.2% (10)	5.53	
Flexible Spending Dependent Care Plan	1.0% (2)	1.0% (2)	1.6% (3)	7.8% (15)	10.9% (21)	8.9% (17)	18.2% (35)	50.5% (97)	6.79	
Tuition Waiver - Spouse/Dependent	6.8% (13)	6.8% (13)	9.4% (18)	21.4% (41)	16.1% (31)	8.9% (17)	15.6% (30)	15.1% (29)	4.98	
Retirement Plan	6.8% (13)	26.0% (50)	28.6% (55)	16.7% (32)	7.8% (15)	10.9% (21)	2.1% (4)	1.0% (2)	3.39	
100% Preventive Health Care (Wellness Annual Physical)	4.2% (8)	13.5% (26)	9.9% (19)	10.9% (21)	23.4% (45)	15.6% (30)	16.1% (31)	6.3% (12)	4.79	
Vision Hardware	6.8% (13)	0.5% (1)	7.8% (15)	18.2% (35)	17.2% (33)	23.4% (45)	13.5% (26)	12.5% (24)	5.26	
									<i>answered question</i>	
									<i>skipped question</i>	

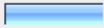
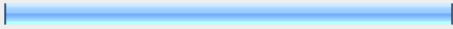
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27. Please rate your satisfaction with the following benefits							
	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	Not Applicable	Rating Average	Response Count
Dental Insurance	2.1% (4)	14.1% (27)	53.1% (102)	25.5% (49)	5.2% (10)	3.18	192
Health Insurance	3.6% (7)	9.9% (19)	52.1% (100)	31.3% (60)	3.1% (6)	3.20	192
Prescription Plan (Mail Order/Co Payments)	3.7% (7)	10.2% (19)	51.3% (96)	17.6% (33)	17.1% (32)	3.34	187
Retirement Plan	1.6% (3)	5.3% (10)	50.0% (95)	40.0% (76)	3.2% (6)	3.38	190
Flexible Spending Medical Plan	0.5% (1)	2.7% (5)	39.2% (73)	28.0% (52)	29.6% (55)	3.83	186
Flexible Spending Dependent Care Plan	0.0% (0)	2.2% (4)	22.2% (41)	8.1% (15)	67.6% (125)	4.41	185
Tuition Waiver - Spouse/Dependent	2.1% (4)	2.1% (4)	22.9% (43)	38.8% (73)	34.0% (64)	4.01	188
<i>answered question</i>							192
<i>skipped question</i>							8

28. Please rank the following options when the University is faced with increases to insurance premiums							
	Most desirable			Least Desirable	Rating Average	Response Count	
Increase annual deductible	21.2% (38)	11.2% (20)	21.2% (38)	46.4% (83)	2.93	179	
Add or increase office visit co-pay	27.0% (48)	38.8% (69)	28.7% (51)	5.6% (10)	2.13	178	
Increase prescription co-pay	16.5% (30)	37.4% (68)	31.3% (57)	14.8% (27)	2.45	182	
Increase premium sharing	34.9% (61)	11.4% (20)	17.1% (30)	36.6% (64)	2.55	175	
Other (please specify)						13	
<i>answered question</i>							192
<i>skipped question</i>							8

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29. When changes are made to my employee benefits, I feel		
	Response Percent	Response Count
I receive information regarding changes that is clear and easily understood 	35.9%	69
I receive information in a timely manner 	52.6%	101
I do not receive adequate information 	16.7%	32
No Opinion 	12.0%	23
<i>answered question</i>		192
<i>skipped question</i>		8

30. Would you or your co-workers need Domestic Partner Benefits?		
	Response Percent	Response Count
Yes 	17.6%	33
No 	82.4%	155
<i>answered question</i>		188
<i>skipped question</i>		12

31. Please enter your comments related to benefits		Response Count
		42
<i>answered question</i>		42
<i>skipped question</i>		158

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32. I consider the Staff Assembly to represent my needs and concerns		
	Response Percent	Response Count
Effectively 	27.2%	52
Somewhat Effectively 	31.4%	60
Don't Know 	22.0%	42
Dissatisfied 	9.9%	19
No Opinion 	9.4%	18
<i>answered question</i>		191
<i>skipped question</i>		9

33. Please enter your comments related to Staff Assembly representation	
	Response Count
	52
<i>answered question</i>	
52	
<i>skipped question</i>	
148	

34. Please enter any other comments you wish to make regarding this survey	
	Response Count
	33
<i>answered question</i>	
33	
<i>skipped question</i>	
167	

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SURVEY COMMENTS (The same comment may appear in more than one section)

Career Advancement - HR

1. Career planning at GU is quite disappointing. There appears to be no plan for promoting employees from within. I receive verbal compliments about the broad skill set I bring to the position, which are backed up by exemplary annual reviews. I'm told that I operate at a level far above my current position, yet no action is taken to move me to the next level either in my current area or in another part of the University. Why is this?
2. For as long as I have worked here, the largest and standard increase has been 2% which doesn't even keep up with the cost of living increases. Further there has been no mechanism for advance, or more recently beyond 50% of comparable. This is unbelievable. I have not worked at such a repressive salary job since I was in my 20s.
3. Fairly compensated, but find it difficult to attend classes, staff events since I am only part-time and can't squeeze these into my hours.
4. I am aware of on-campus trainings but do not feel any of them will enhance my job performance. When I think of enhancing someone's performance I think of adding to their skills that make them ready for advancement. We do not have those trainings here. As an example, banner training is too limited and vague to help someone when applying for a job the needs banner experience.
5. I wish I had more time to do these surveys and attend more training without feeling so stressed about my workload
6. Staff in specialized positions need more opportunities to attend professional conferences and training not offered on-campus.

Supervisor Allowing Time Off To Attend Trainings

1. Why does the question of my supervisor will allow me is this a campus wide problem?
2. My supervisor always encourages attendance at campus information events etc, however there are so many events that I don't attend all of them as it takes too much time away from work responsibilities. They need to work on combining or limiting some of these. I was hired to fill a job/need at the university, not attend events.

Workload vs Compensation - HR

1. I realize that the University is working towards 'optimization' of our task-related work but until that time, redundancy, lack of process & extra duties have all been piled on since the growth started 8+ years back.
2. I feel as though the University is trying to get more work for less money out of staff and it doesn't seem to be working because as it is now there are really no incentives (raises, bonuses, benefits, etc)

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3. Personally, in my area, people have too much time on their hands for the most part.
4. In our department, we have not experienced staffing increases to keep up with enrollment increases. Since we work in a Student Service area, our entire department has been impacted.
5. My office lost one person so it went from three to two. It is almost impossible to take vacations or be sick. The office is too busy to leave one person alone. The work load from the lost position has been absorbed by the two of us and sometimes is almost impossible. More compensation would probably make it at least bearable for us.
6. I believe that everyone in my office is carrying the workload of at least 3 people.
7. We need the entire University to help support us in all that we do.
8. My job had evolved into a catch-all position, whatever anyone else can't/won't do. Because of my skill level, many new tasks have been added to my workload with no change in my job description in over 5 years. Currently only three lines of my job description match reality, and because it is so inaccurate I feel compensation has not kept up with these changes.
9. We have a ton of work to do all of the time, yet never get much compensation for all of the work we have to do. I'm fortunate to work in a department that has been able to hire more people to get the job done, but that hasn't lessened the work load.
10. We are not paid comparably to our same position at schools in this area, which is frustrating. I would make the same on 10 month contract STARTING at WSU than I do here. It's taken me three years of 12 month work to get to what they START at.
11. Compensation is low for duties performed, especially when compared to the corporate world. Additionally, pay raises do not keep in step with inflation. I make less and less every year while my friends get raises of 15%= each year.
12. I am rather underpaid in comparison to others who do similar work in the city of Spokane. For instance, a similar position at another university in Eastern Washington started their salary for my job at \$5,000 more than what I am making after several years of service...
13. I think this year's increase for those of us who have been waiting for their 3 and 5 year increases (I will have had to wait 3 years and 8 months for my 3 year raise) is extremely unfair. Getting the 3.8% plus 1% for the 3 year increment this coming June has really put a sour taste in my mouth about GU, and yet the work just keeps getting piled on and I'm supposed to just smile and take it.
14. I see other staff burning out because of the increase in responsibilities. They don't feel like they can ask for more support because their bosses don't want to look like they need to spend more money. I have asked for support over the past year, and am finally going to receive some starting June 1. I am thankful for that, but I know

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- that my compensation is at least 25% less than my counterparts at other private institutions. I am happy about the new performance evaluation system, however I am not holding my breath for HR to tell me that I will get paid what I am worth. Sometimes I feel taken advantage of because I will do what it takes to get the job done well. My job is to support students and faculty, however I don't think I am always supported.
15. I feel that pay is not keeping up with the workload and certainly not with other similar jobs in the area.
 16. Too many bosses and not enough workers. In my almost 25 years I am amazed at the increase of work with no additional help.
 17. I am a staff person who teaches, yet my salary is ½ what a lecturer would earn. Why is that?
 18. I don't know what other people make in my position other places in the community.
 19. My job pays about 4-7K less than other similar jobs in the outside Spokane community. I expect the workload is about the same. I know of few professionals who only work 40 hours a week. They certainly don't in my office.
 20. The salaries at the top of Student Life are way too high for the level of service provided and the salaries at the bottom way too low.
 21. The volume of my workload is not dependent on enrollment.
 22. The workload in my office has increased dramatically year after year with no additional staff.
 23. I strongly believe that staff who remain in one job title after 5 years are basically 'forgotten' and their salary declines while in some cases their work load increases and job responsibilities shift tremendously. There is no policy or practice in place to re-look at staff job descriptions after five years or to bring their salary to scale (the 3rd quartile and mid quartile increases should continue). Their salary actually regresses while other staff members with the same title hired after them receive the 3 and 5 year bump catch up to them. These staff members are forgotten instead of being rewarded for longevity.
 24. If I were to work in the same field outside of GU, my pay would be at least 10% higher. My workload has increased significantly over the past couple of years and I find myself working a lot of over time.
 25. Compensation for a few employees in our division is below the minimum in their range and this is not fair.
 26. I have heard that our pay is based on the market, but my colleagues at other regional institutions make 20% more than I do.

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27. I often time felt I was doing the work of three and not getting paid for it.
28. There is no logical link between these two. My responsibilities have grown hugely over the past years and my actual income went down last year.
29. I feel I am fairly compensated for my work load and as my workload has increased so has my pay.
30. People left and not replaced. Campus has grown so more to support, more to do.
31. It seems that no matter how hard we work and how much more we take on, there is no appreciation given, either verbally or monetarily.
32. They don't seem to be tied together at all!
33. Difficult to understand how someone who has time to play games on a computer is paid more than someone who does not have time to complete work within 40 hours a week.
34. My pay is not even up to the average of my position in the job survey data after more than a decade and a half of work! More work is added all the time. I do NOT like the fact that I am being measured on an impossible work load. No human being could succeed with the size of this workload. I feel it's not possible to succeed in these conditions.
35. In the past few months, took over another employees entire workload when she left. Not asked to, given. No mention of any compensation adjustment.
36. Rate of increase has always been lower than inflation. From my perspective, I slowly sinking into poverty.
37. My current compensation level is not comenserate with my experience in the field or performance. Little consideration was afforded for my years spent at GU performing many of the duties of my current position – before the position was official. I essential started at the bottom of the scale.
38. Work increase has surpassed compensation increases.
39. 3.8% would be fair if your benefit fee's don't go up, i.e. (medical, dental, etc.) and the volume of our work levels out
40. If pay does not keep up with inflation then I consider it a PAYCUT!!! If you increase my costs of health insurance and don't increase my pay to cover it, it is a PAYCUT!!! The cost of doing business should be born by the employer and its customers (not the employee) the quality of the work is determined by the employees.
41. When are you going to do an assessment of salaries vs. benefit to the University at the Director Level and above in Student Life?

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Pay for Performance/Performance Evaluation

1. I see the new pay for performance system as robbing Peter to pay Paul. Bad for morale! Much better to establish an independent bonus pot that doesn't set up a zero sum game...in order for you to win, I lose! First thing you know some one will try to get a union going. THAT IS BAD NEWS AS WELL.
2. The recent workshops did NOT answer questions, nor did the interview in Spirit.
3. The new compensation system is not understood well and not fully or clearly explained at either the supervisor session or the employee sessions.
4. The way job evaluation pay raises and future increases are given robs the employees! If a supervisor does not get around to reviewing a position in a timely manner, the employee suffers. Not only does he not get the raise until months later (even though it is acknowledged he should be earning it), he does not get the increase at the start of a new fiscal year. If job evaluations (and raises) cannot be given during the fiscal year then at least raises should be given from the NEW JOB CLASSIFICATION rate NOT the rate for the previous job classification. Otherwise, the employee is missing out on the months of pay from the reclassification and again for the new fiscal year.
5. I believe performance-based salary increases are the most equitable form of compensation.
6. The new compensation plan will put workers in competition with each other and will not encourage them to help each other out – it will encourage 'every man for himself'; Workload increases, but pay may decrease if a worker's supervisor doesn't make the best recommendation. Unfair that faculty are not bound by the same new compensation program. Instead they get CUPA and larger raises each year. They have enough power to say no to pay for performance and make it stick. Staff do not.
7. I believe that Gonzaga truly wants to be just in our compensation.
8. My job was reevaluated, due to a change in responsibilities; once the VP signs off on that reevaluation the pay increase should take effect the next month not the next fiscal year. It is very insulting when it is agreed that I am doing more work and deserve a pay increase but I just have to wait seven months for that to kick in.
9. Of the job offers I received several years ago, I took the least pay because I liked working in the GU environment. I know, though, that as an only salary in my household I am feeling the pinch of increased gas prices, rent increases, and food/other household cost increases. The 3/8% will be helpful; it will help toward the increases of the last several years. In terms of merit-based pay: I don't see how the merit based pay is going to work if there is no more money in the 'pot' than there is now. If a person gets a '5' rating, but only ends up with a 1.8% increase in pay, I don't consider that a good incentive for working harder for merit pay. I think ALL of the GU staff I have met and work with already are here because they love their jobs. If the merit-based pay is supposed to be for motivation, I don't think it is

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necessary. Maybe a bonus at the end of the year would be more appropriate. Benefits are great; hopefully we will be able to hang on to those already in place.

10. This new evaluation system doesn't adequately reflect the increased workload, because of the potential of decreased compensation. Also, it doesn't follow the core values our mission statement. These include the dignity of the human person, pursuit of excellence, pursuit of truth, freedom, justice and service.
11. I was frustrated by the short questions and answer period during HR pay for performance session. 20 seconds were given before leaving in a hurry after one question was asked.
12. Pay should stay on time basis or time plus-merit
13. How will this evaluation be used to develop career plans for employees?
14. I think there should be more training in how to set goals and what goals are acceptable to exceed expectations.
15. I'm pleased that we're having a year to try the new process, the normalization process is critical. I feel uncertain about a zero-sum game with the funds available. I would like to see the pilot group be a mix of areas for evaluations so all the problems/issues can arise early on and be addressed before the entire campus follows the new model.
16. My only comment would be that I am unsure if all supervisors would be fair when evaluating performance. If there was any tension between the two at all it might sneak into the evaluation.
17. It doesn't have a feedback loop up to supervisors, which I think is unfortunate and doesn't honor the whole person aspect of Gonzaga's mission. Feedback should not just come from the top down.
18. I am concerned about the levels of expectations varying among supervisors regarding their employees and how this can impact one's salary.
19. I have only received a formal, written evaluation from my supervisor once in the last 5 years because I have only worked here for a year and a half and have only been evaluated once.
20. Pay employees for the work they do and do not penalize them for supervisors who do not get around to filling out the job reevaluation paper work.
21. I am worried that my boss will not take it seriously and that I will then lose out in the process.
22. At this point it seems fair. I feel, however, that there is a problem in the job classification system. There are some jobs that are rather unique, but are classified in a lower compensation level.

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23. I'm not sure that I totally understand it. Further, I'm not sure that it will truly reflect an employee's actual performance. I think there is too much room for bias and I think that supervisors will be instructed to keep employee scores down as well.
24. The performance evaluation is the right direction for the University to take. It is about time that the entire University was on the same pay increase plan.
25. I was told we all must use the new format and then my staffs were told we didn't need to use it. More clarity is need regarding department budgets and ranking employees and how this equates to a pay-for-performance raise.
26. We need better understanding of how to form goals.
27. The process is clearly not complete.
28. I think it's a good thing to do as long as the supervisors are fair.
29. It will be interesting to see how fair this process will be done.
30. It concerns me that the supervisor would actually know just how much work I do and how well of a job I do.
31. I have grave worries about this that my supervisor will be untruthful about my performance and hold me to an impossible standard. There are no checks and balances to ensure this doesn't happen.
32. Our department was left out of the focus groups and talks about the new compensation plan. We were completely broad sided by the announcement that it was being put in place and expected to comply with the implementation without proper training and explanation on how it would be done
33. I do not see how it will work regarding my current job. I will also need help in coming up with attainable goals that are measurable. Feels like the creation and implementation of goals will become more important than the actual job of relating to student needs.
34. Don't feel comfortable with my supervisor's review effecting my compensation.
35. I planned to attend however at the last minute I had a number of appointments that needed attention.
36. I was on vacation when the meetings were held but will get the info from my supervisor and HR
37. If understanding the changes means reading straight from a power point presentation then everyone should understand it.

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38. As stated previously, there was a lot of talk but no real answers. In the Spirit article it was the same--responses to questions that were a lot of words but little to no information. They didn't really answer the questions. The situation of faculty supervisors was not addressed or considered, particularly when the faculty supervisor changes frequently. What group is the pilot group? Why force this new plan on the staff but not the faculty? Is this a plan to save money on salaries? If there is a set pool of money, how can that do anything but put employees in competition with each other? There is not enough space here for me to make all my comments.
39. I was unable to attend sessions because they happened on days I don't work.
40. ...something about the normalization committees. What was mentioned about these committees at the performance evaluation meeting was very confusing. How can people beyond a supervisor and a Dean of a department be helpful in this process...not knowing the employee and his/her work experience? I don't understand that part of the process.
41. I felt that the decisions leading to its implementation weren't transparent. I tried to ask more questions about it, but I was cut short. I wanted to know how they arrived at the decision. Do other schools apply it to all aspects of their university including plant services, athletics, library, etc.? Since, it seems most suited to the department where money is being raised like University Relations. Also, my dean didn't know anything about it. NO ONE from the entire department was consulted despite the sessions insisting that EVERY department affected was involved in the evaluation process. Also, other A.J.C.U.'s have longer vacations about 20 days, can take vacations after 6 months, Christmas and New Year holidays off (approx. 12/24-1/2), have Spring Break off, Personal Days are just given--not used from sick days, etc— all for STAFF members. It is inappropriate to pick and choose the items that the administration finds in its best interest and then say that other A.J.C.U.'s are doing it without implementing the other benefits that our collegiate fellows enjoy. It is a faulty argument! It conveys that Gonzaga University is more about the bottom line than the ideals the University was founded on and of which it sells to potential and current students. It is a bill of sale for false goods and it should be against what we stand for. How does striving for excellence, i.e. making sure I do my best job--even if that means belittling or stepping over a coworker to achieve the goal of a slightly higher salary--work with maintaining the dignity of the human person when the goal of the evaluations are contrary to our fundamental goals of the Ignatian spirit? In addition, the employee self review and the supervisor portion are IDENTICAL. Please tell them that, because at the session I attended, they tried to say we didn't want to have mirror images of the evaluation. However, IT IS a mirror image. Whenever, I have a review like this, I always think I am doing the work for my supervisor. Shouldn't the supervisor know what standards or lack thereof that I, a staff member, have done? I know there is more I would like to say about this topic and this may not be the best avenue for all my concerns, but I am grateful that I can share my thoughts.
42. Our department was left out of the focus groups and talks about the new compensation plan. We were completely broad sided by the announcement that it

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- was being put in place and expected to comply with the implementation without proper training and explanation on how it would be done
43. I feel like our concerns weren't talked about and only the positive aspects were talked about.
 44. Still not clear on some aspects of the new system. What if my job is not a normal CUPA position...how do you benchmark my position every few years?
 45. Hard to be well informed on something that is in such a state of flux. If HR can't answer the question of how compensation will be determined in the future, then who can?
 46. I question whether we will truly be compensated for the job we do. It sounds more like it will be up to the VP's to decide who will get the raises in the long run.
 47. Excited about it. Gives opportunity to grow salary with job performance and increasing duties.
 48. I think it will be more trouble than it's worth. The system definitely needs revamping but I don't believe this is the way to go. Would be nice to have some recognition, in the form of compensation, for length of service.
 49. Compensation and performance goals enhance productivity.
 50. I don't understand what we will gain from this. I truly think that the underlying reason is for cost savings.
 51. Seems fair to me
 52. This is an excellent way to proceed.
 53. Disappointed that it can't guarantee us that we won't drop below our even if we get great reviews. 3.8% is a lot better than 2% but doesn't keep up with the cost of butter.
 54. It is about time! I hope that the University does not renege on the pay increases and claim it was to balance the budget. This would be a huge negative.
 55. It does not seem fair that we have to compete for dollars; work should be a team effort. There are other ways to prevent substandard work.
 56. This new plan is going to breed favoritism and will likely lead to a loss of valuable employees as they seek better compensation elsewhere.
 57. The new compensation system is resulting in my getting a raise that is \$2,700.00 LESS than I would have gotten under the old system. It is not just a loss in 08-09 pay but also in pension and social security contributions. Furthermore, it will be the

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- basis on which future years percentages will be based. These are cumulative losses that I will continue to suffer the rest of my life--through lower pay now and lower retirement later on. Now, HR is changing the compensation system so I get penalized! I guess the mission value about valuing all people must not apply to me.
58. If a person cuts back the number of direct supervisors reporting to her from 10 to 5, her salary should likewise be halved
59. I do not favor the new pay by performance plan. I can understand this for use in the corporate world but not at a university. I felt like the original information provided to staff concerning pay by performance was presented with very bias views and not neutral at all. I believe that this change goes against the mission statement and can lead to a competitive and hostile work environment. I believe several managers/supervisors at this university are not held accountable for their treatment of employees and this places too much power in their hands.
60. Until the university is willing to be completely accountable and transparent about the job performance of its supervisory personnel, the plan will not be a true reflection of job performance. I also strongly object to basing compensation on job performance. In the ideal it may seem like a good idea -- but life is never ideal and I fear that it will only encourage and increase demoralization of employees who feel there is no fairness in evaluations.
61. I am concerned that performance based evaluation and compensation will not be favorable to employees because, at least in my area, the workload has easily doubled within the last 5 years, but the number of employees has not increased. So, it is more difficult to get the work done! Also, as an exempt employee, my pay, which I believe to be below market, is based on 37.5 hours per week (even though I have never worked less than 50 hours per week). I must work even more hours to keep my head above water. I understand that we are moving towards a 40-hour work week, yet the salaries are not being adjusted. This doesn't make sense to me.
62. I am very concerned about the fairness of pay for performance. If salaries become too far out of line, there most likely will be resentments and competition. If a person is working at capacity and the job is well done, they should be compensated for their work. We are not keeping up with the cost of living as it is. If compensation becomes only performance related, those who fall behind, even though doing a good job will become working poor or the University will lose perfectly good workers. That could be expensive anyway. However, I think those making this decision have heard or already know the downside of this policy and will go ahead with it anyway.
63. Since I feel that I am treated fairly and there are backups for those that don't feel that way, it seems like a good system. It is also a chance for a higher increase than what we currently receive each year.
64. I am concerned about the final decision about a raise being the VP. What if the VP doesn't like you? I can't help but think this might have an effect on whether you get a raise or not. It is also discouraging to me that longevity at GU does not hold clout any longer and does not warrant some sort of increase. Lastly, I get pretty

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- discouraged looking at the reflection pool in front of College Hall and wondering how much money is going into THAT that should be going into our salaries!
65. The AMOUNT of money for salaries will be the same. This sets us up against each other for a very small amount of money. I strongly feel it is another way to suppress our small increases.
66. I believe it to be fair. Much time and effort has gone into this process. We need a mechanism on campus to allow performance to be a factor in raises.
67. In my particular job, there is no where for me to go, as far as advancement. So, does that mean I will get the least amount of a raise since I cannot go anywhere?
68. Interested to see how well it will work
69. I am concerned that the new system will take us further from real community, and encourage a culture of *corporatization* rather than cooperation. I am also concerned for Plant Services in particular, which is already harnessed with a variety of strange policies, not the least of which is the system used for tracking usage of sick days. While it may have become industry standard in some factory and warehousing cultures, it does not mean that it is just. Furthermore, it generates a culture of distrust, and encourages favoritism... It ought to be abolished (the attendance tracking policy). Performance Based Pay ought also to be scrapped...
70. It sucks – my position there is no going up – unless you went into management
71. I did not attend the performance training due to my medical absence
72. Not offered for those working night shifts, during our time at work
73. This is full of danger. But we must mover forward. I like the low approach we are taking. We must be sure to work out the bugs we find.
74. I am given very little to no time during the working day to focus on anything except work. Am not generally encouraged to participate in campus activities or meetings.
75. I would suggest that supervisors are required to give employees a copy of their job description months before their evaluation and also be told to discuss issues with their employees when they happen and not only at the time of the evaluation. I would suggest supervisors be required to hold office meetings at least once a year. I would also suggest to have employees review their supervisors work performance and attendance.
76. I am not afraid of change and know that to grow we need to do that. however, I am worried about the effect on morale of this top end decision affects on those that didn't have a voice in the matter. Also, I wonder if the Trustees, Administration, etc. involved in the decision read the mission statement of the University and how it should drive the decisions it makes. Thank you reading and allowing me to state some ideas that have been present on my mind since I started working here.

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Job Descriptions

1. There needs to be consistency in job descriptions on campus. For example, every Program Assistant I should have the same core job duties and requirements and starting salary. As it is now we do not have that and it is vital to the fairness of this process.
2. I feel our compensation plan is confusing at best. I feel we are underpaid by any comparison.
3. I do not believe my supervisor has full knowledge of what all I do.
4. I do not believe that my actual job functions are in line with the job title – which to my understanding is the basis on which my salary is calculated. I feel my job title is what my salary is based upon, rather than the actual functions, quality and quantity of work that I perform.
5. I believe that everyone in my office is carrying the workload of at least 3 people.
6. We need the entire University to help support us in all that we do.
7. My job had evolved into a catch-all position, whatever anyone else can't/won't do. Because of my skill level, many new tasks have been added to my workload with no change in my job description in over 5 years. **Currently only three lines of my job description match reality, and because it is so inaccurate I feel compensation has not kept up with these changes.**

Compensation/Benefits

1. Although the salary increase seems fair, after you consider the increase in health cost there is not much of an increase in pay.
2. Benefits are great; hopefully we will be able to hang on to those already in place.
3. 3.8% would be fair if your benefit fee's don't go up, i.e. (medical, dental, etc.) and the volume of our work levels out
4. If pay does not keep up with inflation then I consider it a PAYCUT!!! If you increase my costs of health insurance and don't increase my pay to cover it, it is a PAYCUT!!! The cost of doing business should be born by the employer and its customers (not the employee) the quality of the work is determined by the employees.

Premium Increases

1. What is premium sharing?
2. I don't understand premium sharing?
3. University pays increased costs
4. I depend on the people that know to do the best they can for the employees.
5. Don't think I should answer because I'm not on the health care plan.

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6. I would prefer that the CEOs and general aristocratic classes who rake in millions get reductions in their salaries.
7. Really none of these options is desirable
8. Not sure what you mean by premium sharing
9. Provide more incentives for healthy living
10. Somehow users pay more.
11. None of these should be increased; premiums co pays etc are already too high for families to deal with
12. Continue to increase tuition.
13. The University should budget for these increases instead of passing these on to our loyal employees
14. Need to be more hardnosed with insurance compensation
15. Take in less students – so there is less expenses!
16. Increase costs to customers like any other business look at the costs of gas and groceries.

Additional Benefits Comments

1. I think the University should provide domestic partner benefits, even though I wouldn't use them.
2. I feel that the exempt employees being allowed graduate school benefits should extend to non-exempt and their immediate family based on years of service.
3. I used to attend the AD 101 meetings about benefit changes; the answer time was very beneficial, now I find things out “too late”.
4. The reason most people work here is because of the good benefits. The pay is not good, so if you get rid of benefits then a lot of good people would consider leaving.
5. The benefits aren't exactly great as it stands now. I'm only highly satisfied with the free tuition. Cutbacks on benefits in addition to a low salary would cause me to consider employment elsewhere.
6. I consider “partner” benefits to be total BS! It is something which strengthens the gay agenda and weakens the family which is the foundation of the Church and our nation. I am opposed to supporting someone's shack job...female or male. It is one thing for a secular organization like the city to push it through, but for a religious institution to do it is crazy.

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7. Why does a tuition waiver not cover the full cost of tuition?
8. I don't participate in the Health plan. I use the military health coverage for dependants. Because GU is not paying that for me, it might be nice for them to pay my dental or eyeglass if we ever get that.
9. The only reason I chose Dissatisfied is because I am married and when I tried to get birth control the university healthcare plan didn't cover it. Then my husband and I decided to try, and over the last year we have had to see specialists due to issues, and the university healthcare program didn't cover that either. If you don't cover birth control because Catholics don't believe in preventing married couples from getting pregnant, then you should provide support for those who need medical assistance to get pregnant. I know two other employees that have had the same issues and are very dissatisfied with GU's decisions on these matters.
10. I work only 20 hours per week so I have limited benefits, which is pretty frustrating.
11. I didn't want to rank benefits because they are all too valuable to be put into some kind of taxonomy. I don't want to see any of them go away. And since the survey forces us to answer, I answered without contemplation, and simply went from 8 to 1 down the line.
12. I think vision hardware coverage is vital when asking people to be on computers all day in poorly lit areas.
13. I am happy with the current benefits plan.
14. My partner is a former GU employee who has to cover her own medical since GU doesn't recognize us, even though we have registered with the state. This is an added expense that is a hardship.
15. I believe our benefits are in-line with other companies and much better than others. This is a hard area to keep stable.
16. We should make sure that all families of employees have adequate medical coverage regardless of family structure. Financial wellness is just as important as health and mental health.
17. Need better, objective information on the retirement plan options. How about enlisting an affordable service such as smart401k.com?
18. Very generous
19. I would be offended if my premiums went to help pay and/or went up due to Domestic Partner Benefits.
20. If there is an increase to premiums, it is because there was increased 'utilization'. Make those who 'utilize' the benefit pay for the increases. Like car insurance, if you get in a wreck, my rates don't go up. Well, likewise, if I need to see a doctor every

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- month to monitor my diabetes (just an example...) should it affect what you pay???
- No.
21. In order of importance, I would say that Health Insurance, Retirement, and Tuition Waiver are all of top concern.
 22. I was very sad to lose the option of Group Health. It seems very expensive to insure a family; perhaps breaking down costs by number of family members would be more equitable.
 23. I wish there was hardware coverage on vision benefits.
 24. Although I do not need Domestic Partner Benefits, I believe that the university should offer them.
 25. I like our benefits and am grateful for them! I hope we can keep what we have.
 26. I feel we have a good comprehensive benefits package offered. I feel very fairly compensated when you add in the benefits.
 27. At the moment, I would not need Domestic Partner Benefits. But if by chance my fiancée could not work, then I would say yes I would need them, until we get married.
 28. I would like to see coverage continue for students past the age of 23.
 29. I believe that campus benefits are fair in comparison to other corporate benefit plans. Regarding medical, I am glad to see that naturopathic is being included in our benefits plans. Concerned that chiropractic has been limited. Holiday, retirement, tuition are great extra benefits. I would like the current holiday schedule left alone vs. the Christmas holiday week if that means changing/eliminating any of the others throughout the year.
 30. Question 3, "Please rank the following options when the University is faced with increases to insurance premiums" feels like I will be getting less value for my money. The University conveys that insurance benefits are an added "wage", especially when I see the end of the year statement of my salary and my salary with benefits. The University tries to pawn off the low salaries with "added benefits" of insurances and that is really the salary of the worker, but if increases to premiums or decreases in service are to happen, then again the salary is decreased. This is on top of already limited increases, if any, for cost of living or service reward, because of pay for performance. Again, I didn't like question 3, because I felt this information would be used against the staff at a later time. For example, if majority of the staff felt like copays or deductibles or whatever category was the most desirable to increase then the University increases that area, because that was what conveyed to them by us. I wanted to check that all those things are least desirable, but this survey wouldn't allow that. Why not? All measures of cost of living are increasing and one of the reasons why I work is to have health care for my family. If the benefits were to decrease then the advantage of that would not be as attractive and I

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- might seek employment elsewhere to gain the salary and benefits that were taken away from me. Also, to be paid what I am worth.
31. I believe Gonzaga has great benefits and I appreciate them very much.
 32. Benefits are adequate, but premiums should be minimized as much as possible. University increases in pay have not been seen by many because of insurance premiums increased more than the wages.
 33. I am grateful for the benefits.
 34. The co pay for prescriptions are out of control
 35. Need a 100% vision plan
 36. Vision benefits very poor and not adequate for my needs and the needs of my family. Dental could use some work too.
 37. DO NOT CUT MY PAY!!! Do not increase the expenses in my family budget – there
 38. It would be nice if the tuition waiver was offered at 75% when you are in your 3rd to 5th year of employment
 39. I am spending a lot on Premera Blue Cross insurance premiums that will not pay for the medical route I have chosen. It is not fulfilling my needs at this point in my life.
 40. It looks like you want me to buy into the PAYCUTS that you are considering. STOP- Look somewhere lese for the money – LEAVE MY CHECK ALONE. I know you think I am being unreasonable but I am tired of cutting back. We don't take vacation. We don't drive new cars – we don't buy expensive gifts for the holidays – we no longer shop at just one grocery store – we work the sale flyers of two or three stores. SUGGESTION: prorate co pays based on salary levels – prorate tuition based on ability to pay, just like Gonzaga Prep. (your slight increase do not feel slight to our budget)

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Of the job offers I received several years ago, I took the least pay because I liked working in the GU environment. I know, though, that as an only salary in my household I am feeling the pinch of increased gas prices, rent increases, and food/other household cost increases. The 3/8% will be helpful; it will help toward the increases of the last several years. In terms of merit-based pay: I don't see how the merit based pay is going to work if there is no more money in the 'pot' than there is now. If a person gets a '5' rating, but only ends up with a 1.8% increase in pay, I don't consider that a good incentive for working harder for merit pay. I think ALL of the GU staff I have met and work with already are here because they love their jobs. If the merit-based pay is supposed to be for motivation, I don't think it is necessary. Maybe a bonus at the end of the year would be more appropriate. **And certainly the paid week at Christmastime would be a great bonus too! When do we hear about that? Benefits are great; hopefully we will be able to hang on to those already in place.**

I would like to see the university more fully support alternative work schedules and telecommuting. Let's help keep cars off the road.

Question 4: you need to think more carefully about survey design, 'verbally' and 'in writing' are not mutually exclusive; I get both forms of notification.

Enjoy socials and anniversary gifts.

I appreciate what they do on behalf of all

Thank you

I think they do a wonderful job

Glad they are there

I have nothing to do with the assembly, but I guess I am glad they are there

We have excellent people in leadership here in the Staff Assembly.

Keep up the good work.

I feel they do a tremendous job with the little actual staff participation and input they receive. They are a genuine advocate for staff related perspectives.

I am very happy with our Staff Assembly!

Overall, I believe that they are making a good effort, but with regard to the pay for performance, there seem to be many who support this change, and so they do not represent me.

It's fair and open to anyone wishing to participate—that sure beats committees that are closed to most people

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I think you are all doing an admirable job.

I like the annual gathering that is sponsored by Staff Assembly but overall I am not involved with Staff Assembly so don't feel it would be fair for me to rate something I have not utilized.

I think they do an amazing job!

They certainly try to meet staff needs and concerns. They need information from their constituency, and that is often hard to get. Also, everything has to do with budget...and there isn't budget enough to do what all is best for staff.

They are fierce in their representation of staff members.

Excellent and dedicated representation.

I think the people on Staff Assembly do an awesome job *trying* to represent Gonzaga employees. I also think they are of the opinion that 'everybody is like them'; this means that they assume, because the members of the Staff Assembly are outgoing enough and secure enough in their employment that they are willing to advocate for positions that might not be congruent with existing opinion and tendencies of the University Administration, they attribute those same characteristics to their fellow employees. Many employees in many departments are reluctant to voice their opinions and ideas because they have experienced negative consequences for doing so in the past. These people have to be solicited individually and *personally* to extract their perspective. I honestly do not believe that members of the Staff Assembly recognize this problem because most of them are NOT shrinking violets - if they were, they would not be members of the Staff Assembly.

It's made great advances recently and I am very pleased.

All they care about is ice cream

Does not represent exempt level professionals and is primarily focused on plant services employees - hold no value to me

Same people with their own agendas.

How about less ice cream socials and more looking out for staff needs

Not a very powerful group and lack strong leadership

I have never been asked my opinion and have been shocked at what topics the SA committee deems important. There are much more important issues that need to be addressed! When have they asked for a vote of the members on a topic? The personal agendas of a very few seem to dictate the direction.

I avoid all SA functions/meetings/etc b/c I don't see SA as having any REAL power. I respect the people who serve on it but I think it is a total waste since there is no direct power held.

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Staff assembly does not have the same authority/power as the faculty assembly.

I believe the Staff Assembly does it's very best to represent staff, however, they really have no say in decision making, although there is influence in numbers. I'm not sure how seriously their opinions are taken by those who really make the decisions.

The people from Plant Service who are now in office do it to get out of work!

Until we are given real power we will remain somewhat effective.

I am not sure how they keep the staff community informed of items they are working on. Their monthly open meetings should not be the only format for communication since they generally can't always be attended due to work load/schedules. Routing newsletter/written information, agenda items should be provided to staff. All staff suggestions should be considered an agenda item for consideration, input, feedback by all staff not just assembly members – somehow the assembly needs to figure out how to gather and provide that information/input/feedback other than monthly members/open meetings. Website, minutes do not appear to be updated and/or updates are very vague. Many people do not go to website/computer for information, so that should not be the only information option. Never see written information inner-campus to be posted and/or discussions at staff assembly events/socials. Surveys should not take the place of votes. There needs to be someone (VP/Compliance officer) overseeing the Staff Assembly to make sure they are in compliance with the by-laws. Should be a limited percentage of representatives within a department/division. If there are too many staff assembly representatives from one area of the University the representation/information may be skewed. As vacancies occur there should be a staff vote vs appointment by members within the existing assembly. Shouldn't Assembly members make up some of the time (or be limited to ie 2 hours a month) for hours missed of work to attend all the meetings, social events. If staff attends a University class during work hours it is expected that they make up their time per campus policy manual...

The staff assembly should have informed the staff members of the possibility of pay for performance. If they had a restraint placed on them for speaking about this at various meetings with general staff, then something still should have been said, even if it wasn't full disclosure. The Staff Assembly MUST make a stand for the staff on behalf of this issue and others, because we do have a strong voice and we do much, not all, of the work that makes this University great. A while back, administration told faculty that they would have to move to pay for performance and they banded together to flatly reject the idea. This idea has not been raised for them again. Since, we have a year reprieve, let us inspire and shape the environment that would allow us to thrive and strive for excellence. We can make a difference and reject this foolish notion! We can make the University even better without sacrificing the quality and dignity of our work and pay. Lastly, I am reminded of a story. A worker was sweeping the hallways of NASA. When an outsider asked what he was doing the man replied "I am putting a man on the moon". Despite the appearance of a mundane task, that worker knew of the greater importance his job had on the organization. If pay for performance is implemented, a similar worker would remark, "I am trying to muscle out my coworkers from getting a significantly small raise of between 0-3 percent so that I may get it and destroy the combined efforts for a greater goal"

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The staff assembly should let the rest of the staff know what is going on before we are broadsided by implementation of policies that affect us. Staff should have just as much say in University policies as the TENURED FACULTY do. But we are treated like second class citizens when it comes to having a say.

I would like to see Staff Assembly more involved with each department. The ice cream socials are nice, but there is not much that comes out of it!! The last 4 ice cream socials that I have attended there were no comment cards out for ideas or comments. A drop box for comments would be great to encourage new ideas!!! FOLLOW THROUGH!!! I would like to see the campus split into several groups with representatives for each group. The representatives go out to each of their groups and meet with them 4-6 times a year to find out what their concerns are and report back to the Staff Assembly. Most importantly follow through!!! Open meetings are nice but when questions are asked about how the Staff Assembly is organizational process is for proposals..the answers were very defensive or hostile. The tone in which a person addresses questions should not be so tense or hostile. The bylaws should be reviewed and updated and an organization chart would be great so that people know what the process is for new proposals.

What impact is staff assembly having on the University as a whole? The limited feedback received in my area would lead me to believe that this group holds more of a 'courtesy' position with GU and is not an active participant in University planning. Is this true? If so, how can the staff have a more active voice at GU?

The Staff Assembly has to quit surprising the staff with proposals. They need to communicate with everyone not just their small group.

Lately there seems to be more communication as to what issues/projects you are working on, but I don't know how much power you have to implement change without a full staff vote. I don't remember having ever voted on issues before that the staff assembly was working on. Are you able to make changes that affect all of us without a vote? Or is it assumed that if we want to have a say, we need to be involved with the Assembly?

Should be a recurring column in Spirit newsletter to give employees useful info and updates from Staff Assembly.

They try so hard, but nothing ever changes. They are the most beneficial at remembering and honoring employees, creating goodwill, but no real change to the things that are WRONG with the University.

I have attended several staff assembly meetings and have never felt welcomed – I feel more like an intruder than a participant. I have never been introduced at these meetings and I have never had the assembly introduced to me. Not once have I been asked about any of my concerns. When I've voiced my concerns, they are met with extremely RUDE responses. I feel that staff assembly meets to discuss issues of their own personal agenda instead of the staff's. I feel there are much larger issues at hand to discuss and that staff assembly needs to be willing to listen to them.

I am not really aware of what goes on in their meetings.

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Great programs and benefits from SA, just need better promotion of what they're working on.

They are good listeners now show me. How your adding to protect my take home pay.

I don't know what they do after they meet with us.

I don't feel like I know enough about them.

Please let us know the status of the Christmas week break. Will this be resolved prior to Fr. Spitzer's leaving?

I hope this survey proves to be a useful tool and that you get a good percentage responding to get a fair representation of the University staff. I would say that on average, this University is better than other employers in the area in terms of pay and benefits,

I hope this survey is anonymous. Thank you for taking the time to evaluate this. You guys have a really hard uphill battle. Keep up the good work, choose your causes wisely and you will keep making Gonzaga a great place to work.

Thank you for conducting the survey. I hope the answers are taken seriously.

I didn't like ranking questions of benefits, as most all of them deserved a higher ranking than the survey would allow. I did not like choosing the health benefit over the retirement benefit. They both rank equally important to me.

Would like to see the results

Will we see the results?

I hope that our answers will not be looked at and discarded. I am sure that we all have legitimate concerns that should be brought to the attention of the higher ups

I appreciate being able to comment on some of these questions. Dialogue would be better..but hopefully this survey will bring forth more people's concerns that having to speak up at large meeting.

DO something regarding the comments stated by everyone – don't just gather the information for statistical reasons – the staff need a stronger voice and just gather information doesn't cut to the chance in getting things better for staff.

Survey – I think it is a good start; I think you need a couple of follow up questions:

- Are there issues that were not adequately addressed by this survey?
- Would you be able to bring such issues to the attention of a member of the Staff Assembly with a guarantee of confidentiality and anonymity?
- A contact method should be provided for those who wish to do so.

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Misc. comments throughout survey

Communication has improved and salaries are now being more competitive.

3.8% doesn't keep me in pace with the price of Gas, Food, and everything else... As for #4, sometimes verbally sometimes both (*communicate annual salary increase*)

I'm a great deal to the University