University of Kansas
Changing for Excellence
Facilities Services: Climate Survey Results
August 2013
Climate Survey: Overall Summary

- 256 total respondents
  - Administration & Business Services: 21
  - Custodial Services – Zones: 100
  - Custodial Services – Other: 3
  - Landscape Maintenance: 15
  - Maintenance – Zones: 60
  - Maintenance – Central Shops: 55
  - N/A: 2

- Job Satisfaction & Motivation questions yielded the highest mean responses from Facilities Services (FS) employees, while Performance Management & Career Growth questions received the lowest mean responses.

- Survey responses indicate FS employees take pride in their work, believe in contributing to the mission of KU, and feel that their work is important.

- Survey responses indicate that the areas of most concern for FS employees relate to career growth opportunities, management understanding of issues or challenges in their work areas, and fair and consistent application of disciplinary actions.
Comparing Original Results to the FS Survey

The table below shows the cross-walk between the employees’ work areas on the original survey and the FS work areas on the new survey; this cross-walk was used to compare results among the work areas to the previous survey.

<table>
<thead>
<tr>
<th>Original Survey Work Areas</th>
<th>New Survey Work Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Administration</td>
<td>• Administration &amp; Business Services</td>
</tr>
<tr>
<td>• Housekeeping</td>
<td>• Custodial – Zones</td>
</tr>
<tr>
<td>• Landscaping</td>
<td>• Custodial – Other</td>
</tr>
<tr>
<td>• Construction</td>
<td>• Landscape Maintenance</td>
</tr>
<tr>
<td>• Electric &amp; Instrumentation</td>
<td></td>
</tr>
<tr>
<td>• Environmental Stewardship</td>
<td></td>
</tr>
<tr>
<td>• Garage Maintenance</td>
<td></td>
</tr>
<tr>
<td>• Maintenance</td>
<td></td>
</tr>
<tr>
<td>• Mechanical Systems</td>
<td></td>
</tr>
<tr>
<td>• Power Plant</td>
<td></td>
</tr>
<tr>
<td>• PM Life Safety Systems</td>
<td></td>
</tr>
<tr>
<td>• Zone Maintenance, HVAC, Research Facilities, &amp; Engineering</td>
<td></td>
</tr>
</tbody>
</table>
Demographics by Work Area

The table below depicts the demographic breakdown of the 256 Facilities Services employees that participated in the Climate Survey.

<table>
<thead>
<tr>
<th>Staff Type</th>
<th>Administration &amp; Business Services</th>
<th>Custodial – Zones</th>
<th>Custodial – Other</th>
<th>Maintenance – Zones</th>
<th>Maintenance – Central Shops</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>21</td>
<td>100</td>
<td>3</td>
<td>15</td>
<td>60</td>
</tr>
<tr>
<td>% Responded to Survey*</td>
<td>N/A</td>
<td>65%</td>
<td>12%</td>
<td>43%</td>
<td>67%</td>
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<td>Gender</td>
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<td>Staff Type</td>
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<td></td>
</tr>
<tr>
<td>Management</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Supervisor</td>
<td>1</td>
<td>15</td>
<td>0</td>
<td>3</td>
<td>8</td>
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<tr>
<td>Staff</td>
<td>12</td>
<td>84</td>
<td>3</td>
<td>12</td>
<td>49</td>
</tr>
<tr>
<td>N/A</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>12</td>
<td>40</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Male</td>
<td>9</td>
<td>58</td>
<td>2</td>
<td>13</td>
<td>57</td>
</tr>
<tr>
<td>N/A</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 &amp; under</td>
<td>1</td>
<td>9</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>26 – 35</td>
<td>4</td>
<td>15</td>
<td>0</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>36 – 45</td>
<td>5</td>
<td>14</td>
<td>0</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>46 – 55</td>
<td>4</td>
<td>24</td>
<td>1</td>
<td>5</td>
<td>21</td>
</tr>
<tr>
<td>56 &amp; older</td>
<td>7</td>
<td>36</td>
<td>2</td>
<td>3</td>
<td>22</td>
</tr>
<tr>
<td>N/A</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Years at KU</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1</td>
<td>6</td>
<td>19</td>
<td>0</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>1 – 5 years</td>
<td>7</td>
<td>31</td>
<td>1</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>2</td>
<td>23</td>
<td>1</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>10 – 20 years</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>Over 20 years</td>
<td>4</td>
<td>14</td>
<td>0</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>N/A</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Custodial Shifts</td>
<td>N/A</td>
<td>12</td>
<td>2</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>7:30am – 4pm</td>
<td>N/A</td>
<td>7</td>
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<tr>
<td>5:30pm – 2am</td>
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<td>N/A</td>
<td>N/A</td>
</tr>
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<td>2</td>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
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</tbody>
</table>

*Corresponds to the percentage of employees in each of the work areas above that responded to the climate survey
The mean responses to the 40 Climate Survey questions were grouped into five categories, as was the previous survey. Responses from FS employees were higher on average in all five categories compared to the combined average responses from FO and DSH in the December 2011 survey.

1 List of 40 survey questions and corresponding categories are in Appendix A: Question Key.
All survey questions were scored on the following Likert Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree
The survey results displayed below are arranged by respondent staff type; survey takers included 11 members of management, 33 supervisors, and 210 staff.

12 survey respondents did not indicate a staff type and were excluded from the data above.
Comparison of Highest Mean Responses

The 10 questions with the highest mean responses from the 2013 Facilities Services climate survey all scored higher than the same questions from the 2011 survey.
Comparison of Lowest Mean Responses

The 10 questions with the lowest mean responses in the original 2011 survey all improved; the same set of questions still has the lowest overall response rate across all 40 questions in the survey.
Level of Agreement – Survey Comparison

Responses across all questions were more positive in the 2013 survey, demonstrating that there have been morale improvements across each of the five areas studied.

Facilities Operations and Student Housing Responses

Facilities Services Responses

List of 40 survey questions and corresponding categories can be found in Appendix A: Question Key
Responses by Work Area and Staff Type
### Mean Responses by Work Area & Staff Type

The table below presents the mean responses for each survey category across the various work areas and staff types.

<table>
<thead>
<tr>
<th>Administration &amp; Business Services</th>
<th>No. of Respondents</th>
<th>Job Satisfaction &amp; Motivation</th>
<th>Teamwork &amp; Morale</th>
<th>Supervision</th>
<th>Performance Management &amp; Career Growth</th>
<th>Training &amp; Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Management</td>
<td>8</td>
<td>4.78</td>
<td>4.57</td>
<td>4.63</td>
<td>4.33</td>
<td>4.46</td>
</tr>
<tr>
<td>• Supervisor</td>
<td>1</td>
<td>3.60</td>
<td>4.44</td>
<td>3.54</td>
<td>3.00</td>
<td>4.00</td>
</tr>
<tr>
<td>• Staff</td>
<td>12</td>
<td>3.86</td>
<td>3.47</td>
<td>3.63</td>
<td>3.32</td>
<td>4.11</td>
</tr>
<tr>
<td>Custodial – Zones</td>
<td>99</td>
<td>4.07</td>
<td>3.78</td>
<td>3.74</td>
<td>3.75</td>
<td>4.13</td>
</tr>
<tr>
<td>• Supervisor</td>
<td>15</td>
<td>4.30</td>
<td>3.90</td>
<td>3.73</td>
<td>3.83</td>
<td>4.22</td>
</tr>
<tr>
<td>• Staff</td>
<td>84</td>
<td>4.04</td>
<td>3.76</td>
<td>3.75</td>
<td>3.75</td>
<td>4.11</td>
</tr>
<tr>
<td>Custodial – Other</td>
<td>3</td>
<td>4.47</td>
<td>3.81</td>
<td>3.85</td>
<td>3.27</td>
<td>4.00</td>
</tr>
<tr>
<td>• Staff</td>
<td>3</td>
<td>4.47</td>
<td>3.81</td>
<td>3.85</td>
<td>3.27</td>
<td>4.00</td>
</tr>
<tr>
<td>Landscape Maintenance</td>
<td>15</td>
<td>4.19</td>
<td>3.53</td>
<td>3.35</td>
<td>3.53</td>
<td>4.00</td>
</tr>
<tr>
<td>• Supervisor</td>
<td>3</td>
<td>4.13</td>
<td>3.74</td>
<td>3.38</td>
<td>3.33</td>
<td>4.44</td>
</tr>
<tr>
<td>• Staff</td>
<td>12</td>
<td>4.21</td>
<td>3.47</td>
<td>3.34</td>
<td>3.58</td>
<td>3.89</td>
</tr>
<tr>
<td>Maintenance – Zones</td>
<td>60</td>
<td>4.03</td>
<td>3.44</td>
<td>3.36</td>
<td>3.24</td>
<td>3.44</td>
</tr>
<tr>
<td>• Management</td>
<td>3</td>
<td>4.67</td>
<td>4.44</td>
<td>4.13</td>
<td>4.40</td>
<td>4.00</td>
</tr>
<tr>
<td>• Supervisor</td>
<td>8</td>
<td>3.98</td>
<td>3.79</td>
<td>3.67</td>
<td>3.33</td>
<td>3.54</td>
</tr>
<tr>
<td>• Staff</td>
<td>49</td>
<td>4.00</td>
<td>3.32</td>
<td>3.26</td>
<td>3.15</td>
<td>3.39</td>
</tr>
<tr>
<td>Maintenance – Central Shops</td>
<td>53</td>
<td>3.78</td>
<td>3.25</td>
<td>3.10</td>
<td>3.11</td>
<td>3.39</td>
</tr>
<tr>
<td>• Supervisor</td>
<td>6</td>
<td>4.38</td>
<td>4.02</td>
<td>3.69</td>
<td>3.77</td>
<td>4.33</td>
</tr>
<tr>
<td>• Staff</td>
<td>47</td>
<td>3.71</td>
<td>3.16</td>
<td>3.03</td>
<td>3.05</td>
<td>3.28</td>
</tr>
</tbody>
</table>
Admin & Business Services: Management

The graphs below present a summary of questions with the highest and lowest mean responses from management within Administration & Business Services.

**Highest Mean Responses – Management**

<table>
<thead>
<tr>
<th>Category</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIDE</td>
<td>5.00</td>
</tr>
<tr>
<td>COMFRT</td>
<td>5.00</td>
</tr>
<tr>
<td>KU 1 YEAR</td>
<td>5.00</td>
</tr>
<tr>
<td>WORK IMPORTANT</td>
<td>5.00</td>
</tr>
<tr>
<td>TMWRK ENCOURAGED</td>
<td>5.00</td>
</tr>
<tr>
<td>MISSION</td>
<td>5.00</td>
</tr>
<tr>
<td>SERVE COMMUNITY</td>
<td>4.88</td>
</tr>
</tbody>
</table>

**Lowest Mean Responses – Management**

<table>
<thead>
<tr>
<th>Category</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESRCES AVL</td>
<td>4.00</td>
</tr>
<tr>
<td>CAREER GROWTH</td>
<td>4.13</td>
</tr>
<tr>
<td>INFRMD CHANGE</td>
<td>4.13</td>
</tr>
<tr>
<td>DISCIPLINARY</td>
<td>4.13</td>
</tr>
<tr>
<td>FAIR EVAL</td>
<td>4.25</td>
</tr>
<tr>
<td>GROUP EFFICIENT</td>
<td>4.25</td>
</tr>
</tbody>
</table>

**Summary**

- Management from Administration & Business Services responded overwhelmingly positive to the climate survey questions.
- All 40 questions received an average response of 4.0 or more.
- Other questions receiving an average response of 4.88 include:
  - SAFETY, SUPRV ACCESS, COOP COLLAB, and WORK QUALITY

- These questions, while ranked the lowest in terms of mean response, do not show any areas of concern for FS leadership.
Admin & Business Services: Staff

The graphs below present a summary of questions with the highest and lowest mean responses from staff within Administration & Business Services.

**Overview**

- Other questions averaging a 4.0 or higher include a belief that FS employees contribute to KU’s mission and feeling comfortable bringing issues to the attention of the supervisor without fear of retaliation.

- Recognizing career growth and advancement opportunities at KU is the only survey question with a mean response lower than 3.0.

- The questions with the lowest means relate to staff wanting to feel informed of change, having someone to encourage professional development, management understanding the challenges that the work teams face, colleagues being motivated to perform at their best, and cooperation and collaboration between work groups.
Custodial – Zones: Supervisors

The graphs below present a summary of questions with the highest and lowest mean responses from supervisors within Custodial – Zones.

**Highest Mean Responses – Supervisors**
- PRIDE: 4.87
- KU 1 YEAR: 4.87
- WORK IMPRTNT: 4.80
- MISSION: 4.73
- SERV COMMNTY: 4.67
- TRAIN SFTY: 4.53
- CLEAR ROLES: 4.40

**Overview**
- Of the responses from 15 supervisors, 16 of the questions received a mean response of 4.0 or higher.
- Other questions ranked highly by custodial zone supervisors include:
  - RESPECT, ACCOMPLSHMNT, WORK QUALITY, JOB SATISFY, SAFETY, FAIR EVAL, GROUP EFFCNT, EMPLOYEE RESP, and MORALE

**Lowest Mean Responses – Supervisors**
- WORKLIFE BAL: 3.27
- MGMT UNDRTSTN: 3.33
- COOP COLLAB: 3.33
- CAREER GROWTH: 3.47
- INFRMD CHANGE: 3.53
- JOB SECURE: 3.53

**Overview**
- Questions with the lowest responses from supervisors relate to policies allowing for ample work-life balance time, management understanding challenges of their teams, cooperation and collaboration between the work groups, seeing career growth opportunities, feeling informed of change within FS, and feeling a sense of job security.
Custodial – Zones: Staff

The graphs below present a summary of questions with the highest and lowest mean responses from staff within Custodial – Zones.

**Overview**

- Custodial zone staff take pride in their work, understand their roles and responsibilities, believe their work is important, contribute to KU’s mission, and have the desire to work at KU 1 year from now.
- Other questions ranked 4.0 or higher by custodial zone staff include:
  - SERV COMMNTY, RESPECT, ACCOMPLISHMENT, SAFETY, FAIR EVAL, and SUPRV ACCESS.

**Highest Mean Responses – Staff**

<table>
<thead>
<tr>
<th>Role</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIDE</td>
<td>4.45</td>
</tr>
<tr>
<td>CLEAR ROLES</td>
<td>4.43</td>
</tr>
<tr>
<td>WORK IMPRNTNT</td>
<td>4.37</td>
</tr>
<tr>
<td>MISSION</td>
<td>4.36</td>
</tr>
<tr>
<td>KU 1 YEAR</td>
<td>4.31</td>
</tr>
<tr>
<td>TRAIN SAFETY</td>
<td>4.17</td>
</tr>
<tr>
<td>RESRCES AVL</td>
<td>4.14</td>
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</table>

**Lowest Mean Responses – Staff**

<table>
<thead>
<tr>
<th>Area</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAREER GROWTH</td>
<td>3.14</td>
</tr>
<tr>
<td>ENCOURAGED</td>
<td>3.38</td>
</tr>
<tr>
<td>DISCIPLINARY</td>
<td>3.49</td>
</tr>
<tr>
<td>MGMT UNDRSTND</td>
<td>3.52</td>
</tr>
<tr>
<td>COMMUNITY</td>
<td>3.56</td>
</tr>
<tr>
<td>WORKLIFE BAL</td>
<td>3.57</td>
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<tr>
<td>FAVORITISM</td>
<td>3.58</td>
</tr>
</tbody>
</table>
Custodial – Other: Staff

The graphs below present a summary of questions with the highest and lowest mean responses from staff within Custodial – Other.

**Highest Mean Response – Staff**

- WORK IMPRTNT: 5.00
- PRIDE: 4.67
- KU 1 YEAR: 4.67
- RESPECT: 4.67
- WORKLIFE BAL: 4.67
- MISSION: 4.67
- RESRCES AVL: 4.67

**Overview**

- Only 3 staff from Custodial – Other completed the climate survey
- 5 of the 7 highest responses fall in the question category Job Satisfaction & Motivation

**Lowest Mean Responses – Staff**

- ENCOURAGED: 2.67
- CAREER GROWTH: 2.67
- CLEAR ROLES: 3.00
- INFRMD CHANGE: 3.33
- COMMUNITY: 3.33
- DISCIPLINARY: 3.33
- EMPLOYEE RESP: 3.33

**Overview**

- The questions with the 3 lowest responses relate to Performance Management & Career Growth
Landscape Maintenance: Supervisors

The graphs below present a summary of questions with the highest and lowest mean responses from supervisors within Landscape Maintenance.

**Highest Mean Responses – Supervisors**

- SAFETY 5.00
- PRIDE 4.67
- KU 1 YEAR 4.67
- JOB SATISFACTION 4.33
- TRAIN SFTY 4.33
- CLEAR ROLES 4.33
- RESPECT 4.33

**Overview**

- 18 of the 40 questions received a mean response of 4.0 or higher for landscape maintenance supervisors.
- The 3 questions in the Training & Safety category all received responses of 4.0 or higher.
- Some other questions ranked 4.0 or higher by custodial zone staff include:
  - JOB SECURE, MISSION, SERV COMMNTY, FAIR EVAL, MORALE, and WORK IMPRTNT

**Lowest Mean Responses – Supervisors**

- ENCOURAGED 2.67
- CAREER GROWTH 2.67
- RECOGNITION 3.00
- DISCIPLINARY 3.00
- EMPLOYEE RESP 3.00
- FAVORITISM 3.00

**Overview**

- Having someone at work who encourages personal and professional development and recognizing career growth opportunities, both relating to Performance Management & Career Growth, are the noticeable areas of concern for landscape maintenance supervisors.
The graphs below present a summary of questions with the highest and lowest mean responses from staff within Landscape Maintenance.

**Overview**

- The top 6 ranked questions for landscape maintenance staff fall in the category of Job Satisfaction & Motivation.
- Taking pride in the work, wanting to work at KU in 1 year, and believing in the importance of the work are the highest ranked questions.

**Overview**

- The 5 questions with a mean response of less than 3.0 relate to disciplinary actions applied fairly and consistently, supervisors showing favoritism, camaraderie in the work group, career growth opportunities, and good communication from the supervisors.
The graphs below present a summary of questions with the highest and lowest mean responses from management within Maintenance – Zones.

**Highest Mean Responses – Management**
- PRIDE: 5.00
- SERV COMMNTY: 5.00
- COMFRT SUPRV: 5.00
- KU 1 YEAR: 5.00
- TMWRK ENCRGD: 4.67
- JOB SATISFAC: 4.67

**Overview**
- 3 survey respondents for zone maintenance management
- Other questions with an average response of 4.67 include:
  - ENCOURAGED, SUPRV ACCESS, RESPECT, WORK IMPRTNT, VACATION, WORK QUALITY, WORKLIFE BAL, and MISSION

**Lowest Mean Responses – Management**
- MGMT UNDRSTND: 3.67
- DISCIPLINARY: 3.67
- EMPLOYEE RESP: 3.67
- FAVORITISM: 3.67
- RESRCES AVL: 3.67
- SAFETY: 4.00

**Overview**
- These questions, while ranked the lowest in terms of mean response by management, do not show any areas of concern for FS leadership; the responses for this work area and staff type are positive overall
- Other questions with an average response of 4.00 include:
  - MGMT SUPPORT, RECOGNITION, INFRMD CHANG, ACCOMPLSHMNT, GOOD COMM, and COOP COLLAB
The graphs below present a summary of questions with the highest and lowest mean responses from supervisors within Maintenance – Zones.

**Highest Mean Responses – Supervisors**

- 4.50: PRIDE
- 4.38: KU 1 YEAR, VACATION
- 4.13: SERV COMMNTY
- 4.00 (3 times): JOB SATISFAC, SUPRV ACCESS, COMMUNITY

**Lowest Mean Responses – Supervisors**

- 3.13 (3 times): CAREER GROWTH, RECOGNITION, DISCIPLINARY
- 3.25 (2 times): FAIR EVAL, MOTIVATED, JOB SECURE

**Overview**

- The first 5 questions listed in the graph fall into the Job Satisfaction & Motivation category.
- Other questions with an average response of 4.0 include satisfaction about the department leadership and a belief that teamwork is encouraged by the supervisor(s).

- The questions with the lowest mean responses pertain to career growth opportunities, recognition for good work, disciplinary actions applied fairly and consistently, fair evaluations from supervisors, employee motivation in the work unit(s), and feeling a sense of job security.
Maintenance - Zones: Staff

The graphs below present a summary of questions with the highest and lowest mean responses from staff within Maintenance – Zones.

Overview

- 6 of the 7 highest rated questions for zone maintenance staff fall into the Job Satisfaction & Motivation category
- Taking pride and believing the work is important, contributing to KU’s mission, wanting to work at KU 1 year from now, and a belief in serving the campus community are the highest ranked responses greater than 4.0

Overview

- 49 zone maintenance staff believe the areas of greatest concern for FS leadership relate to career growth opportunities, management understanding issues that the teams face, having someone to encourage professional development, disciplinary actions applied consistently, and feeling a sense of community
- Areas of concern for FS leadership
- Questions with low mean responses of 3.10 include MORALE and RESRCS AVL
Maintenance – Central Shops: Supervisors

The graphs below present a summary of questions with the highest and lowest mean responses from supervisors within Maintenance – Central Shops.

**Highest Mean Responses – Supervisors**

- SAFETY 5.00
- WORK IMPRTNT 5.00
- KU 1 YEAR 4.83
- MISSION 4.83
- WORK QUALITY 4.67
- PRIDE 4.50
- SERV COMMNTY 4.50

**Lowest Mean Responses – Supervisors**

- MGMT UNDRSTND 3.00
- MORALE 3.17
- MGMT SUPPORT 3.33
- RECOGNITION 3.33
- GOOD COMM 3.33
- CAREER GROWTH 3.50

**Overview**

- The results include responses from 6 supervisors within the central shops
- 23 of the 40 questions received a mean response of 4.0 or higher
- Central shop supervisors feel most strongly about performing in a safe workplace, believing in the importance of the work in the organization, working at KU in the future, and taking pride in producing high quality work

- Central shop supervisors feel least confident about management understanding the issues that face their work groups
- Morale, feeling supported by management, receiving recognition for good work, consistent communication, and recognizing career growth opportunities are the other topics with the lowest responses from supervisors
Maintenance – Central Shops: Staff

The graphs below present a summary of questions with the highest and lowest mean responses from staff within Maintenance – Central Shops.

**Highest Mean Responses – Staff**

- PRIDE: 4.32
- MISSION: 4.30
- WORK IMPRTNT: 4.21
- SERV COMMNTY: 3.96
- KU 1 YEAR: 3.87
- CLEAR ROLES: 3.70
- SUPRV ACCESS: 3.70

**Lowest Mean Responses – Staff**

- CAREER GROWTH: 2.28
- MGMT UNDRSTND: 2.43
- MORALE: 2.60
- MGMT SUPPORT: 2.66
- FAVORITISM: 2.68
- DISCIPLINARY: 2.72

**Overview**

- In general, the responses from central shops staff are not as positive as other work areas.
- Taking pride in the work, contributing to the mission of KU’s mission, and feeling the work is important are the only 3 questions with an average response greater than 4.0.

- 13 of the 40 questions received a mean response of less than 3.0.
  - Some of these areas are JOB SECURE, COOP COLLAB, DEPT LDRSHIP, MOTIVATED, ENCOURAGED, RECOGNITION, INFRMD CHANG, and EMPLOYEE RESP.
- 21 of the 40 questions have an average response of less than 3.25.
Custodial Shift Times
Custodial Shift Times

Overall, Custodial Services respondents from the zones are generally pleased with their current shift assignments and do not express a strong interest in moving from the third to second shift.
Comparison with Original Survey Results
Mean Responses for Job Satisfaction & Motivation

Overall mean responses from FS employees are higher than the 2011 survey in all 10 categories; the most significant improvements are seen in questions relating to sick leave and vacation policies, job security, and work-life balance.
Mean Responses for Teamwork & Morale

Questions about employees’ motivation within a work unit, supervisors encouraging teamwork, and cooperation and collaboration within the work groups saw the highest improvement since the 2011 survey.

Teamwork & Morale

- RESPECT
- MORALE
- GROUP EFFCNT
- COMMUNITY
- WORK QUALITY
- TMWRK ENCRGD
- COOP COLLAB
- MOTIVATED
- CAMARADERIE

Comparison between FO/DSH Composite 2012 and Facilities Services 2013.
The survey also illustrates a positive improvement in all areas related to supervision, particularly issues related to favoritism, the fair application of disciplinary actions, and management’s understanding issues that face staff.
Mean Responses for Performance Management & Career Growth

Survey results indicate FS employees are generally feeling more positive about receiving recognition for their work, having fair evaluations from supervisors, and being encouraged for personal and professional development.
Mean Responses for Training & Safety

FS staff responded more positively to questions about workplace safety, having adequate safety training, and having the tools, training, and equipment to accomplish their work.
Appendix
Appendix A: Question Key

The 40 survey questions were broken down into five distinct categories.

<table>
<thead>
<tr>
<th>Category</th>
<th>Survey Questions</th>
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| **Job Satisfaction & Motivation** | ▪ JOB SATISFAC: I enjoy my job  
                                  ▪ PRIDE: I take pride in my work  
                                  ▪ SERV COMMUNITY: I am willing to go beyond what is expected to serve the KU community  
                                  ▪ ACCOMPLISHMENT: I often leave work with a good feeling of accomplishment about the work I did  
                                  ▪ JOB SECURE: I feel that my job is secure  |
|                                 | ▪ KU 1 YEAR: I would like to be working at KU 1 year from now  
                                  ▪ WORK IMPORTANT: My work is important  
                                  ▪ MISSION: My work contributes to the mission of the University  
                                  ▪ VACATION: Sick leave restriction policies are fair  
                                  ▪ WORKLIFE BAL: Department policies allow for ample family/work-life balance time  |
| **Teamwork & Morale**           | ▪ RESPECT: I am treated with respect by my coworkers  
                                  ▪ MORALE: Morale in my work unit is generally good  
                                  ▪ GROUP EFFICIENT: I work in a group that operates efficiently  
                                  ▪ COMMUNITY: There is a strong sense of community among my coworkers  
                                  ▪ WORK QUALITY: I discuss the quality of work with my team  |
|                                 | ▪ TMWRK ENCRGD: Teamwork is encouraged by my supervisor  
                                  ▪ COOP COLLAB: There is cooperation and collaboration between the work groups in my department  
                                  ▪ MOTIVATED: Employees in my work unit are motivated to perform at their best  
                                  ▪ CAMARADERIE: There is a good sense of camaraderie in my work group  |
| **Supervision**                 | ▪ DEPT LDRSHIP: I am satisfied with the leadership in my department  
                                  ▪ FAVORITISM: Supervisors do not show favoritism towards employees  
                                  ▪ MGMT ACCTBL: Management holds employees accountable for their actions  
                                  ▪ DISCIPLINARY: Rules and disciplinary actions are applied fairly and consistently  
                                  ▪ CLEAR DIRCTN: I receive clear direction from my supervisor  
                                  ▪ SUPPORT: My supervisor gives me guidance and support to help me become a better performer  
                                  ▪ SUPRV ACCESS: My supervisor is accessible to me  |
|                                 | ▪ GOOD COMM: My supervisor communicates well with my work unit  
                                  ▪ GROUP PERFRM: My supervisor is concerned about improving the performance of my work group  
                                  ▪ CONFRT SUPRV: I am comfortable bringing issues to the attention of my supervisor without fear of retaliation  
                                  ▪ INFRRM CHANGE: I feel informed about changes that affect my work unit and other colleagues  
                                  ▪ MGMT UNDRSTND: I feel that management understands the challenges we face as a team  
                                  ▪ MGMT SUPPORT: Management provides the support we need to do our jobs effectively  |
| **Performance Management & Career Growth** | ▪ RECOGNITION: I receive recognition for my good work  
                                          ▪ CAREER GROWTH: I see career growth and advancement opportunities here at the University of Kansas  
                                          ▪ FAIR EVAL: My performance is evaluated fairly  |
|                                 | ▪ ENCOURAGED: I have someone at work who encourages my personal and professional development  
                                  ▪ CLEAR ROLES: I am clear on the roles and responsibilities of my job  |
| **Training & Safety**           | ▪ SAFETY: My workplace environment is safe from physical harm  
                                  ▪ TRAIN SFTY: I have participated in adequate training to ensure safety  |
|                                 | ▪ RESRCES AVL: The tools, resources, training, and equipment I need to get my work done are readily available |
The mean responses to the 40 Climate Survey questions were grouped into five distinct categories. Responses from the Facilities Services employees were higher on average in all five categories compared to the combined average responses from FO and DSH in December 2011.

Comparison of Responses by Survey Category

- **Job Satisfaction & Motivation**
  - Facilities Services 2013: 4.01
  - Facilities Operations 2012: 3.73
  - Student Housing 2012: 4.03
  - FO / DSH Composite 2012: 3.81

- **Teamwork & Morale**
  - Facilities Services 2013: 3.58
  - Facilities Operations 2012: 3.27
  - Student Housing 2012: 3.73
  - FO / DSH Composite 2012: 3.39

- **Supervision**
  - Facilities Services 2013: 3.50
  - Facilities Operations 2012: 3.46
  - Student Housing 2012: 3.06
  - FO / DSH Composite 2012: 3.17

- **Performance Management & Career Growth**
  - Facilities Services 2013: 3.46
  - Facilities Operations 2012: 3.13
  - Student Housing 2012: 3.24
  - FO / DSH Composite 2012: 3.58

- **Training and Safety**
  - Facilities Services 2013: 3.81
  - Facilities Operations 2012: 3.38
  - Student Housing 2012: 3.64
  - FO / DSH Composite 2012: 3.45

*List of 40 survey questions and corresponding categories can be found in Appendix A: Question Key. All survey questions were based on the following Likert Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.*