



# Staff Satisfaction Survey

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TTUHSC Institutional Report  
2010-2011

## Summary

- Overall, staff employees seem to be satisfied with their experiences at TTUHSC.
- Across the institution, they have a satisfactory awareness of their job responsibilities and performance expectations.
- Employee benefits and interactions with immediate coworkers appear to be the most positive aspects of working at TTUHSC.
- In general, staff members are less satisfied with the awareness of staff needs by institutional leaders. Satisfaction was higher among staff in Rural & Community Health, Institutional Advancement, and Academic Affairs.
- Other potential areas of improvement across the institution include salary, reporting complaints without fear of retaliation, and effectiveness of Staff Senators in representing employee interests.
- Staff from Paul L. Foster School of Medicine and Correctional Managed Health Care (CMHC) may benefit from more recognition for their work accomplishments.
- Respondents from Information Technology and CMHC expressed less satisfaction with professional development/training opportunities, resources to perform their jobs effectively, and communication within their areas.
- Staff in the School of Allied Health Sciences and staff on the Abilene campus may also benefit from improved communication.

## Methodology

The biennial *Staff Satisfaction Survey* was administered to TTUHSC staff in Fall 2010. The data collection period lasted approximately two weeks (November 29-December 12, 2010). Targeted participants included employees with a staff designation (N=3,882). Excluded from the sample were faculty, residents, teaching assistants, student employees, and working retirees.

The initial invitation to complete the online survey was sent via email by the Managing Director for Institutional Planning & Assessment. A subsequent reminder email was sent to targeted participants one week before data collection ended. Additional reminders were distributed on the TTUHSC website. (Because many CMHC employees were unable to access the online survey from the workplace due to permission restrictions, they were also given the option to print the survey and submit it via mail.)

## Demographics

When data collection ended, more than one thousand staff (n=1,075) had completed the survey, resulting in a response rate of 28%. (This compares favorably to a 24% response rate in 2008.) According to self-reported data, respondents were affiliated with the following areas:

PRIMARY AFFILIATION	LOCATION
• School of Allied Health Sciences (SOAHS)	• Abilene (ABL)
• School of Nursing (SON)	• Amarillo (AMA)
• School of Pharmacy (SOP)	• Dallas/Ft. Worth (DFW)
• Graduate School of Biomedical Sciences (GSBS)	• El Paso (EP)
• School of Medicine (SOM)	• Lubbock (LBB)
• Paul L. Foster School of Medicine (PLFSOM)	• Permian Basin (PB)
• Correctional Managed Health Care (CMHC)	
• Academic Affairs (AA)	
• Communications & Marketing (COMM)	
• Finance & Administration (F&A)	
• Information Technology (IT)	
• Institutional Advancement (ADV)	
• Research (RESEARCH)	
• Rural & Community Health (RURAL)	

Figure 1 provides the number of respondents by primary affiliation. Employees who did not affiliate themselves with one of the given options could select "Other." A "Prefer not to answer" (PNTA) option was also available.

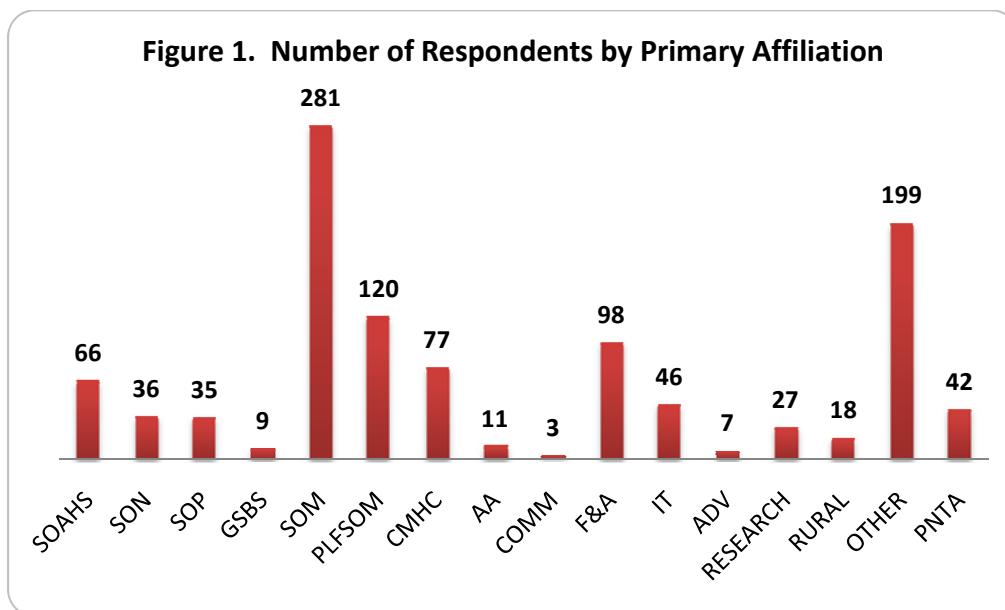
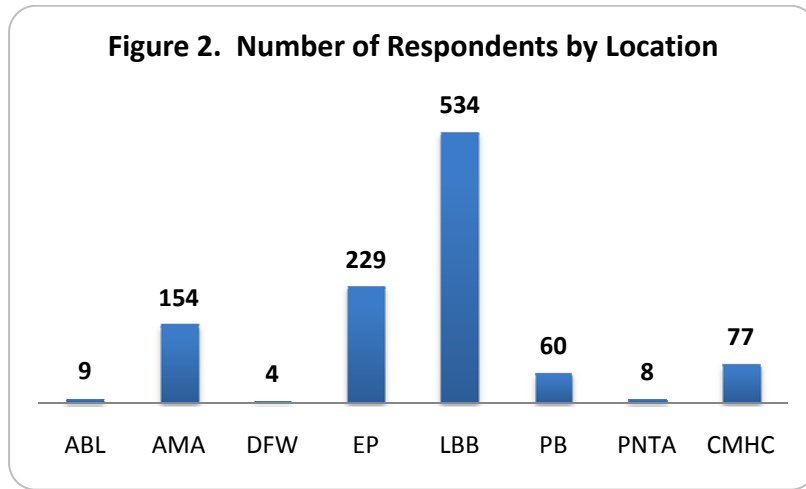


Figure 2 illustrates the number of respondents by location. For purposes of this survey, CMHC employees were not asked to indicate a specific unit/facility. A "Prefer not to answer" (PNTA) option was available for those who chose not to indicate a location.

Each campus had representation, excluding Highland Lakes/Marble Falls. In general, respondents were representative of the institution in terms of location. Lubbock was slightly over-represented, and CMHC was slightly under-represented compared to the TTUHSC population.

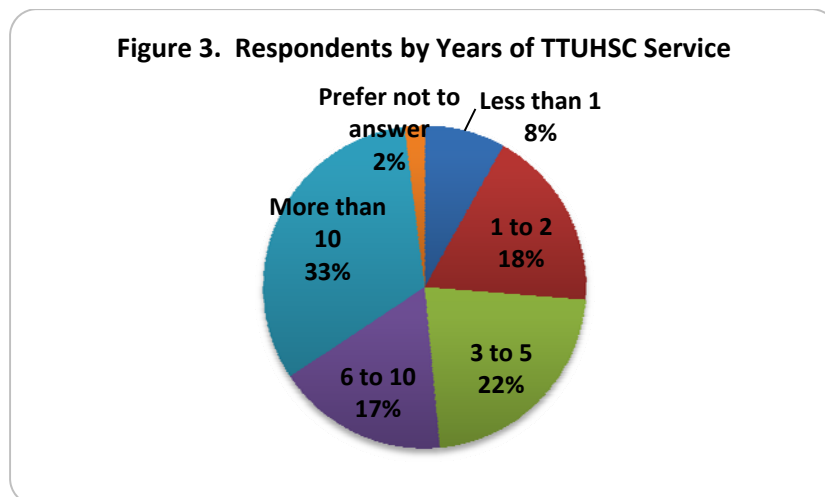


In addition to school and location, respondents provided information related to other demographic variables (see *Table 1*). In general, respondents were representative of the institution for these variables.

**Table 1. Respondent Demographics**

GENDER		RACE/ETHNICITY		CLASSIFICATION	
Male	20%	White, non-Hispanic	59%	Full-time	97%
Female	77%	Black, non-Hispanic	2%	Part-time	3%
Prefer not to answer	4%	Hispanic	29%		
		Asian	2%		
		American Indian or Alaska Native	1%		
		Other	1%		
		Prefer not to answer	7%		

*Figure 3* provides the percent of respondents by years of service at TTUHSC. Approximately half of all respondents have worked at TTUHSC for at least six years.



## Quantitative Data

Staff were asked to indicate their level of satisfaction with each item using a 6-point scale (6=Very Satisfied, 5=Satisfied, 4=Somewhat Satisfied, 3=Somewhat Dissatisfied, 2=Dissatisfied, and 1=Very Dissatisfied). Respondents were also given a *Not Applicable* option, but these responses were not included in the calculation of item means.

**Institutional Results (pp. 6-10):** *Table 2* presents survey results for the institution as a whole. For each item, the following data are provided:

- Mean level of satisfaction
- Total number of respondents for all responses
- Percent distribution across response options
- Number of respondents for a specific response
- Color-coded graph illustrating the distribution of scaled responses

Means are color-coded to highlight areas of strength and potential improvement across affiliations. Red indicates an institutional mean less than 3.00, which corresponds to varying levels of dissatisfaction. Note that there were no institutional means that met this criterion.

Yellow indicates an institutional mean between 3.00 and 3.99. These means correspond to a perception of being somewhat dissatisfied to somewhat satisfied.

Green indicates an institutional mean greater than or equal to 5.00, which corresponds to a perception of being satisfied to very satisfied.

**Results by Primary Affiliation (pp. 11-15):** *Table 3* presents survey results according to primary affiliation. For each item, the following data are provided:

- Total number of respondents for the scaled responses
- Mean level of satisfaction
- Standard deviation

In order to protect the identity of respondents, data are not provided for affiliations that had fewer than 5 respondents.

Means are color-coded to highlight areas of strength and potential improvement across affiliations. See *Institutional Results* for a description of these codes. Note there are no red cells that indicate an area of clear dissatisfaction by affiliation.

**Results by Location (pp. 16-20):** *Table 4* presents survey results according to location. For each item, the following data are provided:

- Total number of respondents for the scaled responses
- Mean level of satisfaction
- Standard deviation

In order to protect the identity of respondents, means are not provided for locations that had fewer than 5 respondents.

Means are color-coded to highlight areas of strength and potential improvement across locations. See *Institutional Results* for a description of these codes. Note there are three red cells indicating areas of clear dissatisfaction. Unfortunately, these cells appear in the “Prefer not to answer” column. Because the specific locations are not provided, it is difficult to make conclusions about these issues.

**TABLE 2. INSTITUTIONAL RESULTS**

		Very Satisfied	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied	Not Applicable	Distribution**
SECTION I	Mean* n	% n	% n	% n	% n	% n	% n	% n	
1. My awareness of the President's vision for TTUHSC	<b>4.59</b>	10.7	48.9	23.4	5.4	3.0	1.3	7.4	
	1060	113	518	248	57	32	14	78	
2. Commitment of institutional leaders to ongoing improvement	<b>4.26</b>	8.3	39.1	30.3	10.2	5.8	2.8	3.6	
	1060	88	414	321	108	61	30	38	
3. Institutional leaders' awareness of staff needs	<b>3.53</b>	3.4	21.2	29.8	20.6	13.2	8.9	2.9	
	1064	36	226	317	219	140	95	31	
4. Effectiveness of Staff Senators in representing my interests	<b>3.86</b>	4.2	25.3	27.0	13.0	8.2	5.4	17.0	
	1053	44	266	284	137	86	57	179	
5. Effectiveness of my immediate supervisor	<b>4.45</b>	28.7	32.2	14.6	9.3	6.9	7.4	.8	
	1067	306	344	156	99	74	79	9	






\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction.

		Very Satisfied	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied	Not Applicable	Distribution**
SECTION II	Mean* n	% n	% n	% n	% n	% n	% n	% n	
1. My understanding of my job responsibilities	<b>5.26</b>	46.1	41.1	7.9	3.4	1.0	.5	-	
	1046	482	430	83	36	10	5	-	
2. My awareness of performance expectations for my position	<b>5.16</b>	41.6	41.9	10.2	3.9	1.8	.6	-	
	1046	435	438	107	41	19	6	-	
3. Recognition for my work accomplishments	<b>4.15</b>	18.7	28.9	24.1	12.3	8.6	7.2	.2	
	1042	195	301	251	128	90	75	2	
4. Workload for my position	<b>4.33</b>	16.2	42.2	17.9	11.8	5.4	6.3	.2	
	1041	169	439	186	123	56	66	2	
5. Sense of personal safety/security in the work environment	<b>4.95</b>	31.7	47.8	11.0	4.2	2.3	2.6	.3	
	1041	330	498	115	44	24	27	3	

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction.

		Very Satisfied	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied	Not Applicable	Distribution**
SECTION II - cont.	Mean* n	% n	% n	% n	% n	% n	% n	% n	
6. My perceived job security in the current economy	<b>4.37</b>	13.5	38.9	28.9	11.0	4.2	3.3	.2	
	1037	140	403	300	114	44	34	2	
7. Contribution of my work to the institutional mission	<b>4.98</b>	28.1	48.8	15.6	3.7	.8	1.3	1.8	
	1039	292	507	162	38	8	13	19	
8. Meaningfulness of my work to society	<b>4.97</b>	29.3	48.2	14.6	3.2	1.9	1.4	1.4	
	1037	304	500	151	33	20	15	14	
9. My interactions with my immediate supervisor	<b>4.74</b>	34.3	35.6	13.2	7.0	4.6	4.9	.4	
	1043	358	371	138	73	48	51	4	
10. My interactions with my immediate coworkers	<b>5.05</b>	35.0	45.5	11.8	4.5	1.4	1.3	.5	
	1040	364	473	123	47	15	13	5	

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction.



		Very Satisfied	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied	Not Applicable	Distribution**
SECTION III	Mean* n	% n	% n	% n	% n	% n	% n	% n	
1. Salary/wages for the work I do	<b>3.58</b>	5.1	25.4	26.8	19.1	12.0	11.6	-	
	1041	53	264	279	199	125	121	-	
2. Training/preparation to perform my job responsibilities effectively	<b>4.39</b>	13.8	43.6	23.5	9.3	5.5	4.2	.2	
	1036	143	452	243	96	57	43	2	
3. Opportunities for professional development/continuing education	<b>4.11</b>	10.0	37.1	24.7	13.5	6.8	6.4	1.4	
	1042	104	387	257	141	71	67	15	
4. Availability of adequate resources to perform my job effectively	<b>4.39</b>	14.0	43.4	22.7	10.9	4.8	4.0	.1	
	1042	146	452	237	114	50	42	1	
5. Cleanliness/maintenance of my work environment	<b>4.89</b>	25.1	53.3	12.9	4.5	2.2	1.8	.1	
	1043	262	556	135	47	23	19	1	

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction.

		Very Satisfied	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Very Dissatisfied	Not Applicable	Distribution**
SECTION IV	Mean* n	% n	% n	% n	% n	% n	% n	% n	
1. Communication across TTUHSC campuses/CMHC units	<b>4.15</b>	5.9	38.0	29.2	11.9	6.3	3.6	5.1	
	1027	61	390	300	122	65	37	52	
2. Communication within my department	<b>4.24</b>	14.8	38.7	21.8	10.4	7.4	6.5	.3	
	1026	152	397	224	107	76	67	3	
3. Opportunities to voice concerns/provide feedback in my area	<b>4.13</b>	15.6	33.6	21.8	12.8	8.0	7.8	.4	
	1026	160	345	224	131	82	80	4	
4. Ability to report complaints without fear of retaliation	<b>3.86</b>	13.2	31.6	18.0	11.8	11.1	12.7	1.7	
	1026	135	324	185	121	114	130	17	
5. Usefulness of feedback about my job performance	<b>4.25</b>	13.8	38.6	22.1	10.8	7.8	5.2	1.7	
	1022	141	395	226	110	80	53	17	

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* Dark green indicates the highest level of satisfaction. Bright red indicates the highest level of dissatisfaction.

**TABLE 3. RESULTS BY PRIMARY AFFILIATION**

	SOAHS		SON		SOP		GSBS		SOM		PLFSOM		ACADEMIC AFFAIRS		RESEARCH	
SECTION I-A	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. My awareness of the President's vision for TTUHSC	60	4.57 0.93	35	5.11 0.58	33	4.61 1.03	8	4.13 1.46	262	4.62 0.96	112	4.54 0.90	10	4.80 1.14	22	4.73 1.08
2. Commitment of institutional leaders to ongoing improvement	61	4.20 1.03	35	4.86 0.97	34	4.47 1.02	9	3.67 1.12	275	4.28 1.10	113	4.02 1.22	11	4.55 0.69	25	4.40 0.96
3. Institutional leaders' awareness of staff needs	63	3.49 1.20	35	3.91 1.22	34	3.65 1.15	7	3.14 1.21	277	3.52 1.25	114	3.23 1.41	11	4.00 1.10	24	3.92 1.02
4. Effectiveness of Staff Senators in representing my interests	50	3.88 1.12	31	4.42 1.26	31	4.10 1.25	7	4.29 0.49	234	3.94 1.21	100	3.36 1.32	11	4.36 1.03	22	4.18 1.33
5. Effectiveness of my immediate supervisor	64	4.02 1.73	36	5.25 1.05	35	4.97 1.20	8	5.25 0.89	278	4.40 1.50	117	4.09 1.67	11	5.09 1.04	27	4.93 1.36

	COMMUNICATIONS & MARKETING		FINANCE & ADMINISTRATION		INFORMATION TECHNOLOGY		INSTITUTIONAL ADVANCEMENT		CMHC		RURAL & COMM. HEALTH		OTHER		PREFER NOT TO ANSWER	
SECTION I-B	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. My awareness of the President's vision for TTUHSC	<5	- -	93	4.31 1.07	43	4.47 0.96	7	4.71 1.25	62	4.56 0.97	18	5.17 0.71	177	4.64 1.00	37	4.38 0.98
2. Commitment of institutional leaders to ongoing improvement	<5	- -	93	4.38 1.13	44	4.07 1.32	6	5.00 0.89	69	4.10 1.13	18	5.17 0.71	186	4.25 1.18	40	4.00 1.13
3. Institutional leaders' awareness of staff needs	<5	- -	95	3.66 1.20	45	3.64 1.43	7	4.57 0.98	71	3.20 1.42	18	4.83 0.71	189	3.56 1.39	40	3.03 1.29
4. Effectiveness of Staff Senators in representing my interests	<5	- -	87	3.70 1.30	36	3.81 1.12	6	4.67 0.82	46	3.74 1.37	18	5.22 0.73	159	3.77 1.33	33	3.67 1.16
5. Effectiveness of my immediate supervisor	<5	- -	96	4.56 1.56	46	4.65 1.45	7	5.43 0.53	76	4.33 1.59	18	4.94 1.55	197	4.39 1.50	39	4.28 1.45

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

	SOAHS		SON		SOP		GSBS		SOM		PLFSOM		ACADEMIC AFFAIRS		RESEARCH	
SECTION II-A	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. My understanding of my job responsibilities	62	5.10 1.00	34	5.59 0.61	35	5.51 0.66	9	5.44 0.73	275	5.34 0.88	116	5.16 0.88	11	5.36 0.81	24	5.13 1.23
2. My awareness of performance expectations for my position	62	4.97 0.99	34	5.59 0.56	35	5.49 0.66	9	5.33 0.71	275	5.24 0.95	116	5.07 0.90	11	5.27 0.90	24	4.83 1.24
3. Recognition for my work accomplishments	62	4.15 1.44	34	4.71 1.38	35	4.40 1.44	9	5.00 1.12	274	4.24 1.46	114	3.89 1.40	11	4.82 1.08	24	4.54 1.53
4. Workload for my position	62	4.35 1.29	34	5.06 0.98	35	4.51 1.20	9	5.11 0.78	275	4.33 1.37	114	4.05 1.50	11	5.00 1.00	24	4.46 1.38
5. Sense of personal safety/security in the work environment	61	4.90 1.09	33	5.18 1.16	35	5.29 0.75	9	5.44 0.53	274	4.95 1.17	115	4.88 1.00	11	5.64 0.50	24	4.88 1.30

	COMMUNICATIONS & MARKETING		FINANCE & ADMINISTRATION		INFORMATION TECHNOLOGY		INSTITUTIONAL ADVANCEMENT		CMHC		RURAL & COMM. HEALTH		OTHER		PREFER NOT TO ANSWER	
SECTION II-B	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. My understanding of my job responsibilities	<5	- -	98	5.31 0.87	45	5.33 0.83	7	5.71 0.49	77	5.29 0.72	18	5.28 1.02	193	5.17 0.89	39	5.03 0.99
2. My awareness of performance expectations for my position	<5	- -	98	5.18 0.96	45	5.29 0.73	7	5.71 0.49	77	4.99 1.07	18	5.11 1.08	193	5.08 1.01	39	5.03 0.90
3. Recognition for my work accomplishments	<5	- -	97	4.19 1.45	45	4.29 1.39	7	5.43 0.53	77	3.83 1.49	17	4.76 1.25	193	4.02 1.50	38	3.47 1.45
4. Workload for my position	<5	- -	98	4.31 1.39	44	4.27 1.37	7	5.43 0.53	77	4.18 1.37	17	5.12 0.86	191	4.30 1.35	38	3.87 1.60
5. Sense of personal safety/security in the work environment	<5	- -	96	5.16 0.86	45	4.78 1.24	7	5.43 0.79	76	4.50 1.30	18	5.56 0.51	192	4.89 1.09	39	4.92 1.22

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

	SOAHS		SON		SOP		GSBS		SOM		PLFSOM		ACADEMIC AFFAIRS		RESEARCH	
SECTION II-A (cont.)	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
6. My perceived job security in the current economy	62	4.56 1.02	33	4.33 1.31	35	4.00 1.39	9	4.11 1.05	271	4.45 1.14	116	4.38 1.10	11	5.18 0.60	24	4.25 1.36
7. Contribution of my work to the institutional mission	61	5.02 0.83	34	5.29 0.63	35	4.91 0.82	9	5.22 0.67	270	5.05 0.84	116	4.94 0.93	11	5.00 1.18	23	4.91 1.24
8. Meaningfulness of my work to society	61	5.03 0.95	34	5.26 0.67	35	4.80 0.87	8	5.38 0.52	268	5.05 0.98	116	4.93 1.07	11	4.91 1.51	23	4.96 1.22
9. My interactions with my immediate supervisor	61	4.41 1.46	34	5.21 1.01	35	5.11 1.11	8	5.75 0.46	274	4.69 1.43	116	4.62 1.36	11	5.27 1.01	24	4.79 1.35
10. My interactions with my immediate coworkers	62	4.84 1.10	33	5.03 1.02	35	5.14 0.85	8	5.00 1.69	271	5.05 1.05	115	4.85 1.06	11	5.45 0.52	24	4.88 1.30

	COMMUNICATIONS & MARKETING		FINANCE & ADMINISTRATION		INFORMATION TECHNOLOGY		INSTITUTIONAL ADVANCEMENT		CMHC		RURAL & COMM. HEALTH		OTHER		PREFER NOT TO ANSWER	
SECTION II-B (cont.)	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
6. My perceived job security in the current economy	<5	- -	96	4.46 1.12	45	4.44 1.27	7	4.71 0.95	75	4.09 1.24	18	5.06 0.73	191	4.25 1.21	39	4.15 1.20
7. Contribution of my work to the institutional mission	<5	- -	97	5.00 0.90	43	4.93 0.99	7	5.71 0.49	73	4.79 1.12	18	5.22 0.73	182	4.94 0.99	38	4.58 1.18
8. Meaningfulness of my work to society	<5	- -	97	4.82 0.94	43	4.72 1.08	7	5.43 0.79	72	4.85 0.97	18	5.50 0.71	189	4.98 0.97	38	4.71 1.23
9. My interactions with my immediate supervisor	<5	- -	97	4.69 1.50	45	5.00 1.41	7	5.57 0.53	75	4.69 1.42	18	4.83 1.62	192	4.72 1.33	39	4.59 1.27
10. My interactions with my immediate coworkers	<5	- -	97	5.21 0.95	45	5.18 0.89	7	5.71 0.49	75	5.11 0.86	18	5.44 0.51	192	5.03 0.91	39	5.05 0.94

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

	SOAHS		SON		SOP		GSBS		SOM		PLFSOM		ACADEMIC AFFAIRS		RESEARCH	
SECTION III-A	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Salary/wages for the work I do	62	3.32 1.33	34	4.21 1.25	35	3.69 1.28	8	3.88 0.64	274	3.49 1.41	115	3.43 1.53	11	4.55 1.51	24	4.00 1.35
2. Training/preparation to perform my job responsibilities effectively	62	4.32 1.21	34	4.91 1.08	35	4.63 1.17	9	5.00 0.87	271	4.41 1.22	115	4.23 1.29	11	5.09 0.94	24	4.54 1.22
3. Opportunities for professional development/continuing education	59	4.27 1.16	34	4.68 1.34	34	4.15 1.35	8	4.50 0.93	270	4.19 1.29	113	3.93 1.43	11	5.00 0.89	24	4.17 1.24
4. Availability of adequate resources to perform my job effectively	62	4.58 1.03	34	5.06 0.92	35	4.60 1.12	9	4.78 0.97	273	4.54 1.09	115	4.15 1.34	11	4.82 1.08	24	4.42 1.10
5. Cleanliness/maintenance of my work environment	62	5.00 0.77	33	4.97 0.98	35	5.03 0.89	9	5.11 0.60	275	4.87 1.03	114	4.91 0.99	11	5.27 0.47	24	4.79 1.38

	COMMUNICATIONS & MARKETING		FINANCE & ADMINISTRATION		INFORMATION TECHNOLOGY		INSTITUTIONAL ADVANCEMENT		CMHC		RURAL & COMM. HEALTH		OTHER		PREFER NOT TO ANSWER	
SECTION III-B	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Salary/wages for the work I do	<5	- -	98	3.63 1.53	45	3.58 1.34	7	5.14 0.38	76	3.78 1.25	18	4.39 0.98	192	3.47 1.39	39	3.00 1.49
2. Training/preparation to perform my job responsibilities effectively	<5	- -	96	4.43 1.24	45	3.98 1.32	7	5.14 0.90	73	4.48 1.23	18	5.00 0.59	192	4.24 1.27	39	4.10 1.33
3. Opportunities for professional development/continuing education	<5	- -	97	4.22 1.31	45	3.64 1.40	7	5.00 0.82	75	3.80 1.39	18	4.83 0.62	190	3.98 1.38	39	3.97 1.25
4. Availability of adequate resources to perform my job effectively	<5	- -	98	4.56 1.33	45	3.98 1.22	7	5.43 0.53	75	3.88 1.38	18	5.00 0.59	193	4.28 1.27	39	3.82 1.35
5. Cleanliness/maintenance of my work environment	<5	- -	98	5.12 0.99	45	4.64 1.07	7	5.29 0.49	77	4.60 1.15	18	5.39 0.50	192	4.86 1.06	39	4.69 1.08

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

	SOAHS		SON		SOP		GSBS		SOM		PLFSOM		ACADEMIC AFFAIRS		RESEARCH	
SECTION IV-A	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Communication across TTUHSC campuses/CMHC units	59	4.34 1.06	32	4.56 0.95	34	3.97 1.14	8	5.00 0.76	257	4.16 1.17	107	4.16 1.14	10	4.30 1.17	23	4.26 1.14
2. Communication within my department	62	3.85 1.50	33	4.45 1.00	34	4.68 1.15	9	5.11 1.17	271	4.24 1.37	111	4.15 1.32	10	5.20 0.92	24	4.67 1.31
3. Opportunities to voice concerns/provide feedback in my area	62	3.73 1.46	33	4.36 1.29	34	4.38 1.18	8	5.00 1.07	270	4.22 1.43	110	4.02 1.46	11	5.18 0.87	23	4.35 1.56
4. Ability to report complaints without fear of retaliation	59	3.64 1.74	32	4.25 1.30	31	4.35 1.25	8	4.63 1.60	267	3.91 1.58	110	3.71 1.58	11	5.00 0.89	24	4.08 1.69
5. Usefulness of feedback about my job performance	60	3.88 1.35	32	4.72 1.17	31	4.55 1.06	8	5.13 0.83	263	4.33 1.35	107	3.99 1.36	11	4.73 1.19	24	4.42 1.53

	COMMUNICATIONS & MARKETING		FINANCE & ADMINISTRATION		INFORMATION TECHNOLOGY		INSTITUTIONAL ADVANCEMENT		CMHC		RURAL & COMM. HEALTH		OTHER		PREFER NOT TO ANSWER	
SECTION IV-B	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Communication across TTUHSC campuses/CMHC units	<5	- -	95	4.29 1.16	43	3.93 1.24	7	4.71 1.11	75	3.61 0.76	17	4.53 1.01	170	4.16 1.10	35	3.97 1.15
2. Communication within my department	<5	- -	96	4.40 1.40	45	3.98 1.50	7	5.14 0.69	74	4.09 1.44	18	5.11 0.68	188	4.10 1.47	38	3.92 1.30
3. Opportunities to voice concerns/provide feedback in my area	<5	- -	97	4.36 1.43	45	3.96 1.52	7	5.29 0.49	76	3.87 1.60	18	4.83 1.10	188	4.02 1.45	37	3.51 1.45
4. Ability to report complaints without fear of retaliation	<5	- -	97	4.18 1.58	44	3.50 1.72	7	4.57 1.27	75	3.63 1.86	18	4.83 1.20	185	3.69 1.54	38	3.18 1.54
5. Usefulness of feedback about my job performance	<5	- -	97	4.28 1.37	45	4.33 1.31	7	5.00 0.58	76	4.09 1.41	18	4.72 1.02	186	4.22 1.33	37	3.76 1.34

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

**TABLE 4. RESULTS BY LOCATION**

	ABILENE		AMARILLO		DFW		EL PASO		LUBBOCK		PERMIAN BASIN (MIDLAND/ODESSA)		CMHC**		PREFER NOT TO ANSWER	
SECTION I	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. My awareness of the President's vision for TTUHSC	8	4.25 1.67	145	4.53 1.01	<5	- -	206	4.59 0.95	499	4.62 0.96	50	4.52 1.11	62	4.56 0.97	8	4.50 0.76
2. Commitment of institutional leaders to ongoing improvement	9	4.44 1.59	148	4.31 1.13	<5	- -	212	4.09 1.21	519	4.34 1.09	53	4.32 1.14	69	4.10 1.13	8	3.63 1.30
3. Institutional leaders' awareness of staff needs	9	4.11 1.54	146	3.61 1.27	<5	- -	217	3.38 1.38	523	3.56 1.28	55	3.89 1.12	71	3.20 1.42	8	3.00 1.31
4. Effectiveness of Staff Senators in representing my interests	7	3.71 1.70	127	4.03 1.29	<5	- -	196	3.46 1.33	443	3.93 1.21	48	4.42 1.03	46	3.74 1.37	<5	- -
5. Effectiveness of my immediate supervisor	9	4.89 1.76	152	4.44 1.46	<5	- -	226	4.24 1.58	524	4.52 1.53	59	4.59 1.35	76	4.33 1.59	8	4.50 1.31

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* CMHC respondents were not asked to indicate a specific unit. Data are provided for comparative purposes only.



	ABILENE		AMARILLO		DFW		EL PASO		LUBBOCK		PERMIAN BASIN (MIDLAND/ODESSA)		CMHC**		PREFER NOT TO ANSWER	
SECTION II	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. My understanding of my job responsibilities	9	5.33 1.00	153	5.32 0.82	<5	- -	221	5.17 0.85	517	5.31 0.91	58	5.07 0.97	77	5.29 0.72	7	4.57 0.79
2. My awareness of performance expectations for my position	9	5.44 0.53	153	5.25 0.82	<5	- -	220	5.09 0.88	518	5.21 0.99	58	4.86 1.07	77	4.99 1.07	7	4.86 0.69
3. Recognition for my work accomplishments	9	4.00 1.94	153	4.34 1.39	<5	- -	219	3.98 1.44	515	4.21 1.49	57	4.16 1.28	77	3.83 1.49	6	4.17 1.83
4. Workload for my position	9	4.78 1.64	153	4.51 1.28	<5	- -	217	4.17 1.38	515	4.35 1.39	58	4.41 1.28	77	4.18 1.37	6	3.83 1.60
5. Sense of personal safety/security in the work environment	9	5.56 0.53	153	4.93 1.06	<5	- -	220	4.84 1.06	512	5.05 1.12	57	4.98 0.86	76	4.50 1.30	7	4.71 1.11

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* CMHC respondents were not asked to indicate a specific unit. Data are provided for comparative purposes only.

	ABILENE		AMARILLO		DFW		EL PASO		LUBBOCK		PERMIAN BASIN (MIDLAND/ODESSA)		CMHC**		PREFER NOT TO ANSWER	
SECTION II (cont.)	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
6. My perceived job security in the current economy	9	4.11 1.45	151	4.47 1.04	<5	- -	219	4.28 1.19	513	4.42 1.18	58	4.36 1.21	75	4.09 1.24	6	3.67 0.82
7. Contribution of my work to the institutional mission	9	5.00 1.00	149	4.99 0.85	<5	- -	215	4.95 0.93	507	5.02 0.92	56	4.98 0.92	73	4.79 1.12	7	4.29 1.50
8. Meaningfulness of my work to society	9	5.00 1.00	151	4.99 0.92	<5	- -	219	4.92 1.06	504	5.00 0.99	57	4.98 1.04	72	4.85 0.97	7	5.14 0.69
9. My interactions with my immediate supervisor	9	5.00 1.80	153	4.76 1.31	<5	- -	221	4.63 1.34	512	4.78 1.41	58	4.59 1.27	75	4.69 1.42	7	5.00 1.41
10. My interactions with my immediate coworkers	9	5.33 1.00	151	5.13 1.00	<5	- -	221	4.93 0.96	512	5.06 1.04	56	5.05 0.82	75	5.11 0.86	7	5.00 1.00

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* CMHC respondents were not asked to indicate a specific unit. Data are provided for comparative purposes only.

	ABILENE		AMARILLO		DFW		EL PASO		LUBBOCK		PERMIAN BASIN (MIDLAND/ODESSA)		CMHC**		PREFER NOT TO ANSWER	
SECTION III	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Salary/wages for the work I do	9	4.11 1.17	153	3.48 1.39	<5	- -	220	3.42 1.46	514	3.64 1.43	58	3.53 1.27	76	3.78 1.25	7	2.71 1.70
2. Training/preparation to perform my job responsibilities effectively	9	4.44 1.59	153	4.46 1.22	<5	- -	220	4.22 1.28	510	4.44 1.24	58	4.31 0.96	73	4.48 1.23	7	3.57 1.51
3. Opportunities for professional development/continuing education	8	3.63 1.85	149	4.30 1.19	<5	- -	216	3.87 1.40	510	4.19 1.31	58	4.31 1.19	75	3.80 1.39	7	3.00 1.63
4. Availability of adequate resources to perform my job effectively	9	4.44 1.81	152	4.58 1.02	<5	- -	220	4.15 1.34	516	4.50 1.18	58	4.57 1.04	75	3.88 1.38	7	3.29 1.60
5. Cleanliness/maintenance of my work environment	9	5.56 0.73	153	4.83 0.99	<5	- -	219	4.84 1.06	515	4.93 1.01	58	5.17 0.86	77	4.60 1.15	7	5.00 0.58

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* CMHC respondents were not asked to indicate a specific unit. Data are provided for comparative purposes only.

	ABILENE		AMARILLO		DFW		EL PASO		LUBBOCK		PERMIAN BASIN (MIDLAND/ODESSA)		CMHC**		PREFER NOT TO ANSWER	
SECTION IV	n	Mean* SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD	n	Mean SD
1. Communication across TTUHSC campuses/CMHC units	7	3.71 1.70	147	4.16 1.17	<5	- -	201	4.21 1.12	481	4.25 1.11	53	3.92 1.19	75	3.61 0.76	7	3.43 1.51
2. Communication within my department	8	4.63 1.69	150	4.45 1.31	<5	- -	212	4.16 1.34	511	4.19 1.43	57	4.63 1.05	74	4.09 1.44	7	2.86 1.68
3. Opportunities to voice concerns/provide feedback in my area	8	3.88 1.55	150	4.34 1.36	<5	- -	211	3.99 1.47	510	4.14 1.46	56	4.36 1.15	76	3.87 1.60	7	3.29 1.80
4. Ability to report complaints without fear of retaliation	7	3.43 1.81	149	4.08 1.47	<5	- -	209	3.65 1.57	504	3.92 1.62	55	3.91 1.35	75	3.63 1.86	7	2.86 1.86
5. Usefulness of feedback about my job performance	6	3.67 1.51	148	4.38 1.27	<5	- -	206	4.05 1.34	504	4.32 1.35	54	4.20 1.22	76	4.09 1.41	7	3.86 1.77

\* Red: <3.00, Yellow: 3.00-3.99, Green: ≥5.00

\*\* CMHC respondents were not asked to indicate a specific unit. Data are provided for comparative purposes only.

## Qualitative Data

At the end of the survey, staff were asked to respond to two open-ended questions: (1) What do you like most about working at TTUHSC; and (2) how can your work experiences at TTUHSC be improved? Approximately 666 staff employees provided responses to the first question, and 496 employees responded to the latter. In total, the *Staff Satisfaction Survey* generated 1,162 open-ended comments.

These comments have been organized into separate reports by primary affiliation. Each report by affiliation is also organized by location to enhance the usability of the information. However, specific locations are not provided if there were fewer than 5 respondents. Comment reports will be distributed using the following guidelines:

- Due to the sensitive nature of some of the comments, comment reports will not be posted online.
- Members of the President's Executive Council will receive comments only from respondents in their respective areas.
- The President of Texas Tech University Health Sciences Center and Assistant Vice President for Human Resources will receive the comments in their entirety.

It may be possible to conduct additional analyses using formal qualitative methods. Please contact the *Office of Institutional Planning & Assessment* to discuss your specific needs.

## Using Information for Continuous Improvement

More often than not, it's difficult to determine what to do with information collected from general surveys like the *Staff Satisfaction Survey*. It's one thing to collect the data—it's another thing entirely to use the information to promote continuous improvement. The first step in this process is to put the current data into context. Consider the following questions:

- Do these results support other existing data?
- Does additional information need to be gathered? (*e.g. focus groups, interviews*)

Once you've gained an appropriate perspective, identify an area of potential improvement or a strength upon which to build. Consider what your desired outcome will be. Then identify and implement a potential strategy for improvement. After a reasonable timeframe, evaluate whether the strategy has been successful. Did you achieve the desired outcome?

Continuous improvement is a process. Sometimes strategies for improvement will be successful—sometimes they will not. Although the ultimate outcome is indeed important, what's equally critical is the documentation of your efforts to make those improvements. Contact the *Office of Institutional Planning & Assessment* for additional guidance in this process.

*Questions about this report can be submitted to the  
Office of Institutional Planning and Assessment at (806) 743-2946.*