**NC State University**

**2014 & 2004 Staff Well Being Surveys:**

**Annotated Questionnaire**

**Section A: Overall Satisfaction**

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| A1. Please indicate the extent to which you agree or disagree with the following statements. | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree |
| 1. In general I like the people with whom I work most closely | 2014 | 3,152 | 3.4 | 0.59 | 46.9% | 49.1% | 3.4% | 0.6% |
| 2008 | 3,224 | 3.4 | 0.59 | 49.1% | 47.4% | 2.8% | 0.7% |
| 1. I feel valued in my department | 2014 | 3,150 | 3.1 | 0.78 | 30.9% | 49.9% | 15.3% | 3.9% |
| 2008 | 3,217 | 3.1 | 0.76 | 32.8% | 51.2% | 12.6% | 3.4% |
| 1. I would recommend my department as a good place to work | 2014 | 3,149 | 3.1 | 0.77 | 33.0% | 50.0% | 13.4% | 3.6% |
| 2008 | 3,212 | 3.2 | 0.74 | 34.3% | 52.0% | 10.6% | 3.1% |
| 1. In general, I look forward to coming to work | 2014 | 3,146 | 3.1 | 0.72 | 29.8% | 55.2% | 12.2% | 2.9% |
| 2008 | 3,205 | 3.1 | 0.69 | 30.0% | 56.6% | 11.2% | 2.2% |
| 1. I am proud to say I work at NC State University | 2014 | 3,143 | 3.5 | 0.63 | 52.1% | 42.6% | 4.2% | 1.1% |
| 2008 | 3,219 | 3.4 | 0.61 | 50.2% | 45.1% | 4.0% | 0.7% |
| 1. I feel like I make a difference here | 2014 | 3,150 | 3.2 | 0.68 | 37.0% | 51.7% | 10.0% | 1.3% |
| 2008 | 3,207 | 3.2 | 0.71 | 37.4% | 50.5% | 10.3% | 1.9% |
| 1. I expect to work at NC State for at least the next three years | 2014 | 3,146 | 3.2 | 0.82 | 39.6% | 43.0% | 13.1% | 4.3% |
| 2008 | 3,202 | 3.3 | 0.80 | 44.0% | 41.0% | 11.2% | 3.8% |
| 1. I feel like I “fit” in my department (e.g., like I belong, am comfortable) | 2014 | 3,149 | 3.2 | 0.74 | 36.7% | 48.8% | 12.0% | 2.4% |
| 2008 | 3,203 | 3.2 | 0.74 | 38.5% | 48.3% | 10.5% | 2.7% |
| 1. I find my day-to-day work enjoyable | 2014 | 3,148 | 3.2 | 0.66 | 31.4% | 56.9% | 10.2% | 1.5% |
| 2008 | NA | NA | NA | NA | NA | NA | NA |
| 1. My work gives me a sense of purpose | 2014 | 3,148 | 3.2 | 0.70 | 34.7% | 52.8% | 10.5% | 2.0% |
| 2008 | NA | NA | NA | NA | NA | NA | NA |

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| A2. Overall, how would you rate your current satisfaction at NC State University? | 2014  (N = 3,144)  Mean = 3.1  Stdev = 0.67 | | 2008  (N = 3,223)  Mean = 3.2  Stdev = 0.65 |
| 4: Very satisfied | | 24.5% | 29.4% |
| 3: Satisfied | | 60.8% | 59.7% |
| 2: Dissatisfied | | 12.7% | 9.4% |
| 1: Very dissatisfied | | 2.1% | 1.6% |

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| A3. Would you say you are more or less satisfied at NC State now than you were three years ago (or, if you’ve been here less than three years, when you first arrived)? | 2014  (N = 3,155)  Mean = 3.0  Stdev = 1.15 | | 2008  (N = 3,225)  Mean = 3.4  Stdev = 1.13 |
| 5: A lot more satisfied now | | 12.5% | 17.8% |
| 4: Somewhat more satisfied now | | 21.6% | 29.0% |
| 3: About the same | | 32.1% | 31.2% |
| 2: Somewhat less satisfied now | | 24.6% | 15.8% |
| 1: A lot less satisfied now | | 9.3% | 6.2% |

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| A4. During the past year or two, have you applied for a different job within NC State? | | 2014  (N = 3,156) | 2008  (N = 3,220) |
| Yes—applied and changed jobs | 9.7% | | 11.7% |
| Yes—applied but did not change jobs | 16.2% | | 15.2% |
| No—did not apply for a different job | 74.1% | | 73.0% |

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| A5. What would you say was the most important reason you were looking to change jobs within the university? | 2014  (N = 816) | | 2008  (N = 852) |
| Opportunity for advancement | | 58.3% | 56.2% |
| Better work environment | | 15.7% | 22.8% |
| Just wanted a change | | 4.3% | 3.5% |
| Other (please briefly explain) | | 21.7% | 17.5% |

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| A6. During the past year or two, have you considered leaving NC State for reasons other than retirement? | 2014  (N = 3,144) | 2008  (N = 3,207) |
| Yes—very seriously | 17.1% | 13.8% |
| Yes—somewhat seriously | 19.7% | 20.0% |
| Yes—but not very seriously | 20.9% | 16.0% |
| No—have not considered leaving NC State in the past couple of years | 42.3% | 50.2% |

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| A7. During the past year or two when considering leaving NC State, did you apply for a job(s) outside the university? | 2014  (N = 1,146) | 2008  (N = 1,066) |
| Yes | 64.0% | 58.8% |
| No | 36.0% | 41.2% |

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| A8. Please briefly describe why you considered leaving NC State. |
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**Section B: Working Relationships**

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| B1. Overall, how would you rate the quality of relations between: | Year | N | Mean | Stdev | 4: Excellent | 3: Good | 2: Fair | 1: Poor | Don’t Know |
| 1. Staff in your work unit and the work units’ immediate supervisor | 2014 | 3,130 | 3.1 | 0.87 | 36.7% | 42.5% | 14.3% | 6.5% | 0.7% (of 3,151) |
| 2008 | 3,143 | 3.1 | 0.84 | 37.4% | 43.6% | 13.6% | 5.4% | 0.7% (of 3,166) |
| 1. Staff in your department and upper administration in your department | 2014 | 3,063 | 2.8 | 0.90 | 23.5% | 45.5% | 20.9% | 10.0% | 2.7% (of 3,149) |
| 2008 | 3,067 | 2.9 | 0.85 | 23.7% | 48.5% | 20.7% | 7.1% | 2.7% (of 3,153) |
| 1. Staff in your department and upper administration in your college/division | 2014 | 2,766 | 2.7 | 0.87 | 15.5% | 47.1% | 25.8% | 11.5% | 12.1% (of 3,145) |
| 2008 | 2,750 | 2.8 | 0.84 | 17.6% | 50.9% | 22.4% | 9.1% | 12.6% (of 3,145) |
| 1. Staff at NC State University as a whole and the upper administration in the   university | 2014 | 2,598 | 2.6 | 0.83 | 11.9% | 48.4% | 28.8% | 11.0% | 17.4% (of 3,147) |
| 2008 | 2,574 | 2.7 | 0.79 | 14.0% | 52.5% | 26.3% | 7.2% | 18.2% (of 3,147) |

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| B2. I am treated with respect by: | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree | Doesn’t Apply |
| 1. Co-workers in my work unit | 2014 | 3,121 | 3.4 | 0.62 | 48.3% | 46.7% | 4.1% | 1.0% | 0.8% (of 3,146) |
| 2008 | 3,154 | 3.4 | 0.61 | 48.6% | 47.1% | 3.3% | 1.0% | 0.6% (of 3,173) |
| 1. Other staff in my department (whom I do not supervise) | 2014 | 2,993 | 3.3 | 0.62 | 41.3% | 53.0% | 4.6% | 1.1% | 4.5% (of 3,133) |
| 2008 | 3,003 | 3.4 | 0.60 | 41.1% | 53.9% | 4.3% | 0.8% | 4.9% (of 3,157) |
| 1. Staff I supervise | 2014 | 1,526 | 3.5 | 0.58 | 50.3% | 46.3% | 2.7% | 0.7% | 51.1% (of 3,119) |
| 2008 | 1,537 | 3.4 | 0.59 | 47.8% | 48.6% | 2.9% | 0.7% | 50.5% (of 3,107) |
| 1. My supervisor | 2014 | 3,123 | 3.4 | 0.75 | 49.8% | 40.2% | 6.6% | 3.4% | 0.4% (of 3,137) |
| 2008 | 3,133 | 3.4 | 0.72 | 48.7% | 42.8% | 5.7% | 2.8% | 0.6% (of 3,153) |
| 1. Upper administration in my department | 2014 | 3,012 | 3.2 | 0.73 | 35.1% | 53.2% | 8.2% | 3.5% | 3.9% (of 3,133) |
| 2008 | 3,029 | 3.2 | 0.71 | 35.0% | 54.1% | 8.0% | 2.8% | 3.7% (of 3,146) |
| 1. Upper administration in my college/division | 2014 | 2,576 | 3.1 | 0.70 | 26.9% | 60.4% | 9.1% | 3.6% | 17.9% (of 3,137) |
| 2008 | 2,614 | 3.2 | 0.66 | 29.1% | 60.9% | 7.6% | 2.4% | 16.4% (of 3,128) |
| 1. Students | 2014 | 2,206 | 3.4 | 0.56 | 38.9% | 57.9% | 2.6% | 0.5% | 29.6% (of 3,134) |
| 2008 | 2,178 | 3.3 | 0.56 | 36.4% | 59.8% | 3.2% | 0.6% | 30.4% (of 3,131) |
| 1. Faculty | 2014 | 2,481 | 3.2 | 0.60 | 29.1% | 64.3% | 5.1% | 1.5% | 21.0% (of 3,139) |
| 2008 | 2,462 | 3.2 | 0.60 | 29.2% | 62.8% | 7.0% | 1.1% | 21.5% (of 3,135) |
| 1. Customers or clients with whom I interact | 2014 | 2,851 | 3.4 | 0.55 | 41.2% | 56.4% | 1.9% | 0.4% | 9.2% (of 3,141) |
| 2008 | 2,895 | 3.4 | 0.53 | 41.8% | 56.4% | 1.5% | 0.3% | 8.2% (of 3,154) |

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| B3. In general, to what extent does each of the following describe the members of your work unit? | Year | N | Mean | Stdev | 4: Very much | 3: Somewhat | | 2: A little | 1: Not at all |
| 1. They understand and know how to do their jobs | 2014 | 3,147 | 3.7 | 0.57 | 72.9% | 23.3% | 3.2% | | 0.6% |
| 2008 | 3,159 | 3.7 | 0.54 | 73.2% | 23.6% | 2.8% | | 0.4% |
| 1. They are hardworking | 2014 | 3,139 | 3.6 | 0.65 | 68.5% | 24.8% | 5.3% | | 1.4% |
| 2008 | 3,152 | 3.6 | 0.65 | 66.4% | 27.0% | 5.5% | | 1.1% |
| 1. They get along and enjoy working together | 2014 | 3,146 | 3.5 | 0.70 | 58.6% | 32.4% | 7.3% | | 1.7% |
| 2008 | 3,149 | 3.5 | 0.69 | 58.5% | 33.4% | 6.5% | | 1.6% |
| 1. They treat each other with respect, even when there are differences of opinion | 2014 | 3,144 | 3.4 | 0.74 | 57.6% | 31.9% | 8.2% | | 2.3% |
| 2008 | 3,150 | 3.4 | 0.73 | 56.9% | 33.4% | 7.4% | | 2.3% |
| 1. They share helpful information and ideas with each other | 2014 | 3,141 | 3.5 | 0.76 | 60.0% | 28.3% | 9.3% | | 2.3% |
| 2008 | 3,145 | 3.4 | 0.77 | 59.6% | 28.2% | 9.7% | | 2.5% |
| 1. They adapt well to changes in the work environment (e.g., new situations, people, ideas) | 2014 | 3,148 | 3.2 | 0.85 | 44.3% | 38.4% | 12.3% | | 5.0% |
| 2008 | 3,138 | 3.2 | 0.82 | 45.6% | 37.8% | 12.6% | | 4.0% |

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| B4. I think my department is doing a good job of: | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree | Don’t Know |
| 1. Recruiting the best staff to accomplish the goals of my department | 2014 | 2,915 | 3.0 | 0.80 | 26.9% | 52.2% | 15.6% | 5.2% | 7.0%  (of 3,133) |
| 2008 | 2,963 | 3.0 | 0.77 | 27.5% | 54.0% | 14.0% | 4.4% | 6.1%  (of 3,155) |
| 1. Retaining the most effective   and productive staff | 2014 | 2,966 | 2.8 | 0.90 | 21.2% | 44.6% | 23.6% | 10.6% | 5.4%  (of 3,135) |
| 2008 | 2,993 | 2.8 | 0.85 | 22.1% | 48.5% | 21.6% | 7.8% | 5.0%  (of 3,149) |
| 1. Actively creating a culture   where staff members can develop their potential | 2014 | 3,009 | 2.8 | 0.90 | 21.4% | 46.1% | 22.0% | 10.5% | 3.9%  (of 3,132) |
| 2008 | 2,995 | 2.9 | 0.88 | 24.2% | 47.0% | 20.2% | 8.6% | 4.8%  (of 3,145) |

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| B5. How would you rate communication between each of the following? | Year | N | Mean | St  dev | 4: Excellent | 3: Good | 2: Fair | 1: Poor | Don’t Know | Doesn’t Apply |
| 1. You and your co-workers in your work unit | 2014 | 3,096 | 3.2 | 0.78 | 37.0% | 46.5% | 13.2% | 3.2% | 0.1%  (of 3,116) | 0.5%  (of 3,116) |
| 2008 | 3,127 | 3.2 | 0.76 | 39.2% | 46.8% | 10.9% | 3.1% | 0.0%  (of 3,142) | 0.4%  (of 3,142) |
| 1. Staff in your work unit and staff in the rest of your department | 2014 | 3,015 | 2.9 | 0.79 | 19.2% | 53.1% | 21.8% | 5.8% | 0.7%  (of 3,110) | 2.3%  (of 3,110) |
| 2008 | 3,044 | 2.9 | 0.81 | 20.7% | 51.0% | 22.1% | 6.2% | 0.8%  (of 3,128) | 1.9%  (of 3,128) |
| 1. Staff in your department   and upper administration  in your department | 2014 | 2,916 | 2.6 | 0.90 | 16.0% | 44.1% | 27.3% | 12.6% | 4.0%  (of 3,108) | 2.2%  (of 3,108) |
| 2008 | 2,911 | 2.7 | 0.88 | 17.2% | 47.4% | 24.4% | 11.1% | 3.9%  (of 3,114) | 2.6%  (of 3,114) |
| 1. Staff in your department   and upper administration  in your college/division | 2014 | 2,528 | 2.5 | 0.89 | 11.2% | 42.5% | 30.1% | 16.2% | 10.7%  (of 3,105) | 7.9%  (of 3,105) |
| 2008 | 2,480 | 2.6 | 0.88 | 13.1% | 45.4% | 28.3% | 13.1% | 11.7%  (of 3,106) | 8.5%  (of 3,106) |
| 1. Staff at NC State University as a whole and the upper administration in the   university | 2014 | 2,372 | 2.5 | 0.85 | 8.8% | 42.4% | 34.3% | 14.5% | 16.8%  (of 3,098) | 6.6%  (of 3,098) |
| 2008 | 2,234 | 2.6 | 0.84 | 11.3% | 45.1% | 31.6% | 12.0% | 18.6%  (of 3,104) | 9.5%  (of 3,104) |
| 1. Staff in your department and your customers/clients | 2014 | 2,820 | 3.2 | 0.69 | 30.6% | 56.5% | 10.9% | 2.1% | 2.3%  (of 3,107) | 7.0%  (of 3,107) |
| 2008 | 2,837 | 3.2 | 0.67 | 30.9% | 57.0% | 10.5% | 1.6% | 2.2%  (of 3,112) | 6.6%  (of 3,112) |
| 1. You and the staff who report to you | 2014 | 1,663 | 3.3 | 0.68 | 40.5% | 50.2% | 7.8% | 1.5% | 0.2%  (of 3,100) | 46.2%  (of 3,100) |
| 2008 | 1,617 | 3.3 | 0.67 | 38.3% | 51.8% | 8.7% | 1.2% | 0.4%  (of 3,100) | 47.5%  (of 3,100) |

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| B6. When the following staff members have a serious complaint, the university’s grievance/complaint procedures provide a reasonable and effective way for them to have their complaint heard and seriously considered: | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree | Don’t Know |
| 1. SPA Staff | 2014 | 1,491 | 2.9 | 0.82 | 18.6% | 58.2% | 14.2% | 8.9% | 51.0%  (of 3,044) |
| 2008 | 1,504 | 2.9 | 0.82 | 17.7% | 58.9% | 14.2% | 9.2% | 50.6%  (of 3,046) |
| 1. EPA Staff | 2014 | 938 | 2.9 | 0.78 | 17.9% | 59.9% | 15.0% | 7.1% | 67.2%  (of 2,864) |
| 2008 | 906 | 3.0 | 0.73 | 18.7% | 65.3% | 9.6% | 6.4% | 67.3%  (of 2,772) |

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| B7. Rate the NC State University Staff Senate on each of the following: | Year | N | Mean | Stdev | 4: Excellent | 3: Good | 2: Fair | 1: Poor | Don’t Know |
| 1. Providing an effective way for members of the staff and the university administration to communicate with each other | 2014 | 1,698 | 2.7 | 0.82 | 15.0% | 52.5% | 23.6% | 9.0% | 44.9%  (of 3,084) |
| 2008 | 1,868 | 2.8 | 0.83 | 16.4% | 51.2% | 23.7% | 8.7% | 40.5%  (of 3,141) |
| 1. Being an effective advocate for staff | 2014 | 1,615 | 2.7 | 0.86 | 14.8% | 50.0% | 24.0% | 11.3% | 47.7%  (of 3,086) |
| 2008 | 1,814 | 2.7 | 0.86 | 16.3% | 47.3% | 26.1% | 10.4% | 41.9%  (of 3,121) |

**Section C: Leadership**

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| C1. In your opinion, how well does your immediate supervisor do each of the following with/for your work unit? | Year | N | Mean | Stdev | 4: Excellent | 3: Good | 2: Fair | 1: Poor | Don’t Know |
| 1. Listen to staff in your work unit | 2014 | 3,032 | 3.2 | 0.91 | 45.5% | 33.9% | 14.1% | 6.5% | 0.4%  (of 3,043) |
| 2008 | 3,067 | 3.2 | 0.89 | 44.2% | 36.1% | 13.5% | 6.2% | 0.7%  (of 3,088) |
| 1. Give a straight answer when asked a reasonable question | 2014 | 3,033 | 3.1 | 0.97 | 44.0% | 31.8% | 14.9% | 9.2% | 0.4%  (of 3,044) |
| 2008 | 3,067 | 3.1 | 0.94 | 41.1% | 36.2% | 14.1% | 8.6% | 0.4%  (of 3,079) |
| 1. Use ideas from staff in his/her decision-making | 2014 | 2,976 | 3.1 | 0.91 | 41.9% | 35.5% | 15.8% | 6.8% | 2.1%  (of 3,040) |
| 2008 | 2,981 | 3.1 | 0.91 | 38.3% | 39.1% | 15.2% | 7.3% | 2.9%  (of 3,071) |
| 1. Appropriately distribute work assignments to members of your work unit | 2014 | 2,944 | 3.0 | 0.96 | 36.7% | 36.8% | 17.1% | 9.4% | 3.0%  (of 3,035) |
| 2008 | 2,960 | 3.0 | 0.90 | 33.8% | 41.0% | 17.6% | 7.6% | 3.5%  (of 3,066) |
| 1. Treat all members of the work unit consistently (i.e., does not show favoritism) | 2014 | 2,991 | 3.0 | 1.04 | 41.3% | 31.0% | 14.3% | 13.3% | 1.6%  (of 3,039) |
| 2008 | 3,020 | 3.0 | 1.02 | 39.9% | 33.2% | 14.6% | 12.4% | 1.9%  (of 3,079) |
| 1. Encourage teamwork in your work unit whenever possible | 2014 | 2,991 | 3.2 | 0.93 | 46.1% | 32.6% | 13.9% | 7.4% | 1.5%  (of 3,036) |
| 2008 | 3,013 | 3.1 | 0.92 | 40.8% | 37.6% | 13.8% | 7.7% | 1.9%  (of 3,072) |
| 1. Set short- and long-term goals and objectives for your work unit | 2014 | 2,928 | 2.9 | 1.00 | 34.6% | 34.5% | 19.1% | 11.7% | 3.6%  (of 3,036) |
| 2008 | 2,958 | 2.9 | 0.96 | 31.4% | 39.8% | 18.3% | 10.6% | 3.7%  (of 3,071) |
| 1. Set appropriate goals that are reachable | 2014 | 2,936 | 3.0 | 0.91 | 34.8% | 40.4% | 16.9% | 7.9% | 3.1%  (of 3,030) |
| 2008 | 2,937 | 3.0 | 0.91 | 32.2% | 42.4% | 16.9% | 8.5% | 3.9%  (of 3,057) |
| 1. Set clear priorities for your work unit | 2014 | 2,984 | 2.9 | 0.96 | 32.6% | 38.3% | 18.7% | 10.5% | 1.6%  (of 3,033) |
| 2008 | 2,992 | 2.9 | 0.95 | 31.2% | 40.5% | 18.0% | 10.3% | 2.4%  (of 3,067) |
| 1. Resolve internal conflicts in your work unit quickly and effectively | 2014 | 2,754 | 2.8 | 1.05 | 32.0% | 32.9% | 19.3% | 15.8% | 9.0%  (of 3,028) |
| 2008 | 2,759 | 2.8 | 0.99 | 27.2% | 38.5% | 20.8% | 13.5% | 10.2%  (of 3,073) |
| 1. Provide the essential resources your work unit needs to do its job | 2014 | 2,995 | 3.1 | 0.88 | 40.1% | 39.1% | 14.7% | 6.2% | 1.1%  (of 3,029) |
| 2008 | 3,025 | 3.1 | 0.86 | 38.7% | 41.5% | 14.2% | 5.5% | 1.3%  (of 3,066) |

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| C1. In your opinion, how well does your immediate supervisor do each of the following with/for your work unit? (continued) | Year | N | Mean | Stdev | 4: Excellent | 3: Good | 2: Fair | 1: Poor | Don’t Know |
| 1. Distribute resources to your work unit in a way that is understandable and justifiable | 2014 | 2,923 | 3.1 | 0.88 | 38.8% | 40.6% | 14.0% | 6.6% | 3.6%  (of 3,033) |
| 2008 | 2,979 | 3.1 | 0.84 | 35.1% | 45.3% | 14.0% | 5.6% | 2.7%  (of 3,063) |
| 1. Appreciate the role your contributions play in the success of the work unit | 2014 | 3,012 | 3.2 | 0.95 | 46.6% | 32.3% | 12.6% | 8.5% | 0.8%  (of 3,036) |
| 2008 | 3,022 | 3.2 | 0.93 | 44.6% | 34.8% | 12.7% | 7.9% | 1.5%  (of 3,068) |
| 1. Serve as an advocate for your work unit within your department | 2014 | 2,942 | 3.2 | 0.96 | 46.6% | 32.6% | 11.8% | 8.9% | 3.0%  (of 3,032) |
| 2008 | 2,926 | 3.1 | 0.94 | 44.2% | 34.6% | 13.0% | 8.2% | 4.2%  (of 3,053) |
| 1. Make rational, understandable decisions | 2014 | 3,012 | 3.1 | 0.92 | 40.3% | 36.6% | 15.5% | 7.6% | 0.8%  (of 3,035) |
| 2008 | 3,012 | 3.1 | 0.89 | 37.1% | 40.7% | 15.1% | 7.0% | 1.6%  (of 3,062) |
| 1. Be supportive of staff members when personal issues arise | 2014 | 2,975 | 3.4 | 0.85 | 57.6% | 28.3% | 9.1% | 4.9% | 2.2%  (of 3,043) |
| 2008 | 2,976 | 3.3 | 0.85 | 53.1% | 32.1% | 9.6% | 5.2% | 3.0%  (of 3,067) |
| 1. Be approachable and easy to talk to | 2014 | 3,037 | 3.3 | 0.91 | 54.3% | 27.6% | 11.9% | 6.3% | 0.2%  (of 3,043) |
| 2008 | 3,051 | 3.3 | 0.90 | 51.8% | 30.3% | 11.8% | 6.1% | 0.6%  (of 3,068) |
| 1. Be available when you need him/her | 2014 | 3,033 | 3.2 | 0.90 | 49.9% | 31.1% | 13.0% | 6.0% | 0.4%  (of 3,044) |
| 2008 | 3,048 | 3.2 | 0.90 | 45.7% | 34.1% | 14.2% | 6.0% | 0.5%  (of 3,063) |
| 1. Set a good example for the staff through his/her own work habits, professionalism, and high standards | 2014 | 3,025 | 3.2 | 0.98 | 50.6% | 28.7% | 11.2% | 9.6% | 0.5%  (of 3,041) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |

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| C2. Staff management styles and expectations for job performance vary greatly in my department, depending on who one has as a direct supervisor: | 2014  (N = 2,409)  Mean = 3.0  Stdev = 0.82 | | 2008  (N = 2,437)  Mean = 3.1  Stdev = 0.82 |
| 4: Strongly Agree | | 31.4% | 32.9% |
| 3: Agree | | 44.2% | 45.1% |
| 2: Disagree | | 20.3% | 18.0% |
| 1: Strongly Disagree | | 4.1% | 4.0% |
| Don’t Know | | 11.4% (of 3,019) | 10.7% (of 3,042) |
| Doesn’t Apply | | 8.8% (of 3,019) | 9.1% (of 3,042) |

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| C3. In your opinion, how well does the upper administration in your department do each of the following for/with your department as a whole: | Year | N | Mean | Stdev | 4: Excellent | 3: Good | 2: Fair | 1: Poor | Don’t Know |
| 1. Listen to staff in the department | 2014 | 2,726 | 2.8 | 0.94 | 24.1% | 41.6% | 22.4% | 11.8% | 7.9%  (of 2,959) |
| 2008 | 2,780 | 2.8 | 0.91 | 22.4% | 45.1% | 21.7% | 10.8% | 9.0%  (of 3,055) |
| 1. Give a straight answer when asked a reasonable question | 2014 | 2,724 | 2.7 | 0.98 | 24.1% | 39.6% | 22.2% | 14.1% | 7.9%  (of 2,959) |
| 2008 | 2,779 | 2.8 | 0.93 | 21.9% | 43.6% | 22.7% | 11.8% | 8.9%  (of 3,050) |
| 1. Use ideas from staff in his/her decision-making | 2014 | 2,504 | 2.7 | 0.95 | 22.2% | 40.7% | 23.9% | 13.2% | 15.2%  (of 2,952) |
| 2008 | 2,570 | 2.7 | 0.92 | 19.6% | 44.3% | 24.0% | 12.1% | 15.6%  (of 3,044) |
| 1. Treat all members of the department consistently (i.e., does not show favoritism) | 2014 | 2,585 | 2.7 | 1.03 | 25.1% | 37.1% | 20.0% | 17.8% | 12.5%  (of 2,953) |
| 2008 | 2,656 | 2.7 | 1.00 | 22.8% | 40.5% | 20.0% | 16.8% | 12.8%  (of 3,047) |
| 1. Encourage teamwork in your department whenever possible | 2014 | 2,653 | 3.0 | 0.91 | 31.0% | 41.9% | 18.8% | 8.3% | 10.1%  (of 2,952) |
| 2008 | 2,704 | 2.9 | 0.90 | 26.0% | 46.1% | 18.7% | 9.2% | 11.2%  (of 3,044) |
| 1. Set short-term and long-term goals and objectives for the department | 2014 | 2,492 | 2.8 | 0.95 | 25.1% | 41.5% | 21.3% | 12.1% | 15.4%  (of 2,946) |
| 2008 | 2,536 | 2.8 | 0.89 | 22.6% | 46.5% | 21.1% | 9.8% | 16.3%  (of 3,030) |
| 1. Set appropriate goals that are reachable | 2014 | 2,469 | 2.8 | 0.89 | 22.5% | 46.7% | 21.1% | 9.8% | 16.0%  (of 2,939) |
| 2008 | 2,534 | 2.8 | 0.89 | 22.3% | 46.7% | 21.5% | 9.6% | 16.5%  (of 3,036) |
| 1. Set clear priorities for the department | 2014 | 2,556 | 2.8 | 0.94 | 23.2% | 43.2% | 21.1% | 12.5% | 13.3%  (of 2,948) |
| 2008 | 2,641 | 2.8 | 0.87 | 21.5% | 48.7% | 20.8% | 9.0% | 13.1%  (of 3,039) |
| 1. Resolve internal conflicts in your work unit quickly and effectively | 2014 | 2,276 | 2.6 | 1.02 | 20.3% | 37.5% | 22.9% | 19.3% | 22.9%  (of 2,952) |
| 2008 | 2,358 | 2.6 | 0.97 | 17.8% | 40.5% | 24.4% | 17.2% | 22.4%  (of 3,039) |
| 1. Provide the essential resources your work unit needs to do its job | 2014 | 2,665 | 2.9 | 0.91 | 26.2% | 43.7% | 20.6% | 9.5% | 9.6%  (of 2,949) |
| 2008 | 2,747 | 2.8 | 0.88 | 23.4% | 46.9% | 21.0% | 8.8% | 9.1%  (of 3,023) |
| 1. Distribute resources to your work unit in a way that is understandable and justifiable | 2014 | 2,561 | 2.8 | 0.92 | 25.3% | 42.8% | 21.5% | 10.3% | 13.2%  (of 2,951) |
| 2008 | 2,656 | 2.8 | 0.89 | 21.2% | 47.2% | 21.6% | 10.0% | 12.4%  (of 3,032) |

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| C3. In your opinion, how well does the upper administration in your department do each of the following for/with your department as a whole:  (continued) | Year | N | Mean | Stdev | 4: Excellent | 3: Good | 2: Fair | 1: Poor | Don’t Know |
| 1. Appreciate the role your contributions play in the success of the work unit | 2014 | 2,651 | 2.9 | 0.99 | 30.1% | 38.8% | 17.9% | 13.2% | 10.0%  (of 2,946) |
| 2008 | 2,711 | 2.8 | 0.95 | 26.7% | 42.0% | 19.9% | 11.4% | 10.4%  (of 3,027) |
| 1. Serve as an advocate for your department to the college/division | 2014 | 2,485 | 3.0 | 0.95 | 35.6% | 39.3% | 15.5% | 9.7% | 15.7%  (of 2,948) |
| 2008 | 2,502 | 3.0 | 0.90 | 30.2% | 44.4% | 16.8% | 8.6% | 17.1%  (of 3,019) |
| 1. Make rational, understandable decisions | 2014 | 2,634 | 2.8 | 0.93 | 26.5% | 42.5% | 20.5% | 10.6% | 10.7%  (of 2,949) |
| 2008 | 2,653 | 2.8 | 0.89 | 22.5% | 46.8% | 20.8% | 9.9% | 12.1%  (of 3,017) |
| 1. Be approachable if/when your immediate supervisor is not responding to your needs | 2014 | 2,363 | 2.9 | 0.96 | 30.9% | 40.0% | 17.9% | 11.2% | 19.8%  (of 2,946) |
| 2008 | 2,334 | 2.9 | 0.94 | 27.6% | 44.2% | 17.0% | 11.2% | 22.1%  (of 2,995) |
| 1. Set a good example for the staff through his/her own work habits, professionalism, and high standards | 2014 | 2,657 | 3.0 | 0.91 | 35.2% | 41.4% | 15.2% | 8.1% | 10.0%  (of 2,951) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |

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| C4. Overall, how well does the upper administration at NC State (e.g., Chancellor, Provost, Vice Chancellors, Vice Provosts) do each of the following: | Year | N | Mean | Stdev | 4: Excellent | 3: Good | 2: Fair | 1: Poor | Don’t Know |
| 1. Listen to ideas from staff | 2014 | 1,471 | 2.7 | 0.88 | 16.5% | 47.6% | 24.1% | 11.9% | 50.4%  (of 2,964) |
| 2008 | 1,494 | 2.7 | 0.89 | 16.7% | 45.9% | 25.9% | 11.6% | 51.0%  (of 3,048) |
| 1. Give a straight answer when asked a reasonable question | 2014 | 1,543 | 2.6 | 0.91 | 15.9% | 45.6% | 24.3% | 14.2% | 47.8%  (of 2,958) |
| 2008 | 1,552 | 2.6 | 0.88 | 14.8% | 45.9% | 27.0% | 12.4% | 49.0%  (of 3,043) |
| 1. Establish clear priorities   for the university | 2014 | 1,939 | 2.9 | 0.80 | 23.5% | 52.3% | 18.4% | 5.8% | 34.4%  (of 2,954) |
| 2008 | 1,874 | 2.9 | 0.79 | 19.7% | 53.0% | 21.7% | 5.6% | 38.3%  (of 3,035) |
| 1. Distribute resources in a way that is understandable and justifiable | 2014 | 1,719 | 2.6 | 0.90 | 14.7% | 46.4% | 24.7% | 14.2% | 41.9%  (of 2,958) |
| 2008 | 1,720 | 2.6 | 0.88 | 13.7% | 45.1% | 28.5% | 12.7% | 43.3%  (of 3,036) |
| 1. Serve as an advocate for   the university to external customers | 2014 | 1,716 | 3.2 | 0.79 | 36.6% | 47.4% | 12.1% | 4.0% | 42.0%  (of 2,961) |
| 2008 | 1,663 | 3.0 | 0.80 | 28.8% | 50.9% | 15.5% | 4.8% | 45.1%  (of 3,030) |

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| C5. To what extent do you understand how resources (e.g., money, materials, etc.) are allocated: | Year | N | Mean | Stdev | 4: Very Well | 3: Pretty Well | 2: Not very well | 1: Not at all |
| 1. Within your work unit | 2014 | 2,959 | 3.0 | 0.93 | 34.6% | 38.9% | 17.8% | 8.7% |
| 2008 | 3,046 | 2.9 | 0.96 | 31.1% | 39.1% | 19.3% | 10.5% |
| 1. To your department | 2014 | 2,966 | 2.7 | 0.94 | 20.0% | 39.9% | 27.3% | 12.8% |
| 2008 | 3,036 | 2.6 | 0.95 | 17.2% | 36.6% | 30.6% | 15.6% |
| 1. To your college/division | 2014 | 2,963 | 2.2 | 0.90 | 7.9% | 29.3% | 37.8% | 25.0% |
| 2008 | 3,025 | 2.1 | 0.90 | 7.2% | 24.5% | 39.7% | 28.6% |
| 1. To NC State University | 2014 | 2,958 | 2.1 | 0.89 | 5.8% | 27.1% | 38.2% | 28.9% |
| 2008 | 3,033 | 2.0 | 0.90 | 6.2% | 22.3% | 38.2% | 33.3% |

**Section D: Vision and Direction**

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| D1. In general, would you say each of the following is heading in the right direction, or has it gotten off on the wrong track? | Year | N | Right Direction | Wrong Track | Don’t Know |
| 1. Your department | 2014 | 2,627 | 81.1% | 18.9% | 11.3% (of 2,963) |
| 2008 | 2,748 | 84.9% | 15.1% | 8.8% (of 3,013) |
| 1. Your college/division | 2014 | 2,147 | 81.7% | 18.3% | 27.4% (of 2,957) |
| 2008 | 2,269 | 86.8% | 13.2% | 24.4% (of 2,985) |
| 1. NC State University | 2014 | 2,027 | 87.6% | 12.4% | 31.5% (of 2,960) |
| 2008 | 2,153 | 93.1% | 6.9% | 28.2% (of 2,990) |

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| D2. Five years from now, do you think each of the following will be better than today, worse than today, or not really have changed? | Year | N | Gotten Better | Gotten Worse | Not Really Have Changed |
| 1. Your work unit | 2014 | 2,944 | 55.3% | 11.2% | 33.5% |
| 2008 | 2,990 | 65.2% | 8.6% | 26.2% |
| 1. Your department | 2014 | 2,941 | 52.4% | 12.3% | 35.3% |
| 2008 | 2,977 | 63.0% | 10.2% | 26.8% |
| 1. Your college/division | 2014 | 2,924 | 49.9% | 10.5% | 39.6% |
| 2008 | 2,939 | 58.9% | 6.9% | 34.2% |
| 1. NC State University | 2014 | 2,930 | 54.5% | 7.9% | 37.6% |
| 2008 | 2,963 | 64.5% | 3.7% | 31.8% |

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| D3. In general, how successful do you think your department is in meeting its goals? | 2014  (N = 2,777)  Mean = 3.3  Stdev = 0.66 | | 2008  (N=2,821)  Mean=3.3  Stdev=0.63 |
| 4: Very successful | | 42.8% | 40.6% |
| 3: Somewhat successful | | 49.3% | 52.9% |
| 2: Not very successful | | 6.6% | 5.4% |
| 1: Not at all successful | | 1.4% | 1.2% |
| Don't know | | 6.0% (of 2,953) | 6.4% (of 3,014) |

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| D4. Which of the following statements best describes your departments' goals for the future?\* | 2014  (N = 2,488) | | 2008  (N = 2,579) |
| 1. My department has a clear set of goals for the future, and we are actively working toward meeting those goals. | | 50.9% | 49.3% |
| 1. My department has set goalsfor the future, but progress seems slow | | 33.2% | 37.6% |
| 1. My department doesn't appear to have a clear set of goals for the future | | 15.9% | 13.1% |
| 1. I don't know enough to say | | 15.4% (of 2,940) | 13.8% (of 2,992) |

\* 2008 wording was, “Which of the following statements best describes your department’s vision for the future”.

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| D5. To what extent is your job description/work plan consistent with the goalsof the department?\* | 2014  (N = 2,026)  Mean = 3.6  Stdev = 0.64 | | 2008  (N = 2,134)  Mean = 3.5  Stdev = 0.65 |
| 1. 4: Very much | | 62.4% | 59.0% |
| 1. 3: Somewhat | | 31.2% | 34.8% |
| 1. 2: A little | | 5.4% | 4.9% |
| 1. 1: Not at all | | 1.0% | 1.3% |
| 1. Don’t know | | 2.0% (of 2,090) | 3.6% (of 2,230) |
| 1. Do not have a job description/work plan | | 1.1% (of 2,090) | 0.7% (of 2,230) |

\*2008 wording was, “To what extent is your job description/work plan consistent with your department’s vision”.

**Section E: Diversity and Multiculturalism**

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| E1. The work environment in my department is accepting and respectful of differences in: | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree | Don’t Know |
| 1. Age | 2014 | 2,862 | 3.4 | 0.65 | 51.4% | 43.0% | 4.2% | 1.4% | 2.4%  (of 2,932) |
| 2008 | 2,897 | 3.4 | 0.64 | 48.4% | 45.9% | 4.2% | 1.4% | 2.9%  (of 2,984) |
| 1. Disability status | 2014 | 2,527 | 3.5 | 0.60 | 52.4% | 44.2% | 2.4% | 0.9% | 13.8%  (of 2,930) |
| 2008 | 2,535 | 3.4 | 0.62 | 48.6% | 46.7% | 3.4% | 1.3% | 14.6%  (of 2,967) |
| 1. Gender | 2014 | 2,838 | 3.5 | 0.63 | 51.8% | 43.1% | 3.8% | 1.3% | 3.2%  (of 2,933) |
| 2008 | ,828 | 3.4 | 0.62 | 47.7% | 47.1% | 4.2% | 1.0% | 4.4%  (of 2,958) |
| 1. Military/Veteran status | 2014 | 2,272 | 3.5 | 0.54 | 55.7% | 42.8% | 1.0% | 0.4% | 22.4%  (of 2,926) |
| 2008 | 2,328 | 3.5 | 0.56 | 51.1% | 47.0% | 1.1% | 0.7% | 21.3%  (of 2,957) |
| 1. Nationality/Ethnic origin | 2014 | 2,764 | 3.5 | 0.61 | 52.8% | 43.2% | 2.9% | 1.1% | 5.8%  (of 2,933) |
| 2008 | 2,760 | 3.4 | 0.61 | 48.9% | 47.0% | 3.1% | 1.0% | 6.9%  (of 2,964) |
| 1. Race and color | 2014 | 2,809 | 3.5 | 0.64 | 52.5% | 42.2% | 4.0% | 1.3% | 4.1%  (of 2,930) |
| 2008 | 2,837 | 3.4 | 0.64 | 48.8% | 46.1% | 3.6% | 1.5% | 4.7%  (of 2,977) |
| 1. Religion | 2014 | 2,620 | 3.5 | 0.61 | 51.9% | 43.9% | 3.0% | 1.1% | 10.7%  (of 2,933) |
| 2008 | 2,642 | 3.4 | 0.63 | 47.5% | 47.5% | 3.5% | 1.5% | 11.1%  (of 2,973) |
| 1. Sexual orientation | 2014 | 2,496 | 3.5 | 0.61 | 52.4% | 44.2% | 2.1% | 1.2% | 14.8%  (of 2,931) |
| 2008 | ,407 | 3.4 | 0.66 | 48.0% | 45.7% | 4.5% | 1.8% | 18.9%  (of 2,968) |
| 1. Gender Identity | 2014 | 2,278 | 3.5 | 0.61 | 51.4% | 45.2% | 2.1% | 1.3% | 22.2%  (of 2,927) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |

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| E2. In your opinion, to what extent do/does: | Year | N | Mean | Stdev | 4: A great deal | 3: Some | 2: A little | 1: Not at all | Don’t Know |
| 1. Your work colleagues actively promote and support diversity within the work place | 2014 | 2,650 | 3.3 | 0.80 | 50.5% | 36.4% | 9.5% | 3.7% | 9.3%  (of 2,922) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Your supervisor actively promote and support diversity within your work unit | 2014 | 2,631 | 3.4 | 0.83 | 55.3% | 31.5% | 8.3% | 4.9% | 9.9%  (of 2,920) |
| 2008 | 2,724 | 3.5 | 0.77 | 60.8% | 28.6% | 7.6% | 3.1% | 8.8%  (of 2,988) |
| 1. The upper administration in your department actively promote and support diversity in your department | 2014 | 2,367 | 3.4 | 0.80 | 55.1% | 32.8% | 8.2% | 3.8% | 18.9%  (of 2,919) |
| 2008 | 2,519 | 3.5 | 0.74 | 59.6% | 30.5% | 7.3% | 2.6% | 15.0%  (of 2,965) |
| 1. The upper administration in the university actively promote and support diversity within the university | 2014 | 2,238 | 3.5 | 0.72 | 59.3% | 31.7% | 6.7% | 2.3% | 23.3%  (of 2,917) |
| 2008 | 2,334 | 3.6 | 0.65 | 65.8% | 27.6% | 5.3% | 1.3% | 21.3%  (of 2,964) |

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| E3. My department actively works to: | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree | Don’t Know |
| 1. Recruit staff members from historically underrepresented   groups (i.e., groups based on  age, disability status, gender, military/veteran status, nationality or ethnic origin, race or color, religion, or sexual orientation) | 2014 | 1,733 | 3.0 | 0.80 | 29.3% | 50.7% | 15.1% | 5.0% | 40.2%  (of 2,897) |
| 2008 | 2,065 | 3.2 | 0.76 | 35.3% | 49.8% | 11.3% | 3.6% | 30.3%  (of 2,961) |
| 1. Retain staff members from historically underrepresented groups | 2014 | 1,740 | 3.1 | 0.78 | 28.1% | 53.7% | 13.5% | 4.7% | 39.9%  (of 2,894) |
| 2008 | 2,029 | 3.1 | 0.76 | 32.3% | 51.9% | 11.8% | 3.9% | 31.2%  (of 2,948) |
| 1. Support staff members from historically underrepresented groups | 2014 | 1,781 | 3.1 | 0.74 | 31.9% | 54.7% | 9.4% | 4.0% | 38.3%  (of 2,885) |
| 2008 | 2,056 | 3.2 | 0.72 | 35.3% | 53.2% | 8.3% | 3.2% | 30.1%  (of 2,941) |

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| E4. My department provides an environment in which people with physical or mental conditions that may require accommodations can get their work done and be successful in their jobs. | 2014  (N = 2,037)  Mean = 3.2  Stdev = 0.68 | | 2008  (N = 2,164)  Mean = 3.2  Stdev = 0.67 |
| 4: Strongly Agree | | 34.0% | 34.0% |
| 3: Agree | | 57.1% | 57.8% |
| 2: Disagree | | 6.1% | 5.7% |
| 1: Strongly Disagree | | 2.7% | 2.6% |
| Don’t Know | | 29.9% (of 2,906) | 27.2% (of 2,973) |

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| E5. When controversial issues or events related to diversity or multiculturalism have arisen on campus, the upper administration in the university has appropriately responded to the situation. | 2014  (N = 1,613)  Mean = 3.1  Stdev = 0.61 | | 2008  (N = 1,771)  Mean = 3.1  Stdev = 0.65 |
| 4: Strongly Agree | | 24.2% | 24.1% |
| 3: Agree | | 66.4% | 65.1% |
| 2: Disagree | | 7.7% | 8.0% |
| 1: Strongly Disagree | | 1.7% | 2.8% |
| Don’t Know | | 44.4% (of 2,901) | 40.5% (of 2,978) |

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| E6. How important do you think it is for NC State to have an institutional emphasis on diversity and multiculturalism? | 2014  (N = 2,901)  Mean = 3.4  Stdev = 0.74 | 2008  (N = 2,971)  Mean = 3.3  Stdev = 0.77 |
| 4: Very important | 57.2% | 49.5% |
| 3: Somewhat important | 33.0% | 38.4% |
| 2: Not very important | 7.3% | 8.8% |
| 1: Not at all important | 2.6% | 3.2% |

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| E7. Since coming to NC State, how often have you participated in diversity or multicultural events, programs, workshops, or training activities hosted or sponsored by the university? | 2014  (N = 2,900)  Mean = 2.8  Stdev = 1.26 | 2008  (N = 2,986)  Mean = 2.7  Stdev = 1.21 |
| 5: Frequently | 9.4% | 7.6% |
| 4: Several times | 20.1% | 19.8% |
| 3: A few times | 28.1% | 28.9% |
| 2: Rarely | 21.1% | 23.1% |
| 1: Never | 21.2% | 20.6% |

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| --- | --- | --- |
| E8. Why have you not participated in diversity/multicultural activities at NC State University more often? (mark all that apply) | 2014  (N=1,228) | 2008  (N=1,305) |
| 1. Not aware of activities | 41.5% | 41.2% |
| 1. Not convenient (e.g., schedule, location) | 48.8% | 48.6% |
| 1. Not interested in participation | 32.1% | 34.3% |
| 1. Supervisor does not allow me to participate during work hours | 4.1% | 5.4% |
| 1. Other (please briefly explain): | 14.5% | NA |

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| --- | --- | --- |
| E9. To what extent have language barriers made it difficult for you to function to your best ability in your job at NC State? | 2014  (N = 2,889)  Mean = 1.4  Stdev = 0.63 | 2008  (N = 2,981)  Mean = 1.5  Stdev = 0.73 |
| 4: A great deal | 0.9% | 1.8% |
| 3: Somewhat | 5.7% | 9.0% |
| 2: A little | 22.1% | 24.1% |
| 1: Not at all | 71.3% | 65.1% |

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| E10. In the above question you responded ‘somewhat’ or ‘a great deal.’ Is that primarily because of: | 2014  (N = 189) | 2008  (N =312) |
| Your own ability to understand, speak and/or read English | 9.1% | 9.0% |
| The ability of others to understand, speak and/or read English | 90.9% | 91.0% |

**Section F: Work Activities**

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| --- | --- | --- | --- |
| F1. Do you have a formal job description for your position? | 2014  (N = 2,770) | | 2008  (N = 2,819) |
| Yes | | 94.4% | 94.1% |
| No | | 5.6% | 5.9% |
| Don’t know | | 4.0% (of 2,885) | 4.5% (of 2,952) |

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| F2. To what extent do the actual tasks or assignments you do for NC State on a day-to-day basis match what is outlined in the job description for your position? | 2014  (N = 2,878)  Mean = 3.4  Stdev = 0.67 | | 2008  (N = 2,959)  Mean = 3.4  Stdev = 0.67 |
| 4: Very closely | | 50.4% | 50.8% |
| 3: Fairly closely | | 41.5% | 40.8% |
| 2: Not very closely | | 6.9% | 7.4% |
| 1: Not at all | | 1.3% | 1.0% |

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| F3. To what extent does the amount of work you are asked to do match what you expect based on the job description for your position? | 2014  (N = 2,869)  Mean = 3.5  Stdev = 0.81 | | 2008  (N = 2,950)  Mea = 3.6  Stdev = 0.81 |
| 5: There is a lot more work than I expected | | 16.1% | 15.7% |
| 4: There is more work than I expected | | 26.1% | 28.5% |
| 3: About what I expected | | 54.7% | 52.5% |
| 2: There is less work that I expected | | 2.3% | 2.5% |
| 1: There is a lot less work than I expected | | 0.8% | 0.8% |

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| F4. In general, how satisfied are you with: | Year | N | Mean | Stdev | 4: Very satisfied | 3: Satisfied | 2: Dissatisfied | 1: Very dissatisfied |
| 1. The actual tasks/assignments you are asked to do | 2014 | 2,869 | 3.3 | 0.65 | 39.1% | 52.9% | 6.8% | 1.2% |
| 2008 | 2,959 | 3.3 | 0.61 | 36.9% | 56.7% | 5.6% | 0.8% |
| 1. The amount of work you are expected to do | 2014 | 2,863 | 3.1 | 0.74 | 28.9% | 54.7% | 13.1% | 3.4% |
| 2008 | 2,944 | 3.1 | 0.68 | 26.8% | 58.6% | 12.4% | 2.2% |
| 1. The amount of time you are typically given to complete an assignment | 2014 | 2,865 | 3.2 | 0.69 | 32.1% | 55.6% | 10.0% | 2.3% |
| 2008 | 2,936 | 3.2 | 0.66 | 29.7% | 58.7% | 10.1% | 1.5% |
| 1. The opportunity to make good use of your skills and abilities within the expectations of your job | 2014 | 2,864 | 3.2 | 0.80 | 37.6% | 45.5% | 12.8% | 4.1% |
| 2008 | 2,934 | 3.2 | 0.76 | 35.8% | 50.0% | 10.7% | 3.5% |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| F5. My supervisor provides me with the appropriate opportunities to have input on each of the following: | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree |
| 1. Planning my work | 2014 | 2,868 | 3.4 | 0.70 | 54.3% | 37.2% | 6.5% | 2.0% |
| 2008 | 2,958 | 3.4 | 0.69 | 50.9% | 40.3% | 7.2% | 1.5% |
| 1. How I accomplish my work | 2014 | 2,864 | 3.5 | 0.67 | 56.8% | 36.6% | 5.0% | 1.6% |
| 2008 | 2,952 | 3.5 | 0.66 | 53.9% | 39.4% | 5.4% | 1.3% |
| 1. Making decisions that affect my work | 2014 | 2,858 | 3.4 | 0.75 | 51.6% | 37.3% | 8.6% | 2.4% |
| 2008 | 2,945 | 3.4 | 0.71 | 49.5% | 40.4% | 8.3% | 1.7% |
| 1. Solving problems related to my work | 2014 | 2,862 | 3.4 | 0.70 | 53.4% | 38.2% | 6.6% | 1.9% |
| 2008 | 2,952 | 3.4 | 0.69 | 51.3% | 40.5% | 6.4% | 1.9% |
| 1. Assessing my performance | 2014 | 2,846 | 3.3 | 0.76 | 47.1% | 41.3% | 8.3% | 3.3% |
| 2008 | 2,933 | 3.3 | 0.74 | 43.6% | 44.8% | 8.7% | 2.9% |

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| F6. When you do work that is above and beyond that which is outlined in your work plan/job description, the additional work is formally documented (e.g., in a performance review, etc.). | 2014  (N = 2,607)  Mean = 2.7  Stdev = 0.91 | | 2008  (N = 2,653)  Mean = 2.7  Stdev = 0.89 |
| 4: Strongly Agree | | 18.3% | 17.0% |
| 3: Agree | | 45.8% | 44.7% |
| 2: Disagree | | 23.7% | 26.8% |
| 1: Strongly Disagree | | 12.2% | 11.4% |
| Does not apply | | 8.5% (of 2,848) | 9.9 (of 2,945) |

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| F7. Are there the right number of qualified people in your work unit to do the work expected of you as a group? | 2014  (N = 2,862) | | 2008  (N = 2,927) |
| No—we need additional qualified people | | 52.1% | 44.6% |
| Yes—the right amount | | 46.1% | 53.6% |
| No—there are more people who are qualified for the work than needed | | 1.8% | 1.8% |

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| F8. How often in the past year have you voluntarily put in effort beyond what is really expected of your job simply because you enjoy the work you do? | 2014  (N = 2,870)  Mean = 3.5  Stdev = 0.68 | | 2008  (N = 2,966)  Mean = 3.4  Stdev = 0.71 |
| 1: Never | | 1.6% | 2.0% |
| 2: Seldom | | 6.0% | 7.0% |
| 3: Sometimes | | 38.0% | 39.2% |
| 4: Often | | 54.4% | 51.8% |

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| --- | --- | --- | --- |
| F9. How often in the past year have you taken a day off simply because you did not want to come in to work? | 2014  (N = 2,864) | | 2008  (N = 2,960) |
| Never | | 68.1% | 67.1% |
| Once or Twice | | 25.1% | 27.3% |
| 3-5 times | | 5.1% | 4.3% |
| 6 or more times | | 1.6% | 1.3% |

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| F10. I work in an environment that enables me to successfully balance my work and personal life. | 2014  (N = 2,854)  Mean = 3.1  Stdev = 0.80 | | 2008  N = (2,956)  Mean = 3.2  Stdev = 0.73 |
| 4: Strongly Agree | | 34.7% | 32.3% |
| 3: Agree | | 47.6% | 53.9% |
| 2: Disagree | | 13.2% | 10.8% |
| 1: Strongly Disagree | | 4.5% | 3.0% |

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| --- | --- | --- | --- |
| F11. NC State University provides programs and services that enable its employees to successfully balance their work and personal lives. | 2014  (N = 2,810)  Mean = 2.9  Stdev = 0.70 | | 2008  (N = 2,902)  Mean = 2.9  Stdev = 0.66 |
| 4: Strongly Agree | | 17.8% | 14.7% |
| 3: Agree | | 61.3% | 63.7% |
| 2: Disagree | | 17.3% | 18.7% |
| 1: Strongly Disagree | | 3.6% | 2.9% |

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| F12. Overall, how satisfied are you with each of the following administrative processes at NC State? Note that you will be able to elaborate on your responses below.  If you never use a process listed, either directly or indirectly, please select the "Not Applicable" response option. | Year | N | Mean | Stdev | 4: Very Satisfied | 3: Satisfied | 2: Dissatisfied | 1: Very Dissatisfied | Not Applic-able |
| 1. Procurement to payment processes (e.g., small and large purchases, PCards, MarketPlace, Vouchers) | 2014 | 1,635 | 3.1 | 0.67 | 22.6% | 63.8% | 10.7% | 2.9% | 42.6%  (of 2,846) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Travel processes (e.g., authorization, booking, reimbursement) | 2014 | 1,828 | 3.0 | 0.67 | 16.6% | 67.0% | 12.6% | 3.9% | 35.7%  (of 2,843) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Research/Contracts and grant processes (e.g., pre- and post-award administration) | 2014 | 647 | 2.8 | 0.79 | 15.0% | 56.4% | 20.6% | 8.0% | 77.2%  (of 2,839) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Budget processes (e.g., planning, monitoring) | 2014 | 1,120 | 2.8 | 0.76 | 12.6% | 61.8% | 17.7% | 7.9% | 60.6%  (of 2,840) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Recruitment and hiring processes (e.g., for EPA/SPA employees, graduate students, temporary employees, student workers) | 2014 | 1,692 | 2.8 | 0.73 | 11.4% | 62.4% | 19.3% | 6.9% | 40.5%  (of 2,846) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Position classification and compensation processes | 2014 | 1,628 | 2.4 | 0.86 | 6.9% | 44.2% | 30.9% | 18.0% | 42.7%  (of 2,842) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Time and leave tracking processes (e.g., hourly work, workers compensation, family leave) | 2014 | 2,401 | 3.1 | 0.66 | 22.4% | 66.3% | 7.6% | 3.6% | 15.7%  (of 2,847) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Access to data needed for reporting (e.g., Finance, HR, Research) | 2014 | 1,608 | 3.0 | 0.65 | 17.9% | 68.2% | 10.6% | 3.4% | 43.4%  (of 2,839) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |

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| F13. In thinking about your experience with administrative processes at NC State over the past few years, what would you suggest are the one or two changes that should be made to improve those processes?  Please be sure to indicate at what level in the institution you think the changes need to be made (e.g., department, college/division, university, state). |
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| F14. In thinking about your experience with administrative processes at NC State over the past few years, what are the one or two things that you think are working particularly well?  Again, please be sure to indicate at what level in the institution you think these processes are working well (e.g., department, college/division, university, state). |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| F15. Overall, how comfortable are you with using the various areas of MyPack Portal to get and/or provide information? If you are unfamiliar with a particular area, please select the 'not applicable' response option. | Year | N | Mean | Stdev | 4: Very Comfort-able | 3: Somewhat Comfort-able | 2: Not Very Comfort- able | 1: Not At All Comfort-able | Not Applic-able |
| 1. Employee Self Service (e.g., Time Reporting, Payroll and Compensation, Learning and Development) | 2014 | 2,799 | 3.7 | 0.56 | 70.4% | 26.5% | 2.4% | 0.7% | 1.0%  (of 2,826) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Financial Systems (e.g., MarketPlace, Purchasing, Training, Travel) | 2014 | 2,168 | 3.3 | 0.79 | 45.2% | 40.6% | 10.6% | 3.6% | 23.0%  (of 2,816) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Human Resources Systems (e.g., Commitment Accounting, Manager Self Service, Reporting Tools, Job Data) | 2014 | 1,570 | 3.1 | 0.90 | 37.1% | 39.7% | 16.1% | 7.1% | 44.3%  (of 2,819) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Student Information Systems (e.g., Student Admissions, Records and Enrollment, Curriculum Management) | 2014 | 1,103 | 3.3 | 0.86 | 49.2% | 34.2% | 11.4% | 5.2% | 60.8%  (of 2,816) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |

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| --- | --- | --- | --- |
| F16. How likely is it that your supervisor would give you permission to occasionally attend a university event on campus during your normal work hours (e.g., lecture, Human Resources program, arts program)? | 2014  (N = 2,825)  Mean = 3.5  Stdev = 0.80 | | 2008  (N = 2,956)  Mean = 3.5  Stdev = 7.8 |
| 4: Very likely | | 63.0% | 60.6% |
| 3: Somewhat likely | | 25.1% | 27.8% |
| 2: Not very likely | | 8.3% | 8.4% |
| 1: Not at all likely | | 3.6% | 3.2% |

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| F17. In the past five years (or since you have been at NC State if less than five years), on which of the following have you served? (mark all that apply): | 2014  (N=3,162) | 2008  (N=3,243) |
| 1. A department committee | 41.7% | 40.8% |
| 1. A college/division committee | 19.5% | 18.1% |
| 1. A University committee | 14.2% | 12.40 |
| 1. Staff Senate | 4.2% | 4.0% |

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| --- | --- | --- |
| F18. In recent years have you been more involved or less involved in committee work than you have been in the past? | 2014  (N = 2,365) | 2008  (N = 2,439) |
| More Involved | 22.3% | 20.0% |
| About the Same | 47.9% | 49.0% |
| Less Involved | 29.9% | 30.9% |

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| --- | --- | --- | --- |
| F19. When you think about all the work-related demands on your time, on a scale of "1" to "5" how would you rate your experience over the past year? | 2014  (N = 2,809)  Mean = 2.5  Stdev = 1.25 | | 2008  (N = 2,934)  Mean = 2.4  Stdev = 1.20 |
| 1: Managing Fine | | 28.6% | 30.0% |
| 2 | | 21.5% | 24.1% |
| 3 | | 23.9% | 25.1% |
| 4 | | 20.1% | 16.3% |
| 5: Completely overwhelmed | | 5.8% | 4.5% |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| F20. Over the past couple of years, how much stress have you experienced as a result of each of the following as related to your work at NC State: | Year | N | Mean | Stdev | 4: A Great Deal | 3: Some | 2: A Little | 1: Not at all | Does Not Apply |
| 1. Other staff in your work unit | 2014 | 2,706 | 2.3 | 1.00 | 12.2% | 30.6% | 29.3% | 27.8% | 3.0%  (of 2,789) |
| 2008 | 2,838 | 2.3 | 1.01 | 13.1% | 30.7% | 28.5% | 27.7% | 3.6% (of 2,943) |
| 1. Other staff in your department (whom you do not supervise) | 2014 | 2,541 | 2.2 | 0.99 | 10.4% | 27.8% | 29.6% | 32.2% | 8.6%  (of 2,781) |
| 2008 | 2,664 | 2.1 | 1.01 | 10.8% | 25.5% | 28.7% | 35.1% | 8.9% (of 2,923) |
| 1. Staff you supervise | 2014 | 1,244 | 2.1 | 0.98 | 8.8% | 24.9% | 29.9% | 36.3% | 55.1%  (of 2,773) |
| 2008 | 1,381 | 2.1 | 1.00 | 9.9% | 23.7% | 28.7% | 37.7% | 52.6% (of 2,915) |
| 1. Your immediate supervisor | 2014 | 2,732 | 2.1 | 1.06 | 13.5% | 20.5% | 26.9% | 39.1% | 1.6%  (of 2,776) |
| 2008 | 2,864 | 2.1 | 1.03 | 11.9% | 21.3% | 28.4% | 38.4% | 1.7% (of 2,915) |
| 1. Upper administration in   your department | 2014 | 2,533 | 2.1 | 1.04 | 11.5% | 22.8% | 25.5% | 40.2% | 8.8%  (of 2,778) |
| 2008 | 2,671 | 2.0 | 1.01 | 10.1% | 19.5% | 28.0% | 42.4% | 8.4% (of 2,917) |
| 1. Upper administration in   your college/division | 2014 | 2,192 | 1.9 | 1.00 | 8.3% | 18.8% | 22.4% | 50.5% | 21.0%  (of 2,776) |
| 2008 | 2,323 | 1.7 | 0.94 | 6.4% | 15.2% | 22.0% | 56.4% | 20.2% (of 2,912) |
| 1. Students | 2014 | 1,727 | 1.7 | 0.86 | 4.0% | 14.6% | 27.3% | 54.1% | 37.5%  (of 2,765) |
| 2008 | 1,983 | 1.6 | 0.83 | 3.2% | 12.9% | 25.1% | 58.8% | 32.3% (of 2,927) |
| 1. Faculty | 2014 | 2,020 | 1.9 | 0.92 | 6.1% | 19.5% | 32.1% | 42.3% | 27.2%  (of 2,776) |
| 2008 | 2,150 | 1.7 | 0.87 | 3.8% | 17.1% | 29.2% | 49.9% | 26.5% (of 2,924) |
| 1. Customers/clients | 2014 | 2,413 | 2.0 | 0.87 | 4.6% | 23.5% | 37.8% | 34.2% | 13.1%  (of 2,778) |
| 2008 | 2,558 | 1.9 | 0.87 | 4.0% | 20.3% | 35.3% | 40.3% | 12.6% (of 2,926) |
| 1. Workload | 2014 | 2,748 | 2.5 | 0.97 | 18.0% | 31.4% | 33.7% | 16.9% | 1.4%  (of 2,788) |
| 2008 | 2,920 | 2.6 | 0.96 | 18.7% | 37.0% | 29.0% | 15.3% | 0.6% (of 2,939) |
| 1. Balance between work and personal life | 2014 | 2,752 | 2.3 | 1.05 | 16.2% | 26.2% | 29.9% | 27.7% | 1.3%  (of 2,787) |
| 2008 | 2,897 | 2.3 | 1.00 | 12.5% | 30.0% | 30.1% | 27.4% | 1.1% (of 2,930) |
| 1. Not having the tools/resources you need to do your job | 2014 | 2,711 | 2.0 | 1.01 | 9.7% | 21.7% | 27.4% | 41.2% | 2.5%  (of 2,780) |
| 2008 | 2,858 | 2.0 | 1.00 | 8.5% | 22.0% | 26.3% | 43.2% | 2.0% (of 2,915) |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| F20. Over the past couple of years, how much stress have you experienced as a result of each of the following as related to your work at NC State: (continued) | Year | N | Mean | Stdev | 4: A Great Deal | 3: Some | 2: A Little | 1: Not at all | Does Not Apply |
| 1. Your physical workspace environment | 2014 | 2,723 | 1.8 | 1.00 | 8.6% | 17.2% | 23.2% | 51.1% | 2.1%  (of 2,781) |
| 2008 | 2,888 | 1.9 | 1.01 | 9.3% | 18.7% | 24.2% | 47.9% | 1.4% (of 2,929) |
| 1. Institutional procedures | 2014 | 2,544 | 2.1 | 0.96 | 9.5% | 25.0% | 35.1% | 30.4% | 8.2%  (of 2,771) |
| 2008 | 2,722 | 2.0 | 0.95 | 7.6% | 22.4% | 31.7% | 38.3% | 6.7% (of 2,919) |
| 1. Committee work | 2014 | 1,803 | 1.6 | 0.80 | 2.6% | 12.4% | 29.7% | 55.4% | 35.2%  (of 2,784) |
| 2008 | 2,082 | 1.5 | 0.76 | 1.7% | 11.2% | 24.4% | 62.7% | 28.2% (of 2,901) |
| 1. Self-assessment activities (e.g., performance review) | 2014 | 2,534 | 1.7 | 0.85 | 3.7% | 14.7% | 30.3% | 51.3% | 8.8%  (of 2,780) |
| 2008 | 2,709 | 1.7 | 0.87 | 4.3% | 14.7% | 27.6% | 53.4% | 6.8% (of 2,908) |
| 1. Planning and assessment activities in your department | 2014 | 2,226 | 1.8 | 0.87 | 4.1% | 16.9% | 33.1% | 45.9% | 19.8%  (of 2,777) |
| 2008 | 2,311 | 1.7 | 0.86 | 3.7% | 15.7% | 28.9% | 51.7% | 19.8% (of 2,881) |
| 1. Administrative processes (e.g., "bureaucracy" or "red tape") | 2014 | 2,391 | 2.4 | 0.98 | 16.0% | 29.7% | 34.1% | 20.2% | 13.9%  (of 2,777) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Other (please specify) | 2014 | 384 | 2.7 | 1.36 | 44.3% | 13.5% | 6.0% | 36.2% | 70.4%  (of 1,299) |
| 2008 | 416 | 2.4 | 1.32 | 31.7% | 18.5% | 7.0% | 42.8% | 53.5% (of 895) |

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| --- | --- | --- |
| F21. Does your position currently supervise other staff positions at NC State? (mark all that apply): | 2014  (N=2,774) | 2008  (N=2,868) |
| No | 61.4% | 65.0% |
| Yes: supervise SPA staff | 23.0% | 22.9% |
| Yes: supervise EPA staff | 8.7% | 6.7% |
| Yes: supervise student workers | 20.9% | 14.8% |

|  |  |
| --- | --- |
| F22. How many direct reports do you have (excluding student workers)? | 2014 N = 713 (2008 NA) |
| 11 or more | 11.1% |
| 6-10 | 16.7% |
| 3-5 | 34.5% |
| 1-2 | 37.7% |

**Section G: Support and Professional Development**

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| G1. How well do you understand what is expected of you in your current job? | 2014  (N = 2,786)  Mean = 3.7  Stdev = 0.52 | | 2008  (N = 2,913)  Mean = 3.7  Stdev = 0.52 |
| 4: Very well | | 71.4% | 71.4% |
| 3: Fairly well | | 26.2% | 26.3% |
| 2: Not very well | | 2.3% | 2.1% |
| 1: Not at all | | 0.1% | 0.3% |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| G2. How useful are each of the following in helping you to understand what is expected of you in your current job? | Year | N | Mean | Stdev | 4: Very Useful | 3: Somewhat Useful | 2: Not Very Useful | 1: Not At All Useful | Does Not Apply |
| 1. Co-workers in your college/division | 2014 | 2,567 | 3.1 | 0.84 | 36.5% | 44.1% | 14.0% | 5.4% | 7.6%  (of 2,777) |
| 2008 | 2,674 | 3.1 | 0.83 | 35.7% | 45.8% | 13.2% | 5.3% | 6.8% (of 2,869) |
| 1. Regular conversations with your supervisor | 2014 | 2,743 | 3.4 | 0.79 | 55.9% | 32.8% | 7.5% | 3.8% | 1.4%  (of 2,783) |
| 2008 | 2,844 | 3.5 | 0.75 | 57.8% | 32.4% | 6.8% | 3.0% | 1.4% (of 2,883) |
| 1. Unit or department meetings | 2014 | 2,561 | 3.0 | 0.89 | 31.5% | 43.9% | 17.1% | 7.5% | 7.9%  (of 2,780) |
| 2008 | 2,617 | 3.0 | 0.85 | 31.7% | 46.0% | 15.9% | 6.3% | 9.0% (of 2,875) |
| 1. Your job description or work plan | 2014 | 2,717 | 3.1 | 0.85 | 33.5% | 45.9% | 14.5% | 6.0% | 2.2%  (of 2,778) |
| 2008 | 2,819 | 3.1 | 0.83 | 35.0% | 45.2% | 14.8% | 5.0% | 2.1% (of 2,880) |
| 1. (SPA ONLY) Your Interim   Appraisal (typically conducted  in December) | 2014 | 1,698 | 2.9 | 0.93 | 28.9% | 42.7% | 18.3% | 10.2% | 16.3%  (of 2,028) |
| 2008 | 2,424 | 3.0 | 0.88 | 31.4% | 43.9% | 17.6% | 7.2% | 14.9% (of 2,849) |
| 1. (SPA ONLY) Your Annual   Appraisal (typically conducted  in May) | 2014 | 1,694 | 3.0 | 0.91 | 31.9% | 43.9% | 15.1% | 9.1% | 15.7%  (of 2,010) |
| 2008 | 2,497 | 3.1 | 0.86 | 34.0% | 44.7% | 14.7% | 6.5% | 12.5% (of 2,854) |
| 1. (EPA ONLY) Your   Performance Review | 2014 | 975 | 2.9 | 0.88 | 27.2% | 47.0% | 17.7% | 8.1% | 43.0%  (of 1,711) |
| 2008 | 1,009 | 3.1 | 0.81 | 32.3% | 50.0% | 12.0% | 5.6% | 46.6% (of 1,891) |

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| G3. I have the essential materials and equipment I need to do my work. | 2014  (N = 2,783)  Mean = 3.3  Stdev = 0.66 | | 2008  (N = 2,886)  Mean = 3.3  Stdev = 0.66 |
| 4: Strongly Agree | | 39.1% | 37.1% |
| 3: Agree | | 52.9% | 53.8% |
| 2: Disagree | | 6.5% | 7.5% |
| 1: Strongly Disagree | | 1.6% | 1.6% |

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| --- | --- | --- | --- |
| G4. I know how to use the materials and equipment necessary to do my work. | 2014  (N = 2,781)  Mean = 3.6  Stdev = 0.53 | | 2008  (N = 2,885)  Mean = 3.6  Stdev = 0.53 |
| 4: Strongly Agree | | 62.0% | 59.7% |
| 3: Agree | | 36.4% | 39.1% |
| 2: Disagree | | 1.3% | 0.9% |
| 1: Strongly Disagree | | 0.3% | 0.2% |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| G5. How satisfied are you personally with each of the following? | Year | N | Mean | Stdev | 4: Very Satisfied | 3: Satisfied | 2: Dissatisfied | 1: Very Dis-satisfied |
| 1. Basic training to know how to do your job | 2014 | 2,775 | 3.3 | 0.68 | 38.9% | 52.1% | 7.1% | 1.9% |
| 2008 | 2,894 | 3.2 | 0.67 | 36.1% | 54.4% | 7.8% | 1.8% |
| 1. Opportunities to broaden or   expand your experience | 2014 | 2,769 | 3.0 | 0.83 | 26.4% | 48.4% | 19.6% | 5.6% |
| 2008 | 2,881 | 3.1 | 0.77 | 29.8% | 50.9% | 15.7% | 3.6% |
| 1. Opportunities to improve your   skills in your current job | 2014 | 2,767 | 3.0 | 0.79 | 26.5% | 50.0% | 19.5% | 4.1% |
| 2008 | 2,880 | 3.1 | 0.75 | 29.9% | 52.1% | 14.9% | 3.1% |
| 1. Opportunities to improve your   skills to increase your chances  for a better job | 2014 | 2,761 | 2.8 | 0.85 | 21.5% | 47.2% | 24.0% | 7.2% |
| 2008 | 2,856 | 3.0 | 0.82 | 25.5% | 49.6% | 19.3% | 5.6% |
| 1. Your supervisor giving you the time to participate in professional development or training opportunities | 2014 | 2,760 | 3.2 | 0.78 | 39.3% | 46.5% | 10.4% | 3.8% |
| 2008 | 2,859 | 3.3 | 0.74 | 40.1% | 47.7% | 9.4% | 2.8% |
| 1. Financial support from your   department for professional development or training  opportunities | 2014 | 2,734 | 2.8 | 0.87 | 22.2% | 46.6% | 22.5% | 8.7% |
| 2008 | 2,817 | 2.9 | 0.84 | 25.2% | 48.7% | 19.7% | 6.4% |
| 1. Opportunities for leadership development | 2014 | 2,715 | 2.8 | 0.84 | 19.6% | 49.4% | 23.4% | 7.6% |
| 2008 | 2,813 | 2.9 | 0.79 | 22.6% | 52.6% | 19.4% | 5.3% |
| 1. Educational opportunities in   general at NC State University (unrelated to your job) | 2014 | 2,709 | 3.0 | 0.75 | 21.9% | 58.7% | 14.6% | 4.8% |
| 2008 | 2,813 | 2.9 | 0.79 | 22.6% | 52.6% | 19.4% | 5.3% |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| G6. To what extent does your department: | Year | N | Mean | Stdev | 4: A Great Deal | 3: Somewhat | 2: A Little | 1: Not At All | Don’t Know |
| 1. Support employees’ efforts to find more efficient and effective ways to get things done | 2014 | 2,654 | 3.1 | 0.91 | 41.1% | 37.2% | 14.8% | 6.9% | 4.3%  (of 2,773) |
| 2008 | 2,742 | 3.2 | 0.87 | 43.4% | 37.3% | 13.7% | 5.5% | 5.4% (of 2,897) |
| 1. Recognize/appreciate employees’ efforts to find more efficient and effective ways to get things done | 2014 | 2,641 | 2.9 | 1.01 | 32.3% | 36.1% | 18.7% | 13.0% | 4.7%  (of 2,771) |
| 2008 | 2,717 | 2.9 | 0.99 | 34.2% | 36.0% | 18.2% | 11.6% | 5.7% (of 2,882) |

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| --- | --- | --- | --- |
| G7. Were you assigned a mentor or “buddy” when you first came to NC State? | 2014  (N = 2,773) | | 2008  (N = 2,881) |
| Yes | | 13.7% | 13.7% |
| No | | 82.4% | 82.2% |
| Don’t Know | | 3.9% | 4.1% |

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| --- | --- | --- | --- |
| G8. How helpful do you think it would be for new employees to be assigned a mentor or ‘buddy’ when they first come to NC State? | 2014  (N = 2,752)  Mean = 3.3  Stdev = 0.71 | | 2008  (N = 2,854)  Mean = 3.3  Stdev = 0.72 |
| 4: Very helpful | | 41.5% | 42.2% |
| 3: Somewhat helpful | | 47.3% | 45.6% |
| 2: Not very helpful | | 9.3% | 10.5% |
| 1: Not at all helpful | | 1.9% | 1.7% |

**Section H: Performance Evaluation**

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| H1. How important are each of the following in helping you to understand how well you are performing your job? | Year | N | Mean | Stdev | 4: Very Important | 3: Somewhat Important | 2: Not Very Important | 1: Not At All Important | Don’t Know  *“Does not apply”*  *(2008)* |
| 1. Staff in your work-unit | 2014 | 2,678 | 3.2 | 0.79 | 43.0% | 42.2% | 11.0% | 3.8% | 2.8%  (of 2,754) |
| 2008 | 2,723 | 3.2 | 0.78 | 42.5% | 43.3% | 11.0% | 3.3% | 4.7% (of 2,857) |
| 1. Staff in your department (whom you don’t supervise) | 2014 | 2,533 | 3.0 | 0.87 | 30.9% | 44.6% | 17.8% | 6.8% | 7.5%  (of 2,738) |
| 2008 | 2,558 | 3.0 | 0.83 | 29.4% | 47.1% | 18.0% | 5.5% | 10.2% (of 2,847) |
| 1. Staff you supervise | 2014 | 1,443 | 3.3 | 0.90 | 49.1% | 35.4% | 7.6% | 7.9% | 45.8%  (of 2,663) |
| 2008 | 1,225 | 3.4 | 0.73 | 51.7% | 38.6% | 7.3% | 2.4% | 56.6% (of 2,824) |
| 1. Your immediate supervisor | 2014 | 2,732 | 3.6 | 0.65 | 71.3% | 23.2% | 3.6% | 1.9% | 0.8%  (of 2,753) |
| 2008 | 2,826 | 3.6 | 0.63 | 71.5% | 23.5% | 3.4% | 1.6% | 0.9% (of 2,852) |
| 1. Upper administration in your department | 2014 | 2,568 | 3.1 | 0.90 | 37.3% | 40.2% | 15.4% | 7.0% | 6.4%  (of 2,745) |
| 2008 | 2,652 | 3.1 | 0.87 | 36.7% | 42.4% | 14.9% | 6.1% | 6.5% (of 2,835) |
| 1. Upper administration in your college/division | 2014 | 2,321 | 2.7 | 0.98 | 24.3% | 38.6% | 22.9% | 14.1% | 15.0%  (of 2,732) |
| 2008 | 2,417 | 2.7 | 0.96 | 22.9% | 38.6% | 25.7% | 12.7% | 14.6% (of 2,830) |
| 1. Your customers or clients | 2014 | 2,457 | 3.6 | 0.69 | 65.0% | 28.7% | 3.7% | 2.6% | 10.4%  (of 2,741) |
| 2008 | 2,451 | 3.5 | 0.71 | 62.3% | 30.0% | 5.1% | 2.5% | 13.7% (of 2,839) |

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| H1. How important are each of the following in helping you to understand how well you are performing your job? (continued) | Year | N | Mean | Stdev | 4: Very Important | 3: Somewhat Important | 2: Not Very Important | 1: Not At All Important | Don’t Know  *“Does not apply”*  *(2008)* |
| 1. Students | 2014 | 1,968 | 3.0 | 1.06 | 41.4% | 31.9% | 11.9% | 14.8% | 27.8%  (of 2,727) |
| 2008 | 1,784 | 3.1 | 0.92 | 39.7% | 38.3% | 14.1% | 7.8% | 37.1% (of 2,835) |
| 1. Faculty | 2014 | 2,088 | 3.0 | 0.99 | 35.9% | 38.9% | 12.9% | 12.3% | 23.3%  (of 2,721) |
| 2008 | 1,982 | 3.1 | 0.85 | 36.1% | 44.2% | 13.6% | 6.1% | 29.8% (of 2,824) |

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| H2. How satisfied are you with the incentives, recognition and/or rewards offered by your department for excellent job performance? | 2014  (N = 2,407)  Mean = 2.2  Stdev = 0.91 | | 2008  (N = 2,473)  Mean = 2.4  Stdev = 0.90 |
| 4: Very satisfied | | 6.8% | 9.5% |
| 3: Satisfied | | 35.8% | 42.7% |
| 2: Dissatisfied | | 32.2% | 29.5% |
| 1: Very dissatisfied | | 25.2% | 18.2% |
| Don’t know | | 13.0% (of 2766) | 13.3% (of 2,853) |

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| H3. Over the past 12 months, about how often has your supervisor publicly acknowledged or expressed appreciation for the work you have done? | 2014  (N = 2,771)  Mean = 2.7  Stdev = 1.11 | | 2008  (N = 2,862)  Mean = 2.7  Stdev = 1.11 |
| 4: Frequently | | 30.2% | 31.3% |
| 3: Sometimes | | 27.0% | 27.4% |
| 2: Occasionally | | 22.0% | 21.5% |
| 1: Seldom/Never | | 20.8% | 19.8% |

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| --- | --- | --- | --- |
| H4. Over the past 12 months, about how often have people other than your supervisor (e.g., customers, faculty, etc.) publicly acknowledged or expressed appreciation for the work you have done? | 2014  (N = 2,731)  Mean = 2.9  Stdev = 1.03 | | 2008  (N = 2,813)  Mean = 2.9  Stdev = 1.02 |
| 4: Frequently | | 33.1% | 34.0% |
| 3: Sometimes | | 33.4% | 33.3% |
| 2: Occasionally | | 19.7% | 20.2% |
| 1: Seldom/Never | | 13.8% | 12.5% |
| Does not apply | | 1.4% (of 2,769) | 2.0% (of 2,870) |

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| H5. How well do you understand the process that your department uses to evaluate your performance during the year? | 2014  (N = 2,679)  Mean = 3.1  Stdev = 0.86 | | 2008  (N = 2,802)  Mean = 3.0  Stdev = 0.81 |
| 4: Very well | | 36.6% | 29.2% |
| 3: Somewhat well | | 43.6% | 47.3% |
| 2: Not very well | | 13.7% | 19.3% |
| 1: Not at all | | 6.1% | 4.2% |
| Don’t know | | 3.0% (of 2,762) | 2.5% (of 2,875) |

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| H6. In general, I think the performance evaluation process is fair and reasonable. | 2014  (N = 2,704)  Mean = 2.9  Stdev = 0.74 | | 2008  (N = 2,812)  Mean = 2.9  Stdev = 0.70 |
| 4: Strongly agree | | 17.3% | 15.2% |
| 3: Agree | | 59.8% | 64.6% |
| 2: Disagree | | 17.4% | 15.6% |
| 1: Strongly disagree | | 5.4% | 4.6% |

***QUESTIONS H7-H11 ASKED ONLY OF SPA***

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| H7. Have you had an Annual Appraisal in your current position at NC State University? (SPA ONLY) | 2014  (N = 1,876) | | 2008  (((N = 2,055)) |
| Yes | | 81.2% | 83.8% |
| No *(Skip to next section)* | | 14.1% | 12.0% |
| Don’t know *(Skip to next section)* | | 4.7% | 4.1% |

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| H8. How much input do you have on your Annual Appraisal? (SPA ONLY) | 2014  (N = 1,515)  Mean = 2.9  Stdev = 0.99 | | 2008  (N = 1,777)  Mean = 2.9  Stdev = NA |
| 4: A Great Deal | | 31.7% | 30.7% |
| 3: Some | | 40.3% | 41.5% |
| 2: A Little | | 14.9% | 14.0% |
| 1: None At All | | 13.0% | 13.8% |

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| H9. How useful are each of the following in helping you to understand how well you are performing your job? (SPA ONLY) | Year | N | Mean | Stdev | 4: Very Useful | 3: Somewhat Useful | 2: Not Very Useful | 1: Not At All Useful | Doesn’t not apply—did not get/have |
| 1. The numeric ratings on   your Annual Appraisals | 2014 | 1,473 | 2.8 | 0.87 | 22.2% | 48.6% | 20.2% | 9.0% | 2.6%  (of 1,513) |
| 2008 | 1,682 | 3.0 | 0.83 | 28.1% | 50.1% | 15.7% | 6.2% | 1.1% (of 1,700) |
| 1. Written comments on your Annual Appraisals | 2014 | 1,499 | 3.4 | 0.78 | 53.5% | 35.8% | 6.7% | 4.0% | 1.1%  (of 1,515) |
| 2008 | 1,680 | 3.4 | 0.75 | 53.9% | 36.1% | 7.0% | 3.0% | 1.5% (of 1,705) |
| 1. Talking with your supervisor about your Annual Appraisal | 2014 | 1,497 | 3.5 | 0.82 | 61.5% | 27.1% | 6.6% | 4.7% | 1.3%  (of 1,516) |
| 2008 | 1,689 | 3.5 | 0.78 | 61.8% | 27.8% | 6.6% | 3.8% | 0.7% (of 1,701) |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| H10. In general, do you think your Annual Appraisals: (SPA ONLY) | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree |
| 1. Are appropriately based on your job description/work plan | 2014 | 1,507 | 3.1 | 0.68 | 26.5% | 60.1% | 11.0% | 2.4% |
| 2008 | 1,701 | 3.1 | NA | 28.5% | 58.6% | 10.5% | 2.5% |
| 1. Are helpful to your career development | 2014 | 1,507 | 3.1 | 0.68 | 26.5% | 60.1% | 11.0% | 2.4% |
| 2008 | 1,697 | 2.7 | NA | 16.4% | 47.7% | 29.5% | 6.4% |
| 1. Are helpful to your career   planning | 2014 | 1,508 | 2.6 | 0.81 | 12.7% | 43.4% | 35.8% | 8.0% |
| 2008 | 1,690 | 2.7 | NA | 15.0% | 45.0% | 33.4% | 6.7% |
| 1. Help you to identify what you have done well | 2014 | 1,507 | 3.1 | 0.72 | 25.3% | 58.7% | 12.5% | 3.5% |
| 2008 | 1,696 | 3.1 | NA | 27.4% | 58.7% | 11.1% | 2.8% |
| 1. Help you to identify areas you   need to improve on | 2014 | 1,509 | 3.0 | 0.68 | 21.8% | 61.8% | 13.7% | 2.7% |
| 2008 | 1,700 | 3.1 | NA | 25.7% | 61.6% | 10.5% | 2.2% |
| 1. Reflect how well you think you are doing | 2014 | 1,508 | 3.0 | 0.72 | 21.0% | 57.7% | 18.0% | 3.4% |
| 2008 | 1,694 | 3.0 | NA | 23.6% | 56.3% | 16.0% | 4.2% |
| 1. Are provided to you in a timely fashion | 2014 | 1,506 | 3.1 | 0.74 | 26.0% | 58.2% | 11.4% | 4.5% |
| 2008 | 1,693 | 3.0 | NA | 24.7% | 57.7% | 11.9% | 5.7% |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| H11*.* To what extent do your Annual Appraisals appropriately reflect: (SPA ONLY) | Year | N | Mean | Stdev | 4: A Great Deal | 3: Somewhat | 2: A Little | 1: Not At All |
| 1. Your key responsibilities | 2014 | 1,507 | 3.4 | 0.74 | 51.8% | 37.2% | 8.6% | 2.3% |
| 2008 | 1,185 | 3.3 | 0.82 | 47.9% | 38.9% | 8.1% | 5.1% |
| 1. Your competencies | 2014 | 1,503 | 3.2 | 0.85 | 42.3% | 40.8% | 11.4% | 5.5% |
| 2008 | 1,162 | 3.1 | 0.90 | 38.8% | 42.0% | 11.1% | 8.1% |

***QUESTIONS H12-H15 ASKED ONLY OF EPA IN 2014***

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| --- | --- | --- | --- |
| H12. Have you been in your current position at NC State University at least one year? (EPA ONLY) | 2014  (N = 895) | | 2008  (N = 797) |
| Yes | | 87.6% | 85.7% |
| No *(Skip to end of section)* | | 12.4% | 14.3% |

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| --- | --- | --- | --- |
| H13. Have you had a performance review for your current position at NC State University? (EPA ONLY) | 2014  (N = 782) | | 2008  (N = 654) |
| 5: Yes—every year I have been in this position | | 74.7% | 80.7% |
| 4: Yes—most, but not every year | | 9.2% | 7.2% |
| 3: Yes—some years | | 4.5% | 3.7% |
| 2: Yes—but only rarely | | 4.1% | 2.1% |
| 1: No—never  *(Skip to end of section)* | | 7.5% | 6.3% |

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| H14. How much input do you have during the review process for your performance review? (EPA ONLY) | 2014  (N = 721)  Mean = 3.5  Stdev = 0.75 | | 2008  (N = 626)  Mean = 3.5  Stdev = NA |
| 4: A great deal | | 62.6% | 59.1% |
| 3: Some | | 27.5% | 31.6% |
| 2: A little | | 7.1% | 5.4% |
| 1: None at all | | 2.9% | 3.8% |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| H15. In general, do you think your performance reviews: (EPA ONLY) | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree |
| 1. Are appropriately based on   your job description/work plan | 2014 | 718 | 3.2 | 0.68 | 33.3% | 55.0% | 10.0% | 1.7% |
| 2008 | 596 | 3.2 | NA | 31.5% | 60.2% | 7.0% | 1.2% |
| 1. Are helpful to your career development | 2014 | 715 | 2.8 | 0.79 | 17.8% | 45.3% | 32.6% | 4.3% |
| 2008 | 589 | 2.9 | NA | 20.2% | 50.8% | 24.6% | 4.4% |
| 1. Are helpful to your career   planning | 2014 | 714 | 2.7 | 0.80 | 16.1% | 41.6% | 37.1% | 5.2% |
| 2008 | 582 | 2.8 | NA | 19.2% | 46.6% | 28.5% | 5.7% |
| 1. Help you to identify what you have done well | 2014 | 713 | 3.1 | 0.69 | 29.9% | 55.7% | 12.9% | 1.5% |
| 2008 | 601 | 3.1 | NA | 27.0% | 60.7% | 9.7% | 2.7% |
| 1. Help you to identify areas   you need to improve on | 2014 | 717 | 3.0 | 0.70 | 23.0% | 57.9% | 16.9% | 2.2% |
| 2008 | 593 | 3.1 | NA | 24.5% | 61.0% | 12.3% | 2.2% |
| 1. Reflect how well you think you   are doing | 2014 | 716 | 3.1 | 0.71 | 25.6% | 57.1% | 14.9% | 2.4% |
| 2008 | 599 | 3.1 | NA | 24.0% | 61.9% | 10.5% | 3.5% |
| 1. Are provided to you in a timely fashion | 2014 | 713 | 3.1 | 0.76 | 26.6% | 56.4% | 12.3% | 4.6% |
| 2008 | 598 | 3.1 | NA | 23.7% | 62.5% | 10.4% | 3.3% |
| 1. Are appropriately based   on agreed upon  objectives | 2014 | 708 | 3.1 | 0.71 | 25.3% | 58.8% | 12.9% | 3.1% |
| 2008 | 600 | 3.2 | NA | 30.8% | 60.5% | 7.0% | 1.7% |

**Section I: Pay and Compensation**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| I1. My current salary is reasonably competitive, when compared with employees doing the same or similar work: | Year | N | Mean | Stdev | 4: Strongly Agree | 3: Agree | 2: Disagree | 1: Strongly Disagree | Don’t Know |
| 1. In my department | 2014 | 2,274 | 2.5 | 0.93 | 12.8% | 45.7% | 23.8% | 17.7% | 17.6%  (of 2,760) |
| 2008 | 2,135 | 2.7 | 0.86 | 16.2% | 51.6% | 21.1% | 11.1% | 25.1% (of 2,850) |
| 1. In my college/division | 2014 | 1,830 | 2.4 | 0.91 | 9.3% | 41.1% | 29.6% | 20.0% | 33.5%  (of 2,751) |
| 2008 | 1,631 | 2.6 | 0.87 | 12.8% | 45.7% | 28.8% | 12.7% | 42.2% (of 2,821) |
| 1. In other colleges/   divisions at NC State | 2014 | 1,577 | 2.3 | 0.92 | 8.6% | 33.1% | 34.7% | 23.6% | 42.7%  (of 2,754) |
| 2008 | 1,382 | 2.4 | 0.89 | 10.7% | 39.2% | 33.2% | 16.9% | 51.1% (of 2,824) |
| 1. At other Raleigh-area   employers | 2014 | 1,937 | 1.8 | 0.86 | 4.5% | 16.4% | 35.8% | 43.3% | 29.8%  (of 2,759) |
| 2008 | 1,334 | 1.9 | 0.86 | 4.5% | 20.4% | 38.8% | 36.3% | 34.4% (of 2,035) |
| 1. At other universities | 2014 | 1,468 | 2.1 | 0.92 | 7.1% | 24.3% | 36.2% | 32.4% | 46.7%  (of 2,754) |
| 2008 | 1,310 | 2.2 | 0.91 | 8.5% | 30.3% | 37.7% | 23.4% | 53.6% (of 2,823) |

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| I2. I know how to find the information I need to understand the benefits available to me. | 2014  (N = 2,761)  Mean = 3.2  Stdev = 0.58 | | 2008  (N = 2,856)  Mean = 3.2  Stdev = 0.58 |
| 4: Strongly agree | | 30.3% | 29.8% |
| 3: Agree | | 62.7% | 63.5% |
| 2: Disagree | | 6.4% | 5.9% |
| 1: Strongly disagree | | 0.6% | 0.8% |

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| I3. I can make informed decisions about my benefits based on the information available to me. | 2014  (N = 2,759)  Mean = 3.2  Stdev = 0.58 | | 2008  (N = 2,842)  Mean = 3.2  Stdev = 0.56 |
| 4: Strongly agree | | 29.4% | 28.0% |
| 3: Agree | | 63.5% | 65.4% |
| 2: Disagree | | 6.4% | 6.1% |
| 1: Strongly disagree | | 0.8% | 0.5% |

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| I4. Healthcare benefits (e.g., medical, dental, vision, medical flex spending) provided through the State of North Carolina for State employees, including university faculty and staff, are reasonably competitive with other employers for whom I could work. | 2014  (N = 2,349)  Mean = 2.8  Stdev = 0.81 | | 2008  (N = 2,458)  Mean = 2.8  Stdev = 0.82 |
| 4: Strongly agree | | 18.7% | 18.9% |
| 3: Agree | | 54.8% | 54.1% |
| 2: Disagree | | 19.2% | 18.9% |
| 1: Strongly disagree | | 7.3% | 8.0% |
| Don’t know | | 15.0% (of 2,765) | 13.9% (of 2,856) |

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| I5. Retirement contributions to the Teachers and State Employees Retirement System (TSERS) or the Optional Retirement Program (ORP) that are provided through the state of North Carolina for State employees, including university faculty and staff, are reasonably competitive with other employers for whom I could work. | 2014  (N = 2,176)  Mean = 3.0  Stdev = 0.70 | | 2008  (N = 2,219)  Mean = 2.9  Stdev = 0.77 |
| 4: Strongly agree | | 19.9% | 17.6% |
| 3: Agree | | 62.8% | 58.3% |
| 2: Disagree | | 13.2% | 17.5% |
| 1: Strongly disagree | | 4.0% | 6.7% |
| Don’t know | | 21.3% (of 2,764) | 22.2% (of 2,852) |

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| I6. The voluntary benefit programs (e.g., voluntary retirement/deferred compensation plans, voluntary life insurance, supplemental disability plans, auto/home owners insurance, prepaid legal) offered directly by NC State University are reasonably competitive with other employers for whom I could work. | 2014  (N = 1,869)  Mean = 3.0  Stdev = 0.61 | | 2008  (N = 1,874)  Mean = 3.0  Stdev = 0.62 |
| 4: Strongly agree | | 18.4% | 16.3% |
| 3: Agree | | 69.6% | 70.1% |
| 2: Disagree | | 9.6% | 10.7% |
| 1: Strongly disagree | | 2.4% | 2.9% |
| Don’t know | | 32.3% (of 2,760) | 34.2% (of 2,849) |

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| I7. In general, I am satisfied with my compensation (salary + benefits) at NC State University. | 2014  (N = 2,753)  Mean = 2.4  Stdev = 0.80 | | 2008  (N = 2,839)  Mean = 2.6  Stdev = 0.74 |
| 4: Strongly agree | | 6.3% | 7.9% |
| 3: Agree | | 44.1% | 54.0% |
| 2: Disagree | | 36.0% | 30.7% |
| 1: Strongly disagree | | 13.5% | 7.4% |

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| I8. How important do you think it is for NC State to provide the following benefits to employees? | Year | N | Mean | Stdev | 4: Very Important | 3: Somewhat Important | 2: Not Very Important | 1: Not At All Important |
| 1. Flexible working hours | 2014 | 2,762 | 3.7 | 0.54 | 71.7% | 25.5% | 2.2% | 0.6% |
| 2008 | 2,854 | 3.7 | 0.53 | 73.2% | 24.4% | 2.0% | 0.5% |
| 1. Access to a quality childcare facility   on or near campus at competitive cost | 2014 | 2,735 | 3.2 | 0.90 | 46.2% | 37.5% | 8.4% | 7.9% |
| 2008 | 2,827 | 3.3 | 0.86 | 50.2% | 36.5% | 6.7% | 6.6% |
| 1. Tuition waiver or benefit for dependents of employees | 2014 | 2,747 | 3.6 | 0.69 | 65.6% | 27.6% | 4.5% | 2.2% |
| 2008 | 2,832 | 3.7 | 0.61 | 71.0% | 24.5% | 3.0% | 1.5% |
| 1. Domestic partner benefits | 2014 | 2,720 | 3.2 | 0.98 | 51.4% | 30.3% | 7.9% | 10.4% |
| 2008 | 2,800 | 3.1 | 1.02 | 45.0% | 32.0% | 10.7% | 12.3% |
| 1. Employee assistance programs (e.g., for personal issues like coping with family, financial, or substance-abuse problems) | 2014 | 2,754 | 3.5 | 0.68 | 55.3% | 36.9% | 6.4% | 1.3% |
| 2008 | 2,835 | 3.4 | 0.70 | 50.9% | 40.4% | 6.7% | 2.0% |
| 1. Proactive wellness programs (e.g., weight loss, healthy lifestyle education, smoking cessation) | 2014 | 2,757 | 3.4 | 0.71 | 52.0% | 38.3% | 7.8% | 1.9% |
| 2008 | 2,843 | 3.4 | 0.71 | 53.7% | 37.3% | 7.2% | 1.8% |
| 1. Campus Health Services (e.g., appointments for minor care; physical therapy; pharmacy) | 2014 | 2,740 | 3.3 | 0.79 | 50.0% | 36.6% | 9.9% | 3.4% |
| 2008 | NA | NA | NA | NA | Na | NA | NA |
| 1. Telecommuting options | 2014 | 2,730 | 3.4 | 0.77 | 52.7% | 35.4% | 9.0% | 2.9% |
| 2008 | 2,806 | 3.3 | 0.77 | 49.6% | 38.1% | 9.3% | 2.9% |

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| I9. In thinking about your own situation over the next five years, how likely would you be to use:\* | Year | N | Mean | Stdev | 4: Very Likely | 3: Somewhat Likely | 2: Not Very Likely | 1: Not At All Likely | Not Applicable |
| 1. A campus childcare facility if it were available at a cost comparable to what you could find elsewhere in your community | 2014 | 1,355 | 2.4 | 1.26 | 28.6% | 19.6% | 12.6% | 39.1% | 50.8%  (of 2,754) |
| 2008 | 1,552 | 1.8 | 0.89 | 32.6% | 18.7% | NA | 48.7% | 45.1% (of 2,829) |
| 1. A tuition waiver or benefit for your dependent children or spouse to attend NC State if it were available | 2014 | 2,043 | 3.2 | 1.06 | 53.6% | 23.4% | 9.9% | 13.1% | 25.8%  (of 2,754) |
| 2008 | 2,176 | 2.4 | 0.80 | 57.3% | 22.7% | NA | 20.0% | 23.0% (of 2,827) |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| I10. In thinking about your own situation over the next few years, how much interest do you think you would have in participating in or using: | Year | N | Mean | Stdev | 4: A Great Deal | 3: Some | 2: A Little | 1: None At All |
| 1. Informal or individual proactive wellness programs available through NC State (e.g., individual nutrition/wellness coaching and/or programs that you participate in on your own time) | 2014 | 2,754 | 2.7 | 1.05 | 28.6% | 35.0% | 19.1% | 17.3% |
| 2008 | NA | NA | NA | NA | NA | NA | NA |
| 1. Formal proactive wellness programs, in a group setting, available through NC State (e.g., weight loss, healthy lifestyle education, smoking cessation) | 2014 | 2,754 | 2.4 | 1.14 | 22.3% | 28.4% | 19.2% | 30.1% |
| 2008 | NA | NA | NA | NA | NA | NA | NA |
| 1. Campus Health Services for yourself (e.g., appointment for minor care; physical therapy; pharmacy), assuming there would be a small fee similar to your co-pay | 2014 | 2,746 | 2.7 | 1.17 | 33.6% | 26.4% | 15.8% | 24.2% |
| 2008 | NA | NA | NA | NA | NA | NA | NA |
| 1. A computer purchase program that allows you to use a payroll deduction plan to buy a new computer through the NC State Bookstore | 2014 | 2,748 | 2.8 | 1.13 | 34.0% | 28.5% | 16.7% | 20.9% |
| 2008 | NA | NA | NA | NA | NA | NA | NA |

**Section J: Campus Infrastructure and Physical Environment**

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| --- | --- | --- | --- |
| J1. There is sufficient clerical/secretarial/administrative support in my department to get our work done. | 2014  (N = 2,600)  Mean = 2.9  Stdev = 0.85 | | 2008  (N = 2,686)  Mean = 3.0  Stdev = 0.80 |
| 4: Strongly agree | | 21.3% | 23.2% |
| 3: Agree | | 51.3% | 54.9% |
| 2: Disagree | | 18.5% | 15.6% |
| 1: Strongly disagree | | 8.8% | 6.3% |
| Does not apply | | 5.6% (of 2,754) | 5.2% (of 2,833) |

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| J2. There is sufficient technical support in my department to get our work done. | 2014  (N = 2,663)  Mean = 2.9  Stdev = 0.80 | | 2008  (N =2,711)  Mean = 2.9  Stdev = 0.73 |
| 4: Strongly agree | | 20.7% | 18.8% |
| 3: Agree | | 55.7% | 59.5% |
| 2: Disagree | | 16.9% | 17.2% |
| 1: Strongly disagree | | 6.6% | 4.4% |
| Does not apply | | 3.3% (of 2,755) | 4.0% (of 2,823) |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| J3. In general, how satisfied are you with: | Year | N | Mean | Stdev | 4: Very Satisfied | 3: Somewhat Satisfied | 2: Dis-satisfied | 1: Very Dis-satisfied | Don’t Know | Does Not Apply |
| 1. Your office, lab,   or work space  area in general | 2014 | 2,674 | 3.1 | 0.78 | 31.1% | 53.0% | 10.9% | 5.0% | 0.4%  (of 2,752) | 2.4%  (of 2,752) |
| 2008 | 2,752 | 3.0 | 0.83 | 28.4% | 51.7% | 13.2% | 6.8% | 0.5% (of 2,840) | 2.6% (of 2,840) |
| 1. Your access to a computer at work to check email, get information posted on the NC State web site, etc. | 2014 | 2,712 | 3.6 | 0.60 | 61.7% | 35.1% | 1.9% | 1.3% | 0.2%  (of 2,751) | 1.2%  (of 2,751) |
| 2008 | 2,753 | 3.5 | 0.63 | 60.7% | 34.8% | 2.8% | 1.6% | 0.8% (of 2,841) | 2.3% (of 2,841) |
| 1. Maintenance of the building(s) where you typically work | 2014 | 2,673 | 3.1 | 0.81 | 31.5% | 49.7% | 13.3% | 5.5% | 0.3%  (of 2,751) | 2.5%  (of 2,751) |
| 2008 | 2,747 | 3.0 | 0.78 | 27.9% | 53.6% | 13.8% | 4.7% | 0.4% (of 2,832) | 2.6% (of 2,832) |
| 1. Condition of the infrastructure in the building(s) where you typically work | 2014 | 2,668 | 3.0 | 0.85 | 28.7% | 48.8% | 15.6% | 6.9% | 0.5%  (of 2,748) | 2.4%  (of 2,748) |
| 2008 | 2,718 | 2.9 | 0.82 | 23.5% | 52.6% | 17.0% | 6.8% | 0.9% (of 2,823) | 2.8% (of 2,823) |
| 1. Availability of up-to-date equipment to do your job | 2014 | 2,704 | 3.2 | 0.71 | 34.8% | 52.8% | 10.1% | 2.3% | 0.1%  (of 2,748) | 1.5%  (of 2,748) |
| 2008 | 2,777 | 3.2 | 0.72 | 31.9% | 53.9% | 11.5% | 2.7% | 0.4% (of 2,832) | 1.6% (of 2,832) |
| 1. Availability of basic supplies you need to do your job | 2014 | 2,718 | 3.3 | 0.63 | 41.0% | 53.1% | 4.7% | 1.3% | 0.1%  (of 2,746) | 0.9%  (of 2,746) |
| 2008 | 2,781 | 3.3 | 0.62 | 38.0% | 55.8% | 4.9% | 1.3% | 0.2% (of 2,829) | 1.5% (of 2,829) |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| J3. In general, how satisfied are you with: (continued) | Year | N | Mean | Stdev | 4: Very Satisfied | 3: Somewhat Satisfied | 2: Dis-satisfied | 1: Very Dis-satisfied | Don’t Know | Does Not Apply |
| 1. Availability of   rooms on  campus to have small meetings, workshops, etc. | 2014 | 2,064 | 3.2 | 0.65 | 30.4% | 59.6% | 8.1% | 1.9% | 2.3%  (of 2,752) | 22.7%  (of 2,752) |
| 2008 | 2,205 | 3.1 | 0.70 | 27.7% | 58.3% | 11.2% | 2.9% | 2.7% (of 2,827) | 19.3% (of 2,827) |
| 1. Availability of   rooms on campus  to have large meetings, workshops, etc. | 2014 | 1,906 | 3.1 | 0.71 | 27.8% | 57.8% | 11.2% | 3.2% | 3.7%  (of 2,750) | 26.9%  (of 2,750) |
| 2008 | 2,048 | 3.0 | 0.75 | 25.3% | 56.3% | 13.9% | 4.4% | 4.4% (of 2,822) | 23.0% (of 2,822) |
| 1. Availability of informal places   to relax on campus (e.g., during lunch, your breaks, etc.) | 2014 | 2,190 | 2.9 | 0.79 | 22.2% | 54.7% | 17.0% | 6.1% | 2.1%  (of 2,749) | 18.2%  (of 2,749) |
| 2008 | 2,292 | 2.7 | 0.87 | 14.5% | 48.1% | 25.4% | 12.0% | 2.4% (of 2,821) | 16.3% (of 2,821) |
| 1. Dining options on campus | 2014 | 2,070 | 2.9 | 0.76 | 18.6% | 56.7% | 19.3% | 5.3% | 3.4%  (of 2,747) | 21.3%  (of 2,747) |
| 2008 | 2,032 | 2.7 | 0.78 | 12.7% | 54.4% | 25.2% | 7.6% | 5.2% (of 2,816) | 22.7% (of 2,816) |
| 1. Availability   of  parking | 2014 | 2,349 | 2.5 | 0.93 | 12.6% | 45.3% | 24.1% | 18.0% | 0.7%  (of 2,743) | 13.7%  (of 2,743) |
| 2008 | 2,510 | 2.4 | 0.96 | 11.1% | 39.7% | 25.9% | 23.4% | 0.8% (of 2,820) | 10.2% (of 2,820) |
| 1. Cost of parking | 2014 | 2,250 | 2.0 | 0.88 | 4.6% | 24.3% | 36.3% | 34.8% | 1.1%  (of 2,749) | 17.1%  (of 2,749) |
| 2008 | 2,292 | 2.0 | 0.93 | 7.2% | 21.4% | 35.0% | 36.4% | 1.3% (of 2,818) | 17.4% (of 2,818) |
| 1. Wolfline bus   (e.g., timing  and routes of the campus bus system) | 2014 | 1,097 | 3.1 | 0.60 | 20.5% | 69.8% | 7.6% | 2.1% | 11.3%  (of 2,746) | 48.8%  (of 2,746) |
| 2008 | 1,260 | 2.9 | 0.65 | 14.7% | 69.3% | 12.2% | 3.8% | 15.5% (of 2,803) | 39.5% (of 2,803) |

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| J3. In general, how satisfied are you with: (continued) | Year | N | Mean | Stdev | 4: Very Satisfied | 3: Somewhat Satisfied | 2: Dis-satisfied | 1: Very Dis-satisfied | Don’t Know | Does Not Apply |
| 1. Safety of your immediate work environment | 2014 | 2,586 | 3.3 | 0.60 | 33.1% | 61.4% | 4.2% | 1.3% | 0.7%  (of 2,747) | 5.1%  (of 2,747) |
| 2008 | 2,628 | 3.1 | 0.61 | 22.5% | 67.9% | 7.3% | 2.2% | 0.9% (of 2,819) | 5.9% (of 2,819) |
| 1. Campus safety overall | 2014 | 2,298 | 3.1 | 0.57 | 23.4% | 68.8% | 6.6% | 1.2% | 2.0%  (of 2,744) | 14.2%  (of 2,744) |
| 2008 | 2,327 | 2.9 | 0.60 | 12.9% | 71.8% | 12.4% | 2.8% | 3.2% (of 2,814) | 14.1% (of 2,814) |
| 1. Upkeep of campus grounds | 2014 | 2,346 | 3.4 | 0.54 | 38.5% | 59.0% | 2.2% | 0.3% | 1.0%  (of 2,749) | 13.6%  (of 2,749) |
| 2008 | 2,440 | 3.2 | 0.54 | 23.9% | 70.7% | 4.4% | 1.0% | 1.3% (of 2,818) | 12.1% (of 2,818) |
| 1. The amount   of “green  space”  (trees, grassy  areas) on campus | 2014 | 2,331 | 3.3 | 0.61 | 33.3% | 59.8% | 5.8% | 1.0% | 1.5%  (of 2,744) | 13.6%  (of 2,744) |
| 2008 | 2,441 | 3.0 | 0.71 | 19.8% | 61.3% | 14.8% | 4.1% | 1.6% (of 2,815) | 11.7% (of 2,815) |

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| J4. How important do you think it is for NC State University to have a commitment to the environment and sustainability: | 2014 N = 2,724 Mean = 3.7 Stdev = 0.51 (2008 NA) | |
| 4: Very important | | 75.5% |
| 3: Somewhat important | | 22.7% |
| 2: Not very important | | 1.3% |
| 1: Not at all important | | 0.6% |

**Section K: Campus Activities**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| K1. In general, how satisfied are you with: | Year | N | Mean | Stdev | 4: Very Satisfied | 3: Satisfied | 2: Dis-satisfied | 1: Very Dis-satisfied | Don’t Know |
| 1. Physical recreation activities available on campus | 2014 | 1,639 | 3.1 | 0.59 | 22.8% | 68.6% | 7.0% | 1.6% | 40.4%  (of 2,749) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. Physical recreational space around campus (e.g., fields, tennis courts, greenway, etc.) | 2014 | 1,758 | 3.2 | 0.54 | 24.1% | 70.1% | 5.1% | 0.7% | 36.0%  (of 2,745) |
| 2008 | 1,243 | 3.1 | 0.50 | 18.0% | 76.6% | 4.3% | 1.0% | 53.5% (of 2,675) |
| 1. Formal, proactive wellness programs available through NC State (e.g., weight loss, healthy lifestyle education, smoking cessation) | 2014 | 1,443 | 3.0 | 0.56 | 14.6% | 73.0% | 11.1% | 1.3% | 47.5%  (of 2,748) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |
| 1. ARTS NC STATE programs (i.e., Center Stage, Crafts Center, Dance Program, Gregg Museum of Art & Design, Music Department, University Theatre performances, exhibitions, programs) | 2014 | 1,473 | 3.2 | 0.49 | 22.5% | 73.7% | 3.3% | 0.4% | 46.3%  (of 2,745) |
| 2008 | 1,244 | 3.1 | 0.52 | 19.7% | 75.2% | 3.9% | 1.3% | 53.5% (of 2,675) |
| 1. Other cultural activities available on campus, excluding ARTS NC STATE programs (e.g., festivals, speakers, films) | 2014 | 1,449 | 3.1 | 0.50 | 18.5% | 75.8% | 4.9% | 0.8% | 47.2%  (of 2,743) |
| 2008 | NA | NA | NA | NA | NA | NA | NA | NA |

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| --- | --- | --- | --- | --- | --- | --- | --- |
| K2. About how often in the past year have you: | Year | N | Once a Week or More | Once or Twice per Month | Every Few Months | Once or Twice per Year | Never |
| 1. Participated in physical recreation activities on campus | 2014 | 2,744 | 10.7% | 4.5% | 6.4% | 13.8% | 64.6% |
| 2008 | NA | NA | NA | NA | NA | NA |
| 1. Used outdoor physical recreational space on campus (e.g., fields, tennis courts, greenway) | 2014 | 2,733 | 8.6% | 9.0% | 9.0% | 13.8% | 59.7% |
| 2008 | 2,547 | 3.3% | 5.2% | 6.8% | 11.5% | 73.1% |
| 1. Participated in proactive wellness programs on campus (e.g., weight loss, healthy lifestyle education, smoking cessation) | 2014 | 2,731 | 1.9% | 2.5% | 4.0% | 11.4% | 80.2% |
| 2008 | NA | NA | NA | NA | NA | NA |
| 1. Attended an ARTS NC STATE program (i.e., Center State, Crafts Center, Dance Program, Gregg Museum of Art & Design, Music Department, University Theatre performances, exhibitions, programs) | 2014 | 2,742 | 1.3% | 2.8% | 8.9% | 20.3% | 66.7% |
| 2008 | 2,531 | 1.1% | 3.2% | 9.0% | 18.6% | 68.1% |
| 1. Attended a cultural activity on campus, excluding ARTS NC STATE programs (e.g., festival, speaker, film) | 2014 | 2,740 | 1.1% | 2.6% | 9.7% | 22.1% | 64.5% |
| 2008 | NA | NA | NA | NA | NA | NA |
| 1. Attended an NC States Wolfpack athletics event | 2014 | 2,739 | 4.0% | 8.1% | 14.6% | 31.1% | 42.1% |
| 2008 | 2,549 | 3.0% | 7.3% | 12.7% | 23.1% | 53.8% |

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| K3. To what extent does your work location limit your ability to participate in activities on campus that you would like to do? | 2014  (N = 2,501)  Mean = 2.5  Stdev = 1.19 | | 2008  (N = 2,444)  Mean = 2.5  Stdev = 1.20 |
| 4: A great deal | | 28.4% | 28.6% |
| 3: Some | | 27.3% | 25.9% |
| 2: A little | | 14.8% | 14.6% |
| 1: Not at all | | 29.6% | 31.0% |
| Does not apply—generally not interested in participating in such activities | | 9.1% (of 2,750) | 11.7% (of 2,767) |

**Section L: Demographics**

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| --- | --- | --- | --- |
| L1. On which part of campus do you spend most of you work time? | 2014  (N = 2,693) | | 2008  (N = 2,717) |
| 1. Centennial campus | | 15.6% | 9.6% |
| 1. North campus (north of the train tracks) | | 24.2% | 27.1% |
| 1. Central campus (between the train tracks and Western Blvd) | | 24.2% | 24.1% |
| 1. South campus (south of Western Blvd [not including Centennial campus]) | | 6.0% | 8.3% |
| 1. College of Veterinary Medicine (on Hillsborough St.) | | 6.8% | 6.5% |
| 1. Carter Finley stadium/arena area | | 0.7% | 0.9% |
| 1. Off campus in Wake County | | 3.3% | 4.3% |
| 1. Outside of Wake County | | 14.4% | 14.1% |
| 1. Do not work in any one particular area | | 4.8% | 5.1% |

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| --- | --- | --- | --- |
| L2. Do you have a spouse/partner that currently works at NC State University? | 2014  (N = 2,737) | | 2008  (N = 2,817) |
| Yes | | 8.1% | 9.0% |
| No | | 91.9% | 91.0% |

|  |  |  |
| --- | --- | --- |
| L3. Are you and/or your spouse a protected veteran? | 2014 N = 2,705 (2008 NA) | |
| Yes, I am a protected veteran | | 3.8% |
| Yes, I am the spouse of a protected veteran | | 2.3% |
| Yes, both my spouse and I are protected veterans | | 0.2% |
| No | | 93.7% |

|  |  |  |
| --- | --- | --- |
| L4. Do you have a qualifying disability covered by the Americans with Disabilities Act (ADA)? | 2014  (N = 2,594) | 2008  (N = 2,813) |
| Yes | 2.5% | 2.1% |
| No | 97.5% | 94.0% |
| Don’t Know | 5.2% (of 2,735) | 3.9% |

|  |  |
| --- | --- |
| L5. *(Paper Survey only)* Do you self-identify as a member of the gay, lesbian, bisexual, transgender community? | 2014 N = 269 (2008 NA) |
| Yes | 0.7% |
| No | 99.3% |

|  |  |  |
| --- | --- | --- |
| L5a. *(Online Survey only)* Do you self-identify as a member of the gay, lesbian, bisexual, queer (GLBQ) community? | 2014 N = 2,464 (2008 NA) | |
| Yes | | 4.2% |
| No | | 93.8% |
| Prefer not to answer | | 2.0% |

|  |  |
| --- | --- |
| L5b. *(Online Survey only)* Do you self-identify as a member of the transgender community? | 2014 N = 2,463 (2008 NA) |
| Yes | 0.0% |
| No | 98.3% |
| Prefer not to answer | 1.6% |

|  |  |
| --- | --- |
| Do you personally identify as a member of the Gay, Lesbian, Bisexual, Transgender (GLBT) community? | 2008 N = 2,807 (2014 NA) |
| Yes | 3.4% |
| No | 96.6% |

|  |  |  |
| --- | --- | --- |
| L6. Is English your native language? | 2014  (N = 2,742) | 2008  (N = 2,828) |
| Yes | 94.2% | 93.4% |
| No | 5.8% | 6.6% |

**Section M: Final Comments**

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| M1. When you think about your own personal experiences at NC State University, what would you say are the most positive aspects of being a staff member here? |
|  |

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| --- |
| M2. What do you think are the most significant changes that should be made at NC State University to improve or enhance the quality of your work life here? |
|  |