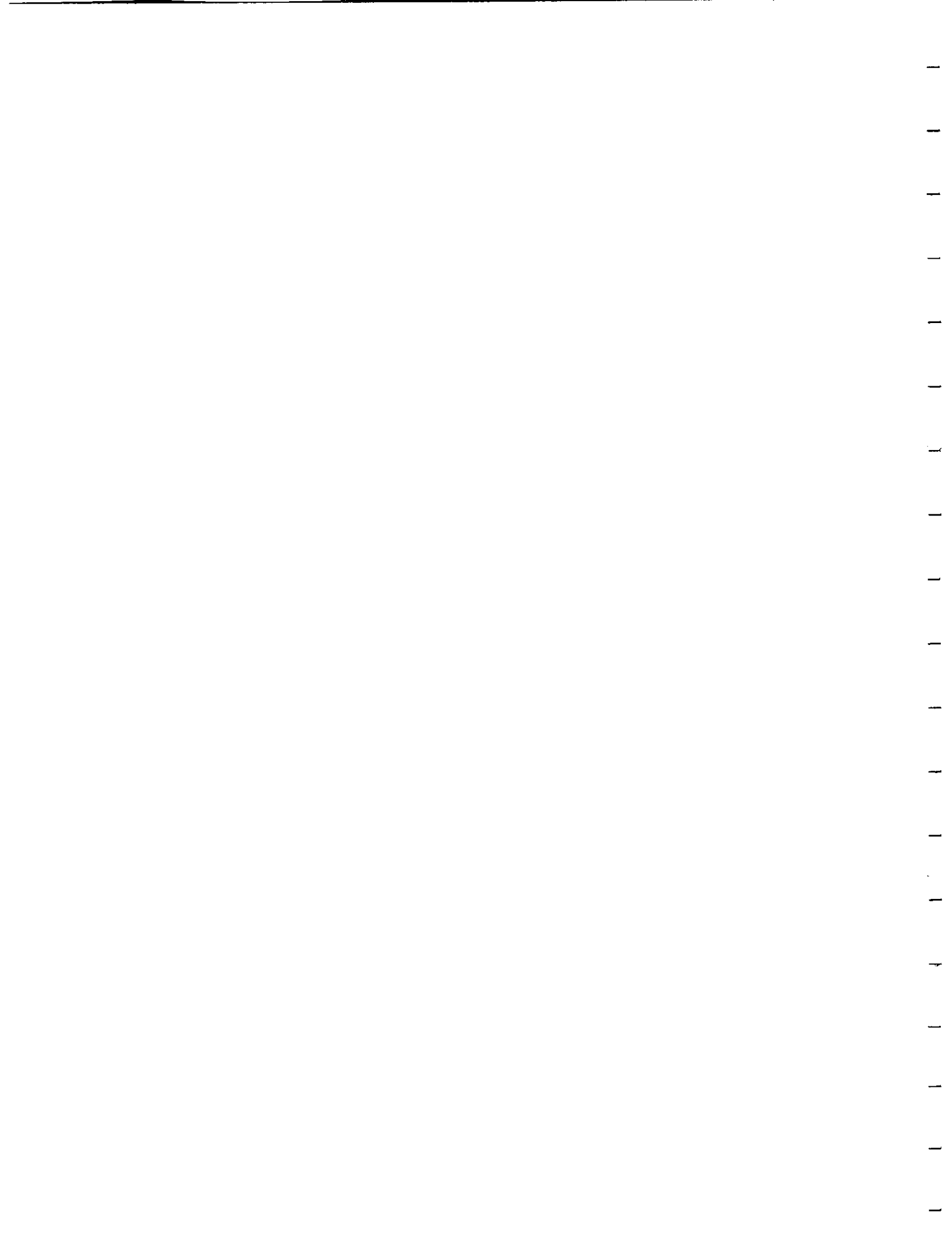


**UUP Survey of Professional Employees
Spring 2004**

UUP Professional Concerns Committee:

Keith Fitzpatrick, Chair
Steve Johnson
Norm Payne
Linda Randall

April 2004



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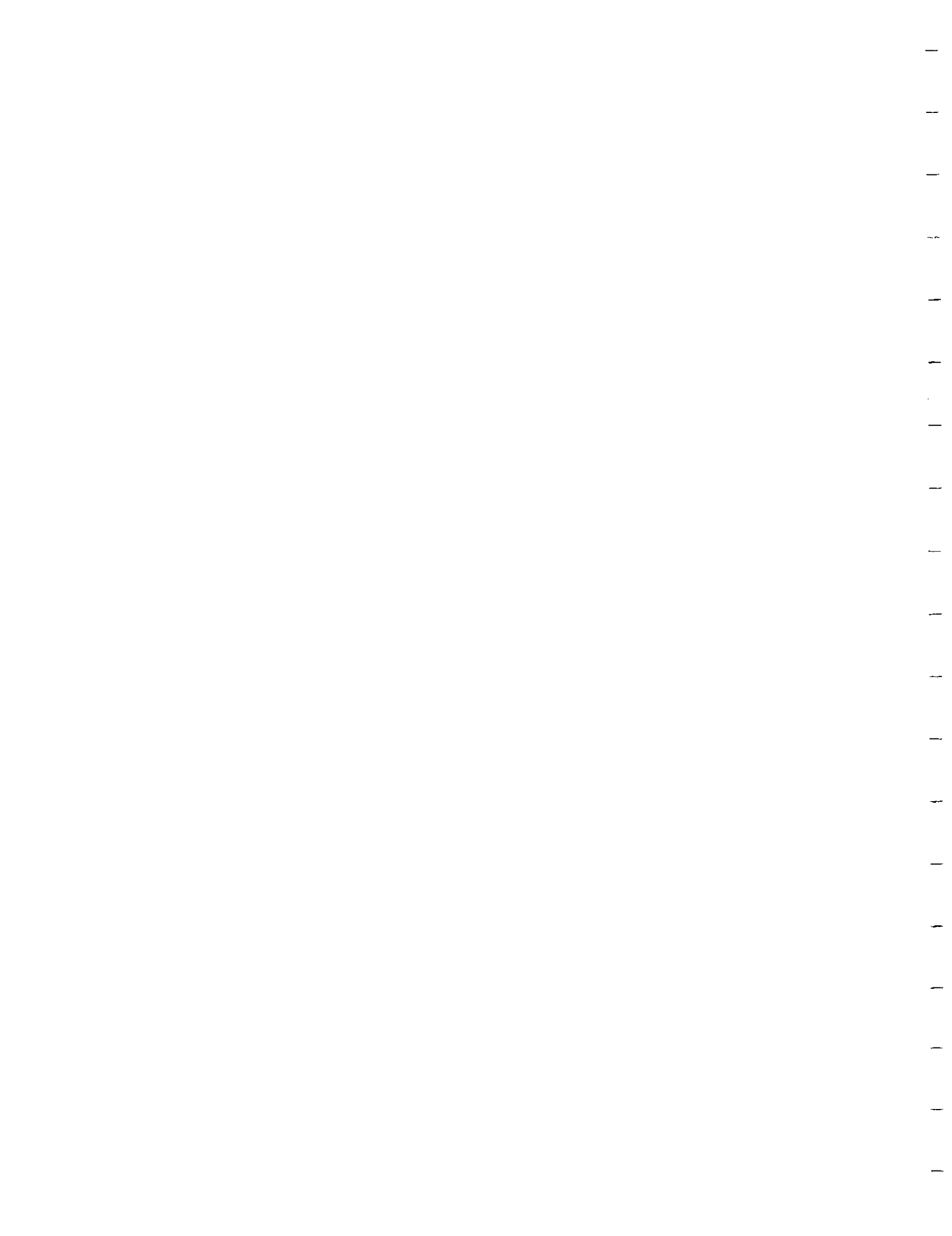
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Survey Findings Summary

The following findings, taken from the survey sample data, provide a very brief overview of selected survey topics. It is recommended that the various sections of the report be referenced for further detail on these and other topics, as well as written comments and responses from all respondents.

General Assessment of the Work Environment

(Here agree/strongly agree are contrasted with disagree/strongly disagree.)

- Current management style was viewed positively by 58.9% of respondents (vs. 11.82%).
- Twenty-five percent of respondents indicated that the administration made appropriate distinctions when rewarding staff (vs. 34.5 who did not).
- Forty percent of respondents felt appreciated for their work, while thirty-four percent did not.
- Slightly over 35 percent of respondents felt adequately paid for their efforts. Twenty percent did not feel adequately compensated.
- Morale was viewed positively by half of all respondents (50.9%).
- Over one-half of the respondents hold a positive attitude towards those in administrative authority.

Performance Program & Evaluation

- Many professionals have not had a performance program/evaluation in the past year. Forty-five percent of sample respondents indicated this to be case. Among those individuals without an updated performance program, 37.5% indicated that their supervisor did not have time to participate in this process.
- Over three-quarters of respondents indicated that existing performance programs were consistent with their job description and accurately reflected their work.
- Over three-quarters of respondents indicated that their work volume had increased. While adjustments to their performance program occurred for slightly more than half of those incurring a workload increase, over 75% indicated no additional compensation occurred.
- The phrase "other duties as assigned" occurs frequently as part of performance programs.

Workload & Compensatory Time

- Regardless of the time one believes encompasses one's "professional obligation," 81% of respondents indicated that they do work beyond that timeframe. Twenty percent of respondents who contribute additional time beyond their professional obligation selected the category of 6 to 10 hours.
- While few in number, there are professional employees who lose vacation/holiday time due to workload, lack of backup, and/or no down time.
- Although over one-half of respondents were aware of the compensatory time process, 26% had been told that compensatory time did not exist.
- Over 90% of respondents believe that one should be compensated in time for time worked beyond one's normal workweek.

Promotion, Salary & Discretionary

- Professional advancement opportunities were deemed poor to fair by 60.8% of respondents and good to excellent by 39.2%.
- Nearly 57% of respondents indicated that they were fairly compensated for their work. Among those who indicated in the negative (43%), additional workload and work beyond one's professional obligation were the most frequently cited reasons for concerns about compensation.
- While over 82% of respondents had received a discretionary salary increase within the past three years, over 52% do not feel that they have a reasonable understanding of the process. The most notable area of confusion, as noted by over 88% of respondents, was the criteria for selection of discretionary recipients.
- Nearly three-quarters of respondents indicated that discretionary salary increases should be merit-based.

Introduction

During 2003, the local UUP chapter created four committees to help assess members' concerns and recommend areas in which the union should become more actively involved. These committees were to address the areas of Part-time Concerns, Professional Concerns, Workload, and Assessment. This document presents data gathered by the Professional Concerns committee.

The initial charge to this committee was to "... develop recommendations reflecting the concerns of professional employees, including performance programs, responsibilities, compensation, participation in decision-making, workplace environment, and respect."¹ To that end, and to establish a starting point for the committee's work, members of the Professional Concerns Committee elected to survey professional staff members.

It has been approximately six years since UUP members and agency fee payers were surveyed to provide feedback on life at SUNY Oneonta. The committee elected to review the content of past local union surveys (1993, 1995, 1998), as well as statewide surveys conducted by EOP (date unknown) and UUP (Survey for Professional Employees, 1998). From these sources the committee selected four general topic areas to include in the current survey: 1) General Assessment of the Work Environment; 2) Performance Programs and Evaluations; 3) Workload and Compensatory Time; and 4) Promotions, Salary, and Discretionary Considerations. With the exception of the General Assessment section, each topic area focused on a narrow series of questions

The information contained within the Findings section of this report reflects feedback from a random sample of professional employees. As has been the practice of the local union when its membership has been surveyed, all professionals were given the opportunity to respond to the survey. Data from this larger component of the professional staff is contained within an appendix.

Methodology

The membership list for UUP is constantly changing as new employees are hired and members leave the union for various reasons. During late January 2004 a list of UUP professional staff members was obtained from the union office. At that point in time there were 212 members and agency fee payers meeting the professional staff designation. Ultimately, 206 individuals were mailed surveys. The remaining six individuals were found to have ceased employment at the college. As such, these 206 individuals represent the population for this study. Due to the ever-changing number of individuals represented by the union and the time lag that occurs in identifying such individuals, these 206 individuals may or may not represent the total professional staff members currently being served by the union.

As has been standard practice for union surveys, all professional members were sent the survey (Appendix A) in early February 2004. However, a simple random sample was also obtained. The last names of 206 members were entered into Minitab and a simple random sample of 108 individuals was obtained. The surveys mailed to the members selected for the random sample were marked so that they could be separated from non-sample respondents upon their return. (All surveys had the same mark, so that personal identification could not occur.)

The last surveys were returned early in March. At that time there were 56 random sample respondents and 35 non-sample respondents, for a total response of 91 professionals.

The data were analyzed to provide information as a result of both the random sample and for all respondents. The percentages noted represent the valid cases for a variable. The stated percentages, i.e. valid percentages, are frequently based upon counts smaller than the maximum number of individuals who could have responded to a survey item.

¹ Bill Simons, "New Solidarity: An Agenda," The Sentinel, Vol. 3, No. 6, Sept. 2003.

Findings

The findings of this survey of professional employees at SUNY College at Oneonta are presented in five sections, each representing a section of the survey. The tables and information provided within each section represent the responses of survey respondents in the random sample.

Within the Demographics section there is a table comparing the characteristics of the sample with those of all respondents. Within each section there is a table presenting confidence intervals for means and/or population proportions. The responses obtained from all 91 survey respondents are contained in Appendix C. Appendix B contains all written comments and responses to the “Other” option for some survey items.

Demographics: Random Sample

A random sample of 108 UUP professional staff members was drawn from the population. Responses were received from 56 members of the random sample. Tables D-1 (SRS) through D-9 (SRS) provide information regarding the demographic characteristics of the 56 sample respondents. A brief summary of these demographics, by percent of respondents in decreasing order includes:

- **Gender (n=53):** Female 52.8%; Male 47.2%
- **Employee Status (n=51):** Full-time 86.3%; Part-time 13.7%
- **Appointment Type (n=51):** Term 41.2%; Permanent 39.2%; Temporary 15.7%; 5-Yr Term 3.9%
- **Salary Level (n=42):** SL3 38.1%; SL2 28.6%; SL4 16.7%; SL5 11.9%; SL1 4.8%
- **Age Category (n=53):** 30-39 years 30.2%; 40-49 years 26.4%; 50-59 years 24.5%; 20-29 years 13.2%; 60 or older 5.7%
- **Highest Degree (n=53):** Bachelors 56.6%; Masters 35.8%; Doctorate 3.8%; Associates and Other 1.9% each
- **Ethnicity (n=51):** White 98.0%; Black/Afro. American 2.0%
- **Years in Current Position (n=52):** 0-5 years 55.8%; 6-10 years 26.9%; 11-15 years 7.7%; over 20 years 7.7%; 16-20 years 1.9%
- **Years Service to Oneonta (n=41):** In Years: Mean: 10.37; Std. Dev. 8.65; Median: 6; Range 32
- **Table D-10:** A comparison of the demographic characteristics of the sample vs. all survey respondents is provided within this table. In general, the sample and all respondent groups were quite similar for the characteristics presented.

Table D-1 (SRS): Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	28	50.0	52.8	52.8
	Male	25	44.6	47.2	100.0
	Total	53	94.6	100.0	
Missing	System	3	5.4		
Total		56	100.0		

Table D-2 (SRS): Employee Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	44	78.6	86.3	86.3
	Part-time	7	12.5	13.7	100.0
	Total	51	91.1	100.0	
Missing	System	5	8.9		
Total		56	100.0		

Table D-3 (SRS): Appointment type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Temporary	8	14.3	15.7	15.7
	Term	21	37.5	41.2	56.9
	5-yr Term	2	3.6	3.9	60.8
	Permanent	20	35.7	39.2	100.0
	Total	51	91.1	100.0	
Missing	System	5	8.9		
Total		56	100.0		

Table D-4 (SRS): Salary level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SL1	2	3.6	4.8	4.8
	SL2	12	21.4	28.6	33.3
	SL3	16	28.6	38.1	71.4
	SL4	7	12.5	16.7	88.1
	SL5	5	8.9	11.9	100.0
	Total	42	75.0	100.0	
Missing	System	14	25.0		
Total		56	100.0		

Table D-5 (SRS): Age category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 yrs. old	7	12.5	13.2	13.2
	30-39 yrs. old	16	28.6	30.2	43.4
	40-49 yrs. old	14	25.0	26.4	69.8
	50-59 yrs. old	13	23.2	24.5	94.3
	60 yrs. or older	3	5.4	5.7	100.0
	Total	53	94.6	100.0	
Missing	System	3	5.4		
Total		56	100.0		

Table D-6 (SRS): Highest degree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Associates	1	1.8	1.9	1.9
	Bachelors	30	53.6	56.6	58.5
	Masters	19	33.9	35.8	94.3
	Doctorate	2	3.6	3.8	98.1
	Other	1	1.8	1.9	100.0
	Total	53	94.6	100.0	
Missing	System	3	5.4		
Total		56	100.0		

Table D-7 (SRS): Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	50	89.3	98.0	98.0
	Black/Afro Amer.	1	1.8	2.0	100.0
	Total	51	91.1	100.0	
Missing	System	5	8.9		
Total		56	100.0		

Table D-8 (SRS): Years in current position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 yrs.	29	51.8	55.8	55.8
	6-10 yrs.	14	25.0	26.9	82.7
	11-15 yrs.	4	7.1	7.7	90.4
	16-20 yrs.	1	1.8	1.9	92.3
	Over 20 yrs.	4	7.1	7.7	100.0
	Total	52	92.9	100.0	
Missing	System	4	7.1		
Total		56	100.0		

Statistics

Table D-9 (SRS): Years of service at Oneonta

N	Valid	41
	Missing	15
Mean		10.37
Median		6.00
Std. Deviation		8.654
Range		32
Minimum		0
Maximum		32
Percentiles	25	4.00
	50	6.00
	75	17.50

Table D-10: Comparison of Demographic Characteristics: Random Sample vs. All Respondents

Respondents	n						
Sample	56						
All	91						
Gender	n	Female	Male				
Sample	53	52.80%	47.20%				
All	85	57.580%	42.50%				
Employee Status	n	FT	PT				
Sample	51	86.30%	13.70%				
All	83	85.90%	14.10%				
Appointment Type	n	Temp.	Term	5-yr. Term	Perm.		
Sample	51	15.70%	41.20%	3.90%	39.20%		
All	82	15.50%	46.40%	6.00%	32.10%		
Salary Level	n	SL1	SL2	SL3	SL4	SL5	SL6
Sample	42	4.80%	28.60%	38.10%	16.70%	11.90%	0.00%
All	69	7.20%	20.30%	43.50%	17.40%	11.60%	0.00%
Age Category	n	20-29 yrs.	30-39 yrs.	40-49 yrs.	50-59 yrs.	60 or more yrs.	
Sample	53	13.20%	30.20%	26.40%	24.50%	5.70%	
All	86	15.90%	27.30%	30.70%	21.60%	4.50%	
Highest Degree	n	Associate	Bachelors	Masters	Doctorate	Other	
Sample	53	1.90%	56.60%	35.80%	3.80%	1.90%	
All	86	2.30%	50.00%	39.80%	5.70%	2.30%	
Ethnicity	n	White	Bl./Afr.-Amer.	Asian/Pac. Il.	All Other		
Sample	51	98.00%	2.00%	0.00%	0.00%		
All	85	94.00%	3.60%	2.40%	0.00%		
Years Current Position		0-5 yrs.	6-10 yrs.	11-15 yrs.	16-20 yrs.	>20 yrs.	
Sample	52	55.80%	26.90%	7.70%	1.90%	7.70%	
All	85	58.60%	20.70%	9.20%	3.40%	8.00%	
Years Service	n	Mean	S.D.	Median	Range		
Sample	41	10.37	8.65	6	32		
All	66	10.16	8.43	6	32		

General Assessment of the Work Environment: Random Sample

The agreed with (A & SA) vs. disagreed with (D & SD) percentages among respondents to each item in the General Statements section of the survey are summarized below (Tables GS-1 (SRS) through GS-12 (SRS)). Individuals indicating a “don’t know” response were not included for this presentation. Confidence intervals for all eleven items are noted in Table GS-12 (SRS).

- Among respondents, 46.3% agreed or strongly agreed that they felt informed about the college operation, while only 5.6% disagreed.
- Feeling recognized and appreciated for their work was agreed with by 40.0% of respondents, while 34.5% disagreed.
- That Oneonta supports their professional development was rated positively by 44.4% of respondents (22.3% disagree).
- Sixty-three percent of respondents felt secure in their jobs as compared with 9.3% who disagreed.
- Adequately paid for one’s professional activities was agreed with by 35.8% of respondents and disagreed with by 20.7%.
- Morale among professionals was seen as positive by 50.9% of respondents and negatively by 13.2%.
- Respondents indicated a positive attitude toward those in administrative authority (50.0% vs. 17.3%, positive vs. negative).
- The management style of the administration was viewed positively by 58.9% of respondents and negatively by 11.8%.
- That professional staff play a significant role in college governance was agreed with by 43.8% of respondents vs. 14.6% who disagreed.
- One’s supervisor’s orientation was viewed as management oriented by 31.3 % of respondents, while 52.1% saw this relationship as being employee oriented.
- While 25.5% of respondents indicated that they felt the administration was aware of and made appropriate distinctions in rewarding professional staff, 34.0% did not.
- Table GS-12 (SRS) provides statistics, including a 95% confidence interval about the mean, for the eleven General Statements. The means ranged from a low of 2.6 for management orientation (here, a trend toward employee oriented) to a high of 3.76 for feeling secure in one’s job.

Table GS-1 (SRS): Feel informed about the operation of the college

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	5.4	5.6	5.6
	Neutral	28	46.4	48.1	53.7
	Agree	18	32.1	33.3	87.0
	Strongly Agree	7	12.5	13.0	100.0
	Total	54	96.4	100.0	
Missing	Do Not Know	1	1.8		
	System	1	1.8		
	Total	2	3.6		
Total		56	100.0		

Table GS-2 (SRS): Feel recognized and appreciated for my professional work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.6	3.6	3.6
	Disagree	17	30.4	30.9	34.5
	Neutral	14	25.0	25.5	60.0
	Agree	14	25.0	25.5	85.5
	Strongly Agree	8	14.3	14.5	100.0
	Total	55	98.2	100.0	
Missing	System	1	1.8		
Total		56	100.0		

Table GS-3 (SRS): Feel that SUNY Oneonta supports my professional development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	8.9	9.3	9.3
	Disagree	7	12.5	13.0	22.2
	Neutral	18	32.1	33.3	55.6
	Agree	14	25.0	25.9	81.5
	Strongly Agree	10	17.9	18.5	100.0
	Total	54	96.4	100.0	
Missing	System	2	3.6		
Total		56	100.0		

Table GS-4 (SRS): Feel secure in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.8	1.9	1.9
	Disagree	4	7.1	7.4	9.3
	Neutral	15	26.8	27.8	37.0
	Agree	21	37.5	38.9	75.9
	Strongly Agree	13	23.2	24.1	100.0
Total		54	96.4	100.0	
Missing	System	2	3.6		
Total		56	100.0		

Table GS-5 (SRS): Feel adequately paid for my professional activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	7.1	7.5	7.5
	Disagree	7	12.5	13.2	20.8
	Neutral	23	41.1	43.4	64.2
	Agree	15	26.8	28.3	92.5
	Strongly Agree	4	7.1	7.5	100.0
Total		53	94.6	100.0	
Missing	System	3	5.4		
Total		56	100.0		

Table GS-6 (SRS): Feel that professional staff exhibits positive morale

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.8	1.9	1.9
	Disagree	6	10.7	11.3	13.2
	Neutral	19	33.9	35.8	49.1
	Agree	19	33.9	35.8	84.9
	Strongly Agree	8	14.3	15.1	100.0
Total		53	94.6	100.0	
Missing	Do Not Know	1	1.8		
	System	2	3.6		
	Total	3	5.4		
Total		56	100.0		

Table GS-7 (SRS): Feel positively about those in administrative authority at SUNY Oneonta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.8	1.9	1.9
	Disagree	8	14.3	15.4	17.3
	Neutral	17	30.4	32.7	50.0
	Agree	19	33.9	36.5	86.5
	Strongly Agree	7	12.5	13.5	100.0
Total		52	92.9	100.0	
Missing	Do Not Know	2	3.6		
	System	2	3.6		
	Total	4	7.1		
Total		56	100.0		

Table GS-8 (SRS): Feel management style of administration is effective in operating SUNY Oneonta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	10.7	11.8	11.8
	Neutral	15	26.8	29.4	41.2
	Agree	24	42.9	47.1	88.2
	Strongly Agree	6	10.7	11.8	100.0
	Total	51	91.1	100.0	
Missing	Do Not Know	3	5.4		
	System	2	3.6		
	Total	5	8.9		
Total		56	100.0		

Table GS-9 (SRS): Feel professional staff play a significant role in college governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	12.5	14.6	14.6
	Neutral	20	35.7	41.7	56.3
	Agree	15	26.8	31.3	87.5
	Strongly Agree	6	10.7	12.5	100.0
	Total	48	85.7	100.0	
Missing	Do Not Know	6	10.7		
	System	2	3.6		
	Total	8	14.3		
Total		56	100.0		

Table GS-10 (SRS): Feel supervisor is more management than employee oriented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	19.6	22.9	22.9
	Disagree	14	25.0	29.2	52.1
	Neutral	8	14.3	16.7	68.8
	Agree	13	23.2	27.1	95.8
	Strongly Agree	2	3.6	4.2	100.0
	Total	48	85.7	100.0	
Missing	Do Not Know	6	10.7		
	System	2	3.6		
	Total	8	14.3		
Total		56	100.0		

Table GS-11 (SRS): Feel administration is aware and makes appropriate distinctions in rewarding professional activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.8	2.1	2.1
	Disagree	15	26.8	31.9	34.0
	Neutral	19	33.9	40.4	74.5
	Agree	11	19.6	23.4	97.9
	Strongly Agree	1	1.8	2.1	100.0
	Total	47	83.9	100.0	
Missing	Do Not Know	7	12.5		
	System	2	3.6		
	Total	9	16.1		
Total		56	100.0		

Table GS-12 (SRS): General Statement Statistics

Variable	Sample		Mean ²	S.D.	Margin of Error	95% Confidence Interval	
	Table	Size ¹				Lower bound	Upper bound
Informed about college operation	GS-1	54	3.54	0.79	0.21	3.33	3.75
Feel recognized and appreciated	GS-2	55	3.16	1.14	0.30	2.86	3.46
Professional activities supported	GS-3	54	3.31	1.20	0.32	2.99	3.63
Feel secure in job	GS-4	54	3.76	0.97	0.26	3.50	4.02
Feel adequately paid	GS-5	53	3.15	1.01	0.27	2.88	3.42
Professionals exhibit positive morale	GS-6	53	3.51	0.95	0.26	3.25	3.77
Feel positively about administration	GS-7	52	3.44	0.98	0.27	3.17	3.71
Feel management style effective	GS-8	51	3.59	0.85	0.23	3.36	3.82
Professional staff has role in governance	GS-9	48	3.42	0.90	0.25	3.17	3.67
Supervisor management oriented	GS-10	48	2.60	1.23	0.35	2.25	2.95
Administrations makes distinctions in rewarding professional activities	GS-11	47	2.91	0.86	0.24	2.67	3.15

¹Maximum sample size = 56

²Mean based on: 1 = Strongly Disagree to 5 = Strongly Agree

Performance Program & Evaluation: Random Sample

A series of questions focused upon the Performance Program/Evaluation process. These items are summarized here and presented in Table PP-1(SRS) through Table PP-12 (SRS). Table PP-11 (SRS) is a contingency table of the variables "had a Performance Program" vs. "supervisor's position." Table PP-12 (SRS) presents confidence intervals.

- Among respondents 54.7 % indicated that they had a Performance Program within the past year, while 45.3% indicated that this process had not occurred.
 - Among the 24 individuals indicating that a Performance Program had not been prepared:
 - no one indicated that there was no need for one.
 - one indicated that it was not usually done.
 - nine indicated that their supervisor was too busy (37.5%).
 - 13 indicated other reasons (54.2%) (noted in Appendix B: Written Comments).
- Performance Programs accurately reflect work was indicated by 78.6% of respondents.
- Performance Programs were consistent with the job description was indicated by 77.5% of respondents.
- Most frequently supervisors write Performance Programs (73.3%), followed by a joint effort (20.0%).
- Over three-quarters of respondents (76.0%) indicated that their volume of work had increased.
 - Among the respondents indicating a workload increase:
 - Over sixty-four percent of respondents believe that their workload had increased somewhere between 10 to 29% during the past year (30% or more increase noted by 18.9%).
 - Over seventy-five percent indicated that they did not receive additional compensation for their increased workload.
 - Adjustments to their Performance Program occurred slightly more than half of the time (Yes 53.3%, No 46.7%).
- Sixty-one percent indicated that their Performance Program included the phrase "other duties as assigned."
 - Among the respondents indicating the inclusion of this phrase within their Performance Program:
 - Additional duties had been assigned to 72.7% of respondents.
 - Only 5.3% of respondents indicated receipt of additional compensation for additional responsibilities.
- Statements disagreeing with a Performance Program have been attached by 12.8% of respondents.
- Over three-quarters of the respondents (78.5%) have had one to three supervisors and 15.75% have had five or more supervisors.
- Among respondents, 7.7% currently report to more than one supervisor.
- Slightly more than sixty-four percent of respondents report to another professional staff member and one-third report to management/confidential supervisors.
- With regard to completion of a Performance Program in the past year when crossed with the supervisor's position, respondents indicated the following:
 - 60.6% of professionals supervised by professionals indicated that they had had a Performance Program.
 - 52.9% of professionals supervised by management/confidential had had a Performance Program.
 - No professionals supervised by academics had had a Performance Programs (n = 1).
- Table PP-12 (SRS): Confidence intervals for the proportion of respondents indicating "yes" to Performance Program items are presented in this table.

Table PP-1 (SRS): Had a Performance Program & Evaluation in last 12 months

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	51.8	54.7	54.7
	No	24	42.9	45.3	100.0
	Total	53	94.6	100.0	
Missing	System	3	5.4		
Total		56	100.0		

Table PP-1.1 (SRS): No Performance Program & Evaluation because: No need for one

		Frequency	Percent
Missing	System	24	100.0

Table PP-1.2 (SRS): No Performance Program & Evaluation because: Not usually done in my area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not usually done selected	1	4.2	100.0	100.0
Missing	System	23	95.8		
Total		24	100.0		

Table PP-1.3 (SRS): No Performance Program & Evaluation because: Supervisor too busy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supervisor too busy selected	9	37.5	100.0	100.0
Missing	System	15	62.5		
Total		24	100.0		

Table PP-1.4 (SRS): No Performance Program & Evaluation because: Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other reason selected	13	54.2	100.0	100.0
Missing	System	11	45.8		
Total		24	100.0		

Table PP-2 (SRS): Performance Program accurately reflects work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	33	58.9	78.6	78.6
	No	9	16.1	21.4	100.0
	Total	42	75.0	100.0	
Missing	System	14	25.0		
Total		56	100.0		

Table PP-3 (SRS): Performance Program consistent with job description

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	31	55.4	77.5	77.5
	No	9	16.1	22.5	100.0
	Total	40	71.4	100.0	
Missing	System	16	28.6		
Total		56	100.0		

Table PP-4 (SRS): Who writes Performance Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supervisor	33	58.9	73.3	73.3
	I do	3	5.4	6.7	80.0
	Both do	9	16.1	20.0	100.0
	Total	45	80.4	100.0	
Missing	System	11	19.6		
Total		56	100.0		

Table PP-5 (SRS): Volume of work in position increased

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	38	67.9	76.0	76.0
	No	12	21.4	24.0	100.0
	Total	50	89.3	100.0	
Missing	System	6	10.7		
Total		56	100.0		

Table PP-5.1 (SRS): Estimate percent workload increase

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 10%	6	15.8	16.2	16.2
	10 - 19%	16	42.1	43.2	59.5
	20 - 29%	8	21.1	21.6	81.1
	30% or more	7	18.4	18.9	100.0
	Total	37	97.4	100.0	
Missing	System	1	2.6		
Total		38	100.0		

Table PP-5.2 (SRS): Received additional compensation for extra workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	23.7	24.3	24.3
	No	28	73.7	75.7	100.0
	Total	37	97.4	100.0	
Missing	System	1	2.6		
Total		38	100.0		

Table PP-5.3 (SRS): Performance Program changed to reflect increased workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	42.1	53.3	53.3
	No	14	36.8	46.7	100.0
	Total	30	78.9	100.0	
Missing	System	8	21.1		
Total		38	100.0		

Table PP-6 (SRS): Performance Program includes phrase "other duties as assigned"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	44.6	61.0	61.0
	No	16	28.6	39.0	100.0
	Total	41	73.2	100.0	
Missing	System	15	26.8		
Total		56	100.0		

Table PP-6.1 (SRS): Been assigned additional duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	64.0	72.7	72.7
	No	6	24.0	27.3	100.0
	Total	22	88.0	100.0	
Missing	System	3	12.0		
Total		25	100.0		

Table PP-6.2 (SRS): Assigned additional duties and received additional compensation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	4.0	5.3	5.3
	No	18	72.0	94.7	100.0
	Total	19	76.0	100.0	
Missing	System	6	24.0		
Total		25	100.0		

Table PP-7 (SRS): Attached statement to Performance Program disagreeing with it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	10.7	12.8	12.8
	No	41	73.2	87.2	100.0
	Total	47	83.9	100.0	
Missing	System	9	16.1		
Total		56	100.0		

Table PP-8 (SRS): Number of supervisors during career at SUNY Oneonta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	One	19	33.9	37.3	37.3
	Two	10	17.9	19.6	56.9
	Three	11	19.6	21.6	78.4
	Four	3	5.4	5.9	84.3
	Five or more	8	14.3	15.7	100.0
	Total	51	91.1	100.0	
Missing	System	5	8.9		
Total		56	100.0		

Table PP-9 (SRS): Currently have more than one supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	7.1	7.7	7.7
	No	48	85.7	92.3	100.0
	Total	52	92.9	100.0	
Missing	System	4	7.1		
Total		56	100.0		

Table PP-10 (SRS): Immediate supervisor's position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Academic	1	1.8	2.0	2.0
	Professional	33	58.9	64.7	66.7
	Management/Confidential	17	30.4	33.3	100.0
	Total	51	91.1	100.0	
Missing	System	5	8.9		
Total		56	100.0		

Table PP-11 (SRS): Immediate supervisor's position * Had a Performance Program & Evaluation in last 12 months Crosstabulation

			Table PP-1 (SRS): Had a Performance Program & Evaluation in last 12 months		
			Yes	No	Total
Count	Table PP-10 (SRS): Immediate supervisor's position	Academic		1	1
		Professional	20	13	33
		Management/Confidential	9	8	17
		Total	29	22	51
% within Table PP-10 (SRS): Immediate supervisor's position	Table PP-10 (SRS): Immediate supervisor's position	Academic		100.0%	100.0%
		Professional	60.6%	39.4%	100.0%
		Management/Confidential	52.9%	47.1%	100.0%
		Total	56.9%	43.1%	100.0%
% within Table PP-1 (SRS): Had a Performance Program & Evaluation in last 12 months	Table PP-10 (SRS): Immediate supervisor's position	Academic		4.5%	2.0%
		Professional	69.0%	59.1%	64.7%
		Management/Confidential	31.0%	36.4%	33.3%
		Total	100.0%	100.0%	100.0%
% of Total	Table PP-10 (SRS): Immediate supervisor's position	Academic		2.0%	2.0%
		Professional	39.2%	25.5%	64.7%
		Management/Confidential	17.6%	15.7%	33.3%
		Total	56.9%	43.1%	100.0%

Table PP-12 (SRS): Performance Program & Evaluation Statement Statistics

Variable	Table	Sample Size ¹	Percent "Yes"	Margin of Error	95% Confidence Interval	
					Lower bound	Upper bound
Had Performance Program in past year	PP-1 (SRS)	53	54.70%	13.40%	41.30%	68.10%
Performance Program accurately reflects job	PP-2 (SRS)	42	78.60%	12.40%	66.20%	91.00%
Performance Program consistent w job description	PP-3 (SRS)	40	77.50%	12.94%	64.56%	90.44%
Workload increase	PP-5 (SRS)	50	76.00%	11.84%	64.16%	87.84%
Workload increase: received salary increase	PP-5.2 (SRS)	37	24.30%	13.82%	10.48%	38.12%
Workload increase: Performance Program adjusted	PP-5.3 (SRS)	30	53.30%	17.85%	35.45%	71.15%
Performance Program has "other duties" phrase	PP-6 (SRS)	41	61.00%	14.93%	46.07%	75.93%
Attached comment to a Performance Program	PP-7 (SRS)	47	12.80%	9.55%	3.25%	22.35%

¹Maximum sample size = 56

Workload and Compensatory Time: Random Sample

Six questions focused on workload and compensatory time. Tables WCT-1(SRS) through WCT-7 (SRS) present the responses to these items and are summarized as follows.

- Over 88% of respondents indicated that their normal professional obligation was 30 or more hours; 35.9% indicated that their normal professional obligation was 40 or more hours.
- Regardless of their perceived professional obligation, 39 of 48 respondents (81.2%) indicated that they frequently work beyond their professional obligation.
- Among respondents, 5.8% (n = 3) indicated that they had lost vacation time.
 - Two individuals lost vacation time due workload.
 - Two individuals lost vacation time due to there being no downtime.
 - Two individuals lost vacation time because there was no one else to do the work.
- Being aware that there is a compensatory time process was indicated by 52.8% of respondents.
- Fourteen respondents (26.4%) indicated that they had been informed that there was no such thing as compensatory time.
- Forty-eight respondents (92.3%) believed that one should receive compensatory time for work performed beyond one's normal workweek.
- Table WCT-7 (SRS): Confidence intervals for the proportion of respondents indicating "yes" to Workload and Compensatory Time items are presented in this table.

Table WCT-1 (SRS): Normal professional obligation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-9 hrs.	1	1.8	1.9	1.9
	10-19 hrs.	3	5.4	5.7	7.5
	20-29 hrs.	2	3.6	3.8	11.3
	30-39 hrs.	28	50.0	52.8	64.2
	40-49 hrs.	18	32.1	34.0	98.1
	50 or more hrs.	1	1.8	1.9	100.0
	Total	53	94.8	100.0	
Missing	System	3	5.4		
Total		58	100.0		

Table WCT-2 (SRS): Time worked beyond normal professional obligation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 hrs.	9	16.1	18.8	18.8
	1-5 hrs.	29	51.8	60.4	79.2
	6-10 hrs.	10	17.9	20.8	100.0
	Total	48	85.7	100.0	
Missing	System	8	14.3		
Total		56	100.0		

Table WCT-3 (SRS): Lost vacation time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	5.4	5.8	5.8
	No	49	87.5	94.2	100.0
	Total	52	92.9	100.0	
Missing	System	4	7.1		
Total		56	100.0		

Table WCT-3.1 (SRS): Lost vacation time because: Workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Workload selected	2	66.7	100.0	100.0
Missing	System	1	33.3		
Total		3	100.0		

Table WCT-3.2 (SRS): Lost vacation time because: No downtime

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No downtime selected	2	66.7	100.0	100.0
Missing	System	1	33.3		
Total		3	100.0		

Table WCT-3.3 (SRS): Lost vacation time because: No one else to do work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No one else selected	2	66.7	100.0	100.0
Missing	System	1	33.3		
Total		3	100.0		

Table WCT-3.4 (SRS): Lost vacation time because: Other

		Frequency	Percent
Missing	System	3	100.0

Table WCT-4 (SRS): Aware of compensatory time entitlement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	28	50.0	52.8	52.8
	No	25	44.6	47.2	100.0
	Total	53	94.6	100.0	
Missing	System	3	5.4		
Total		56	100.0		

Table WCT-5 (SRS): Been told there is no such thing as compensatory time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	25.0	28.4	28.4
	No	39	69.6	73.6	100.0
	Total	53	94.6	100.0	
Missing	System	3	5.4		
Total		56	100.0		

Table WCT-6 (SRS): Believe you should receive compensatory time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	48	85.7	92.3	92.3
	No	4	7.1	7.7	100.0
	Total	52	92.9	100.0	
Missing	System	4	7.1		
Total		56	100.0		

Table WCT-7 (SRS): Workload and Compensatory Time Statement Statistics

Variable	Table	Sample Size¹	Percent "Yes"	Margin of Error	95% Confidence Interval	
					Lower bound	Upper bound
Aware entitled to compensatory time	WCT-4 (SRS)	53	52.80%	13.44%	39.36%	66.24%
Told no such thing as compensatory time	WCT-5 (SRS)	53	26.40%	11.87%	14.53%	38.27%

¹Maximum sample size = 56

Promotions, Salaries, and the Discretionary Salary Process: Random Sample

A series of items sought feedback on the promotions, their related salary increases, and discretionary salary increases. Tables PSD-1(SRS) through PSD-8 (SRS) present the responses to these items and are summarized as follows.

- Among respondents, 56.0% had not experienced a promotion while at SUNY Oneonta.
- Among the 22 individuals who indicated that they had received a promotion 20 indicated that they also received a salary increase.
- Professional advancement opportunities were deemed poor to fair by 60.8% of respondents, while 39.2% viewed advancement opportunities favorably (good – excellent).
- With regard to being fairly compensated for one’s work, 56.9% felt they were, while 43.1% indicated that they were not.
 - Among respondents who felt they were not adequately compensated included:
 - Assume tasks not in Performance Program, indicated by 22.7%.
 - Assigned additional workload without compensation, indicated by 54.5%.
 - Work beyond professional obligation, indicated by 45.5%.
 - Other reasons, indicated by 18.2%.
- Over 82% of respondents indicated that they had received a discretionary salary increase within the past three years.
- Almost 53% of respondents do not have a reasonable understanding of the discretionary process.
 - Areas noted as unclear to respondents indicating in the negative include the following:
 - The criteria used in selection discretionary recipients – 88.9%.
 - When to apply – 37.0%
 - Supporting materials needed – 33.3%.
 - Other areas – 7.4%.
- That discretionary salary increases should be merit-based was noted by 74.5% of respondents.
- Table PSD-8 (SRS): Confidence intervals for the proportion of respondents indicating “yes” to Workload and Compensatory Time items are presented in this table.

Table PSD-1 (SRS): Number of promotions moving to a higher salary level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	28	50.0	56.0	56.0
	One	15	26.8	30.0	86.0
	Two	3	5.4	6.0	92.0
	Three or more	4	7.1	8.0	100.0
	Total	50	89.3	100.0	
Missing	System	6	10.7		
Total		56	100.0		

Table PSD-2 (SRS): Salary increase associated with increase in salary level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	90.9	95.2	95.2
	No	1	4.5	4.8	100.0
	Total	21	95.5	100.0	
Missing	System	1	4.5		
Total		22	100.0		

Table PSD-3 (SRS): Rating of professional advancement opportunities at SUNY Oneonta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	1	1.8	2.0	2.0
	Good	19	33.9	37.3	39.2
	Fair	18	32.1	35.3	74.5
	Poor	13	23.2	25.5	100.0
	Total	51	91.1	100.0	
Missing	System	5	8.9		
Total		56	100.0		

Table PSD-4 (SRS): Fairly compensated for work done

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	51.8	56.9	56.9
	No	22	39.3	43.1	100.0
	Total	51	91.1	100.0	
Missing	System	5	8.9		
Total		56	100.0		

Table PSD-4.1 (SRS): Not compensated fairly because: Assume tasks not in Performance Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assume tasks selected	5	22.7	100.0	100.0
Missing	System	17	77.3		
Total		22	100.0		

Table PSD-4.2 (SRS): Not compensated fairly because: Assigned additional workload without compensation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assigned tasks no comp. selected	12	54.5	100.0	100.0
Missing	System	10	45.5		
Total		22	100.0		

Table PSD-4.3 (SRS): Not compensated fairly because: Work beyond professional obligation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Work extra selected	10	45.5	100.0	100.0
Missing	System	12	54.5		
Total		22	100.0		

Table PSD-4.4 (SRS): Not compensated fairly because: Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other Selected	4	18.2	100.0	100.0
Missing	System	18	81.8		
Total		22	100.0		

Table PSD-5 (SRS): Received discretionary salary increase within past three years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	75.0	82.4	82.4
	No	9	16.1	17.6	100.0
	Total	51	91.1	100.0	
Missing	System	5	8.9		
Total		56	100.0		

Table PSD-6 (SRS): Have reasonable understanding of discretionary process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	42.9	47.1	47.1
	No	27	48.2	52.9	100.0
	Total	51	91.1	100.0	
Missing	System	5	8.9		
Total		56	100.0		

Table PSD-6.1 (SRS): Unclear aspect of discretionary: Criteria used in selection process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Criteria used selected	24	88.9	100.0	100.0
Missing	System	3	11.1		
Total		27	100.0		

Table PSD-6.2 (SRS): Unclear aspect of discretionary: When to apply

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	When to apply selected	10	37.0	100.0	100.0
Missing	System	17	63.0		
Total		27	100.0		

Table PSD-6.3 (SRS): Unclear aspect of discretionary: Supporting materials needed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supporting materials selected	9	33.3	100.0	100.0
Missing	System	18	66.7		
Total		27	100.0		

Table PSD-6.4 (SRS): Unclear aspect of discretionary: Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other selected	2	7.4	100.0	100.0
Missing	System	25	92.6		
Total		27	100.0		

Table PSD-7 (SRS): Discretionary distribution means

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Merit based	35	62.5	74.5	74.5
	Distributed equally	12	21.4	25.5	100.0
	Total	47	83.9	100.0	
Missing	System	9	16.1		
Total		56	100.0		

Table PSD-8 (SRS): Promotions, Salary, and Discretionary Salary Statement Statistics

Variable	Table	Sample Size ¹	Percent "Yes"	Margin of Error	95% Confidence Interval	
					Lower bound	Upper bound
Fairly compensated for work performed	PSD-4 (SRS)	51	56.90%	13.59%	43.31%	70.49%
Received discretionary within past three years	PSD-5 (SRS)	51	82.40%	10.45%	71.95%	92.85%
Have understanding of discretionary process	PSD-6 (SRS)	51	47.10%	13.70%	33.40%	60.80%
Distribution of discretionary merit based	PSD-7 (SRS)	47	74.50%	12.46%	62.04%	86.96%

¹Maximum sample size = 56

APPENDIX A: COVER LETTER AND SURVEY FORM

Dear Fellow Oneonta UUP Professionals:

The UUP Professional Concerns Committee is pleased to send this survey to all professional members in an attempt to identify the strengths, needs, and concerns of our constituency.

The professionals on this campus and all the SUNY campuses are the backbone and the front line people that make our colleges great. It is time that we get the recognition we deserve. How are we going to do this? It started with a grass-roots effort by our chapter president, Dr. Bill Simons. Bill sought volunteers to organize four ad-hoc committees to take the pulse of our community: professional concerns, assessment, part-time concerns and workload. Each committee will be gathering data to help our union members in many ways. There will be open forums, discussion panels, and surveys such as this one. The results will be published and used to aid us in Labor -Management meetings and to make this an even greater place to work.

The professional concerns committee is comprised of Steve Johnson, past-president Norm Payne, Vote-Cope coordinator Linda Randall, and Keith Fitzpatrick. UUP Vice President for Professionals, John Marino, has agreed to attend our open forum to field questions, and to give advice and lend support to our cause.

It is very important that every professional member return the enclosed survey. This survey is completely confidential and will be used by this committee only. The demographics will not identify individuals, but will assist the committee in creating a professional's profile that will show how well educated, experienced, and committed we are.

I ask all members to use the other side of this cover letter to write down any suggestions, concerns, or ideas on how we can improve what we do and to let us know about items that may have been left out of the survey.

During these times, with the State budget the way it is, and the negotiations for the next UUP contract continuing, it is most important that everyone take an interest and/or an active role in our union; Union begins with U.

There's strength in solidarity,

Keith Fitzpatrick
Ad-hoc professional concerns committee chairperson

UUP Survey of Professional Employees

INSTRUCTIONS: Please use a pencil and completely fill in the bubble associated with your response choice.

General Statements

	Strongly Agree	Disagree	Do Not Know
I feel informed about the operation of the college. <i>GS-1</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel recognized and appreciated for my professional work. <i>GS-2</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel that SUNY Oneonta supports my professional development activities. <i>GS-3</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel secure in my job. <i>GS-4</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel adequately paid for my professional activities. <i>GS-5</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel that our professional staff as a whole exhibits positive morale. <i>GS-6</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel positively about those in administrative authority at SUNY Oneonta. <i>GS-7</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel that the management style of our current administration is effective in operating SUNY Oneonta. <i>GS-8</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel that the professional staff play a significant role in the governance of SUNY Oneonta. <i>GS-9</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel that in recent years my supervisor is more management than employee oriented. <i>GS-10</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1
I feel the administration is aware and makes appropriate distinctions in rewarding professional activities. <i>GS-11</i>	<input type="radio"/> 5	<input type="radio"/> 4	<input type="radio"/> 1

Performance Programs & Evaluations

Have you had a Performance Program & Evaluation within the past 12 months?
PP-1 Yes No If No, why not? *PP-1,1*
 No need for one *1,2*
 Not usually done in my area *1,3*
 Supervisor too busy *1,4*
 Other: _____

Does your Performance Program accurately reflect the work you do? Yes No
PP-2

Is your Performance Program consistent with your Job Description? Yes No
PP-3

Who writes your Performance Program? Supervisor I do Both do
PP-4

Has the volume of work you perform in your current position increased? Yes No
PP-5

If Yes, estimate the percent increase during the past year.
PP-5.1 Under 10% 10-19% 20-29% 30% or More

If Yes, did you receive additional compensation? Yes No
PP-5.2

If Yes, has your Performance Program been changed to include these new duties? Yes No
PP-5.3

Does your Performance Program include the phrase, "other duties as assigned?"
PP-6 Yes No

If Yes, have you been assigned additional duties? Yes No
PP-6.1

If Yes, did you receive additional compensation? Yes No
PP-6.2

Have you ever attached a written statement to your performance program disagreeing with any aspect of it?
PP-7 Yes No

How many supervisors have you had in your career at Oneonta?
PP-8 One Two Three Four Five or more

Do you currently have more than one supervisor? Yes No
PP-9

Your immediate supervisor is:
PP-10 an academic a professional managerial/confidential

Office Use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Workload and Compensatory Time

What is your normal professional obligation (hours/week)?

- 0-9
10-19
20-29
30-39
40-49
50 or more

WCT-1

How many hours/week do you frequently work beyond your normal professional obligation?

- 0
1-5
6-10
11-19
20 or more

WCT-2

In the past year have you lost vacation days because you were unable to take time off?

- Yes
No

WCT-3

If yes, what was the reason(s)?

- workload
no downtime
no other employee to do the work
Other

WCT-3.1
WCT-3.2
WCT-3.4

Are you aware that you are entitled to compensatory time off?

- Yes
No

WCT-4

Have you ever been told by your supervisor that there is no such thing as compensatory time?

- Yes
No

WCT-5

Do you believe that you should receive compensatory time for work performed beyond your normal work week?

- Yes
No

WCT-6

Promotions, Salary, and Discretionaries

Please indicate the number of promotions involving moving to a higher salary level (e.g. SL2 to SL3) you have received during your career at Oneonta.

- None
One
Two
Three or more

PSD-1

Did you receive a salary increase in conjunction with the increase in rank?

- Yes
No

PSD-2

How would you rate professional advancement opportunities at Oneonta?

- Excellent
Good
Fair
Poor

PSD-3

Do you feel that you are fairly compensated for the work you do?

- Yes
No

PSD-4

If no, why not?
Assume tasks not in Performance Program
Assigned additional workload without compensation
Work beyond professional obligation
Other

PSD-4.1
PSD-4.2
PSD-4.3
PSD-4.4

Have you received a discretionary salary increase within the past three years?

- Yes
No

PSD-5

Do you have a reasonable understanding of the decision process leading to the awarding of discretionary salary increases?

- Criteria used in decision process
When to apply for consideration
Supporting materials needed
Other

PSD-6

PSD-6.1
PSD-6.2
PSD-6.3
PSD-6.4

In your opinion, when funds are available, should discretionary salary increases be based upon merit or distributed equally?

- Merit-based
Distributed equally

PSD-7

Demographics

Gender D-1

- Female
Male

Employee Status D-2

- Full-time
Part-time

Salary Level D-4

- SL1
SL2
SL3
SL4
SL5
SL6

Age Category D-5

- 20-29
30-39
40-49
50-59
60 or older

Highest Degree D-6

- Associate's
Bachelor's
Master's
Doctorate
Other

Ethnicity D-7

- White
Black/Afro Amer.
Hispanic/Latino
Asian/Pacific Islander
Amer. Indian/ AK Native
Foreign

Years in Current Position D-8

- 0-5
6-10
11-15
16-20
Over 20

Years of Service at Oneonta: D-9

Grid for years of service and office use with numbered circles.

Thank you for completing this survey. Please use the accompanying Written Comments sheet to comment upon topics included in this survey or any other area of concern to you.

APPENDIX B: WRITTEN COMMENTS

NOTE: Numbers following comments link those from the same individual and identify whether the respondent was in the random sample or not (100's = random sample; 300's = non-sample respondents). Numbers do not correspond to survey id numbers. Written responses provided for the "Other" options are not separated by sample/non-sample respondents.

General Statements (Assessing the Work Environment)

I feel that my supervisor has focused on "outside" management issues predominately and the "office management" issues have been neglected, especially this year. This staff has strongly suggested a position created as office manager, but she says "can't do" because of budget issues. She appears closed or defensive on this issue, once said "If you can figure out how to just cut me in half, I can get to that", or "I help you do your work, but no one helps me do mine." (101)

Performance Program & Evaluation

Performance Programs are useless and should not be required on a yearly basis. They should only be required when there are problems with an employee. (308)

The Performance Program, which is supposed to be a joint venture between administration and UUP, is a farce. The administration manipulates this process to meet its own agenda. This will continue until a time when there are penalties imposed upon the administration for its failure to participate on an equal basis with the union. (104)

Comments from the Performance Program section of the survey form, including "Other" reasons: 1) Yes: Have Performance Program. Have never been evaluated to my knowledge; 2) No: employed 6 mos. Only; 3) No: I have been here less than 12 months; 4) No: still under negotiation; 5) he doesn't like to do them; 6) No: Good question; No: don't know; 7) No: ??; 8) No: don't know why; 9) don't know why; 10) No: no need for one - part-time employee; 11) No: new; 12) No: new employee; 13) No: change jobs; 14) No: supervisor too busy - have asked two times for PP; 15) No: first year of permanent employment; 16) No: new here; 17) Yes: After 3 years!; 18) No: new employee; 19) No: temp; 20) No: temporary.

Workload and Compensatory Time

I have taken on many "administrative" duties as my responsibility and do not feel appreciated for that. Few "Thank yous" over the years. (101)

It would be nice if point 3 [professional obligation] also handles how employees are expected to make-up time (and in what situations) when there are campus wide activities like, Mid-Year Mingle, Opening Breakfast, UUP's Food for Thought, and appointments with HR or UUP personnel. (303)

Tired of having things I "volunteered" for then added to my perf. eval. HATE the: "Other duties as assigned" line in perf. prog. And if no comp time, why not x pay? (310)

The questions on compensation time do not fairly address the issue. Yes, my supervisor informed me upon hire that there is no personal or compensation time. He showed me the time sheet and indicated there is no place to accrue such hours; thus, in fact there is no such time (like he showed me was available to CSEA employees). But he also explained that professional integrity is used to insure that staff members are treated fairly and don't feel abused. In my department, it was more than clear to me that I might work a little overtime on any given day or for a given week, but I would not have to charge every hour or two or half that I might need to see a tax professional or a doctor or for a special lunch. I was to understand that my performance was to be judged on how I approached and completed the tasks I was assigned and how I was perceived as available and helpful to students by the students, themselves. I knew that if I worked a Saturday or ran an evening event, that within a week or so of the extra time, I

could take some time off. Knowing that I work hard, represent my department well, and have been compensated fairly (within the parameters of the system) for my dedication and integrity, I would loathe to see professionals go the way or “exam-appointment” staff who must charge every 30 minutes they are away from their desk because they accrue personal and “O.T.”. Such a system would be a blow to professionalism and those who act with integrity. Those who are being abused should report the problems to Human Resources. But my guess is that most professionals who act with integrity feel they are treated fairly in the area of “compensation time”. The questions do not address whether the professional appreciates the system as it is, or thinks that they have been misled by being told there is no compensation time. (304)

I do not feel on a whole that if you go above and beyond your job description that I am rewarded either monetarily or recognized. I also feel that the college does not reward monetarily degrees for instance, we bring in a staff person at the same salary regardless of the degree they possess. (305)

When my eldest child was younger, he would ask me why I wasn't at work on a Saturday or Sunday that I happened to be home. What more needs be said about my workload? (104)

Does the professional obligation mean the 37.5 hours per week in our contract or what you need to do to get your job done? I assumed the contract hours, 37.5. (306)

Professionals are used to replace CSEA lines too often. (105)

Would like to see my temporary, part-time position of 3 years be made a permanent position (part-time is fine). (309)

It seems that the term “professional obligation” is abused. At Oneonta that seems to mean work past 40 hours per week and if you don't you aren't a team player. (307)

Workload creep is unaddressed by the college as a whole (i.e. students can't see you due to long lines, so they e-mail you - In essence, now seeing 2x's the # of students). [+ more time consuming] (308)

Professional staff in Student Development are not given comp time in any formal or informal way. Everything we do is considered “part of our professional obligation” (i.e. Open House on Saturdays, late-night programs, attendance at “mandatory” evening events, [?], ...) (308)

Student Development does not have workload staffing equity (some offices have high staffing & low student traffic while others have high student traffic & low staffing). (308)

I feel that there should be an orientation for professional staff so that everything about working at SUCO could be explained and you could ask questions. An example would be the issue of compensatory time. How would you know that you could have compensatory time if your supervisor tells you that you can't? It would also be good to understand how appointments work and the different salary levels. (106)

I feel that my volume of work has increased, but it has not been different additional duties, it has been more of the same duties. This “more” has increased steadily over the last 10 years in small increments. (101)

Comments from the Workload section of the survey form, including “Other” reasons: 1) Should receive comp. time: No – unless a lot (>8hrs); 2) Work additional hours beyond obligation: 1-5 – But feel I could easily add more.

Promotions, Salaries, and the Discretionary Salary Process

In one department, we are often told (especially if we have to be considered for promotion) that we have to put in more than our expected 7.5 hrs./day or [or] merit even when all deadlines are met in a timely fashion. Is it possible to have some info in the Sentinel or the website of what “Professional Obligation” actually means, so we can quote it to our supervisor? (303)

Those of us in :Learning Support Services (Learning Center and Writing Center) has the responsibilities of faculty but are considered staff. Our salaries therefore are very low. (302)

I also feel very strongly that discretionary salary increases should remain merit-based. I believe that this should be an incentive program. Changing DSI so that everyone gets an equal amount rewards mediocrity and provides no incentive for any of us to work hard. Working to change this program is working to drag down the University System. (103)

Just because we work in Oneonta does not necessitate comically low wages. (105)

Promotion possibilities are poor. The discretionary salary process appears geared to reward the same select group handsomely each year. To be told by one's supervisor that you will not be considered for a discretionary - now that's and incentive ... (104)

Promotions are inconsistent - some offices promote immediately from within to fill vacancies while others go through lengthy searches and others have interim appointments. (105)

Comments from the Promotions, Salary section item concerning are you fairly compensated: 1) No: quantity of workload increases; 2) No: low salary; 3) No: mgmt gets raises we don't; 4) No: understaffed office; 5) No: workload equal to those above me, same tasks, less pay; 6) No: poor supervision - person doesn't even know how to do her own job and can't help me in mine at all; 7) No: same job at another school, higher salary; 8) No: volume exceeds[hours?]; 9) No: low pay; 10) No: many responsibilities at only an SLI level - no help but work-study students.

Comments from the Promotions, Salary section item concerning understanding discretionary process: 1) No: other - up to supervisor to apply; 2) No: I am told it is up to the supervisor and that I have no say in the matter; 3) No: other- how supervisors select; 4) No: difference in distribution - some higher than others - what is the criteria; 5) Yes: it is strictly discretionary; 6) No: no supervisor has described the process to me; 7) Yes: unfair practices - people who don't deserve it get it much more than those who are doing all the work.

Comments from the Promotions, Salary section other items: 1) Discretionary dist. Equally - or used to address inequities.

Other Areas of Comment

I realize that it was requested that we write our comments on the back of the letter but I'm attaching this note instead.

Both personally and professionally I'm embarrassed at having UUP be my professional representative. Here are some of the reasons I feel this way:

1. I'm tired of the adversarial tone I read in the newsletter. The whole "us versus them" shtick is getting a little tired. I really don't care if people have to deal without air conditioning in a classroom for a couple of weeks a year. Some of us work on campus ALL year and we seem to manage without it. Are we really that desperate for an issue we need to fixate on that? In my opinion it makes us all sound like a bunch of angry children who haven't gotten their way. What's next? A mass temper tantrum in the quad at high noon?
2. In all the year's I've worked in this system I've only really needed the Union once. Much to my surprise, when I did them I was told I wasn't worth representing. I was told there weren't enough people in my job title for the Union to really go to bat for me. It was more important, or so I was told, that the Union represents faculty and other professional staff who truly "make up" the organization. If they went to bat for me then everyone would expect the same thing. In other words, I was told to kiss off. It was a real nice touch; especially coming from an organization that's been more than willing to take a part of my salary since 1976.
3. I'm tired of watching some people work their collected ass off and be compensated the same amount as another who is willing to put in a minimal effort. As far as I'm concerned, the Union protects people who wish to do only what's required while at the same time being angry with those of us who want to do more;

even if we're not going to be monetarily compensated. I was actually told that I couldn't teach a course once because the department had no money to pay me. When I said I'd do it for free (because I felt it was an important course) I was told NO! If they couldn't pay me I wasn't allowed to teach. If we're really supposed to be here for the students then I need to ask this ... Who really lost out when the class wasn't taught? It certainly wasn't the Union or its members.

Just some comments for thought ... (301)

Supervisors and management should be regularly required to attend "diversity" and "sensitivity" training to be able to understand their employees better. (For example, the way an Executive Director presented the idea of "sensitivity" training to the staff was by making the announcement and ending it with, "... remember, it is legal to be prejudicial in this country.") (303)

For inclement weather policy, is it possible to negotiate with the State, so that the campus President has the ultimate authority to shut down a campus as he/she knows the situation better? It often happens that we don't get the Governor's word until a few hours have passed, then it becomes useless! (303)

I feel as if many of the questions on this survey were leading. I so not think that this survey is very scientific because of the phrasing of the questions and the data gathered should not be used. It is clear that there is bias at work. (103)

Your survey left one important element out: favoritism. There should be no room for nepotism and or favoritism on campus. (102)

APPENDIX C: Survey Results for All Respondents

Demographics: All Respondents

In total, 91 of 206 surveyed UUP professional staff members responded. Tables D-1 through D-9 provide information regarding the demographic characteristics of the 91 survey respondents. A brief summary of these demographics, by percent of respondents in decreasing order includes:

- **Gender (n=85):** Female 57.5%; Male 42.5%
- **Employee Status (n=83):** Full-time 85.9%; Part-time 14.1%
- **Appointment Type (n=82):** Term 46.4%; Permanent 32.1%; Temporary 15.5%; 5-Yr Term 6.0%
- **Salary Level (n=69):** SL3 43.5%; SL2 20.3%; SL4 17.4%; SL5 11.6%; SL1 7.2%
- **Age Category (n=86):** 40-49 years 30.7%; 30-39 years 27.3%; 50-59 years 21.6%; 20-29 years 15.9%; 60 or older 4.5%
- **Highest Degree (n=86):** Bachelors 50%; Masters 39.8%; Doctorate 5.7%; Associates and Other 2.3% each
- **Ethnicity (n=81):** White 94.0%; Black/Afro. American 3.6%; Asian/Pacific Islands 2.4%
- **Years in Current Position (n=85):** 0-5 years 58.6%; 6-10 years 20.7%; 11-15 years 9.2%; over 20 years 8.0%; 16-20 years 3.4%
- **Years Service to Oneonta (n=66):** In Years: Mean: 10.16; Std. Dev. 8.43; Median: 6; Range 32

Table D-1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	50	54.9	57.5	57.5
	Male	37	40.7	42.5	100.0
	Total	87	95.6	100.0	
Missing	System	4	4.4		
Total		91	100.0		

Table D-2: Employee Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	73	80.2	85.9	85.9
	Part-time	12	13.2	14.1	100.0
	Total	85	93.4	100.0	
Missing	System	6	6.6		
Total		91	100.0		

Table D-3: Appointment type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Temporary	13	14.3	15.5	15.5
	Term	39	42.9	46.4	61.9
	5-yr Term	5	5.5	6.0	67.9
	Permanent	27	29.7	32.1	100.0
	Total	84	92.3	100.0	
Missing	System	7	7.7		
Total		91	100.0		

Table D-4: Salary level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SL1	5	5.5	7.2	7.2
	SL2	14	15.4	20.3	27.5
	SL3	30	33.0	43.5	71.0
	SL4	12	13.2	17.4	88.4
	SL5	8	8.8	11.8	100.0
	Total	69	75.8	100.0	
Missing	System	22	24.2		
Total		91	100.0		

Table D-5: Age category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 yrs. old	14	15.4	15.9	15.9
	30-39 yrs. old	24	26.4	27.3	43.2
	40-49 yrs. old	27	29.7	30.7	73.9
	50-59 yrs. old	19	20.9	21.6	95.5
	60 yrs. or older	4	4.4	4.5	100.0
	Total	88	96.7	100.0	
Missing	System	3	3.3		
Total		91	100.0		

Table D-6: Highest degree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Associates	2	2.2	2.3	2.3
	Bachelors	44	48.4	50.0	52.3
	Masters	35	38.5	39.8	92.0
	Doctorate	5	5.5	5.7	97.7
	Other	2	2.2	2.3	100.0
	Total	88	96.7	100.0	
Missing	System	3	3.3		
Total		91	100.0		

Table D-7: Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	78	85.7	94.0	94.0
	Black/Afro Amer.	3	3.3	3.6	97.6
	Asian/Pacific Islands	2	2.2	2.4	100.0
	Total	83	91.2	100.0	
Missing	System	8	8.8		
Total		91	100.0		

Table D-8: Years in current position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 yrs.	51	56.0	58.6	58.6
	6-10 yrs.	18	19.8	20.7	79.3
	11-15 yrs.	8	8.8	9.2	88.5
	16-20 yrs.	3	3.3	3.4	92.0
	Over 20 yrs.	7	7.7	8.0	100.0
	Total	87	95.6	100.0	
Missing	System	4	4.4		
Total		91	100.0		

Statistics

Table D-9: Years of service at Oneonta

N	Valid	67
	Missing	24
Mean		10.16
Median		6.00
Std. Deviation		8.433
Range		32
Minimum		0
Maximum		32
Percentiles	25	3.00
	50	6.00
	75	17.00

General Statements (Assessing the Work Environment): All Respondents

The agreed with (A & SA) vs. disagreed with (D & SD) percentages among respondents to each item in the General Statements section of the survey are summarized below. Individuals indicating a “don’t know” response were not included for this presentation. Tables GS-1 through GS-11 present the General Statement data.

- Among respondents, 53.9% agreed or strongly agreed that they felt informed about the college operation, while only 4.5% disagreed.
- Feeling recognized and appreciated for their work was agreed with by 42.2% of respondents, while 33.3% disagreed.
- That Oneonta supports their professional development was rated positively by 47.7% of respondents (14.8% disagree).
- Almost sixty-two percent of respondents (61.7%) felt secure in their jobs as compared with 11.2% who disagreed.
- Adequately paid for one’s professional activities was agreed with by 36.4% of respondents and disagreed with by 30.7%.
- Morale among professionals was seen as positive by 59.1% of respondents and negatively by 10.3%.
- Respondents indicated a positive attitude toward those in administrative authority (50.5% vs. 16.5%, positive to negative).
- The management style of the administration was viewed positively by 58.9% of respondents and negatively by 8.2%.
- That professional staff play a significant role in college governance was agreed with by 42.7% of respondents vs. 18.3% who disagreed.
- One’s supervisor’s orientation was viewed as management oriented by 26.9 % of respondents, while 47.5% saw this relationship as being employee oriented.
- While 27.8% of respondents indicated that they felt the administration was aware of and made appropriate distinctions in rewarding professional staff, 36.7% did not.

Table GS-1: Feel informed about the operation of the college

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	4.4	4.5	4.5
	Neutral	37	40.7	41.6	46.1
	Agree	35	38.5	39.3	85.4
	Strongly Agree	13	14.3	14.6	100.0
	Total	89	97.8	100.0	
Missing	Do Not Know	1	1.1		
	System	1	1.1		
	Total	2	2.2		
Total		91	100.0		

Table GS-2: Feel recognized and appreciated for my professional work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.4	4.4	4.4
	Disagree	26	28.6	28.9	33.3
	Neutral	22	24.2	24.4	57.8
	Agree	26	28.6	28.9	86.7
	Strongly Agree	12	13.2	13.3	100.0
	Total	90	98.9	100.0	
Missing	System	1	1.1		
Total		91	100.0		

Table GS-3: Feel that SUNY Oneonta supports my professional development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.5	5.7	5.7
	Disagree	8	8.8	9.1	14.8
	Neutral	33	36.3	37.5	52.3
	Agree	27	29.7	30.7	83.0
	Strongly Agree	15	16.5	17.0	100.0
	Total	88	96.7	100.0	
Missing	System	3	3.3		
Total		91	100.0		

Table GS-4: Feel secure in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.2	2.2	2.2
	Disagree	8	8.8	9.0	11.2
	Neutral	24	26.4	27.0	38.2
	Agree	36	39.6	40.4	78.7
	Strongly Agree	19	20.9	21.3	100.0
	Total	89	97.8	100.0	
Missing	System	2	2.2		
Total		91	100.0		

Table GS-5: Feel adequately paid for my professional activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.7	8.0	8.0
	Disagree	20	22.0	22.7	30.7
	Neutral	29	31.9	33.0	63.6
	Agree	27	29.7	30.7	94.3
	Strongly Agree	5	5.5	5.7	100.0
	Total	88	96.7	100.0	
Missing	System	3	3.3		
Total		91	100.0		

Table GS-6: Feel that professional staff exhibits positive morale

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.2	2.3	2.3
	Disagree	7	7.7	8.0	10.2
	Neutral	27	29.7	30.7	40.9
	Agree	38	41.8	43.2	84.1
	Strongly Agree	14	15.4	15.9	100.0
	Total	88	96.7	100.0	
Missing	Do Not Know	1	1.1		
	System	2	2.2		
	Total	3	3.3		
Total		91	100.0		

Table GS-7: Feel positively about those in administrative authority at SUNY Oneonta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.1	1.2	1.2
	Disagree	13	14.3	15.3	16.5
	Neutral	28	30.8	32.9	49.4
	Agree	32	35.2	37.6	87.1
	Strongly Agree	11	12.1	12.9	100.0
	Total	85	93.4	100.0	
Missing	Do Not Know	4	4.4		
	System	2	2.2		
	Total	6	6.6		
Total		91	100.0		

Table GS-8: Feel management style of administration is effective in operating SUNY Oneonta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	7.7	8.2	8.2
	Neutral	28	30.8	32.9	41.2
	Agree	40	44.0	47.1	88.2
	Strongly Agree	10	11.0	11.8	100.0
	Total	85	93.4	100.0	
Missing	Do Not Know	4	4.4		
	System	2	2.2		
	Total	6	6.6		
Total		91	100.0		

Table GS-9: Feel professional staff play a significant role in college governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	15	16.5	18.3	18.3
	Neutral	32	35.2	39.0	57.3
	Agree	26	28.6	31.7	89.0
	Strongly Agree	9	9.9	11.0	100.0
	Total	82	90.1	100.0	
Missing	Do Not Know	7	7.7		
	System	2	2.2		
	Total	9	9.9		
Total		91	100.0		

Table GS-10: Feel supervisor is more management than employee oriented

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	13.2	15.4	15.4
	Disagree	25	27.5	32.1	47.4
	Neutral	20	22.0	25.6	73.1
	Agree	16	17.6	20.5	93.6
	Strongly Agree	5	5.5	6.4	100.0
	Total	78	85.7	100.0	
Missing	Do Not Know	11	12.1		
	System	2	2.2		
	Total	13	14.3		
Total		91	100.0		

Table GS-11: Feel administration is aware and makes appropriate distinctions in rewarding professional activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	6.6	7.6	7.6
	Disagree	23	25.3	29.1	36.7
	Neutral	28	30.8	35.4	72.2
	Agree	20	22.0	25.3	97.5
	Strongly Agree	2	2.2	2.5	100.0
	Total	79	86.8	100.0	
Missing	Do Not Know	10	11.0		
	System	2	2.2		
	Total	12	13.2		
Total		91	100.0		

Performance Program & Evaluation: All Respondents

A series of questions focused upon the Performance Program/Evaluation process. These items are summarized here and presented in Table PP-1 through Table PP-11. A contingency table of the variables "had a Performance Program" vs. "supervisor's position" is included as the last table in this section.

- Among respondents 55.7 % indicated that they had a Performance Program within the past year, while 44.3% indicated that this process had not occurred.
 - Among the 39 individuals indicating that a Performance Program had not been prepared:
 - 2 indicated that there was no need for one (5.1%).
 - 2 indicated that it was not usually done (5.1%).
 - 13 indicated that their supervisor was too busy (33.3%).
 - 19 indicated other reasons (48.7%) (noted in Appendix B: Written Comments).
- Performance Programs accurately reflect work was indicated by 78.1% of respondents.
- Performance Programs were consistent with the job description was indicated by 79.7% of respondents.
- Most frequently supervisors write Performance Programs (65.8%), followed by a joint effort (28.9%).
- Nearly three-quarters of respondents (73.5%) indicated that their volume of work has increased.
 - Among those individuals indicating a workload increase:
 - Seventy percent of respondents believe that their workload has increased somewhere between 10 to 29% during the past year (30% or more increase noted by 15%).
 - Eighty percent indicated that they did not receive additional compensation for their increased workload.
 - Respondents were almost evenly split when indicating whether or not their Performance Program was changed to reflect additional workload (Yes 49%, No 51%).
- Almost two-thirds of respondents (63.4%) indicated that their Performance Program included the phrase "other duties as assigned."
 - Among those indicating that "other duties" is a part of their Performance Program:
 - Additional duties had been assigned to 78.0% of respondents.
 - Only 5.6% of respondents indicated receipt of additional compensation for additional responsibilities.
- Statements disagreeing with a Performance Program have been attached by 8.9% of respondents.
- Although three-quarters of the respondents have had one to three supervisors, 16.5% have had five or more supervisors.
- Among respondents, 15.1% currently report to more than one supervisor.
- Sixty-one percent of respondents report to another professional staff member and 34% report to management/confidential supervisors.
- With regard to completion of a Performance Program in the past year when crossed with the supervisor's position, respondents indicated the following:
 - 61.5% of professionals supervised by professionals indicated that they had had a Performance Program.
 - 55.2% of professionals supervised by management/confidential had had a Performance Program.
 - 25% of professionals supervised by academics had had a Performance Programs.

Table PP-1: Had a Performance Program & Evaluation in last 12 months

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	53.8	55.7	55.7
	No	39	42.9	44.3	100.0
	Total	88	96.7	100.0	
Missing	System	3	3.3		
Total		91	100.0		

Table PP-1.1: No Performance Program & Evaluation because: No need for one

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No need selected	2	5.1	100.0	100.0
Missing	System	37	94.9		
Total		39	100.0		

Table PP-1.2: No Performance Program & Evaluation because: Not usually done in my area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not usually done selected	2	5.1	100.0	100.0
Missing	System	37	94.9		
Total		39	100.0		

Table PP-1.3: No Performance Program & Evaluation because: Supervisor too busy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supervisor too busy selected	13	33.3	100.0	100.0
Missing	System	26	66.7		
Total		39	100.0		

Table PP-1.4: No Performance Program & Evaluation because: Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other reason selected	19	48.7	100.0	100.0
Missing	System	20	51.3		
Total		39	100.0		

Table PP-2: Performance Program accurately reflects work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	57	62.6	78.1	78.1
	No	16	17.6	21.9	100.0
	Total	73	80.2	100.0	
Missing	System	18	19.8		
Total		91	100.0		

Table PP-3: Performance Program consistent with job description

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	60.4	79.7	79.7
	No	14	15.4	20.3	100.0
	Total	69	75.8	100.0	
Missing	System	22	24.2		
Total		91	100.0		

Table PP-4: Who writes Performance Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supervisor	50	54.9	65.8	65.8
	I do	4	4.4	5.3	71.1
	Both do	22	24.2	28.9	100.0
	Total	76	83.5	100.0	
Missing	System	15	16.5		
Total		91	100.0		

Table PP-5: Volume of work in position increased

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	61	67.0	73.5	73.5
	No	22	24.2	26.5	100.0
	Total	83	91.2	100.0	
Missing	System	8	8.8		
Total		91	100.0		

Table PP-5.1: Estimate percent workload increase

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 10%	9	14.8	15.0	15.0
	10 - 19%	23	37.7	38.3	53.3
	20 - 29%	19	31.1	31.7	85.0
	30% or more	9	14.8	15.0	100.0
	Total	60	98.4	100.0	
Missing	System	1	1.6		
Total		61	100.0		

Table PP-5.2: Received additional compensation for extra workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	19.7	20.0	20.0
	No	48	78.7	80.0	100.0
	Total	60	98.4	100.0	
Missing	System	1	1.6		
Total		61	100.0		

Table PP-5.3: Performance Program changed to reflect increased workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	41.0	49.0	49.0
	No	26	42.6	51.0	100.0
	Total	51	83.6	100.0	
Missing	System	10	16.4		
Total		61	100.0		

Table PP-6: Performance Program includes phrase "other duties as assigned"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	49.5	63.4	63.4
	No	26	28.6	36.6	100.0
	Total	71	78.0	100.0	
Missing	System	20	22.0		
Total		91	100.0		

Table PP-6.1: Been assigned additional duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	32	71.1	78.0	78.0
	No	9	20.0	22.0	100.0
	Total	41	91.1	100.0	
Missing	System	4	8.9		
Total		45	100.0		

Table PP-6.2: Assigned additional duties and received additional compensation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	2	4.4	5.6	5.6
	No	34	75.6	94.4	100.0
	Total	36	80.0	100.0	
Missing	System	9	20.0		
Total		45	100.0		

Table PP-7: Attached statement to Performance Program disagreeing with it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	7.7	8.9	8.9
	No	72	79.1	91.1	100.0
	Total	79	86.8	100.0	
Missing	System	12	13.2		
Total		91	100.0		

Table PP-8: Number of supervisors during career at SUNY Oneonta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	One	25	27.5	29.4	29.4
	Two	25	27.5	29.4	58.8
	Three	14	15.4	16.5	75.3
	Four	7	7.7	8.2	83.5
	Five or more	14	15.4	16.5	100.0
	Total	85	93.4	100.0	
Missing	System	6	6.6		
Total		91	100.0		

Table PP-9: Currently have more than one supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	14.3	15.1	15.1
	No	73	80.2	84.9	100.0
	Total	86	94.5	100.0	
Missing	System	5	5.5		
Total		91	100.0		

Table PP-10: Immediate supervisor's position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Academic	4	4.4	4.7	4.7
	Professional	52	57.1	61.2	65.9
	Management/Confidential	29	31.9	34.1	100.0
	Total	85	93.4	100.0	
Missing	System	6	6.6		
Total		91	100.0		

Table PP-11: Immediate supervisor's position * Had a Performance Program & Evaluation in last 12 months Crosstabulation

		Table PP-1: Had a Performance Program & Evaluation in last 12 months			
			Yes	No	Total
Count	Table PP-10: Immediate supervisor's position	Academic	1	3	4
		Professional	32	20	52
		Management/Confidential	16	13	29
	Total	49	36	85	
% within Table PP-10: Immediate supervisor's position	Table PP-10: Immediate supervisor's position	Academic	25.0%	75.0%	100.0%
		Professional	61.5%	38.5%	100.0%
		Management/Confidential	55.2%	44.8%	100.0%
	Total	57.6%	42.4%	100.0%	
% within Table PP-1: Had a Performance Program & Evaluation in last 12 months	Table PP-10: Immediate supervisor's position	Academic	2.0%	8.3%	4.7%
		Professional	65.3%	55.6%	61.2%
		Management/Confidential	32.7%	36.1%	34.1%
	Total	100.0%	100.0%	100.0%	
% of Total	Table PP-10: Immediate supervisor's position	Academic	1.2%	3.5%	4.7%
		Professional	37.6%	23.5%	61.2%
		Management/Confidential	18.8%	15.3%	34.1%
	Total	57.6%	42.4%	100.0%	

Workload and Compensatory Time: All Respondents

Six questions focused on workload and compensatory time. Tables WCT-1 through WCT-6 present the responses to these items and are summarized as follows.

- Over 88% of respondents indicated that their normal professional obligation was 30 or more hours; 37% indicated that their normal professional obligation was 40 or more hours.
- Regardless of their perceived professional obligation, 68 of 82 respondents (82.9%) indicated that they frequently work beyond their professional obligation.
- Among respondents, 6.9% (n=6) indicated that they had lost vacation time.
 - Among the six individuals indicating a loss of vacation time:
 - Four individuals lost vacation time due workload.
 - Five individuals lost vacation time due to there being no downtime.
 - Three individuals lost vacation time because there was no one else to do the work.
- Being aware that there is a compensatory time process was indicated by 52.3% of respondents.
- Twenty-four respondents (27.9%) indicated that they had been informed that there was no such thing as compensatory time.
- Seventy-six respondents (91.6%) believed that one should receive compensatory time for work performed beyond one's normal workweek.

Table WCT-1: Normal professional obligation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-9 hrs.	1	1.1	1.1	1.1
	10-19 hrs.	6	6.6	6.8	8.0
	20-29 hrs.	3	3.3	3.4	11.4
	30-39 hrs.	45	49.5	51.1	62.5
	40-49 hrs.	32	35.2	36.4	98.9
	50 or more hrs.	1	1.1	1.1	100.0
	Total	88	96.7	100.0	
Missing	System	3	3.3		
Total		91	100.0		

Table WCT-2: Time worked beyond normal professional obligation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 hrs.	14	15.4	17.1	17.1
	1-5 hrs.	48	52.7	58.5	75.6
	6-10 hrs.	13	14.3	15.9	91.5
	11-19 hrs.	5	5.5	6.1	97.6
	20 or more hrs.	2	2.2	2.4	100.0
	Total	82	90.1	100.0	
Missing	System	9	9.9		
Total		91	100.0		

Table WCT-3: Lost vacation time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	6.6	6.9	6.9
	No	81	89.0	93.1	100.0
	Total	87	95.6	100.0	
Missing	System	4	4.4		
Total		91	100.0		

Table WCT-3.1: Lost vacation time because: Workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Workload selected	4	66.7	100.0	100.0
Missing	System	2	33.3		
Total		6	100.0		

Table WCT-3.2: Lost vacation time because: No downtime

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No downtime selected	5	83.3	100.0	100.0
Missing	System	1	16.7		
Total		6	100.0		

Table WCT-3.3: Lost vacation time because: No one else to do work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No one else selected	3	50.0	100.0	100.0
Missing	System	3	50.0		
Total		6	100.0		

Table WCT-3.4: Lost vacation time because: Other

		Frequency	Percent
Missing	System	6	100.0

Table WCT-4: Aware of compensatory time entitlement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	49.5	52.3	52.3
	No	41	45.1	47.7	100.0
	Total	86	94.5	100.0	
Missing	System	5	5.5		
Total		91	100.0		

Table WCT-5: Been told there is no such thing as compensatory time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	26.4	27.9	27.9
	No	62	68.1	72.1	100.0
	Total	86	94.5	100.0	
Missing	System	5	5.5		
Total		91	100.0		

Table WCT-6: Believe you should receive compensatory time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	76	83.5	91.6	91.6
	No	7	7.7	8.4	100.0
	Total	83	91.2	100.0	
Missing	System	8	8.8		
Total		91	100.0		

Promotions, Salaries, and the Discretionary Salary Process: All Respondents

The following listing summarizes responses to the items related to promotions, salary, and discretionary salary increases. Tables PSD-1 through PSD-7 present these data.

- Among respondents, 57.3% had not experienced a promotion while at SUNY Oneonta.
- Among the 35 individuals receiving promotions, 32 indicated that they also received a salary increase.
- Professional advancement opportunities were deemed poor to fair by 64.3% of respondents, while 35.7% viewed advancement opportunities favorably (good – excellent).
- With regard to being fairly compensated for one’s work, 52.9% felt they were, while 47.1% indicated that they were not.
 - Reasons why individuals felt that they were not adequately compensated included:
 - Assume tasks not in Performance Program, indicated by 20%.
 - Assigned additional workload without compensation, indicated by 47.5%.
 - Work beyond professional obligation, indicated by 52.5%.
 - Other reasons, indicated by 22.5% (see Appendix B).
- Nearly 80% of respondents indicated that they had received a discretionary salary increase within the past three years.
- Over 57% of respondents do not have a reasonable understanding of the discretionary process.
 - Areas noted as unclear to respondents indicating in the negative include the following:
 - The criteria used in selection discretionary recipients – 87.5%.
 - When to apply – 37.5%
 - Supporting materials needed – 37.5%.
 - Other areas – 14.6% (see Appendix B).
- That discretionary salary increases should be merit-based was noted by 71.8% of respondents.

Table PSD-1: Number of promotions moving to a higher salary level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	47	51.6	57.3	57.3
	One	23	25.3	28.0	85.4
	Two	7	7.7	8.5	93.9
	Three or more	5	5.5	6.1	100.0
	Total	82	90.1	100.0	
Missing	System	9	9.9		
Total		91	100.0		

Table PSD-2: Salary increase associated with increase in salary level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	32	91.4	94.1	94.1
	No	2	5.7	5.9	100.0
	Total	34	97.1	100.0	
Missing	System	1	2.9		
Total		35	100.0		

Table PSD-3: Rating of professional advancement opportunities at SUNY Oneonta

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	3	3.3	3.6	3.6
	Good	27	29.7	32.1	35.7
	Fair	32	35.2	38.1	73.8
	Poor	22	24.2	26.2	100.0
	Total	84	92.3	100.0	
Missing	System	7	7.7		
Total		91	100.0		

Table PSD-4: Fairly compensated for work done

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	49.5	52.9	52.9
	No	40	44.0	47.1	100.0
	Total	85	93.4	100.0	
Missing	System	6	6.6		
Total		91	100.0		

Table PSD-4.1: Not compensated fairly because: Assume tasks not in Performance Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assume tasks selected	8	20.0	100.0	100.0
Missing	System	32	80.0		
Total		40	100.0		

Table PSD-4.2: Not compensated fairly because: Assigned additional workload without compensation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assigned tasks no comp. selected	19	47.5	100.0	100.0
Missing	System	21	52.5		
Total		40	100.0		

Table PSD-4.3: Not compensated fairly because: Work beyond professional obligation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Work extra selected	21	52.5	100.0	100.0
Missing	System	19	47.5		
Total		40	100.0		

Table PSD-4.4: Not compensated fairly because: Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other Selected	9	22.5	100.0	100.0
Missing	System	31	77.5		
Total		40	100.0		

Table PSD-5: Received discretionary salary increase within past three years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	67	73.6	79.8	79.8
	No	17	18.7	20.2	100.0
	Total	84	92.3	100.0	
Missing	System	7	7.7		
Total		91	100.0		

Table PSD-6: Have reasonable understanding of discretionary process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	36	39.6	42.9	42.9
	No	48	52.7	57.1	100.0
	Total	84	92.3	100.0	
Missing	System	7	7.7		
Total		91	100.0		

Table PSD-6.1: Unclear aspect of discretionary: Criteria used in selection process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Criteria used selected	42	87.5	100.0	100.0
Missing	System	6	12.5		
Total		48	100.0		

Table PSD-6.2: Unclear aspect of discretionary: When to apply

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	When to apply selected	18	37.5	100.0	100.0
Missing	System	30	62.5		
Total		48	100.0		

Table PSD-6.3: Unclear aspect of discretionary: Supporting materials needed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supporting materials selected	18	37.5	100.0	100.0
Missing	System	30	62.5		
Total		48	100.0		

Table PSD-6.4: Unclear aspect of discretionary: Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other selected	7	14.6	100.0	100.0
Missing	System	41	85.4		
Total		48	100.0		

Table PSD-7: Discretionary distribution means

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Merit based	56	61.5	71.8	71.8
	Distributed equally	22	24.2	28.2	100.0
	Total	78	85.7	100.0	
Missing	System	13	14.3		
Total		91	100.0		

