UWM University Staff Workplace Climate Survey

University Staff Senate &

UWM Consulting Office for Research and Evaluation (CORE)

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Introduction

Overview

University employees were invited to participate in the UWM University Staff Workplace Climate Survey online (using UWM Qualtrics) between Dec. 7, 2020 and Jan. 4, 2021. The survey consisted of 51 (5 qualitative and 46 quantitative) items, excluding demographic items. The survey items represented various dimensions (Job satisfaction, State of the institution, State of the staff, Work environment, University staff governance) and were implemented to capture a comprehensive understanding of work climate and culture at UWM campuses.

Participation was voluntary, and the survey was administered through an anonymous distribution method. The participants were able to skip survey questions that they did not want to answer. The survey informed participants that all information would be deidentified and confidential.

Participants

Invitations to participate in the survey using an anonymous survey link were sent by email to 1,043 UWM employees. In total, 406 UWM employees fully or partially participated in the survey. Surveys that were more than 20% completed were included in the final analyses. This resulted in 368 completed surveys; the remaining 38 surveys were excluded as these respondents only read the guidelines of the survey and did not answer the survey items. Therefore, the valid response rate for the analyses was 35.3%. We note that the survey participation rates varied (from 11% - 64%) by employee divisions (see Appendix A).

Summary of Findings

Overall, the degree of satisfaction was relatively high in all sections of the survey. Satisfaction rates in the domains of the work environment and state of the staff were particularly high. A brief summary of the findings is provided below, followed by more detailed summaries for each of the domains surveyed. The internal reliability of each domain was estimated using Cronbach's coefficient alpha and indicated good reliability (see Appendix B).

Summary of job satisfaction results

- Overall (averaged across items), 62.5% of respondents indicated job satisfaction.
- The highest reported satisfaction was with benefits (88.4%), though we note that satisfaction with UWM maintaining a competitive compensation package was relatively low (46.5%).
- The lowest satisfaction was with promotion and career growth (41.4%). Particularly, respondents with an income level of $25,001-$35,000 showed relatively high disagreement and low agreement on fair and reasonable promotions and career growth in their units.
- The survey results showed relatively high satisfaction in terms of the work-home interface, such as fair and equal opportunity to work from home (68.5%), flextime (75.8%), and UWM's policy on work-life balance (74.7%).

Summary of state of the institution results.

- Overall (averaged across items), 64.6% of respondents were satisfied with the state of the institution.
- The highest reported satisfaction was with information provided by UWM about where and how to get help in response to COVID-19 (82.8%).

- The lowest satisfaction was with employees' involvement in institutional planning (53.2%).
- Further, a relatively low proportion of respondents (54.5%) indicated positive expectations (e.g., improving work) for new changes in the institution. Female respondents or respondents without disabilities indicated a higher rate of positive expectations of new changes than male respondents or respondents with disabilities, respectively.
- Respondents reported that the most effective form of communication was Email (94.4%), followed by Face to face (66.7%) and Meeting (58.4%).

Summary of state of the staff results.

- Overall (averaged across items), 70.2% of respondents were satisfied with the state of the staff.
- The highest reported satisfaction was with the relationships with management (88.4%).
- The lowest satisfaction was with comfortably expressing opinions about management, but the satisfaction rate was relatively high (60.7%).
- All items of the state of the staff section showed consistently high satisfaction rates across demographic factors, such as race/ethnicity, gender, age, disability status, or work divisions.

Summary of work environment results.

- Overall (averaged across items), 70.6% of respondents were satisfied with the work environment.
- The highest reported satisfaction was with a welcoming and respectful work environment in terms of diversity (86.0%).
- The survey results showed consistently high satisfaction regarding diversity, such as equal opportunities (76.8%), hiring process (83.5%) and applying for higher positions (77.0%).
- However, the results showed that the perception of diversity differs by racial/ethnic groups. While most White/European American respondents were highly satisfied with the diverse work environment, respondents of color reported equal levels of satisfaction and dissatisfaction.
- A high proportion of respondents (78.6%) knew of the UWM grievances procedures but a relatively low proportion (56.6%) were satisfied with the grievance policy. Among those who have ever reported employee complaints (11.4 %), less than half (47%) were satisfied with the resolution, and there were different satisfaction levels by division.

Summary of university staff governance results.

- Overall (averaged across items), 69.0% of respondents were satisfied with university staff governance.
- A substantial proportion of respondents (80.4%) were aware of university employee governance activities, but this proportion was lower for those who are younger or those with a low number of years of employment.
- A relatively low proportion of respondents (52.8%) indicated awareness of being able to attend university staff governance meetings if they were not elected.

Survey Results: Demographic information

The UWM University Staff Workplace Climate Survey Report aimed to identify the staff's demographic characteristics, including gender identity, sexual orientation, race/ethnicity, age, education, estimated annual income, and disability status. The demographic characteristics of the respondents were also used to further investigate some of the survey responses. Below is a summary of the demographic characteristics of survey respondents.

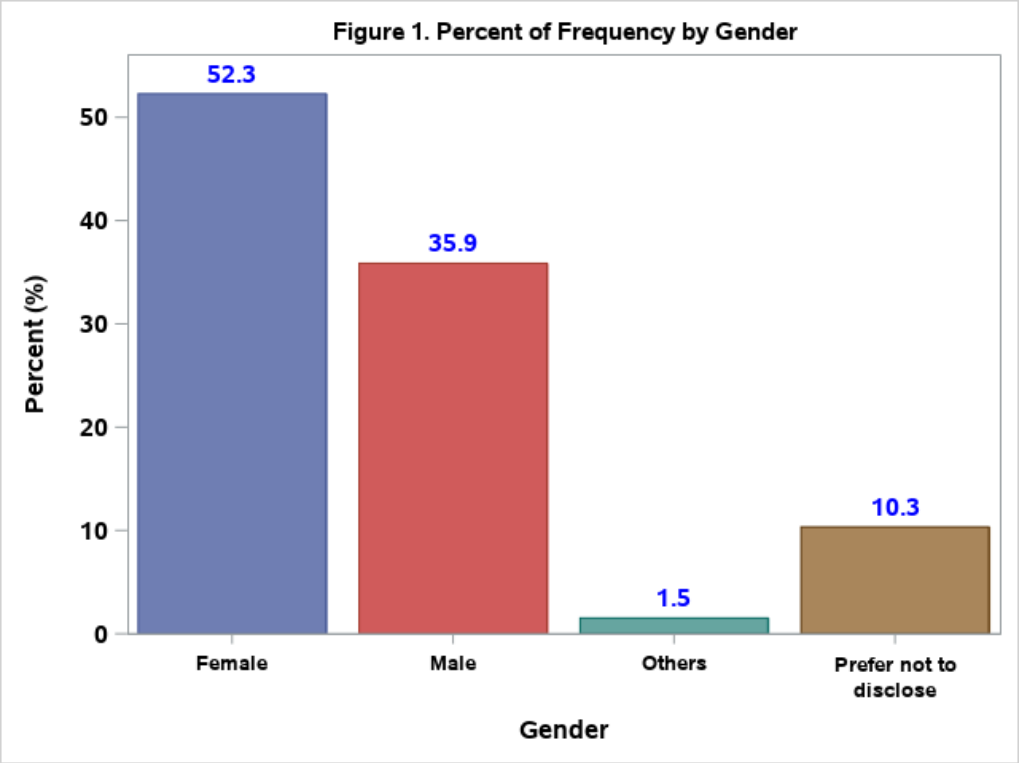
Gender:

Of the total survey responses, slightly more than half (52.3%) were females. It is worth noting that about 10% of the participants did not want to disclose their gender identity. Table 1 and Figure 1 provide a summary of the responses.

Table 1. **Frequency and Percent of Respondents' Gender Identity**

Demographic Characteristic	Category	Frequency	Percent (%)
Gender identity	Female	172	52.3
	Male	118	35.9
	Others	5	1.5
	Prefer not to disclose	34	10.3

Note: 'Others' category includes Genderqueer/Non-binary (1), Transgender (1), and other (3). Missing values (39) were excluded from the table.



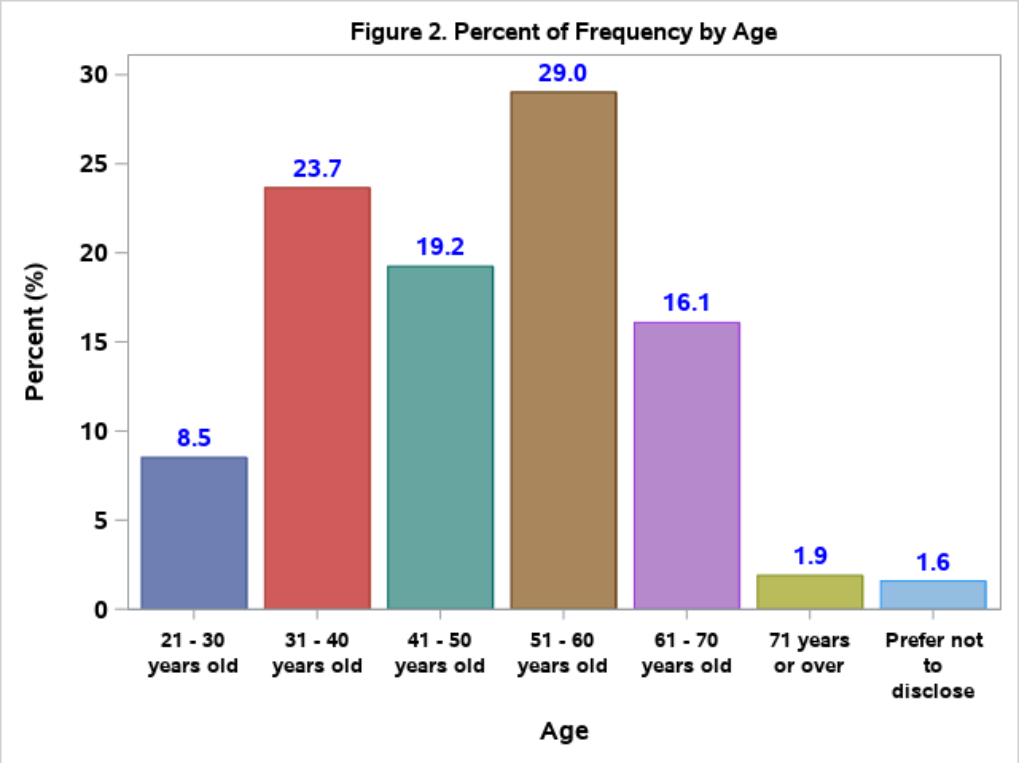
Age:

The age distribution of respondents is presented in Table 2 and Figure 2. Most respondents were in the 51-60 years old age category.

Table 2. **Frequency and Percent of Respondents' Age Distribution**

Demographic Characteristic	Category	Frequency	Percent (%)
Age	Under 21 years old	0	0.0
	21 - 30 years old	27	8.5
	31 - 40 years old	75	23.7
	41 - 50 years old	61	19.2
	51 - 60 years old	92	29.0
	61 - 70 years old	51	16.1
	71 years or over	6	1.9
	Prefer not to disclose	5	1.6

Note: Missing values (51) were excluded from the table.



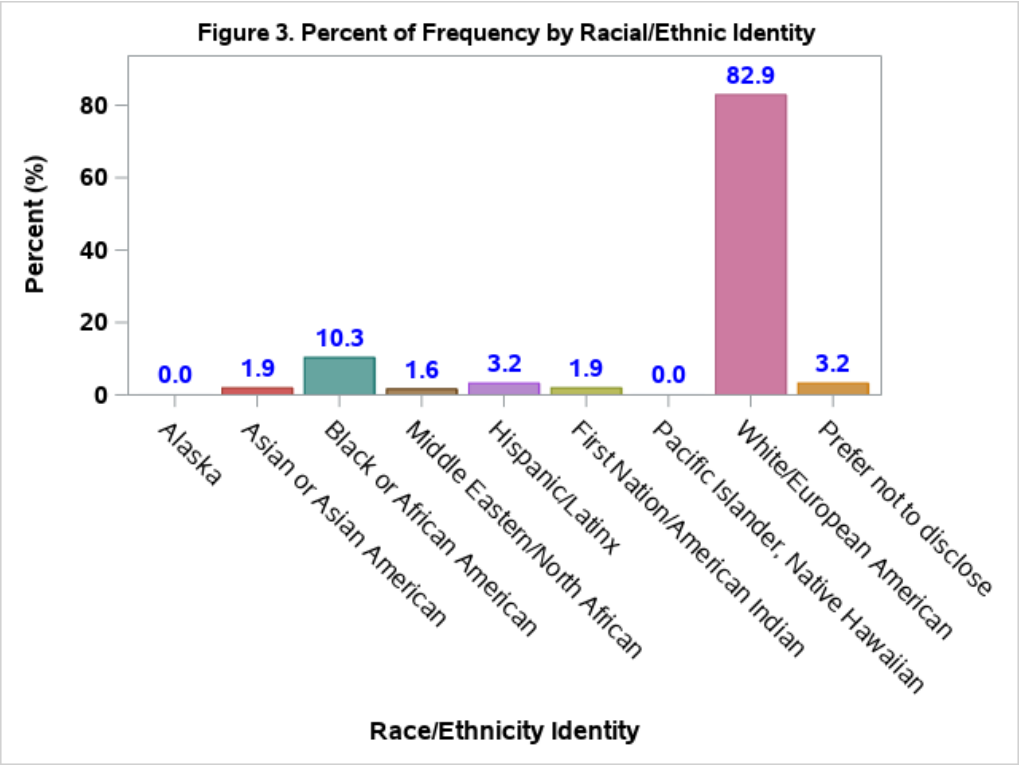
Race/Ethnicity:

A very high percentage (82.9%, n = 257) of respondents identified as White/European American. This item allowed respondents to select multiple racial/ethnic identification categories, and 16 respondents (5.2%) did so. Table 3 and Figure 3 provide a summary of the race/ethnicity responses.

Table 3. **Frequency and Percent of Respondents' Racial/Ethnic Identity**

Demographic Characteristic	Category	Frequency	Percent (%)
Racial/Ethnic identity	Alaska Native	0	0
	Asian or Asian American	6	1.9
	Black or African American	32	10.3
	First Nation/American Indian	6	1.9
	Hispanic/Latinx	10	3.2
	Middle Eastern/North African	5	1.6
	Pacific Islander, Native Hawaiian	0	0
	White/European American	257	82.9
	Prefer not to disclose	10	3.2

Note: Of the respondents, 16 staff (5.17%) reported that they are multiple racial/ethnic identities. Missing values (58) were excluded from the table.



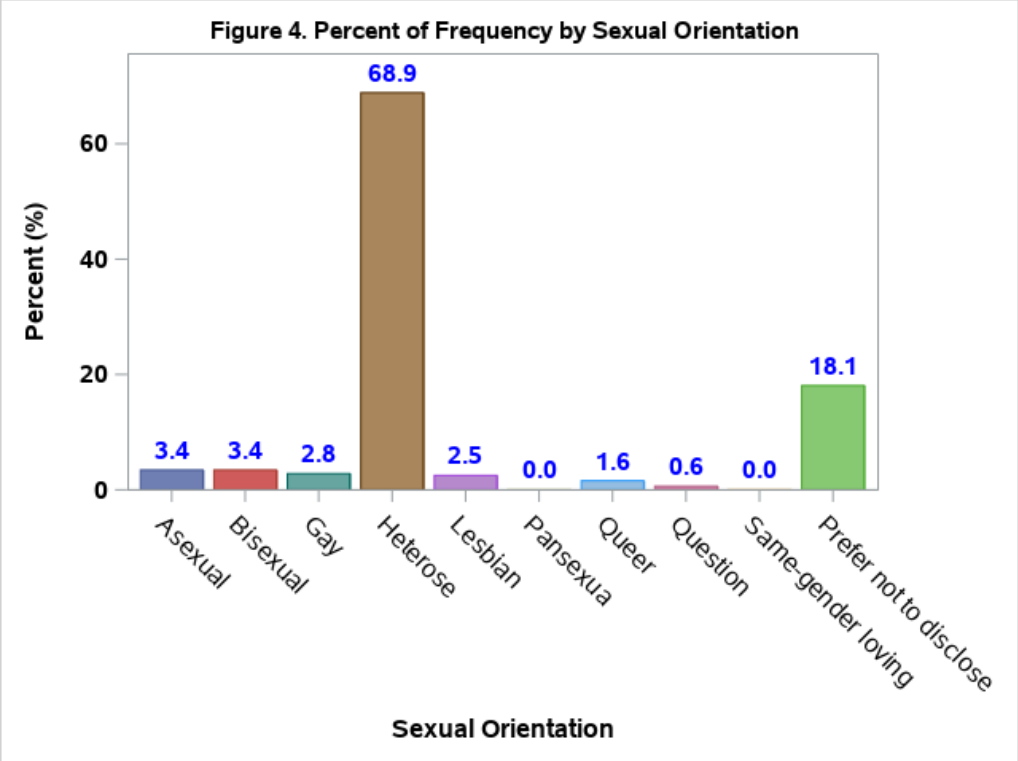
Sexual Orientation:

The proportion of respondents not selecting heterosexual was small, but these respondents were distributed over several response categories. It is worth noting that 18.1% (n = 58) of the respondents did not want to disclose their sexual orientation. Table 4 and Figure 4 provide a summary of the sexual orientation responses.

Table 4. **Frequency and Percent of Respondents' Sexual Orientation**

Demographic Characteristic	Category	Frequency	Percent (%)
Sexual orientations	Asexual	11	3.4
	Bisexual	11	3.4
	Gay	9	2.8
	Heterosexual (Straight)	221	68.9
	Lesbian	8	2.5
	Pansexual	0	0.0
	Queer	5	1.6
	Questioning or unsure	2	0.6
	Same-gender loving	0	0.0
	Prefer not to disclose	58	18.1

Note: Missing values (47) were excluded from the table.



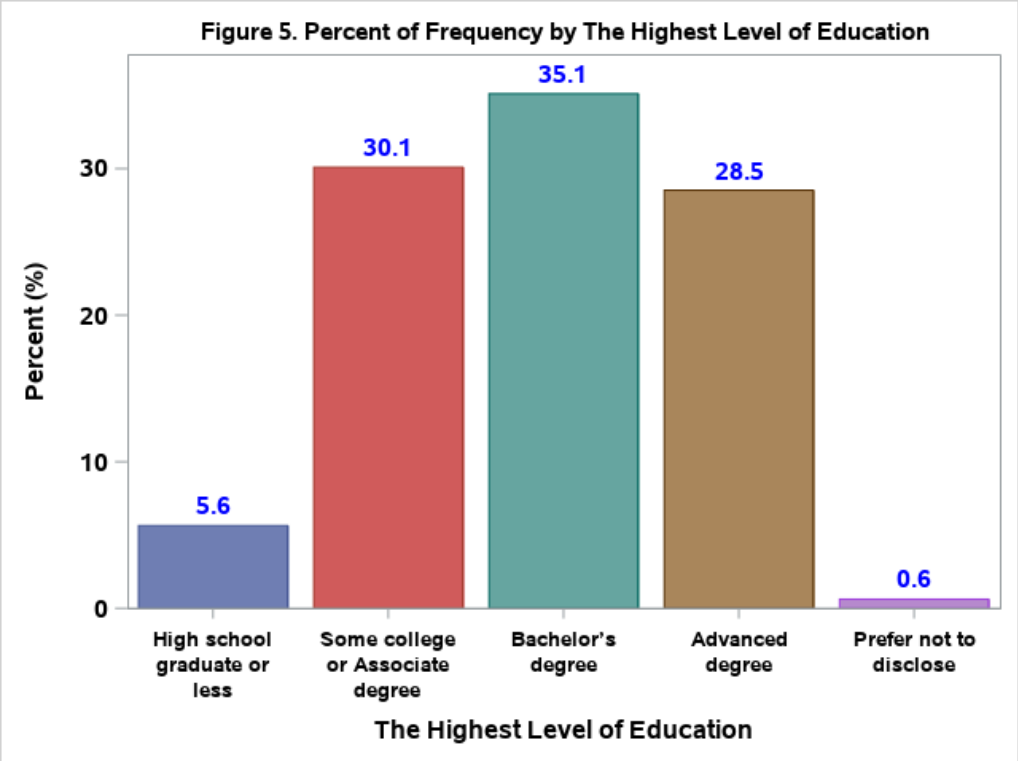
Education:

Overall, 93.7% of the respondents had completed some college or higher education and 63.6% had graduated with a bachelor's degree or higher. Table 5 and Figure 5 provide a summary of the education levels.

Table 5. **Frequency and Percent of Respondents' The Highest Level of Education Distribution**

Demographic Characteristic		Category	Frequency	Percent (%)
Education	High school graduate or less (5.6%)	No high school	0	0.0
		Some high school	1	0.3
		Completed high school/GED	17	5.3
	Some college or associate degree (30.1%)	Some college	45	14.1
		Business/Technical certificate/degree	18	5.6
		Associate degree	33	10.3
	Bachelor's degree (35.1%)	Bachelor's degree	112	35.1
	Advanced degree (28.5%)	Some graduate work	22	6.9
		Master's degree	65	20.4
		Specialist degree (e.g., Ed.S.)	2	0.6
		Doctoral degree	1	0.3
		Professional degree (e.g., M.D., J.D.)	1	0.3
		Prefer not to disclose	2	0.6

Note: Missing values (49) were excluded from the table.



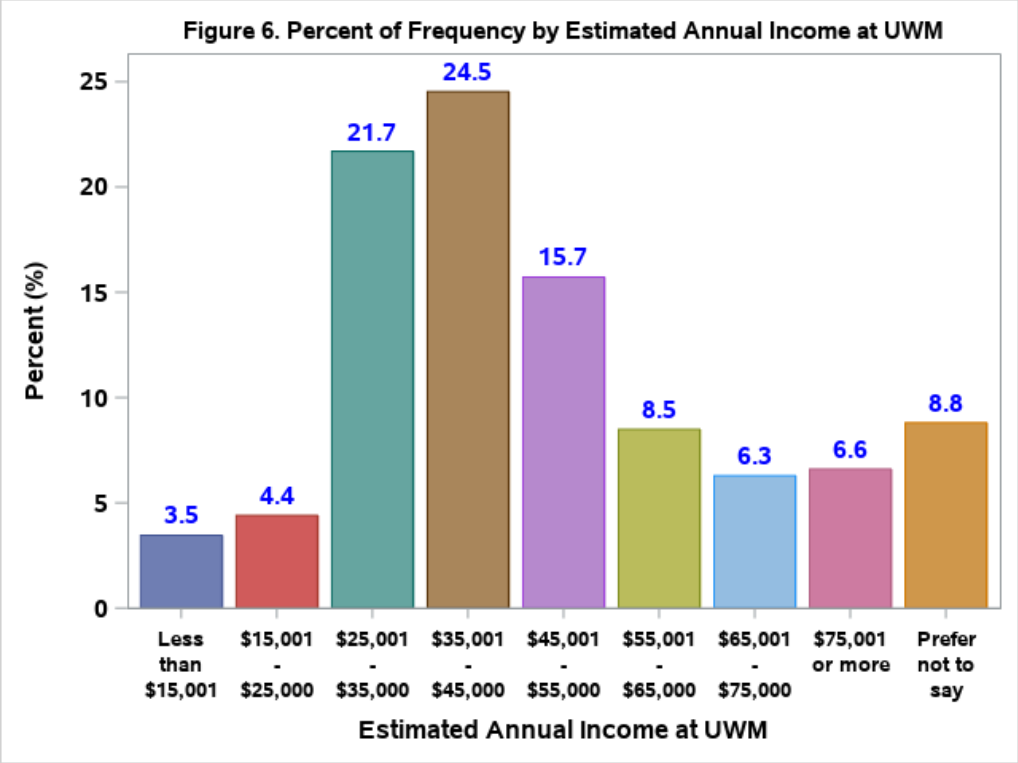
Income:

The income distribution is summarized in Table 6 and Figure 6. About 9% of the respondents preferred not to disclose their income.

Table 6. **Frequency and Percent of Respondents' Estimated Annual Income at UWM**

Demographic Characteristic	Category	Frequency	Percent (%)
Annual income	Less than $15,001	11	3.5
	$15,001 - $25,000	14	4.4
	$25,001 - $35,000	69	21.7
	$35,001 - $45,000	78	24.5
	$45,001 - $55,000	50	15.7
	$55,001 - $65,000	27	8.5
	$65,001 - $75,000	20	6.3
	$75,001 or more	21	6.6
	Prefer not to disclose	28	8.8

Note: Missing values (50) were excluded from the table.



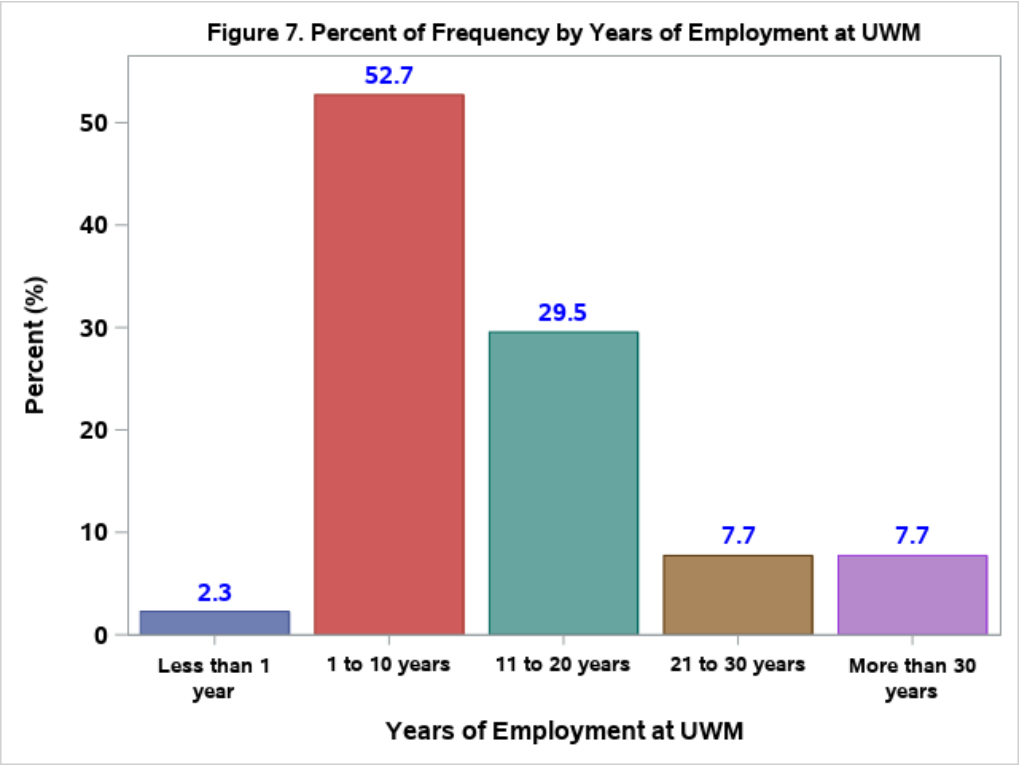
Years of Employment:

Overall, approximately 45% of respondents reported more than 10 years of employment. Detailed results are provided in Table 7 and Figure 7.

Table 7. **Frequency and Percent of Respondents' Years of Employment at UWM**

Demographic Characteristic	Category	Frequency	Percent (%)
Years of Employment	Less than 1 year	5	2.3
	1 to 10 years	116	52.7
	11 to 20 years	65	29.6
	21 to 30 years	17	7.7
	More than 30 years	17	7.7

Note: Missing values (148) were excluded from the table.



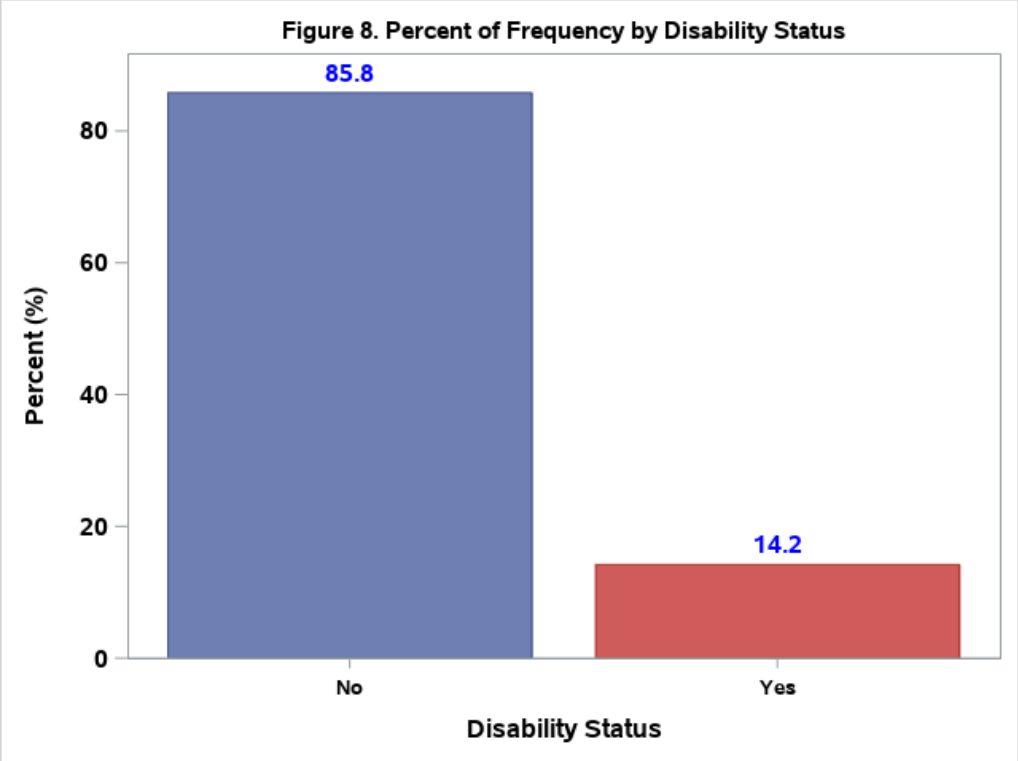
Disability Status:

Overall, 14.2% of respondents said they have a condition/disability that affects their work or living activities. Table 8 and Figure 8 show the frequencies and percentages of respondents' disability status.

***Table 8*. Frequency and Percent of Respondents' Disability Status**

Demographic Characteristic	Category	Frequency	Percent (%)
Disability status	Disability	44	14.2
	No Disability	266	85.8

Note: Missing values (58) were excluded from the table.



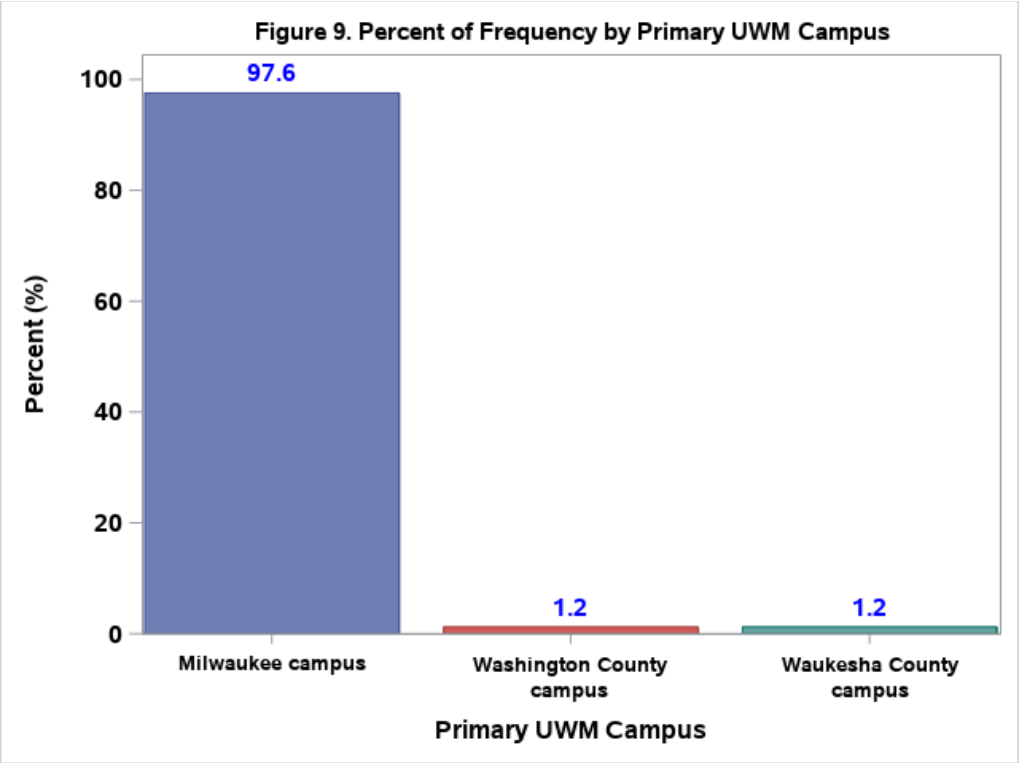
Primary UWM Campus:

The majority of respondents were from the Milwaukee campus because most of the university's staff members are affiliated with the Milwaukee campus. Table 9 and Figure 9 show the frequencies and percentages of respondents across the 3 campuses.

Table 9. **Frequency and Percent of Respondents' Primary UWM Campus**

Demographic Characteristic	Category	Frequency	Percent (%)
Primary UWM Campus	Milwaukee campus	319	97.6
	Washington County campus	4	1.2
	Waukesha County campus	4	1.2

Note: Missing values (41) were excluded from the table.

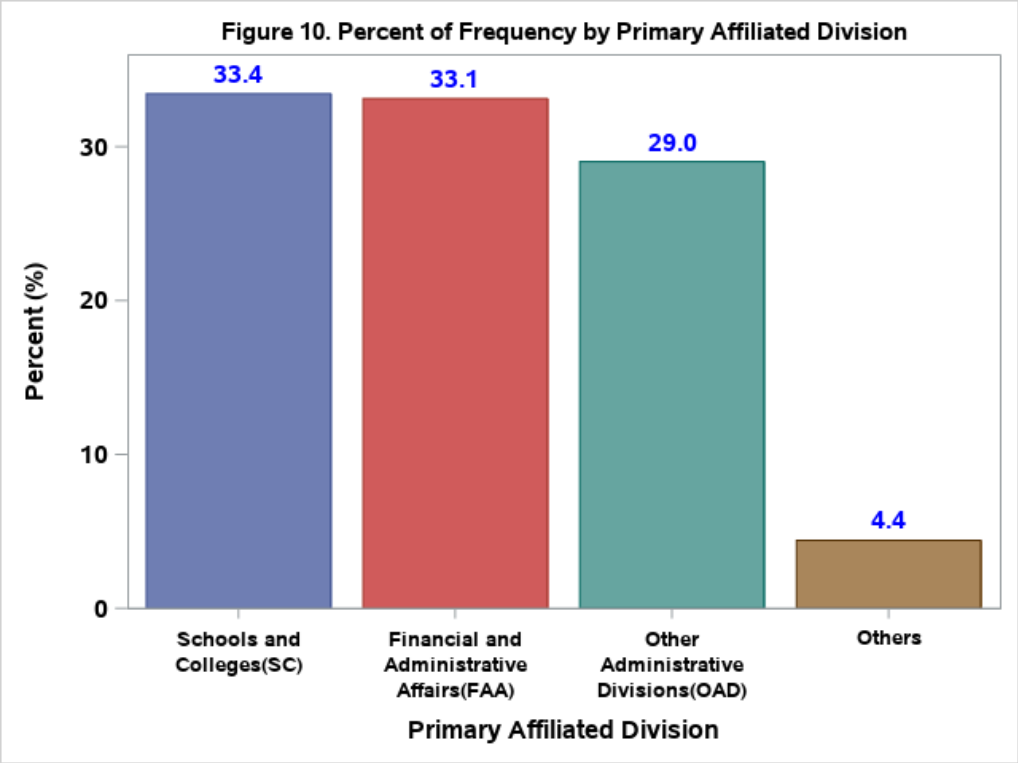


Primary Affiliated Division:

Some respondents could not find their affiliated division from the list of divisions provided, and some employee(s) selected more than one division because they may have concurrent jobs/positions and in different employee/title classifications (thus, the total number of responses may be different than the sum of responses by division). Table 10 and Figure 10 show the frequencies and percentages of respondents across the affiliated divisions.

Table 10 **Frequency and Percent of Respondents' Primary Affiliated Division**

Category			Frequency	Percent (%)
Division	Financial and Administrative Affairs (FAA) (33.1%)		105	33.1
	Other Administrative Divisions (OAD) (29.0%)	Academic Affairs	22	6.9
		Enrollment Management	4	1.3
		General Education Administration	16	5.1
		UWM Libraries	7	2.2
		Student Affairs	43	13.6
	Schools and Colleges (SC) (33.4%)	College of Engineering & Applied Science	5	1.6
		College of General Studies	9	2.8
		College of Health Sciences	9	2.8
		College of Letters & Science	42	13.3
		College of Nursing	1	0.3
		Graduate School Education	6	1.9
		Graduate School Research	3	1.0
		Helen Bader School of Social Welfare	3	1.0
		Lubar School of Business Administration	3	1.0
		Peck School of the Arts	6	1.9
		School of Architecture & Urban Planning	1	0.3
		School of Continuing Education	6	1.9
		School of Education	5	1.6
		School of Freshwater Sciences	5	1.6
		School of Information Studies	1	0.3
		Zilber School of Public Health	1	0.3
	Others (4.4%)	Not listed	12	3.8
		Prefer not to disclose	2	0.6



Survey Results by domain

Job Satisfaction

The Job Satisfaction section of the survey asked ten quantitative questions and one qualitative question related to job satisfaction. This report focuses on the quantitative questions. Specifically, these job satisfaction questions examined respondents' perspectives regarding satisfaction with wages and benefits, advancement, training, work-home interface, consideration of changing job.

The survey items used a 6-point Likert Scale (1: Strongly Disagree, 2: Disagree, 3: Somewhat Disagree, 4: Somewhat Agree, 5: Agree, 6: Strongly Agree). Table 11 and Figure 11 show the survey items and percentages of responses to each summarized using "Disagree" as scale categories 1-3 and "Agree" as scale categories 4-6.

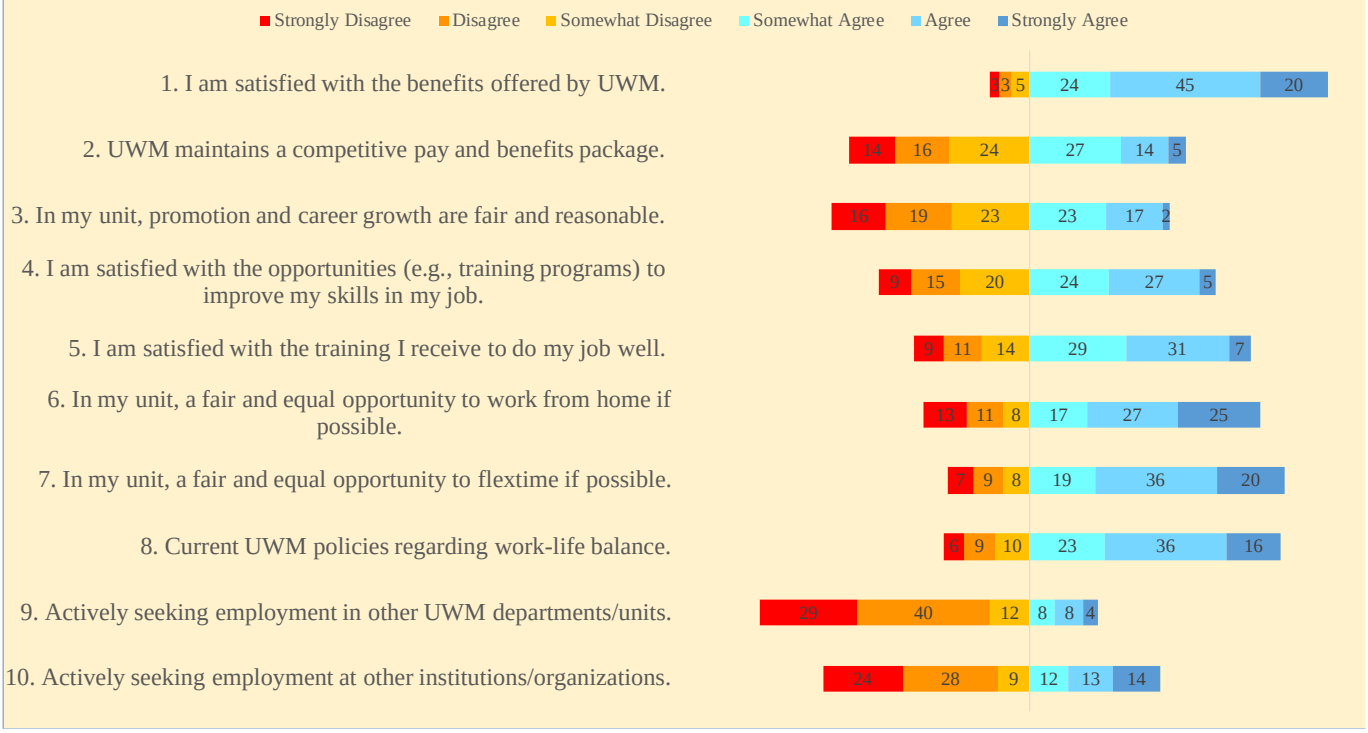
Overall (averaged over the items), **65.2% of the survey respondents reported that they were satisfied** with their jobs at UWM. That is, after reverse-scoring items 9 and 10, the aggregated percentage of the frequency of respondents who strongly agreed, agreed, or somewhat agreed over the ten items was 65.2%.

Table 11. Job Satisfaction: Survey item, number of respondents and agreed/disagreed percentage of responses

Survey Item	N	Disagreed Percentage	Agreed Percentage
1. I am satisfied with the benefits offered by UWM.	353	11.6	88.4
2. UWM maintains a competitive pay and benefits package.	357	53.5	46.5
3. In my unit, promotion and career growth are fair and reasonable.	345	58.6	41.4
4. I am satisfied with the opportunities (e.g., training programs) to improve my skills in my job.	352	44.6	55.4
5. I am satisfied with the training I receive to do my job well.	353	34.3	65.7
6. In my unit, every staff employee has a fair and equal opportunity to work from home if possible.	308	31.5	68.5
7. In my unit, every staff employee has a fair and equal opportunity to flextime if possible.	310	24.2	75.8
8. I am satisfied with current UWM policies regarding work-life balance (e.g., work from home, flextime).	324	25.3	74.7
9. I am actively seeking employment in other UWM departments/units*.	248	79.8	20.2
10. I am actively seeking employment at other institutions/organizations*.	269	61.3	38.7
Average satisfaction:			**65.2**

Note: N means the number of respondents for the item.
*Items 9 and 10 were reverse-scored to obtain the average satisfaction.

Figure 11. Job Satisfaction: Survey item and distribution (%) of the responses



The highest satisfaction level (88.4%) was for the benefits offered by UWM (item 1). However, slightly more than half (53.5%) respondents reported that UWM did not maintain competitive pay and benefits packages (item 2).

The lowest satisfaction level (41.4%) was with promotions and career growth, as a relatively large proportion (58.6%) of the respondents disagreed that promotions and career growth are fair and reasonable in their units (item 3).

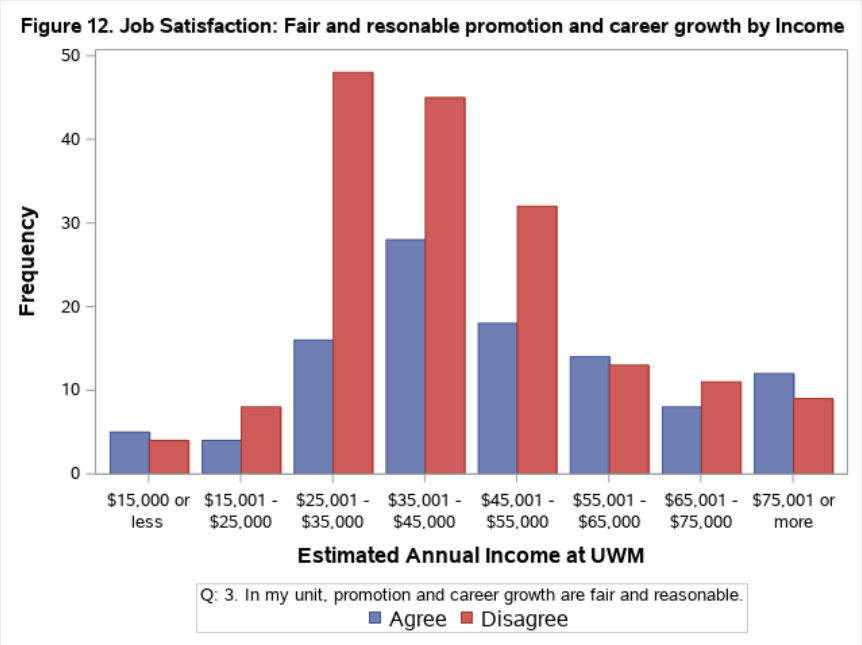
In terms of skills and training, 55.4% of the respondents said they were satisfied with the opportunity to improve their job skills (item 4) and 65.7% indicated that they were satisfied with their training experience (item 5).

The questions related to the work-home balance showed relatively high satisfaction rates. That is, respondents were satisfied with the fair opportunity to work from home (68.5%, item 6) or flextime (75.8%) if possible (item 7). Moreover, 74.7% of employees said they were satisfied with the current UWM policies on work-life balance (item 8).

The percentage of respondents who said they were actively seeking jobs in other UWM units was relatively low (20.2%, item 9), while the percentage who said they were actively seeking jobs at other institutions or organizations was higher (38.7%, item 10).

Additional Analysis: Job Satisfaction

We further examined satisfaction regarding fair and reasonable promotion and career growth, which showed the lowest satisfaction rate, to investigate whether there is a different response pattern by demographic characteristics. Most of the demographic characteristics did not impact the satisfaction rates, but satisfaction about promotion and career growth varied somewhat across income levels. There was relatively low satisfaction (i.e., low agreement, high disagreement) with this item for respondents with an income level of $25,001-$35,000, as shown in Figure 12. The income category of "Prefer not to disclose" was excluded from Figure 12 due to low frequencies.



State of the Institution

The State of the Institution section of the survey asked eight quantitative questions and one qualitative question related to the state of the institution. This report focuses on the quantitative questions. Specifically, the state of the institution questions examined respondents' perspectives regarding satisfaction with institutional communication, new policies/changes, effective communication methods.

The survey items used a 6-point Likert Scale (1: Strongly Disagree, 2: Disagree, 3: Somewhat Disagree, 4: Somewhat Agree, 5: Agree, 6: Strongly Agree). Item responses were summarized such that responses to scale categories 1-3 are considered "Agree" and responses to scale categories 4-6 are considered "Disagree". Table 12 and Figure 13 show the survey items and percentages of responses to each item in this section.

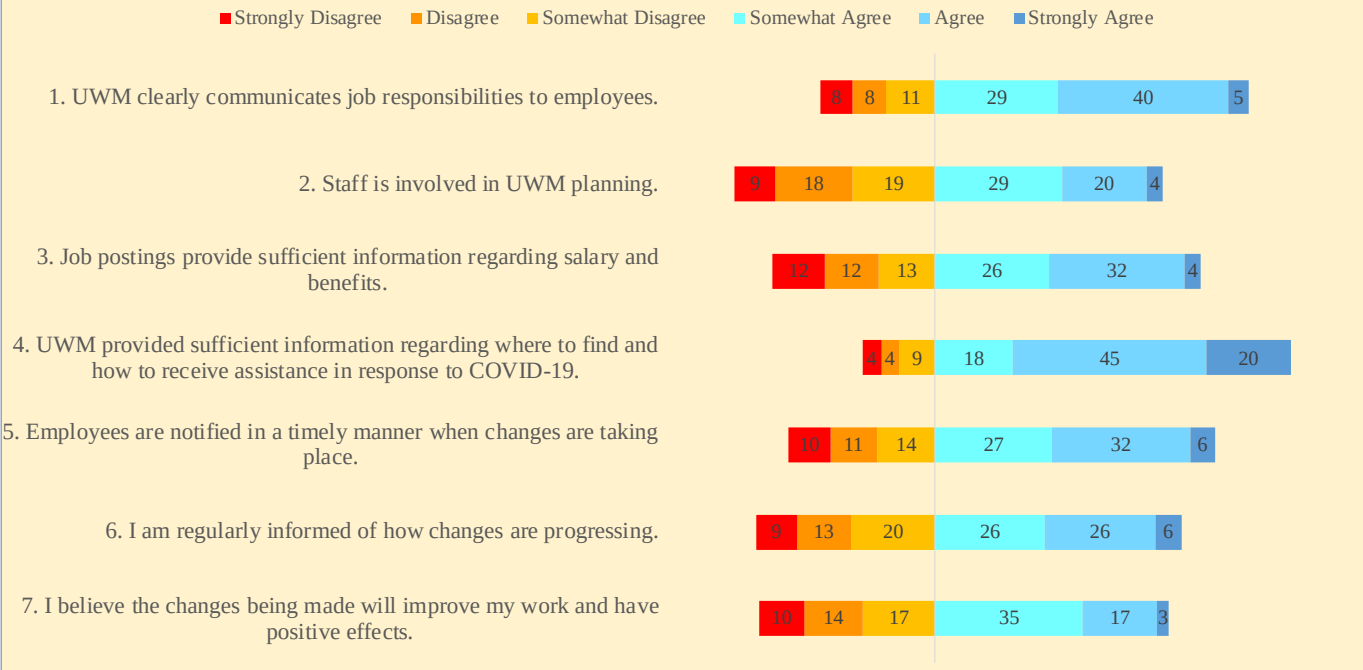
Overall, **64.6% of the survey respondents reported that they were satisfied** with the state of the institution. That is, the aggregated percentage of respondents who strongly agreed, agreed, or somewhat agreed for seven items (that used this scale) was 64.6%.

Table 12. State of the Institution: Survey item, number of respondents and agreed/disagreed percentage of responses

Survey Item	N	Disagreed Percentage	Agreed Percentage
1. UWM clearly communicates job responsibilities to employees.	342	26.9	73.1
2. Staff is involved in UWM planning.	329	46.8	53.2
3. UWM job postings provide sufficient information regarding salary and benefits.	321	38.0	62.0
4. UWM provided sufficient information regarding where to find and how to receive assistance (e.g., resources, financial counseling) in response to COVID-19.	338	17.2	82.8
5. Employees at UWM are notified in a timely manner when changes are taking place.	345	34.2	65.2
6. I am regularly informed of how changes are progressing.	345	41.7	57.4
7. I believe the changes being made will improve my work and have positive effects.	336	41.1	54.5
Average satisfaction:			**64.6**

Note: N means the number of respondents for the item.

Figure 13. State of the Institution: Survey item and distribution (%) of the responses



The highest satisfaction level (82.8%) was with the information provided by UWM about where and how to get help in response to COVID-19 (item 4). Moreover, 73.1% of the respondents agreed that UWM clearly communicated their job responsibilities to their employees (item 1), and 62.0% of the respondents were satisfied with the information provided about salary and benefits in job postings (item 3).

Slightly more than half (53.2%) of the respondents said they were satisfied with the working climate in terms of staff involvement in institutional planning (item 2). However, the satisfaction level with involvement in planning was relatively low compared to other components of the state of the institution.

The survey examined perceptions regarding new institutional policies or changes (e.g., ISS Hubs, furloughs). About 65% of employees said they were satisfied with timely notification of new changes (65.2%, item 5), and that they were regularly informed of how changes are progressing (57.4%, item 6). Slightly more than half (54.5%) of the respondents believed that the new policies or changes would improve work and have positive effects, which was the second-lowest satisfaction rate in this domain (item 7).

The last item asked about employees' opinions on the most effective forms of communication (item 8). Overall, 94.4% of the respondents chose Email, followed by Face to face (66.7%), Meeting (58.4%), Newsletter (32.7%), and Social media (11.2%). Respondents could select multiple response options. We note that because the survey was developed before the pandemic, remote meeting options (e.g., Microsoft Teams, Town Halls, and Virtual meetings) were not included on the survey. Detailed results of the preferred communication methods are provided in Figure 14.

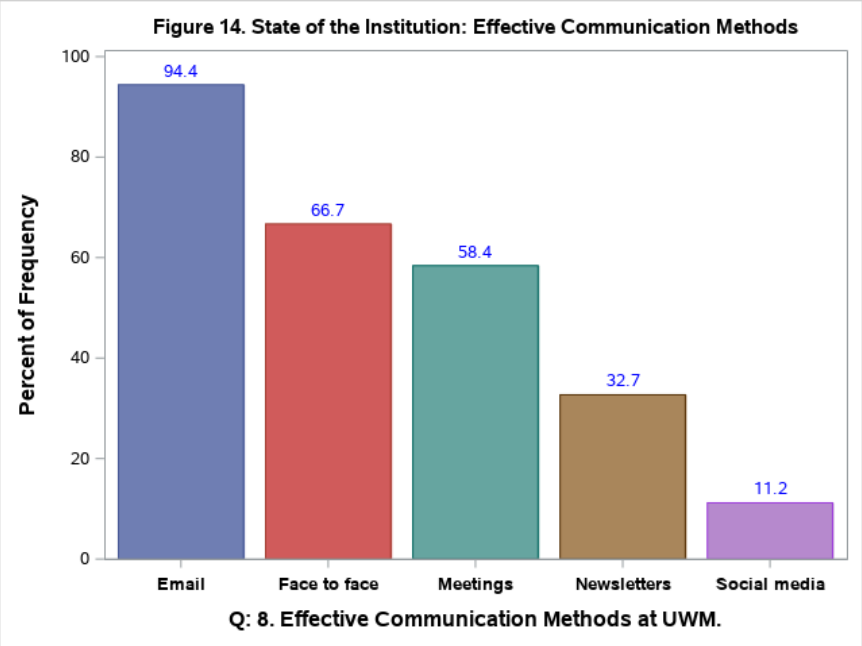
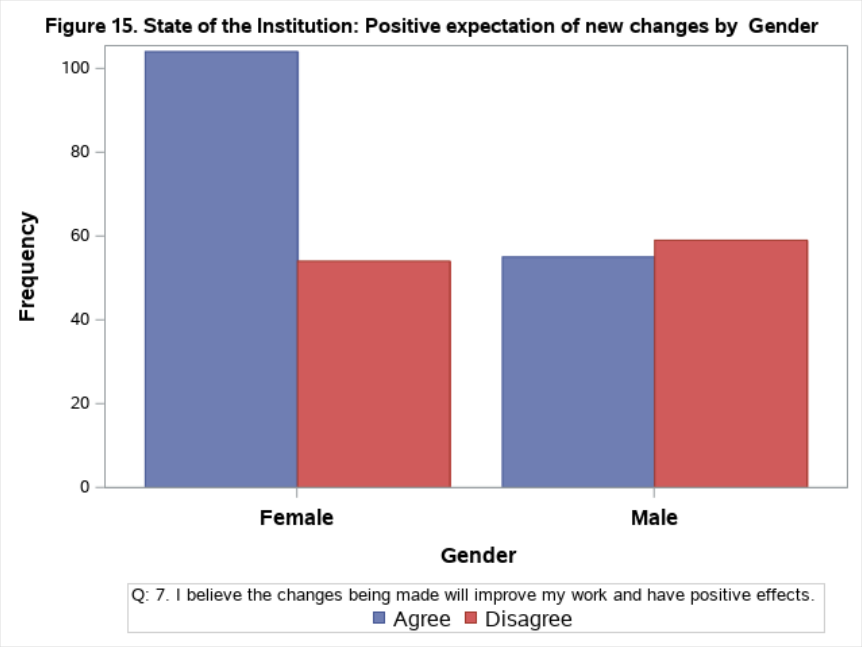


Figure 14. State of the Institution: Effective Communication Methods
Percent of Frequency
100
80
60
40
20
0
94.4
66.7
58.4
32.7
11.2
Email
Face to face
Meetings
Newsletters
Social media
Q: 8. Effective Communication Methods at UWM.

Additional Analyses: State of the Institution

We further examined satisfaction with staff involvement in UWM planning, which showed the lowest satisfaction rate in the state of the institution domain, but there was no particular difference by demographic characteristics. This means that low satisfaction with employee involvement in the UWM plan was consistent regardless of demographic factors.

For positive expectations of new changes, which showed the second lowest satisfaction rate, there were differences depending on some demographic characteristics, specifically gender and disability status. Female respondents reported relatively high agreement on positive expectations of new changes, whereas male respondents had almost the same agreement and disagreement rates (see Figure15). The gender category of "Others" or "Prefer not to disclose" was excluded from Figure 15 due to low frequencies.



There was a relatively high agreement rate for the respondents without disabilities, as shown in Figure 16. In contrast, people with disabilities reported almost the same proportions of agreement and disagreement for this item.

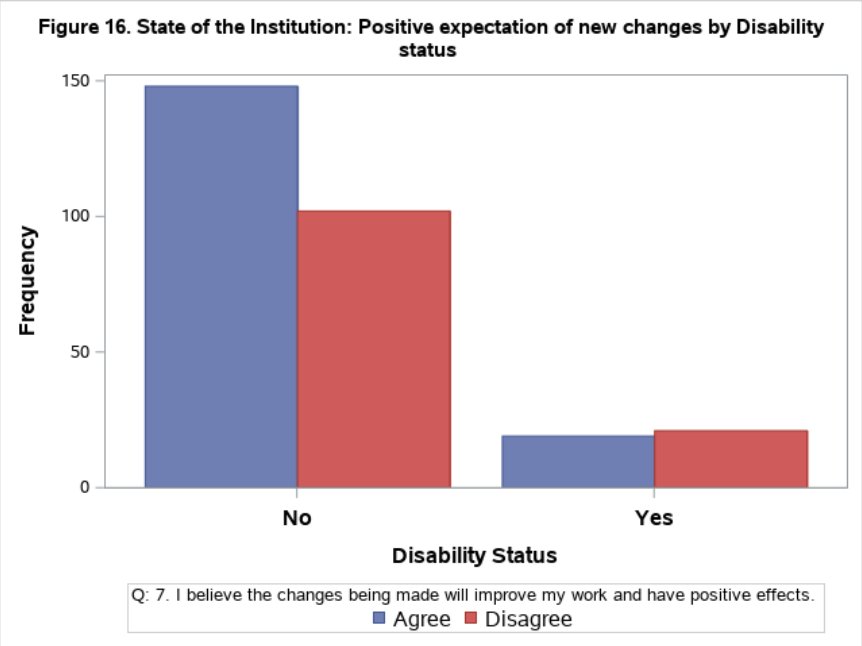


Figure 16. State of the Institution: Positive expectation of new changes by Disability status
150
100
50
0
Frequency
No
Yes
Disability Status
Q: 7. I believe the changes being made will improve my work and have positive effects.
Agree
Disagree

State of the Staff

This section of the survey asked nine quantitative questions and one qualitative question related to the state of the staff. This report focuses on the quantitative questions. Specifically, these questions examined respondents' perspectives regarding satisfaction with staff retention, management, collaboration with staff and faculty.

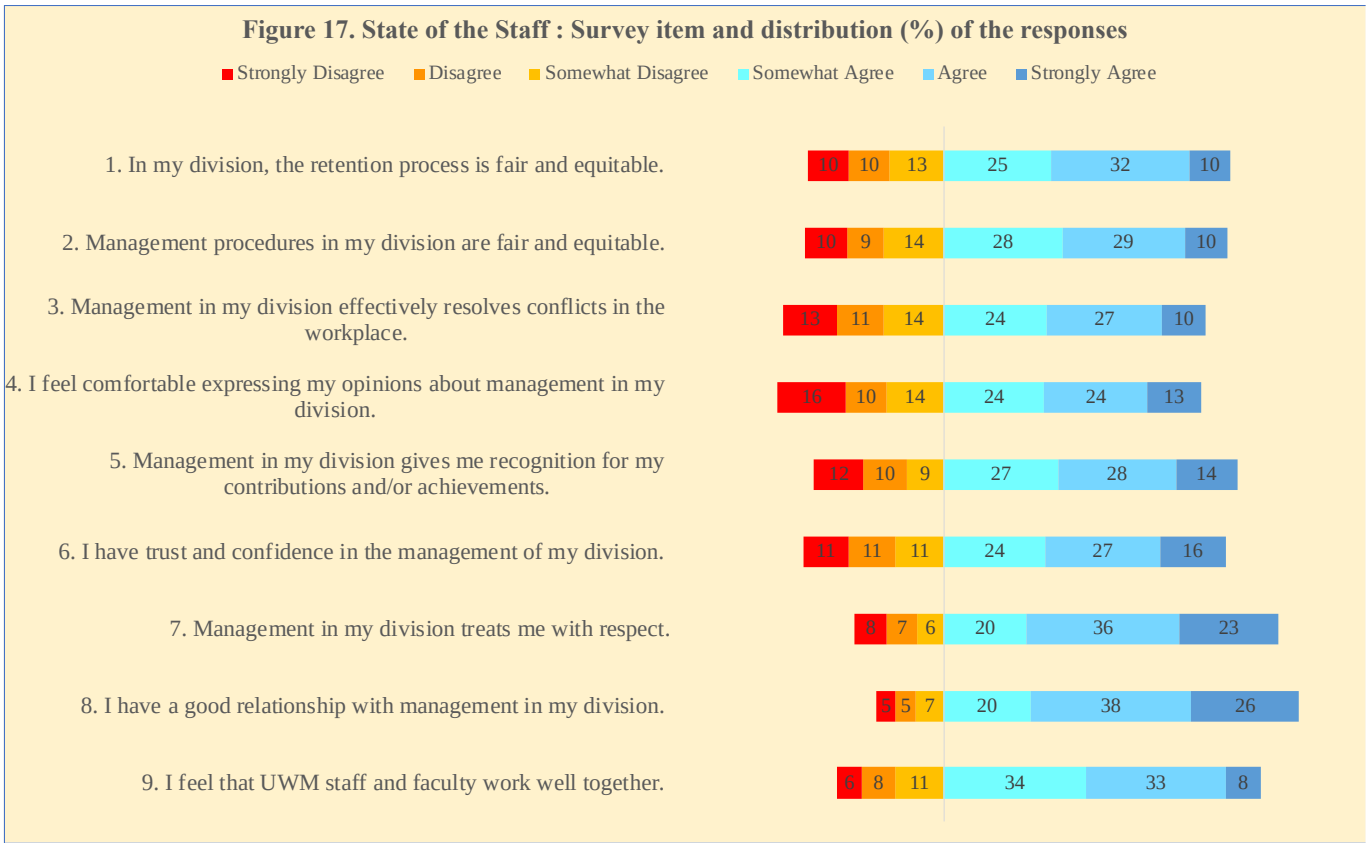
The survey items used a 6-point Likert Scale (1: Strongly Disagree, 2: Disagree, 3: Somewhat Disagree, 4: Somewhat Agree, 5: Agree, 6: Strongly Agree). Item responses were summarized such that responses to scale categories 1-3 are considered "Agree" and responses to scale categories 4-6 are considered "Disagree". Table 13 and Figure 17 show the survey items and percentage of responses for each.

Overall, **70.2% of the survey respondents reported that they were satisfied** with the state of the staff. That is, the aggregated percentage of respondents who strongly agreed, agreed, or somewhat agreed across the nine items was 70.2%. Many of the items showed around 70% satisfaction, with relatively little variation across the items.

Table 13. State of the Staff: Survey item, number of respondents and agreed/disagreed percentage of responses

Survey Item	N	Disagreed Percentage	Agreed Percentage
1. In my division, the retention process is fair and equitable.	314	32.2	67.8
2. Management procedures in my division are fair and equitable.	332	32.8	67.2
3. Management in my division effectively resolves conflicts in the workplace.	317	38.2	61.8
4. I feel comfortable expressing my opinions about management in my division.	336	39.3	60.7
5. Management in my division gives me recognition for my contributions and/or achievements.	326	30.7	69.3
6. I have trust and confidence in the management of my division.	333	33.3	66.7
7. Management in my division treats me with respect.	333	21.0	79.0
8. I have a good relationship with management in my division.	333	15.9	84.1
9. I feel that UWM staff and faculty work well together.	322	25.2	74.8
Overall average:			**70.2**

Note: N means the number of respondents for the item.



In the state of the staff domain, survey respondents showed consistently high satisfaction levels across all items. The highest satisfaction level (84.1%) was for relationships with management (item 8). Moreover, 60.7% of the respondents said they were comfortable expressing their opinions in their workplace (item 4), 66.7% said they have trust and confidence in management (item 6), and 79.0% said their management treated them with respect (item 7).

The survey examined whether employees have experienced fair, helpful and healthy working climate in their work unit. Nearly 68% of respondents agreed that the retention procedures in their divisions were fair and equitable (67.8%, item 1). In terms of collaboration with faculty, 74.8% of the respondents said that staff and faculty work well together at UWM (item 9).

Staff respondents were satisfied with the management in their divisions. Specifically, 67.2% of respondents said that management procedures are fair and equitable in their divisions (item 2), and the percentages of respondents who agreed that management in their divisions effectively resolved workplace conflicts and recognized what employees contributed and/or achieved was 61.8% and 69.3% (item 3 and 5, respectively).

The results of the state of the staff section showed consistent satisfaction rates across demographic factors, such as race/ethnicity, gender, age, disability status, or work divisions. This may indicate balanced and solid satisfaction across demographic characteristics in terms of the working environment.

Work Environment

This section of the survey asked thirteen quantitative questions and one qualitative question related to work environment. This report focuses on the quantitative questions. Specifically, these work environment questions examined respondents' perspectives regarding satisfaction with communication between divisions, grievance policy and process, culture, diversity.

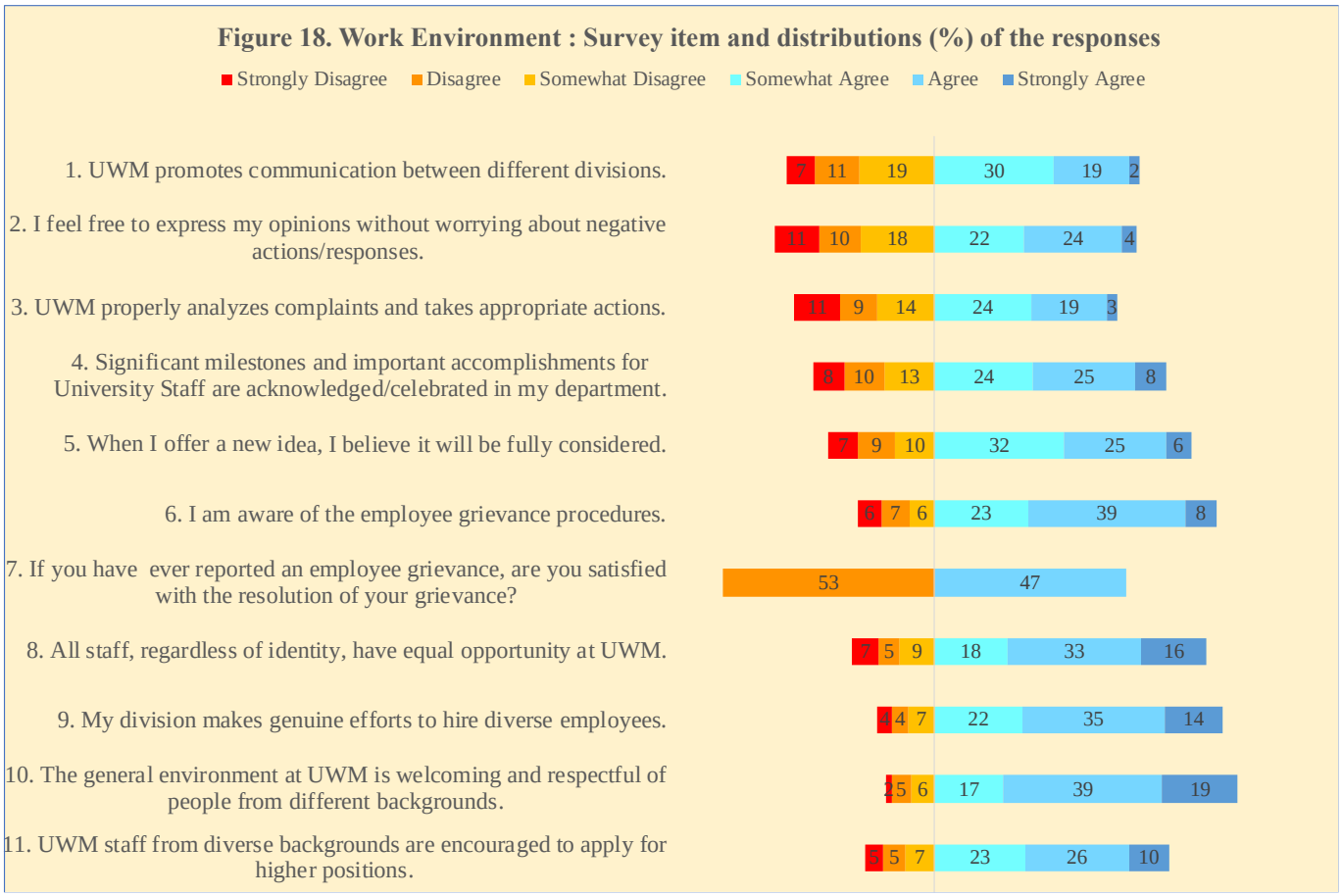
The survey items used a 6-point Likert Scale (1: Strongly Disagree, 2: Disagree, 3: Somewhat Disagree, 4: Somewhat Agree, 5: Agree, 6: Strongly Agree). Item responses were summarized such that responses to scale categories 1-3 were considered "Agree" and responses to scale categories 4-6 were considered "Disagree". Table 14 and Figure 18 show the survey items and percentages of responses to each.

Overall, **70.6% of the survey respondents reported that they were satisfied** with the work environment. That is, the aggregated percentage of respondents who strongly agreed, agreed, or somewhat agreed for eleven items was 70.6%. The satisfaction rates differed somewhat by item.

Table 14. Work Environment: Survey item, number of respondents and agreed/disagreed percentage of responses

Survey Item	N	Disagreed Percentage	Agreed Percentage
1. UWM promotes communication between different divisions (for example, about projects, goals, resources).	322	41.9	58.1
2. I feel free to express my opinions without worrying about negative actions/responses.	331	44.1	55.9
3. UWM properly analyzes complaints and takes appropriate actions.	295	43.4	56.6
4. Significant milestones and important accomplishments for University Staff are acknowledged/celebrated in my department.	323	34.4	65.6
5. When I offer a new idea, I believe it will be fully considered.	331	29.3	70.7
6. I am aware of the employee grievance procedures.	327	21.4	78.6
7. If you have ever reported an employee grievance, are you satisfied with the resolution of your grievance?	38	52.6	47.4
8. All staff, regardless of identity (e.g., based on race-ethnicity, gender, sexual orientation, age), have equal opportunity at UWM.	323	23.2	76.8
9. My division makes genuine efforts to hire diverse employees.	315	16.5	83.5
10. The general environment at UWM is welcoming and respectful of people from different backgrounds.	322	14.0	86.0
11. UWM staff from diverse backgrounds are encouraged to apply for higher positions.	278	23.0	77.0
Overall average:			**70.6**

Note: N means the number of respondents for the item.



The survey examined whether university staff were satisfied with diversity in their work environment, and the results from the four items regarding diversity consistently showed high satisfaction rates. The highest satisfaction level (86.0%) was with a respectful work environment at UWM (item 10). About 77% of respondents (76.8%) agreed that there were equal opportunities regardless of (e.g., race/ethnicity, gender, sexual orientation, age) identity (item 8), and 83.5% agreed that their divisions were making genuine efforts to hire diverse employees (item 9). Furthermore, respondents agreed that UWM university staff from different backgrounds were encouraged to apply for higher positions (77.0%, item 11).

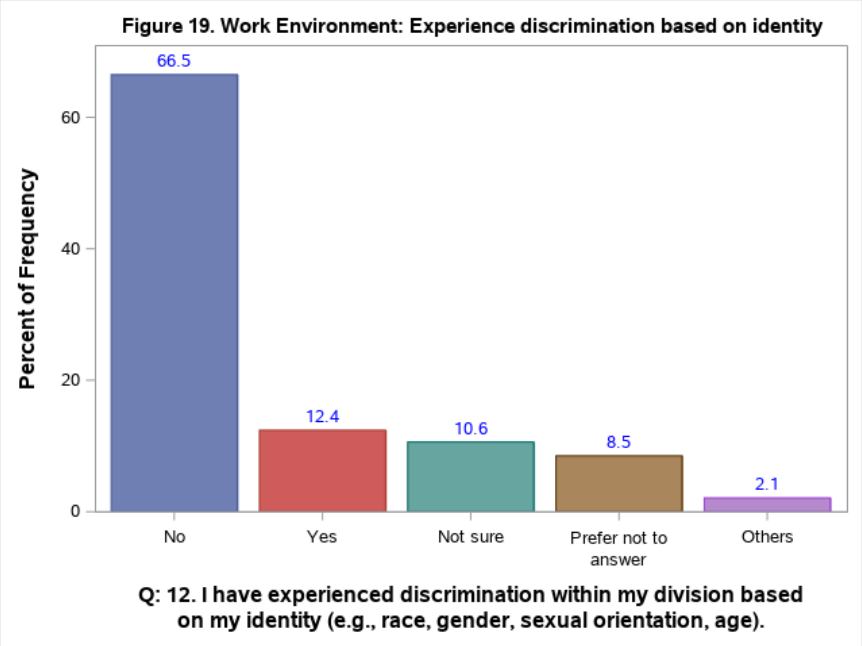
There was relatively low satisfaction rate for items regarding communication in the workplace compared to other work environment items. Specifically, 58.1% of the respondents were satisfied with the communication between divisions for projects, goals, or resources (item 1). A similar percentage (55.9%) of respondents said they could freely express their opinions without worrying about negative reactions or answers in the workplace (item 2).

Over 65% of the respondents (65.6%) said they experience a work culture in which significant milestones and important achievements are fairly acknowledged and celebrated within the divisions (item 4), or their new idea proposals were fully considered (70.7%, item 5).

Further, 78.6% of respondents were aware of the employee grievance procedures (item 6). A relatively smaller proportion (56.6%) of respondents perceived that UWM properly analyzes complaints and takes appropriate action accordingly (item 3).

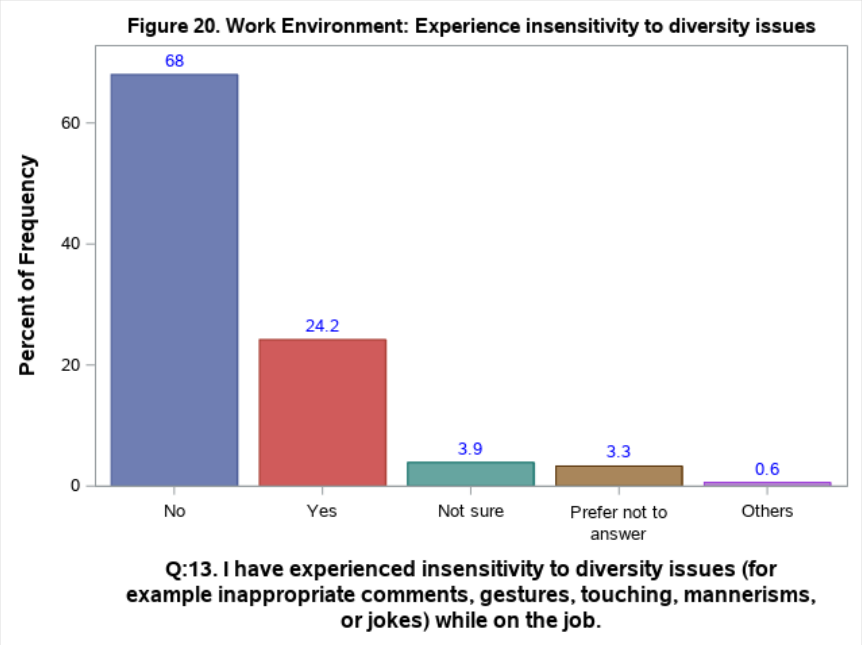
The majority (88.6%) of respondents said they had no experience reporting employee complaints. Of the respondents (11.4%) who have ever reported employee complaints, slightly less than half (47%) were satisfied with resolving their grievances (item 7). These responses (for those with experience reporting complaints) were provided using a dichotomous scale (satisfaction versus dissatisfaction), not a 6-point Likert scale.

The survey also investigated whether respondents had experienced discrimination or insensitivity regarding diversity within their divisions. These questions allowed respondents to select whether they had experienced discrimination or insensitivity, or to write comments. First, in terms of discrimination (item 12), 12.4% of respondents reported experiencing discrimination based on their identities within divisions, whereas 66.5% reported no discrimination experience. There are additional answers such as not sure (10.6%), prefer not to answer (8.5%), and others with comments (2.1%), as shown in Figure 19. A few respondents commented they have experienced discrimination regarding age, religion, politics, or race/ethnicity in their divisions. Some number of respondents said they witnessed discrimination even though they have not experienced it. One respondent indicated being considered insensitive and excluded because of being White. A few respondents requested more categories for these questions.



In terms of insensitivity (item 13), 24.2% of employee respondents reported experiencing insensitivity to diversity issues such as inappropriate comments, gestures, touching, mannerisms, or jokes in the workplace environment, whereas 68.0% reported no such experience. There are additional answers such as not sure (3.9%), prefer not to answer (3.3%), and others with comments (0.6%), as shown in Figure 20. A few respondents commented that they have experienced inappropriate comments, jokes, or microaggressions regarding religion, or race/ethnicity while on the job. A few respondents said they have

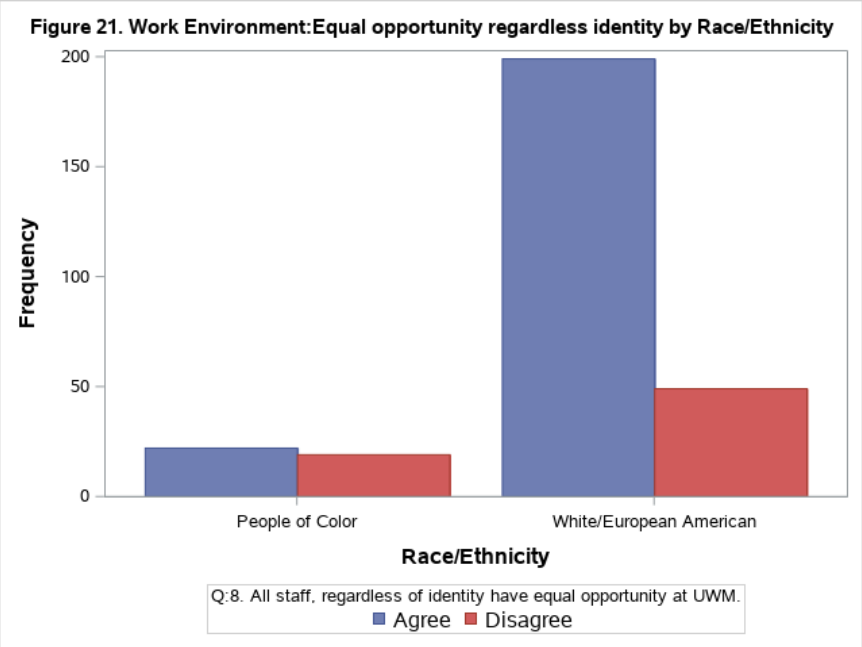
experienced insensitivity from management. There was an opinion that experts on this should coordinate to prevent confusion in the office when there was a problem with the insensitivity to diversity issues.



Additional Analyses: Work Environment

We further examined satisfaction with freely expressing opinions without worrying about negative actions/responses, which showed the lowest satisfaction rate in the work environment domain, but there was no particular difference by demographic characteristics. This means that relatively low satisfaction with freely expressing opinions was consistent regardless of demographic factors.

We also examined responses on diversity items varied according to demographic characteristics. There were consistent high satisfaction rates across demographic factors except for race/ethnicity. Figure 21 shows that, although a notable percentage of employees who responded to the survey were satisfied with equal opportunities regardless of identity, the response pattern on this item differed between people of color and White/European American. While most White/European American respondents agreed with this item, respondents of color reported about equal levels of agreement and disagreement. These response patterns were consistent in the four items relating to diversity (i.e., item numbers 8 to 11). Based on these results, it can be inferred that the perception of diversity differs by these two racial/ethnic groups.



The majority of respondents said they had no experience reporting employee complaints, but slightly less than half of those who reported employee complaints were satisfied with the solution. We investigated whether the response pattern differed by work divisions. There was a difference in satisfaction with the resolution of grievance by divisions, as shown in Figure 22. The result showed that the resolution satisfaction level was slightly higher than 50% for those working in the Schools and Colleges (SC) or Financial and Administrative Affairs (FAA), while a much higher proportion of those from Other Administrative Divisions (OAD) said they were not satisfied with the resolution after reporting grievances.

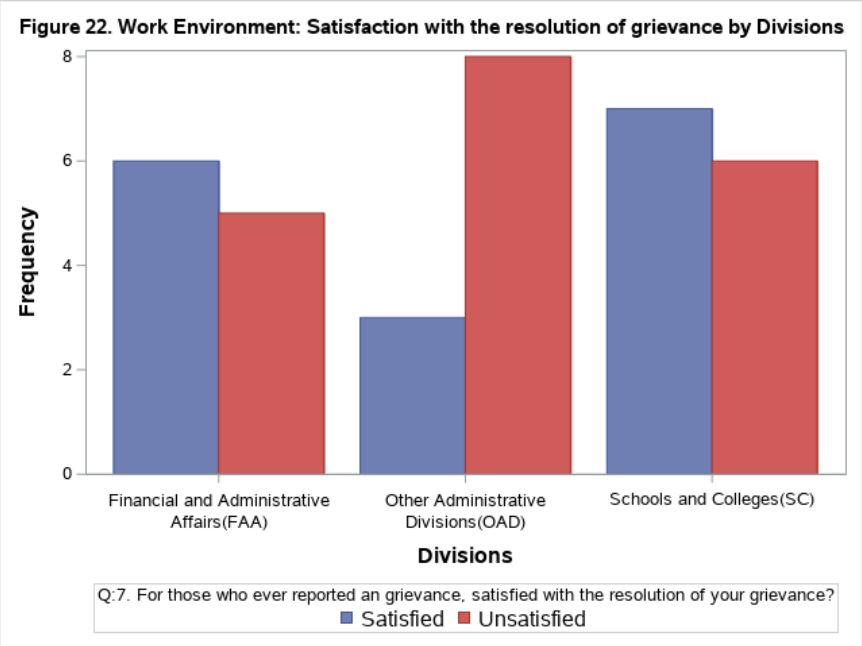


Figure 22. Work Environment: Satisfaction with the resolution of grievance by Divisions
Frequency
8
6
4
2
0
Financial and Administrative Affairs(FAA)
Other Administrative Divisions(OAD)
Schools and Colleges(SC)
Divisions
Q:7. For those who ever reported an grievance, satisfied with the resolution of your grievance?
Satisfied
Unsatisfied

University Staff Governance

This section of the survey asked six quantitative questions and one qualitative question related to university staff governance. This report focuses on the quantitative questions. Specifically, these work environment questions examined respondents' perspectives regarding, activity of university staff governance, awareness of how to participate in university staff governance.

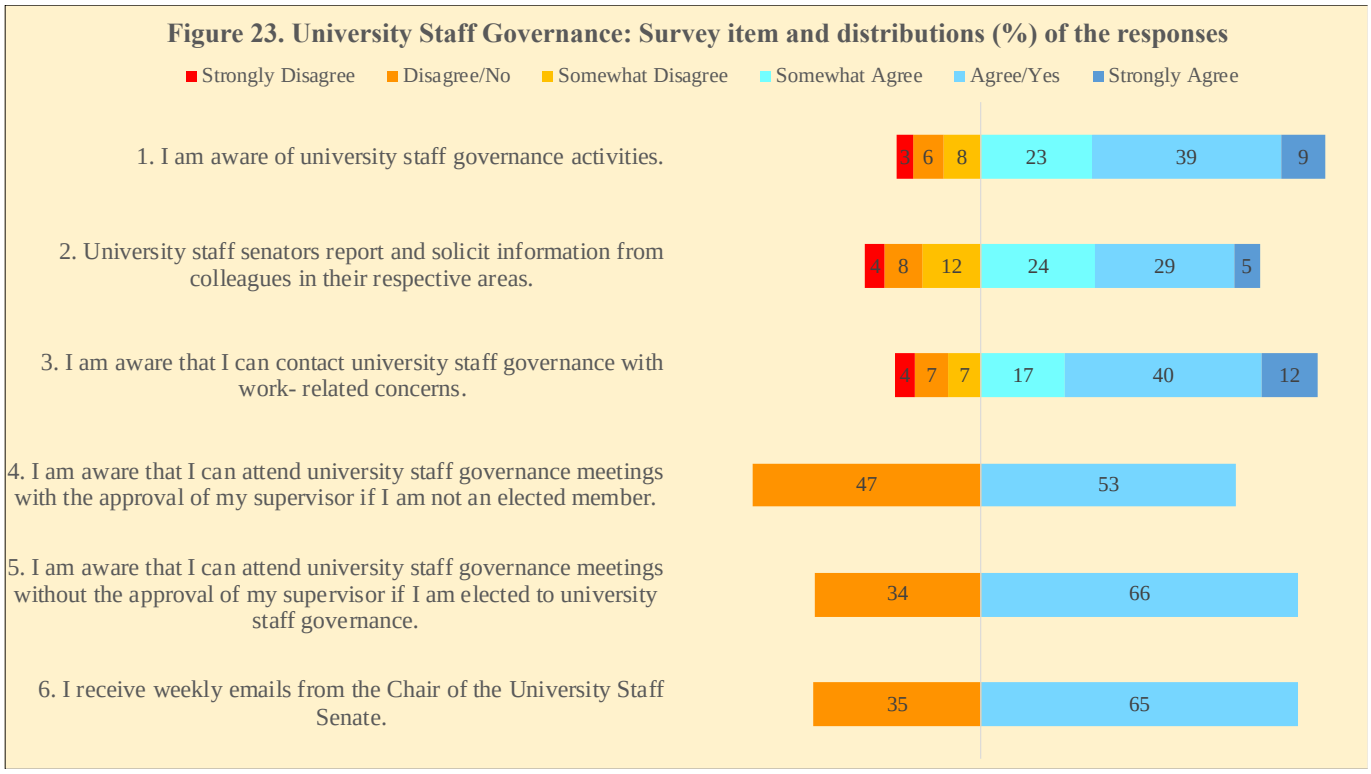
For items 1-3 in this section, a 6-point Likert Scale was used (1: Strongly Disagree, 2: Disagree, 3: Somewhat Disagree, 4: Somewhat Agree, 5: Agree, 6: Strongly Agree). For these items, responses were summarized such that responses to scale categories 1-3 are considered "Agree" and responses to scale categories 4-6 are considered "Disagree". The responses to items 4 – 6 used a dichotomous scale (Yes versus No). Table 15 and Figure 23 show the survey items in this section and the percentage of responses to each.

Overall (averaged over the items), **69.0% of the survey respondents reported that they were satisfied** with university staff governance. That is, the aggregated percentage of respondents who strongly agreed, agreed, somewhat agreed or respondents who said yes across the six items was 69.0%.

Table 15. University Staff Governance: Survey item, number of respondents and agreed/disagreed or yes/no percentage of responses

Survey Item	N	Disagreed/No Percentage	Agreed/Yes Percentage
1. I am aware of university staff governance activities.	326	19.6	80.4
2. University staff senators report and solicit information from colleagues in their respective areas.	300	29.3	70.7
3. I am aware that I can contact university staff governance with work-related concerns.	322	20.5	79.5
4. I am aware that I can attend university staff governance meetings with the approval of my supervisor if I am not an elected member.	326	47.2	52.8
5. I am aware that I can attend university staff governance meetings without the approval of my supervisor if I am elected to university staff governance.	325	34.5	65.5
6. I receive weekly emails from the Chair of the University Staff Senate.	330	34.6	65.5
Overall average:			**69.0**

Note: N means the number of respondents for the item.



Many respondents were aware of university staff governance activities. The results showed a high percentage of respondents said they were aware of university staff governance activities (80.4%, item 1) and could contact university staff governance if they had work-related concerns (79.5%, item 3). Moreover, 70.7% recognized that university staff senators report and solicit information from colleagues (item 2), and 65.5% said that they received emails from the Chair of the University Staff Senate every week (item 6).

The survey also asked whether university staff were aware of participation in university staff senate meetings. Slightly more than half (52.8%) of respondents said they knew that they would have to get approval from their supervisors to attend university staff governance meetings if they were not elected (item 4). In addition, 65.5% knew that if they were elected, they would be able to attend the university staff governance meeting without the approval of the supervisor (item 5).

Additional Analyses: University Staff Governance

We further examined satisfaction with awareness of university staff governance activities, which showed the highest satisfaction rate in this domain. There were consistently high satisfaction rates across demographic factors, but results varied somewhat by years of employment and age. Figures 24 and 25 show that the disagreement (relative to agreement) with awareness was higher for those who are younger or those with fewer than 10 year of employment. For example, note that only half of respondents aged 21 to 30 were aware of university staff governance activities.

Figure 24. University Staff Governance: Awareness of university staff governance activities by Years of employment at UWM

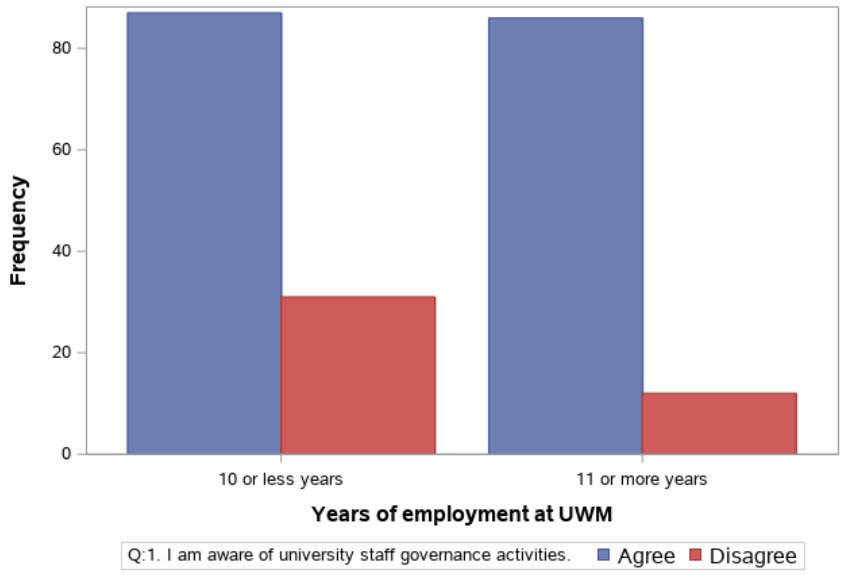
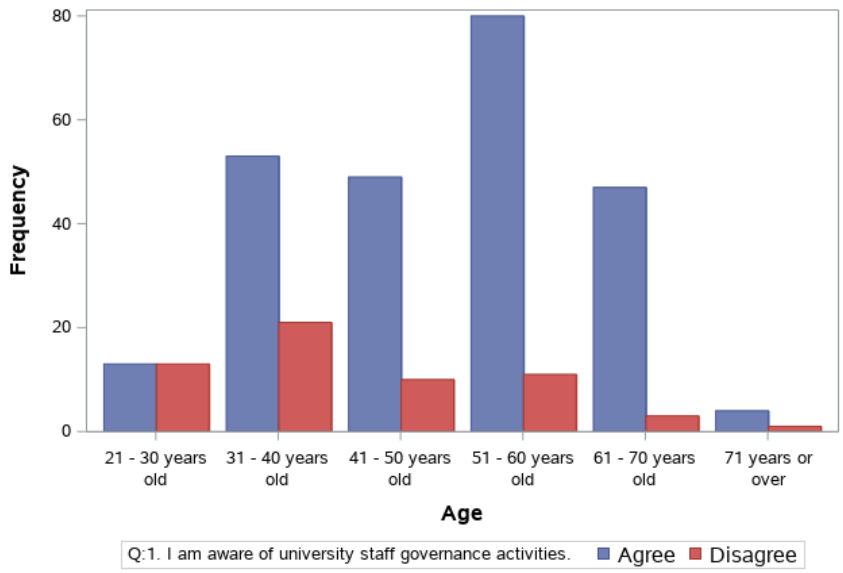
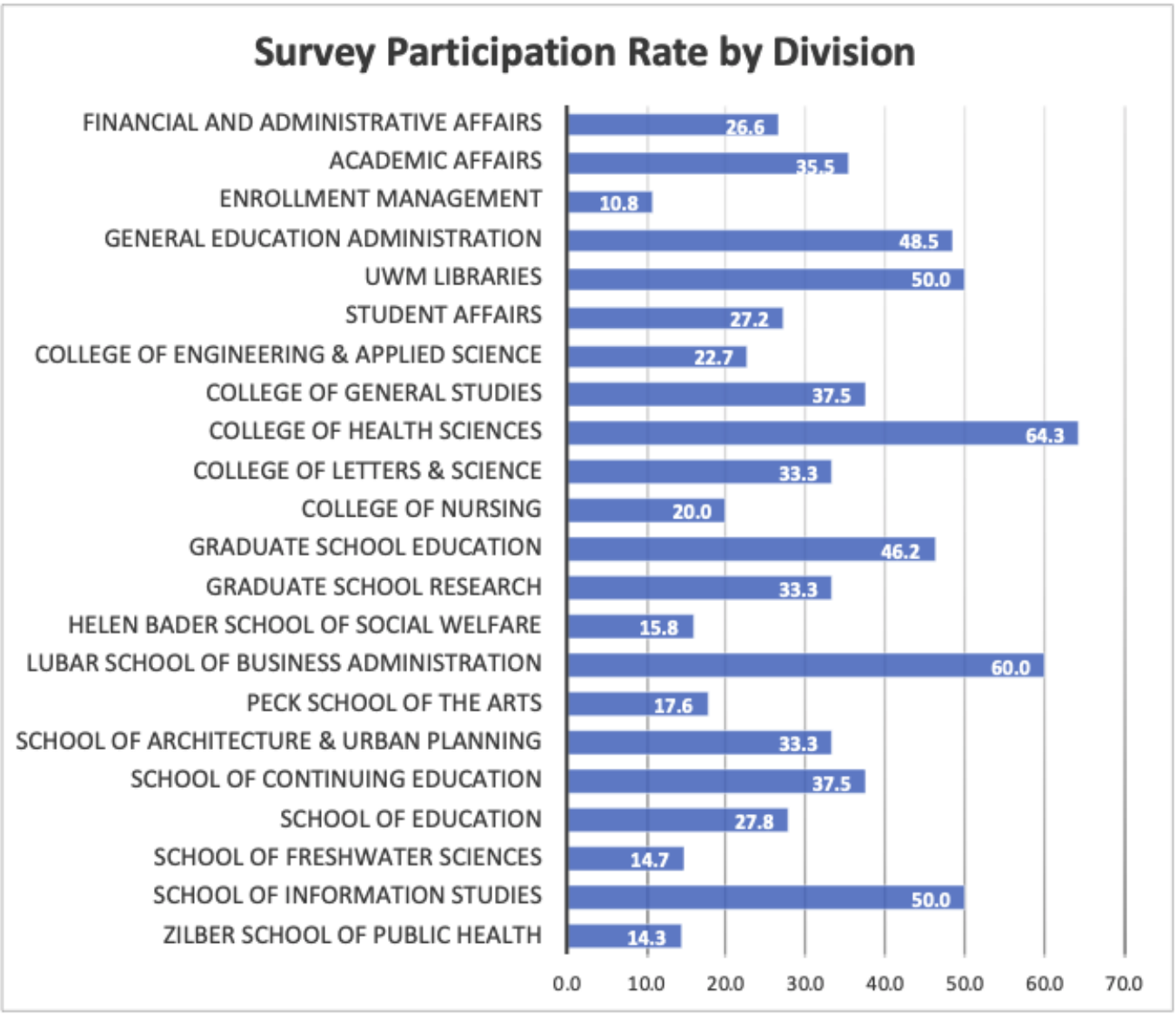


Figure 25. University Staff Governance: Awareness of university staff governance activities by Age



Appendix A.

Survey participation rate by division



Appendix B.

Reliability by domain

The estimated internal reliability for quantitative items was computing using Cronbach's coefficient alpha. Cronbach's coefficient alpha indicates the consistency of response patterns among items and indicates whether the items measure a similar construct. A value of 1 means perfect correlation (highest reliability), whereas the value of 0 means no correlation (lowest reliability). The five survey domains showed good and very good reliabilities. This indicates that the quantitative items in each domain measured the same underlying concept.

Domain	Number of quantitative items	Estimated internal reliability
Job satisfaction	10	0.84
State of the institution	7	0.84
State of the staff	9	0.95
Work environment	11	0.87
University staff governance	6	0.79