Marvin K. Peterson Library:

Staff Satisfaction Survey

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Executive Summary

The objective of this study was to gain a staff perspective of their job satisfaction at the Marvin K. Peterson Library, located at the University of New Haven in West Haven, CT.

The data for this study was collected via a paper survey sent out to employees as an attachment to be printed out through their e-mail address. In total, 17 Library employees gave their input by completing the survey. The survey was made up of 45 items for non-supervisors and 51 for those that had direct reports. The survey consisted of questions regarding communication, quality of supervision, compensation and benefits, working conditions, opportunities for advancement, and nature of work, and other aspects of the library that would affect job satisfaction.

Based upon the data gathered, the Library staff appears to be satisfied with their roles in the Library, particularly in regard to the nature or work performed, as well as quality of supervision and communications. In addition, 76.5% showed an overall satisfaction with the library, with 17.6% expressing dissatisfaction, and the other 5.9% opting out of an answer.

Further analysis of the data shows that the staff do not feel that there is a suitable temperature in the Library, enough training opportunities, and sufficient parking.
Based upon this study, the following recommendations have been made in order to further satisfy the library staff, and meet the needs of the current and future staff of the University Library; adjust the temperature as needed, and if possible, provide more parking for staff of the library; provide more initial training and inform employees of further training or education opportunities; be more open or informative about the benefits that are available to the staff upon hiring, and create more opportunities for employees and supervisors to interact with one another; continue to foster the interpersonal relationships with the Library because a large majority of the staff reported satisfaction with their supervision, as well as their direct reports.
Introduction

This study was centered on gathering a collective perspective of the Marvin K. Peterson Library staff’s satisfaction with their current roles. This type of study has not been done before and the results could be highly valuable to the strength of the Library in general. Hanko Dobi, the Universities Librarian, saw the importance in gauging the satisfaction of the Library staff, and therefore gave permission for the undertaking of this project.

The Marvin K. Peterson Library is open to students seven days a week and is now running on extended hours to meet student needs. There are three floors, each providing an array of resources for students and faculty of the University of New Haven. Every staff member is responsible in some way for meeting the needs of the students and faculty of the University. The shifts for the staff vary. There is a staff of 17 covering 100.5 hours a week so there are times when there are only 2 people working at a time, but then there are times when there are 6 people on duty. Most days the staff work 7-hour days but in order to make extended hours possible some may work 8-hour days.

Data was collected for this study via an in-depth paper and pencil survey (see Appendix A). The survey was conducted with the purpose of gathering data to gauge the level of satisfaction. To determine their level of satisfaction the survey focused on: communications, quality of supervision, compensation and
benefits, working conditions, opportunities for advancement, and nature of work for an understanding of the areas most important to Library staff. In addition, the survey offered students an opportunity to provide their overall satisfaction with the Library regardless of any of their previous answers.

The gathered information and analysis of the data in this survey, lead to a further discussion of the results, as well as recommendations for things that could be improved in order to meet the general needs of the staff at Marvin K. Peterson Library.
Methodology

The development of this survey began by meeting with Hanko Dobi. During this time it was discussed a number of possibilities the type of survey that would be conducted. This is when the decision was made regarding the general direction and focus of the study, as well as methods of conducting the survey. Following this meeting, a rough copy of the survey was created and submitted to Hanko for feedback as well as revisions.

Upon receiving feedback from Hanko, a second draft was created and submitted, that included the revisions to the original survey. It was then discussed how some of the original questions would not be relevant to those working at the Library. The questions that were excluded were questions regarding autonomy due to the nature of the Library job roles, and then another survey was submitted for review.

A new version of the survey was created based upon the previous review. This survey was then created electronically via surveymonkey.com. Because there was the possibility of the library staff taking the survey from the same computer anonymity may have been compromised and it was then decided that a paper and pencil survey would be more appropriate. It was also decided that demographic questions such as years worked at the Library and name of their supervisor would have to be excluded as well, in order to preserve anonymity.
The final draft of the survey included eight questions pertaining to communication, 9 questions pertaining to the quality of supervision, six questions regarding their compensation and benefits, six satisfaction questions regarding working conditions, six questions pertaining to opportunities for advancement, and nine questions regarding the nature of work performed. There were six questions asked of those that have people directly reporting to them regarding their satisfaction with their direct reports as it relates to the supervisor’s overall as well. Additionally, there was one question asked regarding overall satisfaction, regardless of any of the previous responses. It was asked that individuals provide their responses on a scale of 1-5. 1 was representative of an answer of “Strongly Disagree”, 2 denoted an answer or “Disagree”, 3 represented an answer of “Neutral”, and 4 denoted an answer of “Agree”, while 5 denoted an answer of “Strongly Agree”. For this survey answers 4 and 5 were assumed to be an indication of satisfaction with the topic the question refers to, while 1 and 2 are believed to be an expression of dissatisfaction. Refer to Appendix A to review the complete survey.

This survey was developed using Microsoft Word. Hanko Dobi was sent the completed survey, and she then forwarded it on to staff email accounts with an explanation letter via a listserv. Included in this email as well, were instructions on how to submit the completed survey anonymously so that the
results could be further analyzed. The explanation and instructions can be viewed in Appendix B.

The survey was sent to the Library staff that consisted of a sample of 19 individuals. Hanko Dobi did not take the survey. Employees were asked to complete the survey between the dates of October 1st through October 17th. To allow for those that were out sick to complete the survey the deadline was extended until October 27th. An additional email was also sent before this time to Hanko Dobi, asking her to remind staff to complete the survey and submit to the Graduate Assistant’s mailbox. The reminder email can be viewed in Appendix C. In total there were 17 people that completed the survey out of the 19 people that were invited to provide their feedback.
Results

Nineteen people were sent the completed survey via email. Seventeen people completed the survey providing an 89.5% response rate for this survey. See results by survey section below.

Overall Satisfaction

“Overall, would you say that you are satisfied with your job?”

Of the staff that responded to this statement, 76.5% stated that they were satisfied, 17.6% stated that they were not satisfied, and 5.9% failed to answer the question (Refer to Figure 1).

Figure 1.

![Bar chart showing responses to Overall satisfaction question]

Communication

The following results pertain to questions 1 through 8 of the communications section of the survey. Exact statements are provided and can also be referenced in Appendix A.
“The University Administration’s communications keep me informed on University-wide issues”

Of the staff that responded to this statement, 23.5% stated that they strongly agreed, 58.8% stated that they agreed, 11.8% stated that they were neutral on the matter, and 5.9% stated that they disagreed. (Refer to Figure 1a)

**Figure 1(a).**

![Informed on University Issues](image)

“The University’s communications are clear and detailed”

Of the staff that responded to this statement, 17.6% stated that they strongly agreed, 70.6% stated that they agreed, 5.9% stated that they were neutral on the matter, and 5.9% stated that they disagreed. (Refer to Figure 1b)

**Figure 1(b).**

![Clear and Detailed Instructions](image)
“The Library’s communications keep me informed on Library related issues”

Of the staff that responded to this statement, 41.2% stated that they strongly agreed, 29.4% stated that they agreed, 23.5% stated that they were neutral on the matter, and 5.9% stated that they disagreed. (Refer to Figure 1c)

Figure 1(c).

Aware of Library Issues

“Instructions from my supervisor are clearly defined and communicated accordingly”
Of the staff that responded to this statement, 41.2% stated that they strongly agreed, 23.5% stated that they agreed, 23.5% stated that they were neutral on the matter, and 11.8% stated that they disagreed. (Refer to Figure 1d)

Figure 1(d).

Clear Instructions from Supervisor

“\textit{I receive enough credit for the work that I perform}”

Of the staff that responded to this statement, 29.4% stated that they strongly agreed, 41.2% stated that they agreed, 11.8% stated that they were neutral on the matter, and 17.6% stated that they disagreed. (Refer to Figure 1e)

Figure 1(e).

Receive Credit for Work
“Changes within the Library are communicated effectively”

Of the staff that responded to this statement, 29.4% stated that they strongly agreed, 23.5% stated that they agreed, 35.3% stated that they were neutral on the matter, and 11.8% stated that they disagreed. (Refer to Figure 1f).

Figure 1(f).

**Changes Communicated Effectively**

“I feel that my opinion is valued at the Library”
Of the staff that responded to this statement, 23.5% stated that they strongly agreed, 41.2% stated that they agreed, 29.4% stated that they were neutral on the matter, and 5.9% stated that they disagreed. (Refer to Figure 1g)

**Figure 1(g).**

![Valued Opinions](image)

“I feel liked among my coworkers”

Of the staff that responded to this statement, 41.2% stated that they strongly agreed, 41.2% stated that they agreed, and 17.6% stated that they were neutral on the matter (Refer to Figure 1h).

**Figure 1(h).**

![Feel Liked by Coworkers](image)
Quality of Supervision

The following results pertain to questions 1 through 9 of the quality of supervision section of the survey. Exact statements are provided and can also be referenced in Appendix A.

“My supervisor provided enough initial training for my current position”

Of the staff that responded to this statement, 29.4% stated that they strongly agreed, 23.5% stated that they agreed, 29.4% stated that they were neutral on the matter, and 17.6% stated that they disagreed. (Refer to Figure 2a)

Figure 2(a).

Initial Training from Supervisor
“My supervisor treats me fairly”

Of the staff that responded to this statement, 41.2% stated that they strongly agreed, 35.3% stated that they agreed, 17.6% stated that they were neutral on the matter, and 5.9% stated that they disagreed. (Refer to Figure 2b)

Figure 2(b).

Fairly Treated

“I can trust what my supervisor tells me”
Of the staff that responded to this statement, 52.9% stated that they strongly agreed, 23.5% stated that they agreed, 11.8% stated that they were neutral on the matter, and 11.8% stated that they disagreed. (Refer to Figure 2c).

**Figure 2(c).**

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<tr>
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</tr>
<tr>
<td>Agree Strongly</td>
</tr>
</tbody>
</table>
```

“**My Supervisor is open to hearing my opinions or feedback**”

Of the staff that responded to this statement, 47.1% stated that they strongly agreed, 29.4% stated that they agreed, 11.8% stated that they were neutral on the matter, and 11.8% stated that they disagreed. (Refer to Figure 2d).

**Figure 2(d).**

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<table>
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“My supervisor helps me to develop to the fullest of my potential”

Of the staff that responded to this statement, 23.5% stated that they strongly agreed, 23.5% stated that they agreed, 35.3% stated that they were neutral on the matter, 11.8% stated that they disagreed, and 5.9% stated that they strongly disagreed. (Refer to Figure 2e).

Figure 2(e).

Help with Development

“My supervisor treats me with respect”
Of the staff that responded to this statement, 41.2% stated that they strongly agreed, 41.2% stated that they agreed, 11.8% stated that they were neutral on the matter, and 5.9% stated that they disagreed. (Refer to Figure 2f).

**Figure 2(f).**

![Bar chart](chart.png)

**Respect**

“*I am told what I do well in the Library*”

Of the staff that responded to this statement, 5.9% stated that they strongly agreed, 64.7% stated that they agreed, 11.8% stated that they were neutral on the matter, and 17.6% stated that they disagreed. (Refer to Figure 2g).

**Figure 2(g).**

**Praise**
“I am told when my work needs improvement”

Of the staff that responded to this statement, 17.6% stated that they strongly agreed, 64.7% stated that they agreed, 11.8% stated that they were neutral on the matter, and 5.9% stated that they disagreed. (Refer to Figure 2h).

**Figure 2(h).**

**Supervisory Feedback**

“My supervisor is readily available to answer work-related questions”

Of the staff that responded to this statement, 35.3% stated that they strongly agreed, 41.2% stated that they agreed, 5.9% stated that they were neutral on the
matter, 11.8% stated that they disagreed, and 5.9% stated that they strongly disagreed (Refer to Figure 2i).

**Figure 2(i).**

![Supervisor Availability](image)

**Compensation & Benefits:**

The following results pertain to questions 1 through 6 of the compensation and benefits section of the survey. Exact statements are provided and can also be reference in Appendix A.

“My pay is fair for the work that I perform”

Of the staff that responded to this statement, 17.6% stated that they strongly agreed, 41.2% stated that they agreed, 23.5% stated that they were neutral on the
matter, 5.9% stated that they disagreed, and 11.8% stated that they strongly disagreed (Refer to Figure 3a).

**Figure 3(a).**

![Fair Pay Chart]

“*I am satisfied with my medical benefits*”

Of the staff that responded to this statement, 17.6% stated that they strongly agreed, 47.1% stated that they agreed, 11.8% stated that they were neutral on the matter, 5.9% stated that they disagreed, and 17.6% stated that they strongly disagreed (Refer to Figure 3b).

**Figure 3(b).**

![Medical Benefits Chart]
“I am satisfied with the retirement benefits”

Of the staff that responded to this statement, 17.6% stated that they strongly agreed, 58.8% stated that they agreed, 17.6% stated that they were neutral on the matter, and 5.9% stated that they disagreed (Refer to Figure 3c).

Figure 3(c).

Retirement

“The University provides me with the type of benefits that I need”
Of the staff that responded to this statement, 17.6% stated that they strongly agreed, 41.2% stated that they agreed, 23.5% stated that they were neutral on the matter, 11.8% stated that they disagreed, and 5.9% stated that they strongly disagreed (Refer to Figure 3d).

**Figure 3(d).**

![Needed Benefits](chart)

“The University provides me with the type of benefits that my family needs”

Of the staff that responded to this statement, 5.9% stated that they strongly agreed, 35.3% stated that they agreed, 41.2% stated that they were neutral on the matter, 11.8% stated that they disagreed, and 5.9% stated that they strongly disagreed (Refer to Figure 3e).

**Figure 3(e).**

**Family Needs**
“I understand all of the benefits to which I am entitled”

Of the staff that responded to this statement, 23.5% stated that they strongly agreed, 35.3% stated that they agreed, and 41.2% stated that they were neutral on the matter (Refer to Figure 3f).

Figure 3(f).

Understand Benefits

Working Conditions
The following results pertain to questions 1 through 6 of the working conditions section of the survey. Exact statements are provided and can also be reference in Appendix A

“My physical working conditions are satisfactory”

Of the staff that responded to this statement, 17.6% stated that they strongly agreed, 35.3 % stated that they agreed, 35.3% stated that they were neutral on the matter, and 11.8% stated that they disagreed (Refer to Figure 4a).

Figure 4(a).

“I feel physically safe in my current work environment”

Of the staff that responded to this statement, 23.5% stated that they strongly agreed, 47.1% stated that they agreed, 23.5% stated that they were neutral on the matter, and 5.9% stated that they disagreed (Refer to Figure 4b).

Figure 4(b).
“My work place is adequately cooled/heated”

Of the staff that responded to this statement, 17.6% stated that they agreed, 35.3% stated that they were neutral on the matter, 23.5% stated that they disagreed, and 23.5 stated that they strongly disagreed (Refer to Figure 4c).

Figure 4(c).

“My work environment is adequately lit”
Of the staff that responded to this statement, 41.15% stated that they strongly agreed, 41.15% stated that they agreed, 11.8% stated that they were neutral on the matter, and 5.9% stated that they disagreed (Refer to Figure 4d).

Figure 4(d).

Lighting

![Lighting Bar Chart](attachment:lighting_chart.png)

“I am content with the current parking situation”

Of the staff that responded to this statement, 23.5% stated that they agreed, 41.2% stated that they were neutral on the matter, 29.4% stated that they disagreed, and 5.9% stated that they strongly disagreed (Refer to Figure 4e).

Figure 4(e).

Parking
“My working area is conducive to my productivity”

Of the staff that responded to this statement, 5.9% stated that they strongly agreed, 41.2% stated that they agreed, 29.4% stated that they were neutral on the matter, and 23.5% stated that they disagreed (Refer to Figure 4f).

**Figure 4(f).**

**Work Environment**

**Opportunities for Advancement**
The following results pertain to questions 1 through 6 of the opportunities for advancement section of the survey. Exact statements are provided and can also be reference in Appendix A.

“I am satisfied with the advancement opportunities at the University”

Of the staff that responded to this statement, 5.9% stated that they strongly agreed, 23.5% stated that they agreed, 47.1% stated that they were neutral on the matter, and 23.5% stated that they disagreed (Refer to Figure 5a).

Figure 5(a).

“[Bar chart showing responses to the statement]"

“I am aware of what it takes to be considered for advancement”

Of the staff that responded to this statement, 29.4% stated that they agreed, 41.2% stated that they were neutral on the matter, and 29.4% stated that they disagreed (Refer to Figure 5b).
Figure 5(b).

**Consideration**

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<th>Agree Strongly</th>
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<td>2</td>
<td>4</td>
<td>7</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
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“*I believe that high performance in my role increases my advancement opportunities*”

Of the staff that responded to this statement, 23.5% stated that they agreed, 41.2% stated that they were neutral on the matter, and 35.3% stated that they disagreed (Refer to Figure 5c).

Figure 5(c).

**Performance**

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<td>2</td>
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<td>7</td>
<td>1</td>
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```
“The University has a fair amount of training opportunities”

Of the staff that responded to this statement, 23.5% stated that they agreed, 23.5% stated that they were neutral on the matter, 41.2% stated that they disagreed, and 11.8% stated that they strongly disagreed (Refer to Figure 5d).

Figure 5(d).

![Training (University) bar chart](image)

“The Library has a fair amount of training opportunities”

Of the staff that responded to this statement, 41.2% stated that they agreed, 35.3% stated that they were neutral on the matter, 11.8% stated that they disagreed, and 11.8% stated that they strongly disagreed (Refer to Figure 5e).
“I feel that I have enough chances for career development training so that I am more well rounded”

Of the staff that responded to this statement, 41.2% stated that they agreed, 29.4% stated that they were neutral on the matter, 17.6% stated that they disagreed, and 11.8% stated that they strongly disagreed (Refer to Figure 5f).
Interesting Work

The following results pertain to questions 1 through 9 of the interesting work section of the survey. Exact statements are provided and can also be reference in Appendix A.

“I feel that I am working towards my initial overall goals for myself”

Of the staff that responded to this statement, 5.9% stated that they strongly agreed, 64.7% stated that they agreed, 5.9% stated that they were neutral on the matter, and 23.5% stated that they disagreed (Refer to Figure 6a).

Figure 6(a).

Goal Achievement
“My work is relevant to my field of choice”

Of the staff that responded to this statement, 11.8% stated that they strongly agreed, 41.2% stated that they agreed, 35.3% stated that they were neutral on the matter, and 11.8% stated that they disagreed (Refer to Figure 6b).

**Figure 6(b).**

**Relevance**

“My job makes good use of my skills and abilities”
Of the staff that responded to this statement, 11.8% stated that they strongly agreed, 52.9% stated that they agreed, and 35.3% stated that they were neutral on the matter (Refer to Figure 6c).

Figure 6(c).

Skills and Abilities

![Chart showing the distribution of responses to the statement on skills and abilities.]

“I feel my work contributes to the overall success of the Library”

Of the staff that responded to this statement, 58.8% stated that they strongly agreed, and 41.2% stated that they agreed (Refer to Figure 6d).

Figure 6(d).

Job Importance
“My work maintains my interest/keeps me engaged”

Of the staff that responded to this statement, 35.3% stated that they strongly agreed, 52.9% stated that they agreed, 5.9% stated that they were neutral on the matter, and 5.9% stated that they disagreed (Refer to Figure 6e).

Figure 6(e).

“Maintains Interest”

“I feel that my assignments are challenging enough”
Of the staff that responded to this statement, 23.5% stated that they strongly agreed, 52.9% stated that they agreed, 17.6% stated that they were neutral on the matter, and 5.9% stated that they disagreed (Refer to Figure 6f).

**Figure 6(f).**

Challenging Work

![Challenging Work](image)

“I am satisfied with my duties at the Library”

Of the staff that responded to this statement, 23.5% stated that they strongly agreed, 41.2% stated that they agreed, 23.5% stated that they were neutral on the matter, and 11.8% stated that they disagreed (Refer to Figure 6g).

**Figure 6(g).**

Role Satisfaction
“I feel that the University provides an important service to the students and faculty of the University”

Of the staff that responded to this statement, 88.2% stated that they strongly agreed, and 11.8% stated that they agreed (Refer to Figure 6h).

**Figure 6(h).**

**Job Importance**

“‘The results of my work meet my supervisor’s expectations’
Of the staff that responded to this statement, 29.4% stated that they strongly agreed, 47.1% stated that they agreed, 23.5% stated that they were neutral on the matter, and 5.9% stated that they disagreed (Refer to Figure 6i).

**Figure 6(i).**

- Expectations

![Bar chart showing expectations with the following breakdown: Agree (Strongly) 7, Agree 6, Neutral 5, Disagree 3, Disagree (Strongly) 1].

**Supervisors Only**

The following results pertain to questions 1 through 6 of the Supervisors Only section of the survey. Exact statements are provided and can also be reference in Appendix A.

“I feel that my direct reports treat me fairly.”

Of the staff that responded to this statement, 50% stated that they strongly agreed, and 50% stated that they agreed (Refer to Figure 7a).

**Figure 7(a).**

- Fairly Treated
“I can trust what my direct reports tell me”

Of the staff that responded to this statement, 50% stated that they strongly agreed, and 50% stated that they agreed (Refer to Figure 7b).

Figure 7(b).

Trust for Subordinates

“I feel that my direct reports are open to hearing my opinions or feedback”

Of the staff that responded to this statement, 50% stated that they strongly agreed, 25% stated that they agreed, and 25% stated that they were neutral on the matter (Refer to Figure 7c).
Subordinates Open to Feedback

“My direct reports tell me when I do well”

Of the staff that responded to this statement, 50% stated that they strongly agreed, 25% stated that they agreed, and 25% stated that they disagreed (Refer to Figure 7(d)).

Subordinate Praise

“My direct reports inform me when improvements are needed”
Of the staff that responded to this statement, 50% stated that they strongly agreed, and 50% stated that they agreed (Refer to Figure 7e).

**Figure 7(e).**

Subordinate Feedback

![Subordinate Feedback Chart]

“*My direct reports are readily available to assume their job roles*”

Of the staff that responded to this statement, 25% stated that they strongly agreed, 50% stated that they agreed, and 25% stated that they were neutral to this statement (Refer to Figure 7f).

**Figure 7(f).**

Subordinate Availability
Discussion

Analyses of the results show that the Library staff is fairly satisfied in their current roles. There are some areas of dissatisfaction, thus providing a means of improving overall satisfaction within the Library.

The staff’s feelings towards the communication present at their job are fairly positive. The majority of people agreed that communications are satisfactory and 72% indicated with an answer or agree or strongly agree. Furthermore, a majority of the staff agreed that they receive quality supervision. 71.3% answered that they either agreed or strongly agreed to the questions referring to the quality of their supervision.

Staff members were also satisfied with the type of work they are performing with 77.1% indicating this on the survey results. Notably, over 88% of the Library staff responded that they strongly agreed that their jobs in the library provide an important service to the students and faculty of the University.

On the other hand, staff feelings towards their compensation and benefits as well as their working conditions were not as positive. The general response tended toward a more neutral answer with 59.8% stating that they agree or strongly agree with the statements referring to compensation and benefits, and 49% stating the same on the questions regarding their working conditions. Note
that the employees of the Library were the least satisfied with their workplace temperature than they were with any other item in the survey.

Further analysis shows that the Library staff is dissatisfied with the number of opportunities for advancement available to them. Over 70% of the responses indicated that the staff is either neutral or dissatisfied with the opportunities available to them. The greatest area of dissatisfaction was the number of training opportunities provided to them by the University. Only 30.3% of the responses to the questions in the category were positive.

The top three indicators of satisfaction gathered from this survey stem from the nature of the work performed and the people with whom the staff are working. The greatest positive responses were given on the questions that asked about the perceived importance of their roles in the Library and also whether or not they felt liked among their coworkers.

The Library staff indicated in the survey overwhelmingly the greatest areas of dissatisfaction. The workplace temperature, parking situation, and University training opportunities are not meeting the needs of the staff at the Marvin K. Peterson Library. Interestingly though, the temperature was the greatest area of the three lowest and this is the easiest thing to resolve.
Overall the staff is satisfied with their jobs in the Library with 76.5% of the respondents indicating so on the survey. There were some areas of dissatisfaction, but many of the areas are easily improved upon.
**Recommendations**

A large percentage of the staff report overall satisfaction with their roles within the Library however; they have also pinpointed a few areas that could be changed in order to enhance their happiness with employment at the library.

Based on the data, it is recommended that some time be spent figuring out the employees ideal temperature in their workplace. There may even be some sorts of way for them to increase or decrease the temperature themselves. This seems like a very minor fix, but this was also the greatest area of dissatisfaction reported. The staff’s comfort could go a long way in improving the overall morale. Also, some time should be spent trying to have some additional parking spaces reserved for staff of the Library. Parking is one of the last worries anyone wants to have if they are simply reporting to work. Alleviating this problem could go a long way in improving satisfaction as well.

Additionally, it is recommended that there is more initial training and information regarding the training that is available to staff. Because tuition is already offered to the employees of the University there would be no large added expense to the Library. Perhaps an email update or newsletter informing employees of the opportunities available to them on campus either through classes offered or seminars taking place in the area.
Lastly, employees expressed some degree of dissatisfaction with the benefits offered to them. This is not something easily corrected by the Library alone, but openness and honesty could go along way. Informing employees up front what is available to them and trying to meet their needs could greatly improve employee satisfaction.

The reported results for the Library staff shows a fair amount with the quality of supervision and supervisors report an overall satisfaction with their direct reports as well. It is suggested that the Library continue to foster the relationships that exist because there does not appear to be any serious existing interpersonal issues. If the previous suggestions of creating an environment where communication is open and accepted, any problems are easily addressed.
Appendix A

Please complete the survey answering each question honestly. The survey results are anonymous and will only be used to collectively the overall satisfaction of the Library staff.

1 – Disagree Strongly
2 – Disagree
3 – Neutral
4 – Agree
5 – Agree Strongly

1. The University Administration’s communications keep me informed on University-wide issues
   1 2 3 4 5
2. The University’s communications are clear and detailed.
   1 2 3 4 5
3. The Library’s communications keep me informed on Library-related issues.
   1 2 3 4 5
4. Instructions from my supervisor are clearly defined and communicated accordingly.
   1 2 3 4 5
5. I receive enough credit for the work that I perform.
   1 2 3 4 5
6. Changes within the Library are communicated effectively.
   1 2 3 4 5
7. I feel that my opinion is valued at the Library.
   1 2 3 4 5
8. I feel liked among my coworkers
   1 2 3 4 5

Quality of Supervision

1. My supervisor provided enough initial training for my current position.
   1 2 3 4 5
2. My supervisor treats me fairly.
   1 2 3 4 5
3. I can trust what my supervisor tells me.
   1 2 3 4 5
4. My supervisor is open to hearing my opinions or feedback.
   1 2 3 4 5
5. My supervisor helps me to develop to my fullest potential.
   1 2 3 4 5
6. My supervisor treats me with respect.
   1 2 3 4 5
7. I am told what I do well in the Library.
   1 2 3 4 5
8. I am told when my work needs improvement.
   1 2 3 4 5
9. My supervisor is readily available to answer work-related questions.
   1 2 3 4 5

**Compensation & Benefits**

1. My pay is fair for the work that I perform
   1 2 3 4 5
2. I’m satisfied with my medical benefits.
   1 2 3 4 5
3. I am satisfied with the retirement benefits.
   1 2 3 4 5
4. The University provides me with the type of benefits I need.
   1 2 3 4 5
5. The University provides me with the type of benefits my family needs.
   1 2 3 4 5
6. I understand all of the benefits to which I am entitled.
   1 2 3 4 5

**Working Conditions**

1. My physical working conditions are satisfactory
   1 2 3 4 5
2. I feel physically safe in my current work environment.
   1 2 3 4 5
3. My workplace is adequately cooled/heated.
   1 2 3 4 5
4. My work environment is adequately lit.
   1 2 3 4 5
5. I am content with the current parking situation.
   1 2 3 4 5
6. My working area is conducive to my productivity.
   1 2 3 4 5

**Opportunities for Advancement**

1. I am satisfied with the advancement opportunities at the University.
   1 2 3 4 5
2. I am aware of what it takes to be considered for advancement.
   1 2 3 4 5
3. I believe that high performance in my role increases my advancement opportunities.
   1 2 3 4 5
4. The University has a fair amount of training opportunities.
   1 2 3 4 5
5. The Library has a fair amount of training opportunities.
   1 2 3 4 5
6. I feel that I have enough chances for career development training so that I am more well rounded.
Interesting Work

1. I feel that I am working towards my initial overall goals for myself.
   1 2 3 4 5
2. My work is relevant to my career field of choice.
   1 2 3 4 5
3. My job makes good use of my skills and abilities.
   1 2 3 4 5
4. I feel my work contributes to the overall success of the Library.
   1 2 3 4 5
5. My work maintains my interest/keeps me engaged.
   1 2 3 4 5
6. I feel that my assignments are challenging enough.
   1 2 3 4 5
7. I am satisfied with my duties at the Library.
   1 2 3 4 5
8. I feel that the Library provides an important service to the students and faculty of the University.
   1 2 3 4 5
9. The result of my work meets my supervisor’s expectations.
   1 2 3 4 5

FOR SUPERVISORS ONLY (skip if you have no one that reports to you)

1. I feel that my direct reports treat me fairly.
   1 2 3 4 5
2. I can trust what my direct reports tell me.
   1 2 3 4 5
3. I feel that my direct reports are open to hearing my opinions or feedback.
   1 2 3 4 5
4. My direct reports tell me when I do well.
   1 2 3 4 5
5. My direct reports inform me when improvements are needed.
   1 2 3 4 5
6. My direct reports are readily available to assume their job roles.
   1 2 3 4 5

Overall Satisfaction

1. Overall, would you say that you are satisfied with your job
   a. Yes
   b. No
Dear Library Staff,

Attached please find a print version of the Library Staff Survey for the Fall of 2008, which I hope you will take the time to complete. Please place the completed survey in the attached envelope addressed to me. Place the envelope in my Library mailbox, which is located on the desk in Technical Services along with the other student mailboxes.

Please accept my apology for the confusion regarding the online survey which you received. I am just learning about online surveys. I was not aware that if multiple staff are using the same computer the next person to use the staff computer would be able to access the survey along with the responses of that previous staff member. This is a learning experience for me, so I appreciate your understanding and support. To further ensure complete anonymity I have also removed the demographic questions.

Thank you for your assistance.

Regards,

Nate Williams, Graduate Assistant
Hi Hanko,

I was wondering if you could send out a reminder for those who haven't completed the survey yet. I am still waiting for 6 more surveys if there were supposed to be 19. There is no huge rush as it is a quick survey and I'm still researching, but I am getting fairly eager to begin the analysis.

Best,

Nate