



*The College of William and
Mary/VIMS*

Employee Survey Results

October 12, 2007

College of William and Mary/VIMS Employee Survey Results

Executive Summary

In the spring of this year President Gene Nichol directed the Human Resources Office to conduct a comprehensive climate survey of classified employees as well as administrative/professional faculty. The survey was conducted in July. Fully 55.5% of eligible employees participated. The following report provides the survey results.

The survey provides critical and timely information about how College employees perceive a wide range of issues related to their compensation, benefits, and training, their workplace, communications and job satisfaction. The College intends to use these results to help guide the development of the new University Human Resources Management System which is a part of its restructuring initiative.

Overall

Employees were asked how they would rate the institution, their department and working at the College.

- 86.4% agreed/strongly agreed they are proud to say they work at the College of William and Mary.
- 86.0% agreed/strongly agreed that overall, their department is a good place to work.
- 60.7% agreed/strongly agreed that the College is a well run institution.
- 55.1% agreed/strongly agreed that the College cares about its employees and treats them fairly.

Survey Administration

An invitation to participate in the employee survey was distributed to 1671 employees of the College. Responses were received from 928 (55.5%) employees. Since not all respondents answered all questions, the number of responses per question is less than 928.

First, an online survey was distributed to all administrative and professional faculty, salaried staff and hourly employees. Second, sessions were held for employees who did not have access to a computer or chose not to complete the survey online to complete a paper survey. A total of 32 employees completed the paper survey. The average time to complete the survey online was 18 minutes.

Demographics of Respondents

The following charts represent the breakdown Division/Department, employee category, and length of service. Unreported reflects those respondents who chose not to identify their division/department, employee category or length of service.

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Employee Category

	Number of Respondents	Percent
Administrative/Professional Faculty	247	26.6%
Classified/University	510	55.0%
Hourly	44	4.7%
Unreported	127	13.7%

Division/Department

	Number Surveyed	Number of Respondents	Known Response Rate
Administration-Facilities Management	199	80	40.2%
Administration-Auxiliary Services	26	16	61.5%
Administration-All other departments (HR, Procurement, Campus Police, etc)	61	50	82.0%
Arts and Sciences	108	63	58.3%
Athletics	86	19	22.1%
School of Business	53	30	56.6%
Development	61	51	83.6%
School of Education	23	16	69.6%
Finance	86	20	23.3%
School of Law	69	37	53.6%
Provost-Information Technology	94	56	59.6%
Provost-Enrollment	59	27	45.8%
Provost-All Other departments (Reves, Muscarelle)	85	35	41.2%
Public Affairs	22	11	50.0%
Student Affairs-Residence Life	70	29	41.4%
Student Affairs-All other departments (Counseling Center, Career Services, Health Center, etc.)	116	40	34.5%
Swem Library	63	44	69.8%
VIMS	390	167	42.8%
Unreported	0	137	
Total	1671	928	55.5%

Length of Time Working at the College

	Number of Respondents	Percent
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Less than one year	69	7.4%
At least one year but less than 5 years	226	24.4%
5-9 years	197	21.2%
10-19 years	168	18.1%
20-30 years	103	11.1%
More than 30 years	40	4.3%
Unreported	125	13.4%

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Summary According to Category

Mission and Purpose

The employees understanding of the mission and purpose of the College and departments ranked very high.

- I understand the mission and goals of the College.

27.9%	Strongly Agree
47.4%	Agree
13.9%	Neutral
4.3%	Disagree
2.2%	Strongly Disagree
4.0%	Don't Know

- I understand the mission and goals of my department.

51.4%	Strongly Agree
34.5%	Agree
5.8%	Neutral
3.4%	Disagree
2.7%	Strongly Disagree
2.0%	Don't Know

- I understand how my work directly contributes to the overall success of my department.

62.7%	Strongly Agree
29.4%	Agree
3.1%	Neutral
1.6%	Disagree
2.2%	Strongly Disagree
0.7%	Don't Know

- I understand how our department's objectives and initiatives contribute to success of the College.

54.0%	Strongly Agree
32.1%	Agree
7.3%	Neutral
2.7%	Disagree
2.2%	Strongly Disagree
1.5%	Don't Know

Structure

The structure of the College received very favorable rankings with the exception of staffing levels.

- I know generally who is responsible for doing what in my department.

47.2%	Strongly Agree
39.7%	Agree
4.6%	Neutral
5.1%	Disagree
2.5%	Strongly Disagree
0.6%	Don't Know

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- I believe we have the right staffing level to perform the duties assigned to my department.

10.0%	Strongly Agree
26.7%	Agree
15.1%	Neutral
30.9%	Disagree
15.8%	Strongly Disagree
1.2%	Don't Know

- I believe we have the right people to do the work..

22.1%	Strongly Agree
40.7%	Agree
17.3%	Neutral
13.4%	Disagree
5.2%	Strongly Disagree
1.1%	Don't Know

- The duties are distributed fairly within my department.

12.7%	Strongly Agree
40.7%	Agree
17.7%	Neutral
18.0%	Disagree
8.4%	Strongly Disagree
2.2%	Don't Know

- The current organization structure provides for clear direction and decision making.

14.8%	Strongly Agree
38.2%	Agree
20.8%	Neutral
17.0%	Disagree
7.6%	Strongly Disagree
1.3%	Don't Know

Leadership

The leadership of the College received very favorable rankings.

- I clearly understand what my supervisor expects of me.

40.6%	Strongly Agree
40.1%	Agree
9.3%	Neutral
5.8%	Disagree
3.6%	Strongly Disagree
0.3%	Don't Know

- I feel comfortable discussing work-related issues with my supervisor.

48.4%	Strongly Agree
31.2%	Agree
8.9%	Neutral
6.5%	Disagree
4.6%	Strongly Disagree
0.2%	Don't Know

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- My supervisor gives me candid and timely feedback on my performance.
 - 34.5% Strongly Agree
 - 33.1% Agree
 - 15.0% Neutral
 - 10.8% Disagree
 - 5.9% Strongly Disagree
 - 0.4% Don't Know

- My supervisor is consistent and fair when dealing with employees.
 - 34.6% Strongly Agree
 - 30.9% Agree
 - 16.4% Neutral
 - 9.1% Disagree
 - 8.1% Strongly Disagree
 - 0.5% Don't Know

- In general, my supervisor has a good working relationship with team members.
 - 39.1% Strongly Agree
 - 36.5% Agree
 - 11.4% Neutral
 - 6.6% Disagree
 - 5.5% Strongly Disagree
 - 0.5% Don't Know

- Senior College administrators generally provide clear leadership and direction.
 - 8.9% Strongly Agree
 - 30.0% Agree
 - 29.6% Neutral
 - 16.5% Disagree
 - 6.3% Strongly Disagree
 - 8.5% Don't Know

- My department receives good support from senior College administrators.
 - 11.7% Strongly Agree
 - 29.2% Agree
 - 27.0% Neutral
 - 14.6% Disagree
 - 6.4% Strongly Disagree
 - 10.9% Don't Know

Communications

- My ideas and opinions are encouraged and valued by others in my department.
 - 24.2% Strongly Agree
 - 46.7% Agree
 - 14.4% Neutral
 - 9.8% Disagree
 - 3.5% Strongly Disagree
 - 1.1% Don't Know

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- People within my department feel comfortable talking openly about our department's goals and ways to improve what we do.
 - 24.9% Strongly Agree
 - 40.4% Agree
 - 15.0% Neutral
 - 11.0% Disagree
 - 4.9% Strongly Disagree
 - 3.5% Don't Know

- Communication and cooperation between my department and other departments at the College are generally effective.
 - 11.1% Strongly Agree
 - 46.4% Agree
 - 20.5% Neutral
 - 10.5% Disagree
 - 3.9% Strongly Disagree
 - 7.4% Don't Know

- The lines of communication are open so that information flows both up and down the chain of command.
 - 10.9% Strongly Agree
 - 34.9% Agree
 - 21.7% Neutral
 - 20.9% Disagree
 - 9.1% Strongly Disagree
 - 2.3% Don't Know

- I am provided with opportunities to participate in the goal setting and decision-making process in my department.
 - 20.7% Strongly Agree
 - 34.3% Agree
 - 17.3% Neutral
 - 17.5% Disagree
 - 9.3% Strongly Disagree
 - 0.6% Don't Know

- My co-workers and I are properly informed of changes in the workplace.
 - 13.7% Strongly Agree
 - 38.4% Agree
 - 20.8% Neutral
 - 16.9% Disagree
 - 9.1% Strongly Disagree
 - 0.9% Don't Know

Teamwork

- The people with whom I work are committed to helping the institution.
 - 34.4% Strongly Agree
 - 48.9% Agree
 - 10.7% Neutral
 - 3.2% Disagree
 - 1.5% Strongly Disagree
 - 1.0% Don't Know

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- People within my department collaborate with each other and work as a team.
 - 27.9% Strongly Agree
 - 44.3% Agree
 - 13.7% Neutral
 - 8.6% Disagree
 - 4.8% Strongly Disagree
 - 0.3% Don't Know

- I feel valued as a team member within my department.
 - 31.1% Strongly Agree
 - 40.5% Agree
 - 13.8% Neutral
 - 8.7% Disagree
 - 5.1% Strongly Disagree
 - 0.7% Don't Know

- I trust the people with whom I work.
 - 29.4% Strongly Agree
 - 41.5% Agree
 - 15.3% Neutral
 - 8.1% Disagree
 - 5.3% Strongly Disagree
 - 0.2% Don't Know

- I enjoy working with people in my department.
 - 38.4% Strongly Agree
 - 42.8% Agree
 - 13.4% Neutral
 - 3.1% Disagree
 - 1.9% Strongly Disagree
 - 0.1% Don't Know

Customer Focus

- I know who my customers are.
 - 52.5% Strongly Agree
 - 37.1% Agree
 - 6.0% Neutral
 - 1.4% Disagree
 - 0.5% Strongly Disagree
 - 2.2% Don't Know

- The members of my department clearly understand the needs of our customers.
 - 32.9% Strongly Agree
 - 45.1% Agree
 - 11.9% Neutral
 - 5.1% Disagree
 - 1.4% Strongly Disagree
 - 3.2% Don't Know

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- I feel empowered to solve customer problems.

33.6%	Strongly Agree
42.5%	Agree
15.3%	Neutral
4.9%	Disagree
1.1%	Strongly Disagree
2.3%	Don't Know

- I think that customers are generally pleased with the service they receive from my department.

32.6%	Strongly Agree
51.4%	Agree
8.4%	Neutral
2.1%	Disagree
0.8%	Strongly Disagree
4.4%	Don't Know

- When I am acting as a customer of another College department, I find that department responsive to my needs.

10.3%	Strongly Agree
52.7%	Agree
22.2%	Neutral
7.1%	Disagree
1.3%	Strongly Disagree
6.2%	Don't Know

Innovation Opportunities

- I am challenged to think of ways to improve the way we do business.

23.4%	Strongly Agree
42.7%	Agree
17.4%	Neutral
12.1%	Disagree
3.3%	Strongly Disagree
0.9%	Don't Know

- I am provided with opportunities to broaden my knowledge through special tasks/assignments.

23.7%	Strongly Agree
43.8%	Agree
16.5%	Neutral
11.0%	Disagree
3.7%	Strongly Disagree
1.0%	Don't Know

- I am given opportunities for cross training within our department.

13.7%	Strongly Agree
33.2%	Agree
24.4%	Neutral
19.7%	Disagree
7.8%	Strongly Disagree
0.9%	Don't Know

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- Supervisors in my department are open to change and improvements.
 - 23.9% Strongly Agree
 - 41.4% Agree
 - 16.9% Neutral
 - 9.2% Disagree
 - 6.4% Strongly Disagree
 - 2.0% Don't Know

- Senior managers in my department are open to change and improvements.
 - 21.2% Strongly Agree
 - 39.0% Agree
 - 18.5% Neutral
 - 9.2% Disagree
 - 6.4% Strongly Disagree
 - 5.5% Don't Know

My Job

- I have the right tools and resources to do my job well.
 - 18.4% Strongly Agree
 - 48.7% Agree
 - 14.1% Neutral
 - 13.9% Disagree
 - 4.6% Strongly Disagree
 - 0.0% Don't Know

- I have the authority I need to do my job well.
 - 24.8% Strongly Agree
 - 48.1% Agree
 - 13.6% Neutral
 - 9.5% Disagree
 - 3.4% Strongly Disagree
 - 0.3% Don't Know

- I have received adequate training to accomplish the tasks that have been assigned to me.
 - 24.0% Strongly Agree
 - 49.7% Agree
 - 15.4% Neutral
 - 7.2% Disagree
 - 2.9% Strongly Disagree
 - 0.4% Don't Know

- The amount of work I am expected to do is reasonable.
 - 14.5% Strongly Agree
 - 50.3% Agree
 - 15.9% Neutral
 - 12.6% Disagree
 - 6.4% Strongly Disagree
 - 0.1% Don't Know

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- My talents and abilities are well used in my current position.
 - 26.4% Strongly Agree
 - 47.0% Agree
 - 10.8% Neutral
 - 10.4% Disagree
 - 4.9% Strongly Disagree
 - 0.3% Don't Know

- My position description is accurate and up-to-date.
 - 19.3% Strongly Agree
 - 45.3% Agree
 - 14.9% Neutral
 - 11.9% Disagree
 - 5.2% Strongly Disagree
 - 3.0% Don't Know

- My position description expectations are clear and fair.
 - 19.2% Strongly Agree
 - 47.4% Agree
 - 16.8% Neutral
 - 11.0% Disagree
 - 3.3% Strongly Disagree
 - 2.0% Don't Know

- My work is important to the success of the department.
 - 52.2% Strongly Agree
 - 41.6% Agree
 - 4.5% Neutral
 - 0.3% Disagree
 - 0.2% Strongly Disagree
 - 0.9% Don't Know

- Doing my job well gives me a sense of personal satisfaction.
 - 64.0% Strongly Agree
 - 31.6% Agree
 - 2.9% Neutral
 - 0.7% Disagree
 - 0.4% Strongly Disagree
 - 0.1% Don't Know

- I like the work I do.
 - 50.9% Strongly Agree
 - 38.5% Agree
 - 7.5% Neutral
 - 1.7% Disagree
 - 1.0% Strongly Disagree
 - 0.1% Don't Know

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Compensation

- I understand how my pay is determined.
 - 11.4% Strongly Agree
 - 39.2% Agree
 - 16.3% Neutral
 - 18.4% Disagree
 - 11.1% Strongly Disagree
 - 3.3% Don't Know

- My pay has increased in line with increases in my responsibilities.
 - 8.0% Strongly Agree
 - 22.5% Agree
 - 22.2% Neutral
 - 25.5% Disagree
 - 17.2% Strongly Disagree
 - 4.4% Don't Know

- My pay level is comparable with other employees in similar jobs within the College.
 - 4.1% Strongly Agree
 - 18.5% Agree
 - 16.2% Neutral
 - 16.3% Disagree
 - 11.6% Strongly Disagree
 - 33.0% Don't Know

- My pay level is comparable with employees in similar jobs outside of the College.
 - 2.1% Strongly Agree
 - 10.7% Agree
 - 11.9% Neutral
 - 27.4% Disagree
 - 26.6% Strongly Disagree
 - 20.9% Don't Know

- I believe that pay increases should be based primarily on performance.
 - 30.3% Strongly Agree
 - 42.4% Agree
 - 16.6% Neutral
 - 6.9% Disagree
 - 2.1% Strongly Disagree
 - 1.4% Don't Know

- I believe that pay increases should be based primarily on length of service.
 - 4.6% Strongly Agree
 - 15.8% Agree
 - 32.6% Neutral
 - 33.8% Disagree
 - 11.3% Strongly Disagree
 - 1.6% Don't Know

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- If you are an hourly employee, if given the opportunity I would convert from hourly to classified status.

6.0%	Strongly Agree
5.8%	Agree
6.9%	Neutral
1.6%	Disagree
0.9%	Strongly Disagree
78.5%	Don't Know

- I believe I am fairly compensated for the work I do.

6.6%	Strongly Agree
31.1%	Agree
20.4%	Neutral
26.6%	Disagree
13.9%	Strongly Disagree
1.2%	Don't Know

Importance of Pay Factors

How important are the following factors in determining compensation.

- The duties and responsibilities of the job.

67.6%	Very Important
29.3%	Important
0.9%	Neutral
1.2%	Somewhat Important
0.6%	Not Important
0.2%	Don't Know

- Pay levels of similar jobs within the department.

27.6%	Very Important
47.6%	Important
9.3%	Neutral
6.0%	Somewhat Important
2.0%	Not Important
7.2%	Don't Know

- Pay levels of similar jobs across the College.

27.6%	Very Important
44.3%	Important
12.3%	Neutral
6.6%	Somewhat Important
1.9%	Not Important
7.0%	Don't Know

- Pay levels of employees in similar jobs outside the College.

40.9%	Very Important
38.5%	Important
8.1%	Neutral
5.1%	Somewhat Important
1.4%	Not Important
5.6%	Don't Know

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- Job related experience of the employee.
 - 51.4% Very Important
 - 41.2% Important
 - 3.4% Neutral
 - 2.5% Somewhat Important
 - 0.9% Not Important
 - 0.3% Don't Know

- Job related education and training of the employee.
 - 42.1% Very Important
 - 47.9% Important
 - 4.7% Neutral
 - 4.1% Somewhat Important
 - 0.7% Not Important
 - 0.3% Don't Know

- Job related skills and abilities of the employee.
 - 59.2% Very Important
 - 36.3% Important
 - 2.2% Neutral
 - 1.2% Somewhat Important
 - 0.3% Not Important
 - 0.6% Don't Know

- How well an employee performs his/her duties and responsibilities.
 - 74.9% Very Important
 - 22.2% Important
 - 1.2% Neutral
 - 0.7% Somewhat Important
 - 0.4% Not Important
 - 0.4% Don't Know

- How many years the employee has been with the College.
 - 12.8% Very Important
 - 38.9% Important
 - 20.7% Neutral
 - 17.8% Somewhat Important
 - 8.9% Not Important
 - 0.7% Don't Know

How important are the following benefits and work life factors to you.

- Health insurance
 - 84.3% Very Important
 - 9.8% Important
 - 1.4% Neutral
 - 1.5% Somewhat Important
 - 2.6% Not Important
 - 0.1% Don't Know

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- Virginia Retirement benefits
 - 75.5% Very Important
 - 14.5% Important
 - 3.1% Neutral
 - 2.3% Somewhat Important
 - 3.4% Not Important
 - 0.9% Don't Know

- Life Insurance
 - 48.2% Very Important
 - 30.0% Important
 - 10.3% Neutral
 - 6.4% Somewhat Important
 - 4.6% Not Important
 - 0.3% Don't Know

- On-site child care
 - 14.2% Very Important
 - 11.1% Important
 - 19.5% Neutral
 - 4.0% Somewhat Important
 - 48.1% Not Important
 - 2.9% Don't Know

- A flexible work schedule
 - 46.8% Very Important
 - 31.3% Important
 - 9.8% Neutral
 - 7.2% Somewhat Important
 - 4.2% Not Important
 - 0.4% Don't Know

- Leave benefits
 - 70.4% Very Important
 - 22.6% Important
 - 2.9% Neutral
 - 3.0% Somewhat Important
 - 0.9% Not Important
 - 0.0% Don't Know

- Tuition reimbursement for employees who want to take courses at the College.
 - 35.5% Very Important
 - 34.0% Important
 - 12.5% Neutral
 - 8.7% Somewhat Important
 - 8.6% Not Important
 - 0.4% Don't Know

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- Tuition reimbursement for employees who want to take courses at other schools.

29.4%	Very Important
31.5%	Important
16.2%	Neutral
9.0%	Somewhat Important
12.4%	Not Important
1.3%	Don't Know

- Tuition reimbursement for dependents of employees.

32.6%	Very Important
25.9%	Important
14.9%	Neutral
6.6%	Somewhat Important
18.1%	Not Important
1.7%	Don't Know

Of the above benefit and work life items, which two are the **most** important to you?

- Health Insurance 42.9%
- Virginia Retirement 27.5%
- Life Insurance 2.5%
- On-site Child Care 0.7%
- Flexible Work Schedule 8.5%
- Leave Benefits 13.6%
- Tuition Reimbursement at the College 1.5%
- Tuition Reimbursement at other Schools 0.7%
- Tuition Reimbursement for dependents of employees 1.8%

Of the above benefits and work life items, which two are the **least** important to you?

- Health Insurance 1.1%
- Virginia Retirement 1.6%
- Life Insurance 5.0%
- On-site Child Care 34.8%
- Flexible Work Schedule 4.7%
- Leave Benefits 1.1%
- Tuition Reimbursement at the College 6.4%
- Tuition Reimbursement at other Schools 22.0%
- Tuition Reimbursement for dependents of employees 22.8%

Training and Development

- I am given opportunities to learn new skills.

24.2%	Strongly Agree
48.4%	Agree
13.8%	Neutral
8.5%	Disagree
4.5%	Strongly Disagree
0.2%	Don't Know

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- I am given opportunities for additional responsibility.
 - 28.4% Strongly Agree
 - 46.3% Agree
 - 14.2% Neutral
 - 7.7% Disagree
 - 2.4% Strongly Disagree
 - 0.7% Don't Know

- My supervisor cares about my professional development.
 - 32.4% Strongly Agree
 - 35.3% Agree
 - 15.1% Neutral
 - 8.5% Disagree
 - 6.4% Strongly Disagree
 - 2.1% Don't Know

- I have received training in College policies and procedures related to my work.
 - 16.0% Strongly Agree
 - 45.3% Agree
 - 20.8% Neutral
 - 11.0% Disagree
 - 5.5% Strongly Disagree
 - 1.2% Don't Know

My Workplace

- My workplace is well maintained.
 - 19.0% Strongly Agree
 - 45.4% Agree
 - 16.6% Neutral
 - 13.7% Disagree
 - 4.9% Strongly Disagree
 - 0.1% Don't Know

- My workplace is physically comfortable.
 - 17.3% Strongly Agree
 - 47.5% Agree
 - 15.1% Neutral
 - 13.9% Disagree
 - 5.8% Strongly Disagree
 - 0.1% Don't Know

- My workplace is safe.
 - 22.9% Strongly Agree
 - 52.8% Agree
 - 13.5% Neutral
 - 6.3% Disagree
 - 3.4% Strongly Disagree
 - 0.8% Don't Know

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- If I had a work-related problem such as harassment or discrimination, I know where to go at the College to discuss my concerns.

29.1%	Strongly Agree
49.3%	Agree
7.8%	Neutral
7.3%	Disagree
3.6%	Strongly Disagree
2.6%	Don't Know

- Overall, my department is a good place to work.

41.0%	Strongly Agree
44.9%	Agree
8.7%	Neutral
3.5%	Disagree
1.5%	Strongly Disagree
0.1%	Don't Know

- I believe that the College is a well run institution.

14.8%	Strongly Agree
45.8%	Agree
24.7%	Neutral
10.1%	Disagree
2.3%	Strongly Disagree
2.1%	Don't Know

- I believe the College cares about the employees and treats them fairly.

11.5%	Strongly Agree
43.9%	Agree
24.7%	Neutral
12.6%	Disagree
5.2%	Strongly Disagree
1.8%	Don't Know

- I am proud to say that I work at the College of William and Mary.

43.7%	Strongly Agree
42.7%	Agree
11.2%	Neutral
0.9%	Disagree
0.8%	Strongly Disagree
0.4%	Don't Know