

## 2012 Senior Staff Engagement Survey

Q1.1 The University is partnering with Sirota Survey Intelligence to conduct the Senior Staff Engagement Survey. This survey is being sent to administrators and information technology professionals in administrative grades (ADM) 070 and above, technology grades (AIT) 040 and above, and athletic coaches grade 020. The idea for this survey emerged from the work of the Trustee Ad Hoc Committee on Diversity, charged by President Tilghman earlier this year, to explore how the perspectives of Princeton administrators shape the employee experience at Princeton and how it can be improved. Your responses will provide valuable information about working at Princeton and will provide important guidance as we plan for the future. The survey will take about 15 minutes to complete. Participation in this survey is completely voluntary. Although your answers to every question are important to us, you may skip any questions that you are not inclined to answer. Please be assured that your responses will be treated in a strictly confidential and secured manner. During the data collection phase of the survey, your responses will be linked to your University ID number, which provides a mechanism by which other demographic data maintained by the University will be incorporated into the survey results without compromising confidentiality. Before any analysis of the data takes place, your University ID number will be removed from the survey response file and placed in a separate archival key file. Sirota Survey Intelligence will incorporate this survey into a normative database that they maintain for use in benchmarking studies. All survey material will be stored securely on password protected computers. All findings, reports, and analyses that are based upon this survey will be reported in a manner that does not identify individuals. If you have questions or concerns about this survey, please contact: Romy Riddick Director of Diversity and Inclusion Human Resources 217 New South Email: riddick@princeton.edu Thank you for contributing your thoughts and opinions to this survey.

Q2.1 Overall, how would you rate Princeton University as a place to work, compared with other organizations about which you are familiar?

- One of the Best (1)
- Above Average (2)
- Average (3)
- Below Average (4)
- One of the Worst (5)

Q3.1 About Princeton University

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Q3.2 To what extent do you agree or disagree with each of the following statements about Princeton University? Indicate ONE answer for each line across: Princeton University:

	Strongly Agree (1)	Agree (2)	Neither Agree Nor Disagree (3)	Disagree (4)	Strongly Disagree (5)	Don't Know / Not Applicable (6)
Strives for excellence in all that it does. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treats employees fairly, without regard to race/ethnic background, religion, gender, disabilities, sexual orientation, gender expression, socioeconomic status, position, or viewpoints. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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<p>Has an inclusive work environment where staff diversity is valued and encouraged. (3)</p>	<input type="radio"/>					
<p>Does a good job of retaining people with diverse backgrounds. (4)</p>	<input type="radio"/>					
<p>Is genuinely concerned about the wellbeing of the community in which it is located. (5)</p>	<input type="radio"/>					
<p>Is ethical in all that it does. (6)</p>	<input type="radio"/>					
<p>Is genuinely concerned with the well-being of its employees. (7)</p>	<input type="radio"/>					

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Has senior university leaders who are accessible to all employees. (8)	<input type="radio"/>					
Has academic and administrative departments that cooperate with each other in the interest of the University as a whole. (9)	<input type="radio"/>					
Attracts the best employees. (10)	<input type="radio"/>					
Emphasizes continuous improvement in all aspects of work rather than being content with the status quo. (11)	<input type="radio"/>					

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Deals effectively with poor performers. (12)	<input type="radio"/>					
Seeks to hire a diverse population of highly qualified and high performing employees. (13)	<input type="radio"/>					
Has policies and programs to help employees balance work and personal life responsibilities. (14)	<input type="radio"/>					
Provides and supports accessibility to work space, services, and programs for employees with disabilities. (15)	<input type="radio"/>					

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Neither over nor under emphasizes academic pedigree (where someone went to school) when making hiring decisions. (16)	<input type="radio"/>					
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Q3.3 To what extent do you agree or disagree: All in all, Princeton University is an effectively managed, well-run organization.

- Strongly Agree (1)
- Agree (2)
- Neither Agree Nor Disagree (3)
- Disagree (4)
- Strongly Disagree (5)
- Don't Know / Not Applicable (6)

Q3.4 To what extent do you agree or disagree: I feel proud to work for Princeton University.  Strongly Agree (1)

- Agree (2)
- Neither Agree Nor Disagree (3)
- Disagree (4)
- Strongly Disagree (5)
- Don't Know / Not Applicable (6)

Q4.1 About Where I Work (your department)

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Q4.2 To what extent do you agree or disagree with each of the following statements about where you work? Indicate ONE answer for each line across: In my department:

	Strongly Agree (1)	Agree (2)	Neither Agree Nor Disagree (3)	Disagree (4)	Strongly Disagree (5)	Don't Know / Not Applicable (6)
I feel part of a team that works well together. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Objectives and strategies are clearly communicated to employees. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are purposeful efforts to promote diversity and inclusion in the workplace (for example, recruiting, training, retention, etc.) (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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We receive the recognition we deserve for our contributions to the University. (4)	<input type="radio"/>					
Varying opinions to solve work challenges are welcomed and embraced. (5)	<input type="radio"/>					
Decisions are made without undue delay. (6)	<input type="radio"/>					
Employees	<input type="radio"/>					

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<p>feel free to report important information up the line, even if it is "bad news." (7)</p>						
<p>My colleagues value diverse ideas, perspectives, styles, and backgrounds. (8)</p>	<input type="radio"/>					
<p>Performance standards and expectations for employees are high. (9)</p>	<input type="radio"/>					
<p>Employees feel they play an important role at the University. (10)</p>	<input type="radio"/>					
<p>Strong performance is recognized and rewarded. (11)</p>	<input type="radio"/>					

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Health and safety issues are managed quickly and responsively. (12)	<input type="radio"/>					
Employees are appreciated and recognized for high quality performance. (13)	<input type="radio"/>					

Q4.3 To what extent do you agree or disagree: All in all, my department is effectively managed and well-run.

- Strongly Agree (1)
- Agree (2)
- Neither Agree Nor Disagree (3)
- Disagree (4)
- Strongly Disagree (5)
- Don't Know / Not Applicable (6)

Q4.4 To what extent do you agree or disagree: I would choose to stay at Princeton University even if offered the same pay and benefits elsewhere.

- Strongly Agree (1)
- Agree (2)
- Neither Agree Nor Disagree (3)
- Disagree (4)
- Strongly Disagree (5)
- Don't Know / Not Applicable (6)

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Q5.1 To what extent do you agree or disagree with each of the following statements about your immediate supervisor/manager? Indicate ONE answer for each line across: My immediate supervisor/manager:

	Strongly Agree (1)	Agree (2)	Neither Agree Nor Disagree (3)	Disagree (4)	Strongly Disagree (5)	Don't Know / Not Applicable (6)
Supports my efforts to achieve balance between my work and personal life. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens to my concerns and suggestions. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is open and honest with me. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acts as a coach and mentor in helping me to improve my performance. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Communicates effectively. (5)	<input type="radio"/>					
Is accessible to me. (6)	<input type="radio"/>					
Leads by example. (7)	<input type="radio"/>					
Supports my professional development. (8)	<input type="radio"/>					
Treats me with respect and dignity. (9)	<input type="radio"/>					
Takes timely and appropriate action on	<input type="radio"/>					
employee concerns and suggestions. (10)						
Acts to protect staff against unreasonable demands. (11)	<input type="radio"/>					

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Regularly gives me helpful feedback about my performance. (12)	<input type="radio"/>					
Recognizes me when I do a good job. (13)	<input type="radio"/>					
Is competent in dealing with people. (14)	<input type="radio"/>					
Values diverse ideas, perspectives, styles, and backgrounds. (15)	<input type="radio"/>					

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Q6.1 To what extent do you agree or disagree with each of the following statements about your job and career at Princeton University? Indicate ONE answer for each line across:

	Strongly Agree (1)	Agree (2)	Neither Agree Nor Disagree (3)	Disagree (4)	Strongly Disagree (5)	Don't Know / Not Applicable (6)
I know the results expected of me in my job. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The last performance appraisal I received was both fair and accurate. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job makes good use of my skills and abilities. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand Princeton University's promotion practices (for example, how employees are selected for advancement opportunities, etc.). (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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<p>I understand Princeton University's salary policies and practices. (5)</p>	○	○	○	○	○	○
<p>I experience manageable levels of stress and tension in my job. (6)</p>	○	○	○	○	○	○
<p>I am satisfied with my total compensation and benefits at Princeton. (7)</p>	○	○	○	○	○	○

<p>I am satisfied with my level of job security (for example, not being concerned about being laid off, etc.). (8)</p>	○	○	○	○	○	○
<p>The amount of work I am expected to do allows me to do my best. (9)</p>	○	○	○	○	○	○

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I feel that my career goals can be met at Princeton University. (10)	<input type="radio"/>						
I can maintain a reasonable balance between my personal life and work life. (11)	<input type="radio"/>						
I feel free to speak my mind without fear of negative consequences. (12)	<input type="radio"/>						
I have freedom to use my own judgment in getting my job done. (13)	<input type="radio"/>						
I have opportunities for advancement. (14)	<input type="radio"/>						

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I can report unethical behavior or practices	<input type="radio"/>					
without fear of retaliation. (15) I am treated with respect and dignity by all people with whom I interact, including faculty, students, other staff members, alumni, etc.	<input type="radio"/>					
(16) I have a manageable number of priorities that I am expected to follow through on at any one time. (17)	<input type="radio"/>					

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<p>I am satisfied with my physical working conditions such as space, heat, light, noise, etc. (18)</p>	<input type="radio"/>					
<p>Overall, I am satisfied with my job itself (that is, the kind of work I do). (19)</p>	<input type="radio"/>					
<p>I am encouraged to be innovative in my job (that is, trying new ways of doing things). (20)</p>	<input type="radio"/>					
<p>I receive the training and</p>	<input type="radio"/>					

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professional development needed to perform my job. (21)						
The orientation and onboarding provided to new employees is effective. (22)	<input type="radio"/>					
I work in an environment that is free from harassment, discrimination, and retaliation. (23)	<input type="radio"/>					

Q6.2 To what extent do you agree or disagree: I am motivated to go beyond what is normally expected to help Princeton University be successful.

- Strongly Agree (1)
- Agree (2)
- Neither Agree Nor Disagree (3)
- Disagree (4)
- Strongly Disagree (5)
- Don't Know / Not Applicable (6)

Q7.1 Some Additional Questions About Resources

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Q7.2 To what extent do you agree or disagree with each of the following statements about resources at Princeton University?  
Indicate ONE answer for each line across:

	Strongly Agree (1)	Agree (2)	Neither Agree Nor Disagree (3)	Disagree (4)	Strongly Disagree (5)	Don't Know / Not Applicable (6)
I have enough information to do my job well. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have adequate equipment to perform my job (computer, hardware, software, other tools or systems, etc.). (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8.1 Some Additional Questions About Diversity and Inclusion

Q8.2 To what extent do you agree or disagree with each of the following statements about diversity and inclusion at Princeton University?

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	Strongly Agree (1)	Agree (2)	Neither Agree Nor Disagree (3)	Disagree (4)	Strongly Disagree, (5)	Don't Know / Not Applicable (6)
I would encourage a prospective employee who resembles me (in interests, background, etc.) to accept a position at Princeton. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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<p>The senior administration is active and visible in Princeton University's diversity and inclusivity efforts (for example, communicates regularly to employees about philosophy and goals, encourages and inspires employees to achieve goals, individuals work hard toward goals, etc.). (2)</p>	<p>○</p>	<p>○</p>	<p>○</p>	<p>○</p>	<p>○</p>	<p>○</p>
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Q8.3 Please indicate ONE answer for each line across:

	Very welcoming (1)	Moderately welcoming (2)	Not very welcoming (3)
To what extent is the University a welcoming place? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent is your department a welcoming place? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8.4 During the past year, how frequently have you felt accepted as part of the campus community?  Always (1)

- Most of the time (2)
- Often (3)
- Sometimes (4)
- Rarely (5)
- Almost never (6)

Q8.5 Please rate the cultural climate of your department.

- Very inclusive of individuals with diverse backgrounds and interests (1)
- Somewhat inclusive of individuals with diverse backgrounds and interests (2)
- Inclusive of individuals with diverse backgrounds and interests (3)
- Somewhat intolerant of individuals with diverse backgrounds and interests (4)  Very intolerant of individuals with diverse backgrounds and interests (5)

Q8.6 How well is Princeton University doing in achieving its goal of creating an inclusive environment that is welcoming to people of diverse backgrounds and interests? Please write in the space provided below.

Q8.7 What suggestions for improvement do you have? Please write in the space provided below.

### Q9.1 Some General Questions

Q9.2 To what extent do you agree or disagree: Considering everything, I am satisfied with my overall work experience at Princeton.

- Strongly Agree (1)
- Agree (2)
- Neither Agree Nor Disagree (3)
- Disagree (4)
- Strongly Disagree (5)
- Don't Know / Not Applicable (6)

Q9.3 I believe that the information from this employee survey will be used constructively by the senior administration of the University.

- Yes, Definitely (1)
- Yes, Probably (2)
- Hard to Say (3)
- No, Probably Not (4)
- No, Definitely Not (5)
- Don't Know / Not Applicable (6)

Q9.4 Whether we covered it or not, what do you like best about working here? Please write in the space provided below.

Q9.5 Whether we covered it or not, what do you like least about working here? Please write in the space provided below.

### Q10.1 About Yourself

Q10.2 Important Note: As stated in the cover letter of this questionnaire, your responses to these questions are completely confidential. They will be grouped statistically with those of other employees who are participating in this survey. Only these statistical groupings will be reported. We emphasize confidentiality again because in the following questions you are asked for your gender, ethnicity, etc. The reason for these questions is that they make it possible for us to divide the results into meaningful groups and assess their specific issues. For example, if women were having a problem as distinct from men, this

information would be completely lost if we did not ask for your gender. This information is, therefore, very important in making the results of this survey helpful. It will never be used to identify any individual. While we give you this guarantee, if you feel uncomfortable answering any of these questions, you can simply leave them blank.

Q10.3 Are you an alumna/alumnus of Princeton University?

- Yes (1)
- No (2)
- Prefer Not to Answer (3)

Q10.4 Do you manage others?

- Yes (1)
- No (2)
- Prefer Not to Answer (3)

Q10.5 Are you . . . ?

- Asian or Asian American (1)
- Black or African American (2)
- Hispanic or Latino or Hispanic American (3)
- Native American or American Indian or Alaskan native (4)
- White/Caucasian (5)
- Native Hawaiian or Other Pacific Islander (6)
- More than one of the above (7)
- Other – not listed above (8)
- Prefer Not to Answer (9)

Q10.6 Please indicate which one of the following best describes you?

- Heterosexual (1)
- Gay or Lesbian (2)
- Another Identity (3) \_\_\_\_\_
- Prefer Not to Answer (4)

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Q10.7 Are you . . . ?

- Female (1)
- Male (2)
- Transgender (3)
- Another Identity (4) \_\_\_\_\_
- Prefer Not to Answer (5)

Q10.8 What is your current religious affiliation, if any (please select all that apply)?

- Protestant (1)
- Catholic (2)
- Other Christian (3)
- Jewish (4)
- Muslim (5)
- Buddhist (6)
- Hindu (7)
- Sikh (8)
- Secular humanist (9)
- Unaffiliated (10)
- Agnostic, or Atheist (11)
- Other (12) \_\_\_\_\_
- Prefer not to answer (13)

Q11.1 THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY