

How many years have you been employed at UNC-Chapel Hill?		
answer options	Response Percent	Response Count
0 - 2 years	13.43%	27
3 - 5 years	22.89%	46
6 - 10 years	19.90%	40
11 - 20 years	24.88%	50
21 - 30 years	15.42%	31
30+ years	3.48%	7
<i>answered question</i>		201
<i>skipped question</i>		1

How many years have you been employed with the State of North Carolina?

answer options	Response Percent	Response Count
0 - 2 years	11.44%	23
3 - 5 years	21.89%	44
6 - 10 years	18.41%	37
11 - 20 years	27.86%	56
21 - 30 years	16.92%	34
30+ years	3.48%	7
<i>answered question</i>		201
<i>skipped question</i>		1

Your gender:		
answer options	Response Percent	Response Count
Male	28.86%	58
Female	71.14%	143
<i>answered question</i>		201
<i>skipped question</i>		1

Your job is classified as:		
answer options	Response Percent	Response Count
SPA	77.61%	156
EPA Non-faculty	18.91%	38
Faculty	1.99%	4
Temporary	1.00%	2
I'm not sure	0.50%	1
<i>answered question</i>		201
<i>skipped question</i>		1

Your occupation is (choose the one that best fits the nature of your job):

answer options	Response Percent	Response Count
Clerical and Secretarial	20.30%	41
Executive, Administrative, and Managerial	35.64%	72
Faculty	0.99%	2
Professional	24.75%	50
Service/Maintenance	0.99%	2
Skilled Crafts	0.50%	1
Technical and Paraprofessional	16.83%	34
	<i>answered question</i>	202
	<i>skipped question</i>	0

Your salary is paid from grant money.		
answer options	Response Percent	Response Count
Yes	18.41%	37
No	78.61%	158
I don't know	2.99%	6
<i>answered question</i>		201
<i>skipped question</i>		1

What are the most important pay issues that would you like an improved personnel system to address? Please choose what you feel are the most important issues and rate them, with “1” being most important, “2” next most important, etc.

answer options	Response Average	Response Total	Response Count
Career banding	7.46	716	96
Cost-of-living pay increases	3.06	429	140
In-range pay adjustments	4.09	474	116
Living wage for all University employees	4.09	507	124
Longevity-based pay increases	5.61	595	106
Merit-based bonuses	4.85	626	129
Performance-based pay increases	3.89	568	146
Pay equity within employing units	5.46	541	99
Pay equity across the University	5.67	584	103
Parity with salaries in the private sector in this area	4.17	555	133
Right of all employees to be able to edit their own timesheets	8.22	732	89
Salary ceilings	10.04	833	83
Salary increases for grant-funded positions using grant money	10.29	864	84
Sign-on bonuses as an incentive for new hires	11.55	866	75
Other	4.13	128	31
<i>answered question</i>			178
<i>skipped question</i>			24

If one of your choices above was "other," please explain.

answer options	Response Count
	30
<i>answered question</i>	30
<i>skipped question</i>	172

Respondents	
1	More thorough evaluations of applications entered into system beyond job title. Must consider experience because job titles rarely reflect job duties and experience. Most people outgrow the title with their responsibilities but the title does not change.
2	More is done by HR to see that the most-qualified individuals are promoted
3	The university timesheet system for SPA-temps is incredibly outdated. I think of all the money it must cost to collect and manually enter the data on all these paper timesheets. The system also makes it difficult to track expenditures to projects when they vary each month as they do in a dynamic group like I work in. It would be such an improvement to have a centralized on-line timesheet system that would feed back into the project accounting system. We have implemented a pilot system such as this for our group and it's a huge help. It would be even better a similar system could tie this info into the university's project accounting system.
4	#1 - secured funding for increases, otherwise not much of the rest matters
5	Parity with salaries and benefits offered by highly-ranked public and private peers. Easing of hiring and termination policies to allow departments to retain and obtain motivated, effective, and innovative staff. Clearer career paths from entry-level to upper-level positions, made possible by the higher turnover allowed by the aforementioned eased termination policies.
6	A job should be classified based solely on its merits and not on a ratio system which allows for only so many upper-level administrative assistant jobs per faculty.

7	<p>If an employee qualifies to be paid at 100 percent of their grade level, they should be paid accordingly.</p> <p>So salaries should change automatically for those staff who are performing at a "G" or above standard as salary grades change regardless otherwise these employees are not keeping up at all. Plus if they qualify at 100% of the salary grade, they should be paid at a 100%. This does not happen at the School of Dentistry.</p>
8	Work from home option and decrease in parking fees.
9	Pay based on what area of the state you live in. The Research Triangle area has a much higher cost of living than some small towns in the eastern and western part of the state.
10	benefits
11	Long term can't use vacation leave (or sick really). It amounts to almost nothing in retirement wages. Should be able to use all vacation time annually - 5 weeks.
12	<p>Hiring employees who work for UNC/NC system but live in another state due to research taking place in say "California" or another country like "Africa"</p> <p>The NC pay isn't competitive with the Los Angeles area (for example).</p> <p>In addition--"systems" like the Employee Health and Safety--aren't written to apply to an employee that works from home. Also, why should I have to justify an employee who lives in Wisconsin NOT USING A STATE CAR??? Systems need to be updated to fit the EXTREME AMOUNT of grant projects that reach FAR BEYOND NC.</p>
13	Cost of family health care
14	All employees who consistently work 9-month contracts every year should have a benefits package which includes health insurance.
15	Greater flexibility for departments to make promotion and pay decisions for SPA employees. It should not be left up to the SOM or University HR to determine whether the employee "qualifies."
16	On campus affordable childcare
17	Flexibility in state mandated job requirements for positions that are only a "close" match to departmental needs and more attention to the unit supervisor with respect to what is and isn't adequate qualification for a job. Make it easier to promote employees within departments.

18	Currently there is no option for the opportunity to purchase health care for a household family member unless someone is married. I would like to see that option (often thought only to benefit same-sex couples) added.
19	Dollar pay increases instead of percent. Percent is too expensive, and most goes to top salaries. Dollar (say \$3,000 per employee) is cheaper and is more helpful to those who need it most.
20	Need pay differences based on geographical cost of living differences; that is, the cost of living is higher in places like Chapel Hill, Raleigh, and Charlotte and pay for employees in those areas should take this into consideration.
21	Health care benefits available to all.
22	Pay Equity: Measured against the avg. in other states. NC is behind in pay and worker rights. It's time to catch up.
23	Annual reviews of departmental equity pay policies conducted by Human Resource Professionals.
24	How about a bonus for longevity instead of a sign-on bonus. Do something for the employees already HERE!
25	The ability to classify positions unique to UNC and/or department as hiring unit feels appropriate and not be held back because HR doesn't deem it necessary or because other departments don't have like positions.
26	Attention to benefits is as important as salary itself...even more so. We need domestic partner benefits -- losing too many good faculty and staff without them.
27	Classification study needs to be done across the EPA and SPA classification. It seems very similar jobs are being done in positions classified as one or the other. If it is an EPA position, the salary is considerably higher. The divide between these two classifications does not necessarily make sense.
28	Hiring flexibility - flexibility in in pay scale, bonuses, other perks - and firing/termination authority.
29	There are too many benefits for outside activities such as health care. The focus on such a basic necessity limits the vigor of the University as a whole. The University is not the caregiver for the state, it is a public educational facility.
30	vacation parity with private/public sectors

What would be the best way to reward outstanding performance or length of service?

answer options	Response Percent	Response Count
One-time bonus payment	13.97%	25
Permanent increase in salary	73.18%	131
Paid time off	3.35%	6
Recognitions and awards	2.23%	4
Other	7.26%	13
<i>answered question</i>		179
<i>skipped question</i>		23

If your choice above was "other," please explain.

answer options	Response Count
	13
<i>answered question</i>	13
<i>skipped question</i>	189

Respondents	
1	Especially if a person has given their "all" during the year, they should be given a merit increase at the time of their annual review. This will give an employee the incentive to continue to work hard and know they will be rewarded, eventually.
2	This question is completely misleading. How come you ask in the same question about outstanding performance and length of service? You have to reward both differently. A person could have a long length of service but perform poorly!
3	Outstanding performance and length of service are two totally different things. Length of service should be rewarded with a recognition or award. Outstanding performance means more, you worked hard and did something it should be like pay for performance. Outstanding performance should be rewarded with a Permanent increase in salary and maybe some time off too.
4	Length of service is rewarded by retirement and pension and a certificate. Outstanding performance needs to be recognized with a variety of things including individual promotion, increased budget for a unit, monetary and honorary awards and recognitions, and continued employment.
5	Permanent increase in salary is only beneficial when it is coupled by a supportive work environment where there is room for an individual to grow professionally; length of service should be only one of many reasons for a salary increase.
6	Recognition and award AND either one-time bonus payment or permanent increase in salary. Both work better than either alone.
7	I think paid time off and a one time bonus for length of service. outstanding performance is something everyone should try to do as part of their everyday job which doesn't merit a "reward".
8	Can we have the flexibility to ask the employee?? Couldn't there be a menu of options?
9	What about finding out what that person to be rewarded would like. I would like an additional amount of vacation each year...some other person might prefer a one-time bonus.

10	<p>Length of service is already recognized through longevity pay for SPA employees and this should be provided for EPA employees as well.</p> <p>Outstanding performance should be recognized through permanent salary increases.</p>
11	<p>Fair treatment regarding promotions-that those who promote less-experienced candidates would have to demonstrate why they should be promoted over those with more experience</p>
12	<p>Length of service = one time bonus - amount based on performance.</p> <p>Outstanding performance = permanent increase in salary.</p> <p>Length of service should matter for some things like parking, but performance and duties should be the only indicators of rate of pay. Employees in positions for a long time can get complacent. Length of service raises do nothing to motivate them to improve.</p>
13	<p>Question #9 should have been broken out as two questions:</p> <ul style="list-style-type: none"> -what would be the best way to reward outstanding performance? -what would be the best way to reward length of service? <p>The answers would be different.</p>

What are the most important benefits issues that you would like an improved personnel system to address? Please choose what you think are the most important issues and rate them, with “1” being most important, “2” next most important, etc.

answer options	Response Average	Response Total	Response Count
Benefits being made available to part-time employees	7.9	719	91
Child care	8.88	817	92
Disability insurance	6.59	619	94
Dental insurance	4.82	588	122
Education benefits for children of all employees	5.81	674	116
Education benefits for spouses and partners of employees	7.96	748	94
Educational and career development opportunities for employees	5.14	555	108
Health insurance	1.51	240	159
Life insurance	5.98	526	88
Paid leave	4.28	454	106
Retirement	3.27	415	127
Vision insurance	5.86	580	99
Other	3.95	87	22
<i>answered question</i>			170
<i>skipped question</i>			32

If one of your choices above was "other," please explain.	
answer options	Response Count
	20
<i>answered question</i>	20
<i>skipped question</i>	182

Respondents	
1	I think the difference in leave time or vacation time between an SPA and EPA position is unfair. If the purpose of Paid vacation "is intended to encourage and allow employees to engage in restful, recreational activities to renew physical and mental capabilities" than all employees regardless of classification should have the same equal amount of time. Having a system of inequality is unfair as it implies that the work of an EPA employee is somehow better and deserves more vacation time. While the work of an SPA employee is somehow lesser and does not deserve as much vacation time. Instead, they deserve to have their vacation time assigned by an inadequate system based on service. It is grossly unfair that an SPA employee has to complete 20+ years of service to get the same vacation time as an EPA employee who was just hired.
2	Parking - do away with parking fees
3	6. Cancer insurance
4	Let's get the life insurance open enrollment during the same time as ALL Other benefits open enrollment. This way if you have a state employee and non-state employee they can compare the costs of the different options and go with what is best for them without having someone with a gap in coverage or being double covered for 6 months.
5	#1 what we get is somewhat less important than who is paying for it, so my first important issue is that these are employer-paid as much as possible, or at least equitably with what the employee pays.
6	Making sure benefits are on par with or better than leading public and private peer institutions.
7	Work/Life benefits (not just for employees with children)
8	Parking
9	Health insurance for spouses and/or partner at half the present cost.
10	5-being able to use vacation time
11	More reasonably priced health coverage for families
12	Parking
13	Domestic Partner benefits
14	A more employee-friendly attitude on the part of UNC Healthcare and hospitals.

15	The State needs to pay a larger share of benefits - health insurance for dependents (at least partially) and dental insurance. Generally the benefit plans are decent but the State doesn't pay enough of the cost except for health insurance for employees.
16	Collective Bargaining
17	- domestic partner benefits
18	Flex time for employees. Even though the University has endorsed this there are areas that do not allow flex time.
19	<p>The University lacks the endurance of basic city functions, such as career development and opportunities for employees that are University participates.</p> <p>State or University employees who may be students are to share the policies of city government not the Chapel Hill township. The irresponsibilities of student/employee "quality of life" and policy adherence negatively effects any state or University rankings and retentions.</p>
20	Health insurance increases discount cost of living increase. This promotes bad morale and significant financial struggles.

How well do the University's benefits meet your personal needs?		
answer options	Response Percent	Response Count
Very well	8.88%	15
Adequately	71.01%	120
Not well at all	18.93%	32
Not applicable	1.18%	2
<i>answered question</i>		169
<i>skipped question</i>		33

How well do the University's benefits meet your family's needs?		
answer options	Response Percent	Response Count
Very well	5.29%	9
Adequately	30.59%	52
Not well at all	34.12%	58
Not applicable	30.00%	51
<i>answered question</i>		170
<i>skipped question</i>		32

Would you be interested in having cafeteria-style benefits in which you could create your own benefits package from an assortment of options, up to a certain dollar value?

answer options	Response Percent	Response Count
Yes	54.12%	92
No	10.00%	17
Maybe	35.88%	61
<i>answered question</i>		170
<i>skipped question</i>		32

If you answered "maybe" above, please explain.	
answer options	Response Count
	52
<i>answered question</i>	52
<i>skipped question</i>	150

Respondents	
1	Depends on the quality of the different options available.
2	Need more details on exactly how this works.
3	as long as it is explained well and not overly priced.
4	It would depend on the benefits you could pick from.
5	I don't want to make it more difficult to cover my family for medical insurance. Don't know what that dollar amount would be.
6	Depends on the options available in the "cafeteria-style"
7	Need more information to answer.
8	If benefits wouldn't be cut and not be of the same value as now.
9	If the dollar value is equivalent to what the "free" health insurance benefit is now, we won't really gain anything - it would still only cover the employee's health insurance, unless premiums go down. The dollar value would have to an amount that might cover the family, etc. And if you opt out of the benefits altogether, that amount should be added into your paycheck each month - as is done in other companies.
10	I would need more information on how these plans work to decide whether this would be a good option or not.
11	Would really have to have more information about which benefits and what dollar value and if that dollar value would be adjusted to inflation periodically and would still allow collective bargaining.
12	Depends on pricing/comparison to current plan
13	I need more information about what options would be included and how this would work before making a more informed decision but I would generally choose yes unless it seemed really crazy.
14	it would depend on the details of the system.
15	I would have to see details describing this. Sometimes going a-la-cart really means your overall benefits actually decrease. Sometimes, you don't know exactly what you need - leaving you with no options when the unexpected actually happens to you.
16	It would be what is offered and how it works for each indivial person.need to look at the big picture..
17	Depends on cost. I would want the best benefit to cost ratio.

18	Would have to consider cost and all the benefits offered to choice from
19	As with most of the questions on this survey, there are conditions that could make it a deal breaker. I don't know exactly what because nothing's been proposed. One might end up worse off than they expected depending on the package and the circumstances.
20	I would like more detailed information regarding what benefits I would gain, and what I would lose.
21	Before committing to such a plan, I would need to know the details.
22	Only if employees covered more of their benefit costs and, in return, got a boost in salary. Of course, all employees should be required to have some health care plan, some pension, some AD&D insurance, some nominal tuition benefit (6000 or 7000 per year), but anything beyond this is optional and carries a cost.
23	It depends on how comprehensive the array of benefits was: would it have sufficient options for employees in all phases of life and service. i.e. younger, shorter-term employees with families vs. older, long-term employees nearing retirement.
24	If this adds to my benefits, great. If not, no.
25	As a single person, I don't know how this "cafeteria-style" funding allotment would be made in a way that was equitable for single people AND for families.
26	I'd need to do more research on that.
27	I WOULD HAVE TO SEE WHAT IT CONSISTED OF
28	It depends upon the pricing of those packages. If the packages are not in sync w/ the dollar value awarded to the employee, it could result in fewer benefits. Or if the pricing is out of sync of what the employee thinks the benefit is actually worth, it could skew choices negatively.
29	I would have to see a plan and options.
30	Depends on the services offered and their benefit to me
31	I do not know much about those plans.
32	Concern about more of the costs being passed down to employees. There should be a limit for which the state will pay and if certain items chosen go over the limit, then payment would become the responsibility of the employee. However, the limit should be a reasonable one.
33	Would just need to see how it would work
34	I'm not familiar with the pros and cons of the cafeteria style benefits package. It would be a good idea if it would allow people to chose the benefits that are the most important ones to them, but how would it take away from some of the benefits we already have?
35	It would depend on the dollar value, how that dollar value changed over time (COLA increases), and what benefits were involved. Also, SPA staff should have the same options as EPA and EPA non faculty, instead of being treated like second class citizens
36	Depending on how much of it would be out of pocket expenses
37	It would be nice to see what would be available
38	It depends on the details and how it would affect the employee population as a whole.

39	Can't commit without seeing details
40	need more information, right now each time I get a raise you up the cost of my benefits.
41	It would depend on whether the possible benefits packages were well-balanced and provided a comparable cost-benefit ratio relative to existing options
42	Too complex a set of possibilities to just say outright yes or no without knowing more about what would be offered.
43	the benefits package could be a hybrid of what we currently have and a cafeteria-style one
44	Depends on what is available and what the dollar value is. The State needs to pick up a larger share of the cost of fringe benefits and simply shifting to a cafeteria plan is not going to do that.
45	if the options had no wait period then the dynamics would be more timely.
46	If the cost was just as bad as the current rates for plans that employees must now pay premiums, co-pays and co-insurance for, then it would not be worth it. We need choices like we previously had with the HMOs. If I had not been on an HMO when I had my two surgeries, I would have had such an enormous out-of-pocket total to pay that I would have been paying that off for YEARS!!!
47	I don't really know how "cafeteria-style" benefits would work.
48	Depends entirely on the options and value of the options. This isn't a question I can answer without more info.
49	The description does not guarantee retention of a qualified faculty or workforce. The description above insures unqualified Chapel Hill city employees which effect the political advantages of the state and University combined. It is an open statement of state or University inadequacy.
50	Sounds very good but would like to know more.
51	A cafeteria plan with high employee contributions or selectively poor coverage is no better than at present.
52	It would depend on whether the options given are relevant to me.

What are the most important employee-management relations issues that would you like an improved personnel system to address? Please choose what you feel are the most important issues and rate them, with “1” being most important, “2” next most important, etc.

answer options	Response Average	Response Total	Response Count
Adverse weather/heat/cold policies	5.56	439	79
Arbitration	6.41	410	64
Career banding	5.76	438	76
Collective bargaining	4.03	314	78
Comp time and overtime	3.18	308	97
Computing work time in weeks with paid holidays	6.18	383	62
Contract labor/service-level agreements	7.2	432	60
Dismissals	6.69	395	59
Evaluations of a supervisor's performance	2.88	308	107
Grievance process	4.85	359	74
Outsourcing	5.97	436	73
Performance problems	4.6	377	82
Warnings and disciplinary actions	6.75	405	60
Other	3.13	72	23
<i>answered question</i>			152
<i>skipped question</i>			50

If one of your choices above was "other," please explain.

answer options	Response Count
	25
<i>answered question</i>	25
<i>skipped question</i>	177

Respondents	
1	parking!!!! I lose an hour each day to get to and from my car.
2	<p>We have the worst human resources person EVER! Person is always too busy to help or listen or be caring or nice when we do get a chance to get a word in, and person DEMANDS that we do everything person wants at that very second and no later. Everyone is afraid of this person and avoids having to deal with person at all costs.. and we have a rather large department!! We need HELP! It is NOT RIGHT!</p> <p>..and people don't need to be risking their lives to get to work on time when it's icy and dangerous out! I hate that we all end up using our vacation time to avoid getting killed on the way here.. and we all have to live far out because this town is far too expensive for the average university worker. It's all really poorly arranged- university pay, cost of living here, cost of transporting self to here when can't afford to live in CH. Some thought needs to be put into how people are going to be able to AFFORD to WORK here! Silly, ay? ...but true! If gas keeps going up, your employees are generally in trouble. If all of your employees are suffering financially all the time, your entire university suffers tremendously in many ways- primarily that unhappy workers are not r</p>
3	I don't see any self-evaluation. There is no personal responsibilities in this survey. Only complains!
4	flex-time and teleworking
5	<p>Most of these are state/university policies that are probably implemented differently by different managers/departments. Career Banding, in my opinion is a farce. With pay increases being decided by the budget, career banding cannot be used in the way it should to attract and keep employees.</p> <p>I would also like to see service time credit given to temporary employees that become permanent. I had worked for three years as a part-time temp and took a position as a part-time permanent employee and my three years of service were wiped out. That does not happen in corporate America.</p>

6	Policy on working from home. I believe the University System should look into how people could change work hours to work 4 long days or work from home one day a week to lighten the load on transit and traffic. Also, given gas prices for those working at a low wage they are actually making less each year with the increased cost of commuting. I think looking into this would be a mind opening experience. Forwarding your work phone to a home phone and having email access at home would allow most people to get their work done remotely at least one day per week.
7	#1 - Sufficient funding for and staffing of in-depth training for both supervisors and subordinates on the applicable policies supercedes all of the other concerns.
8	Outsourcing would greatly endanger jobs here on campus. This should only be a very "limited" option.
9	I did mark the computing work time with a 2, but I don't know what this refers to. It may be of interest to me, but I don't know.
10	These are all handled well currently and many of these options fall outside of the scope of an HR/personnel policy's purview.
11	Too many employees in my area are working more than 40 hours a week to get their jobs done and are not claiming overtime either out of fear of being reprimanded (there is never enough money!) or because they feel it is their duty. The University gains enormously from this. There is also a lack of professional parity between faculty and staff, and faculty who are thrown into the role of Administrators are - and there is no softer way to say this - failing miserably at creating a functioning office environment. They are simply not trained in business/business management, etc. The University must investigate inserting a buffer system of Administrative Management between faculty and staff to streamline workloads; centralize issues, problems, training, work, etc. In addition, Deans whose jobs are to spend a significant amount of time out of the office are not able to be effective administrators. Not only does there need to be an overall "School Administrator in the Dean's office who focuses SOLELY on the administrivia, but there needs to be that system of checks and balances established throughout each area of the school.
12	During my employment, there have been years when no merit increases were available. It is disheartening to see some employees going the extra mile, and others barely doing their jobs, yet both are compensated at the same rate. It does not encourage or reward achievement. Why not slack off, if it makes no difference?
13	Managers are clearly not trained in management skills. Training for employees is almost non-existent. Favoritism and nepotism are running rampant. The system makes it difficult to pay people equally for equal work so resentment among peers doing the same job and making different salaries.
14	Communication
15	Safety and health in the work area. Too filthy and too crowded and dirty. We shouldn't have to "buy our own vacuum cleaners." Also UNC should be green and forward looking into more and better use of environmental resources. Better recycling. It's all roach infested and the soap is awful in the bathrooms, etc. It's causing colds and people to get asthma. Hepa vacuums and wooden floors, not rugs would help.
16	Make everything equal for all. If one gets free time for adverse weather, everyone should.
17	need the funding to do the job.

18	Climate issues. The same way that the university is required to produce periodic reports of crime statistics on campus they should be required to produce a report of climate issue events. Currently there is no standard method of keeping records of incidents of intolerant speech, people who include religious messages specific to one denomination or sect in their emails, racially or sexually insensitive comments, etc. This hides how commonplace such events are in the workplace.
19	The current job classification system is the problem, and the University needs more freedom to classify jobs as jobs and duties change.
20	I am sad to see us moving toward a "Big Brother" time sheet system, where it's almost as if we are not trusted to be honest with our time. I know folks can take advantage of things, but I believe most of our employees are hard-working, honest folks who should not be monitored to death. That's certainly not a good way to boost an already low morale in the University. Morale has been down for a while due to budget cuts, poor salary increases (except for the past couple of years), health benefits being so expensive, etc., so one more thing just adds to that burden.
21	Union Representation
22	General policies and forms. Many policies of HR seem antiquated. Can we streamline time and expenses and cut the red tape - especially when hiring?
23	For career banded positions, eliminate either performance reviews or competency assessments ... too much time is wasted on ridiculous paperwork that has little to no tie to salary adjustments
24	Management rights.
25	We need to be able to dismiss/discipline problem employees. We have a mentality that you can't fire a state employee, and that gives poor employees empowerment over management.

If UNC has arbitration for workplace disputes, do you think it should (check all that apply):

answer options	Response Percent	Response Count
Use an outside arbiter	73.58%	117
Use a UNC-based arbiter	32.08%	51
Be binding	42.77%	68
Be non-binding	18.24%	29
<i>answered question</i>		159
<i>skipped question</i>		43

Final decisions on grievances and appeals of disciplinary actions should be determined by:

answer options	Response Percent	Response Count
A panel within the University	39.13%	63
A panel from outside the University system	46.58%	75
The Chancellor	8.07%	13
Other	6.21%	10
<i>answered question</i>		161
<i>skipped question</i>		41

If your choice above was "other," please explain.	
answer options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	193

Respondents	
1	a panel with equal #s of spa staff and epa non-faculty
2	A panel with representatives of both the University and from outside the university. If they cannot come to a consensus the tie goes to the employee.
3	A combination of University people and people outside of the University.
4	I would prefer a mixed panel composed of both university staff and state staff external to the university. University staff would bring understanding of the particular environment, while external staff could perhaps bring a broader and non-partisan outlook.
5	Combination of internal and external member panel. Internal for knowledge of the system and external for objectivity.
6	Employees should be able to appeal serious matters such as loss of job to campus trustees or the Board of Governors.
7	Union
8	representation from both within the University and from outside
9	People who are not part of the larger University system and have an interest in defending the status quo.

What are the most important hiring and promotion issues that would you like an improved personnel system to address? Please rate the following, with “1” being most important, “2” next most important, etc.

answer options	Response Average	Response Total	Response Count
Cross-training of employees	3.87	368	95
Dismissing employees “for cause” vs. dismissal “at will”	4.2	361	86
Hiring UNC system employees	4.2	298	71
Hiring State employees not in the University system	7.88	449	57
Making hiring and promotion decisions	2.93	313	107
Promoting UNC-Chapel Hill employees within the University	2.36	279	118
Turning temporary employees into permanent employees	4.51	397	88
Valuing work-related experience	2.81	357	127
Valuing education	5.02	477	95
Other	5.1	51	10
<i>answered question</i>			155
<i>skipped question</i>			47

If one of your choices above was "other," please explain.	
answer options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	193

Respondents	
1	Creating opportunities for employees' children to get temp part-time employment opportunities esp in the summer.
2	<p>You shouldn't have to apply for a promotion! That should be reward for doing your job and doing it well. Part of that pay for performance thing.</p> <p>We want to hire from within or train, but that is usually the first thing to be cut when the going gets tough. How are we suppose to cross train so we can learn new and keep up to date on skills if the training budget is not there?</p>
3	First year probationary period
4	making the process of promotion easier. When a job description chages and jumps a level or two, if those are the tasks really being performed - HR should approve the job change. In theroy, this is happening. In reality it is NOT.
5	Expediency/timeliness in hiring. The amount of time spent posting a position, interviewing and awaiting for the awarding of the position is often too long. Often, by the time an offer is extended many interviewees have accepted positions elsewhere. You want to hire the right people at the right time.The process for interviewing/vetting/hiring needs to become more efficient.
6	In my department it has been who you know and not what you know that counts. Use the people you have wisely and not create new jobs.
7	Valuing education and experience
8	Abide by a negotiated union contract
9	I am in graduate school and I can not get a better job in the State than my former background as a secretary. This rule needs to be addressed and changed in the near future.

How important should the following factors be in promotion decisions for staff employees?

answer options	Very important	Important	slightly important	not at all important	not know/No opinion
Performance	141	21	1	0	0
Work-related education and training competencies	71	85	7	0	0
Years of relevant experience	68	74	19	1	0
Years of University service	28	41	65	27	0
Employee's comparable worth in the private sector	56	77	19	7	3

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Rating Average	Response Count
1.14	163
1.61	163
1.71	162
2.57	161
1.91	162
<i>answered question</i>	163
<i>skipped question</i>	39

What are the most important career development issues that you would like an improved personnel system to address? Please rate the following, with “1” being most important, “2” next most important, etc.

answer options	Response Average	Response Total	Response Count
Acquiring skills needed to advance on the job	1.89	259	137
Having information on career opportunities across the University	2.8	333	119
Having professional development opportunities	1.99	273	137
Providing career counseling for staff employees	2.95	325	110
Supporting employees serving on University committees	3.86	347	90
Other	3	18	6
<i>answered question</i>			153
<i>skipped question</i>			49

If one of your choices above was "other," please explain.

answer options	Response Count
	6
<i>answered question</i>	6
<i>skipped question</i>	196

Respondents	
1	4. Training all managers and supervisors to support career development among their supervisees.
2	A cafeteria-style development pool per employee; a set amount of money (at least \$2000 above and beyond tuition waivers) designated per employee per fiscal year for development activities (either academic credit or otherwise) that the employee can use - takes the burden of providing funding off of poor or strapped (or unwilling) departments
3	i would like to see some support for managers who are trying to do their jobs the best they can , but they don't get the support needed from upper management. we are supposed to be managers who can make sound decisions based on policies and procedures of the state, but when they are made, management doesn't support you
4	allowing people the time for training and deveopment
5	The university needs to look from within when it is filling upper level administrative posts and rely more on demonstrated skill and education than on who they like.
6	It seems that no matter how hard you work the same people get the promotions and there is always a reason why you can't be promoted!!! Even through you have always gotten outstanding performance reviews. It seems to be who you know not what you do.

What are the most important issues surrounding working conditions that would you like an improved personnel system to address? Please choose what you feel are the most important issues and rate them, with “1” being most important, “2” next most important, etc.

answer options	Response Average	Response Total	Response Count
Availability of necessary tools/equipment	4.86	360	74
Availability of training for assigned duties	4.28	377	88
“Class” separation of staff	6.46	420	65
Departmental autonomy	5.56	417	75
Duplication of offices and functions	5.8	400	69
Duplication of processes and paperwork	5.46	437	80
Employee advocacy groups and activities	6.95	403	58
Equitable distribution of workload	4.79	388	81
Having paper rather than electronic pay stubs	10.7	535	50
Parking and commuting issues	3.54	414	117
Physical facilities	6.87	522	76
Safety	5.73	407	71
Security	6.35	432	68
Supervisors and managers	4.33	368	85
Yearly performance evaluations	5.01	421	84
Other	4.17	50	12
<i>answered question</i>			152
<i>skipped question</i>			50

If one of your choices above was "other," please explain.	
answer options	Response Count
	11
answered question	11
skipped question	191

Respondents	
1	<p>I am tired of being treated like a smaller person just for being SPA. My supervisor needs evaluating. (I have taught my supervisor a lot more than they have taught me and is often frighteningly immature.)</p> <p>I think there must be 50 copies of a lot of the work we do around the university. WAYYYYYY too much paper to store- especially duplicated paper. Everything needs streamlined in this University. EVERYONE is perpetually frustrated by the lack of sense and logic and huge wastefulness involved in keeping everything we are supposed to keep. It seems like a lot of our systems could be made electronic and simplified. That would be GREAT! I think you guys are making serious progress on that though! :)</p>
	<p>It is OUTRAGEOUS that health and safety requires employees to complain for many months consistently in order to fix major health issues across campus, and there are certainly plenty of issues!! I was literally told by someone in H&S to keep calling every week and eventually someone would listen. UNACCEPTABLE!!!!!! The health and welfare of your employees is IMPORTANT. We are NOT DISPOSABLE PEOPLE!!!!!! We are DEFINITELY treated as such. It is disgusting and appalling that this university does research on so much, has contributed to findings of so many things that are meant to prevent health and safety issues, but at the same time, the welfare and safety of the employees is often shrugged off. It's SICKENING.</p>
	<p>I have been assaulted by really toxic fumes several times (to the point of being extremely light headed and sick feeling and nowhere safe to be able to continue working), had an office full of smoke for a whole day while they were tearing up asbestos-containing floor tiles and plugged their tile-melters in in my office- and then finished the rest of the job after hours so as not to expose us all to asbestos (I STILL can't believe they did that), our building is full of roaches and probably rats- I know it used to have a lot of rats but not so many now.. You get the idea. COME ON. UNACCEPTABLE. FIX IT. It's going to cost a lot more when everyone gets cancer.</p>
2	1. Administrative accountability.
3	I'm not really clear what you are asking for here, but efficiency, clarity, and safety are always important, not sure what exactly a personnel system can do for that - seems more like a "from the trenches" issue outside of policy.

4	excessive bureaucracy
5	employee accountability
6	<p>Personnel Systems should really have a full understanding of the departments and business units they serve. Otherwise these are useless and more of a burden to us.</p> <p>The current performance review system doesn't work in the clinical environment. However the personnel systems have not understanding of this. The people who run these systems don't want to hear about it either.</p>
7	<p>We are housed off campus in a UNC owned facility with a parking lot that has about 100 empty spaces on any given day -- but we pay the same parking fee as those on campus. We have a large number of GRAs working in the building who really can't afford that type of fee -- and bus service is limited except at rush hours. The illogic of not using a virtually empty lot to make people's lives easier and to make their use of time more efficient is astounding. A nominal fee could be charged that would allow all to use the lot -- which would still not be filled -- and UNC would probably gain the same overall income from the lot while meeting real needs.</p>
8	Convenient access to healthy food purchases.
9	Just try to make benefits equal for all. Allowing supervisors to help with merit raises in the future. We are punishing a lot of good workers and all outstanding workers and YES there are some.
10	The university needs to pay attention to what employees at all levels have to say, not just those with the highest positions and should put processes in place to allow lower level employees to have their voices heard even if their supervisors are not in agreement with their position.
11	Union

How important is it to encourage the following?								
answer options	Very important	Important	Only slightly important	Not at all important	Do not know/No opinion	Rating Average	Response Count	
Flexible schedules: working four 10-hour days	62	54	23	11	3	1.95	153	
Flexible schedules: other time configurations	84	54	11	5	1	1.61	155	
Working from home	66	48	30	7	2	1.9	153	
Bicycling to work	23	47	35	27	12	2.71	144	
Vanpooling to work	26	53	36	18	12	2.57	145	
Use of bus to get to work	41	58	23	16	7	2.24	145	
Carpooling to work	22	64	28	14	11	2.48	139	
Working 30-39 hours/week	31	38	32	33	11	2.69	145	
Shared positions	16	38	41	33	18	2.99	146	
Increasing fitness by allowing limited work-time exercise	50	50	29	16	4	2.15	149	
Other (please explain below)	13	1	0	1	2	1.71	17	
Explanation of "other"								15
							<i>answered question</i>	156
							<i>skipped question</i>	46

Explanation of "other"

UNC should set a benchmark- all sedentary workers should be allotted a mandatory amount of time for exercise per day, or be allowed/helped to equip offices for a healthy life. We can do better. We can turn office work into healthy work. I hope that we can get away from "looking like a normal office" to moving towards "BEING a HEALTHY office";.

It would be great if we could test non-traditional office spaces, too.. I think it would be great to have a sedentary bike chair. (I know that sounds absurd, but wouldn't it be cool be able to exercise and work? You probably saw the desk-treadmill on the news recently. Same concept, just with a bike.)

I think we need to lose the "traditional look" and start searching for a way to make our standard-sedentary-office-lives healthier. Computers aren't going anywhere Neither are our butts these days! Being allowed and able to maybe go work out in the sun would be really nice- with a laptop. I think being stuck in offices with no windows is making a very large number of employees depressed. That is an easy thing to work on.

Supervisors should be monitored for fairness with all employees, and monitored to see if they are following the recommendations of the university to improve employee work conditions.

My supervisor has favorite employees (and doesn't mind showing it) that benefit with pay increases, promotions, good performance reviews. The employees that are not favored and treated differently and do not benefit. My supervisor does this in such a way that she/he stays within the rules of the university and knows that she/he can get away with it.

The only way that effective encouragement of bicycling, vanpooling, carpooling and bussing to work will work is if flexible schedules and working from home is also encouraged. When you use the bus you are at the mercy of the bus schedule so a flexible schedule that might include also working from home would be better. If you want everyone on campus then don't charge for parking and provide enough spaces for everyone to park close the building they work in. Most lots on campus still require a bus ride to get where you are going, which make the commute longer.

why wouldn't these be important? but just because it is possible doesn't mean it is going to work in every situation.

the university shouldn't meddle in how people choose to get to work (specifically by cutting off parking)

Some kind of in-building fitness equipment, even just a small room with a treadmill and exercise bicycle. It's uncomfortable for me, as a middle-aged woman, to use the SRC or Ramshead gyms. The desk personnel are great, but the students clearly don't like an "old woman"; exercising next to them. Older women are even an anomaly walking around campus or using the libraries and cafes - it's pretty off-putting. Then there are offices that are miles from any gym.

Manual treadmills in every office or cube, with laptop stands, would be fantastic.

The "heels for health" program, to be harsh but just, is a joke. The students that administer the program rarely know anything about it and the university staff member who is responsible for the program is too sensitive about there being problems to correct them. The one gym, depressing as it was, was never open long enough or late enough. It seems to be gone now.

Allow staff to work partial week at work and partial work week at home so they can manage their lives better. Happier staff produce better quality of work.

Having worked in my current position for over 2 years I KNOW that it is not necessary for my hours to be 8 to 5. I have been denied flexing my time from 7:30 - 4:30 because my supervisor says "your hours are 8-5". Everyone I work with has been told the same thing - except one person who leaves every day at 3pm.

Offering assistance to pay for fitness related activities at a gym or sportsplex.

work time provided/allowed for participation in various university related activities, such as regular business and committee meetings for UMA or Employee Forum, and for time used to assist academic units which provide outreach programs such as lectures or performances.

Most of these fall under a category of who cares if you are expected to work for a living. You can't fix pumps, air conditioners and such from home. Put things in as benefits that real working people can benefit from.

Recognizing the inconsistent demands placed on research personnel and allowing them to structure their schedules accordingly, including (but not limited to) provisions for paid overtime and/or paid time off (comp-time) without prior departmental approval. Since many of these positions are funded by grants, this would have little impact on the University's overall finances, but would give busy principal investigators the ability to easily authorize extended work-hours, providing much needed compensation to overworked employees during "crunch" periods (e.g., publication/grant submission deadlines).

Employees who wish to take courses with the tuition waiver program are still required to put in 40 hours per week (or whatever their total is), but I believe it would be very beneficial to morale and the education level of employees to allow them to use work time for one class per semester.

Adequate Training

Unionize SPA staff members to protect them against ethical and moral issues at the workplace. Also cross-cultural training should be mandatory when dealing with a multi-cultural population at any State facility.

What do you think is already working very well at the University and should not be changed?	
answer options	Response Count
	67
<i>answered question</i>	67
<i>skipped question</i>	135

Respondents	
1	Benefits Opportunities for improving job skills Career development training
2	Things work, they are just insanely inefficient and outdated!!!! The hardest part of my job is listening to my coworkers complain about how things work around the university- mostly the paperwork and excess of unnecessary and duplicated work.
3	I think the having everything on the web site is great. I thought the hiring process I went through was fair. I think the university does a lot for its employees and does them well.
4	Training and career opportunities.
5	Increased paid leave in 5 year increments are nice, promoting health and environmental health is a definite priority. Paid holidays are good.
6	Placement of staff under OSP, with its faults, and with the hope of improving the system for UNC, rather than being pulled out from the protections at least currently offered by OSP.
7	The educational programs offered to employees via the Friday Center are an excellent benefit. The health insurance is okay for employees (not good for spouse or family).
8	HR training and development has significantly improved in the past few years in the quality of instructors, selection of training programs, certificate tracks, management/supervisory offerings, structure of UMDP, etc. This is extremely beneficial and have heard comments from classified staff that this is much improved over years ago.
9	Nothing comes to mind.
10	Longevity Pay is a very nice benefit for years of service. Our retirement plan through the State is an excellent benefit and should be continued and not replaced. Adverse weather days are also good due to the number of employees that commute in from outside areas to work.
11	- The single best decision the University ever made was to fund public transit and make it free.

12	A lot of things work on paper, but need the funding, the staffing, and the training to execute them properly. Most of our policies are just like everybody else's policies, it's just a question of finding and training good folk to be good managers and good subordinates. Most of the problems with the state system as it currently stands is the amount of bureaucratic hurdles everyone has to jump over - it's more process issues that could be streamlined rather than conceptual issues regarding the treatment of employees.
13	The autonomy of departments to set work schedules for employees on an individual basis.
14	Much of the personnel system works well. It would be more efficient and effective if HR representatives replied to emails and returned calls. I believe some things could be resolved rather quickly if they were required to do that.
15	Most things are working great, however, UNC needs to look at the top public and private peer institutions more than at private industry when deciding how to change its system. There are many schools doing a lot better at this than UNC is doing, and most of these schools' already incorporate private industry practices.
16	By reaching out to employees through surveys like this one, the University encourages us to alert the Chancellor to what we believe to be major issues, and allows us to be part of finding a solution.
17	I am very satisfied with the current benefit package; health, dental, eye, life, etc. I also very much appreciate the existing tuition waiver and refund opportunities.
18	Flexibility within individual units to arrange work schedules. Availability of health care on campus (though this should be expanded to be more employee friendly)
19	The University's leave policy is the most generous I've ever seen. No-premium health insurance for employees is also great, and it seems to be becoming more reasonable for employees with families. The university's employee access to education, for themselves and their children, is also very very good.
20	Some of the Chairmans are very understanding and are welcoming to new ideas however many of the managers and supervisors and staff are stuck in the old ages. They think ideas like job sharing and working from home mean people don't work. Instead they come to work and take their smoke breaks and spend time on the internet and waste the University time surfing the net instead of being expedient at their jobs.
21	I think the adverse weather policies are clear and work well.
22	holiday time off
23	SPA should be kept because the employees need to feel secure in their positions. What are the benefits in revamping and changing things? At what costs?
24	Flex time within departments where the staff works well with each other.
25	Training opportunities through Human Resources program; the University Ombudsman service; the relaxed atmosphere of the campus.
26	WPPR - performance evaluations - work plans
27	I feel that the number of paid holidays is adequate.
28	nothing

29	I think the faculty and staff at the University are the greatest resource of UNC; they are excellent people who are dedicated to UNC's mission. One of the biggest problems, though, is that the system and processes of the University need to be streamlined in a more efficient manner. Better communication, technology, and training are key starting points for addressing these issues. Improving workloads and bring pay scales up to private sector standards are also extremely critical to decrease the turnover rate.
30	working with students is great working at a flagship university is wonderful
31	Flex time and overtime.
32	Communication has gotten better with the use of email announcements. The University-wide message potential is being used well--not too many and only for major things.
33	I think the leave time is pretty good, the longevity pay is decent.
34	Friendliness, sense of camaraderie
35	Electronic time sheets
36	The systems works fairly well and should be left under the Office of State personnel.
37	In the departments I work in there is exceptionally good collaboration and respect.
38	Tuition Waiver Prof Development offerings are good
39	The state retirement system if kept at it current benefits is a good deal - I worry that the system will collapse as the state has not been supportive financial of it with matching funds. I think the security of the positions - where "at will" firings for most SPAs do not occur.
40	public transportation
41	Firing for cause and not at will-- this is a policy that helps keep me at the university rather than in a higher paid private sector job. I value the job security.
42	Free enrollment in one class per semester Free health insurance for employees
43	Most of the University is functioning well. It only needs fairness. If you put in a benefit for management, put one in that works for working people and they can use.
44	I don't want to lose the state retirement system. I am too far along to start another retirement system. I like being able to take classes at the University, this is a very good benefit.
45	protection of SPA employees retirement system vacation benefits
46	I think in general there is a good collegial feeling between most employees. There is a sense of family.
47	SPA employee protections

48	It isn't unionized. Please don't assume that a union would solve problems - I have worked in several unionized workplaces and unions bring their own sets of problems, and frequently they seem to protect the most inept people. Let's work within the system we have.
49	The new PPO plans are very nice, though it would be useful for employees to have the ability to change their level of coverage throughout the year, in the event that their insurance needs should change.
50	Salaried employees monthly leave sheets are good.
51	Flex work hours
52	The breadth and variety of training opportunities is good. Also, the general (with minor exceptions) cooperativeness of staff in various departments needed to get things accomplished--which is rather critical given the draconian nature of most University procedures!
53	On-line staff application process.
54	longevity awards vacation time earned system based upon seniority
55	not a whole lot. the construction nuisance, dangers and inconveniences are extremely detrimental to the work environment.
56	Generally, I think things are working pretty well. To me the primary problem is that it is hard to recognize and reward an employee for doing good work. Raises tend to be across the board and it is hard to get jobs reclassified upwardly. The current system does not encourage employees to work hard and excel.
57	general respect for the individual and pride in this university.
58	I like the fact that pay increases seem relatively "automatic" at a certain level, thus decreasing the opportunity for capriciousness from supervisors. I think there is a good amount of protection and security provided for SPA employees within the current system, which, short of unionizing, should not be changed.
59	Electronic systems make things much faster.
60	SPA Protection
61	SPA Evaluations - everyone should be given an honest assessment of how they are doing so they can improve on problem areas or be motivated to continue doing good work! Problems need to be documented and addressed so employees have a chance to work on them. Grievous performance problems should not linger though. There should be a way for supervisors to fire more easily when necessary: not showing up, embezzlement, inappropriate conduct, incompetent, costly errors.
62	The Human Resources systems that support SPA personnel functions.
63	Auto-deposit of paychecks

64	The payment methods and process, it is highly efficient, however there may be too many electronic databases. The commuter availabilities and the responsiveness by the University or state agency regarding transportation has also contributed to city life.
65	CAPS
66	Generally good working environment/personnel. Adequate resources for job (mine, at least).
67	Longevity pay, leave types and amounts

Do you think all employees should be able to vote on the re-vamped system before it goes into effect, or should it be devised and set up however it seems best to General Administration?

answer options	Response Percent	Response Count
Administration should just set it up	17.24%	25
Employees should vote on it first	82.76%	120
<i>answered question</i>		145
<i>skipped question</i>		57

If you have any comments about the current personnel system or about re-vamping it, you can write them here:

answer options	Response Count
	71
<i>answered question</i>	71
<i>skipped question</i>	131

Respondents	
1	All promotions should go through a careful examination by Human Resources. Department executives should not be able to pressure Human Resources personnel into making a promotion "happen quickly"; if the job responsibilities of the person being considered for promotion do not merit the promotion. The University is known for forcing people to change jobs for a better paying position. The departments should award people for performance.
2	There seems to be inequity across the university in regards to SPA positions. For example: the position of Student Services Assistant V or a Program Assistant V - if you look on the HR jobs webpage - you will find the same position # for different depts/schools - and each position will have a different discription. The duties of one position may include HR procedures as well as student services duties - knowing different systems like StARS, EPAWeb, payroll while other positions may have a different set of duties - some more, some less than others. Also the Job Title and the Working Title may be different. Some V levels are considered "Directors" or "Coordinators" doing the work of Administrative Assistants (which are higher level - pay) but the actual level and pay is lower - which is not fair. You see this all the time on the jobs board - depending on dept or school. Then again I've seen and experienced that the position you were hired for changes and end up doing the work that was done at a higher level and passed down to a lower level position - doing the same work - but not getting compensated for it. Again no equity of in SPA jobs across campus/and even within depts. Very frustrating...
3	The current personnel system is too rigid and does not provide sufficient flexibility to promote/reward/compensate employees -- there is a "loyalty tax" for long-time employees, who often have to leave a job that they do well and enjoy in order to increase their level of compensation -- the University is the "loser" in this scenario, because they lose a valuable employee who serves the University well, and then must invest in recruiting, hiring, and training a new employee to potentially fill the shoes of the employee who left for better compensation.

4	<p>Vacation/sick days are not tracked on pay stubs and centrally by the payroll office. Abuse is rampant in certain units with people not filling out time sheets for time off, etc. Lack of enforcement of policies and controls in the payroll area. For those of us who are used to submitting time records to a centralized system in the business world, the payroll system is terribly inadequate for an enterprise the size of the University.</p> <p>Poor performing SPA personnel are not terminated due to amount of time needed to follow steps to terminate.</p> <p>Filling a vacant position takes too long. Corporate world would not be able to operate if they had to take as long as University takes to replace employees.</p> <p>Personnel are often assigned job duties without regard to the job descriptions, work load or experience with little or no recourse to address the issue.</p> <p>Job duties are often redundant to satisfy requirements of varying campus units.</p> <p>Organizational charts and work flow is not evaluated periodically to assess staffing requirements</p> <p>Extremely difficult for personnel that have had responsibilities added to their position to get pay increases or get the position upgraded</p> <p>Supervisors and managers are not evaluated by their staff. Poor managers are often left in place while turnover of subordinates occurs</p>
5	<p>I see obvious problems in HR- positions created for certain people (who lack skills but know the right people) with high salary grades that don't make any sense compared to existing positions with far more responsibilities, people hired based on who they are married to, etc.</p> <p>I really don't know why a lot of the HR "rules" exist since they are perpetually broken and skirted.</p> <p>My time here has proven that the HR system does not work properly. It has proven that it's all about who you know and not one bit about skills (unless there isn't someone picked out in advance for the job). It's very discouraging and depressing.</p>
6	<p>If I didn't indicate earlier, equity issues across campus need to be addressed. Equity in pay and workload. Some people and departments work more and harder and not necessarily for the same pay. And in promotions/transferring to better positions across campus, there is discrimination that goes on. Internal employees don't necessarily get a fair shake because hiring personnel know who they want before they even post a job vacancy.</p>

7	Consider using the NCSU (or develop a similar style) performance appraisal form. UNC forms are out dated and cumbersome to use.
8	In general the system is good but the primary problem I have is with the application evaluation done through HR. Seems to me that applications are referred on length of state service and time in the job title position. Applications are not thoroughly evaluated beyond these two items. Most position duties exceed the job title requirements, especially if the length of time in the position allows the person to be over qualified for the title but the title is not re-evaluated in the department' Then HR does not refer the applicant to promotional positions due to circumstances that are not in the applicant's control. Job duties and responsibilities need to be given more consideration than the mere job title.
9	It would be good if some employees would be able to explore the new system and provide feedback on plans for the new system before it goes "live".
10	Employees should be rewarded for their dedication to the University - attending work regularly, working for extended years. Since pay has gotten behind it would be nice to get help with insurance, college education for our children. Offer more assistance with moving up the ladder to higher paying jobs.
11	<p>My number one concerns are:</p> <ol style="list-style-type: none"> 1. merit-based pay, pay for performance, job descriptions that really correspond to the work done, increases in pay for increases in responsibility. 2. REAL opportunity for teleworking and flex-time. If you want to solve parking/transportation problems, this is the way to do it.
12	Supervisors and "managers" should be required to take ongoing seminars in those skills whether or not they have experience. Confidential surveys from employees about their treatment by and performance of managers and supervisors need to be instituted. Third party evaluations of office atmosphere between supervisors and co-workers need to occur and changes in personnel might be necessary.
13	<p>#31 Third option: Employees should be able to review and comment on the system, and given evidence of changes made as a result of feedback, before GA sets it up.</p>

14	<p>I believe SPA employees should have benefits more in line with EPA employees. We are the ones that need it the most. There's not much leftover with a 4% pay increase after the annual parking and the medical insurance increases, not to mention cost of living. Having more and better benefits would make up for the small pay raises. Having a supervisor who is flexible with all employees, encouraging training, carpooling and working from home would be good too.</p>
15	<p>How about a paid time off bank. All sick and Vacation leave in one pot. That way those of us that don't use very many sick days can take a little bit longer vacation. 12 sick days /year plus 11 vacation days (0-2 years) would be a 23 day bank, start it at 25 days accrual per year.</p> <p>Giving service credit to temporary employees for their time as a temporary employee if they become permanent seems fair. They have already worked for the University without benefits and holiday pay so at least give them credit for the time they did work so they can take some paid time a little sooner.</p>
16	<p>- I wish the people making the parking decisions had to park and ride in. As a show of good faith I wish someone like the Chancellor would park and ride or bus in. I believe this would show people that transit can be a convenient option.</p>
17	<p>First and foremost, the biggest concerns are sufficient funding and sufficient staffing and sufficient training - with these, many many many things are much more possible, EVEN in the current system, convoluted though it may be. Other things, then, I would want to change, for the sake of simplicity and efficiency are: a simpler classification structure (career banding is a step in that direction though maybe not the best step as currently designed); a vastly simpler leave/PTO system - we have wwwwaaayyy too many categories and rules that are needlessly complex; a simpler reporting requirement to the State (lots of data is needlessly collected); a year-long probationary period for new employees; greater control over temporary hiring policies.</p>
18	<p>Revamping the system will affect all of us. Employee's should be able to vote. Revamping could have positive or negative affects on the University as a whole.</p>

19	<p>About the voting - I think it would be nice to have 2-3 options devised by the general administration and then let employees vote. Unfortunately, this is probably not feasible. Also, one system may not be effective in governing all 'classes' of workers.</p> <p>I would like to see better benefits, NC as a state has very poor benefits. Better retirement options - what our required 6% actually goes towards, and a matching program where the state will match up to 10% (or whatever) of employee contributions. This would help when the overall pay range is lower than the private sector. Dental and vision coverage at no additional cost to employees.</p> <p>AFFORDABLE child care on campus. And lots of it.</p> <p>I do not want to see ALL employees move to having to clock in and out every day. I can understand for positions in which shifts are very important. But, don't make everyone do it. For those of us that do our jobs, get the work done and have flexible schedules, it is rather insulting to clock in and out. I do not like the feeling of not being trusted to do my job. I have worked long and hard on my education to not have to clock in and out.</p>
20	<p>It would be nice to eliminate the paper check stubs and the checks.</p> <p>Regarding item 31: I can't be certain Administration would implement a fair and efficient system while considering the work to be done and the changes that must be coordinated. However, many employees may not have the technical expertise to properly evaluate changes proposed.</p>
21	<p>Where I work I hear a lot of discussion about tenure tract and non-tenured faculty. From a staff person's point of view they are all faculty, and should have the same status. This does not seem to be the case. It would also be nice if staff would be seen as equals rather than "underlings";</p>
22	<p>Career Banding is my number 1 issue, what is meant to be good for personnel, is not. Funding did not come with the program, so an employee's expectations can be increased (competency move from Journey to Advanced) and they do not automatically receive funding. In the system prior to banding if a person went from a position level II to a position level III they automatically got a 10% raise.</p> <p>The state is getting a better employee who is progressing and not properly compensating.</p>

23	<p>There should be a provision for rewarding performance once a person has reached the highest pay level within a particular job classification. As it stands now, people in this situation are forced to leave their current position to find a job elsewhere in the system that pays a higher salary unless someone in your department is willing to get your position upgraded and that isn't always possible based on the responsibilities of your job. Also, there should be careful analysis of new job positions that are created in a department to ensure that (1) the responsibilities described in the job description are accurate and (2) the salary offered for a new position is identical to that for similar positions in the university.</p>
24	<p>The Forum needs to let Bowles do his job. The UNC personnel system needs a revamp and needs to be removed from the State system. You have no clue the massive benefits this will offer employees. Just talk to a peer working a private university and ask them how they enjoy their job. The State restrictions are killing UNC's ability to hire the best and brightest people with red tape, bureaucracy, and a less-than-stellar work ethic held by many employees.</p>
25	<p>I believe that employees should be involved in change, however, this is no small task. With communication problems being what they are, this is going to take the diligence of many dedicated workers from the Chancellors office to physically go from Department to Department and explain the gravity attached to this decision making process.</p>
26	<p>The entire system is muddled with differences between SPA and EPA-non faculty positions. Having served at both levels, the SPA system of classifications constricts a person's career development by pigeon-holing them into a box bounded by salary and job description. The banding effort helps provide a career pathway, but only to the extent it is applied. The issue often comes down to a highly-experienced clerical employee whose contribution is vital to the smooth running of the unit, but that person sit at the top of the pay grade. We either have to do the fiction of changing the position of find them a new job. That's wasteful to the university and dishonest to the process.</p>
27	<p>Unfortunately the current system rewards people who "job hop" and gives very little credit for experience and increased job skills to those who stay in one place. The end result being that those in technical positions (for instance) who become indispensable by virtue of the breadth of their knowledge and skills as applied to a particular position suffer salary stagnation while those who may move around frequently and who may never fully develop the necessary skills and knowledge base of a particular subject are rewarded for experience that they may never truly achieve.</p>

28	<p>Employees should have more direct access to their own information. As a technical/professional, it's frustrating to me to have to appeal to someone in a staff position to know even the smallest of day-to-day items concerning my salary, leave time or health care.</p> <p>There is also the fact that the majority of central benefits and payroll personnel are unpleasant to deal with. It is a gender segregated department, with the majority of personnel being women. Employees hired first because of their gender, especially into jobs that have less status, can be both unsuited for the work and resentful of the relative status of their job. They can be especially unpleasant in interactions with someone of the same gender who is not restricted to equivalent positions and occupations.</p> <p>Although the men in benefits are far more pleasant than the women, hiring the occasional male secretary or benefits coordinator would not cure the overall problem. Allowing women into all jobs in the university would. Not just a token woman in construction but fair and *enforced* recruitment and training of women for all job categories.</p>
29	I think some of it should be department based.
30	<p>I find the current system of across the board staff raises particularly ridiculous. If everyone on staff is going to get the same raise, then certain staff are discouraged from performing well, or even performing at all in their jobs and those of us who do perform well become bitter and burned out as a result. I think that the university has worked very hard to get pay raises for staff and faculty in the last few years, but I don't think that across the board raises are effective. I also find the reprimand/dismissal of staff process very confusing. When I first started at UNC, a facilities worker was &quot;reprimanded&quot; for having a gun on campus and this was then expunged from his employee file after 2 years as if it had never happened. In what way does this make for a safe campus?</p>
31	<p>My major areas of concern:</p> <ul style="list-style-type: none"> -performance based merit raises -health/retirement benefit packages that are reasonable in cost/coverage -flexible work time -work from home when job constraints permit. This need not be an everyday situation. However, when there is a sick child or a teacher workday, this allows the parent to be with the child, and yet meet work obligations. It is doable. I worked from home for a major RTP business for 3 years and never received a negative review due to this. -making the hiring process more efficient. From the time I applied for a position and the time I was hired, 4 months passed. That was ridiculous. Open a position for 30 days, interview and make an offer within 2 weeks of the manager's decision. It is doable even w/ the new homeland security/immigration constraints.

32	SPA should be kept and we should have the right to have the say if we keep it or not. Bowles and the Chancellor have not walked in our shoes and do not know how it feels to have your job threatened and what little benefits we have.
33	Some sort of 360 evaluation for supervisors should be mandatory, with training/counseling for poor performers. We have far too many military based managers with directive leadership not able to manage to their people. Courses for motivating different types of individuals and management styles suited to managing people at different developmental levels should be a requirement for upper management/supervisors. Far too many managers do not empower their staff, therefore motivation is at an all time low.
34	Equal pay for equal work. Now pay is based on previous experience and education. That needs to change.
35	It's not very easy to get in touch with the right person when I call HR for information. I always get transferred two or three times before getting the information I need.
36	#31 should be a choice, employees have important input and university ultimately decides.
37	<p>The HR system, with lots of hardworking dedicated staff, however many seem to never know the answers to questions...the generalist are more answerless. I find that misinformation happens a lot - long periods of time between when a supervisor contacts HR for an answer it is often days, weeks before there is a response.</p> <p>Pay scales are pitiful. You can work and do an awesome job and get stuck at the top of your range for a long time and make the same as average joe who barely gets to work on time - but if you have good work ethics, you are on the short end of the stick.</p> <p>How can anyone keep track of time these days? With comp time and community service time and adverse weather time, this University loses thousands of dollars every month just keeping up with bad employees who take advantage of the system.</p>
38	It's making attempts to keep up to date. Modernization would include cafeteria plan benefits and more work place security and environmental concerns. Also pay that relates to retirement benefits. They get 100% of their salary when they retire in some Universities. We don't get enough to retire on, so we can't quit!!! It's a vicious cycle. Most retire and go to Duke to get more money and better retirement after 5 years or so working there IMHO.
39	I think there needs to be more compensation/consideration for long term employees. There definitely needs to be some kind of improvement for dependents insurance, tuition assistance, etc.

40	<p>The in-range salary adjustment system for SPA positions is a JOKE. It is designed to create as many barriers as possible to reasonable salary adjustments to SPA employees who have worked in the same position for 3 or more years. The only way to get a raise is to leave a job one cares about and go to another department with a similar or higher position and the alternative is to remain in a job one likes and be resigned to forever being under paid.</p> <p>ALL supervisors of SPA staff should be required to receive some form of annual evaluation from those whom they supervise. Some form of 360 evaluation might help improve the performance of the managers which would then likely improve the morale and performance of their downlines staff.</p> <p>Over the past 10 years the number of "administrators" (i.e., mostly EPA non faculty and SPA Exempts who deal well with budgets and policies but who tend to have poor skills when it comes to working with subordinate SPA staff) has increased significantly while the number of true "managers" (i.e., traditional SPA staff who actually enjoy working with and helping other people create win-win situations for the good of the unit and the university) has decined. Long-time SPA staff and ma</p>
41	<p>The hiring of employees in vacant positions need a lot of consideration as it seems that upgrading oneself within the system is very difficult despite open positions posted which meets one's qualifications and education. The departmental hiring is a nightmare because the hiring managers always have people in ming though the post jobs on the website. They simply worst other potential employees time for submitting and going for interviews. This really needs to be addressed. The univeristy is doing a lot to encourage employees to develop themselves but once they attain the needed qualifications and are ready for a promotion, there are no jobs for them, hence they tend to look else where despite having taken use of the university tuition weave program.</p>
42	<p>The systems works fairly well and should be left under the Office of State personnel. The system is not broken, but does need some improvements and updates.</p>
43	<p>I think the separate between SPA and EPA needs to be dealt with - SPA's are often left behind in professional development and the opportunity to work for pay raises - if supervisors had the opportunity to reward performance on the job with pay increases and offer more money to hire good quality workers then the University would improve.</p> <p>I also believe that the HR systems - epsecially related to HR records (EPA and SPA) being located in different places and duplicated all over campus hurts the University and makes HR issues seem really large. The University should centralize their HR records in one location and not have EPA records with the Provost, Chancellor or schools, while all SPA staff records are in HR - one location would make access to HR information easier and more manageable.</p>
44	<p>The cost of family health coverage is killing us in the mid to lower salary ranges. Please help!</p>

45	Process needs to be sped up.
46	The state personnel system works pretty well, but the "across the board" pay increases hinder those that excel in their work. Additionally, "in-range" salary increases and career banding only work when there's funding available for the in-range or career banding increase. Sounds good on paper, but if there's no capital, the idea is just an idea.
47	I guess one of my biggest complaints, is expecting working young people to pay for travel and other expenses up front and get their money back someday. Most of these folks are just trying to get ahead and living from payday to payday and most with families. They couldn't afford higher education and now they just want to be able to get the direct job related training. And I know there are times when upper management goes on a retreat all paid up front. Would they go if it wasn't??
48	Departments need more autonomy.
49	I would prefer it if I could get a regular accounting of my sick leave and paid leave along with my pay stub, as I did at every other job I have had. Here, I am always a little uncertain what leave I have.
50	<p>fix health care reduce parking cost get rid of career banding or WPPR but do not have both. Banding does nothing for those who work here, but it is great for new hires. Adjust salaries to keep up with labor market reduce hr red tape allow managers to manage(hire fire)</p>
51	The personnel system needs to be more mindful of diversity in the true sense and not in the window dressing sense. At the current time the people who make decisions at the highest levels about diversity are committed to making sure the university looks good rather than making sure the university does good when it comes to diversity and other social justice issues. This impacts the workplace in myriad ways from employee relations with their colleagues to the experiences of our students, faculty and staff.

52	<p>My biggest problem is with annual evaluations, which are a joke. I worked at other employers for about 25 years before working at UNC - at my earlier jobs, I was always given a chance to do a self evaluation (which was taken seriously) and the annual evaluation was a good time to sit down and talk positively about how things were going, and what could be done to help the employee work better/more happily/advance the employee's career.</p> <p>At my office here at UNC, the division manager pulls us into our office as quickly as possible just before the evaluations are due, gives us the evaluation, which is very limited in comments. She gives little feedback (she actually knows little about what most of us do).</p> <p>Our large medical-school department has ruled that NO ONE can get an "outstanding" overall rating - how's that for encouraging mediocrity? UNC desperately needs to overhaul its system of evaluations and have them done by people who work directly with the employee being evaluated. If supervisors can't make an honest effort at giving evaluations, UNC should abandon the evaluations.</p>
53	<p>Having recently been through it, I can personally attest that the promotion process leaves something to be desired. My PI and I discussed my position within the lab and decided that my current duties warranted a reclassification from a Research Technician II to a Research Technician III back in January. However, due to the impending crosswalk, we were unable to enact that promotion immediately (according to HR). Once the new career banding system was in place, we examined the new position titles and career bands and decided that my position most resembled that of a Research Specialist. My PI filled out what he believed to be the appropriate paperwork and sent it in, only to find out weeks later that there was other paperwork he needed to fill out, and only after I called HR to inquire about the status of my promotion. We filled out still more paperwork and sent that in as well, but as of today (8/28/07) my position title remains unchanged; that's nearly 7 1/2 months! Moreover, according to my HR facilitator there is no provision in the existing payroll system to backdate position changes, so I will receive no compensation for the lost wages I have incurred in the interim. Needless to say, working for Duke is starting to look a lot more tempting than it has in</p>
54	<p>Everything takes WAY to long to accomplish. For instance, a merit based pay increase first couldn't be implemented because the legislature hadn't voted on our yearly increase. Then it has to go through 4 steps in 2-3 different places before being implemented. At each step, the person doing that step gets to it when they can so it takes longer. Also, only 1 part-time person in HR reviews letters stating why a lay-off candidate is not hired. This can take a month or more. Trying to hire someone here is a 3-6 month or longer process.</p>

55	<p>As an HR Facilitator, the thing I find personally find most distressing about the current system is the degree to which set in stone position requirements at the State level hinder, rather than help, departments and directors in hiring the people who are best suited for jobs. Many of the job descriptions and requirements are outdated or there just is not one that even comes close to the position needed. I also find it extremely frustrating how difficult it is to advance people within their own department or unit and, as a corollary, how difficult it is to hire a temp who has demonstrated his or her value and competence into a full time position. I believe the border between employee rights and hiring flexibility is wider than either the State or the University powers that be want to acknowledge.</p>
56	<p>Too cumbersome. Too much paperwork. Continue move to electronic systems.</p>
57	<p>some individual positions need to be re-examined, and reclassified because of increased and more varied workload (i.e. accounting technicians)</p>
58	<p>Universities have different personnel needs than do most state agencies, and North Carolina is among the minority of states that have all employees in the same system. Change can be accomplished that provide the flexibility the University needs without making employees more vulnerable to arbitrary actions.</p>
59	<p>One should get the vote from employees as a feel of what is important but then the administration should weight that input and make the choice of what is best. Administration needs to have excellent reason for the population as a whole why things are done and the paths they chose.</p>
60	<p>Flex time is going to be much more important in the coming years, especially with personal health issues and family issues that are unavoidable. We hold people to a firm time frame and count every minute (as per back of time sheets) and life is not like that. Life just happens--it doesn't fit nicely into a little minute-by-minute mold and we need to understand that when dealing with work schedules and commitments. If we really are a University for the people and by the people, then we MUST be more flexible and decent with these types of issues.</p>
61	<p>Too many people have to sign off on personnel actions and most of them want things done differently.</p> <p>There is major disagreement between Administrative offices as to how actions should be processed.</p> <p>Requests for information in personnel actions are inconsistent.</p> <p>Finance office has too much to do with personnel actions.</p>

62	<p>This system must be structured as to benefit the employee and not be driven by numbers. This University should set the stage for the global economy on how it treats its workers, rather than the global economy dictating to its workers that they must adjust by increased work loads, less pay and the violation of basic human rights. In re-vamping the current system: Make history, stop the exploitation of the southern region that is over due a just wage in line w/ the rest of the nation. Make informed, ethical decisions.</p> <p>Last, set the example by allowing the employees of this great university collective bargaining rights and the right to organize. Have the GA to lobby for these rights and not lobby against these rights.</p>
63	<p>There are so many positions at the University that it is hard to classify them all. That I understand. Still there is too much discrepancy in job duties between the same or similar classifications. This also has a negative effect when looking at departmental equity. Two folks in the same classification may have very different levels of responsibility, but the one with less work or a lesser quality of work may get paid more. That should never happen, but I understand it is a very hard issue to correct. Hopefully some improvements can be made. Also, I am very lucky to have a good boss. I have heard horror stories about other bosses though. A supervisor evaluation system should be put in place...or perhaps a higher level/HR supervisor evaluation system would be needed. So many bosses aren't accountable. Do you really want state employees picking up their boss' dry cleaning on the clock? Things like that happen all the time.</p>
64	<p>It would also be nice to add more vacation time for employees that have over 25 years or more.</p>
65	<p>I don't know employees voting on it is best, but I prefer it to GA dictating. I think real employees/supervisors (not just HR) who know how the system currently works and what the real needs are should be involved in the process.</p> <p>I think it is unfair for poor departments to not be able to give in-ranges, fund banded positions or lack the ability to be able to hire desirable personnel from a rich department because of equity issues and no funding.</p> <p>I also think departments know their needs better than HR and should have more input in establishing positions, pay and forwarded applicants. Sometimes the right person applied (possibly at your request) but HR won't forward their application because they don't "qualify";</p>
66	<p>EPA and SPA personnel policies and procedures should be merged. Particularly with the new Homeland Security/I-9 requirements having a decentralized system for EPA, does not work very well. Particularly during hiring of EPA Faculty and Non-Faculty at the beginning of each academic year, the departmental staffs are swamped with other work.</p>
67	<p>Managers need much more hiring and termination flexibility.</p>

68	<p>There are great personalities within the system, however the shared knowledge of the human experience is least important. Since the make up of the UNC Chapel Hill workforce may be predominantly state residents, the University and city schools surrounding the Chapel Hill college are important external variables and contribute a significant part of internal UNC labor. Because the city of Chapel Hill is routed in UNC trade or commerce, the dynamic body of UNC employee's should also be determined to facilitate this difference with accuracy and efficiency.</p> <p>Simply, the current system is worldly slow, the trade and continued potential of the city of Chapel Hill demands respectable facilitators (employees) The use of political maneuver is a reflection on the administration. State insufficiencies (i.e. health care) is enough of a social conscious that should already be accounted for. The Chapel Hill college (UNC) or in the public case, an educational facility, should be the first institution to succeed any state challenges (demands) with accuracy and efficiency.</p>
69	<p>It would be very nice to be able to see your vacation/sick leave, current benefits, etc. via the internet rather than making phone calls. This would be a great improvement in my opinion.</p>
70	<p>Orientation is horrible for new incoming State employees who are not aware of the layout of the University. Taking new employees around to `tour' the instutition instead of sending them out to get lost is not very productive.</p>
71	<p>Personnel department should be thoroughly versed in their responsibilities and legal positions and error on the side of the employee.</p>
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